

A vibrant, cinematic image featuring a circus ringmaster in a red and gold uniform, smiling broadly and holding a black cane aloft. In the background, a male and female acrobat perform a high-flying stunt against a blue, ornate backdrop. Two women in elegant attire stand on either side of the ringmaster. The bottom of the image shows the silhouettes of a cheering crowd.

Effectiveness Now

Learning from the marketers delivering growth

Google

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Introduction

Two years ago I left the UK TV industry to join Google. I believed then that we were on the cusp of something new and exciting, where insight and data-driven decisions could impact not only marketing but all teams that touch the consumer. Having seen the results being delivered this year in measurement and effectiveness in particular, I'm more convinced of this than ever.

During 2018 two things have struck me while getting to know our clients.

First, when it comes to realising the benefits of a data-driven approach, the differences within industries are more pronounced than those between industries. This highlights the major role marketing leadership plays in driving capability change.

Second, where marketing experiments are being used, they are revealing significant opportunities, suggesting that existing decision-making frameworks are sub-optimal, and that a scientific 'test and learn' approach can deliver incremental growth while minimising risk.

We will cover both these themes in this booklet, using client examples that we think are best-in-class to illustrate the progress being made.

The stories from Shell, MandM Direct, Waitrose, MoneySuperMarket, 20th Century Fox and Smart Energy GB with AMV BBDO, are designed to provide inspiration for marketers on their own journey.



Gill Whitehead
Senior Director, Client Solutions
& Analytics, Google UK

October 2018

Our clients tell us that the backdrop for doing business hasn't been this tough or uncertain in a generation, and we see from our own consumer data weak sentiment and rising concern over debt.

This comes on top of structural shifts with many firms undergoing digital transformations to reshape their businesses and address an ever changing competitive landscape.

Yet against this backdrop, there is an equal sense of opportunity. Leading marketers are driving growth, while managing risk.

We are in the privileged position of working across all categories in the UK, on many fascinating business challenges. We want to share the successes our clients are having in order to play our part in the wider industry conversation on marketing effectiveness.

Google's advertising-based business model is built on shared success: when our clients succeed and grow, so do we. There are always new questions to answer, and we look forward to those, but in the meantime, I hope some of these examples inspire new opportunities.



Executive summary

Part 1 - Laying strong foundations

Measuring effectiveness relies on strong data foundations. When it comes to data-driven marketing, there is a 13% difference in efficiency and a 16% difference in topline revenue between the most and least advanced businesses. Here we outline the technical and organisational enablers to establish data-driven marketing capabilities.

Part 2 - Planning to measure

Econometrics and attribution modelling are great tools for understanding effectiveness. However, the leading marketers are also building controlled experiments into marketing plans to answer previously unanswered questions. As well as looking at examples where experiments have informed media strategy, we examine how experiments are helping drive creative effectiveness.

Conclusion

Leading marketers are establishing the capabilities for data-driven decision-making, and using controlled experiments to test and learn. We want to partner with the industry to help all marketers achieve these goals, as well as establishing a shared learning agenda that looks to the future.

Part 01

Laying strong foundations

A platform for data-driven marketing

Digital data has been used to optimise the efficiency of marketing channels for many years. What is becoming increasingly clear is that connected data can also help us drive effectiveness; answering previously unanswered questions, informing better strategic decisions and helping us connect with consumers in more effective ways. With The Boston Consulting Group, we have investigated some of the challenges and suggested a roadmap for delivering on the promise of data-driven marketing.

Last year Google commissioned The Boston Consulting Group to help us understand two things. First, how businesses are moving towards a data-driven approach to marketing. Second, whether this is helping them deliver top-line and bottom-line growth. The results were fascinating and provide a roadmap for others looking to build strong data foundations for their marketing.

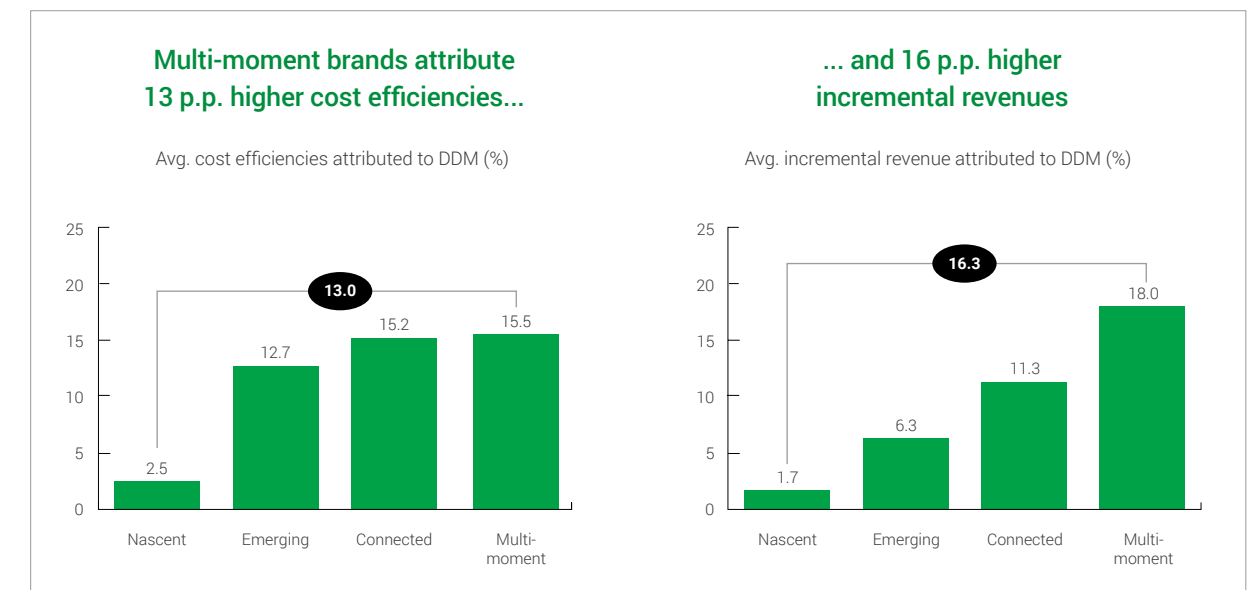
The research covered 40 companies in eight different sectors* across the UK, France, Germany and the Netherlands. By asking detailed questions on business practices and capabilities, the team at BCG were able to build a picture of the stages of data-driven marketing maturity. They grouped the advertisers into **“nascent”**, **“emerging”**, **“connected”** and **“multi-moment”**.

