

August 2016

SOCIAL MEDIA ADVERTISING AND MARKETING TRENDS ROUNDUP

Social media marketing is no longer the new kid on the block, but it's still a major growth area for ad spending and the source of innovative digital marketing tactics. eMarketer has curated this Roundup of articles, interviews and insights covering the latest trends in advertising and marketing in social venues to help you understand how brands are continuing to make the most of the space.

presented by



SOCIAL MEDIA ADVERTISING AND MARKETING TRENDS ROUNDUP

Overview

This year, eMarketer estimates, marketers around the world will spend \$32.97 billion advertising on social networking sites like Facebook, Twitter and Instagram. Growth is still strong: Spending will be up 33.4% this year, and will continue at rates above 20% annually through at least 2018, at which point social networks will grab about one-fifth of worldwide digital ad spending and 45.0% of display ad spending.

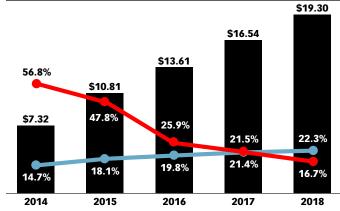
The bulk of that spending is happening in North America, which will account for 43.1% of the worldwide total this year. In the US alone, advertisers will spend \$13.61 billion on paid social network placements this year. And even in this relatively mature market, spending will grow by 25.9% this year.

Facebook is still the big winner; on a worldwide basis, the site will take in more than two-thirds of social network ad revenues this year, leaving 7.9% for Twitter and less than a quarter of the pie for everyone else.

And video is becoming a more important part of the social marketing mix than ever. According to Animoto research conducted in May 2016, nearly 71% of US marketers planned to use social video ads in the next 12 months. About two-thirds of that group planned to run video ads on Facebook, well ahead of the 42.3% who would do so on YouTube.

US Social Network Ad Revenues, 2014-2018

billions, % change and % of digital ad spending



■ Social network ad revenues

% change % of digita

■ % of digital ad spending

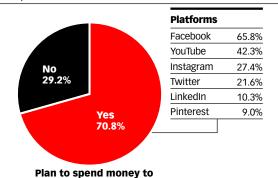
Note: includes paid advertising appearing within social networks, social network games and social network apps; excludes spending by marketers that goes toward developing or maintaining a social network presence Source: eMarketer, March 2016

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www.**eMarketer**.com

US Marketers Who Plan to Use Social Video Ads, by Platform, May 2016

% of respondents



Note: in the next 12 months

Source: Animoto, "2016 Social Video Forecast," June 22, 2016

advertise/boost content

Measuring ROI Still the Top Struggle for Social Marketers

Among platforms, Facebook yields the best return

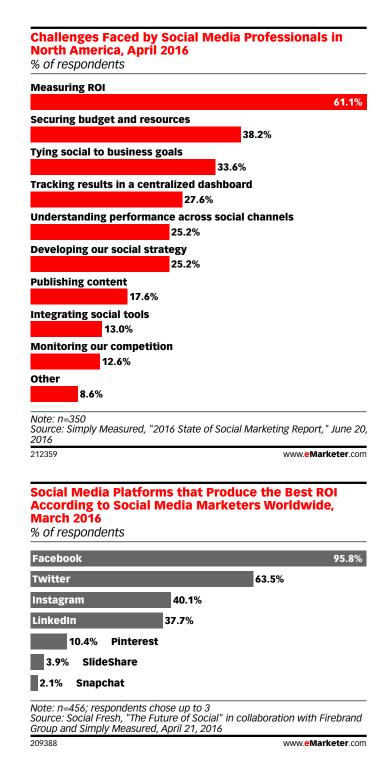
Social marketers in North America still find measuring ROI to be their toughest challenge. According to April 2016 research, well over half said they had a hard time figuring out how much return they were getting on their social efforts, topping other potential obstacles like securing budgets and tying efforts to business goals.

Social analytics solutions firm Simply Measured surveyed 350 marketers, primarily those focused on social media, in North America.

The largest share (61%) said evaluating the return on their investment is a challenge, followed by securing budgets (38.2%) and tying social to business goals (33.6%).

