



IAB Outlook

2021 Digital Ad Ecosystem

Galvanizing a reset for future consumer-centric success.

March 2021





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A letter from David Cohen, CEO of IAB



Introduction:

How and why the advertising-supported digital ecosystem is at an inflection point, and how to prepare for and direct what's next

Introduction

While there is much optimism around the tectonic shifts—and subsequent growth opportunities—across the entire digital advertising-supported ecosystem, there is also an undercurrent of pessimism driven by the belief that not all players are currently equipped to embrace new models and thrive. While the worry is legitimate, it can also be lethal: the greatest and most immediate threat to growth of the digital advertising-supported ecosystem is inaction by key players.

IAB and PwC partnered to help unravel the complexity and share a vision for the way forward. We identified the next three years as critical to setting tangible strategies and implementing operational changes. This short-range view permits major shifts to land and the industry's different organizations to reset their courses toward long-term growth.

To inform this vision, we interviewed more than 20 industry leaders across the advertising-supported internet ecosystem.

Our purpose is to help all stakeholders better understand and work together to:

- adapt to changes accelerated in 2020 (including enhanced consumer time and engagement with digitally enabled experiences and content)
- navigate an environment with competing priorities and, in some areas, significant headwinds
- pave the way for long-term growth

What do industry leaders see on the horizon for digital advertising?

This report surfaces how organizations are responding to current, imminent and proposed industry change (including new identity and attribution models). The interviewees revealed that while capabilities and investment potential vary widely across the digital ad ecosystem, there is little empathy for those sitting on the sidelines.

Key players agree on a clear need for action: an urgency to focus on consumer-centric values and experiences, and to drop antiquated models in the industry value exchange. The industry's thought leaders know and embrace the fact that this ecosystem is at an inflection point, with future industry models and solutions being developed today that will likely underpin the industry for decades.

The IAB Outlook: 2021 Digital Ad Ecosystem study has the central hypothesis that the industry is at a pivotal moment: new technology and operating models require a reset in measurement and attribution. Moreover, changing go-to-market strategies and innovation in the experiences we offer consumers is mandatory for survival.

This report shares reasons why industry leaders have concerns, provides insight into shared challenges and offers next steps to resetting the future of the advertising-supported internet.

Methodology and approach





Methodology and approach

To develop a perspective on where the ecosystem needs to focus to unlock the growth potential of advertising-supported digital experiences, PwC conducted a series of candid interviews with 20+ industry leaders across the buy-and-sell side of the ecosystem.

Responses per company are confidential. Executives interviewed spanned a variety of functions and roles (e.g., CMOs, CIOs, CROs, Business Development), and represented the following company types: Agencies, Brands, Publishers, OEM Manufacturers of digitally connected devices, Retail/Media, Tech Providers (Advertising and Marketing), and Telecommunications/Media.

PwC then embedded additional inputs from IAB Research, IAB Tech Lab and members of the IAB executive team. PwC incorporated relevant insights from PwC's award-winning Consumer Intelligence Series, Entertainment and Media Outlook and market-impact studies. High-level observations were reviewed with the IAB Board of Directors, who provided additional directional input while the work was in progress.

Key questions this report covers:

What do **industry leaders see driving digital ad growth** in the next three years?

What does the industry believe is **the future of consumer identity** (with growing direct-to-consumer devices and services entering the ecosystem, and the cookie and mobile identifier environment changing)?

Where are future digital advertising campaigns headed and **what role is attribution** expected to play in future digital ad campaigns?

How does the **digital ad value chain need to evolve** across key players in the ecosystem?

What thematic **consumer behavior shifts** should the industry understand and respond to?

1

The consumer in focus

KEY HIGHLIGHTS

As ongoing battles for consumer time, attention and dollars escalate, organizations will find that a consumer-first approach is imperative or risk losing them to competitors.

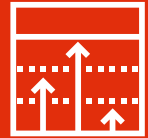
The consumer journey changed course during the COVID-19 pandemic. How consumers engage with organizations and think about whom they trust with their data has evolved. This section explores how marketers who expect to unlock new purchase norms require more sophistication to better understand behavior and more appropriately monetize product.

- Many brands and publishers need to think differently about how they engage consumers and must up-level their consumer value exchange to remain viable.
- Consumer journeys have changed—attention fragmentation and compression in decision-making are putting evolutionary pressure on traditional marketing funnel evaluation criteria.
- Retail media is at the forefront of enabling direct business outcomes. In addition to pivoting to performance-based outcomes, ads must deliver relevant information that enhances (vs. detracts from) the consumer experience—the success metric for retail media. The opportunity for close-looped measurement, clearly linking ad exposure to sales, is another significant benefit.

Take care of your consumers, or your competitors will

The competition for consumer time increases with each new app, site and service launched. The growth and decline of companies can be attributed, in great part, to how well they engage with their consumers to create differentiated and valuable experiences.

Across the industry there is a clear opportunity to up-level the consumer value exchange to one that fosters long-term consumer relevance and value.



Internet advertising is projected to reach \$150bn+ in 2024¹ in the United States. Beyond its financial contributions to the economy, advertising is the bedrock of the free and open internet. Unlike any other medium, advertising helps enable a connection between people and communities, provides access to entertainment, enables and drives commerce, and allows for idea and information exchange across geographic borders and socioeconomic boundaries.

While there are clear benefits to online experiences, there are also clear drawbacks consumers encounter that can impair their perception of brands, including hate speech, misinformation, fraud and more. Making the online environment a safe place where consumers and businesses thrive requires careful cultivation of relationships to deliver mutually beneficial solutions for all players in the ecosystem, including consumers.

Business leaders in the digital advertising ecosystem need to ask themselves a key question: **are we operating in a way that provides a clear value exchange to consumers in the long term?**

¹ PwC Entertainment and Media Outlook (data projected through 2024)

Defining what “value” means to consumers



Free services ... plus

Services that have traditionally been “free” (e.g., linear TV), must still ensure ongoing relevance, and differentiation from the competition.



Personalized discounts

The consumer believes that a required action (e.g., sharing additional data) is a fair trade for a discount on the product/service.



Contextually differentiated/ improved experiences

The consumer gets a desirable bonus for a certain action (e.g., loyalty programs) that feels personalized/unique/enhanced.

Consumers first¹

59%

Of surveyed U.S. consumers indicated they **would stop doing business with a company after several bad experiences**

17%

Of surveyed U.S. consumers indicated they **would stop doing business with a company after just one bad experience**

¹ Source: PwC, Consumer Intelligence Series: Future of Customer Experience Survey, 2017/18

The consumer attention war helps unlock new purchase norms

Current identity, measurement and attribution models (including those that use cookies and other third-party identifiers) are not perfect.

