

Reinforcement Learning for Multi-Objective Ad Optimization: Beyond Click-Through Rate Maximization

Sureshkumar Karuppuchamy

Anna University, INDIA

Abstract: Modern digital ad platforms are confronted with huge challenges in optimizing for several business goals simultaneously over others, like click-through rate maximization alone. Classic optimization techniques show huge limitations in tackling short-term user engagement measures vs. long-term customer value generation, thereby leading to inefficient resource distribution and wasted revenue potential. Multi-objective reinforcement learning appears as a revolutionary solution that can help counter temporal mismatches between advertising actions and subsequent business consequences. Sophisticated algorithmic paradigms with deep neural networks, context-aware bandits, and distributed optimization support high-level decision-making operations that account for multiple stakeholder priorities in parallel. Evolutionary computation-based feature selection algorithms provide effective processing of high-dimensional input spaces while preserving computational tractability in extensive ad trading platforms. Hierarchical reinforcement learning systems display even better performance through expertise-oriented agent coordination mechanisms that harmonize conflicting objectives without compromising overall system coherence. Performance evaluation techniques using Pareto frontier analysis and dynamic weighting systems offer capable assessment functionality for multi-dimensional optimization scenarios. Implementation challenges such as computational complexity, attribution model complexity, and scalability needs call for distributed system designs and federated learning techniques. Contextual adaptation mechanisms support real-time response to shifting user preferences and market conditions without compromising on predictive accuracy across a wide range of demographic segments. The combination of advanced reward function construction with temporal credit assignment models provides strong models with the ability to optimize customer lifetime value in addition to instantaneous engagement metrics.

Keywords: Multi-Objective Reinforcement Learning, Customer Lifetime Value Optimization, Contextual Bandits, Distributed Deep Learning, Performance Marketing Attribution, Dynamic Weighting Algorithms.

INTRODUCTION

Conventional digital ad optimisation has largely focused on optimal click-through rate (CTR) maximization as the key performance metric. While CTR gives instant feedback on ad engagement, this one-objective strategy tends not to capture the complex interplay among early user interactions and future business value. Today's advertising platforms handle millions of ad requests per day, but traditional optimization algorithms are not up to the task of handling multiple competing objectives simultaneously. Multi-objective optimization studies show that by using adaptive jumping mechanisms and probabilistic decision-making frameworks, systems are able to outperform single-objective methods on a variety of metrics (Hamdi, M. M. *et al.*, 2022). The limitation is especially revealed when efforts score heavily on CTR but deliver low conversion rates or create customers with low lifetime value, with research showing that high-CTR customers often have considerably lower retention rates than those customers acquired by value-optimized targeting approaches.

This shortsighted optimization approach can result in ineffective budget deployment and poor return on ad spend, with industry research showing that CTR-based campaigns will commonly blow large percentages of their deployed budgets on low-value traffic that does not convert within typical

attribution horizons. The time lag between real-time engagement measures and ultimate business value causes systematic biases in algorithm learning, wherein optimization systems get stuck in local maxima that optimize short-term engagement at the expense of long-term business development. Multi-objective firefly optimization algorithms show promise for breaking out of such local optima by leveraging adaptive jumping mechanisms that explore rich solution spaces while ensuring convergence towards globally optimal strategies. These methods leverage probabilistic forwarding methods that consider several possible outcomes at once, which allows stronger decision-making in intricate advertising contexts in which standard gradient-based techniques cannot identify all optimization possibilities (Hamdi, M. M. *et al.*, 2022).

The advent of reinforcement learning (RL) brings with it an opportunity to revolutionize these disadvantages by allowing simultaneous optimization over multiple goals. In contrast to conventional supervised learning methods that depend on past data patterns, RL algorithms can adaptively learn from runtime interactions and adjust their tactics based on changing user behaviors and market dynamics. Recent applications of hierarchical reinforcement learning to large-scale ad systems have shown significant

energy savings with retained advertisement performance across multiple dimensions. These systems utilize advanced hierarchical architectures that break up difficult optimization issues into sub-manageable tasks, with high-level controllers overseeing strategic decision-making and low-level controllers controlling tactical execution (Ji, E. *et al.*, 2025). The hierarchical design allows software teams to develop modular solutions in which various components can be developed, tested, and deployed separately, yet be cohesive in the overall system.

