



Display Advertising



Task 1

Overview of the
Display Ads industry



Task 2

Business operations
in the industry



Task 3

How are online display
ads bought and sold?



Online Display Advertising Landscape

Historical Note: Banners

Banners seem to be the oldest standard format in use.

The first “banner ad” was launched by AT&T on Oct 27, 1994 on Hotwired, the web version of Wired.



Part of the AT&T “you will” ad campaign




The AT&T You Will Campaign

Each ad presented a futuristic scenario beginning with "Have you ever..." and ending with "...you will. And the company that will bring it to you: AT&T."

At that time, there were about 30 million people on the Internet.

The ad predicted a number of innovations including GPS navigation, Wi-Fi, tablet computing, smartwatches, distance learning etc.



Display Advertising

Struggling Rural Colleges, Towns Find Fates Intertwined

As America's rural colleges struggle with falling enrollments and local flight, they are realizing how their own futures are intertwined with the broader community.



- **There's an Antidote to America's Long Economic Malaise: College Towns** (Dec. 12)

Bring Back Jobs From China? In Shenzhen, They Aren't That Worried

Donald Trump's threat to compel Apple and others to manufacture more at home should strike fear into Shenzhen, where the world's tech gadgets are made. Yet executives here aren't worried by Mr. Trump.



Stock Futures Edge Up as Dow Nears 20000

Futures pointed to a small opening gain for the Dow



Myanmar's Right-Hand Cars Feel Wronged by State Ban



Trump's Israel Envoy Pick Helped Fund Settlers



Dec 20 '16, 4:39 PM EST

MARKETS →

Opinion →

Coal in Trump's Stocking

Review & Outlook

Why Liberals Oppose Ben Carson

By Jason L. Riley | Upward Mobility

The Case for a Rules-Based Fed

By John B. Taylor | Commentary



Examples of interactive banners



Pringles - Click



NEWS

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Analytics helps bring safety to Nepal earthquake survivors

Technology

Telegram app cracks down on IS propaganda channels

By IAN MURPHY
Illustration

10 hours ago Technology



Telegram says it has blocked 18 accounts targeted by IS

The secure messaging app Telegram has started cracking down on propagandists that it accused of using the app to spread the message to an estimated number of recipients via their own Telegram "channel."

It was after (small) groups have been making new channels introducing the app to the Taliban, which often share its channels that messages to an estimated number of recipients via their own Telegram "channel."

In an announcement on Wednesday evening, the Berlin-based Telegram said it had shut down 18 IS channels and previously-banned it again for users to tag "independently public content" shared on the app.

"We were alerted in June that Telegram public channels were being used by IS to advertise plans for IS to spread the propaganda," said a spokesman from Telegram, who also set up a 2017 by New Pakistan business, Peace and Justice Forum.

Pain attacks

The wider internet claim by IS for the IS Terrorism Public attack and the opening of a Pakistan passport on June 19th in the Pakistan on 17 October.

Shortly before the last IS propaganda channel on Telegram was shut down on 18 November, it had been used to publish 10 English-language magazine (also available in Urdu) and featured an image of the leader IS claims to have used to bring down the plane.

It was after IS propaganda distribution on Telegram from Turkey on 18 September, just four days after Telegram launched the ban on IS "terrorist" ads.

It was after IS shared content on Telegram, which operates as "channels" in English, points towards the platform where IS propaganda started appearing and, after several minutes before being deleted in Turkey, also other featured public.



The Washington-based group has filed to file a lawsuit in Turkey.

The report was published after 18,000 subscribers joined a page also known as the site at the end of June. It was used to distribute the group's propaganda in a wide range of languages including English, Hindi, Russian, Turkish and Urdu.

But many other people Telegram channels continue to be given, including off-

Tip Series

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This site contains 10 best practices for
direction Paula Regener
Illustration: using strong verbs in
manuscript and presentation
writing.

10 hours ago

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10 hours ago

World on edge of 'green revolution'
10 hours ago

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SAS

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5 best practices.



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Both ads from SAS. This is a behavioral targeting ad. It is becoming popular to have two ads on the same page.

by leaders in government agencies.

Support is all overboard of its security, that it faces offered a number of benefits of thousands of dollars in the past who do much in amount.

BBJ Marketing supports advertising from the video, web and print media. [Learn more](#) [View our video BBJ Marketing on Twitter](#) and [Facebook](#).

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12.9 hours ago

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What happens to Obama's inauguration talk and marriage?

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Argentina's underwater cave that was submerged for 20 years

Monday arrives for King La. after ban

Anonymous group: Evidence to track about Internet, Bing

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BBC News
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BBC News
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BBC News
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From Around the Web
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Trump on the Islands
How's it going? Just South Korea, South Korea's technology, part 1.

U.S. Navy's 'Hawaii'
Deployed from Hawaii to the Pacific

U.S. President's Health Team Fear in Worst Reaction

Islam: What's the Difference Between Sunni and Shia? Part 2

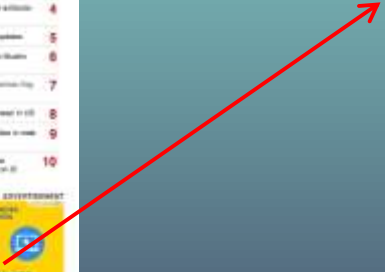
10 Animals You Shouldn't Feed on Beaches
Part 2

Heavy Oil: How the Fracking Battle Will Shape the US, UK, China

Webinar Topics
Current Student Insights: Admissions Tips

Webinar Topics
Webinar Topics

This is an ad from University of Rochester Business School. It is a retargeting ad.



by leaders in government agencies.

Vegetables is an excellent source of nutrients that can help offset a variety of health risks of processed meats in the diet, particularly cardiovascular disease.

BBQ Marketing supports entrepreneurs from the South, west and your nearby communities with the new online BBQ Marketing on Twitter and Facebook.

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18 December 2019

US attorney calls for access in Google and Apple phones
18 December 2019

Police officers 'Impassioned' Abdominal Masses linked to opio
18 December 2019

Technology

University says 100 payment reports 'impossible'
12.7 hours ago **Technology**

Texas' leading digital arts museum
12.7 hours ago **Technology**

Instagram considers sale
12.9 hours ago

BBC: Muslim News & Current Events
Has been viewed 247,716 over 24

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BBC 100 Women 2019: What happens to abused women? (all ages and ratings)

Argentina's underwater cave that was submerged for 20 years

Monday arrives for stag La Iberian

Amusement group: Residents to track about 'harmful' drug

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BBC News: 'Small' herd of 400 reindeer found in Forest of Dean

BBC News: Who knew the US Navy had pilots who can fly like bats?

BBC News: Mind pupil asked to stop using white cane in school

BBC Culture: Rowland Barthes on US: The 60s option you need to know

Breaking News

BBC News: 'Unicy' passenger tries to quit and die on A380 flight

BBC Travel: The ancient predators of England's rivers

From Azure to the Web
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Trump on the 'Islamic State' threat: 'I would just laugh. Some student?'
Technology 12/18/19

U.S. Navy is 'to the point' of deployment of its new aircraft carrier

U.S. 'should' defend 'its' interests in West Africa

Islam: What's the difference between Sunni and Shia? (all ages)

10 Animals You Shouldn't Eat: Sea Turtles
Science 12/18/19

Heavy Oil: How the 'Petro' industry is 'killing' the planet
The New York Times

More Popular

Rank	Thumbnail	Title
1		Police Impassioned Abdominal Masses
2		US House votes to restrict abortion
3		What equal are you?
4		How did you do in your interview?
5		Police officer: Abdominal Masses
6		Trump and opposition: 'I don't know'
7		The reason to fix America's flag
8		Don't stress out: 10 ways to stay healthy
9		Trump's new plan to end global climate
10		Trump's new plan to end global climate

They are also ads, even though they look like real content. This is called native ad.