After the obsolescence of cookies and other identifiers used to track ads actually happens, many executives expect that measurement will get more disjointed, attribution models will be upended and discerning ROI will become harder. Organizations that do not understand—and have a plan to address—the impacts created by the loss of ad-tracking capabilities for their business are unlikely to meet the changing needs of their core stakeholders (including leadership, investors and consumers). By contrast, those organizations that proactively address the challenges of identity resolution, securing attention and the changing consumer journey pathways are much better positioned to protect their relevance (and growth) in the long term.

Identity and attribution models in the future can be developed to illuminate and effectively measure changing consumer behavior in a way that creates a stronger foundation for future ecosystem performance and growth. Consumer attention is increasingly splintered (e.g., engaging simultaneously with multiple devices; increasing consumption of short-form content; often self-interrupting and then returning to the purchase path). Industry leaders recognize these digital behaviors make attribution modeling a challenge ... even with cookies and other identifiers. The future models and innovations in ad tracking must provide both better detail on the consumer's journey and do so more holistically, with consumer needs and expectations kept front and center.

The evolving and expanding publisher landscape

Publishers that demonstrate the ability to reach consumers at the point of purchase (or guide them there) with relevant opportunities and recommendations are expected to benefit from new consumer purchase norms.

Adopting best-practice alternative solutions for ad targeting is driving the publisher pivot to first-party data collection through direct-to-consumer relationships. While this fosters growth of higher and more walled garden environments, it has provided security for some of the largest stakeholders.

Retail spotlight (“Retail media”)

Industry leaders interviewed see large retailers in a unique position to deliver greater value to customers, while driving innovation. A growing number of retailers, including traditional brick-and-mortar companies, are authenticating and listening to consumers ... and becoming media sellers.

There is a clear opportunity for retailers to drive meaningful digital and digitally enabled consumer engagement at the point of decision-making and purchase. These engagements are being enabled by advances in 5G, augmented and virtual reality (AR and VR) experiences, influencer affiliate marketing, interactive purchase experiences, one-click shopping and more.

Some grocery retailers have invested heavily in ad tech and payment capabilities required to make full use of demand signals and first-party data. These investments will enable the grocery retailers to monetize their connected digital ecosystem while using data to provide personalized experiences to customers.

The opportunity for closed-loop measurement, cleanly linked to sales at the point of exposure, is another significant benefit retail media has at its core and is expected to have large ripples throughout the ecosystem—including evolving partnerships with large agencies, partnering with demand and supply side companies to develop ad tech capabilities, and increasing competition with established dominant digital advertising competitors for marketers' dollars.

- Executives interviewed anticipate that verticals (including consumer goods) that primarily rely on retail for distribution will direct additional time and ad spend toward retail media.
- Partnership opportunities with Connected TV (CTV)/Over-The-Top (OTT)—including content streaming via television like cooking shows— were highlighted as future focus areas for the industry.

Leaders interviewed shared the following additional observations regarding the post-COVID-19 consumer journey and their engagement strategies:

For many verticals and the brands within, the path from discovery to purchase is being compressed. What could once have been a 30+ day decision-making time frame can be as simple and spontaneous as a candy bar buy made at a brick-and-mortar checkout line. While brands work with media to quicken the consumer's steps toward the point of purchase, their anticipated return on marketing investment (ROMI) increases.

Stakeholders must better understand the reasons for ad formats/creative favored by consumers. The ability of marketers to better invest their media dollars is an area where executives had competing views:

- Some leaders see the rise of new publishers and fragmentation of consumer attention as prime areas for agencies to help marketers and brands navigate the ecosystem.
- Others highlight the broader industry trend for insourcing marketing efforts. They indicate that, while agencies still have a role to play, the complexity associated with managing brand/marketer data in context of the broader ecosystem is one that does not support giving spend decisions to agencies.
- There is an expectation that more publishers will pivot (given brand and agency pressure) toward models that drive business outcomes rather than media outcomes. Despite strong headwinds, some executives interviewed believe the industry cannot afford to take a step back when it comes to evolving attribution modeling and keeping focus on clear outcomes.

The pace of innovation and complexity in the ecosystem is unlikely to slow in the next few years. Organizations will need continued investment to track changes in consumer sentiment, time and behavior that directly impact where and how digital ad dollars are most effectively directed. Keeping focus on brand safe environments will continue to inform advertising allocations, with artificial intelligence (AI) and other technology helping enable insights at scale.

Organizations increasingly have the opportunity to focus on long-term customer value. Consumers will continue to be empowered to drive how and where they engage with organizations—including advertising-supported and advertising-free engagement models. Proactive efforts to retain customers, predict and avoid churn, and optimize ad loads and bundles/subscription models delivered to consumers are likely to rise on executive priority lists.

Consumer sentiment watchlist: The growing trust gap

An unanticipated consequence of increased consumer digital engagement is a widening gap between businesses and consumer trust.

Consumers are unsure how their data is being captured, used and most importantly, protected. This creates consumer anxiety around digital experiences and hesitancy in sharing data. Industry leaders note that the vast majority of consumers choose to engage with digital content and digitally enabled services in ways that suggest that what consumers say vs. what they actually do are not always aligned.

The trust gap can have significant industry implications. For example, consumers could reduce their use of select digital platforms and applications—or even turn away from digital experiences more broadly.

Given that consumer data/knowledge and context help fuel relevant, personalized and useful experiences online, an industry solution to the growing trust gap is critical to the long-term health of the digital ad ecosystem. As part of the value exchange, customers are willing to part with their data—but the experience received, and protections of their privacy, must match their expectations.

Data sharing¹

76%

of global consumers indicate they think **“sharing my personal information with companies is a necessary evil in today’s modern economy.”**

Social platforms and the media also contribute to consumer sentiment—and their trust, or lack of trust, in whom they engage with online. Strong content moderation and control policies will be key to foster trust and motivate consumers to continue to share data in a way that amplifies the value they receive from online services.

Players in the ecosystem also need to take a close look at how much data they actually need to deliver relevant and personalized experiences and watch how consumer sentiment continues to evolve in this area.

36%

of consumers say they are **less comfortable sharing their information now than they were a year ago.**

Bridge the gap¹

85%

of global consumers say they **wish “there were more companies I could trust with my data.”**

Note about this topic: consumers tend to care about data privacy most when they are asked about it, hear about it or experience a negative effect (e.g., overly intrusive ads) or are exposed to a data security breach. Interviewed leaders suggested that there is a disconnect between the degree to which consumers say they care about data privacy and their actions when accessing content and applications (where the vast majority opt in and share all requested information). Consumers’ lack of a comprehensive understanding of the data value exchange can more easily be navigated when they clearly feel as though they can trust the organization and receive differentiated, valuable experiences when sharing their information.

