Data-driven marketing can help businesses connect with customers and deliver effective and meaningful messages. Google partnered with Boston Consulting Group (BCG) and studied over 40 European companies across 8 industries to learn two main questions: can data-driven marketing work and what factors lead to success?

The study found the leading businesses progressed through three phases of growth. Focused on six key factors, these companies saw up to 20% increase in revenue and 30% increase in efficiency.

### The three phases of growth:

Through BCG’s research we found the progression leading to the key data-driven marketing success can be grouped through three stages:

1. **Set the foundation**
   - Advanced companies get an executive sponsor and look to bring expert partners on board.
   - They develop data and deployment strategies, and understand data management.

2. **Build connections**
   - The most successful companies in the study consult a technical partner and implement analytics experts.
   - They build data and deployment strategies, data-driven data science, and lead data strategy.

3. **Make every moment matter**
   - Advanced companies do this cloud. They leverage big data applications. They automate attribution of data, link behaviors to business goals, and create sophisticated attribution models.

### The six success factors

Shocks who are leading the way in data-driven marketing focused on these six factors:

1. **Strategic partnerships**
   - Advanced companies focused on building partnerships to drive performance and growth.

2. **Differentiated and tailored content**
   - Advanced companies used differentiated and tailored content to engage customers.

3. **Measurable and tamper resistant metrics**
   - Advanced companies worked to define performance metrics, combine online data, and automate creative messages.

4. **Automation and integrated tech**
   - Advanced companies worked to automate the process of executing campaigns, and integrate omnichannel data.

5. **Connected data**
   - Advanced companies worked to create a connected data ecosystem.

6. **Operational measurement**
   - Advanced companies focused on improving operational measurement.

*All insights, Boston Consulting Group Multi-moment Marketing, 2017*