BBC News

'Toenail Hoard' of 500 coin clippings found in Forest of Dean



BBC Future

Why does the US Navy need pilots who can fly like this?



BBC News

Blind pupil asked to stop using white cane in school



BBC Culture

Roland Barthes at 100: The six quotes you need to know

Raqqa activists criticise 'ineffective' air strikes on IS

10

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Current Student Insights
Admissions Tips

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From Around the Web

Promoted content by Outbrain



Trump on the Islamic State: 'I would just bomb those suckers'
Washington Post Vi...

U.S.S. Harry S. Truman

Native Ads

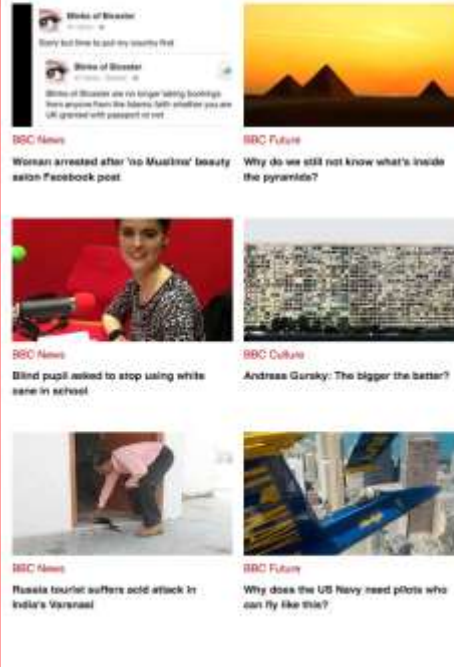
Native advertising is a type of advertising that matches the form and function of the platform upon which it appears.

It is hard for consumers to distinguish between content and native ads.

More Videos from the BBC



Elsewhere on BBC



Most Popular

Read	Watched
Paris 'ring-leader' killed in raid	1
US House votes to restrict refugees	2
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The woman in the American flag hijab	7
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Transgender woman dies in male prison	9
Ragga activists criticize 'ineffective' air strikes on IS	10

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- 13 Hilarious Pictures That Prove Victorian Trees Weren't That...
- Say hello to the deadliest thing in the water
- Check Out This Inane Heavy Drone in Action
- A Rare Interview With A Navy SEAL
- RANKED: The 15 Dumbest Presidents, Ranked by IQ

Native Ads

Advertisers face a trade-off between ad clicks and brand recognition.

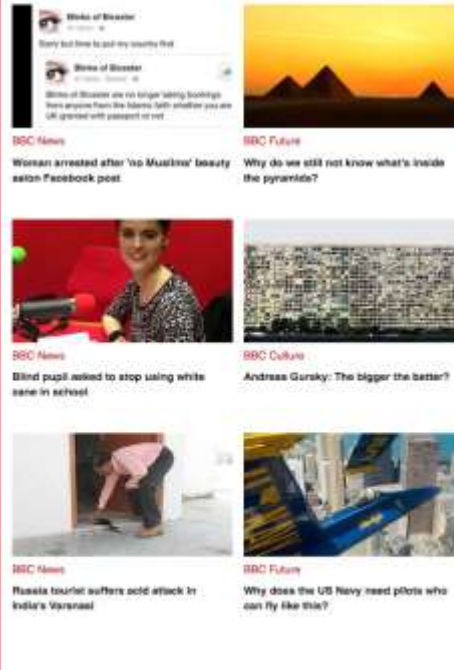
Publishers need to strike a balance between ad clicks and the platform's trustworthiness.

For policy makers, concerns that native advertising confuses customers prompted the U.S. Federal Trade Commission to issue guidelines for disclosing native ads.

More Videos from the BBC



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Most Popular

Read	Watched
Paris Yingleader killed in raid	1
US House votes to restrict refugees	2
How equal are you?	3
World on cusp of 'post-antibiotic era'	4
Paris attacks: Latest updates	5
Trump 'not opposed to Muslim database'	6
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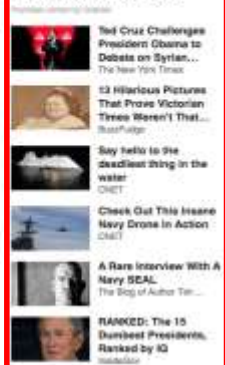
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From Around the Web



The first native ad (1901)

What Will Become of China?

None can foresee the outcome of the quarrel between foreign powers over the division of China. It is interesting to watch ~~the~~ going to pieces of this ancient but unprogressive race. Many people in America are also going to pieces because of dyspepsia, constipation, blood, liver and stomach diseases. We are living too fast, but strength, vigor and good health can be retained if we keep off and cure the above diseases with Hostetter's Stomach Bitters.



Targeting based on simple rules

Geo-targeting

Target by country, state, city, IP address

OS / Browser / Devices

Segment based on technology

Day and time


Specify display times to the minute





Discussion

In addition to these simple targeting rules (geo-targeting, OS / browser / devices, day and time), which other targeting rules can you think of?





Targeting via sophisticated matching

Contextual targeting

Ads displayed based on content of web site



Contextual Targeting

Photos Opinion Local News Odd News Comics Weather Full Coverage Video/Audio Kevin Sikes

Search: All News Search Advanced

Over 250 sick after eating at Indiana Olive Garden

REUTERS



10 minutes ago

LOS ANGELES (Reuters) - More than 250 people have reported becoming sick after eating at an Olive Garden restaurant in Indianapolis, Indiana, a county health official said on Friday, a day after an outbreak of E. coli at Taco Bell restaurants was declared over.

The news makes Olive Garden at least the third U.S. restaurant chain this month to be linked to widespread customer illnesses.

Some customers who ate at the Olive Garden restaurant in northeast Indianapolis between December 9 and December 13 have reported nausea, vomiting, diarrhea, and in some cases fever, said John Althardt, a spokesman for the Marion County Health Department.

Three of those people have been hospitalized.

Tests of the sick peoples' stool and leftovers they took home from the restaurant will be conducted later today or Monday, Althardt said. He added that the tests would take about 48

REUTERS PHOTO: A plate of pasta from the Olive Garden is seen in an unrelated file photo.

THE WEEK IN PHOTOS
DEC. 1-7

ELSEWHERE ON THE WEB
CNN.COM

11-year-old charged with driving drunk

REUTERS

NEWS ALERTS
Get an alert when there are new stories about:

- Orange Beach, Alabama
- Perdido Key, Florida
- Chevrolet Monte Carlo

[Add Selected Alerts](#)
• More Alerts

ADVERTISMENT

FREE Dinner for Two at Olive Garden

Click Here!

Just complete 1 offer © 2006 OliveGarden.com

ELSEWHERE ON THE WEB
CNN.COM
Explosion rocks besieged mosque in Pakistani capital

ABC NEWS
'Out of the Blue': Do Aliens Exist?

THE CHRISTIAN SCIENCE MONITOR
William Stratton: Lauded chief of troubled LAPD

BEAM ME UP
SCI-FI CONVENTION
Underground

MIAMI (Reuters) - An 11-year-old girl was charged with drunken driving after leading police on a chase at speeds of up to 100 mph that ended when she flipped the car in an Alabama beach town.

A video camera in the police car captured the look of surprise on the officer's face when he approached the wrecked car and got a look at the motorist.

The Mobile Press-Register newspaper said the patrolman saw the Chevrolet Monte Carlo speeding and flashed his lights to signal the driver to stop. Instead, the car sped faster, traveling at up to 100 mph (160 kph) before sideswiping another vehicle and flipping over in the Gulf Coast town of Orange Beach, Alabama, on Tuesday night.

