
From: Bellew, Maggie (CCB, USA) </O=CORPEXCHANGE/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=I6211326B0>
To: Fishman, Gil J (CCB, USA)
Sent: 8/26/2020 1:28:37 PM
Subject: RE: Paid Search Deep Dive w/ Leslie
Attachments: Paid Search Deep Dive_One Sheeter_MJB.docx

Hey Gil,

I added a few notes/questions in red. I also had some updates that I color coded in green. Feel free to word smith those a bit if you'd like. I was up late on the SEO project and am trying wake up still. Haha



Paid Search Deep Dive_One Sheeter_MJB.docx

Maggie Bellew | Digital Marketing
JPMorgan Chase | 450 West 33rd Street, New York, NY 10001
T: Redacted | Redacted @chase.com

From: Fishman, Gil J (CCB, USA)
Sent: Tuesday, August 25, 2020 8:32 PM
To: Bellew, Maggie (CCB, USA) Redacted @chase.com>
Subject: RE: Paid Search Deep Dive w/ Leslie

Hey Maggie,

I more or less finalized the paid search deep dive doc with the exception of the key tenets, as I felt we might have them elsewhere and wanted to make sure we aligned on it. Can you please review this doc tomorrow before you head out so that I can submit to TA for review?

<< File: Paid Search Deep Dive_One Sheeter.docx >>

Thanks,

Gil Fishman | VP - Digital Marketing
JPMorgan Chase | 450 West 33rd St., New York, NY 10001
T: Redacted | Redacted @chase.com

-----Original Appointment-----

From: Lim, Tracy-Ann (CCB, USA)
Sent: Thursday, July 16, 2020 11:59 AM
To: Lim, Tracy-Ann (CCB, USA); Gillin, Leslie (CCB, USA); Fishman, Gil J (CCB, USA); Bellew, Maggie (CCB, USA)
Subject: Paid Search Deep Dive w/ Leslie
When: Tuesday, September 01, 2020 10:00 AM-11:00 AM (UTC-05:00) Eastern Time (US & Canada).
Where: TA Zoom: Redacted

Per Leslie's availability

Ex. No.

UPX0441

1:20-cv-03010-APM

Paid Search

Definition: Search ads appear at the top of search engines (i.e. Google, Bing) and allow advertisers to promote their products/services alongside the organic results within a search engine results page.

Core Benefits

- Search is a consumer demand driven media channel, through search queries it has the ability to answer people’s questions with expansive coverage on 100Ks+ keywords.
- Search can drive acquisition based on some of the strongest intent signals made available – While many search queries are vague or ambiguous (i.e. Chase, Bank, etc.), search can capture a consumers intent to transact is at its highest point.
- Paid search copy can be changed and tested much faster than it can be on the organic side, helping us learn quickly what language works so that we can use to **better inform other marketing messages**.
- Paid search can quickly be put into action and drive traffic, allowing us to **trigger an ad at the top of the results just minutes** after launching a campaign.
- Paid search has **no commitments**, and can be one of the **fastest channels to both shut down and ramp up** as there are changes in the marketplace.

Strengths	Rank at the top of the search page quickly to drive traffic	Quickly deploy or swap out messages for promos or general announcements	Hit specific audiences with curated messages	Near instant tracking of how traffic responds post-click with proper tagging
Weaknesses	Depending on competition & engine-assessed quality score, may have to pay a hefty premium to trigger (\$60+ CPCs on Business Credit Cards)	Messages limited by character counts imposed by the engines.	Only ^{Redacted} match rates based on Chase e-mail/phone customer match & few of the matched customers search for non-brand category terms	View into performance / optimization limited by browsers attempt to block cookies (i.e. Safari ITP)

Myth-busting

- “Nobody clicks on paid search ads”
 - CTRs vary by keyword type and industry, but our typical Brand CTRs range between ^{Redacted} Non-brand CTRs range between ^{Redacted} (Do we have Impressions or click volume ranges as well to show)
- “Why bid on brand terms, won’t we just get the click organically since we rank at the top?”
 - Multiple incrementality tests across the various LOBs over the years have shown that even brand conversions are somewhere between ^{Redacted}; incremental.
 - In many instances, our competition has swooped in when they’ve taken note that we are not defending the space, capitalizing on Chase’s highly recognized Brand awareness.
- “Can’t we just buy the keyword? Why don’t I see the ad every time I search?”
 - Do we want to include “constraints to our programs” such as CPA goals, or competition? Or were you mainly focused on when Brand is not seen?
 - Google is conducting tens if not hundreds of tests at a time across their platform. Some of these tests are designed to measure the impact of showing the ad in different placements or not showing them at all. We are able to use the ‘impression share’ metric to determine how often we’re showing for a given keyword and cannot ensure that we appear in the same placement 100% of the time, but can get pretty close.
- “Search is just Google”
 - While Google and its properties (i.e. YouTube) have the majority of the market share (XX%) in both the financial services category and the larger search ecosystem, Bing still drives ~10% of our investment/production for the channel.
 - Newer players in the space have growing opportunities and we are proactively researching availability/potential to test (i.e. Apple Search Ads, Pinterest Search, Amazon Search) while others have not yet been monetized (i.e. voice search powered by Alexa or other digital assistants).
 - Is there a test slated to launch soon with Apple Search ads? Could be good to mention here? “Looking to Pilot Apple Search Ads with XXX LOB in Q1’21”

