



**INDIAN
OUTDOOR
ADVERTISING
ASSOCIATION**



WHY OUT-OF-HOME ADVERTISING IS A HIT WITH GEN-Z

OUT-OF-HOME ADVERTISING IS ONCE AGAIN A FORCE TO RECKON WITH. AND MUCH OF THE CREDIT GOES TO A NEW GENERATION OF GLOBAL CONSUMERS WHO FIND IT “RELAXING” WHEN COMPARED WITH DIGITAL ADVERTISING.

John Wheeler, Contributor, Gen Z Insights

Believe it or not, the second-fastest-growing advertising medium in the world (after online advertising) is also one of the oldest. And by old we mean ancient: Out-of-home (OOH) advertising has been around since at least ancient Egypt, with obelisks that kept folks in the loop about all the latest, greatest ancient Egyptian laws and international treaties. Meanwhile, the first recorded instance of billboard advertising in the United States occurred in 1867, and giant-sized billboard ads were already being featured in Paris by 1889.

What’s with the resurgence of old-school, OOH advertising? In part, we have the growing consumer influence of Generation Z to thank.

What’s up with Gen Z liking OOH so much?

After all, OOH seems a bit analogue for the taste of cyber-savvy kids that have a reputation for being glued to their mobile phones, yes? According to a 2017 study by Kantar Millward Brown, 55 percent of Gen Zers favor outdoor advertising because they find it “relaxing.” Right alongside email. Yeah, you heard that right.

But truth be told, Gen Z may have a point. The history of modern advertising is the history of personal intrusion. The sheer number of digital ads that Gen Zers have to wade through on their phones, tablets and computers ranges somewhere between 2,000 - 4,000 per

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OUT OF HOME IS NOW an Amplification Medium, Too

LINDSAY KRAMER

PUBLISH DATE

JUNE 05, 2019

CHANNEL

OUTFRONT MEDIA

The Upfront and NewFront presentations for the last few years have been a consistent reminder the media landscape is continuing to evolve. How we understand the role each channel plays in the funnel -- specifically, how traditional media, including out-of-home (OOH), and digital work in concert -- isn’t on everyone’s radar. There’s still a perception that TV lives at the top of the funnel and everything else is at the bottom. It is this thinking that has driven

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OUT OF HOME IS NOW an Amplification Medium, Too

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how brands have bought for decades and think about allocating their media dollars.

The Upfront buying process and TV advertising in general has prevailed, despite the surge in digital investment throughout the last decade. For traditional brands TV has always been tried and true -- the best way to drive mass reach at scale. What has long been missing from this conversation for many

most talked about shows (networks and streaming services alike), OOH has been their first stop when investing in mass media or a key player in successful campaign launches. Many of their first marketing investments were in search and paid social, but when they started to see inefficiencies in that performance media and were ready to take the next step -- bring awareness to their business

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of them, however, is OOH.

This year alone, over 33% of U.S. adults will be cord-cutters -- consumers who have cancelled traditional pay-TV services such as cable and satellite -- according to eMarketer. They aren't trying to avoid ads; they are just becoming increasingly harder to reach as they find new ways to source content and stray from traditional media channels. That same audience is spending more time outside, more time connected to their mobile devices, and more time seeing, trusting and engaging with the OOH canvases that are right alongside them through their daily journeys.

In fact, Nielsen reported that one in four Americans has posted a photo of an OOH ad to Instagram. That's a lot of people ready, able and willing to see your brand message and share it with their worlds.

For many start-up brands and today's



and drive new growth from the masses -- they turned to OOH.

The final season of HBO's Game of Thrones set ratings and viewership records for the company, and they announced it with an outdoor campaign featuring a station domination in New York City and limited edition GoT metro cards. Almost six months before the season premiere, HBO turned to OOH to get people excited for what was to come.

OOH may seem old school to the

untrained, but it is chipping away at traditional media's market share and experiencing record growth as it becomes a preferred media format for tech brands. Startups Hims, designed to combat men's hair loss, and Audible, Amazon's audiobook streaming service, both got their start in mass media with OOH. After seeing significant success, the brands have raised their annual media investment and been able to expand their brand stories to TV and other channels, while continuing to use OOH.

Audible wanted to get more people listening to audiobooks, so they used dynamically triggered digital OOH to connect with drivers sitting in summer traffic on highways across America.