The young driver, who lived nearby in Perdido Key, Florida, was treated at a hospital for scrapes and bruises and released to relatives. Police also charged her with speeding, leaving the scene of an accident and reckless endangerment.

The car belonged to a relative and police were still trying to find out where she got the alcohol. There was none in the vehicle but her blood alcohol level was over the limit for adult motorists, police told the newspaper.

ADVERTISMENT

HOORAY BEER!

Click here for more 800



Phone and text offers available. 1800 800 800. Hooray Beer is brewed with natural hops and water. Hooray Beer is brewed with natural hops and water. Light 800 800 800. Hooray Beer is brewed with natural hops and water. Hooray Beer is brewed with natural hops and water.

Email Story IM Story Printable View

Targeting via sophisticated matching

Google display network offer two options for contextual targeting (AdWords Help 2017)

Keyword targeting: Choose words or phrases related to your product or service so Google can automatically target your ads to relevant websites on the Google Display Network that your customers visit (this is known as automatic placements).

Topic targeting: Target your ad to multiple pages about specific topics at once. Topic targeting lets you reach a broad range of pages on the Display Network.



Targeting via sophisticated matching

Contextual targeting

Ads displayed based on content of web site

Behavioral targeting

Delivering relevant messages to audiences based on interests defined by recency and frequency of site navigation behaviors (web sites visited, search queries made, etc).







Targeting via sophisticated matching

Contextual targeting

Ads displayed based on content of web site

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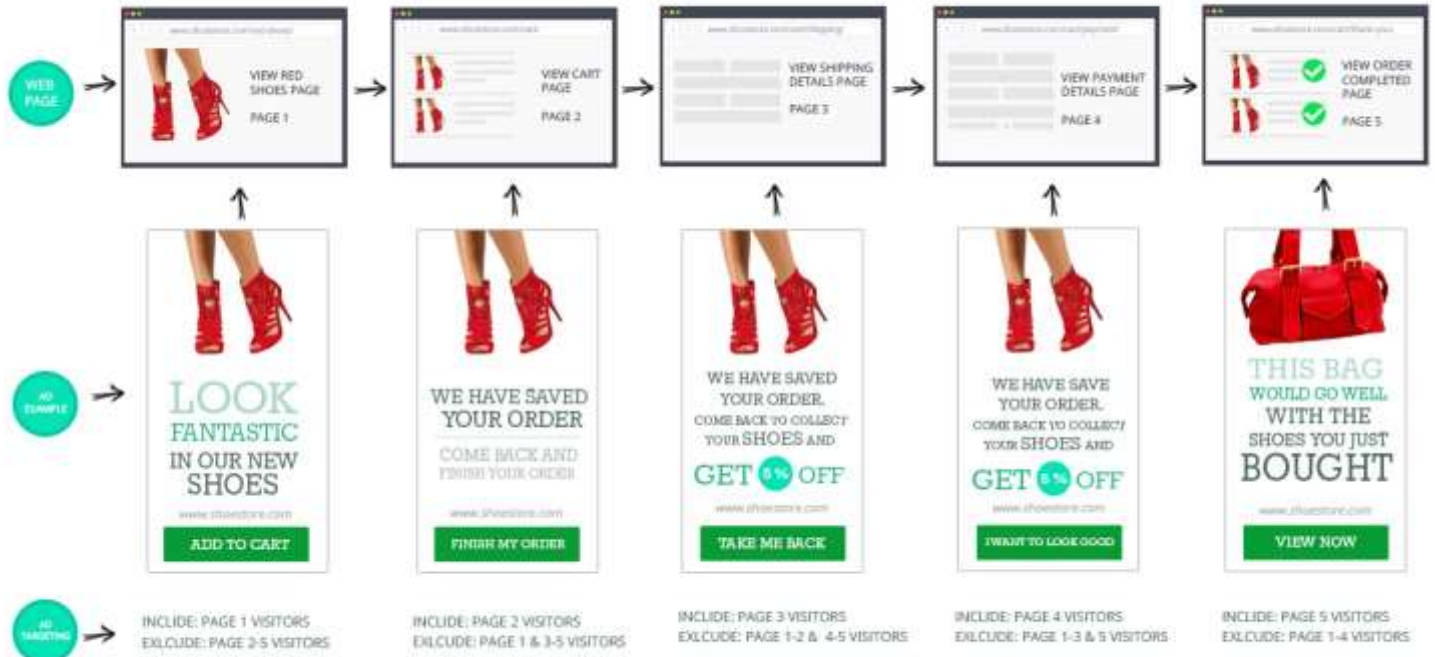
Retargeting/Remarketing

Online ad is shown to a user who searched for (or saw) a particular kind of content.

Based on past sites a user has visited



Customize ads for different retargeting segments



Retargeting

MORE  NOTES LESS NOISY BANNERS



Price can also be targeted

Firms offer different consumers based on their personal situations (e.g., geolocation, search history, purchase history).






Do you use a MacBook or a PC?

Mac vs. PC

The Wall Street Journal investigated claims that [Orbitz](#), a popular online travel agency, was showing higher prices for hotel rooms to Mac users compared to those who used a Windows PC.



Uber charges you higher prices when your battery is low,
because it knows you cannot afford to wait!



Display has the largest share >50% of digital ad spending



Digital Ad Spending in the US, by Format, 2019-2023

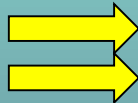
billions

	2019	2020	2021	2022	2023
Display	\$70.06	\$81.38	\$92.53	\$100.71	\$107.91
—Video	\$36.01	\$42.58	\$49.02	\$53.99	\$58.39
—Banners and other*	\$25.94	\$30.20	\$34.23	\$37.12	\$39.70
—Rich media	\$5.28	\$5.44	\$5.85	\$6.00	\$6.10
—Sponsorships	\$2.84	\$3.16	\$3.44	\$3.60	\$3.72
Search	\$53.73	\$63.90	\$73.31	\$80.43	\$87.15
Lead generation	\$2.59	\$2.84	\$3.05	\$3.15	\$3.24
Classifieds and directories	\$2.19	\$2.34	\$2.49	\$2.53	\$2.56
Email	\$0.49	\$0.55	\$0.61	\$0.65	\$0.68
Mobile messaging	\$0.28	\$0.28	\$0.29	\$0.29	\$0.29
Total	\$129.34	\$151.29	\$172.29	\$187.77	\$201.83

Note: includes advertising that appears on desktop and laptop computers as well as mobile phones, tablets and other internet-connected devices on all formats mentioned; *includes ads such as Facebook's News Feed Ads and Twitter's Promoted Tweets

Source: eMarketer, February 2019

Display used to fall behind search



US Digital Ad Spending, by Format, 2010-2016

billions

	2010	2011	2012	2013	2014	2015	2016
Search	\$12.00	\$15.10	\$17.58	\$19.76	\$21.73	\$23.32	\$24.45
Display	\$9.91	\$12.33	\$14.98	\$17.67	\$20.69	\$23.13	\$25.21
—Banner ads	\$6.23	\$7.55	\$8.68	\$9.60	\$10.27	\$10.87	\$11.29
—Video	\$1.42	\$2.00	\$2.93	\$4.14	\$5.75	\$6.99	\$8.04
—Rich media	\$1.54	\$1.65	\$1.82	\$2.03	\$2.38	\$2.69	\$3.03
—Sponsorships	\$0.72	\$1.12	\$1.56	\$1.90	\$2.28	\$2.59	\$2.86
Classifieds and directories	\$2.60	\$2.58	\$2.60	\$2.71	\$2.81	\$2.88	\$2.95
Lead generation	\$1.34	\$1.52	\$1.71	\$1.90	\$2.09	\$2.17	\$2.20
Mobile messaging	\$0.25	\$0.25	\$0.23	\$0.23	\$0.22	\$0.21	\$0.20
Email	\$0.20	\$0.21	\$0.22	\$0.23	\$0.24	\$0.24	\$0.24
Total	\$26.29	\$31.99	\$37.31	\$42.50	\$47.77	\$51.95	\$55.25

