



April 2004 Issue

In the April issue of Marketing Magnified Ken Kornbluh discusses the Sarbanes-Oxley Act and its impact on marketing. Will you hear the "wake-up call?" Also, MPM research update, new tools to help you optimize your budget, and a new study that profiles tech marketing "leaders and laggards."

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Editor's Cut



Our lead article in this month's issue – Sarbanes-Oxley: A Wake-Up Call for Marketing - is another reminder that accountability is now the name of the game in corporate America. Ken Kornbluh takes the discussion to a new level with his call for CMOs to ensure that processes are in place within marketing to demonstrate financial accountability.

The "wake-up call" was heard loud and clear by the CMO Council's Advisory Board during last fall's Summit in San Francisco. The MPM Task Force was created to conduct research and develop a CMO Council Certified technology industry MPM model. The Sarbanes-Oxley Act and the continuing top-down pressure to demonstrate marketing ROI are powerful reasons to make the development or improvement of an MPM system your job #1 in 2004.

To that end, you will want to attend the MPM Forum at BusinessWeek's office in New York on Wednesday, June 9. Read all about the MPM Forum and the latest highlights from our Marketing Measures + Metrics Audit in the article: "CMOs Not Satisfied With Ability to Measure Marketing."

Also, a reminder to all of you to share your viewpoints and experiences with your CMO brethren by contributing an article to Marketing Magnified. CMO Dean Harris of Vonage in "Dedicating the Majority of Your Budget to Online Marketing" explains that online marketing may be a better bang for your buck than television. What are your views? Join the conversation!

Marketing Magnified's managing editor is Robert Nelson, a brand marketing consultant based in Puerto Vallarta, Mexico. He can be contacted at: nelsonbranding@pvnet.com.mx or <http://www.nelsonbranding.com>.

Sarbanes-Oxley: A Wake-Up Call for Marketing

AOL restated earnings twice in one day, down \$570 million. Ahold restated earnings by \$800 million. And, who can forget the Enron scandal? Ex-chief executive officer Jeff Skilling indicted and the company in bankruptcy.

The Sarbanes-Oxley Act was signed into law in 2002 in response to high profile corporate scandals. The new law has gotten considerable press coverage because it requires corporate officers to attest to the truth and accuracy of their financial statements.

Marketing has broad exposure to Sarbanes-Oxley compliance. According to industry research firm Gartner, "Sarbanes-Oxley will require enterprises to closely monitor and track their marketing expenditures. To do this, the marketing function must be transformed to comply with the new requirements." Indeed, Sarbanes-Oxley compliance requires significant operational changes and investments in new systems and processes. Marketing is a particularly visible target for efforts associated with Sarbanes-Oxley compliance because it manages material amounts of spending, often with weak systems and processes.

Highlights of the Act

Sarbanes-Oxley requires compliance with the following provisions by June 2004 for publicly traded firms:

- Specific auditing requirements.
- Tough penalties for individuals who destroy records.
- Legal protection for whistle-blowers.
- Management certification of financial statements.
- Management assessment/attestation to internal controls testing (Section 404).

Section 404 is the problematic one for marketing organizations. It includes two requirements with deep ramifications. First, it requires marketing management to assess and make representations on the effectiveness of the internal control structures and procedures regarding financial reporting. Further, it mandates that every financial audit include an assessment by the auditors to an attestation by management on the nature of the company's internal control structures.

As a manager, you will need to have processes and control structures in place to be able to make the attestation for the auditors.

Consequences of Non-Compliance

According to Michael Ferro - CEO of Click Commerce - "There is no room for error. Accuracy, timeliness, completeness, and transparency of financial reports are now essential requirements for every public company."

For executives at publicly-traded companies the consequences can be painful. Think public humiliation, fines, prison, and restitution. You'd better believe that if the problems stem from marketing, heads will roll. To be able to certify the accuracy of financial statements CEOs are going to need to rely on their management. That's you.

While Sarbanes-Oxley compliance isn't required for private companies, you can expect financial controls in marketing to get increasing scrutiny at all companies, public or private. As in many things, government regulations drive requirements and processes.

Compliance is just one reason to automate your systems and processes. If you value streamlined operations and improved visibility into your spending patterns, Sarbanes-Oxley compliance

should be high on your agenda. Good internal controls make sense. Forty-five percent of all companies experience fraud. The median cost of each incident is \$60,000 and 22 percent of all fraud schemes are related to expense management. As we all know, marketing spends a lot.

