

TURN

Powering Programmatic with Insights: The Future of Marketing

CEO Perspective



At Turn, we're passionate about programmatic. And that's not simply because it's what we do. The equation works the other way around: We do it because we're passionate about it. We sincerely believe that data-driven programmatic is the future of marketing, and we're not alone.

The way the digital world has evolved—the way that people interact with their devices and screens—has created a scenario for marketers that demands not only an omnichannel approach but also a data-driven strategy that acknowledges and leverages the entire customer journey, at every touchpoint on every screen. It's not just that you have to find your customer; you have to know your customer. That's what Turn is all about.

I joined Turn in September 2015 with a vision for where we're going to lead the industry. In the pages that follow, I lay out that vision and explain why I think you'll want to be a part of it. Welcome to the revolution.

– Bruce Falck, CEO, Turn

5 KEY POINTS TO UNDERSTANDING PROGRAMMATIC

- 1** Programmatic is just getting started—and it's going to be more transformative than most people understand.
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- 2** It's critical to get a unified view of your consumers as you interact with them via your advertising spend. The only way to do that is by buying across channels and devices.
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- 3** Today's marketers have an opportunity to learn a huge amount about their users—if they're smart about getting their first-party data organized.
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- 4** The promise of programmatic is not simply more efficient media; it's a better understanding of your consumer.
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- 5** Ultimately, this is all powered by people. Expertise is critical and partnership is essential.
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A New Era for Turn, a New Day for Programmatic

It's early days in programmatic. Anyone who works with me has heard me say this time and again—but why should you believe me?

Some years ago, a few of us in advertising and technology saw a future in which the industry would embrace automation and omnichannel campaign execution. But back then, it was still just a dream. Now it's a reality.

Maybe it didn't happen as quickly as some predicted, but there's no denying that today, both automation and omnichannel are mainstream ideas. Programmatic is established. It's industrial scale. Media consumption trends, fragmentation, and device proliferation are all driving adoption—and again, it's just getting started.

As we look ahead into the next few years, I think it's safe to say that the media landscape will become more complex, not less. Advertisers will need an omnichannel solution to reach consumers effectively. The good news is that their messages can be more targeted and therefore more effective than ever before.

My professional journey in digital advertising took off in 2009, when I was working as head of the Google Display Network, where I ran Invite Media and DBM. From there I went to BrightRoll, because I was convinced that video was the future. And finally, in September 2015, I joined Turn. I'm extremely proud of what I've helped build along the course of this journey.

I believe in Turn because I know that a data-driven omnichannel approach is the ultimate future for digital advertising.

“When you look at the last 70 years in marketing... true innovation has really happened only in the last couple of years, as we've started to see the ability to target audiences in ways that we historically haven't.”

– Bob Rupczynski, VP of Media and Consumer Engagement, Kraft Heinz

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Now that I've been here for a little while, that belief is even stronger. Turn has incredible core capabilities and technology—like our data, analytics, and media platform—that deliver immense value to marketers.

Take a look at what Kraft Heinz has been able to do. Using the Turn platform for dozens of its brands, Kraft Heinz has managed to increase its marketing ROI as much as 200 percent. Results like that don't remain secret. Marketers and ad agencies across all industries are looking at what Turn did. In particular, they're seeing how Kraft Heinz's visionary marketer Bob Rupczynski and Starcom's Tracey Paull revolutionized marketing outreach by relying on data and smart implementation. Bob started building his vision with us two years ago. It took a lot of work to implement it, but the benefits are very real.

2016 will be a consequential year for Turn. We have set the industry standard for helping marketers centralize, understand, and act on data in an omnichannel environment.

Our vision is to continue this work at scale with brands and agencies (see our team talk about scaling globally). It doesn't matter who we're working with; the goal is to get the same result.

And as a leader in the industry, Turn's objective is to provide technology that is simple and usable. You shouldn't need a PhD to run a campaign.

We believe the industry should always be striving to simplify the process, and that's why we provide our technology to marketers in the way that they want to buy it. Our data management platform (DMP) is used by brands and agencies on a subscription basis; our demand side platform (DSP) helps marketers run media campaigns on a fee basis.

While in many cases, brands and agencies are still working out their method of implementation, Turn's vision is being recognized. Leading tech analyst firm Gartner has named Turn a "visionary digital marketing hub" for two years in a row.

KRAFT HEINZ USES DATA TO DRIVE CUSTOMER ENGAGEMENT



Julie Fleischer, Former Senior Director of Data, Content, and Media, Kraft Heinz, talks about how Kraft Heinz is using the Turn Platform to understand its customers better and grow its ROI.

▶▶ [Watch Customer Video](#)

If Your Agency Is Your Pilot, Data Is Your GPS: Starcom and Turn share real-life examples of how brands are taking control of their first- and third-party data to drive significant impact to their business.