Confirming our anecdotal evidence, the differences within sectors were more pronounced than those between sectors. That reinforces the idea that marketing leadership plays a central role in driving capability change.

And critically, the difference between businesses at different stages of the journey were significant: a 13% difference in efficiency and a 16% difference in topline revenue could be attributed to data-driven marketing. As businesses started on the journey, the impact was first seen on efficiency metrics. But as they moved towards **“multi-moment”** capabilities, the biggest impact was seen on revenue.

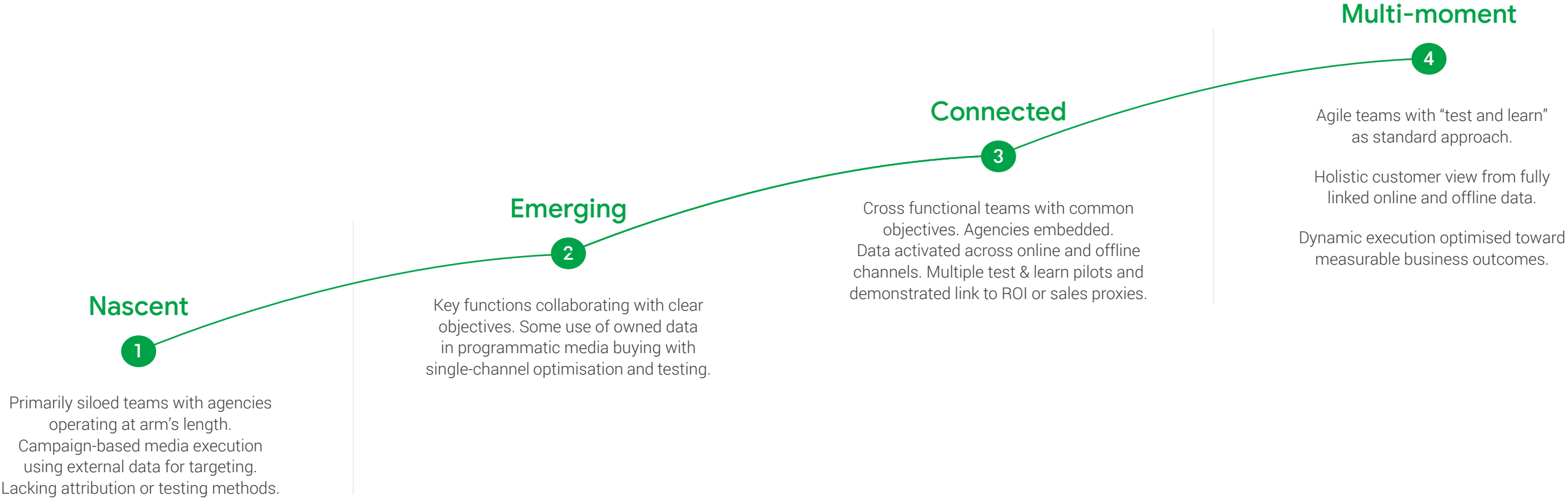
Cost efficiencies realised early, with revenue gains greatest when most mature

Some argue that data-driven marketing encourages the hyper-targeting of a small pool of customers, to the detriment of growth driven by mass marketing. This analysis showed a different picture. Used wisely, data-driven marketing allows businesses to connect with consumers at multiple moments across the purchase journey, bringing to bear all the data available on the audience and delivering the most effective ads at the optimal moment.



* Automotive, retail, financial services, travel, consumer goods, technology, entertainment and media, and fashion and luxury. The full paper is available online, search "BCG Mastering Digital Marketing Maturity"..

The Digital Maturity Framework

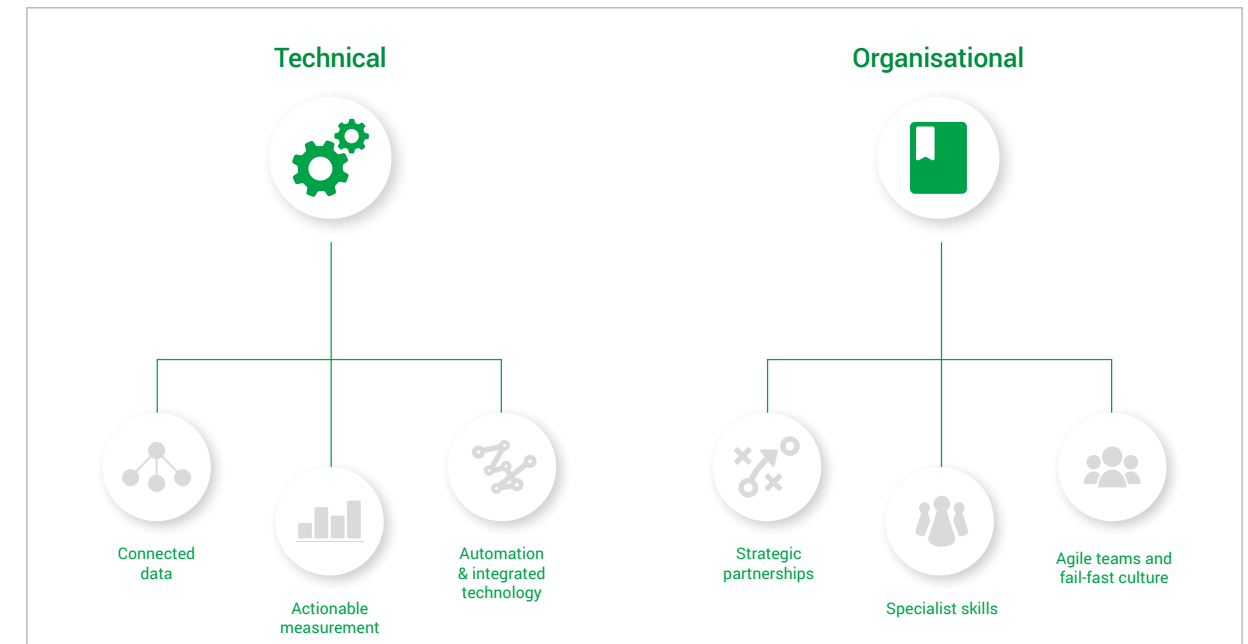




Barriers and enablers

Only a handful of companies are already achieving “multi-moment” maturity, with some consistent barriers holding businesses back. Most are struggling to link data across consumer interactions and are unable to attribute value to their individual touchpoints with consumers. Four fifths suffer from inadequate cross-functional coordination.

