



# Display Advertising



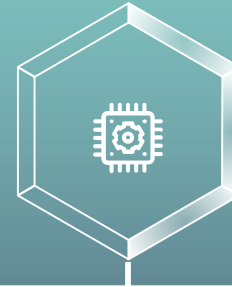
### Task 1

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*

Canada. Land of quattro. adchoices

The weather will report to you.

Audi logo

# Examples of interactive banners



Pringles - Click

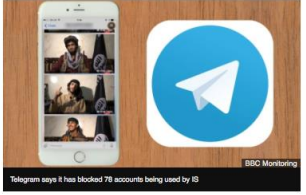




**Technology**

## Telegram app cracks down on IS propaganda channels

By BBC Monitoring Analysis  
 2 hours ago | Technology



Telegram says it has blocked 78 accounts being used by IS

The secure mobile messaging app Telegram has started cracking down on propaganda from so-called Islamic State group (IS), nearly eight weeks after the terror group set up its own public broadcast channels there.

IS and other jihadist groups have been exploiting new functionality introduced by the app in late September, which allows users to broadcast their messages to an unlimited number of members via their own 'Telegram channel'.

In an announcement on Wednesday evening, the Berlin-based Telegram said it had shut down 78 IS channels and promised to make it easier for users to flag 'objectionable public content' shared via the app.

'We were disturbed to learn that Telegram's public channels were being used by ISIS (alternative name for IS) to spread their propaganda,' said a statement from Telegram, which was set up in 2013 by two Russian brothers, Pavel and Nikolai Durov.

### Paris attacks

The action followed claims by IS for the 13 November Paris attacks and the downing of a Russian passenger jet over Egypt's Sinai Peninsula on 31 October.

Shortly before the key IS propaganda channel on Telegram was shut down on 18 November, it had been used to publish IS English-language magazine Dabiq which hailed the Paris attacks and featured an image of the bomb IS claims to have used to bring down the plane.

IS had earlier in propaganda distribution to Telegram from Twitter on 28 September, just four days after Telegram trumpeted the launch of its new 'Channels' tool.

An official IS channel dubbed Nahdih, which translates as 'Distributor' in English, quickly became the platform where IS propaganda started appearing first, often several minutes before being posted to Twitter - IS's other favoured outlet.



The Anonymous hacking group has tried to shut down pre-IS accounts on Twitter

The channel had amassed over 16,000 subscribers before it was shut down along with a raft of other IS channels used to distribute the group's propaganda in a wide range of languages, including English, French, Russian, Turkish and Urdu.

But many other jihadist Telegram channels continue to be active, including official

### Top Stories

- Paris 'ringleader' killed in raid**  
The man believed to have planned the attacks in Paris, Abdelhamid Abaaoud, was among those killed in a French police raid, prosecutors confirm.  
48 minutes ago
- US House votes to restrict refugees**  
37 minutes ago
- World on oup of 'post-antibiotic era'**  
5 hours ago



### More like this

- IS shifts propaganda to Telegram app
- Russia plane crash: Who are Sinai militant groups?
- Islamic State launches migration campaign

### Features & Analysis

- Best place to be a woman?**  
Select your country to see how it ranks for gender equality
- Ukrainian passenger tries to open exit door on BA flight**
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- Argentina's underwater town that was submerged for 10 years**
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- BBC Culture**
- Roland Barthes at 100: The six quotes you need to know**
- BBC News**
- BBC Travel**
- 'Uruguay' passenger tries to open exit door on BA flight**
- The ancient protectors of England's forests**

by hackers or government agencies. Telegram is so confident of its security that it even offered a reward of hundreds of thousands of dollars to the first person who could crack its encryption.

BBC Monitoring reports and analyses news from TV, radio, web and print media around the world. You can follow BBC Monitoring on [Twitter](#) and [Facebook](#).

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18 November 2015
- US attorney calls for access to Google and Apple phones**  
18 November 2015
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- Paris attacks: Latest updates
- Trump 'not opposed to Muslim citizenship'
- The woman in the American flag fight
- Drink driver kills 38 sheep in US
- Transgender woman dies in male prison
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The news you trust. 24/7. On your TV.

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- | Need   | Watched |
|--|---------|
| Paris 'ringleader' killed in raid                          | 1       |
| US House votes to restrict refugees                        | 2       |
| How equal are you?   | 3       |
| World on oup of 'post-antibiotic era'                      | 4       |
| Paris attacks: Latest updates                              | 5       |
| Trump 'not opposed to Muslim citizenship'                  | 6       |
| The woman in the American flag fight                       | 7       |
| Drink driver kills 38 sheep in US                          | 8       |
| Transgender woman dies in male prison                      | 9       |
| Russia activists criticize 'ineffective' air strikes on IS | 10      |

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- U.S.S. Harry S. Truman deploys from Norfolk
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- Islam: What's the Difference Between Sunni and Shia?
- 12 Animals You Should Be Cried-Are Extinct
- Hillary Clinton Presents Her Plan to Battle ISIS

This is an example of the BBC website. How many ads do you find on this webpage?



