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ADWEEK

JULY 27, 2020

**NEXTECH
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JULY 27-30**

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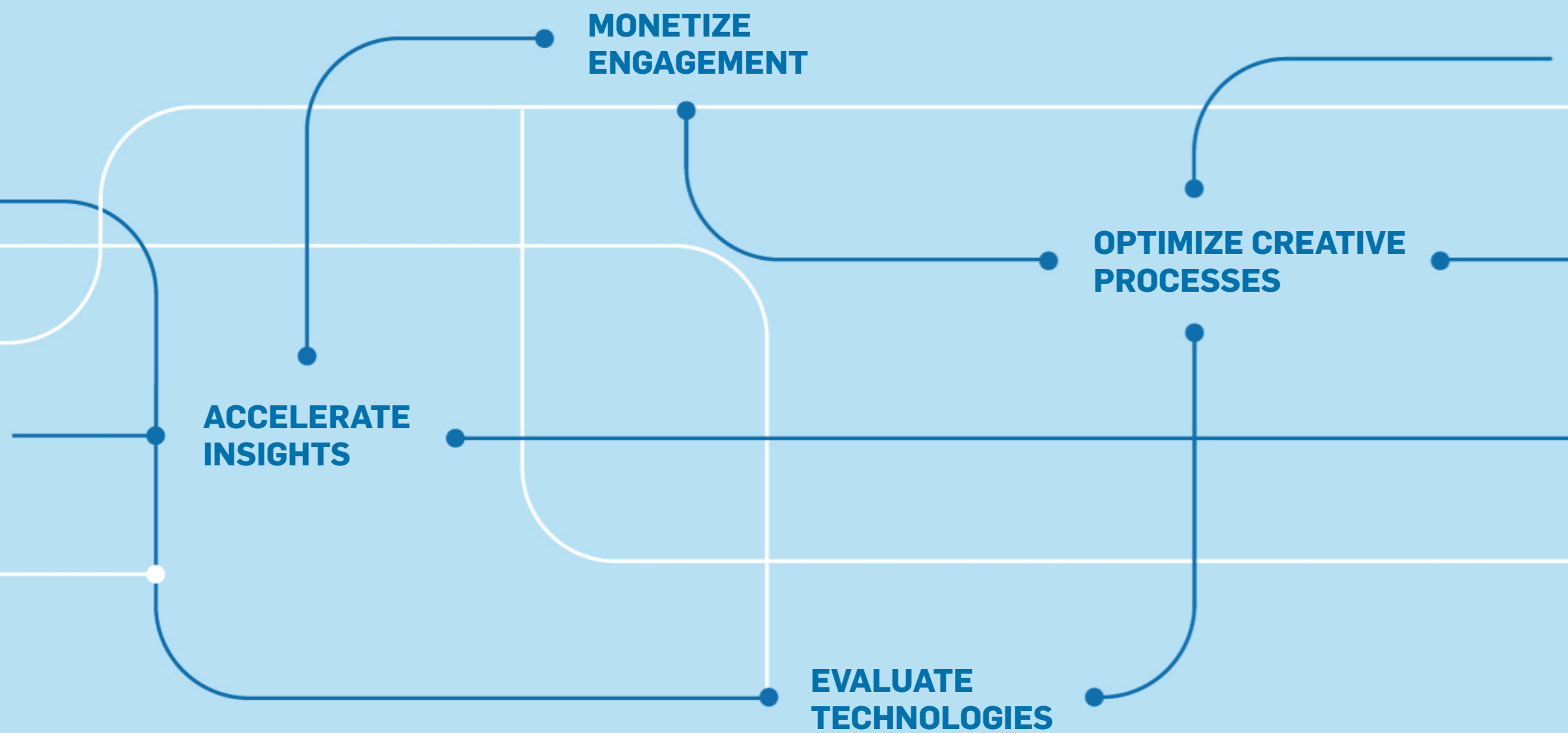
AWARDS

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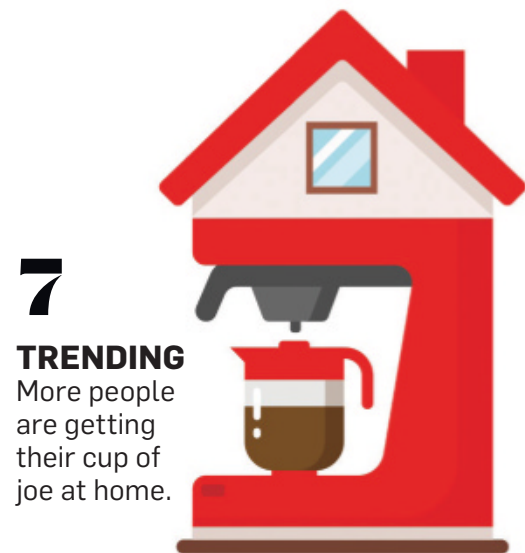
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BEST OF TECH AWARDS

Readers voted Hootsuite one out of 15 top ad-tech companies.



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More people are getting their cup of joe at home.



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Upfront

THE WEEK IN MEDIA AND MARKETING

LIVE
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JULY
27-30

ROAD TO NEXTECH

HOW TO SUCCEED ONLINE DURING A TIME OF UNPRECEDENTED CHANGE. BY SARA JERDE

Adweek: How do you think this week's antitrust hearing will compare to Facebook CEO Mark Zuckerberg's testimony before Congress a couple years ago? Galloway: Big Tech has negotiated rules and engagement that favor them. It weakens the entire experience, or makes the experience less effective or less revealing. It's safety in numbers. They shouldn't have done all four at the same time. To call in all of Big Tech is a bit reductionist—the issues facing Apple are different than the issues facing Facebook.

The biggest winners here are [Apple CEO Tim] Cook, [Amazon CEO Jeff] Bezos and [Google parent Alphabet CEO] Sundar [Pichai], because the majority of the ire will be saved for Zuckerberg. This was a mistake. Now, it's going to be a bit of a food fight. We're going to have to change gears so much that the public will never get a clear signal.

I think it'll be interesting; good theater with all famous celebrities. But, in terms of actually getting to the root cause or making any progress, it'll be more spectacle than historic.

'Facebook has a lot more power on the advertisers than they have on them.'

Do you think the conversation has evolved since Zuckerberg testified in 2018? We need the legislators at the antitrust phase, and we should've come to it five years ago. Where the rubber meets the road here is not in these hearings, but the Department of Justice and the FTC [Federal Trade Commission].

Where do you see tangible, fundamental intervention taking place? I feel that, essentially, Zuckerberg and [President Donald] Trump have entered into an unholy alliance. Facebook has said, "We'll continue to let Trump weaponize the platform," and in exchange Trump will keep the FTC and DoJ dogs at bay. If Trump gets reelected, I don't know if anything is going



SCOTT GALLOWAY, PROFESSOR OF MARKETING, NYU'S STERN SCHOOL OF BUSINESS

to happen. If [Joe] Biden does get elected, we'll probably see regulation by the end of 2021.

What do you think of the big-name brands boycotting advertising on Facebook this month? It's heartening and admirable that big companies have boycotted Facebook, and the symbolism is much greater than the financial impact.

It's the Terminator 2 movie where the Terminator would remove its arm and reform. That's what the Facebook advertising base is: If somebody stops advertising, a competitor will fill that hole. The elasticity and the diversity and the robustness of Facebook's advertising base is what I'd call the most liquid and the most self-repairing of any advertiser base ever assembled in the history of business.

They'll pretend to make some changes, but Facebook has a lot more power on the advertisers than they have on them. That's the danger of the monopoly. The monopoly doesn't have an incentive to respond.

How has the Covid-19 pandemic affected these players? If you look at Big Tech, the general feeling is these companies were performing incredibly well in good times and would be especially vulnerable in bad times. The exact opposite has happened.

They're responsible for all the gains this year. The safe place to put your money is in a monopoly, or in a company that's too big to fail. These companies are doing what they're supposed to be doing: They're keeping regulators at bay, they're acquiring companies that are threats or putting them out of business. It's great to work at Apple or be a shareholder; it's just the rest of the economy that sucks.

THIS WEEK'S INSIGHTS

Trending



STREAMING'S LONG-TERM STRATEGY

SOME SERVICES LEAN ON ANNUAL DISCOUNTS TO REDUCE CHURN AND INCENTIVIZE SIGN-UPS. **BY KELSEY SUTTON**

When NBCUniversal's streaming service Peacock debuted nationally this month, its most-advertised price point was the tier executives thought would be most appealing to consumers during the pandemic: free.

But for users who wanted to lock in a year's worth of Peacock Premium—which offers additional content beyond the free version—the service offered a 40% discount on an annual payment for Peacock's ad-supported and ad-free tiers, hoping to entice consumers to commit early to a better deal than the post-launch sticker prices. The offer rewarded customers by giving them a reason to sign up early. It also locked in some customers for the long term, ensuring that the company would get at least some revenue from customers upfront while giving them a reason to stream the platform again and again. After all, they've already paid for it.

"There's just no question that there's a segment in the market that wants and values more and is willing to pay for that," said Peacock chairman Matt Strauss. "There are a lot of people who are content carnivores. Having the option for someone who wants more and having

ways for them to access that is part of our job, and we have to make sure we give them that choice."

