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Implementing Project Management Principles in Digital Advertising Age

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Implementing Project Management Principles in Digital Advertising Age

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Table of Contents

Abstract.....4

Introduction..... 6

Problem Statement 10

Literature Review 12

Methodology 17

Results..... 21

Findings..... 24

Conclusion 26

Recommendations 27

Bibliography 30

List of Figures & Charts

Figure 1 7

Chart 118

Chart 2.....18

Chart 3.....19

Chart 4.....19

Chart 5.....20

Abstract

Digital advertising is a rapidly evolving industry in the US, which only has a short history of 20 years. As the demand for brands and advertisers to accurately target their audiences at the right time has increased, projects have been gradually featured as the most critical revenue-generating factor for companies in the advertising industry to survive. The advertising ecosystem, which includes agencies, technology vendors, media partners, brands and publishers, has developed as a complex system which requires efficient project management methodologies to meet the increasing demands of the industry.

This thesis aims to discuss the main problem for a lot of traditional advertising agencies: how to execute successful projects to stay profitable in the industry. However, since each company has its business nature, to define the quality of a specific project is confusing and hard to implement. Therefore, to identify whether a plan is a successful one or not is to analyze the financial benefits that it brings to a company and the time it takes to achieve the financial goals. By taking this practical challenge, this thesis ventures an empirical investigation in which project features as the central unit of the advertising ecosystem. However, rather than assuming a composition of a company by temporary projects, this thesis seeks to explore interdependency among projects, groups, as well as other organization components, such as people, to determine ways to properly manage projects which can lead to financial success for a company in the digital advertising industry. With a combination of frequent practices and a focus on the project management mindset, agencies can be able to develop better structures to provide on-time and high-quality delivery. Project management mindset should be spread amongst managers, senior leaders and entry-level employees across advertising agencies to build consistent project methodologies (Gabel, 2017).

Implementing Project Management Principles in Digital Advertising Age

The paper dives into interrelation among projects, advertising agencies, brands, advertisers, and media networks, which provide essential support for project-based advertising, to research guidelines and examples of successfully-executed projects. The paper uncovers a collaborative practice space for which the term "project ecology" will be proposed, via consecutively embedding projects into different social and corporate layers.

Introduction

The digital advertising ecosystem is a very complex one which started from the massive evolution of traditional mass media including print, television, radio, etc. into digital advertising including social media, search engine, programmatic advertising and more. Even within the digital advertising landscape, there have been some drastic shifts in recent years.

Since the past several years, the digitalization of advertising as a whole has resulted in the formation of various companies, each one offering unique products or services that add values to the original link between a publisher and an advertiser. Therefore, to take into account of the new players in the field, the digital advertising ecosystem has had to evolve drastically from the much more straightforward previous model to a more diversified one which can adapt to new changes swiftly. It means that a much more complicated model has to be established to meet the ever-growing demand of the market (Burgoyne, 2012). This research paper aims to address problems of traditional advertising agencies on the lack of ability to stay profitable and adaptive to the ever-changing new digital advertising landscape and ecosystem and focuses on a central issue of how to remain profitable and execute successful projects which can lead to financial benefits for a company. Delivering on-time, on-budget and high-quality initiatives that can meet or even exceed a client's expectations has become a critical problem for a lot of advertising agencies. This problem will be the main focus of this research paper and potential solutions to solve it will also be discussed. Because of the unique business nature of each company, the process to define the quality of a successful project is hard to execute. A criterion to determine if a plan is successful is to analyze the overall financial benefits that it brings to a company and the time it takes to achieve the goal. By taking this practical challenge, this paper ventures an empirical investigation in which project features as the central unit of the advertising ecosystem. However,

Implementing Project Management Principles in Digital Advertising Age

rather than assuming a composition of a company by temporary projects, this paper seeks to explore interdependency among projects, groups, as well as other organization components, such as people, to determine ways to properly manage projects which can lead to financial success for a company in the digital advertising industry. Besides, solutions will also be discussed to provide insights and strategies for advertising agencies to develop an Agile mindset, change marketing positions and create new tactics to meet the unique demands of their clients. According to the Interactive Advertising Bureau (IAB), "The digital environment that connects websites that live on the Internet together, and with people, is done with such precision that to map it out for people makes it look like something bright, blinking and living, and straight out of a sci-fi movie." To make things simpler, a simplified diagram from IAB called the IAB Arena is attached below. The Interactive Advertising Bureau's (IAB) diagram is designed to portray, from a marketer's perspective, how advertising messages are delivered to consumers in the lively and ever-expanding ecosystem of digital advertising (Minnium, 2014). The IAB Arena depicts the ecosystem with six rings, each representing a distinct activity area, encircling the brand upon which all actions are centered.

