



PRPD

**GREATER
PUBLIC**



Public Radio Playbook

Tactics and Strategies based on Recent Research and a
Research Curriculum for the Future of Public Radio

July 2023

Prepared by City Square Associates as part of the 2023
Public Radio Meta-analysis Project, in partnership with
SRG, Greater Public, and PRPD



Table of Contents

Introduction	2
I. Specific Tactics and Strategies.....	6
1. Embrace Localism.....	6
2. Meet People Where They Live	7
3. Open the Aperture.....	8
4. Develop Local Talent and Local Artists	9
5. Evolve a Funding Model That Supports Mission.....	10
II. A Research Curriculum for the Future	11
1. An Ethnography of Audio Content Consumption.....	11
2. National Audience Segmentation	12
3. National NPR Brand Health Survey	13
4. Local News Needs Assessment.....	14
5. Research to Inform Digital Product Development.....	15
6. Price Sensitivity and Digital Fundraising	16

Introduction

This “Public Radio Playbook” is a companion volume to the “Public Radio Meta-analysis” that exists as a standalone document. In that meta-analysis, we identified key themes that emerged from the nearly thirty research studies that City Square Associates was asked to consider. Taken together, these studies paint a picture for public radio that is simultaneously promising and challenging.



Given our experience working on behalf of a broader range of public media organizations on both the local and national level, it is also a picture that points in very specific strategic directions. While some of these directions are indicated by the body of research conducted for public radio in recent years, some of them are also anchored in the research and best practices of others in public media more broadly—including the world of public television, the experience of joint licensees, and the world of non-profit, community-based organizations generally. Indeed, once the decision has been made to shift from a producer-driven/news-room driven model of public radio to a community-centric vision for public media, **five key take-aways** emerge:

1. **BRAND.** Local public media institutions need to develop their own sense of place, their own community-based grammar, and a genuine sense of intimacy with the communities they serve.
2. **PLATFORM.** Traditional linear content, delivered via terrestrial radio and live digital streams, cannot be relied upon to reach users who are increasingly consume content that is served to them on the digital products they use to be informed, educated, or entertained.
3. **ENGAGEMENT.** In a marketplace of more or less homogenous corporate media and AI-driven content delivery, public media has the opportunity to differentiate itself through impactful face-to-face engagement with the communities it serves.

4. **CONTENT.** There is an important opening for local public media organizations to complement the nationally distributed content with original content that uniquely reflects and uniquely serves their local communities.
5. **SUSTAINABILITY.** A mainly transactional approach to public radio fundraising—which positions the donation as a payment for a service or rewards the giver with a tangible gift—is not sustainable when audiences are not growing, when users have free access to an abundance of content, and those who are philanthropically motivated have not been identified and cultivated.

Even before and without conducting additional primary research, these findings suggest several strategies and tactics worthy of consideration by public media organizations across the country. And we explore some of these in the first half of this playbook.

Our meta-analysis has also uncovered some **critical knowledge gaps**. Among these are the following:

1. **An audience-centric understanding of how users consume different kinds of content on multiple platforms—and where does “radio” or “public radio” fit into the lived experience of individual users.** Understandably, much the research already conducted proceeds from the assumption that “public radio” is a “thing,” that everyone knows what we’re talking about when we talk about “listening to the radio,” and whatever this “thing” turns out to be is somehow important in people’s lives. But a truly user-centric approach would situate the work of public radio within the broader context of media usage, generally, and situate users’ media usage within the broader context of their lives, values, passions, and preferences.
2. **A national segmentation of American adults designed to identify which cohorts are most promising for public radio audience growth and what tactics could be leveraged to reach them and appeal to them.** Much of the research that has been conducted to date has been designed either to gauge the preferences of current audiences and members or to test the waters with other demographically-defined segments presumed to be addressable or desirable by public radio. While this approach yields insights that might be useful for answering a specific question like “How do we reach younger, more diverse audiences?” it does not situate these demographically defined segments with the broader context of the community at large. A national segmentation of U.S. adults that is designed to allow addressable

groups to emerge organically from the whole, based on non-demographic characteristics like psychographic traits and media usage behaviors may make it easier to identify the commonalities between the audiences already reached and the viable prospective audiences. This would also allow public media content creators to identify prospective audiences and communities that might not have emerged from a purely demographic audience segmentation.

