**Making sense of a digital world**

Digital Advertising Traffic Academy
Exercise: Helping you overcome challenges
Digital Training Academy

Digital advertising generates different challenges for different ad operations teams. These will vary with the scale of your team, the relationship to other stakeholders in the company, the level of knowledge and the portfolio of technologies you have chosen. In this exercise we look at a challenge that you face and explore possible solutions. Remember to talk with your technology vendors for more information about the specific technical solutions to problems you have, but involve wider stakeholders when looking at wider issues.
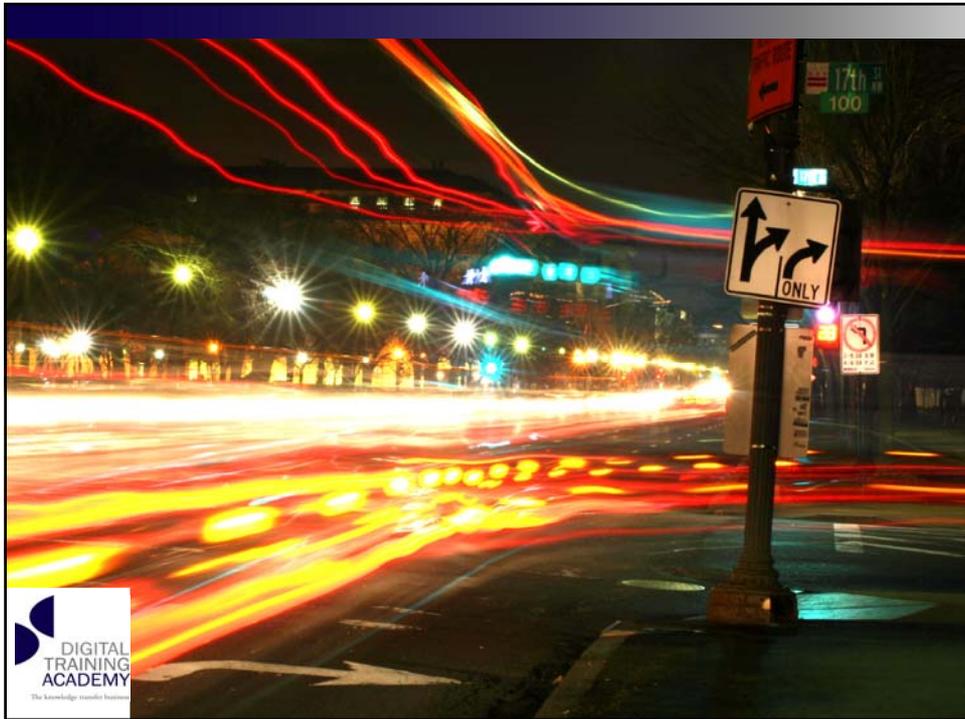
What are you wrestling with? What's your key challenge?

Ad ops execs questions

1. **Workflow: we're unclear exactly how our business works, we don't have a workflow map**

2. **Educating our agency partners: we're a media owner and still suffer from constantly late creative – should we educate our agencies?**

3. **Getting creative on time and to specification?**

4. **Inventory not available?**

5. **Problems getting new creative working**

What's your issue?

- Fully understanding what inventory is available and where, particularly with respect top geo-targeted placements.
- Ensuring creatives are received on time and within spec
- We get some tangozebra or blue streak tags and these can occasionally cause problems
- Sometimes we have to go back to agencies / clients when they have supplied a creative with the wrong size or specifications - and then rush to get that campaign live on time when they do send the correct creative
- We sometimes have problems trying to work out how to set up new types of creative that we haven't used before
- We need to better know the bigger picture of trafficking, especially production and campaign management
- We need to know more about internet marketing principles.
- We have problems with the lateness of copy and occasional non-responsiveness on the agency side which delays the living of campaigns.
- Understanding the changes in the industry before fully understanding what went before it.
- Understanding the role of third parties in my day to day role and how best I can work with them
- Dealing with new technology both in the development of our website and also that used by 3rd parties

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Workflow: a need to map it out

- Create specs everyone can access
- Map the process physically
- Map the systems
- Map the people
- Follow a campaign through from cradle to grave
- Look for the pain points
- Encourage the use of the IAB's standards on IABeurope.ws site
- Find out what really happens rather than just what 'should' happen
- Talk with your agency partners to learn how they work
- Talk with the technology firms to learn how they work
- Review this regularly
- If you have rules like '30k for flash', '20k for gif' and only three loops, then get this ingrained into your agency partners

How do I educate my clients?

