

# Performance IN



## Getting Consumers Onside with Advertising

*Advertising in the eye of a consumer: The crucial numbers*

*How we're losing track of the customer / Getting them back on board*

*Managing our obsession with data and mobile*

*Sharing data for better marketing*

*Why the user holds the key to ad blocking's demise*

*Q&A: Looking ahead*

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# PerformanceIN



## Foreword

As a neutral party, I bear witness to a lot of conversation between members of the performance marketing space. One of the most dominant points of discussion are the challenges and opportunities faced by many of the channels that make results-based marketing what it is.

The industry, despite its multi billion-pound work and bags of innovation, can be very self-critical; a stance that can only be commended considering the position it's in.

In amongst its great work, the current landscape makes way for ad-blocking audiences, metrics that encourage certain members to bid on hundreds of impressions to gain just one click from a user, while even the onset of data-driven marketing has created a lot of room for improvement.

The upshot of all of the above is advertising's questionable ability to serve the very people on the receiving end of it. We may not have lost track of the customer - who treats channels like paid search as a genuine service - but there is an underlying reason why we've seen a shift in companies looking to become more consumer-centric in their approach.

As we prepare to look over the hill of 2016 and into the immediate future, channels like display, paid search and affiliate marketing are being tipped for radical change, and we felt it was time to create a resource that summed up the situation at present and provide clues as to how we get closer to what the consumer needs.

Working with leading performance marketing agency NMPi, we leapt at the chance of creating a supplement that would compile the thoughts of advertisers, agencies, networks and publishers regarding some of the industry's biggest challenges, and how addressing them will benefit audiences around the world.

I'd like to personally thank NMPi for its invaluable input with the supplement as well as our expert contributors from All Saints, Savoo, Acquire, Affiliate Window, Conversant and Digitas LBI.

We hope you enjoy what you're about to read.

Richard Towey, Head of Content, PerformanceIN

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# Advertising in the eye of a consumer:

## The crucial numbers



### 21.2%

Brits use an ad blocker



### 48%

strongly agree

Online ads are more intrusive than they were 2-3 years ago

#### Reasons for using an ad blocker

	Ads are intrusive	64%
	Ads are disruptive	54%
	Security concerns	39%
	They affect bandwidth	36%
	Privacy concerns	32%



#### Why do people click?

The ad was...

Interesting 40%

Paid search 21%

Visually appealing 13%



#### Which formats aren't working? (Viewed as extremely negative)

Telemarketing	76%
Pop-ups	63%
Autoplay video ads	48%
Online video ads	22%

### The most useful ads

	Paid search ads	57%
	Social media ads	47%
	Video ads "in game" or on YouTube	46%
	Display ads	37%



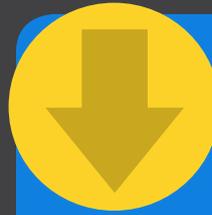
# 71%

of consumers want ads tailored to their personal interests and shopping habits

1/10

2/3

Two thirds of consumers understand the need for ads, while just one in ten report a positive experience.



# 75%

want fewer ads, with everything aligned to who they are

### Why personalise ads? (the consumer's view)

	Makes ads more relevant	46%
	Good way to discover new products	25%
	Makes searching for items faster and easier	19%



# 54%

of users don't click banner ads because they don't trust them

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# How we're losing track of the customer

It would be unjust to say online advertising is reaching a crisis point. The medium is responsible for driving ad spend worldwide this year up 4.6%, to a worth of \$579 billion.

**B**ut, that said, recent studies and events provide indication that years upon years of system playing, last-click chasing and intrusive behaviour undertaken by some corners of the industry may have done some damage.

In an era where choice is bestowed on web users, 21.2% of those based in the UK are deciding to block advertising. Rapid adoption of tools like Adblock Plus is said to have harmed the display advertising industry to the tune of \$21.8 billion annually worldwide, with complaints over intrusiveness, disruption to web journeys and a lack of privacy topping the list of 'reasons for'.

