# General Motors – Global Media & Marketing Services Operating Model Transformation (12+ yrs)

## Challenge:

General Motors (GM) needed to navigate a rapidly evolving automotive landscape with complex global and local dynamics, including regulatory differences, varying EV adoption rates, and a mix of traditional and direct-to-consumer sales channels.

## Solution:

Dentsu provided a tailored global operating model that harmonises centralised governance with localised agility. This model includes a three-tiered structure with a Global Core Team driving strategy, Regional Centres of Excellence offering specialised expertise, and Local Market Teams executing on-ground initiatives.

Our "one dentsu" approach has seen GM become the biggest user of dentsu Connect which allows for centralised data management and tech-enabled collaboration which ensures consistent media and data standards across markets. It has been established as a shared platform between the dentsu and GM client teams, fully integrated with GM managed platforms

US proved instrumental in GM's European re-entry for Cadillac's DTC EV lineup, significantly elevating brand consideration and purchase intent.

## Outcomes:

Dentsu's unified model delivered impressive results for GM:

- Enhanced brand metrics: Boosted Cadillac brand consideration from <2% to 15% and doubled industry benchmarks on test-drive-to-purchase conversion.
- Efficiency gains: $67M in global resource optimization and $1.3B in productivity gains over last 10 years.
- Operational accuracy: 99.98% monthly data accuracy, providing a reliable foundation for data-driven decisions across GM's global markets.
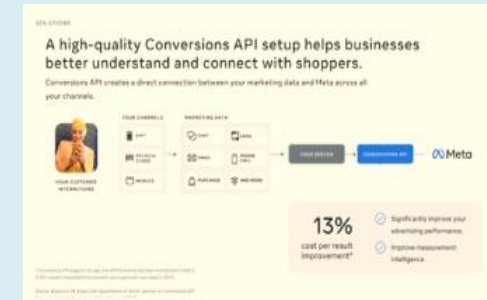
## Why is this relevant to Santander:

The GM desired state of a unified model bringing central and local priorities together under one solution has many of the hallmarks of the Santander transformation.

The deep integration and use of the Merkury platform to fuel all marketing operations for audience, media / creative and data prove the scale and capability of Merkury for the Santander use-case.
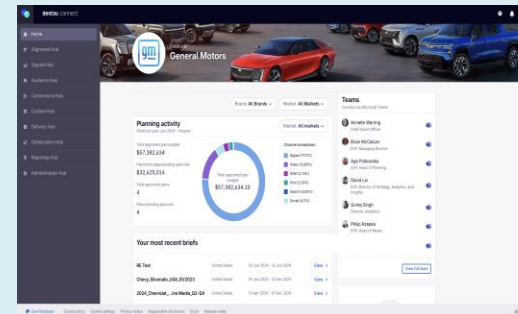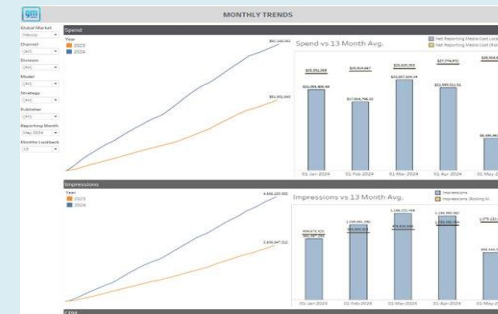
Centralized Knowledge Hub

Global Education Series

A Single Operating System: GM Connect

Global Performance Dashboards

**Why relevant to Santander:**

- Unification of global/local
- Dentsu Connect adopted at scale
- Merkury as the full funnel planning and execution framework
- Shared operating system used both by dentsu and client

# Heineken – A Partnership that Drives Digital Transformation (7+ yrs)

## Challenge

Heineken sought a strategic, long-term partner to consolidate and accelerate its global media and marketing operations to keep pace with digital transformation and create more effective consumer experiences. The primary goals included enhancing digital and MarTech capabilities, improving marketing efficiency, and creating a seamless global-to-local operational model.

## Solution

We designed a global agency network, custom-built for Heineken, named 'dentsu Red Star'.  Operating in 60+ markets, it is managed through a consistent data and technology spine and houses our best-in-class talent and capabilities from Media and Production.  By doing this we established a globally consistent agency platform to collaborate with the multiple creative agency partners that the Heineken brands work with. Key initiatives included:
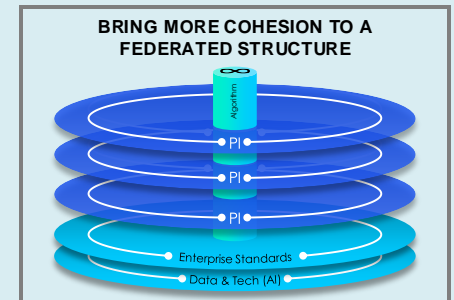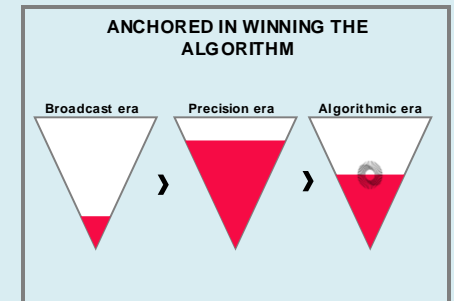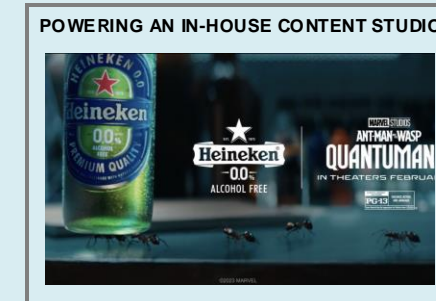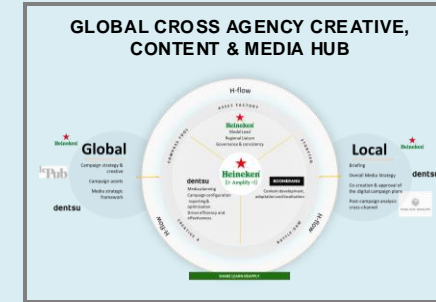
- Integrated Experiences: Launch creative projects like the Metaverse experience for Heineken Silver, which merged brand, tech, and gaming.
- Future-Ready Operations: Implemented a global addressable media and content hub model to activate against live global sporting and cultural moments, with standardized tech and operational tools for campaign management, optimising efficiency and scale.
- iDDM Rollout: Train 750+ team members on individualized data-driven marketing (iDDM) principles to enhance personalized consumer engagement
- In-House Production: Establish agile, cost-efficient

in-house studio to expedite creative output.

