

IMPACT 2023

CORNERSTONE ANNUAL MEETING & COUNCIL FORUM

The Data Supply Chain

The Data Supply Chain

& the Making of the Modern Internet

“My phone is listening to me”

“My phone is listening to me”

“I was just talking with my friend about travelling to Italy and now I see ads for Italy everywhere”

“My phone is listening to me”

“I was just talking with my friend about travelling to Italy and now I see ads for Italy everywhere”

“We were just talking about golf and now I see ads for golf everywhere. I don't even play golf”

A still from the TV show 'The Office' featuring Steve Moss. He is wearing a light blue dress shirt, a patterned tie, and red suspenders. He is holding a white coffee mug and looking towards a woman (Angela Martin) who is partially visible on the right side of the frame. The background is an office with cubicles and fluorescent lighting.

**IF INSTAGRAM COULD STOP
ADVERTISING THINGS I WAS JUST
TALKING ABOUT,**

THAT WOULD BE GREAT.



Why is this happening?

advertising + money

Let's go back...

Analog

MONDAY, OCTOBER 23, 1978

NOT THE NEW YORK TIMES, MONDAY

Busy busy Day

Not The New York Times

^{BUSY} Digest

The Economy

The same lousy news. Inflation, the dollar, unemployment. Meanwhile, the economy of Hamtramck, Mich., thrives as the local garbage compactor industry booms and Teamster employees benefit. Out-of-state business, particularly from New Jersey, pours into the Calabrese Compaction Service which has perfected a process to reduce a Cadillac Seville, and everything in it, to the size of a pinhead. Page D4.

Industry

The Federal Trade Commission raised the ante in its battle to increase honesty in advertising. The agency proposed rules that would bar the words "finest" and "effective" from all ads. D5

International

The Rann of Kush defaulted on \$1 billion in loans to a consortium of international banks led by Morgan Warrante. The "Rush of Kush, ruler of the tiny kingdom, cited a slump in world copper demand as a reason for the default and told the banks where they could put as a loan. The group of 30 banks immediately offered to lend another \$200 million to prevent the earlier loans from turning sour. D6

Airlines

Alitalia reported it had broken into the black after eight years of losses. Alitalia president Alberto Nardo cited the recent series of papal funerals, conclaves and coronations for the improvement. "God only knows if it will continue," said Nardo. D40.

Companies

The International Telephone and Bread Co. yesterday offered to acquire the Senate antitrust subcommittee for \$200 million in cash and securities. ITB said it felt the investment would help its diversification program. Subcommittee chairman Sen. Edward Kennedy said the offer was "clearly inadequate." And Senate majority leader Byrd was reported to be negotiating with Exxon for a higher price. D50.

Markets

"A dollar for your thoughts" became the favorite expression of U.S. tourists in Tokyo as the dollar dropped below 100 yen for the first time. Travelers complained of paying \$4 a glass for water in sushi bars. The currency turmoil spilled over to European markets where dollars were shredded for excelsior packing material. D60. Oil prices climbed \$5.50 an ounce. Its highest level in 10 years. The electricity market was also volatile.

New Exchange will have b



Exchange Finalizes New Jersey Move

By ROBERT "CHAMPAGNE" COLE

The New York Stock Exchange announced yesterday that it will soon move to Atlantic City "to better serve investors and to take advantage of the latest in investment technology." The new Atlantic City Exchange, ACE, will employ a radically different method of trading, according to an exchange spokesman, eliminating the "specialist" system and replacing it with the "croupier" system. Designed expressly for the new exchange, the ACE will use colored discs, either directly on tables or on automated slots where a pull of the handle instantly tells the investor whether he has won or lost money. William Batey, the chairman of the New York Stock Exchange, said the relocation to Atlantic City "will speed the investment process and rekindle America's faith in speculation." "The new exchange will be the country's largest and oldest stock exchange, rumors of the impending move had been circulating for weeks. However, the decision was announced until yesterday, following a year of speculation."



MAD MEN



A man in a dark suit, white shirt, and dark tie is sitting in a chair. He is holding a lit cigarette in his right hand. The background consists of horizontal window blinds. To the left, there is a desk with a glass ashtray containing a lit cigarette and a glass. To the right, there is a desk with a rotary telephone. The overall lighting is warm and dim. A black rectangular box with white text is overlaid on the man's chest.

STEP 1.

"All the News
That's Fit to Print"

The New York Times

VOL. CLXXI ... No. 59,339

Late Edition
Tables 12 o'clock, tables close up to an
hour in New York, usually 11:30 p.m. in
other cities. High 24. Possible snow Friday.
Low 18. Temperature below zero, wind
north.

To New York with Love, Cartier



A Ukrainian woman
**Ottawa's
Reacted
As Protest**

**By CATHERINE
O'NEILL** — Steps
down the sidewalk in
Ottawa, Ont., on
Sunday, D.J.s played
country music and
singers belted out
improvised songs and
trucks and Mercedes
brought their horns to
bear. Here in Canada,
Ottawa, Ireland's first
capital, across the river

**NEW YORKERS SHARE WHAT
THEY CHERISH MOST ABOUT
THE UNIQUELY VIBRANT CITY
THAT HAS BEEN HOME SINCE 1909.**

JERILIA P. WILLIAMS BROOKLYN
I've been in a love affair with New York City since I was
a kid. I don't love the diversity of the different places and
how you can do so much in 500, but you're never bored.
JERILIA P. WILLIAMS BROOKLYN
There's so much history here. Walking down the streets,
you feel like you are a part of something far larger than
yourself. On the one hand, you're always alone, but you
also have this sense of belonging to that you own the
place as much as anybody else.
WILLIAM W. LEON ISLAND CITY QUEENS