¹ PwC Consumer Intelligence Series. Trusted Tech Survey, 2020

What should organizations do about the consumer trust gap?

There are a few simple steps organizations can take to help drive improved security and transparency as well as build trust that customer data is being used for the right reasons—to deliver relevant, impactful experiences that consumers value. Trust on its own is not enough; delivering a clear value exchange and strong, relevant, convenient and delightful experiences is also critical.

1. Evaluate

Understand your current and desired future state.

Take an objective look at what consumers think about your organization today and how (if at all) you need to evolve in the future to meet their shifting needs.

2. Prioritize and communicate

Scope and align on what enhancements are needed to the model to modernize the trust equation.

Consider regulatory changes and balance against organizational purpose and values.

3. Take action

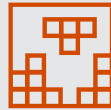
Land and refine the model.

Engage consumers and continue investments in products and services to operationalize efforts to make policy a reality.



Interviewed leader perspective spotlight:

- Free services on their own may not meet consumer expectations in the future if they do not deliver relevant value-add experiences that reward consumers for the data they exchange.
- Ad-free models have changed the assumptions consumers have around how they engage digital content (and ad loads need to reflect this).
- Brand safety and content moderation continue to rise in importance.



Interviewed leader perspective spotlight:

- Consumers may not fully engage in industry efforts to provide them with transparent communication around how and where their data is used—there is the continued opportunity to find simple ways to help close consumer education and awareness gaps.
- Very few consumers click through/read privacy notices—but they do listen to their friends about which companies to trust.



Interviewed leader perspective spotlight:

- Transparency is key.
- Consumers will share their data with organizations they trust.
- Organizations must be prepared to execute on their stated position.
- It is critical to deliver a great experience that appropriately protects consumer data.

2

Forecasted growth (in a highly fragmented and uncertain environment)

KEY HIGHLIGHTS

There are risks and opportunities in defining and adopting future consumer identity and attribution models, creating a direct-to-consumer imperative. More digitally connected consumers are helping unlock digital advertising growth across formats. Looking ahead, 5G presents an opportunity to innovate around consumer experiences.

- While there is an expected surge in out-of-home entertainment and travel once the pandemic is controlled, the adopted and accelerated digital behaviors are expected to stick. Ad experiences, particularly on mobile devices, video and eSports, will become more immersive, driven by Augmented Reality (AR)/Virtual Reality (VR)/5G.
- A number of industry leaders fear key industry players are ill-prepared for the loss of third-party cookies and identifiers. For these leaders there is little comprehension of the ramifications of these impending changes. Finding alternative solutions is top of mind.

Lessons learned from 2020—which new digital behaviors will stick?

COVID-19 drove immeasurable disruption to the personal and professional lives of consumers around the world. While the long-term mental and physical health effects do not yet have clearly defined consequences, early signs indicate that the pandemic will drive behavior changes and in some cases, economic changes that are expected to last a lifetime.

One clear trend for U.S. consumers is the acceleration of digital adoption—particularly streaming video content. Industry leaders interviewed estimate digital adoption increased in a matter of weeks rather than an anticipated 3+ years to reach the same scale. The accelerated rate at which consumers are embracing digital consumption creates real growth opportunities—and risks—for the digital advertising ecosystem.

78%

of surveyed consumers¹ indicated they were **consuming more online services during the pandemic.**

How is advertising spend in digital experiences expected to grow over the next three years?

All information is for the U.S. market; global projections available upon request



Television and video: 70% of consumers¹ indicate they are using their televisions more since the start of the pandemic. While roughly half of this consumer set expects their TV use to taper once stay-at-home guidance lifts, the behavior shift towards more digital experiences is expected to persist. Digital TV and internet video advertisements are forecasted to grow to over \$34bn by 2024² across both wired and mobile formats.



eSports: This market experienced continued growth in online games and advertising, and eSports advertising is forecasted to reach \$86m by 2024.²



Music and radio (digital): Radio advertising is expected to grow 7%; digital streaming advertising, 8.6%. Combined, these segments are projected to reach \$4.3bn by 2024.²



Mobile: 71% and 66% of consumers indicate they are using their smartphones and digital streaming devices more, respectively.¹ Mobile-delivered internet ads are projected to represent \$117bn by 2024.² Even after stay-at-home orders lift and vaccines are distributed, market growth is expected to continue with more immersive mobile ad experiences that, for example, add value to in-person consumer experiences.



Podcasts: Podcasts are projected to grow 18.8%, reaching \$1.6bn in U.S. advertising revenue by 2024.²



Virtual reality: VR has a 21.9% forecasted growth rate and is projected to reach \$1.5bn in revenue (with no/limited ads at this time) by 2024.² (On a related note, while AR growth forecasts vary, the opportunity to transform shopping [interactive trial] gaming and connection experiences is an anticipated growth area.)

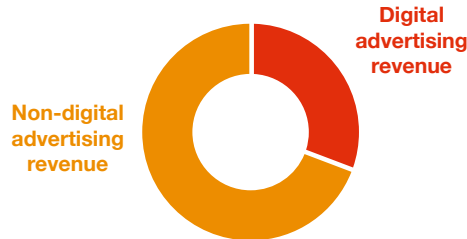
¹ PwC Consumer Intelligence Series | Adapting a digital lifestyle eases sheltering in place. July 2020 survey of 1,000 U.S. consumers

² PwC Entertainment and Media Outlook (data projected through 2024)

What does a highly engaged, digitally connected consumer base mean for digital advertising?

Interviewed leaders share the expectation that advertising dollars will move even more quickly to digital formats, with increased digital consumer consumption (and time) accelerating the continued flow of advertising revenue (as a percent of total advertising) to digital advertising formats. Digital ad dollars as a percentage of ad spend are projected to more than double in a ten-year period.¹

U.S. Advertising Revenue 2015¹



U.S. Advertising Revenue Projected 2024¹



What are the implications of COVID-19 for those in the digital advertising ecosystem?

While all leaders agree that digital adoption is here to stay, some expect that after critical mass is reached with the vaccine, consumers will flock to live/in-person experiences and spend less time at home. Mobile experiences that amplify in-person experiences will drive and benefit from that shift.

How are organizations expected to change, given what occurred in the pandemic?

Many organizations faced considerable revenue shortfalls when COVID-19 first hit (e.g., airlines, hotels), leading to slashed marketing budgets and short-term advertising spending drops across the ecosystem.