One-time payments and upfront deals that offer savings to customers if they can pony up subscription costs all at once are becoming more common in the streaming space, which is growing more fiercely competitive each day. Prior to its rollout last November, Disney+ offered one of the largest streaming discounts yet with a three-year early sign-up deal that worked out to less than \$3 a month and helped the platform grow to 50 million subscribers in less than five months.

Discounts like these help streamers accomplish two goals: scale up fast while also battling high rates of subscriber churn by reducing the chance that a customer will back out of a service. And when customers are seeing just one annual charge instead of 12

monthly payments, it can ease the friction that comes with keeping them around.

"Shifting to annual or longer-term commitments almost always works out into a significant discount for the vendor, too," said Guy Marion, CEO of Brightback, a company that provides customer retention



software. "Not only do companies not have to expend resources to retain that customer, but now they are able to focus on improving the product with those retained customers."

While some streamers, including Peacock, more aggressively promote their monthly prices, others such as CBS All Access market the discount that comes with an annual plan (15% less than a monthly subscription in All Access' case). Those annual perks are getting adopted in other places in the streaming landscape.

BritBox, a British television subscription streamer from the BBC and ITV with more than a million subscribers, introduced an annual subscription plan in 2018, which has been well received by customers. The discounted annual rate helps reward customers who are watching regularly while also enabling the streamer to personalize marketing and retention strategies depending on what type of customer that viewer is.

"We know there are some customers who are on a month-to-month plan for whatever reason, and we want to give them that flexibility," said Soumya Sriraman, BritBox's president. "Equally, we know that there are people who would rather take the hit one time at a discount because they know that their circumstances may not be the same later in the year. And for some of them, it doesn't bother them either way because their economic circumstances don't require it."

When a streamer is attracting customers of various financial circumstances, the monthly offer is still important. "We don't want to presuppose for customers what is right for them," Sriraman continued.

It also comes down to keeping customers happy depending on how they want to pay. "People hate being locked into long-term contracts, and they hate paying for things that they don't need," Marion explained.

Annual plans aren't for everyone; services like HBO Max, Hulu and Netflix don't offer them. And whether they meaningfully affect churn rates or customer satisfaction remains a proof point that companies are keeping close to their vests. For streamers with advertising partners, focusing on scale is more important, and pricing tiers may be more important for investors than for those marketers.

"Overall, churn isn't that big a factor yet, especially if [services] can reach scale and ideally get to audiences who they wouldn't get otherwise with a standard TV or digital video buy," said Noah Mallin, chief brand strategist at IMGN Media. "There is still the sense we are in early days yet."

NOT JUST MONTH TO MONTH

WHICH STREAMERS OFFER DISCOUNTED ANNUAL SUBSCRIPTION RATES? HERE'S HOW THE MAJOR BRANDS STACK UP:

MONTHLY AND ANNUAL SUBSCRIPTIONS



MONTHLY SUBSCRIPTIONS ONLY



COMMERCE

Black-Owned Businesses See Gains

BLACK LIVES MATTER MOVEMENT PROPELS AWARENESS AND SALES.
BY MARY EMILY O'HARA

Washington, D.C.-based attorney Khadijah Robinson spent much of 2019 preparing to launch her passion project, an ecommerce marketplace called Nile that puts “Black women and Black-owned businesses” at the forefront.

When she launched Nile in March, she never could have predicted that a pandemic would create a surge in the ecommerce sector; she definitely couldn't have predicted that the Black Lives Matter movement in June, spurred by the police killing of George Floyd, would drive traffic to her new website. In March, Nile saw 1,600 unique visitors; in June, that number increased to 19,000.

“The growth was exponential,” Robinson said, adding that she spent much of July working 21-hour days and is considering retiring from the legal profession to run Nile full time.

The renewed awareness and protests around racial injustice had an unexpected side effect: a surge in consumer support for Black-owned businesses in every sector. Many Black-owned businesses saw a massive uptick in traffic and profits this summer, and new ventures were founded that seek to translate the momentum into long-term economic benefits for the entire African-American community.

That community-wide ethos drives 15 Percent Pledge and Consider Something Better, two ventures founded by Black women in June. When Aurora James launched 15 Percent Pledge, the fashion designer aimed to get major retailers to increase the number of Black-owned brands they stock to at least 15%. Sephora quickly signed on, followed by Rent the Runway and West Elm.

James continues to engage major retailers,

hoping to sign on as many as possible to secure “financial longevity and economic equality in the long term,” she told Adweek in June.

Until now, the retailers James signed on were carrying Black-owned brands in single digits (Sephora said in June that it carried just seven out of a possible 290 in its stores). The startup level wasn't much better; research shows that Black women founders, for example, receive roughly 0.2% of all venture capital funding.

In June, Whitney Brown and Lauren Napier established Consider Something Better, an initiative to raise capital for Black women founders. One-time donations are nice, Brown said, but in the long term “we need programs, we need policies, we need access to capital. We need the infrastructure to be able to obtain funding to grow and scale our businesses.”

But as some Black leaders learned this summer, the community itself often does the work VC funders do not. When the Issa Rae-backed data licensing firm Streamlytics introduced its first public investment campaign at the start of July, chief revenue officer Arisha Smith assumed the company would follow the traditional path of buying ads to reach investors for several months. Instead, Smith said, “we realized that we already had the tools and already knew what to do.”

Hitting the market at the peak of the protests meant that non-Black allies were

also hungry to show support. Streamlytics opened to investments on the regulation crowdfunding platform StartEngine on a Tuesday and closed by Thursday morning. Streamlytics met its \$1.7 million goal—the maximum allowed under SEC guidelines—in over two days.

According to Streamlytics founder and CEO Angela Benton, “99% of the investors were not from StartEngine. They were people who followed us—this was really grassroots.”

StartEngine content marketing manager Max Crawford said that only three companies have ever reached the maximum in under one week on the platform. In the second quarter of 2019, only 2.2% of investment dollars went to Black-owned businesses, compared to Q2 this year where that number more than tripled to 7.4%.

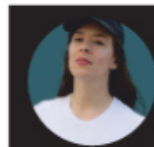
The increase in interest has been exciting, but some worry it's temporary. Brown said she's concerned corporations will soon go back to business as usual, “with no further involvement in our community until another innocent Black man is murdered.” She wants to see lasting commitments from the business sector.

“Until policies and infrastructure are implemented that uplift and support the traditionally marginalized and disenfranchised communities, this support is simply another headline in the news,” Brown said.

WHAT CONSUMERS WANT FROM BRANDS

Consumers want to see more economic opportunities for the Black community. In a July survey from GlobalWebIndex, consumers were asked how brands should best respond to the Black Lives Matter movement. Here's what U.S. consumers in three age groups said brands should do in order to promote racial equality:

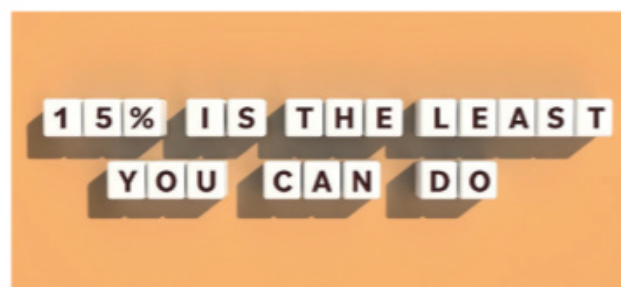
- 1 Review hiring policies** Gen Z and millennials said this was the most important step (50%), along with 46% of boomers and 43% of Gen X.
- 2 Ensure diversity in management teams** 46% of boomers and Gen Z/millennials, along with 44% of Gen X made this the second most popular step for brands to take.
- 3 Ensure diversity in supply chain** 46% of Gen Z and millennials want to see brands use more diverse suppliers while 38% of boomers and 37% of Gen X agreed.



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Khadijah Robinson's Nile has been flooded with business since protests began in June.



Aurora James' 15 Percent Pledge asks retailers to commit at least 15% of their shelves to Black-owned businesses.



AD TECH

Industry Braces For Apple's iOS 14

WHILE FEATURES HAVE BEEN REVEALED, CONSEQUENCES FOR PUBLISHERS REMAIN UNCLEAR. **BY RONAN SHIELDS**

Some feared Apple would revoke its identifier for advertisers (IDFA) when it announced details of its upcoming iOS 14 rollout last month, which is the primary means for advertisers to target and track the effectiveness of their ads on iOS devices. Such a move would have replicated the rollout of intelligent tracking prevention, which has taken place in its Safari browser in recent years and slowly hurt publishers.

Though the announcement fell short of these earlier fears, Apple nonetheless threw the \$45 billion in-app advertising economy a curveball.

Apple's pending iOS 14 update will require publishers (app developers) to seek consent from device users in order for third parties (app monetization partners) to access data. This in effect makes IDFA an opt-in feature for users, and advertisers will no longer be able to target them by default. Apple will also require app developers, including media owners and brands, to disclose the data they collect and the third parties they share it with.

Furthermore, the rollout will see Apple press ahead with its "sign in with Apple" feature, which operates

similarly to the ubiquitous "sign in with Facebook/Google" but shares less data. In particular, it gives iPhone users the option to choose to share their approximate location with app developers when granting access rather than their precise location.

