



**ADVERTISING WEEK**  
**NEW YORK TRENDS REPORT**

PRESENTED IN PARTNERSHIP WITH



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## FOREWORD

# LIVE FROM HUDSON YARDS

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And just like that, after 25 months the curtain rose once again in our hometown. With Hudson Yards as the backdrop, our industry roared back to life with our AWStudios stream broadening our reach to a global audience, both in real-time and, of course, on-demand.

What a rocky road it was getting there. Unimaginable twists and turns; emotional highs and lows; ground-breaking production blending six built-from-scratch dedicated theaters; custom lounges; an engaging array of clever brand activations including “Silent Disco” live access to all; plenty of coffee; and lots of water. But no plastic bottles.

Only a few months ago, we were asking: would we get there? This was the biggest challenge we’ve faced, unique in our near 20-year journey. Moreover, would our commitment to strong fundamentals around health and safety resonate? And would they do as intended – to enable the industry’s first “Global Reunion” with safety at the top of the agenda.

Well, we did indeed get there and our over-the-top commitment to smart COVID-era health practices yielded the desired dividends – a safe and successful live Advertising Week.

Our 2021 Trends Report provides a terrific, tasty buffet of thought leadership content tackling key areas with actionable insights. As always, there is so much more and what you won’t see here is that link between the head and the heart that weaves through Advertising Week:

- The elation of our Future is Female winners, the industry’s premier non-pay-to-enter award recognizing the leaders of today and tomorrow (Thank you WarnerMedia).
- The incredible emotion of our foray uptown to the historic Apollo Theater with the great Mary J. Blige headlining as we partnered with YouTube to launch the 2022 Black Voices Music Class.
- A plethora of conversations around mental health and work/life balance led by our partners Let’s Reset out of London.

And most of all, the sheer joy of human connection and the serendipity and opportunism of chance run-ins that take place in abundance at Advertising Week. To be sure, while Zoom has kept us all connected, we don’t accidentally bump into anyone or reunite with a long lost colleague on the screen. At least not yet.

It was the humbling experience of a lifetime to be able to bring us all back together. Thank you for the honor.



**MATT  
SCHECKNER**

**GLOBAL CEO,  
ADVERTISING WEEK**

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## EXECUTIVE SUMMARY

# FROM PANDEMIC TO PARTNERSHIP

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## ALEX HAYES

**AW360 CONTENT/INSIGHTS  
DIRECTOR**

**Months of being kept  
apart has fostered a new  
era of collaboration across  
the industry. Can we seize  
on it as we enter the next  
Roaring 20s?**

Ask almost anyone what they missed about the office and they'll most likely skip past the free lunches, table tennis or free range dogs and tell you it's the people.

Marketing is a people business. In fact, it's a team sport. Show me a great CMO, I'll show you an amazing team behind them. Show me a great campaign, I'll show the dozens of people who touched it to bring it to life.

It's also an increasingly complex game, where the rules change every day. No one person can stay atop it all. New regulations and changes in technology and capabilities are set to put even more cats among the proverbial pigeons in 2022.

So how are you going to cope with the next onslaught?

Partnership. Collaboration. Whatever you want to call it. The spirit of teaming up, working together to capitalise on an opportunity or overcome a challenge was the dominant theme for me at Advertising Week New York.

What's the solution to tackling the death of cookies? Data collaborations. How can you reach cord-cutting audiences? By creating deep partnerships with their favorite creators.

True partnerships require trust, and while some great relationships were forged in the struggles of the pandemic via Zoom, you can guarantee those will become even more fruitful when people can look each other in the eye without being intermediated by a screen.

Those in-person moments are where understanding is reached and spontaneity happens. Where serendipitous thinking can be encouraged and ultimately, where creativity thrives. No great creative agency is defined by its building, but what its building enables - space to collaborate - is what makes it truly special.

The best creative businesses of the next decade might have teams working flexibly, but you can guarantee they will have regular processes to bring people together at the right times to build on those connections and ideas.

If you can master the art of collaboration, and bring back some of the fun that was a hallmark of working in this industry, then your business is likely to be more creative in its approach and one that truly thrives in the next Roaring 20s.

# THE QUOTES

**“If it becomes harder to fund content on the open internet, there will be less choice for all of us. For society.”**

KONRAD FELDMAN, CEO, QUANTCAST

**“I’m the expert on white men. Because, ever since I started watching film and television, I’ve been acquainted with every facet and personality of any white male and every kind of white man who ever exists.”**

AVA DUVERNAY, FILMMAKER AND FOUNDER OF ARRAY

**“I feel the weight of being a woman of colour. I remember growing up and finding out about Ursula Burns, even in Nigeria where I was. I remember being so impressed that there was a Black woman who was a CEO of a Fortune 500 Company. That was back then, and right now there are three. We have a long way to go, and we’re not where we need to be.”**

DARA TRESEDER, SVP, HEAD OF GLOBAL MARKETING & COMMUNICATIONS, PELOTON

**“If we can’t measure, we won’t test it.”**

YARED BRODY, VICE PRESIDENT ACQUISITION, RESIDENT HOME

**“We talk all the time about what’s the new role of the store. Well it’s about discovery. It’s about convenience, it’s about service and about engagement. I want to be able to inspire you to find something that you didn’t know that you wanted.”**

MARC MASTRONARDI, CHIEF STORES OFFICER, MACY’S INC.

# THE QUOTES

**“Ultimately, it’s about supporting brands to connect with culture and product in a way that feels credible and authentic to the audience. It’s about picking the things within their worlds that make sense for the customer.”**

DAVID FISCHER, FOUNDER AND PUBLISHER OF HIGHSNOBIETY

**“We’re not liberal. We’re not conservative. We’re anti-bullshit.”**

JOHN HEILEMANN, EXECUTIVE PRODUCER, NEW YORK TIMES BESTSELLING AUTHOR, AND PODCAST HOST

**“Today it’s more important to do things through powerful, compelling content. The monetisation should come from these long-form experiences rather than interstitial advertising.”**

MAHI DE SILVA, CEO, TRILLER

**“My acting coach of 19 years would always say to me, ‘You know how much trouble you get into when you go out there and let other people tell you what to do?’ That wasn’t saying go out there and be a tyrant, but you know what you have to do.”**

MATTHEW MCCONAUGHEY, ACTOR AND WILD TURKEY CREATIVE DIRECTOR

**“If you are helping Hispanics and Latinos in unifying our community, it’s not only going to leverage your brand’s investment in diversity and inclusion. It’s also going to help us become what we are; a true power.”**

CLAUDIA ROMO EDELMAN, FOUNDER, WE ARE ALL HUMAN

IN PARTNERSHIP WITH



## WELCOME TO THE ADVERTISING WEEK TRENDS REPORT

Amobee is pleased to co-sponsor this trends report with Advertising Week. We choose to co-sponsor this report because we believe that the future is now and our industry needs to have the information to start acting differently; to start a revolution.

The rate of change in our industry right now is so great that only curiosity and action can keep you ahead of the curve. Albert Einstein said, "Life is like riding a bicycle. To keep your balance you must keep moving." That is how I feel every day. We must push ourselves to ride faster and further and stay abreast of the change. This report will help you do that.

When I look out on the horizon, I am excited about the change. I am excited for Amobee to help agencies, marketers and media owners make the most of the new opportunities. In a fragmented world, the only way to create value is to use data and technology to optimize for the best solutions. We must eliminate the waste in our ecosystem. That waste comes in many forms.

Brands waste impressions when targeted to the wrong audience. Brands waste money when they go for the easy answer, not the right answer. Agencies waste time when they are caught in legacy operating models. Media owners waste valuable consumer attention when they don't honor the viewing experience. Waste is all around us today. We challenge everyone to eliminate the waste in the ecosystem. Act differently. Challenge yourselves and your teams to think like a consumer. With each step forward, make sure you are stepping into the future and not being shackled to the past for convenience.

I am sure everyone will read something in this report that sparks an idea. Take that spark and put it into action, Challenge the status quo with new facts. Use this report to start a new conversation - inside your organization and with outside partners. Consumer choice is exploding. Audiences are fragmenting. Identity is complex in a cookieless world.

The options we have as media professionals to connect with consumers are multiplying. Sometimes, as the brilliant Albert Einstein said, we need to move faster. But sometimes we just need to move, to take action to start the flywheel effect of change. I have another favorite quote that suits our time, by Joel A. Baker (a futurist, author and filmmaker). "Vision without action is merely a dream. Action without vision just passes time. Vision with action can change the world." Read this report. Find your spark and move into action.



**PAM ZUCKER**

**SVP, MARKETING, AMOBEE**

# 01

## THE FUTURE OF TV

**“The TV industry revolution is here. You have insisted on better, you have decided to redefine TV measurement. You have been beholden to the mediocre for too long.”**

JO KINSELLA, PRESIDENT, TVSQUARED





# CTV IS SPELLING THE END OF LINEAR TV PRACTICES

## US STREAMING AUDIENCES

**39%**

of adults **watch streaming video content daily** and

**60%**

**watch weekly**



## ONE THIRD

**of all TV viewing is linear** compared to 60% from just two years ago as viewers migrate to streaming video



**CTV accounted for**

**40%**

**of all digital video impressions** shares, up from 31% in 2019

Source: Forbes

Connected TV (CTV) has crossed an important threshold - being considered a platform in its own right. With data showing more than half of homes in the US are either cord cutters or cord nevers, CTV now needs to be treated as a serious player, and new rules adopted.

Traditionally, the TV industry has been fuelled by marketers (or their agencies) committing billions of dollars in the upfront negotiations, but the past year has seen major advertisers moving away from those commitments and demanding a more modern approach.

Enter programmatic buying for linear TV - moving to real-time bidding on ad inventory which will create new opportunities, and issues.

Kimberley Gardiner, Volkswagen's Senior VP of Marketing, says the German automaker is "already on our way" to moving more than half of its spend to these channels, citing the need to be more targeted with budgets and not just build brands, but also shift cars from lots. The addressable audiences and traceable returns are attractive in that context.

And it seems CTV players are also thinking harder about the experience they are giving to advertisers and their customers as well. Joe Cady, SVP of Digital and Advanced Advertising Strategy & Development at NBCU, says it had made the decision to reduce ad loads - the number of ads shown per show - on its Peacock service.

"Our company has taken the approach that there's a real opportunity to reset the advertising experience and make it not just the same, but actually make it better," he says. "Peacock is the lowest ad load in the industry for streaming, and we see the brand metrics rise across the board as a result of that. There's absolutely an opportunity to reset the commercial experience as we move to these new platforms."

However, the challenge coming to all digital channels with the death of cookies is also set to hit CTV, with the changes, coupled with continuing tightening privacy updates, causing major challenges to people on all sides of the equation.

Kristen Williams, Senior Vice President, Strategic Partnerships at Magnite predicts: "I think with this, we're going to see a lot more data collaboration directly between advertisers and publishers, and then using tools to ensure that neither party is becoming more data rich from the transaction."



## EXECUTIVE INTERVIEW WITH PAM ZUCKER, SVP MARKETING, AMOBEE

### **Where is the future of TV heading in the next five years when it comes to audience behaviour?**

The best predictor of future audience behavior is to examine how they have responded to change in the past. And for this we don't have to look too far back. The dramatic shift in audience viewing behavior in the past two years tell us three important things:

- Viewers love good content and if there is a constant supply of good/diverse content to attract all different types of audiences, time spent with TV (in whatever form is best for the audience will continue to grow).
- Viewers want to watch TV on their terms. Whether that is linear (which is less often their preferred choice), SVOD or AVOD; whether it's on the big screen, a tablet or mobile device - viewers will continue to choose the best way to view content that fits with their lifestyle.
- Viewers will continue to expect more from their viewing experience. Whether that means advertising that is contextually relevant to the content, shoppable ads or shorter ad breaks.

### **What are the top challenges that agencies will face in the future media landscape?**

Agencies' top three challenges will be:

- How do I move my clients from a cookie-led advertising world to a cookieless world? How do I ensure they can maintain appropriate targeting?
- How do I master all of the fragmentation and complexity in the media ecosystem to create client value and minimize waste.
- How do I convince my clients to pay for the solutions they need?

I believe they are beginning to respond to the first challenge, and are just getting to the next two

challenges. The answer to mastering fragmentation and complexity is technology driven by a smart optimization engine. And as they find the right partner, they will create a narrative that says to their clients, "Do you want 100 dumb, wasteful GRPs or do you want 95 smart, business building GRPs?" When clients begin to understand the trade-offs, they will recognize the need to pay for technology solutions that demystify the media marketplace.

### **Why is it key for the industry to build audience demographics past age and gender definitions?**

Demographics tell you very little about what consumers are in the market for. You need to understand their lifestyle and their various brand journeys. As technology enables better targeting the shift from demo buying to audience buying will flip dramatically. In addition, media companies can not build their future on declining demographic ratings. Their future is dependent on changing the currency to continue to grow.

### **How is Amobee helping TV marketers navigate the new world of fragmented TV audiences?**

Amobee is all about helping marketers navigate the fragmented landscape by optimizing for outcomes while minimizing waste. We do this by being data neutral and having the best optimization engine in the industry. Amobee can uniquely optimize linear, direct direct, programmatic guaranteed, and programmatic simultaneously. This means we can provide our clients with the optimal solution taking into account the full marketplace. And finally, we value partnerships, so we know the answer to agency, marketer and media owner success is maintaining an interoperable platform that can plug and play with different partners depending on the clients' objective.

As oxymoronic as it sounds, the car is opening up as a new frontier for TV advertisers as advances in screen technology and connectivity create new opportunities.

## SHORT BITES

While connected TV dominates the conversation for most marketers at the moment, there's another emerging opportunity which some more entrepreneurial types are already eyeing with interest. On the face of it, it's an oxymoron: In-car video.

Michael Jeffrey, VP of Business Development for Music and Automotive for Xperi (pictured), explains: "There's a huge amount of vehicles that are hitting the road today. They're going to be personalized, they're going to be integrated content-first experiences. The question for all of us as we go through the slides here is, how are we going to reach them?"

Those screens which have appeared on the dashboards of the latest generation of connected cars are going to continue to get smarter and are already becoming an advertising (and entertainment) opportunity in their own right. And there will be 100 million of these cars hitting the road in the US in the next four years alone.