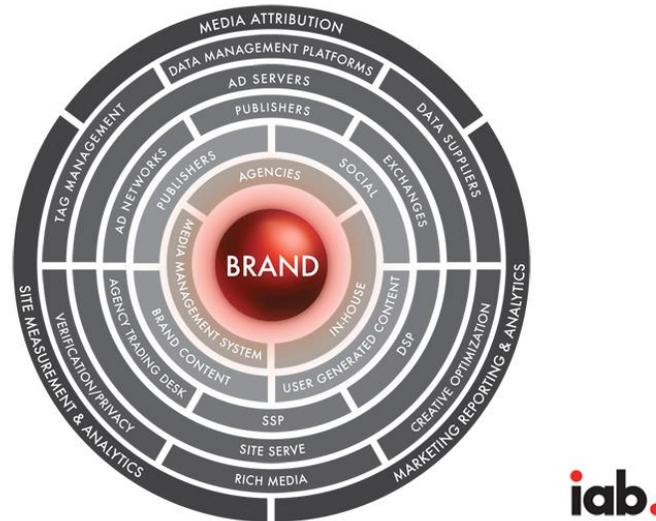


Figure 1 The IAB Arena from the Interactive Advertising Bureau

The six areas of activity are Media Planning and Buying, Content Creators, Media Vendors, Execution Technologies, Media Enhancements, and Business Intelligence. The rapid development of the digital advertising ecosystem requires project management which delivers on time, on budget and high-quality initiatives that meet or even exceed a client's and internal expectations. Project management has become more critical than ever before in the digital advertising industry. On the one hand, agencies always want to remain profitable and competitive, and on the other hand, clients and advertisers want to get the best possible results, either from a limited budget from startups and small companies, or a multi-million-dollar budget from a Fortune 500 company. However, due to the increasing complexity of the digital advertising ecosystem, not that many companies in the industry value the importance of efficient project management. Most of the time, projects failed due to the lack of leveraging the power of project management to deliver satisfactory results.

As a result, it's imperative to write this research paper to discuss a significant problem of advertising agencies: failing to deliver profitable projects. This research paper will also discuss

Implementing Project Management Principles in Digital Advertising Age

the overall big picture of the advertising industry, how it relates to the broader field of project management and potential solutions to the problem by developing an Agile mindset and implementing more efficient project management strategies. The research will be quantitative to analyze the overall financial benefits such as Return on Investment (ROI) ratio that a project has brought to a company to determine if a plan is successful.

Here is an "Overview of Chapters" summarizing the remaining chapters of this thesis: Problem Statement and Justification, Literature Review, Proposed Solution Approach, Conclusion, and Bibliography.

Problem Statement

The problem statement is that digital advertising industry lacks a unifying process to effectively adapt to the ever-changing digital advertising landscape. The lack of processes or guiding principles such as project management standards, leads to massive loss both in cost and scale and ultimately underdetermines deliverables. In recent years, more and more advertising agencies are confronting a commoditization crisis that can unravel their businesses. The "sink-drain of commoditization" keeps eroding margins on media and creative services, backing companies into a position where they have to cheat to stay alive. That's the real cause of the production fraud issues that the ANA (Association of National Advertisers) has alleged (Skeels, 2017). Therefore, this research paper aims to address the problem of traditional advertising agencies on the lack of ability to stay profitable and adaptive to the ever-changing new digital advertising landscape and discuss a central issue: how to deliver on-time, on-budget and high-quality initiatives that drive profits. The conflict is that on the one hand, clients want to get maximum results from limited budgets; on the other hand, advertising agencies want to stay profitable and competitive. Challenges that agencies are facing nowadays are complexity of assignments, increasing number of clients moving from agency side to client side, decrease in client spending, increased level of expectations and increased number of people involved in an assignment. All these challenges force agencies to get rid of business models that they have been using for decades and establish new project management strategies to meet increasing demands of clients. As a result, it's essential for agencies to develop an Agile mindset and start developing unique processes to better allocate available resources to deliver on-time, high-quality and profit-generating initiatives to clients. The goal is to have a unified way of managing projects across an agency and this ensures a consistent experience for clients and staff. It provides the solid

Implementing Project Management Principles in Digital Advertising Age

foundations necessary for continuously improving quality, creativity, happiness and profit. The key to success comes from agencies taking action when poor processes and inefficiencies appear. There's no need to wait for a specific change agenda and when something's not working well, challenge it and try something else (Kay, 2017). It's critical to start immediately.

