



# BUILD YOUR OWN ADTECH SOLUTIONS:

HOW TO MAKE REAL IMPACT IN THE ADVERTISING AND  
TECHNOLOGY SPACE

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HEAD OF AD PRODUCT AND TECHNOLOGY  
THE WASHINGTON POST

**“I frequently get the question:  
‘What’s going to change in the next 10 years?’  
And that is a very interesting question; it’s a very common  
one. I almost never get the question:  
‘What’s not going to change in the next 10 years?’  
And I submit to you that that second question is actually  
the more important of the two”**

**- Jeff Bezos -**

The advertising industry  
is going through a  
transformative period.

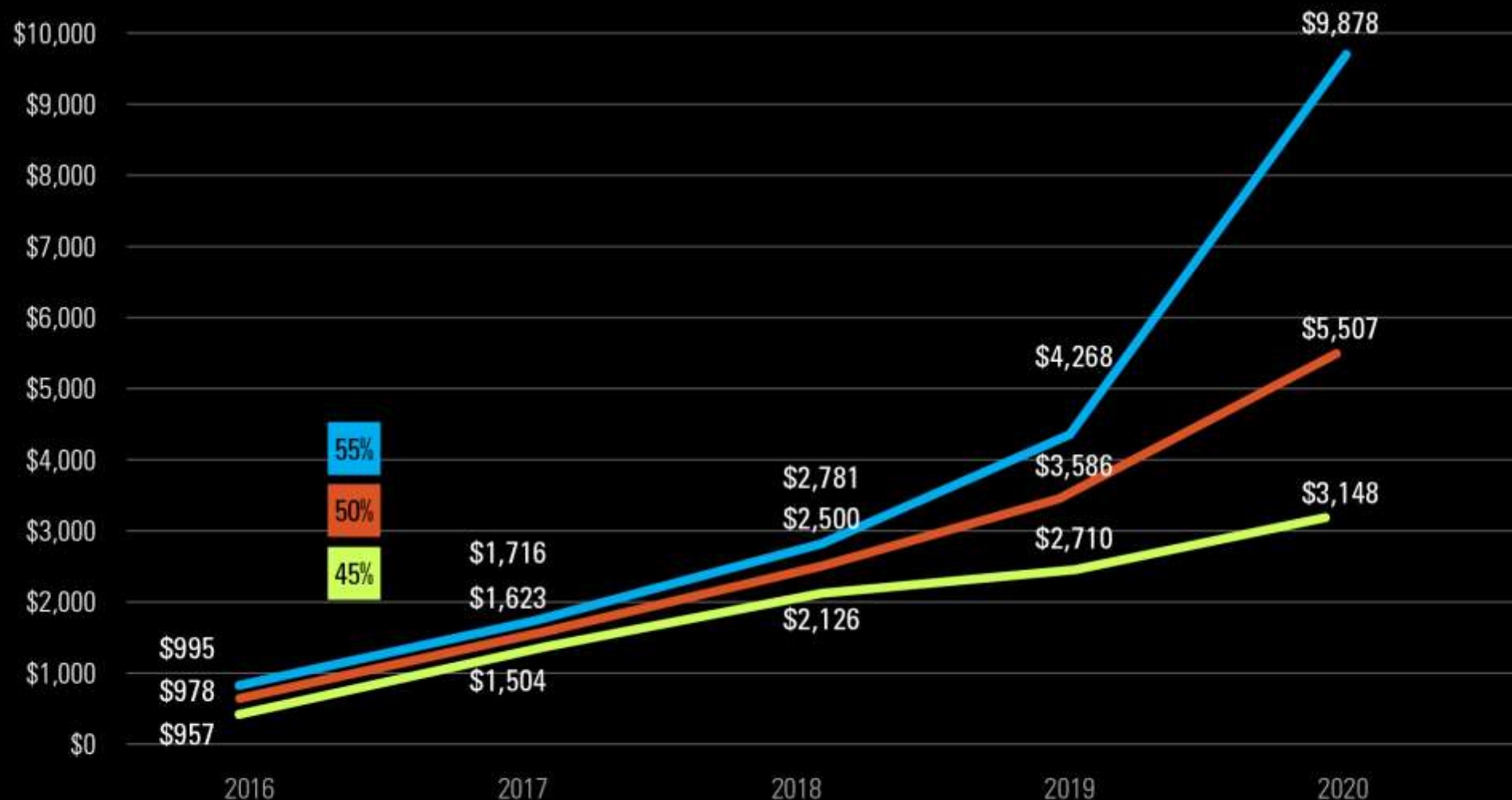


## SAMPLE WEBSITE

- 25M Monthly UVs
- 220M Monthly PVs
- 40% Direct Sell Thru Rate
- 18% Adblocker Rate - Desktop
- 1% Adblocker Rate - Mobile