When Verizon's simplified and startup service provider Visible Mobile launched, they utilized the high-dwell time and large canvases from bus shelters to connect with the people they wanted to reach. The result was over 834K shares of the campaign on social.

It's essential that as marketers evaluate their media investments in the post-Upfronts planning season, that they look beyond TV when they think about mass media, and beyond traditional digital approaches when they try to find a home for many of TV's displaced media dollars. OOH should be a central part of omnichannel planning, not an afterthought. There is so much more opportunity for brands when the channel is utilized properly -- with strong creative and embracing the symbiotic relationship OOH has with digital.

OOH isn't just an awareness medium; it's an amplification medium, too. When used properly with compelling creative, OOH secures four times more search and social activations. OOH has become more than an advertising channel; it has become a cultural one, as well.

In this Newsletter we try to bring you latest data from around the globe on Out-of-Home Advertising and how it is being perceived, managed, discussed by Media, Agencies and Advertisers. There are challenges undoubtedly but there is also positive growth and opportunities. While we must come together and meet the challenges and establish a dynamic that will serve the industry in future, we must also be aware of the growing opportunities so that each of us may make our position in this market. We welcome your feedback on continued

NEW OOH AVENUES WILL COME UP IN KOCHI

» By Ria Banerjee - June 04, 2019

Soumini Jain, Mayor, Kochi, sees a more broad-based role for advertising firms in the city's development in the coming times

Some years back, Kochi Municipal Corporation had a long and detailed discussion with the advertising firm JCDecaux, which had approached us with a long-term Indo-French project. That discussion paved the way for developing advertising avenues in public spaces like new bus shelters. However, that did not work out very well as there was not much space available in the city then. But the scenario had changed since.

Currently the corporation is working on new projects for public space improvement and planning for urban roads under the smart urban transport project. Once the corporation executes these projects, the city will have adequate space for outdoor advertising. For an instance, quite a number of metro rail pillars, which are the media properties of Kochi Metro Rail, have been tendered out for advertising. Likewise, the corporation will develop commercial space for signages on a model road for a stretch of some 4.5 km to 6 km on the Sahodaran Ayyappan Road, popularly known as S.A Road.

Kanpur OOH players sceptical of Nagar Nigam's response to court order stalling levy of advertisement tax

» By Bhawana Anand - June 11, 2019

The local body has apparently set up an in-house committee to explore alternative ways to levy additional fees on outdoor media in the city

OOH media owners doing business in the Kanpur market are a relieved lot after the Allahabad High Court passed an order by which the Nagam Nigam's act of levying an advertisement tax on OOH media post the GST implementation was deemed illegal. However, industry sources indicate that the Nagar Nigam will make further efforts to turn the tide in the urban local body's favour. The Nagar Nigam has apparently formed an internal committee to discuss their next move after the court order. Pertinent to note that in the last released advertisement tax document released by the Nagar Nigam, the word 'Tax' was changed to 'Fees'.

AIOOA NEWS FROM THE SECRETARIAT

Tender Information on IOAA website:

IOAA takes pleasure in informing all its Members of the latest development on our website www.ioaa.co.in. With immediate effect, all our members shall be able to get 'Live' information on all Tenders relating to Outdoor media. A 'short' information on the tender has been made available on the home page but for a detailed information regarding the tender, members would have to login to their account to access the same. We sincerely hope that this initiative will result in increased revenues to all our members and we earnestly request all our members to visit our site and login to their account. In case any of the members have not logged in for a long time, we suggest that they login with their register mail ID and click on 'Forgot Password'. We solicit your views and observations on this module on our website. Wishing all our members Happy Business for 2019-20.

IOAA extends a warm welcome to the following new members who have joined the IOAA family during 2019-20:

Sharp Publicity	Dilip Shukla
Glitz Advertising	Chandra Shekar. B
Zen Digital Media LLP	Mr. Sanjay S Raval
StarJaiSi Digital OOH Media Pvt.Ltd.	Rajiv.K.Sanghvi
Acme Advertising Co	Saurabh Jain

Courtesy Digital Signage Plus

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day. You can think of it as long, long form of digital commuting that never ends for Gen Z — unless of course they apply ad-blockers, which over half of them do. At the very least, according to at least one study, 82 percent of them report skipping ads.