It's difficult to gauge the quality of a deliverable in the advertising agency; quantitative metrics such as ROI (Return on Investment) will be utilized to gauge if an agency has the ability to stay profitable. Also, solutions will also be discussed in this research paper to provide insights and strategies for advertising agencies to change marketing positions and create new strategies to meet the unique demands of their clients. Now the problem has been addressed, however, not really that many advertising agencies understand the potential damage that the lack of providing profit-generating project deliverables would cause to their businesses. As a result, it's essential to come up with a practical methodology to raise awareness on the problem, dig into the root of the problem, and gradually find a proper way to solve the crisis by developing an Agile mindset across agencies and analyzing the real interrelation that each component and its external stakeholders should establish. Fixing the inefficiency requires adding a layer of project management of the media and creative enterprise.

Executives usually give their creative teams too much freedom, and the client's unreasonable demands wanting more for less, have nearly destroyed businesses and the digital advertising industry. Measuring and appointing original time by producing more elaborate statements of work and detailed pricing, on the other hand, will gradually restore accountability and get clients to truly value the work again (Skeels, 2017). As a result, the relationship of client-agency will be stronger, and the overall profit-generating process will be more efficient and manageable.

Literature Review

"A creative agency needs to operate like an ant colony, where every ant knows its job and has the freedom to do it." declared Kevin Roberts, former CEO of Saatchi & Saatchi, a global advertising agency with 140 offices in 76 countries and over 6,500 staff. "As long as we hire and inspire the right people, to do the right thing ... our agency should grow, and our creativity should flourish." Slogans are an important part of ant-colony management. "Anything is possible," goes the Saatchi & Saatchi slogan. Belief in creativity is all-important, and activist CEOs are not needed (FARMER, 2017).

In the old advertising days, just like in the TV show "Mad Men," who needed "hands-on management" when creativity celebrated, brands growing, agencies respected, employees well-paid, and most importantly, high and automatic revenues from long-lasting clients? Creativity was the foundation of agency success. To nourish creativity, management had to get out of the way, instead of letting its intervention destroy the creativity magic (Skeels, 2017). "Bain & McKinsey stuff would kill our creative capability," said Roberts. "I believe in hiring Mad Men rather than Math Men." The assumption was that loose management was good for creativity and tight control would kill it.

During "the Golden Era," agencies did not manage Scopes of Work. They do not even control them today neither. In the past, they maintained their clients' spend on media, from which agencies derived a not less than 15% commission. Compared to agency workloads, remuneration was exceptionally high. As a result, upper management would say why worry when a client asked for additional work? They would need more media spend, and we would make more money! The out-of-scope job was a good thing, and we should encourage it.

Implementing Project Management Principles in Digital Advertising Age

However, today, the new digital advertising world is totally different: revenues for traditional media like TV commercials are low and declining; agencies are treated suspiciously as commodity suppliers if they can't provide any insightful values for clients to scale and attract the right audiences; workloads are insanely high and rising; employees are poorly paid, and client relationships are short and uncertain.

Agency senior executives start to yearn for the good old days. However, they continue their free management practices. Should they begin to worry about those pesky Scopes of Work? Should they spend time reviewing Account Lead performance and ask: what work are we doing for our clients? Will the work have a positive effect on brand performance? Can we staff the work appropriately? If not, do we have an action plan to fix our problems? (FARMER, 2017)

What would Bill Bernbach, one of the most famous advertising icons in the America, think about the current situation of advertising? Here's a brilliant Bernbach quote, voted in 2011 by DDB (one of the largest advertising and communications network in the world) as the No. 1 quote of the century: "Nobody counts the number of ads you run; they just remember the impression you make." It was certainly appropriate for "the Golden Era" when money gushed from media commissions.

Nowadays, even though agencies still do not count the number of ads they do, the reality is different, and money ceased gushing more than a decade ago. For advertising agency CEOs, they start to think, is Scope of Work management the kind of "Bain & McKinsey stuff" that kills creative capability? That partially explains why agencies CEOs are allergic to counting the number and type of ads and negotiating growing (rather than declining) fees for their growing workloads. There must be a reason for this Scope of Work allergy, since to them, the failure to be paid for increasing workloads is illogical (FARMER, 2017).