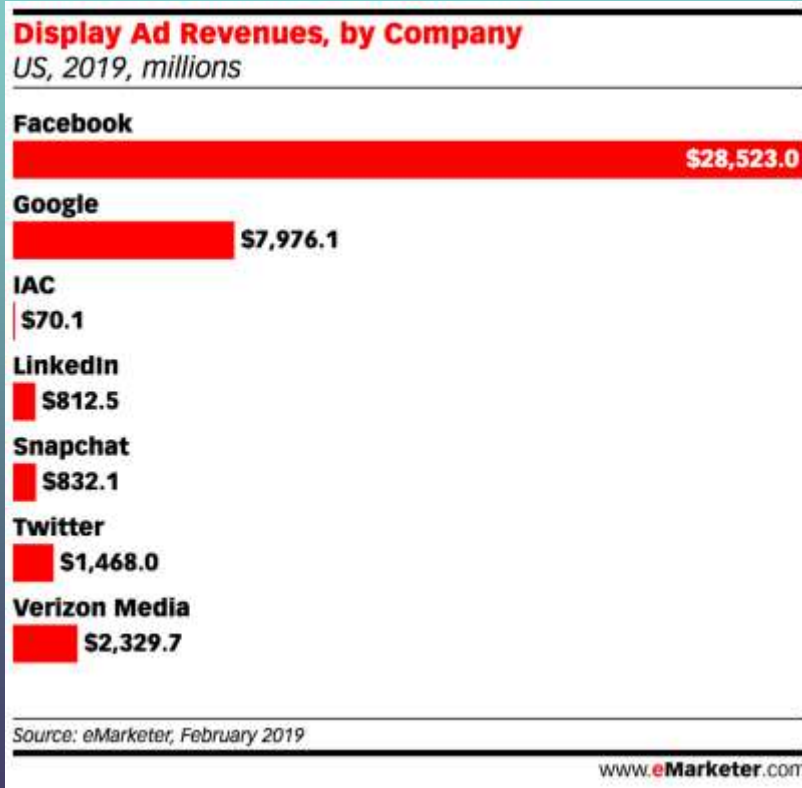
Note: includes advertising that appears on desktop and laptop computers as well as mobile phones and tablets on all formats mentioned; data through 2011 is derived from IAB/PwC data

Source: eMarketer, Sep 2012

Display vs. Search

	Display	Paid Search
Users/consumers	Passive	Proactive
	Near top of the funnel	Near bottom of the funnel
Contents	Image, Video, Animation	Text
Pricing mechanism	Cost per thousand impressions (CPM)	Cost per click (CPC)
	Auctions + real-time bidding (RTB) Or direct buy at fixed CPM	Auctions + offline bids
Advertising objectives	Brand awareness Re-engaging	Lead generation Direct marketing
Placement	Publishers' websites	Search engine result pages

Facebook accounts for the majority of display ad revenue



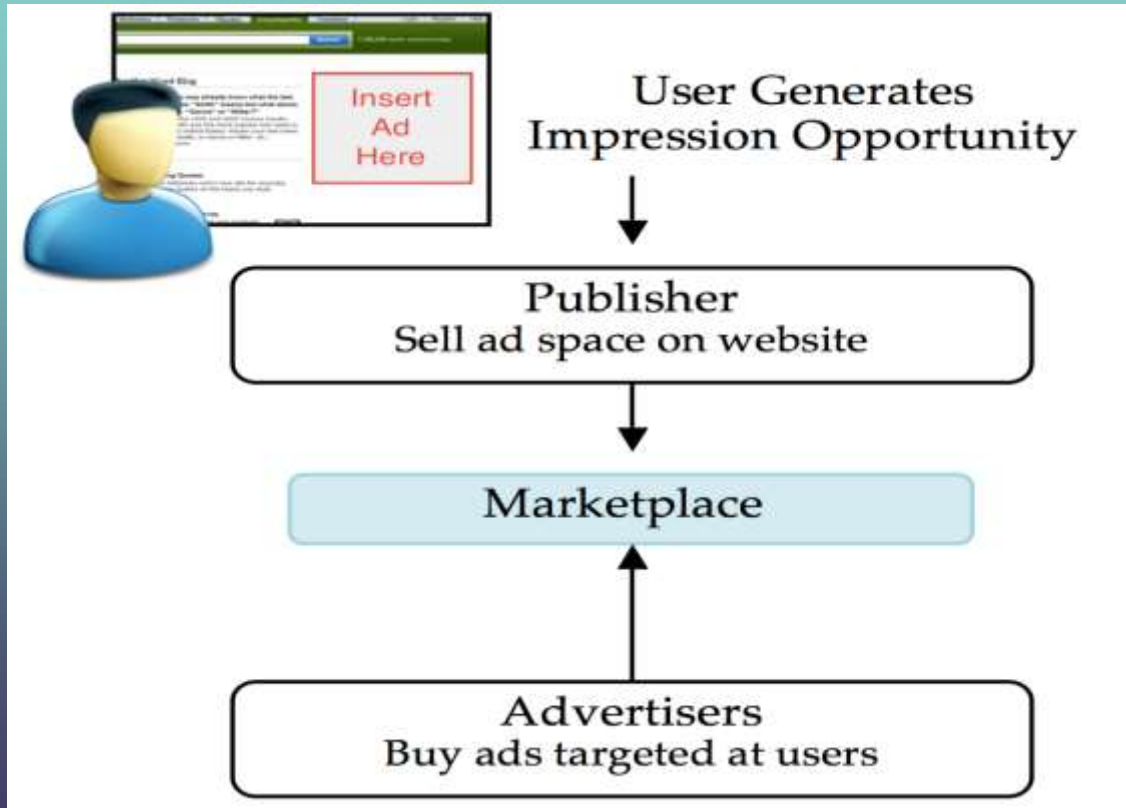
Facebook: ~40%

Google ~12%



How are Display Ads Bought & Sold?

The Basic Idea



Display ads are mainly sold in one of two ways

1) Direct buying from publishers

Bulk ad purchase that specifies the price and quantity, as well as the time frame and targeting criteria

Premium Space

Guaranteed contract

Future market

Display ads are mainly sold in one of two ways

1) Direct buying from publishers

Bulk ad purchase that specifies the price and quantity, as well as the time frame and targeting criteria

Premium Space

Guaranteed contract

Future market

2) Real-time bidding (RTB) through Ad Exchange

A platform running an auction to determine which advertiser buys an individual impression in real time (~100 milliseconds)

Remnant space

Non-guaranteed

Spot market



Direct Buying from Publishers

“200,000 impressions to US users on the New York Time’s finance related pages in July”

“All impressions on the ESPN homepage on Sept 21”


“300,000 impressions on Yahoo! to a retailer’s existing customers in April”





Question

Among the major social media platforms (Facebook, Instagram, Twitter, LinkedIn, Pinterest), which one charges the highest for display ad (i.e., charges the highest CPM)?