▶▶ [Watch Webinar](#)

Gartner recognizes Turn as a Visionary in the Magic Quadrant for Digital Marketing Hubs.

▶▶ [Read Report](#)

How Turn Is Building the Omnichannel Future

As digital emerged, it brought the promise of true one-to-one marketing, an advertiser's dream.

Twenty years into digital, we haven't achieved that. One reason is that the digital landscape is extremely fragmented, and historically it's been very difficult to buy in digital. Partly this was due to concentrations of users on a few sites where you had to buy directly; partly it was because marketers had to use different platforms to buy on different channels. Because these new channels were complex, specialists—"point solutions" in mobile, video, etc.—were needed. The industry was tackling big, complicated problems, and at the time it made sense to focus on a specific piece of the puzzle and get that right.

But it's become increasingly clear that a marketer needs the whole puzzle to

fit together. Ultimately, I believe that a marketer wants to buy each consumer—let's take me, Bruce, as an example—online across all channels, and they want to have a coherent conversation. What does that mean in real life? Don't show Bruce an ad for a pair of sneakers he just bought. Don't show Bruce the exact same ad on a mobile device that he's seen five times on his desktop. If Bruce has already watched the video, what's the next logical message to reach him with, and where?

Just as in real life, for this conversation to make any sense, it has to be sequenced. Each piece should connect with the piece that came before it and the one that comes after.

Marketers want a full view of the consumer journey and the ability to connect with consumers across that entire journey. That is how we get

closer to one-to-one digital marketing – enabling coherent, consistent conversation across all channels in the market. As the consumer journey gets more and more complex, technology is the only solution.

To have this coordinated conversation, your technology needs to be omnichannel, not divided among specialists. And the world is becoming only more fragmented; the number of connected devices at CES alone certainly proved that. Do you really want to be working with 12 different specialists? We're already seeing a trend of "de-specialization" in this industry, because marketers are increasingly demanding access to a holistic view of their audiences and the conversations they have with them.

SO HERE'S WHAT WE'RE WORKING ON AT TURN:

First, while we have a strong omnichannel product already, a major initiative this year is further developing and building a richer, more robust video product that will allow us to continue to deliver on our vision.

Second, we are successfully putting cross-device capabilities to use, helping marketers understand the interactions between devices and channels, analyze behaviors, and reach consumers in consistent and engaging campaigns.

Finally, part of the point of omnichannel is to make life easier for marketers, simplifying the complex landscape of channels and buying platforms. To that end, we are heavily prioritizing usability within our platform. We understand that buying video is different from buying native, for example, and we'll be focusing on UI solutions to streamline these processes. (To learn more about the work of our UI team, check out these [blog posts](#) on how we built a system that adapts to our users' requirements.)

As consumers evolve and engage with screens in ways we never imagined at the dawn of digital, it's imperative that marketing (and the technology providers who enable it) keep pace. I'm excited to be building a company that's making it possible for marketers to understand and leverage the new customer journey—and to win the omnichannel future.

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FORBES INSIGHT: DATA DRIVEN & CUSTOMER CENTRIC



Forbes and Turn partnered to survey hundreds of marketers to uncover how they use data to build customer loyalty and drive sales.

▶▶ [Read White Paper](#)

Customers define their own journey and Turn connects brands to their audiences. Through real-time data and deep insights, brands can build awareness or launch a campaign.

▶▶ [Read White Paper](#)

Data Must Be the Core of Marketing Strategy

Turn's vision of the omnichannel future of marketing is a data-driven approach that enables marketers to reach consumers seamlessly, consistently, and effectively through any and all devices and channels. But let's be clear:

The ability to execute through all channels is critical, but data is the real key to making sure that execution is successful.

I'll be honest: Before joining Turn, I didn't fully appreciate the value of data management platforms (DMPs). I've built media and technology businesses for years, but I hadn't previously worked on a DMP.

Now there is little doubt in my mind that DMPs will be the lynchpin technology in any and every brand

marketer's programmatic strategy—and ultimately, in their marketing strategy as a whole.

Here's how I've come to this understanding.

Anyone in the industry will tell you that there's been a dramatic shift toward content marketing and organic "conversations" between brands and consumers. As this world of branded content grows, the number of touchpoints between a brand and an individual rises sharply, and this generates troves of data. It's easy to understand that audience insights can help brands determine what messages will resonate and where to deliver them. But it's equally important to capture the information being generated in each instance of that conversation, all along the customer journey.

"Oscar Mayer has five or six different ways they were targeting their consumer with different combinations of different types of data. They didn't really know which was working best. By testing on the Turn platform, we found they could have done 60% better in total ROI using the more cost-effective data layer in the campaign."