Not only do Gen Zs find OOH relaxing, they also pay attention to it

In contrast, 84 percent of Gen Zers "pay attention to out-of-home advertising," according to recent research by UNiDAYS and Ad Age. Out-of-home advertising — the kind you come across on highway billboards or movie theater screens — is seen as non-invasive. To Gen Z's way of thinking, it doesn't feel disruptive since they've come to the movie theater voluntarily, or they can easily whizz past the billboard by stepping on the gas pedal. Unlike digital ads that can track them no matter where they go

online, they see their experience of outdoor ads as being fully under their control.

The fact that Gen Z-favored all-digital companies like Netflix are starting to spend big money on OOH advertising can't be seen as a coincidence. Netflix clearly understands what ad formats its favored audience segments "look up to." In addition, well-established brands like General Motors and Hilton have steadily been increasing their OOH spend, too.

The future of advertising isn't all digital

Gen Z is tech-savvy generation, no doubt, but it's also considered something of a "throwback" generation in terms of the things it values. While it may come as a surprise to some that OOH advertising is in-fashion with tomorrow's tastemakers, it's also the reality we're living in. Spend your ad budgets accordingly.



JCDecaux rolls out new measurement metric FOR OUTDOOR ADVERTISING

JCDecaux will provide advertisers with KPIs including the opportunity to see ads and the frequency of exposure.

The agency's Singapore managing director Evlyn

formation, JCDecaux is harnessing data to lead the shift towards an audience-based approach in the strategic planning of data-driven campaigns with better accuracy and relevance."

SAM was developed with mobility analytics firm DataSpark, which provides insights using mobile data from telcos across APAC.

JCDecaux said data on the number of impressions will be incorporated into programmatic media platforms later in the year.

It will include real-time hourly audience information derived from traffic counters deployed at bus shelters in prime areas.

JCDecaux resumed bus shelter advertising last year

» by Mumbrella Staff - June 6, 2019 1:50

Outdoor ad firm JCDecaux Singapore has launched a new measurement metric that claims will provide more accurate and timely data for clients.

The Streetside Audience Measurement (SAM) will, the company said, use "real time

mobile analytics" of pedestrians and motorists rather than rely on commuters' personal accounts of their mobility patterns.

The data will take into account certain characteristics of out of home advertising such as viewing distance of ads.

Yang said it took months to develop a "scientific approach" to the placement of ads on its outdoor assets.

"We look forward to offering greater transparency and accountability to our clients who have entrusted us over the years," she said. "At the forefront of the out-of-home industry's digital trans-

Curb Taxi Media Announces Massive Expansion Of Digital Taxi Top Network in New York City With Energy Efficient Solar Technology

Curb Taxi Media, the leading provider of mobility media in the United States, today announced plans to expand its network of high-definition digital taxi tops in New York City to more than 1,200 screens over the summer, doubling the size of its nearest competitor. These new screens are designed with integrated solar panels making them energy efficient and environmentally friendly.

With over 65% market share in New York City, Curb continues to lead by combining innovation and scale to provide brands, agencies, and programmatic advertising buyers with the widest range of options to address on-the-go consumers in today's increasingly mobility-centric media environment. Having launched the first High-Def LCD taxi tops in 2014, Curb offers the industry's largest and brightest screens. The newly expanded digital taxi top network allows marketers to leverage sophisticated media planning capabilities such as street-level geolocation, real-time RSS data integration, and weather triggers, allowing for extremely precise audience and message targeting. Programmatic platform integration, combined with post-campaign measurement & attribution insights, bring new levels of targeting and accountability to hundreds of millions of monthly digital ad impressions across the network.



DPAA HOSTS SECOND VIDEO EVERYWHERE SUMMIT

» June 5, 2019

Digital Place-based Advertising Association (DPAA) held its second annual Summit in Toronto last month.

The DPAA held its second annual Video Everywhere Canada Summit at The Rec Room in Toronto.

More than 400 attendees listened to media and digital out-of-home (DOOH) professionals spoke on a variety of topics such as geo-fencing, the future of DOOH advertising, multi-screen engagement, mobile/location data, and case studies illustrating the impact out-of-home (OOH) advertising has on consumer behaviour.