## Outcomes

Through our ongoing collaboration, Heineken has achieved significant digital maturity and operational advancements, including a few highlights:

- Improved Digital ROI: A 56% increase in digital ROI within the first year.
- Heineken achieved significant digital maturity and Enhancement: Closed the capability gap by 50-60% in year one, with 86% of digital spend now using iDDM best practices.
- Accelerated global consistency: The streamlined global-to-local model scaled efficiency, reduced costs, and empowered local teams with rapid access to global talent and resources.
- Dentsu's integrated approach, strategic governance, and technology-driven solutions have empowered Heineken to innovate and grow in a dynamic, digital-first landscape.

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GLOBAL CROSS AGENCY CREATIVE, CONTENT & MEDIA HUB

BUILDING EXPERIENCES THROUGH CREATIVE & MEDIA

POWERING AN IN-HOUSE CONTENT STUDIO

ANCHORED IN WINNING THE ALGORITHM

EXPERIENCE PLANNING

BRING MORE COHESION TO A FEDERATED STRUCTURE

## Why relevant to Santander:

- A 60+ market global operating model – bespoke for Heineken
- A consistent data & tech spine
- Integrated Media and Production talent and capabilities
- Accelerated digital transformation

# Hilton – Ongoing Global Media & Audience Growth Partnership (3+ yrs)

## Challenge

Hilton, a global brand with high awareness and consideration, aimed to connect more deeply with new growth audiences.

Despite having strategic partnerships, including a long-standing relationship with McLaren Racing, Hilton's campaigns were fragmented across various partners and lacked a unified approach that could strengthen brand equity and relevance, especially within the sports and entertainment culture.

## Solution

In 2022, dentsu was appointed to lead Hilton's global activation efforts across creative, media, and production. Using a cohesive "One dentsu" team, we developed an integrated global partnership strategy focused on maximising Hilton's relationship with McLaren Racing.

This included creating unified, track-to-social experiences for F1 fans, amplifying Hilton's hospitality expertise, and harnessing brand ambassadors for increased engagement. The single media, creative, and production solution streamlined content delivery across platforms to ensure rapid, consistent brand presence.

## Outcomes

- Within first 12 months, dentsu's partnership with Hilton across over 20 markets achieved 50 million engagements and 500 million views
- Alone, dentsu's campaign for the 2023 Las Vegas Grand Prix became Hilton's most successful, generating 15 million engagements and 98 million views
- A highlight activation was the "Vroom Service" campaign celebrating F1 driver Lando Norris's birthday, where Hilton engaged fans in real-time via polls & interactive content.
- The campaign garnered cultural momentum, with responses from fans, rivals, and even a congratulatory message from Paris Hilton, cementing Hilton's cultural relevance and strengthening its appeal to new audiences.

## Our Integrated Approach

This demonstrates our integrated approach by consolidating Hilton's fragmented campaigns into a cohesive strategy led by a "One dentsu" team, enhancing brand presence and cultural relevance across a global and local audience.

**15,000,000 ENGAGEMENTS**

**98,000,000 VIEWS**

## Why relevant to Santander

- Global Media & Audience Growth
- Global & Local Creative at Scale
- Consolidation of Fragmented Campaigns into Cohesive Strategy

# Intel – Ongoing global integrated media & marketing services partnership



## Challenge

Intel, a globally recognised tech brand, faces the challenge of reconnecting with new and emerging audiences. While Intel has established itself through groundbreaking innovations and strategic initiatives, its campaigns have become fragmented, spread across multiple channels without a cohesive approach.

This lack of integration has weakened Intel's brand equity and relevance, especially as it seeks to resonate within the fast-evolving technology, entertainment, and innovation culture.

## Solution

In 2022, we partnered with Intel to lead a new global brand campaign across creative, media, and production. Using a unified team approach, we developed an integrated strategy focused on revitalising Intel's brand and cultural relevance.

This included creating a cohesive, end-to-end campaign framework that connected Intel's legacy in computing with the excitement of emerging technologies like 5G, AI, and cloud computing.

We crafted a full-funnel experience, leveraging Intel's iconic status to engage both loyal and new audiences.

This single media, creative, and production solution streamlined messaging across platforms, ensuring a consistent and impactful brand presence that reintroduced Intel's story to today's innovators and future tech leaders.

## Outcomes

Key benefits realized include:
- 75% uplift in engaged audience
- 16% uplift in association to innovation
- 81% increase in product interactions
- 16% uplift in brand favorability

## Our Integrated Approach

This highlights our integrated approach by demonstrating how a unified team can overcome fragmented brand communication. Through a collaborative approach that spanned creative, media, and production, we delivered an end-to-end campaign that reconnected Intel with both loyal and emerging audiences. By aligning Intel's heritage with new tech innovations like 5G, AI, and cloud computing, we ensured a consistent brand narrative, reinforcing Intel's cultural relevance and strengthening its brand equity across diverse platforms.

### Why relevant to Santander

- Global & Local Brand & Marketing Services
- Cohesive, End-to-End Campaign Framework
- Innovation-led automation & efficiencies

# Financial services case studies

# American Express – **Multi-year global Creative AOR** and **Integrated Marketing Services partnership**

## Challenge

The American Express brand was losing relevance with a new, younger audience who increasingly perceived it to be an exclusive "members-only" club for older generations. Moreover, the category had increasingly become functional, transactional, and short term. Additionally, AMEX could not connect prospect and customer experiences across channels, thereby further diminishing the brand and offer proposition.

Our task was to reinvigorate the AMEX brand by giving it a behavioural platform that would appeal to a new generation and drive future innovation and experiences. Not to mention, this was the first time the company rolled out a Land unified campaign to be executed consistently on a global scale across all audiences, internal (employees) and external (cardmembers and prospects).

## Solution

Repositioned American Express from a focus on exclusivity ("belonging") to inclusivity ("backing"), using the platform "Don't Live Life Without It" (B2C) and "Don't Do Business Without It" (B2B).

- Centralised global marketing functions and simplified the agency partnership model to ensure brand consistency across markets.
- Drove full funnel thinking from across brand to acquisition to early engagement and then loyalty to ensure maximum impact
- Developed a flexible global/local partnership model allowing Amex teams to retain ownership while leveraging dentsu's creative resources.
- Rolled out the platform in phases, beginning with internal advocacy, a multi-market launch, and gradual

global expansion to guide customer service, CX innovation, and product propositions.
- Partnered closely with Amex team to drive enhanced digital experiences - building out the Amex Experience App, UX, design, copy and content strategies, site builds, test and learn functionality and future facing strategy with the 'site of the future'
- Developed a central identity platform that connected prospect and customer 1st / 3rd party data, as well as supported model scoring, to provide real-time offers and content.
- Scaled & integrated addressable media and direct marketing based on data signals and insights from AMEX site interactions.

