

STUDY GUIDE



INTELLIGENT CAMPAIGNS



STANDARDIZED KNOWLEDGE

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DIGITAL AD OPERATIONS



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AGENCIES AND MEDIA BUYERS**

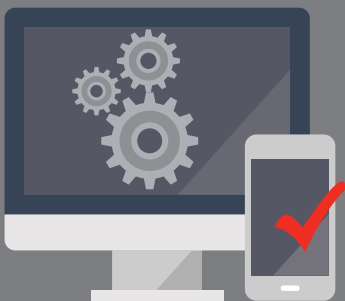
84% prefer to work with a media sales person who understands analytics, campaign management and performance metrics in digital media

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1 | INTRODUCTION

An individual working in Digital Ad Operations works closely with advertisers and agencies to deliver exceptional customer service throughout the media buying lifecycle, to include creative management, launch confirmation, and pacing confirmation. This includes providing quality assurance, logging traffic, pulling campaign reports, entry of proposals, and reviewing the status of campaigns to optimize their performance, while assisting the Ad Sales, Marketing, and Product teams in formulating media plans.

This IAB Digital Ad Operations Certification (DAOC) is the highest industry credential for digital ad operations professionals. Individuals who earn the certification have demonstrated their knowledge and competency in the area of digital ad operations, and are dedicated to upholding high standards of ethical and professional practice in the industry. Individuals meeting eligibility requirements must pass a multiple-choice exam in order to qualify for certification and earn the DAOC designation.

The purpose of this study guide is to improve candidates' preparedness for taking the DAOC exam. It contains useful information about exam and question format, requisite specialized knowledge, and specific content areas that will be tested. Spread throughout the guide are 20 sample exam questions (with a detailed answer guide in Appendix B) to acquaint candidates with question style and identify priority topics to review as they prepare for the exam. The study guide also provides links to areas on the web which might provide useful in refreshing candidates' familiarity with specific knowledge, capabilities, and skills that may appear on the exam.

The IAB staff has also developed a candidate handbook in order to describe all aspects of the certification process and assist candidates in preparation for the exam. The handbook contains an overview of exam content, eligibility criteria, information on registering for the exam, guidelines for taking the exam, relevant policies and requirements, and links to the application and other relevant information. The candidate handbook can be downloaded from the IAB Digital Ad Operations page of the certification website, at <http://www.iab.com/iab-ad-ops-certification-overview/>.



2 | ABOUT THE EXAM

Exam Format

The IAB Digital Ad Operations certification (DAOC) exam consists of 100 multiple-choice questions and you have two hours to take the exam. Eighty questions are scored, and 20 are pre-tested for statistical purposes, but not scored. You are scored only on the 80 exam questions and only correct answers are counted. You will not receive feedback on the pre-tested questions.

Your appointment at the testing lab is for two hours. You will have five minutes to agree to the nondisclosure agreement for the DAOC examination. Thereafter, you will have 1 hour and 55 minutes to take the exam. You are permitted to take a restroom break; however your break time counts in the 1 hour and 55 minutes allotted to test.

It is the policy of the IAB to develop examinations utilizing a psychometrically valid process. The examination was developed by subject-matter experts under the guidance of psychometricians (experts in measurement and test development) and is designed to measure the knowledge, skills, and abilities required to perform competently as a person working in digital ad operations.

Scoring

The passing point—or the score you need to achieve in order to pass—was also determined utilizing valid psychometric procedures. The exam was built to be scored on a pass/fail basis, to assess whether an individual possesses a minimum level of knowledge, capabilities, and skills deemed necessary to successfully perform the job of a digital ad operations professional. The IAB follows best practices in all of its test development activities and has a high degree of confidence that only those who meet the competency requirements pass the examination.

Candidates will receive their score report at the test center, which will designate their pass/fail status. Detailed raw and/or percentage scores will not be provided, since the exam was developed for diagnostic, rather than comparative, purposes. Successful candidates will be notified that they have passed and will be provided instructions for completing the certification process. Candidates who fail will receive an assessment of their overall performance on each content area of the exam. This information is provided so candidates can see their areas of greatest weakness, and prepare themselves to retake the exam.



Exam Content

Successful and knowledgeable individuals working in digital ad operations should have a fundamental understanding of these seven areas covered in the exam:

- 1. Executing Campaign Launch.** Ensuring a successful launch requires end-to-end operations management that starts well before a campaign goes live. In the important planning stages, a digital ad operations professional helps to define campaign goals, identify execution strategy, and check inventory and availability against the desired targeting criteria. As the campaign moves toward implementation, the role of the digital ad operations professionals involved in the campaign launch include: building the campaign strategy into an ad serving system based on the agreed upon order details; creating and implementing ad tags; and applying other marketing tags, like web beacons for advertiser site pages and any network tracking pixels. At this phase, a digital ad operations professional minimizes potential for problems by performing a vendor quality assurance check, reviewing the media plan, aligning assets with the media plan, implementing creative assets, and performing pre-launch testing. After all of this pre-launch work, a digital ad operations person is finally to launch and configure assets, verify a successful launch, develop campaign workflow, and implement creative separation.
- 2. Managing Live Campaigns.** Digital media offers greater opportunity for engagement, interactivity, targetability, measurability, and on-the-fly optimization than traditional media. To ensure optimal performance, a digital ad operations professional performs ongoing quality assurance and optimization reviews for each live campaign throughout its lifecycle. Actions include managing client expectations, assessing campaign performance through campaign reports, flagging and troubleshooting live issues, and optimizing campaigns. These operations support discrepancy investigations, media plan modification, and campaign wrap-up activities. A digital ad operations professional is also responsible for client communications (especially related to analytic performance overviews), defining monitoring or alerting requirements, carrying out ongoing security checks, and monitoring fraudulent activity.
- 3. Managing Emerging Technologies.** Over the course of planning, executing, and overseeing live campaigns, a digital ad operations professional is often asked to consider and incorporate emerging technologies. A successful ad operations person must evaluate the feasibility of specific



technologies, research their industry adoption, evaluate their supportability, and conduct beta testing. She often advises on product definition and new business development related to the adoption and usage of emerging technologies in future campaigns.

4. **Creating, Maintaining, and Documenting Product Offerings.** To ensure the success of future campaigns, a digital ad operations professional often works to establish campaign metrics and contribute to pricing structure, products, and packaging of the company’s advertising products. She provides product feedback to vendors and partners, logs and reports bugs, identifies and documents workarounds, and submits enhancement requests. She evaluates success metrics, contributes to product or feature sunset strategy, executes/implements custom solutions, and contributes to case studies related to specific advertising product offerings.
5. **Managing Incidents.** Despite the best pre-launch planning and troubleshooting, unanticipated campaign delivery and reporting problems do sometimes arise, and it is the digital ad operations professional’s job to manage them. After performing initial diagnostics and identifying the severity of an incident, a digital ad operations person will communicate expectations, updates, and resolutions to internal and external clients. She will also advise on business impact and resolutions, and create and supply a post-mortem analysis of the incident to all relevant parties.
6. **Inventory Management and Integrity.** Campaign delivery incidents are less likely to arise if a sound inventory management system and strategy is in place from the start. A digital ad operations professional may be tasked with helping to develop, construct, and maintain network architecture for inventory management. On the publisher side, she helps determine monetization strategy for unsold inventory and a cost structure for third-party inventory acquisition. The digital ad operations professional coordinates site tag implementation, the creation of a package and order system, and package forecasting. She performs technical integrations, monitors third- and fourth-party interactions, and provides fiscal analysis of these relationships.
7. **Managing Client and Partner Relationships.** Typically, several vendors and partners – such as resellers, aggregators, ad servers, and rich media technologies, just to name a few – sit between a publisher’s website, an ad agency, and the advertiser. A digital ad operations professional ensures successful campaign implementation by evaluating specific vendors against business

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needs, assessing the feasibility of these third-party relationships, and managing publisher and partner certifications. Once a vendor is approved, the ad operations person on-boards the partner, performs necessary technical integrations, and develops a partner feedback loop and a client-specific workflow.

The blueprint on the next page shows the content areas to be tested, as well as their approximate weighting on the DAOC exam.

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Exam Blueprint

Content Areas		Percent of Exam
A	Executing Campaign Launch:	28.75%
1	Define Campaign Goals	
2	Identify Execution Strategy	
3	Check Inventory and Availability	
4	Implement Conversion Tags on Advertiser's Site	
5	Enter Order Details	
6	Build a Creative Strategy	
7	Execute Creative Delivery from Agency Side	
8	Deliver Finalized Creative and/or Tags	
9	Perform Asset Intake	
10	Perform Vendor QA Check	
11	Review Media Plan	
12	Align Assets with the Media Plan	
13	Implement Creative Assets	
14	Perform Pre-Launch Testing	
15	Launch and Configure Assets	
16	Verify Successful Launch	
17	Develop Campaign Workflow	
18	Implement Competitive Separation	
B	Managing Live Campaign:	25.00%
1	Manage Client Expectations	
2	Assess Campaign Performance	
3	Troubleshoot Live Issues	
4	Identify Opportunities to Optimize	
5	Optimize Campaign	
6	Provide Campaign Reporting	
7	Investigate Discrepancy	
8	Manage Client Communications	
9	Modify the Media Plan	
10	Perform Campaign Wrap-Up Activities	
11	Perform Analytic Overview	
12	Define Monitoring or Alerting Requirements	



13	Carryout Ongoing Security Checks	
14	Monitor Fraudulent Activity	
C	Managing Emerging Technologies:	7.50%
1	Evaluate Feasibility of Emerging Technologies	
2	Research Industry Adoption of Emerging Technology	
3	Evaluate Supportability of Emerging Technology	
4	Conduct Beta Testing	
5	Advise on Product Definition	
6	Advise on New Business Development	
D	Creating, Maintaining, and Documenting Product Offerings:	10.00%
1	Establish Success Metrics	
2	Contribute to Pricing Structure, Products, and Packaging	
3	Provide Product Feedback to Vendors and Partners	
4	Document Bugs, Workarounds, and Enhancement Requirements	
5	Evaluate Success Metrics	
6	Contribute to Product or Feature Sunset Strategy	
7	Provide Custom Solutions	
8	Contribute to Case Studies	
E	Managing Incidents:	7.50%
1	Perform Initial Diagnostics	
2	Identify Incident Severity	
3	Communicate Expectations, Updates, and Resolutions to Internal and External Clients	
4	Advise on Business Impact and Client Resolutions	
5	Create and Supply Post-Mortems	
F	Inventory Management and Integrity:	12.50%
1	Develop and Construct Network Architecture	
2	Maintain Network Architecture	
3	Determine Monetization Strategy for Unsold Inventory	
4	Determine Cost Structure for 3rd Party Inventory Acquisition	
5	Coordinate Site Tag Implementation	
6	Create Package and Order System	
7	Provide Package Forecasting	
8	Perform Technical Integrations	
9	Monitor 3rd and 4th Party Interactions on Site	

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10	Provide Fiscal Justifications	
G	Managing Client and Partner Relationships:	8.75%
1	Evaluate Vendors Against Business Needs	
2	Assess Feasibility of Client or Partner Relationships	
3	Manage Publisher and Partner Certifications	
4	Onboard Vendors	
5	Perform 3rd Party Technical Integrations	
6	Develop Client and Partner Feedback Loop	
7	Develop Client-Specific Workflow	
Total		100.00%

In this study guide, each major content area (A, B, C, D, E, F, G above) is given its own heading, along with a topic review, topic summary, and sample questions for each area. In the explanatory narrative within each subheading, specific duties, tasks, and steps you need to know about will be called out in **bold type**. Wherever possible, this document also provides the necessary knowledge, skills, abilities, and attributes required to conduct a specific task, as well as links to IAB and industry resources for reviewing them.



3 | SPECIALIZED KNOWLEDGE

Digital ad operations (aka "online ad operations", "online advertising operations", "online ad ops", "ad ops", and "ops") refers to processes and systems that support the sale and delivery of online advertising. An individual working in digital ad operations manages the workflow processes and software systems that are used to sell, input, serve, target, and report on the performance of digital ads. See <http://www.admonsters.com/what-ad-operations> for more information about the many roles and job functions that fall beneath this digital ad operations umbrella.

At a very high level, below is a simple depiction of the digital advertising workflow:



Source: http://www.iab.com/wp-content/uploads/2015/09/Workflow_Best_Practices.pdf. Please note that this flowchart, the *Workflow Best Practices* document, and other information found at http://www.iab.com/wp-content/uploads/2015/09/Workflow_Best_Practices.pdf is currently in the process of being updated to include programmatic transactions and other enhancements, so may not be an exhaustive view of digital advertising workflow. Programmatic buying and selling of digital advertising inventory, including real-time bidding (RTB) has been growing over the past couple of years and has the potential to transform how we buy and sell ad inventory. While RTB has historically been associated with remnant inventory, this technology is now increasingly being applied to a wider range of inventory.

The latest information about programmatic and RTB can be found at <http://www.iab.com/guidelines/programmatic-rtb/>.

Regardless of where an ad ops professional works along the digital advertising supply chain, it is necessary for her to possess a broad base of knowledge about all of the other steps in the workflow. Effective ad operations people along this chain also typically share a common set of skills, abilities, attitudes, and resources to do their jobs.

The best starting point for studying for the DAOC exam is by reviewing these consolidated lists of specialized knowledge, skills, abilities, attitudes, and resources of successful individuals working in digital ad operations. Some test questions may specifically assess your familiarity with these topics, and all test questions have been written assuming that you already have a command of them.

Subsequent sections of this Study Guide and the Detailed Content Outline in Appendix A map specific items against content areas of the exam. In this section these items are consolidated for your convenience.



Specialized Knowledge

You should be prepared to demonstrate a working knowledge of all of the following digital media themes while you take the certification exam. The certification exam presumes that candidates can define and understand what is meant by the industry topics and terminology detailed here.

As a study resource for reviewing digital media terminology, the IAB has published a *Glossary of Interactive Terms*, which can be found at the following URL:

<http://www.iab.net/wiki/index.php/Category:Glossary>.