Cost-per-Click vs. CPM

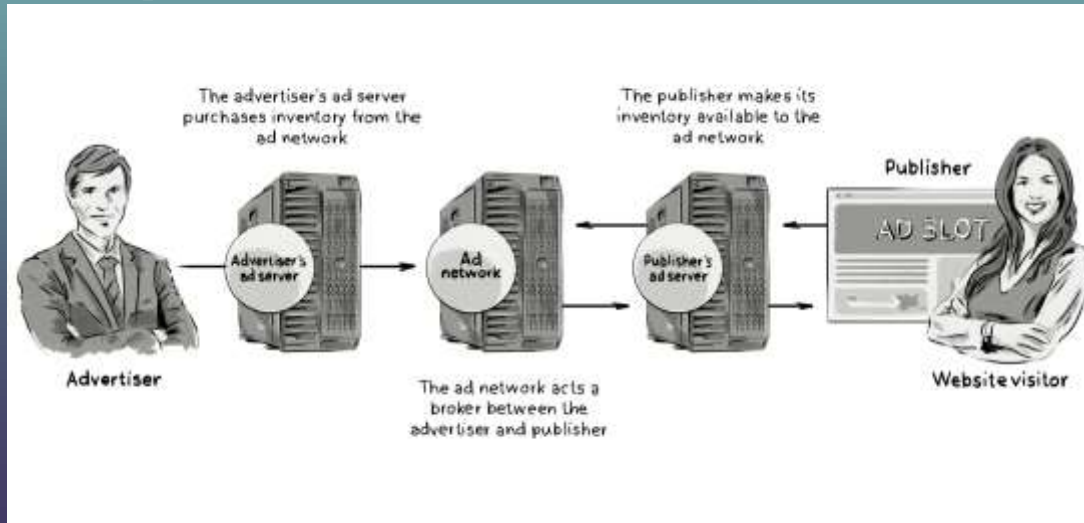
Facebook Ads	\$1.35	\$8.60
Instagram Ads	\$3.56	\$8.96
Twitter Ads	\$0.38	\$6.46
LinkedIn Ads	\$5.26	\$6.59
Pinterest Ads	\$1.50	\$30



Ad Networks

Ad networks purchase remnant inventory across many publishers and resell to advertisers at a premium.

An essential vehicle for monetizing the Long Tail of the Internet. Provide small and mid-sized online publishers with more advertising revenues.





Ad Networks: Issues

Many ad networks with competing business models.

Lack of transparency.

Fixed CPM — all impressions cost the same regardless of value.

Need efficiency!

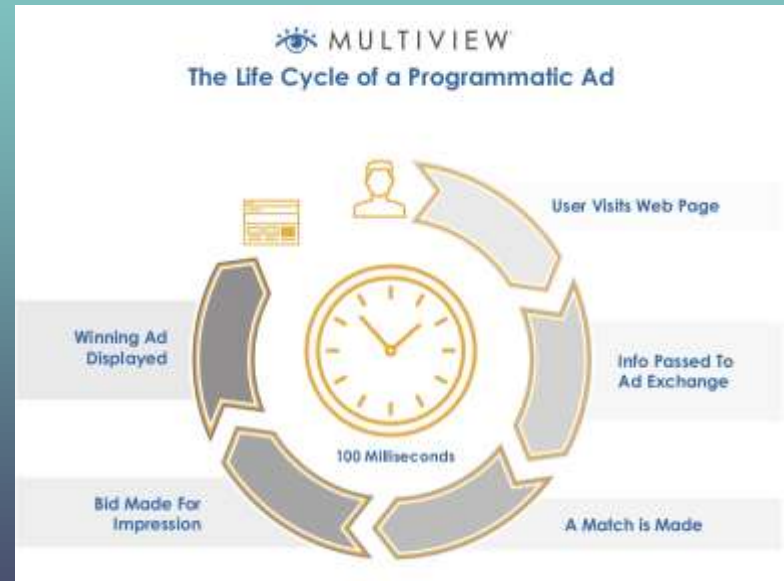


Real-Time Bidding (RTB)

Ad exchanges run auctions to determine which advertisers buys an individual impression in real time (<0.1 seconds)

Real Time Bidders bid on individual impressions in real time as they arise using computer algorithms (“programmatic buying”)

Usually second-price auction.

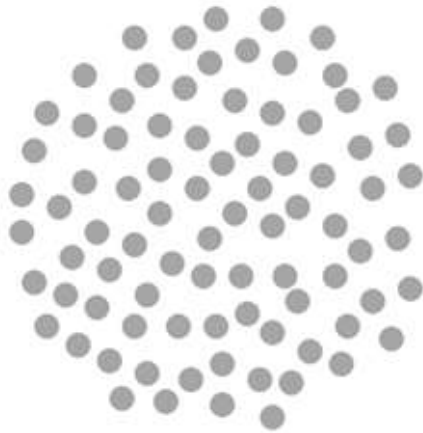


The Rise of Programmatic Advertising



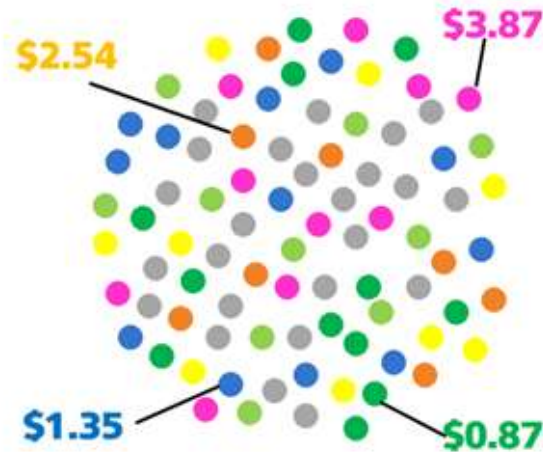
Direct-Buy vs. RTB

Direct Buy



1 price for all impressions
\$10 CPM

Real-time Bidding



Each ad priced individually
\$3 eCPM

CPM: cost per
thousand
impressions

Ad Network and Ad Exchange






Players in the Space

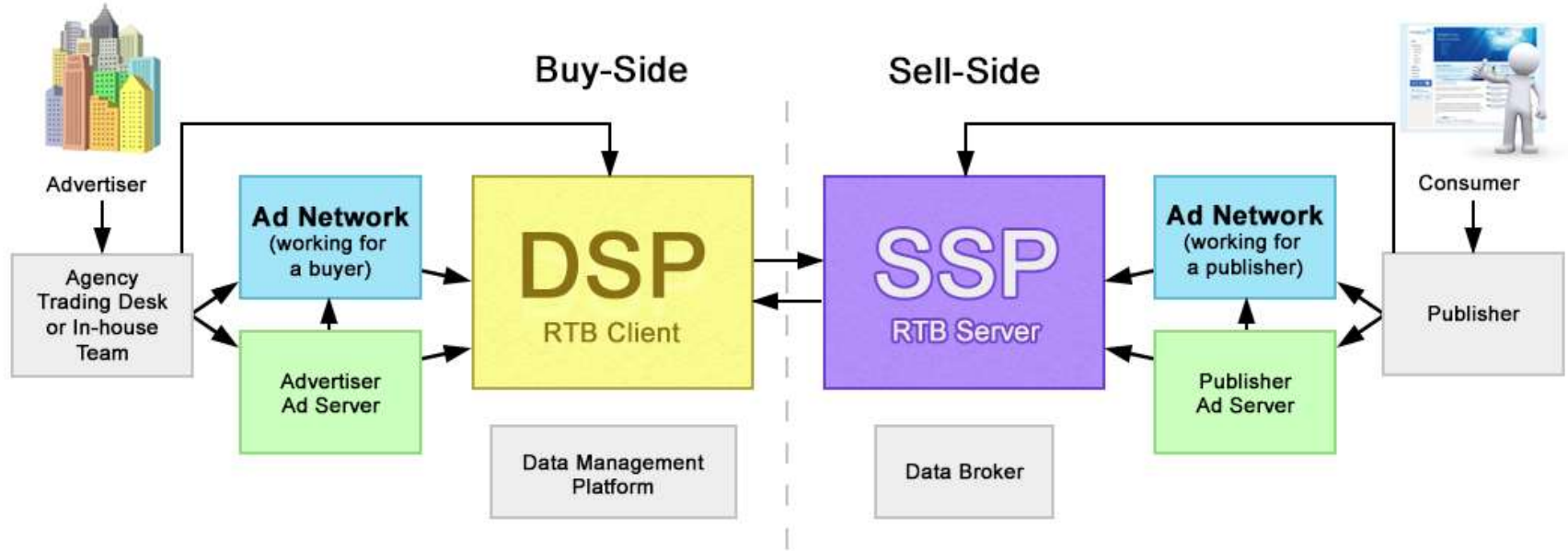
Demand Side Platforms (DSPs) enable advertisers to

- 1) Use real-time bidding technology
- 2) Purchase inventory across multiple ad exchanges
- 3) Get analytics on campaign performance

Supply Side Platforms (SSP): Inventory management for publishers that allow them to access multiple ad exchanges per auction



The Ecosystem of display ad



Ad exchanges



Discussion

What are the disadvantages of RTB?