Numerous experts representing some of the biggest brands, agencies and publishers have voiced their opinion over what this could do to the publishers whose content is funded by the very ads being blocked. Advertising

associations believe the message is finally getting out, but the current environment may not make for the best conditions on which to base large-scale change.

Retargeters looking to encourage the last click before a purchase will often play the volume game to ensure they fend off the necessary competition. With so few advertisers claiming to have a single customer view, there will always be the chance of irrelevant messages being served, while the race for data - a huge positive in the long run - is putting a 'spooky' edge to creative when done in the wrong way.

Positives stem from genuine service-led channels like paid search, where an advertisement can guise as exactly what the user is consciously looking for. Facebook's user count has only grown since the presence of sponsored listings on its news feeds, pages and games, but there is a lot to be said for platforms that can merge advertising into

their surroundings. It's perhaps why 'native' is a runaway contender for buzzword of the year.

For every tailored item in the sidebar there is a pop-up or a pre-roll video, both of which are attracting billions in spend but spurring on a bad consumer reaction, if certain studies are to be believed.

Ad-blocker adoption may represent an intimidating issue to conquer, although the alarm isn't being sounded on its own. Consumers are more concerned than ever about their privacy online - ironically during a period where advertisers are spending small fortunes on the tech that will allow them to get even more information on the people they're selling to.

There is a gaping chance to use this power for good, but there is certainly work to be done going forward.

# Getting them back on board

Users are demanding greater relevance out of their advertising and this would not be a bad place to start when it comes to improvements. If more attention is paid to what the user wants – perhaps with a view to sending them fewer, more meaningful messages – a positive reaction will follow.

Tackling the purported issues with ‘intrusiveness’ may not be as easy, considering the large amount of subjectivity involved. Nevertheless, the IAB’s pulling of support for pop-ups can be seen as a notable step in the right direction towards weeding out the repeat offenders.

Adding to the positives are moves from the publishers who are really starting to get the hang of exactly where the advertisers should get their voices heard. Sponsored content is huge business for media behemoths like the Guardian and Huffington Post, but as advertisers get better at finding niche publishers that tap right into specific

audience segments, don’t be surprised to see some of this spend trickling down to smaller sites, too.

Will ad blockers continue to hug the headlines? Given the threat of losing their favourite columns, podcasts and web series – and the direct approach adopted by many publishers – consumers may wish to revise the ramifications of blocking the odd display advertisement from entering the space next to their content. The creators of ad-blocking tools are also courting some big opposition in Facebook and Axel Springer, who will surely fancy their chances of spotting a chink in the armour.

The spend may even stick around for as long as the ad blockers do. In a poll of PerformanceIN readers from 2015, 78% backed organic marketing to benefit from any movement away from paid, which triggers a big thumbs up to SEO, content marketing and more.

New EU data protection laws are set to shake up sections of the industry that refuse to play by the rules when it comes to user targeting, with this being ever-crucial in a period where intent data is worth its weight in gold.

Access to personal information has the ability to change advertising as we know it. The same applies to mobile targeting; again, a scenario where things could go wrong if the offers delivered to phones by nearby shops are not on point, or too heavy in their supply.

With the above in mind, there are clear positives around the direction online advertising could be heading, and it’s fair to say the industry is gearing up for a big few years ahead. 📈



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# Managing our obsession with data and mobile

**W**ith every view and every click, consumers leave a trail of where they go and what they do online. Advertisers appear intent on building a strong collection of these digital breadcrumbs, and have the luxury of being able to contact the provider of such clues at any point in the journeys they make thereafter.

The situation at present would be something of a marketing utopia some 20 years ago. It's not exactly a luxury that gets taken for granted today, given the need among brands to base their messaging on solid insight and the criticism of 'guesswork' that leaves them catering for the people they *think* they're selling to.

It's an ideal scenario, right up until the user's own view is taken into account.

According to Globalwebindex, 'intrusiveness' and concerns in regards to online privacy are among the [top ten reasons](#) why consumers block ads. Even if you don't believe that to be true, when considering all the expected advances in 'out of home' targeting as our customers journey down the high street or catch a bus to work, coupled with advertisers' demands to do more and more on mobile, it's easy to see that the ability to target at any given time is going to become greater.