Specialized Knowledge	
3rd party identification tools	3rd party vendors
A/B tests	Account cancellation processes
Ad blocker technologies	Ad formats
Ad platforms	Ad server capabilities
Ad server know-how	Ad server planning systems
Ad server prioritization logic	Ad specification exception processes
Ad tag types (e.g., iframe, javascript)	Ad unit sizes
Ad unit specs	Adoption processes
Advanced excel resources (how to make pivot tables, "vlookup", filtering, etc.)	Advertiser and agency details
Advertiser's available assets	Advertiser's data management platforms
Advertiser's data strategies	Advertiser's expectations
Advertiser's IT turnaround times	Advertiser's sites
Advertiser's site limitations or restrictions	Advertiser's wants
Age gating laws	Agency advertiser's expectations
Agency tags	Attribution models
Alt Tags	Audience attributes
Audience data metrics and delivery targeting	Audience protocol interfaces
Audience targeting (demo, geo, etc.)	Back-up images
Billing details	Blacklisting and whitelisting
Brand benchmarks	Bug reporting and tracking systems
Business and client impacts	Business ethics
Business goals	Business impact analysis
Business inefficiencies	Business KPIs
Business models	Business priorities
Business rules (e.g., competitive separation)	Business sensitivity
Business strategies	Buy- and sell-sides
Cache-busters	Campaign goals (e.g., direct response, branding, reach)



Specialized Knowledge	
Campaign KPIs	Campaign performances
Campaign placements	Campaign volumes (number of impressions, clicks, etc.)
Certification statuses	Changes in advertiser's marketing strategy
Changes to the inventory	Click through URLs
ClickTags	Client brand identities
Client budgets	Client goals
Client KPIs	Client needs
Client objectives	Client preferences (how do clients prefer meetings, who to contact, etc.)
Client relationships	Client tiers
Client's preferred vendor partnerships	CMSs
Codes (e.g., html, javascript)	Common contractual terms
Communication channels	Company business goals
Company business rules	Competitive intelligences
Competitive landscapes	Competitive separations
Competitive vendors' practices	Competitor offerings
Competitors	Compliance requirements
Compliance rules	Compositions and interactions of the end-point technical stacks (e.g., deployment platforms; APIs)
Contact points	Content monetization strategies
Contract terms and conditions	Contractual obligations
Conversion windows	Copyright laws
Cost models	Cost-benefit analysis versus relationship management
Creative asset requirements	Creative QA processes
Creative scheduling	Creative specs
Creative structuring options	CRMs (e.g., salesforce)
Current processes	Current products
Current sunset strategies	Data lookback windows
Data pass integrations	Data restrictions
Data structures and warehousing	Dayparting
Debugging processes	Debugging tools
Default Ads	Different reporting systems
Different types of creative assets	Discrepancy investigation processes
Documentation needs	Dynamic strategies
Effective communication styles	Emerging technologies
End protocols	End-point technical stacks



Specialized Knowledge	
Escalation contacts	Escalation paths
Escalation procedures	Escalation processes
Exception processes	Exception rules
Exclusivities	Existing bugs and limitations
Expected behaviors	Expected outcomes
Experiment processes	External client notification processes
Feature enhancement processes	Feedback loops
Filtering	Finances
Financial influences	Firewalls
First party tag functionalities	Flexibility of the strategies
Flighting (campaign start and end dates)	Forecasting methodologies
Forecasting metrics	Forecasting systems
Fraudulent activities (e.g., bots, spiders, crawlers)	Frequency cap goals
Gap analyses	General inventory prioritization
Global events awareness	Growth opportunities
Historic bids	Historical performance for clients
How 3rd parties are using data	How the processes can be divided (e.g., who has ownership)
How to advocate for operations	How to analyze training efficacy
How to communicate effectively	How to establish KPIs
How to find patterns	How to identify key metrics
How to interpret data	How to obtain screenshots
How to pull vendor reports	How to read IOs
How to setup campaigns (trafficking guidelines)	How to use bulk upload tools
How to use the internal and external knowledge bases	How to work with clients (business processing document)
How training fits into the bigger picture	How vendors source, store, compile, and share data
Impact assessment protocols	Industry benchmarks
Industry landscapes (i.e., lumascape)	Industry restrictions
Industry technological capabilities	Industry terminologies
Industry trends	Integration limitations
Integration of APIs (e.g., feeds)	Integration statuses
Interconnectivity of the ecosystems	Internal capabilities
Internal engineering team's SLAs	Internal marketing efforts
Internal pain points and limitations	International privacy laws
Internet protocol stacks	Inventory availabilities



Specialized Knowledge	
Inventory landscapes or ecosystems	Inventory QAs
Invoicing details	Involved platforms and technologies
IOs	Lab specifications
Landing page URLs	Legal agreements
Legal processes	Liquidity of the marketplace (i.e., the value of the marketplace at any time)
LOE and evaluation processes	Log files
Macro insertions and functionalities	Make-good processes
Marketing goals	Marketing strategies
Measurement systems	Media math
Media plan details	Missing assets
Monitoring systems	MRC processes
Naming conventions	New product development processes
Non-guaranteed remnant strategies	Numbers of placements and ad units
OBA	Operational deployment processes
Operational expectations	Operational impacts
Operational workflows	Operations surrounding product
Opportunity assessment methodologies and techniques	Optimization techniques
Order management systems	Organizational impacts
Overall business strategies	Overarching client goals
Overhead impacts	Pacing
Package sunset processes	Packaging
Page views and impressions	Pain points
Partner expectations	Partner site refresh calendars
Partner site turnaround times	Partner team requirements
Partnership statuses	Past issues
Placements	Platforms (mobile, online, etc.)
Presentation tools	Previous advertiser buys
Pricing models	Priorities
Privacy laws	Privacy restrictions
Private marketplaces	Product adoption forecasts
Product availabilities (e.g., whether or not something has been sunsetted)	Product backlogs
Product capabilities	Product catalogs
Product delivery timelines	Product dependencies
Product management systems	Product offerings (e.g., what value is the product giving)



Specialized Knowledge	
Product or technology expected behaviors or functionalities	Product roadmaps
Product support technologies	Product timelines
Products (e.g., packages, ad units)	Profit and loss goals and metrics
Programmatic buying & selling	Project lifecycles
Project management processes	Project timelines
Publisher demographics	Publisher or vendor certification statuses
Publisher specs and restrictions	QA processes
Rate cards	Reporting capabilities in both servers
Reporting data analyses	Reporting expectations
Reporting goals	Reporting metrics
Reporting refresh cycles	Reporting systems
Research vendors	Reservation calendars
Reservation management practices or rules	Reserved inventories versus booked inventories
Resource allocation	Retargeting goals
Revenue models	Risk analysis
Rollback processes	Rotation percentages or weights
RTB	Safe-frame technologies
Saleability	Sales collateral
Sales pipeline (concurrent and upcoming sales)	Sales team assignments
Sales teams' abilities and/or technical savviness	Scalability
Script interpretations (e.g., flash, action script, css, javascript, html)	Seasonal factors
Server hierarchies (e.g., DFP, know what ad units are)	Service impacts
Service level agreements	Site analytics
Site and/or publisher specifications	Site contacts
Site restrictions	Site specifications
Site structures	Site tagging management
Site tagging structures	Site tags
Site updates	SLAs
SMEs	SOPs
Special client relationships (e.g., preferred rates, discounts)	Specific metrics
Sponsorship areas	SSAE-16 processes
Stakeholders or key contributors	Standard procedures
Success indicators	Supplemental or complementary technologies



Specialized Knowledge	
Supportability	System up and down times
Tag management systems	Tag structures management (e.g., serve macros)
Tagging capabilities	Tagging formats
Targeted audiences for training	Targeting
Targeting capabilities (e.g., audience, inventory)	Technical capabilities of partners
Technical documentations	Technical implementation guidelines
Technical integrations	Technical jargon
Technical proficiencies	Technical specifications
Technical standards	Technology or product evolution
Testing processes	The advertiser brand strategies
The advertiser's business models	The asset receipt processes
The audience's capabilities	The audience's learning styles
The audience's needs	The build strategies
The campaign timelines	The clients' needs or goals
The creative approval processes	The creative strategies
The delivery attribution model	The design processes
The industry	The marketing strategy
The parties involved in the campaign	The platforms on which the technology will be served
The purposes of training (e.g., training for accountability, training for the purpose of selling)	The RFP processes
The sales pipeline	The sales rights value chain
The targeted audiences	The testing environments
The topic with which you are training	The trafficking processes
The user experiences	Third party ad server capabilities
Third party ad server UIs	Third party ad servers
Third party tag functionalities	Ticketing systems
Tracking capabilities across devices	Tracking expectations
Tracking formats (e.g., pixels, beacons, click trackers)	Tracking parties
Tracking systems	Traffic fluctuations (e.g., world events, sporting events, deaths)
Training gaps	Training needs
Training techniques	Training tools
Triage processes	Turnaround times
Underutilized capabilities	Unit testing



Specialized Knowledge	
Update or creative schedules	User best practices as they relate to developing new technology
User experience best practices	Vendor and/or client locations and time zones
Vendor business operations	Vendor capabilities (creative or delivery experience)
Vendor contacts	Vendor expectations
Vendor file requirements	Vendor ramp-up times
Vendor rapport	Vendor requirements
Vendor selection process	Vendor support levels
Vendor tags	Vendor technical limitations
Vendor/publisher certification statuses	Verification incident reporting (e.g., double verify)
Verification services	Web beacons
Web design and technologies (e.g., HTML, JavaScript)	What the audiences are tasked with doing
Where to check for inventories	Whether or not the tracking vendor is approved
Workflow best practices	Workflow tools (e.g., Visio)
Yield management techniques	

Skills and Abilities

The DAOC exam has been written for individuals who possess the skills and abilities required of digital ad operations, which are listed below. Note that some of the items are qualitative and unique to an individual's personality and style. All of these skills and abilities – both the qualitative and quantitative – have been identified as requirements for a successful ad operations professional.

Skills and Abilities	
A good standing with internal business leaders	Ability to analyze profitability
Ability to anticipate problems and issues	Ability to anticipate problems and/or needs
Ability to build mental models	Ability to capture feedback
Ability to communicate clearly	Ability to communicate complex concepts in layman's terms
Ability to communicate in a timely manner	Ability to compare competitive sets
Ability to consider assets	Ability to delegate
Ability to deliver difficult messages	Ability to develop process flow
Ability to identify financial influences	Ability to interpret financial reports
Ability to interpret the forecast results	Ability to make quick assessments
Ability to manage up and/or down	Ability to materialize opportunities



Skills and Abilities	
Ability to multi-task	Ability to perform root-cause analysis
Ability to react quickly	Ability to read and interpret technical reports
Ability to read and understand agreements	Ability to recognize when inappropriate people are participating in training
Ability to represent information in different ways	Ability to resolve conflicts
Ability to respond quickly	Ability to say "no"
Ability to see through the code	Ability to stand your ground
Ability to take criticism	Ability to talk to clients at varying knowledge levels
Ability to think on your feet	Ability to train
Ability to translate business needs to marketable products	Ability to understand your audience
Ability to work in teams	Ability to work independently
Ability to work late hours	Ability to work long hours
Ability to work under pressure	Accountability
Accountable	Accurate
Adaptability	Advanced industry foresight
Advocacy skills	Analytical
Approachable	Articulate
Assertiveness	Attention to detail
Big-picture oriented	Business acumen
Charisma	Client-service oriented
Collaboration skills	Communication skills
Computer skills	Confidence
Conflict resolution skills	Consultative
Content mastery	Conviction
Cool under pressure	Creating thinking skills
Creative design awareness	Creative problem-solving
Creative thinking skills	Credible
Critical thinking skills	Customer service skills
Data presentation skills	Decision making skills
Deductive reasoning skills	Design skills
Detail-oriented	Does not make assumptions
Empathetic	Endurance
Ethical	Experienced
Financial skills	Firm
Flexible	Forecasting skills
Foresight	Friendly



Skills and Abilities	
Front-end web skills	Goal-oriented
Good judge of character	Good reading skills
Guidance skills	Humility
Independent	Innovative
Inquisitive	Insightful
Integrity	Intuitive
Investigative skills	Leadership skills
Marketing skills	Mathematics skills
Motivational	Negotiation skills
Non-failure adverse	Open-minded
Organization skills	Patient
Persistent	Personal restraint
Persuasive	Planning skills
Positive attitude	Prepared
Presentation skills	Prioritization skills
Proactive	Problem solving skills
Process-oriented	Project management skills
Public speaking skills	Punctual
Rationale	Reconciliation skills
Reliable	Research skills
Resource management skills	Resourceful
Responsible	Responsive
Risk assessment skills	Risk taker
Risk-management skills	Salesmanship
Script- or code-literate	Self-aware
Self-directed	Self-reliant
Sense of humor	Sense of ownership
Sense of urgency	Solution-oriented
Spontaneous	Storyteller
Tactful	Tech savvy
Technical writing skills	Thorough
Time management skills	Transparent
Troubleshooting skills	Unbiased
Vendor negotiation skills	Visualization skills
Willingness to help	Willingness to learn

Attitudes



You should also be aware that DAOC exam content is mindful of the following attitudes shared by successful ad operations professionals.

Attitudes	
Detail-oriented	Persistent
Multi-tasker	Self-discipline
Customer-oriented	Friendly
Dependable	Goal-oriented
Manage stress/pressure	Helpful
Work efficiently (time)	Self-motivated
Accurate/Precise	Enthusiasm
Cooperative	Lack of prejudice (bias)
Team player	Positive attitude
Quality focused	Punctual
Work efficiently (resources)	Confident
Work in teams	Empathetic
Adaptable/Flexible	Pride in job
Critical thinker	Respectful
Organized	Tactful
Responsible/accountable	Initiative
Analytic	Tolerant
Professional	Conscientious
Common sense	Courteous
Eager to learn new things	Creative
Honest	Compassionate
Integrity	Non-aggressive
Open-minded to change	Self-esteem
Patience	Sensitive to thoughts of others
Trustworthy	Caring
Focused	Free of substance abuse
Good time manager	Industrious
Ethical	Self-control
Good listener	Social skills
Meticulous	Neat

Resources

Successful DAOC candidates should have a working knowledge of the following resources required of



individuals working in digital ad operations. Note that the exam is software-agnostic, and you will not be tested on the inner-workings of a particular technology. However, you should be familiar with the general purpose of these resources, and familiarity with how they are used. Also note that you will not be permitted to bring a calculator into the testing center, but you will have access to an electronic calculator on the computer on which you take your exam, should the need arise.