EDITORIAL SECTION

IOAA had organised a one-day meeting to debate on a very important legislation from the Central Government to safe-guard the interests of small businesses. This is the Micro, Small & Medium Enterprises (MSME) Act 2006 and its proposed amendment in 2018. The Act, especially the Amendment, is of great relevance to all outdoor media owners. This is because the Amended Act proposes to provide for statutory payment period of 45 days for goods supplied / services rendered from the date of service acceptance. This proposed provision, when enacted, will need to be compulsorily followed irrespective of any prior or other contract between buyer and seller.

This poses a great challenge to OOH Agencies who would now need to pay MSME vendors within 45 days, failing which the proposed Amended Act provides for payment of penal interest

for delays as well as due disclosures in their Annual report.

This could eventually result in a loss of revenue to the entire OOH industry if Advertisers opt to spend in media that does not qualify as MSME.

MSME MEET AT MUMBAI

However, for our industry, it was also an opportunity to streamline the already disturbing payment patterns.

The meeting was held at Mumbai on 23rd April 2019 and was well attended by 23 IOAA members which was a fair regional representation. We had members flying in from Delhi, Karnataka, MP, West Bengal & Tamil Nadu

besides attendance from Mumbai and Pune. After a day-long meeting, it was concluded that:

- Indeed, MSME gave the Outdoor media owners an opportunity to streamline the billing as well as the payment process to their advantage.
- Registration under the MSME Act should be encouraged for all Outdoor media owners.
- Finally, a documentation system was evolved which provided firstly for a "Campaign Statement" to be prepared by all media owners within 7 days from the end of campaign, with all supporting documents and photographs, and, secondly a process to submit the final Tax Bill 30 days after the 'Campaign Statement' and, thirdly, providing for the Agencies to pay within 45 of Tax Bill - which, in a nutshell, provided for 87 day payment period from the end of Campaign.

This year's Global OOH Convention was organized in Dubai on May 1st to 3rd, 2019, by FEPE, which used to be primarily a European Association of OOH Media Companies. However, over the years, they have attracted membership and participation from countries across continents. This year 453 participants gathered from 44 countries. In keeping with this change, Fepe announced a complete change in its policies and coverage and declared itself as the WORLD OOH ORGANIZATION - "W Double O". They will henceforth be a federation of national associations from across the world. Benefits of being part of an international industry organization is primarily in having easy access to best practices and knowledge that has proven effective from various countries. It is also creating some global standards for OOH media as well as archives for latest studies on road safety and regulations. Case Studies of successful campaigns from different countries will also be available.

Two days of presentations and group discussions by various key persons in OOH started with a keynote presentation by Mr Jean-Charles Decaux of JC Decaux. His and other presentations

Global OOH Convention 2019 - DUBAI

by OOH media companies, agencies and advertisers, highlighted the following for increasing the pace of growth for OOH from the current 6.7% share of global advertising spend:

- Integration of OOH with other technology-based media will be key for campaigns going forward. Impact would be maximized by integrating creatives too to appear seamlessly in both OOH and other formats like mobile.
- Classic (static) OOH continues to be the mainstay of the industry despite rapid strides being made by DOOH in key world markets.
- Digital Platform based buying of DOOH has been easing the buying process and contributing significantly to growth of DOOH.
- Latest research proves that size still matters in OOH - even in digital displays.
- OOH ad revenues are picking up pace and, in some markets, making a

comeback because of increasing suspicion and distrust of digital media that has been blocking large percentage of ad spends in recent years. OOH is once again regaining the spot as media of choice.

- Making it easier for agencies and brands to buy OOH as compared to other media, increasing efforts to educate audiences and advertisers about OOH and continuing the battle for conducive regulations continue to remain as main tasks.
- An exciting yet most challenging future awaits OOH as the population born post 2000 in the 'internet age' become the decision makers in a world where media consumption is changing drastically.

OOH Measurements are seen as the basic and critical task for all countries. Without measurements, Platform-based buying that would be transparent and efficient, is not possible. Hence, if the medium has to move away from inefficient buying, process of RFPs, personal negotiations and manual orders, both metrics, that provide objective evaluation of sites and their audiences, and digital platform based buying processes are necessary and essential.

