

Instructions

In preparation for our strategic planning sessions on July 9th and 10th, we'd like each participant to complete the following exercises. This information will be leveraged to form the structure of our conversations and will also be shared/aggregated with the group. It should take about 30 to 45 minutes max.

- Please create a copy of this document with your name added to the title and share with me once complete.
- Submissions should be shared no later than EOD Friday June 28th.

At the end of our two day summit, we want to achieve the following:

- Identify key elements of the 2020 sellside strategy for use in our 6-page sellside operational plan (2019 sellside operational plan for reference)
- Identify candidates for 2-pagers to be submitted to the August DVAA strategy summit (2018 2-pager list for reference)
- Make progress against the overall Ad Manager mission statement (2019 DVAA Mission email , Q1'19 All hands deck for reference)

#1 - SWOT Analysis for Ad Manager

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats.

Strengths and weaknesses are internal to your company—things that you have some control over and can change. Examples include who is on your team, your patents and intellectual property, and your location.

Opportunities and threats are external—things that are going on outside your company, in the larger market. You can take advantage of opportunities and protect against threats, but you can't change them. Examples include competitors, prices of raw materials, and customer shopping trends.

A SWOT analysis organizes your top (stack ranked) strengths, weaknesses, opportunities, and threats into an organized list. We can then use this list to prioritize projects and desired outcomes.

Please complete the following SWOT grid for Google Ad Manager. Pay attention to add specific items from your area of the business as you may be the best equipped to identify those items. That being said, feel free to add items from any area of the business.

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Strengths		
#	Strength	Description
1	The best ad server in the market	Particularly after the AppNexus acquisition by AT&T, it seems likely that there will be few other core ad servers with the combination of DFP's power, flexibility and performance. With privacy concerns affecting programmatic transactions, publishers may come to rely more on their ad servers.
2	Access to unique demand	GDN / GMob demand is relatively unique
3	Integration with the rest of Google	Connections with Chrome and Android, Google Analytics / Firebase, and other Google products and services can enable new features
4	Strong consumer brand and trust	Google is more likely to have users consent to use data for various purposes, and to have consumers sign in.
5		

Weaknesses		
#	Weakness	Description
1	Organizational churn and loss of talent	As DVAA as a whole has gone through significant organizational churn, the organization has lost key leaders with considerable experience, as well as some potential upcoming leaders
2	Reduced publisher trust	Publishers perceive that Google acts unilaterally, in its own best interests, or that it claims to know what is best for others.
3		
4		
5		

Opportunities		
#	Opportunity	Description
1	Privacy, Trust and	Increased focus on compliance and user privacy causes more

	Compliance	interest in working with Google (as a trusted brand and partner)
2		
3		
4		
5		

Threats		
#	Threat	Description
1	Privacy Regulation	Loss of key parts of business that leave us unable to compete due to: (a) Differential enforcement by regulators (b) Higher self-imposed standards
2	Amazon moving into the ad server business	Amazon accelerates its ad server business after the Sizmek acquisition, tries to disintermediate DFP
3	Publishers move away from ads	Large publishers reduce monetization via ads, for reasons including: (a) Existing business models are not working, so they need to try something different (b) Privacy concerns
4	Content migrates to walled gardens	New content is created primarily in walled gardens, and not on the web. Existing content also moves towards these walled gardens to gain traffic, monetization, and avoid some privacy concerns.
5		

#2 - Google Ad Manager External Pillars

When we completed unification last year, we worked with marketing to revamp our external value proposition. **Please review the below 4 pillars and add, remove or update the pillars as you see fit.** The goal is to evolve our external message as we see fit.

1. Maximize publisher revenue (quality, optimization)
2. Deliver actionable insights to power our publisher's business (insights engine)

3. Protect our publishers, their buyers and their users (brand safety)
4. Connect publishers to all material sources of demand (authorized buyers, EB, OB)
Likely to reduce in importance, given privacy/regulatory concerns around RTB

#3 - 2020 and 2021 outcomes

Please list out your top outcomes for the end of next year and the end of 2021. The goal here is to identify the top product (Ad Manager) outcomes across our business and ensure we're investing to achieve those outcomes.

Examples include "Sign and integrate Amazon to open bidding", "Launch privacy safe data solution to GA", "Deprecate PA", etc...

Top 2020 outcomes

1. Comply with CCPA, GDPR and other privacy regulations without crippling our business
2. We don't lose efficiency in a first-price auction world, which could easily be a loss of \$500M ARR.
3. Newton / Potassium gain traction, giving users transparency, choice and control around data use
4. Make Open Bidding successful:
 - a. Facebook spending > \$200M
 - b. Sign Amazon on OB
 - c. OB successful on apps; publishers seeing meaningful revenue lift

Top 2021 outcomes

1. Launch Sellside ADH
2. OB / EB > \$1B ARR
3. Privacy-friendly online advertising becomes a reality
4. Be a clearly superior video alternative to Freewheel

#4 - Key Questions for Ad Manager in 2020

Please list out the key outstanding questions we need to address for the Ad Manager business next year.

1. How can we make publishers more comfortable with expressing business goals, and giving us control to make tactical decisions? How is this complicated by the fact that regulation may force us to do things they may not like?
2. How can we make more money from publisher direct sales / being an ad server that provides unique value? Particularly when programmatic is being commoditized or heavily regulated, can we lean into our strength?
3. What will content creation look like in 3 years?

4. What do users want from online advertising?