- **Internal seminar**
- **Show the Standards that are in place**
- **Show the impact of what large fileweights do to viewers**
- **Highlight what eats up the fileweight; what makes creative 'heavy' – try to find some simple rules:**
  - **Video rather than static**
  - **Lots of words rather than fewer**
  - **Lots of loops rather than less**
  - **Silent rather than sound**
  - **Less animation rather than more**

Getting creative on time and to spec

1. **Getting the sales team to communicate the deadlines**
2. **Putting the deadlines on the IO**
3. **Being more proactive about getting creative in on time**
4. **Keep a record of all your chasing emails; never delete those 'sent items'**
5. **Agreeing who will chase for late copy, when and how**
6. **Don't be shy of calling; email isn't the only route!**
7. **When copy arrives try checking straight away; if you spot a problem it gives everyone time to sort it out**
8. **The Friday @ 5 problem: Look for the signs of potential delay before you reach Friday**
9. **Adding links to a specs and deadlines page from email footers**
10. **Be cautious about start dates if there's a hint that the agency may decide to let them 'drift'; remember what's in the contract and have a mechanism for handling changes to contracts**
11. **Review your specs quarterly; are there some new things that should now be on them? Are there some common challenges your team all share?**
12. **Have a standard structure for copy-chasing emails; maybe 7 days and 2 days? Consider who has the control and responsibility for copy-chasing.**

Inventory not available?

1. **Be cautious in your predictions**
2. **Learn about your site; build up your intuition as to what the traffic levels are in the different zones**
3. **Have a contingency; if one site is full can you use behavioural targeting to deliver the extra volume? Can run-of-site be used to deliver part of the volume?**
4. **Explore ways to extend the campaign duration, or upweighting the delivery rate within the ad server.**
5. **Look for how different creative executions could deliver greater response.**
6. **Consider further campaign optimisation techniques.**
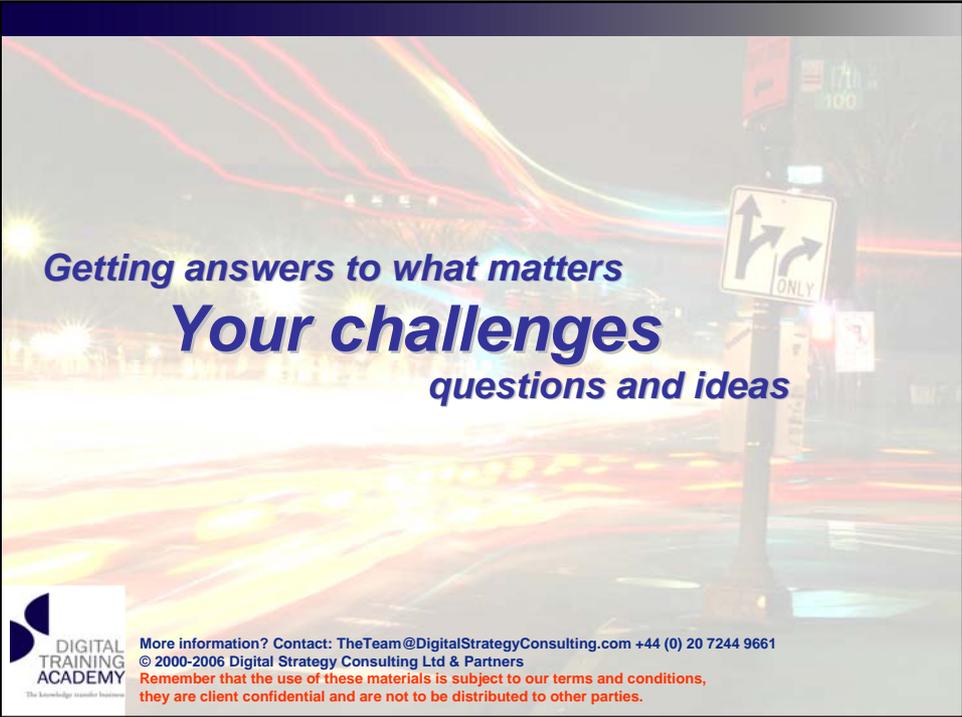
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Problems trying to set up new types of creative we haven't used before