– Lindsay Leon-Atkins, VP of Integrated Insights, Starcom

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That journey exists beyond the world of advertising. The experience of Bruce the consumer—a rugby fanatic who watches videos on a tablet while commuting—tells brands a huge amount about me before I’ve ever seen an ad. Surely marketers should be able to use that information to serve me the right ad, promote the right event, email the right offer, or show me the right video on their site. All of this is part of the journey I take as a consumer long before I ever buy their product.

Once you understand the volume of data that is created from content marketing, you’d be borderline insane not to organize and leverage that information. Because while it may have nothing to do with advertising, it has everything to do with understanding your audience. I recently met with a top global brand that also happens to have one of the leading content marketing organizations in the world. After taking me through their content program, they asked, “Now do you understand why your DMP is central to our marketing strategy?” It was a light-bulb moment for me: The outcome of

their branded content strategy is data in the form of customer touchpoints.

Brands understand that their customers are distracted media consumers, engaging across devices and streams.

Providing value in the customer journey through relevant ads—and especially content—is critical to building more fruitful long-term relationships.

First-party data is the key to delivering that relevance, with a DMP providing a unified view of the brand/consumer relationship across all paid and owned media.

Our mission at Turn is to help global marketers create data-driven consumer engagement, which can be a complicated task. By combining deep expertise with world-class technology, we are powering today’s leading brands to succeed in tomorrow’s data-driven landscape.

AUTO BRAND INFLUENCES THE CUSTOMER JOURNEY



It’s important to consider the customer journey when developing your media strategy and selecting the most relevant KPIs. Learn how a car manufacturer was able to engage and influence its customers’ purchasing decisions.

▶▶ [Watch Video](#)

Redefining Measurement from Awareness to Conversion: Learn how to align the right programmatic tactics and metrics for each stage of the customer journey.

▶▶ [Read White Paper](#)

Now Is the Time to Transform Insights into Action

Having an omnichannel media and data management strategy is critical to owning the future of marketing. But all of this technology and the years we've spent proselytizing a programmatic future don't matter at all if they don't deliver value—and that value comes in the form of insights.

Right now, there's a huge shortcoming in our industry. For all the investment and efforts putting programmatic technology into place, marketers are still not getting the much-needed insights out the other side.

Without a robust reporting and analytics strategy, digital advertising is simply targeting ads without learning anything from the outcome.

This is the next big revolution for programmatic. We're already providing unparalleled access to reach consumers

wherever they are. Now, let's figure out exactly what's working and why. Everyone knows that there's waste in marketing, whether as part of broad campaigns (an *American Idol* spot, for example), or ad blindness, or simply poor timing. But the reason advertising spend keeps growing is that we know it works. I believe that as technology evolves, it will help eliminate this waste. It sounds basic, but it comes down to knowing what worked and what didn't—and putting that into action.

When I joined Turn, I asked 20 of our top customers why they chose us. The key factor cited by almost all was the power of Datamine, our analytics technology. When I dug in further and asked what about our analytics led them to this decision, a number of them referenced a specific report on CPM, frequency, and sequencing. It was kind of amazing that in late 2015, these innovative,

“We have added 28 different brands on the Turn platform. We've been working together to onboard all of our first-party data, bring together third-party data, and really drive programmatic across our business. We've seen anywhere between 20% and 200% gains in ROI by using the Turn platform.”

– Julie Fleischer, Managing Director, OMD Chicago (Former Senior Director of Data, Content, and Media, Kraft Heinz)

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top-of-class marketers found a report like this—providing a notion of what kind of sequencing works best—to be such a revelation.

It's a powerful report because it gives insights into what worked, why, and how—insights that can immediately be put back into action, improving the marketer's decisions about what to do next after every consumer moment. Our entire technology offering is built around a system – the Turn ID – that stores event-level data about every interaction that can be accessed in real time.

This allows us to ask the question, “What worked?” and immediately put the answer to work, making our models, our decisioning, and ultimately your marketing smarter.

Our vision at Turn is to build a machine that “automagically” knows the next, best action for a marketer to take. I think that's a technological mission worthy of the next five years and beyond, and I'm confident that our team is up to the task.

RETAILER DRIVING SALES WITH OMNICHANNEL TARGETING



A global luxury retailer targeted holiday shoppers to drive engagement and sales. Through programmatic advertising it identified its audience and created an omnichannel retargeting campaign that increased sales revenue 171% YOY.

▶▶ [Read Case Study](#)

Programmatic & Creativity: A Vision for Change brought creative leaders from brands and agencies together to discuss how to bridge the divide between creative and programmatic industries.

▶▶ [Read Report](#)

When Agencies and Tech Partner, Brands Succeed

At the same time that programmatic technology is completely reshaping the business of marketing, it is also fundamentally disrupting how brands, agencies, and technology providers work together.

