# BCG

THE BOSTON CONSULTING GROUP

# Mastering Digital Marketing Maturity

Summary of research findings





### Digital has changed how consumers choose and buy



Source: BCG

# Consumers expect meaningful connections



## However, brands often face barriers to full potential



of TV, radio, and outdoor



Content not fit-for-digital



Underutilized data



Below hurdle for consumer relevance



Lengthy and inflexible processes



Lack of rapid test & learn



Ecomm, Insights, Marketing, Sales operating in silos



Missed opportunities



Reliance on external parties to drive



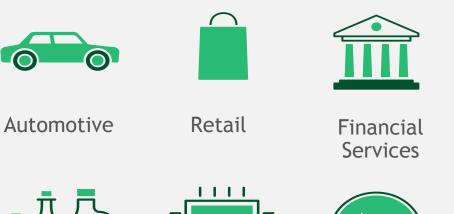
Lack of embedded knowledge

Source: BCG

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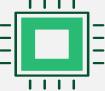
## We recently conducted an in-depth study ...

#### Over 40 companies spanning 8 industries...





Consumer



Technology



Entertainment / media



Travel



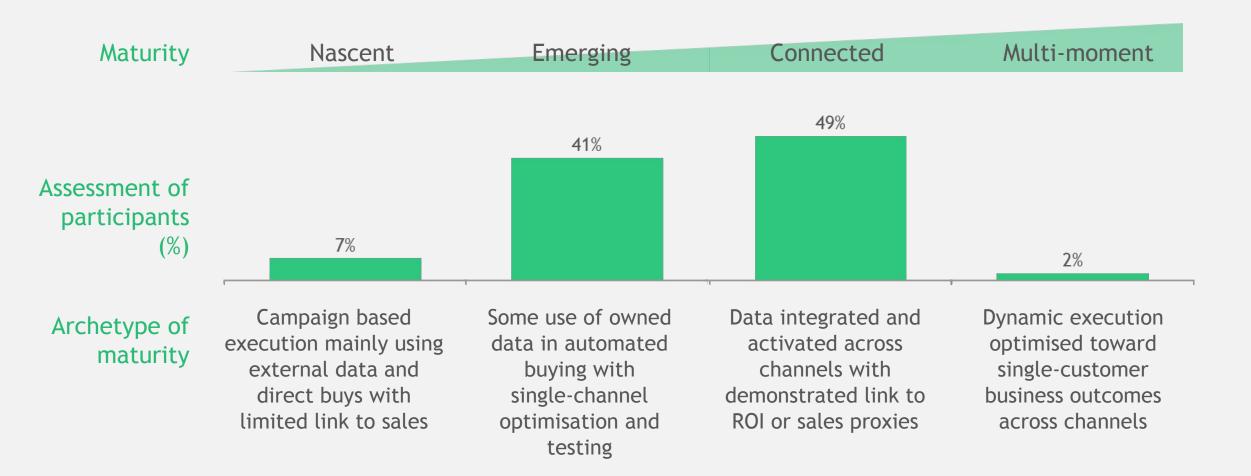
Fashion / Luxury

#### ...across Europe

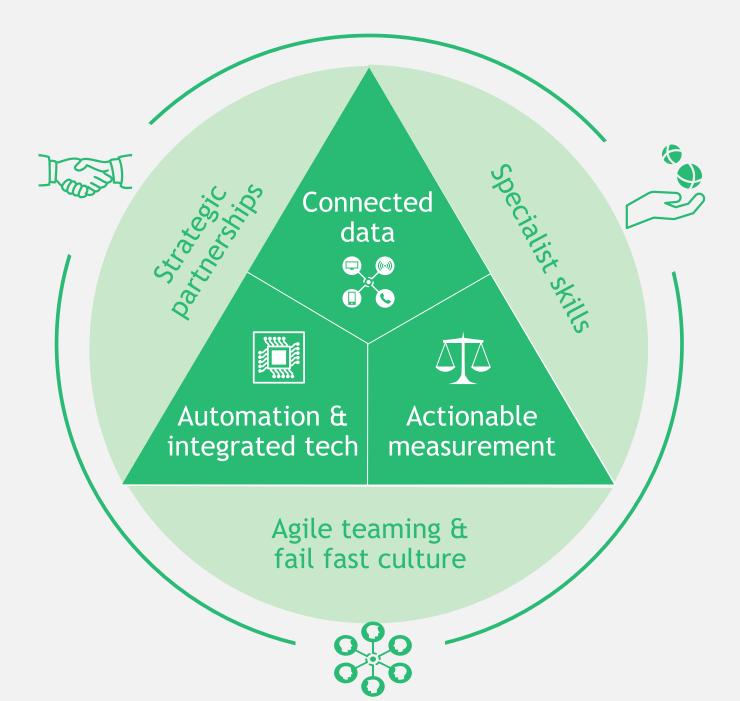


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### ... and found that few brands achieve best-practice



6 technical & organisational success factors to unlock potential





#### **Technical** factors

#### Connected data

Use of linked 1st party, 3rd party & contextual data Data used to inform content and audiences