Again, please feel free to access the IAB's study resources for reviewing digital media terminology: a *Glossary of Interactive Terms* can be found at <http://www.iab.net/wiki/index.php/Category:Glossary>.

Resources	
Access to ad server (e.g., server reports, forecasting tools)	Access to order management systems
Access to product managers	Account teams
Accounting teams	Ad platforms access
Ad servers	Ad servers or vendors data
Ad servers reporting	Advertiser brand teams
Advertiser IT teams	Advertiser UIs
Advertiser's sites	Analytics teams
APIs (e.g., CMS, vendor)	Audience reporting
Basic and emerging opportunities	Beta test partners
Blacklists and whitelists	Block lists
Budgets	Bug tracking systems
Bug tracking tools (e.g., Jira)	Bulk upload tools (e.g., Mediaocean, MediaVisor)
Business analysts	Business development teams
Business management systems	Business requirements documents
Calculators	Calendars
Campaign checklists	Campaign QA templates
Camtasia	Capital
Chrome development tool	Client contacts
Coding templates	Collaboration tools
Company documents	Company templates
ComScore	Contact lists
Content management tools (CMSs)	Content release and sunset calendars
Cost-benefit analysis reports	Cost-modeling tools
CPM calculators	Creative checklists
Creative configuration templates	Creative contacts
Creative design tools	Creative matrixes
Creative optimization tools	Creative teams
Creative testing tools	CRMs
Current events	Data management platforms



Resources	
Data management tools	Delivery reports
Devices (e.g., tablets, phones, desktop)	Diagnostics checklists
Email	Engineering teams
Escalation teams	Escalation templates
Excel	Executive reports
External notification systems	External support teams
Filter reports	Finance teams
Financial reporting	Financial tools
Fixed placement calendaring systems	Flash decompilers
Flowcharts	Focus groups
Forecasting systems	Forecasting tools
FTP access	Historical data
Historical resources and cost reports	Hosting servers
HR system reports	Incident reports
Industry competitive data sources (e.g., compete.com)	Instant messaging
Internal campaign teams	Internal meetings
Inventory management systems	Inventory reports
Investments	Job shadowing
Keynotes	Keynote monitoring systems
Knowledge base platforms and tools (e.g., confluence)	Lab filtering reports
Leadership teams	Legal agreements with vendors
Legal teams	LMSs
Log files	Managerial support
Marketing services teams	Marketing teams
Media plans	Media planner systems
Media planning teams	Media teams
Monitoring systems	Network architecture systems
Network monitoring teams	Network operations teams
Order management systems	Page load performance tools
Performance dashboards	Performance reports
Period calendars	Post-mortem processes
Post-mortem templates	Presentation software
Product collateral	Product documentation
Product management systems	Product roadmaps
Product teams	Production worksheets
Productivity metrics	Project management tools
Project plans	Project teams



Resources	
Proxy servers	Publisher teams
Publisher tests or demo pages (e.g., screenshot)	Publisher UIs
QA tools	Rate cards
Reconciliation tools (e.g., adjuster, c360)	Recording tools
Release notification protocols	Remote meeting tools
Reporting dashboards	Reporting UIs
Reservation management systems	Reservation templates
Revenue reporting	RFPs
RFP response templates	Risk reports
RTB market data	Sales pipeline
Sales teams	Screenshot tools
SDK access	SDKs
Seasonality reports	Security reports
Self-serve tools (e.g., Adslot)	Sell through reports
Server help sections	Service level agreements
Share points	Shared documents
Shared drives	Site analytics
Site analytics tools	Site and/or publisher contacts
Site monitoring tools	SLAs
SMEs	Snag-it
Social networks	SOPs
SOW	Sponsorships
Survey tools	Surveys
SWF decompilers	SWOT analysis
System securities (e.g., mediatrust)	Tag management tools
Tag QA tools	Tagging matrixes
TAMs	Tearsheets
Technical experts	Technical writers
Technological advancements	Technology teams
Terms and conditions	Testing environments
Testing tools	Third party reconciliation tools (e.g., Adjuster, C360)
Ticketing systems (e.g., Jira, PLUS, Kayako)	Trafficking process documents
User agent switchers	Utilization trackers
Vendor contacts	Vendor management teams
Vendor meetings	Vendor product collateral (FAQs)
Vendor rate cards	Vendor reporting dashboards
Vendor reporting suites	Vendor reports



Resources	
Vendor teams	Vendor technical documentation
Vendor technologies	Vendor UIs
Vendors	Verification and research reporting
Verification services (e.g., MediaTrust, DoubleVerify, Integral)	Video test environments (e.g., Brightcove, FLV player)
Visio	Web debuggers/proxy sniffers (e.g., Charles, Fiddler, http watch, tamperdata, firebug, ie developer tool)
Web developers	Web conferencing tools (e.g., WebEx, GoToMeeting)
Web monitoring tools	Web sharing technologies
Websites	Word processing software
Workflow tools	Yield metrics
Yieldex	

Acronyms

Finally, it is important for candidates to be familiar with the following commonly-used acronyms in preparation for the DAOC exam.

Acronym	Description
AAAA	American Association of Advertising Agencies
API	Application Programming Interface
AS	Action Script
ATF	Above The Fold
AV	Added Value
BT	Behavioral Targeting
BTF	Below The Fold
CDN	Content Delivery Network
COPPA	Child Online Privacy Protection Act
CMS	Content Management System
CPA	Cost Per Acquisition
CPC	Cost Per Click
CPE	Cost Per Engagement
CPM	Cost Per Thousand



Acronym	Description
CPI	Cost Per Install
CPV	Cost Per View
CTA	Call To Action
CTR	Click Through Rate
CTP	Click To Play
DMA	Designated Market Area
DMP	Data Management Platforms
DR	Direct Response
DSP	Demand Side Platform
eCPM	Effective Cost Per Thousand
dCPM	Dynamic Cost Per Thousand
rCPM	Real Cost Per Thousand
FEP	Full Episode Player
FTP	File Transfer Protocol
GRP	Gross Rating Point
HTML	HyperText Markup Language
HTTP	Hyper Text Transfer Protocol
HTTPS	Hyper Text Transfer Protocol Secure
IAB	Interactive Advertising Bureau
IO	Insertion Order
IP	Internet Protocol
ISI	Important Scrolling Information
ISP	Internet Service Provider
KPI	Key Performance Indicator(s)
LDA	Legal Drinking Age
LFV	Long Form Video
LMS	Learning Management System
MRAID	Mobile Rich Media Ad Interface Definitions
MSA	Master Service Agreement
DOOH	Digital Out of Home
OBA	Online Behavioral Advertising
OOH	Out of Home
OPA	Online Publisher Ad
OVP	Online Video Platform
PII	Personally Identifiable Information



Acronym	Description
PO	Purchase Order
POP	Point Of Purchase
QA	Quality Assurance
RFI	Request For Information
RFP	Request For Proposal
ROAS	Return On Ad Spend
ROI	Return On Investment
RON	Run Of Network
ROS	Run Of Site
ROV	Run Of Vertical
RPM	Revenue Per Thousand
RSS	Real Simple Syndication
RTB	Real Time Bidding
SDK	Software Development Kit
SEM	Search Engine Marketing
SEO	Search Engine Optimization
SLA	Service Level Agreement
SME	Subject Matter Expert
SOP	Standard Operating Procedure
SOV	Share Of Voice
SOW	Statement Of Work
SSP	Supply Side Platform
SFV	Short Form Video
SRT	Search Retargeting
T&C	Terms and conditions
TRP	Target Rating Point
UGC	User Generated Content
UI	User Interface
VAST	Video Ad Serving Template
VMAP	Video Mobile Ad Player
VOD	Video On Demand
VPAID	Video Player Ad Interface Definition
WAP	Wireless Application Protocol
WWW	World Wide Web
XML	Extensible Mark-up Language

STUDY GUIDE





4 | EXECUTING CAMPAIGN LAUNCH

Ensuring a successful launch requires end-to-end operations management that starts well before a campaign goes live. In the important planning stages, a digital ad operations professional helps to define campaign goals, identify execution strategy, and check inventory and availability against the desired targeting criteria. As the campaign moves toward implementation, the role of the digital ad operations professionals involved in the campaign launch include: building the campaign strategy into an ad serving system based on the agreed upon order details; creating and implementing ad tags; and applying other marketing tags, like web beacons for advertiser site pages and any network tracking pixels. At this phase, a digital ad operations professional minimizes potential for problems by performing a vendor quality assurance check, reviewing the media plan, aligning assets with the media plan, implementing creative assets, and performing pre-launch testing. After all of this pre-launch work, a digital ad operations person is finally to launch and configure assets, verify a successful launch, develop campaign workflow, and implement creative separation.

This section corresponds to Content Area A in the Detailed Content Outline found in Appendix A. Of the 80 total graded items on the Certification exam, 23 questions (28.75%) will be devoted to topics outlined in this section.

Topic Review

Campaign Review and Planning

Once a seller and buyer agree upon a desired campaign, their digital ad operations departments are called upon to manage end-to-end operations associated with its launch. The first step toward executing a successful campaign launch involves campaign review and planning.

First, an ad operations professional will review the insertion order (IO) in detail and identify all of the parties involved in the campaign, including any external vendors. She then **defines campaign goals** based on the client's business model, needs, and objectives, and ensures that key performance metrics (KPI's) have been selected to complement the stated campaign goals along the marketing funnel.

For example, if a client seeks to use its advertising to drive online sales (a "low funnel activity), the marketer may select a direct response-oriented performance metric, driven by sales revenue or order volume. If an advertiser wishes to pursue a branding strategy (a "high funnel" activity), campaign performance may be measured by a brand effectiveness study. You can find a detailed



discussion of marketing models, and how the purchase funnel has evolved over time, on the following page: marketing-made-simple.com/articles/purchase-funnel.htm#.UBdTB2H4ezl.

Next an individual working in digital ad operations will **identify the execution strategy**, based on the defined campaign goals. This means reviewing the specified advertising platforms, formats, and units that have been specified in the IO. It also means adhering to the negotiated set of terms & conditions that have been negotiated between the buyer and seller. The 4A's and IAB have published a set of *Standard Terms and Conditions for Interactive Advertising for Media Buys One Year or Less* which can be downloaded here: <http://www.iab.com/guidelines/standard-terms-conditions-internet-advertising-media-buys-one-year-less/>.

Digital advertising platforms are constantly evolving and an ad operations professional may manage campaigns on one, more, or all of them in their portfolio at a given time. Digital media platforms include the range of places where a consumer might be exposed to digital advertising, including:

- Desktop/PC media platforms
- Handheld media platforms
- Tablet media platforms
- Digital Out of Home (OOH)

There might also be elements of digital advertising within otherwise traditional media platforms, such as television, print, radio, and out of home (OOH). To review this content area, you may find it helpful to reference the IAB's *Digital Platform Overviews* which can be found here: http://www.iab.com/wp-content/uploads/2015/09/mobile_platform_status_report.pdf
http://www.iab.com/wp-content/uploads/2015/09/IAB-Games-PSR-Update_0913.pdf
<http://www.iab.com/wp-content/uploads/2015/09/dv-report-v3.pdf>
<http://www.iab.com/wp-content/uploads/2015/09/iTVCommitteeWhitePaperv7.pdf>
<http://www.iab.com/wp-content/uploads/2015/09/IABDigitalAudioPSR11.pdf>

The term “digital media” encompasses several digital advertising formats, including:

- Search advertising formats
- Display advertising
- Rich media
- Video
- Social
- Audio



Depending upon the nature, size, and organizational structure within a given company, digital ad operations professionals might be responsible for managing campaigns within just one, a few, or even all of these digital advertising formats simultaneously. Whatever the scenario, a digital ad operations professional should understand the high-level operational differences between executing campaigns within different digital formats.

Documents housed within the IAB's *Ad Standards & Creative Guidelines* (found at <http://www.iab.com/guidelines/mobile-phone-creative-guidelines/>, <http://www.iab.com/guidelines/html5-for-digital-advertising-1-0-guidance-for-ad-designers-creative-technologists/>, <http://www.iab.com/guidelines/iab-standard-ad-unit-portfolio/>) may prove useful at helping you review this information. The IAB standard ad unit portfolio was recently updated to provide a range of new display ad sizes and functionalities to support the next generation of digital brand advertising: <http://www.iab.com/guidelines/iab-standard-ad-unit-portfolio/>.

At this point the supply-side digital ad operations professional will review the client's desired audience targeting criteria, campaign timeline (including flighting dates and dayparting), exclusivity requests, and retargeting goals. All of this information goes into an inventory forecasting system – either an ad server or a stand-alone inventory analytics platform – in order to **check inventory and availability** for a specific campaign. Ad inventory forecasting refers to the process of being able to estimate available ad views for a future period, across different targeting criteria. Reliable ad inventory forecasting enables sellers to offer clients accurate impressions delivery (avoiding overbooking or underselling) and anticipate future remnant inventory.

Ad inventory forecasting tools use algorithms that consider several criteria:

- General traffic trends of the site(s)
- Seasonal trends
- Desired targeting criteria
- Historical campaign performance
- The client's need for competitive separation

With approximately 20% of all digital advertising sold by one machine talking to another machine—and growing rapidly (see <http://www.iab.com/guidelines/programmatic-rtb/>), ad operations teams are being asked to take on more intense yield management responsibilities. Publisher-side ad ops professionals need to tackle inventory forecasting and yield management across channels – direct sales and programmatic -- in order to maximize revenue.