Through in-depth analysis of the barriers, six factors were identified to enable a company to move up the digital marketing maturity scale.



Techn- ical



Connected data

This is the ability to link all a company's data sources, online and offline, to build a complete customer picture. This is not just essential to marketing, but can be used across organisations to make the most of technology across a range of functions.

“The finance subsidiary of a large European retailer established a unified data platform for the company’s 16 million loyalty program members, covering data from transactions, onsite and offsite activity, as well as third-party data. They have been able to halve the online credit card application journey from eight screens to three, and offer differentiated products, including price-advantaged loans to program members.”

Dominic Field, Senior Partner and Managing Director, BCG



Actionable measurement

Data driven marketers are able to attribute value to their touchpoints with consumers at all points of their relationship with them, from building demand with new audiences, to capturing demand from active buyers. This informs KPIs and is linked to business outcomes such as sales and profit.

“One office equipment retailer uses a conversions API and custom attribution models to combine online data with offline transaction activity into one omnichannel report so it better understands how digital campaigns perform in-store as well as online.”

Dominic Field, Senior Partner and Managing Director, BCG



Automation and integrated technology

The only way to effectively manage the volume of potential interactions data-driven marketing creates, is through automation. There is a wide variety of tools across analytics, CRM, advertising targeting and personalisation that opens up a world of possibilities.

“A major international retailer used technology to segregate accounts by device type and apply geo-targeting tools to trigger contact based on customers’ store proximity. It launched adaptive shopping campaigns that categorise products by return on advertising spend, generating a 68% increase in return on ad spend, a 114% increase in online revenue, and a 232% increase in store visits.”

Dominic Field, Senior Partner and Managing Director, BCG

Organis- ational



Strategic partnerships

As BCG summarised: “Technology is about ecosystems. Few companies, even digital natives, go it alone.” The key is effective collaboration with agencies and technology providers while maintaining control of technology and data.

“One automaker has established a marketing “hot-house” of about 150 people, including staff from four agency partners, co-located in the same building alongside marketing and media functions. This approach puts all the expert disciplines (creative, content, operational, and social media, among others) in one place. The company has developed standardised ways for its agencies and marketing team to collaborate on campaign development, including performance review against pre-defined shared marketing objectives, as well as budget, quality and timeliness criteria.

Among the benefits are increased agility with better capacity planning and speed to output.”

Dominic Field, Senior Partner and Managing Director, BCG



Specialist skills

This covers both the hiring and training of technical talent, such as data-scientists and measurement experts, and also the critical integration of these people with other marketing staff to create effective cross-functional teams.

“The lack of organisational connection between branding and online marketing staff led one online retailer to establish multi-disciplinary marketing teams in which experts could work closely together to create one experience for customers. Each team includes specialists in brand marketing communications, customer insights, shop management, programmatic advertising, shop marketing, and marketing intelligence (data scientists), who advise the rest of the team on data.”

Dominic Field, Senior Partner and Managing Director, BCG



Agile teams and a fail-fast culture

This is the hardest enabler to deliver, but from conversations we are having with customers, it's one most big businesses recognise and want to address. At its heart is a change in how teams organise themselves in order to drive faster innovation, learning and responsiveness.

“This is the most difficult step for most companies to take. It's also the one that brings the others together. Done right, an agile transformation affects everything from internal processes; to how employees spend their day, to how people in the organisation interact with one other. It requires rethinking structures, reporting, compensation and career paths. Since most established organisations like the status quo and fear change, they try to kill the transformation before it gains traction. C-suite sponsorship is essential and so is the active cooperation, and often co-location, of other corporate functions such as HR, legal and finance.”







Dominic Field, Senior Partner and Managing Director, BCG

Making it happen

Let’s look at the actions businesses are taking to move towards data-driven marketing maturity.

By auditing your own business against this matrix of enablers, it should become clear where you are on the journey and what the next steps should be.

Sequencing of practices identified through survey

	Nascent	Emerging	Connected	Multi-moment
	1	2	3	4
 Connected data	<ul style="list-style-type: none">> 3rd party website data used in marketing activation> 1st party website data used in marketing activation	<ul style="list-style-type: none">> Contextual data used in marketing campaign> Online data 'most' or 'all' linked> Data informs creative development> Audience based on behaviours	<ul style="list-style-type: none">> Online-offline data 'most' or 'all' linked	
 Automation & integrated technology	<ul style="list-style-type: none">> Website analytics suite in place> CRM suite in place	<ul style="list-style-type: none">> Automation used to tailor messaging		
 Actionable measurement	<ul style="list-style-type: none">> Tagging in place	<ul style="list-style-type: none">> KPIs Linked to Business Outcomes (e.g. profit or CLV)	<ul style="list-style-type: none">> Common objectives across channels linked to overall business performance> Use of sophisticated attribution (e.g. advanced rule-based, custom or fractional attribution)	
 Strategic partnership	<ul style="list-style-type: none">> Majority of activity sits with agency		<ul style="list-style-type: none">> Majority of activity sits in house	
 Specialist skills	<ul style="list-style-type: none">> Channel specialist roles in place (e.g. search, social, programmatic)> Systematically enforced minimum parameters for marketing activity	<ul style="list-style-type: none">> Dedicated measurement personnel	<ul style="list-style-type: none">> In-house data scientists	
 Agile teams & fail fast culture	<ul style="list-style-type: none">> Senior sponsorship by CMO or CEO	<ul style="list-style-type: none">> Best-practices shared between teams/regions> Co-locate as part of cross-functional teams	<ul style="list-style-type: none">> Agile teams	

Source: BCG-Google Data-Driven Marketing Survey 23/10; BCG Analysis



Using advanced analytics to predict lifetime value

MandM Direct is one of the largest UK pureplay fashion retailers and digital marketing has been key to growing the business. Their latest innovation has been to develop a lifetime value model for all customers, integrating data from their web analytics and CRM database to sharpen their targeting and drive a step-change in results from advertising.