Right now, the opportunity isn't about playing video, but getting onto those screens with a new opportunity for personalized advertising based on user profiles and data (with many screens linked to people's phones) as well as cross-promotion of content.



Personalization will be vital for safety, with people having access to 50 or more podcasts on average, they need to have it at their fingertips. And algorithmic personalization has also had proven benefits for keeping people on streaming services, with TiVo research showing people were three times less

likely to churn and four times more satisfied with content recommendations given to them by algorithms in one place.

But looking ahead, Jeffrey says by 2025 we'll see video as being much more common in cars as an experience - and with it will be addressable ads and ubiquitous connectivity through 5G across 200 million-plus vehicles. Video will become more common as self-driving cars take hold, although Jeffrey doesn't believe that will be in place until after 2030.

But that is in the future, and right now, Jeffrey says, the opportunity lies in asking: "What's my reach, how do I do cross-promotion and how do I measure?"

## WANNA NETFLIX AND... DRIVE?

### TIVO VIDEO USAGE REPORT Q2 2021

Across all ages people  
**AVERAGE 8.8 VIDEO STREAMING SERVICES**  
and subscriptions used



**88%**

of people said they'd **like to have a single source to search** across all their services



**Cross-network promotion**  
increased viewing time

**40%**

Source: McKinsey

**People first.  
Partnership always.  
Performance now.**

**yahoo!**

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## 3 THINGS FOR MARKETERS: BRAND ENTERTAINMENT PEOPLE WANT TO WATCH

**The proliferation of streaming services has created the opportunity for brands to create their own TV shows and opened the door to a new wave of branded content opportunities. Here Jae Goodman, Founder and CEO of Observatory, shares some tips to ensure success.**

### 01 DON'T CALL IT BRANDED CONTENT

No one tunes into Roku to watch the ads. The story is the king, and if a brand plays a role in bringing that story to the screen then that's great. It has to be looked at as one of the same because that's the same way that the audience is watching these programs.

You don't want to differentiate between something that's branded, or just a really good show. So, our core principle is great storytelling, by great storytellers, in whatever form that wants to manifest itself, whether it's a feature film or it's a documentary or a TV series. We then figure out the right way to bring it out into the world.

### 02 GET COMFORTABLE IN THE UPPER FUNNEL

Nike is one of the world's greatest marketers. It has its own branded entertainment arm, and it's not branded with Nike, it's called Waffle Iron Entertainment for a reason. It believes that if it puts the values of sport into the world, it's a good enough full-funnel marketer that it will get their fair share of sales, and I think there's a lesson in that for all marketers.

Do we need to reshape our thinking about what the upper funnel is? Commercial advertising and television advertising are only going in one direction. That's why we're talking about brands living on streamers here. So if you can reframe your thinking about the upper funnel as expressing those brand values through entertainment that streamers want to buy, then suddenly we're all bought in, that's just what marketers do now.

### 03 STOP PAYING FOR DISTRIBUTION

We're making entertainment, but most branded content is fully financed by the brand and the brand is then paying for distribution. That's not how entertainment works. In entertainment, you make your money back when it's bought by the distributor.

That's where we're really educating about the marketplace of ideas. When you're working with super high-end creators, their expectation if they're making a commercial is cash up front. If they're making entertainment with you, they become your partner in the sales process, not just your partner in the creative production process.

# HOW DO WE GET TO MEASUREMENT NIRVANA?

**TV has evolved, but legacy models have failed to keep up with the pace of change. To meet the needs of cross-platform TV advertisers, the industry needs to collaborate and focus on new technologies and metrics.**

“This isn’t about power and ego, it’s about collaboration and action,” says Jo Kinsella, President of TVSquared, in a rallying cry to the industry to come together to better meet the needs of today’s cross-platform TV advertisers.

Jo explains that the convergence of linear and streaming has already had a profound impact on the advertising industry – from finding audiences across screens and adapting campaign strategies, to the need for real-time, holistic measurement and modern currencies.

In terms of measurement, while many exciting new opportunities are emerging, the need for consistency in measured outcomes has never been higher as audiences increasingly disperse across platforms and screens.

One major issue is there is no unified metric at the moment, but Sean Cunningham, President and CEO of VAB, insists there needs to be a move towards a single metric.

“Well I think, first, we have to resist the temptation to get overly technical, overly jargon-driven, and overly process-driven,” he explained. “At the end of the day, if ad revenue is the goal, then you have to use the language to enable the marketer to do something really simple, which is sell more stuff.”

Interoperability - using data to prove you can drive new customers at scale for marketers, is a vital proof point for vendors now, he added.

Defining standards to measure how a customer interacts with advertising is also a vital part of creating a unifying metric, and Cunningham says the VAB is working to set a definitive measurement of

four factors: content, context, quality, and duration.

Ultimately, though, the onus will lie with marketers to educate themselves and understand the ins and outs of a complex market. To help them, Cunningham set out three tasks they should be “challenging” potential partners to undertake:

- Talk to you specifically about your customers;
- Talk to you about how they’re going to get to new customers at scale;
- Have the ability to tie back to results at the end.

If you remain focused on the ultimate result you need - selling more - you will enjoy more success.

## TVSQUARED'S STATE OF CONVERGED TV REPORT

**76%** agree TV now **defined as linear and streaming**

**73%** agree all forms of **TV should be sold on impressions**

**86%** of buyers called out the **need to achieve cross-platform TV measurement** and attribution as a top priority

**70%** of the audience reached **could not be reached with linear only campaigns**

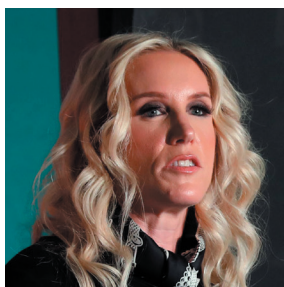
To drive **at least 15% more reach**, you need to be **allocating at least 10% of total TV impressions to streaming**

Source: TVSquared

# TIME TO PAY ATTENTION TO TV MEASUREMENT?

“The TV industry revolution is here. You have insisted on better, you have decided to redefine TV measurement. You have been beholden to the mediocre for too long.” So says Jo Kinsella, President of TVSquared (pictured).

If CTV is to become a genuine platform in its own right, it will need to advance the measurement metrics which have been a bugbear for marketers using linear TV for more than a decade now.



NBCU’s Joe Cady explains it well: “With CTV in particular, but really across the board and video, so much of measurement in video has been built on exposure, and an exposure of particular demographics. We ought to

be well beyond that and have measurement that is aligned on both the buy- and sell-side, based on particular media objectives, and so we should have a much bigger toolkit to work with.”

He points out that on some CTV platforms co-viewing audiences are counted, whilst on others, they are not, as an example of this issue.

One emerging measurement which is gaining traction, and has already been utilized by the TV industry around the world, is attention.

Dr. Karen Nelson-Field is a pioneer in the attention measurement space, and defines it thus: “In its most basic form, it’s basically a point at which you stop and concentrate on something, even if for a fleeting moment, reducing outside stimuli. If you think about it from a marketing perspective, it’s when we stop focusing on our animals, on our kids, and just actually watch something.”

Media agencies are getting excited about attention as it has the potential to deliver a currency that

can be used to evaluate cross-platform media buys - and ascribe value to different video buys across different platforms more fairly.

Nelson-Field points out that attention is necessary if your advertising is going to have any meaningful impact, and while even a couple of seconds of attention can make an impact, the more attention a platform gets the more impact it has on intention to purchase.

It’s still a measurement in its infancy with different suppliers creating different metrics, but with adoption already picking up, it won’t be long until attention is a currency in the industry.

## CAN I HAVE YOUR ATTENTION PLEASE?

**An increase in attention gives a brand some chance of market share growth,** while decreases in attention will likely impart brand decline.

**Low-attention platforms and formats do not contribute to mental availability** in the same way as high-attention platforms.

Platforms and formats that **deliver more active attention seconds drive better long-term outcomes.**

When attention is fleeting, **distinctive branding becomes even more important.**

Source: OMD 2021

While programmatic trading and addressable audiences offer better targeting options for brands, there is brand-building power in aligning with events and sponsorship opportunities.

## SHORT BITES

Appointment to watch TV has been a major play for most networks in the last decade as audiences move online and take control of their own schedules. Brands willing to risk spending the big bucks to get their messages aligned with these moments (think the Super Bowl) are still reaping the rewards.



Partnerships work both ways, with TV networks increasingly looking to take advantage of the fan power of their popular shows and create new merchandising opportunities.

Tom Ascheim, President of Global Kids, Young Adults and Classics for Warner Bros., explained the opportunity: “When brands are really strong, they’re not confined to location, but exist in the minds of the audience.”

This has led Ascheim’s team to create new partnerships like a Rick & Morty takeover of a Wendy’s, the Adult Swim Film Festival and Cartoon Network’s hotel and theme park. These brand extensions will get more frequent and innovative, he believes.

But the disruption to live events caused by pandemic lockdowns gave many brands a chance to stop and take stock. PepsiCo used that hiatus to double down on how it measures its return on sponsorship and create new frameworks to help understand what works.

This led them to create regional teams which focused on problem-solving in underperforming markets to wring every dollar out of those partnerships.

Kate Brady, Head of Media Innovation and Partnership Development at PepsiCo (pictured), explained: “It’s about making every dollar work harder than the least, and it’s really helping us do that.”

Adam Holt, SVP Sales at FanAI, said it had been frustrating working with just “gut instincts” and explained how TV is now a big part of the evaluation process for ROI: “Now where you can bring together the TV data from the TiVos of the world, the Fanatics gameday merchandise, ticketing data, and tie all those together, and then actually be able to see these individuals who have been engaged in an event, what are they actually now doing at the retail level.”

With sports continuing to hold more and more sway for broadcasters, the returns need to be proven for brands to keep investing heavily.

# TV IS STILL MORE THAN PROGRAMMATIC SPOTS AND DOTS

.....

**“When brands are really strong, they’re not confined to location, but exist in the minds of the audience.”**

TOM ASCHEIM, PRESIDENT OF GLOBAL KIDS, YOUNG ADULTS AND CLASSICS FOR WARNER BROS

.....







**HOUSE OF BRANDS**



WELCOME TO THE

**HOUSE**

THAT SPORTS BUILT

**A 360° SALES SOLUTION**



# 02

## THE FUTURE OF THE INTERNET

**“It’s the birth of a new life form. It’s the opening scene of 2001, where the monolith lands. I’m a monkey, banging at that thing and my mind is blown. Sign me up. Let’s go. It’s incredible.”**

IAN MACKENZIE, CHIEF CREATIVE OFFICER, PERFORMANCE ART



Audio is rapidly becoming a digital medium, and its proliferation is giving access to new audiences and opportunities for marketers.

SHORT BITES

Audio is now well and truly digital, with the industry suggesting it's created an 'audio generation.'

Roger Gehrman, Executive Creative Director at SXM Media, exemplified this digital shift by confirming with his audience they'd all recently listened to streaming music and podcasts. Just two of more than 50 speakers in the audio track were from traditional radio backgrounds.

The statistics show that 88% of Americans own a smartphone, and 65% of Americans listen to digital audio.

"Audio is the ultimate multitasking medium as it allows for companion listening. And it's absolutely filled with content, and creators, and artists and everything, and everyone has access to it," explains Denise Karkos, Chief Marketing Officer for SiriusXM and Pandora.



For anyone believing that video is where the internet's at, Kelly Chiricotti, VP, Director at Spark Foundry (pictured), counters with facts: "Audio is the number one place to reach younger audiences. Looking to reach adults 18 to 34? Looking to engage more inclusive and diverse audiences? Then audio must be part of the mix. It's

even more popular on mobile phones than social media, video, and more than gaming."

With the boom in audio, families - the holy grail for most marketers - are being deeply affected. Research by the Science Museum of Minnesota found that children's podcasts engage families differently to screen time. Primarily, it's that the entire family is engaged, as audio gets everyone thinking and imagining, everyone can listen while doing their separate tasks, and it also stimulates conversation and engagement on completion.

Audio over the internet has established itself as a medium that's on the move. It's growing, it's innovating at the speed of technology, and it's captivating attention in and out of the home. For marketers, it's a medium that can no longer be ignored when wanting to catch people's attention.

## AUDIENCES ARE LENDING THEIR EARS

**"Sound is our brain's native language."**

ROGER GEHRMANN, EXECUTIVE CREATIVE DIRECTOR, SXM MEDIA



# MORE POWER TO THE PEOPLE

## THE INTERNET OF THINGS

The global IoT market is expected to **reach a value of \$1,386 BILLION** by 2026 from \$761 billion in 2020



## ASIA PACIFIC

is growing at the highest CAGR over 2021-2026



The IoT Market is growing at a CAGR of **10.53%** over the next 5 years

Source: Mordor Intelligence

Google and Apple know what every good marketer suspected - cookies aren't good for you. Which is why they are busy phasing them out. Leaving advertisers scrambling to find a new approach.

Cookies were created, originally, to enable a personalized web experience, but Tim Vanderhook, CEO and Co-Founder of Viant, describes it bluntly: "It became weaponized."

The cookie has been abused to relentlessly retarget the same customers with the same message. By hounding people to complete purchases, triggering an onslaught of EDMs from a multitude of nurturing funnels, and attributing advertising effectiveness only to digital mediums.



The list of crimes against customer satisfaction and marketing effectiveness is likely to have grown into the longest list there is in the industry.

"If you think about it, the use of cookies does not create the best customer experience," confirms Ruowen Liscio, VP, Marketplace Solutions at Kinesso (pictured).

Apple and Google's onslaught against the cookie is a sign that digital is growing up. It's growing human, with those who make the internet work for them championing 'people first.'

Jackie Lee, Head of Publishers for Similarweb, points out that, "believe it or not, for years marketers managed to spend billions of dollars on advertising without a single cookie," and reiterates the changes will create a more human internet.

She says marketers looking to deal with the change should ask themselves five questions:

- What do people love about my brand?
- Which sites send my website the most traffic?
- How can I better understand human behavior?
- How can I measure my performance vs the competition?
- Which other sites are my audience visiting often?

Ultimately, there is no one-size-fits-all approach when the cookie is finally sunsetted, and there will be a period of hard work to get to the promised land of the internet, which is fuelled by understanding human behavior rather than mindlessly targeting what they did last.