While some may fear this change, I'm seeing a lot of my colleagues in the industry getting very smart about making these partnerships work.

There have been a lot of media stories about the tensions between agencies and technology companies, especially as relationships with trading desks shift and more brands seek direct connections to their technology.

Some agencies embrace this change, and I firmly believe that these are the agencies that are going to win.

They're digging into technology on behalf of clients who ask them to get smart about this stuff.

When it actually comes together, it's good for the agency, it's good for the technology, and it's good for the brand, in a true partnership model where each player has a stake in a successful outcome.

As the decentralization of buying away from trading desks continues, agencies have to roll up their sleeves and get smart on programmatic. When that true three-way partnership comes together, it's very, very powerful.

We can innovate, we can scale, and we can learn together.

Our partners make Turn better, and we make them better. And the keys to success are the same as with any good partnership. Each player has a clear role, a defined contribution, and a strong incentive to achieve a successful outcome.

Essence, for example, has emerged as an agency that is built around programmatic and deep technical knowledge. While it works with multiple programmatic platforms, it understands the value in consolidating spend through one omnichannel platform. It is flexible in using the right tool for the right job, and it's been rewarding to work with Essence.

Similarly, partners like Kraft Heinz and Starcom innovate as much as we do in terms of how we work together. One of the most rewarding things for me personally was to hear Bob Rupczynski from Kraft Heinz explain that the value Turn provides comes in part because our team actually pushes back, saying:

"We get what you want to do, but there's actually a better way to do it."

He values this because he learns in the process, and we do, too.

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The other critical piece of partnership: Starcom is really leaning in and getting smart about the tech. It is deeply informed about and connected with our technology, and it's demonstrated time and again what a central and valuable role it plays in making this partnership work. Tracey Paull is an agency leader with a deep understanding of how to leverage programmatic to deliver value, and she and Bob both push us to deliver more and more insights out of our platform.

Another great example of an agency embracing and building strong relationships with technology is Saatchi. In our recent work with it, we witnessed the extremely thorough and thoughtful technology evaluation process it undertook on behalf of its client. It invested in educating itself and getting smart internally to be a resource on behalf of the brand.

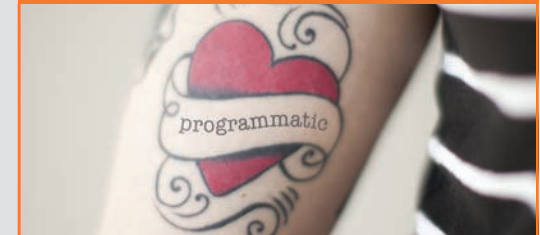
Turn is fundamentally a technology company, but at the end of the day, programmatic is people-powered. And right now, we're at a stage as an industry where we need to provide services along with our technology. The growing scale

in talent and expertise in our market encourages me; talent circulating among agencies, DSPs, trading desks, and the client side can only benefit everyone in the long run.

At the same time, customers are leaning in, getting smart, and making technology decisions in partnership with their agencies.

Very few brands will ultimately bring all programmatic technology in-house and operate it themselves, but every brand will bring some aspect in-house. That may be only tech evaluation or contracting a data management platform; "in-house" can mean a variety of things. But the key point is that brands and agencies both are deeply embracing the technology and building up their own technical knowledge, which makes for extremely strong partnerships.

BUILDING BRANDS WITH PROGRAMMATIC ADVERTISING



Today, programmatic advertising provides accurate targeting and delivers personal interactions connecting brands to their customers.

▶▶ [Read White Paper](#)

A large CPG customer transformed its customer and category data into insights that identified more prospects and drove sales.

▶▶ [Read Customer Story](#)

Conclusion

In the digital world, the pace of change can be staggering. Everyone who has any stake in helping a business succeed feels the pressure to navigate the constant churn—and better yet, to get out in front of it to gain competitive edge. And yet, precisely because the pace of change is so fast, knowing where to invest your resources can be a challenge.

At Turn, we're proud of our track record in identifying what's coming—and in fact, in creating it. We're making possible a level of personalization, connection, and excellence that has never been possible before, as we draw ever closer to that one-to-one holy grail of marketing. We feel confident that programmatic's surge is going to only increase in scale—and that if you're an agency or brand, the more you leverage data, the more success you'll see.



About Turn

Turn is a natively integrated real-time platform for audience intelligence, media buying, and advanced analytics. With more than 10 years of innovating in the advertising technology industry, we partner with leading brands to help them uncover deeper insights about their business and transform them into meaningful results. Turn is headquartered in Silicon Valley and provides its products and services worldwide. Turn works with the world's top brands and agencies, including American Express, DirecTV, eBay, Experian, HP, Kia, Kraft Heinz, L'Oréal USA, Thomas Cook, and Zales.

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