MandM Direct was started in 1987 as a direct mail retail business, selling clearance sportswear and apparel direct to consumers, but it has since transformed into one of the UK's biggest online footwear and apparel retailers with over two million customers and ambitious global expansion plans.

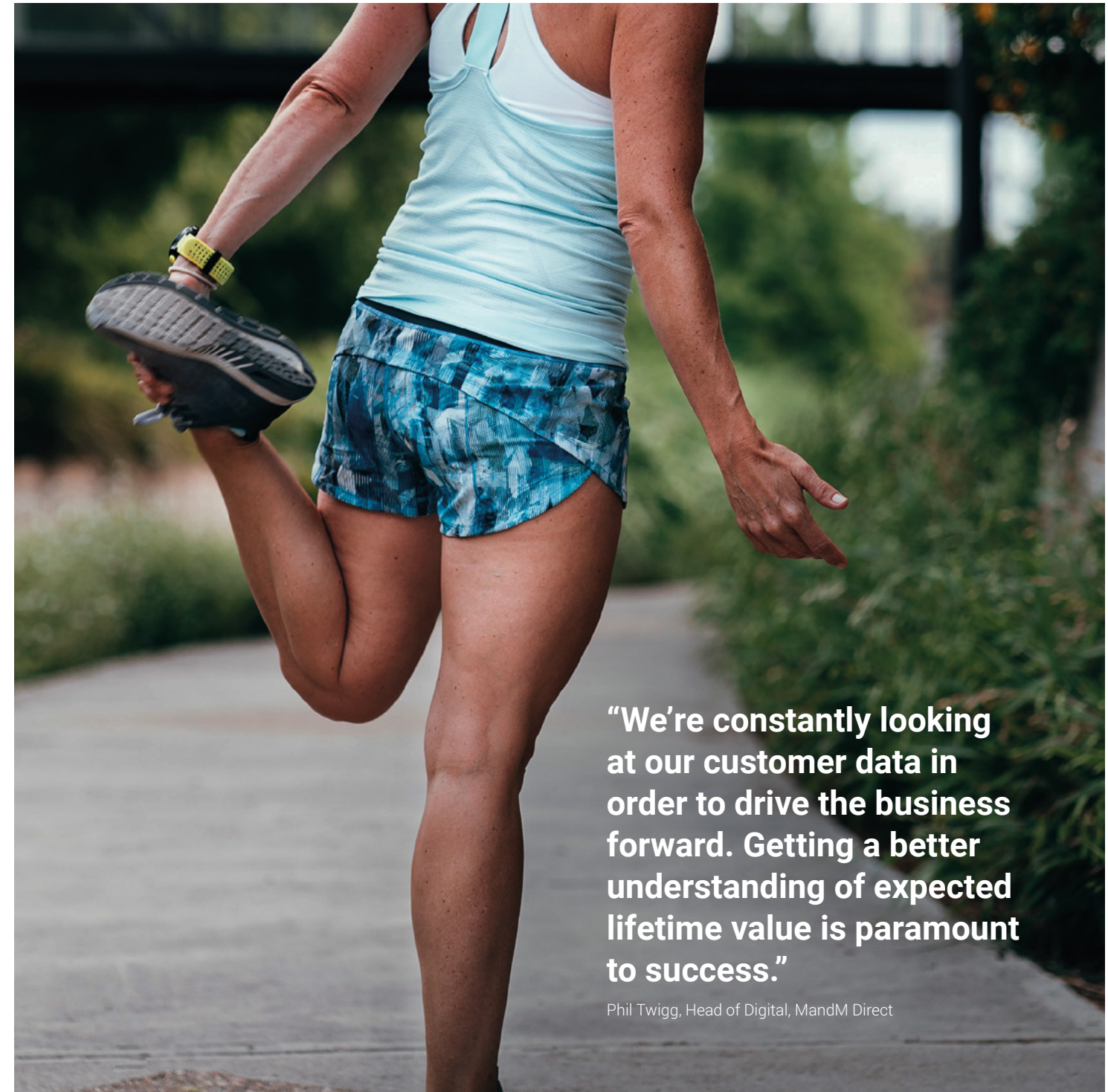
They are an example of a retailer developing "multi-moment" capabilities, at the advanced end of the maturity framework. They recently underwent a major programme to link their web analytics data with their marketing segmentation.

Their goal was to predict the potential lifetime value of their advertising audiences. They did this by creating a predictive model that looked at past purchase frequency, recency and revenue value across their 2m+ active customers. From this they were able to create a lifetime value score that could be used to adjust bids across online marketing.

Initially applying this technique to existing search and online display campaigns, they were able to improve advertising efficiency, delivering a 33% reduction in cost per order.

MandM Direct are excited to develop their data-driven marketing further. The lifetime value model is now at the heart of their roadmap to develop customer targeting across both existing and potential customers.

As Tom Goode, marketing and e-commerce director, explains: "The customer lifetime value model has helped us improve up our understanding of how our customers are shopping with us and has enabled us to increase our marketing ROI. There's huge potential to use our customer data in real time to improve the efficiency of our targeting and acquisition of new customers."



"We're constantly looking at our customer data in order to drive the business forward. Getting a better understanding of expected lifetime value is paramount to success."

Phil Twigg, Head of Digital, MandM Direct



Aligning globally behind an idea

Most businesses are somewhere in the middle of the journey towards data-driven maturity. By using the framework as a roadmap, Shell have been able to bring multi-national stakeholders on board and make significant progress in building the foundations for both greater media efficiency and creative effectiveness.

Shell is one of the world's most recognised companies, operating three core brands across 37 main markets. Their media spend has followed consumers online, and now around 50% of their global investment is in digital channels.

Like many international businesses, their marketing investment decisions are decentralised to local markets, with the global team playing a role as brand stewards, sharing guidelines and best practices for efficiency and effectiveness.

The global marketing team has used the maturity framework to build consensus around a vision of the future and a practical roadmap to get there. Daniel Williams, Global Digital Media Manager explained: "It has helped us tell the story internally. Local markets won't typically have a digital marketing manager, they'll have a marketing manager, and this helps us to get them excited about the overall vision."

As they move markets through the journey from "emerging" to "connected", Shell is seeing both immediate benefits and opportunities to boost effectiveness in the future.