IN PARTNERSHIP WITH

## IBM Watson Advertising

# PRIORITIZE, PERSONALIZE AND PREDICT

**IBM Watson Advertising's Head of Marketing Insights and Analytics, Adrienne Beck, outlines three key industry challenges and how businesses can respond to them.**

### **Discover actionable insights amidst a deluge of new data**

The rapid rise in ecommerce and the acceleration of retail digitization has not only caused new consumer behaviors and trends; it's also resulted in an eruption of data. The ability to leverage this data can be an essential competitive differentiator, teaching us how consumer thoughts and behaviors are changing from one moment to the next as well as informing how, when and if marketers should approach engagement.

AI advertising enables marketers to rapidly process huge amounts of data, helping them understand and respond to the right signals instead of wasting time and resources on making guesses and chasing trends.

### **Deliver personalized experiences without sacrificing scalability**

How do marketers make personalization scalable without thinking about audiences too singularly? Recent advancements in AI create the possibility of privacy-forward solutions that treat each consumer as an individual. These solutions can support direct engagement and personalized conversations with a wide base of consumers to help build stronger relationships and unearth valuable insights for future strategies.

As a leader in the do-it-yourself market, Behr launched an IBM Watson Advertising Conversations campaign to reach consumers with personalized recommendations for choosing paint colors and starting their project. The campaign drove over ten thousand 1:1 interactions with consumers with interactions that were more than three times as long as Google Rich Media interactions.

### **Predict consumer reactions before they happen**

You don't get a second chance to make a first impression, which is why there is a growing need to effectively anticipate which creative experiences will surprise and delight consumers. Brands must understand who and when to engage as well as identify the best message medium and elements. Doing so means more than responding to consumer behaviors in real-time; it's about being ahead of those reactions. A national retailer applied our IBM Watson Advertising Accelerator Technology which is designed to identify the best performing display and video creative variants to serve each individual or household. By using Accelerator, the retailer was able to



assemble hundreds of different audience-specific ads with creative variants based on key signals such as consumer interaction, designated market area (DMA), device type, weather and time of day. These efforts enabled the brand to increase performance by 200% by segmenting millions of customers into 20 performance groups and serving personalized messages based on which experiences would resonate best with each group.

### **The future is now**

Market expectations are growing and as consumer behaviors and loyalties remain in flux from the effects of the pandemic, retailers and brands that are savvy enough to adopt new data-driven strategies will likely see immediate growth and rewards that could carry them far into the future. To learn more about AI Advertising and personalization, [contact IBM Watson Advertising](#).

**Synthetic media can have anyone, dead or alive, say anything. The potential is real. So are its dangers. Just ask Tom Cruise.**

SHORT BITES

Tom Cruise has millions of views on TikTok. One of his clips alone was watched over 40 million times. Another clip inspired Justin Bieber to cover the song he heard Tom play.

Justin Bieber is the Justin Bieber. But the 'Tom Cruise' on TikTok isn't the actor famous for *Mission Impossible*. It's not even an impersonator with similar looks. It's exactly like the real Tom Cruise, just that it's not alive. Never has been. Never will be.

It's footage created with artificial intelligence to look as if the Hollywood actor is performing on TikTok. Conceptualized to demonstrate the reality of synthetic media.

The deepfake Tom is Henry Adjer's baby. Adjer's team at Metaphysic created him to draw attention to what's already possible with widely available technology.



"We created Tom to show what's possible in creating nonexistent people, or in this case, in replicating people. It's uncharted territory and has huge potential. But we need to be sure we use synthetic media responsibly," says Adjer.

Synthetic media is the collective term for the artificial modification, production, or manipulation of digital media with the use of artificial intelligence. It's also known as 'deepfakes.'

This example may be innocent, but attention on deepfakes, or synthetic media, grew significantly in 2017 when Vice Media's Motherboard reported on pornographic videos being altered with the use of AI algorithms inserting faces of famous actresses.

With any emerging powerful technology, the upsides are off the charts and the downsides are off the charts. If there's something new and powerful, it's going to be weaponized and it's also going to be used for incredible good," warns Ian Mackenzie, Chief Creative Officer at Performance Art.

The possibilities are endless, and for marketers, it's a chance to be proactive and utilize some clever technology, as well as being vigilant for the potential of bad actors creating the convincing, digital version of your CEO or brand ambassador and going rogue.

## SYNTHETIC VS REALITY

DEEP TOM CRUISE  
ON TIKTOK

3.1 MILLION  
FOLLOWERS



9.8 MILLION  
LIKES



20.4M VIEWS  
of most watched TikTok

Source: deeptomcruise on TikTok

# ADVERTISING UNCERTAINTIES OF TODAY BRING OPPORTUNITIES TOMORROW

By Linda Dupree | CEO, NCSolutions



With all the uncertainties surrounding privacy, cookie deprecation and identity resolution (among others), it can be daunting for an advertiser to successfully advertise to their consumers while driving sales outcomes. In spite of these uncertainties, or perhaps because of them, I remain optimistic that these challenges will drive us toward more effective advertising.

In some cases, effective advertising is a matter of marrying the right message with the right audience. A third (32%) of consumers say advertising is most effective when the content resonates with them, according to [our recent survey about the impact of podcasting advertising](#)<sup>1</sup>. An even higher number of consumers (45%) report dissatisfaction when an ad doesn't make sense, or when the product isn't relevant to them (41%).

A [separate study](#), also focused on consumer sentiment towards advertising, revealed that images are significant when advertising beauty

and grooming products (39%), and even more so for food-related items (45%)<sup>2</sup>.

Other times, advertising effectiveness is a matter of when and how often you advertise. Consumers have widely different preferences on when they like to experience advertising. Half of consumers say advertising is most effective and helpful when they're in the market for the product being advertised. A whopping three-quarters say they want ads from brands they've bought in the past. But that doesn't mean brands can inundate consumers with relevant ads — a majority (54%) of consumers say seeing the same ad over and over again is one of their pet peeves.

Effective advertising is a delicate balance of reaching the right consumers with relevant creative, proper frequency and impeccable timing. The NCS team has found that when these elements successfully align, consumers are not only receptive to advertising, but find it helpful. Our industry's knowledge of how to combine these different elements to produce the best possible advertising experience for consumers (and brands) continues to evolve, which is why I am encouraged about the future of advertising effectiveness.

At AW New York 2022, I expect the industry to further advance its offering, with consumer privacy at the core. This will not only enable brands to offer relevant advertising to the right consumers, but drive greater sales outcomes—and that is ultimately the best outcome for everyone.

<sup>1</sup> [NCS August 2021 Consumer Sentiment Survey](#)

<sup>2</sup> [NCS September 2021 Consumer Sentiment Survey](#)



## 3 THINGS FOR MARKETERS: SHAPING THE OPEN WEB

**The open web is being reshaped with new challenges and opportunities emerging. Here Sheri Bachstein, CEO of The Weather Company and General Manager of IBM Watson Advertising, shares her must-dos for marketers looking to jump into the next phase of its evolution.**

### 01 LEAN INTO NEW TECHNOLOGIES

We're in a period of extreme transformation, and the opportunities are massive for any marketer bold enough to seize the opportunity. With the deprecation of cookies looming, brands need to take advantage by trying and testing new technologies, preparing for that inevitable day.

Simply exploring alternatives to cookies and looking for cookie replacements, especially email-based, will be a short-lived play as legislators continue to limit the use of personally identifiable information. I want to see marketers stop thinking and start doing by actively exploring how brands can benefit from a broad range of technology disciplines and innovation.

### 02 UTILIZE AI TO KNOW TODAY AND TOMORROW

AI is one of the key technological developments for brands. It has a very big role to play in creating long-term solutions for the marketing ecosystem. While it's a technology which is still very much in its infancy, I estimate that only 25% of the industry is using AI to its full capabilities, mainly applied to automation.

The cookie gave historical data. AI, on the other hand, can give marketers information in real-time on what's happening right now. And as it learns over time it is immensely capable of becoming predictive, giving marketers the ability to understand what's going to happen in the future.

### 03 PROTECT THE OPEN WEB

We need to nurture and protect the open web. We need to make sure that consumers continue to have access to all the media that they love. Equally important is that advertisers can continue to reach their audiences. And that publishers have the ability to underwrite the quality content they produce. To do this we need to share innovation, join together in shaping the new web, and gain strength from collaboration.



## EXECUTIVE INTERVIEW WITH TYLER KELLY, CENTRO PRESIDENT, BASIS TECHNOLOGIES

### **You recently rebranded from Centro into Basis Technologies - what's the significance of that?**

We changed our name to expand beyond the programmatic advertising box that the market places on our company. Programmatic remains an important component of our platform. However, we want to showcase the wider value we bring to the market through automation. Our change signifies our longstanding commitment and mission to develop, in our Basis platform, leading cloud-based workflow automation and business intelligence software for marketing and advertising.

### **What are the key offerings from Basis Technologies and why are they important?**

Basis' integrated applications automate manual operations, standardize business processes, and improve marketing and advertising performance. I believe the industry needs this technology. Marketers are strained as operations have become too complex because of new channels, ad formats, reporting metrics, and more.

This has negative effects including higher labor costs, decreasing customer service quality, lower efficacy, and yet the marketing industry continues to utilize legacy point solutions disconnected from workflows.

### **What do you think marketers have to gain in using automation?**

Automation is about people – and giving them a better way of working. Reducing steps, repetitive and complex tasks will reduce the stress, workloads, anxiety, and burnout among our industry's talent. These improved conditions also make our space more attractive for professionals.

When our market utilizes automation, we can create a better, more enjoyable, more nourishing, and healthier industry.

### **Basis Technologies is regularly named in 'best places to work' lists. What's your secret sauce?**

Happiness is good business – that's been the guiding principle of the company ever since it was established 20 years ago by our founder, and still the CEO, Shawn Riegsecker. I was one of the first set of hires at the company and we've always nurtured an environment where employees are excited about coming to work every day. We believe people are happiest when they are growing and giving. Our core premise is that if our company focused first on taking care of our people, the people would take care of those around them, our customers and ultimately, our company.



### **What are the innovations we can expect to see in the world of marketing automation in future?**

Automation is a precursor to autonomous. All things that can be automated will be automated. And all that can be automated will eventually become autonomous, and artificial intelligence will be able to play a massive role in the future. It's not about replacing people - ATMs didn't eliminate bank tellers - but empowering professionals to spend more time doing intellectually stimulating and valuable work while feeling happier and healthier.

## SPITTING SOME META VERSES

The metaverse has been getting plenty of attention in late 2021, but the fact is that for many people it's not something that's coming, it's already here. And after a prolonged period of social isolation, the emergent uses of this deeper connectivity are becoming clear with musicians in particular wrestling back some control of their financial futures.

Take Ariana Grande, who played a show where people were ushered through a portal where they saw glimpses of an erupting volcano, surreal giant floating bubbles - all while riding a glittering llama. It's quite obvious this kind of experience didn't happen in this world, but in the immersive game Fortnite.

Niall Horan, formerly from boy band One Direction, sold out The Royal Albert Hall, where he was performing, 24 times over. The Hall was empty, except for Niall and his crew. The 125,000 fans who bought tickets watched the single performance live on the internet, from 151 different countries.

"Live music on the internet is not someone going on stage strumming their guitar down the internet and leaving. It's a multi-sensory feast of fans experiencing their favorite artist from perspectives

impossible from any of the world's stages," explains Thomas Hesse, Founder and CEO of DREAMSTAGE (pictured), a leader in managing these new formats of live performances.

Hesse unpacked the new possibilities with musical performances over the internet. Pointing to shows staged in the Colosseum, or utilizing theaters to produce musical shows that have



choirs in the pews, candles throughout the venues, and unusual visual perspectives - all impossible as physical gigs where fans are present. "And, we also created additional revenue streams through fabulous merchandising experiences," adds Hesse.

Without leaving the show, fans could buy T-shirts to be delivered to their door. They didn't even need to enter their credit card, as those were already linked to them through their ticket purchases. This tight integration of commerce and experience is what Hesse believes marketers and brands need to investigate for themselves.

Marketers have found a new means of immersing their brands to emotionally engaged fans.

### 🎵 THE WORLD'S MOST POPULAR MUSIC LIVE STREAMS IN 2020 🎵

**11 MILLION**

**Wacken World Wide**  
Various Artists

**7.73 MILLION**

**United at Home**  
David Guetta

**5.95 MILLION**

**Streaming Outta Fenway**  
Dropkick Murphys,  
Bruce Springsteen

Source: Statista



# THE POWER OF SOUND: TAPPING INTO THE AUDIO BOOM

By Paul Kelly, CRO at A Million Ads



According to eMarketer, in 2021 the average US adult will have devoted 11.7% of their media consumption to digital audio, which is roughly 1 hour and 34 minutes per day on average. Further, consumer behavior has changed so much that digital audio has become a prime channel to reach younger Gen Z audiences. Brands now have the opportunity to tap into this audio boom and reach their desired audiences.

Interestingly, during our session at Advertising Week NY, Fiona Benmayor, Associate Manager of Media Innovation & Partnerships at PepsiCo, highlighted how the company has always leaned into audio but mainly through scripted radio content using Hollywood talent. However, the rise of streaming and podcasting has dramatically switched the pendulum. The time is now to embrace these new formats.

## Repeat repeat repeat

That said, we know that digital audio advertising can be repetitive. In fact, research we conducted earlier this year with Attest has shown three in four

US consumers find it annoying to listen to or watch the same ads over and over again. The upshot? Advertisers should be striving to create content that is contextually relevant and personalised to the consumer. After all, who really wants to be hearing or seeing an ad about bbq food when there's a thunderstorm raging outside?

## Hitting the personalization sweet spot

This is where dynamic advertising comes in. Simply put, it is ad placements that account for a wide range of data points, including location, demographics, environmental data such as time of day or weather, and campaign information around different products or promotions. Using this data, brands not only create closer connections with consumers based on their current needs and contexts, they create better ad experiences. Further, through ad sequence rotation, ads can be made even more dynamic, ensuring the messaging stays fresh and thus helping to avoid ad fatigue, whilst maintaining the brand's sonic branding.