RAMIFICATIONS FOR AD TECH

While Apple is often at pains over how it communicates the flow and exchange of data with its users, it's more oblique in its communications to the advertising industry. Additionally, Apple's ironclad control of the iOS ecosystem often means that few are willing to speak on record about its intentions.

In the immediate aftermath of the announcement, several sources noted to Adweek the parallels between Apple's upcoming privacy policies and the EU's GDPR, although the vast global footprint of Apple iOS users could make

the run-up to the enactment of the CCPA suggests that rejection of data monitoring would be staggeringly high. Although the enforcement of GDPR has not quite resulted in the eradication of ad tech in the EU, sources note that updates to privacy policies in some of the industry's major platform providers can make publisher CPMs feel the pinch.

"One thing is for sure, many app developers will be trying to figure out what impact this could have on their yields if they see a high percent of their users lean toward 'Ask app not to track,'" said ad-tech consultant Paul Gubbins.

This has led some mobile measurement providers (MMPs) to identify opportunities amid the confusion and fear, with several such companies planning services that could accommodate all parties.

IAB TECH LAB RECOMMENDATIONS TO APPLE

Assess the impact iOS 14 will have on the industry.

Respect publishers' preexisting relationships with audiences.

Ensure the IDFA opt-in pop-up box is interoperable with existing digital marketing standards.

Be more collaborative with the industry.

Adapt policies to comply with "sovereign frameworks" such as TCF.

it more impactful than GDPR or its U.S. counterpart, the California Consumer Privacy Act (CCPA).

However, as the industry had more time to digest long-term impacts, several industry trade bodies, including the IAB Tech Lab and IAB Europe, penned an open letter to Apple CEO Tim Cook registering their concerns.

"Marketing industry stakeholders broadly welcome Apple's decision to maintain IDFA," it read, but the joint authors went on to reveal tensions.

Notably, the stakeholders maintain Apple's opt-in features are not interoperable with the IAB's Transparency Consent Framework, a consent management consensus IAB members arrived at in order to comply with GDPR requirements, which would harm the consumer experience.

OPPORTUNITIES FOR AD TECH

The linchpin of industry chatter since the bombshell June 22 announcement has been determining what happens to ad targeting and tracking on iOS devices if users clock out en masse.

Research published in

In-app measurement provider Kochava has already unveiled its IdentityLocker, which doesn't rely on "static identifiers," such as IDFA and third-party cookies, to enable the measurement of the effectiveness of ad campaigns. "It works by giving actor-specific identifiers, which means everything is a token, not a static ID," explained Kochava CEO Charles Manning.

Elsewhere, Paul H. Müller, co-founder and CTO of attribution-provider Adjust, explained his hope that Apple may be willing to allow such companies to access IDFA for attribution purposes as part of iOS 14.

"This way, MMPs could provide compliant measurement without ever using the IDFA outside the scope of the target app," he wrote in a statement.

Dan Salmon, managing director, research practice at BMO Capital

Markets, noted the ecosystem has been aware and preparing other alternatives in the event something like this happens.

"Any removal of identifying signals by platform owners is generally positive for the leader in independent ID solutions," he added.



RONAN SHIELDS
IS A PROGRAMMATIC
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ADWEEK, FOCUSING
ON AD-TECH.
@RONAN_SHIELDS

RETAIL

COFFEE COMES HOME

BRANDS MUST ADAPT AS CONSUMERS

BREW THEIR OWN CUP OF JOE.

BY PAUL HIEBERT

People tend to drink coffee where they are, which lately hasn't been on campus, in the office or meeting friends at local cafes. They've been home.

This shift in location has brought about a change in how consumers get their daily dose of caffeine. Dunkin's and Starbucks' physical stores have suffered, but their lines of at-home coffee products have not. From March through June, U.S. retail sales of packaged coffee were up 17.9% compared to the same period last year, according to Nielsen.

With no quick-and-tidy end to the pandemic in sight, coffee brands have been embracing the idea that a greater number of consumers will be brewing their own coffee at home for the foreseeable future. And they've adjusted strategies accordingly.

The J.M. Smucker Co., for instance, which makes, markets and sells the Dunkin' line of bagged, canister and K-cup coffee offerings, has dedicated more resources and marketing dollars toward ecommerce and click-and-collect channels as more consumers go online to buy groceries. The company has also optimized content to ensure its products appear high in the search results of various retail platforms, such as Amazon's and Walmart's sites.

An "Enjoy the Great Taste of Dunkin' at Home/While You Endlessly 'Add to Cart'" banner ad, which debuted prior to the Covid-19 outbreak, is still running. The country already knows America runs on Dunkin', but the marketing campaign aims to make sure people know homes run on Dunkin', too, according to a spokesperson.

Overall, Smucker's coffee segment, which also includes its Folgers and Café Bustelo brands, saw U.S. sales climb 11% to \$582 million for the quarter ending April 30. The company also plans to release an espresso-style coffee later this year, building upon a lineup of espresso drinks Dunkin' restaurants have been promoting since late 2018.

"We've developed and are going to launch both a K-cup and finely ground coffee that doesn't require special espresso equipment," said John Spain, director of marketing for Smucker's coffee business. Spain noted that while the innovative product was in the works prior to the outbreak, he believes that it's "much



FOOTFALL GOES QUIET

Although the situation has improved since April, Dunkin' and Starbucks are still seeing a decrease in consumer visits. In June, year-over-year foot traffic to Dunkin' store locations was down 27.3%, according to Placer.ai, an analytics firm that generates location data from mobile devices. Starbucks, meanwhile, experienced a 30.8% drop.

Both chains have made adjustments to lure customers back.

In May, Dunkin' announced that it was offering curbside pickup at over 1,000

locations. More recently, Starbucks said it planned to accelerate the expansion of its mobile-only grab-and-go store format called Starbucks Pickup.



PAUL HIEBERT IS A CPG REPORTER AT ADWEEK, WHERE HE FOCUSES ON DATA-DRIVEN STORIES THAT HELP ILLUSTRATE CHANGES IN CONSUMER BEHAVIOR AND SENTIMENT. @HIEBERTPAUL

more relevant in the current environment."

On the topic of new items meant to profit from hot trends, Nestlé, which manages Starbucks' at-home portfolio, plans to release two non-dairy Starbucks coffee creamers made with a blend of almonds and oats. The flavors—caramel macchiato and hazelnut latte—are scheduled to hit store shelves nationwide next month.

Starbucks itself has poured more time and energy into its Coffee at Home webpage, which contains recipes, updates and links to buy products. In recent weeks, the company has added new content to the site, such as instructions on how to make dalgona (whipped) coffee and upside down cold brew dalgona coffee, according to a spokesperson.

The strategy appears to be working. In March, average monthly traffic to the site spiked 45% compared to January and February, according to market intelligence company SimilarWeb. Visits to Starbucks' Coffee at Home have remained elevated throughout the Covid-19 crisis. Top paid keywords Starbucks has invested in include "how to make cold brew coffee" and "how to make iced coffee."

'The short-, medium- and long-term implications of the pandemic all directly or indirectly benefit at-home coffee.'

Caleb Bryant, associate director of food and drink at the market research firm Mintel

For the past few months, Peet's Coffee has been using the hashtag #AtHomeWithPeets to promote its packaged products on social media. The company also created a tutorial web series under the same name, featuring step-by-step videos on how to make cold brew and pour-over coffee. Peet's declined to comment for this story.

Even when Covid-19 begins to subside, other forces will encourage people to keep brewing their own coffee, explained Caleb Bryant, associate director of food and drink at the market research firm Mintel. One is the expectation that many companies will let their employees work from home indefinitely, either on a full-time or part-time basis.

Another factor is cost. With 11.1% unemployment and economic uncertainty ahead, consumers are more likely to get their coffee from a grocery store where it's cheaper than a restaurant chain. This, said Bryant, is what happened during the Great Recession.

"The short-, medium- and long-term implications of the pandemic all directly or indirectly benefit at-home coffee," he said.



OPINION

An Online Community Is an Oxymoron

LIVING LIFE DIGITALLY JUST DOESN'T RESONATE THE SAME WAY REAL-LIFE INTERACTIONS DO. **BY GASTÓN TOURN**

Since lockdown, we've been cut off from colleagues and customers alike. While goats have taken over some high streets and dolphins are back in Venice's canals, brands are dealing with their separation anxiety by focusing on growing online communities.

But how far can this take us? Can we actually build a real community online?

Well, up to a point. It's a great way to acquire new customers and engage your current base. As long as you focus on both quantity and quality—your followership and your engagement—you should end up with a strong online community.

So, is that it?

Building a virtual community is only the first step. Haven't we all felt the limitations of screens in the past few months? Digital parties, trivia, virtual yoga classes—we liked them at first, but they feel sterile compared with messy real life. Conversations stutter; moods are less readable. And when

things get tough, not being able to give someone a hug just feels wrong. Last month I "celebrated" my birthday on Zoom. Nothing is more tragic than watching one of your friends singing "Happy Birthday" on mute.

Maybe that's what's behind the recent craze for baking and growing your own [insert home project here]. In our locked-down worlds, we're missing the feel, taste and smell of our lost physical world. We knead dough and plant herbs because we crave using our senses again.