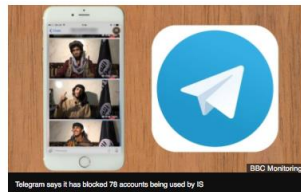


Technology

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2 hours ago Technology



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IS and other jihadist groups have been exploring new functionality introduced by the app in late September, which allows users to broadcast their messages to an unlimited number of members via their own Telegram "channel".

In an announcement on Wednesday evening, the Berlin-based Telegram said it had shut down 78 IS channels and promised to make it easier for users to flag "objectionable public content" shared via the app.

"We were disturbed to learn that Telegram's public channels were being used by ISIS [alternative name for IS] to spread their propaganda," said a statement from Telegram, which was set up in 2013 by two Russian brothers, Pavel and Nikolai Duran.

#### Paris attacks

The action followed claims by IS for the 13 November Paris attacks and the downing of a Russian passenger jet over Egypt's Sinai Peninsula on 31 October.

Shortly before the key IS propaganda channel on Telegram was shut down on 18 November, it had been used to publish IS's English-language magazine Dabiq which hailed the Paris attacks and featured an image of the bomb IS claims to have used to bring down the plane.

IS had shifted its propaganda distribution to Telegram from Twitter on 26 September, just four days after Telegram trumpeted the launch of its new "Channels" tool.

An official IS channel dubbed Nahr, which translates as "Distributor" in English, quickly became the platform where IS propaganda started appearing first, often several minutes before being posted to Twitter - IS's other favoured outlet.



The channel had amassed over 16,000 subscribers before it was shut down along with a raft of other IS channels used to distribute the group's propaganda in a wide range of languages, including English, French, Russian, Turkish and Urdu.

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This man believed to have planned the attacks in Paris, Abdelhamid Aboudiou, was among those killed in a French police raid, prosecutors confirm.

**US House votes to restrict refugees**

**World on cusp of 'post-antibiotic era'**

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- IS shifts propaganda to Telegram app
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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 hackers or government agencies.  
Telegram is so confident of its security that it twice offered a reward of hundreds of thousands of dollars to the first person who could crack its encryption.  
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Anonymous group threatens to 'track down' Islamic State

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The woman in the American flag hijab 7

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Raaga activists criticise 'ineffective' air strikes on IS 10

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#### From Around the Web

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

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U.S.S. Harry S. Truman deploys from Norfolk (Washington Post)



U.S. governors ranked from best to worst (Gov)



Islam: What's the Difference Between Sunni and Shia? (Futurist)

12 Animals You Should Be Glad Are Extinct (Answers.com)

Hillary Clinton Presents Her Plan to Be the First (The New York Times)

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

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**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.

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Imran Khan's ex-wife: Divorcees are 'not criminals'



Brazil dam burst: 28 still missing after dam burst



How Arabs make each other laugh in six seconds



Paris attacks: Who was Omar Ismail Mostefai?



The Indian maid who had her arm chopped off in Saudi Arabia



How do you explain Paris attacks to children?

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Andreas Gursky: The bigger the better?



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Russia tourist suffers acid attack in India's Varanasi



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- Check Out This Insane Navy Drone in Action  
CNET
- A Rare Interview With A Navy SEAL  
The Blog of Author Tim ...
- RANKED: The 15 Dumbest Presidents, Ranked by IQ  
InsideGov

# 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



Imran Khan's ex-wife: Divorcees are 'not criminals'



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InsideGov

# 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?



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



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

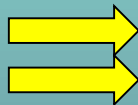
billions

	2019	2020	2021	2022	2023
<b>Display</b>	<b>\$70.06</b>	<b>\$81.38</b>	<b>\$92.53</b>	<b>\$100.71</b>	<b>\$107.91</b>
—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
<b>Search</b>	<b>\$53.73</b>	<b>\$63.90</b>	<b>\$73.31</b>	<b>\$80.43</b>	<b>\$87.15</b>
<b>Lead generation</b>	<b>\$2.59</b>	<b>\$2.84</b>	<b>\$3.05</b>	<b>\$3.15</b>	<b>\$3.24</b>
<b>Classifieds and directories</b>	<b>\$2.19</b>	<b>\$2.34</b>	<b>\$2.49</b>	<b>\$2.53</b>	<b>\$2.56</b>
<b>Email</b>	<b>\$0.49</b>	<b>\$0.55</b>	<b>\$0.61</b>	<b>\$0.65</b>	<b>\$0.68</b>
<b>Mobile messaging</b>	<b>\$0.28</b>	<b>\$0.28</b>	<b>\$0.29</b>	<b>\$0.29</b>	<b>\$0.29</b>
<b>Total</b>	<b>\$129.34</b>	<b>\$151.29</b>	<b>\$172.29</b>	<b>\$187.77</b>	<b>\$201.83</b>

