



dotmena

TAKING YOUR BRAND FURTHER

NEWSLETTER

+75 PREMIUM
WEBSITES

41 MILLION
AFFLUENT UV

262 MILLION
PAGE VIEWS

1 BILLION
IMPRESSIONS



HAND IN HAND

How can media agencies best
vintegrate online and offline



RTB A.K.A REAL-TIME BIDDING

Real-time bidding, also known as RTB, is an auction-style sales format for online ad impressions using ad exchanges and digital ad suppliers to automate online advertising purchases, instead of the traditional approach of humans negotiating, selling, buying and inserting digital ads.

HOW IS IT DONE?

When a user browses a site and an ad impression loads, page and user information are transmitted to an ad exchange, which then allows advertisers to bid on impressions delivered to the user using a demand-side platform (DSP).



WHY IS IT CALLED REAL-TIME BIDDING?

RTB is referred to as 'real time' because it takes place in the same short time it takes to load a web page; within milliseconds, ad purchases and sales are made to highly targeted customers.

WHO DETERMINES THE PRICING?

The value of a user is determined through the DSP, which weighs how important a user is to the advertiser depending on the user's habits. The more relevant a user's activity is to the advertiser's product, the more expensive that user is for the advertiser.

WHAT IS A DEMAND-SIDE PLATFORM?

A demand-side platform (DSP) is the online tool used by agencies and advertisers to point out specific users on publisher sites that can be targeted according to browsing behavior and location. Although ad networks also do this, DSPs optimize and target according to data.



EXAMPLE OF AN RTB SITUATION

- A user spends some time browsing a beauty site and, perhaps, makes a purchase. Afterwards, when
- browsing a news site, this user is served an ad for an eyeshadow sale.



WEBIT BROUGHT REGIONAL DIGITAL INDUSTRY TOGETHER



The Global Webit Congress set up shop in Istanbul on October 1-2, for an EMEA and Asia-focused premium digital and tech event; speakers discussed digital media in developed and established

global markets bridging Europe to the Middle East, Africa and Asia. More than 10,000 attendees from 100+ countries shook things up with a high energy exchange of knowledge and challenges in an open forum for publishers, advertisers, agencies and technologies. This year the

agenda was broken into three sections: Digital Marketing & Innovation, which attracted most agencies and advertisers; Leaders of the Future Tech Summit, for entrepreneurs and startups; and the Workshops and Hackathons section, which brought together developers and entrepreneurs for hands-on learning opportunities. Digital advertising, metrics and data, digital entertainment and media, digital commerce, mobile and social strategy, and storytelling were some of the topics of discussion at the conference portion, with speakers including Raja Rajamanner from Mastercard, John Sheehy from Starcom Mediavest, and Lars Silberbauer Andersen from LEGO. ■

OOX launches new video monitoring tool

OOX, an online advertising monitoring service supporting media agencies, digital publishers, advertisers and creative agencies in the region, has recently announced a new video ad service to support TV planners. The 'Video Advertising Intelligence' database of websites supports video formats, primarily YouTube and Shahid of *Mbc.net*, and includes advertising formats such as pre-rolls and in-banner videos throughout the UAE, Saudi Arabia and Kuwait. The database will allow agencies to track their clients categories and the competition while drawing deeper intelligence to help tweak strategies. Fouad Bedran, co-managing director at OOX, says in a statement

that video advertising on various screens such as mobile phones, tablets and laptops, means TV planners need to pay attention to



competition beyond the TV screen: "The utilization of video ads in the UAE market has recorded a staggering 53 percent growth in 2013 vs. 2012 and a 77 percent growth vs. 2011." At the same time, OOX is also improving the specificity of its targeting by adding "Food" as a new genre. Advertisers can now monitor food-related brands and target publishers more closely by using the upgraded OOX Genres VO.2 tool to view campaigns in this specific genre. ■