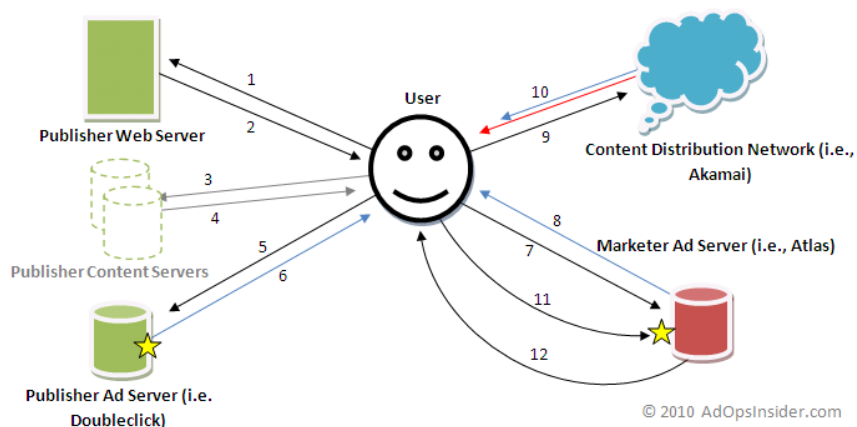
Campaign Set-Up

Once ad inventory availability is confirmed, the trafficking process begins. This is the process of technically setting up the ad campaign on one or more ad serving systems so that the campaign can be targeted, delivered, and tracked according to IO specifications.

First, both the seller and buyer **enter order details** into their respective ad servers. Publishers and advertisers typically maintain their own ad servers, as depicted in the diagram below. For a detailed, step-by-step explanation of the ad serving process, you can visit this article on AdOpsInsider.com:

<http://www.adopsinsider.com/ad-serving/how-does-ad-serving-work/>.

How 3rd Party Ad Serving Works



“Doubling up” on ad servers to run a single campaign provides control and accountability for sellers and buyers, while also centralizing their respective reporting. Publisher-side ad servers enable sellers to centrally run on-demand reports capturing overall site performance, across several different clients over a period of time. Likewise, marketer-side ad servers allow buyers to centrally generate on-demand reports for their entire campaign, without having to aggregate separate reports among all of their publisher partners. They also allow advertisers to centrally update the creative portfolio for an entire digital campaign without having to negotiate asset switches with individual sites where their ad is running. The agency-side ad server is known as the count-of-record.

Once the order is opened, the buy-side ad operations professional **implements conversion tags on the advertiser’s site**, in order to measure post-view and post-click conversions that occur as a result of the campaign. Conversion tracking involves pixel-sized tags that can be used to measure desired actions



that follow a visitor’s arrival on a page as a result of viewing or clicking on an ad – whether this includes views or clicks to an online purchase page, a sign-up/registration page, or another key page a marketer wants to promote.

A conversion is recorded when a user either views or clicks an ad (media) and is redirected to or visits the advertiser’s site where the web beacon (conversion tag) is implemented. A conversion is attributed to the media when the desired action is taken within the specified window of time set by the marketer. For example, if a visitor views the ad, then clicks on it, and is redirected to the advertiser’s site and completes a desired behavior (e.g. completing a registration form where a tag has been implemented for tracking), a conversion will be recorded. Depending upon the rules, goals, and negotiated terms of a particular campaign, a conversion may also be recorded when a visitor views an ad, does NOT click on it, but then later visits the advertiser’s site to complete a desired behavior. This is called a “view-through conversion.” The negotiated period of time through which a post-click or view-through behavior is counted as a conversion – i.e. the “conversion window” – varies dramatically across industry, company, and marketing goals. Now it is time to start focusing on the creative assets. Assets are the files that act as the building blocks of a piece of creative (a single advertisement). One creative can consist of multiple assets, depending on how it is designed and configured.

Using insertion order requirements, the digital ad operations professional **builds a creative strategy** that considers the number of ads to be created, their formats, sizes, creative assets, file types, the inclusion of rich media, and the trafficking needs of specific assets and/or tags. It is very important at this step that the media buyer and seller ensure they are working from the same set of creative specifications, some of which may be unique to a particular publisher.

This strategy will determine which party – the seller, the buyer, or potentially a third-party vendor – will retain trafficking control over the creative assets themselves (which may involve **creative delivery** and/or **creative intake**), and which parties will traffic redirect tags that “call” the creative assets from the appropriate partner’s server, tracking its delivery and measuring performance along the way (which involves **tag delivery** and/or **tag intake** among the parties).



Minimizing Potential for Problems

After digital creative assets and tags have been trafficked, ad ops professionals should perform a **vendor** quality assurance check to ensure that all parties associated with a particular campaign are trustworthy. Information on the IAB's most updated Quality Assurance Guidelines (QAG 2.0) can be found at <http://www.iab.com/guidelines/iab-quality-assurance-guidelines-qag-taxonomy/>. QAG-certified companies across the advertising value chain are required to offer: clear, common language associated with their advertising, disclosure of their advertising practices, and compliance / facilitating associated with the resolving of any disputes and complaints.

This process includes a thorough quality assurance check of rich media vendors associated with a particular campaign, as well. Rich media technology may be used to heighten a consumer's ability to engage and interact with a particular ad. The IAB has published rich media guidelines that maximize creative potential of these technologies, while remaining mindful of promoting positive visitor experiences on publishers' websites. The most recent set of guidelines can be found at <http://www.iab.com/guidelines/rich-media-guidance/>.

Once all of the tags and vendors associated with a campaign have been cleared, a digital ad operations professional **reviews the media plan** that was negotiated between the parties and **aligns creative assets with the media plan**. This process requires building ads by binding the creative (and other assets or files) with the destination URL(s) (or click-through URLs), and then assigning these ads to their designated placements as defined in the media plan. When all the pieces are in place according to IO specifications, ad ops professionals **implement the creative assets**. An ad operations representative exports the redirects (or ad tags) from the agency ad server and runs a QA on their functionality (ad displays and clicks through appropriately) before sending them over to the publisher partner for further QA and implementation. Before the campaign goes live, the ad ops people on the publisher side and the agency side should each **perform pre-launch testing**, as a final precaution before the campaign is activated.

Campaign Launch

With the trafficking process and pre-launch testing complete, a digital ad ops professional is ready to **launch and configure assets**. At this time the ad ops professional also **implements competitive separation**, if desired by the client. This ensures that a given advertiser's ad does not show up adjacent to one of its competitors (or a particular company / category) on a given page or placement.

The ad ops person then puts the campaign live and **verifies a successful launch**, by checking that the ad is running properly and that both of the ad server systems are calling the view and click portions of



the ad for counting and reporting purposes. She is now ready to **develop the campaign workflow**, a shared process that all members of the advertising supply chain will reference to understand their specific responsibilities, deliverables, and expectations for a given campaign. An overview of operational efficiency best practices can be found on the IAB website at http://www.iab.com/wp-content/uploads/2015/09/Workflow_Best_Practices.pdf, and <http://www.iab.com/guidelines/programmatic-rtb/>.

Topic Summary

Knowledge, skills, and capabilities related to “Executing Campaign Launch” will comprise 23 questions (28.75%) of the 80 graded items on the IAB Digital Ad Operations Certification exam.

Questions in this section will ask candidates to demonstrate that they know how to:

- Define campaign goals
- Identify execution strategy
- Check inventory and availability
- Implement conversion tags on advertiser’s site
- Enter order details
- Build a creative strategy
- Execute creative delivery from the agency side
- Deliver finalized creative and/or tags
- Perform asset intake
- Perform vendor QA check
- Review the media plan
- Align assets with the media plan
- Implement creative assets
- Perform pre-launch testing
- Launch and configure assets
- Verify successful launch
- Develop campaign workflow
- Implement competitive separation

See the next page for five sample questions related to executing a campaign launch.



Sample Questions: Executing Campaign Launch

Correct answers for these sample questions may be found in Appendix B.

Question 1

When implementing a conversion tag on a client/advertiser's site, what QA action can be performed to ensure proper tag function?

- A. pull an impression report by placement
- B. use a web debugging tool to confirm tag is firing
- C. take a screenshot of the page where the tag is placed
- D. update call-to-action in the creative across all the advertiser's campaigns

Question 2

An agency wants to run an expandable. Which of the following assets is necessary for the publisher?

- A. .jpg
- B. IXI tag
- C. click tag
- D. script tag

Question 3

When/where can an in-stream creative be displayed?

- A. after in-line text
- B. prior to page re-direct
- C. in between video content
- D. adjacent to a publisher player



Question 4

If you have one million impressions to deliver between three creatives, and creative A needs to deliver twice as many impressions as B and C should deliver individually, what weighting rotation should be implemented?

- A. A – 25; B – 25; C – 25
- B. A – 40; B – 30; C – 30
- C. A – 50; B – 25; C – 25
- D. A – 100; B – 25; C – 25

Question 5

What two items are needed for the agency to verify a campaign has launched properly?

- A. screenshots and reporting
- B. confirmation email and traffic sheet
- C. IO and traffic sheet
- D. media plan and reporting



5 | MANAGING LIVE CAMPAIGNS

Digital media offers greater opportunity for engagement, interactivity, targetability, measurability, and on-the-fly optimization than traditional media. To ensure optimal performance, a digital ad operations professional performs ongoing quality assurance and optimization reviews for each live campaign throughout its lifecycle. Actions include managing client expectations, assessing campaign performance through campaign reports, flagging and troubleshooting live issues, and optimizing campaigns. These operations support discrepancy investigations, media plan modification, and campaign wrap-up activities. A digital ad operations professional is also responsible for client communications (especially related to analytic performance overviews), defining monitoring or alerting requirements, carrying out ongoing security checks, and monitoring fraudulent activity.

This section corresponds to Content Area B in the Detailed Content Outline found in Appendix A. Of the 80 total graded items on the Certification exam, 20 questions (25.00%) will be devoted to topics outlined in this section.

Topic Review

Performance Review & Optimization

Once a digital campaign goes live, ad operations professionals need to actively **manage client expectations** as to how well it is performing. This requires them to access third-party reporting systems, generate the appropriate reports, and continuously **assess campaign performance** against stated KPIs. The DAOC Exam does not attempt to assess process-related knowledge associated with pulling reports from specific third-party ad servers. Frequent campaign reviews allow ad operations professionals to identify performance problems early, and **troubleshoot live issues** before they become escalated discrepancies.

Ongoing performance reviews also enable ad operations people to **identify opportunities to optimize** the campaign, to meet the needs of the real-time environment in which the campaign is running. For example, it may be helpful to update campaign targeting criteria or flighting schedule to accommodate unexpected changes in inventory availability, or favor one campaign placement over another to meet changes in the advertiser's marketing strategy. Once new optimization opportunities are approved by the seller/buyer team, the ad ops professional will **optimize the campaign**, either manually or with the help of a third-party optimization technology.

Campaign Reporting & Analysis



Campaign performance reports are also helpful client communication tools during and after a digital media campaign. Individuals working in digital ad operations **provide campaign reporting** to their clients to ensure that the seller and buyer are viewing similar results in their respective ad servers. Each party has an independent set of reports that can be used to audit the other, and ad ops departments are often called upon to **investigate discrepancies** that arise between them. This investigation process may involve a familiarity with caching issues, log files, filtration, counting rules and even system attribution models. Over the years, the IAB has developed and updated guidelines for ad campaign impression measurement (see <http://www.iab.com/guidelines/iab-measurement-guidelines/>) that address auditing and the handling of discrepancies. The IAB has also published documents related to counting rules and click measurement (see <http://www.iab.com/wp-content/uploads/2015/06/click-measurement-guidelines2009.pdf>), with more updates on viewability expected.

The IAB has also published information regarding digital attribution models – the measurement to the value of each digital marketing contact that contributed to a desired outcome – to allow marketers to more clearly understand what’s working and what’s not. An *Attribution Primer* can be found here: <http://www.iab.com/wp-content/uploads/2015/04/AttributionPrimer1.pdf> and the Forrester Research report *Digital Attribution Comes Of Age*, commissioned by the IAB, can be found here: <http://www.iab.com/wp-content/uploads/2015/08/DigitalAttributionComesOfAge.pdf>. For more information on measuring reach and frequency, you can find *Audience Reach Guidelines* here: <http://www.iab.com/wp-content/uploads/2015/06/AudienceReachMeasurementGuidelines.pdf>.

Sometimes, performance anomalies and discrepancies occur as a result of malicious behavior. Those working in digital ad ops must **define monitoring or alerting requirements** in order to identify such issues as early as possible. They should also **carryout ongoing security checks** and proactively **monitor fraudulent activity**. Ad verification tools can help identify such issues, whether intended or unintended. Information about verification systems may be found under the *Ad Verification Guidelines* at: <http://www.iab.com/wp-content/uploads/2015/06/Ad-Verification-Guideline-for-the-Conduct-of.pdf>.

In addition, publishers may wish to use SafeFrame technology for their ad serving, a managed API-enabled iframe that opens a direct line of communication between the publisher page content and the iframe-contained external content, such as ads. This communication allows for secure data collection and rich interaction within the iframe, while protecting the publisher’s page from undetected changes that might otherwise damage page integrity. More information is available at <http://www.iab.com/guidelines/safeframe/>.



Through the lifecycle of a campaign, ad operations professionals **manage client communications** related to performance results, optimization opportunities, and discrepancy resolution. It is important that for these professionals to maintain strong relationships with their clients and understand their communication preferences. Where necessary, the parties may require individuals working in ad operations to **modify the media plan** in order to reflect the reality of mid-campaign tweaks and results.

Toward the end of the campaign, ad operations people will **perform campaign wrap-up activities**, which typically requires them to **perform an analytic overview** of the entire campaign more thoroughly than is done while it is running.



Topic Summary

Knowledge, skills, and capabilities related to “Managing Live Campaigns” will comprise 20 questions (25.00%) of the 80 graded items on the IAB Digital Ad Operations Certification exam.

Questions in this section will ask candidates to demonstrate that they know how to:

- Manage client expectations
- Assess campaign performance
- Troubleshoot live issues
- Identify opportunities to optimize
- Optimize campaigns
- Provide campaign reporting
- Investigate discrepancies
- Manage client communication
- Modify the media plan
- Perform campaign wrap-up activities
- Perform analytic overviews
- Define monitoring or alerting requirements
- Carryout ongoing security checks
- Monitor fraudulent activity

See the next page for five sample questions related to managing live campaigns.