Longer term, this is expected to add industry pressure and focus on the need for:

- **agility in directing (and redirecting) ad spend:** reduced focus on locking in major ad buys months or years in advance that have less flexibility for shifting business needs over the duration of the contract period
- **increased ability to clearly show the outcomes that marketing dollars enable in measurable ways,** particularly when tied to a clear sense of reliable, trusted consumer identity measures
- **scenario planning and more agile monitoring of consumer behavior** (and corresponding ad spend)
- **increased use of data and technology** (including predictive analytics and machine learning [ML]/AI, cloud and CDPs) and programmatically supported ad buying models
- **flexible operating models** that allow for the ability to scale up and down across products and services with shorter turnaround times
- some organizations adding **new/evolved monetization flows** (e.g., subscription and ad models, new bundles).

Other organizations experienced massive growth during COVID-19 (including CTV and online retail), with some struggling to pace demand from consumers and business partners. While the same general implications apply to these organizations, they likely will face added pressure in supply chain, customer service and more, which will redirect and shape their focus areas in the years to come.

¹ PwC Entertainment and Media Outlook (data projected through 2024)



Risks and opportunities in defining and adopting future consumer identity and attribution models

Key industry opportunities

- Use the need for new identity models to compel development of a new digital advertising value exchange for consumers, brands, publishers, agencies, marketers and key supporting ecosystem partners (e.g., Ad Tech)
- Embrace what is possible through ML and AI—do not permit outdated, linear ad models (like broad customer segments) to unduly impact the future state of the ecosystem
- Seek industry alignment on the key component parts of consumer identity (e.g., age brackets for demographics across ad formats, granularity of geographic targeting, baseline attribution models) for foundational metrics that can be built upon for more sophisticated analytical models (up to “segment of one” targeting). Cross-industry efforts, like the Partnership for Responsible Addressable Media (PRAM), have potential to help unify the industry
- Leverage the cloud to compliantly and securely share data with trusted partners to create a complete view of consumer journeys and marketing outcomes in a data-protected way
- Design with the end in mind—revisit the true “marketing funnel” by industry and embrace new buying motions that reach consumers at the point of decision-making, including retail media and performance video formats

Key industry risks

- Interviewees believe that the investments needed to optimize identity and attribution models are underfunded. Without addressability, ads may become less relevant to consumers and create a negative experience in how consumers engage online with some organizations. This in turn could create a snowball effect, where consumer sentiment towards advertising leads them to avoid the advertising-supported experiences that enable a free and open internet and help many small to mid-sized businesses already negatively impacted by the pandemic.
- Industry solutions are built in silos that do not seamlessly streamline how data is transacted for the long-term health of the digital advertising and marketing value chain.
- Some organizations lag investment in identity solutions and are unprepared for new innovative mobile identity and cookie solutions.
- Given that global and U.S. regulations around consumer data and privacy continue to evolve, solutions are developed that have to be re-architected once regulations are in place (driving added costs and complexity in arriving at industry-accepted identity solution and attribution models).
- As additional publishers, including OTT services, smart devices and retail, enter the digital advertising ecosystem in a meaningful way, the pace of innovation and complexity may prove too challenging to effectively scale and appropriately integrate into identity solutions.

There are relevant, elegant models that exist in the current ecosystem around consumer identity. Use cases in place today include CTV and retail media.



New consumer identity patterns foster a direct-to-consumer imperative

The evolution of consumer identity and attribution, driven by the potential of a cookie-less world, have added emphasis on direct-to-consumer (DTC) models.

Companies that directly engage consumers with authentic brand messages, content, services and experiences are expected to see ancillary benefits that include:

- driving more predictable, reliable models in how organizations interact with consumers
- reducing the risk of content and/or advertising being placed in an inappropriate or harmful location
- reducing the risk of fraud in the ecosystem and driving better-performing advertisements when they are grounded in the ability to directly connect with consumers
- ensuring content is viewed with optimal formats and delivery mechanisms and providing the opportunity for standard DTC measurement across the entire ecosystem
- empowering the organization to deeply engage with and understand their consumers to differentiate experiences in a targeted and personalized way
- making consumers visible across the profiles of how they engage companies (e.g., as a mobile provider, media company, etc.) and developing tailored programs to understand and optimize the lifetime value of those consumers.

The emphasis on DTC models and concerns about data sharing and privacy are leading to an increase in the number of walled gardens—with higher walls.

As walled gardens are environments where organizations store and protect the consumer data (including how and when consumers engage with their organization online), we see walled gardens as a key evolving part of the digital advertising and marketing ecosystem in the future. The ability to protect consumer data and allow organizations to better prepare for added regulations is mandatory for future success.

While a clear trend and growth area, walled gardens potentially add to the risk of fragmented data. Disconnected data/ads delivered without a clear understanding of the consumer can drive delivery risk of excessive ads, ads that do not align to marketing and brand objectives, and ads that are out of context or not relevant to the consumer. Ultimately, suboptimal advertising experiences could create a frustrating enough experience for the consumer who, given the choice, may decide to spend less time engaging with ad-based digital experiences.

Masked engagement online

The ability to mask consumer engagement, while still in a nascent stage, offers the following benefit: what is authenticated to one organization could be masked to others. Masking consumer engagement is a **potential innovation area** that IAB sees as a possible shift in the coming years. Password storage sites and authenticating to other sites using social, commerce and email logins are one permutation of “secondary direct” consumer engagement experiences. These experiences have a clear opportunity to grow, given consumer pain points with too many logins/too many direct accounts—a situation that will become even more complex as new DTC services come online.

5G: Innovating digital consumer experience

Enterprise and consumer access to 5G is starting to hit critical mass in key global markets, and 5G is expected to add over \$1.3tn to the global economy by 2031 across industries.¹

The key opportunities with 5G for the digital advertising and marketing ecosystem are grounded in more reliable internet connections in more places. 5G enhances the ability for consumers to watch/engage with higher-data-requirement content and services on the go. 5G also helps unlock physical world experience enhancements, including value-add marketing channels.

What innovations are 5G expected to unlock that will help improve the consumer experience?

Mobile and connected devices: Investments will continue in new mobile applications, including applications that enhance other experiences (for example, AR experiences that enhance in-person live events, connected devices that can be personalized to an audience or unique use case).

Up-sell and cross-sell marketing opportunities: There will be an opportunity for rich and interactive experiences. Allow marketers to tap into channels like gaming and eSports and help support new and immersive experiences in locations such as restaurants, retail locations, theaters, theme parks, etc. (e.g., in restaurant interactive electronic menus featuring video, augmented reality, or even VR visits to the kitchen to hear firsthand about how certain specialty dishes are prepared).

