Jeff Bustos Transcript

[00:00:00] **Andy Murray:** Hi, I'm Andy Murray. Welcome to It's A Customer's World Podcast. Now more than ever, retailers and brands are accelerating their quests to be more customer-centric, but to be truly centric, it requires both a shift in mindset and ways of working, not just in marketing, but in all parts of the organiz. In this podcast series, I'll be talking with practitioners, thought leaders and scholars to hear their thoughts on what it takes to be a leader in today's customer-centric world.

[00:00:51] Hello everyone. In this episode, we are continuing our deep dive into retail media network. A key theme from the white paper research was the need for industry standards around definitions and metrics. We heard it time and again from both retailers and brands that the lack of standard definitions and measurement makes the job of evaluating performance across networks and against other media channels a real challenge.

[00:01:15] And it isn't just a challenge for brands. Retailers also have to work out how to meet the varying demands for measurement from brands who may be working with different definitions and criteria themselves. Recently I became aware of the work of the Interactive Advertising Bureau or IAB and what they were doing to tackle this challenge.

[00:01:32] I was quite impressed by the progress they were making to talk about that. I invited Jeff Bustos, VP of Commerce and Measurement at the IAB to share with us the work of the committee and their journey to develop standards. Jeff is highly qualified to take on this kind of challenge with an extensive career in top media agencies such as Group M, where we led the data and audience strategy for the e-commerce clients.

[00:01:55] It was a great discussion and I learned quite a bit, and I hope you do as well. Jeff, welcome to the show. Good to have you here.

[00:02:03] **Jeffrey Bustos:** Excited to be here. Excited to be here.

[00:02:05] **Andy Murray:** Before we get into retail media networks and what you're doing at i b, can you first us about your journey and what's led up to what you're doing today?

[00:02:16] **Jeffrey Bustos:** Yeah. So I, I started in paid search about eight years ago. And I was doing paid search across the various agencies, mainly within the commerce space. and my last role when I was at mediacom, I was doing data and audience strategy for commerce companies, and from there I had the opportunity to do a lot of really cool things.

[00:02:36] So I was able to do a few, clean room setups advise on CDPs test a few identity solutions, and also create various ous roadmap. All related to commerce brands that I was working with when I was at mediacom. So when the opportunity came to work at ib, it worked really well with the kind of the.

[00:02:57] The experience that I've gathered at Mecom, especially, with changing privacy landscape and the big conversation on first party data. How can we scale first party data? How should we treating unknown audiences? And then, it also fits really nicely now with the growth that we're seeing on retail media networks that, provide brands, really strong transactional first party data.

[00:03:19] That they can activate against and target and they can deliver scale while getting that closed loop measurement, which is something that we're losing more and more every year with the loss of identifiers, privacy and legislation.

[00:03:30] **Andy Murray:** Yeah. So you've seen this from the very beginning. It's impressive background and you've been in the media space way before the retail media network conversation kicked off, right?

[00:03:39] I How have you seen it change over those.

[00:03:41] **Jeffrey Bustos:** It's been interesting to hear it change. I think one of the things that were definitely a big change that I saw, especially in the search space, was the emphasis on audience targeting. I remember when I started this probably back in 2014 when retargeting everybody was talking about retting.

[00:03:57] It was a new fancy toy. And then Google introduced InMarket audiences and affinity audiences where you were able to improve the intent signals beyond keyword intent to your search campaigns. And it was through that conversation, those new tools that Google and. That really had me move more towards programmatic lens when we looked at, buying and trading of data cuz that was really where it's going.

[00:04:19] And even if you see now Google in kind of its journey in terms of media buying with performance Max, search intent, keyword intent, still there, but they're playing, they're placing a stronger emphasis on that audience target. And, equal, I would say equal emphasis with a keyword intent.

[00:04:37] **Andy Murray:** Yeah. And then that journey that you've been on has led you to iab. For those that don't know what IAB does or what it stands for and what you're doing there, once you like, give us a preview.