At A Million Ads we've worked with a number of leading brands including PepsiCo, Target and Warner Music to create personalized, dynamic advertising. For example, we created a dynamic audio circular campaign for Target to promote their vast and changing product ranges.

The opportunities in digital audio are now endless. But moving forward brands need to ensure they are creating meaningful experiences to truly engage with their audiences and becoming dynamic by default is the answer.

# DESIGNER MARKETING

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**“It’s no longer about personalizing the experiences marketers create. It’s about customizing.”**

DAVID “SHINGY” SHING, DIGITAL PROPHET

.....



Media theorist Marshall McLuhan says: “There are no passengers on spaceship earth. We are all crew.”

That was last century. This year, it's how David Shing, aka Shingy (pictured), framed his call to action to the advertising sector. A call he headlines with his take on the term ‘direct to consumer.’

“It’s a bullshit term,” he states, matter-of-factly.

He favors ‘designed to connect,’ imploring his audience “to know one thing and one thing only - that design matters more than ever before.”

Shingy is the marketing industry’s self-appointed “digital prophet,” and a man well placed to help contextualize the opportunities of what the world’s technologists are tinkering with today for marketers.



He claims to never have cause to carry a staff or wear a robe, but that he does give in to the occasional pair of sandals. Whatever his footwear, he doesn’t tread lightly when it comes to the state of the media landscape today. Even suggesting that the four Ps of marketing have changed.

He boldly advises marketers wanting to design their campaigns for today’s world to park everything learned about place, price, promotion, and product. Admonishing them for not already delving deeply into how their campaigns draw on pedigrees, partnerships, platforms, and performance.

“Because,” he argues: “It’s no longer about personalizing the experiences marketers create. It’s about customizing. Creating experiences that adapt perfectly with the contexts that individuals find themselves in.”

Shingy holds the world to be changing so fast that everything’s fuzzy. Thrusting people into a perpetual uncertainty of what was acceptable in one situation isn’t in the next.

“Do we fist bump, elbow nudge, or hug?” he asks, in relation to greetings etiquette. Ultimately he concludes that advertising for a fuzzy world must never miss an opportunity to surprise.



## THE SWEET SOUND OF SUCCESS

**Audio brand cues play a big role in how marketers connect with their audience on a subconscious and emotional level. Here, James Clarke from PepsiCo, Danielle Venne from Made Music Studio, and Scott Simonelli from Veritonic take us through the innovative sonic identity that saw the Doritos brand crush all expectations for product recognition.**

Research shows that there is an 86% correlation between our subconscious emotional response to sound and our conscious desire to return to that experience. And with so many consumers moving to audio-first platforms including podcasts, apps, and voice assistants, it makes perfect sense for global brands to capture their attention with sonic branding.

For James Clarke, Senior Director of Digital and Social at PepsiCo Foods North America, their owned brand Doritos has a rich history of innovation and disruptive ideas. They knew that they needed a distinct sonic identity to match, embracing the powerful and increasingly vital impact of sound. “The Doritos brand team did a brilliant job in developing a distinctive sonic identity that truly embodies the brand personality in unexpected, fun and clever ways like only Doritos can,” says Clarke.

The Doritos brand team turned to the sound experts at Made Music Studio, a global sonic branding agency that has created iconic sounds for some of the world’s biggest brands, from AT&T to American Express. Their creative team developed a new sonic identity system for Doritos, capturing the entire consumer journey from the crinkle of a bag of chips to the crunch of snacking on them.

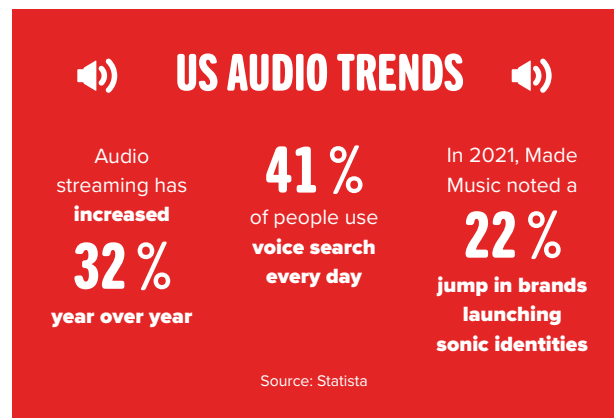
“This creates mental shortcuts for our brand in the audio space that will make it that much easier for consumers to recognize our brands rolling forward. Hopefully these kinds of campaigns set the stage for more innovation and evolution on these auditory assets in the years to come,” says Clarke.

Audio branding can be a phenomenal driver of attention and attribution from a branding

and advertising perspective. Danielle Venne, EVP, Executive Music Producer and Director of Innovation at Made Music Studio says marketers looking to engage with their consumers in culture must first look at the bigger picture. “The more we looked at it, it was hard to see where popular culture ends, and the Doritos brand begins,” says Venne. “You’ve got to take a wide angle look to get down to the small.”

The results have been impressive. Audio intelligence platform Veritonic found that 70% of 18-24 year-olds found the identity to be “disruptive” and overall it scored 23% higher in recall than the benchmark for consumer packaged goods brands in the US.

Scott Simonelli, Founder and CEO of Veritonic says that Doritos’ sonic success when it comes to consumer recall is a credit to the power of sound. “There’s nothing more powerful at creating long-lasting memories than sound,” says Simonelli. “You still hum the things you heard when you were a child, you still sing the alphabet. These things stay with you forever.”



# 03

## THE FUTURE OF MARKETING

**“As we open up this new market of space, it’s our goal to strive for that JEDI space: Just. Equitable. Diverse. Inclusive.”**

DR. SIAN PROCTOR, ASTRONAUT,  
INSPIRATION4



# MARKETING IS DEAD (LONG LIVE MARKETING)

.....

**“Every aspect of marketing today, the way it works, is not going to work tomorrow.”**

RAJA RAJAMANNAR, CMO, MASTERCARD

.....

At 2pm on Day One of Advertising Week New York, Raja Rajamannar, the CMO of Mastercard (pictured), proclaimed marketing (well, maybe just advertising) is dead, and then proceeded to paint a vivid picture of the future of marketing and its criticality.

Just two hours later, Ari Weiss, the global CCO of DDB, started his talk on advertising with the world blowing up. Then he told us why it has never been a better time to work in advertising.

What is happening in the world, and in the world of marketing, seem to have many parallels - the best and worst of times. What also seems to be true is that the death of marketing and advertising is thoroughly overstated. And maybe the future is not as different to the past as we are inclined to believe.

Technological, data, and culturally-driven disruption are unquestionably here, and here to stay, and are changing many of the technical aspects of marketing. Rajamannar quickly and effectively made it clear that AI, the metaverse, behavioral economics, and neurological mapping (and other) elements are changing the game. Weiss reminded us of much of the environmental and socio-cultural upheaval we’re experiencing.



In response, both came back to some more ‘traditional’ ideas about what marketing is, and its value. Rajamannar showed us how Mastercard’s approach to multi-sensory brand design, its brand purpose, and its role in culture is enabling the brand to both rise above, and integrate with, the world of disruption.

Weiss showed us powerful and evocative human stories and actions that touch your heart and reconfigure your mind, that can make astounding use of technologies to make their impact.

Some of the old techniques around marketing may indeed be consigned to history, and to thrive every marketer is going to need a new bag of clever tools. But the fundamentals of marketing, branding, and evocative storytelling live on, and connecting this to today’s technology makes the game more exciting than ever!

Whether you're focused on driving a data-personalization revolution, maintaining and building an equitable workplace, or making your brand a cultural force in today's world, one core idea remains true: empathetic inclusion.

Mondelēz International has revolutionized from mass marketing to 'empathy at scale'. This had both scientific elements (data-mining, modeling) and art (listening, creating, responding), and was part of a company-wide drive to become more consumer-centric. Their journey of transformation and day-to-day action on 'empathy at scale' had not been linear, and this is also surely true for many other businesses as they take on board the fundamental need to be more empathetic and inclusive.



All panelists agree that sadly, inclusivity had taken a step backward during the pandemic. For marketing, and marketing leaders, this is not just a moral and ethical issue, but it is also clear it is a business imperative that starts inside-out.

God-is Rivera, Global Director of Community and Culture at Twitter, made strong arguments for how working with diverse communities, starting inside your business, is the critical enabler to start marketing more inclusively and reaping the holistic rewards.

Making this happen now, as office-work returns and the workforce cycles new jobs, is imperative before the opportunity is lost, panels on gender inclusivity and mental health argued.

Barry Wade, Managing Director Cultural Partnerships & Identity, OMD (pictured) and Rivera together pushed for the idea of value-creation for all parties. Be intentional about the value you want to create for all employee, community, and business stakeholders, invest accordingly and for the long-term. "Doing something for Black History Month is not enough," Wade argues, whether that is an employee or marketing message. And then measure that value-creation, and act on what you learn.

As Mondelēz states, "adaptability is key" to be actively empathetic and inclusive at scale.

## FUTURE OF MARKETING: EMPATHETIC INCLUSION, INSIDE AND OUT

.....  
**"Doing something for Black History Month is not enough."**

BARRY WADE, MANAGING DIRECTOR  
CULTURAL PARTNERSHIPS &  
IDENTITY, OMD  
.....



# MAKING A BANG IN THE AUDIO BOOM

## TUNING IN

**83%**

of Americans aged 12 or older **listened to terrestrial radio in a given week**, a figure that dropped slightly from 89% in 2019



**41%**

of Americans ages 12 or older **have listened to a podcast in the past month**, up from 37% in 2020 and just 9% in 2008



**28%**

of Americans aged 12 and older said they **have listened to a podcast in the last week**, up from

**24%**

in 2020 and 7% when this was first measured in 2013

Sources: Nielsen Media, Edison Research and Triton Digital

Did you know that people spend more time listening to audio on their phones than any other activity? More than time on social platforms, and more than gaming. The growth in audio's share of time accounts for much of the lost time on linear TV, particularly for the 18-44 demographic.

Did you also know that 66% of people are turning to audio as an escape from the constant barrage of social media, email, and other forms of communication constantly demanding our attention?

Audio is a booming channel that offers a powerful alternative to other media - and there are still a lot of untapped ways to make a bang in audio.

First of all, understand where the boom is coming from, in particular for your audience, as not all forms of audio are equally distributed across different targets. Podcasts are undoubtedly exploding, but there are many different formats and content themes across different platforms. Music platforms also continue to enjoy growth in user bases and time spent.



Secondly, ensure that you are very clear on your sonic branding to ensure strong brand building across a fragmented media environment. Pepsi and Mastercard are both excellent examples of how to tackle the sonic branding exercise, with clear sonic identities, jingles, and noises that are their own across different channels. Mastercard even released an album last year based on its sonic identity.

Thirdly, build a powerful messaging strategy, nuanced to audience, channel, and context. Paul Kelly, Chief Revenue Officer of A Million Ads (pictured), points out that audio is a very intimate channel, so ensuring a personalized approach to audiences is essential. Different audio channels behave differently, and messaging will need to be bespoke.

Conversational audio tends to be more effective, so setting up your message to be integrated into conversation is ideal. Authentic partnerships with creators will really help with contextually relevant messaging. Be sure to align your goals with the goals of the content creator.

Lastly, take a strong test-and-learn approach across all of the above, to nail your approach to winning in audio over time.



# YOU CAN'T MEASURE CTV SUCCESS IF YOU DON'T KNOW WHO YOU'RE MEASURING

To say that TV measurement is in flux is a bit of an understatement. As audiences shift from traditional linear TV to streaming services across devices, advertisers demand new and more accurate ways to measure viewership. Inconsistent measurement is the biggest challenge facing connected TV advertisers, with 48% demanding more transparency and more than half asking for standardized video metrics that demonstrate ROI across screens.<sup>1</sup>

When [Nielsen lost its MRC accreditation](#) in September, it was the latest in a series of events that called into question whether legacy tools like panel-based data were sufficiently measuring digital and linear viewing audiences. Today, numerous streaming platforms and connected devices have methods for measuring audiences, with varying definitions of what constitutes a “view,” as well as different levels of granularity into audience demographics. As one agency executive wryly noted, trusting these services to provide objective data on viewership is like asking someone to grade their homework.<sup>2</sup>

There's a clear upside, though: the move toward digital opens the door to measuring and managing ad spend ROI like never before. As CTV continues to scale and the amount of quality content continues to grow, advertisers no longer need to sacrifice flexibility and transparency for the reach and impact CTV offers.

At Yahoo, we're helping advertisers solve these challenges. We're investing in strategic partnerships across the TV landscape to bring advertisers unique TV viewership data and premium programmatic inventory access. Unified

planning and reporting tools, such as the [Yahoo Unified TV Report](#), enable brands to understand incrementality across several dimensions, including network and audience, and optimize their buys. [Yahoo ConnectID](#), identity anchored in consented first-party data, offers CTV identity resolution across households, users and devices for holistic targeting and management.

The days of relying on a single source of truth for TV viewership are over. We believe measurement needs to be built upon a diversified foundation, starting with objective, quantifiable audiences. Our independent, omnichannel, and unified ad stack supports a wide range of third-party solutions. This technology allows advertisers to validate the currency-based measurements with which they're already familiar.

The holy grail of true one-to-one measurement is within reach. [Contact Yahoo](#) today to learn how we can drive growth for your business. And for more insights on our people-first solutions, [check out our sessions](#) from Advertising Week New York.

<sup>1</sup>Verna, Paul, 19 Aug. 2021. “TV ad measurement 2021,” eMarketer.com.

<sup>2</sup>Weprin, Alex, 12 October, 2021. “TV ads in flux: \$60B in limbo amid changing viewer habits and Nielsen upheaval,” HollywoodReporter.com.



# FUTURE-PROOFING YOUR MARKETING FOR THE NEXT PHASE OF DIGITAL DATA

The contradictions on data-driven digital are not hard to spot.

On one hand, continuing to drive data and digital into your organization and marketing will be an ongoing imperative to ensure you can reach the right audience with the right message effectively and efficiently.

On the other hand, with the demise of cookies and the leaky-ad-spend bucket in programmatic buying, it is harder and harder to make digital media live up to its original promise of targeted effectiveness. The future is unclear.

It seems a two-pronged approach is going to be key moving forward into the next phase of data-driven digital.