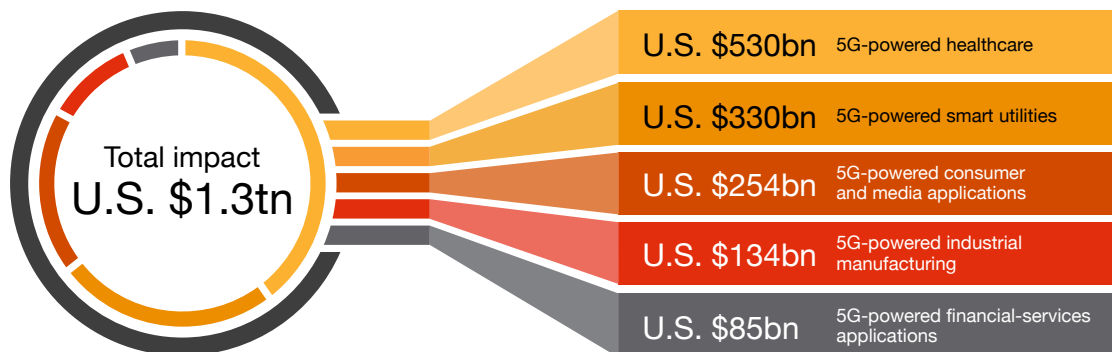
Video games (including eSports): There will be an expansion of AR and VR, including connecting fans to more immersive eSport experiences.

Digital video services and connected TV: Media organizations are expected to continue to find the right DTC models. In the next three years, leaders see continued innovation, new services/packages/offers, and potential consolidation to capture market share and avoid subscription fatigue for consumers.

Payment services as an experience enabler: In addition to continued investment to add value to consumers beyond the transactional components of digital commerce, innovation in how payment services engage consumers and the benefits associated with using authenticated payment services are expected to evolve.

5G-powered consumer and media industry expected to reach U.S. \$254bn by 2030.

(2019 values)



¹ PwC Global Economic Impact of 5G

3

Unlocking the value of changes that are impacting the digital advertising-supported ecosystem

As marketing is redefined and new consumer purchasing paths are captured, currency and measurement move from impressions to outcomes. Future innovation will require both humans and machines working in tandem. How will stakeholders (brands, agencies, publishers and their full supply chains) prioritize new ways of working?

KEY HIGHLIGHTS

- Growth will increasingly come from ads that enable direct business outcomes. The ad format—and getting the experience right—is cited as foundational to protecting current revenue and enabling growth. Ad formats that cannot be attributed to real humans in brand-safe environments are expected to lose share to those that are brand safe and land at the point of decision-making in the consumer journey.
- On the future role of agencies, industry leaders are split: some expect that the growth of new publishers and a continual shift in consumer time are clear indicators that agencies have a role to play in helping marketers and brands navigate the ecosystem. Others believe that while agencies still have a role to play, the complexity associated with managing brand/marketer data in the context of the broader ecosystem is one that does not support fully outsourcing spend decisions to agencies.

Capturing new consumer purchasing paths: Moving from impressions to outcomes as marketing is redefined

Historically, the industry drew very clear lines around marketing spend, separating broad awareness-building campaigns from performance-oriented ones. These legacy boundaries face pressure in an environment where CMOs need to justify spend and show ROI to their CFO and C-suite team.

While this may be an area that takes a step back (to accommodate for new data and attribution models) before it takes a step forward (broader adoption of business outcome-oriented marketing spend), interviewed leaders see outcome-based marketing gaining ad share. Effective outcome-based marketing can also help combat ad fraud and waste in the ecosystem.

The current industry inflection point—and opportunity to redefine customer identity and attribution models—also provides the opportunity to fundamentally restructure how “buy-side” and “sell-side” players in the ecosystem interact to pivot away from impressions and reach, driving toward incentives better aligned to business outcomes and improved consumer experiences across the ecosystem.

The need to drive outcomes for digital ad players is amplified by consumer experience shifts that create the opportunity to align what is right for the industry with what consumers expect—relevant, non-disruptive and personalized advertising. Modern technology-enabled models are needed to effectively understand new consumer purchasing paths in today’s digitally connected environment.

Consumer experience shifts	Key digital ad ecosystem shifts to respond
<p>Increased expectations Consumers want more value, experiences or rewards for less overall time and/or money.</p>	<ul style="list-style-type: none"> • Direct-to-consumer engagement and active signal listening and/or engagement with consumers through trusted partners • Clear and differentiated consumer value exchange grounded in a holistic view of the consumer experience
<p>Higher stakes Many consumers seek the best value and experience (for the least effort and cost), and are unafraid to switch services, products and providers that do not meet their needs.</p>	<ul style="list-style-type: none"> • Increased focus on the consumer value exchange • Efforts to measure long-term customer value and use it to fund customer acquisition/retention programs • Correlation between listening engine efforts and innovation in product, service, content, experience
<p>Increasingly costly customer acquisition efforts Consumer engagement continues to grow in complexity. In an environment with shifting data models, finding relevant consumers is expected to continue to drive increases in acquisition costs.</p>	<ul style="list-style-type: none"> • Innovation in marketing efforts, including the channels, creative formats, delivery mechanisms and models (outcome based/ROI focused) used to drive marketing ROI • Increased focus on customer retention and customers as brand advocates (e.g., referral programs)
<p>Expectations of faster and easier realized value and highly personalized and beneficial experiences Industry leaders continue to shape an environment where consumers expect relevant, efficient, seamless experiences online that add value to their lives.</p>	<ul style="list-style-type: none"> • Innovation in the value proposition across online and offline experiences • Continued investments in service reliability (including those enabled by 5G) and quality • Ongoing efforts to deliver highly personalized and relevant experiences

Summarizing the key formats and focus areas driving outcome-based marketing:

Retail media: Adding value to how consumers engage (e.g., through e-commerce point-of-sale ad opportunities and enabling consumer recommendations) will continue to fuel the growth of retailer as digital ad publisher. Bringing together online and in-store retail through authenticated immersive experiences will support continued engagement. This includes use cases such as AR helping consumers visualize items in their homes or virtually “try on” products before purchasing.

Connected television and digital video: This includes measuring actual engagement with digital TV advertisements and the opportunity to connect TV and commerce experiences. Original Equipment Manufacturer (OEM) organizations are seeing consumers pause ads on their digital TV to research and then purchase the product through other devices. Shoppable TV ads are a potential future focus area, especially for target verticals. This focus area will need to ensure ads deliver a meaningful value exchange, without disrupting the viewing experience.

New approaches to local yet contextual advertisements enabled by 5G: This includes cross-sell/up-sell, adding experiential elements to consumer physical world interactions that can be enhanced with storytelling, “edutainment” and advertising in context of their experience(s).

Extended direct partnerships with influencers: This includes collaboration between larger brands and small businesses, such as special event purchases or delivery. Expanded brand engagement with influencers would help drive the production and selection of the brand’s advertised products and services.

