

數位廣告的不當誘因 (perverse incentives)

文 | Peter Minnium, President of Ipsos Connect

編譯 | June Chen 益普索公關行銷專員

數位廣告就如同生活一樣，以實現最終目標來做事是非常重要的。

有一個城市人，在從緬因州駕車前往首都的鄉村道路上迷了路。漫無盡頭地在沒有任何標示的道路上行駛了一段路程後，他在田邊道路上遇見了一位開著卡車的農夫，便如釋重負般地趕緊跑到農夫面前，問道：「我要去奧古斯塔，請問該怎麼走呢？」農夫上下打量了這個都市人一番，簡潔地回答：「要是我的話，是肯定不會從這裡開始的。」

數位廣告也是，要達到成功，就像故事中的城市人一樣，必須從正確的地方開始，而且需要明確的指標。

科技的發展帶給受眾各種形式的資訊爆炸，除了巨量的資料，連衡量指標也越來越複雜。行銷人員很容易在陌生的領域中迷失，就像故事中没有 Google 地圖的城市人，需要努力地在不熟悉的环境當中，尋找能到達目的地的路，但總是因為不知從何找起，而作出不適當的選擇。

根據調查指出，儘管有許多研究都否定了銷售量和點擊率之間的關聯，但是目前最常被作為廣告表現評估的五大參考指標依舊是：參與率 (engagement rate)、轉化率 (conversion rate)、點擊率 (click-throughrate)、平均轉化成本 (cost per conversion) 及互動次數 (quantity of interactions)。雖然這些短期指標能夠提供一些資訊，但都無法讓行銷人員真正地瞭解行銷溝通是如何影響到品牌認知、品牌資產或其他任何有關長期品牌健康度的衡量因素，我們在許多數位廣告行銷活動都能發現這樣的困境。

不當誘因 (perverse incentives)

揚米穆恩 (Youngme Moon) 在她的著作《哈佛最受歡迎的行銷課 (Different: Escaping the Competitive Herd) 》中提到：「自我們決定要衡量某件事的那一刻起，我們就對這件事有著某個方向的嚮往，而衡量這件事的指標，也將帶領這件事的發展方向。就像在田徑運動中，是以速度作為衡量標準，因此我們培養出來的田徑選手都是以速度見長。假如今天我們是以跑步姿勢作為衡量標準，那田徑選手們都會擁有瞪羚般的優美身姿。

因此，衡量指標的選擇非常重要，它決定了我們將要如何實現目標，錯誤的衡量指標可能會導致與預期相反的結果，這種現象稱為不當誘因 (perverse incentives)。

例如，醫生們採用再多的治療方案都能獲得經濟上的補助，無論這些方案是否對病人有利；金融投資理專利用客戶的資金，冒著巨大的風險來獲得獎金，然後在客戶感到痛苦之前找新工作；政客在競選連任時，為了讓自己的政策在短期內看起來效果不錯而大量借貸，儘管這麼做會讓他們的選民財政基礎不佳。

根據廣告研究基金會 (Advertising Research Foundation) 的《數位指標實地指南 (The Digital

Metrics Field Guide) 》與美國互動廣告局 (Interactive Advertising Bureau) 指出，行銷人員有 197 種用於衡量行銷表現的數位指標，以及超過 30 種用於衡量參與度的指標。如此多且複雜的指標，讓數位行銷的不當誘因現象隨處可見，例如：誘餌式標題；需要將網頁向下拉才看得到的廣告，卻還計算其曝光率；網頁邊緣自動播放的影片廣告，卻以「完整觀看」作計算；需要點選頁面才能關掉的彈窗類型廣告；看起來像網頁內容的廣告。

雖然廣告業者都已經開始瞭解到不當誘因的風險，同時也有了像「更佳廣告聯盟 (Coalition for Better Ads) 」這樣的組織在努力地去消除數位廣告中的不當誘因現象，但真正的變更動力最終還是來自於行銷人員，必須在一開始就能知道行銷目標以及選擇對的衡量方式。

釐清目標

首先，我們要將診斷資訊與結果分開來看，這一點非常重要。大多數短期的行為衡量指標都只是受眾對廣告參與度的診斷資訊，而我們要看的結果，也就是廣告影響品牌的程度，卻不一定與診斷資訊有直接相關。因此，若行銷人員過度依賴這些指標，很有可能會有評估錯誤的風險。

Ipsos Connect 最近為客戶研究了兩支影片廣告，其中廣告 1 的平均觀看時間較長，而廣告 2 帶來了 150% 品牌考慮度的增長。在此之前，行銷人員已經投入了額外支出，對廣告 1 進行優化，因為最初他們認為受眾應該會比較喜歡廣告 1，而當研究證明廣告 1 的影響力不如預期，才又將資源轉移到能帶給品牌較多效益的廣告 2。