Direct Buying

Advantages:

- Guarantees ad message gets out (e.g., this weekend's movie release, retailer holding clearance sale)
- For branding advertisers, ensures brand-safe content

Disadvantages:

- Old fashioned, high contracting costs
- Salesforce & rate cards
- Bar of entry
- Hard to get premium spots on large publishers like the NYT

Real Time Bidding

Advantages

Allows for incredibly fine targeting & buying!

Bid for the expected value of an impression (user, webpage, time) rather than an audience

Enables large-scale retargeting and behavioral targeting across multiple publishers

Reduces transaction costs

Facilitates ad inventory from small publishers who can't afford a sales force

Disadvantages

Fraud, some loss of control (brand-safe content & ads)

Many players take a 'cut' in complex ecosystem



Takeaways

Online display advertising continues to grow. Why?

- Consumers shifting time online

- Increasingly to mobile

- Online ads market minimizes transaction cost

- Market is complex but brings together advertisers & publishers like never before






Content Marketing



Content Marketing

Content marketing is the process of creating high-quality, valuable content to attract, inform, and engage an audience, while also promoting the brand itself.

Content marketing principles directly apply to SEO, display ads, social media campaigns, and can be more broadly applied.





Why content marketing?

Reputation: establish self as a thought leader in your industry.

Search: Prospects & customers find your answers to their questions online.

Reach: Long run benefit of improving reach at lower cost with library of great content.

Social media: Create value for customers to foster intimacy & retention.



Content marketing rests on...

Research & planning

Know your objective & establish Key Performance Indicator (KPI)

Know your audience

Know your topic

Content creation

Articles, images, infographics, videos, etc.

Content diffusion

Paid & organic impressions via social, search

Complete the loop: Track KPI & update best content

Content research example





Persona Marketing

Personas: The foundation of content marketing

Personas are a method of market segmentation wherein we collect a combination of qualitative and quantitative data to build archetypes of the members of our target audience

2 **components**:

Segment elements (demographics, needs, objections)

Humanizing elements (photo, name, personal details)

Why create personas?

Foster customer-centrism

What topics, medium, content depth, tone are relevant?

Is content ratio in line with importance of each persona?

Remind us that we are 'weird': our customer is different

3-6 personas is ideal

Segmentation elements of personas

Demographics: geographic location, age, gender, income and (possibly) ethnicity.

Lifestyle:

For B2Bs: What kind of company do they work for? Job title/area of responsibility?

For B2Cs: What kind of car do they drive? What do they do for fun?

Goals: What motivates them? Do they want to look better?



Segmentation elements of personas

Pain Points

What challenges do they face and how does that make them feel?
How can you help overcome challenges or resolve problems to make their daily life or workday better?

Information Sources

Do they search online? Read magazines or newspapers? Talk to people in person?



Humanizing elements of personas

Humanizing elements:

- Name & photo

 - Customer may be different (e.g., gender, race, ethnicity) than you

- Hobbies

- Add real quotes from customer interview

Why? Create empathy for customers

Not 'extraneous' information: **Only include elements that are relevant to customer identity**


- Do we care if persona owns a dog? Yes, for pet clients (and possibly travel). No, for most B2B clients.

ABOUT PERSONAS





Steps to creating a persona (part I)

1. **Define your goal** (e.g., sales, leads, social engagement)
 2. **Brainstorm hypotheses for:**
 - Needs: Jot down objection, need, desired experience for any consumer
 - Attributes
 - Demographics: Age, gender, location, education, family, job title
 - Psychographics: Values & goals
- 

Steps to creating a persona (part II)

3. Validate hypotheses with research

Interviews (existing & prospective customers, salespeople)

Social listening (who follows you? what are they saying?)

Hootsuite

<https://moz.com/followerwonk/>

Click [here](#) for an example

<https://klear.com/>

Site analytics (e.g., Google Analytics)

Traditional market research (e.g., surveys)

4. Build Personas: Combine validated hypotheses into 3-6 personas

DEMOGRAPHIC information:

- Age 46
- \$103,000 annual salary
- BSN from UC Davis
- MHA from Walden University (online degree)
- Married, two kids
- Worked in a large hospital system in CA after nursing school

THE PROBLEMS she has that IHI solves:

- "I need to balance cost cutting with maintaining quality and it's very complex."
- "Getting adoption of best practices is slow and not uniform."
- "I would love to be seen as more of a 'go-to' leader within the larger organization."

ONE DAY in the life:

- Attends lots of face-to-face meetings
- Conducts office hours in ICU to give nurses and physicians time with her during the week.
- Handles a significant amount of paperwork related to regulation and compliance
- Has to be "on call" for scheduling and staffing issues at any hour of the day

Her **VALUES AND GOALS**:

- Son is a junior in high school and her daughter will be a freshman next year; family prioritizing their finances to pay for college
- Prides herself on staying on top of emails and being responsive to all levels of her organization and team
- Strong advocate for work-life balance in the office but often works several hours in the evening except for Friday and Saturday
- Attends church regularly
- Encourages her staff to grow professionally

Her main **INFO SOURCES** and **WATERING HOLES**:

- SCCM newsletter
- ICU Director magazine
- Office hours in departments
- Hospital cafeteria
- After work socialization with department staff on a monthly basis
- Informal chats with former colleagues in CA hospital system
- IHI Quality Innovators LinkedIn group. Hasn't posted yet; looks through ICU-relevant posts.
- Member of AACN

THE EXPERIENCE SHE WANTS when seeking out IHI products or services:

- Wants to be able to read comments and feedback on the IHI programs in the way that she reads Yelp reviews of restaurants
- Would like to conduct a "chat" when she is deciding whether or not to sign up for a program
- Wants to be recognized as a "fan" of IHI even if her attendance level is not what we consider high. She was an enthusiastic OS participant when she got her MHA in 2009.

Diane Director, BSN, MHA

Director of Critical Care at
Terre Haute Regional Hospital in Terre Haute, IN

Their **ROLE AND LEVEL SENIORITY** in detail:

- Reports to VP of Patient Care Services.
- Administrative responsibilities for a 32 bed ICU unit, 35 bed CVICU unit, and 4 cardiac inpatient units.
- Has budgeting power for 300 FTE staff ICU

Her most **COMMON OBJECTIONS** to IHI's products or services:

- Needs cost cutting guidance; doesn't know if Bedside to Balance Sheet is for her
- Wants more content on culture change that could enhance process improvements
- Needs more material on how to get senior leadership behind her efforts; mobility in the ICU was treated as an experiment in the eyes of the VP of Patient Care, not a way forward.
- RNs only get \$500 a year in pro. development funds for non-degree programs; puts IHI content out of reach for her staff.

