



Programmatic:

A Brand Marketer's Guide



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Brand Love. Delivered.

It is a remarkable time for digital marketing. Today, brands can generate interest in their products, win new customers and earn outright fandom by engaging and moving audiences when it matters most. They have the opportunity to be responsive to their audience in real-time, with highly relevant messaging and great creativity. Brands can achieve this through programmatic buying, which helps them make the most of the many options available for connecting with their audience.

We've never been closer to the ultimate promise of brand advertising in the digital age.

Programmatic buying allows brands to use audience insights and technology to tailor messages to the right person, at the right moment, in the right context. It helps brands respond to real-time signals on an impression-by-impression basis across screens and across channels. For example, if a mother's online shopping gets interrupted with errands, programmatic buying can

help the retailer she was visiting reach her on her smartphone as she shifts to shopping on-the-go. That's just one of an unlimited number of scenarios brands can use to engage audiences with programmatic buying.

Programmatic buying may have achieved its early success with direct response campaigns, but enormous progress has been made towards advancing programmatic technology to meet the needs of brand campaigns. It's taken advancements in areas such as brand measurement, inventory quality, and creative flexibility to pave the way for programmatic brand campaigns. Today, the challenges in these areas are mere speed bumps on the path to the widespread adoption of programmatic buying by brands.

We've never been closer to the ultimate promise of brand advertising in the digital age: to efficiently and effectively run highly relevant, creative, responsive and measurable brand campaigns, at scale. Setting up for success comes down to following a stepped process.

Our five-step guide "Programmatic: A Brand Marketer's Guide" provides context and ideas for how brand marketers and their agencies can successfully embrace programmatic buying.

Your EMEA DoubleClick Team



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Consumers are



always **connected**



interested in relevant messages



increasingly digitally **engaged**

Consumers are



CONNECTED

The consumer shift to constant connectivity via smartphones, tablets, computers, watches and even eyewear is transforming how brands can connect with their audiences. Brands have access to more consumer interactions than ever before, with each offering a chance to be relevant and engaging. The challenge and opportunity for brands is to make the most of each moment, across any screen.

INTERESTED

Relevance makes all the difference in getting consumers interested. Consumers penalise one-size-fits-all messages by tuning them out. In contrast, they reward relevant messages with engagement. By optimising for relevance, brands can convert passive observers into an interested, participatory audience.



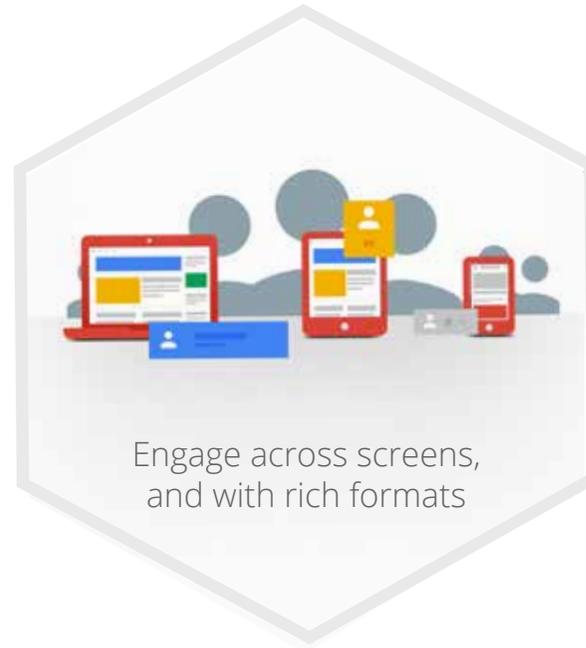
ENGAGED

Advertising is no longer a one way street. Consumers in today's digital age lean forward and actively engage with digital experiences. When they do, they control when, where and how they engage. Brands can foster brand love by offering consumers relevant and engaging experiences.

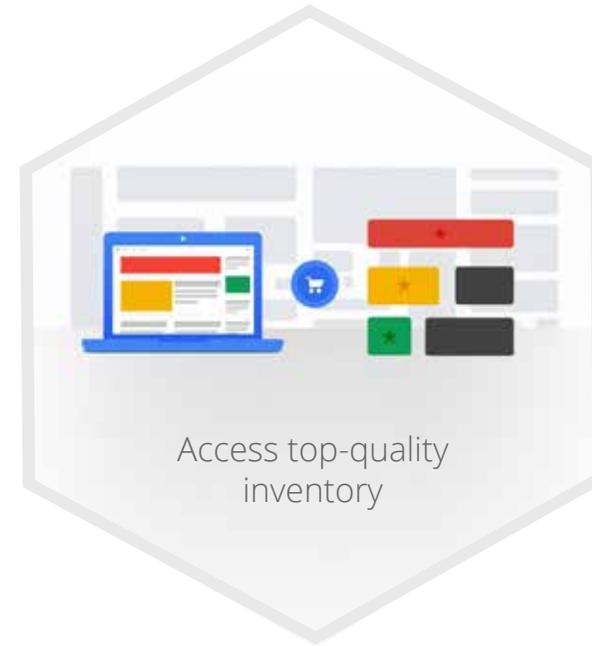
Brands are embracing programmatic to:



Connect 1:1
with audiences, at scale



Engage across screens,
and with rich formats



Access top-quality
inventory



Measure what matters

CASE STUDY

Nike Phenomenal Shot

Nike's Phenomenal Shot pushed the boundaries of real-time advertising to capture the energy and excitement of the World Cup. Within seconds of a memorable match, or shot, Nike delivered immersive 3D display ads across sites and apps in 15 countries. Fans were then able to interact with these moments, making them their own, and share them on social networks. Real-time buying made it possible for Nike to deliver a beautiful, mobile-rich media experience with over 2 million engagements.