Implementing Project Management Principles in Digital Advertising Age

Bernbach said some less famous things that might be more relevant than his observation that no one counted ads: "I fear all the sins we may commit in the name of 'creativity.' I fear that we may be entering an age of phonies."

Agencies start to commit sins in the name of creativity. The good old days are gone, permanently. The challenge for agency leaders is to find an exit strategy from the prison they are in, and new management strategies are strongly required for the permanently changed advertising landscape.

Standish Group's (an independent international IT research advisory firm) bi-annual "project success" survey asks advertising agencies how often projects succeed. The investigation doesn't belabor the question more than that, but agency respondents define it, project success rates run about 30% or less across a wide range of marketer industries. Discussions with several hundred agencies over the last five years suggest overages occur in at least 70% of the projects and that these overages average 25% to 40% of total value (Kay, 2017). As Standish notes: "Over the last 20 years, the project management field has experienced increasing layers of project management processes, tools, governance, compliance, and oversight. These activities and products have done nothing to improve project success. More specifications and better accountability will mend neither relationships nor trust."

Another lethal problem is that both agencies and clients are still treating the best and the trickiest thing about their relationship: the creative like it is a commodity (Skeels, 2017). Business research shows that clients consider agencies to be replaceable commodities when their service offering is focused on standard components, specifications, and prices (Skeels, 2017). It is frequently seen that clients pay more when an agency is strategically focused and offers unique services (Palm, 2017). The research also says that more extended and trustworthy

Implementing Project Management Principles in Digital Advertising Age

relationships happen when agencies make "forward investments" in their client's business -- by developing customized services and doing extra work -- and increase the depth and breadth of direct client engagement (Skeels, 2017).

The added benefit of being positioned strategically is that service buyers, such as advertisers and brands wind up trusting agencies more (Grabel, 2017). However, shifting to a more strategic focus can be difficult and painful for advertising agencies that have become order-takers on media. But agencies have no choices rather than taking essential moves to make the transition happen.

For a lot of digital advertising agencies nowadays, they usually have a hugely varied customer base. Many companies might use one agency for a single tactical channel like local Search Engine Marketing, and some have customers that trust them to take care of Search Engine Marketing, Paid Social and content marketing (Marcus, 2017). This means a client may have a single team member taking care of their work or a larger team with several team members. Applying classic agile approaches is a little tough in the new era of digital advertising and has needed some tweaks to the basic model. There is a way to use agile thinking to review and improve the approach to agile marketing: inspect, adapt, and then make strategic changes. There is always room for improvement, so agencies should strive for it.

Project management teams in modern advertising agencies are usually an amalgamation of conventionally disparate skillsets and industries. In the current project management industry, operating in an advertising landscape today is vastly different than it was two decades ago (Ron, 2016). The project management landscape may look different in 2020. As clients, stakeholders, businesses, government and environmental expectations change, the need for PM certifications, technical knowledge and training will be in higher demand (Moir, 2016). A good project

Implementing Project Management Principles in Digital Advertising Age

manager must be able to identify exactly what the client wants or needs and then filter out all the irrelevant information. Relay only what is necessary to complete the job (Logan, 2016). An effective project management process that focuses on critical investment decisions and delivering the highest value each and every day, rather than focusing on heavy artifacts and outdated processes, can have a major impact on the effectiveness of the digital project management transformation (Jim, 2016).

Methodology

Since project management is still a pretty new field for a lot of professionals in the digital advertising industry, a survey mechanism has been selected as the appropriate approach for this thesis. The reasons for conducting a survey are

1. **Uncover the insights.** Nowadays, people are busy and always on the go, especially for professionals living and working in a big city such as New York City. Therefore, conducting an online survey with straightforward questions creates a non-intimidating, time-efficient and private environment to productively gather industry insights and opinions from advertising and marketing professions. What is more, a survey can also motivate survey respondents on what are important to them in a project management process, then meaningful opinions, comments, and feedback can be gathered. In a private environment such as an online survey, respondents are more likely to provide open and honest comments.
2. **Create discussion.** An online survey on an industry-related topic can give respondents an opportunity to discuss key trends in the industry with other professionals in the field, dig much deeper into the topic, and even expand the topic into a much wider and broader perspective that can create useful impact on the whole industry.
3. **Remove bias and partiality.** Conducting an online survey is an unbiased approach to collect information. It helps collect unbiased survey information and make reasonable decisions based on results. By analyzing results, important topic areas will be appeared, and then time and resources can be utilized efficiently.