Where's the Beef?

When a member of the marketing staff creates a purchase order for \$10,000, who approves it? Is the expense in the budget? Does accounting know about the expense? Is the PO matched against the invoice before it's paid? These are some of the basic processes that need automation and a solid audit trail for Sarbanes-Oxley compliance.

Ideally, all the documents related to each transaction - including emails and invoices - are stored in a central archive. If for any reason the auditors need to refer to the information it can be retrieved at a moment's notice.

Marketing Faces Unique Challenges

Many marketing organizations have weak financial processes and systems. In addition many of marketing's key financial outputs consist of financial projections that are estimated or based upon hard-to-quantify data, generated through non-standardized processes. Marketing thinks it will generate a two percent response. The rub is that the rest of the organization uses these outputs as their inputs to decide how many widgets to build or how much to spend on bonuses.

In marketing spreadsheets are used everywhere for forecasting, cutting purchase orders, and tracking expenses. How do you know the spreadsheets are right? How do you know if they contain the right data? Do you ever check the formulas? How do you validate their calculations? How do you archive them? Spreadsheets are both powerful and dangerous. Caveat user. Essentially, most enterprises will have to establish a much higher degree of visibility into the costs and results of marketing activities and associated funds. The only way to do this will be through the implementation of systems, formal internal controls, and auditable processes to track marketing spending and forecasting.

And Now: Process Compliance

Let's face it: marketing is not known for the quality of its processes. Marketing management is very focused on tactical issues. Marketing leaders need to confront several key strategic, compliance-related questions:

- Where are the material risks in marketing?
- Do we have the appropriate controls to mitigate the risks and to flag outliers as they occur?
- Are the controls being applied in a consistent and competent fashion?
- As the executive in charge, am I confident that I can attest to the accuracy and integrity of marketing's financial data on an ongoing basis?

Answering these questions will structure your defense when regulators or disgruntled shareholders focus their ire on the surprise that upsets their expectations. Before Sarbanes-Oxley it was enough to have good answers to questions like "what did you know?" and "when did you know it?" Sarbanes-Oxley sets much higher expectations. Now you need to be able to answer the question "how did you not know about it?" This is a big difference.

Managing your systems and processes is a critical component of a compliance strategy for marketing. The challenge of building an internal control structure for analysis is daunting, but the rewards can be great. Not only can you be in a better position with respect to compliance, you can gain insights that will generate benefits by helping optimize marketing spending.

For one large publicly-traded insurance company a team of 10 analysts manages a \$500M a year direct marketing-operation using a massive set of interlinked Excel spreadsheets. A double-entry scheme was instituted to validate entries.

In addition to providing auditable information the effort saved millions of dollars each year by having better information about costs and results, according to the VP in charge.

Planning Ahead: A Roadmap for Marketing

There are three things you can do to prepare for Sarbanes-Oxley compliance:

- Perform a risk assessment analysis to identify weaknesses in the current systems and processes and identify areas of greatest exposure.
- Have a strategy. Before anything you need to define goals and figure out the scope of the task. There are lots of questions to ask. Get help.
- Identify the key financial inputs and outputs. Include things like expenses, forecasts, sales plans, market opportunities, campaign forecasts, budgets, marketing program budgets, etc... These analytics are very important because they provide traceable elements. Automate checkpoints, controls and tracking systems for costs and revenues. Adopt structured processes around the creation of financial data and distribution. Develop processes for monitoring and auditing financial data. Develop automatic alerts when discrepancies occur. Above all, involve accounting.

Be prepared to answer more questions. Lots more questions. And, don't be surprised if auditors show up. Better yet, be prepared for their visit; it's all part of Sarbanes-Oxley compliance. The SEC initially estimated that Sarbanes-Oxley compliance would require five man-hours per company per month. For many companies the preparation tasks alone are daunting. Intel has estimated that Sarbanes-Oxley compliance will take 100 times - if not more - effort.

Integration of Financial Information into Marketing Planning

Sarbanes-Oxley requires a renewed focus on planning and forecasting, making the accurate collection and classification of revenue and expenses a must. Development of an integrated marketing information system that leverages a top-down, bottom-up approach can help ensure that planning numbers include corporate strategy, financial expectations, and knowledge of future revenues. Because much of what transpires between marketing and finance directly impacts a company's financial picture, a tight link between the marketing information system and financial system is critical, and will enable managers to automate process controls, monitor performance, and insure development of an audit trail.