Advertisers need data to better target customers, but users appear fed up with their boundaries being pushed. Striking a balance, therefore, is going to become all

the more important as excitement over new technology and the possibilities of mobile ramps up.

## 'Creepy' creative

Growing from a piece of technology to a very personal companion people refer to throughout the day, the smartphone is a targeting goldmine for advertisers. They get access to their audiences almost 24/7 and can push out offers in line with what they know about the people on the receiving end.

Advertising is more intelligent than ever before; increasingly served based on what consumers share, talk about and search for to create a more relevant experience.

Nevertheless, the line between 'targeted' and 'invasive' creative is hard to navigate. [A study from Ithaca](#) reveals that tailored ads are sometimes found 'creepy' as they're considered too personal. As a result, some forms of ads can have the opposite effect on buyers than what's expected. In a similar study, [Stanford](#) also found targeted ads to

be ineffective as consumers felt they were being 'exploited'.

Andrew Turner, head of partnerships at NMPi, takes the ad-blocking situation as a warning, stating that "users will not accept advertising they do not deem to help support their online experience".

He's not the only one to pick up on the worrying signs. Savoo's creative content and comms director Ed Fleming understands why consumers would think some practices carried out across the industry are invasive.

"Can we really say that we currently offer the consumer the very best experience?" he asks.

Turner believes a key step is to improve communication with customers in the fight to gain back their trust.

"If a user is clearly made aware that their purchase history will be used to influence a future marketing message, they would be happy, with any that disapprove removed from future marketing."

## Changing perceptions

Although the data debate seems to be a contentious point in the industry, there is potential for tangible advantages for all involved and ads, served at the right time and with the right message, can boost sales. Rethinking advertising's own branding and focusing efforts on the consumer could be the key to useful advertising that won't get blocked.

"If we continue to just blast them [customers] with thousands of ads that have no relevance to their lives, we will erode the experience forever," says Fleming, adding that interacting with consumers shouldn't just boil down to sales. Data and mobile targeting can be used to offer them "something different".

On that point, Turner believes consumer data should be shared with internal teams, agencies and partners to make better-informed media buying decisions which, in turn, could be the "tipping point" in the change of perception of online advertising.

## Drawing a line

With no rules surrounding how much is 'too much' when it comes to using data, the line between 'useful' and 'invasive' can be all too easy to cross. Considered the 'most exciting' mobile opportunity this year by two-thirds of marketers, location-based advertising could take the customer experience to the next level; bringing more precision and effectiveness to mobile ads.

To drive value to both consumer and advertiser without appearing too 'invasive', Turner advises an ongoing dialogue to ensure progress.

"Communicating to a user via their mobile that a store they've just walked past has a product in stock that was not available to them online is using data and customer insight to add value to all parties," he says, highlighting the importance of a value exchange where necessary.

For Fleming, the key elements to bear in mind in conversations around this emerging capability are context and choice.