To make a relationship real, you need to take it into the real world. Some brands are doing a brilliant job of showing us how. Take streetwear. Beginning with passionate online fan bases, the sector exploded when brands did activations in real life. For example, apparel brand Daily Paper doubled U.K. sales after a monthlong pop-up in London, while shoe brand Supremes' one-day store saw over

350 people stand in line to shop its latest product drop.

When you think about it, it's like online dating. Apps are fine for starting a conversation with your match, but what would be the point of stopping there? It would be like playing virtual simulator *Second Life* when you could—well, you get it.

Likewise, engaging in real life is the only way to really get to know your customers. There, your customers aren't personas but live people, with all their quirks and contradictions. You can get a strong sense of who they are, what they're feeling and why they're there. Behind every click, there's an emotion.

Isn't "bounce rate" a sterile way of saying that a person is frustrated with what you have to say? In the digital world, voices are missing. Is it any surprise that the phrase "You're on mute" has become the soundtrack of remote working?

In a conversation I had with Gloria Noto, founder of beauty brand NOTO Botanics, she mused that the lockdown reminded her of how great it feels to have a physical space that represents your company in your community. For her, a community space right now means possibly being one of the few human exchanges her customers have that week—or even month.

Of course, real life is less tidy than online. Because what are our metrics? What do we measure when we aren't counting likes? Well, it could be the time someone spends in-store or a consumer sharing his or her physical experiences online. As always, your metrics will depend on your marketing goals.

But there's no doubt about it. Relationships can only grow in the fresh air of the real world. We're social creatures; that's the way we're wired. We don't need Maslow's hierarchy of needs to know that people love to be with people. It's our basic human need.

Lockdown has reminded us that marketing isn't about data or technology; it's about connecting with people. "Marketing is putting the customer's voice at the heart of your business." That definition is more relevant than ever. The customer's voice isn't zeros and ones. It has an accent and wants to be heard.

Marketers must advocate for human metrics because they're now as critical as business KPIs. One of those human metrics—perhaps the most important one—is how strong is your brand's community.

If you want to find out whether you've built a real community, the ultimate test will be when we meet again in real life.



Specs

Claim to fame

Gastón Tourn is CMO of Appear Here, named a digital game-changer for physical retail. When not marketing, the ex-Googler writes poetry in HTML.

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LEADING WITH DISCIPLINE AND SOUL

KENNY MITCHELL

SNAP INC. CMO SHARES THE ADVICE THAT SHAPED HIS CAREER AND HOW HE'S PAYING IT FORWARD. BY NADINE DIETZ



PUT IN THE WORK

A gentleman named Matt Knott, who I worked for at PepsiCo, said, "My single piece of advice for you is to kick ass at your current job. You want to create a pull strategy because you have done such a remarkable job that people want to work with you. You've been someone that can solve problems, who treats people well and someone who is unafraid to do the work." That has been foundational guidance and direction for me. ... It helped me calm down and hunker down to really focus on doing the work.

POSITION YOUR TEAM FOR SUCCESS

I was a point guard and I often tell people that because the point guard is responsible for being like the coach on the court, making sure the team knows the game plan and putting people in a position to succeed based on their respective skills. And you learn to interact with people from all walks of life. [You're] rarely the person who scores the most points or gets the most rebounds, but you help to lead and drive the team and make sure that everyone is well-positioned for success.

FIND YOUR BRAND TRUTH

Part of the magic of marketing in my mind is uncovering the truth of the brand, peeling back to find out what truth is really unique to it, and then telling that story with a tremendous amount of discipline and a tremendous amount of soul. Dolly Parton has said famously, "Figure out who you are and be that on purpose." And that, to me, is a lot of what marketing is. It's figuring out what that brand is all about and then living that on purpose.

DELIVER TO THE STANDARDS

I believe that in a lot of ways, steel sharpens steel. And one of the things that's been a big inspiration for me is this quote from Mike Tomlin, the football coach for the Pittsburgh Steelers, where he talks about "the standard is the standard." ... And I've had the good fortune of working on fairly iconic businesses and brands, whether they be Gatorade, McDonald's and Snap—with all of its innovation and creativity—so it's something that I've constantly pushed for myself as well as for my teams.

BE IN SERVICE TO OTHERS

One of my biggest thrills is having the opportunity to either recruit, hire, work with or mentor a ton of really talented marketers of color. ... About a year before [my grandmother] passed, she asked us, "What is the reason why you think you're here?" I think my answer was that I want to raise a good citizen and a good human. And she was like, "We are here to be in the service of others." That hit me like a Tyson glove and it's something that I've really doubled down on in service of my nana.

CHECK OUT THE CMO MOVES PODCAST AT [ADWEEK.COM/CMOMOVES](https://adweek.com/cmomoves) 

ADWEEK'S ASIAN-AMERICAN SUMMIT

The pandemic has shed light on a large trend of discrimination against the Asian-American community within the workplace and society. During Adweek's Asian-American Summit, top marketing leaders dove into tough topics, including the silencing of their community, challenges in the workplace and the importance of empowerment now more than ever.



"I want to get to a place where a brand doesn't have to be considered brave when it [embraces diversity], and it just becomes the norm."

JUDY LEE

**global head
of experiential
marketing,
Pinterest**



"Every day I think about how I can amplify underrepresented voices. And how do we democratize content scale and showcase those folks that otherwise wouldn't have been seen? That gives me that fire to keep going."

NICK TRAN

**head of global
marketing,
TikTok**



"It's not enough to just conform. We have to find our own strengths and be able to shine through, so that we not only get promoted but that we also can leapfrog and build our own leadership model."

HELEN LOH

**svp, marketing,
Charles Schwab**



"We have to reach back and support the community—or else everyone is staying on the treadmill and no one is making progress."

MARVIN CHOW

**vp, global
marketing,
Google**



“Part of leading with empathy is sharing what you’ve been through to create a more open environment for dialogue. ... It helps to foster a more open conversation in the workplace that allows all of us to be able to bring our whole selves to work.”

SOYOUNG KANG

CMO, eos Products



“[We need] to report racist incidents and classify them as hate crimes. ... We need to document that so that it actually gives us leverage and data to have those conversations.”

BOON LAI

vp, global partner marketing, Cisco



“It’s more important what you do internally than what you say externally. [As a leader], you don’t have to have all the answers, but what you absolutely need to do is listen.”

KYLE WONG

co-founder and CEO, Pixlee



“If we as business leaders are willing to put so much time and effort into standard business initiatives, then we need to be willing to make an even longer and bolder commitment to equality.”

CYNTHIA CHEN

president, consumer health, North America, Reckitt Benckiser



“People and culture are really the true foundation and ingredients of how we live and work together, and they ultimately drive results in businesses.”

MINJAE ORMES

CMO, Visible



“The people that we choose to partner with and the culture that we choose to amplify and build are all opportunities for us to create the right type of equality.”

BRAD HIRANAGA

chief brand officer, North America, General Mills

ADWEEK[®]


**READERS'
CHOICE**

**best
of
tech**

AWARDS

**THE 15 MOST INNOVATIVE AND RELEVANT
AD-TECH AND MAR-TECH COMPANIES,
ACCORDING TO YOU**

WHEN IT COMES TO ASSESSING WHO'S DELIVERING THE BEST

performances in advertising and marketing technology, who better to ask than the clients who rely on these companies? That was the premise of our Readers' Choice: Best of Tech Awards, which we launched last year and which you, our readers, enthusiastically embraced. This year, the action at the ballot box was just as vibrant: 50,000 votes were cast in the first round and 40,000 in the second. And the results? A few winners from last year held onto their crowns—including Hootsuite, Movable Ink and Sprinklr—but there are also more than a few “new” faces here, like Clara Labs, Criteo and, of course, Zoom. There's also a notable tie: Google and Nielsen both notched the same number of votes in the Measurement and Analytics: Digital Video category. Will one of them reign supreme next year, or will a challenger take the title? Time will tell. For now, let's take a moment to celebrate our 2020 honorees. —Adweek Staff 



ZOOM

Forward-thinking early positioning helped Zoom ride the Covid-19 wave into the vaunted club of companies whose brand names double as the widely used verb for the service they offer. The videoconferencing company's stock price has nearly quadrupled since the beginning of the year, and it's now worth well more than all of the country's major airlines combined. The company owes at least part of its place in the quarantine economy to decisions made early in lockdown to make the platform cheaper and more accessible, gaining it a commanding share of the countless organizations suddenly in need of reliable streaming communication tools.

CATEGORY
PRODUCTIVITY:
VIDEOCONFERENCE
PLATFORM
**PRODUCT/
SERVICE**
SOFTWARE THAT
FACILITATES
VIDEO CALLING

CATEGORY
PRODUCTIVITY: AI
VIRTUAL ASSISTANT
**PRODUCT/
SERVICE**
AN AI-BASED
SOFTWARE
APPLICATION THAT
HELPS HUMANS
COMPLETE SIMPLE
TASKS LIKE
SCHEDULING AND
NOTE TAKING

CLARA LABS

Since its sale to recruiting platform TopFunnel last August, Clara Labs has been tailoring its innovative approach to automated meeting scheduling to the needs of harried hiring professionals and job seekers. The company's virtual assistant uses machine learning to scan emails and pull out relevant dates and times, allowing users to quickly and easily lock down interviews and other meetings. The company has always prided itself in bringing a human touch to the artificial intelligence training process, an approach that has yielded an assistant that reads and writes conversationally and knows how to go the extra mile in calendar management.