500K

Nike athlete remixes
were made

2.2M

Engagements
with experience

15

Countries



Step 1 ORGANISE

Great marketing starts and ends with the audience



Organise audience insights

Consumers reward brands that are relevant to them when it matters most with their purchases, loyalty and brand advocacy. Audience insights are at the crux of resonating with consumers because they hold the information brands need to be relevant. Brands who organise their audience insights and own their customer data will more readily appeal to their audience and increase the impact of their advertising.

Top draws to programmatic buying¹



Comprehensive data is best

Data is powerful, but it often comes in silos. Each digital channel and kind of device may have its own set of data. The most powerful audience insights bring all the silos together to clarify consumer interactions across channels and screens.

Real-time data is imperative

When audience insights flow into a system in real-time, insights enable actionable decisions. In just an instant, an in-market buyer can make a purchase and cease to be in-market. In another instant, a cold prospect can become a paying customer. Keeping abreast of these kinds of changes lets brands optimise their relevance to the current moment. Consumers act in real-time, and so should your data.

Relevance is easier when audiences are precisely defined

With a strong data foundation in place, brands can precisely define the audience they want to reach, making it easier for them to be relevant.

Why it matters

Audience insights matter because they boost advertising impact by fostering relevance. They help brands understand who their ideal audience is and what will resonate with them. Insights empower brands to convert a more basic understanding of an audience to a precisely-defined, targetable segment. Then, when brands use programmatic buying to activate a segment, the data underlying the audience insights can inform media buying one impression at a time. The resulting ad impressions have a level of relevance that inspires people to take action.

When an ad is delivered in real-time to an individual, they are twice as likely to interact with it.²

Advanced targeting techniques deliver major improvements in both consumer engagement and campaign performance, with advertisers seeing an average improvement of 32 percent in cost per action (CPA).³

Setting up for success



1. Gather your audience data

Invest in a tag management system to gather your first-party audience data. The solution will give you quick access, organisation and flexibility with the data sets across all devices.

2. Organise audience insights for a cross-device, cross-channel view

Work towards a comprehensive view of audience engagement by aggregating your first, second and third-party data sources digital analytics data, offline data, CRM data, and campaign data. And always use real-time data whenever possible.

Each captured interaction (between the audience and a brand) will make it smarter than the last, so start by taking advantage of the data you currently have available, and build from there.



3. Analyse and take instant action

Regularly analyse audience, creative and media insights to learn what's working and what's not. Choose an analytical tool with attribution modelling in order to see which channels are most successfully engaging audiences. Compare campaign performance across channels. Further, explore which audiences are the most profitable, which audiences engaged the most with a campaign and which creative units resonated with different audiences. Act on the insights by adjusting on the audience strategy, creative strategy, media strategy, or all three.



CASE STUDY

KLM Royal Dutch Airlines

KLM Royal Dutch Airlines prides itself on being at the forefront of the European airline industry serving 20 million passengers annually. Since 2011, the company has also been an early adopter of programmatic buying. KLM unified its programmatic buying with DoubleClick Digital Marketing and uses the unified platform to drive sales, attract new audiences and build its brand. KLM likes the control of costs, effective campaign setup, insights from metrics like viewability, and the ability to run rich formats. It uses the platform to organise its first-party and third-party data, which empowers a differentiated approach to digital advertising. Overall with programmatic buying, KLM has improved the efficiency of their media spend and ROI.