The first is perhaps where your organization currently is; starting with your own capabilities and data sets. Make clear and honest assessments on how sophisticated your own data and digital capabilities are today, and can realistically be tomorrow. Really dive into your first-party data (which can include offline insights) to get clear on

what drives demand and conversion, and together with your realistic roadmap, build your capabilities and keep learning.

The second part of the approach may be newer. The demise of cookies, and increased data privacy concerns, means that targeted data-driven digital will get harder, and possibly lose efficiency, particularly as CPMs continue to creep upwards.

Plan for a 'minimum-data environment' where you'll need to pivot to work with more 'open' digital signals to drive personalization at scale. Partners such as Signal AI can help you tune in to the open web and use AI to make sense of it.

Responses to your own content are a powerful open signal. And using real-time research, with partners like Lucid and The Trade Desk, structured against goal-based intents of your work, can help make sense of what is working.

As you do this, take comfort that no one knows the answers, and by taking action you could be building a powerful advantage for your brand.



Marketing has a serious task on its hands to capture the hearts, minds, and wallets of Gen Z.

Businesses are recognizing that it's the brands that stand up for causes and share the same values as Gen Z are the ones that succeed with this audience, but taking this action and making it stick is hard. Some 90% believe companies have a responsibility to tackle social issues, and 50% of Gen Z are researching companies to find out if they are, according to a McKinsey study.



Yet despite the best efforts of a large number of brands, the disconnect is palpable; 62% of Gen Z feel that businesses are only in it for the money.

Businesses taking action is clearly the starting point; Uber is a good case study in turning it around. After losing trust, they put transparency back at the heart of

their promise, and worked hard, especially during COVID, at delivering on it. Offering transparency on safety and asking riders to only take an Uber if really necessary.

Lack of representation in advertising is also a major problem in connecting these actions with Gen Z communities. Only 41% of people feel represented in advertising, a systemic issue the industry needs to tackle.

Building industry diversity, making representation a strategic imperative, and measuring its impact all need to be made business priorities if the divide is to be bridged, and for any actions that businesses are making to be deemed relevant and important by the next generation.

Partners and tools exist to help, says TwentyFirstCenturyBrand's, Fauzia Musa (pictured), from marketing consultants and businesses such as hers right through to NGOs like UNICEF. The Association of National Advertisers and others have tools helping you to assess representation, and Facebook IQ can also help with your social communications.

But start with some core, fundamental questions first, like what is your purpose and where can you make a difference?

## YOU HAVE TO TRY HARDER TO WIN OVER GEN Z

### TAKING THE PULSE OF GEN Z

90%

believe companies have a responsibility to tackle social issues



50%

of Gen Z are researching companies to find out if they are addressing social issues



62%

of Gen Z feel that businesses are only in it for the money

Source: McKinsey



## IT'S TIME FOR MARKETERS TO UNLEARN LEARNED HELPLESSNESS

**Alon Leibovich, CEO and Co-Founder of BrandTotal, says social media has changed the way marketers use media, because it is now a two-way street. To move forward as an industry and optimise paid social advertising, we must unlearn everything we know about measurement.**

Alon Leibovich, who has a masters in psychology, is keen to talk about the theory of Learned Helplessness, a state that occurs after a person has experienced a stressful situation repeatedly. They come to believe that they are unable to control or change the situation, so they do not try — even when opportunities for change become available.

For Leibovich, this is a state that marketers constantly exist in, especially in the social media marketing space, which has a history of taking measurement cues from TV commercials. But with options now available to measure top and mid-funnel engagement across paid social advertising, it doesn't have to be like this.

So how can social media marketers begin to look at things in a new way? Well, for Leibovich, the levers that marketers can pull to optimize the top and middle of the funnel include two very familiar ones. The left side and the right side of the brain.

"It's the media side and the creative side. Technology enables us to break down the creative component, just a little bit to demystify the magic that is creative and focus on the actual components that drive creative performance. At the top and middle of the funnel, the nexus of both of these levers becomes increasingly important," he says.

To forgo the learned helplessness of marketing measurement, Leibovich suggests these three steps.

**1. Measure and benchmark:** "Measurement and benchmarking means comparing myself to the direct buying industry average, and what is going

on in the industry right now, but also to compare myself to what competitors are doing."

**2. Look at creative critically:** "Like all creative, social media has four components you need to consider: the message, the copy, the visual, and the call to action."

**3. Look at metrics:** If you optimise towards these metrics, you will get better CPMs and better CTR. First one is social share voice, then engagement rates, and lastly net positive/consumer sentiment."

As Leibovich says, it's now up to the industry to make sure all marketing is performance marketing.

"This is how it should be. I know that it's frightening to go to your CFO and have to answer for what the budget is, and you're going to have a return to show on top and middle of the funnel campaigns. But that is the only way for us as an industry to move forward, by comparing ourselves to competition, and understanding what's working for them," says Leibovich.



# JEDI MIND TRICKS TO CONQUER NEW FRONTIERS

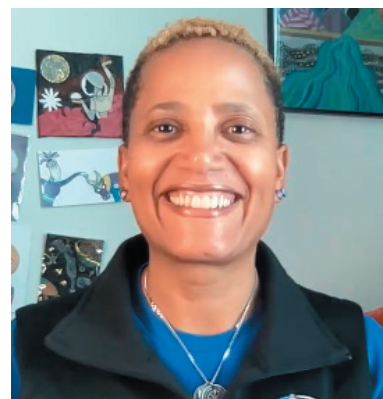
.....  
**“How can we make space a J.E.D.I. space?”**

DR. SIAN PROCTOR, ASTRONAUT  
.....

Who is going to sell the first ad on the moon? And who will buy it? The metaverse is here, who can monetize it the fastest?

These types of questions can feel a little depressing, even for marketers, as commerce inevitably encroaches on newly public spaces as soon as they're accessible. However, with new frontiers come new opportunities to do things right this time. That certainly seems to be the prevailing mindset of those who carve out these new spaces for humanity to explore.

Indeed, Dr. Sian Proctor (pictured), a bonafide astronaut (and the first black female to pilot a spacecraft) is both determined and excited to answer the challenge, “how can we make space a J.E.D.I. space?” A J.E.D.I. space is “Just, Equitable, Diverse, and Inclusive,” and many others share her determination.



Jeffrey Kluger, Editor at Large for TIME, believes space travel is a medium that offers a chance to create a more international, cooperative, and inclusive global community. Brands can help by connecting the J.E.D.I. concept with frontier-breaking ‘firsts’ to capture the imagination of the public in the right way.

The metaverse is inspiring similar optimism, offering the opportunity for brand experiences that are more engaging, immersive and meaningful, and less interruptive than traditional advertising. This in-and-of-itself is a positive step forward, especially when you combine it with the potential for avatars removed from identity stereotypes and democratic access.

Throw in some VR and AR use cases, like Snap’s Arcadia, for physical activity, and Reddit’s plans for community building, and there is as much, if not more, J.E.D.I. upside in the metaverse as there is in space.

But blind optimism won’t get us there. J.E.D.I. intentionality in design and algorithmic management today is the key starting point for this positivity.



IN PARTNERSHIP WITH

audigent.

## EXECUTIVE INTERVIEW WITH AUDIGENT'S CEO AND CO-FOUNDER, DREW STEIN

### **How has the dialogue around the partnership of data and creative evolved this year?**

Creative is 50% of the equation. You can have the best creative in the world, but bad data and poor media execution means your campaign is not going to perform.

For a long time in our business, there was a resistance to allowing data and analytics to drive the creative conversation. That's changed dramatically over the past couple of years and now, data-driven creative is one of the most important trends for the future of programmatic.

### **How can marketers best utilise the wealth of data information they gather in their strategies? Is there such a thing as too much data?**

Permission-based marketing that uses verified, opt-in data is only a crucial first step. Marketers must gather data with consumer privacy in mind. Once you have verified, opted-in audiences, it becomes a matter of building strong taxonomy and segmentation, actioning it in campaigns, and measuring performance to close the loop.

On the question of too much data, it's important to remember data collection is about building segmentation that makes sense. That means it drives efficiency around media performance, and ultimately helps you grow your business.

### **What have been some key strengths and innovations that have arisen from the use of programmatic data in marketing?**

The biggest innovation in programmatic marketing is where data is actioned. The old way of actioning data was solely on the buy side. Now, the deprecation of the cookie means the

depreciation of the current DMP segment and the decimation of open exchange addressability.

The big innovation of data through the supply path is a win-win. And for data companies like ours we can now get data in real-time, providing live feedback around how an audience or contextual data is performing.



### **What role do you see programmatic playing as the industry moves into a cookie-less future?**

For the first time, we have the opportunity to really align the supply chain for buyers, sellers and consumers. For years, there were always winners and losers, with publisher inventory commoditized and data privacy ignored.

The cookieless future changes that, allowing data to drive a new kind of connectivity benefitting buyer addressability and performance.

### **What are some challenges of DTC marketing that you think first-party data can help solve?**

The biggest challenge in DTC ecommerce right now is the changes within browser and social platforms, and the direct impacted attribution on desktop and mobile.

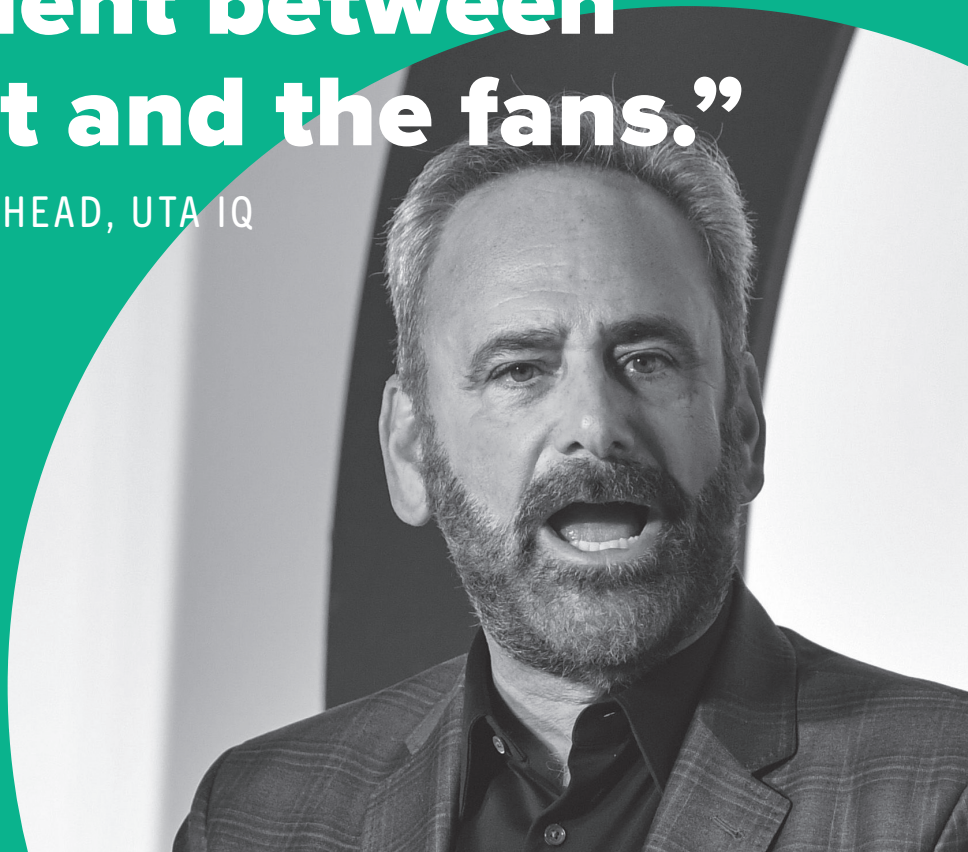
For data rich partners, this makes their first-party data more valuable than ever before. Both DSP and SSP partners are eager to jump in and help both buyers and sellers through these challenges. The new focus is on sharing log-level data to help close the gaps. The future of DTC is data-rich, curated markets and exchanges. Those who embrace the curated markets will thrive.

# 04

## THE FUTURE OF THE CREATOR ECONOMY

**“What is unique and interesting about the creator economy is the degree to which it is driven by direct personal engagement between the talent and the fans.”**

JOE KESSLER, GLOBAL HEAD, UTA IQ





## POWER TO THE CREATORS?



### TRILLER & VERZUZ

As a crucial link between creators and culture, Triller **focuses on spotlighting and supporting underrepresented or minority communities** in its platform.

One of Triller's successes in this space is the recent acquisition of Verzuz, a webcast series by Swizz Beatz and Timbaland. It's been **praised for its innovation in emulating a real-life experience** via a streaming service.

**"They had the fortitude to celebrate their culture and to allow people to experience live events in a streaming world,"** Triller's CEO Mahi de Silva said.

"Creators are tired of walled gardens and algorithms," says Mahi de Silva, CEO of social video-sharing network Triller (pictured).

"The platforms they're working with want more monetizable impressions around advertising. But it's not a great experience when people are looking for snackable content and the ads are longer than the content."

Triller was initially conceived as a platform where musicians could create their own video content and distribute it anywhere. It's since evolved to a place where creators can create their own professional-looking video content and share it directly with their audiences.

The key, de Silva believes, is in empowering creators to lead monetization themselves.

"Creators should own their audience, not the platforms," he says. "Platforms should allow creators to bring sponsors and brand relationships to the network. It should be the creator's monetization that takes center stage, not the platform's."

Providing a space for creators to tap into cultural moments and shape that culture themselves has been a priority for the company in giving agency to creators.



"Creators create culture through content," de Silva says. "Creators, such as musicians or athletes or brands, need a platform where they can create content and experience distributing it."

De Silva also predicts major changes in the ways creators use social media for their work. Triller's new SMS platform Cliqz will be algorithm-free and connect creators directly with fans, while providing creators the opportunity to monetize through brand partnerships.

"We want to help creators assemble audiences they can control," de Silva says. "Creators can build these without algorithmic speed bumps that restrict which part of the audience they can reach."

While Triller is a challenger brand in the social space yet to command the audience share of its competitors, it will be interesting to see if its creator-first approach can attract exclusive talent and audiences. If not, it may be proof that being where people are is the key to success as a creator.