Implementing Project Management Principles in Digital Advertising Age

A brief survey with 10 questions on project management in the digital advertising age was created for this thesis to gather insightful feedbacks and comments from professionals in the industry. Questions are as followed:

1. How long have you been working in the advertising/marketing industry?
 - a. Less than 2 years
 - b. 2-5 years
 - c. 5-7 years
 - d. More than 7 years
2. Have you ever worked in any project management process?
 - a) Yes
 - b) No
3. If yes, what role did you involve in the project management process?
 - a) Project Manager
 - b) Designer
 - c) Digital Marketing
 - d) Developer
4. What project management methodologies have you experienced before?
 - a) Agile
 - b) Lean
 - c) Kanban
 - d) Others

Implementing Project Management Principles in Digital Advertising Age

5. What is the average project size of your project?
 - a) Less than \$5K
 - b) \$5K - \$20K
 - c) \$20 - \$30K
 - d) More than \$30K
6. Were you satisfied with the results from the project management?
 - a) Yes
 - b) No
7. Please rate the project management experience you have experienced:
 - a) Poor
 - b) Somewhat satisfactory
 - c) So-so
 - d) Excellent
8. How do you rate based on your experience project management enhance digital advertising? What project management process is most helpful?
 - a) Project quality
 - b) Project cost
 - c) Project Planning
9. Do you think adopting project management principles in digital advertising organizations is?
 - a) Completely acceptable
 - b) Moderately acceptable
 - c) Slightly acceptable

Implementing Project Management Principles in Digital Advertising Age

d) Not at all acceptable

10. If there is one problem that you think project management will help your organization solve, what will it be?

a) On-time delivery

b) Cost efficiency

c) Productivity

d) Return on investment

The survey was distributed to a LinkedIn Marketing and Advertising Group with professionals from various sizes of advertising agencies, tech companies and Fortune 500 organizations. It ensured a healthy mix of survey respondents from different sizes of organizations, different roles in the project management process, etc. to provide unique insights towards their project management experiences. A total of 24 responses was collected, covering responses from designers, project managers, digital marketers and developers.

Results

SurveyMonkey was the online survey tool used in this case and 24 responses were collected.

Half of the respondents (12 respondents) have worked in the marketing / advertising industry between 2 to 5 years and 6 respondents have more than 5 years but less than 7 years' experience.

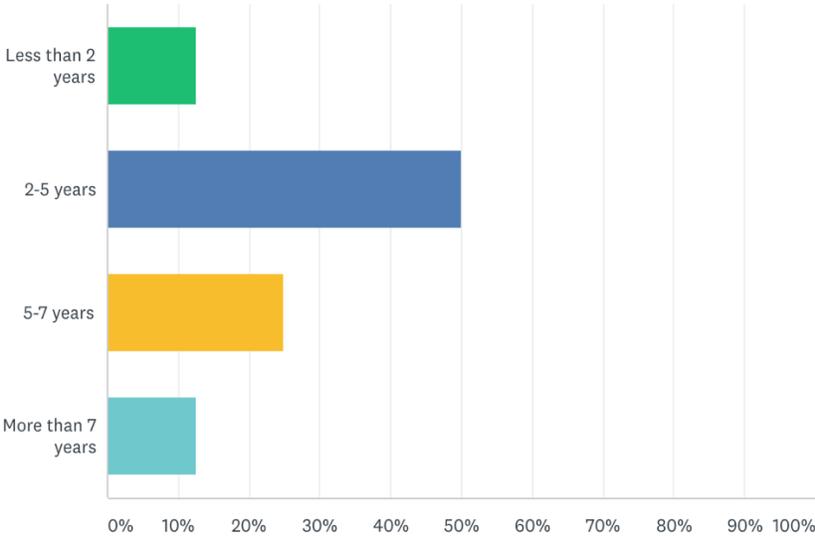


Chart 1

All of the respondents have worked in a project management process before and 9 of them (close to 40% of all respondents) are Project Managers in their organizations.