Sarbanes-Oxley is a wake-up call to every marketing executive to ensure that the processes that they are responsible for have security, integrity and financial accountability. An ounce of prevention can prevent a pound of cure.

Ken Kornbluh is CEO of MarketingPilot Software, a marketing information system company. Additional information on this subject can be found at:

http://www.marketingpilot.com/registration/download_registration_sox.shtml

CMOs Not Satisfied With Ability to Measure Marketing

Less than a quarter of technology CMOs say they are satisfied or very satisfied with their company's ability to measure marketing performance, according to preliminary results from the CMO Council's Marketing Measures + Metrics Audit.

Only five percent of those surveyed say they are very satisfied.

Additional preliminary findings show:

- Most companies do not have a formal comprehensive MPM system in place, although 45 percent have an informal system.
- The measurement of marketing performance is a priority for technology companies with half of the CMOs placing a high priority on MPM.
- Optimizing marketing's performance and accountability appear to be the primary motivators for putting an MPM system in place.
- CMOs say they are limited in their ability to measure the performance of most marketing activities and tend to focus on those activities that are most easily measured like direct marketing.
- Most CMOs say they are limited in their ability to provide specific MPM information.

Over 250 CMOs have contributed their perspectives to the Marketing Performance Measurement (MPM) Task Force survey that is currently in the field. The CMO quantitative research is the first step in the development of a CMO Council Certified MPM model that can be used by technology companies to help them implement a system to optimize marketing performance and demonstrate results. If you have not yet completed the survey the link is available on the CMO Council's home page.

Additionally, chief executive officers, chief financial officers, chief information officers, chief technology officers, chief sales officers, and distribution channel members are being surveyed by the MPM Task Force to complete a 360 degree view of the issues surrounding marketing performance measurement. The MPM Task Force Advisory Committee – CMOs from 17 leading technology companies – have also contributed in-depth qualitative interviews on a wide range of subjects from current systems in place to best practices.

Findings from the milestone Marketing Measures + Metrics Audit will be presented at the MPM Forum at BusinessWeek's office in New York on Wednesday, June 9. The 8 a.m. to 2 p.m. event will also feature an MPM model development "road map" presentation; a best practices discussion moderated by Rich Vancil, vice president of IDC's CMO Advisory Research Service, and panelists from Symantec, Dow Corning, Tektronix, and Pitney Bowes; a panel dialogue with leading MPM solution providers moderated by Jennifer Gilbert, senior editor of Sales & Marketing magazine; and, perspectives on "Scorecarding the CMO" from three leading technology CEOs. This will be presented by the Business Performance Management (BPM) Forum and moderated by Chief Executive's senior editor Paul Rogers.

MPM program sponsors and partners include Unica Corporation, Bitpipe, Raindance, IDC, InfoWorld, BusinessWeek, and Sales & Marketing Management magazine.

Register today by following this link: <http://inter.viewcentral.com/reg/cmoc/mpm>

Agent-Based Modeling: A Valuable New Weapon for Chief Marketing Officers in the Fight of Their Lives

Insight: Conventional marketing metrics are virtually worthless as a tool for the new business model for marketing. Consumer, customer, and market change is so complex, dynamic and fast paced today that new models and metrics – and a new understanding of when and how to apply them – are required if marketing dollars are to be allocated efficiently and accurately assessed. The only new tool to emerge to meet the challenge is agent-based modeling, and the leading marketers are already learning to apply it.

Recommendation: Chief Marketing Officers should quickly reallocate funds and resources to develop a mastery of agent-based modeling as part of the strategic shift towards a confident, analytically-sophisticated, and highly effective and efficient marketing capability.

Summary: The traditional model for the mass marketing of consumer goods and services has broken down. Consumers today have new lifestyles and new attitudes that cause them to receive and process information from new sources in new ways, evaluate product alternatives differently, and shop in new ways. B2B customers have totally new ways to manage business relationships and evaluate product/service bundles by their suppliers. As a result, the old truths about marketing aren't true anymore.

Marketers are facing an unprecedented crisis because of the destruction of their professional knowledge base has occurred just as Wall Street is demanding faster growth in a slow growth environment and the CEO is demanding accountability from the marketing function in the form of improved marketing ROI.