3. **Measurement and benchmarking of the brand health of NPR, local public radio stations, and their core programmatic offerings.** Since most local public radio stations rely on NPR programming as the backbone of their content offerings, obtaining an in-depth understanding of how the NPR brand and the local station brand measure up in terms of awareness, sentiment, engagement is critical. Such measurement and benchmarking would also help stations identify the unmet community needs that align well with the mission and capabilities of locally owned and operated public media institutions. Research designed to do this would also help compensate for the very real limitations in knowledge about audience composition, behavior, and sentiment when based entirely on the measured usage data available for content aired on terrestrial radio or delivered online.
4. **Identification of unmet needs in local news and music that public media is well-positioned by competencies, resources or mission to address.** While the recent research suggests a strong interest in relevant local news content, it does not shed light on the specific topics, formats, or delivery platforms that are in greatest demand or where the greatest opportunities are for public media to distinguish itself. Although the research makes clear that public radio is not the go-to source for local news in many of the communities it aspires to serve, the research is not clear on whether that is because all or most of their local news needs are already well met elsewhere, or whether there are specific places where public media has an opportunity to super-serve them. Similarly with music formats: The space that public media could be filling in today's marketplace, defined as it is by the corporate streaming services, is clear enough. But from a consumer standpoint, what are the primary unmet needs—and which of these are local public media best suited to address in a compelling way?

5. **Research into existing and emerging digital products and platforms that align best with potential audience usage and unmet community needs is critical.** This includes, but should not be limited to, a deep dive into podcasting and other on-demand audio products, designed to understand the unique dynamics of the products and the gaps in the marketplace that public media is well-positioned by both mission and resources to meet. In a marketplace where nearly any non-linear audio content—including linear programs that have simply been recorded for subsequent playback or download—is sometimes called a “podcast,” there is a need to understand more fully what separates a true podcast from time-shifted content. Likewise, in a world where public media organizations have been acquiring or merging with print publications, there is a critical need to understand how best to leverage these community assets. And in a universe where direct-to-consumer marketing in the form of e-newsletters has proliferated, we also need to understand the value users hope to derive from newsletters and what sets successful ones apart. The focus here would be on understanding the gratifications users derive from these products and formats and where public media can stake its claim.
6. **Measurement of listeners’ willingness to pay for public radio content, and consumer reactions, attitudes, and expectations, in order to inform decisions about how best to leverage digital platforms and products for future fundraising.** Consumers are already consuming a broad mix of paid (subscription/membership), ad-supported, and free content. So, what are audience’s expectations for public media specifically? We need additional data on whether and where there might be room for change in how stations fund their operations—either in the dollar amount of fundraising appeals, the cost of potential “subscription” services, sponsorship revenue, or an increased focus on major gifts and philanthropy to reach mission-motivated community members.

I. Specific Strategies and Tactics

1. Embrace localism, listen to your community

In a media landscape where local journalism is in a state of crisis and where satellite radio, streaming services, and algorithmically programmed terrestrial radio are rapidly replacing local DJs, there is an important opening for local public media to complement



nationally distributed content with original content that uniquely reflects and uniquely serves the communities from which it comes. In a legacy media landscape, where all broadcasters—not just public radio—are under pressure to achieve scale revenues and scale economies, public radio stands apart in that it is locally owned and operated, publicly supported, and has the power to generate measurable community impact. Far from being considered a competitive disadvantage or a reason to envy commercial “competitors,” being centered within the community is better thought of as public media’s unique superpower.

To create content that uniquely reflects and serves specific local communities—whether through news, civic engagement, music, or the arts—local public media institutions will need to develop consistent and intentional methods of engaging with, and listening to, their service communities.

To create content that uniquely reflects and serves specific local communities— whether through news, civic engagement, music, or the arts—local public media institutions will need to develop consistent and intentional methods of engaging with, and listening to, their service communities. What are the needs, passions, interests, and stories of the people it serves? This listening can take different forms— from facilitating inclusive conversations about civically and culturally important issues to amplifying unheard voices and untold stories of local importance. And the hard work of local listening needn’t and shouldn’t be done by the local

public media organization in isolation. Forming vital partnerships with other community-based organizations—whether in journalism, arts and culture, community development, or social justice—will help local public media gain critical insights into the needs of their communities from people who are deeply invested in specific aspects of it and tap into the collective wisdom of their constituencies, stakeholders, and funders. This intentional and consistent listening will not only yield content that is more relevant to the local community; the process itself has the power to drive community buy-in, which can drive listenership and financial support. It is the ultimate virtuous cycle.