HOW DYNAMIC LED DIGITAL SIGNAGE IS SHAPING THE MODERN AIRPORT TERMINAL EXPERIENCE

» JORDAN O'BRIEN - 3RD JUNE 201979

If you had to name one place where screens are seemingly inescapable, then it's likely that you would name an airport; after all, they're completely littered with them. Screens play an important role in traversing an airport, and have a number of use cases. Airports around the world have leveraged digital displays for showcasing departures and arrivals, while they have also revolutionised the impact of advertising – with some airports featuring larger-than-life screens.

NanoLumens, a firm with quite a bit of experience in the space, has produced a new white paper focused on exactly how visualisation solutions are playing a key role in defining the contemporary airport terminal experience. In its white paper, it found that dynamic signage was by far the most effective solution at delivering broadly applicable yet highly specific real-time information to vast groups of transitory audiences.

“On average, more than 65 million people now pass through each of the 10 busiest United States airports annually,” explained NanoLumens

VIEW

Vice President of Global Marketing and Business Development, Joe Lloyd.

According to Lloyd, dynamic digital signage solutions, specifically of the commercial LED variety, dramatically improve access to information. Visible from much greater distances than traditional signage and more effective at standing out amidst a sea of distractions, dynamic signage frees passengers to behave autonomously and frees airport administrators to focus on their own operations rather than the needs of individual passengers.

The white paper spotlights specific airports that are ahead of the curve in realising the full benefits of integrating LED visualisation solutions into their terminal operations. Highlighted airports include John F. Kennedy Airport in New York, Changi Airport in Singapore, the Toronto Pearson International Airport, the Vancouver International Airport, McCarran International Airport in Las Vegas, Stansted and Heathrow Airports in London, and the Charlotte Douglas International Airport in Charlotte, North Carolina, among many others.



(GETTY IMAGES) BY SHWETA MULKI

Out-of-home advertising goes digital; as brands try to lure consumers

As advertisers slowly latch on to the power of OOH, India is set to see a boom in digital OOH in the next couple of years

June 02, 2019, 08:54 IST

BE INFORMALS

The targeted displays which included over 5,800 digital video, was aired across 1,000 US cities. Following promotion on social media, the new product set got sold out in six minutes. This was impressive even for Jenner, a social media star, who's no stranger to record sales. So, how is

control of content on individual screens, so if one has a network of 1,000 screens, one can run specific content, across them. Further beacon technology allows to capture data,” Pratap Bose, founding partner and chairman, The Social Street, said.

Further industry observers believe that digital OOH is expected to play a big role in transit.

“Metros will see a major influx of digital OH in the next two-three years, and transit

ETBRANDEQUITY

OOH in India doing? Experts believe there will be an explosion in digital OOH over the next two years, as brands realise that content on digital is quite effective.

This year OOH industry raked in revenue from big ticket events such as the General Election, the Indian Premier League (IPL) and ICC Cricket World Cup.

While the number of OOH outfits haven't increased, the industry has witnessed a growth in revenue on the back of increase in price. Also compared to traditional OOH, digital is growing at a faster pace. “Digital allows

