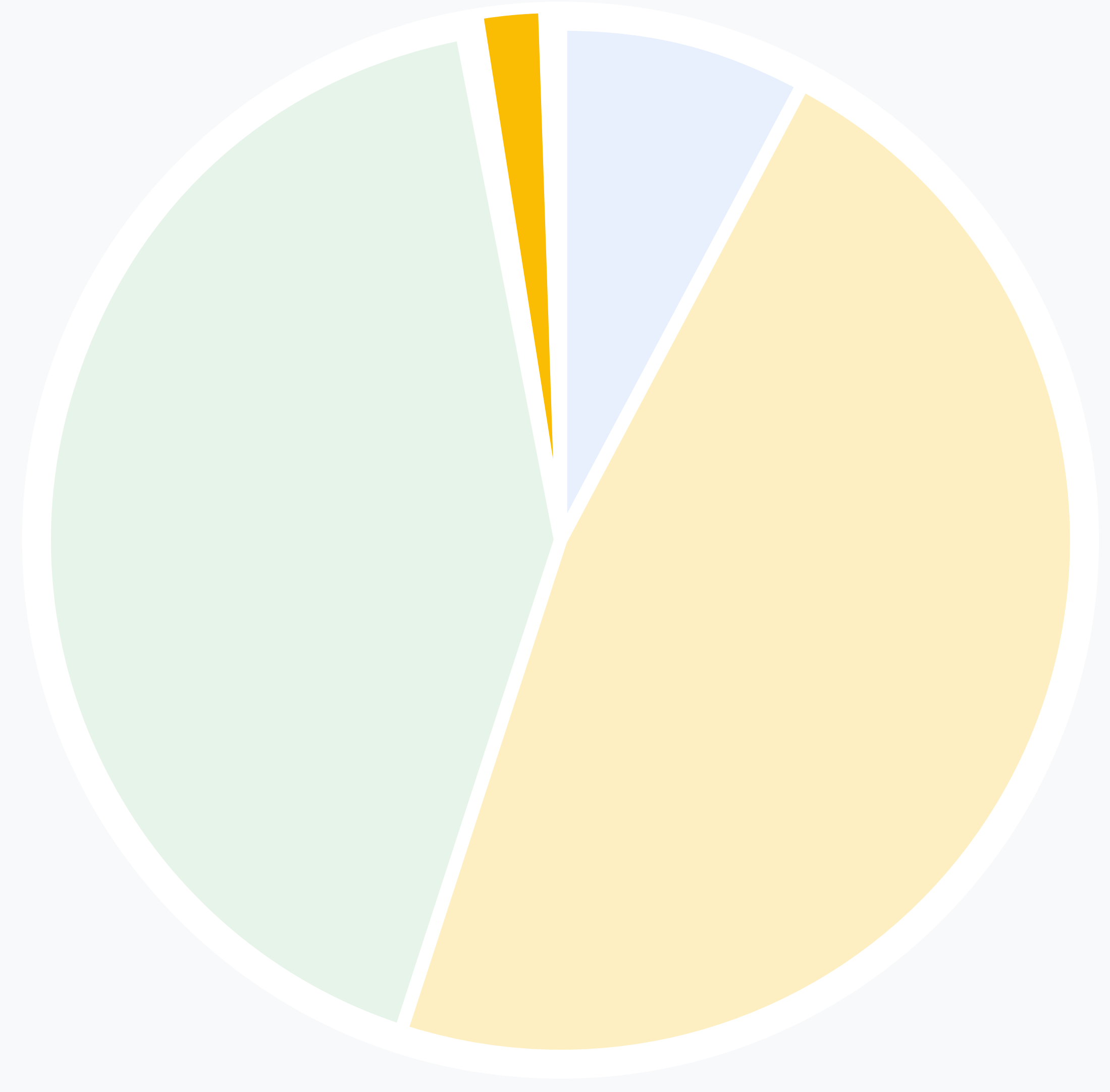


## The path to digital marketing maturity

Research from Boston Consulting Group (BCG) commissioned by Google, found that best-in-class digital marketers are using advanced machine-learning based technologies, connecting with data and applying actionable measurement.

### Most brands have not yet achieved full digital marketing maturity

- Nascent - 8%**  
Simple campaign based execution
- Emerging - 47%**  
Some use of owned data in automated buying
- Connected - 42%**  
Data integrated and activated across channels
- Multi-moment - 2%**  
Dynamic execution toward single customer business outcomes