Fortunately marketers have a new and powerful weapon to help them balance the twin demands for faster growth and an improved marketing ROI. This new weapon is marketing simulation modeling driven by the emerging science of "agent-based modeling" (ABM).

What is Agent-Based Modeling? Chances are your children have more experience with agent-based modeling than you. That's because several popular software games - SimLife and The Sims - use the principles of agent-based modeling to simulate "real" life. These software programs allow players, such as your children, to assign characteristics to individual "agents" in the software - people, animals, plants, cars, the weather, etc...- and then watch as a unique story plays itself out based upon the information, "the rules" input by the player.

As a business tool agent-based modeling attempts to simulate reality. Under ideal circumstances, agent-based modeling becomes a test market on your desktop.

This modeling technique has three components:

- Agents such as a consumer, a brand, a retail store, a media plan, etc...
- Rules or behaviors like a buying pattern, decision criteria, etc...
- Interactions such as those between a consumer and a store, a consumer and another consumer, a consumer and an advertising medium, etc..., driven by the rules.

The interactions between numerous diverse individual agents following numerous rules can create group behavior that is unpredictable, non-intuitive, totally fascinating, and very accurate. The software models that simulate such individual interactions can:

- Predict market shares, sales, and profitability.
- Provide strategic and tactical insights into marketplace behavior and the future.

Four unique characteristics of agent-based modeling differentiate it from all other analytical tools previously available to marketers:

- Consumers are modeled at the individual level. The interactions of tens-of-thousands of consumers are then "rolled up" to provide a "total market" result.
- ABM can utilize an enormous variety of data ranging from conventional time series point-of-sale data to custom research such as consumer attitude data, even product preference data.
- Agent-based models work with exceptional speed, giving marketers the capability to create and analyze dozens of marketing scenarios in a day.
- Lastly, sophisticated agent based models produce realistic and often unexpected results or so-called "emergent behavior." Because consumers are modeled at the individual level the millions of interactions often play out in unforeseen ways.

The discipline of agent-based modeling is only about ten years old, primarily because of the incapability of immature software and hardware to manage the multiple interactions that typically occur in ABM. Biologists and sociologists who understand evolutionary phenomena in animal species and cultures used some of the original models experimentally. Somewhat closer to business reality has been the use of agent-based models by organizations like P&G, Macy's, NASDAQ, and NASA.

Marketers should rush to master agent-based modeling because it is one of those tectonic shifts that create advantage for years. Certainly the differences between competitors are often so slight in most categories that a mastery of a weapon like ABM could tip the balance. Marketing history proves that those companies who master new marketing processes first often realize permanent advantage.

This article was excerpted from a paper written by Gordon Wade, a founding partner of the EMM Group, an international management and marketing consulting firm, and provided by DecisionPower, an agent-based simulation software company based in San Jose, California. For additional information contact Jack Koch at jack@dpsim.com.

IDC CMO Advisory Service Research Shows Jump in Tech Marketing Spend

In a new study, the IDC CMO Advisory Service projects IT marketing budgets will increase by over two percent across the industry during the first half of this year. The projected increase reverses the nearly two percent decline in marketing spending last year compared with 2002, reported in the company's 2003 CMO study.

Based on IDC's new 2004 CMO Tech Marketing Barometer survey, 49 percent of respondents indicate they intend to increase their overall marketing budget during the first six months of 2004 relative to the prior six months. This marks a significant increase from the 2003 marketing spending analysis, which indicated that only 32 percent of companies intended to increase their marketing budget over the prior period.

"Although it is wise to be cautious about any increase in marketing investments, tech marketers must not allow lingering pressure from a down economy to prevent them from capturing market share as IT growth returns," said Michael Gerard, research director with IDC's CMO Advisory Service. Gerard cautioned that companies not increasing their marketing spending risk falling behind the IT spending curve and their competition.

Although most respondents are very positive about their companies' prospects for growth during 2004 only 12.5 percent of companies rate their marketing investment/activity this year as being "aggressive."

The study also found that for those companies increasing their marketing budgets in 2004 the average increase is nearly 11 percent. Following three years of staff reductions and budget cuts, IDC observes that technology marketing departments are now emerging as either "Leaders or Laggards."