## Outcomes

Partnership delivered exceptional results, marking the client's most significant growth period:
- Adopted in 47 markets – American Express's first-ever global campaign.
- Drove generational relevance with 60% of consumer acquisitions from Millennials / Gen Z in 2023
- Improved brand rankings: 23rd in Interbrand's Best Global Brands. Recognized Fortune's most admired brand.
- 22% increase in brand value over two years following a three-year decline.
- 5x increase in content engagement across digital channels.
- 59% match rate of prospects (95% match of customers) leading to an 18% lift in model targeting, and a 10% increase in product conversion rate.

## Global & Local Market Campaigns



## Model shift



Federation → Fusion
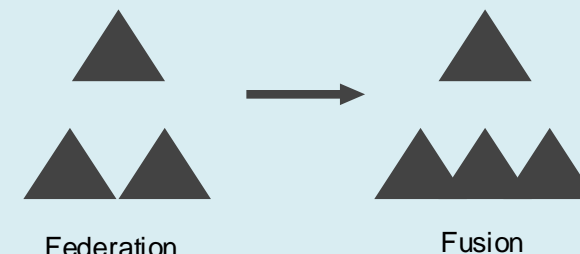
## Why relevant to Santander:

- Global Creative AoR
- The first time Amex rolled out a singular brand platform and operating model across all markets.
- Complex global & local market operation (10 global business units / 50+ markets)
- Data & Identity-driven experience orchestration

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# Additional examples of our long-standing Transformation **partnerships in Financial Services**

## SoFi

**Sub-Sector** Digital Banking / Lender / Payments

**Partnership Tenure** 10 years

**Markets** US

**Challenge** Accelerate prospecting opportunities by driving efficiency, improving conversion, optimizing omnichannel processes, and transforming the customer journey across channels.

**Solution** Designed an innovative cloud-based marketing platform to orchestrate data and behavioral-based signals to optimize prospect targeting across all channels – direct, media, and site. dentsu migrated a complex on-prem database to the cloud, developed personalized site experiences, and built a multi-phased experience roadmap.

**Outcome** 2x - Increase in omnichannel conversion; 60% - Efficiency gains from workflow throughput

**Capabilities Utilized** Consumer Data, Audience Segmentation, Analytics, Creative, Digital Media, Cloud Database.

## LARGE US-HEADQUARTERED, GLOBAL BANK

**Sub-Sector:** Banking / Wealth Management

**Partnership Tenure:** 17 years

**Markets:** US, APAC, EMEA

**Challenge:** Scale and operationalized a global-to-local media engagement to flexibly support B2B and Consumer media buying and planning. Additionally, optimize the development of digital experience (landing pages) to improve pull-thru conversion.

**Solution:** Engagement in an agile framework allowed for leadership within the divisions and fluidity amounts the execution teams. Further, developed a cloud-based martech platform to accelerate data orchestration for customer and prospect experience optimization.

**Outcome:** Increased campaign efficiency (time to deliver), lowered resource headcount 25%, reduced execution errors to 99%+ accuracy, improved digital engagement conversion by 5%.

**Capabilities Utilized:** Digital Media, Analytics, Creative, Consumer & B2B Data, CDP, Cloud Database, Multi-market.

## DAI-ICHI LIFE / Protective

**Sub-Sector:** Life Insurance / Wealth Management / B2B

**Partnership Tenure:** 12 years

**Markets:** APAC, US

**Challenge:** Consolidate agency services for full-funnel creative, media, planning, and ABM/X orchestration to accelerate the Financial Professional adoption of wealth management and life insurance products and services.

**Solution:** Developed integrated, omni-channel marketing programs centered around targeted B2B audience strategy to identify Financial Professionals best positioned to offer Protective's Life Insurance and Annuity products. Transformational growth driven by the orchestration of B2B ABM/X strategies to ensure engagement now of 'sales choice' between FinPro and Consumer.

**Outcome:** Reduced agency costs by 20%, improved audience (Financial Professional) response by 7.5%.

**Capabilities Utilized:** Creative, Media, SEO, Consumer & B2B Data, Analytics, B2B ABM/X, and Audience Segmentation, Multi-market.

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# Additional examples of our long-standing Transformation **partnerships in Financial Services**

**Sub-Sector** Payments / B2B

**Partnership Tenure** 9 Years

**Markets** US, APAC, EMEA

**Challenge** Scale global B2B media platform for targeted awareness, as well as provide issuer market support to accelerate the launch of a new care portfolio for a top 3 global card issuer.

**Solution** Implemented a global media plan, supported by a nimble resource model, that allowed for the optimization of media planning, buying, and measurement. Additionally, developed experience & email customer journey roadmaps to launch merchant and travel card programs to the entire card base. Built a comprehensive strategy consisting of competitive assessments, research, full customer journey omni-channel road map (acquisition, early-month-on-books, engagement, upgrade, cross-sell, retention, and win back).

**Outcome** 10% media efficiency ratio. Further, the Issuer Marketing roadmaps included: messaging frameworks, offer recommendations, testing plans, measurement frameworks, and personalization requirements. Resulting in a 8% Launch Enrollment rate.

**Capabilities Utilized** Audience Strategy, Creative, B2B Media, Consumer & B2B Data, Multi-market.

**Sub-Sector** Payments / Digital Banking

**Partnership Tenure** 2 years

**Markets** US, EMEA, APAC

**Challenge** Transform their business to focus on digital transactions verses traditional retail outlets. Grow brand awareness and expand consumer perception towards their digital product.

**Solution** Transitioned acquisition focused business from basic media tactics to a full-funnel, data-driven approach. Our broad range of channels included; Paid Social, Online Video, CTV, Digital Display and Out-of-Home.

**Outcome** Our branded media campaigns drove a 93% increase in new site traffic and created a 11% YoY lift in new customers.

Combined with our evergreen acquisition media campaigns, this integrated media approach has created a 38% lift in new customers at a 35% reduction in customer acquisition costs.

**Capabilities Utilized** Audience Strategy, Creative, Brand Strategy, Multi-market, Digital Transformation.

# DTT CASES

# Case Studies

## Our Technical Capabilities work

Pernod Ricard is a new dentsu client, we are completing our first year of an exceptionally successful partnership in the US and have helped them resolve challenges around creative production such as Cost efficiencies and speed to market by harnessing AI. We also work with Pernod in LATAM, Europe, and China for media.