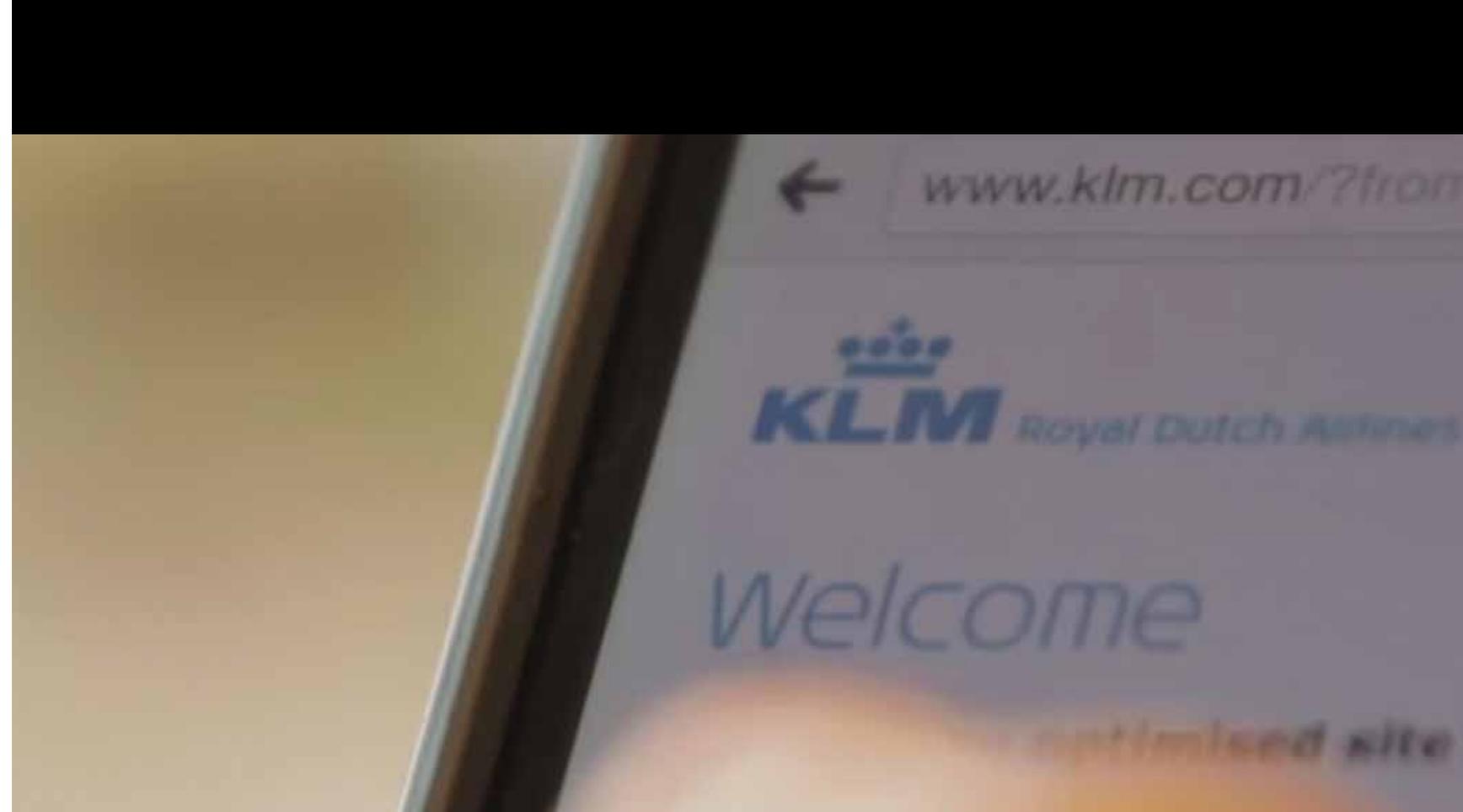


50%

Lower CPA

200%

ROI increase



Great marketing starts and ends with the audience

A strong foundation of audience insights is critical to programmatic buying success. The efforts that brands invest in understanding their audience, such as getting audience data, organising insights across channels and screens, and acting on the insights, will help them be relevant when it matters most. Consumers will reward this relevance with their purchases, loyalty and brand advocacy.





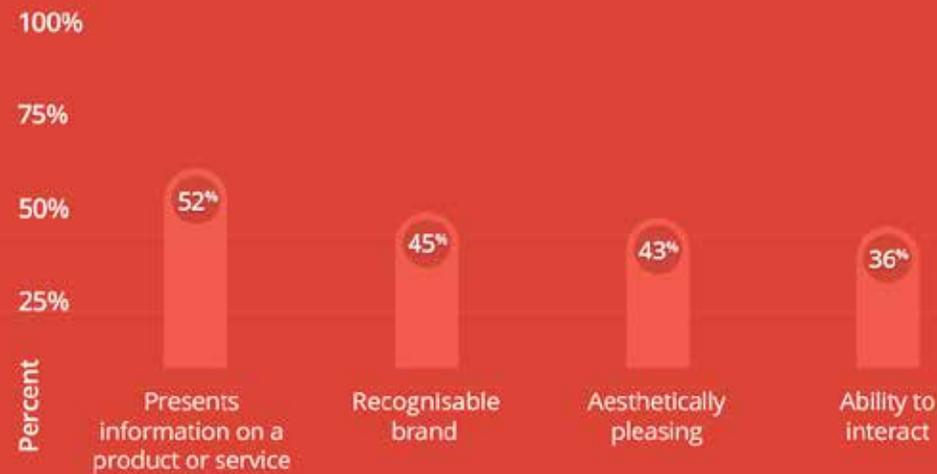
Step 2 DESIGN

Engagement comes more easily
when creativity and technology
work together

Design compelling creative

Bringing a brand to life in digital means merging the power of technology with the impact of creative. At the heart of brand advertising is a great story told with compelling creative. Audience insights fuel creative development, and technology ensures that ads work across screens to reach and engage the right audiences. By harnessing the power of technology to develop relevant, engaging experiences, brands increase their appeal and, ultimately, get rewarded.

Important features for driving ad engagement⁴



Audience insights make ads personal and real-time

Brands can use audience insights to customise ads in the moment they are served, bringing a relevant creative experience to every viewer. Insights on audiences, including the content they enjoy, the channels they spend time with and the devices they use, can help creative teams build ads that resonate.

Cross-channel, cross-device ads put audiences first

Audiences divide their time across channels and devices, so it's important that brands' creative executions aren't confined to channels or screens in silos. Signals about the device and environment (web or app) on which an ad will show can inform the creative so it's relevant to the user. The best cross-channel, cross-device creative executions meet audiences wherever they are, in the most engaging format for that context.

Scale engagement across your campaigns

Creative agencies spend a lot of time designing and hand-coding custom creative executions, such as homepage takeovers, for digital campaigns. Brands can bring that same high-quality creative to all of the ad placements in their display campaign. Creative agencies have powerful tools at their disposal today to accomplish this at scale.

Why it matters

Despite being exposed to more advertising than ever, today's consumers are in control. They reward relevant messages with engagement, and penalise one-size-fits-all messages by tuning out. When they do engage, they like to control when, where and how. They're constantly connected via smartphones, tablets and computers. In addition, they often shift between devices - choosing the best digital companion for the moment. For these reasons, advertising creative should not just be compelling and relevant, it should also speak to an audience across channels and screens.

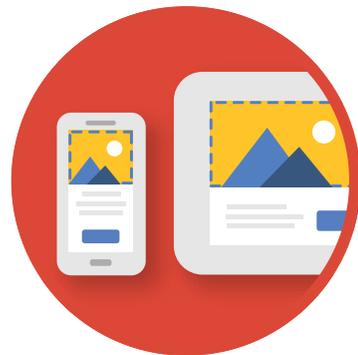
Brands and their creative teams are now tasked with creating experiences that run seamlessly across screens, that take full advantage of the capabilities of each screen and speak directly to their intended audience.

And programmatic buying can deliver these messages to audiences one impression at a time, providing relevant brand experiences to audiences, wherever they are.