[00:04:47] **Jeffrey Bustos:** Yeah. IAB stands for Interactive Advertising Europe. And what we do is we work we're a nonprofit and we.

[00:04:55] Bring the industry forward in developing standards and guidelines for, publishers, tech providers, so that, buyers can all talk the same language and conversation. The fact that we have terms and conditions right now across all agencies is cause of the and T's and Cs that I've been around for, close to over 10 years already, or even, basic taxonomy standards or ad placement standards.

[00:05:19] Our work that IAB has done in partnership with the MRC.

[00:05:23] **Andy Murray:** And you're leading the effort to do a committee on retail media network in the same kind of journey. Correct?

[00:05:31] **Jeffrey Bustos:** Yes. So I lead the retail media committee. And what we're trying to do there is we've gathered and we're continuing to gather thought leaders and decision makers across the retail space.

[00:05:41] So these are retailers, so you know, Kroger, Walgreens Best Buy, as well as tech companies such asmatic Trade desk, pat view, and then also buyers. So you know, you have your mind shares you yours, but also expanding into e-commerce boutique agency. So its just the Marsh agency and just really expanding that thought leadership.

[00:06:06] And then in terms of the output is that we're working on a categorization. And definitions guide, which we think it's the first step for retail media just to make sure that everyone's speaking the same. And then from there we'll continue that work there.

[00:06:20] **Andy Murray:** Working with the University of Arkansas on the white paper this area of standards and definitions and metrics came up quite loud and clear is an important factor that could unlock a lot of efficiency and just speed of adoption because it can be quite complicated.

[00:06:35] So tell me how that project's been going, what. Some, what kind of enthusiasm are you getting? Good size team working on it. What's that been like?

[00:06:43] **Jeffrey Bustos:** The engagement has been amazing. It's been humbling. We just had a working group last week of October. The first week in November where we met and we had 33 people show up in person, and about 40 people attend virtually.

[00:06:57] And these were, executives from, Kroger Best Buy, Lowe's PubMatic, trade Five Ramp Oracle S Mind shared. Literally, like all the big buyers within the retail major space took three hours a day to come together and we all collaborating on our categories and definitions. So the engagement has been really strong.

[00:07:19] It's probably one of the most engaged working groups that I've worked on. And we are the main objective of this categories and definitions, to your point that you mentioned earlier, the white you guys. The tension within its standards is that it's one, it's very difficult to enter the retail media space cause it's very fragmented right now from, how should you buy retail media?

[00:07:40] Not everything. You can't buy everything. Your current trading platform might have to use platforms, proprietary trading platform. Might be self-service or manage servers. And then even within those two, there's like different types of levels of services available. So what we hope to do is that we with the categories and definitions guide, we are working with, everyone that's involved with the space and creating categories and definitions across onsite, offsite and store so that a buyer and we would define a buyer to be really specific as someone who is a manager.

[00:08:16] Level or above at an agency. So I would say two to five years of experience can, so someone has some media programmatic background, he's not an expert on it yet, can pick up this guide, would easily be able to activate against retail media with it and be able to understand how to do audience strategy, media planning, activation, and finally report.

[00:08:36] **Andy Murray:** You let me sit on one of conference calls to that. You guys were working through that, and I was really impressed by the level of engagement and the clarity and the definitions there. But I also had this hunch that wasn't an easy journey. That there were probably a lot of hard yards and lively debates to, to pull that together.

[00:08:54] How have you been able to bring so many different parties together to make this kind of progress? What's been the magic to pull that?

[00:09:01] **Jeffrey Bustos:** I write people with chocolate discs, do make hot chocolate. I try to make, I, know, I try to make the conversations as, entertaining but also as useful as possible.

[00:09:10] I understand everybody's really busy. So like the one that you had joined, we had lipman kinda set the stage, talk about third wave of advertising. He. Various detentions. I make sure that whenever I have these committees every once a month, we make sure that we have a thought leader. We've had, conversations on measurement, attribution.