## 3 THINGS FOR MARKETERS: MAKING YOUR STAFF THE 'INFLUENCERS'

**Brands need to recognize the power they have in shaping how people feel and think. Here Peloton's Dara Treseder explains how the company fosters community, champions its instructors as the everyday face, and builds a master brand at the same time.**

### 01

#### **BUILD COMMUNITY**

You have to be intentional in the way that you build communities around your brand. Where there are pockets of authenticity in Peloton's membership, we work hard to try and elevate it.

In fact, our first member group was started by the members themselves, who decided to take the matter into their own hands. What you have to do is find what people want, enjoy or are already doing, and make it a deeper and richer experience.

### 02

#### **CHAMPION INDIVIDUALITY**

You have to allow your brand ambassadors and creators to stand in their power, to shine, and be their authentic selves. Our members want to see instructors that look like them and talk like them, and that includes diversity in spoken languages when necessary. Give them the space to build their personal brand while the company builds the master brand.

### 03

#### **LOCATE CORE TRUTHS**

Marketers love to sit on data swamps. But we're not analyzing that data to find a core truth, an insight that will align with what your consumers want from you. This truth evolves and changes, but understanding what it is will help you create a powerful marketing strategy.

Think about what role your brand is playing in the bigger picture, and what values it stands for. Build curiosity and introspection, and try to think of the unexpected.



# PINTEREST: A SPACE FOR IDEAS TO THRIVE

**Pinterest has long been one of the biggest platforms to nurture creativity in a positive environment. Here, we explore Pinterest's dimensions of a good idea and what the brand is implementing to support creatives in 2022 and beyond.**

Pinterest hosts over 400 million people on its platform, and is one of the only behemoths to encourage positivity and creativity at a mass scale. Great content by their creators is what gives the app its heartbeat - a place to be inspired by real life ideas about what to do next, what to try next, and what to buy next.



Colleen Stauffer, Global Head of Creator Marketing (pictured), lays out the fundamentals of a good idea that will ultimately get your offerings more aligned with your consumers. “The first dimension of a good idea is timing. As a creative

professional you often get that lightning strike of inspiration. But you don't have time to let it take form, and it disappears, or worse, you abandon it.”

Stauffer uses this insight to draw attention to their newly launched Idea Pins. “This is a more interactive, engaging way to share your ideas in a step-by-step format that doesn't expire after 24 hours like most platforms,” she says.

For Pinterest's Product Marketing Manager, Chisom Obi-Okoye, alongside timing, excellent idea dimensions include:

**1.** Those that are personalised: “It turns out the most inspiring ideas are the ones that are tailored to you and to your life. This insight inspired our latest product through Idea Pins, which allows creators to upload personalised spins on the original idea.”

**2.** Those that fit within positive context: “Through our Creator Code, Pinterest creators get to focus on doing what they love, and brands don't have to worry about their content being associated with negativity or harmful ideas,” Obi-Okoye says.

Another dimension of a good idea is that it inspires action. As Miwa Takaki, Product Lead and Creator of Monetization at Pinterest says, “No matter how strong our ideas are, they must solve a problem.”

Since November 1, Pinterest has rolled out Unpinned Spaces, which provide content creators with high volume Pinterest keywords that only have a small amount of ideas attached to them in an effort to “spoon feed creators content ideas”.

Alongside that, the platform is welcoming in an incentive programme called Creator Rewards that pays creators for high quality content that inspires meaningful engagement. “This programme is accessible to both well established and up-and-coming creators, because we believe that inspiration starts with inclusion,” says Takaki.

**“We make sure to always extend our gratitude to brands and creatives, because simply, without their expertise, inputs and authority, our platform wouldn't exist.”**

COLLEEN STAUFFER, GLOBAL HEAD OF CREATOR MARKETING, PINTEREST

# THE DATA SUPPORTING THE CREATOR ECONOMY'S RISE TO FAME

As of October 2021, there had been over 150,000 online mentions and more than 20,000 press mentions of the creator economy - a 1,731% increase compared to 2020.

But, the creator economy has been around for more than a decade. So why are so many only paying attention now?

United Talent Agency (UTA)'s in-house IQ team's investigation into the creator economy looked beyond the buzz and into the core truths which are underpinning the revitalization of the industry.

They identified the four pillars that motivate Americans to participate - Exclusivity, Inspiration, Access, and Community.

Put simply, people are dissatisfied with the creator-fan relationships of the past, which held them at arm's length. They want personalized, unique connections, and to feel as if they're truly making a difference in the success of the talent. They're invested in more ways than one.

"The more the activation enhances the overall fan experience of the content, the better," says Shelby Bier, Lead Insights Analyst at UTA, of how creators and brands should be showing up together. "This

partnership could be anything - partnering with a creator to sell an exclusive product direct to fans, virtual meet and greets, swag bags, live streams, and so on."

One in two respondents were more likely to remember and pay attention to a brand that they see within creator economy content and were more likely to think of a brand favorably. One in three respondents also said they would convert to use the brand if they were to see it in a partnership opportunity.

"This is the next era in celebrity and influencer marketing," says Stephanie Smith, Head of IQ Talent UTA (pictured). "It's an especially effective way to not only reach but engage with those who are notorious for overlooking traditional advertising."



Long-term thinking then is the watch word for brands - investing in the creators their audiences care about will buy them some of their credibility and affection, and create some new commercial opportunities they probably wouldn't have thought of before.

## SOME SUCCESSFUL CREATOR-BRAND PARTNERSHIPS

### WARDROBE AND INFLUENCER OLIVIA CULPO

Wardrobe asked Olivia's followers to **post videos of themselves with friends** swapping clothes on TikTok. It resulted in **3.4 million views** of the campaign's hashtag and **29.8K views per video** submitted by fans.



### MTV AND CAMEO

MTV gifted **400 personalized video shoutouts** on Cameo from talent from the show "The Challenge." The **videos sold out in 10 minutes**, and **77% of recipients shared the video** on social media.

Source: United Talent Agency

# podights

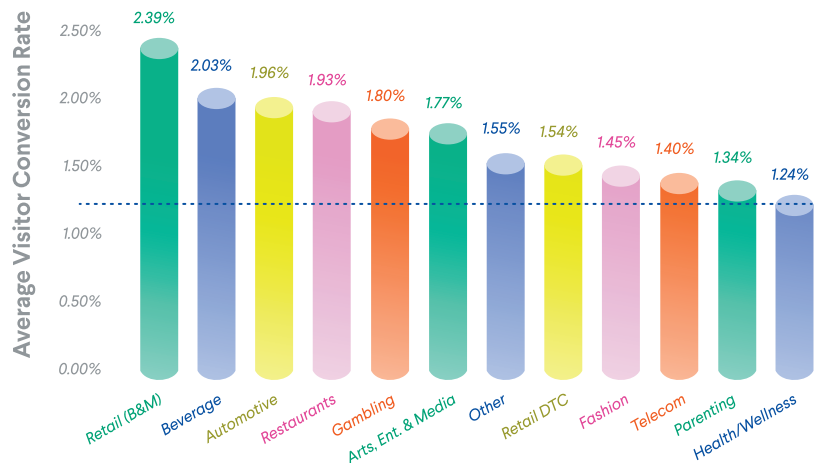
## Digital audio advertising insights + attribution



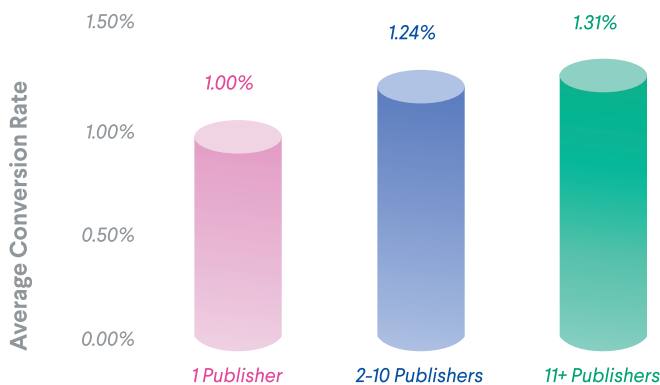
The average podcast campaign conversion rate across all industries is

**1.24%**

### Top 12 Performing Industries by Conversion Rate



### Average Conversion Rate by Number of Publishers



Advertisers who advertise on more than one publisher enjoyed higher conversion rates



**6.8%**

of engaged listeners go on to purchase



Access the full Podights Q4 2021 Benchmark Report

[www.podights.com/awny2021](http://www.podights.com/awny2021)

Established or legacy brands jumping onto new platforms and trends can feel a little like your granddad in hotpants. A bit of a shock to see (sorry pops). But, sometimes octogenarians need to find a way to make those hotpants work for them.

"We're not just at an inflection point in the world, but as an ad business as a whole," said Deborah Wahl, Global CMO of General Motors (pictured). "Everyone is talking so much about data and AI at the moment, but for me and my team, we've been so engaged in this idea of creators because it's



helping us buy into the mission of our companies."

The benefit of being a multi-billion dollar brand, of course, is that you have money to use. So Wahl's team has gone straight to the top of the creator food chain, finding inspiration with American icons like NBA megastar LeBron

James and Academy Award-winning actor Regina King.

"We need to build on the mutual interests we have with creators," she said. "We need to pivot traditional advertising campaigns to ask, 'Who are we working with, and why?'"

"Marketing is transforming from campaign moments to experiential moments. We used to connect with major media events, but now there's only one or two left. So we need to rethink how we're appearing to the world."

As younger audiences move away from more traditional ad-supported media, these creators create a new, and often larger, channel to reach the unreachable in ways they enjoy.

"Some people like LeBron have a larger channel than the traditional media that we buy," Wahl said. "These relationships aren't just about building one commercial, but helping develop the whole trajectory of the path we're on."

Part of this comes via taking advantage of the perspective of creators and the stories they offer. For example, Wahl describes how there are "Regina" and "LeBron" modes offered in vehicles with screens, that can travel with a person - quite literally.

By being prepared to be flexible and co-create with personalities, GM has found a way to connect new audiences and understand their future consumers to help innovate products for their needs. Which for an industry like automotive, will mean major changes across the board.

## HOW CAN ESTABLISHED BRANDS PLAY IN THE NEW ECONOMY?

.....

**"Working with celebrities and influencers inspires our own business. We're matching our vision with theirs, and co-creating together."**

DEBORAH WAHL, GLOBAL CMO,  
GENERAL MOTORS

.....



## EXECUTIVE INTERVIEW WITH AUDACY'S CMO PAUL SUCHMAN

**Last March, your company was rebranded as Audacy. As CMO throughout the transformation, can you share a little color on that process?**

2020 presented us with the opportunity to look at our company with a fresh perspective. What became clear was that through all of the investments we made in talent, content and technology, our brand no longer reflected who we had become, nor our vision for the future. So we seized that moment to build a strategy for re-introducing ourselves to our listeners, advertisers and partners. It was a chance to position ourselves as an integrated multi-platform audio content and entertainment company. We undertook a deliberate and careful process to develop our forward brand positioning, brand name, visual identity and core messaging. That process led us to Audacy.

**Audacy has recently leaned into strategically targeting Gen Z consumers. Can you share a little more about that approach?**

Gen Z is rapidly becoming the most important demographic in marketing. They're young, digitally savvy, brand-conscious, and contrary to popular belief, have money to spend. We love that Gen Z are voracious consumers of audio. Live and on-demand, streaming radio and podcasts – they are our fastest growing segment. We are building experiences, creating content, and bringing talent onto our platform to meet this demand. Our advertisers are joining us, creating custom experiences to engage with Gen Z in ways they simply can't in other media.

**Consumers today have content from many channels. How does audio stand out?**

I'm biased, but in three words – Audio. Is.

Magnificent. And this magnificence is built upon three powerful attributes.

**1.** Audio is the most trusted media. It's a trust that is built upon a deep connection that listeners have with the content, the personalities and brands that they consume.

**2.** Audio is the ultimate companion media. It's with you wherever you are, whenever you want to be with it, on every device. It's the only truly multi-tasking medium.

**3.** There is simply no other medium where stories are told with such pure authenticity. With such real emotion. In real-time. From real people. People who are deeply loved by their audiences.

**What's the secret to success for audio within cross-channel, integrated campaigns?**

With tight ad budgets, competing priorities and pressure on demonstrative ROI, marketers need to find the media channels that convert best and double down on those investments.

And audio paves the way. It's the medium with the broadest reach, highest trust and deepest engagement. But when multi-channel campaigns are optimized via increased over-the-air (OTA) and digital audio allocation, advertisers see a direct lift in sales of nearly 55%. While this message is landing with advertisers, audio remains the most under-invested media. However, as brands rediscover the power that OTA and digital audio can play in driving sales, we are incredibly bullish about its future.



Latinos generate \$2.7 trillion each year in the US, equal to the world's eighth-largest economy. But while they are still largely neglected in marketing plans, opportunities abound.

SHORT BITES

# MAKERS, NOT TAKERS: THE POWER BEHIND LATINO AND HISPANIC COMMUNITIES

“Don’t wait for a tragedy to engage with Latinos,” says Claudia Romo Edelman, founder of diversity and inclusion org, We Are All Human (pictured). “If you don’t prioritize Latinos, you’re missing the big picture.”

The Latino and Hispanic community in the USA is one of the fastest-growing and youngest demographics in the country. The average age of Latinos is 28, and the most common age is 11, compared to 58 for non-Latino Americans.

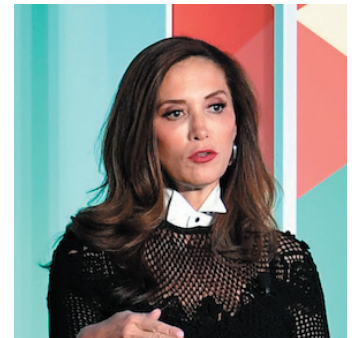
This puts this cohort squarely in the prime hitting zone for creators, and means worthwhile investment in this community and understanding their interests means setting up brands for the future.

It’s also imperative that companies looking to engage with Latinos and Hispanics do so in a genuine way. No one likes feeling like a token, least of all minority groups and underrepresented communities.

“You can’t choose to engage with Hispanics solely in Hispanic Heritage Month,” says Omar Minaya, a baseball executive for the New York Mets. “We are very loyal but these connections have to be authentic and consistent. As a consumer, I want to see it all year round.”

“Cultural connections - such as music or sports - will be pain points that allow you to connect with this community,” says Eric Garcia, Univision NY’s VP of Audio Sales. “We want to see that your message is pure and utilizing the proper vehicle will help you get across the bow.”