Continued growth in performance marketing: This includes search/discovery advertising that lends itself to direct purchase pattern tracing.

Evolved definitions and norms around consumer journeys: Across formats, a deep understanding of the consumer journey and the multiple routes consumers take in their purchasing decisions (across discover, research and buy motions) are expected to underpin some outcome-based marketing strategies.

Key outcome-based marketing enablers



Artificial intelligence/machine learning



Cloud (and unlocking the power of data)



Real-time analytics



Augmented and virtual reality (shopper)



Intelligent process automation



In-context ad delivery



Mobile engagement (apps, services)



Local/geo-sensors

What does outcome-based marketing mean for ad sales?

- A number of industry leaders say they **expect the way that advertising is bought (and sold) will evolve** in the future.
- They believe that direct, programmatic and hybrid buying motions will be part of the portfolio for most organizations.
- As consumer identity and attribution models evolve, the method of transacting on outcome-oriented models in a data-compliant way is likely to be less feasible without direct discussions/engagement across all ecosystem participants in the shorter term. Longer-term outcome-based ad sales—with appropriate data-sharing models—could be largely automated.

Human + machine: Why digital advertising needs an “and” strategy

The current industry inflection point comes at a very opportune time in the state of technology.

Secure cloud environments provide supply- and demand-side organizations with unprecedented opportunity to innovate and collaborate. Automation, 5G, ML, AI and natural language processing (NLP) capabilities afford ways to streamline processes and create space and time for more creative, value-driven tasks (e.g., data analysis and implementation of recommendations).

To benefit from what technology enables, increased investments in the following are expected:

- digital advertising upskilling and learning initiatives, particularly around harnessing data and analytics
- “acqui-hiring,” i.e., acquiring companies with skilled technical resources to augment the labor force
- continued merger-and-acquisition activity to round out capabilities, bring wholesale solutions and expertise to the team, and provide robust organizational capabilities across the value chain
- evolving engagement and expectations of partners, including where and how data is shared and the domain knowledge and skillsets sought from collaborators and partners in the ecosystem
- engagement of key industry players collaborating to solve industry-wide problems, including data sharing and measurement/attribution model innovation
- data governance and stewardship models.

The digital advertising models of the future require a prudent balance of human expertise and machine capabilities.



Technology has the potential to enhance the industry and allow key players to engage more efficiently and effectively to deliver an improved consumer experience. There are challenges in getting to the right long-term, data-enabled value chain.

- There is an unclear path to a balance of industry-accepted metrics that support both simple and highly complex marketing needs around identity and attribution
- There is a need for broad industry design and adoption of value chains that meet the needs of all key industry players against clear, aligned outcomes
- Regulatory considerations are evolving and while design can be done with the presumption of where standards will land, development efforts will need to be refreshed as new standards emerge
- There is a need to get the right technology-enabled operating model in place to enhance the buying motion across direct, programmatic and hybrid sales motions (inclusive of engaging and supporting partners)
- Innovation investments, enabled by consistent focus on capability development and industry upskilling, vary widely across industry players, and the ability of key participants to “pace” to where the industry is evolving poses non-trivial risk to a cohesive future solution

Innovation priorities for key digital ad participants

With the right investment and approach, all players can benefit from intentional and purpose-built advertisements that elevate, rather than negatively impact, the consumer experience.

In cases where ad loads become disruptive, irrelevant or frustrating, there are clear cases where consumers demonstrate a willingness to pay for a subscription model, e.g., ad-free streaming services.

In addition to continued focus on the value exchange and optimized ads, interviewed leaders also highlighted continued focus on tracking (and adopting when appropriate for the business) innovation priorities to help create immersive and relevant advertising-supported experiences.

- The opportunity to translate **facial recognition technology** (combined with sentiment analysis) allows marketers to understand consumer preferences and behaviors in unprecedented ways. This requires compliance with privacy guidelines and ensuring consumer consent to deliver more valuable advertising experiences.
- Use cases enabled by **connected devices**, such as the autonomous car, can reach consumers at the right point in their purchasing journeys.
- Use cases enabled by **5G adoption**, including better user data capture and delivery of recommendations and experiences closer to consumer real-world consumption, are enhancing potential relevance of ad loads.
- There is an opportunity to think differently about **subscription models and commerce revenue**, such as evolved bundles and partnership opportunities that provide “must buy” offerings for consumers and deliver differentiated experiences. This can include access, content and communities of interest solutions that help make lives easier for consumers. One potential example is the ability to purchase a recipe seen on a CTV cooking show by clicking once on the consumer’s mobile device, with ingredients adjusted to the size of their household and what they already have in their smart fridge.
- **AR/VR** has the potential to enable shopping experiences and help replicate or enhance in-person experiences and live events. These formats also can bring consumers virtually together to share in experiences while physically apart.
- **Gaming (including eSports)** can provide (from a standalone growth perspective) more consumers, more time from existing consumers, and innovative opportunities in relevant brand messages and ad loads.

Where do industry leaders believe organizations should focus over the next few years?

All players in the ecosystem should:

- continue to understand and seek opportunities to **enhance the consumer value exchange**
- participate in efforts to **define and adopt future consumer identity and attribution models**
- increase use of **business outcome-based pricing models**
- invest in upskilling efforts to **enable growth and help the organization understand and embrace new industry models**
- invest in relationships with **trusted partners across the value chain** (to deliver more complete, immersive, differentiated and meaningful experiences)



Priority actions recommended for ecosystem participants based on leader interviews



Brands/Marketers

- Embrace the opportunity to transform and innovate the approach to advertising, including the mix of in-house and agency-supported marketing efforts.
- Embrace digital-first attribution models and metrics.
- Invest in Customer Relationship Management (CRM)/Customer Data Platform (CDP) and enabling technology to better understand and optimize marketing dollars.
- Seize opportunities to think like, and in some cases be like, a publisher in how they engage consumers.
- Continue to hold partners accountable.
- Seize opportunities to refresh efforts around brand message (in context of broader business purpose initiatives) and current consumer journey and behavior patterns that are increasingly digitally enabled (if not fully digital).
- Refresh how they approach the value chain — hold agencies, publishers and technology providers accountable for supporting achievement of brand/business objectives and outcomes in brand-safe environments.



Agencies

- Continue to up-level offerings to serve as a trusted advisor to brands to understand the consumer, publisher and technology landscape grounded in data and innovation (including experimentation with delivery mechanisms and formats).
- Use your ability to help orchestrate campaigns that achieve business outcomes and drive the right solutions for marketer/brand needs.
- Seize opportunities to continue to optimize partner and publisher relationships and continue innovations in collaboration, tech and data to increase agility and efficacy of ad planning, creative and management efforts.
- Continue investment in technology and data infrastructure and solutions, in addition to upskilling and capitalizing on partnerships across the ecosystem.