[00:09:29] We had conversations on, what is a healthy growth trajectory? How are other people do measurement? And then in terms of collaboration, there's definitely tensions. But I think that what we're seeing and that's really exciting is that people really wanna collaborate. Even within the working group that we.

[00:09:43] I would say about 80% of the people that were there were competitors, like direct competitors of each other. And they were all in a room trying to solve their problems together. Cause I think everyone understands that this needs to be a joint. So I think, that's where it is.

[00:09:56] Managing those two tensions with. The out, the the line inside of the outcome of, maintaining that healthy growth trajectory.

[00:10:02] **Andy Murray:** That's fantastic. Congratulations. That's not an easy task. couple of things. One, the timeline now, cuz there's a couple phases to this, correct.

[00:10:10] So this first phase on definition of terms and agreement on those terms, that's coming out when?

[00:10:18] **Jeffrey Bustos:** We are going to release that for public comments early January. For a publication, it'd be either February or March, depending on the level of fractions or any feedback that we get. And so it's gonna be publication in March and then, The next step to that would be actually developing measurement guidelines, which is what everybody's really asking for.

[00:10:39] But we did feel that before you can even talk about measurement, we need to set, a basis so that everyone's talking about the same thing before we get something much more complex.

[00:10:48] **Andy Murray:** It's a lot easier task probably. It sounds like the hard yards are still ahead of you if you start talking about getting into the measurements.

[00:10:54] So people are clear, you're not tackling measurement first of what you know, how should. Things get measured. It's more agreement on definitions, which is still a really big challenge in the industry. What kind of challenges do you think lie ahead in getting alignment on the measurement task?

[00:11:11] **Jeffrey Bustos:** So I think with the measurement task, and this is something that we've having debates, is retailers definitely wanna differentiate themselves and it's important for them to differentiate themselves, but they also want to they should also look to.

[00:11:24] Their technology as much as possible. Because one of the issues would be is you differentiate yourself too much and you are going in the route the social media platform has went that as a media buyer, I'm only going to buy the two biggest ones and then whatever other, media, social media platform aligns to my brand.

[00:11:45] So if I'm a commerce platform, I'll probably buy, meta Snapchat. Pinterest and then if I'm a business brand, I would do meta LinkedIn. So it'd always be like the big player and it will continue to be like that. But if you're able to really automate, deliver that scale, you are gonna be able to expand number of people that are working with you.

[00:12:04] And then even from an automation perspective you want to make sure to understand. The real growth opportunity lies in the non endemic opportunity. Cause there's a lot of data that, a retailer has that, someone beyond a CPG would want to use that data.

[00:12:23] **Andy Murray:** Can can you gimme an example of one of those, cuz I heard on the call the other day one about Ford perhaps, being interested in this space, but how might an a non-endemic brand use the value of the retail media network connection to, to meet their marketing objectives?

[00:12:40] **Jeffrey Bustos:** I think when you think retail media it's one looking beyond just the onsite opportunity but even into the offsite opportunity. So me as a non endemic brand, I can buy let's say Kroger's audience and Kroger can run that audience in Roku. So that's very valuable where I'm able to create a specific audience that, of a Roku transactional consumer.

[00:13:02] And there's a lot of data points that Kroger can give me that can create an audience set. I can, if I'm a car manufacturer, I want to, target families program probably has an audience. They're like, these people are probably a four person family, probably, target them with a mini.

[00:13:17] Or, specific, aspects of their life or, this person seems to be really active and they buy a lot of catering and coconut water, so maybe, target them to, like those specific things. So there's a lot of data that, they have and they also have a lot of customer loyalty data.

[00:13:31] And one of, one of the things that we kinda take for granted is that we go grocery shopping like every week. And if you think of your life, you probably don't, unless you've moved, you probably go to the same grocery store, you've probably gone to the same course for years. So they've been with you as your life changes through every single one of your life moments.

[00:13:51] So they of understand that, and they have all this data where they predicted models and other people that have, following where you were five years ago, 10 years ago, so that they can definitely have a lot of predicted models, which is really valuable. And, the data signals are much more strong versus the third party data were, the signals weren't probably that strong.