The first benefit has come from a consolidation of media buying. By connecting the buying platform across the mix of publishers they were working with, Shell was able to see the level of over-exposure that was happening. By limiting the number of times an individual was shown an ad, it was able to increase campaign reach to drive efficiency as well as providing a better experience to consumers.

While initial gains have been in media efficiency, Christopher Hayek, the Global Media Director, sees huge potential for a data-driven approach to drive creative effectiveness as well.



In past tests, Shell has seen advertising effectiveness triple when audience data from their CRM systems was layered across its targeting. It now has the technical capabilities to start to personalise at scale.

"We need to deliver more engaging creative, matching a consumer's expectations, earning their attention. It's no longer about throwing out a generic ad, it has to be much more considered."

Hayek believes the benefits go well beyond dynamic creative and personalisation. "We now have access and portability of data across platforms. That makes it all usable, breaking down silos. It can be used to inform big ideas - both strategic and creative."

The maturity framework has given Shell a path towards this capability and the technology to measure and understand its impact.

But perhaps more importantly, it has helped Shell to align a complex organisation around a single vision that will help drive its future effectiveness.

"Digital transformation is easy to say but hard to define. This helps us crystallise how digital transformation applies to media and what the benefit is."

Christopher Hayek, Global Media Director, Shell

Part 02

Planning to measure

Know what's working

What Finance Directors and CEOs are increasingly asking of marketers is not just the promise of growth, but greater certainty. At the same time, the tools and approaches that have helped give certainty in the past are being called into question. More than ever before, we now need to plan our measurement strategies in advance, rather than retrospectively: planning to measure, rather than measuring the plan.

In this section we examine how experiments are proving a key tool for marketers across both media and creative.

Building on econometrics

One of the best approaches to measuring the value that marketing brings is econometric modelling. However, in a fast-moving environment, some marketers are finding that the overall business strategy is creating problems for their models. If a business is trying to be more agile, and has had to change products, pricing or their marketing strategy, what happened yesterday, does not predict tomorrow.

The shift to online also brings complexity, as it encompasses a very broad group of advertising channels. The Internet Advertising Bureau (IAB) and PwC report on 19 different types of digital advertising, from search advertising to display adverts in emails. The ways these media are consumed are different, as are their roles in a purchase pathway.

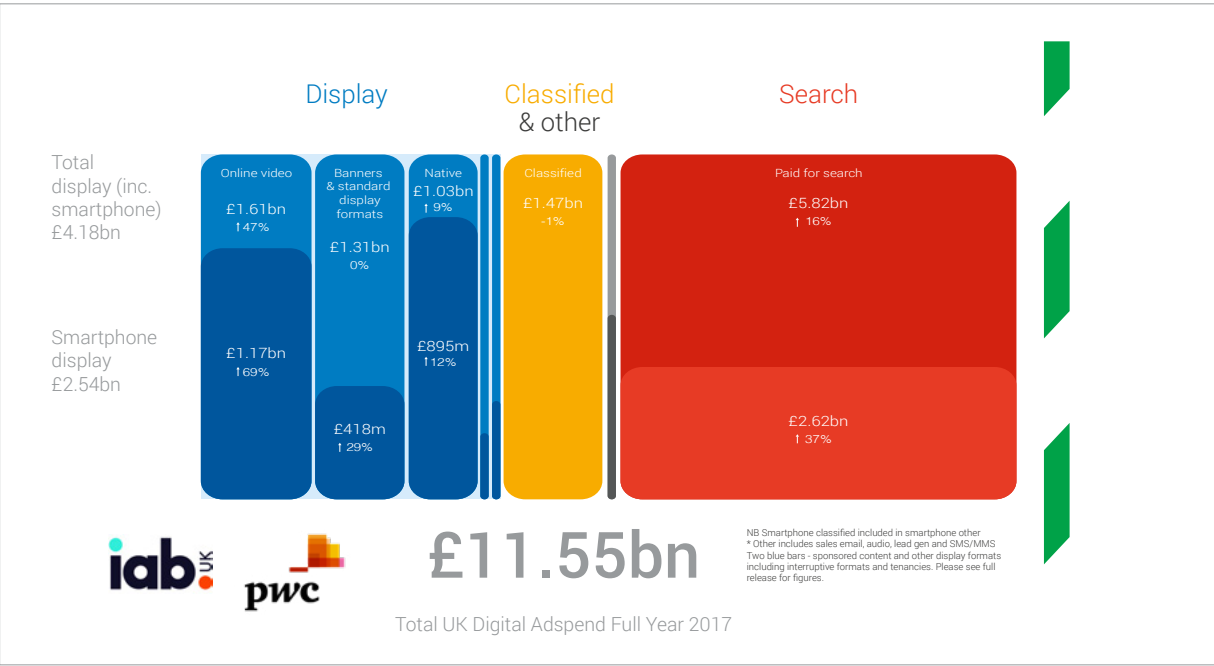
Econometric models continue to be refined and improved; it is rare to see a model bundle all digital together these days, although it still does happen. With the best data and enhanced sample sizes (eg through 'pooled' regional or brand modelling), you can often go much deeper than you might expect. For example measuring YouTube format by device and targeting type can yield insights at a granular level.

Yet some questions remain difficult to answer. The fastest growing area of digital is online video on mobile, and the behaviours of viewers can vary significantly. If someone actively chooses to watch your advert the impact will be different to that of the same video scrolled past for a few seconds in someone's feed.

When all of these things are broken out as different variables in a model, their signal can be too small for the model to detect. Added to these complexities, many businesses choose to run digital advertising all of the time (being "always on").

This is great to make sure that your business is always there when a consumer needs or wants you, but it too can create challenges for econometrics, where models need variation to get a good read on media effects.

So, if marketers are being asked to provide more certainty on what they are doing, and the traditional tools are not able to give them that certainty, what should they do?