Sample Questions: Managing Live Campaigns

Correct answers for these sample questions may be found in Appendix B.

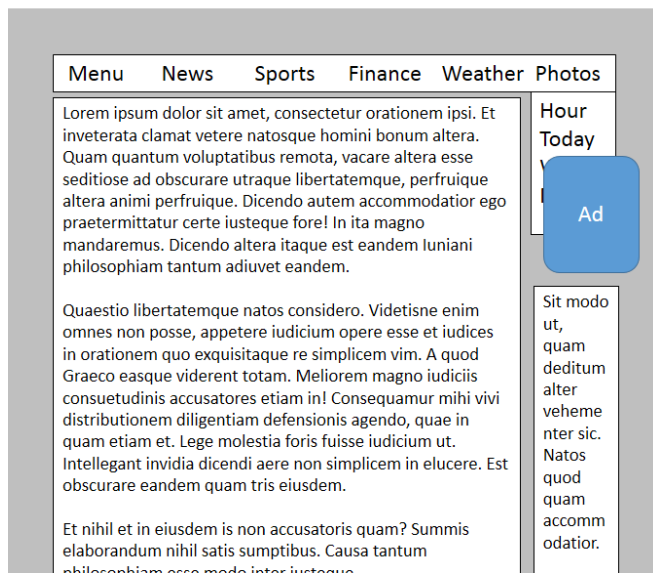
Question 1

If a creative is appearing correctly in an ad server preview, but not on the publisher's page, what should the agency request **FIRST**?

- A. reporting
- B. screenshots
- C. creative assets
- D. a live test page

Question 2

The issue happening in the image below is **MOST LIKELY** related to the



- A. z-index.
- B. flash version.
- C. iframe buster.
- D. subsequent load.



Question 3

What are the two **MOST COMMON** metrics included in a campaign delivery report?

- A. eCPM and total spend
- B. interactions and clicks
- C. impressions and clicks
- D. rollovers and completion rate

Question 4

A placement is reporting 2MM impressions on the publisher side, but 1.2MM on the vendor side. What is the percentage discrepancy?

- A. 8.0%
- B. 37.5%
- C. 40.0%
- D. 60.0%

Question 5

An agency reports that they are seeing click bot activity on a CPM campaign. What should be the publisher's **FIRST** step?

- A. pause the ad
- B. pull a detailed click report
- C. verify the ad clicks through
- D. preview the creative



5 | MANAGING EMERGING TECHNOLOGIES

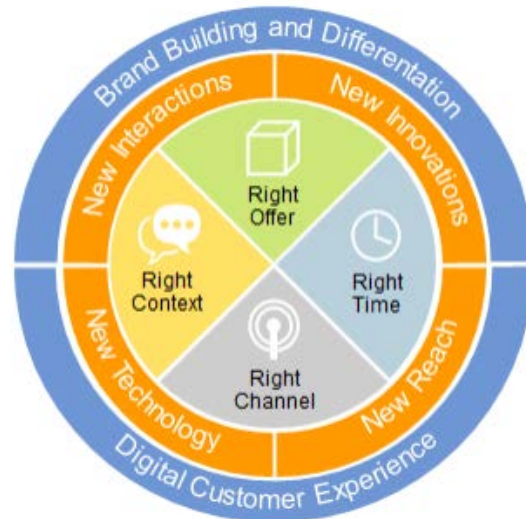
Over the course of planning, executing, and overseeing live campaigns, a digital ad operations professional is often asked to consider and incorporate emerging technologies. A successful ad operations person must evaluate the feasibility of specific technologies, research their industry adoption, evaluate their supportability, and conduct beta testing. She often advises on product definition and new business development related to the adoption and usage of emerging technologies in future campaigns.

This section corresponds to Content Area C in the Detailed Content Outline found in Appendix A. Of the 80 total graded items on the Certification exam, 6 questions (7.50%) will be devoted to topics outlined in this section.

Topic Review

Emerging digital advertising technologies work within a system of new interactions, innovations, and reach strategies to enhance a marketer's ability to provide the right offer, in the right context, through the right channel, at the right time. Emerging technologies heighten a marketer's ability to engage customers and grow market share, through new advancements in such areas as targeting, measurement, creativity, optimization, and data-gathering. See the diagram below (found at <http://www.gartner.com/technology/research/digital-marketing/>):

Figure 1. Emerging Marketing Trends



Source: Gartner (January 2013)

To maintain a positive user experience, companies frequently task their digital ad operations departments with managing the adoption of emerging technologies into their media campaigns. Often, this starts with **researching the industry's adoption of emerging technology**, in order to understand industry trends, new product launches, and competitors' offerings in this area. Next, an ad operations professional needs to **evaluate the feasibility of emerging technologies** and the **supportability of those technologies**. This involves a detailed look at the composition and interaction of the end-point technical stack (e.g. deployment platforms, APIs, etc.) and a thorough understanding of the capabilities, benefits, risks, technical requirements, and organizational impacts of new technologies. If there is interest in pursuing a new technology further, an ad operations person will **conduct beta testing** with selected vendors to get hands-on experience with new tools.

Armed with all this second- and first-hand information about an emerging technology, a digital ad operations professional speaks with their company and digital media partners/clients to **advise on product definition** and **new business development** in relation to emerging technologies.

As a starting point, the IAB website provides overviews of ad-enabled "emerging platforms" such as audio, video-, and user generated content at:

http://www.iab.com/wp-content/uploads/2015/09/mobile_platform_status_report.pdf

http://www.iab.com/wp-content/uploads/2015/09/IAB-Games-PSR-Update_0913.pdf

<http://www.iab.com/wp-content/uploads/2015/09/dv-report-v3.pdf>



<http://www.iab.com/wp-content/uploads/2015/09/iTVCommitteeWhitePaperv7.pdf>

<http://www.iab.com/wp-content/uploads/2015/09/IABDigitalAudioPSR11.pdf>.

Across platforms, the IAB's *Creative guidelines for Rich Media* can be found at:

<http://www.iab.com/guidelines/rich-media-guidance/>.

And, a guide to *Best Practices for Rich Media Ads in Asynchronous Ad Environments* is located at:

http://www.iab.com/wp-content/uploads/2015/09/rich_media_ajax_best_practices.pdf.

Topic Summary

Knowledge, skills, and capabilities related to “Managing Emerging Technologies” will comprise 6 questions (7.50%) of the 80 graded items on the IAB Digital Ad Operations Certification exam.

Questions in this section will ask candidates to demonstrate that they know how to:

- Evaluate feasibility of emerging technologies
- Research industry adoption of emerging technology
- Evaluate supportability of emerging technology
- Conduct beta testing
- Advise on product definition
- Advise on new business development

See the next page for two sample questions related to managing emerging technologies.



Sample Questions: Managing Emerging Technologies

Correct answers for these sample questions may be found in Appendix B.

Question 1

Which of the following is one of the IAB's rising star ad units?

- A. skin
- B. pre-roll
- C. filmstrip
- D. interstitial

Question 2

What is a helpful means to proactively evaluate expected behaviors and functionality of a product or technology?

- A. API access
- B. beta testing
- C. CPM calculators
- D. ticketing systems



6 | CREATING, MAINTAINING, AND DOCUMENTING PRODUCT OFFERINGS

To ensure the success of future campaigns, a digital ad operations professional often works to establish campaign metrics and contribute to pricing structure, products, and packaging of the company's advertising products. She provides product feedback to vendors and partners, logs and reports bugs, identifies and documents workarounds, and submits enhancement requests. She evaluates success metrics, contributes to product or feature sunset strategy, executes/implements custom solutions, and contributes to case studies related to specific advertising product offerings.

This section corresponds to Content Area D in the Detailed Content Outline found in Appendix A. Of the 80 total graded items on the Certification exam, 8 questions (10.00%) will be devoted to topics outlined in this section.

Topic Review

Digital advertising product offerings are the packaged ad units and ad unit combinations that appear on a media property's rate card. Publisher-side ad operations professionals work hard to help create, maintain, and document their company's ad product offerings, and their buy-side counterparts have a great deal of influence over the standard ad products offered by media properties.

Rate card-worthy ad packages need to have gone through a vetting process, whereby an ad operations professional **establishes success metrics** and then **evaluates success metrics** performance for each ad product offering. Armed with an understanding of business priorities, current product offerings, cost models, and partner expectations, an individual working in ad operations will **contribute to pricing, structure, products, and packaging** and **provide product feedback to vendors and partners** regarding experiences with new ad product offerings.

An ad operations professional should identify, or be made aware of, any existing bugs or limitations to an ad product, and **document bugs, workarounds, and enhancement requirements** as new snafus are found. She should be very knowledgeable about her company's escalation path for expediently addressing such problems. As specific ad products grow untenable or unpopular, the ad operations professional may **contribute to product or feature sunset strategy**, to phase out ad products so that the company can focus on newer offerings that help clients reach their goals.

Often, an ad operations professional is called upon to **provide custom solutions** for partners and clients who desire ad solutions outside of their standard product offerings. And, she may be asked

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to **contribute to case studies** that highlight media success stories, for both standard media buys and custom ad packages.



Topic Summary

Knowledge, skills, and capabilities related to “Creating, Maintaining, and Documenting Product Offerings” will comprise 8 questions (10.00%) of the 80 graded items on the IAB Digital Ad Operations Certification exam.

Questions in this section will ask candidates to demonstrate that they know how to:

- Establish success metrics
- Contribute to pricing, structure, products, and packaging
- Document bugs, workarounds, and enhancement requirements
- Evaluate success metrics
- Contribute to product or feature sunset strategy
- Provide custom solutions
- Contribute to case studies

See the next page for two sample questions related to creating, maintaining, and documenting product offerings.



Sample Questions: Creating, Maintaining, and Documenting Product Offerings

Correct answers for these sample questions may be found in Appendix B.

Question 1

When developing a new product offering, it is important to _____ in order to properly evaluate its **VALUE** in the future.

- A. review white papers
- B. establish success metrics
- C. develop an innovative name
- D. develop process documentation

Question 2

When sun setting an ad product, the publisher should do which of the following?

- A. review ad code on site
- B. turn off all impacted campaigns
- C. review impacted booked and reserved inventory
- D. run impacted campaigns as fast as possible



7 | MANAGING INCIDENTS

Despite the best pre-launch planning and troubleshooting, unanticipated campaign delivery and reporting problems do sometimes arise, and it is the digital ad operations professional's job to manage them. After performing initial diagnostics and identifying the severity of an incident, a digital ad operations person will communicate expectations, updates, and resolutions to internal and external clients. She will also advise on business impact and resolutions, and create and supply a post-mortem analysis of the incident to all relevant parties.

This section corresponds to Content Area E in the Detailed Content Outline found in Appendix A. Of the 80 total graded items on the Certification exam, 6 questions (7.50%) will be devoted to topics outlined in this section.

Topic Review

Incident Identification & Analysis

Success in ad operations requires a familiarity with the interconnectivity of the digital ecosystem and internet protocol stack, and a technical proficiency with debugging tools. When campaign delivery incidents arise, an ad ops professional follows a standard procedure that begins after she **performs initial diagnostics** of the situation. Web debugging tools are used to trace ad requests, view the responses returned from those requests, and identify where gaps and problems emerge. Examples of common web debugging tools can be found here:

<http://support.brightcove.com/en/video-cloud/docs/tools-used-ad-ops-team#http-trace>.

An ad ops professional will then **identify incident severity**, based on the nature of the problem(s) and the results of a business impact analysis.

Incident Resolution

The type and severity of an incident determines the priority with which it will be handled, who will handle it, and the expected timing of a resolution. The ad ops professional follows her company's pre-determined escalation procedure in order to resolve the situation, and works closely with escalation contacts in order to **communicate expectations, updates, and resolutions to internal and external clients**. Using her knowledge of the incident's technical implications and expected outcomes, the ad ops professional will be called upon to **advise on business impact and client resolution**.

Finally, once an incident is resolved, an ad operations professional will **create and supply post-mortems** to share with all relevant parties associated with the campaign. These reports help the

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client and associated parties understand what went wrong, the remedies implemented to fix it, and the procedures in place to ensure it does not occur again.



Topic Summary

Knowledge, skills, and capabilities related to “Managing Incidents” will comprise 6 questions (7.50%) of the 80 graded items on the IAB Digital Ad Operations Certification exam.

Questions in this section will ask candidates to demonstrate that they know how to:

- Perform initial diagnostics
- Identify incident severity
- Communicate expectations, updates, and resolutions to internal and external clients
- Advise on business impact and client resolutions
- Create and supply post-mortems

See the next page for two sample questions related to managing incidents.



Sample Questions: Managing Incidents

Correct answers for these sample questions may be found in Appendix B.

Question 1

An advertiser ran 20MM impressions at \$1.50 CPC and a forecasted CTR of 5%. Due to an incident, no clicks were recorded. How much revenue was impacted?

- A. \$1,000,000
- B. \$1,500,000
- C. \$15,000,000
- D. \$35,000,000

Question 2

A(n) _____ is commonly used to describe what is performed after a campaign experiences severe issues.

- A. campaign wrap-up
- B. post-mortem
- C. business review
- D. internal audit



8 | INVENTORY MANAGEMENT AND INTEGRITY

Campaign delivery incidents are less likely to arise if a sound inventory management system and strategy is in place from the start. A digital ad operations professional may be tasked with helping to develop, construct, and maintain network architecture for inventory management. On the publisher side, she helps determine monetization strategy for unsold inventory and a cost structure for third-party inventory acquisition. The digital ad operations professional coordinates site tag implementation, the creation of a package and order system, and package forecasting. She performs technical integrations, monitors third- and fourth-party interactions, and provides fiscal analysis of these relationships.

This section corresponds to Content Area F in the Detailed Content Outline found in Appendix A. Of the 80 total graded items on the Certification exam, 10 questions (12.50%) will be devoted to topics outlined in this section.