**The people. People live vastly
different lives yet accept
others for who they are.**

I've made wonderful friends in New York, spent anonymously
whether it's people I met on a commute home while
interacting, found into a conversation or standing alone
outside a bar, each day in the city is an opportunity to
meet interesting and unique people.
ALEXANDRA B. BEYONA QUEENS

**I've lived in New York
City for 19 years and
I love every single day.**

WANGSUNG A. THOMAS MANHATTAN
Winter in NYC always makes me smile. The window
installations at the department stores, the ice skating
handing up while drinking hot chocolate and the
world-famous Christmas tree in Midtown.
JONITA C. PARKINSON BRONX

**If you want to belong to
the city, it accepts you.**

CHRISTOPHER J. ELMHURST QUEENS

**Walking down the street,
catching a glimpse of a soccer
match being watched on a
tiny TV in a laundromat by
six random New Yorkers who
all speak different languages,
and 90 minutes later, you
have six new friends.**

CHRISTOPHER J. ELMHURST QUEENS

It's all the land of opportunity, while there are ups
and downs on that journey, New York is very much a
place where you can make your dream come true. It's
also a land of freedom—particularly when it comes to
our faith practices. There's probably another 500 where
you can find a Chinese church next to a Jewish temple,
next to a Muslim mosque, next to an old Jewish temple.
CHRISTOPHER J. ELMHURST QUEENS

**The kindness of the people, I learned from Toronto and it's
been a wonderful experience. There's a sense of community**

All the News
That's Fit to Print

The New York Times

Late Edition

Monday, October 10, 1994
\$4.00
1,100,000
95% Newsprint
100% Recycled Paper

VOL. CLXXI No. 50,203

To New York with Love, Cartier



A Universalist

Ottawa's Reacted As Protest

By CATHERINE
L'ECHEVILLER
OTTAWA — It's a small town in western Ontario with a population of 21,000. It's a quiet, peaceful place. It's a town where the people are proud of their roots and their traditions. It's a town where the people are proud of their heritage and their history. It's a town where the people are proud of their identity and their culture.

NEW YORKERS SHARE WHAT THEY CHERISH MOST ABOUT THE UNIQUELY VIBRANT CITY THAT HAS BEEN CARTIER'S SECOND HOME SINCE 1909.

For those who have often said New York City is like a thousand cities, there's a lot to be said for the diversity of the different places and people you can discover in this world's most famous metropolis.

There's no doubt about it. Working in the city, you'll find the city in a part of everything you do. You'll find the city in the way you think, the way you live, the way you work. The city is in you. It's in the way you think, the way you live, the way you work. The city is in you.

The people. People live vastly different lives yet accept it all. That's what makes the city.

The most wonderful people in New York, great people. It's people I love. It's a city where everyone is so friendly. It's a city where everyone is so helpful. It's a city where everyone is so kind. It's a city where everyone is so generous. It's a city where everyone is so caring. It's a city where everyone is so loving. It's a city where everyone is so forgiving. It's a city where everyone is so understanding. It's a city where everyone is so compassionate. It's a city where everyone is so merciful. It's a city where everyone is so gracious. It's a city where everyone is so kindhearted. It's a city where everyone is so warm. It's a city where everyone is so welcoming. It's a city where everyone is so friendly.

I've lived in New York City for 19 years and I love every single day.

Whether in NYC, please make me smile. The weather is just what I need. The people are just what I need. The food is just what I need. The culture is just what I need. The excitement is just what I need. The energy is just what I need. The passion is just what I need. The love is just what I need. The joy is just what I need. The happiness is just what I need. The peace is just what I need. The love is just what I need. The joy is just what I need. The happiness is just what I need. The peace is just what I need.

If you want to belong to the city, it accepts you.

Walking down the street, catching a glimpse of a soccer match being watched on a tiny TV in a laundromat by six random New Yorkers who all speak different languages, and 90 minutes later, you have six new friends.

It's all in the name of experiences. While there are no real doors in this town, New York is not just a city. It's a way of life. It's a way of thinking. It's a way of feeling. It's a way of living. It's a way of being. It's a way of existing. It's a way of thriving. It's a way of growing. It's a way of evolving. It's a way of becoming. It's a way of achieving. It's a way of succeeding. It's a way of thriving. It's a way of growing. It's a way of evolving. It's a way of becoming. It's a way of achieving. It's a way of succeeding.

The City of New York is a special place. It's a place where everyone is so friendly. It's a place where everyone is so helpful. It's a place where everyone is so kind. It's a place where everyone is so generous. It's a place where everyone is so caring. It's a place where everyone is so loving. It's a place where everyone is so forgiving. It's a place where everyone is so understanding. It's a place where everyone is so compassionate. It's a place where everyone is so merciful. It's a place where everyone is so gracious. It's a place where everyone is so kindhearted. It's a place where everyone is so warm. It's a place where everyone is so welcoming. It's a place where everyone is so friendly.



STEP 3.



Agency > > > > negotiate rate > > > > send ad > > > > publish
ad > > > newspaper gets into hands of consumer

1960s

Agency > > > > negotiate rate > > > > send ad > > > > publish
ad > > > newspaper gets into hands of consumer



7-10 weeks



Anything that takes time = ripe for disruption





TAPPYTIBBONS.COM

- members
- guest login
- be on the show!
- show tickets
- guest book
- buy the video

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Welcome to TappyTibbons.com, home of Excellence and Excitement. Become a Member today and pay absolutely nothing for the first month and only \$ 4.99 after. And yes, you can be a winner, too! Come on the show by buying tickets online. It's as easy as one, two, three. Just follow the Links on the left.