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
<b>Search</b>	<b>\$12.00</b>	<b>\$15.10</b>	<b>\$17.58</b>	<b>\$19.76</b>	<b>\$21.73</b>	<b>\$23.32</b>	<b>\$24.45</b>
<b>Display</b>	<b>\$9.91</b>	<b>\$12.33</b>	<b>\$14.98</b>	<b>\$17.67</b>	<b>\$20.69</b>	<b>\$23.13</b>	<b>\$25.21</b>
—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
<b>Classifieds and directories</b>	<b>\$2.60</b>	<b>\$2.58</b>	<b>\$2.60</b>	<b>\$2.71</b>	<b>\$2.81</b>	<b>\$2.88</b>	<b>\$2.95</b>
<b>Lead generation</b>	<b>\$1.34</b>	<b>\$1.52</b>	<b>\$1.71</b>	<b>\$1.90</b>	<b>\$2.09</b>	<b>\$2.17</b>	<b>\$2.20</b>
<b>Mobile messaging</b>	<b>\$0.25</b>	<b>\$0.25</b>	<b>\$0.23</b>	<b>\$0.23</b>	<b>\$0.22</b>	<b>\$0.21</b>	<b>\$0.20</b>
<b>Email</b>	<b>\$0.20</b>	<b>\$0.21</b>	<b>\$0.22</b>	<b>\$0.23</b>	<b>\$0.24</b>	<b>\$0.24</b>	<b>\$0.24</b>
<b>Total</b>	<b>\$26.29</b>	<b>\$31.99</b>	<b>\$37.31</b>	<b>\$42.50</b>	<b>\$47.77</b>	<b>\$51.95</b>	<b>\$55.25</b>

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

## Display Ad Revenues, by Company

US, 2019, millions

### Facebook

\$28,523.0

### Google

\$7,976.1

### IAC

\$70.1

### LinkedIn

\$812.5

### Snapchat

\$832.1

### Twitter

\$1,468.0

### Verizon Media

\$2,329.7

Source: eMarketer, February 2019

www.eMarketer.com

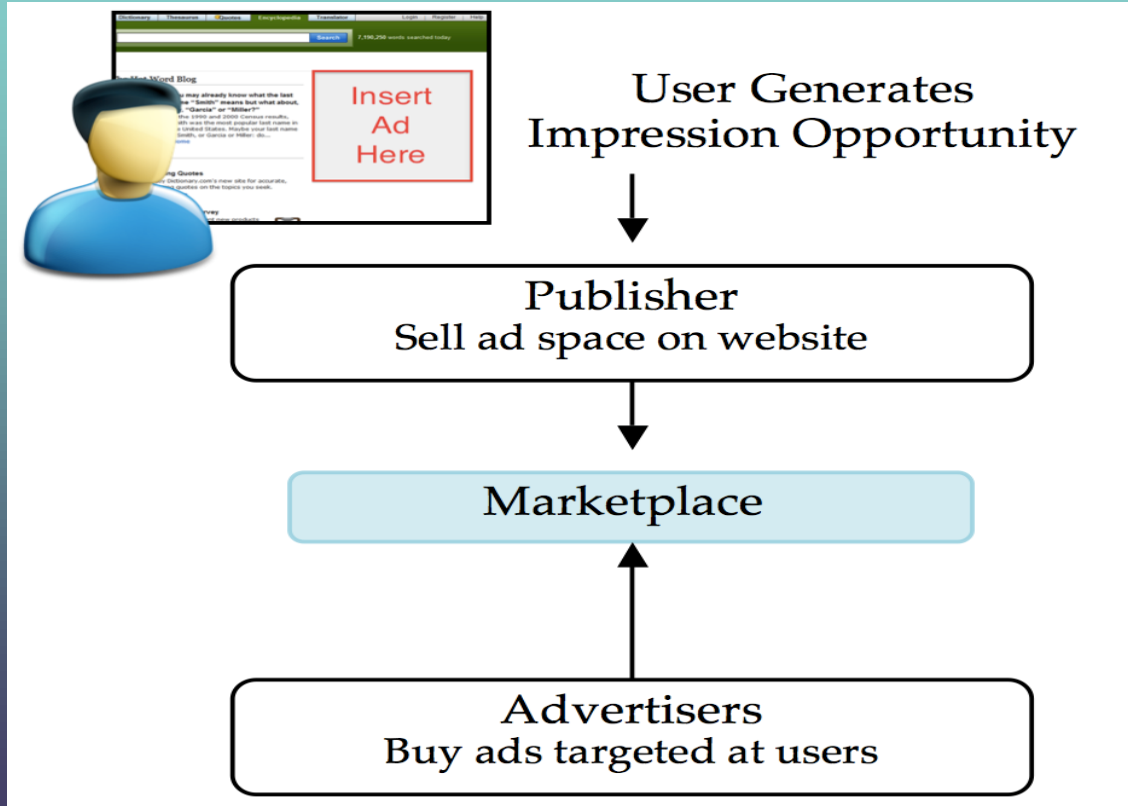
Facebook: ~40%

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”