Although 40% of screentime is spent within a mobile environment, only 11.8% of UK advertising spend is on mobile.⁵

To guarantee that the ads you pay for actually appear and look great on all screens, you should insist to your ad agencies that your advertising creative be developed in a mobile-compatible format. And the one open, industry-standard, universal format for building mobile-ready creative is HTML5.⁶

Setting up for success



1. Build once, run everywhere

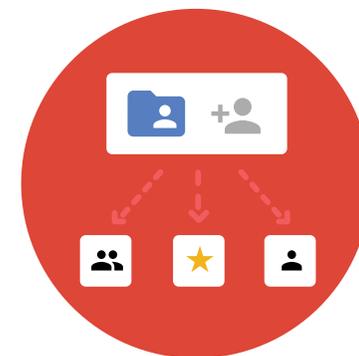
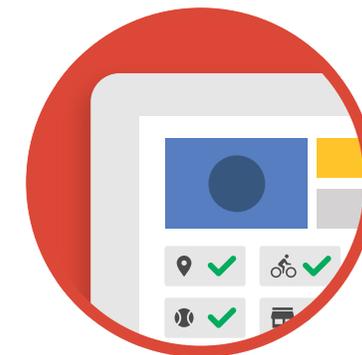
Build HTML5 creative that can work on multiple devices and in multiple channels at all times. Customise some creative units to the unique characteristics of mobile devices by using features such as the touch screen, accelerometer, location-based information, and call functionality. Then, use programmatic buying to put creative to work at all times across all screens.

Keep in mind

There are more people in HTML5-compatible environments than in Flash-compatible. Still, 84% of ad units are built in Flash.⁷

2. Make it personal with “smart” creative

Build a logic-based ad with dynamic creative to deliver the most relevant ad for each viewer, in real-time. The ad can use signals from a brand’s organised audience insights, such as demographic, location and interest-based signals, to make each ad impression compelling to its viewer. To accomplish this, creative, analytics, and media teams need to be involved in conversations from the outset of a campaign to ensure a shared understanding of the data and targeting options that will inform the media buy.



3. Share campaign insights to empower creative evolution

Establishing a feedback loop will help others understand which ad sizes, formats, and special features work best. Share campaign insights with creative developers, designers and creative directors so they can optimise the creative strategy. They’ll find value in knowing which creative assets have the best engagement, which videos have the best completion rates, which permutations of dynamic creative get the most attention, and any brand lift results that may be available so that they can continue to develop and iterate the creative that’s most effective.

CASE STUDY

Talk Talk

One of U.K.'s largest broadband and voice providers, TalkTalk Telecom Group, and their creative agency 22Design, used HTML5 creative and programmatic buying to boost campaign performance across screens. The goal was to maximise reach, and lower costs. Noticing their Flash ads weren't rendering properly on mobile, TalkTalk realised they were showing suboptimal creative (static backup images) to their audience. To fix this, 22Design used Google Web Designer and the DoubleClick Digital Marketing platform to build and run HTML5 ads instead of Flash. This reduced backup images from 7% to just 0.5%, and opened up a new area of inventory: mobile programmatic. TalkTalk expanded their programmatic buying strategy, ultimately lowering the campaign's effective cost-per-action (eCPA) by 12%.



93%

Reduction in backup
images

12%

Lower CPA

TalkTalk



Engagement comes more easily when creativity and technology work together

To produce consistently compelling creative, brands can use audience insights to fuel creative strategy, perform real-time creative optimisation and empower creative iteration. Technologies like HTML5 and dynamic creative can make ads both smart and engaging. Programmatic buying can deliver ads to all devices and all channels, at all times. Bridging the power of technology with the impact of creative can be powerful drivers of brand impact.

Step 3 EXECUTE

The real opportunity is in creating unified, cross-channel digital experiences



Execute with integrated technology

When programmatic buying is done on an integrated technology platform, it can deliver brand messaging even more efficiently and effectively to audiences across channels and devices. Integrated technology considerably enhances the value of audience insights and creative ads by helping brands evaluate, purchase, activate and measure media on a global scale, in real time.

Agencies can decrease process time by up to 33 percent by shifting to a united platform⁸



75% of marketers and agencies believe that an integrated platform can meet all their marketing needs.⁹

Why it matters

Integrated technology maximises digital investments by getting them to work together towards more complete audience insights, better brand results, and more efficient use of marketing resources. It enables digital media to be bought, optimised, and measured across all channels including search, display, mobile and video. Additionally, it helps brands make better decisions by providing a unified view of audience engagement across these channels. By working with a platform that unifies digital marketing efforts, brands take an important step toward the holy grail to connect with users seamlessly across channels and optimise their media mix.

Technology silos can fragment efforts and limit success

Brands have an abundance of digital marketing solutions to choose from. The average number of ad technology platforms deployed by organisations grew to 4.7 in 2013, according to a survey by Illuminas Research. There could be a lot of waste in spreading efforts across multiple platforms. Further, only 51% of buyers believe they are fully utilising the systems they already have.¹⁰

Integrated technology can streamline efforts and maximise success

Integrated technology makes processes quicker and easier for marketing teams and provides a unified view of audience engagement. The Boston Consulting Group found that advertising agencies suffer more than 25 inefficiencies and pain points in the management of digital advertising campaigns. The study also found that a unified platform can greatly improve workflow efficiencies - by up to 33% - making campaign management much more successful.¹¹

Global scale empowers localised operations

Brands can deploy a central integrated platform and operationalise it locally. This lets teams benefit from global commonalities while individual teams can activate by geography such as by region or country.