2. Meet people where they are via the channels and platforms they already use.

Traditional linear content—whether delivered via terrestrial radio or live stream—is necessary but insufficient to reach community members who increasingly use on-demand digital products and platforms to be informed, educated, engaged, and entertained. What has historically been called public “radio” needs to be thought of as a portfolio of products and services that are relevant to the local community and can be accessible wherever and whenever people look for content.

Robust service provided through linear radio will continue for the foreseeable future to be a critical part of local public media service, but it cannot be thought of as the end game. Intelligent content utilization will be key. Investments in content will pay off to the extent that the content can be repurposed across platforms. But the decision to repurpose is not one that is to be after the content is produced; a vision for the deployment of content across digital platforms needs to be built into the process from the very start. This is the true meaning of what is sometimes called a “digital first strategy”—not seeking to replace all linear and/or broadcast delivery with digital delivery but thinking about the various ways that the content will be experienced *before* it’s actually been created. The effort to find people where they are—rather than to assume that they can be persuaded through marketing and advertising to look for you on media



What has historically been called public “radio” needs to be thought of as a portfolio of products and services that are relevant to the local community and can be accessible wherever and whenever people look for content.

platforms they no longer use—will also be key to building new audiences and growing the funnel.

3. Open the aperture to include live community events, boots-on-the-ground service, and tangible presence in the community.

In the spirit of finding people where they are and community listening, public media increasingly needs to distinguish itself from corporate media and AI-driven content sources through face-to-face engagement with the communities it serves. This means getting out of the safe confines of the studio—even the digitally connected home studio—and establishing a live physical presence where people live and work. Whether in the form of live performances featuring local artists, moderated public discussions of important civic issues, or celebrating partnerships with other local organizations at beloved community festivals, public media needs to be literally, tangibly in the marketplace, not just virtually, digitally so.

Public media was established to fill a gap in the media world as defined by commercial, corporate media. And for decades, it has been effective at doing so through the production and distribution of content that was not widely available elsewhere. But the media landscape in 2023 is dramatically different than what it was when NPR and PBS were first established, and many public media institutions in communities as different as San Francisco, St. Louis, Detroit, Denver, and Boston have found great success in the organization of live events, the convening of important conversations, and the creation of public, visible spaces in the community.



Whether in the form of live performances featuring local artists, moderated public discussions of important civic issues, or celebrating partnerships with other local organizations at beloved community festivals, public media needs to be literally, tangibly in the marketplace, not just virtually, digitally so.



Historically, public radio has adopted as its primary measures of success the (questionably estimated) ratings for its terrestrial broadcasts and the size of its fundraising haul. But in the current landscape, there is an opportunity to focus not just on audience size and dollars from on-air fundraising, but on impact in the community. Has the local public media organization helped quench the thirst of a local news desert? Has it given local

artists a platform from which to be discovered? Has it helped folks on the margin of the community to tell their stories? Has it elevated the difficult discussions around justice or the climate? These, too, are measures of success. And industry research shows that there is a cohort of prospective donors out there ready to support these efforts, not just pay for access to Morning Edition.

4. Develop local talent and local artists.

Whether in news or music, the localism of public radio needs to be reflected in the voices and sounds that people hear. Complementing the well-known voices of NPR and familiar formats of Triple A and classical music stations across the country, local public media institutions need to cultivate their own local talent and build a robust talent pipeline. The research conducted to date demonstrates that NPR and NPR stations are recognized for having a particular “tone.” While this “tone” might differentiate NPR from other national media, it is not always perceived as engaging or relevant in specific local communities. Local public media organizations are in the position to make the connection with local audiences by speaking to them in ways that are compelling and authentic.

Local public media organizations are in the position to make the connection with local audiences by speaking to them in ways that are compelling and authentic.

In news, this may mean a more personal form of journalism, where digital content creators get the opportunity to produce original content that is locally relevant and journalistically excellent. In music, this may mean curating in a way that promotes new music discovery and engagement and connecting communities with their home-grown artists. And, in doing all this, there will need to be time and space to test and learn. New initiatives may not yield immediate results, and

additional resources will no doubt be required to support local digital initiatives and cultivation of local talent. Old metrics of success—for example the ratings and clicks of legacy measurement—may need to be supplemented with systematic efforts to measure engagement and impact and to value these more strongly than media has historically valued gross impressions.