In 2024, Dentsu expanded its best-in-class media solutions for a US fintech client into Latin America, Europe, and China, addressing the challenge of scaling optimized, region-specific content. To achieve this, Dentsu deployed GIA, a proprietary GenAI copy co-pilot crafted for creative teams.

For Sanofi, Dentsu has enhanced global content utilization across local markets by implementing cost-effective, AI-supported transcreation and localization strategies. This approach maximizes the impact of Sanofi's global masters in diverse regional markets, demonstrating Dentsu's complex local and global production capabilities in highly regulated industries.

# Pernod Ricard:

As part of our ongoing Creative Partnership, we've leveraged Adobe Firefly to generate significant cost savings & accelerate speed to market harnessing AI.

## Why Pernod Ricard:

The Pernod Ricard case demonstrates Dentsu's ability to scale content production globally and locally with agility, creativity, and cost efficiency—directly aligning with Santander's needs. Using AI to enhance ideation and accelerate asset creation, Dentsu turned minimal resources (e.g., only bottle shots) into engaging, high-quality social media assets, maximizing creative possibilities with speed and efficiency.

## Challenge:

Pernod Ricard needed a creative partner to transform limited assets into high-quality, scalable, and cost-efficient social media content for global and local markets.

- o Limited starting materials
- o Need for agile and scalable content production
- o Desire for engaging, high-quality content
- o Emphasis on creativity and speed
- o Cost-efficient production.

## Solution:

Dentsu's strategic use of AI proved essential in meeting these needs, enabling rapid ideation, creative exploration, and asset creation with limited client-provided materials.

By leveraging AI, we maximized creative possibilities from minimal inputs, delivering visually engaging and varied social media assets quickly and cost-effectively. This case illustrates Dentsu's capacity to scale content production efficiently—a model that aligns with Santander's vision for agile, high-quality content tailored to diverse markets.

We have used always **Adobe Firefly** (avoiding the use of several providers at the same time)

**Cost-effective solution** for client, removing need to procure all required images and materials for each asset.  EUR 400 - EUR1,200 in savings depending on the number of elements per asset.

**Optimizes the team's workflow**, facilitating a more efficient creation of images without the need for searches and approvals. Up to 50% increase in speed per asset creation. The team capacity grows and therefore the revenue for the account

Inspires the design team to **enhance** their **creativity**. We achieve more quality in deliverables with less talent in the team.

## Relevance for Santander:

- • Scaled production (globally)
- • AI-enabled cost efficiencies
- • Innovative technology adoption

# Examples of how we are leveraging AI to deliver Creative cost-efficiently for Pernod Ricard
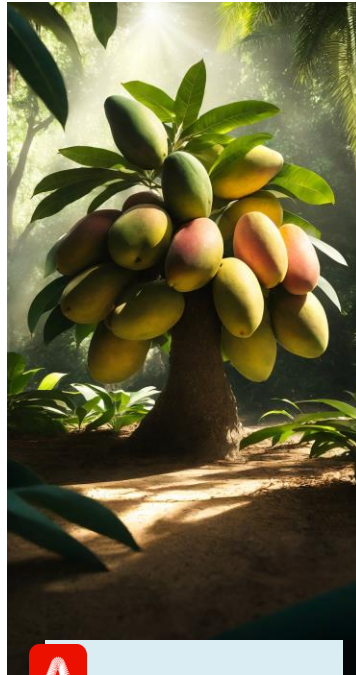
**Materials from the client**

Three bottle shots.
Nothing else.



**Idea**

Creating AI backgrounds for each flavor and animating them with a cool and dynamic transition



*"Realistic photograph of a large mango tree in the jungle."*

After all the materials were created, we integrated them in Photoshop, adding lights and shadows.

**Result**



**Free of stock resources**

- <u>Without AI</u> would cost around **EUR 400 – EUR 1,200 per asset**

- If a shoot is needed, can be up to $20K in savings.

**More time efficient**

- <u>Without AI</u> would be **50% more** time-consuming between searching and approval process.

**Creative and impactful results**

- <u>Without AI</u> the team has **limited capacity** on the materials they can work with, based on stock and budget.

# Examples of how we are leveraging AI to deliver Creative cost-efficiently for Pernod Ricard

**Result**

Materials from the client



Around **EUR 600** in savings

Around **10h** in time savings

**Result**

Materials from the client



Around EUR **400** in savings

Around **5h** in time savings

**Result**

Materials from the client



Around **EUR 900** in savings

Around **13h** in time savings

# US FinTech takes AI to new levels with our Generative Intelligence Assistant (GIA)

**Challenge for major US FinTech:**

A leading US Fintech was looking for ways to drive performance and to scale creative output and personalization for multiple marketing channels, but struggled with balancing rapid turnaround times with high-quality, audience-relevant content. Additionally, they were looking to take advantage of a new USPS savings program that provides significant savings to clients using AI for product/offer specific content designed to engage consumers.

**Solution:**

To address this, we implemented and activated GIA, our proprietary GenAI copy co-pilot. Designed by creatives for creatives, GIA significantly reduced development time by leveraging market-tested creative IP, audience data signals, product insights, past campaign performance, and client preferences. Unlike generic chatbots, GIA is trained on Dentsu Creative's Performance Creative IP which consists of 250 market-tested principles, designed to pre-market optimize content. With the rigor of 2,500 hours of R&D, we ensure every

**Outcome:**

The US FinTech saw a 40% increase in efficiency on first-draft development, empowering the creative team to focus more on refining and innovating new creative controls to test. This has resulted in faster approvals and more consistent alignment of creative content with the bank's target audiences and brand standards. GIA's, enterprise-level AI infrastructure (Azure OpenAI + Azure AI/ML / GCP Vertex AI + Model Garden / AWS Sagemaker + Bedrock) ensured that all outputs adhere to regulatory guidelines, as well as client preferences making the creative process both swift, secure and performative. Using GIA, our client will also qualify for $600,000 in postal savings, which more than offsets the implementation and yearly maintenance of GIA.

**Relevance for Santander:**

This highlights the opportunity for the specialism of GIA, that goes far beyond generic content capabilities. By blending audience data with a streamlined creative process, GIA will maximize creative development, delivering faster, data-driven content that will meet Santander's need to deliver enhanced performance, across regions, while balancing regulatory demands.

In the US, this would also provide Santander the opportunity to immediately benefit from the USPS 2025 postal savings program.

gia
powered by DC

Santander | dentsu

# Sanofi

As part of our ongoing partnership, we established a centralized content production model servicing almost 100 markets globally

## Why Sanofi?

For this global pharmaceutical client, Dentsu established a centralized content production model serving nearly 100 markets worldwide. This glocal (global + local) approach, supported by seamless partnerships with creative and media agencies, operates within a unified agency ecosystem. Our role is to manage consistent, centralized production that balances scale, pace, and efficiency across all regional adaptations.