Advanced RL advertising optimization frameworks include energy-efficient API traffic management, which is of paramount significance in large-scale systems processing billions of requests per day. Hierarchical reinforcement learning architecture provides for smart load balancing and resource allocation, cutting down on computation overhead by as much as forty percent while driving advertising effectiveness simultaneously. Such systems employ multi-layered decision-making models where higher-level policies dictate overall strategic directions and lower-level policies manage real-time tactical fine-tuning based on short-term market feedback (Ji, E. *et al.*, 2025). This paradigm shift enables ad systems to balance real-time engagement metrics with downstream business results, generating more profitable and sustainable advertising strategies that continuously evolve, adapting to shifting market forces and user tastes while being computationally efficient in distributed infrastructure environments.

Multi-Objective Optimization Framework

Multi-objective reinforcement learning (MORL) in advertising calls for advanced frameworks capable of managing competing objectives without compromising computational efficiency. The underlying challenge is the specification of proper reward structures that truly capture the trade-offs between short-term user engagement and long-term business value. Contemporary ad platforms are required to compute decision trees having more than one branch path in which each node is an optimization candidate, leading to exponential complexity that is difficult to manage using traditional algorithmic methods. Feature selection takes central stage in such environments since ad systems have to handle thousands of candidate input variables comprising user profiles, web history, context, and real-time behavior signals. Multi-objective optimization feature selection methods exhibit better performance than single-

objective methods, yielding Pareto-optimal solutions to the trade-off between prediction accuracy and computational cost on a wide range of advertising datasets (Abdollahzadeh, B., & Gharehchopogh, F. S. 2022). Click-through rates are subject to instant positive feedback but not necessarily highly correlated with conversion probability or customer value, with correlation coefficients between 0.15 and 0.35 in typical large-scale advertising datasets.

On the other hand, optimization only for customer lifetime value demands longer observation periods and more involved attribution modeling that frequently spans beyond 180-day horizons to accommodate the entire range of customer behavior patterns. Computational overhead with multi-goal optimization grows exponentially with the wide variety of conflicting goals, necessitating superior load balancing and disbursed processing architectures. Feature selection algorithms need to operate within excessive-dimensional areas wherein the range of possible characteristic combos increases exponentially, rendering exhaustive search computationally impractical for large-scale marketing programs. Sophisticated multi-objective optimization paradigms utilize evolutionary algorithms and swarm intelligence methodologies to explore the characteristic area systematically, leveraging population-based search heuristics that ensure diversity while converging to the optimal answers. These methods illustrate special effectiveness within advertising settings in which feature salience differs importantly across diverse customer groups and market situations and necessitates dynamic selection mechanisms that can determine the most informative features for every distinct optimization situation (Abdollahzadeh, B., & Gharehchopogh, F. S. 2022).

The system needs to include temporal dynamics in which actions taken near the beginning of the customer journey affect results measured over long horizons. This temporal gap between behavior and reward requires sophisticated credit assignment mechanisms able to accurately assign long-term value to individual advertising choices over time horizons that might range from a few months. Attribution modeling is especially difficult in situations where customer interactions span multiple channels and devices, and high-level tracking mechanisms are needed that ensure compliance with privacy while ensuring attribution integrity. Furthermore, the system needs to process different scales and units of various objectives, and

hence needs normalization methods and weighted scoring to preserve business priority and retain mathematical tractability for optimization software. The multi-objective context of the problem necessitates special attention to feature scaling and normalization since different objectives might work on very different numerical ranges and have different sensitivities to input features.

Reward Function Design

Strong reward function design is the foundation of effective multi-objective RL deployment. The reward system should reflect the short-term utility of click-through behaviors and include probabilistic measures of conversion probability and estimated customer lifetime value. Advanced methods leverage composite reward functions that integrate feedback signals with short-horizon predictions using models learned on past conversion and retention data, with many using ensemble techniques in which multiple machine learning algorithms produce predictions that are then combined to increase robustness and decrease prediction variance. Hierarchical reinforcement learning paradigms exhibit specific success in dealing with intricate reward scenarios, and multi-agent navigation systems offer important insights into coordination mechanisms that may be repurposed for ad optimization contexts (Ding, W. *et al.*, 2018).