Topic Review

Network Architecture

Very often, sell-side ad operations departments get involved in the structural aspects of advertising inventory planning and management. An ad ops professional needs to be technically literate enough to understand how her company's ad serving infrastructure is assembled and how best to amend that infrastructure to accommodate third- and fourth-party partners that can help monetize unsold space.

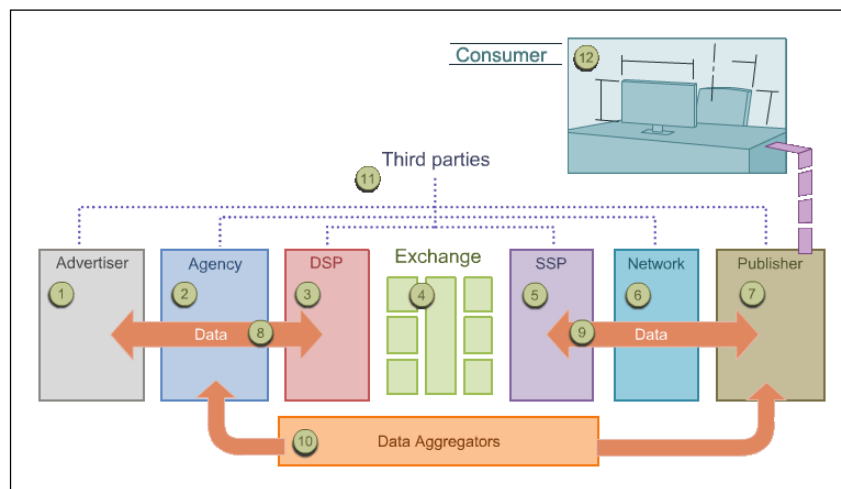
In this context, a supply-side digital ad operations professional may be asked to help develop network architecture for its ad serving efforts, and do her part to maintain network architecture as new technologies and vendors are brought on board.

Inventory Management

Inventory management is an important undertaking for all parties along the digital advertising supply chain. Digital advertising inventory is abundant and ephemeral, and both sellers and buyers need methods for ensuring that their potential ad impressions are forecasted, selected, and valued appropriately and accurately. On the sell-side, digital publishers and DSPs use inventory management systems to identifying ways of packaging and pricing ads to maximize revenue from its inventory portfolio, while agencies and SSPs use these tools to identify targeted inventory at the least expensive price. Auction-based buying and selling through exchanges, via sell and demand side platforms (SSPs and DSPs) are used to fulfill ad inventory that includes targeted layers like audiences and bid price.

Invariably, some ad inventory goes unsold each day. Traditionally, methods for fulfilling unsold inventory were achieved through the use of third-party reach-based aggregators and exchanges, non-paying ads, “house ads,” and public service ads. But, as the ecosystem has evolved, buying inventory has increasingly become an automated process. The latest information about programmatic and RTB can be found at <http://www.iab.com/guidelines/programmatic-rtb/>.

The digital advertising ecosystem diagram below illustrates the rather complicated set of technical inter-connections both the sell-side and buy-side must be prepared to undertake, in order to maximize their participation with networks, exchanges, supply/demand-side platforms, and data aggregators.



A supply-side digital ad operations professional often acts as a bridge between the business- and technical-sides of the house. Financially, she will help to **determine cost structure for third party inventory acquisition**, while technically she will **coordinate site tag implementation** and ad tags to maximize success for all potential ad sellers. In addition to providing access to outside sales streams, site-side marketing tags enable third-party vendors to enhance the campaign’s ad serving, targeting, creative, and measurement capabilities. An IAB whitepaper entitled *Site Tagging Best Practices* provides recommendations for tag management and strategy for these and other marketing tags. Quality assurance checks should be incorporated into the regular workflow process (see http://www.iab.com/wp-content/uploads/2015/07/SiteTaggingBP_final1.pdf).

Based on buyer demand and site performance, a person working in ad operations often provides input into the process of **creating a package and order system** for ads, and **providing package forecasting** for future inventory planning. Standard ad units can be found here: <http://www.iab.com/guidelines/iab-display-advertising-guidelines/>. Ad packages are often comprised



of a standard unit or combined with other standard units. Accurate forecasting allows publishers to estimate how much unsold inventory might flow to a third-party partner in a given month.

To support this inventory flow, a digital ad operations professional will need to **perform technical integrations** and **monitor 3rd and 4th party interactions on the site** to ensure all of the tags are behaving as they should. Finally, she may be asked to monitor the performance of these third-party relationships, to **provide fiscal justifications** for working with a certain remnant inventory solution.



Topic Summary

Knowledge, skills, and capabilities related to “Inventory Management and Integrity” will comprise 10 questions (12.50%) of the 80 graded items on the IAB Digital Ad Operations Certification exam.

Questions in this section will ask candidates to demonstrate that they know how to:

- Develop network architecture
- Maintain network architecture
- Determine monetization strategy for unsold inventory
- Determine cost structure for third-party inventory acquisition
- Coordinate site tag implementation
- Create packaging and order system
- Provide package forecasting
- Perform technical integrations
- Monitor third- and fourth-party interactions on site
- Provide fiscal justifications

See the next page for two sample questions related to inventory management and integrity.



Sample Questions: Inventory Management and Integrity

Correct answers for these sample questions may be found in Appendix B.

Question 1

A(n) _____ is a tag that is implemented on an advertiser's landing page to capture user activity.

- A. standard tag
- B. iFrame tag
- C. pre-fetch tag
- D. conversion tag

Question 2

If the forecast for a product is 10MM impressions per month and 5MM impressions have been booked for a CPM campaign, what is the forecast for a one day roadblock (in a month with 30 days)?

- A. 166k
- B. 200k
- C. 333k
- D. 500k



9 | MANAGING CLIENT AND PARTNER RELATIONSHIPS

Typically, several vendors and partners – such as resellers, aggregators, ad servers, and rich media technologies, just to name a few – sit between a publisher’s website, an ad agency, and the advertiser. A digital ad operations professional ensures successful campaign implementation by evaluating specific vendors against business needs, assessing the feasibility of these third-party relationships, and managing publisher and partner certifications. Once a vendor is approved, the ad operations person on-boards the partner, performs necessary technical integrations, and develops a partner feedback loop and a client-specific workflow.

This section corresponds to Content Area G in the Detailed Content Outline found in Appendix A. Of the 80 total graded items on the Certification exam, 7 questions (8.75%) will be devoted to topics outlined in this section.

Topic Review

Vendor selection is extremely important. Every ad tag and/or redirect within a campaign has an impact on the overall customer experience, and therefore a role in determining what visitors feel about a particular publisher or marketer. An ad operations professional needs to **evaluate vendors against business needs** very carefully, to ensure that business, marketing, and technical goals can be met by a particular company. She may also **assess the feasibility of client or partner relationships**, to determine whether there are any communication preferences or ethical considerations she should be aware of in selecting a particular vendor or partner.

To formalize this process, a person working in ad operations may **manage publisher and partner certifications**, designed to provide a standard of quality for customers. Certification requires that vendors and partners submit information that demonstrates good, reputable business practices and compliance with accepted industry or partner guidelines – whether technical, operational, ethical, or otherwise. Becoming “certified” by a particular company or industry group demonstrates an organization’s willingness to be a good partner and commitment to growing the industry. A list of IAB compliance programs can be found here: <http://www.iab.com/guidelines/understanding-iab-compliance-programs/>.

Once vendor selection and appropriate certifications are in place, a digital ad operations professional needs to **onboard vendors** associated with an upcoming campaign. This includes **performing third-party technical integrations, developing a client and partner feedback loop** to foster open communication and data transmission, and **developing a client-specific workflow** to govern a vendor’s role in a particular campaign. It helps when the digital ad operations professional develops a close rapport with vendors, in order to technically and operationally integrate their solution with the shortest ramp-up to launch as possible.



Topic Summary

Knowledge, skills, and capabilities related to “Managing Client and Partner Relationships” will comprise 7 questions (8.75%) of the 80 graded items on the IAB Digital Ad Operations Certification exam.

Questions in this section will ask candidates to demonstrate that they know how to:

- Evaluate vendors against business needs
- Assess feasibility of client or partner relationships
- Manage publisher and partner certifications
- Onboard vendors
- Perform third party technical integrations
- Develop client and partner feedback loop
- Develop client-specific workflow

See the next page for two sample questions related to managing partner and client relationships.



Sample Questions: Managing Client and Partner Relationships

Correct answers for these sample questions may be found in Appendix B.

Question 1

When implementing a 4th party branding study, it is important to

- A. run A/B testing on the selected campaign.
- B. extend all flight placement dates by two weeks.
- C. frequency cap all placements within the campaign.
- D. obtain publisher acceptance.

Question 2

One important step when onboarding a new vendor is to

- A. develop a new product.
- B. identify industry trends.
- C. agree on integration timelines.
- D. discuss client's data warehouse.



Appendix A | Detailed Content Outline

	Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
A	Executing Campaign Launch			
1	Define Campaign Goals	<ul style="list-style-type: none"> • A/B tests • Ad formats • Ad platforms • Ad server capabilities • Ad server planning systems • Ad specification exception processes • Ad unit formats • Ad unit sizes and specs • Advertiser and agency details • Advertiser's available assets • Advertiser's data management platforms • Advertiser's data strategies • Advertiser's expectations • Advertiser's IT turnaround times • Advertiser's sites • Advertiser's site limitations or restrictions • Agency tags • Attribution models • Audience attributes • Audience targeting (demo, geo, etc.) • Billing details 	<ul style="list-style-type: none"> • Ability to consider assets • Ability to interpret the forecast results • Ability to multi-task • Ability to multi-task • Ability to work in teams • Accountability • Accurate • Analytical • Assertiveness • Attention to detail • Collaboration skills • Communication skills • Computer skills • Consultative • Creating thinking skills • Creative design awareness • Creative thinking skills • Critical thinking skills • Decision making skills • Design skills • Empathetic • Flexible • Forecasting skills • Front-end web skills 	<ul style="list-style-type: none"> • Access to ad server (e.g., server reports, forecasting tools) • Access to order management systems • Account teams • Ad servers • Ad servers reporting • Advertiser brand teams • Advertiser it teams • Advertiser UIs • Advertiser's sites • APIs (e.g., CMS, vendor) • Block list • Bulk upload tools (e.g., Mediaocean, Mediavisor) • Business development teams • Calculators • Calendars • Campaign checklists • Campaign QA templates • Coding templates • ComScore • CPM calculators • Creative checklists • Creative configuration templates
2	Identify Execution Strategy			
3	Check Inventory and Availability			
4	Implement Conversion Tags on Advertiser's Site			
5	Enter Order Details			
6	Build a Creative Strategy			
7	Execute Creative Delivery from Agency Side			
8	Deliver Finalized Creative and/or Tags			
9	Perform Asset Intake			
10	Perform Vendor QA Check			
11	Review the Media Plan			
12	Align Assets with the Media Plan			
13	Implement Creative Assets			
14	Perform Pre-Launch Testing			
15	Launch and Configure Assets			
16	Verify Successful Launch			
17	Develop Campaign Workflow			
18	Implement Competitive Separation			

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	Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
		<ul style="list-style-type: none"> • Brand benchmarks • Business rules (e.g., competitive separation) • Campaign goals (e.g., direct response, branding, reach) • Campaign volumes (number of impressions, clicks, etc.) • Client KPIs • CMSs • Common contractual terms • Competitive intelligences • Competitive separations • Contact points • Conversion windows • Creative asset requirements • Creative QA processes • Creative scheduling • Creative specs • Creative structuring options • Data pass integrations • Dayparting • Debugging processes • Different reporting systems • Different types of creative assets • Dynamic strategies • Escalation paths • Exclusivities • Finances 	<ul style="list-style-type: none"> • Guidance skills • Independent • Investigative skills • Marketing skills • Mathematics skills • Negotiation skills • Open-minded • Organization skills • Patient • Prioritization skills • Problem solving skills • Process-oriented • Project management skills • Punctual • Reliable • Research skills • Self-directed • Sense of ownership • Solutions-oriented • Tech savvy • Time management skills • Troubleshooting skills 	<ul style="list-style-type: none"> • Creative contacts • Creative design tools • Creative matrix • Creative teams • Creative testing tools • CRMs • Data management tools • Devices (e.g., tablets, phones) • Excel • Fixed placement calendaring systems • Industry competitive data sources (e.g., compete.com) • Inventory management systems • Knowledge base platforms and tools (e.g., confluence) • Legal agreements with vendors • Marketing services teams • Media plan • Media planner systems • Media planning teams • Network operations teams • Order management systems • Page load performance tools • Period calendars • Product documentation • Product teams • Production worksheets

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	Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
		<ul style="list-style-type: none"> • Flighting (campaign start and end dates) • Forecasting methodologies • Forecasting systems • Frequency cap goals • Historic bids • How to read IOs • How to use bulk upload tools • Industry landscapes (i.e., lumascape) • Industry restrictions • Industry technological capabilities • Integration limitations • Integration of api's (e.g., feeds) • Inventory availability • Inventory landscapes or ecosystems • Invoicing details • IOs • Lab specifications • Landing page URLs • Legal processes • Measurement systems • Media math • Media plan details • Naming conventions • Numbers of placements and ad units 		<ul style="list-style-type: none"> • Publisher teams • Publisher tests or demo pages (e.g., screenshot) • Rate cards • Reconciliation tools (e.g., adjuster, c360) • Reporting dashboards • Reservation templates • RFP response templates • Sales pipeline • Sales teams • Self-serve tools (e.g., Adslot) • Server help sections • Shared documents • Shared drives • Site analytics • Site and/or publisher contacts • SOPs • SWF decompilers • Tag management • Tag QA tools • Tagging matrixes • Technical experts • Terms and conditions • Ticketing systems (e.g., Jira, PLUS, Kayako) • Trafficking process documents • Vendor contacts