5. Evolve a funding model that not only monetizes content but supports mission.

The quid pro quo approach to public radio fundraising—which positions the donation as a payment for a service or rewards the giver with a tangible gift—relies on scale to be sustainable and assumes that all prospective givers are similarly motivated. But, as we have noted, public media’s superpower is not just that it provides something free that others charge for. Rather, it is the local content the station produces and distributes that elevates the community it serves with factual, in-depth journalism, civil dialogue about important issues, compelling human stories, and a platform for artistic expression. This is about supporting mission—not just content—and recognizing that the content is produced and distributed in support of the mission.

This means that an increasing emphasis needs to be placed on major gifts and the philanthropic support of community foundations and other institutions looking to drive community strength and positive transformation. And on the other end of the socio-economic spectrum—for example, young audiences and economically disadvantaged groups—this means that public media also needs to offer meaningful ways of engaging and connecting that establish and cultivate an authentic relationship but do not presume financial support. The future financial sustainability of public media—especially as one type of non-profit institution situated among a broad array of other non-profit causes for which people have great passion—depends on building authentic, long-term relationships with people in a community, creating impact, and then telling the story of that impact in compelling ways.

There will always be a place for transactional fundraising in public media, and more research is needed to determine whether there are content-focused fundraising tactics that will be more effective on digital platforms than the traditional on-air drives that have acquired almost meme-like significance in American culture. But a fundraising strategy that looks only to the monetization of content, and deprioritizes the support of mission, will not meet the challenges ahead.

This is about supporting mission—not just content—and recognizing that the content is produced and distributed in support of the mission.

II. A Research Curriculum for the Future

1. An Ethnography of Audio Content Consumption

Learning Gap: A user-centric understanding of how different kinds of content and platforms find their way into the actual lived experience of media users today and the place of what has historically been called “radio” or “public radio” in the life-world of individual users.



Research Solution: In a manner that is not unlike what has happened in television, broadcast radio per se has been replaced by a wide array of technologies and platforms through which audio consumers can access the content they want, need, or enjoy. Moreover, the ability of some of these platforms to deliver multi-media content—audio, video, text, social media—has blurred once clear boundaries between previously distinct forms of content. What is needed in this radically and rapidly changing environment is a user-centric understanding of how these different kinds of content and platforms find their way into the lived experience of media users today.

The emphasis in an ethnography of audio content consumption would be on people’s overall lifestyles and values, situating their media usage within the vast and more fundamental world of family, home, work, and community, rather than focusing narrowly on the audio products that people use and why they use them. In an ethnographic research approach, the data collection is largely observational, and respondents across a broad spectrum of demographic and psychographic characteristics are enlisted as collaborators in the effort to understand what their lives are like and, in this case, what role audio media specifically plays on the most organic level.

2. National Audience Segmentation and Listener Journey Mapping

Learning Gap: A national segmentation of American adults designed to identify which cohorts are most promising for public radio audience growth and what tactics could be leveraged to reach them and appeal to them.

Research Solution: Conversations around audience growth for public media tend to focus on two terms: capturing “younger” and “move diverse” listeners. These two points of focus are valuable in and of themselves for two reasons. First, listenership and membership for public radio has long skewed older and, as this population ages, it will be crucial to maintain the pipeline with younger listeners—either in capturing them now, or building relationships with them that might flower in the future. Second, the US population has continued to become more racially and ethnically diverse and, as a public service, the very mission of public radio is that its voice and content should reflect this increasingly diverse population.

At the same time, though, a *purely demographic* focus on age, race, and ethnicity assumes that these segments—“young” adults, or “BIPOC audiences”—think and act monolithically. If the goal of audience growth for public media is to engage with members of the general public who are not currently engaged with public radio, but have high potential to do so, the strategies to achieve this should focus instead on thinking about the population *psychographically*—in other words, looking for people who share the same values and interests, and whose values and interests align closely with public radio.