The temporal nature of reward allocation becomes especially important when it comes to balancing short-term interaction against long-term value. Advanced implementations use reward shaping methods that offer middle-stage feedback signals throughout the customer experience, enabling the RL agent to learn relationships between initial-stage interactions and future business results. Reward shaping mechanisms leverage temporal difference learning methodologies that flow value estimations back in time, allowing the system to connect immediate actions with distant rewards that might not occur for weeks or months. Hierarchical structures support efficient breakdown of intricate temporal relations by structuring decision-making into various levels, wherein high-level controllers direct global strategic plans and low-level controllers are responsible for the local tactical actions. This multi-level structure reflects successful applications in multi-agent path planning systems, wherein global path planning is coordinated with local obstacle avoidance to provide optimal overall performance (Ding, W. *et al.*, 2018). The hierarchical organization enables effective learning through the ability of various constituents to focus on certain parts of the optimization problem while coordinating with each other via properly defined interfaces and communication protocols.

Table 1. Multi-Objective Optimization Framework Components and Characteristics (Abdollahzadeh, B., & Gharehchopogh, F. S. 2022; Ding, W. *et al.*, 2018)

Framework Component	Technical Approach	Key Characteristics	Implementation Complexity
Reward Structure Design	Composite reward functions with temporal weighting	Balances immediate engagement with long-term value	High - requires careful calibration
Feature Selection	Multi-objective evolutionary algorithms	Handles thousands of input variables efficiently	Very High - exponential search space
Temporal Attribution	Hierarchical credit assignment mechanisms	Associates early actions with delayed outcomes	High - requires sophisticated tracking
Normalization Methods	Z-score and min-max scaling with dynamic weights	Handles varying scales across objectives	Medium - standard statistical techniques
Coordination Mechanisms	Hierarchical decomposition with consensus algorithms	Enables multi-agent collaboration	High - requires distributed synchronization
Policy Architecture	Actor-critic with specialized objective networks	Separates decision generation from evaluation	Medium - well-established architectures

Algorithmic Strategies and Deployment

Current implementations utilize deep reinforcement learning architectures with the ability to handle high-dimensional state spaces,

capturing user contexts, past interactions, and market states. Contemporary advertising platforms need to process state spaces with dimensionalities of over 10,000 features, comprising real-time user

behavioral signals, contextual data, and historical patterns of interaction that cut across multiple touchpoints over extended time horizons. Multi-hidden-layer deep neural network architectures show particular strength in extracting useful representations from these high-dimensional, complex inputs, with convolutional and recurrent components expressly optimized to extract temporal and spatial patterns in user behavior data. Multi-agent solutions hold special potential, in which specialized agents work on various goals with coordination mechanisms providing system-wide consistency, inspired by distributed optimization architectures designed for stochastic distributed energy resource-rich complex grid systems. These deep reinforcement learning systems that consist of multiple agents exhibit excellent scalability and robustness when they are applied to handle distributed campaigns on various channels and platforms, where each agent will optimize certain campaign goals while keeping coordination in place through advanced consensus mechanisms (Al-Saffar, M., & Musilek, P. 2021).

The distributed nature of contemporary advertising platforms necessitates algorithms for coordination that have the ability to cope with uncertainty and variability in users' behavior patterns, market situations, and competitive dynamics. Multi-agent deep reinforcement learning architectures leverage distributed optimization methods that allow individual agents to make local decisions while optimizing system-level performance. Such methodologies include stochastic components that simulate unpredictable variations in the response of users, market volatility, and external inputs that affect the effectiveness of the advertisement. The coordination processes use consensus-based algorithms that allow all agents to converge towards globally optimal approaches while preserving local autonomy and computational efficacy. Actor-critic architectures are particularly well-suited to these distributed settings, where actor networks are spread out across geographic locations or segments of campaigns and critic networks offer centralized estimation and

coordination signals (Al-Saffar, M., & Musilek, P. 2021).

More advanced implementations integrate contextual bandits into the general RL framework, allowing for fast adaptation of evolving user preferences and market conditions through advanced exploration strategies that balance information acquisition with current knowledge exploitation. These combined methods bring the trade-off between exploration and exploitation of bandits together with the sequential decision-making ability of reinforcement learning to leverage contextual information in real-time advertising contexts. The combination enables real-time bidding optimization while still having longer-term strategic planning abilities required for customer lifetime value optimization, with contextual features ranging from user demographics, browsing history, and device features to temporal patterns affecting purchase and engagement probabilities.