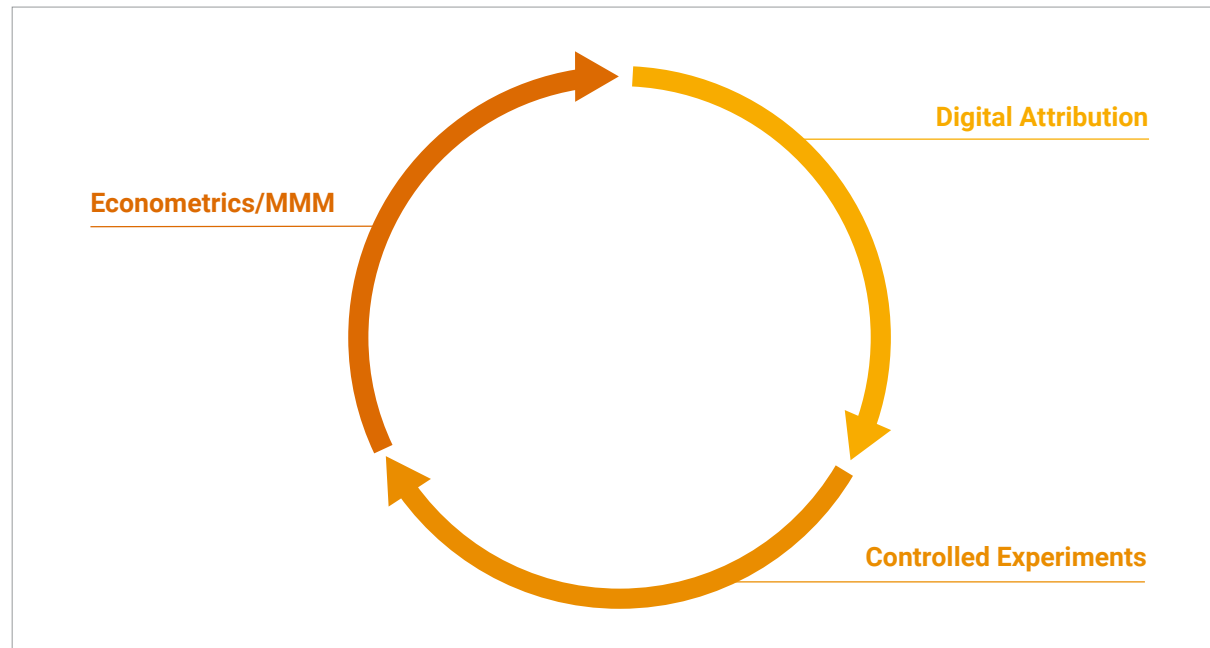


A balanced approach

Econometrics, attribution, experiments

For many years econometrics was the preferred tool for marketers examining media effectiveness but as we've discussed, it has limitations. Meanwhile, as online advertising has grown, digital attribution modelling has been added to the toolset. Multi-touch attribution helps marketers better understand the relative contribution of each of their online channels to a given conversion,

and has the advantage of being possible in close to real time. However, it is predominantly focused on the digital elements of the marketing mix. Now leading marketers are supplementing these approaches with randomised controlled experiments in order to deliver new insight and certainty.



The benefits of rigorous experimentation

Marketing experiments have some fantastic advantages over other methods of measurement when well conducted. They can demonstrate the incremental impact of creative, strategy or media. They can be used to look at brand metrics or sales metrics - both on- or offline. They can be used to test new approaches, and can be conducted quickly. Results can be reported in a matter of weeks.

The approach is also very simple to communicate: you take a group of people (either at an individual level or in a geographical area) and randomly assign them to a test or control group. You make a change to the creative, strategy or media in the test group and run it for a period of time. Once the test is over, you collect data on the outcome you are interested in from both the test and control group and compare the results. This then allows you to show the incremental impact of the change you made.

The most advanced advertisers are looking at how to design experiments so that uplifts are detectable, not just within themselves, but also in econometrics. The benefit is that teams become more coordinated and even if there are differing results, the gap between the results is likely to be where the true answer lies.

A culture of experimentation and embedded learning is what really separates the top-performing businesses and agencies. This is the same conclusion found by the BGC report referenced earlier and the IPA in their Culture First report.

The combination of these approaches should help marketers build the most compelling case for advertising investment with their company boards. Let's see what this means in practice.

WAITROSE

& PARTNERS

Building the business case for omnichannel thinking

Experiments can start small, but have big strategic impact. Waitrose used experiments to show a truer picture of the impact of online advertising, with implications for their marketing strategy and potential growth.

Many of the businesses we speak to are suffering from digital “growing pains”. The team structures and processes established when digital marketing was in its infancy are constricting growth, but changing them is complex and can affect multiple teams. A strong business case is needed for change and that can be hard to put together.

As an example, imagine a grocery retailer with a large store footprint who also has an ecommerce website. Initially most digital activity was aimed at driving ecommerce sales, and they now have considerable expertise in this area.

Over the years, the ecommerce team has seen the shift in consumer media consumption and the potential for online marketing to drive in-store growth. However, they are still rewarded based on the performance of the website, so the opportunity goes untapped.

This was the situation Waitrose found themselves in. The online marketing manager and head of ecommerce wanted to put the case for digital driving in-store sales, but they needed a strong evidence base. Given the scale of the business and the low levels of digital investment behind in-store sales, their econometric models were not able to give a strong indicator.

Initially they ran some very small tests as proof-of-concept. By running search advertising for services like sushi and dry-cleaning near specific stores, the team were able to see clear impact. However, the experiment lacked the scientific rigour the business would need to justify scaling up the test.

Google's measurement and attribution team were able to work with the data scientists at Waitrose to plan a robust geo-experiment to understand the impact of all their existing digital activity on store sales.



Even with their current activity optimised for online conversion, they found that search ads were delivering meaningful incremental profit in store for every pound spent. The results have been checked and validated by their in-house data science team.

The evidence forms part of a business case to evolve Waitrose's processes around digital marketing, explains Gavin Turley, online marketing manager: “Previously we didn't have hard evidence that digital was having an impact offline because we'd never measured it. Having something in place, ratified by the data scientists at Waitrose and Google, has moved the conversation forward.”

Perhaps as important, the journey has also connected the digital marketing team with the broader customer and marketing teams that focus on driving in-store sales.

“It's brought everybody into the same room - which is a massive plus. We've never done that before. Everybody's talking to each other a lot more.”

This project was run alongside a company-wide initiative to build a single, data-driven view of the customer. It demonstrates how, even while there are large, complex infrastructure projects happening, progress can be made in the short term by cross-functional teams and the support of well-executed experiments. From an initial hunch, the team are now getting senior support to test online campaigns designed and optimised to drive in-store sales, a big step forward.