IHI Areas of Focus that she would be interested in: Quality, Cost, Value / Patient Safety

IHI Rings she would engage in (by %): Innovate (5%), Demonstrate Results (15%), **Build Capability (75%)**, Disseminate Knowledge (5%)

IHI programs she has attended/resources used: OS courses, Rethinking Critical Care seminar, Survey Design W+A, WIHI broadcasts on ICU subject matter

Persona example:
Institute for Health
Improvement
(provides
education to health
practitioners)

Kraft Mac & Cheese: Thumbnail persona

Julia

Woman, age 33 in Des Moines, Iowa
Busy mother of 2 boys ages 9 and 13
Divorced, earning \$40K



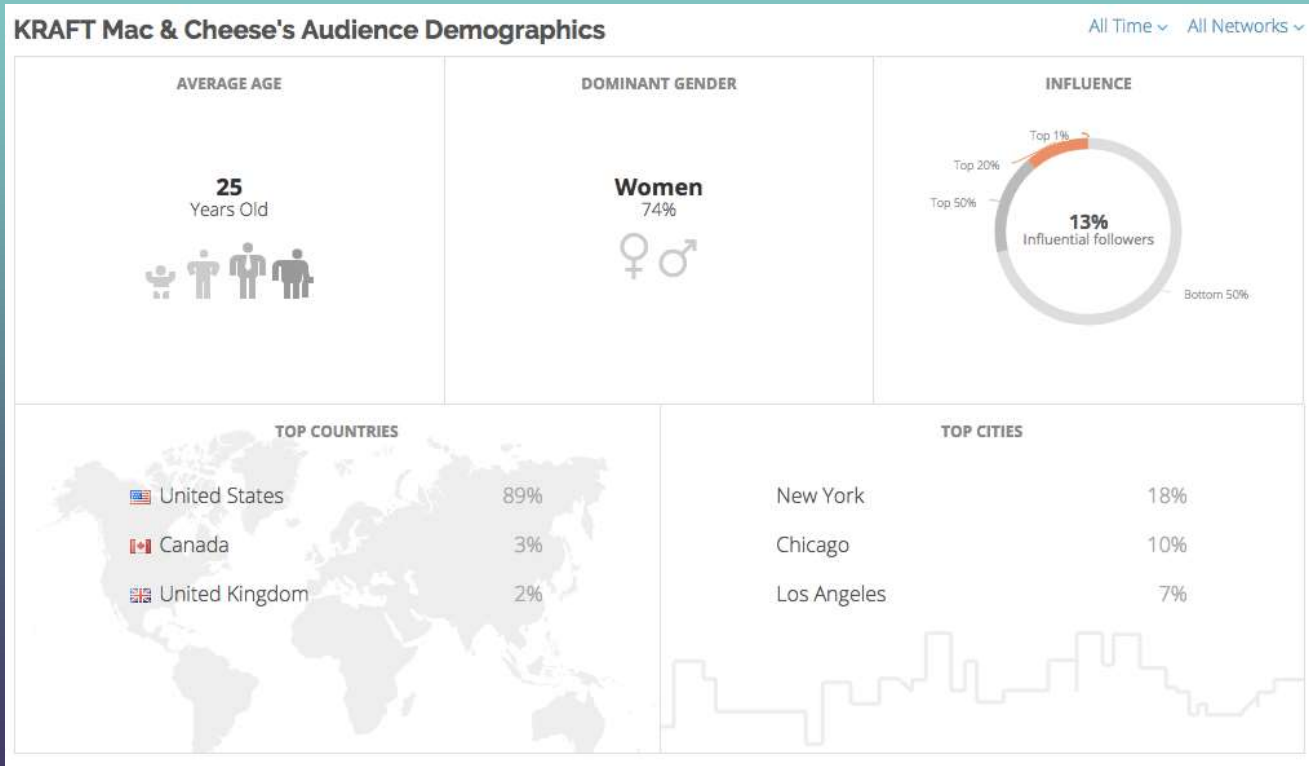
Values & Goals: Support academically successful & physically active boys
Needs: no-fuss, budget meals for young children

Objections: nutritional value of mac & cheese

Experience wanted: quick meal prep and variety

Somewhat active on Facebook & Pinterest

Klear.com confirms that our (Twitter) audience tilts young & female



Klear.com's analysis of follower interests confirms 'motherhood' as important



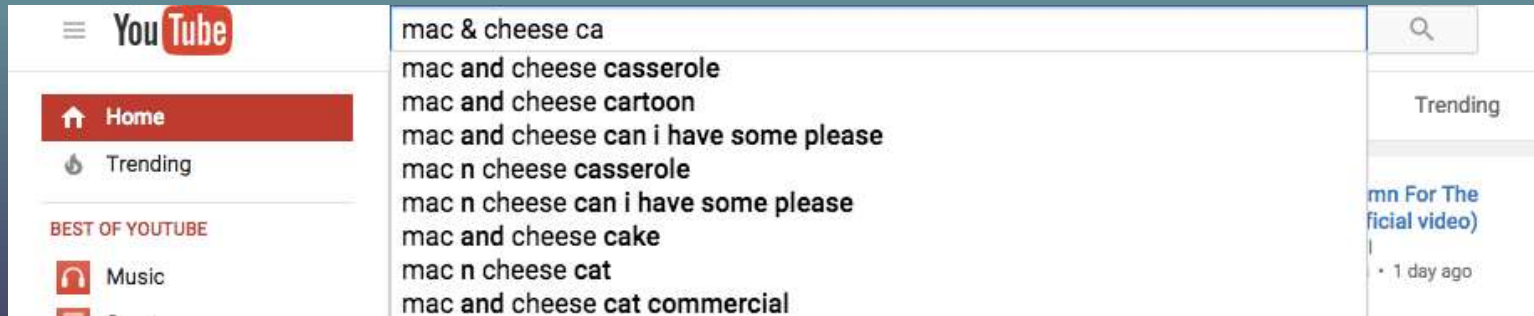


Content Creation

Research and identify hot topics

Identify popular topic, questions, terms

Keyword research tools like Google Trends, Google Keyword Planner, Answerthepublic, Ubersuggest
Search autocomplete tools (e.g., YouTube, Google)



The image shows a screenshot of the YouTube search interface. The search bar contains the text "mac & cheese ca". Below the search bar, a list of search suggestions is displayed:

- mac and cheese casserole
- mac and cheese cartoon
- mac and cheese can i have some please
- mac n cheese casserole
- mac n cheese can i have some please
- mac and cheese cake
- mac n cheese cat
- mac and cheese cat commercial

On the right side of the search bar, there is a search icon and a "Trending" section. The "Trending" section shows a video thumbnail with the text "mn For The ficial video)" and "1 day ago".

Using Buzzsumo to create trendy content

The screenshot displays the Buzzsumo Pro interface with the search term 'mac cheese'. The search results are sorted by 'Total Shares' and show three articles. The third article, 'Greek Yogurt Mac & Cheese | healthy comfort food' by Chocolate Covered, is highlighted with a red box. The interface includes a navigation bar, a search bar, and various filters on the left side.

Filter by Date:

- 24 Hours
- Past Week
- Past Month
- Past 6 Months
- Past Year

Language: E.g. French, Español

Country (TLD): E.g. Germany, .de

Filter domains: show

Content Type:

- Article
- Infographics
- Guest Posts
- Giveaways
- Interviews
- Videos

Search Results:

mac cheese

Enter a topic or domain: big data, cnn.com. Advanced Search Options Save Search

Results not relevant enough? Search for "mac cheese" instead (exact match).