# THE *GULP* MOMENT

## ADBLOCKED REVENUE LOST



# Defining Change

# The “Napster” Effect



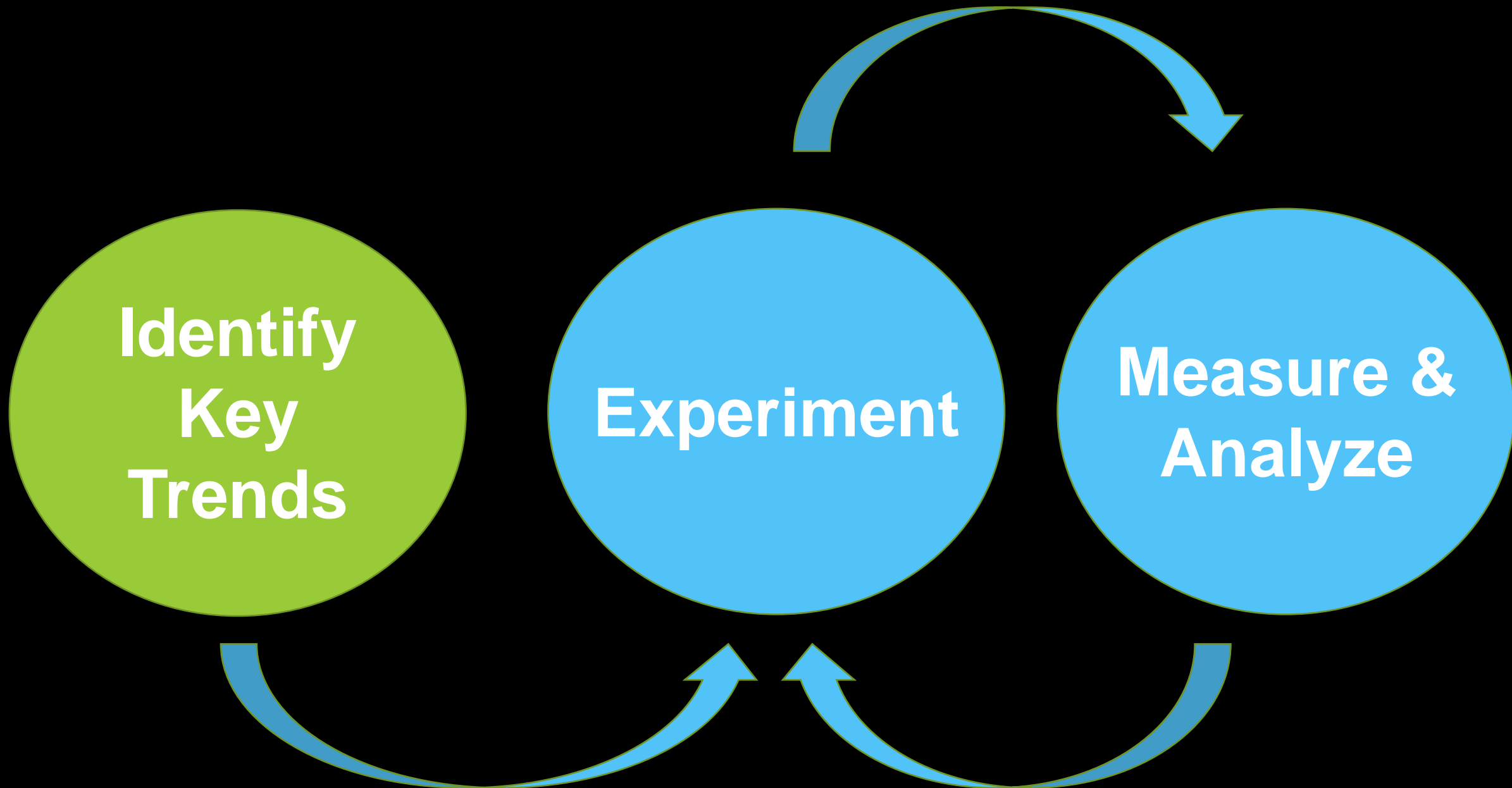


# CULTURE OF CREATING A “*FRICTIONLESS CUSTOMER EXPERIENCE*”



# Making Bets





# Experiment

## Embedded

- Embedded Engineers
- Self Sufficient Pods
- Chaos and Failure
- Engineers are First Class Citizens

## DevOps

- Empower Engineers with Little or No Central Service
- Ownership
- Test Automation

## Build vs. Buy

- Appetite to Build
- Leverage Open Source
- Partner with Start-Ups

Measure &  
Analyze

# Two Type of Measurements

## Lag Measures

Tell if you **have achieved** your goal.

## Lead Measures

Tell if you are **likely to achieve** your goal.

“Give your  
customers the gift  
of **speed.**”