## Challenge:

The client needed a high-volume, cost-effective solution to localize content for diverse global markets, while maintaining brand consistency. This required a flexible yet efficient model capable of accelerating content reuse and reducing production costs without compromising quality.

- High Volume, Low Cost Production Needs
- Global Consistency with Local Relevance
- Accelerating Content Reuse
- Strict Quality and Timeliness Standards
- Efficient Collaboration Across Stakeholders

## Solution:

Dentsu developed a "Content Localization Hub," a centralized engine designed to localize assets rapidly and at scale. This hub integrates directly with the client's brand and agency partners, enabling streamlined workflows and maximizing content reuse. Our solution aligns with the client's goals by delivering high-quality, market-ready assets faster and at a significantly reduced cost.

Social Media Post

Static Banner Ads

iPDF

IVA Veeva HTML
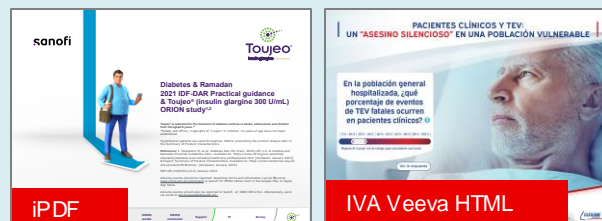
## Results:

**30%** faster end-to-end localization workflow

**50%-90%** cost savings from leading market AOR production services

**99%** quality metric

**100%** on-time delivery

**85+** markets

**90%** delivered in under 2 rounds

**100+** Global entities

## Relevance for Santander:

- Complexity of ~100 markets
- "Glocal" approach
- Content Localization Hub

# Case Studies

## Our Media buying, planning & optimisation case studies

Santander UK: Dentsu UK has been a trusted partner to Santander for over 20 years, working together to overcome the unique challenges of the financial services market. In a category where inertia dominates—3 in 5 Britons have held the same current account for over a decade, and only 7% consider switching each year—Santander turned to us to create excitement and drive action for their new product, Edge

Heineken Mexico: We have a strong relationship with Heineken in Brazil and Mexico. Our teams have worked collaboratively to produce excellence in the Latin American and North American markets.



Santander | dentsu

# Santander Edge

We partnered with Santander UK to create a spoof bank – Santander Edge - thwarting Santander's every move

## Challenge:

3 in 5 Britons have held the same current account for over 10 years and only 7% of the public say they're likely to change their current account within a year.

How do you generate excitement and action in a category beset by apathy?

How do you punch above your share of voice?

These were the challenges put to us by Santander when they sought to launch their new product, Edge.

## Communication goal:

As a product launch, our task was clear: make the broadest group of people familiar with the Edge name, driving fame for the new product.

But success would lie in delivering a big idea with targeted relevance to different audience segments, not a generic campaign to everyone.

## Approach:

Overall, our ultimate ambition was for Santander Edge current account to become the main current account for our key audience segments – High Income Professionals and Rising Metropolitans. While this campaign was firmly focused on generating "name fame", and therefore focused on the biggest and most impactful media formats in the UK, it was underpinned by a sophisticated audience approach.

We used dentsu proprietary tools to develop audience personas and understand which channels indexed most strongly against each, ensuring that we could carefully craft an activation plan bespoke to the media behaviours of our key segments (alongside the name fame element).

We matched the needs of High-Income Professionals (HIPs) and Rising Metropolitans (RMs) when unpacking the benefits of Edge, building our segments and finding them in addressable channels.

To complement this, we matched the message to their need state; serving a Savings message to HIPs, for instance, whilst messaging to RMs focused on Cashback and FX rates.

Creatively, previous campaigns had shown UK TV celebrities Ant & Dec's rivalry with the bank, we began to think about how we could bring this rivalry into the real world through media. That's when we set plan on the unusual launch tactic of sabotaging our own campaign.

## Solution:

For a week, the creative hero-ed the product name Edge, front, right and centre of our media. Edge was everywhere: across the big-screen in IMAX, dominating Waterloo station, and draped around building edges through some smart buying media formats. Most launch campaigns would have stopped there, but we were just getting started. Things were beginning to unravel...

During the ad break of the ITV Friday Evening News, breaking news began to unfold. Veteran newsreader Jon Snow had come out of retirement to present Santander's latest stunt: projecting the 'Edge' logo onto the biggest edge in the country – the White Cliffs of Dover.

But leaked CCTV footage showed the Bank of Antandec sabotaging the product name to 'SausEDGE' through a light projection! This launch spot was cherrypicked to sit natively in the ITV Evening News, making it an ITV News first. It had the tone and feel of a real broadcast, while viewers got to see the Breaking News play out in real time.

That night, the chaos continued to unfold in OOH. We had painted the country red with Edge's name, but the bank of Antandec was hot on our heels sabotaging it. Our posters were sabotaged, the word Edge defaced to become 'wEDGEy' or 'EDGEhog' or 'vEDGE'.

The heavyweight disruption continued across social media, digital and VOD. A TikTok TopView takeover relayed the breaking news of Ant & Dec's sabotage: it was the first video shown to users upon opening the app, guaranteeing over 6 million impressions in 24 hours

## Relevance for Santander:

- Precision Targeting with Dentsu's Proprietary Tools
- Multi-Format High-Impact Placements for Broad Reach and Visibility
- Real-Time Optimization Across Social and Digital Channels

# Santander Edge was a with hugely successful outcomes!

## Outcome:

- The news of Edge's sabotage reached just about everyone in the UK - **57M of Brits in the first 4 weeks** through the mediums of AV and Social activity alone – with OOH and significant PR increasing the frequency and impact further.

- During the ITV News AdBreak, this specific 7PM – 8Pm TV slot correlated with **a 329% increase in natural search visits** during that hour vs. the hourly average that day.