Meanwhile, tasks like integrating social tools and monitoring competition were much less likely to be threatening—both chosen by under 13% of respondents.

Looking at ROI and the social networks that produce the best results for practitioners, Facebook appears to be firmly on top. In a separate March 2016 study from Social Fresh, Firebrand Group and Simply Measured, nearly all (95.8%) marketers surveyed worldwide touted Facebook. Meanwhile, only 2.1% felt this way toward newcomer Snapchat.



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Video Ad Spending on Social Platforms Is Rising Fast

Marketers move from experimentation to full rollout

Ever since Facebook began selling autoplay video advertising in 2014, the other major social properties—Twitter, Instagram and Snapchat—have become equally aggressive at courting video marketers. As a result, social video spending is growing quickly, as explored in a new eMarketer report, "Video Ads in Social Media: With a Full Slate of Ad Products, the Social Properties Take Aim at TV."

In a February 2016 survey from RBC Capital Markets and Advertising Age, 12% of US marketers had already purchased autoplay video ads on Facebook and an additional 57% were likely to in the next six months. Only 7% said they definitely would not buy Facebook autoplay ads.

In a study of its clients' advertising activity on Facebook in North America, ad automation software company Nanigans found that spending on mobile video ads increased 26% between Q4 2015 and Q1 2016. For gaming advertisers in particular, 35% of mobile ad spend in Q1 2016 went to video. Video's share of gaming companies' mobile ad spend grew 122% between Q1 2015 and Q1 2016.

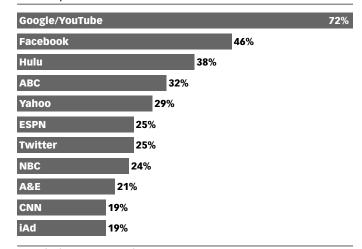
A December 2015 study by Advertiser Perceptions found that Facebook ranked second behind Google and YouTube in a list of properties that marketers said they planned to use for digital video advertising. Twitter also made the list, appearing ahead of several TV-related properties.

Brands like Citi, AT&T and Frito-Lay have come to realize that the traditional way of thinking about video—as merely a 30- or 60-second TV spot—is outdated. Consumers are spending more time with feed-based social environments and are growing comfortable with watching video on a mobile device.

Overall, consumers are viewing an enormous amount of video on social platforms. In November 2015, Facebook announced that it had reached 8 billion video views per day. In April 2016, Snapchat said it had 10 billion video views per day.

Leading Brands that US Marketers Intend to Use for Digital Video Advertising, Dec 2015

% of respondents



Note: in the next 12 months

Source: Advertiser Perceptions, "Video Advertising Report: Wave 4, Winter 2016," April 13, 2016

2016, April 13, 2016 208917

www.**eMarketer**.com

Platforms on Which US Teen/Young Adult Internet Users Watch Video, Fall 2015

% of respondents

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YouTube	85%
Netflix	66%
Cable/satellite TV	62%
Facebook	53%
Instagram	37%
Snapchat	33%
Blu-ray/DVD	33%
Vine	27%
Hulu	25%
Digital buy/rent	22%
Amazon Prime Video	19%
Twitter	19%
Tumblr	14%
HBO Now/Sho.com	12%
Twitch	10%
Sports apps	9%
Sling TV	2%

Note: ages 13-24; includes clips, fails, movies, music videos, pranks, shorts, TV shows, etc.; excludes videos of family, friends or other people known personally.

Source: Defy Media, "Acumen Report: Youth Video Diet" conducted by Kelton, March 31, 2016

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To be sure, the bar for what constitutes a video view is low: Facebook counts a view if a video has played for at least 3 seconds, while for Snapchat a video is considered "viewed" as soon as it renders on a user's screen.

"What we've seen in the course of the last two years is an explosion in the consumption of video on our platform, which has then created an opportunity to leverage video for advertising," said Graham Mudd, director of monetization product marketing at Facebook.

Social properties also rank high in studies that ask consumers where they watch video. For example, fall 2015 polling from Defy Media and Kelton found that 53% of teen and young adult internet users said they watched video on Facebook, while 37% watched on Instagram and 33% watched on Snapchat. That put those properties fourth, fifth and sixth, respectively, behind YouTube, Netflix and cable or satellite TV. Twitter came in much lower, at 19% of respondents.