Policy gradient algorithms show better performance in action spaces that are continuous, since bid prices and targeting parameters call for delicate control in many dimensions at once. They facilitate smooth updating of policies, which transitionally change optimization balance among conflicting goals without inducing extreme strategy shifts that may destabilize campaign performance. Policy gradient methods tailored to context-based recommendation systems are useful for advertising optimization, applying gradient ascent methods with contextual features to enhance recommendation accuracy and user interaction. The context-based approach allows personalized policy adjustment respecting specific user interests, past interaction histories, and real-time behavior signals to maximize the efficacy of advertising across various user groups (Pan, F. *et al.*, 2019). Regularization methods avoid overfitting to new data while retaining sensitivity to real market changes, adding sophisticated variance reduction strategies and baseline estimation methods that enhance learning stability and convergence rates in large-dimensional policy spaces.

Table 2. Algorithmic Implementation Strategies and Architectural Considerations (Al-Saffar, M., & Musilek, P. 2021; Pan, F. *et al.*, 2019).

Algorithm Category	Implementation Strategy	Computational Requirements	Scalability Features
Deep Neural Networks	Multi-layer architectures with experience replay	High memory and processing demands	Distributed training across data centers
Multi-Agent	Specialized agents with	Moderate per-agent, high	Horizontal scaling

Systems	coordination protocols	for coordination	through agent addition
Contextual Bandits	Upper confidence bounds with Thompson sampling	Low to moderate computational overhead	Linear scaling with context dimensionality
Policy Gradient Methods	Natural gradients with trust region optimization	High gradient computation requirements	Parallel policy evaluation is possible
Distributed Optimization	Consensus-based algorithms with local autonomy	Moderate per-node, high communication	Geographic distribution capability
Hybrid Architectures	Combined bandit-RL frameworks	Variable based on component selection	Modular scaling of individual components

Performance Measurement and Metrics

Measuring multi-objective RL systems demands rich metric frameworks that reflect performance on all the optimization dimensions and account for inherent trade-offs among objectives. Contemporary advertising platforms are required to deploy high-fidelity evaluation techniques that have the capability to estimate system performance on many different temporal scales, from instantaneous click-through reaction times in milliseconds to customer lifetime value estimates running over months or years. Classical A/B testing techniques become inadequate for such systems in which optimal policies can trade off short-term performance for long-term rewards, especially when operating in environments where the temporal disconnect between the action and the reward introduces sophisticated attribution problems. Sophisticated evaluation methods utilize multi-armed bandit models with recourse to delayed rewards to enable statistically sound comparison of alternative strategies while controlling for temporal dependencies in business responses using advanced statistical inference mechanisms that accommodate non-stationary reward distributions as well as temporal structures of correlation. Performance marketing use cases illustrate the power of multi-armed bandit algorithms in practice marketing contexts, where flexible budget distribution and bid optimization across several campaigns necessitate advanced statistical platforms to compare relative performance precisely (Gigli, M., & Stella, F. 2025).

The intricacy of multi-objective assessment grows exponentially with the number of rival objectives, necessitating strong statistical platforms able to pick up significant performance disparity while limiting multiple comparison flaws. Extensive evaluation procedures generally include bootstrap sampling methods with sample sizes of over 100,000 observations to gain adequate statistical power to detect effect sizes as low as 2-5% for various objective measures. Performance

marketing contexts pose specific challenges to multi-armed bandit implementations, since the reward structures usually involve high variance and delayed feedback, which makes it difficult with traditional evaluation practices. Highly efficient statistical methods apply techniques of confidence interval estimation and regret bounds analysis to deliver theoretical assurance of algorithm performance within practical use in real-time ad systems. The evaluation system has to take into consideration variations in seasons, market fluctuations, and outside influences on advertising efficacy, employing time-series analysis methods and covariate adjustment strategies to control for the effect of environmental confounders on revealing the actual contribution of algorithmic advances (Gigli, M., & Stella, F. 2025).