ORACLE

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solve their toughest problems



Thank you to our customers and industry peers
for honoring us with three *Adweek* Reader's Choice:
Best of Tech Partner Awards.

We are proud to be a winner in the following categories:

**Data Management
Platform**

**Measurement & Analytics:
Digital/Mobile Display**

**Brand Safety/
Verification**

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CATEGORY

PRODUCTIVITY:
PROJECT
MANAGEMENT
SOFTWARE

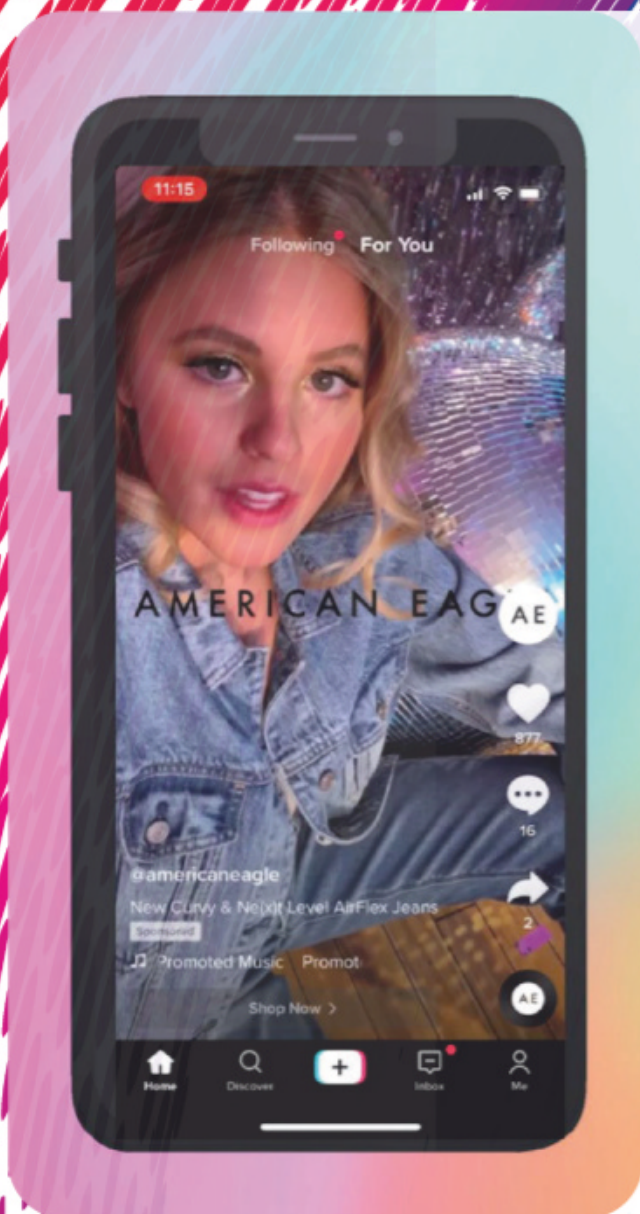
PRODUCT/ SERVICE

SOFTWARE THAT
HELPS TEAMS
MANAGE SCHEDULES,
TIMELINES, PROJECTS
AND WORKLOADS



ATLASSIAN

A sudden abundance of far-flung employees in need of remote coordination helped Atlassian grow its stock price by around half during the Covid-19 quarantine this year. The cloud-based project-management platform, which counts blue-chip companies such as General Electric, Verizon and Walmart among its clients, launched a free version of its core software and services and a remote work hub to better serve the influx of new enterprise customers. The efforts paid off: As of the end of April, the Australian firm had already grown its quarterly revenue by 33% year over year.



SPRINKLR

The customer-experience management platform partnered with TikTok in April, incentivizing brands to advertise on the video-creation app as its popularity spiked amid the pandemic. Using Sprinklr, brands can create and manage in-feed video ads on TikTok and monitor productivity with real-time reporting. The platform also allows brands to increase return on ad spend with features such as AI-powered optimization and Sprinklr Smart Rules, which automatically adjusts ad content to remain relevant based on social conversations and unforeseen events. Sprinklr, which turned 10 in 2019, had its last round of funding in 2016 and is valued at \$1.8 billion.

CATEGORY

SOCIAL/
INFLUENCER,
SOCIAL
INTELLIGENCE
PRODUCT/
SERVICE

A PLATFORM
FOR MONITORING
CONVERSATIONS
AND TRENDS ON
SOCIAL MEDIA
CHANNELS



HOOTSUITE

The social media management platform has reached 18 million users since it launched in 2008, during the early days of Facebook and Twitter. After founder Ryan Holmes announced he would step down as CEO, the company appointed former Zendesk executive **Tom Keiser as its new CEO** on July 6. With brands halting ad spend on Facebook and Twitter over failures to eliminate hate speech, Keiser told Fortune the social media giants need to improve their regulatory standards. Valued at \$2 billion, the Vancouver-based company is used by brands and organizations such as Domino's, Longchamp and NYC & Company.



CATEGORY

SOCIAL/INFLUENCER,
SOCIAL MARKETING
MANAGEMENT

PRODUCT/SERVICE

A TOOL FOR SCHEDULING
SOCIAL MEDIA POSTS
AND MANAGING
WORKFLOWS ACROSS
SOCIAL CHANNELS

best of tech

ADWEEK[®] NEXTTECH[®]

JULY 27-30

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RHYTHMONE

Influencer marketing is poised to be a \$15 billion industry by 2022, and RhythmOne is a tool more brands consider each year. The ad-tech company, which was founded in 2004 and merged with Tremor International in 2019, continues to see increases in campaign spend and engagement. RhythmOne's latest Influencer Marketing Benchmarks Report found the average spend on influencer marketing offerings increased nearly three times in 2018 over its 2017 average; engagement rate across all campaigns averaged 9.66%. This year, RhythmOne appointed Kumaran Sambandam vp, international demand partnerships, and launched self-serve tools for publishers to activate programmatic deals advertising channels.

CATEGORY

SOCIAL/INFLUENCER,
INFLUENCER MARKETING
PLATFORM

PRODUCT/SERVICE

A PLATFORM FOR FINDING
AND COMMUNICATING WITH
SOCIAL MEDIA INFLUENCERS

CRITEO

The erosion of third-party cookies—the common currency of digital advertising—has undermined the value proposition of ad retargeting. Criteo's origins as the industry's foremost ad retargeting player led to the appointment of **"transformation CEO"** **Megan Clarcken**, as the company transitions to a world where first-party data is king. To further its continued effectiveness as a buying platform, Criteo is doubling down on efforts to enhance its Shopper Graph, an insights tool based on the ecommerce behaviors of 2.5 billion consumers. This is because publishers and retailers let Criteo use first-party data to aid retargeting. "Those data sets, combined with machine learning, can replace the need for third-party cookies," says Clarcken.

CATEGORY

RETARGETING
PRODUCT/
SERVICE

A PLATFORM
THAT ALLOWS
MARKETERS
TO REENGAGE
USERS WHO HAVE
PREVIOUSLY
INTERACTED
WITH A BRAND'S
WEBSITE OR AD



MOAT BY ORACLE

Moat continues to excel at making it easier for brands to discern who's seeing their ads: In May, it teamed up with iSpot.tv to debut Moat Reach, a tool that lets marketers measure impressions for relevant audiences across both TV and digital channels. "Integrating our capabilities really gives brands unprecedented visibility and newfound capabilities that will help make smarter decisions," Sean Muller, CEO of iSpot.tv, said in a statement. Recently, Moat partnered with Taboola to give the platform's advertisers the ability to purchase video impressions based on outcomes. The company has also been a resource for marketers navigating the coronavirus: According to The Wall Street Journal, it deemed more than 50% of desktop and mobile ad impressions across Dow Jones & Co. properties unsafe for brands in mid-March.

CATEGORIES

MEASUREMENT AND ANALYTICS;
DIGITAL AND MOBILE DISPLAY
ADVERTISING; BRAND
SAFETY/VERIFICATION

PRODUCTS/SERVICES

A TOOL THAT ANALYZES THE
PERFORMANCE OF DIGITAL
ADVERTISING CAMPAIGNS;
A COMPANY THAT
AUTHENTICATES AD
PLACEMENTS AND
ENSURES THEY MEET BRAND-
SAFETY REQUIREMENTS



GOOGLE ANALYTICS AND NIELSEN (TIE)

With help from machine learning, Google Analytics can analyze data and predict purchasing behavior. To help marketers make use of this information, it recently debuted a tool brands can use to predict which people are likely to make a purchase from their app or site in the near future—and target them accordingly. "In the past, if you wanted to reach people most likely to purchase, you'd probably build an audience of people who had added products to their shopping carts but didn't purchase," Steve Ganem, senior product manager at Google Analytics, explained in a company blog post. Nielsen has also been on an innovation spree: Last year, it unveiled an initiative called Advanced Video Advertising to help it focus on expanding addressable advertising for smart TVs. In January, A+E Networks, CBS, Discovery and others said they're taking part in the beta launch of Nielsen's addressable TV platform.