Mary Kellington from Washington, D.C. was our winner on the last show and just look at her smile. Would you like to revolutionize YOUR life and be on the show? Simply follow the Link and fill out the form and you may get a call as soon as tomorrow!!!




Yes, Tappy Tibbons' "Month of Fury" has finally arrived. 30 days to revolutionize your life. Buy the book now online for only \$19.95 and you get a copy of "Juice by You" for half the price. Or simply call 1-900-976-JUICE. All major credit cards accepted.

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* Media Metrix (PC Meter), July 1997

Traffic = eyeball = data = monetization

unlock my diary

Unlock!

jump to a diary

Find It!

[diary archives](#)

[contact us](#)

Welcome to The Open Diary, the first interactive diary community on the Internet. We are currently home to 16,084 online diaries. [Click here](#) to read about the new site design.

Written Today

There have been [88 entries](#) written today.

Diary Index

Find diaries by name, age or location.

Around the World

We are happy to have diarists from [54 countries](#) around the world.

New Diaries

There are [405 new diaries](#) in our community this week. Stop by and visit some of them.

Start a New Diary

Like to have your own online diary? Joining our community is easy and free. [Start your own private or public diary today!](#)

Theme of the Week

Each week, our diarists are welcome to write about a selected topic. This week's topic: ["What do you have to be thankful for?"](#).

Need help?

Visit the [DiaryMaster's diary](#) for answers.

Editor's Choice

[Happy Life](#)
by FarmWife

One of the things we like best about the OD is that it lets us see into the varied lives of people around the world. This diary does just that, giving us wonderful look at life on a farm in Australia.

[Past Editor's Choices](#)

Reader's Choice

Our readers point out some of the great writing on our site.

- InflNitT [Society's Monsters](#)
- Adar [Satanic Mass](#)
- MagikCandle [The Rain](#)
- SacredPariah [Before the Dancing Candle](#)

[Past Reader's Choices](#)

Latest Entries

Sylverling	postparty
peachy	help i am confused
Uei	A little thought of the day.
Electric Gypsy	Party Day and Lazy Day
AloneAtLast	Peaceful Easy Feeling
LovelyNeurotic	Conclusion
gauni69	meet virginia
LovelyNeurotic	Explanation
Katie lynn	My "good" friend Kris
Mark33	The Sage
me, myself and i	Clouds.....
Marius De Romanus	All alone at home
Eponine	Open Diary Chat
CrYsTaL iCe	reunion update=)
fgossip	The calm waters of the spirit
Bebe0161	Fun with Bowling
tears-of-ticao	my sister--becoming a disappointment...
FutureDiva	Sleepy Hallow(sp?)
javence	working

[50 Most Recent Entries](#)

unlock my diary

Unlock!

jump to a diary

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Past Reader's Choices

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javence	working

50 Most Recent Entries

yahoo!

yahoo! **Aol.**

yahoo! **Aol.**  **msn**

Supply Chain

advertiser



publisher



Supply Chain

advertiser



aggregator



Aol.



publisher



Digital = more 🙄🙄

Newspaper = less 🙄🙄

More



More





Google





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Our mission is to **organize** the
world's **information** and make it
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1 Google+

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Learn how to market real estate ...

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Brokers come to us because we can help get their team online ...

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Highlights of our premium themes.
Beautiful on the outside ...

2 Google Maps

Agents

Simple and Powerful. Get all of the power of a custom developed ...

Blog

Introducing Sedona, a Clean & Simple Responsive Theme for ...

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<https://twitter.com/placester>

The latest from Placester (@placester): Placester helps real estate professionals increase sales and profits through beautiful, search engine-optimized websites ...

3 Google Search

Real Estate Marketing Platform Placester Scores \$5.5M ...



[techcrunch.com/.../real-estate-marketing-platform-p...](http://techcrunch.com/2014/04/22/real-estate-marketing-platform-placester-scores-5-5-million-in-series-a-funding/) TechCrunch

by Sarah Perez

Apr 22, 2014 - Real estate marketing platform and Techstars Boston grad Placester has raised \$5.5 million in Series A funding, the company is announcing ...

Placester | CrunchBase

www.crunchbase.com/organization/placester

Placester enables real estate agents to create and launch desktop and mobile websites with fully-integrated MLS listing data.

[Placester - Boston, Massachusetts - Corporate Office, Real ...](#)



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how google makes money **interview**

how google makes money **from maps**

Google Search

I'm Feeling Lucky



LANDS' END

SHOP SWIM TEES



Larger Than New York City and Only 15 Percent Contained

Megafire is just one of the infernos to explode in the Plains.

[SEE MORE →](#)



We Have Some Good News for You



Everglades Like a 'Graveyard' Months After Irma



Not Since 1950 Has Oklahoma Experienced This

\$36 | \$36 | -48% | \$34 | \$29

dressbarn sizes 2-24

Advertisement



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publisher



Audience Builder

Demographics

Technology

Behavior

Date of First Session

Traffic Sources

Enhanced Ecommerce

Advanced

Conditions

Sequences

Demographics

Segment your users by demographic information.

Age ?

18-24 25-34 35-44 45-54

Gender ?

Female Male Unknown

Language ?

contains ▾

Affinity
Category
(reach) ?

contains ▾

In-Market
Segment ?

contains ▾

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advertiser



publisher



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exchanges

Google

aggregator

publisher



Aol.