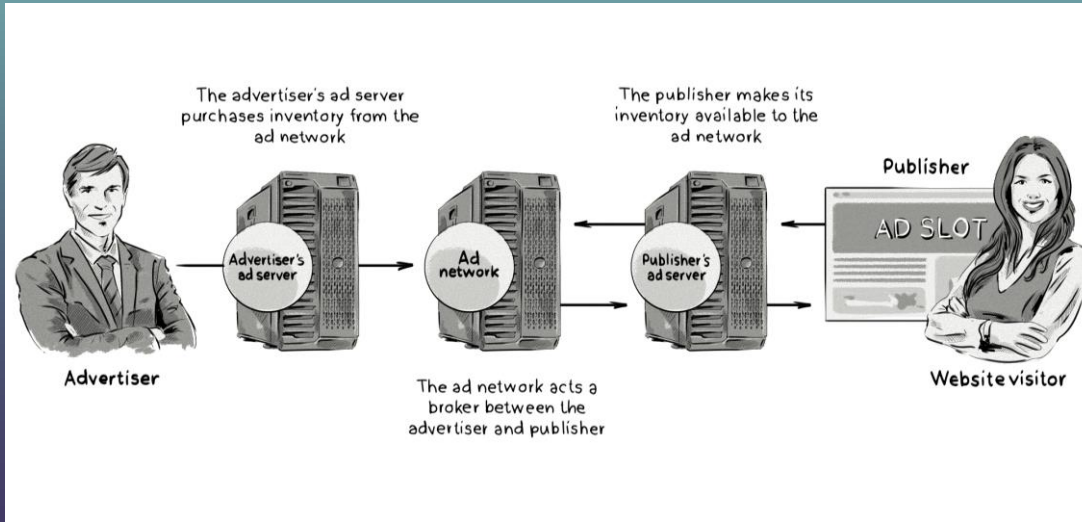
“300,000 impressions on Yahoo! to a retailer’s existing customers in April”



# 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.

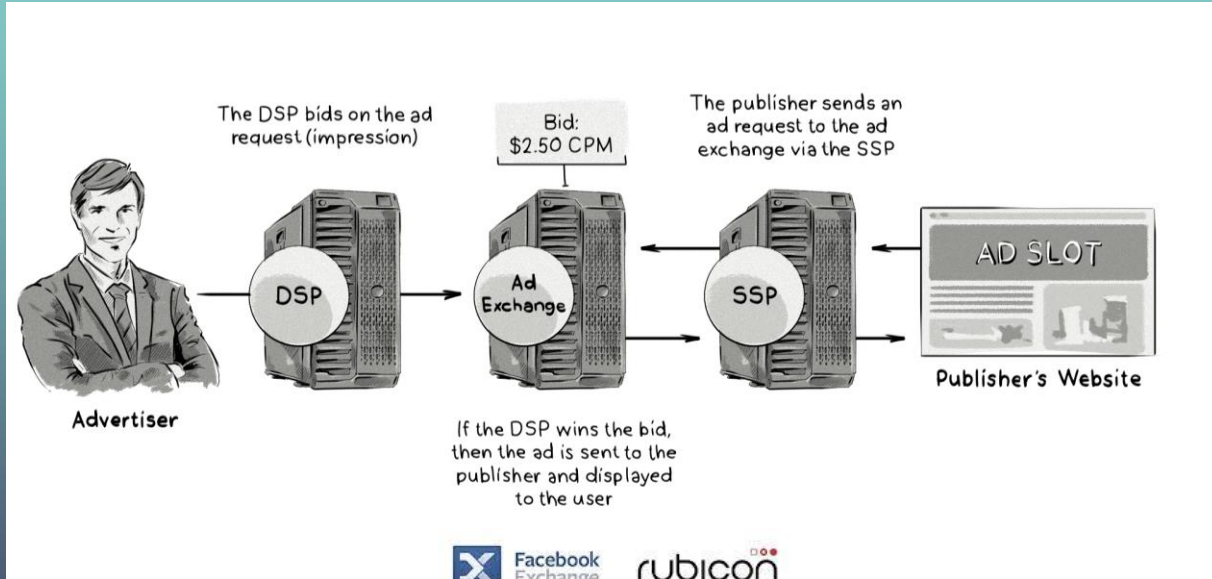
Lack of transparency.

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

Need efficiency!