Pareto frontier analysis gives useful insight into the possible trade-offs between objectives and allows stakeholders to comprehend the inherent limits to optimizing multiple competing business metrics simultaneously. The analyses show whether seemingly conflicting goals are actual trade-offs or a result of poor algorithm performance, leveraging mathematical optimization to determine the theoretical limits of possible performance in multiple dimensions. The Pareto frontier build-up involves considerable computational power, frequently resorting to Monte Carlo simulations with millions of iterations to represent the feasible region of multi-objective solutions with good accuracy. Sophisticated visualization capabilities allow stakeholders to navigate high-dimensional Pareto frontiers using interactive interfaces that enable real-time adjustment of objective weights and constraints in order to assess the sensitivity of optimal solutions to varying business priorities and market conditions.

Dynamic weighting schemes enable real-time objective priority adjustments in accordance with business conditions, seasonality of the market, or available budget, using adaptive algorithms that respond to varying environmental conditions in

seconds or minutes upon recognizing substantial movement in market dynamics. These dynamic adjustment schemes utilize online learning methods that repeatedly refine objective weights based on real-world performance measures and business feedback, applying principles of reinforcement learning to iteratively optimize the weighting regime itself over time. Contextual bandit schemes are shown to be of special utility in responding to shifting user preferences over long periods of time, taking advantage of advanced change detection methods and adaptation processes that allow for quick reaction to changes

in user behavior patterns. The contextual method combines user-specific attributes and temporal dynamics to personalize recommendation policies without sacrificing computational efficiency over large-scale systems supporting millions of users concurrently (Rao, D. 2020). The dynamic weighting framework handles heaps of weight updates according to hour in the course of heavy visitors, necessitating green computational structures that guide high-frequency optimization at the same time as making sure machine stability and overall performance consistency over varying operating conditions.

Table 3. Performance Evaluation Methodologies and Analysis Techniques (Gigli, M., & Stella, F. 2025; Rao, D. 2020)

Evaluation Method	Statistical Approach	Temporal Considerations	Business Application
Multi-Armed Bandit Testing	Bootstrap sampling with confidence intervals	Delayed reward attribution	Performance marketing optimization
Pareto Frontier Analysis	Monte Carlo simulation techniques	Multi-temporal objective evaluation	Strategic trade-off identification
Dynamic Weighting Assessment	Online learning with adaptive updates	Real-time priority adjustment	Market condition responsiveness
Contextual Adaptation Metrics	Change detection algorithms	User preference evolution tracking	Personalization effectiveness
Statistical Inference	Bayesian posterior probability estimation	Non-stationary reward distribution handling	Algorithmic comparison rigor
Visualization Techniques	Interactive multi-dimensional interfaces	Cross-temporal performance mapping	Stakeholder decision support

Challenges and Future Directions

The software of multi-objective RL in marketing is subject to sizable technical and practical troubles that necessitate high-level engineering solutions and complex algorithmic techniques. Computational complexity grows by leaps and bounds when optimizing over multiple objectives, especially when working with intricate customer lifetime value models that need large amounts of historical data and intricate feature engineering processes that involve millions of user interaction records across multiple years' worth of behavioral data. Sample efficiency becomes essential in advertising contexts where exploration incurs real budget and suboptimal choices directly hit revenue, with contemporary ad platforms handling bid requests at speeds in excess of 10 million queries per second in times of peak traffic. The computational load of multi-objective optimization increases exponentially with the number of objectives and is handled by distributed computing architectures that have to manage the high data throughput while preserving real-time response needs, usually quantified in milliseconds. Distributed deep reinforcement learning

architectures prove to hold great promise for overcoming these scalability issues using advanced multi-player, multi-agent architectures that support collaborative learning from distributed advertisement campaigns while preserving computational efficiency and coordination efficacy (Yin, Q. *et al.*, 2024).

The intricacy of deploying distributed RL systems in ad environments necessitates attention to communication overhead, synchronization mechanisms, and fault tolerance between geographically distributed data centers. Multi-player multi-agent learning scenarios offer novel possibilities for ad optimization where agents can specialize in particular market segments, customer demographics, or ad channels while exchanging learned knowledge through advanced information exchange protocols. These decentralized architectures need to address the natural difficulties of partial observability, as the individual agents can only see partial visibility into the entire system state, necessitating sophisticated coordination mechanisms that allow efficient decision-making from incomplete information. A multi-agent framework facilitates complex,

competitive, and cooperative behavior that emulates actual advertising ecosystems where several campaigns compete for user attention while possibly gaining advantage through common market insights as well as collaborative optimization approaches (Yin, Q. *et al.*, 2024).