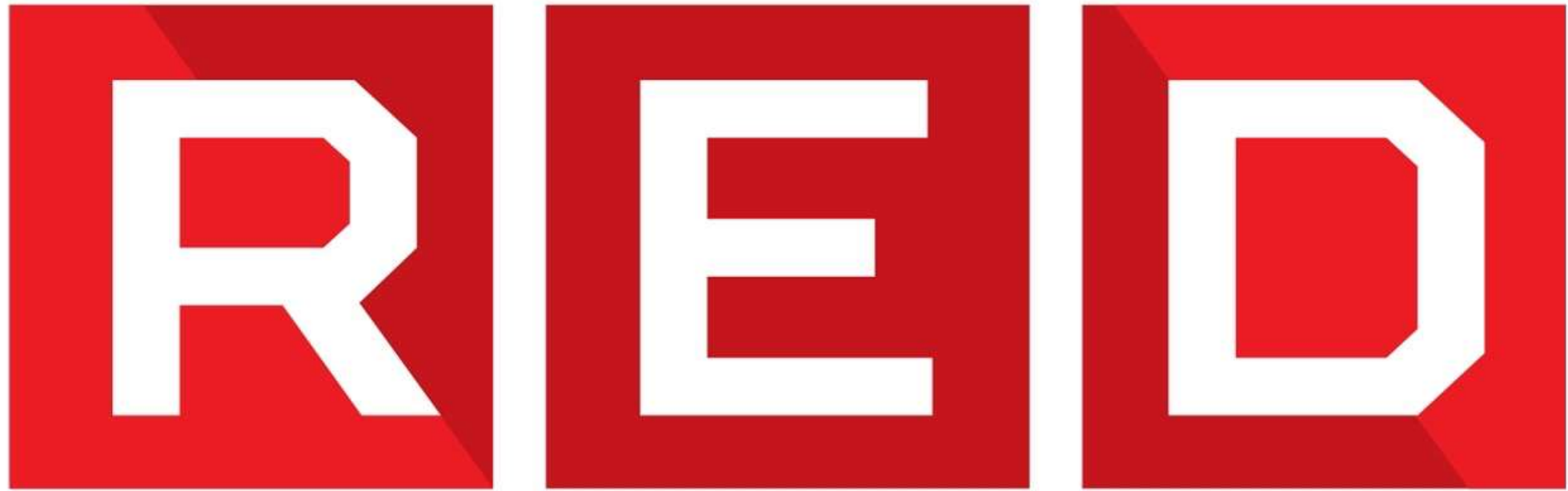
- Jeff Bezos





# Results

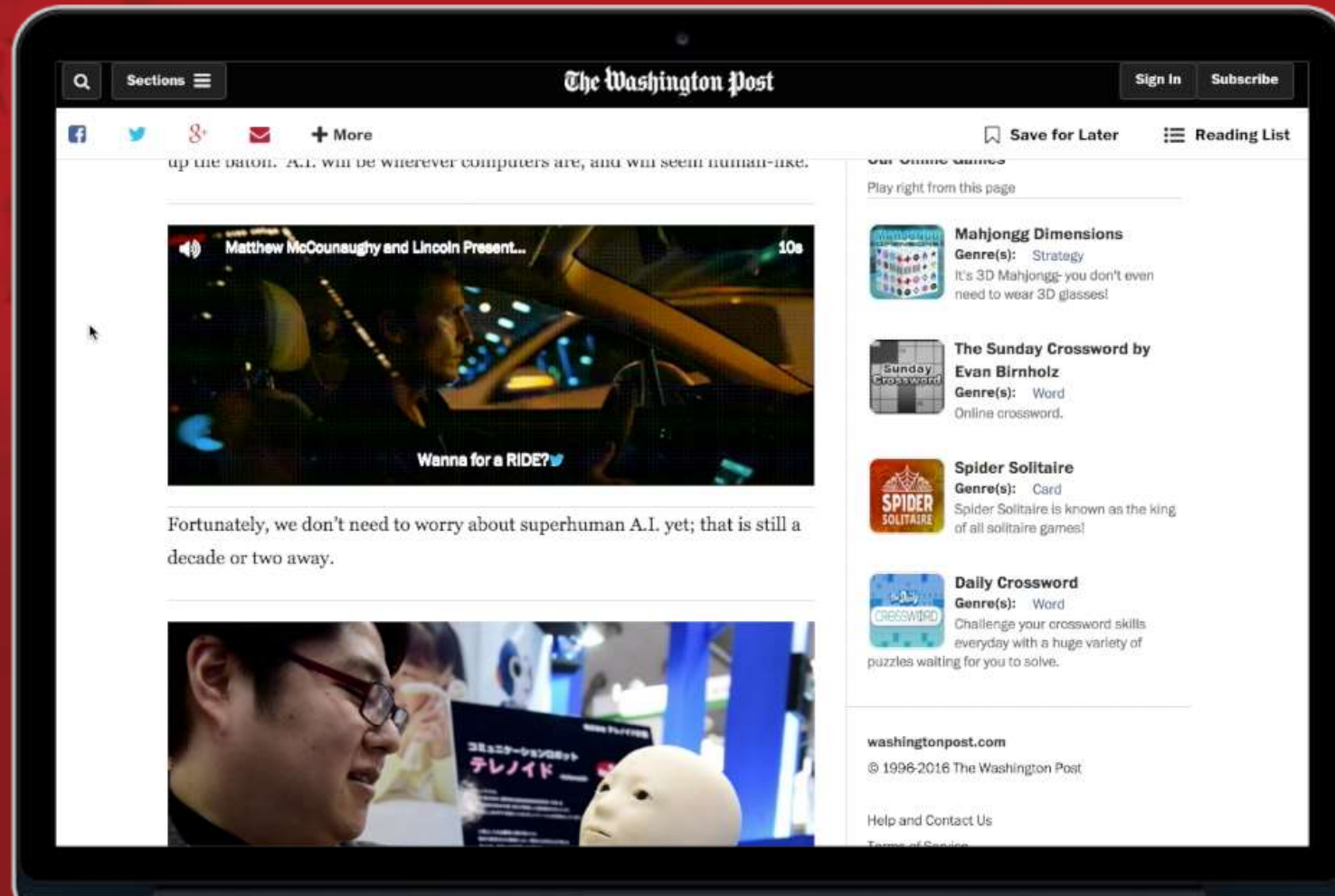
# The Washington Post

The image features three large, bold, white