# Ad Exchange



Facebook Exchange



appnexus



doubleclick by Google



OpenX



Microsoft Advertising

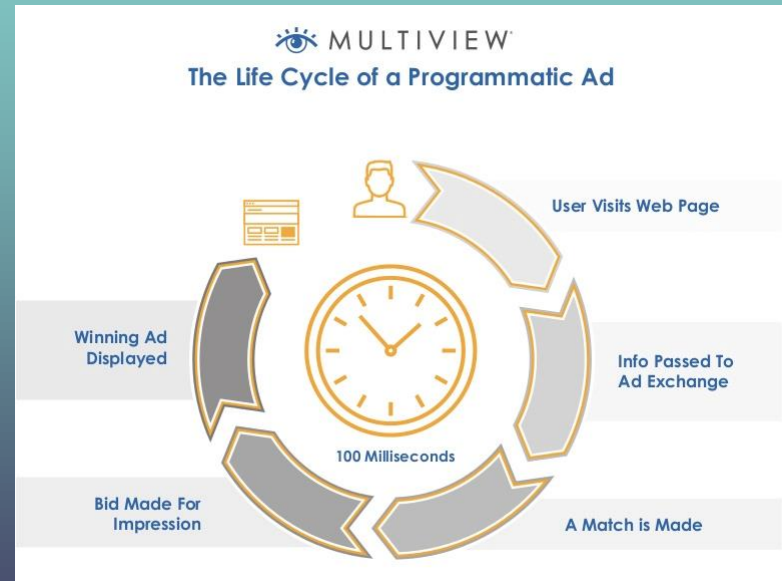
SSP: supply side platform  
DSP: demand side platform

# 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”)

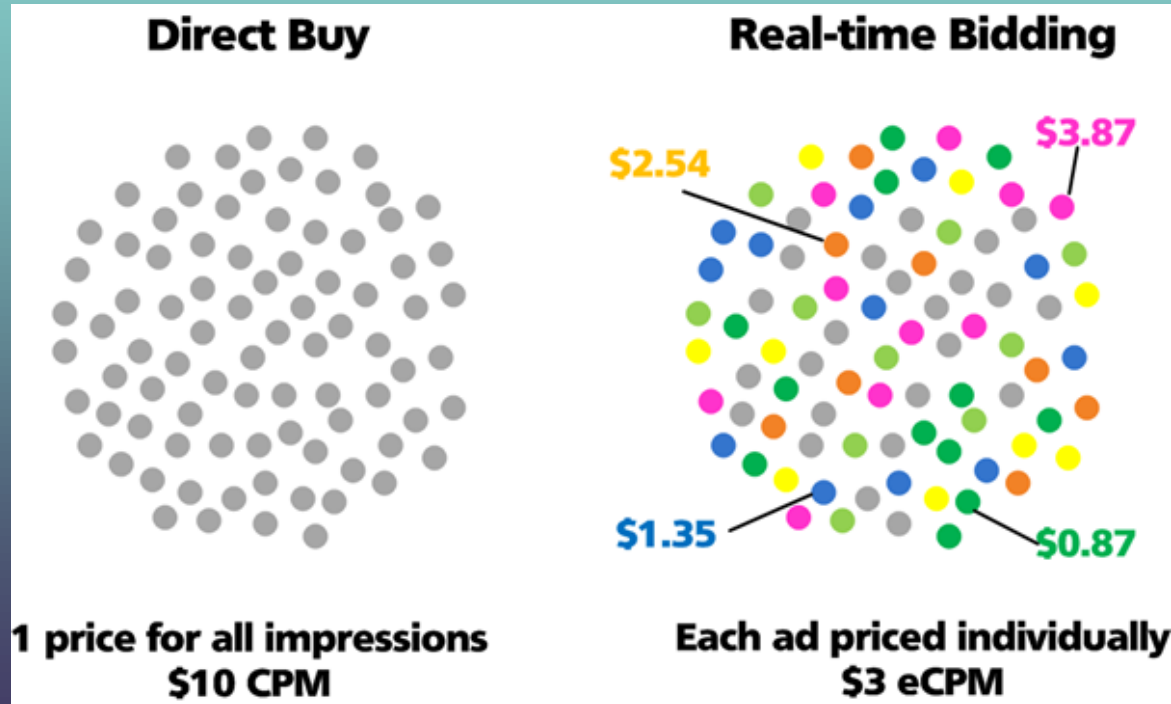
Usually second-price auction.