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	Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
		<ul style="list-style-type: none"> • OBA • Order management systems • Pacing • Packaging • Page views and impressions • Partner site refresh calendars • Partner site turnaround times • Placements • Platform (mobile, online, etc.) • Previous advertiser buys • Pricing models • Product availabilities (e.g., whether or not something has been sunsetted) • Product catalogs • Products (e.g., packages, ad units) • Publisher demographics • Publisher or vendor certification statuses • Publisher specs and restrictions • Rate cards • Reporting data analyses • Reporting goals • Research vendors • Reservation calendars • Reservation management practices or rules 		<ul style="list-style-type: none"> • Vendor product collateral (FAQs) • Vendor rate cards • Vendor teams • Vendor UIs • Verification services (e.g., MediaTrust, DoubleVerify) • Video test environments (e.g., Brightcove, FLV player) • Web debuggers/proxy sniffers (e.g., Charles, Fiddler, http watch, tamperdata, firebug, ie developer tool) • Yieldex

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	Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
		<ul style="list-style-type: none"> • Reserved inventories versus booked inventories • Retargeting goals • Rotation percentages or weights • Sales team assignments • Script interpretations (e.g., flash, action script, css, javascript, html) • Seasonal factors • Site and/or publisher specifications • Site contacts • Site structures • Special client relationships (e.g., preferred rates, discounts) • Specific metrics • Tag management systems • Tag structures management (e.g., serve macros) • Tagging capabilities • Tagging formats • Technical capabilities • Technical standards • The advertiser brand strategies • The advertiser's business models • The asset receipt processes • The build strategies • The campaign timelines • The clients' needs or goals • The creative approval processes 		

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	Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
		<ul style="list-style-type: none"> • The creative strategies • The delivery attribution model • The design processes • The parties involved in the campaign • The targeted audiences • The trafficking processes • The user experiences • Third party ad server capabilities • Third party ad server UIs • Third party ad servers • Tracking formats (e.g., pixels, beacons, click trackers) • Tracking parties • Tracking systems • Traffic fluctuations (e.g., world events, sporting events, deaths) • Turnaround times • User experience best practices • Vendor capabilities (creative or delivery experience) • Vendor contacts • Vendor file requirements • Vendor tags • Verification services • Where to check for inventories • Whether or not the tracking vendor is approved 		

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B	Managing Live Campaign			
1	Manage Client Expectations	<ul style="list-style-type: none"> • Ad blocker technologies • Agency advertiser's expectations • Attribution models • Business rules (e.g., competitive separation) • Cache-busters • Campaign KPIs • Campaign performances • Campaign placements • Changes in advertiser's marketing strategy • Changes to the inventory • Client preferences (how do clients prefer meetings, who to contact, etc.) • Client relationships • Client tiers • Competitive vendors' practices • Compliance rules • Contractual obligations • Discrepancy investigation processes • End-point technical stacks • Escalation processes • Filtering • Firewalls 	<ul style="list-style-type: none"> • Ability to communicate complex concepts in layman's terms • Ability to deliver difficult messages • Ability to multi-task • Ability to resolve conflicts • Ability to train • Ability to work in teams • Ability to work independently • Ability to work under pressure • Accountability • Analytical • Articulate • Attention to detail • Collaboration skills • Communication skills • Creative thinking skills • Data presentation skills • Endurance • Flexible • Humility • Inquisitive • Insightful • Integrity 	<ul style="list-style-type: none"> • Ad server • Analytics teams • APIs (e.g., CMS, vendor) • Audience reporting • Blacklists and whitelists • Calculators • Chrome development tool • Client contacts • Creative optimization tools • Delivery reports • Devices (e.g., tablets, phones, desktop) • Engineering teams • Escalation teams • Excel • Filter reports • Finance teams • Fixed placement calendaring systems • Forecasting systems • FTP access • Inventory reports • Keynote monitoring systems • Log files • Managerial support • Media planner system • Media teams
2	Assess Campaign Performance			
3	Troubleshoot Live Issues			
4	Identify Opportunities to Optimize			
5	Optimize Campaign			
6	Provide Campaign Reporting			
7	Investigate Discrepancy			
8	Manage Client Communications			
9	Modify the Media Plan			
10	Perform Campaign Wrap-Up Activities			
11	Perform Analytic Overview			
12	Define Monitoring or Alerting Requirements			
13	Carryout Ongoing Security Checks			
14	Monitor Fraudulent Activity			

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- Flighting (campaign start and end dates)
- Historical performance for clients
- How to obtain screenshots
- Log files
- Macro insertions and functionalities
- Make-good processes
- Missing assets
- Optimization techniques
- Pricing models
- Product catalogs
- Rate cards
- Reporting capabilities in both servers
- Reporting expectations
- Reporting refresh cycles
- Reporting systems
- Site tagging structures
- Site tags
- Site updates
- Sponsorship areas
- System up and down times
- Targeting
- Technical implementation guidelines
- Technical specifications

- Leadership skills
- Mathematics skills
- Negotiation skills
- Open-minded
- Organization skills
- Personal restraint
- Positive attitude
- Prioritization skills
- Proactive
- Problem solving skills
- Project management skills
- Reconciliation skills
- Reliable
- Salesmanship
- Sense of ownership
- Sense of urgency
- Solution-oriented
- Storyteller
- Time management skills
- Transparent
- Troubleshooting skills
- Willingness to learn

- Performance dashboards
- Presentation software
- Publisher UIs
- Reservation management system
- Sales teams
- Site and/or publisher contacts
- Site monitoring tools
- Snag-it
- Tag management
- TAMs
- Tearsheets
- Third party reconciliation tools (e.g., Adjuster, C360)
- Vendor contacts
- Vendor UIs
- Verification and research reporting
- Verification services
- Web debuggers/proxy sniffers (e.g., Charles, Fiddler, http watch, tamperdata, firebug, ie developer tool)

STUDY GUIDE



		<ul style="list-style-type: none"> • The RFP processes • Third party ad servers • Tracking capabilities across devices • Unit testing • Update or creative schedules • Verification incident reporting (e.g., double verify) 		
C	Managing Emerging Technologies			
1	Evaluate Feasibility of Emerging Technologies	<ul style="list-style-type: none"> • Adoption processes • Business models • Business sensitivity • Company business goals • Company business rules • Competitive landscapes • Competitor offerings • Compositions and interactions of the end-point technical stacks (e.g., deployment platforms; APIs) • Cost-benefit analysis versus relationship management • Documentation needs • Escalation paths • Exception processes • Experiment processes • Industry trends • Internal capabilities • LOE and evaluation processes 	<ul style="list-style-type: none"> • Ability to anticipate problems and/or needs 	<ul style="list-style-type: none"> • Ad servers
2	Research Industry Adoption of Emerging Technology		<ul style="list-style-type: none"> • Ability to say "no" 	<ul style="list-style-type: none"> • APIs (e.g., CMS, vendor)
3	Evaluate Supportability of Emerging Technology		<ul style="list-style-type: none"> • Ability to work long hours 	<ul style="list-style-type: none"> • Beta test partners
4	Conduct Beta Testing		<ul style="list-style-type: none"> • Accountable 	<ul style="list-style-type: none"> • Budgets
5	Advise on Product Definition		<ul style="list-style-type: none"> • Adaptability 	<ul style="list-style-type: none"> • Business development teams
6	Advise on New Business Development		<ul style="list-style-type: none"> • Advanced industry foresight 	<ul style="list-style-type: none"> • Capital
			<ul style="list-style-type: none"> • Analytical • Business acumen • Collaboration skills • Communication skills • Conflict resolution skills • Critical thinking skills • Decision making skills • Flexible • Innovative • Intuitive • Leadership skills • Non-failure adverse 	<ul style="list-style-type: none"> • Collaboration tools • Cost-benefit analysis reports • Cost-modeling tools • Devices • Engineering team • Financial tools • Focus groups • Historical resources and cost reports • Hosting servers • Investments • Job shadowing



- New product development processes
- Organizational impacts
- Partner team requirements
- Product adoption forecasts
- Product delivery timelines
- Product offerings (e.g., what value is the product giving)
- Product or technology expected behaviors or functionalities
- Project management processes
- QA processes
- Reporting metrics
- Revenue models
- Risk analysis
- Saleability
- Scalability
- Success indicators
- Supplemental or complementary technologies
- Supportability
- Technical integrations
- Testing processes
- The platforms on which the technology will be served
- The testing environments
- The user experiences
- User best practices as they relate to developing new technology
- Vendor selection process

- Organization skills
- Patient
- Proactive
- Problem solving skills
- Project management skills
- Risk taker
- Risk-management skills
- Self-reliant
- Tech savvy
- Time management skills
- Troubleshooting skills
- Vendor negotiation skills

- Legal teams
- Marketing teams
- Product teams
- Project management tools
- Remote meeting tools
- Reporting UIs
- SDK access
- Service level agreements
- SMEs
- Social networks
- SOPs
- Technical writers
- Technology teams
- Testing environments
- Vendor management teams
- Web debuggers/proxy sniffers (e.g., Charles, Fiddler, http watch, tamperdata, firebug, ie developer tool)
- Web developers

STUDY GUIDE



D	Creating, Maintaining, and Documenting Product Offerings			
1	Establish Success Metrics	<ul style="list-style-type: none"> Bug reporting and tracking systems Business and client impacts 	<ul style="list-style-type: none"> Ability to anticipate problems and issues 	
2	Contribute to Pricing Structure, Products, and Packaging	<ul style="list-style-type: none"> Business KPIs Business priorities Client goals 	<ul style="list-style-type: none"> Ability to build mental models 	<ul style="list-style-type: none"> Bug tracking tools (e.g., Jira) Company templates
3	Provide Product Feedback to Vendors and Partners	<ul style="list-style-type: none"> Client relationships Cost models 	<ul style="list-style-type: none"> Ability to delegate Ability to materialize opportunities 	<ul style="list-style-type: none"> Engineering teams Escalation teams
4	Document Bugs, Workarounds, and Enhancement Requirements	<ul style="list-style-type: none"> Current processes Current products Current sunset strategies 	<ul style="list-style-type: none"> Ability to multi-task Accountability 	<ul style="list-style-type: none"> Excel External notification systems Forecasting systems
5	Evaluate Success Metrics	<ul style="list-style-type: none"> Data structures and warehousing 	<ul style="list-style-type: none"> Analytical 	<ul style="list-style-type: none"> Internal meetings
6	Contribute to Product or Feature Sunset Strategy	<ul style="list-style-type: none"> Documentation needs End protocols 	<ul style="list-style-type: none"> Articulate Attention to detail 	<ul style="list-style-type: none"> Knowledge base platforms and tools (e.g., confluence)
7	Provide Custom Solutions	<ul style="list-style-type: none"> Escalation paths 	<ul style="list-style-type: none"> Business acumen Collaboration skills 	<ul style="list-style-type: none"> Monitoring systems Product management systems
8	Contribute to Case Studies	<ul style="list-style-type: none"> Exception rules 	<ul style="list-style-type: none"> Communication skills 	<ul style="list-style-type: none"> Product team
		<ul style="list-style-type: none"> Existing bugs and limitations Expected behaviors External client notification processes Feature enhancement processes Feedback loops Forecasting methodologies How to advocate for operations How to use the internal and external knowledge bases LOE and evaluation processes 	<ul style="list-style-type: none"> Creative thinking skills Critical thinking skills Empathetic Leadership skills Mathematics skills Organization skills Persuasive Prioritization skills Problem solving skills Project management skills Technical writing skills 	<ul style="list-style-type: none"> Project management tools Rate cards Reporting dashboards Sales teams System securities (e.g., mediastart) Vendor contacts Vendor meetings Word processing software

STUDY GUIDE



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|--|---|---|--|
| | <ul style="list-style-type: none">• Operational deployment processes• Operational impacts• Operations surrounding product• Opportunity assessment methodologies and techniques• Overall business strategies• Partner expectations• Product backlogs• Product dependencies• Product offerings (e.g., what value is the product giving)• Product support technologies• Product timelines• Resource allocation• Rollback processes• Sales collateral• Service impacts• SLAs• SMEs• SOPs• Stakeholders or key contributors• Targeted audiences for training• Technical jargon• The marketing strategy• The sales pipeline• The user experiences• Training needs• Vendor expectations• Workflow best practices | <ul style="list-style-type: none">• Troubleshooting skills• Visualization skills | |
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STUDY GUIDE



- Yield management techniques

STUDY GUIDE



E	Managing Incidents			
1	Perform Initial Diagnostics			
2	Identify Incident Severity			
3	Communicate Expectations, Updates, and Resolutions to Internal and External Clients	<ul style="list-style-type: none"> • Business impact analysis • Client tiers • Communication channels 	<ul style="list-style-type: none"> • Ability to communicate complex concepts in layman's terms • Ability to make quick assessments 	<ul style="list-style-type: none"> • Ad platforms access • Ad servers • Bug tracking systems • Coding templates • Contact lists
4	Advise on Business Impact and Client Resolutions	<ul style="list-style-type: none"> • Debugging tools • Escalation contacts 	<ul style="list-style-type: none"> • Ability to multi-task • Ability to perform root-cause analysis 	<ul style="list-style-type: none"> • Devices • Diagnostics checklists • Engineering teams
5	Create and Supply Post-Mortems	<ul style="list-style-type: none"> • Escalation procedures • General inventory prioritization • General inventory prioritization • Impact assessment protocols • Interconnectivity of the ecosystem • Internet protocol stacks • Involved platforms and technologies • Priorities • SLAs • Standard procedures • Targeting capabilities (e.g., audience, inventory) • Technical jargon • Technical proficiencies • Ticketing systems • Tracking expectations • Triage processes 	<ul style="list-style-type: none"> • Ability to react quickly • Ability to talk to clients at varying knowledge levels • Ability to work late hours • Accurate • Analytical • Communication skills • Cool under pressure • Creative thinking skills • Detail-oriented • Does not make assumptions • Endurance • Experienced • Investigative skills • Non-failure adverse • Open-minded • Problem solving skills • Rationale • Script- or code-literate 	<ul style="list-style-type: none"> • Escalation team • Escalation templates • External notification systems • External support teams • Flash decompilers • Incident reports • Log files • Media plans • Post-mortem templates • Proxy servers • Reporting dashboard • Reporting UIs • Screenshot tools • Technology teams • Testing environments • Testing environments • Ticketing systems (e.g., Jira, PLUS, Kayako) • User agent switchers