Technology leaders meet at Web Summit

The world's strongest voices in technology and new media will come together at Web Summit in Dublin, on November 4-6. The event is heralded internationally as the most global, versatile meeting space in Europe, previously having featured the likes of Tesla's Elon Musk, Twitter's Jack Dorsey and tech

investor and musician Bono. This year the Summit expects 20,000+ attendees, 500 speakers and 1,000 journalists from 97 countries. Subjects of discussion will cover digital marketing and enterprise, with talks from Drew Houston, founder of Dropbox, Henry Blodget, co-founder and CEO of Business Insider, and Jemima Kiss, head of technology at *The Guardian*. ■

Revamp for MSN

Microsoft announced last month that the MSN site has changed its face, layout and design to be mobile and cloud friendly, as well as offer more premium content and personal productivity tools. Besides major international content partners from Japan to India and Brazil, Microsoft has also chosen several regional content providers including CNN Arabic, Layalina, ArabsTurbo, Sky News Arabia, Al Jazeera and Fatafeat. News and editorial partner SyndiGate will be used as the main source of aggregated content. ■



Matias Andres Jeldez, senior manager at Mindshare Digital Exchange, has left and joined ITP to handle sales for a new online media. He's been with Mindshare since early 2013, mostly working on luxury and tourism brands.



Lina Chalak, who since 2012 has been working at Mindshare as a senior account executive handling the Nissan and Infiniti accounts and previously handling online marketing, has joined OMD to work on the LVMH account as senior executive.

OMD will also be transferring **Nasser Bahous** internally from the Dubai Calendar account on which he was acting as planner, to join the LVMH account as senior executive - planning.



Garima Joshi, senior digital planner at Mediacom MENA, will be leaving the company to join Havas as senior executive. She's worked on the GlaxoSmithKline account since 2013 and prior to that spent around four years as a digital associate at Starcom Mediavest Group.

Maya Hamie and **Marzia Daudzai** joined the Nestle team in MEC as account executives.

Halla Al Razouk is leaving Mindshare where she was senior executive – exchange, to join Starcom on the Samsung account.

FIVE QUESTIONS WITH . . .

How would you describe your job in two sentences to your 6 year old niece?

We tell stories on behalf of our clients' brands to their consumers. We tell them when and where they are most likely to pay attention and enjoy them.

WASEEM AFZAL
Head of digital
UAE, OMD

What would you like to be remembered for?

I am still trying to figure that out but being a source of inspiration would be high on the list.

What makes you angry?

The abuse of the word "big data." Period!

What would you change in the industry today?

There are too many things to list, but the one that stands out the most is if your product or service is not ready for monetization, do not approach a planner.

What is the last video you watched on YouTube?

The #Futbolnow video from Pepsi. I follow TVCs on YouTube. Call me weird but I do.



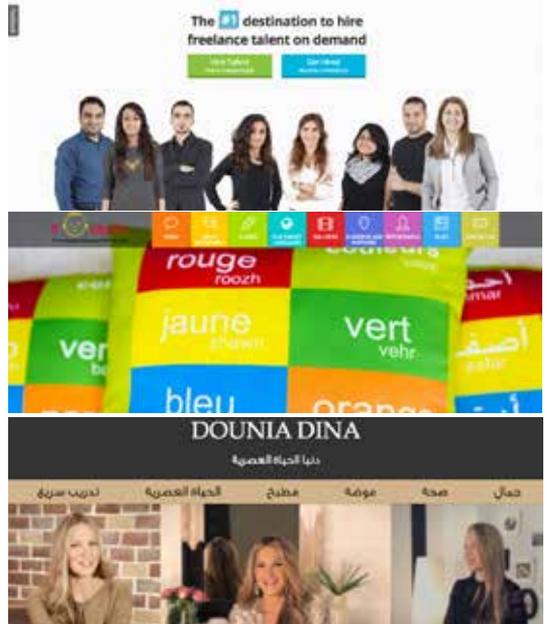
YAHOO! MAKTOOB AND DOTMENA SIGN MAJOR PARTNERSHIP

Dotmena's publisher Mediaquest will be the first strategic partner on Yahoo! Maktoob's new advertising platform for the Middle East. Stay tuned as we share more information in the coming weeks on bringing further reach to even more clients and brands seeking safe and targeted exposure on luxury, lifestyle, business and entrepreneurship through Mediaquest's digital platforms. ■