# The Rise of Programmatic Advertising



# Direct-Buy vs. RTB



CPM: cost per thousand impressions



# Ad Network and Ad Exchange



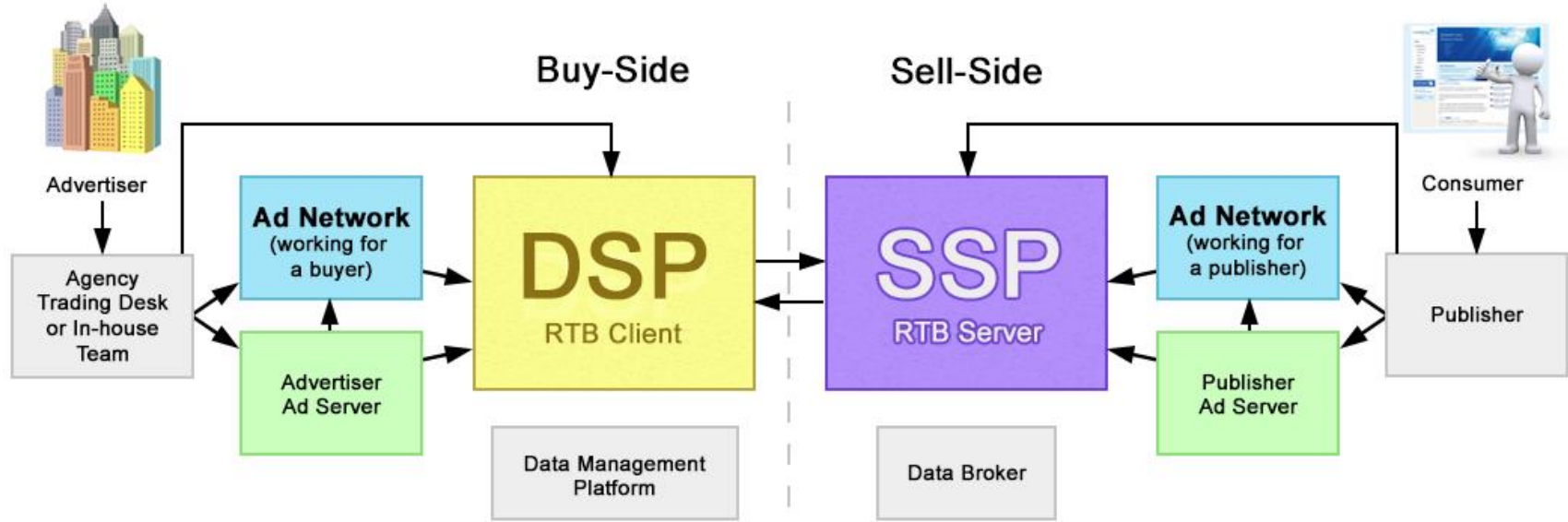
# Players in the Space

**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?





# 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



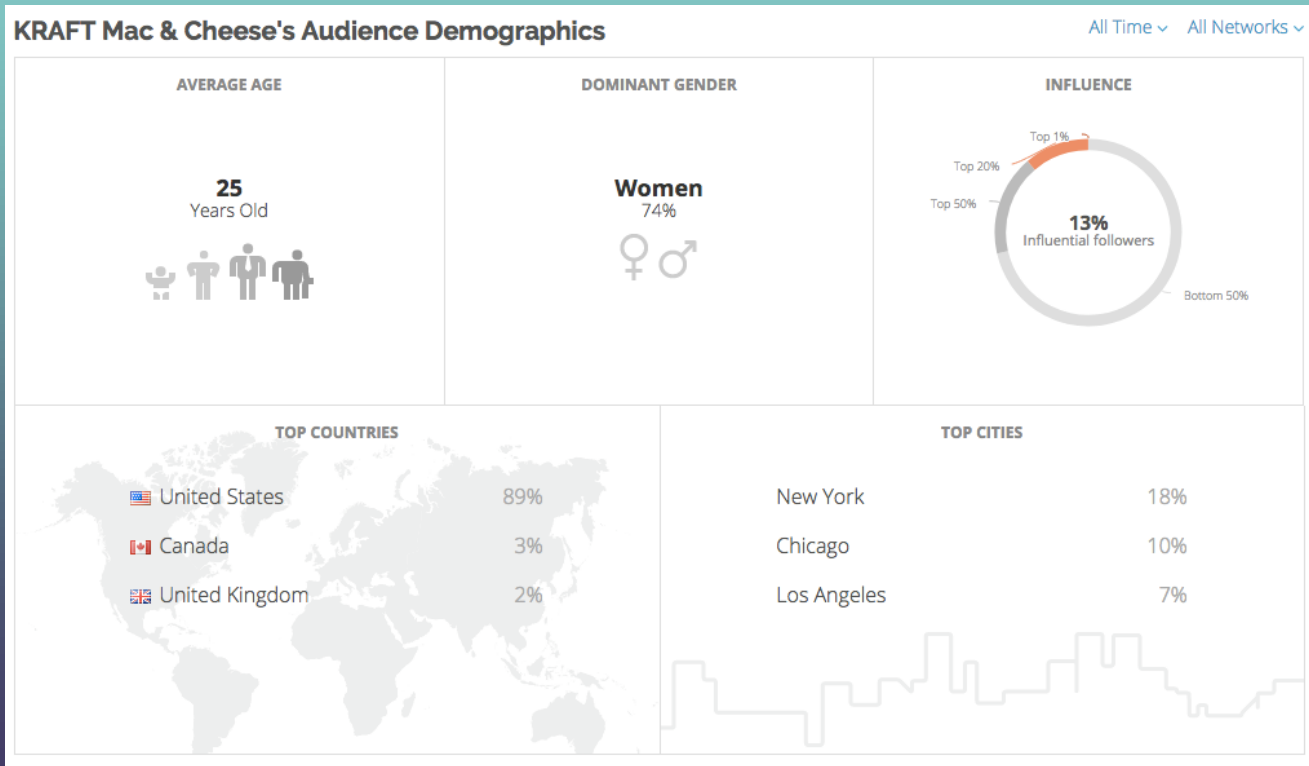
**Values & Goals:** Support academically successful & physically active boys  
**Needs:** no-fuss, budget meals for young children