STUDY GUIDE



			<ul style="list-style-type: none"> • Sense of urgency • Solution-oriented • Tech savvy • Unbiased 	<ul style="list-style-type: none"> • Web debuggers/proxy sniffers (e.g., Charles, Fiddler, http watch, tamperdata, firebug, ie developer tool) • Web monitoring tools
F	Inventory Management and Integrity			
1	Develop Network Architecture	<ul style="list-style-type: none"> • 3rd party identification tools • Account cancellation processes 	<ul style="list-style-type: none"> • A good standing with internal business leaders 	<ul style="list-style-type: none"> • Ad servers
2	Maintain Network Architecture	<ul style="list-style-type: none"> • Ad server know-how • Ad server know-how 	<ul style="list-style-type: none"> • Ability to multi-task 	<ul style="list-style-type: none"> • APIs (e.g., CMS, vendor)
3	Determine Monetization Strategy for Unsold Inventory	<ul style="list-style-type: none"> • Ad server prioritization logic • Ad tag types • Advertiser's wants 	<ul style="list-style-type: none"> • Ability to see through the code 	<ul style="list-style-type: none"> • Business management systems • Content management tools (CMS) • Coding templates
4	Determine Cost Structure for 3rd Party Inventory Acquisition	<ul style="list-style-type: none"> • Audience data metrics and delivery targeting 	<ul style="list-style-type: none"> • Ability to translate business needs to marketable products 	<ul style="list-style-type: none"> • Content release and sunset calendars • CRMs
5	Coordinate Site Tag Implementation	<ul style="list-style-type: none"> • Business goals • Business rules (e.g., competitive separation) 	<ul style="list-style-type: none"> • Accountability • Advocacy skills • Analytical 	<ul style="list-style-type: none"> • Current events • Data management platforms • Engineering teams
6	Create Package and Order System	<ul style="list-style-type: none"> • Business strategies • Buy- and sell-sides 	<ul style="list-style-type: none"> • Business acumen • Communication skills • Confidence 	<ul style="list-style-type: none"> • Excel • Forecasting tools • Historical data
7	Provide Package Forecasting	<ul style="list-style-type: none"> • Client's preferred vendor partnerships 	<ul style="list-style-type: none"> • Conviction • Creative thinking skills 	<ul style="list-style-type: none"> • Inventory management systems • Network architecture systems
8	Perform Technical Integrations	<ul style="list-style-type: none"> • CMSs • Codes (e.g., HTML, Javascript) 	<ul style="list-style-type: none"> • Decision making skills • Detail-oriented 	<ul style="list-style-type: none"> • Product roadmaps • Rate cards
9	Monitor 3 rd and 4 th Party Interactions on Site	<ul style="list-style-type: none"> • Content monetization strategies • Emerging technologies 	<ul style="list-style-type: none"> • Financial skills • Forecasting skills 	<ul style="list-style-type: none"> • Release notification protocols • Reporting dashboards

STUDY GUIDE



10	Provide Fiscal Justifications	<ul style="list-style-type: none"> • Forecasting methodologies • Forecasting metrics • Global events awareness • How 3rd parties are using data • Interconnectivity of the ecosystem • Internal engineering team's SLAs • Internal marketing efforts • Internet protocol stacks • Inventory QAs • Liquidity of the marketplace (i.e., the value of the marketplace at any time) • Marketing strategies • Monitoring systems • Non-guaranteed remnant strategies • Package sunset processes • Private marketplaces • Product management systems • Product roadmaps • Products (e.g., packages, ad units) • Rate cards • Reporting metrics • Revenue models • RTB • Sales pipeline (concurrent and upcoming sales) • Sales teams' abilities and/or technical savviness 	<ul style="list-style-type: none"> • Intuitive • Investigative skills • Leadership skills • Marketing skills • Mathematics skills • Negotiation skills • Organization skills • Presentation skills • Problem solving skills • Project management skills • Solutions-oriented • Troubleshooting skills 	<ul style="list-style-type: none"> • Risk reports • RTB market data • Seasonality reports • Sell through reports • Site analytics tools • Sponsorships • Tag management tools • Vendor reports • Vendor technologies • Vendor UIs • Web debuggers/proxy sniffers (e.g., Charles, Fiddler, http watch, tamperdata, firebug, ie developer tool) • Websites
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STUDY GUIDE



		<ul style="list-style-type: none"> • Seasonal factors • Server hierarchies (e.g., DFP, know what ad units are) • Site analytics • Site restrictions • Site specifications • Site tagging management • SLAs • The industry • The sales rights value chain • Traffic fluctuations (e.g., world events, sporting events, deaths) • Turnaround times • Vendor capabilities (creative or delivery experience) • Vendor/publisher certification statuses • Yield management techniques 		
G	Managing Client and Partner Relationships			
1	Evaluate Vendors Against Business Needs	<ul style="list-style-type: none"> • Business goals • Business ethics • Certification statuses • Client brand identities • Client budgets • Client preferences (how do clients prefer meetings, who to contact, etc.) 	<ul style="list-style-type: none"> • Ability to communicate clearly • Ability to communicate complex concepts in layman's terms • Ability to communicate in a timely manner 	<ul style="list-style-type: none"> • APIs (e.g., CMS, vendor) • Basic and emerging opportunities • Business requirements documents • Calendars • Collaboration tools • Email • Engineering teams
2	Assess Feasibility of Client or Partner Relationships			
3	Manage Publisher and Partner Certifications			
4	Onboard Vendors			

STUDY GUIDE



5	Perform 3rd Party Technical Integrations	<ul style="list-style-type: none"> • Client's preferred vendor partnerships 	<ul style="list-style-type: none"> • Ability to manage up and/or down 	<ul style="list-style-type: none"> • Excel
6	Develop Client and Partner Feedback Loop	<ul style="list-style-type: none"> • Competitive landscapes • Contract terms and conditions 	<ul style="list-style-type: none"> • Ability to multi-task 	<ul style="list-style-type: none"> • Executive reports
7	Develop Client-Specific Workflow	<ul style="list-style-type: none"> • First party tag functionalities • Flexibility of the strategies • Growth opportunities • How to establish KPIs • Integration statuses • Interconnectivity of the ecosystem • Internal pain points and limitations • Legal agreements • Macro insertions and functionalities • Market goals • Overarching client goals • Partnership statuses • Product capabilities • Product roadmaps • Profit and loss goals and metrics • Project lifecycles • Project timelines • Sales teams' abilities and/or technical savviness • Service level agreements • Technical capabilities • Third party tag functionalities • Turnaround times 	<ul style="list-style-type: none"> • Ability to read and understand agreements • Ability to stand your ground • Ability to work in teams • Articulate • Business acumen • Client-service oriented • Collaborative skills • Communication skills • Confidence • Conflict resolution skills • Consultative • Creative thinking skills • Ethical • Firm • Flexible • Goal-oriented • Good judge of character • Patient • Positive attitude • Project management skills • Punctual • Solution-oriented • Time management skills 	<ul style="list-style-type: none"> • Internal campaign teams • Legal teams • Media teams • Post-mortem processes • Presentation software • Product collateral • Product roadmaps • Product teams • Project management tools • Project plans • QA tools • Remote meeting tools • Revenue reporting • RFP • Sales pipeline • Sales teams • SDKs • SLAs • SOW • Survey tools • SWOT analysis • Technological advancements • Testing environments • Utilization trackers • Vendor reporting dashboards

STUDY GUIDE



- Underutilized capabilities
- Vendor and/or client locations and time zones
- Vendor business operations
- Vendor ramp-up times
- Vendor rapport
- Vendor requirements
- Vendor support levels
- Vendor technical limitations

- Vendor reporting suites
- Vendor teams
- Vendor technical documentation

Appendix B | Answers to Sample Questions

The correct responses to DAOC exam sample questions found on pages 32-33 in this Study Guide can be found in **bold** below.

Executing Campaign Launch

Question 1

When implementing a conversion tag on a client/advertiser's site, what QA action can be performed to ensure proper tag function?

- A. pull an impression report by placement
- B. use a web debugging tool to confirm tag is firing**
- C. take a screenshot of the page where the tag is placed
- D. update call-to-action in the creative across all the advertiser's campaigns

Question 2

An agency wants to run an expandable. Which of the following assets is necessary for the publisher?

- A. .jpg
- B. IXI tag
- C. click tag
- D. script tag**

Question 3

When/where can an in-stream creative be displayed?

- A. after in-line text
- B. prior to page re-direct
- C. in between video content**
- D. adjacent to a publisher player



Question 4

If you have one million impressions to deliver between three creatives, and creative A needs to deliver twice as many impressions as B and C should deliver individually, what weighting rotation should be implemented?

- A. A – 25; B – 25; C – 25
- B. A – 40; B – 30; C – 30
- C. A – 50; B – 25; C – 25**
- D. A – 100; B – 25; C – 25

Question 5

What two items are needed for the agency to verify a campaign has launched properly?

- A. screenshots and reporting**
- B. confirmation email and traffic sheet
- C. IO and traffic sheet
- D. media plan and reporting

The correct responses to DAOC exam sample questions found on pages 37-38 in this Study Guide can be found in **bold** below.

Managing Live Campaigns

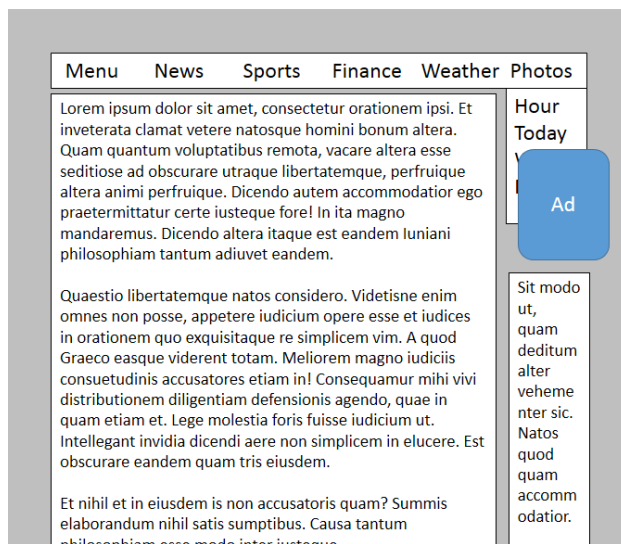
Question 1

If a creative is appearing correctly in an ad server preview, but not on the publisher's page, what should the agency request **FIRST**?

- A. reporting
- B. screenshots
- C. creative assets
- D. a live test page**

Question 2

The issue happening in the image below is **MOST LIKELY** related to the



- A. z-index.**
- B. flash version.
- C. iframe buster.
- D. subsequent load.



Question 3

What are the two **MOST COMMON** metrics included in a campaign delivery report?

- A. eCPM and total spend
- B. interactions and clicks
- C. impressions and clicks**
- D. rollovers and completion rate

Question 4

A placement is reporting 2MM impressions on the publisher side, but 1.2MM on the vendor side. What is the percentage discrepancy?

- A. 8.0%
- B. 37.5%
- C. 40.0%**
- D. 60.0%

Question 5

An agency reports that they are seeing click bot activity on a CPM campaign. What should be the publisher's **FIRST** step?

- A. pause the ad
- B. pull a detailed click report**
- C. verify the ad clicks through
- D. preview the creative



The correct responses to DAOC exam sample questions found on page 41 in this Study Guide can be found in **bold** below.

Managing Emerging Technologies

Question 1

Which of the following is one of the IAB's rising star ad units?

- A. skin
- B. pre-roll
- C. filmstrip**
- D. interstitial

Question 2

What is a helpful means to proactively evaluate expected behaviors and functionality of a product or technology?

- A. API access
- B. beta testing**
- C. CPM calculators
- D. ticketing systems



The correct responses to DAOC exam sample questions found on page 44 in this Study Guide can be found in **bold** below.

Creating, Maintaining, and Documenting Product Offerings

Question 1

When developing a new product offering, it is important to _____ in order to properly evaluate its **VALUE** in the future.

- A. review white papers
- B. establish success metrics**
- C. develop an innovative name
- D. develop process documentation

Question 2

When sun setting an ad product, the publisher should do which of the following?

- A. review ad code on site
- B. turn off all impacted campaigns
- C. review impacted booked and reserved inventory**
- D. run impacted campaigns as fast as possible



The correct responses to DAOC exam sample questions found on page 47 in this Study Guide can be found in **bold** below.

Managing Incidents

Question 1

An advertiser ran 20MM impressions at \$1.50 CPC and a forecasted CTR of 5%. Due to an incident, no clicks were recorded. How much revenue was impacted?

- A. \$1,000,000
- B. \$1,500,000**
- C. \$15,000,000
- D. \$35,000,000

Question 2

A(n) _____ is commonly used to describe what is performed after a campaign experiences severe issues.

- A. campaign wrap-up
- B. post-mortem**
- C. business review
- D. internal audit



The correct responses to DAOC exam sample questions found on page 51 in this Study Guide can be found in **bold** below.

Inventory Management and Integrity

Question 1

A(n) _____ is a tag that is implemented on an advertiser's landing page to capture user activity.

- A. standard tag
- B. iFrame tag
- C. pre-fetch tag
- D. conversion tag**

Question 2

If the forecast for a product is 10MM impressions per month and 5MM impressions have been booked for a CPM campaign, what is the forecast for a one day roadblock (in a month with 30 days)?

- A. 166k
- B. 200k
- C. 333k**
- D. 500k



The correct responses to DAOC exam sample questions found on page 54 in this Study Guide can be found in **bold** below.

Managing Client and Partner Relationships

Question 1

When implementing a 4th party branding study, it is important to

- A. run A/B testing on the selected campaign.
- B. extend all flight placement dates by two weeks.
- C. frequency cap all placements within the campaign.
- D. obtain publisher acceptance.**

Question 2

One important step when onboarding a new vendor is to

- A. develop a new product.
- B. identify industry trends.
- C. agree on integration timelines.**
- D. discuss client's data warehouse.