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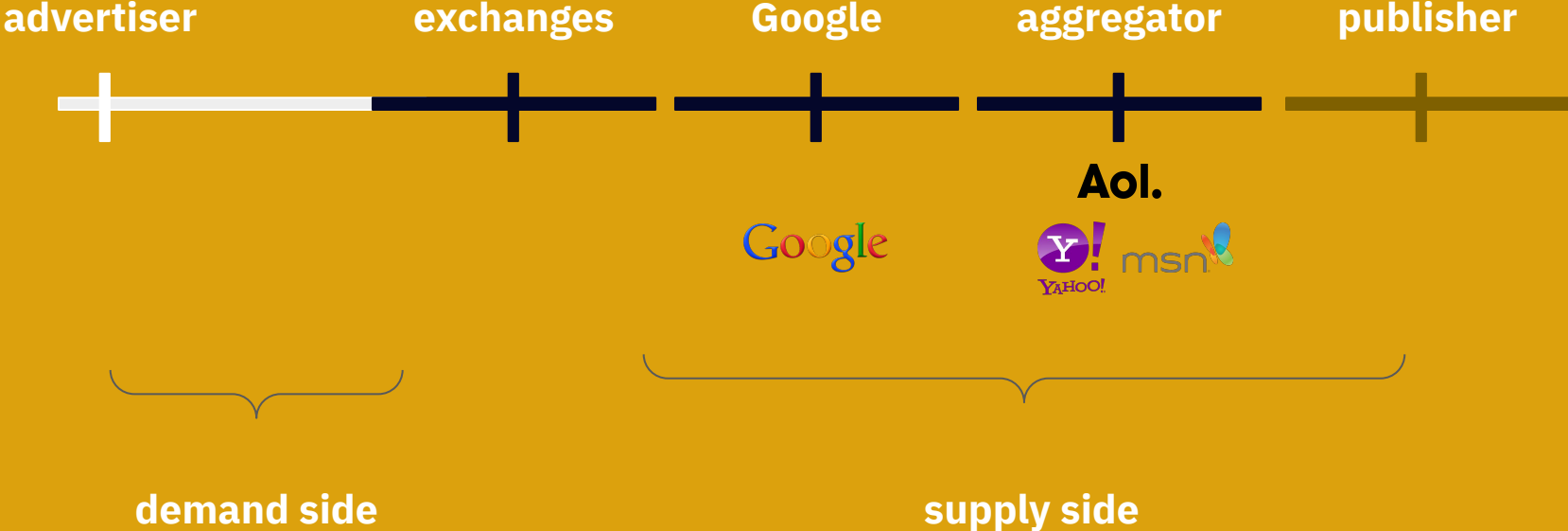


Aol.



supply side

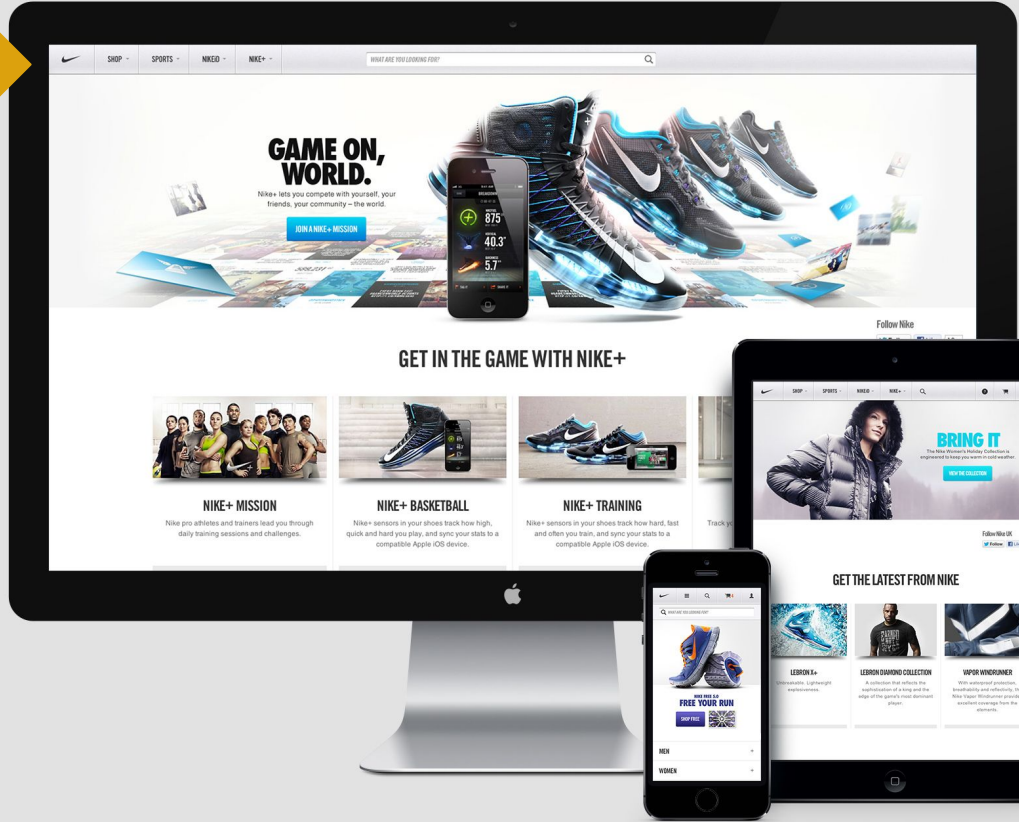
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cookie