**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



[See More Interests](#)

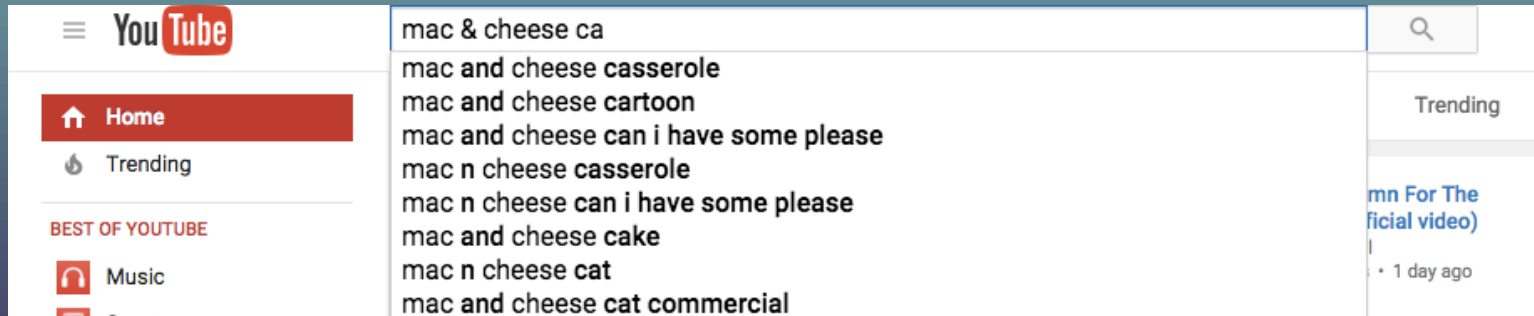


# Content Creation

# 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 autocomplete 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

The YouTube navigation menu is visible on the left, showing "Home" (selected), "Trending", "BEST OF YOUTUBE", and "Music". On the right side of the search bar, there is a search icon and a "Trending" section with a video thumbnail titled "mn For The (ficial video)" and a timestamp of "1 day ago".



# Using Buzzsumo to create trendy content

The screenshot displays the Buzzsumo Pro interface with a search for "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 chocolatecoveredkatie.com, is highlighted with a red box. The interface includes a navigation bar, a search bar, and various filters on the left side.

**Buzzsumo Pro** | Content Research | Amplification | Monitoring | Invite your Team

Most Shared | Trending Now | Content Analysis | Domain Comparison | Top Authors | Facebook Analyzer

Filter by Date:

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

Show Specific Range ▾

Filter

Language: E.g French, Español

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

Filter domains: show ▾

Content Type:

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

mac cheese [Search] [Export] [Create Alert]

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
<b>Homemade Mac and Cheese Bites   Chef in Training</b> chef-in-training.com - More from this domain By Chef In Training - May 1, 2015 Article	3.1K	1	21	245.5K	21	248.6K
<b>One-Skillet Mac and Cheese with Sausage and Bell Peppers</b> juliasalbum.com - More from this domain By Julia - May 21, 2015 Article	982	0	3	149.2K	4	150.2K
<b>Greek Yogurt Mac &amp; Cheese   healthy comfort food</b> chocolatecoveredkatie.com - More from this domain By Chocolate Covered - Mar 5, 2015	2.4K	5	45	140.8K	12	148.7K