Setting up for success

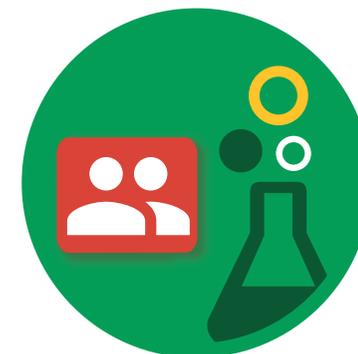
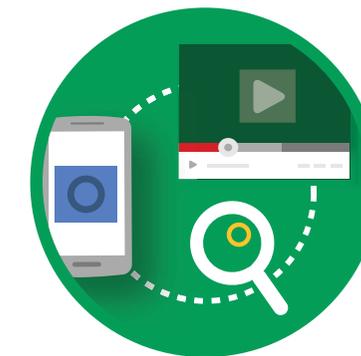


1. Identify a preferred partner for programmatic buying

An integrated approach to programmatic buying enables brands to run relevant, compelling creative in real time, while deriving maximum value for each marketing dollar. Start by identifying a preferred programmatic partner who can scale globally across all media channels and business units to provide a single source of truth for digital marketing.

2. Integrate programmatic buying into broader efforts

Unifying marketing efforts starts with an integrated platform that can manage programmatic buying within the broader digital context (including search, reservations display, mobile and video). And because the digital landscape is constantly evolving, use an open and neutral platform that enables the integration of other components, to address marketing needs as they evolve. Get one source for audience insights, one control centre from which to execute campaigns, and unified reporting across channels, devices and formats. This brings marketers one step closer to seamlessly optimising across digital channels. With this unified view, brands can unify budgets and apply insights gained from digital marketing more effectively across other product and business lines.



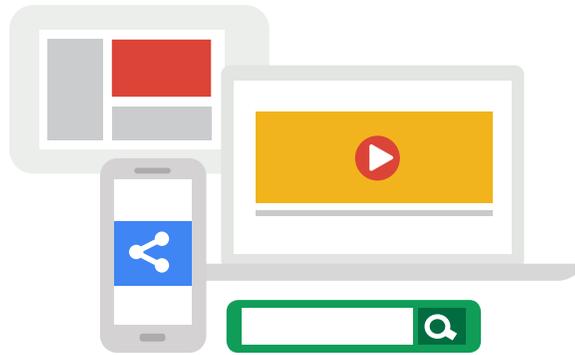
3. Test and learn

Programmatic gives you the ability to try new ideas, gather feedback and quickly act on results. Try reaching audiences programmatically as if they're a global focus group or test ideas on a small scale before going big. Use the real-time feedback loop to its maximum advantage and optimise to drive significant uplifts in results.

CASE STUDY

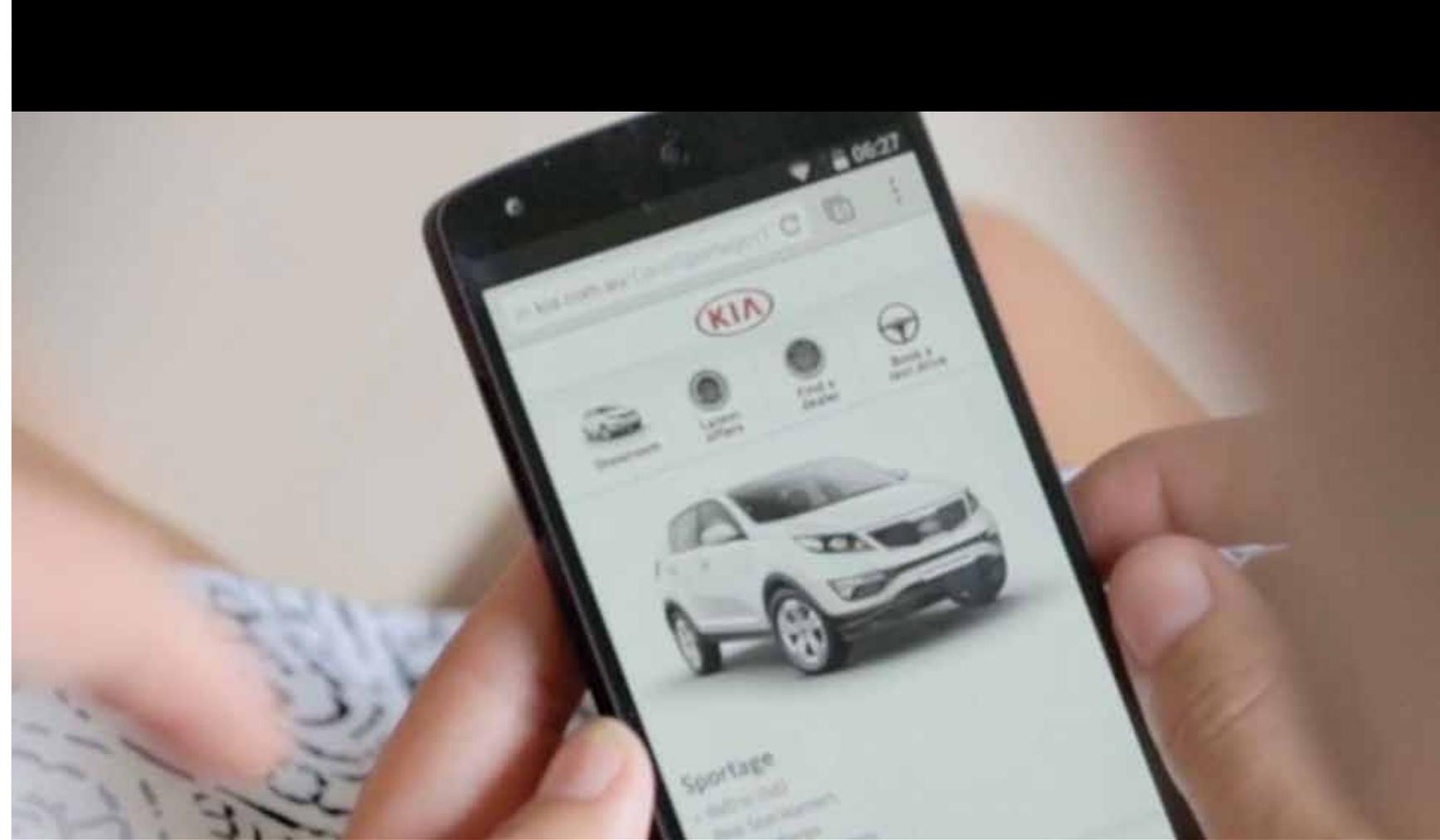
Kia

Kia, one of the world's largest vehicle manufacturers, wanted to better understand and optimise its marketing investment to address the fast-changing behaviors of car buyers. The company used DoubleClick Digital Marketing to simplify and more accurately measure the impact of its strategies across channels. The unified platform helped Kia eliminate multiple silos of data, remove discrepancies and develop a holistic view of the consumer. As a result, Kia achieved a 30% improvement in cost per action (CPA).