Nabbesh, Dounia Dina and Baby Arabia join Dotmena's network

Last September, Dotmena brought yet another busy website into its offering: Nabbesh, an online freelance jobs marketplace, will now offer publishing opportunities for advertisers. The site's been on the rise since its inception in 2012 and has been helping people from all industries find work with entrepreneurs and companies of all sizes. Dotmena also brought onboard Baby Arabia, a digital portal built to present credible, valuable toddler and baby related information. The site provides videos, products and services around topics such as healthcare, nutrition, wellness, education and counseling from leading experts and suppliers. Lastly, Dotmena also welcomed entertainment and lifestyle platform, Dounia Dina. The celebrity endorsed site has been growing in popularity, thanks to its diverse content focused on pan-Arab men and women with selective tastes. Douniadina.com discusses the fusion of Arabic and Western cuisines, offers health and well-being advices, and the latest style and beauty tips. ■



Donyaimraa and Dotmena celebrate first anniversary of collaboration

Dotmena is celebrating its one-year anniversary with donyaimraa.com, a rewards-based community platform that connects Arab women around the region. The site invites women to share their stories and experiences through

live chat on personal topics and gain points from their contributions. Since October is dedicated to Breast Cancer Awareness and coincides the first year anniversary of the site, Donyaimraa is holding special operations inviting users to support one another, and double their points and bid for valuable prizes, such as beauty products. ■

Dotmena to produce video series for GM

Following the success of *In the Boardroom* – a business webseries that aired earlier in the year on Jaguar's digital channels, as well as its own platforms – Dotmena has begun pre-production on a web video series for General Motors. The videos, which are being filmed in the UAE, KSA and Kuwait, will also highlight the new GMC Yukon, while

interviewing business influencers and industry leaders on their achievements and expertise. Video content is a growing offering at Dotmena, which has other interactive branded series currently in pre-production. ■





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THE BIGGER PICTURE

Integration between online and offline is the way of the future, but it's also a challenge for media agencies.

In late 2012, *Forbes* published a study by global marketing consultancy SapientNitro, which identified five challenges future CMOs would face in their organizations, all of which revolved around the adaptation of new technologies and changing consumers. At the time, only eight percent of CMOs believed agencies were successfully supporting global brands. It's a reality that's been looming over agencies in the Middle East for some time, with the same survey stating that 37 percent of marketers didn't consider their marketing activities to be fully integrated across digital and traditional channels. Two years have passed since that report and many attempts have been made in working across various media

types. They mainly started off with agencies segregating specific areas of digital by dividing social, mobile, paid advertising and other digital disciplines into separate boxes from offline planning, such as TV and radio.

This also meant teams were divided and constantly going back and forth on activities, and often delivering rather disconnected campaigns.

In the past year, however, MENA agencies have finally figured out a recipe for integrated planning of traditional media in co-



Dana Adhami,
head of digital
UAE, Mindshare



ordination with digital media. The approach is far more hands-on than expected and, according to the six agencies we speak with, actually not that difficult. After taking a closer look at each agency's vision on integration, it quickly became clear that, although each company varies in values and ethos, there are trends and practices consistently taking place across agencies and geared towards blurring the lines between media types and their functions.

The integrated planner

Across the board, all agencies share the belief that integration begins from within the team structure. The differentiation lies within the extent to which planners become integrated, which is dependent on experience, training and hiring. "The objective here is to make offline teams connected with digital channels, because it requires a different mentality, a different mindset," says Dana Adhami, head of digital UAE

at Mindshare. It's important to pay attention to media as a whole, she says, and to have teams that marry confidence and competence through a knowledge of the client's business, as well as operational processes and technical skills. "It's very important that we speak all languages and all media, and not make any media sound less or more than the other." Adhami says Mindshare's team has made an effort to make offline teams excited about online, and vice versa, by inspiring them with innovation. "That's how it starts internally," she adds. Mindshare encourages this mentality that all media is equal, which is also mirrored at OMD and UM, and there is absolutely no split between offline and online planners, and, therefore, all planners are now trained to be completely integrated planners.