cookie



ZIMBABWE

7 NOV 1993

IMMIGRATION

OFFICE COMM. OF DOMINICA

LEAVE TO ENTER

INVENT PROHIBITED

DATE 27-6-93

RECEIVED AIRPORT

TEMP. RESIDENCE PERMIT/
 TYD. VERBLYFFPERMIT
 VALID UNTIL/GELDIG IS TO

93-11-12 1993-11-07

FOR VISIT *Holiday*

VIR BESOEK

PURPOSE OF VISIT MAY NOT BE
 CHANGED/DOEL VAN BESOEK MOET
 NIE VERANDER WORD NIE

REPUBLIC OF NAMIBIA -
 WINDHOKK AIRPORT
 23 JAN 1993

REPUBLIC OF NAMIBIA -
 WINDHOKK AIRPORT
 23 JAN 1993

U. S. IMMIGRATION
 111 STL 681

APR 07 1995

WT

MITTED

CLASS

TEMPORARY RESIDENCE PERMIT
 EXAMINED AND ADMITTED IN TERMS
 OF ACT No 1 OF 1937 FOR THE
 PURPOSE OF

Holiday

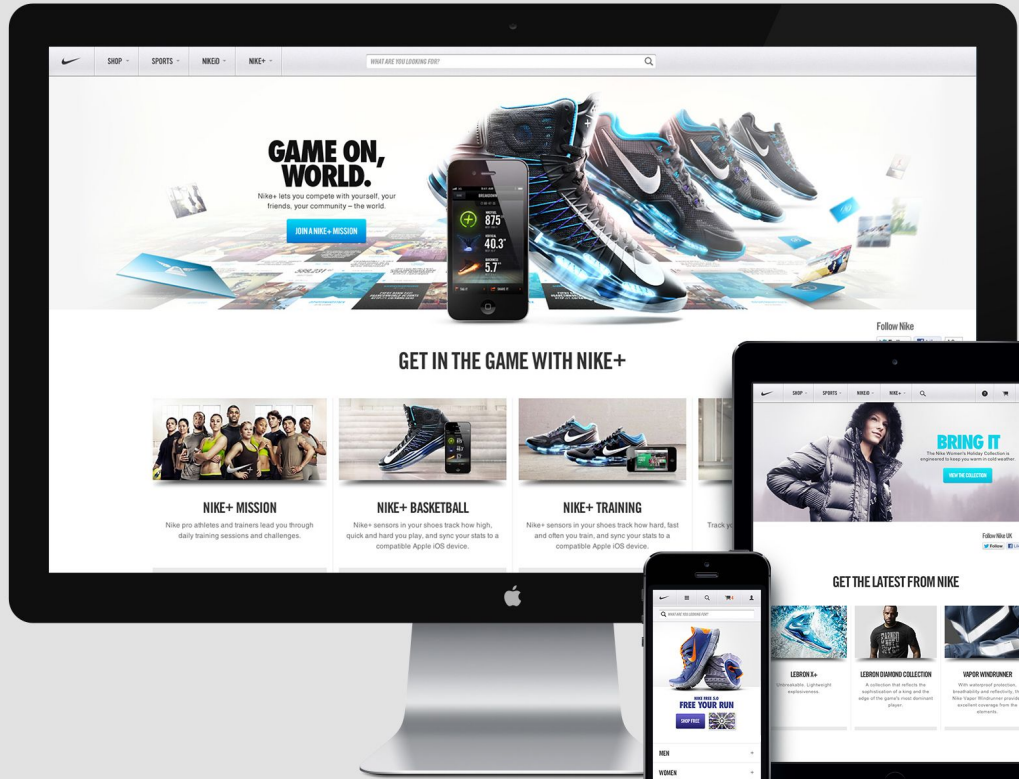
THE HOLDER MAY NOT WITHOUT PER-
 MISSION ACCEPT EMPLOYMENT OR
 REMAIN IN THE REPUBLIC OF NAMIBIA

REPUBLIC OF NAMIBIA -
 WINDHOKK AIRPORT
 22 JUN 1995
 FRANGE

REPUBLIC OF NAMIBIA -
 WINDHOKK AIRPORT
 29 NOV 1993

REPUBLIC OF NAMIBIA -
 WINDHOKK AIRPORT
 29 NOV 1993

ZIMBABWE IMMIGRATION
 VISA AND VISITOR'S ENTRY CERTIFICATE
 VALID TO 6 NOV 1993 3214
 FOR 3214 - 6 NOV 1993 3214
 PURPOSE OF ENTRY MAY NOT
 BE CHANGED WITHOUT AUTHORITY



GAME ON, WORLD.

Nike+ lets you compete with yourself, your friends, your community - the world.

JOIN A NIKE+ MISSION



Follow Nike

GET IN THE GAME WITH NIKE+



NIKE+ MISSION

Nike pro athletes and trainers lead you through daily training sessions and challenges.



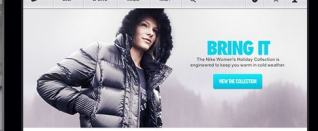
NIKE+ BASKETBALL

Nike+ sensors in your shoes track how high, quick and hard you play, and sync your stats to a compatible Apple iOS device.



NIKE+ TRAINING

Nike+ sensors in your shoes track how hard, fast and often you train, and sync your stats to a compatible Apple iOS device.



BRING IT

The Nike+ Free Run 2+ is now available in an improved design to help you run faster.