# Using Trendspottr to create trendy content

**trendspottr** 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

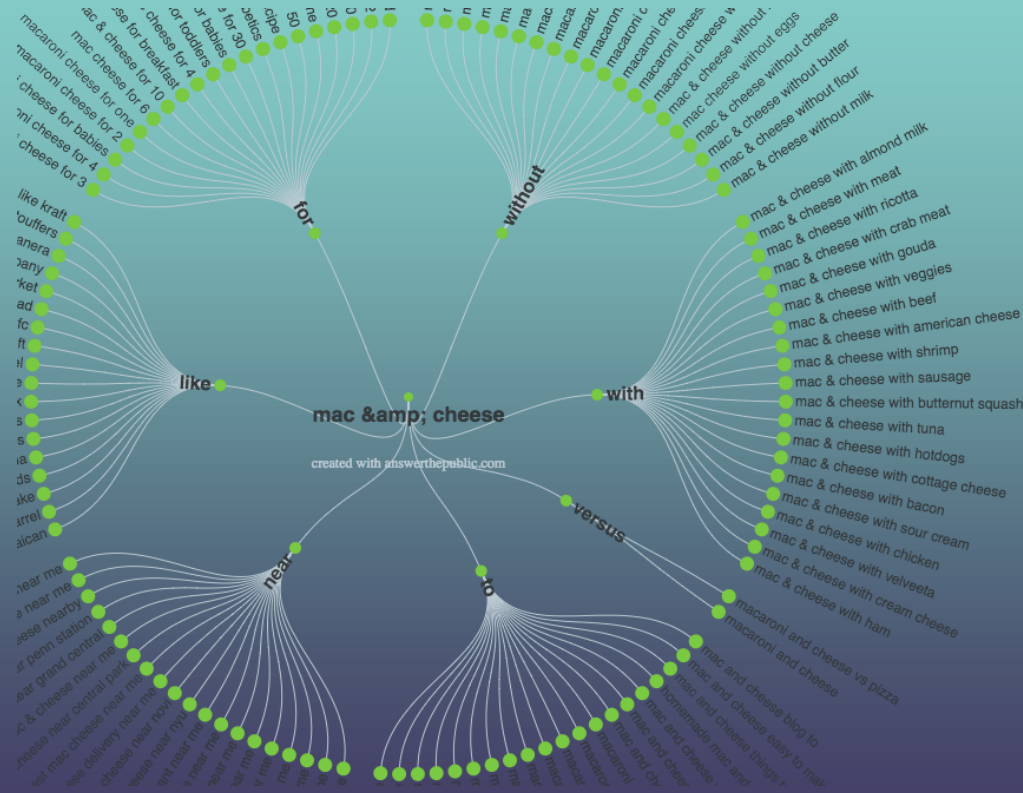
**Instant Pot Guinness Mac and Cheese - I Don't Have Time For That!**  
idonthavetimeforthat.com

**Where to Find D.C.'s Best Goopy, Indulgent Mac and Cheese**  
dcist.com

**Mac and Cheese - Briana Thomas**  
mnehappy.com

**This mac 'n' cheese donut covered in Cheetos dust will probably kill you**  
scientists.trendolizer.com

# Answer the Public



# Greet yogurt recipe for Julia



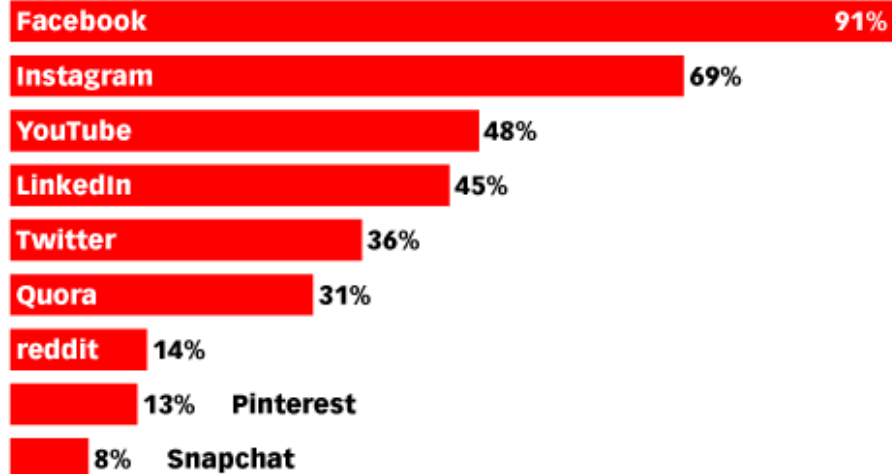


# Content Diffusion

# Facebook dominates social media advertising market

## In Which Social Media Platforms Are Agency/Marketing Professionals Worldwide Currently Investing Their Ad Budget?

% of respondents, by platform, May 2019



Source: Hanapin, "The State of Paid Social 2019," Aug 13, 2019



# 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  May 8, 2017

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

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Why do people buy fake  
clicks/likes?



# 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

 <b>250</b> \$27.00 - Delivery in 10 days <a href="#">View Package</a>	 <b>500</b> \$42.00 - Delivery in 10 days <a href="#">View Package</a>	 <b>1000</b> \$70.00 - Delivery in 15 days <a href="#">View Package</a>	 <b>2000</b> \$120.00 - Delivery in 20 days <a href="#">View Package</a>
 <b>5000</b> \$260.00 - Delivery in 30 days <a href="#">View Package</a>	 <b>10k</b> \$480.00 - Delivery in 45 days <a href="#">View Package</a>	 <b>25k</b> \$820.00 - Delivery in 60 days <a href="#">View Package</a>	 <b>50k</b> \$1200.00 - Delivery in 90 days <a href="#">View Package</a>



# QUESTION

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How to deal with click/like  
fraud?