- Most importantly, this had an immediate impact on current account applications. **Applications saw a growth of 700% two weeks** after the campaign launched, compared with the two weeks beforehand. This was a third of our target for the year in just two weeks
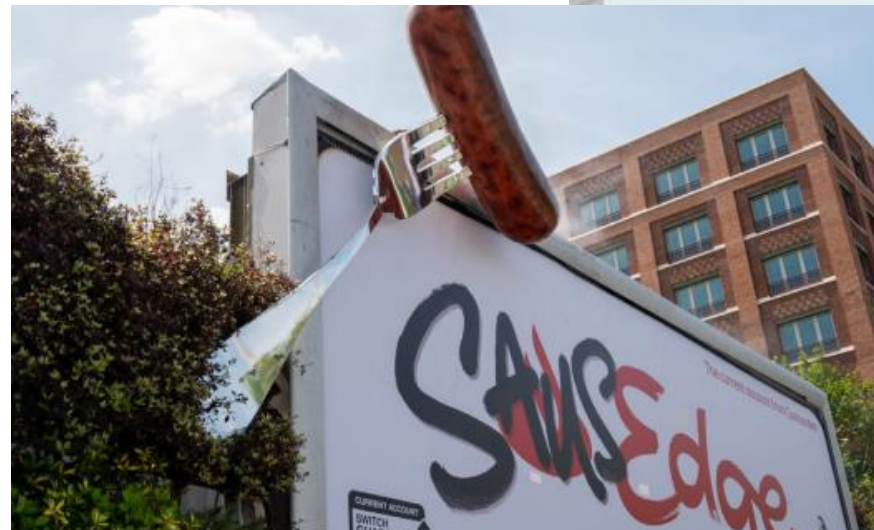
# Santander Edge How Econometrics Played a Pivotal – and Unusual – Role in Talent Negotiations for Santander Edge

## The big idea:

Proving that they justified their fee meant giving them a fair assessment in the most robust way that we could. Our idea was to use econometrics as our primary evidence in negotiations.

We needed to robustly evaluate their impact across a number of areas: short and medium-term impact on mortgage applications (mortgages had been the main products advertised); halo effects onto other products in the portfolio; and long-term effect on business-driving brand KPIs.

In addition, while we needed to show that they more than paid for themselves, we also needed to show that they did this sufficiently better than the next best option—which we did by comparing the Ant & Dec campaign with previous creative.

## Making it happen:

To test the short and medium-term impact, we built models using an innovative dual media adstock approach.

To measure their short-term impact, we used a shorter adstock, which measured the conversion of consumers in market, falling away after 1-3 months.

Simultaneously, a longer adstock measured conversion from consumers who did not buy immediately but for whom Santander ad remained front-of-mind (particularly important in Banking where switching rates are low) – falling away 6-18 months after the campaigns ended.

This methodology showed that the Bank of Ant&Dec was 93% more effective at driving mortgage applications than previous mortgage-led media.

It was also important that we captured halo effects across the different verticals. Whilst the strongest effect was to mortgages (which were the products advertised), modelled halo effects on other parts of the Santander business were 40% stronger than previous mortgage campaigns.

Finally, not only was the Bank of Ant&Dec more effective in the short and medium term across the portfolio, but additional brand metric models showed the Bank of Ant&Dec activations were 34% more effective at driving long-term affinity than previous campaigns, driving additional value.

All in all, the resulting ROI delivery shows that Ant&Dec were more than paying for themselves.

Moreover, the campaigns were more effective than any others modelled and 75% better than previous mortgage-led activity. Ant&Dec were renewed as brand ambassadors!

## Relevance for Santander:

- Proving Value through Robust Econometric Analysis

- Optimized Media Adstock Strategy

- Data-Driven Media Buying to Maximize ROI

- Cross-Product Impact and Adaptive Optimization

# Ongoing success, despite economic headwinds

**Outcome:**

Since then, the economic climate has led to both reduced consumer spend and reduced media budgets. In keeping with this, we have seen a decline from our previous highs in terms of advertising-driven profit.

However, it is a testament to the strength of Ant&Dec that they still delivered 55% more ROI than previous campaigns and still more than continued to pay for themselves. Despite the strong headwinds, Santander's judgement in renewing Ant&Dec has been vindicated.

Feeding into this, there are a couple of extra findings that are worth highlighting:

Post-renewal, the main product focus shifted from mortgages to current accounts.

Here, econometrics showed Bank of Ant&Dec TV as 11% more efficient than switcher offers, demonstrating the efficacy of these media campaigns compared to other acquisition levers.

It is also worth noting that falling SOV means creative has had to work. harder than our competitors to maintain mental availability. Bank of Ant&Dec has improved Santander's already excellent brand communication awareness (TBCA) per spend share.

In summary, econometrics played a pivotal – and unusual – role in talent negotiations. It was key in the decision to renew Ant&Dec as Santander brand ambassadors, and in then vindicating the decision.



**Average TBCA per 1% offline share of spend 2016-23**

★ Bank of Antandec   ● Pre Bank of Antandec
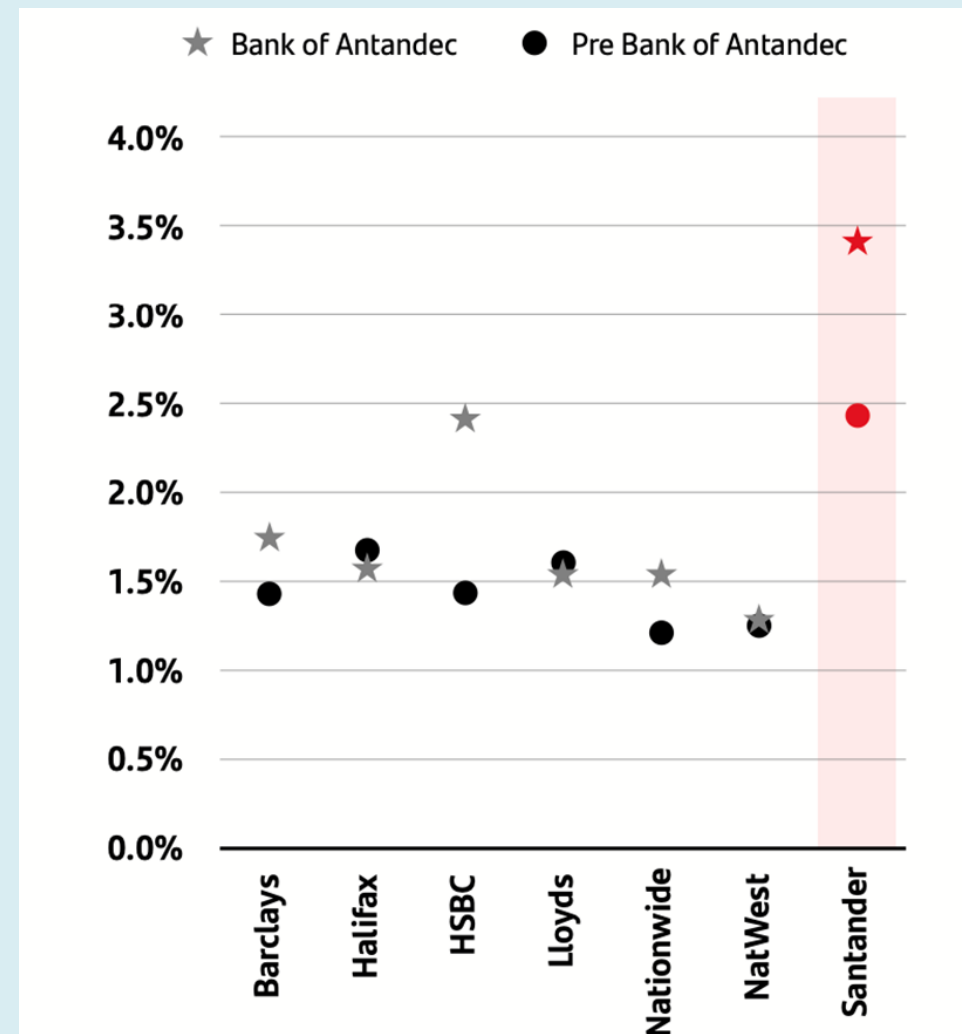
# Optimizing Heineken Mexico's media through data-driven consumer experiences