Brands Worldwide Embrace Instagram

Most fashion, beauty and retail brands have adopted Instagram

Instagram adoption, among brands examined by L2 Think Tank, is nearly ubiquitous across industries. Snapchat, on the other hand, is a different story. Brands are more hesitant to adopt the social messaging app.

During Q4 2015, L2 Think Tank analyzed more than 1 million social posts and nearly 2 billion interactions from 879 brands worldwide. Snapchat analysis was conducted during Q1 2016.

When it comes to Instagram adoption, almost every industry sector, with the exception of beverages and consumer electronics, is almost full penetrated. For example, 100% of auto brands examined by L2 Think Tank have adopted Instagram, and other industries such as fashion, beauty, watches and jewelry and travel, are almost fully saturated.

It's not surprising that most brands have adopted Instagram. According to eMarketer estimates, marketers are rapidly embracing Instagram, signaling that they are intent on diversifying their social media marketing beyond the more established platforms.

When it comes to Snapchat, however, brands are more hesitant to adopt. Only a quarter of auto brands examined by L2 Think Tank have adopted Snapchat, and even less brands in the travel industry, 13%, have adopted the social messaging app.

But, adoption wasn't low across every industry sector. Nearly three-quarters of active wear brands examined by L2 Think Tank have adopted Snapchat. And, more than half of fashion brands examined have adopted it as well.

And, when it comes to post frequency, Snapchat significantly outpaces Instagram across categories, L2 Think Tank revealed. Consumer electronics brands worldwide post an average of 39 posts on Snapchat a week. To compare, they only post six Instagram posts weekly. Overall, across the different industries tracked, there are more posts a week on Snapchat than there are on Instagram. The only exception is retail.

Snapchat* vs. Instagram Adoption Among Brands **Worldwide, by Industry, Q4 2015**

% of total examined by L2 Think Tank

	Instagram	Snapchat*
Auto	100%	25%
Fashion	98%	54%
Beauty	96%	57%
Watches & jewelry	96%	25%
Travel	95%	13%
Retail	92%	47%
Activewear	92%	71%
Beverages	89%	33%
Consumer electronics	78%	38%

Note: *data from Q1 2016 Source: L2 Think Tank, "Instagram vs. Snapchat," April 20, 2016

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For Social Media Marketers, Facebook Produces the Best ROI

Only 2.1% of social media marketers said Snapchat produced the best ROI

Nearly all social media marketers worldwide believe Facebook produces the best ROI and is essential to social media marketing success, a March 2016 survey revealed.

Social Fresh, Firebrand Group and Simply Measured surveyed 551 social media marketers worldwide and asked them to choose up to three social media platforms that they thought produced the best ROI. Almost all (95.8%) of social media marketers worldwide said Facebook did.

Additionally, nearly two-thirds (63.5%) of respondents said Twitter produced the best ROI, and 40.1% of social media marketers said Instagram did.

Surprisingly, only 2.1% of social media marketers said Snapchat produced the best ROI.

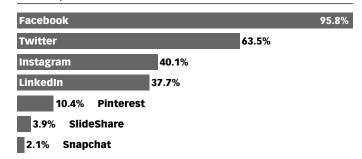
What's not surprising, however, is that marketers are continually turning to Facebook for their marketing efforts. The social media company continues the grow and is steadily adding new revenue streams.

According to eMarketer estimates, the population of Facebook reaches 1.43 billion monthly users by the end of the year.

In addition, mobile will account for 82.0% of Facebook's US digital ad revenue this year, eMarketer estimes. Ad revenues generated by Instagram and mobile video formats on Facebook will drive this growth. This year, Instagram is expected to earn \$1.30 billion in the US (\$1.53 billion worldwide) in mobile ad revenues. In the US, Instagram will represent 15.4% of Facebook's total mobile ad revenues.