以此為鑑，行銷人員在一開始就應該清楚地知道品牌目標以及廣告要達到的效益是什麼，同時確定以下這些問題：

- 您希望影響的消費者態度或行為是什麼？
- 需要在多長時間內實現？
- 哪些衡量指標能夠指出我們是否達到目標？

如果目標是提高品牌知名度，除了曝光量、觀看次數和觸及率等行為衡量指標，行銷人員還需要瞭解，消費者是否能在接觸到某些資訊 (例如品牌希望傳遞給消費者的品牌印象) 後，自發性地聯想到品牌。如果您的目標是促進短期銷售量，則應該關注轉化次數、網站或實體店面的拜訪次數、以及短期購買意願。

使用正確的衡量指標

現今，品牌面臨的最大挑戰，是在充滿雜亂無章的廣告中獲得消費者的關注。以下三大原則，幫助你提高獲得消費者關注的機會。

1. 確保能見度

若受眾沒有辦法看到廣告，廣告就不會產生任何影響，這一點很顯而易見，但廣告能見度對行銷人員來說卻是個令人頭痛的問題。去年，Moat 的執行長在廣告周 (Advertising Week) 上報告，只有 52.9% 的桌上型電腦廣告及 41.4% 的行動廣告符合美國互動廣告局 (IAB) 的能見度標準。一般

來說，廣告在不雜亂的網站上能得到較多關注，比起廣告聯盟和交易平台，優質發佈商能讓廣告能見度較高。而在推動品牌影響力方面，則是觀看時間比觀看率更加重要。

2. 優先考慮對品牌的影響

對於品牌建設類的廣告，該衡量的不只有短期的數字，因為長期的品牌影響才是關鍵。也就是說不僅要確保受眾能注意到、並花時間觀看廣告，還要確保他們能相信這支廣告的內容。

根據 Google，在 YouTube 影片廣告中，若是品牌在開頭的前五秒鐘內出現，觀眾有比較高的比例會選擇略過廣告，但是在前五秒鐘展示品牌的廣告，有時也能產生正面的品牌影響。理想的廣告應是將品牌的特有形象完美地整合到廣告中，進而讓受眾持續觀看，同時對該廣告感到信任。因此，我們應該對行為和態度都進行衡量，並優先考慮針對品牌目標評價的指標。

3. 依據環境做調整

不同的情況需要不同的策略。一個廣告在電視上有好的投放效果，在網路上的投放效果不一定一樣。在行動設備上有效果的廣告，可能在桌上型電腦的表現平平。在 Facebook 上勝出的行動廣告，有可能會輸給在 Twitter 上的。每個數位環境都是獨立的，因此也應該要被獨一無二地對待。

「好的開始就是成功的一半。」

兩千多年前亞里斯多德說過的這句話，直到今天依然適用，特別是在數位廣告的領域。帶著通往我們渴望的結果的清晰地圖，以及觀測方法，開始一段數位旅程，將能夠安穩地走出樹林，走向成功之路。

Ipsos Connet 益普索媒體與傳播研究

Ipsos Connect 結合 Ipsos 全球產品服務，專精於品牌溝通、廣告測試及傳播媒體的相關研究。現今品牌溝通由於廣告及傳播媒體變得日益複雜、零碎及數位化，而更顯複雜困難。Ipsos 擁抱這複雜且現在的環境，整合品牌表現調查及媒體環境內容，並提供我們客戶更創新、真實、即時且數據和科技驅動的研究發現洞察。

更多的資訊，請參考 www.ipsos.com/connect

或洽詢我們的研究團隊

研究總監 Darren Freeman 費愷毅

02 2701-7278 ext.155 darren.freeman@ipsos.com

Digital Advertising'S Perverse Incentives

Peter Minnium, President of Ipsos Connect

In digital advertising, as in life, it's important to start with the desired end in mind.

There's a well-worn tale about a city slicker who gets lost while driving the back-country roads of Maine en route to the capital city. After driving for what seems like an eternity on unmarked roads, he comes upon a farmer on a tractor in his field. Relieved, he hurries to the local and asks, "How do I get to Augusta?" The farmer, after sizing the man up, responds laconically, "Well, I wouldn't start from here."

It is imperative for success in digital advertising to start off from the right place — with a clear focus on the metrics that matter.

Yes, technology incited an explosion of content, devices, formats and opportunities to reach people, together with a cavernous quantity of data and a mind-boggling suite of metrics. Marketers can easily feel lost in unfamiliar territory like our Google Maps-less city slicker, struggling to adapt to a constantly changing environment and forced to choose — often inopportunistically — from a plethora of potential navigation strategies.

Although studies repeatedly negate the link between sales and click-through-rates, the top five ways that native ads are evaluated are engagement rate, conversion rate, click-through rate, cost per conversion and quantity of interactions, says eMarketer.

While otherwise informative, each of these short-term behavioral metrics reveals little about how communications have affected brand perceptions, equity or any other measure of long-term brand health. This isn't only true of mobile; we see this morass of metrics across many digital campaigns.