Waseem Afzal,
head of digital UAE,
OMD

Chadi Saab, associate director at Starcom Mediavest Group (SMV), admits that some team members are more technically savvy than others, but having a multi-platform strategy requires team members from both sides understand online and offline. He stresses that the similarities between disciplines need to be recognized and that planning a strategy is not about dividing online and offline, but about creating a complete communications strategy as well. "The TV planning approach is something online planners also need to be aware of with their video campaigns. Right now, a TV planner and a YouTube planner are not separate people; it's actually the same person who plans TV [who also plans] video," Saab says, adding to the on-going theme that planners should work across disciplines.

James Kaye, digital planning director at MEC MENA, says teams should feature planners that can combine cross-channel knowledge and, thereby, add to the client experience. "Not only are they able to talk to the client about a more holistic strategy, but they themselves have a strong understanding of how one channel impacts another." Havas Digital ME's head of media services, Kavita Dhyani, is in agreement. When working through data and reporting, the team, as a whole, pools information and reviews results. Their structure brings together planners from different disciplines with varying levels of expertise, but with a general idea of all areas of online and offline. Encouraging teams to grasp a deeper knowledge of all media disciplines is the responsibility of agencies, though. It's a process of trial and error, where learning programs are implemented for all levels along the way. Those who come from a traditional offline background are being trained towards new online disciplines, while online



planners are also being told to learn the ins and outs of planning for the likes of print and radio.

Training on all platforms

The scope of training appears to be the most time-consuming aspect of the whole move towards integrating teams in learning about all platforms. "The idea is that everyone becomes able to plan digital or traditional," says Justin Mlynarski, regional digital director at UM MENA. Planners are being integrated and 'upskilled' through courses focused on optimization and insights analyses so as to offer clients a wider skill set, he adds. MEC takes from the GroupM training programs, which put a lot of effort into ensuring senior managers are educated on connecting platforms. Training is done via online courses, media partners and internally, while on-the-ground planners are expected to work side-by-side in a hands-on complementary fashion.

Some agencies take it quite seriously, with SMV and OMD insisting that staff members attain Google ad certification, while OMD holds classroom-style courses on a weekly basis.

"We've invested a lot of our time over the past few years to ensure we are training our planners to become integrated planners," says Waseem Afzal, head of digital UAE at OMD, adding that it's important for them to take on a program of various modules that will equip them with the ability to 'walk the talk' on digital. "If the client is willing to shift dollars onto digital, you need to be able to give that client the comfort level," he says. This means making sure planners are educated through their strict OMD Taskforce program, as it's known. Failure to complete assignments and pass these courses, which range from the basics of planning to analytics and attribution, can result in lost promotions and title upgrades.

Havas' Dhyani says her company prefers a more real-time approach to learning, with a non-teaching, live-testing environment that provides



Kavita Dhyani, head of media services, Havas Digital ME



hands-on opportunities to learn and receive feedback, as well as certifications. This way, Dhyani says, the program can be adjusted according to the needs and levels of planners depending on their digital exposure. The topics Havas covers range from emerging trends, sources for developing a knowledge base, learning about digital channel spaces and how each works, and how to draw comparisons between online and offline.

Both Mindshare and OMD also mention that they've seen strong practical results from pairing up mentors and coaches from different disciplines so that planners can shadow each other when learning about new platforms. Adhami adds that, while developing the training program, Mindshare pays attention to areas that frustrate people, as well as those that make them curious. This has worked to break away from the digital marketing silo mindset, which, she says, detracts from allowing planners to build a strategy as a whole. "I think, over time and as your talent becomes more confident in discussing all of the areas in media, both digital and non-digital, clients will accept that people can speak all media and can look at all media," she says.