Social Media Platforms that Produce the Best ROI According to Social Media Marketers Worldwide, March 2016

% of respondents

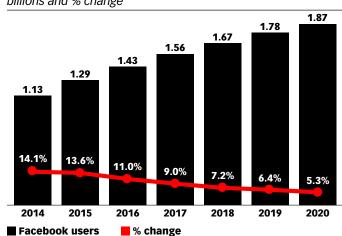


Note: n=456; respondents chose up to 3 Source: Social Fresh, "The Future of Social" in collaboration with Firebrand Group and Simply Measured, April 21, 2016

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Facebook Users Worldwide, 2014-2020

billions and % change



Note: internet users who access their Facebook account via any device at least once per month Source: eMarketer, June 2016

More Brands Use Emojis in Social Media Posts

Internet users love emojis too

Emojis may just be the new "internet slang." According to research, more brands worldwide are using them in posts on Facebook and Twitter than did a year before.

Socialbakers analyzed the top 500 brands on Facebook and Twitter from October 2014 through December 2014, and compared emoji use in posts on the social network then vs. the same period in 2015.

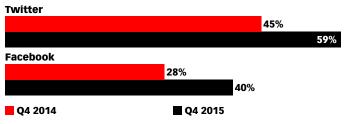
In Q4 2014, 45% of top brands worldwide used emojis in Twitter posts. That number rose in Q4 2015, when 59% of top brands worldwide used an emoji in their Twitter posts.

Emoji engagement was lower on Facebook. For example, in Q4 2015, 28% of top brands worldwide used an emoji in their Facebook posts. Fast-forward to Q4 2015 and 40% of brands used an emoji in a Facebook post.

Brands aren't the only ones that are taken with emojis, internet users are as well. February 2015 research from AYTM Market Research revealed that 48.9% of US adult internet users had used emoiis on social media or in text messages. Among this group, three-quarters used these often (14.0%) or sometimes (22.7%).

Share of the Brands Worldwide Using Emojis in Posts on Facebook vs. Twitter, Q4 2014 & Q4 2015

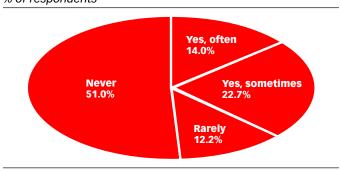
% of total



Note: among the top 500 brands on Facebook and Twitter Source: Socialbakers as cited in company blog, Feb 19, 2016

www.eMarketer.com

Frequency of Using Emojis on Social Media or in Text Messages According to US Internet Users, Feb 2015 % of respondents



Note: n=400 ages 18+ Source: AYTM Market Research as cited in company blog, Feb 3, 2015

Many Senior Ad Buyers Plan to Advertise on Snapchat in 2016

Overall, marketers are taken by new social media venues

Snapchat's audience in the US is growing and the platform can be an effective way for marketers to reach consumers, especially millennials. According to research, more US senior ad buyers are planning to begin advertising on Snapchat than other social media sites.

Cowen and Company polled US senior ad buyers and asked them where they plan to begin advertising in 2016; respondents picked social media sites where they did not advertise in 2015.

Some 22% of senior ad buyers said they plan to advertise on Snapchat this year for the first time. Additionally, 12% of respondents said they plan to begin advertising on Instagram, and the same percentage of senior ad buyers said they plan to advertise on Pinterest.

Tumblr was another social media site that 10% of respondents said they plan to begin advertising on in 2016. Tinder, a social dating app, attracted 6% of senior ad buyers.

More than a third of respondents, however, said they do not intend to allocate new spend on any social media sites.

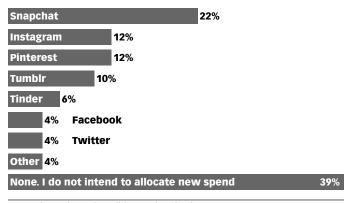
Paid advertising on social media properties is delivering a solid return on investment, according to marketers. In eMarketer's report, "Social Advertising Effectiveness Scorecard: Industry Execs Grade the Leading Platforms," executives gave paid social media advertising an average grade of B. However, when it came to rating social ad effectiveness for driving ROI, as well as social ad targeting, Snapchat scored low.

Nonetheless, newer social ad venues like Snapchat are intriguing marketers. A September 2015 survey from RBC Capital Markets and Advertising Age found that marketers are interested in several fast-growing social media services, especially Instagram.