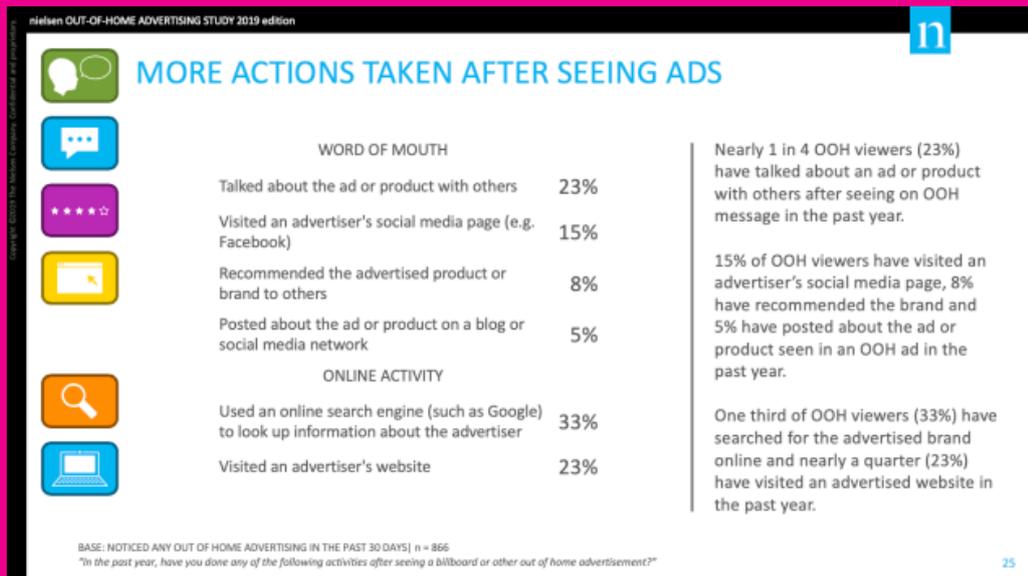
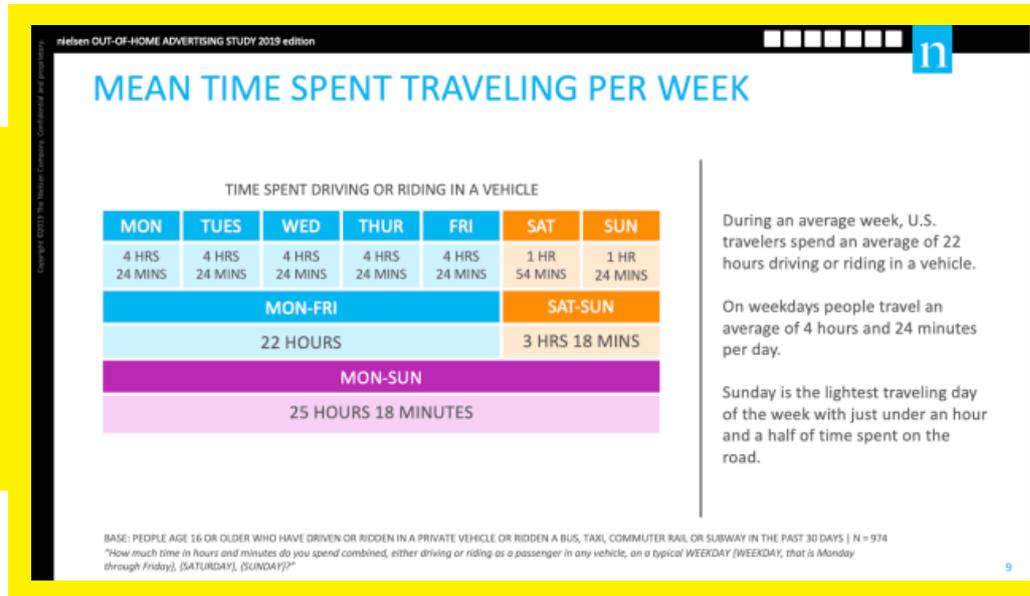
as a medium will grow by 25%. Mumbai will get two extra metro lines, and smart cities too will follow,” Rachana Lokhande, Co-CEO, Kinetic India, said.

The other reason for the category, getting a new life, in the last few years, is due to the entry of new advertisers such as ad video over-the-top (OTT) platforms such as Netflix, Amazon Prime Video, Hotstar and Zee5. This category has used hoardings aggressively. According to industry estimates, its ad spend is pegged at about Rs 400 crore, this year alone.

THE NIELSEN 2019 OOH ADVERTISING STUDY FOR USA

NEILSEN PRESENTED THE FINDINGS OF ITS 2019 OUT OF HOME ADVERTISING STUDY AT THE 2019 OAAA SHOW. THE STUDY WAS BASED ON 999 INTERVIEWS WITH CONSUMERS. A COUPLE SLIDES IMPRESSED INSIDER.

LOTS AND LOTS OF VEHICLE TIME
Interviewees spent an average of 25 hours a week in vehicles. Time in vehicles means exposure to Out of Home.



OUT OF HOME DRIVES ONLINE SEARCHES AND WEBSITE VISITS

Next time someone tells you they don't need Out of Home because all of their leads come from their website, show them this slide. 33% of the interviewees to the Nielsen survey used a search engine to look up info on an advertiser after seeing an Out of Home ad. 23% of interviewees visited an advertiser's website after seeing an Out of Home ad. 15% of interviewees visited an advertiser's social media page after viewing Out of Home advertising.

A New Selling Point for OOH Advertising

As we see, data over-reliance has begun to negatively impact online advertising models. In the meantime, the technological transformation of OOH segment will help it gain a greater share of the overall advertising revenue.