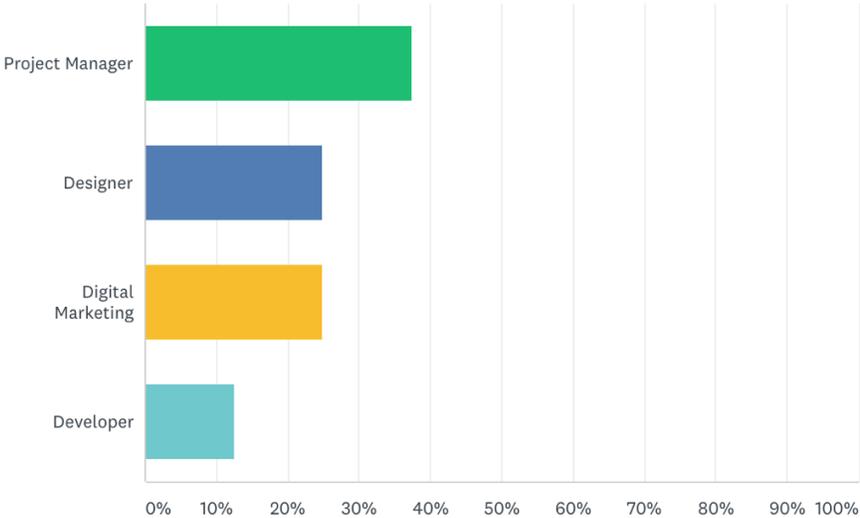


Chart 2

Implementing Project Management Principles in Digital Advertising Age

Amongst all the listed project management methodologies, Agile, Lean, Kanban and other methodologies were all selected by 6 respondents, 25% of the total respondent base.

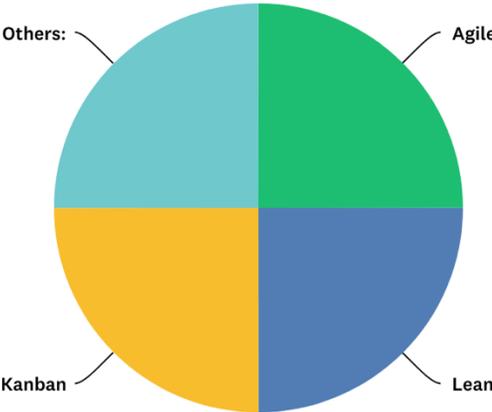


Chart 3

9 respondents (37.5% of total) selected that they had an average budget between \$20k - \$30k for their projects, 6 (25%) selected a range of \$5k - \$20K, 6 (25%) selected a range over \$30Kk and 3 (12.5%) had an average budget below \$5k.

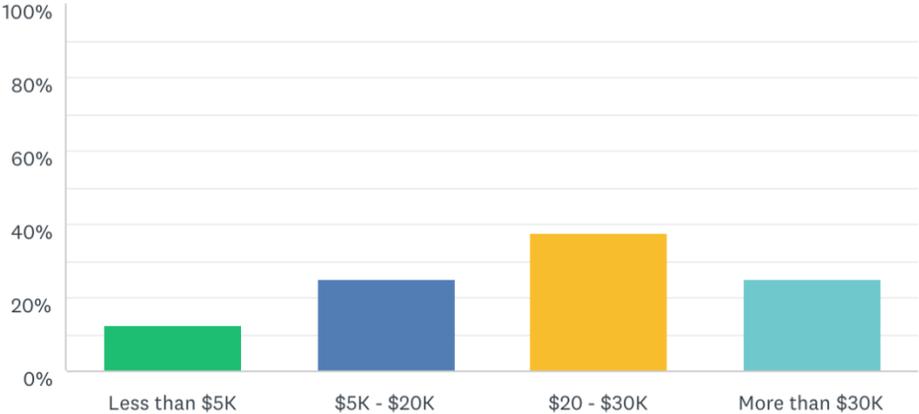


Chart 4

Implementing Project Management Principles in Digital Advertising Age

All of the 24 respondents were satisfied with the overall results of their project management processes, however, there is still room for growth to achieve an excellent experience. 21 respondents (87.5%) selected that project management was more helpful in improving project quality and 12 of them strongly believed the continuous implementation of project management would help improve cost efficiency within their organizations, while 6 believed it would help with corporate productivity.