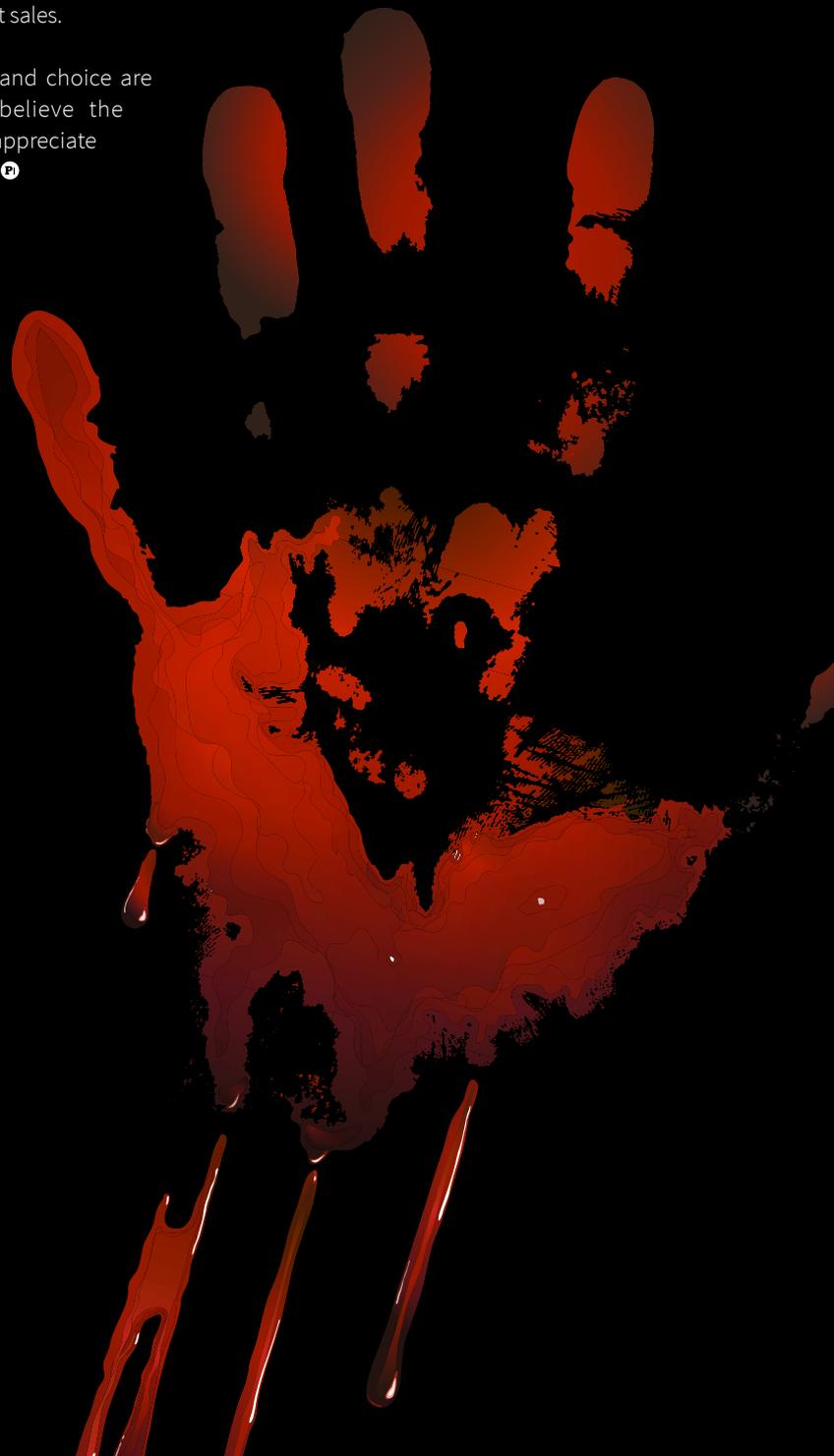
"If a consumer has recently shopped with a retailer, the retailer knows what the person has bought and sends them a message saying, 'Hi - we've noticed you haven't shopped with us recently, but we wanted to let you know you can get 20% off a similar item - but please click here if you don't want to receive these messages', then I think the consumer will be fine."

Fleming adds that even in the case where shoppers have not purchased anything in a while, retailers can still invite them back to the store - to enter a competition or to just ask them a question - and the message doesn't have to be about sales.

"If the context and choice are right, then I believe the consumer will appreciate the interaction." 

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# Sharing data for better marketing

**M**any digital elements have been crowned as pivotal to the functionality of effective marketing throughout the years. Data seems to be the buzzword of the moment, continuously finding new ways to re-invent some of the more aged practices and opening up a whole host of opportunities for connecting brands with audiences.

Advertisers can easily gain insights into their consumer's story using first-party data, although this type of information will fall short at revealing the full picture. That's where publishers come into play.

Much like the advertisers they work for, publishers collect a huge amount of information on the people that visit their sites. That data can be incredibly useful to the advertiser, and vice versa. After all, if brands are increasing their efforts in finding new customers, it would make sense to facilitate an exchange that would identify whether someone connected to a publisher had bought with an advertiser before serving them potentially inappropriate content.