There are indications that

online advertising networks contemplate using both M&A and organic investment to build their own digital OOH capabilities.

Published on Tuesday, June 11, 2019 at 10:03 PM
Permalink

ONLINE MEDIA'S NEW VULNERABILITY IS A SELLING POINT FOR OOH ADVERTISING

GUEST POST BY MARK BOIDMAN, MANAGING DIRECTOR AND HEAD OF MEDIA & TECH SERVICES, PJ SOLOMON

» Tuesday, June 11, 2019

GOOGLE INTRODUCES NEW DATA POLICY CHANGES

Google recently announced updates to its Chrome browser that will severely limit the ability for third parties to track “cookies” – the most common method online advertisers use to digitally track user behavior across websites. Chrome will now enable its users to clearly view which sites set cookies and to remove those third-party cookies, as desired.

These changes arm consumers with two powerful tools to defend their privacy from advertisers using their data in unwanted ways.

First, the power of information: users will be able to view how specific advertising platforms are setting cookies to their data and choose not to visit any websites they believe are abusing those data limits.

Second, the power to remove: users will have the ability to delete unwanted cookies from their browsers. The result will allow Chrome users to opt out of data-focused online advertising platforms and mitigate the efficacy of sites they may continue using via cookie removal.

Given that Chrome accounts for more than 60% of browser usage across mobile and desktop, the negative impact of these policies on online and mobile advertising will be significant. At the same time, this negative effect should help OOH advertising gain more market share.

HOW CHANGES TO CHROME BROWSER WILL AFFECT ONLINE ADVERTISING

Historically, mobile and desktop online media have had advantage over OOH because of the amount of data they collected and used for targeting and reporting on ad campaigns. In theory, better data access and ease of use enabled excellent targeting and

tracking of online campaign results. However, Google's announced changes will limit advertisers' ability to target and retarget individuals based on demographic factors.

Online advertising may be forced to adapt by becoming contextual, targeting consumers based on current user activity instead of known user identity features. Lacking third-party cookies, advertisers may begin targeting IP addresses, a transition that would likely grow OOH advertising market share in numerous ways.

OOH is a superior channel for contextual engagement as it is place-based. Physical DOOH networks (particularly those vertical in nature) correlate with specific identities. For example, fitness center screens target 'Generation Active' while elevator screens target office professionals.

By contrast, in the case of online

Data Over-Reliance is Becoming Online Media's Greatest Vulnerability.

advertisers, as IP addresses are tied to devices, not people, it would be difficult to know audience characteristics. If a family's desktop IP address is targeted, the user could be a father or his daughter whose consumption preferences vary vastly.

Moreover, IP addresses do not necessarily correlate with a specific geography. IP addresses can be dynamic, changing in regular intervals, while others may be tied to a central server located nowhere near a given device. This makes it incredibly difficult to reach an individual at a specific location.

HOW THE NEW CHROME UPDATES WILL AFFECT OOH MARKET SHARE

Since OOH audiences are physically present in the asset's vicinity, OOH

will be better positioned to capture regional and local advertising business for clients seeking location-based targeting.

Finally, without the use of third-party cookies, advertisers will have difficulty tracking user activity across the Internet. This would lead to less effective online attribution and tracking, which in turn will make it more difficult to quantify online advertising ROI.

The above changes to online advertising data collection will make OOH media more attractive to marketers. Google's changes will make it more complex to attribute purchase intent to a particular online advertising campaign.

Against the background of deterioration of online tracking and targeting, OOH is getting more advanced in satisfying advertisers' needs. The implementation of mobile and sensing technology, augmented reality, drones and geo-fencing are all contributing to OOH's precision and effectiveness.

Google's policy changes raise a broader issue facing online advertising platforms: vulnerability to disruptive developments of third-party technology providers, such as Chrome.

As the technology landscape evolves, online advertisers will be left vulnerable to changes in any of the numerous third-party integrations they rely so heavily upon.

Modern technology giants hold disproportionate leverage in the online ecosystem. This dynamic creates an asymmetry that forces online advertising platforms to be “takers” of policy changes that may negatively impact their business. And advertisers are held hostage to these changes, as they cannot oppose the near-monopolies of tech giants.

Google's announcement could elicit significant spill-over throughout the technology ecosystem.