Almost three-quarters of respondents said they were interested in allocating money to Instagram for advertising. Pinterest came in second, 41% of marketers said they considered spending ad dollars on that platform and Snapchat was not too far behind—36% of marketers said they were interested in allocating their ad budgets.

Social Media Sites on Which US Senior Ad Buyers Plan to Begin Advertising in 2016

% of respondents

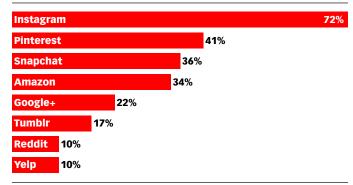


Note: sites where they did not advertise in 2015 Source: Cowen and Company, "Ad Buyer Survey IV: Digital Looks Strong Into '16," Jan 11, 2016

203241 www.eMarketer.com

Platforms Where US Marketers Would Be Interested in Allocating Ad Budgets, Sep 2015

% of respondents



Source: RBC Capital Markets and Advertising Age, "Online Marketing Survey," Oct 1, 2015

Social's Next Evolution? Pinterest Begins to Monetize Users' Searches



Jon Kaplan Head of Global Sales Pinterest

Pinterest users conduct 2 billion searches every month to find things to buy or do. Now the company is starting to monetize that activity. In June 2016, Pinterest said it would start actively selling search advertising for the first time. Jon Kaplan, head of global sales at Pinterest and a former Google executive, spoke to eMarketer's Debra Aho Williamson about why search is an important part of Pinterest and how big search can be as a part of Pinterest's revenue.

eMarketer: Pinterest is typically considered a social platform, but search is an important activity there, too. Why is that?

Jon Kaplan: People use this platform in a very different way than they use other platforms that are considered "social." What Google did for information retrieval we're trying to do for discovery of new ideas. Pinterest is a personalized catalog of ideas that allow you to discover and do things that you love—everything from what do I want to make for dinner to what do I want my house to look like, or what do I want my wedding to look like or where do I want to travel.

With that comes a lot of commercial intent that aligns much more with search, in the sense that people are in discovery mode just like they are [when searching online], but they're don't have fully formed decisions or fully formed answers.

"The visual nature of Pinterest search is really different. Also, Pinterest search happens at the earliest stages of the person's decision-making process." **eMarketer:** How is Pinterest search different from other types of search?

Kaplan: The visual nature of Pinterest search is really different. Also, Pinterest search happens at the earliest stages of the person's decision-making process. We see search activity in a number of categories well before search activity happens on traditional search engines. People may ultimately convert on Google or other places, but we hope we can be a place where the initial discovery of ideas can happen.

eMarketer: Why does Pinterest want to target search advertisers?

Kaplan: We had never cordoned off the search inventory as buyable inventory before. We also had never talked to a search engine marketing agency or search engine marketers as clients. We have over 2 billion searches a month, which is growing fast, so we have an opportunity to go build the formats, the infrastructure and the targeting to be able to capture this opportunity that exists in search.

eMarketer: What does search advertising on Pinterest look like now, and how might it evolve?

Kaplan: Right now it is exactly the same as what you see in the home feed, which is that it's a promoted pin. But going forward one way it will be different is the targeting. We don't do keyword targeting in search today. So if somebody searches for a couch, Crate & Barrel can't surface their ads specifically in search related to that query. We haven't built the infrastructure of keyword-based buying, so that's one innovation that will happen.

"Search revenue could be a really significant part of our business. It's about half of the activity on the platform."

The other innovation that we will invest more time and effort into is ad formats that make sense for search. I think a good example is the product-listing ads from Google—they feel like something that should live very comfortably on our platform as well, given the visual nature of Pinterest

and given the fact that we have relationships with merchants who are giving us a feed of their products [so they can use Pinterest's Buyable Pins feature].

eMarketer: How much of Pinterest's future revenue might come from search advertising?

Kaplan: I think search revenue could be a really significant part of our business. It's about half of the activity on the platform.

I know the monetization engine that is Google, and I know a little bit about how well they monetize particular queries, and I can see very clearly that we're not monetizing today at anywhere near that rate, because we haven't put an infrastructure in place.

eMarketer: How are marketers evolving their thinking about using paid search and social advertising together?