[00:14:09] You mainly just looked at shoes because, when your friend had cool shoes and you just wanted to see what the shoes name were, but they don't wanna buy shoes, but now you're gonna beed for shoes for three months. I think it's, the fact that, the retailer can provide the stronger data signals for.

[00:14:24] **Andy Murray:** That's a great explanation of that. And most of the conversation so far with retail media networks that I've been around is more omnichannel and on platform endemic brands. And I, that's a great explanation. What might could be done, especially as you get standards developed and metrics put in place.

[00:14:41] One aspect of this is how the retail media networks from a retailer side and the definition shake out, but. But tell me a little bit, cuz you've lived on the agency side, UK grew up in the media business. How does that change the way media agencies might or need to work in the future or how they work today?

[00:14:59] Because it is a different, it's a different ballgame than what they might be used to. And what are you seeing on that front?

[00:15:06] **Jeffrey Bustos:** It's very different. I think that, From a media agency, you're using the fact that your publisher is gonna be really nice to you and it's gonna wind and dine you, and you are buying their product like you're buying the ad placement.

[00:15:21] And one of the tensions right now from a retail media perspective is that retailer relationship with brands is literally the opposite. Where the brands are literally going to the retailers trying to convince them to sell them shelf space. So it's creating a tension in the ecosystem where channel or category trade managers at the retail side have to learn how to foster better relationships or change the way they're managing these relationships to make sure that, from a media perspective, your managing a healthy growth retail.

[00:15:55] Because yes, it might be a small percentage of the spend, but the margins are retail media. Very significant that I wouldn't, I would make sure that to prioritize those as well. So I think that's,

[00:16:12] **Andy Murray:** Yeah. And also the commerce connection because it, quite honestly, a lot of the spend in retail media networks has come through in the trade spend space. Of course that's, it's got a large percentage and probably gonna grow in terms of how much trade spend investment gets moved into retail media networks in addition to the brand spend.

[00:16:30] Have you had a fairly good representation in the definitions and stuff from the commercial side? Of typical CPGs that are looking at prob probably different metrics than perhaps cost per impression, as they're trying to manage that commercial relationship. And their metric might be return on retailer relationship for that matter.

[00:16:52] **Jeffrey Bustos:** Yeah, no, it, it does become very difficult how, there's two different ways things are being measured to your point, Now with retail media networks, media agencies are being like, we want every single metric that exists under the sun. And retailers for a long time have just been giving very basic PDFs of just being like, is your sales, is this?

[00:17:14] And they're very broad. Cause as you said, they're really based on the relationship and what that was delivering. So I think it's gonna become the need to have consensus. And that is one of the things that we're gonna be working. Is in identifying the 10 metrics that need to be provided and how those metrics should be provided.

[00:17:32] It's probably gonna be like, as an example, retailers should, provide more granularity, but also from a retail year perspective, maybe you don't need to know where your CPMs are cause your main goal is ro. However, if your main outcome and objective is roas, then it's very important that we define what viewability.

[00:17:51] Where your attribution went is we have very specific definitions for that cause if you could define that and that then as long as my role has to stay the same, and I know my viewability, 70% of my conversion windows works in days and I'm still delivering the same volume in sales, my CPM shouldn't matter.

[00:18:11] I think that's also beyond just retail meeting. I think that like buyers need to kinda move away from the fact that like you're trading data, you're trading. Things are gonna fluctuate five to 10. Cause it's a trading platform and we shouldn't have to provide POV in every single slight fluctuation.

[00:18:30] **Andy Murray:** Yeah, I grew up more on the commercial side and I would call that a world where you paint it with watercolors and cuz the things blend.

[00:18:37] You're not looking for exact repre representation, at a finite level where media. In a more brand programmatic way, painting with oils, it's very precise. They want to get those, exactly placed. And as you put those two worlds together, those are really two different crafts.