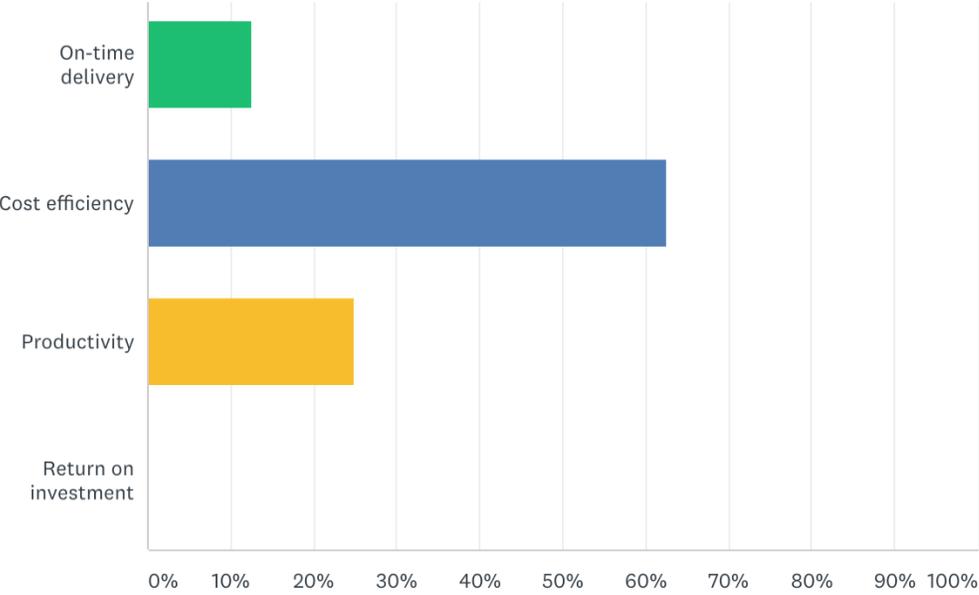


Chart 5

Findings

There are many Agile methods and practices available for the digital advertising industry. It is suggested to start with a small, predictable project and then progressively expand it with larger and more complex work. It should begin with breaking individual projects down – such as user stories, feature descriptions, value-based deliverables, etc. This will make deliverables easier for clients to review and approve, as a result, making projects easier to manage.

Scrapping sprint planning sessions in favor of quick reorganizations at the daily stand-up might be another way to improve project productivity. However, based on the nature of each project, the concept of sprints can move to a flow-based Kanban approach. Further improvements coming from across the team will also help better improve a plan, as well as the freedom to try new methodologies, the results will speak for themselves if a methodology is working.

Furthermore, staff will be happier as it will be easier for them to do their best work and mostly self-manage themselves to deliver the best results. It will also give Project Managers more time to handle more projects in parallel and focus on the outcomes that matter the quality of work, delivery times, client relationships and more.

What's more, revenues will increase as the team can work on multiple projects at the same time, and each project will deliver results that make clients satisfied and want to continue the relationship since the Project Managers have time to control the overall quality of the project.

Upon further reflection, it's becoming more apparent that lightbulb moments in agencies usually come from the moment of trying to experiment. Through making changes and observing results and effects, process improvement efforts that a team can adopt in future projects will appear, just like Agile. However, for some new aspects in the digital advertising industry, it might take more time since companies are still working on how businesses should operate. It's also true that every

Implementing Project Management Principles in Digital Advertising Age

business is unique. Operational processes that work in one agency aren't necessarily transferable to another organization.

The first step to integrating project management methodology into an agency setting is that agencies senior executives should accept that there's no 'one true way' and develop a project management mindset. Every organization is unique. Agency project management success comes from building on the ideas of others and adapting them to a business's unique situation. Also, foster a culture of incremental change and continuous improvement is essential. While the rate of change is naturally higher at the start of process improvement, it's a mistake ever to consider it 'done.' Agency project management requires employees to constantly adapt and test their working methods (FARMER, 2017). With on-going pilot projects, a specific project management methodology, such as Agile, can be extended throughout an organization. It is also demonstrated that Agile can work for creative design whether working with software development teams or digital marketing teams. Today, all of the digital channels are being trained and transformed. Managers should take education programs with a focus on the Agile mindset. Senior leaders should also be trained to use Kanban boards and have standups and retrospectives. They should also run their own experiments to become more Agile themselves. (Gabel, 2017).

Conclusion

Even though for companies in the same industry, such as digital advertising industry, each organization is different and should develop a unique way of project management process which involves cooperation across various functional teams. It will ensure a unique while consistent experience for both clients and staff and also provide the stable foundations necessary for continuously improving quality, creativity, profits, and happiness (FARMER, 2017).