Priority actions recommended for ecosystem participants based on leader interviews



Publishers (including OEM manufacturers, telco/media and retail/media)

- Develop (or protect) a good, often direct, relationship with the consumer and provide an experience that delivers clear value to the consumer. This includes educating consumers on how their data is used and the benefits of opting in to share information about themselves. By sharing this information, the consumer will have access to additional content and experiences, and will receive relevant and useful advertisements.
- Invest in continued innovation in products, services and ad formats, and engagement with partners in co-innovation of consumer experience and value.
- Refine the operating model and supporting technology for transacting ad sales (direct, programmatic, hybrid) and engaging in the evolving ecosystem on identity and attribution across full-stack value-chain lenses.
- Continue investment in helping partners be successful at the intersection of their solutions will be needed, particularly as it relates to consumer experience, right-sized ad formats, content and native strategic ad planning.



Technology providers (digital advertising and marketing)

- Continue to educate and help the industry unlock the innovation potential enabled by technology. This includes unlocking the power of cloud, AI, NLP and ML for use cases like video content recognition to support brand safety and advertising as an enabler of home automation efforts.
- Help develop solutions to address shifting regulatory standards in a scaled way.
- Continue investment in partnerships and industry initiatives designed to optimize consumer identity and attribution models enabled by compliant data exchange.
- Curate and refine industry solutions, and help partners drive cost out of managing digital advertising and marketing efforts, while bringing more agile tools to managing marketing budgets and outcome achievement.

Additional contrasting points of view uncovered in the interviews:

Degree to which innovation should be prioritized	Some industry players are on the cutting edge and going all-in on innovation investments, while others are taking a wait-and-see approach and will likely follow the leaders later.
Concern for the deprecation of cookies	Companies with first-party data are less concerned than small businesses that rely on targeting. Some are exploring new identity models ... and some are stalling.
How and where to collaborate	Several executives shared that the biggest opportunity for the industry is collaboration. However, industry leaders have different appetites for collaborating on various focus areas. For example, some are eager to collaborate on data privacy and brand safety, as these impact everyone in the ecosystem, while others are taking a more passive approach and plan to react to legislation and new industry standards rather than proactively collaborate to help inform and shape them.
The extent to which content moderation becomes a focal point for publishers to protect audience (and advertising spend)	While gaining added attention, the very real challenges of supporting (with humans and machines) the reality of fully brand-safe environments is a focus area for many organizations. The question of which publishers have the appropriate policies and operating models to effectively manage brand-safe environments is expected to influence ad spend in the future. Some organizations are waiting for regulatory guidance, while others are pacing ahead of regulation.
Who should be in the driver's seat on creating the future of consumer identity and attribution models	Some executives questioned whether established Ad Tech providers—or ecosystem participants with a profit incentive to benefit from identification and attribution models—should drive efforts. Others believe large (established) incumbents and Ad Tech providers have a mission imperative to continue to play a leadership role in driving identity and attribution solutions. While industry groups clearly have a potential role to play, which industry associations (and whether industry groups will move at the speed and precision required) received opposing perspectives from interviewees.
The role and value given to partners	Some industry leaders view partners as crucial to their long-term strategy and are engaging them in efforts to refine identity models. Others highlighted concerns with partners dedicating the appropriate diligence to cohesive experiences online that elevate, and do not distract from, the consumer experience; these leaders indicated their intent to collaborate/share less (vs. more) information in an uncertain regulatory environment.
The role agencies play in the future	Many leaders see agencies faced with the opportunity to understand and help unlock a complex advertising landscape as a trusted advisor to brands. Others cite marketing in-sourcing (which has faced skill and scale gaps for some organizations and had success with others) driving pivots in the role that agencies play in the future. What leaders did agree on is that the pace of change will continue to accelerate, and the industry is growing more, not less, complex. Organizations, including agencies, able to help brands navigate the environment and drive real returns on marketing spend have a clear role in the future.
The extent to which the economy, and differences in recovery across socioeconomic groups of consumers, will enable even recovery and growth across segments	Ad spend has a close correlation to GDP growth and economic performance. While the industry saw a K-shaped recovery in 2020 (some segments continued to grow in the pandemic, and others faced stark declines), the shape of recovery in the future—particularly in context of the innovation imperatives and industry shifts—is not clear.

4

Additional industry considerations and imperatives

KEY HIGHLIGHTS

- Marketers must address the clear drawbacks to digital media, including hate speech, misinformation, fraud and more.
- Organizations within the internet value chain must take appropriate care of the consumers that engage with them. Creating an online environment where both consumers and businesses thrive requires mutually beneficial solutions.



Balancing business as usual with the digital imperative

Step up DEI across the entire digital ad ecosystem

- Most interviewed leaders share a **diversity, equality and inclusion** (DEI) commitment, and some already have clear plans to prioritize it by varying scopes and degree in leadership, cultural initiatives, employment model (attract, retain, develop, grow inclusive talent), branding and creative content.
- More importantly, there is a nascent but growing movement to use digital ads to support diverse businesses, such as reserving ad space for minority-owned businesses.
- One important short-term growth challenge is to scale up quickly and adequately to make a social impact in the long term.
- Some leaders say they employ a more robust DEI strategy that is pervasive across their organizations' digital experiences and content. For example, one publisher is implementing a long-term BIPOC (black, indigenous, people of color) multicultural strategy, which entails creating a dialog with cohorts about their culture(s) rather than creating content it is assumed the audience wants. This also includes an intentionally decentralized approach to delivering relevant content across all categories. Taking this commitment a step further, this same publisher carries this priority into partnership considerations, choosing only those that also demonstrate their prioritization of DEI.

Influencers and the future of communities of action

- Social media influencers—including “micro-influencers” with smaller fan bases—are an important force to the ecosystem. While they do not directly contribute to the digital infrastructure of the advertising-supported internet, they are creating disruption and will likely warrant prioritization across most ecosystem players (both to find brand-aligned influencers and to manage the downside risk associated with influencers creating community-led action against organizations).
- How all organizations engage online, through monitoring social media, having DTC feedback mechanisms, etc., also remains an important part of the fundamentals.
- One additional trend to watch is the shift from communities of **interest** (consumers with shared views who engage online) to communities of **action**. While there are clear positive use cases and opportunities (including communities coming together to help fund causes for those impacted by disease and economic disruption), there are other examples of consumers banding together to boycott, disrupt or bully individuals and businesses in ways that warrant consideration and, in some cases, action (e.g., proactive brand outreach/clarification of their policies and purpose).