Experimenting with video's value for direct response

In a highly competitive market, MoneySuperMarket has been rethinking its marketing approach and diversifying the channels they use for brand and activation. One question they were keen to understand was whether online video could work as a direct response medium. Through the use of controlled experiments, they were able to find out.

Marketers are always looking for strategic opportunities to drive more value from their marketing investments. At MoneySuperMarket, that has meant re-examining common assumptions about the use of different channels. Historically, they have used TV and online video to drive brand awareness goals, and used search as the key tool for capturing demand.

They were eager to understand the potential of online video to deliver direct response. Perhaps surprisingly, this has been a hard question to answer due to the limitations of tracking and attribution. The team initiated a series of incrementality tests, measuring the conversion lift when promoting deals on personal insurance products.

The experimental methodology was able to measure the campaign's causal impact on conversion behaviour. MoneySuperMarket's YouTube ad was shown to treatment users and suppressed for control users, who were shown the next ad in the auction instead.

From there, the team was able to measure how many users from the control group visited the website and converted, comparing their behaviour to that of the treatment group of users who had viewed the ad.

The incrementality test confirmed that the YouTube ad generated conversion uplifts. For example, the business saw a 15% incremental increase in conversions on their home insurance product and a lower than expected CPA on their main car insurance products.

Chris Thermistocleous, Head of Digital Amplification, sees the experiment as the start of an ongoing process: "The controlled experiment has given us deeper insight into the direct response potential of YouTube. We have adapted our strategy to make the most of the insight and will continue to test and learn."





AMV BBDO

Experiments as a tool for creative effectiveness

A viewpoint from

Craig Mawdsley

Joint Chief Strategy Officer,
Abbott Mead Vickers BBDO

The feedback loops available from digital marketing create a world of opportunity for creative experimentation, argues Craig Mawdsley, Joint Chief Strategy Officer, AMV BBDO

AMV BBDO needs to be at the forefront of effectiveness. Increasingly this means a focus on effective brand-building in every channel. We are embracing new digital tools to inform our strategic planning, and optimising creative work before and after a campaign launches. One campaign that demonstrates the impact of this approach is with our client, Smart Energy GB.

Smart Energy GB exists to encourage every household in the country to seek and accept a smart meter. There are many different types of household, from detached owner-occupiers to groups of individuals renting a flat with a pre-pay meter. Each might have different motivations for getting a smart meter and different concerns. Their needs all had to be addressed, with communication that was as effective and efficient as possible.

By understanding the way audiences were behaving on YouTube, the team developed an idea that would resonate, especially with harder to reach younger audiences. They devised a content series that made energy use into entertainment - the Power of 10p. Brought to life across passion points from beauty to food, British content creators were challenged to do as much as possible with just 10p of energy, as measured by their smart meter.



Five dogs were styled, 610 drift kart laps completed, 5.5 tattoos tattooed, and 14 'hangry' body-builders cooked for. The Power of 10p turned energy's abstract language of kilowatts into something everyone understood, and in the process, made smart meters compelling for this audience.

The content concept gave a creative anchor, but one that allowed for data driven adaptability and experimentation. Smart Energy GB, AMV BBDO and PHD worked with Google's Unskippable Labs to A/B test the opening sequences of the first two challenges. While one edit featured the talent, the other featured an action moment. The testing helped the campaign significantly outperform benchmarks for view-through rate - beauty was 25% above benchmark, gaming 45% above.

Experimentation continued while the campaign was live. YouTube Video Sequencing enabled bespoke creatives to be targeted at different pools of users

following their behaviour from the Hero 150" creative. By using sequential targeting and audience insight, the right audience could get the right creative to deliver the benefits of a smart meter efficiently and effectively.

Smart Energy GB saw a 28.9% lift in recall, a 13.7% lift in favourability and an 8620% lift in brand interest (it always helps when you start very, very low) with their youth audience. With 18m views, the series worked its way naturally into the impenetrable world of meme culture and most importantly, boosted the number of 21-28s who have detailed smart meter knowledge by 200,000.

The work we've done with Unskippable Labs is changing how we think about creative effectiveness. As well as the strength of the idea, measured in the long-term, we are getting a better read on the strength of different executions in the short term. We're always learning more about how to build brand stories that resonate in every channel.



Getting creative with The Greatest Showman

Digital video expands the playground of what's possible creatively. 20th Century Fox has been at the forefront of testing approaches, with rigorous experiments built into campaigns so that clear insights can be reapplied to future launches.

In December, 20th Century Fox wanted to drive consideration and box-office impact for The Greatest Showman, a critical movie launch. As Chris Green, the studio's UK marketing director explained, "In addition to competition from other movies, you're also contending with people's social calendars. The key question for us was how to cut through and get noticed."

Since digital video ads provide an opportunity to re-engage viewers over time, they aimed to make the most of the channel with a robust mix of video creative and experimenting to maximise effectiveness.

Fox ran three different versions of trailer creative as skippable ads to see which version people chose to watch most. Performance was measured by looking at two metrics: first, by how long people watched, and second, by the percentage of people who actually completed the ad. But the team didn't stop there. Once the top-performing 30-second ad emerged, they made it the video campaign's "anchor". From there, the team built a deliberate, data-driven sequence of ads to serve people at a later time based on how they engaged with the anchor ad.

Users who skipped the anchor ad were later served a shorter 20-second edit, and those who chose to watch the anchor ad were served two additional ads over time: a long-form behind-the-scenes video, followed by a snappy 10-second ad reminding viewers to go and see the film in cinemas.

Compared to seeing the anchor ad alone, the sequence of ads led to a 149% uplift in consideration, a 33% uplift in view-through rate, and 157% uplift in organic title searches for "The Greatest Showman."

Overall, the campaign delivered awareness and consideration uplifts that were five times stronger than those typically seen in the industry, plus helped power the film to set a box office record.

According to Green, the proven effectiveness of this experiment has changed their approach to online video in a movie marketing plan. "Moving forward, a core component of our strategy will be testing and learning with different creative and ad length combinations online."