capital letters 'R', 'E', and 'D' arranged horizontally. Each letter is centered within a solid red square. The 'R' and 'D' have a slight 3D effect with a darker red shadow on their right sides. The 'E' is a simple, flat white shape. The overall design is clean and modern.

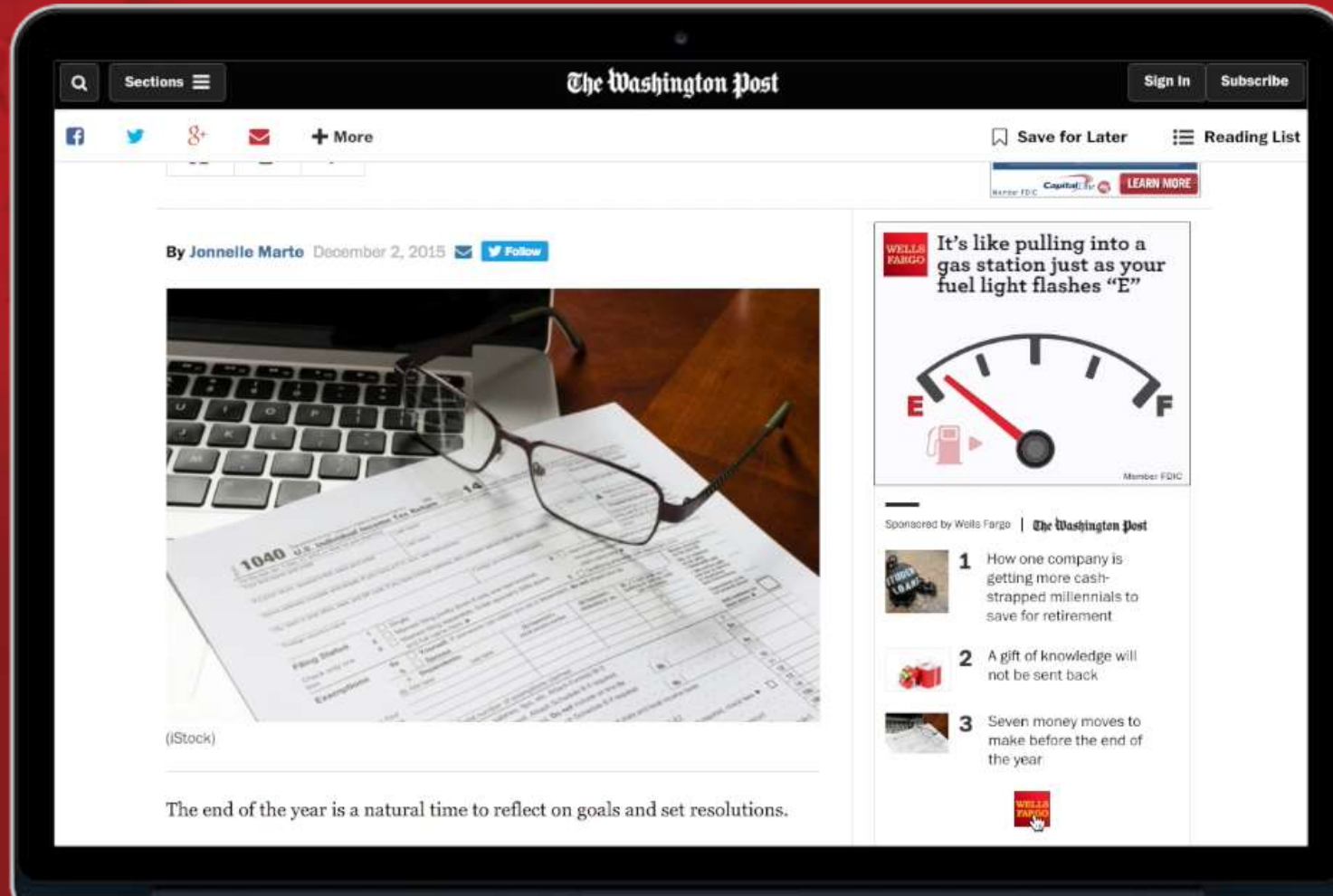
Ad Research Experimentation & Development