1. **Set up a very long testing period, give yourself weeks rather than days**
2. **Get specific training from the tech vendor supplying the service**
3. **Schedule time and responsibility for one team member to really investigate new products; take them out of the operational role of campaign booking and management to work on development for X hours per month**
4. **Teaching the sales team about exactly what products can be sold, in what way, and what they deliver; make clear that all new products need to have an operational 'thumbs up' before they can be out in the market as an ad product. You might need to get a 'thumbs up' from the teams responsible for content (product/editorial teams), and another 'thumbs up' from the tech team – see who all the stakeholders are. If it's a completely new format does it need user testing (not just for the technology's stability, but for customer experience)**
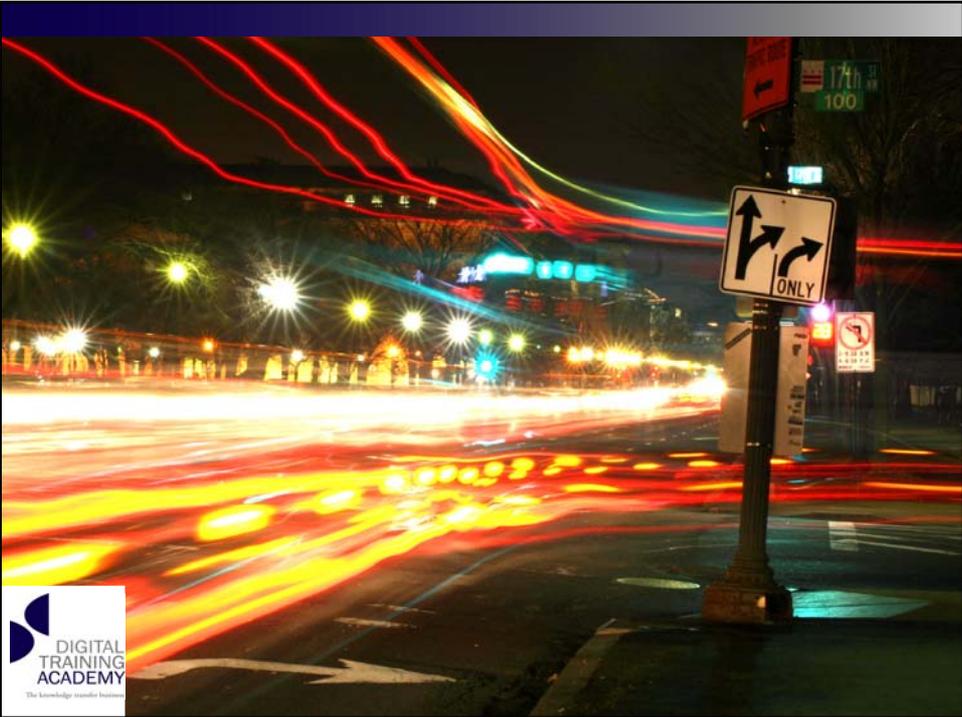
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Getting answers to what matters
Your challenges
questions and ideas
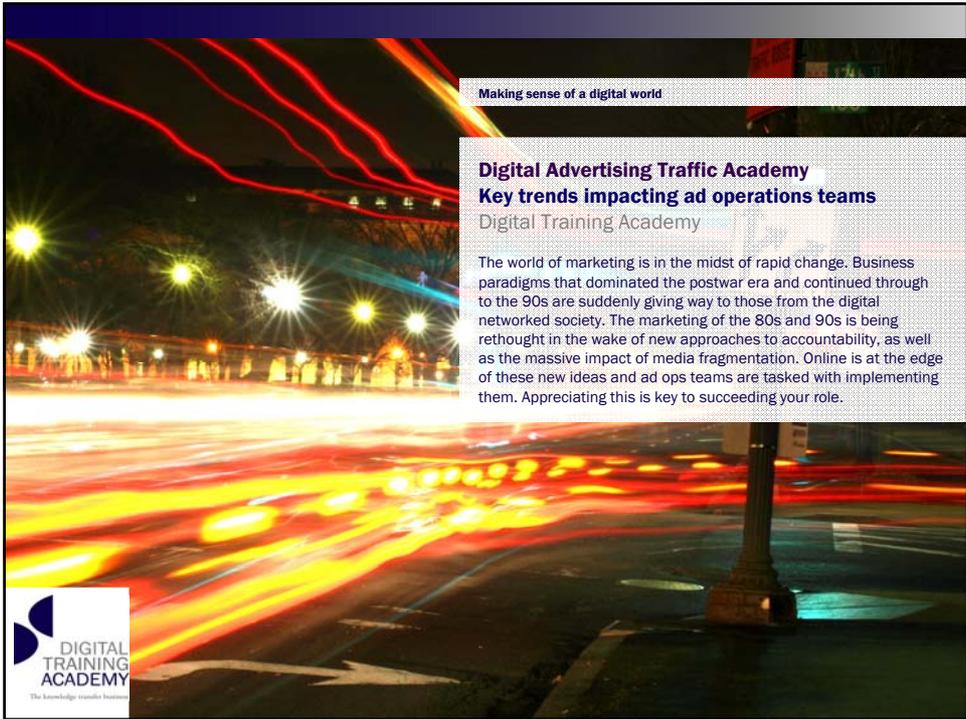
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Key trends impacting ad operations teams
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The world of marketing is in the midst of rapid change. Business paradigms that dominated the postwar era and continued through to the 90s are suddenly giving way to those from the digital networked society. The marketing of the 80s and 90s is being rethought in the wake of new approaches to accountability, as well as the massive impact of media fragmentation. Online is at the edge of these new ideas and ad ops teams are tasked with implementing them. Appreciating this is key to succeeding your role.