NEW RELEASE

GET THE LATEST FROM NIKE



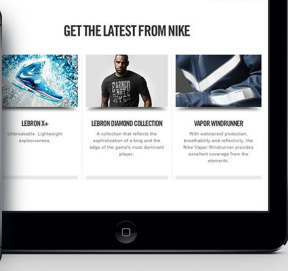
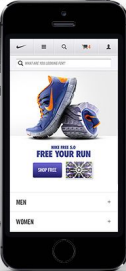
LEBRON 4+
The ultimate light-weight basketball shoe.



LEBRON DAVINCI COLLECTION
A collection that reflects the craftsmanship of long and the edge of the game's most dominant player.



VAPOR SPEED 3
With unparalleled protection, breathability and cushioning, the Nike Vapor Speed 3 offers the most advanced protection for the runner.

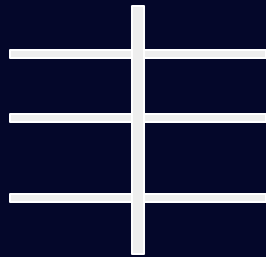


header

header

footer

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footer

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content

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content

ad

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Supply Chain



advertiser

exchanges

Google

aggregator

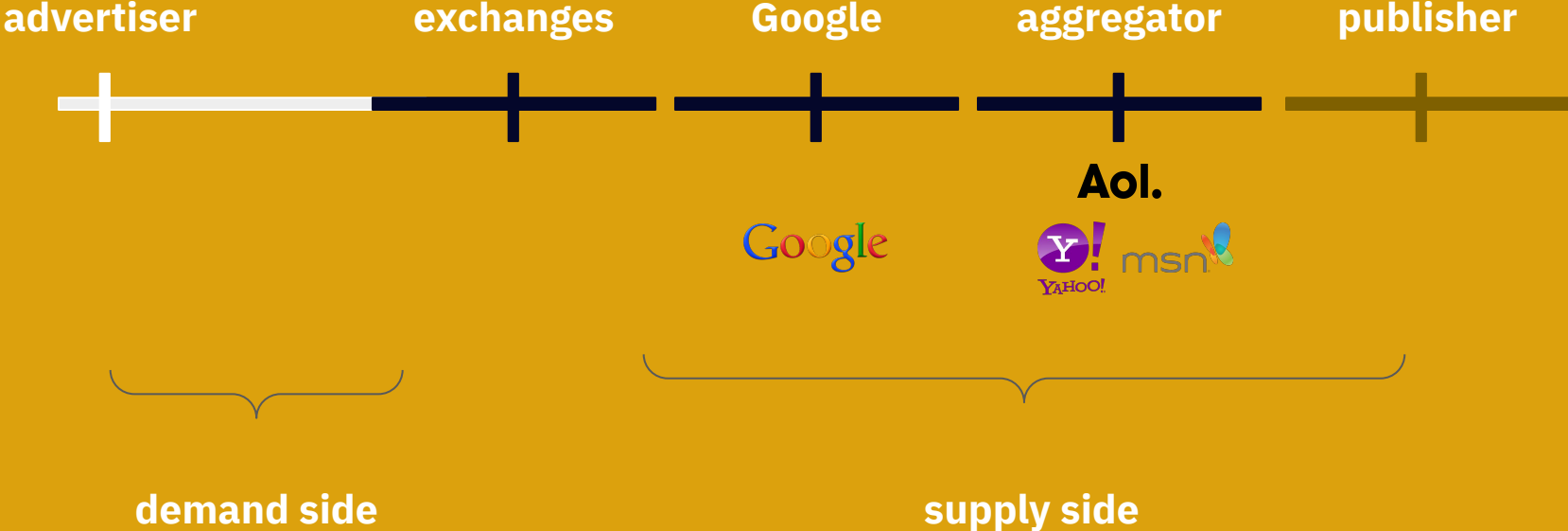
publisher



Aol.



Supply Chain



Profile



Zoe Maxwell

Senior Director, Marketing

- Message
- Call
- More

Display name
Zoe

Local time
11:23 AM

Email address
zmaxwell@acme-corp.com



Zoe Maxwell

Senior Director, Marketing

[View full profile](#)

Local time
3:42 PM

- Message
- Huddle

Profile



Zoe Maxwell

Senior Director, Marketing

she/her - zo-ee max-well

- Active
- Traveling this week in Asia
- 11:23 AM (tomorrow) local time
- Chiyoda-ky, Tokyo, Japan
- Full time employee

- Message
- Huddle
- More

Contact Information

- Primary (111) 222-3333
- Other (444) 555-6666
- User-entered phone number (777) 888-9999
- Primary emailaddress@gmail.com
- Other emailaddress@gmail.com



Zoe Maxwell

Senior Director, Marketing
she/her/hers

In a meeting • Google Calendar

11:23 PM local time

- Message
- Huddle

nothing is free



uses slack > works in tech

buys starbucks from app > likes coffee

goes to grocery store 2x a week > main household grocery
store decision maker

ChatGPT



Examples

"Explain quantum computing in simple terms" →

"Got any creative ideas for a 10 year old's birthday?" →

"How do I make an HTTP request in Javascript?" →



Capabilities

Remembers what user said earlier in the conversation

Allows user to provide follow-up corrections

Trained to decline inappropriate requests



Limitations

May occasionally generate incorrect information

May occasionally produce harmful instructions or biased content

Limited knowledge of world and events after 2021

Supply Chain

advertiser

exchanges

Google

aggregator

publisher



Aol.