Innovation does not replace the importance of digital ad essentials

- One point of agreement across thought leaders interviewed is that companies cannot neglect the fundamentals of what makes for great advertising, marketing and consumer experiences while embracing new formats and experiences.
- As the marketplace faces unprecedented disruption and innovation at an accelerated pace, the boundaries of human cognition—and the degree to which consumers, regulators and industry players pace to and prioritize these trends—will have great impact on the evolution of this ecosystem.
- For brands, having an authentic, clear message and investing the time to understand what is most important to their consumers will remain critical to success.
- For agencies, there is a need for simplicity. While data scientists can and should help drive innovation and art-of-the-possible thinking for the future of this environment, the easy-to-buy, easy-to-sell, easy-to-operate models provide the ballast that brands need while new places, spaces, and formats are tested. Companies looking to maintain long-term health require balanced media investment.
- Brand safety and data privacy also must continue to receive industry focus, particularly in context of broader changes and more consumer time (and information) being stored online. There is an opportunity to help drive broader awareness and education about the value advertising provides (economic, business, experiential), particularly for small to mid-sized local businesses.
- The opportunity to reach consumers across global boundaries with relevant products and services is one that can help close the global gap between established and developing markets and consumers around the world. As more developing markets come online, digital advertising experiences can be served to more consumer groups, increasing equity in access to products and services.

Leader expectations of consumer behavior post-COVID-19

- With strong parallels between some circumstances that led to the Roaring '20s (including a pandemic) and today, a number of interviewed executives anticipate that history will repeat itself in the post-pandemic 2020s. Some predict consumers will have an insatiable demand for immersive shopping and in-person experiences like travel and music festivals, and in the 2020s, for immersive digital experiences as well. Others believe mobile will become even more dominant as digital consumption soars.
- Perhaps the pertinent question is not whether history will repeat itself, but rather what can be learned from what was done right in the Roaring '20s and how to avoid the crash that ensued. That boom-to-bust cycle can inform today's economic activity, and leaders across industries can leverage those lessons to mitigate risks and think differently about sustaining post-pandemic prosperity and consumer engagement over time.

Regulatory spotlight

- As the public discourse around data privacy, content management and anti-trust issues intensified in recent years, regulators and legislators have begun to respond worldwide. The recent proliferation of new regulation and anti-trust investigations has created an uncertain landscape for the digital advertising ecosystem, as regulatory requirements continue to evolve and the power of large-platform companies comes under increased scrutiny. Regulations are often localized, fragmented and contradicting. These challenges are creating increased complexity, cost and liability for marketers, agencies and publishers alike, complicating the value chain.
- The ongoing push and pull between consumers and companies as it relates to data privacy specifically has contributed to this challenging landscape. Many consumers display apathy regarding their own data privacy in favor of immediate access to content. Meanwhile, companies continue to struggle with the inconsistency between consumer sentiment and regulatory guidance and among the regulations themselves. As the industry balances protecting and educating the consumer with effectively personalizing and monetizing digital ads, we have an opportunity to proactively engage in shaping right-sized regulations and to facilitate alignment across the industry. A starting point is to participate in **Project Rearc**, an effort spearheaded by the IAB Tech Lab to re-architect digital marketing in a way that balances privacy and personalization.

Next steps



A letter from David Cohen, CEO of IAB

We are about to reset the very foundation of the advertising-supported internet.

The next few years are crucial for the creation, implementation and adoption of our evolving ecosystem—with new value exchanges, new technologies and new ways to measure success. This is a rare opportunity to create the future we all desire—an internet that consistently delivers safe and trustworthy experiences that are convenient, useful, entertaining, and informative, and provide meaningful value for consumers.

We cannot afford to waste this moment. There are several immediate ways to engage:

1. Participate in helping define the future of privacy, addressability, identity and measurement.

There are IAB- and other industry-led initiatives, including Project Rearc and the Partnership for Responsible Addressable Media (PRAM), that focus on the future of addressability. Each is dedicated to defining future models that pave the way for long-term advertising-supported experiences that will add greater value to consumers' lives while protecting their privacy. So, get involved.

2. Examine your value exchange and begin or continue to develop safe, differentiated experiences for consumers.

Relevant and personalized content leads to meaningful consumer engagement. Ensure that the consumer value exchange is clear and well articulated. Make a concerted effort to develop your first-party data, and be sure that you are driving enhanced, value-added consumer experiences that protect consumer data and foster a safe online environment.

3. Experiment. Test, learn and deploy. Don't be afraid to fail.

From a creative and ad format perspective, there is no limit to the opportunity. Push your creativity to take advantage of the personalization and interactivity that digital affords. Work to amplify your brand, building preference and favorability. Your efforts will not only pay dividends for your business, but will also enhance the overall digital ad ecosystem.

IAB is steadfast in our commitment to driving the growth and health of this ecosystem.

Please reach out to us with feedback. And please lean in to help solve key industry challenges while we create an industry that we can all be proud of. Together.

Sincerely,



David Cohen
IAB CEO



Getting stakeholders engaged

Ways to educate and participate

All stakeholders

- Review findings on [The Socioeconomic Impact of Internet Tracking](#) and [The Economic Value of the Advertising-Supported Ecosystem](#) (Note: the latter will be updated and published in September 2021. Together, these documents can help level-set the industry on its value to the whole U.S. economy as well as provide insight into why this ecosystem needs a reset.)
- Inform your organization that it needs to both plan for and support the adoption of new, updated and evolved standards, solutions and policies developed by PRAM/Rearc.

Business stakeholders

- Participate in IAB Programmatic+Data Center's [Measurement & Attribution](#) and [Identity & Audience Data](#) committees.
- Participate in [PRAM](#) Business Practices Working Group.

Policy/privacy stakeholders

- Participate in [PRAM](#) Privacy, Policy and Legal Working Group.

Technical/product stakeholders

- Participate in IAB Tech Lab's Rearc [Accountability](#) and Rearc [Addressability](#) Working Groups.
- Participate in [W3C Web Advertising Business Group](#) and other groups defining new browser standards.



Let's connect

About IAB

The Interactive Advertising Bureau empowers the media and marketing industries to thrive in the digital economy. Its membership comprises more than 650 leading media companies, brands and the technology firms responsible for selling, delivering and optimizing digital ad marketing campaigns. The trade group fields critical research on interactive advertising, while also educating brands, agencies and the wider business community on the importance of digital marketing. In affiliation with the IAB Tech Lab, IAB develops technical standards and solutions. IAB is committed to professional development and elevating the knowledge, skills, expertise and diversity of the workforce across the industry. Through the work of its public policy office in Washington, D.C., the trade association advocates for its members and promotes the value of the interactive advertising industry to legislators and policymakers. Founded in 1996, IAB is headquartered in New York City.

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Thank you



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