The growth in this community is meteoric; the 2020 census revealed that if Latinos were an independent economy, they would have experienced a 7% annual growth in GDP - a faster rate than China. The same census also showed that Latinos had 17% growth in the civilian workforce.




“You have to have representation in decision-makers,” says Minaya. “When you look at your board and your decision-makers, you need to see Latinos there. That’s how you’ll maximize your message.”

“Latinos are business imperatives if you want to grow,” says Romo Edelman. “If you want to get out of business, just keep doing what you’re doing.”

## LATINO ECONOMIC INFLUENCE IN 2020

**1 IN 5**   
US entrepreneurs are Latino

**\$1.9 TRILLION**   
in purchasing power is held by Latinos – the highest of key minority groups in the US

**25%**   
was the average revenue growth rate for Latino-owned companies in 2020

Source: 2020 US census





# EXECUTIVE INTERVIEW WITH SIMILARWEB'S CRO CARRIE LAZORCHAK

**The death of cookies is nigh - do you think time's running out for companies to pivot and prepare?**

Time is running out - If Google had gone ahead with sunsetting third-party cookies in early 2022, the entire industry would have been unprepared. But the same won't be true in 2023. It's time to start planning alternative data approaches to ensure



you have the right digital intelligence in place in time for the changes. By adopting tools like Similarweb that use aggregated and modeled datasets, companies are able

to gain an accurate view of market and website analytics without the need for third-party cookies.

**What are the common challenges facing agencies, brands and publishers alike when they lose third-party cookies?**

Everyone is facing major challenges across the industry. Revenue models for publishers are being disrupted by the loss of third-party cookies and device IDs. Current attribution methods and the way conversions are tracked is changing. Previous methods for targeting and retargeting customers are going to change. And, crucially, everyone will lose the insight cookies give us into the way consumers behave across the web.

**What should these companies be prioritising next year, in terms of measurement and strategy?**

Companies need to prioritize the acceleration of digital transformation and provide their customers with knowledge and insights around the channels

that will drive the most influence and sales going forward. Consumer behavior has dramatically changed, so having access to real-time insights is critical to inform strategy and measure execution. Those who have prepared by adopting an alternative data solution ahead of time will have the advantage of building up their data and perfecting their processes for a smoother transition.

**How have the discussions around measurement and alternative data tools evolved over the past year?**

With the impending changes, the market has been in search of alternative data sources as a lasting replacement. The big difference in today's climate compared to previous years centers around the value and necessity of these tools. Historically, alternative data and indirect measurement tools were considered nice to have, but not always a necessity.

What we see in 2021, and expect to see in 2022 and beyond, is a requirement for these types of tools and data to both inform strategy and support execution and investment measurement.

**What are the key business priorities for Similarweb heading into 2022?**

First and foremost is our continued investment in the user experience. We plan on building market awareness and educating the industry on the value of digital market intelligence. We plan to expand our portfolio by developing deeper capabilities on existing use cases and introducing new offerings into the market. And finally, we're focusing on building and expanding partnerships to bring our powerful data and insights to new audiences.

# 05

## THE FUTURE OF WORK

**“Corporations have to be the ones to put their foot forward because they’re the strongest and most powerful individuals in this country.”**

RENÉE MILLER, CHIEF DIVERSITY OFFICER, CODE AND THEORY



# WORKING ON YOUR WORKPLACE INCLUSIVITY

## WOMEN IN THE WORKPLACE 2021

Women of color account for only **4% OF C-SUITE LEADERS**, a number that hasn't moved significantly in the past three years.



### 1 IN 3 WOMEN

say that they have **considered downshifting their career** or leaving the workforce this year,

### COMPARED WITH 1 IN 5

who said this a few months into the pandemic.



Women continue to face a broken rung at the first step up to manager: **for every 100 men promoted to manager, only 86 women are promoted.**

Source: Women In The Workplace 2021 survey by McKinsey in partnership with Leanin.org

If you were feeling like COVID-19 has pushed back inclusivity in the workplace a generation, you have some solid grounding for your instincts. Seventy nine per cent of men said they have had a positive work-from-home experience during the pandemic, compared with just 37% of women, according to McKinsey.

A panel of leading women execs discussing 'Why the Post-Pandemic Workplace Must Do Better For Gender Equality' painted a vivid picture. Women quickly went from a position of thriving to one of survival, juggling an even more demanding position of caregiver for children and elders with the strains of Zoom.

Working via a screen brought old biases back out, with women suffering being talked over, stereotypical micro-aggressions, often on calls scheduled at times when it is hard for women to contribute. Opportunities to shine in the office environment have been repressed.

Don't be tempted to write off the issue as 'not our problem.' The great women's resignation, and the loss of critical leadership, could be headed your way if you do. Instead, the experts on this hot topic offered a number of strategies to work on your workplace inclusivity:

1. Normalize flexible working - not as a 'favor' but as the way things are done.
2. Consult and listen to diverse women in decision-making about working and workplace decisions.
3. Create safe spaces for these women to really express themselves.
4. Be prepared to invest in radical ideas, personalized to groups or even individuals, from breast milk delivery services to support with eldercare.
5. Measure the impact of your actions, be sure to learn and optimize.

The time is now to make these challenging times a move from incremental to significant change.



# WELCOME TO THE ERA OF THE HYBRID WORKER

Creativity is the lifeblood of the marketing and advertising world. The old truth of creatively inspiring office spaces, where people are together 9-5, five days a week, was the backbone of creative thinking. But the hybrid working world is here to stay, and it offers some challenges to that notion.

The industry seems to be taking hybrid working in its stride, but what steps are being taken to ensure top-class creativity can continue to be offered?

In terms of what mix of office and home office, no one answer seems to be right, apart from what feels right for your people, your business culture, and your geographical demands. However, Zara Mirza, Head of Global Marketing at GE, offers a great principle to consider: "Work from home, play at work."

Behaviors and rituals are another important consideration. How can you build new routines into your hybrid practices that defeat some of the old performative nature of meetings (in particular, client-agency meetings), to facilitate more creatively inspired and free communication?

Pre-pandemic, the advertising industry had started to understand that inclusion is a backbone

of creativity that connects to the diversity in their customers. Unfortunately, inclusive working practices took a hit during the pandemic, and fixing this is an industry priority to ensure diverse creativity can thrive.

Make sure the hybrid setup avoids 'proximity bias,' works across all intersections of people fairly, and can support those feeling mentally disconnected. While digital exhaustion is part of the problem, technology can also overcome old lack-of-engagement issues to connect people to the organization and each other, especially if also used creatively and with some enjoyment in mind!

While creativity is going to overcome some new barriers, the vibe at Advertising Week was positive that opportunities outweigh challenges.

.....  
**"Work from home, play at work."**

ZARA MIRZA, HEAD OF GLOBAL MARKETING,  
GENERAL ELECTRIC

.....



**Worker burnout has never been higher, with 43% of employees considering resigning in the next six months. Now is the time to start building your team's mental health.**

## SHORT BITES

It is no secret that the pandemic has been hard on everyone's mental health. Maybe that is also true up in the C-suite because leadership has also woken up to the understanding that a mentally healthy workforce is the critical driving force behind a healthy company.

Unfortunately, the numbers behind this realization are not pretty. According to a study by McKinsey, burnout is prevalent, proving to be a major driver in causing people to re-evaluate what work they want to be doing. Forty three per cent of employees claim to be somewhat likely to quit in the next 3 to 6 months. Clearly then, people are on a knife-edge.

Not feeling meaningfully valued by the organization or managers is a critical issue. This alongside workload and out-of-work pressures are contributing to the rapidly eroding mental health. Advertising Week panelists had a number of great suggestions on how to help improve this situation, retain your great people, and help them to flourish:

1. Make sure leadership understand, acknowledge, and empathize with the problem. Vulnerability from leaders is a great starting point.
2. Take a mental and physical wellness approach - both are linked.
3. Recognize and act on recognition, flexibility, and safety needs as the start point. People are working in an 'ishes' world - 9ish to 5ish. Working with people on the 'ishes' is a big help.
4. Provide programs, reduce stigma, and facilitate motivation to make use of them. When you do so, empathize with the cultural biases that prevent different cohorts from taking on these programs.

Overall, remember to be kind to one another. This doesn't mean allowing poor performance, very few people want to fail in silence, but rather do unto others...

These approaches can help build the mental strength of your workforce, and build a stronger business in the post-pandemic competitive world.

# WORK THAT BUILDS (NOT MILKS) MENTAL HEALTH FOR ALL

## WORKPLACE ATTRITION IN 2021

**19 MILLION**

US workers — and counting —  
**have quit their jobs since April 2021.**

**36 %**

who had **quit in the past six months did so without having a new job** in hand.

**49 %**

of respondents say they are **feeling at least somewhat burned out.**



## TOP THREE REASONS FOR QUITTING

1. Didn't feel valued by their organizations (54%)
2. Didn't feel valued by their managers (52%)
3. Didn't feel a sense of belonging at work (51%).

Source: McKinsey's Great Attrition or Great Attraction + The Great Exhaustion



## 3 THINGS FOR RETAILER MARKETERS: CREATING A LEARNING ORGANIZATION

**Disruption was one core theme coming through the talks at Advertising Week. Technological, socio-cultural, workplace disruptions, and more. While everyone agrees tomorrow won't look like yesterday, no one knows what it will bring. We've gathered three key insights from across the week to help inspire your learning journey.**

### 01 LISTEN TO YOUR INNER COMMENTARY

Make sure that you, and your organization, are actively learning - this is the guidance of many leaders. When you're learning you can grow with the disruption. Learning about yourself is the first step on the path, both as an individual and as an organization. Actor and activist Matthew McConaughey (pictured) brilliantly evoked the challenges on this: "When you're finding your inner voice, when you get close, don't pull that parachute... I don't like the inner commentary, but you have to listen to it, shake hands with it." If you can make peace with who you are, the road will be smoother.

### 02 ONGOING LEARNING WILL MAKE YOUR BUSINESS STRONGER

Learn about your organizational start point: It can be tempting to jump straight to what 'great' looks like and start building. However, every business has a different start point, from people, culture, strategy, resources, and appetite for change. Being clear on this is key; you set the stage for taking disruption in your stride. One truth that underpins all of this, learning is an investment in yourself and your organization, and that people themselves are an investment that will be key to unlocking growth. Don't see learning as a cost, but rather an investment.

### 03 SET A PLAN AND STICK TO IT

Learn about what success really looks like. All forms of disruption can feel like short term challenges or opportunities and are often treated accordingly. Whether that is becoming more short-term ROI focused because of the dynamic marketing data-driven digital offers, or making short-term pledges when it's Black History Month, these responses rarely are enough to build to what success really looks like, both for your organization or for you. Get clear on what you're going to build for the longer term, and why it really matters. If you want longevity as a brand, you need to plan for the long-term future.

# BUILDING A PURPOSEFUL, SUSTAINABLE ORGANIZATION

Brand purpose isn't a new proposition, but it has faced increased scrutiny from different parts of the business world over the last year or so, and in particular its commercial value. Despite this, it is clear that the leaders at Advertising Week believe that purposeful and sustainable businesses are both critical to the future of the world, and offer greater commercial return.

A critical issue to overcome is greenwashing. Building an organization that is designed to "take meaningful action, over a sustained period of time, that makes a measurable difference" is a key strategic frame that means you'll avoid this issue, says Conny Braams, the Chief Digital and Marketing Officer of Unilever. If businesses don't do this, they'll degrade the impact of purposeful brands and sustainability efforts more broadly, by causing confusion and destroying trust.



The need for businesses to step up is critical; "corporations have to be the ones to put their foot forward because they're the strongest and most powerful individuals in this country," says Renée Miller, Chief Diversity Officer of Code and Theory (pictured). There is commercial return up for grabs. NYU Stern analysis of Consumer Packaged Goods (CPG) suggests that 50% of the growth in that market is from sustainable marked products.

Unilever has pedigree in showing how being purposeful and sustainable can be good for business. Taking action throughout the business is key. Shareholders overwhelmingly (99%) voted in favor of a company climate plan which required significant investment at a corporate and brand level. That's going big and straight to the top for buy-in.

They're putting brands to work on helping educate and inspire consumers, like Hellmann's tackling food waste.. Invest for impact by changing your decision-making frame from 'shareholder value to stakeholder value.'

Transforming your business in a B-Corp is another way of becoming purposeful and sustainable. The agency Butler/Till has become a B-Corp and enjoyed strong employee retention accordingly. Even if you don't get all the way to B-Corp, the certification has many great KPIs and initiatives to help you make the transformation, make a positive impact, and grow in turn.

.....

**“[We need to] take meaningful action, over a sustained period of time, that makes a measureable difference.”**

CONNIE BRAAMS, CHIEF DIGITAL AND MARKETING OFFICER, UNILEVER

.....

# 70+ industry experts define the trends for brand success in 2022

Download the report

**TikTok will take over social media, leaving other platforms to adapt**

TikTok was the most downloaded non-gaming app worldwide for July 2021 with over **63 million** downloads.

**Social selling will simplify the customer journey**

Pandemic lockdowns resulted in an explosive surge of **social commerce**.

**Omnichannel engagement will change the way consumers engage with social media**

**64.5%** of internet users receive breaking **news from social media** instead of traditional formats.

## Social Media Trends 2022



**Social ads will develop as cookies get crunched**

**49%** of internet users say they're likely to buy from brands they see advertised when browsing.

**Post-pandemic content will shape up to consumer needs**

Over **half a billion** more people are using social media worldwide than at the same time last year.

**Maturing influencer marketing will finally come of age**

**69%** of marketers plan to spend more on Instagram influencers than any other channel.

**Metaverses will be the next consumer connection**

The phigital space has already been mentioned **62.5k** times in the last year.

**Communities will develop and take control**

**Communities online** have caused disruption across several markets.



**Brands will lead in social media decentralization**

Brands are building **in-house social networks** to get their audiences back.

**Brand inclusivity will be brand critical**

Consumers prefer **brands that listen** and act on social issues that matter most to them.