#### Automation & integrated tech

Web Analytics and MarTech in place *Integrated to support* automation of media buying and messaging

#### Actionable measurement

Measurement incl. sophisticated attribution with KPIs linked to business outcomes and common objectives across channels

#### Strategic partnerships

Active agency collaboration with key capabilities strategically insourced

#### Specialist skills

**Organisational** 

factors

Specialist skills in organisation incl. channel specialists, measurement experts & data scientists

# Agile teaming &

*C-suite sponsorship* Best practices shared across teams Functions involved in activation co-located

fail fast culture

# Make every moment matter Insource key capabilities

- insource key capabilitie
- Adopt agile teaming
- ✓ Identify signals across online- offline data
- ✓ Link objectives to business outcome KPIs
- Optimise value using sophisticated attribution

#### **Build connections**

- Co-locate functions
- ✓ Embed expert skills
- ✓ Define common KPIs
- ✓ Combine online data
- ✓ Automate message delivery

steps

**T**echnical

Understand current data

Set the foundation

Ensure C-suite sponsor

everage partners.

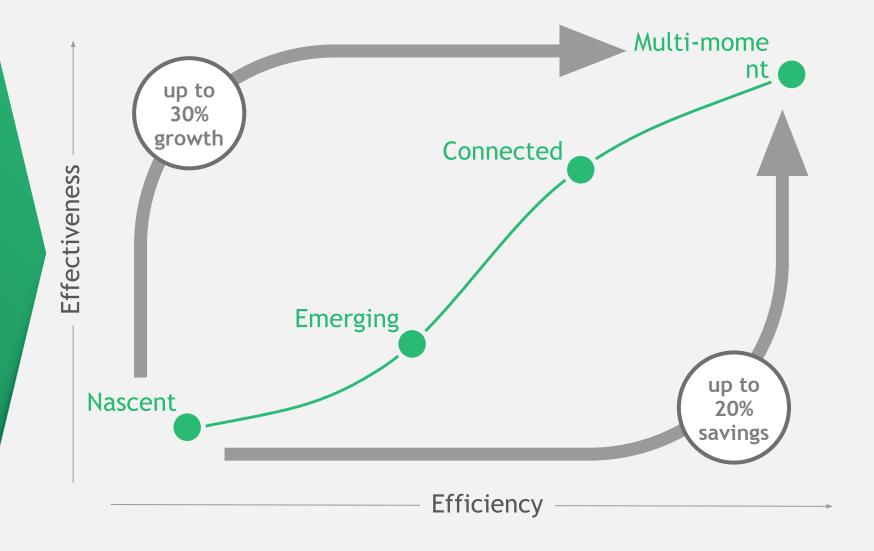
/ Implement tags & analytics

steps / Implement tags

Nascent Emerging Connected

nnected Multi-moment

With significant value potential at stake



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