

APPENDIX: DCI SCORES BY CAPABILITY

	ADVERTISERS	AGENCIES
MARKETING AND BRAND STRATEGY	60.5	70.4
CLEAR UNDERSTANDING OF CONSUMER		
We connect data from a diverse set of sources on consumers and their activities to build a deeper understanding of them	71.2	78.8
We have a clear and up-to-date map of consumer journey(s) related to our brand or product category	60.9	70.1
Our consumer journey map(s) capture all online and offline touch points	51.4	60.8
We know which digital touch points are the most critical moments for our specific marketing objectives	64.1	73.7
ABILITY TO BUILD AND EXECUTE SUCCESSFUL CROSS-CHANNEL PLANS		
We build successful cross-channel marketing plans based on our understanding of critical touch points	60.6	74.5
Our digital-content strategy ensures that we tailor digital content for the key moments in the consumer journey	56.5	72.0
We translate our marketing objectives into a set of actionable metrics	68.1	74.6
DATA-DRIVEN TRADEOFFS BETWEEN CHANNELS		
We use robust ROI models to optimize our marketing mix across all channels (digital and traditional)	56.7	61.2
We allocate resources across digital channels based on a clear understanding of the value and cost of each digital channel	61.7	73.4
We measure the impact of digital advertising based on a robust attribution model	53.4	64.8
	53.8	
PARTNER MANAGEMENT		
RIGHT PARTNERS WITH THE SAME GOAL		
Our media agency partners are at the cutting edge of marketing in a digital world	55.5	
Our creative agency partners are at the cutting edge of marketing in a digital world	51.4	
We have the right combination of agency partners to deliver our campaign targets effectively	54.2	
ESTABLISH ACCOUNTABILITY AND ALIGN INCENTIVES		
Our agency partners are clear on how their specific role impacts the overall success of the campaign	54.5	
We are able to orchestrate our agency partners so that they work as one team	52.5	
We confidently challenge our partners to ensure that we get the best out of them	63.3	
Overall campaign outcomes are a critical component of how we reward our partners	45.1	
	61.4	70.7
ENABLERS		
SENIOR LEADERSHIP		
Our senior leaders emphasize the importance of adapting marketing to a digital world	75.6	83.4
Our senior leaders empower us to challenge established models	69.5	76.5
Our senior leaders have provided resources/investment/shelter for marketing innovations (e.g., testing and nurturing new marketing models)	63.8	68.7

	ADVERTISERS	AGENCIES
STRUCTURE AND TALENT		
Our marketing structure enables us to deliver well-coordinated cross-channel communications	60.3	
Other business functions (e.g., finance, IT, legal) give us the support we need to succeed in our rapidly changing marketing environment	55.5	
Our marketing teams are able to attract and retain critical digital talent	56.3	64.8
CONTINUOUS INVESTMENT		
We are investing sufficiently in marketing capabilities to embrace changes in the digital space	59.3	67.6
Our marketing technology platforms allow us to make the most of our consumer data	51.1	62.9
CHANNELS	57.1	67.6
SEARCH	65.5	74.8
We build our keyword strategy on our understanding of what keywords consumers use	68.9	77.5
We optimize paid search based on signals such as device, location, time, and remarketing	61.5	74.5
We continuously measure paid search performance and optimize accordingly	68.1	74.8
Our paid search advertising budget can be varied according to returns	63.4	72.5
WEBSITE	63.1	67.5
We fully understand the role our website plays in our consumers' journey (both on- and offline)	69.5	65.9
Our website is designed and optimized to deliver a great experience across multiple devices (e.g., desktop, smartphone, tablet)	65.4	71.5
We ensure that our website is fully search optimized at all times	62.2	69.3
Our website serves differing consumer needs across different visits effectively	55.5	63.5
DISPLAY MEDIA	55.9	68.7
We fully understand the role that display media plays in our consumers' journey	61.1	74.1
We use a range of data signals (e.g., interests, retargeting, search, social) to target our display ads to the right people at the right time	60.8	74.8
We use a range of data signals to tailor display ad content	51.7	68.8
We buy a significant proportion of our display ads using programmatic and real-time bidding technology	50.2	57.1
MOBILE ADVERTISING	45.0	62.4
Our mobile strategy is based on a clear understanding of mobile's role in the consumer journey	53.3	64.7
We effectively use location-based data in our mobile campaigns	39.1	62.3
We use data to effectively attribute the value of mobile and determine the right spending levels	42.7	60.2
MOBILE WEB AND APPS	51.1	59.5
Our mobile website experience is optimized for how consumers choose to use it	56.0	64.1
We fully understand the role that apps play in our consumers' journey	51.3	62.5
All the apps we build have a clear functionality/purpose that supports our product/service offering	46.2	52.1

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SOCIAL MEDIA	66.6	76.8
We fully understand the role that social media plays in our consumers' journey	69.0	80.2
We are able to pick the most influential social media platforms to deliver our campaign objectives	68.8	80.2
We have created a consistent social media voice for each brand across platforms	62.3	71.3
We use social media to raise brand awareness through a variety of strategies (e.g., using key influencers, paying for ads)	66.5	75.7
VIDEO	52.1	63.1
We fully understand the role of video in our consumer journey	62.0	75.2
We plan across online video and TV together in order to deliver our campaign objectives	53.6	60.4
We are able to pick the most effective video advertising platforms to deliver our campaign objectives	52.8	66.6
We tailor our video creative to fit the consumer's use of the device and digital platform	48.3	57.3
We create more than one video and use technology (e.g., hotspots, sequential retargeting) to keep consumers engaged with our brand	43.7	56.0
DIGITAL CONTENT	55.8	67.0
CONTENT CREATION		
We consider multiple sources to develop our creative content (e.g., create ourselves, co-create with media partners, curate content from others)	64.9	73.8
We optimize and improve our content with content analytics (e.g., measuring content quality and audience engagement with clear success metrics)	53.8	69.1
We are actively building content development capabilities (more investment/supporting agencies/different ways of working/finding new partners)	57.4	67.7
Our video content is designed to work best online	51.7	60.8
CONTENT DISTRIBUTION		
We have a media plan designed to ensure that our content is seen by the right audience	56.6	68.8
We use tools and technology (e.g., "dynamic insertion") to make our content relevant to consumers and to where they are in their journey	45.1	57.7
Our content is optimized to run on all relevant devices and platforms	60.9	70.7
DIGITAL TARGETING	53.3	67.2
We convert our ideal consumer segments into targetable profiles based on digital-audience data (e.g., behavior on website, search, social, video)	53.2	67.4
We continuously optimize our targeting based on performance throughout the campaign	57.2	70.6
We use data gathered in one channel (e.g., video/website/social) to remarket to consumers in other channels (e.g., search/display)	53.5	69.4
We maintain "one view of the consumer" across digital devices and platforms	49.1	61.4
METRICS AND MEASUREMENT	60.6	69.6
CHOOSING THE RIGHT METRICS AND TARGETS		
We pick digital metrics that are good proxies for our marketing objectives	60.5	71.3
Our digital-campaign targets are informed by best practices and historical benchmarks	62.0	70.3