Kaplan: I think about search as explicit intent, while the signals that people are using in social are more about implicit intent.

When you have somebody who is explicitly in the market for your products and services in search, that's a different mindset. People don't come to social networks with commercial intent—they don't come there to shop for auto insurance.

There are interesting things starting to happen in the intersection of those two types of buying. Audience-based buying on search is [the] next evolution. If somebody interacted with your ads on YouTube or Facebook or Instagram [for example], you can put them into a category of people who are in market for your product because they've displayed some interest.

"If somebody interacted with your ads on YouTube or Facebook or Instagram, you can put them into a category of people who are in market for your product because they've displayed some interest."

Then, when they come to a search engine, you can market to those people differently than the normal customer who comes to a search engine.

eMarketer: Can you provide an example?

Kaplan: Imagine if you are State Farm and you had a current auto insurance customer and you wanted to cross-sell them homeowners insurance. You could target your existing auto insurance customers anytime they search for homeowners insurance. That's very powerful. I think we'll have the opportunity to do some of those same things on Pinterest—to overlay audiences onto our search product to get marketers to an even more finite audience.

eMarketer: How much of a challenge do the social properties (as well as Pinterest) present to the search engines—companies like Google and Microsoft? What do they need to be concerned about?

Kaplan: Hopefully, they won't be concerned about us at all. We're just the engine that could. The visual nature of our platform is something totally unique, and I think the timing and the mindset that people come to this platform with is different. It's not a competitive threat to Google or Microsoft. It's just different. I think it's actually more complementary than anything else.

eBay Will Host Auctions via Facebook Messenger



Mickey Neuberger
Senior Director, Global CRM
eBay

Facebook Messenger has opened its doors to brands, and several are already experimenting with customer interactions on the emerging channel. For eBay, hosting auctions on Messenger was a natural extension of its business model, but the company plans to expand its efforts across the funnel as well, according to Mickey Neuberger, eBay's senior director of global customer relationship management (CRM). eMarketer's Maria Minsker spoke to Neuberger about what makes Messenger exciting from a CRM perspective.

eMarketer: How is eBay planning to leverage Facebook Messenger to connect with customers?

Mickey Neuberger: We're looking at Messenger through a CRM lens and thinking about where it fits in along the funnel. There's the upper funnel, which involves being where our customers are and being part of the shopping consideration process. There are also use cases in the middle of the funnel, where we have a relationship with the customer because they've shown some interest in products on our site. Finally, there are use cases at the bottom of the funnel, after the customer has bought something.

eMarketer: Can you give an example of how customers can engage with eBay via Facebook Messenger?

Neuberger: One of the things we just started experimenting with is giving users the ability to participate in auctions through Messenger. For example, customers will get notified that someone has out-bid them on an item, and be able to connect to the highest bidder through Messenger to bid again or ultimately make a purchase.

"If our customers are there and it's going to add value, I see the potential for ads [on Messenger]."

eMarketer: Do you see potential for ads on Messenger?

Neuberger: If our customers are there and it's going to add value, I see the potential for ads. I like that Messenger creates a two-way dialog. It's one-to-one and it's very targeted, just like email.

eMarketer: What are some of the limitations of using Messenger for customer engagement?

Neuberger: It's too early to tell. There's a ton to learn, and that's the only thing that's challenging us right now. Email has been around forever and we all know what those trials were like early on, but we don't yet know what it'll be like for messaging apps.

eMarketer: How do you expect customers to react as more brands start using this private channel?

Neuberger: They'll react positively. As a customer, I use messaging apps a lot, and I like being able to stay within that app to do business and have an open conversation with a vendor. It creates a personalized interaction that customers are going to be excited about.

Marketers' Roundtable: How to Maximize Video Ad Effectiveness on Social Media



AN INTERVIEW WITH:

An interview with nine marketing leaders from brands and agencies that have experience with video advertising on social networks.

Thanks to social media platforms, video advertising isn't what it used to be. Auto-play and sound-off ads are becoming the norm.

There's no standardization when it comes to how long an ad can be, and vertical ads designed for smartphones are gaining in popularity. In this roundtable, brand marketers and agency executives share best practices for social media video advertising.