[00:18:51] And I agree with your assessment that you can get fixated on loads of KPIs and that actually might be harder. Just because it's a more perfect measure doesn't necessarily mean it's a better measure. And I think that's one of the points that, that you've zeroed in on here by saying, let's just get to the 10 that can really make a differe.

[00:19:10] And make sure we're looking at the commercial objectives and the media objectives together. That's great news to hear. It's being thought of that way.

[00:19:18] **Jeffrey Bustos:** Okay. Whether we can do it is gonna be another story. Cause that's gonna be really difficult.

[00:19:21] **Andy Murray:** But you've laid the, you've laid the groundwork though for some really.

[00:19:25] Good conversation coming up next. And it's probably was really smart, starting with the definitions where you can get some agreement on and get good team building and, community of people that really care about this to, to move it forward. We felt for a long time, this is the one unlock for the industry that's really hasn't been done yet, which is get the some standards and and definitions and standards and metrics like viewability.

[00:19:46] What is a view so on and so forth. Is there anything that. Really has surprised you about this journey that you've been on this subcommittee?

[00:19:54] **Jeffrey Bustos:** I think just the collaborative effort that everybody's having, as I mentioned before, I, just it's awesome to see the level of collaboration that we've been seeing. And I think it's also being, the fact that I was on the buy side a lot is also talking to retailers.

[00:20:08] I think a lot of this conversation is how retailers can be better, but it's also we should, their conversation should also be on how brands and agencies can be better. Like brands can talk to amongst themselves the same brand agency can talk internally, which is, definitely a contention point.

[00:20:24] Or even, one of the retailers mentioned that, we are gonna move towards retailers. Retailers would need agencies. To standardize what they're requiring them, which is a great thing, cause even everyone throws around the word incre mentality. If you were to talk about 30 people on incrementality, you would probably get six different ways to measure mentality.

[00:20:42] Yeah. So what we are gonna be doing as well is in this 10 metrics, we're also going. Pretty much working with agencies and brands to be saying, these are the 10 metrics that you should be requiring or that you should be looking at, or this is how you should be measuring success, more likely. And if they really wanna dig on incrementality, then we would say, These are five ways to measure incre mentality for these five use cases.

[00:21:07] And you use them, because right now retailers are having to juggle, 10, 20, 30 different measurement demands. That's you.

[00:21:17] **Andy Murray:** Yeah I think you've said it well. There's been a lot of expectation of retailers and a lot of pressure on retailers to do certain tasks and come up with more and more metrics.

[00:21:25] But it's been our finding through the white paper research that there's a lot of heavy lifting still to be done on the CPG side because you've got commercial organizations with lines getting blurred with the marketing teams, the media teams, and it's, there's a lot integrated planning. Work process planning that has to be done for CPGs to have a, to speak with a single voice to the retail community with what they need and what and why they need it.

[00:21:52] And if those get aligned it's really gonna be best for both sides of this ecosystem. Yeah I hear what you're saying on the need for brands and agencies also to come together and a lot of times in the brand world you've gotta put together some commerce. Shopper marketing type agencies alongside media agencies and not just have 'em show up at a meeting here or there, but really have a deep understanding of how it really works on both sides.

[00:22:17] **Jeffrey Bustos:** Yeah. That's, I think that's, you definitely mentioned a good point. I think that the com we're gonna see definitely more commerce specialty companies. And I think those companies definitely have this larger pur to the retailer because they're also. Working with the retailer on how to activate some of their data.

[00:22:34] They have that 360 view. But I guess curious, and I know this is the podcast interview me, but I guess, you coming from the commercial side, like what, what have, what were the changes do you think that were key to bring us where we are today to have retail media networks?

[00:22:48] **Andy Murray:** They've been there for a while. I think the big change has been, covid and getting such alar, a larger volume of CPG sales in the eCommerce space. And so what happened there is kinda okay, this is more than just a little spend that we can tolerate. It's now a thing. And you start asking for, you start seeing, tens of millions of dollars that were in media and trade, moving into the space.