30%

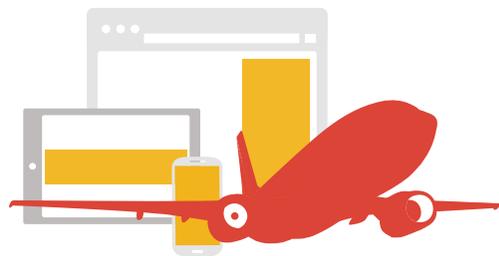
Lower CPA



CASE STUDY

Gol Linhas Aéreas

Brazilian airline Gol Linhas Aéreas wanted to increase ticket sales by engaging the country's thriving online market of 100 million people. The airline and its agency, AlmapBBDO, realised they needed a better understanding of how their online ads were reaching and influencing potential fliers across every channel. Using the DoubleClick Digital Marketing platform, they were able to integrate workflows, create targeted messages and measure the overall impact of their digital marketing. Gol especially liked that it could precisely understand which channel had reached its limit and when it should change budgets to achieve better performance. As a result, Gol doubled its return on ad spend.



56%

Increase in sales

2X

Return on ad spend

100%

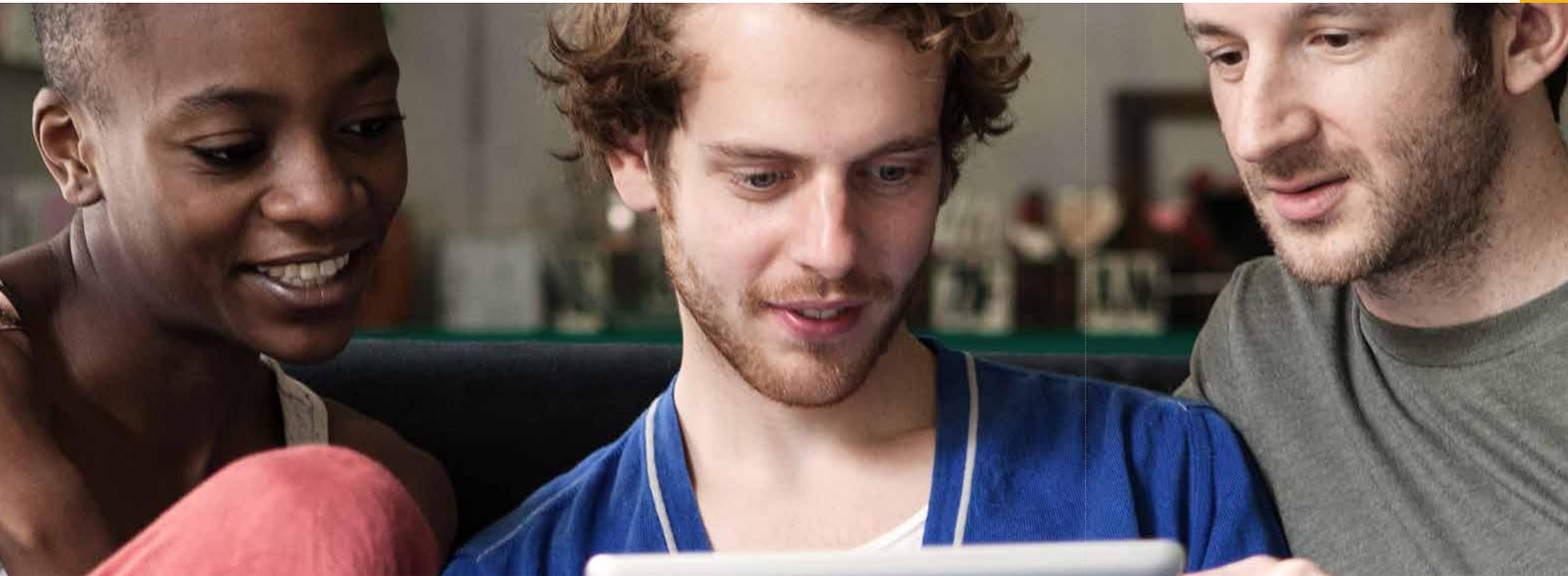
Increase of revenue over the same period



The real opportunity is in creating unified, cross-channel digital experiences

Unifying efforts with an integrated platform can help brands execute successfully. Integration maximises audience insights, improves brand results and drives operational efficiency while helping brands tell cohesive stories that span multiple touchpoints across many channels and devices. In addition, a unified platform can help prevent silos from forming around the way that brands buy, the channels that they use, the screens that they create experiences for and even the regions that they operate in. Overall, it unites a brand's efforts to win in the moments that matter.





Step 4
REACH

Be there in the moment of
opportunity on any screen
and in any channel

Reach audiences across screens

Programmatic buying helps brands engage audiences, wherever they may be at any given moment. The most fitting impression for a brand campaign could be on any screen, such as a smartphone, tablet, or desktop screen, or in any channel, such as display, mobile web, in-app or video.