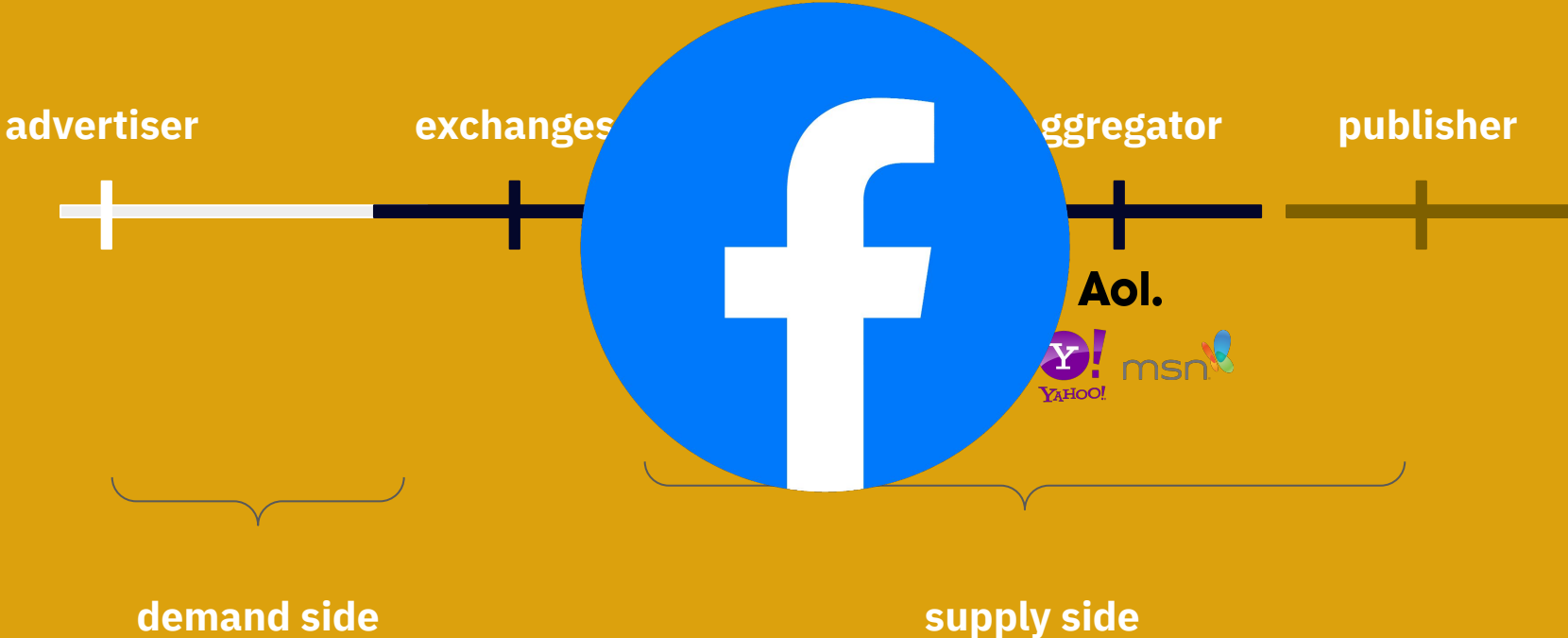


demand side

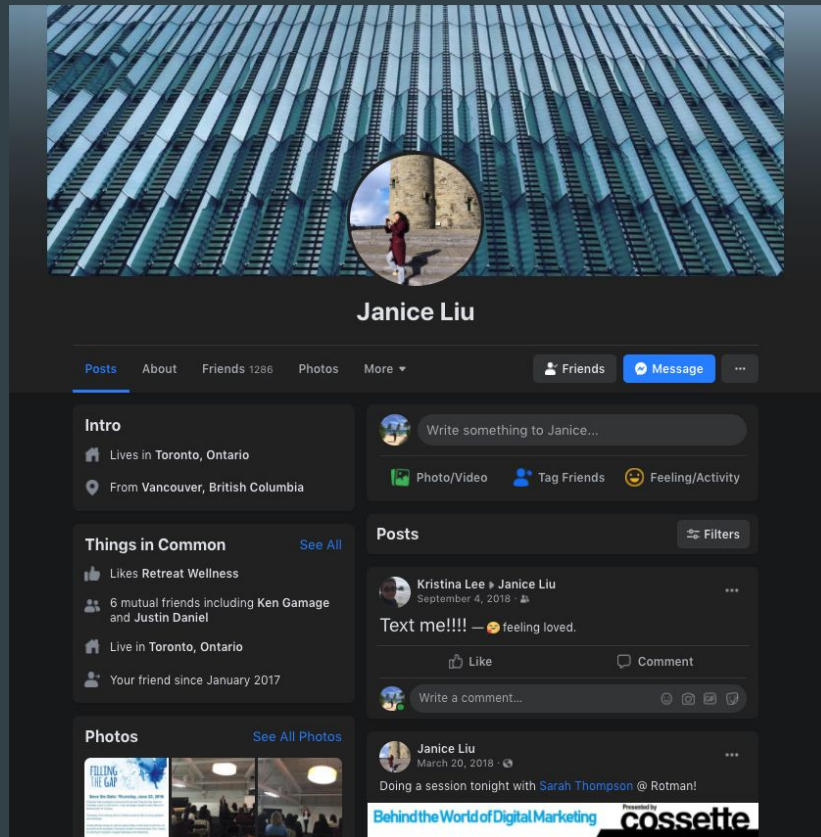


supply side

Supply Chain



facebook



The image shows a screenshot of a Facebook profile for Janice Liu. The profile picture is a circular image of a woman in a red dress standing in front of a stone tower. The cover photo is a large image of a modern building with a blue, geometric facade. The profile name is "Janice Liu". Below the name are navigation tabs: "Posts", "About", "Friends 1286", "Photos", and "More". There are also buttons for "Friends", "Message", and a three-dot menu. The "Intro" section shows "Lives in Toronto, Ontario" and "From Vancouver, British Columbia". The "Things in Common" section lists "Likes Retreat Wellness", "6 mutual friends including Ken Gamage and Justin Daniel", "Live in Toronto, Ontario", and "Your friend since January 2017". The "Posts" section shows a post by Kristina Lee to Janice Liu from September 4, 2018, with the text "Text me!!!! — 🥰 feeling loved." and a "Like" button. Below that is a post by Janice Liu from March 20, 2018, with the text "Doing a session tonight with Sarah Thompson @ Rotman!". At the bottom, there is a banner for "Behind the World of Digital Marketing" presented by "cossette".

Janice Liu

Posts About Friends 1286 Photos More

Friends Message

Intro

Lives in Toronto, Ontario