## Challenge:

In an era of integrated data-driven marketing, Heineken Mexico needed an evolution to leverage all its available data and work to increase revenue and sales growth.

In a regulated category, the company was ready to build a data-driven culture with the capability to use data safely and effectively to grow the business.

Historically, the beer category has typically been product and brand-centric in its thinking, developing campaigns based on knowledge and intuition. Each campaign has its own 'micro' journey, which does not relate to the context of where the consumer or shopper is and what they are doing. This approach makes it difficult to connect all channels and touchpoints across the wider purchase journey.

Additionally, they operate in a complex category due to the volume of regulations.

## Overview of Solution:

o Transformed Heineken Mexico business with data-driven consumer experiences

o Broke down siloes across brand-tech-media- and commerce teams

o Prioritized where (channel) and how (value exchange) to engage with new and existing consumers

## Results:

o 5% increase in Brand Lift from Macro – Journey moments vs baseline

o 17% Attentive Reach increase while lowering Avg CPM by 23%

o 4% increase in consideration for selected brands (Amstel – Tecate) as a result

## Relevance for Santander:

- Data-Driven Channel Prioritization and Targeting
- Optimized Media Spend Across the Customer Journey
- Enhanced Responsiveness and Agility in Media Execution

# Detailed solution for Heineken Mexico

The evolution to building a **macro consumer journey**, placed the consumer in the context of their life, thereby making us more consumer and shopper centric and shifting our planning to become audience first, based on data-informed consumer insights.

It also made it easier to link our marketing & media to the commercial challenges.

**A macro approach** enabled us to map data signals to identify and target consumers, with optimal relevance, across the full mix of channels.

We planned cross-channel, full funnel communication - not just media, ATL, or promotional activities.

Crucially, this also meant we needed to adopt a 'One Commerce Team' mindset – one where all stakeholders from across Marketing and Sales came together to plan, develop and deliver a joined-up and meaningful experience across all channels.

# Heineken

**We applied our Media++ Framework…**



- The consumer journey loop looked at the consumer in 4 different stages: passive stage, active stage, purchase stage and usage stage.

- This way of looking at the consumer allowed for a full view of what our consumers are doing in their lives, without and with brands as part of the process.

**…and leveraged three sources of data…**

| | |
|---|---|
| **1st Party Data Sources** | Heineken Owned Data. This includes for examples studies done directly by Heineken, information we can extract from Heineken ID's and Enriched Data hosted in Salesforce. |
| **2nd Party Data Sources** | Data das has been agreed to be shared with Heineken on a private basis. This includes for example data we might be able to get from Partnership Partners, corresponding data from partners like Xeerpa and Trade Partner Data. |
| **3rd Party Data Sources** | Data that is collected by a third party source. This includes for examples media partner data from Google & Meta for Consumers, studies and surveys provided by research companies or location data from Retail Networks. |

- It was key to map out all available data sources we had to identify the consumer insights and data points which could inform behaviour.

- These sources can range from internal research, external studies purchased, data sets from 1st party database, research panels, consumer trends and behaviour studies.

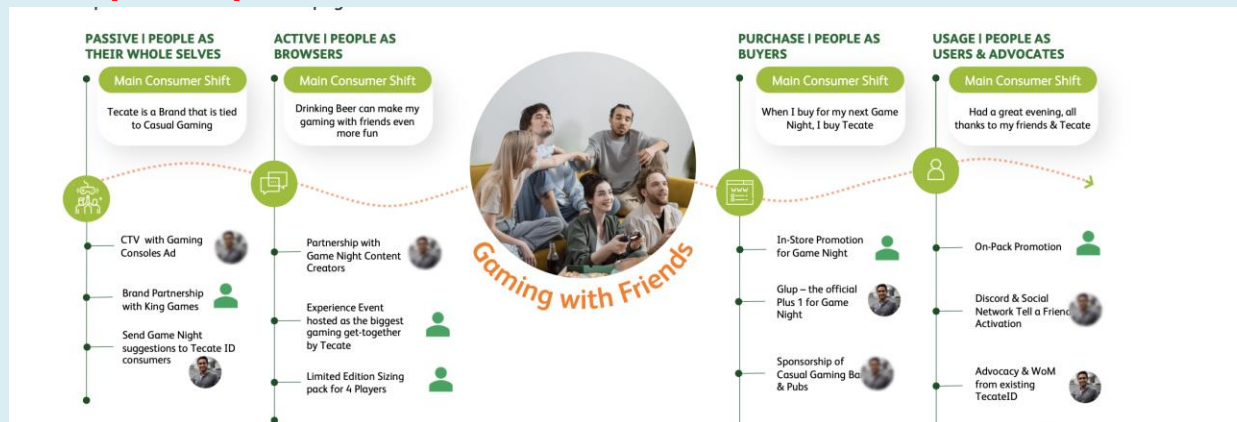# Examples of the analysis and outputs for Heineken Mexico