Although the consolidation of 'shareable data' between the two makes a great deal of sense, an open exchange is still not commonplace across the industry, and - like data - remains a talking point for today.

## Building relationships

While a direct connection is hard to find, some advertising networks will offer an automated feedback loop between publishers and brands

Affiliate Window's account director Paul Stewart explains that even though the network facilitates transactional data being passed back, which is later available via custom reporting, not enough advertisers use it. The reason this is not passed to publishers lies in advertisers' concerns regarding data protection, as well as uncertainty around what can and cannot be shared.

Stewart believes the lack of regulatory guidance might be a key factor stopping marketers from letting loose some of their information.

"We've published a lot of advice on this ourselves, but I feel there could be more guidelines saying 'this is the kind of data you want to be sharing, this is the kind you don't'. Without that, some may decide to take a default standpoint of 'why risk it?'"

Andrew Turner, head of partnerships at NMPi, believes it's key to communicate why data is needed, how it might be used and what the value in sharing it is, as well as reassuring advertisers on privacy protection.

"It is common that publishers work with multiple brands in the same sector, raising concerns over the data being

used to leverage performance for similar brands. Owing to a lack of insight from the advertiser's side around the publisher's planned activity, there could be further hesitance."

Acquire's founder and director Tom Holland puts emphasis on the importance of trust between a brand and a network, as building that relationship takes time.

"Publishers rarely get that much time in front of a brand, because the brand hasn't got enough time to get to know publishers in the same way. Therefore, I believe that brands are more hesitant to share information with the publishers because of a lack of relationship with them."

## Win-win

Holland claims that in the correct circumstance, sharing data will "without doubt" improve the advertiser's experience and help achieve their objectives.

Data analysis and a common understanding of goals ensure publishers' and advertisers' strategy is relevant and user experience is improved.



Holland highlights that although advertisers might think they have an in-depth understanding of their audience, having access to a publisher's data is useful for benchmarking their insights.

For publishers to remain competitive, it's key to offer all possible measures to boost value for advertisers, and data is their currency. Getting access to advertisers' information will help them understand customer behaviour after they have made a purchase, and therefore identify the right tactics to target the right customers.

Further to this, Stewart believes that if publishers don't get access to things like lifetime value data, they should not be measured on it.

"As a network, we are seeing more and more cases of advertisers being able to securely share this information with us, particularly new clients, who often joined the network for this very reason," he explains.

## Impacting advertising

The impact of data sharing goes far beyond individual relationships and

campaigns. In the long run, it can also have a positive effect on advertising overall. Stewart believes it could breed relevancy and effectiveness because a more personalised offer is more likely to bring better reactions for the brand.

At the same time, he is confident the numerous 'poor' practices in advertising, such as invasive pop-ups, would disappear if the industry looked at a 'truer' measure of the publisher's value.

"A lot of advertisers reward on the last click and a lot of publishers chase it. You see plenty of pop-overs and popunders targeting that metric."

According to Stewart, correct data sharing would show how effective such an approach is, potentially encouraging advertisers to take a closer look into user behaviour. This, in turn, could make advertising more helpful.

But with so much conversation around this topic, will improvements happen soon?

In Holland's view, brands are beginning to understand that data sharing can help them not only achieve, but also exceed their goals. However, he admits to this depending on the brand, as not all are comfortable giving information away, while logistics regarding internal sign-off often prevent easy sharing.

Turner believes improvements are already underway as the space has reached a key stage in addressing challenges surrounding the value of advertising.

"Publishers and advertisers working closer together to share data, track campaigns, share insight will deliver more effective campaigns and move away from publishers working in silos," he stated, outlining a goal that advertising at large should be chasing down. 

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# Why the user holds the key to ad blocking's demise

**A** worthy candidate for 'crisis point number one' for a great many in digital advertising, ad blockers - the tools that prevent certain ad formats from entering the user's line of vision - could prove useful as a means of pointing out where display advertising must up its game.

While the tide of hysteria tracing back to the [infamous report by PageFair](#) has receded, the use of extensions that hide advertisements from view continue to siphon a worryingly large proportion of ad revenue.