With the reach programmatic has across screens, channels and formats, it can make a real-time decision to show a mobile video ad to one person, while showing a display ad on a tablet device to another -- based on what will drive the best impact. Not only does programmatic enable reach across devices and channels but the emergence of premium inventory available through programmatic buying ensures brands connect with their audiences in brand-safe environments. And as newer inventory - like linear TV - becomes available programmatically, brands will enhance their campaigns with this high-impact form of premium inventory. In the not-so-distant future, brands will use programmatic buying to evaluate premium inventory such as this on a level playing field with all other media channels, and have even greater flexibility to reach the right person, at the right moment, in the right context.

More programmatic buys are now happening across channels and ad formats.¹²



Why it matters

Advertising programmatically makes it possible to deliver a brand's message across screens at the best moment of opportunity while leveraging the unique attributes of different devices. Brands no longer have to decide ahead of time where their message will get the best response. Instead, their ads can fluidly reach each person in their audience at the best time, place and channel for that person. If that happens to be in the morning, on a smartphone, on YouTube, then programmatic buying can deliver a mobile video ad. If that happens to be during prime time TV, on a tablet, on a news website, then programmatic buying can deliver an HTML5 ad. Further, as audiences adopt new types of connected devices and consume content in new ways, programmatic technologies will adapt to those, too.

Keep in mind

If your brand is thinking about search, display, mobile and video separately, then you're not thinking like your consumer.

Setting up for success



1. Transition digital buying to programmatic buying

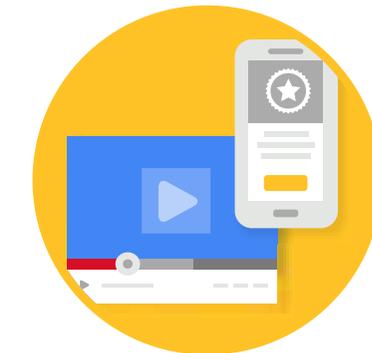
Consider using programmatic buying when possible for digital buys. Depending on the desired mix of control and scale, brands can use the optimal buying option, be it open auction or programmatic direct buys.

i Programmatic is going premium

The number of private exchanges running on Google systems has nearly doubled year-over-year¹³

2. Unify display, mobile and video campaigns

Programmatic allows brands to focus on the audience, and move formats and channels to the background. Programmatic offers efficient access to the skyrocketing amount of high-impact mobile and video inventory available.



i Programmatic mobile snapshot

138% projected industry mobile programmatic growth in 2015¹⁴



3. Have multiple ad formats ready to use

Prepare dynamic ads to run in all ad sizes, build them using HTML5 to deliver ads across screens, and produce video ads for programmatic placement. Look for opportunities to pair highly creative units to programmatic direct deals. Use programmatic buying to deliver the ads.

CASE STUDY

Burberry

In 2013, luxury fashion brand Burberry delivered Burberry Kisses – a beautiful, emotional experience across screens, executed with engaging HTML5 creative and programmatic buying. The campaign included “kissable” desktop and mobile display ads that allowed users to send messages to loved ones, sealed with their own kiss. Burberry negotiated programmatic deals with select publishers for the campaign. Thanks to HTML5 creative, Burberry delivered this experience at scale in a true “build once, run everywhere” fashion. The campaign achieved high engagement levels, with people in over 13,000 cities sending a kiss in the first 10 days. It also increased searches for the “Burberry kisses” keyword on Google.com by over 250,000.



13k

Cities sent a kiss
within first 10 days

253k+

Searches for “Burberry
kisses” on Google.com





Be there in the moment of opportunity on any screen and in any channel

Programmatic buying may have started with open exchanges and real-time bidding, but it has quickly advanced beyond that. Programmatic direct methods of buying have emerged to meet the needs of brand buyers. A greater diversity of inventory than ever before is now available in display, mobile and video. And with skyrocketing growth rates of both mobile and video, programmatic buying will soon meet the needs for the majority of inventory demands across screens.

Step 5 MEASURE

Programmatic buying is a leap forward to integrated, actionable measurement



Measure the impact

With the abundance of audience and campaign insights that programmatic buying provides, brands can get better answers to their questions and make better decisions than ever before. In the area of brand measurement, brands can finally understand if their ads were seen and if they reached the right audience. They can learn what audiences thought about their ads and if they changed perception. Also, they can review what audiences did as a result of seeing their ads. In the area of attribution, it's now possible to analyse the purchase path and understand which of the many audience touchpoints influences action the most. In addition, brands now have access to measurement and attribution solutions that are user-first, open and actionable.

User-first Effective measurement solutions are rooted in audiences insights.

Open The industry must collaborate on accessible, universal and meaningful metrics.

Actionable Effective solutions include real-time metrics that let brands optimise campaigns immediately, not in weeks or months.



84% of marketing and advertising professionals say better measurement would increase digital spending by 25% or more.¹⁵

Why it matters

Brands know measurement is important because they use it to evaluate their media investments and improve their media and creative strategies. What's different today is that programmatic buying and integrated platforms enable speed and actionability of measurement. These ad technologies power a real-time feedback loop that helps brands make every impression and every digital interaction smarter than the last. Brands no longer have to settle for reports that are available days, weeks or months after a campaign runs. Instead, programmatic technologies provide real-time insights and optimise automatically.

Chrome maximised brand visibility with the use of ActiveView targeting on DoubleClick Bid Manager. Viewable impressions nearly doubled while viewable CPM decreased by 50%.¹⁶

Setting up for success

1. Get brand ads in view

A display impression counts as viewable when 50 percent of an ad unit is in view on a screen for a minimum of 1 second. Use programmatic buying to target viewable impressions and ensure ads are seen.

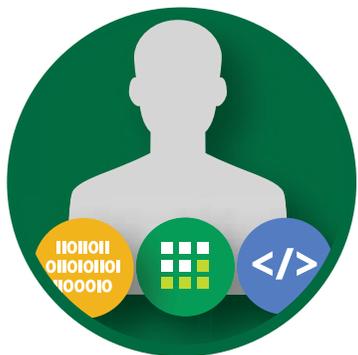


Did you know?