Marketing leaders are returning to the full scope of marketing in an effort to position themselves to take market share in 2004 as global IT spending increases. Marketing laggards are either still attempting to get their marketing "house" in order or simply waiting on the sidelines for more definitive signs of a market upturn.

IDC's new report - CMO Tech Marketing Barometer: Are You a Marketing Leader or Laggard? – analyzes the level and direction of overall technology marketing spending. The study is based upon information collected from 48 hardware, software, and IT services companies and compares and contrasts results with IDC's CMO Advisory 2003 Technology Marketing Benchmarks Survey.

For more information regarding the IDC CMO Advisory Service please follow this link:

<http://www.idc.com/cmo>

Dedicating the Majority of Your Budget to Online Marketing

I have attended numerous events highlighting online media. At those events the discussion inevitably turned to online budget allocation. The excesses and hype of the Internet bubble era led to wild claims and considerable over-promise of online media effectiveness. During the late 1990s and in early 2000 online media spending was robust and so were CPMs. Now, the online publishing and advertising community is forced to fight the battle of online versus offline budget allocation. Currently, online spending is about three percent of total media investment.

No One Ever Got Fired For Recommending Network TV...Yet

Although online media spending has grown markedly over the last year corporate enthusiasm for online spending is still lagging. I believe this can be attributed to the inherent conservatism of senior-level marketers and the companies that employ them. Marketers get judged on results and for years brands have been built with high budget network television campaigns. Television is visible to all stakeholders, can be sold easily to senior management and the trade, and it's fun to hang out at the Beverly Hills Hotel pool after the shoot.

Yet, as has been reported over and over in the press, network television has some big problems: Viewership is down, prices are up, and hundreds of programming choices compete for our attention. And, that modest phenomenon called the Internet is cutting into the hold of the once mighty television set.

What are the barriers preventing marketers from allocating more of their budget to online? Typical concerns are online is perceived as "ineffective" and suffering from "poor reach." But there may be another reason senior-level marketers and their employers do not use online media more. My guess is they really don't understand it. It could be a generation gap that gets in the way. My children and yours have been raised on the Internet. Those of us over 40 have not. My children and yours see the Internet and online advertising as a credible source of information, communication, and commerce. The over 40 demographic is not quite convinced.

Assessing Your Audience and Determining the Best Way to Reach Them

At Vonage our challenge is to grow our business quickly. Customer acquisition is the overriding imperative and measurement of our marketing spend is critical. We are a VoIP phone company that delivers phone service to consumers and small businesses with high-speed Internet connections.

Our media choices and allocations are based on several factors. We know that our addressable audience is households with a broadband connection, which is currently about 20 to 25 percent of all U.S. households by most estimates. We also assume that broadband-connected households are more likely to be online, are more responsive to our online proposition, and appreciate the chance to leverage their broadband connections to save money on monthly telephone service.

Online media gives us a tremendous customer acquisition advantage. It provides an ideal environment to test online site categories - like search engines versus portals versus ad networks -, creative executions, unit sizes, frequency, and a host of other variables. And, because our advertising is served by an independent third-party ad server, we gain additional insights on purchase behavior and product purchase cycle. We know what is working and what is not almost immediately so we can optimize our online buy with great frequency.

What's more, the conversation between Vonage and the online publisher is based on the same objective: We want to achieve a certain number of customers at a target acquisition cost. We can see results in real time and can determine if the publisher's site worked or not. If the advertising is effective we can spend more money and everyone is happy. If the advertising is ineffective we

take steps to fix it. Ultimately, ineffectiveness leads to a site's cancellation from our schedule.

How Much of Your Budget to Spend Online

Since launching our online campaign in April of 2002 the percentage of our online spending versus offline spending has increased dramatically. Currently, our online media budget exceeds 60% of our total marketing spend and we see continued growth via online. Despite the appeal of online's measurability we do know that online advertising does not exist in a vacuum. We found that television and radio buys work better when combined with online media, creating an integrated approach synergy.

Conclusion

So, let's admit it. Television is sexy and online isn't. Online is the ultimate media workhorse, but requires constant attention. My guess is that many senior marketing executives may not be willing to make the investment in time and energy - not dollars - to make online work for them. However, if you elect to pursue online aggressively you'll find that it may be one of the most effective tools you can implement to reach your acquisition and branding goals.