Juniper research diagnosed the cost of the damage worldwide at [\\$27 billion by 2020](#) - as much as 10% of global ad revenue. Although countless other sources front their own statistics, few offer kernels of comfort.

Attempting a moralistic perspective on the matter, Affiliate Window's Paul Stewart draws a comparison with the upset subjected to the music industry circa two decades ago, when MP3 sharing portal Napster threw a wrench into the commercial model, irreversibly shaping it into what stands today.

"Is ad blocking right? Ethically, no, but with both ads and music that option was given to the user and the various industries had to react."

Nevertheless, two years - the time it's been since PageFair's landmark study was released - is more akin to a decade in the performance industry, and it has been characteristically reactive in its ability to adapt. [Publishers now frequently wall access](#) to users of the

programmes, while advertisements have taken further tacks towards user experience. Most recently, Facebook made tweaks to its ad servers to reject the [software's effect](#) on its network.

All of this and more has occurred amid a cluster of skirmishes and lawsuits between digital marketing stakeholders and the ad blockers themselves. As the dust shows signs of settling (UK [ad-blocker usage](#) is dipping, albeit slowly) 2016 seems like a great time to take stock and find out ways of getting more onside with the user.

## The balance

If there is some solace to be taken out of the tidal shift in ad-blocker adoption, it's a deeper understanding of the premise 'value exchange'.

The online content that many expect to be free often comes funded by the very ads the consumer is blocking. This informal trade ensures that publishers and web users get what they want out of their relationship, even if rates of growth for companies like Eyeo - creator of Adblock Plus - suggests there is work to be done in getting its message out to the public.

"Content has to be paid for, and if you can't make someone understand the value exchange, then you have a serious problem," asserts Elliot Clayton, commercial director for Conversant.

However, it's not just a consumer education issue. Current advertising models, such as the 30-day cookie period - a standard timing used in affiliate marketing - means some parties often don't know if a user has visited a site frequently or not, and as such, get chased around the internet.

Coupled with concerns over data privacy, this resulting frustration is partly what's caused 22% of UK consumers to take up arms in the form of ad blockers.

"Retargeters are getting pulled off plans because they're showing someone 2,000 ads in the space of a week. It's detrimental to user experience," Clayton comments.

The alternative - backing away from the consumer and monitoring behaviour over a longer period of time (even as much as six months, according to Clayton) - allows advertisers to craft their messaging as a service to the user; advertising that provides relevance and genuinely welcomed product suggestions.

# STOP

“The key to achieving that is to look at the incremental measurement of conversions, rather than solely the cost per acquisition. Measuring this way will allow you to serve ads at the moment of intent, benefiting both brand and user,” Clayton adds.

## Defining success

For Stuart Toll, head of affiliates at Digital.LBi, a “select few” have been guilty of ignoring best practice on impression caps and user experience, but this has been symptomatic of advertisers’ current benchmarks of success, which he believes will always determine publisher behaviour.

“Gradually we’re seeing advertisers buy into direct marketing that isn’t necessarily so stringently results-driven, and become more flexible on what constitutes success,” says Toll.

This includes an increased advance into content marketing, which hasn’t come as a direct result of ad blocking, he adds, but “won’t be overlooked” as a sound measure of circumvention. When done well, it can reach the end user with proven impact.

For Stewart Toll, however, performance marketers could do worse than looking at what the leaders in social advertising are doing for their non-intrusive, engaging ad experiences.

“Those guys are integrating advertising with things their users want to do. With Snapchat it’s built around filters and other options in the app, with Facebook it’s customised videos based on your attributes.

“Generally the rule is that whatever the user is doing, you have to enhance that. If the user is on Snapchat and looking at Stories, the company has to do something related to that feature. If it’s different then it’s going to seem like an interruption,” says Toll.

