IAB DIGITAL AD OPERATIONS CERTIFICATION

EXAM BLUEPRINT

DECEMBER 2015

As you prepare for the DAOC certification examination, you are strongly encouraged to review the examination blueprint. The blueprint contains the major content areas on the exam, and the percentage of the exam each content area represents. For your convenience, the examination blueprint outline is provided below, and may also be downloaded in its entirety through a link on the following page: www.iab.com/adopsresources.

A Digital Ad Operations Professional 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 placement reports, entry of proposals and reviewing the status of campaigns in order to optimize their performance, while assisting the Ad Sales, Marketing, and Product teams in formulating media plans.

The following is a summary of specialized knowledge and content outline for the IAB Digital Ad Operations Certification examination. A successful and knowledgeable digital ad operations professional should have a fundamental understanding of these seven areas:

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, a digital ad operations person needs to implement tags on an advertiser's site, enter order details, build a creative strategy, executive creative delivery from the agency side, and deliver and/or intake final creative and/or tags. At this phase, a digital ad operations professional minimizes potential for problems by performing a vendor QA 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, the digital ad operations person is finally to launch and configure assets, verify a successful launch, develop campaign workflow, and implement creative separation.

Managing Live Campaigns. Digital media offers greater interactivity, targetability, measurability, and optimization than traditional media. To ensure optimal performance, a digital ad operations professional performs ongoing review and intervention for each live campaign throughout its lifecycle. This includes managing client expectations, assessing campaign performance, troubleshooting live issues, identifying opportunities to optimize, and actually optimizing the campaign.   She provides campaign reporting, discrepancy investigation, 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.

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

Creating, Maintaining, and Documenting Product Offerings. To ensure the success of future campaigns, a digital 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, and documents bugs, workarounds, and enhancement requirements. She evaluates success metrics, contributes to product / feature sunset strategy, provides custom solutions, and contributes to case studies related to specific advertising product offerings.

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.

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. 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.

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 operations person onboards the partner, performs necessary technical integrations, and develops a partner feedback loop and a client-specific workflow.

The following blueprint summarizes the content areas that will be tested, as well as their approximate weighting on the 100-question exam. Use the blueprint to guide you in identifying any content areas you need extra time and resources to prepare for, and ask yourself these questions.

- Which content areas represent the greatest number of test questions?
- How much time do you need to focus on these areas to prepare for the exam, versus other areas?
- How do your current knowledge and skills compare to the content areas of the exam? Are you strong in some, but weak on others?
- How much training or work have you done in the areas on the exam?

Your analysis of the content outline and your answers to the questions above will help you determine where you need to spend your study time.

Questions: iab.com/datacert or email certification@iab.com

Examination 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	1	
2	Research Industry Adoption of Emerging Technology	2	
3	Evaluate Supportability of Emerging Technology	3	
4	Conduct Beta Testing	4	
5	Advise on Product Definition	5	
6	Advise on New Business Development	6	
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		

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%

	Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
A	**Executing Campaign Launch**			
1	Define Campaign Goals	• A/B tests	• Ability to consider assets	• Access to ad server (e.g., server reports,
2	Identify Execution Strategy	• Ad formats	• Ability to interpret the forecast	forecasting tools)
3	Check Inventory and Availability	• Ad platforms	results	• Access to order management systems
4	Implement Conversion Tags on Advertiser's Site	• Ad server capabilities	• Ability to multi-task	• Account teams
5	Enter Order Details	• Ad server planning systems	• Ability to multi-task	• Ad servers
6	Build a Creative Strategy	• Ad specification exception processes	• Ability to work in teams	• Ad servers reporting
7	Execute Creative Delivery from Agency Side	• Ad unit formats	• Accountability	• Advertiser brand teams
8	Deliver Finalized Creative and/or Tags	• Ad unit sizes and specs	• Accurate	• Advertiser it teams
9	Perform Asset Intake	• Advertiser and agency details	• Analytical	• Advertiser UIs
10	Perform Vendor QA Check	• Advertiser's available assets	• Assertiveness	• Advertiser's sites
11	Review the Media Plan	• Advertiser's data management platforms	• Attention to detail	• APIs (e.g., CMS, vendor)
12	Align Assets with the Media Plan	• Advertiser's data strategies	• Collaboration skills	• Block list
		• Advertiser's expectations	• Communication skills	• Bulk upload tools (e.g., Mediaocean, *Mediavisor*)
13	Implement Creative Assets	• Advertiser's IT turnaround times	• Computer skills	• Business development teams
14	Perform Pre-Launch Testing	• Advertiser's sites	• Consultative	• Calculators
15	Launch and Configure Assets	• Advertiser's site limitations or restrictions	• Creating thinking skills	• Calendars
16	Verify Successful Launch	• Agency tags	• Creative design awareness	• Campaign checklists
17	Develop Campaign Workflow	• Attribution models	• Creative thinking skills	• Campaign QA templates
		• Audience attributes	• Critical thinking skills	• Coding templates
18	Implement Competitive Separation	• Audience targeting (demo, geo, etc.)	• Decision making skills	• comScore
		• Billing details	• Design skills	• CPM calculators
		• Brand benchmarks	• Empathetic	• Creative checklists
		• Business rules (e.g., competitive separation)	• Flexible	• Creative configuration templates
		• Campaign goals (e.g., direct response, branding, reach)	• Forecasting skills	• Creative contacts
			• Front-end web skills	• Creative design tools
		• Campaign volumes (number of impressions, clicks, etc.)	• Guidance skills	• Creative matrix
			• Independent	• Creative teams
		• Client KPIs	• Investigative skills	• Creative testing tools
			• Marketing skills	

Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
	• CMSs	• Mathematics skills	• CRMs
	• Common contractual terms	• Negotiation skills	• Data management tools
	• Competitive intelligences	• Open-minded	• Devices (e.g., tablets, phones)
	• Competitive separations	• Organization skills	• Excel
	• Contact points	• Patient	• Fixed placement calendaring systems
	• Conversion windows	• Prioritization skills	• Industry competitive data sources (e.g., compete.com)
	• Creative asset requirements	• Problem solving skills	
	• Creative QA processes	• Process-oriented	• Inventory management systems
	• Creative scheduling	• Project management skills	• Knowledge base platforms and tools (e.g., confluence)
	• Creative specs	• Punctual	
	• Creative structuring options	• Reliable	• Legal agreements with vendors
	• Data pass integrations	• Research skills	• Marketing services teams
	• Dayparting	• Self-directed	• Media plan
	• Debugging processes	• Sense of ownership	• Media planner systems
	• Different reporting systems	• Solutions-oriented	• Media planning teams
	• Different types of creative assets	• Tech savvy	• Network operations teams
	• Dynamic strategies	• Time management skills	• Order management systems
	• Escalation paths	• Troubleshooting skills	• Page load performance tools
	• Exclusivities		• Period calendars
	• Finances		• Product documentation
	• Flighting (campaign start and end dates)		• Product teams
	• Forecasting methodologies		• Production worksheets
	• Forecasting systems		• Publisher teams
	• Frequency cap goals		• Publisher tests or demo pages (e.g., screenshot)
	• Historic bids		
	• How to read IOs		• Rate cards
	• How to use bulk upload tools		• Reconciliation tools (e.g., adjuster, c360)

Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
	• Industry landscapes (i.e., lumascape) • Industry restrictions • Industry technological capabilities • Integration limitations • Integration of apis (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 • 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		• 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 • Vendor product collateral (FAQs) • Vendor rate cards • Vendor teams • Vendor UIs

Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
	- 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 - 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		- 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

Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
	• 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		
	• 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		

		Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
			• 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		
B		**Managing Live Campaign**			
	1	Manage Client Expectations	• Ad blocker technologies • Agency advertiser's expectations • Attribution models • Business rules (e.g., competitive separation) • Cache-busters • Campaign KPIs • Campaign performances • Campaign placements	• 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	• Ad server • Analytics teams • APIs (e.g., CMS, vendor) • Audience reporting • Blacklists and whitelists • Calculators • Chrome development tool • Client contacts • Creative optimization tools
	2	Assess Campaign Performance			
	3	Troubleshoot Live Issues			
	4	Identify Opportunities to Optimize			

Duties, Tasks, and Steps		Knowledge	Skills and Abilities	Resources
5	Optimize Campaign	• Changes in advertiser's marketing strategy	• Ability to work under pressure	• Delivery reports
6	Provide Campaign Reporting	• Changes to the inventory	• Accountability	• Devices (e.g., tablets, phones, desktop)
7	Investigate Discrepancy	• Client preferences (how do clients prefer meetings, who to contact, etc.)	• Analytical	• Engineering teams
8	Manage Client Communications		• Articulate	• Escalation teams
9	Modify the Media Plan	• Client relationships	• Attention to detail	• Excel
10	Perform Campaign Wrap-Up Activities	• Client tiers	• Collaboration skills	• Filter reports
11	Perform Analytic Overview	• Competitive vendors' practices	• Communication skills	• Finance teams
12	Define Monitoring or Alerting Requirements	• Compliance rules	• Creative thinking skills	• Fixed placement calendaring systems
13	Carryout Ongoing Security Checks	• Contractual obligations	• Data presentation skills	• Forecasting systems
14	Monitor Fraudulent Activity	• Discrepancy investigation processes	• Endurance	• FTP access
		• End-point technical stacks	• Flexible	• Inventory reports
		• Escalation processes	• Humility	• Keynote monitoring systems
		• Filtering	• Inquisitive	• Log files
		• Firewalls	• Insightful	• Managerial support
		• Flighting (campaign start and end dates)	• Integrity	• Media planner system
		• Historical performance for clients	• Leadership skills	• Media teams
		• How to obtain screenshots	• Mathematics skills	• Performance dashboards
		• Log files	• Negotiation skills	• Presentation software
		• Macro insertions and functionalities	• Open-minded	• Publisher UIs
		• Make-good processes	• Organization skills	• Reservation management system
		• Missing assets	• Personal restraint	• Sales teams
		• Optimization techniques	• Positive attitude	• Site and/or publisher contacts
		• Pricing models	• Prioritization skills	• Site monitoring tools
		• Product catalogs	• Proactive	• Snag-it
		• Rate cards	• Problem solving skills	• Tag management
		• Reporting capabilities in both servers	• Project management skills	• TAMs
			• Reconciliation skills	• Tearsheets

	Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
		• 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 • The RFP processes • Third party ad servers • Tracking capabilities across devices • Unit testing • Update or creative schedules • Verification incident reporting (e.g., double verify)	• Reliable • Salesmanship • Sense of ownership • Sense of urgency • Solution-oriented • Storyteller • Time management skills • Transparent • Troubleshooting skills • Willingness to learn	• 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)
C	**Managing Emerging Technologies**			
1	Evaluate Feasibility of Emerging Technologies	• Adoption processes • Business models • Business sensitivity • Company business goals • Company business rules • Competitive landscapes	• Ability to anticipate problems and/or needs	• Ad servers
2	Research Industry Adoption of Emerging Technology		• Ability to say "no"	• APIs (e.g., CMS, vendor)
3	Evaluate Supportability of Emerging Technology		• Ability to work long hours • Accountable	• Beta test partners • Budgets

	Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
4	Conduct Beta Testing	• Competitor offerings	• Adaptability	• Business development teams
5	Advise on Product Definition	• Compositions and interactions of the end-point technical stacks (e.g., deployment platforms; APIs)	• Advanced industry foresight	• Capital
6	Advise on New Business Development	• Cost-benefit analysis versus relationship management	• Analytical	• Collaboration tools
		• Documentation needs	• Business acumen	• Cost-benefit analysis reports
		• Escalation paths	• Collaboration skills	• Cost-modeling tools
		• Exception processes	• Communication skills	• Devices
		• Experiment processes	• Conflict resolution skills	• Engineering team
		• Industry trends	• Critical thinking skills	• Financial tools
		• Internal capabilities	• Decision making skills	• Focus groups
		• LOE and evaluation processes	• Flexible	• Historical resources and cost reports
		• New product development processes	• Innovative	• Hosting servers
		• Organizational impacts	• Intuitive	• Investments
		• Partner team requirements	• Leadership skills	• Job shadowing
		• Product adoption forecasts	• Non-failure adverse	• Legal teams
		• Product delivery timelines	• Organization skills	• Marketing teams
		• Product offerings (e.g., what value is the product giving)	• Patient	• Product teams
		• Product or technology expected behaviors or functionalities	• Proactive	• Project management tools
		• Project management processes	• Problem solving skills	• Remote meeting tools
		• QA processes	• Project management skills	• Reporting UIs
		• Reporting metrics	• Risk taker	• SDK access
		• Revenue models	• Risk-management skills	• Service level agreements
		• Risk analysis	• Self-reliant	• SMEs
			• Tech savvy	• Social networks
			• Time management skills	• SOPs
			• Troubleshooting skills	• Technical writers
			• Vendor negotiation skills	• Technology teams
				• Testing environments

Duties, Tasks, and Steps	Knowledge	Skills and Abilities	Resources
	• 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		• Vendor management teams • Web debuggers/proxy sniffers (e.g., Charles, Fiddler, http watch, tamperdata, firebug, ie developer tool) • Web developers

D	Creating, Maintaining, and Documenting Product Offerings			
1	Establish Success Metrics	• Bug reporting and tracking systems • Business and client impacts • Business KPIs • Business priorities • Client goals • Client relationships • Cost models • Current processes • Current products • Current sunset strategies • Data structures and warehousing • Documentation needs • End protocols • Escalation paths • Exception rules • 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	• Ability to anticipate problems and issues • Ability to build mental models • Ability to delegate • Ability to materialize opportunities • Ability to multi-task • Accountability • Analytical • Articulate • Attention to detail • Business acumen • Collaboration skills • Communication skills • 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	• Bug tracking tools (e.g., Jira) • Company templates • CRMs • Engineering teams • Escalation teams • Excel • External notification systems • Forecasting systems • Internal meetings • Knowledge base platforms and tools (e.g., confluence) • Monitoring systems • Product management systems • Product team • Project management tools • Rate cards • Reporting dashboards • Sales teams • System securities (e.g., mediatrust) • Vendor contacts • Vendor meetings • Word processing software
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			