56.1% of all impressions are not seen.¹⁷

2. Understand audience reach and composition

Use an integrated digital GRP tool to measure if campaigns are reaching the right audience in real time and make adjustments if they aren't.



3. Measure brand lift in real-time

Use integrated survey lift tools to generate real-time feedback on ad recall and brand awareness. Use the results to learn, for instance, what frequency maximises ad recall and which audiences drive the highest lift in brand awareness. Also study search lift, which measures how brand ads change search behavior among exposed audiences. Go beyond traditional clicks and conversions to discover which ads resonated the most and measure intent in the form of incremental related searches. Share survey lift and search lift results with creative and brand strategy teams to iterate and improve upon digital campaigns.



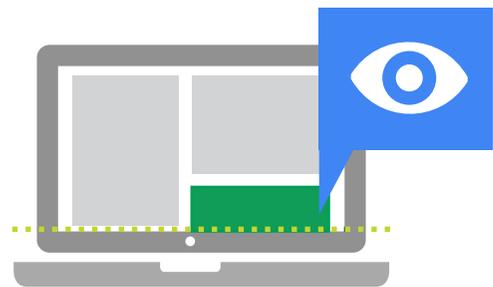
4. Use a custom attribution model

Invest in custom cross-channel attribution models to understand all digital touchpoints, not just the touchpoints that produced the last click, and how they drove conversions. Test different custom models to find which provides the most accurate view of effective touchpoints. An effective touchpoint is one that is doing the most to influence audiences to take action.

CASE STUDY

Kellogg Company

The Kellogg Company is the world's leading cereal company, second largest producer of biscuits, crackers and savoury snacks, and a leading North American frozen foods company. With over a dozen brands to manage, the company uses programmatic buying with DoubleClick Digital Marketing to deliver the right message to the right person based on insights about their consumer. DoubleClick has made it easy for Kellogg to optimise their three key performance indicators (KPIs), which are viewability, targeting index and frequency. For example, when Kellogg focused on optimising their media for views, their ad viewability went from a 56% viewability to upwards of a 70% viewability. The unified buying platform gives Kellogg's the confidence that programmatic buying is an efficient and effective way to engage their consumers.



25%+

Higher ad viewability

3X

Better targeting



Programmatic buying is a leap forward to integrated, actionable measurement

Programmatic buying enables innovations in measurement that help brands deeply understand the impact of their digital marketing efforts in real-time and act on these insights quickly. Capabilities such as viewability, digital GRP, brand lift, organic search lift and attribution modelling change brand measurement from a digital weakness to a digital strength. These innovations help brands get very close to the aim of having digital brand measurement that's as actionable as direct response measurement is today.





The road ahead

Soon, all brands will be confident in their ability to use programmatic buying to engage and move audiences when it matters most. Using the five key steps for programmatic success, they can organise audience insights, design compelling creative, execute with integrated technology, reach audiences across screens and be able to measure the impact.

Brand Love. Delivered.

Checklist



Step 1

ORGANISE

Organise audience insights

Be relevant in the moments that matter by organising audience insights, owning customer data and appealing to what the audience wants. Consumers will respond with their purchases, loyalty and brand advocacy.

- 1 Gather your audience data using a tag management system that can organise your audience interactions across all touchpoints.
- 2 Get a cross-device, cross-channel view by aggregating insights from historical and real-time sources of insight including digital analytics data, offline data, CRM data, campaign data, first-party and third-party data.
- 3 Regularly analyse audience, creative and media insights to learn what's working and what's not and take instant action to improve campaign strategies.

Step 2

DESIGN

Design compelling creative

Get creativity and technology working together so that audience insights inform creative in real-time, ads render across screens and programmatic technologies deliver relevant, engaging ads.

- 1 Build creative that is ready for all screens and all channels at all times. Include HTML5 creative and creative units that take advantage of the unique characteristics of mobile devices.
- 2 Use dynamic creative to deliver the most relevant ad for each viewer, in real-time.
- 3 Share campaign insights with creative teams so that they can optimise the creative strategy.

Step 3

EXECUTE

Execute with integrated technology

Use integrated technology to evaluate, purchase, activate and measure media on a global scale in real time. Technology considerably enhances the value of audience insights and creative messaging by efficiently and effectively delivering brand messaging to audiences across channels and screens.

- 1 Select a preferred programmatic partner who can globally scale across all media channels and business units to provide a single source of truth for digital marketing.
- 2 Unify marketing efforts with an integrated platform that provides consolidated audience insights, one control center from which to execute programmatic and reservation campaigns, and unified reporting across channels, devices and formats.
- 3 Use programmatic buying to test and learn by trying new ideas, gathering feedback and quickly acting on results.

Step 4

REACH

Reach audiences across screens

Use programmatic buying to engage audiences, wherever they may be at any given moment, on any screen, or on any channel.

- 1 Use programmatic for all digital buying using a combination of open auction and programmatic direct methods.
- 2 Focus on accessing audiences, wherever they may be – on display, mobile or video – through programmatic buying.
- 3 Prepare ads to run in all ad sizes, build them using HTML5 so they can run across screens, and produce video ads for programmatic placement.

Step 5

MEASURE

Measure the impact

Adopt user-first, open and actionable brand measurement and attribution capabilities to make sure consumers see ads, understand how ads impact consumer perception and measure what consumers do after ad exposure.

- 1 Use programmatic buying to target viewable impressions and ensure that ads are seen.
- 2 Understand audience reach and composition with an integrated digital GRP tool.
- 3 Use brand lift tools to generate real-time feedback on ad recall and brand awareness. Use these results to iterate and improve digital campaigns.
- 4 Find the attribution model that provides the most accurate view of all digital touchpoints, informs how each touchpoint relates to conversions and uncovers the most effective touchpoints at influencing audiences to take action.

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