[00:23:09] It does elevate the conversation to how are we measuring that and let's make sure we know what we're doing. How does it drive brand objectives? Is it really bottom funnel? Some of the stuff Kroger's doing with, Roku and others? It really does have a discovery lens to it for different types of brand objectives.

[00:23:25] And I think a lot of this is coming at us pretty quickly in terms of then, How do we upscale our organization to have people that can speak and, do watercolor and oil painting at the same time? That's what I've see happening is the technology and the transactional capability has moved really fast.

[00:23:44] But then the strategic application of that is starting to, is getting pulled along and really understanding how do you have a retail a revenue model, an rgm, a rev revenue growth model that factors in retail media, network opportunities so that you're not. Driving the wrong assortments inside of different retailers and creating, competition amongst yourself you didn't really need or price comping.

[00:24:07] And so there's a lot there to be figured out, but it's come really fast and I think it's the speed of the change through Covid and now also the pressure of of the cookie list environment that's coming to. It's just the speed of all those factors coming together and not having time to go through evolutionary cycles so that you can test and learn and then figure out what works and improve upon it.

[00:24:29] So it's more, feels more like a tsunami or an earthquake that you've got to deal to. But I think that's a brilliant thing because that's what creates change and innovation. And I agree with you. I think there'll be more. Different shapes of agencies coming into space that help sort that out.

[00:24:44] I think you'll end up seeing more people in traditional media learning a bit more on the commercial skills required to leverage that retailer relationship in new ways and vice versa. So I think it's a good thing overall, it's just painful getting there, and you're addressing probably one of the single biggest pain points, which is.

[00:25:02] The standardization of language and metrics and definitions so that we could not, the tower of B factor can actually get us to the, get us to the moon.

[00:25:11] **Jeffrey Bustos:** Yeah. Yeah. I think, the rapid rate of change is very apparent with, brands. Same kind of we're demanding this and we're still building it.

[00:25:19] And then I think there's also some tension. Usually within a startup environment, you're investing, 500,000, a hundred thousand to do a Tesla learn. And these are, 20, 30, 40 million Tesla learns, not really just activation. So I think there's that tension, but I think, the ecosystem is going a lot.

[00:25:36] So one of the things we wanna make sure is that we're, we wanna be broad enough because even right now, one of the biggest things that you'll, you probably heard is. After retail media networks don't wanna be called retail media networks anymore. They wanna be called media networks. And it's a debate, other commerce media, you know how we should define retail media?

[00:25:55] I would define retail media as anyone who owns transactional or customer loyalty data and has the ability to. Monetize that data. And that's about define a retail media number.

[00:26:06] **Andy Murray:** By the way, that's one of the things we discovered in the white paper was the lack of definition. And some people may say that how important is that really?

[00:26:14] I think it's hugely important. Calling Amazon a retail media network is a bit of a misnomer. Amazon is a media company that has a retail operation, and if you benchmark just on Amazon as the Penn Ultimate Retail Media Network it's hard to apply that what they've done to. All the other omnichannel retailers in the exact same way.

[00:26:33] And so I think if you do address this topic of definition of retail media network and the classifications of those, because it's in the classifications, we see, the aggregators taking a different approach in some ways and it's not all retail media network. It needs some classifications so that we can really provide a fair analysis of what to.

[00:26:53] In those in performance, in growth based on the classification that media network, retail media network's sitting in. Would you agree to that? Yeah, a hundred percent.

[00:27:02] **Jeffrey Bustos:** Yeah. That's spot on you.

[00:27:04] **Andy Murray:** Jeff, is there anything I've missed or didn't cover around what you're doing that's important that we should talk about?

[00:27:11] **Jeffrey Bustos:** I think we covered everything. I think a few things is interesting to. Is like the global aspect of retail media. So I think Europe, from a technology standpoint is much more ahead of the US from a retail media perspective. And then it's interesting what is happening in Latin America.