### Opportunity for brands who connect meaningfully at scale

Up to **30%**  
cost efficiency

Up to **20%**  
incremental revenue

### Technology can deliver rapid results

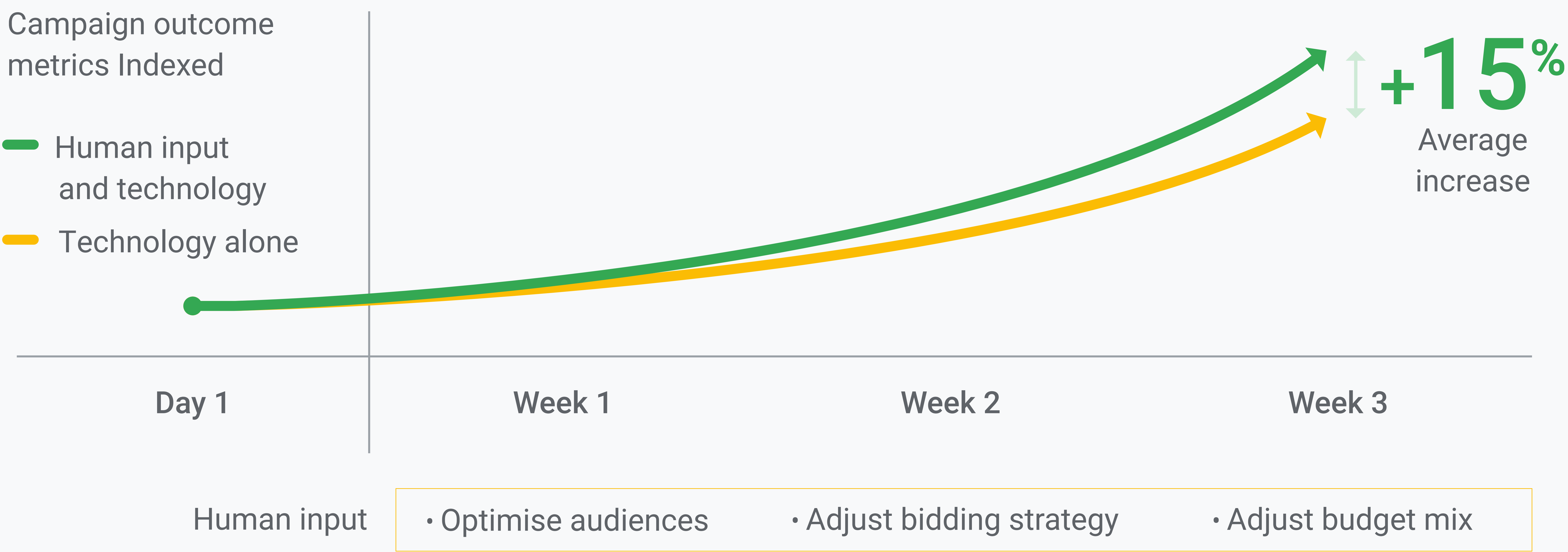
Tests showed the application of advanced technologies drove campaign performance in 4–6 weeks

↓ **44%**  
Lower cost per action (CPA)

↑ **50%**  
More online transactions

↑ **33%**  
Higher return on advertising spend (ROAS)

### Human input combined with technology outperforms technology alone



### Digital maturity levels can be differentiated by key attributes

	Nascent	Emerging	Connected	Multi-moment
<b>Connected data</b>	<ul style="list-style-type: none"> <li>Third-party data used in marketing activation</li> <li>First-party website data used in marketing activation</li> </ul>	<ul style="list-style-type: none"> <li>Contextual data used in marketing activations</li> <li>Most or all online touch points linked</li> <li>Audiences based on behaviour insights</li> <li>Data insights inform creative development</li> </ul>	<ul style="list-style-type: none"> <li>Most or all online-offline touch points linked</li> </ul>	
<b>Automation and integrated tech</b>	<ul style="list-style-type: none"> <li>Website analytics suite in place</li> <li>CRM suite in place</li> </ul>	<ul style="list-style-type: none"> <li>Automation used to tailor messaging</li> </ul>		
<b>Actionable measurement</b>	<ul style="list-style-type: none"> <li>Tagging in place</li> </ul>	<ul style="list-style-type: none"> <li>KPIs linked to business outcomes (e.g., profit or customer lifetime value)</li> </ul>	<ul style="list-style-type: none"> <li>Common objectives across channels linked to overall business performance</li> <li>Sophisticated attribution used (e.g., advanced rules-based, custom, or fractional attribution)</li> </ul>	
<b>Strategic partnerships</b>	<ul style="list-style-type: none"> <li>Most activity sits with agency</li> </ul>		<ul style="list-style-type: none"> <li>Proprietary activities in-house</li> </ul>	
<b>Specialist skills</b>	<ul style="list-style-type: none"> <li>Channel specialist roles in place (e.g., search, social, programmatic)</li> <li>Systematically enforced setup parameters for marketing activity</li> </ul>	<ul style="list-style-type: none"> <li>Dedicated measurement personnel in place</li> </ul>	<ul style="list-style-type: none"> <li>Data scientist(s) and advanced analytics in-house</li> </ul>	
<b>Agile teaming and a fail-fast culture</b>	<ul style="list-style-type: none"> <li>Senior sponsorship by CMO or CEO</li> </ul>	<ul style="list-style-type: none"> <li>Best practices shared between teams and regions</li> <li>Personnel collocated as part of cross-functional teams</li> </ul>	<ul style="list-style-type: none"> <li>Agile multifunctional teams in place</li> <li>Test-and-learn culture</li> </ul>	

- Improving maturity is an opportunity, and a necessity
- Technology can drive results, fast
- Transformation needed to realise full potential