For auto-play ads, how long can you expect to hold people's attention?

"Marketers have to assume the audio is going to be off.
They have about 3 seconds to catch a consumer's attention.
During that time, they have to generate engagement and get
a consumer to participate, be that through captions, subtitles
or arresting visuals."

—David Lang, Chief Content Officer, **Mindshare North America**

"We've seen auto-play change how users consume and retain video content. Brand visuals, such as a logo or campaign message, are now something that we try to illustrate within the first few seconds of the video. As a result of this shift in approach, we saw a significant brand lift in a recent campaign for one of our credit card partners."

—Linda Duncombe, Global Head of Digital, Social and Content and Marketing, **Citi**

"Think about closed captioning, first moments and shots that aren't in wide-screen format, especially because the screen is smaller."

—Jeremiah Knight, Executive Director, Digital, **Saatchi & Saatchi Los Angeles**

When it comes to ad length, why is shorter better?

"When you start thinking about video, make the 10-second version first. If the 10-second version comes first, advertisers are forced to pack things into the beginning of the ad, and then it's easier to extend it to 30 seconds."

—Rob Norman, Chief Digital Officer, GroupM, and Chairman, **GroupM North America**

"Facebook counts 3 seconds as a completed view. That's a big issue. If a brand is creating video for the web, starting with a 30- or a 60-second ad is bonkers. We've worked with agencies where they put a 60-second video on Facebook with a big reveal at 50 seconds. The average viewing time is 20 to 26 seconds, which means no one gets to the reveal."

—Jordan Stone, Deputy Head of Strategy, We Are Social

"Facebook has shared that sweet spot of engagement with us, which is between 3 and 10 seconds. But our goal is to develop creative that's thumb-stopping and goes well beyond 3 seconds, so we will continue to stretch ourselves to tell messages in a way that keeps people watching the video."

—Tina Mahal, Vice President, Innovation, **Frito-Lay**

Can you template your approach to all the platforms, or must you approach each one differently?

"There is no formula for how to buy an ad. On YouTube, brands get great long tail viewership. We have a bank of 2-year-old creative content that is still generating millions of views. Facebook content has a much shorter lifespan, so it needs to be cut for that."

—Katrina Craigwell, Director, Global Content and Programming, **GE**

"It's very important not to take a one-size-fits-all approach when working with Facebook, Instagram or Twitter. Marketers have to understand the platforms' individual capabilities not only from a targeting perspective, but also from a creative perspective."

—Nicholas Guastaferro, Marketing Director, Pernod Ricard, **Absolut**

"What brands choose to do within the Snapchat Discover environment or the Twitter Moments environment is different from what they choose to do in-feed on Facebook and Instagram. Thinking about platform-specific environments from use case and purpose points of view, as well as from a creative asset perspective, is key."

—Rob Norman

What is your opinion about immersive formats for ads?

"[The emergence of immersive advertising formats] has two implications. First, for storytelling that requires or could benefit from a richer experience, and second, for products that require more research pre-purchase. Immersive units have the potential to complement ads focused on driving awareness and conversion."

—Liz Nixon, Director of Emerging and Social Media Marketing, **AT&T Entertainment Group**

"Think of how fast consumers scroll through Facebook, Twitter or Snapchat feeds. Canvas, [Twitter's] Moments and [Snapchat's] Discover are trying to make consumers stay on the channels longer and go deeper. But the question remains: Are users going to take the time to dive that deeply into something?"

—David Lang

Some people say that repurposing TV creative for social channels is an amateur move. What do you think?

"It's not just a matter of buying rectangles and sticking existing creative into squares. It's about building the campaign around how the users consume mobile."

—Jordan Stone

"Despite investing in classic advertising length or longer-form content, marketers are going to have to think about recuts for different formats. The linear notion of making something long and keeping it long forever is an uneconomical way of making assets for the future."

—Rob Norman

"If we are diving into 3D printing technology for a video shoot, the shoot should not just be for one execution. If we go in for a day of production, we go in with a plan of how are we going to capture what we need to edit for YouTube, Facebook and Twitter, as well as capture Snapchatable moments."

-Katrina Craigwell

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