[00:27:28] We're seeing a very different ecosystem, a retail media network where they're actually combining retailer with. Transactions because money is a big part of Latin America and it's much more visible in the day to day aspects. So like money transfers, savings and everything. So it's retailer, but also the fact that you're able to manage your money within that.

[00:27:52] So I think it's interesting seeing that evolution and we'll see that happens within the US. Cause you know, we're seeing a lot we have the card analytics companies of the. I think that there will be more partnerships with retailers in them. I think there'll be an expansion, especially since, retailers have that customer loyalty data.

[00:28:10] We're gonna see, I think we're gonna see more of those credit card companies that have a specific, or airlines come in next year. I think we're gonna see auto manufacturers next year. It's gonna be not a manufacturer that has a retail network. I think that's gonna be interesting how that works out.

[00:28:26] **Andy Murray:** Yeah, it will be there's gonna be lots of surprises we didn't think about. If you start looking, where we might be six months from now or year from now, we say, wow, that just happened. But you're right. I think payment ends. The thintech side of this is un unexplored yet how we look at promotions and offers in this space.

[00:28:41] And then the big one is gonna be the in-store. How do you get foot traffic and pick up digital signals from the in-store environments where, a retailer may not have a really strong. Yeah. E-com or digital traffic, but they might have tons of footfall. I think a Dollar General is a good example.

[00:28:56] We got 17,000 stores and if you could pick up signals from that foot traffic that enhance first party data in a meaningful way and in a data privacy way, there's real opportunity there. So I think, we'll see more in the in-store space come up and some of the other things that you talked.

[00:29:12] **Jeffrey Bustos:** Yeah, I mean with cooler screens, definitely activations there. I think even just before we close out, just touch on the fact that, a lot of consumers buy in store and there's a lot of brands feel that there's the loss of the consumer experience contracting with their in a real life scenario.

[00:29:29] Then we're gonna see a huge growth in video both onsite. You were able to like, maybe you don't wanna see a can of beans on video, but you do, you would wanna see how pair shoes look like, or shirt like, so I think that's And Yout, ctv or just other partnerships because you're from a retail media perspective.

[00:29:54] You can't really scale onsite beyond the people that are going to go onsite. You can't scale in store beyond people that are going to go to the store. But with offsite, you can definitely scale that data across different environments which is gonna be very valuable to brands and retailers.

[00:30:08] **Andy Murray:** Yeah, I agree with you a hundred percent. How will people get the best way for people to get ahold of you, Jeff, to follow what's going on and to get access perhaps to some of the conversations or if they wanna engage with you, what's the best way for them to reach you?

[00:30:20] **Jeffrey Bustos:** They can just reach me at data iv.com and that's send an email and you say the specific topic, they'll be routed to me or you can just follow me on LinkedIn and, message me.

[00:30:30] I get a few message today and I always try to respond within a day or two,

[00:30:34] **Andy Murray:** excellent. We'll make sure we have those in the liner notes links to, to you and some of those places you mentioned. And I just wanna thank you so much what you're doing in the industry. It's a tough, it's a tough road to hoe here and you've done it or you're doing it, and I really look forward to what comes out of it.

[00:30:47] It's gonna drive some meaningful change. So thank you very much for your time today and it's been a pleasure to have you. Yeah, thanks for

[00:30:55] **Jeffrey Bustos:** having me. This has been great. And also thank you for writing. The paper wrote was very insightful. All my members, I can guarantee you all 180 of my members sent the paper and I would say about 30% of them.

[00:31:06] **Andy Murray:** That's good. That's a good start. We'll get 'em all to read it eventually. Yes. Thanks Jeff.

[00:31:15] That's it for this episode of It's A Customer's. If you found this helpful and entertaining, I would be so grateful if you could share our show with your friends, and I'd be super happy if you subscribe, so you could be updated as we publish new episodes. And if you really want to help, leave us a five star rating and a positive review on Apple Podcast or wherever you listen.

[00:31:35] It's a Customer's World podcast as a product of the University of Arkansas's Customer-Centric Leadership Initiative and a Walton College production.