Now hiring: digital natives

Although the digital language is being molded into campaigns and existing team structures through training, mentors and support systems, new hires aren't so lucky to reap these benefits. There's little likelihood of an entry level executive joining any of the region's top agencies without being a digital native, even though, so far, approaches vary according to each agency. "It's important that we bring onboard digital natives – people who are connected with media, consumers and technology," says Adhami. "On a junior level, if you start with digitally led people and you teach them the ways of old media, then they should grow to sync-in all media channels, rather than just one."

Mlynarski says that, when hiring new entry level planners, all are already integrated and no hiring is done with traditional planners at an entry level. However, at MEC, Kaye says new hires should be seasoned on both sides. "Every new person we hire is expected to learn and carry out campaigns and planning on offline and online channels," Kaye says. "With every new person we bring in, we have this expectation that



they will be proficient and they will be able to have these conversations across disciplines.” Havas is more lenient with teaching skills on the ground where experience is lacking, as Dhyani believes the agency environment is a good place to get that. Havas has some key selection criteria when hiring, however, which includes being open to a cross-domain and cross-media understanding. New talent must also possess passion, interest and a capacity for learning. A range of larger skills is valued over digital experience, such as a strong media buying background and mathematical skills.

Seeking: innovators and ideation

All members of any integrated team are expected to have a general understanding across media disciplines, while many agencies also still feel the need to have a thought leader and strategist that specializes in certain areas, whether it's programmatic, TV, search or mobile. This special breed of talent is in demand at the foundation of certain agencies.

“We've been placing a lot of emphasis and importance on hiring the right talent for the agency and being a lot more

proactive about bringing onboard strategists that would act as thought leaders for the agency,” Afzal says, adding that the return on investment is seen when dollars are put towards digital. OMD sees strategists as non-operational forces and the core basis from which knowledge cascades towards planners, with seven to eight strategists embedded in account management teams and tasked with coaching planners and presenting to clients. “Ideas drive integration and not so much the channel and this is something that we've been putting an emphasis on,” Afzal says. “Moving forward, it would be ideation that would drive integration and not so much how agencies are structured.”

Considering the speed at which media is changing, Saab says keeping track of digital technology and innovation is not easy. There should be specialist talents on



Justin Mlynarski,
Regional digital
director, UM MENA

hand, he says, who aren't involved in operations and account management, and, instead, become the go-to persons on disciplines such as SEO, search or PPC. "At the end of the day, they're the people that can drive the business, drive the product and then they can improve this product. They'll offer a specific point of view on how to improve this and how it's evolving," Saab says. "Given the load of work and given how the industry is changing, the demands of the client and the evolution of the industry, you really can't have a person who masters everything," he says, adding that: "You can't just not keep up to date with how technology is changing and transforming, and how the consumer is transforming as well."



Chadi Saab, associate director of regional offices, SMG

However, Dhyani insists, the generalist would never be able to meet client needs to the fullest and, thus, an expert is required on every team. "Today's client is hungry for information. Today's client is looking at quick turnaround time. Today's client is looking at the best servicing level," she says. "They definitely require expert services and expert advice in different domains."

Building the strategy

An integrated team structure, knowledgeable key players, on-going training and strong support systems all contribute towards better client servicing and routing of digital dollars toward the right channels, ultimately resulting in an all-around richer strategy.

"We don't have an offline strategy and online strategy anymore," Saab says. "We started realizing in meetings with clients that it's not a matter of presenting an online and offline strategy. It's a matter of presenting a communications strategy and seeing how a communications strategy lives across all platforms." Kaye agrees that, by integrating and connecting these dots, and not keeping them as separate branches, it "changes the conversation we have with clients". Fewer people can now get involved in discussions using broader knowledge, he says. "We're moving away from purely having media discussions and actually starting to have business discussions," Kaye adds. The vision of a world "that starts with media, rather than a world that starts with digital", is firmly planted on integration from all angles. This is consistently seen in the direction of integration in agencies across the region, where teams are structuring themselves to facilitate all media disciplines on equal ground and where agencies now see the transition towards a stronger, completely integrated strategy as inevitable. ■

THE CONFIDENCE QUESTION



Traditional planners often appear out of their element when integrating, with many keen on making the crossover to digital, but not sure where to start. It requires a certain level of confidence, which needs to be built through agency training programs, experience and knowledge. "There's a huge amount of enthusiasm," says Kaye. "Generally, we see this enthusiasm with becoming more cross-platform and having this broader knowledge, which gives individuals more visibility on the impact of what they're doing. So, their job no longer finishes with a GRP or starts with an ad impression. We now get to see the whole journey."