Accordingly, a survey-based national segmentation study of Americans would be able to cluster the US general population into psychographic groups, illuminate which are most promising for public radio audience growth, and what tactics could be leveraged to reach them and appeal to them. Using a questionnaire that explores topics such as media consumption, brand awareness, civic engagement, and philanthropic attitudes, the data could be fed into a state-of-the-art segmentation model (such as latent class modeling) that uncovers the natural segments into which Americans sort themselves relative to their openness to public media.

This approach also has the benefit of defining and sizing the segment of the general public that is *not* reachable—as a result of their media habits, content interests, or values—thus informing a more efficient application of the available resources. Once these promising segments are identified, qualitative research could be further employed to add

texture around their current relationship with public radio, and the pathways that exist to move groups or individuals further “into the funnel.” In-depth interviews or focus group conversations would yield the kinds of rich, detailed stories that could be transformed into a “Listener Journey Map,” detailing the many histories and pathways that people may take—or not take—on the road to become listeners and supporters of their public radio station. This, in turn, could be of use to local stations in thinking more deliberately about the many personas that exist and how they may each require distinct communications from or experiences with public radio.

3. National Public Radio Brand Health Survey

Learning Gap: Measurement and benchmarking of the brand health of NPR, its member stations, and their core package of programming.

Research Solution: The entire system of public radio—especially with news and “talk” programming—has been built on the foundation of a national content production and distribution system that is more than 50 years old. While beloved and iconic, many of NPR’s signature brands—Morning Edition and All Things Considered, for instance—are unrecognizable to a new generation of media users. Moreover, it is unclear whether it is a lack of perceived relevance and relatability or some other set of factors that account for this state of affairs. To date, we are not aware of any comprehensive national research that measures and benchmarks the brand health of NPR and its core package of programming.

While some local public media organizations have conducted local brand health research that conforms with best practices, this is out of reach for most local public media stations. To the extent that most public radio stations rely on NPR shows and hosts as the backbone of their content offerings, obtaining an in-depth understanding of how these NPR brands measure up in terms of awareness, sentiment, engagement—and among which audiences—would help to compensate for the very significant gaps in knowledge that is based entirely on the usage data. This measured usage data is notoriously poor at providing meaningful demographic and psychographic information about audiences that would shed light on the true meaning of the audio impressions, streams, clicks, and downloads that it does measure.

At the same time, understanding from a user perspective how the NPR brand is perceived relative to the “public radio” brand generically and individual local station brands

specifically, would supply much-needed guidance for marketing communication and for fundraising. Primary research of this kind would help bring to light where NPR and local station brands are most successful—and among which audiences—and identify the most pressing areas for action and investment. It would also provide a benchmark for tracking the strength of these brands over time—vital feedback for measuring the effectiveness of specific initiatives that are undertaken to reverse a narrative of public media in decline.

4. Local Needs Assessment

Learning Gap: Identification of unmet needs in local news and music that audio-based public media is well-positioned by competencies, resources or mission to address.

Research Solution. Quantitative and qualitative research to measure the relative interest in and appetite for various local news topics and formats, to identify unmet needs in the local music space, and to scale the prospective audiences for both.

Public radio is well-positioned to take advantage of radical changes in the local news space. Audience research conducted to date reveals persistent interest in local news—not just the standard fare of “traffic and weather,” but a general investment in and curiosity about one’s own immediate community, town, city, or region. At the same time, several forces—economic, technological, social, cultural—have contributed to the spread of “news deserts” across the country, areas that are no longer covered by locally based daily or weekly newspapers or news operations. With its inherently local focus, significant broadcast infrastructure, and commitment to in-depth, non-biased journalism, public radio stations and organizations can step into the vacuum to become trusted, go-to sources for local stories and journalism with a larger share of the population.

Similarly in the music space—and we will note that the number of available research studies that looked at these formats was significantly smaller than what was available in the news space—there is a pressing need to uncover and explore what public media has to offer that is both differentiating and of interest to a significant cohort of the community. Again, research conducted to date suggests opportunities in the areas of music discovery and the showcasing of local artists. But additional research is needed to go beyond simply measuring what people don’t like and what they’re interested in. It is imperative that we gain an understanding of what kinds of content or services people actually think is in short supply and the extent to which local public media is considered by the music-loving public to be a desirable resource. Research that sets out to explore unmet needs would

benefit from a mixed-method approach—leveraging a quantitative phase of work to measure the relative interest and appetite for various news topics and music formats, and using qualitative modalities to host conversations with residents or community leaders around how these unmet needs could be actually met by public radio in ways that satisfy what people are looking for and align with the distinct mission and capabilities of public media.