Facts and Figures (FY 2019)

- **Drive Acquisitions:** Grown from [Redacted] programs supported in paid search in 2014 to [Redacted] by the end of 2019, many of which are now evergreen with varying degrees of investment.
- **Drive Scale with Efficiency:** Search can drive significant and consistent scale of traffic and production (keyword dependent). Responsible for generating [Redacted] accounts across all BUs from paid search in 2019. Should we add in a note on efficiency?
- **Channel Investment Growth:** In 2019, paid search spent [Redacted] across all LOBs. Projected at [Redacted] for 2020 based on COVID-related impacts (i.e. account pauses, drops in demand, etc.) as well as efficiencies garnered in 2019 that carried into 2020. Not sure how this bullet ladders up to "Channel Investment Growth" Maybe we should have the above be "Drive Scale" and the 2nd bullet be "Channel Investment and Efficiency"?
- **Channel Leader:** Chase is a top 60 searched term on Google, driving 7MM+ monthly searches on the core term alone. Is being 60 Good? Do we have comparison to what is like top 10 to show what we are competition with or do we want to show compared to Finance Industry? haha

Key Tenets

- Search quickly adapts to the marketplace,
- Programmatic media plans should be audience-centric, and aim to maximize the use of JPMC-owned audiences
- We strive for high-quality, brand-safe, visible media at the expense of low-quality reach
- We seek out partnerships with premium, mass reach publishers with whom we can leverage audience targeting at scale
- We produce granular, transparent reporting to LOB stakeholders to derive insights and guide optimization decisions
- Regardless of stated KPIs, we optimize to real-time metrics that correlate with business objectives and outcomes

Key Partners

Partner	Product/Service	2019 Annual Spend	Commentary
Google	Google Ads (Search buying platform) Search Ads 360 (Search management / tracking platform)	[Redacted]	Core partner in search due to overwhelming market share
Microsoft	Bing/Microsoft Search Ads	[Redacted]	~10% market share in the financial services category search landscape
iSpionage	Competitive Intelligence Tool	[Redacted]	Competitive intelligence and tracking for keyword coverage and ad copy usage
Acxiom	????	[Redacted]	For card?
Adobe Analytics		[Redacted]	Future state of allowing us to track?

Challenges:

- **Measurement:**
 - **Conversion Tracking** - With a growing share of web browsers moving in the direction of focusing on user privacy, cookie-tracking has taken a backseat, making it more challenging for our teams to have real-time access to performance data at a granular level. Potential Google solution is being vetted through internal technology teams.
 - **Mobile App Tracking** - As mobile has become the predominant device in search, users can complete some actions within the mobile app which isn't yet tracked by DoubleClick. Potential solution being vetted through Digital?
 - **Value of Non-Brand** – Non-brand is seen as a very expensive tactic because of the lower conversion rates and higher costs to play in the space, making it more difficult for us to expand our footprint in many keyword categories due to the financial scrutiny applied to the channel. Through improved tracking we could...??
- **Bidding** – Google's bidding suite of tools have not proven to be widely effective at optimizing for CPA/ROAS (Cost Per Action / Return on Ad Spend), driving up inefficiency and resulting in a greater use of manual bidding across many of our paid search programs.
- **Reaching Existing Customers** – Despite Google's [Redacted] match rates with our own customer data, few of these users are found to be searching non-brand terms, making it more challenging to better optimize the non-brand space using Chase data.

Terminology and Buzzwords

- **Search Engine Marketing (SEM):** The channel of Paid Search is typically interchanged with the acronym SEM.
- **Search Engine Results Page (SERP):** The page that lists both the organic and paid results following your query.
- **Quality Score (QS):** Google & Bing's relevancy scoring system that, in conjunction with your bid, determines how much you pay per click.
- **Queries:** The terms you type into Google that match back to a keyword in your search program.
- **Impression Share (IS%):** For a given set of keywords, the number of impressions we trigger for over the total amount of impressions we're eligible to trigger for.