Mlynarski also sees a lot of eagerness to participate and suggests being patient with new learners by providing answers to questions that they think make them sound stupid. He suggests building mentorships and a strong support system for those getting integrated. "It's a confidence thing," he points out. "There's a whole new language associated with digital." ■

FAST FORWARD FOR ONLINE VIDEO

Alfonso De Gaetano, head of agencies and branding at Google MENA, says the online video face of the region is fast changing, with users becoming hungrier, implying more content creation partnerships for all players involved.



It's no secret that online video has opened up a new world to consumers, brands and advertisers in the Middle East and North Africa (MENA). YouTube has been at the forefront of this phenomenon and has drawn massive audiences since its early years. The momentum has been incredible not just for the region, but worldwide, with a fan base that now translates to one billion monthly users.

In response, the MENA region has seen dedicated online video production houses popping up, with companies such as U-Turn and Kharabeesh reining in millions of subscribers and hundreds of millions of views. Across the region, we've seen partners build channels that have made YouTube into

a news, education and entertainment destination, while channels such as *Eysh Elly* (2.2 million subscribers) in KSA and Sa7i (1.8 million subscribers) are revolutionizing how we watch comedy. We're also seeing new channels on the rise in comedy, cooking and beauty genres, such as comedy shows *La Yekthar* and Momo Bousfiha from Morocco, DIY content by E-Keif and beauty videos by Duniati. We've had social media figure Alanoud Badr, who recently joined the YouTube community, creating her very own reality show (*Fozaza TV*) on the platform.

This kind of traction has meant that our team, at YouTube, is constantly on the lookout to build partnerships between

advertisers and a growing, rich creator community. Brands, in turn, have started recognizing the opportunity to connect with and build relationships with consumers. That explains why, in the past few months alone, we have seen more and more advertisers associating themselves with other premium content and collaborating with partners that, in turn, can generate more views. Unilever, for instance, has previously sponsored content and paid for product placement on U-Turn's channel, and recently signed on to sponsor it for a full year. P&G is grasping the potential of online video as well, having been the first to run an exclusive sponsorship of YouTube during Ramadan, which gave it 100 percent share of voice. The sponsorship covered 200 channels across both TV-based content, as well as new creator content produced for YouTube.

When people watch online video, they're absorbed by a whole other medium. In the US, we're outpacing cable; according to Nielsen, YouTube reaches more adults in the 18-to-34-year-old age bracket than any other cable network. That's not to say one is more important than the other. The fact is, online video and cable TV go hand in hand. Studies show that when people see creative on both TV and YouTube, they have twice the recall as one or the other alone. In the MENA region, where users are watching more content than anywhere else in the world, cross-media studies have shown that YouTube offers eight percent incremental reach over TV (versus 1.6 percent in the UK and two percent in the US). Not to mention YouTube attracts a generation that has grown up watching what they want, whenever they want, on whatever device is closest. In the UAE, where smartphone penetration is one of the highest in the world, YouTube's app ranks second in terms of time spent (after Candy Crush).