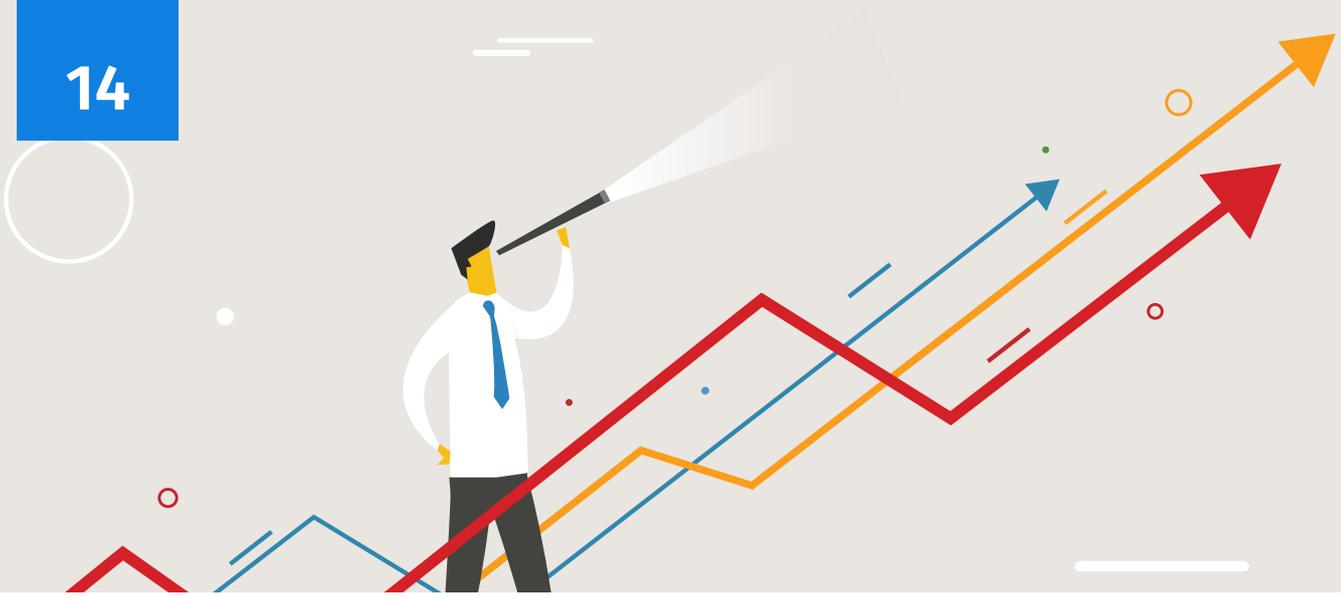
It’s a change in attitude which is gaining ground, demonstrated by the launch of a number of new [IAB-approved formats](#), which focus on the “next generation” of online ads - things such as emojis, 360-degree images and videos, as well as virtual and augmented reality.

“Those things that form part of your daily life that don’t involve you being on your laptop or similar, are going to take off,” Toll comments.

What this now means is that online advertising can no longer be overly apparent, but must form part of a user’s experience - whether that’s providing a service in the form of personalised recommendations, or offering some interactivity. Today’s advertisers need to offer something more than being sold to.

In the words of Snapchat’s UK general manager, Claire Valoti, on mobile advertising: “Look at what your audience wants to do and add to that.” 

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# Q&A: Looking ahead

**A**s we ponder what the next few years could hold for the online advertising industry at large, we grouped together three representatives across the advertiser, agency and publisher side to gain their thoughts on what may lie ahead.

## With 'personalisation' a key pillar in providing users with value, how can marketers keep on the right side of 'creepy'?

**Alex Adamson:** The concept of being creepy will obviously differ between verticals (data-rich industries like banking face the biggest challenges) but it really comes down to the utility of the message and the benefits from personalisation. Before putting any creative live, really think 'what is the benefit to the customer?', rather than doing something because you think it's 'best practice'. Once you get to the point where you're struggling to find that benefit, you've already crossed the line.

**Ed Fleming:** I don't think 'personalisation' should be just what the advertiser and/or publisher thinks the user should have; it should be a conversation in order to continuously improve the experience. That means testing, offering choice and asking for feedback. If you need to incentivise a consumer to offer their

feedback, then that's ok because if you continue to strive to improve the UX and are transparent about your desire to do so, the level of personalisation will not be seen as creepy, but as innovative.