There are numerous case studies worthy of consideration, and anecdotes about what works—and what doesn't—abound. But anchoring a strategy in solid data about what people actually need will be key, lest public radio end of investing scarce resources in meeting needs people either don't have or have found other ways already of addressing.

5. Research to Inform Digital Product Development

Learning Gap: Audience insight that can shed light on how best to optimize the portfolio of existing and emerging digital products that align best with potential audience usage and unmet community needs.

Research Solution: The explosive growth of podcasting—and its success in the public radio world as a vehicle for corporate sponsorship—seems to have given way to a period of confusion about what podcasting really is and what factors—both endemic to the medium and peculiar to the listener—drives its success. The combination of a glutted podcast marketplace and the tendency to call almost any streamed or downloadable audio content “a podcast”—even a linear news program that’s being played later on-demand—may be diluting the secret sauce that makes podcasts work when they do for the people who love them. Likewise, the migration of content consumers to a broad range of digital platforms and changes in the media landscape has led to bold action in some quarters and extensive experimentation in others. From ambitious local social media strategies to the proliferation of e-newsletters, public media organizations are striving to stay “relevant” and to “reach audiences.”

To date, however, the right mix of digital products best suited to compensating for the loss of linear content consumption and reaching new audiences at scale has eluded local public radio stations. What is envisioned here is research that informs digital product development. Ideally, such research would entail a combination of qualitative (e.g., focus groups or one-on-ones) and quantitative (survey research) modalities—aiming not only to identify which specific products and features people find compelling, but to derive

insight into why. The research would seek to identify the gaps in the digital products marketplace that public media is best positioned to fill and what it would take to fill them.

6. Price Sensitivity Research and Exploration of Monetization Opportunities on Digital Platforms

Learning Gap: Measurement of listeners' willingness to pay for public radio content, and consumer reactions, attitudes, and expectations to inform decisions about how best to leverage digital platforms and products for future fundraising.

Research Solution: While financial sustainability has always been a special concern for public media organizations, the changes brought about by digital transformations in radio and audio consumption present new threats and opportunities. A variety of subscription-based or free ad-supported audio experiences are available to audiences from both commercial and non-commercial media. From the viewpoint of the consumer, they are already consuming a broad mix of paid and free audio content. So, what are their expectations for public media specifically? Now is the moment to research whether and where there might be room for change in how stations fund their operations—in the dollar amount of fundraising appeals, the cost of potential "subscription" services, or the nature of the sponsorship itself. Similarly, the availability of public radio content across a range of owned and unowned digital platforms introduces the question of whether they lend themselves to new or unique methods of fundraising or monetization.

NPR has already implemented a subscription model for its podcast properties. What other opportunities are possible? More importantly, which of these opportunities are acceptable to, or of interest among current and prospective listeners? Audience research that explores these two topics—listeners' willingness to pay for public radio content, and how public radio stations can best leverage digital platforms and products for fundraising—should identify creative alternatives alongside the current model for public radio, to gauge consumer reactions, attitudes, and expectations. For example, national survey could test the relative appeal of different funding models or listening experiences, capturing scalable insights into where stations may have a green light to explore, and what they should avoid. Survey research further provides the opportunity to put actual dollar amounts around willingness to pay—for instance, using the Van Westendorp pricing method to measure the "sweet spot" for what people would be willing to pay for public radio content generally, or specific digital "products." And as with other research paths outlined here, it

would be crucial to survey both current members and listeners as well as non-members and non-listeners, to clearly define where there are similarities and differences between these populations, and to inform distinct strategies around both membership retention and audience growth.



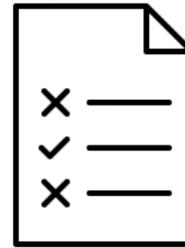
**An Ethnography of Audio
Content Consumption**



**National Segmentation and
Listener Journey Mapping**



**National NPR Brand
Health Survey**



**Local Unmet Needs
Assessment**



**Research to Inform Digital
Product Development**



**Price Sensitivity and
Digital Monetization**

City Square Associates, Inc.

402 Cambridge St.
Cambridge MA, 02141
citysquareassociates.com



CITY SQUARE

A S S O C I A T E S

Data. Meaning. Action.