Screen time's growing – it's not a zero-sum game anymore

YouTube helps brand marketers reach more people incrementally with their campaigns, often in a more cost-effective or efficient way. Major brands are taking important steps in presenting themselves online and they are the ones setting the stage for how advertisers engage with consumers online through video. ■



ALFONSO DE GAETANO, HEAD OF AGENCIES AND BRANDING AT GOOGLE MENA

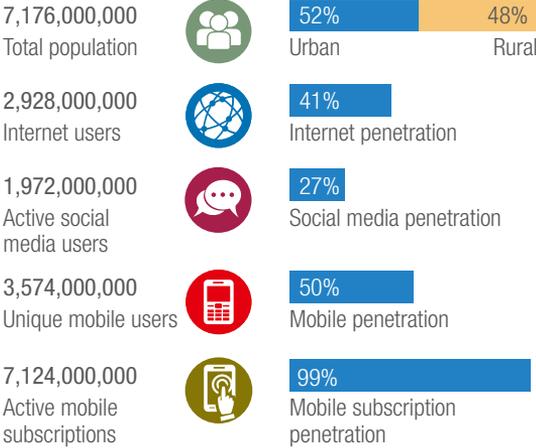


INFOGRAPHICS

FRESH FIGURES

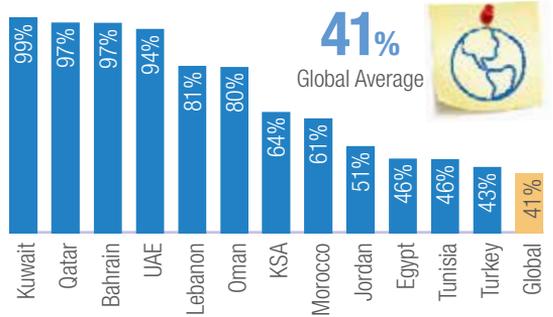
Last summer, We Are Social released its Social, Digital & Mobile Landscape: Middle East, North Africa & Turkey. Here is a snapshot.

GLOBAL DIGITAL STATISTICS



INTERNET PENETRATION 2014

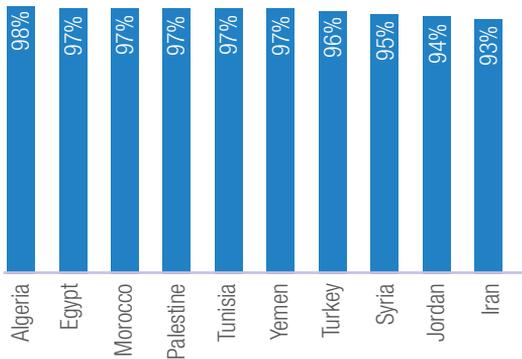
The majority of the Gulf countries are leading in Internet penetration rates compared to global averages



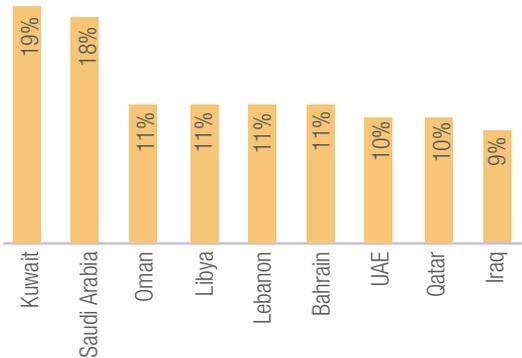
(Does not include Palestine, Iran, Syria, Libya, Yemen, Algeria, Iraq)