A word on time horizons

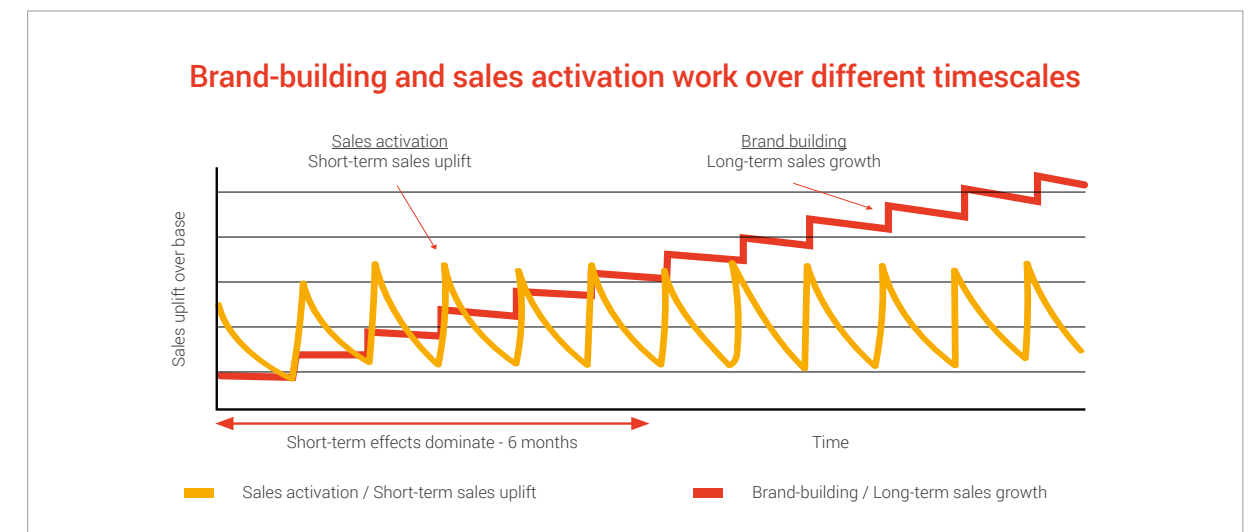
No booklet called *Effectiveness Now* could ignore the current industry discussion about the impact of short-termism. For the last two years, Google has jointly sponsored with Thinkbox the ongoing analysis of the IPA Effectiveness Awards** by Les Binet and Peter Field, which has done much to highlight the issue. The most critical point is that different types of advertising pay back over different timescales. The impact of brand advertising on sales may be smaller in the short term than a direct-response campaign, but it sustains over time and can, in the long term, be more effective. Getting the balance right between “brand” and “activation” is key to success, they argue.

In their 2017 publication *Media in Focus*, Binet and Field looked at breaking down digital channels to understand their long and short term impact. They found that it is perfectly possible to use online media for brand building.

“The good news is that the digital revolution has increased the potential effectiveness of most forms of marketing, including traditional media... Video advertising, both on- and offline, is the most effective brand-building form. Paid search and email emerge as the most effective activation channels.”

The question now facing advertisers is not have they got the balance between online and offline right, but have they got the balance between long-term objectives and short-term objectives right, and are they using the full range of digital channels and measurement approaches to deliver their strategy.

As we’ll cover in the conclusion, we expect this to be a rich area for investigation in 2019.



** The IPA Databank is created from a survey completed alongside each entry to the IPA Effectiveness Awards. The ongoing analysis is based on more than 600 entries since 1998.
Source: Les Binet and Peter Field, *Media in Focus: Marketing Effectiveness in the Digital Era*, IPA, 2017.

Conclusion



Conclusion

Strategy depends on knowing where you are, understanding where the opportunity lies, and having a plan to get there. For a traditional retail business like Waitrose, it might be about understanding the role digital can play in driving offline sales, and the structures and processes needed to deliver on that opportunity.

For a digitally mature business like MandM Direct, it might be about understanding the potential for brand activity measured over longer time horizons. For a business like Shell, it might be learning to connect data and leverage it to drive marketing performance.

What unites all the clients in this booklet, and the many more we work with, is that success depends on building bridges between teams and generating a more holistic view on marketing effectiveness.

Increasingly clients are creating head of effectiveness roles to look at this specifically, while others are relying on marketing and insights leadership. Wherever the role lies, its importance should be recognised in shaping a culture of effectiveness.

At Google, we can play a facilitating role and there are three areas where we want to partner with clients in the coming months and years to drive the effectiveness agenda.

Advancing towards data-driven maturity

Wherever your business currently lies, we can help identify a roadmap towards connecting your data and building your capabilities so you can achieve multi-moment capabilities. We can also advise on how to use this capability to drive bottom-line and top-line growth.

Giving credit where it's due

As we've seen, controlled experiments are a fantastic way to build a credible evidence base for investment, building on the knowledge marketers can get from econometrics and attribution. We have a team of measurement specialists who can advise on experiment design and execution.

Measuring the long term in the short term

We want to understand how digital signals can be leading indicators of long-term brand success and growth. This may be a case of enhancing your brand tracking, making it faster to act upon and able to deliver more granular insight through experimental approaches.

We will also continue to partner on econometrics approaches to give a better indication of the role different media are playing in the short and long term

We will support efforts to combine different measurement methods for greater insight: for example projects looking to blend econometric models with attribution models, or using results from experiments to enhance econometrics.

And of course we'll be looking at the role lifetime value can play in increasing the time horizons over which we can measure marketing impact.

Across these themes, and any new ones that emerge, we want to partner with businesses in the UK to develop a shared learning agenda. We want to make sure that the industry is able to deliver on the promise of the internet to improve marketing effectiveness. The end goal should be that marketing sits at the heart of business growth, which will in turn power the UK economy. It's an important goal and one that we are committed to.

With thanks:

Thanks to MandMDirect, Shell, Waitrose, MoneySuperMarket, AMV BBDO, 20th Century Fox and their agencies for sharing their stories. Thanks also to The Boston Consulting Group and the many Google teams that have provided input.

About Client Solutions and Analytics:

Our Client Solutions and Analytics team comprises planning and product specialists with our analytical consultants, as well a dedicated measurement team, who have been deeply involved in many of these client stories. We partner with our UK sales team to help customers deliver sustained growth, through the application of deep insight and specialist knowledge.

How to get in touch:

We would recommend your usual Google rep as the best starting point for discussions around effectiveness and to connect to measurement, attribution and econometrics specialists.

For general questions about this booklet, contact Gerald Breatnach, Industry Head for Insights & Effectiveness, breatnach@google.com



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