CATEGORY
MEASUREMENT
AND ANALYTICS;
DIGITAL VIDEO
**PRODUCT/
SERVICE**
ANALYZES THE
PERFORMANCE
OF VIDEO
MARKETING AND
ADVERTISING

NIELSEN

Nielsen has had a busy 2020: At the start of the year, it hired TripAdvisor's Eric Bosco to serve as chief product officer of its global media unit, which was formed last year after the company spun off its CPG and retail business. Media vet Sean Cohan joined shortly thereafter as chief growth officer and president, international. In April, E.W. Scripps Co. signed a multiyear agreement with Nielsen to access its measurement services that cater to local TV stations. More recently, the company released Nielsen Audience Planner, a product that enables marketers to link their first-party data with Nielsen's data.

CATEGORY MEDIA PLANNING/ATTRIBUTION
PRODUCT/SERVICE SOFTWARE THAT ALLOWS MARKETERS TO TRACK
AND ANALYZE WHICH MEDIA PLACEMENTS CONTRIBUTED TO A SALE

CATEGORY

MAR TECH:
CUSTOMER DATA
PLATFORM (CDP)
PRODUCT/
SERVICE

A TOOL TO
CONSOLIDATE
ONLINE AND
OFFLINE
CUSTOMER
DATA



ADOBE

In November 2019, Adobe made its customer data platform—a central storage point for all the information a company collects on one user—available to the general public. At the same time, it introduced the Adobe Experience Platform Data Governance to help businesses manage data storage in compliance with ever-changing privacy laws. These initiatives are part of Adobe's ever-growing marketing cloud, which acquired the ecommerce platform Magento for \$1.68 billion and the marketing automation company Marketo for \$4.8 billion in 2018.

SALESFORCE

Now a \$170 billion company, Salesforce has become industry-standard CRM software. And beyond that, it's making big moves, acquiring nine firms since the start of 2019, including the data-visualization software specialist Tableau for \$15.7 billion and more recently the cloud company Vlocity for \$1.3 billion. **CEO Marc Benioff**—who personally spent \$25 million buying personal protective equipment for medical



facilities in the wake of the pandemic—has also called for businesses to “value purpose alongside profit.”

CATEGORY

MAR TECH:
MARKETING
CLOUD/
AUTOMATION
PRODUCT/
SERVICE

SOFTWARE THAT
AUTOMATES
REPETITIVE
MARKETING
TASKS

MOVABLE INK

Movable Ink's tech allows businesses to update the content of their emails in real time according to individualized response data. In 2019, the company introduced a digital marketplace and expanded its mobile app offerings. Movable Ink's clients include multiple NBA teams, large brands such as Under Armour and even the Democratic National Committee. During the Covid-19 pandemic, the company has offered its Critical Messaging App for free so businesses can keep their messages updated as service capabilities change.



CATEGORY

MAR TECH:
JOURNEY
MANAGEMENT
PRODUCT/SERVICE
AN AUTOMATED
TOOL FOR
MANAGING THE
CUSTOMER EXPERIENCE
ACROSS CHANNELS

CATEGORY

DATA MANAGEMENT
PLATFORM (DMP)

PRODUCT/ SERVICE

PLATFORMS THAT
CENTRALLY STORE
A COMPANY'S DATA
AND PRESENT IT IN
A WAY THAT'S EASY
TO UNDERSTAND
AND ANALYZE

ORACLE

Having acquired BlueKai for \$400 million in 2014, Oracle is now a dominant force in data management. With BlueKai, it can track user activity across the web—gathering behavioral, demographic and contextual data, both first- and third-party—and package anonymized information for marketers to better understand their audiences. And it's massive, tracking more than 1% of all web traffic. In June, the company suffered a major data leak after a security researcher found a BlueKai database sitting unsecured on the open web. Oracle responded by saying it had identified two clients that did not “properly configure their services” and took steps to prevent future leaks.

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best of tech

EPSILON

It's been roughly a year since Publicis acquired Epsilon for \$4.4 billion to give it data-analysis prowess. Epsilon, which claims to harbor a consumer database of more than 200 million people, recently teamed with Publicis to launch The Pact, a “business outcomes solution” with some pretty hefty ambitions. Tailored toward midsize companies in the U.S., The Pact promises a certain set of agreed-upon KPIs across sales, new customer acquisitions and the like. If they aren't met, Epsilon provides a total refund. “At a moment when lockdowns have generated new digital behaviors leading to massive additional insight on individual customers, we are able to bring to our clients what they need most in this uncertain period: the confidence to make the right investment for the future of their business,” Arthur Sadoun, chairman and CEO of Publicis Groupe, said in a statement.

THE
PACT

POWERED BY

EPSILON®

CATEGORIES

DATA SUPPLIER; MAR TECH;
EMAIL MARKETING SERVICE;
MAR TECH; IDENTITY
PLATFORM

PRODUCTS/SERVICES

A COMPANY THAT COLLECTS
AND SELLS CONSUMER DATA;
SOFTWARE USED TO BUILD,
DESIGN AND SEND MARKETING
MESSAGES TO A GROUP OF
CONSUMERS; SOFTWARE THAT
IDENTIFIES AND VERIFIES AN
INDIVIDUAL OR HOUSEHOLD
ACROSS CHANNELS

ON THE ORIGINS OF BRANDS AND THE PEOPLE WHO BUILD THEM

Perspective

THE TRACK

Nascar races on 30 tracks in the U.S. and Canada, with the Bristol Motor Speedway, built in 1961, being one of the most popular.

THE SPONSOR

In 2019, Team Penske's Ford was underwritten by MoneyLion, the financial services provider that signed a multiyear deal in 2018.

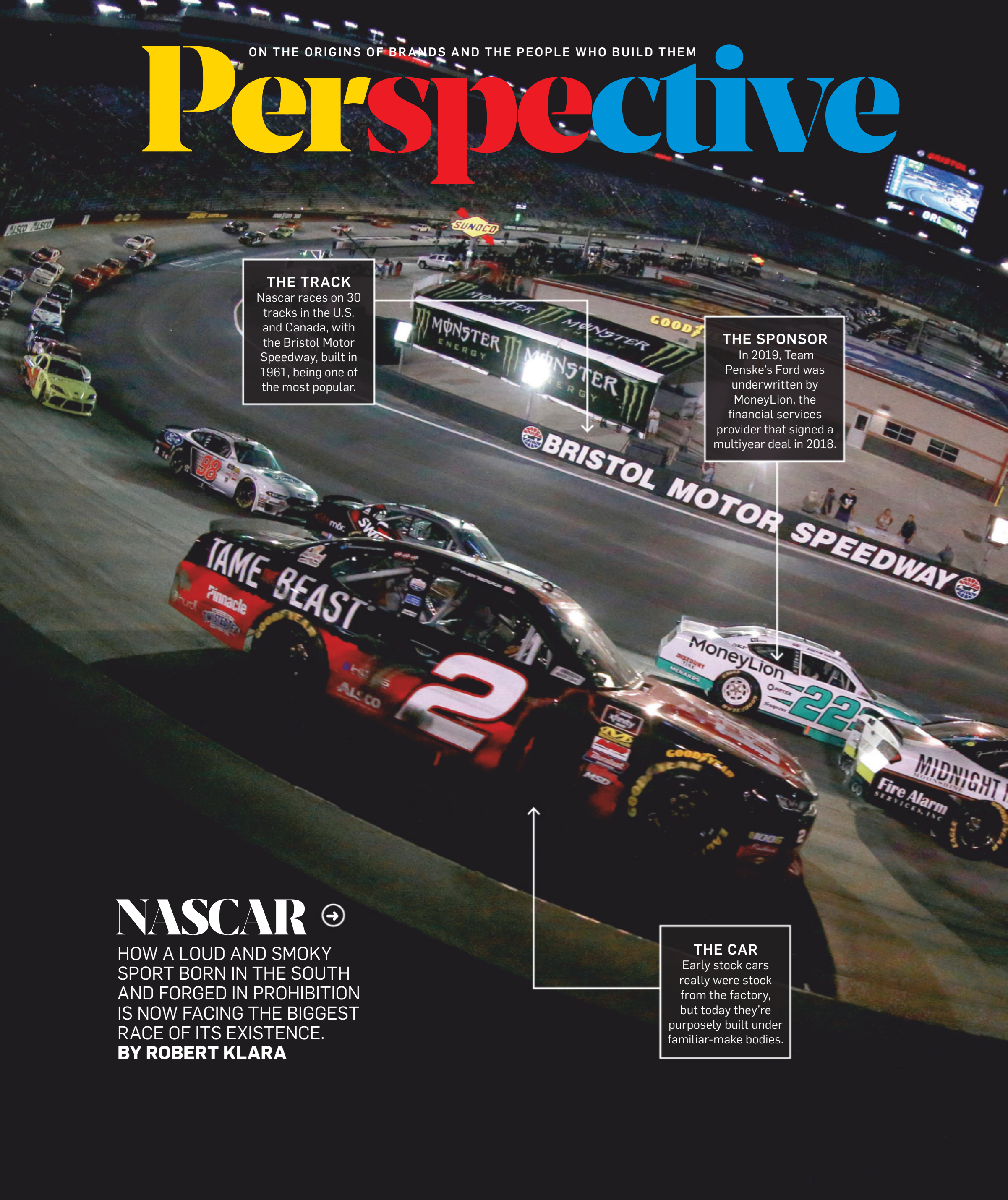
NASCAR →

HOW A LOUD AND SMOKY SPORT BORN IN THE SOUTH AND FORGED IN PROHIBITION IS NOW FACING THE BIGGEST RACE OF ITS EXISTENCE.