NET TRAFFIC BY DEVICE USAGE

PC share of web traffic by country

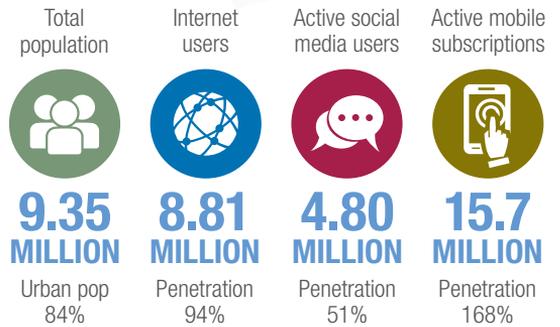


Mobile share of web traffic by country



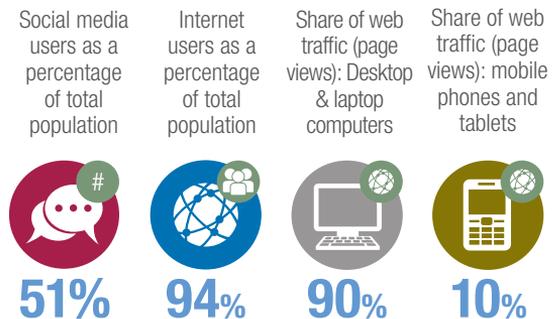
IN FOCUS

Digital in the UAE

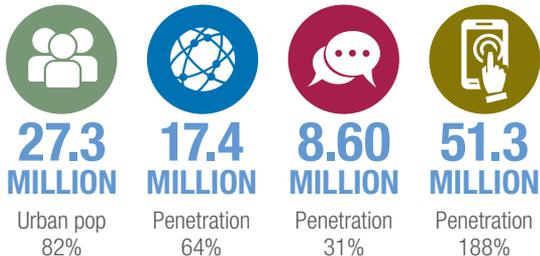


NB: this stat refers to active mobile subscriptions, not unique users

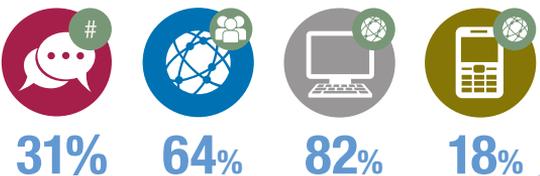
Internet use



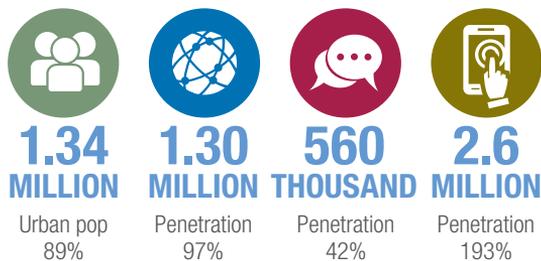
Digital in Saudi Arabia



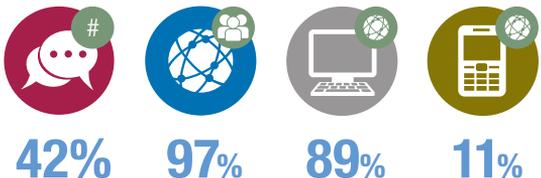
Internet use



Digital in Bahrain

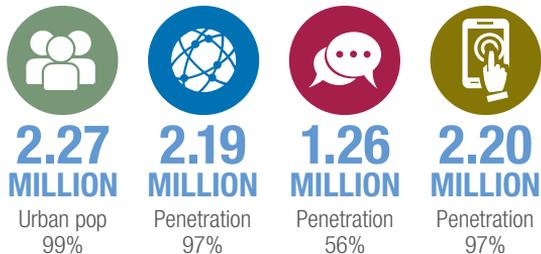


Internet use

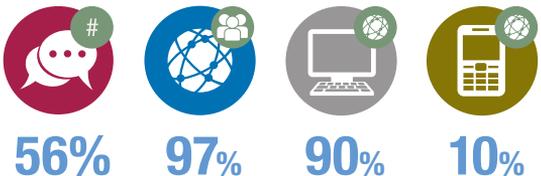


DIGITAL-SAVVY GCC NATIONS are constantly consuming entertainment over the web, and they're hungry for more. No wonder Middle East film distributor Front Row Filmed Entertainment **TEAMED UP WITH ITUNES** as an official aggregator of Arabic, Bollywood and international titles across the Middle East. This is a **GAME-CHANGER FOR SAUDI ARABIA**, especially, where movie theatres are banned and where far more content will now be available online.

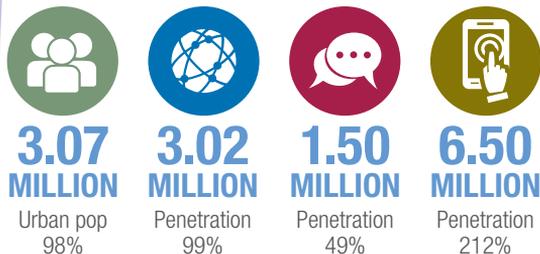
Digital in Qatar



Internet use



Digital in Kuwait



Internet use

