

	A	B	C	D	E	F	G	H	I	J	K
1	By Jay Sears @jaysears @rubiconproject www.JaySears.com [researched July 2013]										
2						#AdTechSuccess What three words describe the characteristics of the those companies that will survive as successful and flourishing enterprises?			#AdTechFail What three words describe the characteristics of those companies that will perish or otherwise be subsumed?		
3	<u>First</u>	<u>Last</u>	<u>Title</u>	<u>Company</u>	<u>Twitter</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>1</u>	<u>2</u>	<u>3</u>
4	Ross	Sandler	Analyst, Global Internet & Digital Media Research	Deutsche Bank Securities Inc. @DeutscheBank		Scalable	Differentiated Technology	Aligned with the Ecosystem	Single Point Solutions	Commoditized tech	Arbitraders
5	John	Battelle	Chair, Founder	Federated Media Publishing @FMP	johnbattelle	Passion	Customer Focused	Nimble	Mercenary	Selfish	Investor driven
6	Jonathan	Bellack	Director, Product Management	Google @doubleclick	jbellack	Advertiser-focused	Differentiated	Disruptive	Invasive	Unscrupulous	Afraid
7	Brian	Pitz	Analyst, Internet and Interactive Entertainment	Jeffries & Company, Inc. @JefferiesEvents	BrianPitz	True tech advantage	Scale, scale, scale	Platform	Follower	Arbitrager	Point Solution
8	Terence	Kawaja	Founder & CEO	LUMA Partners LLC @LUMA_partners	tkawaja	Scale	Transparency	SaaS	Greedy (margins)	Point Solution	Undifferentiated
9	Penry	Price	President	M6D @m6d_inc	PenryPrice	Fast	Flexible	Ownership of Unique Assets	Single Channel Intelligence	Strives for perfection	Incremental vs. Transformational Thinking
10	Michael	Brunick	SVP, Programmatic	MAGNA Global	mrbrunick	Unique	Scalable	Partnership	Dis-intermediaries	Over-invested/capitalized	Unrealistic or "overinflated-sense-of-self/value"
11	Bill	Wise	CEO	MediaOcean @Media_ocean	billwise	Scale	Scale	Scale	Undifferentiated	Fragmented	Unprofitable

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12	Peter	Naylor	EVP Advertising Sales	NBC Universal @NBCUniversal	prnaylor	Nimble	Streamlined	Value-adding	Complex	Overly-disruptive	Nearsighted
13	Steve	Katelman	EVP Global Strategic Partnerships	Omnicom Media Group	katelman	Flexible	Innovative	Trustworthy	Stubborn	Mismanaged	Greedy
14	Brian	Wieser	Senior Research Analyst	Pivotal Research Group	brianwieser	Data-dependent	Data-controlling	Data-scaled	Data-limited	Data-leasing	Data-unscaled
15	Pete	Stein	President, East	Razorfish @razorfish	pstein211	Differentiated USP	Ability to Scale	Nimble	Rigid/closed	Slow	Commoditized
16	Jay	Sears	GM, REVV Buyer	Rubicon Project @rubiconproject	jaysears	Scale	Platform	Open	Vanilla	Overcapitalized	Point Solution
17	Dave	Morgan	Founder / CEO	Simulmedia @Simulmedia	davemorgan nyc	Smart	Focused	Committed	Complicated	Compromised	Hubris
18	Jeff	Green	CEO	The Trade Desk @TheTradeDeskInc	jefftgreen	building long-term businesses	capital conscious	aligned with their customers	solve simple or narrow problems	take too much capital	compete too much with their partners and/or customers
19	Philip	Smolin	SVP Market Solutions	Turn @TurnPlatform	philipsmolin	Scale	Innovation	Service	Arbitrage	Opaque	Opportunistic
20	Mitchell	Weinstein	SVP Director of Ad Operations	Universal McCann	mitchellw @McCann_WW	Adaptable	Accommodating	Focused	Distracted	Expensive	Misinformed
21	Bill	Todd	President	ValueClick Media @ValueClickMedia		Profitable	Problem solvers	Saleable	No Sales Strategy	Short Sighted	Unprofitable
22	Kurt	Unkel	President	VivaKi @VivaKi	KurtUnkel	open	Fail Forward	Know Their Role (not greedy)	Bureaucracy	Afraid to Make a Decision	Negative revenue
23	Brian	Lesser	CEO	Xaxis @Xaxistweets	blessner	Scalable	Global	Valuable	Feature	Niche	Undifferentiated