Attribution model complexity is yet another critical challenge, especially when operating in multi-touch environments and long customer journeys that last weeks or months across various devices and channels. Advanced RL implementations need to consider cross-device behavior, offline conversions, and external influences on customer behavior, but outside the control of the advertising system, with complicated tracking mechanisms that prioritize user privacy while retaining attribution accuracy. The attribution challenge becomes increasingly fraught in multi-goal settings where various goals might have enormously disparate attribution windows and patterns of causation. Emerging advances in causal inference and counterfactual thinking hold the potential to refine the accuracy of attribution and make reward function design more discerning through higher-order statistical methods that can separate the actual causal effect of advertising interventions from confounded but non-causal variables.

Scalability issues are raised when implementing these systems in large-scale advertisement platforms receiving billions of requests for advertisements every day, where distributed architectures are needed that ensure learning quality and distribute computational load between multiple data centers and geographic areas. Dynamic clustering-based contextual combinatorial multi-armed bandit algorithms show potential for managing online recommendation system complexity where user preferences change progressively over time. These methods leverage advanced clustering processes that cluster users with similar tastes and dynamically update cluster assignments as users' behaviors evolve, facilitating personalized recommendations that strike a balance between exploration and exploitation across heterogeneous user segments (Yan, C. *et al.*, 2022). The combinatorial character of advertising optimization, as many creative elements, targeting parameters, and bidding strategies need to be optimized together, necessitates sophisticated algorithmic solutions able to manage exponentially large action spaces but remain computationally tractable and have real-time performance demands crucial for competitive ad platforms.

Table 4. Implementation Challenges and Solution Approaches (Yin, Q. *et al.*, 2024; Yan, C. *et al.*, 2022).

Challenge Category	Technical Obstacles	Proposed Solutions	Future Research Directions
Computational Complexity	Exponential scaling with objectives	Distributed deep RL architectures	Multi-player multi-agent toolboxes
Attribution Modeling	Cross-device and offline conversion tracking	Causal inference methodologies	Counterfactual reasoning advancement
Scalability Requirements	Billion-request processing demands	Federated learning approaches	Geographic distribution optimization
Sample Efficiency	Exploration costs in live environments	Contextual bandit integration	Advanced exploration strategies
System Integration	Legacy infrastructure compatibility	Modular deployment strategies	API-based service architectures
Dynamic User Preferences	Continuous behavioral pattern changes	Dynamic clustering algorithms	Real-time adaptation mechanisms

CONCLUSION

The progress of digital advertising optimization over classical click-through rate maximization is a paradigm shift towards comprehensive value creation through an intricate algorithmic framework. Multi-objective reinforcement learning algorithms exhibit impressive performance in managing temporal complexities in contemporary advertising contexts, where short-term user engagements must be weighed against long-term

business objectives. State-of-the-art neural network architectures integrated with contextual bandit algorithms develop powerful decision-making algorithms that respond dynamically to evolving market factors while improving computational efficiency across vast-scale platforms. The use of hierarchical coordination mechanisms allows specialized agents to concentrate on unique optimization targets while supporting system-level performance using

advanced consensus algorithms. Feature selection methods based on evolutionary computation concepts effectively traverse high-dimensional input spaces with thousands of candidate variables, constructing efficient representations that improve prediction accuracy and computational manageability. Performance measurement systems that include Pareto frontier analysis offer stakeholders end-to-end insight into possible trade-offs among conflicting goals, so that strategic decisions are made in accordance with quantitative analysis, not gut feeling. Dynamic weighting schemes enable optimization priorities to be real-time adjusted to respond to seasonality changes, market fluctuations, and shifting business needs. Distributed system architecture solves scalability problems via federated learning methods that preserve learning quality while spreading computational load over geographically distributed infrastructure. Advances in causal inference and counterfactual reasoning in the future will bring dramatic refinement of attribution accuracy, permitting more advanced reward function design that reflects intricate customer journey complexities. Successful deployment of multi-objective reinforcement learning systems in advertising contexts calls for prudent consideration of computational complexity, sophistication of attribution modeling, and integration needs with incumbent infrastructure. Organizations rolling out sophisticated optimization frameworks establish competitive edges through more efficient use of budgets, better customer acquisition strategies, and greater capacity for long-term value creation that is far-reaching compared to conventional measures of engagement.

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