Dean Harris is the chief marketing officer of Vonage, a VoIP phone company that delivers phone service to consumers and small businesses with high-speed Internet connections. He can be reached at (732) 528-2610 or at dean.harris@vonage.com

Product Strategy Takes Center Stage at February CMO Council Event

Nearly 50 members attended the Marketing at the Epicenter: Defining Product Directions CMO Council interactive event in February at Adobe world headquarters in San Jose, California.

Jan Soderstrom - former CMO of 3COM and CMO Council Board Chairman - moderated the panel, which included: Melissa Drydahl, Senior Vice President of Corporate Marketing and Communications, Adobe; Gerard Corbett, Vice President of Branding and Corporate Communications for Hitachi America; and Scott Langmack, Senior Vice President and CMO, Borland Software Corporation.

The panel led a discussion on how to put the marketing function back at the center of the product definition and design process. Other topics explored were how technology marketers can play a more essential role in defining product needs, requirements, directions, and deliverables and how they can steer the company away from the "build it and they will come" approach of many technical visionaries?

Gerry Corbett shared Hitachi's experience marketing to a wide variety of technology-driven markets. He said that the common element for the products that failed spectacularly in their launch was a lack of marketing involvement in the research and specification phase. He cited an example of a very advanced digital camcorder with an embedded hard drive developed by Hitachi that was a true technology breakthrough and very appealing to a small segment of technically advanced users. The product failed in the consumer market because it was far too complex for average consumers to use.

Melissa Drydahl of Adobe stressed the importance of fundamental consumer market research in the design and development of technology products. She and Adobe's CEO have made a major commitment to formal market research, a new concept for many technology marketers. The research group at Adobe has grown from one person to a staff of 15 during her tenure. Research spans a wide variety of techniques from focus groups to consumer panels to a very concentrated effort to enhance and improve product usability - a very big concern for Adobe in the consumer market. She emphasized the importance of making research an integral part of the design process.

Scott Langmack said the key challenge is to make the transition from opinion to fact. He said marketing should build the new product business case. "There is a big difference between a cool product with interesting technical value and one that is essential and will draw open the purse strings and the pocketbook of the prospective buyer," he said.

The group agreed that the product marketing function is vital to the success of the marketing agenda and the more experienced and passionate the product group, the better.

The event was recorded on videotape and is available for viewing in its entirety on the CMO Council web site.

The next CMO Council event Taking Marketing to the Max: How to Scale, Skill, and Score with the Web will be held at the offices of Akamai in Cambridge, Massachusetts from 4 p.m. until 6 p.m., Wednesday, April 28. This event will focus on how the Internet is transforming marketing practices, processes, programs, and performance measurement. Senior executives from Akamai, HP, Microsoft, and Digitas will lead the discussion. Akamai Co-Founder and Chief Scientist Tom Leighton will make a special presentation on the subject. He is a member of the President's Information Technology Advisory Committee (PITAC). Details and registration are available on the CMO Council web site.

And, don't forget to mark your calendars for the CMO Council Summit Setting the Agenda October 7-8 in Monterey, Calif.

The Download

Study Shows Pop-Up Ads Work

Pop-up ads generate a click-through 13 times that of the standard 468 X 60 pixels banner and a conversion rate more than 14 times better. A study by Advertising.com shows the unit's performance surpassed long banners 728 X 90, which had a click-through rate slightly higher than the standard banner and a lower conversion rate.

The study also says Skyscrapers were also found to be effective with a 60 percent higher click-through rate and 20 percent better conversion rate.

The analysis was done over a one-week period with 15 million Internet users served 168 million ad impressions on the Advertising.com network of sites.

Video Ads Produce Results Without Annoying

A recent survey of 1,700 Internet users who saw full-motion television-style ads online found that only 28 percent found them annoying, less than the 38 percent of television viewers who did.

The study – conducted by Dynamic Logic – also found the video ads beat conventional online ads in brand awareness and purchase intent. Additionally, 30 percent watched most or all of the ads without closing them, comparing favorably to television advertising viewers.

Web Influence Rises While Television Declines

A DoubleClick Touchpoint survey shows that television's influence is waning while the Internet is gaining. Television lost ground in automotive, movies, and electronics categories while the Internet ranked highest in generating awareness for travel, mortgages, and investments. Television still leads other media in movie advertising, though online ranked even with newspaper movie advertising.

The 2,000 respondent study was conducted by DoubleClick in December 2003.