**Tom Holland:** This is a question which regularly surfaces when working with retargeters, basket abandonment affiliates and overlay specialists. Unfortunately it's being done poorly by too many advertisers, which frustrates the consumer and gives the method a bad reputation. No one wants to see a discount for a product they've just bought. However, I think that people are becoming more open to personalised content. Their argument is, if you're going to see an ad, it should be relevant to their interests. That would make them happy with the 'creepiness' of it.

## In a 'post-blocker' ecosystem, what ad formats and channels do you expect to flourish in 2017 and beyond?

**AA:** There is too much focus on how to get around this at present. Any format (there are far too many of them currently) that can either have a positive impact on the customer or tap into authenticity, will thrive. The channels that perform well, though, will be the channels that have always done well.

**EF:** I think the affiliate channel will continue to grow but only if it innovates in the right way. Perhaps 'in-feed', 'native' and 'sponsored' content will flourish, but advertisers need to be strong enough to diversify their messaging and test new concepts.

**TH:** Every year is the 'year of the mobile', right? Maybe it's 2017? Affiliates like VoucherCloud have five million followers and with smartphone screens getting larger, I feel like the shift will continue to lean towards mobile purchasing. High value purchases like flights are likely to still get made on desktop, but FMCG firms will continue to grow on the mobile side. I also think channels like PPC are due a facelift. We've introduced NMPi to a couple of our brands, and they're saving them the time and hassle of managing

Google Adwords for a better return than the brand was seeing previously. Before you know it, we could have everything running through the performance channel.

## Do you feel the advertising industry on the whole does enough to listen and act on consumer opinions?

**AA:** We will try, and we will get a good understanding of our customer - who they are and what they want - but we should always aim to do more. Going forward, we should strive to exceed their expectations and I think the advertising industry has a lot to learn from the customer experience industry in that sense.

**EF:** I used to work with a senior figure in the advertising industry who said that agencies should never listen to the consumer. I'm not sure I agree with him, but I can see his point... to an extent. I think we should understand consumer needs and – in the digital world in particular – look to understand how we can create a better product and UX. However, sometimes the consumer doesn't always know what they want, and it should be down to us as creative marketers to tell them what they should be using to improve their digital lives, as long as it's relevant to them.

**TH:** Consumers are very quick to complain when they see an ad they don't like or think is inappropriate. In 2015, 50,000 people signed a petition to have a Protein Works ad removed from the London Tube Network after the 'beach body ready' campaign apparently offended commuters, who deemed the image inappropriate because it promoted an "unhealthy body image" and the "objectification of women in advertising". The advertising industry listened to the complaints, and I'm sure the ad would have been removed if it hadn't been due to anyway. No such ad has been launched since then. However, the company say that the PR around the complaints gained them 20,000 new customers, so who really won?

## What is the one mistake advertising must learn from moving forward?

**AA:** I appreciate this sounds a bit strange, but being too data driven. Obviously there's power in analysing and evaluating data when making decisions, but there is a risk of become too blinkered in this approach, rather than taking into consideration logic and context. At times it feels like the industry has come from a place of logic all the way to data, and a balance needs to be struck in between.

**EF:** I think the answer to this comes in two parts, but falls under the heading, 'Don't misread the consumers' digital body language'. Advertisers need to understand what the consumer really needs and then create messages and services that reflect that pain point. Publishers also need to be aware that if they place unwanted ads in the consumers' timeline, they will have less of a chance – over time – of winning repeat business in a world where loyalty is scarce. It's easy to say, but not so easy to do.

**TH:** The buzzword has been, and always seems to be, 'incrementality', and of course it's necessary to ensure that the sales driven by publishers are incremental. The misuse of some affiliates will often cause the brand to write them off. We find that we must help educate the brand to hear more about the affiliate before deciding against using them. This is more common when it comes to retargeters (be it basket abandoners, retargeting ads or overlays/panels). Time and time again, the brand recruits the affiliate, allows them free reign, and then removes them and accuses them of cannibalising other channels. If there's something to learn for 2017, it's how to use the correct publisher appropriately. 🎯

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# Contact us

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