What's more, success usually comes from businesses taking action even though they encounter poor processes and inefficiencies. The results of the survey have proven that more and more organizations in the digital advertising industry value the importance of project management with an objective to continuously improve efficiency, productivity, employee satisfaction, and most importantly, delivery that meets or even exceeds clients' expectations. There's no need to wait for a specific change agenda. When something is not working well, companies should challenge it and try something else instead. Furthermore, it's imperative to develop a project management mindset, no matter it is Agile, Lean, Scrum, Kanban or a combination of all the methodologies, and start today. If an organization doesn't adapt to the ever-changing industry and always stays in the same situation, all the competitors which keep adjusting themselves will be winners in the cruel business world. Project management methodologies are usually built upon the principle of continuous delivery and development. Every delivery is a usable and valuable increment of work. In practice, it offers an ideal strategic framework for advertising agencies to better serve their clients. By adopting project management practices, ad agencies can reap the benefits that come with addressing evolving client service expectations (Palm, 2017).

Recommendations

Project management is an integral component of for digital advertising companies to launch successful advertising campaigns. Compared to traditional media, digital advertising is an effective and precise means of reaching target audience. However, because of the nuances and pitfalls of evolving new digital platforms, it is essential for advertising professionals and project managers to pay particularly close attention to time, quality and communication management practices in order to deliver successful results to clients.

From the survey, over 70% respondents believed that time management is one of the most essential parts of a project management process. The nature of digital advertising is that campaigns are usually developed from a client's marketing plan, which is often created to promote a new product or service release at a certain time. All activities in the process of a campaign usually involve numerous departments across an advertising agency, including key members who will be in charge of the campaign and approve certain assets from the client's side as well. Therefore, any mistakes in defining and scheduling activities would bring significantly negative results to all stakeholders and the overall delivery of the campaign. Therefore, in order to prevent any delays and mistakes, it is vital for an advertising professional to accurately and clearly define and sequence all those activities and share all the information with all the relevant stakeholders of the campaign at an early stage.

Multiple communication channels are recommended, such as emails for documentation, weekly status briefings and instant call updates. This allows for information to be shared in time so that time-sensitive matters are communicated quickly and information is properly documented and discussed as needed (Parlade, 2015).

Implementing Project Management Principles in Digital Advertising Age

Close attention must also be paid to quality management when in a digital advertising organization. The main reason for this is that the current digital advertising landscape is highly technical and full of many potential pitfalls due to the immaturity of evolving new platforms. No matter how hard an agency tries to make sure that ads will be presented to the right type of audience they're planning to target, this is not something that can be guaranteed and 100% controlled. It is up to the advertising professional or project manager overseeing a campaign to ensure that the quality-related aspects of an ad that he or she *can* control are accounted for. (Parlade, 2015).

The constant drive in the digital advertising industry to create more dynamic and appealing ads is changing quality management and will continue to do so. It allows for new experiences for audiences, however, it also implies that quality management processes can no longer be "one size fits all."

Communications management is also an important aspect of process management according to the survey respondents. The identification of stakeholders is an essential beginning step. An ad agency's client isn't usually a single individual. It's often the case that two or more individuals on the client's end who will be in charge of the process and approve assets that are created. However, stakeholders aren't just limited to the client, either. An agency's creative department, account services department, IT and quality assurance department, and more are also principal stakeholders. One thing to take into account is that most stakeholders will perform their jobs and spend most of their time by a computer. Most of the time, digital campaigns are prepared digitally, reviewed digitally and carried out digitally. For this important reason, it's recommended that most communication amongst stakeholders should be carried out digitally as

Implementing Project Management Principles in Digital Advertising Age

well. This is the native working environment of most individuals involved in the campaign and it also allows for quicker and more efficient communication (Parlade, 2015).

For digital ad campaigns, most of the case, performance can also be shared digitally. Digital ads can provide an agency and its clients with various kinds of insightful information related to ad performance than traditional ads, such as interactions a user has with an ad, the number of impressions and clicks captured from an ad, the view rate of a video ad and even personal information related to the audience, such as age, gender, interests, etc.

The increasing reliance on data pertaining to campaign effectiveness and audience insights has and will continue to change the way in which advertising professionals, project managers and other relevant stakeholders communicate. The amount of data now available is staggering compared to that available only a few years ago. This has made available deluges of information for each advertising project, and this information is hard to communicate if not managed properly (Parlade, 2015).

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