*Fuse*

# FlexPlay

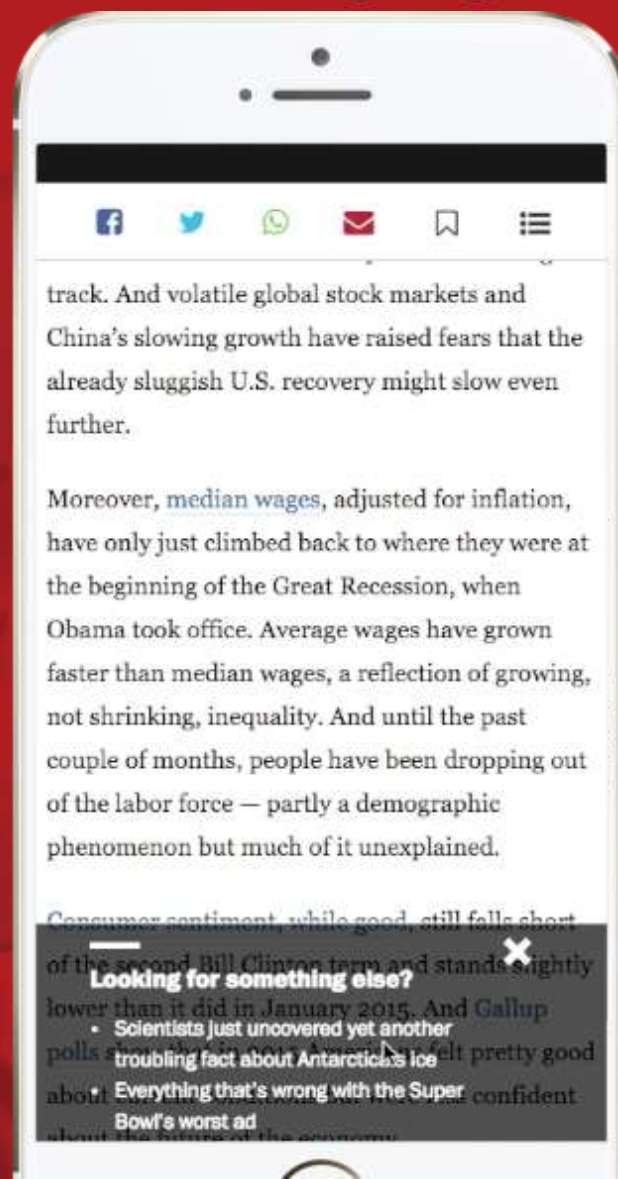


# PostPulse





# Re-Engage



track. And volatile global stock markets and China's slowing growth have raised fears that the already sluggish U.S. recovery might slow even further.

Moreover, [median wages](#), adjusted for inflation, have only just climbed back to where they were at the beginning of the Great Recession, when Obama took office. Average wages have grown faster than median wages, a reflection of growing, not shrinking, inequality. And until the past couple of months, people have been dropping out of the labor force — partly a demographic phenomenon but much of it unexplained.

Consumer sentiment, while good, still falls short of the second Bill Clinton term and stands slightly lower than it did in January 2015. And Gallup polls show that in 2014 Americans felt pretty good about everything that's wrong with the Super Bowl's worst ad about the future of the economy.



# “Badassness”

– Jeff Bezos, Amazon Founder, Rocket Builder and Owner of The Post



# THANK YOU

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