Sort by: Total Shares Page 1 of 590

	FACEBOOK SHARES	LINKEDIN SHARES	TWITTER SHARES	PINTEREST SHARES	GOOGLE+ SHARES	TOTAL SHARES
Homemade Mac and Cheese Bites Chef in Training chef-in-training.com - More from this domain By Chef in Training - May 1, 2015	3.1K	1	21	245.5K	21	248.6K
One-Skillet Mac and Cheese with Sausage and Bell Peppers juliasalbun.com - More from this domain By Julia - May 21, 2015	982	0	3	149.2K	4	150.2K
Greek Yogurt Mac & Cheese healthy comfort food chocolatecoveredkatie.com - More from this domain By Chocolate Covered - Mar 5, 2015	2.4K	5	45	140.8K	12	143.6K

Using Trendspotttr to create trendy content

trendspotttr TrendFeed

Widget Title

Query

Layout

Trends are displayed in a single column with images on the left side. Ideal for sidebars and other narrow layouts.





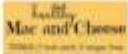

of Trends

Color Style

[Preview Widget](#)

[Finish & Grab Code](#)

mac & cheese

- **Cast Iron Skillet Cajun Crawfish & Shrimp Macaroni & Cheese Recipe**
[plumcrazyaboutcoupons.com](#)
- **Mac and cheese gets a nutritional boost from sweet potatoes, greens**
[mystatesman.com](#)
- **Instant Pot Guinness Mac and Cheese - I Don't Have Time For That!**
[idonthavetimeforthat.com](#)
- **Where to Find D.C.'s Best Goopy, Indulgent Mac and Cheese**
[dcist.com](#)
- **Mac and Cheese - Briana Thomas**
[mimhappy.com](#)
- **This mac 'n' cheese donut covered in Cheetos dust will probably kill you**
[sciencetrends.trendolizer.com](#)

Great yogurt recipe for Julia

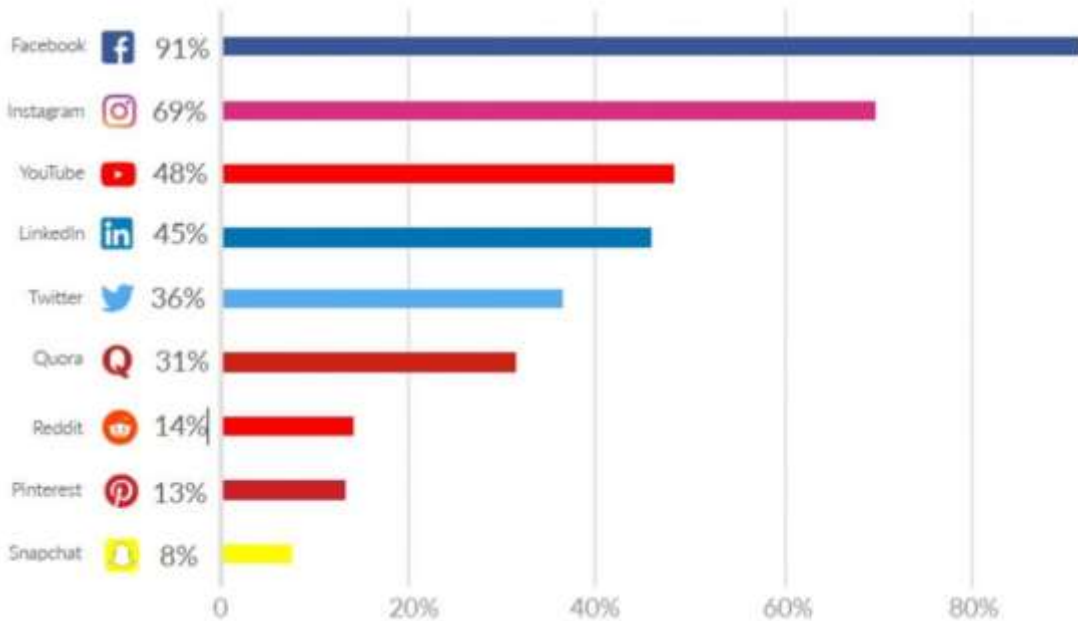


The image features a teal-to-blue gradient background with a white hexagonal grid pattern. The grid consists of interconnected hexagons, some of which are filled with a lighter shade of teal. The text "Content Diffusion" is centered in a bold, white, sans-serif font.

Content Diffusion

Facebook dominates social media advertising market

BUDGETING: WHAT SOCIAL PLATFORMS ARE MARKETERS CURRENTLY INVESTING IN?





Why going beyond organic?

Organic reach: free distribution of page posts to fans.

Decline of organic reach on Facebook (16% in 2012, 6% in 2014, 2% in 2018)

Competition from larger social network & greater sharing.



Buying Facebook ads: define target segment & get the reach/cost tradeoff

Boost Post

POST BUTTON (Optional)

Add a button to your post ⓘ

No Button ▾

AUDIENCE

People you choose through targeting [Edit](#)

Location - Living In: United States
Age: 18 - 65+
Gender: Female
People Who Match: Interests: Motherhood
[Less](#)^

People who like your Page

People who like your Page and their friends

[Create New Audience](#)

BUDGET AND DURATION

Total budget ⓘ

\$100.00 ▾

Estimated People Reached ⓘ

29,000 - 76,000 people of 120,000,000

Refine your audience or add budget to reach more of the people that matter to you.

Duration ⓘ

1 day **7 days** 14 days

Run this ad until

You will spend an average of **\$14.28** per day. This ad will run for 7 days, ending on May 8, 2017.






Click and Like Fraud





QUESTION

Why do people buy fake
clicks/likes?






Click and Like Fraud

Publishers profit from clicks and likes, and they have incentive to engage in click and like fraud.

Your competitor may create fake clicks and likes on your ad to waste your advertising budget.

The competitor of your publisher may create fake clicks and likes so that you may terminate the relationship with your publisher.



Click and Like Fraud

Like farmers pay people in developing world

Remember: Fraud is everywhere (click, view, etc.)

But, Like fraud creates a lasting distortion (until the offending user is caught)

Worse, to avoid detection, like farm users will 'like' pages that are not buying fake likes

Like farm users hard to detect & removing real users destroys their user experience



A screenshot of a website displaying a grid of packages for buying fake likes. Each package includes a thumbs-up icon, the number of likes, the price, the delivery time, and a 'View Package' button.

 250 \$27.00 - Delivery in 10 days View Package	 500 \$42.00 - Delivery in 10 days View Package	 1000 \$70.00 - Delivery in 15 days View Package	 2000 \$120.00 - Delivery in 20 days View Package
 5000 \$260.00 - Delivery in 30 days View Package	 10k \$480.00 - Delivery in 45 days View Package	 25k \$820.00 - Delivery in 60 days View Package	 50k \$1200.00 - Delivery in 90 days View Package



Reminder

Today is the deadline for submitting your data project.

You can start your group course project. Information can be found on course website.





Course Project

Choose a company/brand and analyze its DM strategy, including:

Its website

Online sentiment (How users talk about the brand online? E.g., user reviews on platforms such as TripAdvisor/Amazon; online discussions on platforms such as Twitter/FB).

Is the company's official social media accounts (e.g., Twitter/IG/FB/YouTube) well managed?

Competitor Analysis and Consumer Analysis



DANIEL WELLINGTON

WATCHES

JEWELRY

GIFT SETS

SMARTWATCH CASE

SUNGLASSES

WATCH STRAPS

COLLECTIONS

 **steelseries**

Gaming Gear



foodpanda

Nintendo®



Course Project

Get your presentation ready by Nov 25 (Class B) or Nov 28 (Class A).

The order of presentation will be drawn randomly.

You need to submit your project report.





Course Project

Any questions?