BY ROBERT KLARA

THE CAR

Early stock cars really were stock from the factory, but today they're purposely built under familiar-make bodies.



On April 7, 2019, drivers at Tennessee's Bristol Motor Speedway started their engines and ran the Food City 500. The race was as fast and exciting as ever, but fans couldn't help but notice a problem: a lack of other fans.

Not many years ago, it was hard to get a ticket to Bristol. But while its stands can hold 162,000 gearheads, 120,000 of those seats sat empty for the Food City race.

In many ways, the race seemed to embody the state of Nascar itself. It is a thrilling sport that boasts devoted followers, but Nascar needs more of them. "Our biggest challenge is getting fans," legendary driver Richard Petty told the Charlotte Observer in 2018. "As we go through generations of people, there's so much competition out there for the entertainment dollar."

And yet while Nascar obviously needs a tune-up, the race is far from over. It remains one of the most iconic brands that the United States has produced, and a number of the measures it's taken recently—most notably, banning the Confederate flag—have many observers hopeful.

"Despite the perception that Nascar ratings have plummeted over the years, viewership is pretty stable and fandom is pretty consistent once you factor everything in," said Josh Shuart, professor of sports management at Sacred Heart University. "The sport is proud of its heritage and history, but seems committed to also evolving with the times, which may actually help them expand their massive fan base."

The National Association for Stock Car Auto Racing got its start in 1935 when a Washington, D.C., mechanic named Bill France Sr. moved to Daytona Beach, Fla., and got involved with the colorfully corrupt local racing scene. The South already had a rich tradition of racing cars, one enshrined during Prohibition when bootleggers souped up cars to outrun federal agents. France chased the hucksters off, established rules, organized races and wound up creating America's second national pastime.

As the pandemic took hold in March, shuttering sports venues nationally, many believed Nascar would sustain a hit worse than its ebbing audiences. But Joe Favorito, who teaches sports marketing at Columbia University, lauds the franchise for quickly moving into e-racing, giving fans something to watch and turning the heads of the all-important 20-somethings.

"They saw an opportunity and figured out how to take the sport of Nascar and use a platform in gaming and work with their broadcast partners and put it on TV," he said.

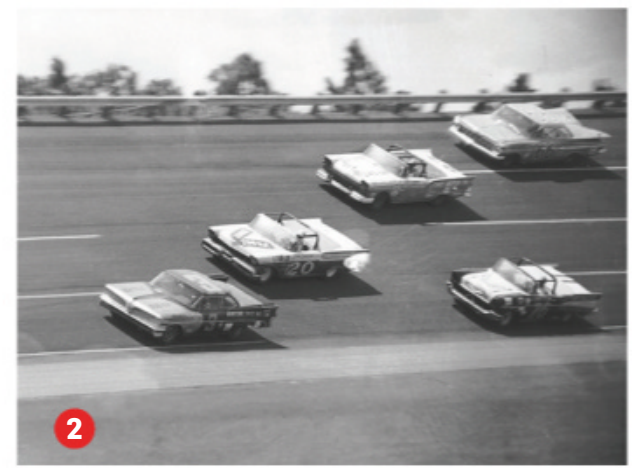
So, too, was Nascar's foray into gaming in February that "is going to help them bring in a new, younger, mobile-savvy audience that wasn't able to engage at this time last year," continued Favorito.

And if Nascar can make those new fans stick around long enough, who knows? They might even come to an actual race.

"Assuming the world goes back to normal, there will be a thirst for experiences that exceed the demand that was there before," said Mario Natarelli, managing partner of branding agency MBLM. A live race, he said, "could be a great tonic."



1



2



3

Taking Stock Bill France Sr. convenes a meeting at the Streamline Hotel in Daytona Beach, Fla., that will result in Nascar (1). Nascar's 26th race in 1959, the Firecracker 250, took place at the Daytona International Speedway (2). Nascar's biggest crash to date was a 37-car pileup in Daytona in 1960 (3). After winning 200 races in his career and retiring in 1992, Richard Petty (4) now co-owns Richard Petty Motorsports, whose No. 43 car is currently driven by Bubba Wallace (5).



4



5



The Other Checkered Flag Like Budweiser and chili dogs, the Confederate flag has been a fixture at Nascar races as long as anyone can remember. Unlike the tailgating food, however, the flag was a divisive symbol that went a long way to explaining why Nascar had few fans of color and only one Black driver.

When that driver—Bubba Wallace—called for the abolition of the flag 14 days after the death of George Floyd, the wheels turned quickly. Two days later, Nascar banned it from all races and properties. And though 44% of fans disagreed with the ban, according to a Morning Consult poll, Nascar is not looking back.

"By removing these barriers, we're opening the door to potential fans that previously may not have felt welcome and therefore weren't interested in our sport," Nascar svp, marketing Peter Jung told Adweek. "We want our fans to reflect the diverse makeup of this country, and we're going to continue to be aggressive in pursuit of that goal."

CO-FOUNDER

Tamer Hassan

HOW THIS AIR FORCE PILOT CO-FOUNDED A GLOBAL CYBERSECURITY FIRM FROM A TOUR IN AFGHANISTAN.

BY ANDREW BLUSTEIN



'My advice is [to] learn how to break an ill-defined problem down to its component parts and come to a solution from first principles.'

Tamer Hassan was on his second tour of duty in Afghanistan (his fourth overall in the Middle East) in the fall of 2012. He was a pilot in the Air Force running search and rescue missions. He slept in a tent next to the helicopters, ready to fly at a moment's notice.

In his downtime—and when he had an internet connection—he was also leading White Ops, the company he co-founded in

January of that year while on standby duty.

White Ops, a cybersecurity company that tackles ad fraud and bot detection, has held weekly all-hands meetings since its inception. Hassan used a satellite phone, which is usually used during missions, to join the call while on base.

"I would get on a [satellite] phone and dial in, and [co-founder, president] Michael [Tiffany] would just yell,

because there's a lot of wind in Afghanistan, 'Somebody's not muting,'" Hassan recalled. "I don't even know where the mute button is on a sat phone, and so I would have to get into the back of [a plane] just to get out of the wind when they're parked on the tarmac to do these weekly calls."

Hassan always wanted to be an engineer, inspired by his two architect parents. His Coptic Orthodox mother and his Muslim father had to

leave their home country of Egypt as political refugees. Hassan called his mom a talented, abstract thinker who'd get written up for wearing jeans and hard hats to construction sites.

"Needless to say, my dad fell for her there," Hassan said.

Hassan bounced around a bit as a kid. He grew up mostly in California but moved at 16 to finish his last two years of high school in Southern Alabama. His dad was the

Big Mistake

"For years, I was caught in this mindset that we all need to be working in an office together," said Hassan. "At the time, I had just left the Air Force, where proximity can mean life or death. When I look back, my mistake wasn't just hiring too slowly; it's that I wasn't looking in all the right places for talent."

Lesson Learned

Today, White Ops employs 150 staffers across five countries, including offices in Buenos Aires and British Columbia. "Now we go where the talent is and build around them. There's no 10-square-mile ring around our talent, and that's made all the difference," he said.

How He Got the Gig

Hassan co-founded White Ops as chief technology officer, but the board of directors asked him to step into the CEO role last April to lead the company's next phase of growth.

Pro Tip

"If you've seen the movie Doctor Strange, there's a scene where the characters enter a mirror world where the sky becomes the ground and buildings suddenly turn sideways. That's working in cybersecurity," said Hassan. "My advice is [to] learn how to break an ill-defined problem down to its component parts and come to a solution from first principles."

architect of the school.

Now Hassan is the CEO of a global company of roughly 150 employees. The firm first drew buzz after uncovering Methbot, a \$3 million per day digital ad fraud scheme, in 2016. A couple of years later, White Ops gained notoriety from outside the ad industry when it helped law enforcement end a \$30 million scheme that saw eight people indicted.