• 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	• Troubleshooting skills • Visualization skills	

		• Workflow best practices • Yield management techniques		
E	**Managing Incidents**			
1	Perform Initial Diagnostics	• Business impact analysis • Client tiers • Communication channels • Debugging tools • Escalation contacts • 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	• Ability to communicate complex concepts in layman's terms • Ability to make quick assessments • Ability to multi-task • Ability to perform root-cause analysis • 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	• Ad platforms access • Ad servers • Bug tracking systems • Coding templates • Contact lists • Devices • Diagnostics checklists • Engineering teams • 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
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			

			Problem solving skills	Testing environments
			• Problem solving skills • Rationale • Script- or code-literate • Sense of urgency • Solution-oriented • Tech savvy • Unbiased	• Testing environments • Ticketing systems (e.g., Jira, PLUS, Kayako) • User agent switchers • 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	• 3rd party identification tools	• A good standing with internal business leaders	• Ad servers
2	Maintain Network Architecture	• Account cancellation processes • Ad server know-how	• Ability to multi-task	• APIs (e.g., CMS, vendor) • Business management systems
3	Determine Monetization Strategy for Unsold Inventory	• Ad server know-how • Ad server prioritization logic	• Ability to see through the code • Ability to translate business needs to marketable products	• Content management tools (CMS) • Coding templates
4	Determine Cost Structure for 3rd Party Inventory Acquisition	• Ad tag types • Advertiser's wants	• Accountability	• Content release and sunset calendars • CRMs
5	Coordinate Site Tag Implementation	• Audience data metrics and delivery targeting	• Advocacy skills • Analytical	• Current events • Data management platforms
6	Create Package and Order System	• Business goals • Business rules (e.g., competitive separation)	• Business acumen • Communication skills	• Engineering teams • Excel
7	Provide Package Forecasting	• Business strategies	• Confidence • Conviction	• Forecasting tools • Historical data
8	Perform Technical Integrations	• Buy- and sell-sides • Client's preferred vendor partnerships	• Creative thinking skills • Decision making skills	• Inventory management systems • Network architecture systems
9	Monitor 3rd and 4th Party Interactions on Site	• CMSs • Codes (e.g., HTML, Javascript)	• Detail-oriented • Financial skills	• Product roadmaps • Rate cards
10	Provide Fiscal Justifications	• Content monetization strategies • Emerging technologies	• Forecasting skills • Intuitive	• Release notification protocols • Reporting dashboards
		• Forecasting methodologies • Forecasting metrics	• Investigative skills • Leadership skills	• Risk reports • RTB market data
		• Global events awareness • How 3rd parties are using data	• Marketing skills • Mathematics skills	• Seasonality reports • Sell through reports
		• Interconnectivity of the ecosystem • Internal engineering team's SLAs	• Negotiation skills • Organization skills	• Site analytics tools • Sponsorships

- 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
- Seasonal factors
- Server hierarchies (e.g., DFP, know what ad units are)
- Site analytics
- Site restrictions
- Site specifications
- Site tagging management

- Presentation skills
- Problem solving skills
- Project management skills
- Solutions-oriented
- Troubleshooting skills

- 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

		• 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	• Business goals	• Ability to communicate clearly	• APIs (e.g., CMS, vendor)
2	Assess Feasibility of Client or Partner Relationships	• Business ethics • Certification statuses	• Ability to communicate complex concepts in layman's terms	• Basic and emerging opportunities • Business requirements documents
3	Manage Publisher and Partner Certifications	• Client brand identities • Client budgets	• Ability to communicate in a timely manner	• Calendars • Collaboration tools
4	Onboard Vendors	• Client preferences (how do clients prefer meetings, who to contact, etc.)	• Ability to manage up and/or down	• Email • Engineering teams
5	Perform 3rd Party Technical Integrations	• Client's preferred vendor partnerships • Competitive landscapes	• Ability to multi-task • Ability to read and understand agreements	• Excel • Executive reports
6	Develop Client and Partner Feedback Loop	• Contract terms and conditions • First party tag functionalities	• Ability to stand your ground	• Instant messaging • Internal campaign teams
7	Develop Client-Specific Workflow	• Flexibility of the strategies • Growth opportunities • How to establish KPIs	• Ability to work in teams • Articulate • Business acumen	• Legal teams • Media teams • Post-mortem processes

- 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
- 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

- 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

- 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
- Vendor reporting suites
- Vendor teams
- Vendor technical documentation