Perverse incentives

Youngme Moon, in her book, "Different: Escaping the Competitive Herd," postulates that "the minute we choose to measure something, we are essentially choosing to aspire to it. A metric, in other words, creates a pointer in a direction. ... In track and field, we happen to measure speed, and so we cultivate a nation of speedsters. If we happened to measure running style, we would cultivate a nation of gazelles."

The metrics for success that we set are important because they determine how we go about achieving it. Choosing the wrong metrics can lead to the opposite of the intended outcome — a phenomenon known as "perverse incentives."

For example, doctors are financially incentivized to order more procedures, whether or not they help the patient; investment bankers take huge risks to reap bonuses, then find new jobs before their clients feel the pain; and politicians borrow money for policies that will make them look good in the short term for re-election, even though it will put their constituents on bad financial footing later.

The potential for perverse incentives in digital marketing is strong. Marketers have 197 digital metrics with which to measure performance (according to the Advertising Research Foundation's "The Digital Metrics Field Guide") and over 30 different metrics that can be used to measure engagement, according to the Interactive Advertising Bureau.

We see the outcomes of digital marketing's perverse incentives everywhere: click-bait headlines; scads of inventory "below the fold" that count for impression delivery; autoplay video in the margins of web pages that yield "completes;" ads that look like content in a stream for attention; and interruptive interstitials that require interaction to close.

While the sell side of the industry has woken up to the perils of perverse incentives, with efforts like the Coalition for Better Ads, the real driver of change will come from marketers who clearly articulate objectives that drive the right behaviors from the start.

Setting the course

It is crucial to first distinguish between diagnostics and outcomes. Most short-term behavioral metrics are diagnostics that reveal how viewers engage with an ad. Outcomes reveal the extent to which the ad affected the brand. Relying too heavily on behavioral measures can risk optimizing to the wrong metrics.

Ipsos Connect (my employer) recently studied two ads for a client where ad #1 had a much longer average view time, but ad #2 delivered 150 percent higher brand consideration. Previously, the marketer had optimized spend to support ads with the greatest view time, assuming that people preferred them. When research proved the ads had less impact than presumed, moving resources to ad #2 brought more benefit to their brand objectives.

With this in mind, marketers should clearly set out where they want their brand to get to and the role of communications in the journey. This means determining answers these questions:

- What attitudes or behaviors do you wish to influence?
- Over what time frame?
- Which metrics demonstrate their success?

If the goal is to increase brand awareness, behavioral measures like impressions, reach and views are important. Marketers also need to understand how the ads impact spontaneous awareness via brand-linked memories and recognition of the campaign. If the objective is to drive short-term sales, the focus would be on conversions, site or store visits and short-term purchase intent.

Metrics that matter

The biggest challenge brands face today is getting noticed amid the clutter. Consumers are exposed to a seemingly infinite amount of content; how can brands improve the chances that their communications will gain attention? Three principles can help:

4. Mandate viewability

Ads can't have an impact if they aren't seen. As obvious as that sounds, viewability is still a big issue. Just 52.9 percent of desktop ads meet the IAB's viewability standards, Moat's CEO told Advertising Week attendees last year, according to MediaPost, and only 41.4 percent of mobile ads achieve it.

It's generally accepted that ads get more attention on less cluttered sites, viewability is likely to be better with premium publishers vs. ad networks and exchanges, and time-in-view is more important in driving brand impact than the percent of ad in view.

5. Prioritize brand impact

Digital is no longer a direct response-only medium. With brand-building advertising, it is important to measure more than short-term responses: Brand impact is key. This means being sure that viewers not only pay attention and spend time with the ads but that they also give credit to the brand.

According to Google, viewers are more likely to skip a YouTube ad if the brand is present within the first five seconds — but ads with branding in the first five seconds are more likely to drive positive brand impact. This is important for advertisers who judge ads based only on view-through rates and completes.

The ideal is to make gripping ads with the branding inherent — well integrated into the ad — so that viewers will be compelled to watch and give credit to the brand.

Measurement should be holistic, with both behaviors and attitudes measured and priority given to metrics that evaluate against the brand objectives.

6. Optimize to context

Different journeys require different tactics. Ads that are effective on TV don't necessarily perform well online. Ads that work in mobile may be so-so performers on desktop. Mobile ads that are winners on Facebook may lose on Twitter. Digital environments are unique and should be treated as such.

"Well begun is half done"

These words, spoken by Aristotle over 2,000 years ago, are still true today, and particularly so in the digital advertising world. Start your digital journey with a clearly drawn map of the outcomes you wish to achieve and the measures to gauge your progress, and you will be well on your way out of the woods and en route to success.

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For more information, visit us online at: www.ipsos.com/connect

or contact our research team:

Darren Freeman, Research Director

02 2701-7278 ext.155 darren.freeman@ipsos.com