Gamers Gonna Game

CONSUMERS ARE MORE INVESTED IN ESPORTS THAN TV, YET IT LOOKS LIKE BRANDS HAVEN'T GOTTEN THE MEMO. **BY NICOLE ORTIZ**

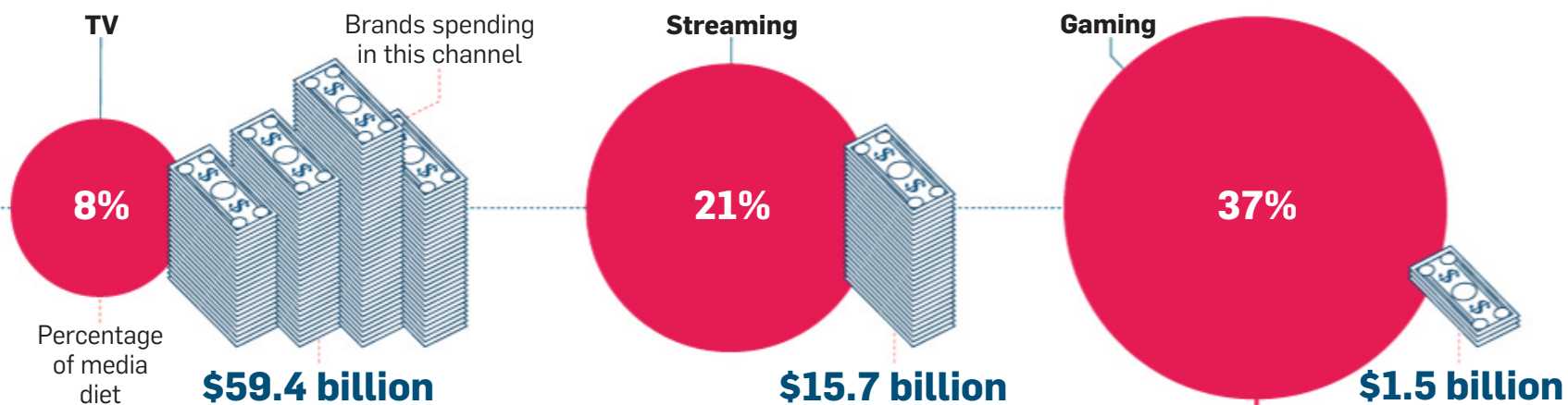
While brands are spending the least amount of money on targeting esports channels (\$1.5 billion compared with \$59.4 billion and \$15.7 billion dumped into TV and streaming marketing spend, respectively), more consumers are flocking there. And, unsurprisingly, a vast majority of these gaming consumers are Gen Z and millennials.

Over a span of 12 months, Mediahub surveyed 4,500 Americans between 13 and 65 about gaming and esports using a proprietary tool that shows insights

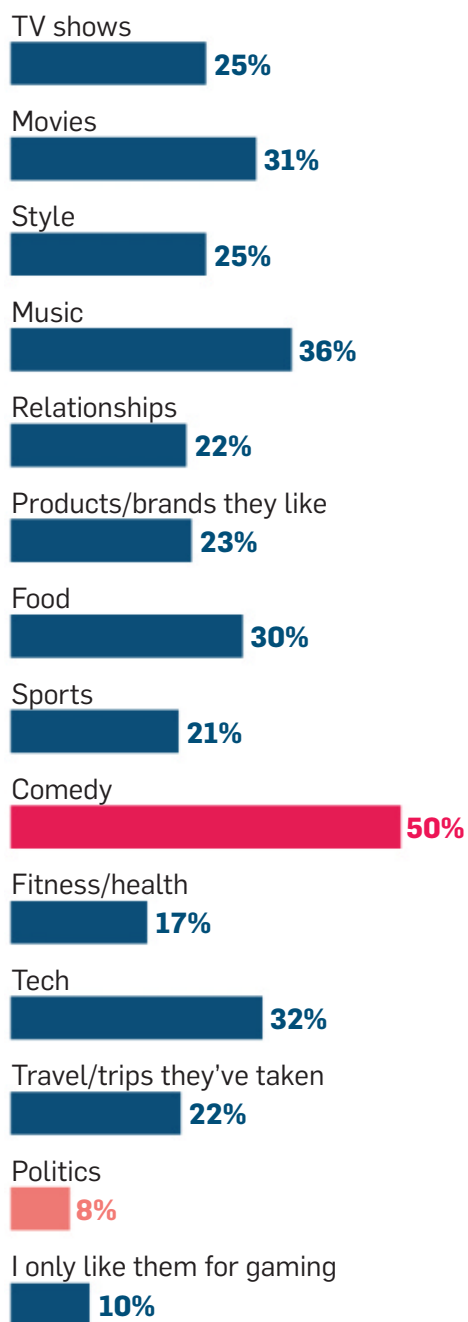
on how consumers spend their time and money. The survey showed that brands aren't taking the trend as seriously as they should, and consumers are noticing. Seventy-two percent want to see brands in esports if they can keep up with the conversation and know what's going on in the gaming space.

Over half of those surveyed said they like seeing brands put money into the esports category to help it grow, and 42% said video-game-related ads are the best spot for brands to show up in these conversations.

Time spent vs. marketing dollars spent



What topics do streamers talk about that you find most entertaining?



Gaming and Advertising



Gaming is the most dominant media channel for Gen Z and millennials

42% of gamers said watching streamers/gaming content is really no different than watching TV.

2/3 actually use their consoles to access TV or streaming content.

With over one-third of their media diets spent with games, gamers had to be spending less time elsewhere.

55% of respondents saying they've lost sleep due to gaming.

22% had sacrificed watching TV shows.

20% had sacrificed watching streaming video.

16% had given up time on social media.

11% spent less time watching live sports.

SOURCE: MEDIAHUB

2002

Rise of Computer Animation

The Adventures of Jimmy Neutron, Boy Genius first aired on Nickelodeon on July 20, 2002, lasting for three seasons. Upon first watch, the series had all the typical Nickelodeon cartoon elements: quirky cast getting into hijinks that their parents would likely not approve of coupled with some clever writing that would even make adults laugh. What made Jimmy Neutron so unique, however, was that the creators opted for computer animation instead of traditional hand-drawn animation. While some found it jarring, others saw it as a perfect way of illustrating a show about a science-loving young boy traversing space and time with his robot dog and friends. Although it's on the earlier end of computer animated shows, the first of which happened in the early '90s in the U.S., it's a style that's still used on channels like Nickelodeon and PBS Kids to streamers like Netflix. —*Nicole Ortiz*

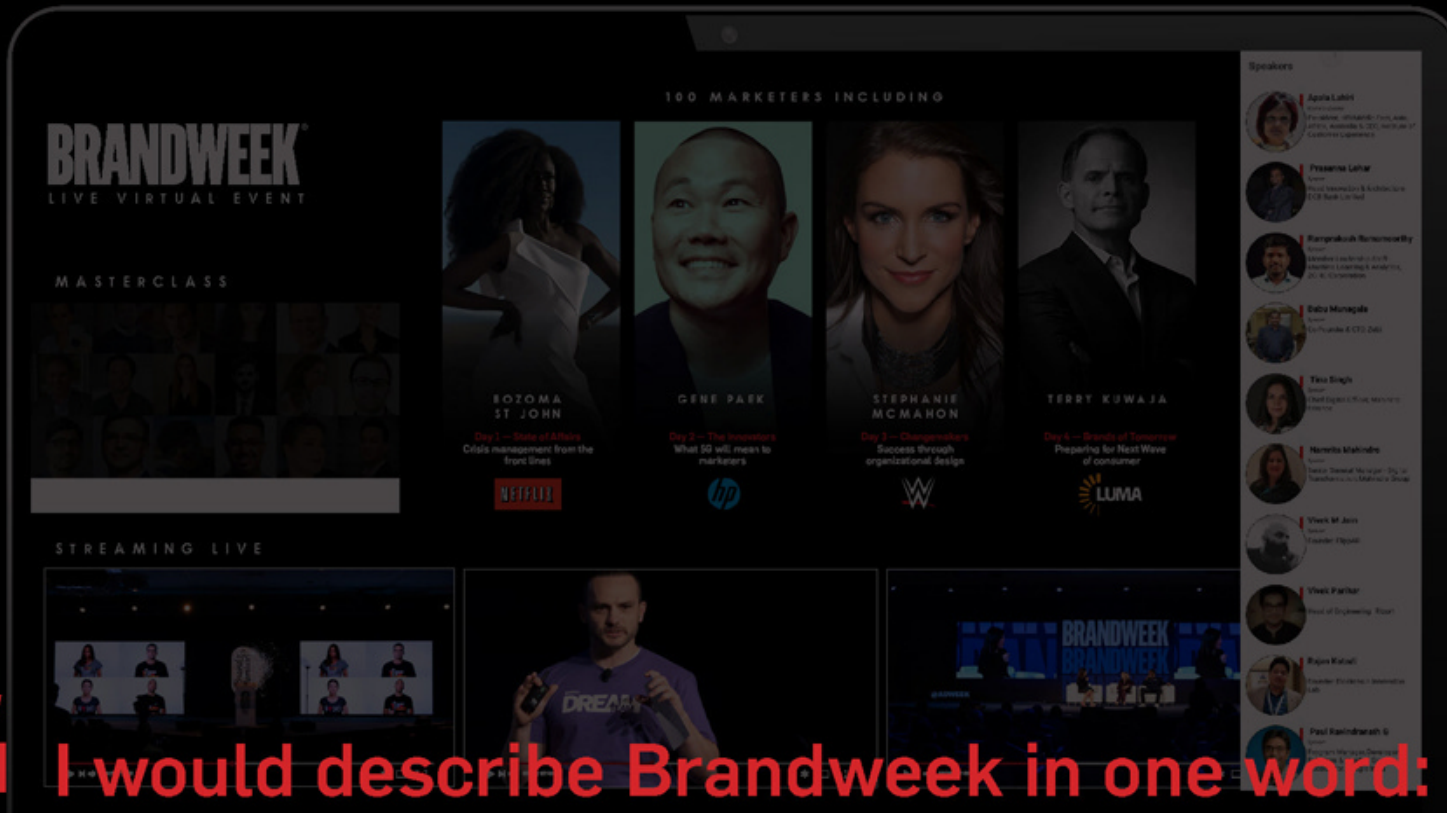


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