# 06

## THE FUTURE OF RETAIL

**“As ecommerce continues to create new moments of delight for shoppers and drive inspiration at the point of purchase, the funnel is collapsing. Content and commerce are converging in a way that is making everybody think differently about how we structure the inspiration funnel.”**

CARA PRATT, SVP, KROGER PRECISION MARKETING



57

Cross-screen measurement and data collection are going through an evolution, as recent demands for greater data privacy from users are put into action. For many retail brands, it poses an existential crisis.

But, Jay Prasad, CSO at LiveRamp (pictured), says it will see more brands going direct to consumer. Why? Companies need to own first-party data based on shopper purchases and engagement, and it's never been easier to do.

Prasad warns that while it may feel like "you're restricting some of your business capabilities" by following these stringent rules, it is important. "Ultimately it's helping partners on all sides of the equation know that if they're partnering with you, they're going to be protected with how they're dealing with customer data," he explains.

And trusted partnerships will be vital. 'Data collaboration' - the marrying of first - and second-party data sets - will give retailers more power once Google Chrome blocks all cookies from its browsers in 2022. As Prasad comments,



this data collaboration can now create new and useful customer profiles across different interests and purchases.

He explains how it works: "With data collaboration, brand marketers can actually create viewing segments. Take, for example, people who are interested in college football. You can

take that interest and combine that with people interested in motorcycle auto policies and you can combine that into a new segment.

"That's a super addressable segment that's been collaborated on to be created. And it's being done with privacy respected on both sides."

The fringe benefit of this addressability is an increased ability to measure what actually works across campaigns because data is coming from different sources and can be leveraged across all environments and screens in a digitally-fuelled world.

So, for retailers this obstacle could actually create opportunity to measure, tweak, and understand channels, how they work and where they are can be more effective with ad spend. The holy grail.

## DATA COLLABORATION IS THE ANSWER TO THE CRUMBLING COOKIE

.....

**"You may be data rich, but you need to use your riches wisely."**

JAY PRASAD, CSO, LIVERAMP

.....

How do you make people like and remember your brand? For many, it's now down to how we harbor a sense of community within a category.

## SHORT BITES

# CREATING AN EMOTIONAL CONNECTION TO INSPIRE BRAND LOVE

### THE CURRENCY OF LOVE

New **store sales** are **20% HIGHER** than historical average when trading **towards emotionally connected consumers**



When fully connected customers constitute just **22% OF CUSTOMERS** in the category, they accounted for **37% OF REVENUE**



Connected customers **spend on average twice as much annually** as highly satisfied customers

Source: The Harvard Business Review, The New Science of Customer Emotions

The pandemic has given rise to something of a Catch 22 situation for retailers. On the one hand, they have more access to them, but that increased choice means consumers are less loyal. So, if you want to create rusted-on buyers, you need to make them love your brand more than your competitor. No simple feat in a digital-dominant environment. Is it?

Nina Ahuja, Head of Business Development at Trove (pictured), thinks it is a good time to try: "Brands now are stoking the idea behind true brand love. Luckily for many retailers, the rise in ecommerce has created an incredible opportunity to speak to a younger generation of consumers who really care about brands. They want a process of connection that has a feel-good element to it."



Ahuja points out that clear brand values are a clear motivator for customers to make a transaction.

"When we think about brand love versus transactional, what consumers are looking for now is around how do I make sure that you're 'my brand', no matter what type of item you're buying. It should be totally agnostic," says Ahuja.

People want to now be part of a community, and according to Holden Bale, GVP and Head of Commerce at Huge, this is a big part of the decision to purchase.

"In many cases, the second primary buying trigger for people is being a part of a real or perceived community that is expressive of your values. Brands who aren't tapping into that are missing out on something," says Bale.

Joe Milano, SVP Global Digital and Customer Experience at Kate Spade, echoes Ahuja's point. For him, brands are now distilling more of their own brand values into their digital offering. This in turn connects brands with consumers who are basing brand love off those shared values.

"Consumers of all ages are now looking for empathy and understanding from their brands. Many of whom are now putting more into their storytelling experience and looking at how they truly connect with customers," says Milano.

The opportunity from digital is clear - create communities of passionate advocates around your products and your audience should keep expanding. As long as you fuel their passions.

Generation Z is just - different. Growing up as digital natives has shaped their lives in profound and tangible ways. Add to that their sheer number (they're the largest generation ever and make up one in five of the world's population) and it's clear retailers need to think about their marketing approach to fit this cohort as they come of age.

"Gen Z are so fascinating because they're hunters," says Ashley Rudder, Head of Creators at Whalar.

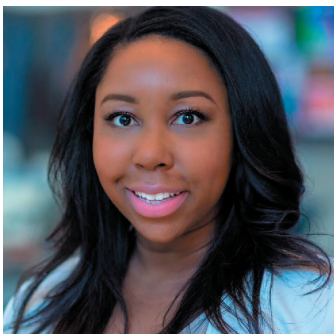
"They can smell out a false narrative from a mile away. They have that capacity to search and learn, and they are truly invested in making sure with anything they buy, the experience is aligned with their values," she adds.

If there is one thing Generation Z demands, it is authenticity. Whether it be from campaigns, content, products or communication, companies are now having to dot the i's and cross the t's when it comes to connecting to their Gen Z audience.

"Gen Z are now so aligned with their environment that it's forcing companies to pay attention. We don't remember another generation that has forced us to question our values. We're now questioning everything we're doing to make sure we're leaving this world a better place for them and their futures," says Rudder.

There's a difference between the evolution from Boomers to Millennials, and the habits and behaviors of Gen Zs.

For Billie Gibson, Creative Strategy Lead at Yahoo Creative Studios (pictured), retail marketers need to harness the power of the creative community. That means adjusting to



the styles and visual language of those platforms, and being prepared to play with your brand codes.

"Gen Z wants to see raw, real-life content. Don't just take your TV packaging and then repurpose it for those social platforms. They'd rather see somebody's true self than their perfect self. They want to see you

lean into the creator community and actually communicate the voice of the creator," says Gibson.

Leaning into the creative community across channels where Gen Z frequent ensures you're being authentic to that platform. For Rudder, this is a good exercise for all businesses.

## WINNING GEN Z HEARTS (AND WALLETS)

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**"You can't enter into a lot of spaces as an expert. Gen Z are asking us to lean on creators, listen to them, and of course, like let their creativity be unleashed."**

ASHLEY RUDDER, HEAD OF CREATORS, WHALAR

.....

IN PARTNERSHIP WITH



## PROGRAMMATIC CHANGE AGENTS

**It's becoming apparent that the intersection between programmatic and retail will shape the future of media. Here, Cara Pratt SVP at Kroger Precision Marketing builds excitement for the future of programmatic media and the new Kroger Private Marketplace with agency partners Amanda Mollet and Amy Lanzi.**

“Digital advertising is at an inflection point,” says Cara Pratt (pictured), SVP for Kroger Precision Marketing (KPM). “Brands are demanding meaningful results from their media investments. It isn’t enough for a media publisher to believe their job is to just sell impressions. Sales results matter.”



In this new world, Pratt says retailers have earned a significant role to play.

“We have a really important opportunity and frankly, obligation, to lean in and bring a

new level of accountability forward to leverage our first party data in meaningful ways,” says Pratt.

This mission inspired Kroger’s retail media team to build their new private marketplace. The Kroger Private Marketplace allows brands and agencies to directly activate custom-built audiences in the brand’s preferred DSP – and then measure performance against retail metrics like attributable sales or ROAS.

“We designed this private marketplace to be flexible for agencies - while guarding the data of our shoppers,” says Pratt.

“Agencies design the audience, choose the measurement criteria, set the safety standards, and activate in their tech stack.”

For Amy Lanzi, Commerce Practise Lead at North America Publicis Groupe, the loyalty background KPM brings to agencies is a welcomed innovation.

“This data really allows us to understand consumer buying habits. It allows us to see if we are driving incrementality. That’s very different versus other purchase data and we find it invaluable when we’re thinking about navigating where consumers are buying as well as all the different modes of their shopping,” says Lanzi.

From a programmatic perspective the goal is the flexibility and effectiveness. For Amanda Mollet, SVP for Spark Foundry, one of the biggest differentiators with KPM is the sales data in a demand side platform (DPS).

“Kroger data is coming into the DSP directly; to be able to optimise your programmatic media against an actual sales metric and get something driving lift for your clients business is so compelling.”

“It’s a game changer,” says Mollet.

**“The Kroger Private Marketplace is transformative—and together with agency partners – we’re shaping the consumer-centric future of programmatic media.”**

CARA PRATT, SVP, KROGER PRECISION MARKETING

# STORYTELLERS AND CONTENT KINGS: WHY BRANDS ARE NOW THE NEW CULTURAL LEADERS

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“Customers today don’t buy products, they buy stories.”

DAVID FISCHER, CEO AND PUBLISHER, HIGHSNOBIETY  
.....

Retail worlds have started to collide, and the barriers that separated high street retailers from urban brands are no longer there. From Supreme and Louis Vuitton, all the way to the more recent collaboration of Yeezy for The Gap, brand marketers are stepping up to fill the role as influential leaders in the space.

“The next generation of cultural pioneer consumers don’t look at these brands differently anymore,” says David Fischer, CEO and Publisher of streetwear publication Highsnobiety (pictured right).

“Retail is all one space. Now, it’s about curating one world for them that they deeply care about. As long as the story is authentic, and it makes sense, then they will accept it as being the right thing to do,” explains Fischer.

The internet is the top culprit in this surge of brands as the new culture leaders. Fashion blogs, vloggers, and influencers are now the great medium of information that brands are showcasing their content through in order to reach digital audiences.

“The internet changed everything,” says Ronnie Fieg (pictured left), founder of streetwear brand Kith. “When I was a designer working on footwear in 2007, blogs were just emerging but they soon became the influential platform where we found the cultural conversation. That was the big turning point for our culture. The ability for people to educate themselves, to find what others are doing and what brands were showcasing, changed everything.”

For Fischer, the online space has shifted brands from just product suppliers to story-tellers.

“I feel like everything that we do is essentially now about content. What we do now as brands is create occasions that allow us to create beautiful content, which then in return engages with a very culturally aware audience,” says Fischer.





## 3 THINGS FOR RETAILER MARKETERS: THE PANDEMIC'S ONGOING EFFECTS

**The landscape for retailers changed dramatically in 2020, however, these changes have created new challenges, and therefore new opportunities. Here, Yehuda Shmidman, Chairman and CEO of WHP Global, gives us his insight into the expected ongoing effects the pandemic will have on the retail sector.**

### 01

#### SUPPLY VS DEMAND

When we entered 2020, and during the peak of the COVID-19 pandemic, we all had too much supply and not enough demand. Now we're coming out of the peak of COVID and demand has skyrocketed and supply is short.

The supply chain disruption at the moment as a temporary challenge is painful. But in the long run, it's a good thing because a strong consumer demand means a strong retail industry as a whole.

### 02

#### PEOPLE AND PARTNERSHIPS

In 2021, the idea is that we're either going to partner or we're going to perish.

Ultimately, as we look forward, it's the people component of the business that is exciting. Our partnerships are what motivates us and these partnerships are going to become more important.

But retail really is a people-centric business and will continue to be so even more. If you can dream the vision of an empire and have the right people to partner with, go do it. Really everything is possible.

### 03

#### THE RISE OF CULTURAL PRINCIPLES

So now as we look to work together and collaborate further, cultural principles must come into the mix. Diversity in your offering is a strength. Now marketers must try as best we can to be intentional about integrating community involvement, diversity, and inclusion into the lens of our ecosystem and brand ethos.

# RETAIL NIRVANA – THE OMNICHANNEL OPPORTUNITY

It's no longer enough to have a great in-store experience. And it's also no good just being a great digital retailer. Creating harmonization between online and offline is what makes brands stick out in a crowded market. Removing friction across the channels is the name of the game.

As Darren Herman, Operating Partner at Bain Capital, says, digital is no longer a retailer's core focus, but instead is used as an enabler for the offline experience.

"Where we see great digital experiences fail now is when you deliver such great online moments that someone wants to go in-store, and you don't have the offline experience to match," says Herman.

The pandemic saw a mass migration to digital shopping, and for a time, online experiences were the key focus for many retailers. Now as we return to relative normality, consumers are starting to combine their new online shopping habits with the physical world. Herman says this is creating new opportunities in the omnichannel space.

"The next phase of where we're going, or the evolution of commerce, is really nailing the digital and the physical together. Whether it be supply

chain, customer service, logistics, or sales and operations," he explains.

While this coming together is creating opportunities, what does that mean for the physical store? According to Marc Mastronardi, Chief Stores Officer at Macy's Inc (pictured), the store is turning into a place for convenience, service, and engagement.

"The physical location's purpose now is about creating an environment with talent that is engaging, one that makes you want to have an emotional connection to the place that you visit," says Mastronardi.

"Our job now is to inspire customers to find something they didn't know they wanted."

As technology evolves, the ability of retailers to create new experiences is going to grow exponentially. With fluidity the name of the game, getting closer to your customer and understanding what makes them tick, click and buy individually will be increasingly important.



## RETAIL'S REMARKABLE RESURGENCE

In 2020, **global retail sales increased**

**25.7%** 

In 2021, **retail ecommerce sales worldwide** are expected to rise to

**\$1.9 TRILLION** 

**ASIA-PACIFIC AND NORTH AMERICA**

will **lead the regional rankings** for retail ecommerce sales in 2021 

Source: Insider Intelligence EMarketer, Global Ecommerce Forecast 2021



# CONTRIBUTORS

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Alex is the Founder and Principal of Clear Hayes Consulting, a fast growing Sydney-based agency that specialises in marketing for marketers. Since 2019 he has served as Insights Director for Advertising Week's trends reports.

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## LUKE ATKINSON

Luke is a veteran of the advertising industry who has worked with iconic American and global brands like Pabst Blue Ribbon, Lone Star Beer and Smirnoff as a CMO and Strategist.

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## AKANSHA SINGH

Akansha is a Content Strategist at Clear Hayes Consulting. She joined Clear Hayes from APAC media intelligence platform Telum Media, having held several prior roles in content and online marketing.

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## JÖRN SANDA

Jörn started in content marketing back when the internet was learning to walk. Across his career he's been riding the technology boom, bust and boom again, surfing across owned, earned and paid media as a writer, creative, and for a few years, CMO.

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