From Vancouver, British Columbia

Things in Common See All

- Likes Retreat Wellness
- 6 mutual friends including Ken Gamage and Justin Daniel
- Live in Toronto, Ontario
- Your friend since January 2017

Posts Filters

Kristina Lee to Janice Liu
September 4, 2018

Text me!!!! — 🥰 feeling loved.

Like Comment

Write a comment...

Janice Liu
March 20, 2018

Doing a session tonight with Sarah Thompson @ Rotman!

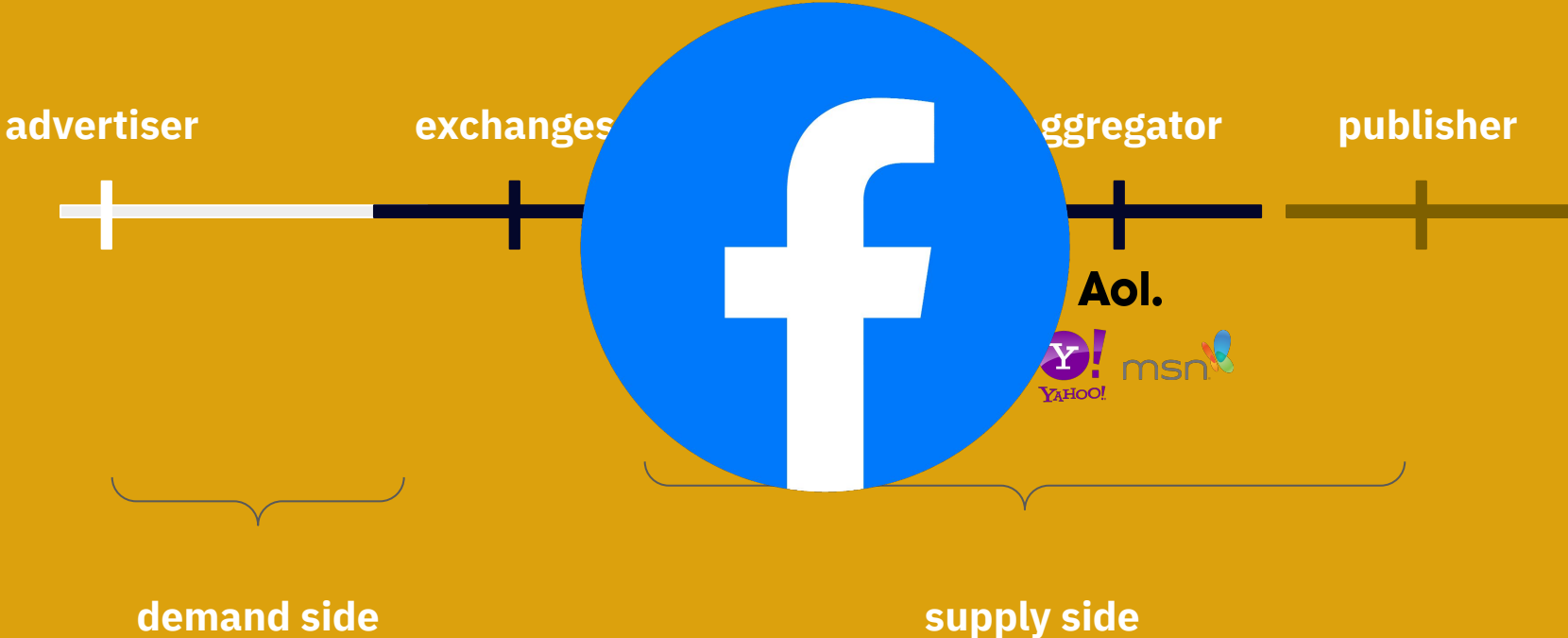
Presented by
Behind the World of Digital Marketing cossette



**The
Cambridge
Analytica
Files**




Supply Chain



The image shows the United States Capitol building in a faded, blue-tinted style. The building's iconic dome and classical columns are visible. An American flag flies in front of the dome. The text is overlaid in the center of the image.

New regulations such as GDPR and CCPA, CPPA are impacting how data can be collected and used



 **Facebook User**
Sponsored

AD

3,742 **398**
People Reached Engagement

[Boost Post](#)



 **Facebook User**
Sponsored

Empty content area for a post.

AD

facebook

“To give people the power to share and make the world more open and connected.”



\$764M  **\$854B**

1. Are you being tracked?

1. Are you being tracked?

2. Question everything!

1. Are you being tracked?

2. Question everything!

3. Talk about it!

Thank you!