**Example of the analysis we performed:**
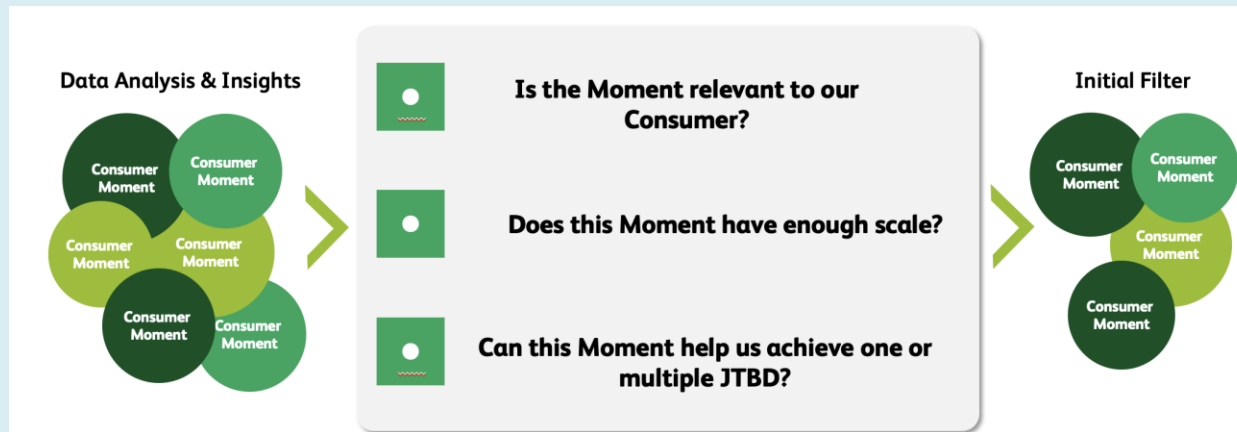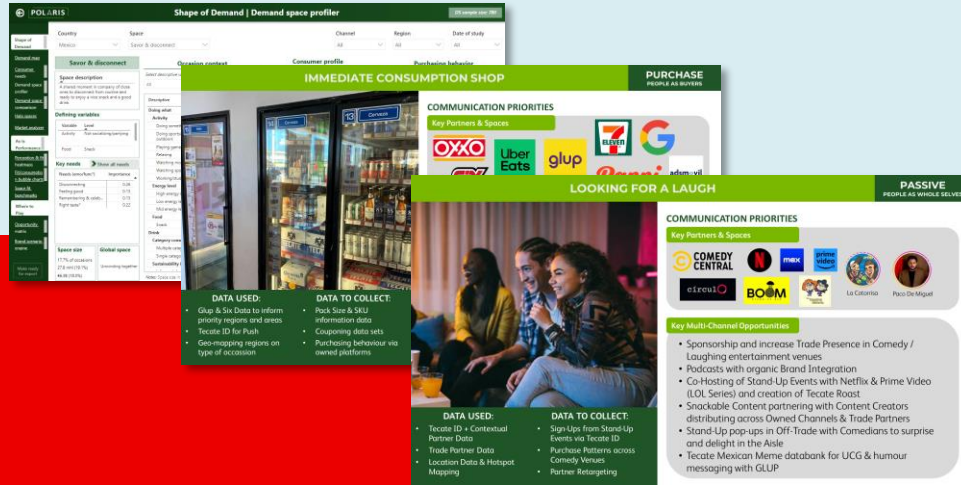


**Example output:**



- Once we had insights and data driven stories, we built buckets of relevant consumer moments.

- This consumer moments analysis served as the foundation for crafting meaningful touchpoints throughout the consumer journey.
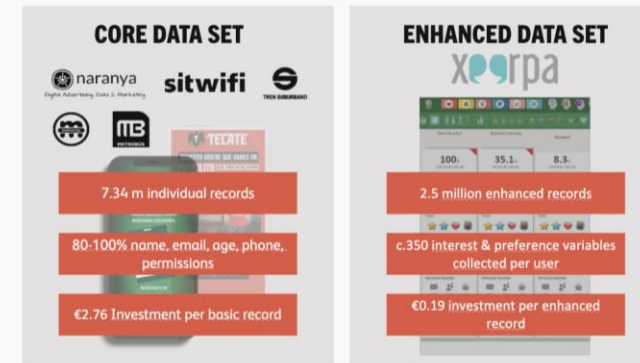
- Platforms, opportunities, campaigns and activations to deliver a communication strategy.

- Having created strategies & communications plans for each moment, mapping them across the 4 stages of the consumer journey allowed Heineken Mexico to see the bigger picture, how they fit together across channels and cross-check that it all makes sense.

# How we moved from data to insight to results for Heineken Mexico



**HMEX HAVE COLLECTED 7.34M BASIC FIRST PARTY (1P) CONSUMER DATA RECORDS**

**CORE DATA SET**

naranya · sitwifi

7.34 m individual records

80-100% name, email, age, phone, permissions

€2.76 Investment per basic record

**ENHANCED DATA SET**

xeerpa

2.5 million enhanced records

c.350 interest & preference variables collected per user

€0.19 investment per enhanced record

- When these consumer moments are mapped out, they are brought to life across Paid, Owned, Earned and Shared Media, in both Online, offline and Physical ecosystems.

- Activations allow for opportunity testing, trialling new ways to connect with a consumer, and think holistically across all channels and touchpoints.

- As different media owners' opportunities are mapped, the different data dimensions to be used for said activations, as well as the potential opportunity to collect and further enrich the ecosystem is plotted, generating a virtuous circle.

Macro journey & data have played a critical role ensuring Jobs To Be Done can be met more effectively and efficiently.

### RESULTS

**5 pp** increase in Brand Lift from Macro – Journey moments vs baseline

**17%** Attentive Reach increase while lowering Avg CPM by 23%

**4 pp** increase in consideration for selected brands (Amstel – Tecate) as a result

# Case Studies

## Measurement

For the past five years, we've partnered with Pandora globally, supporting their rapid transformation and growth. To meet Pandora's need for a unified, actionable measurement approach across markets, we designed and implemented a consistent, progressive system that enabled a fully integrated, full-funnel, and incrementality-focused media strategy.

Our measurement journey with this multi-brand beauty retail client began 10 years ago. Due to the organization's de-centralized culture and their global scale, measurement posed a unique challenge for this brand. To accelerate maturity across each brand and region, we partnered with local and global teams to align on best practices, build a roadmap shifting from digital to full-funnel measurement, and implement new techniques to gain insight into marketing performance. Our integrated global data environment, holistic dashboards, and advanced marketing mix models have enabled a consumer-centric mindset focused on mROI optimization across the portfolio.

PANDORA

**International Beauty brand**

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# Pandora Global measurement - A transformation journey accelerated through the implementation of a consistent, progressive measurement

**Why Pandora?**
We're exceptionally proud of our work with Pandora globally, a partnership characterised by rapid transformation and growth across our 5-year relationship.

**Doubling the incremental impact of Pandora's Global Media Impact 2023**

In 2023, having consolidated all media globally into dentsu, we delivered a further step-change to this growth trajectory.

We doubled media's incremental impact globally, fuelling Pandora's 2023 8% YoY revenue growth and cementing its position as the world's largest jewellery brand.

Whilst this success is attributable to several key media initiatives, the impact of a new measurement system cannot be overstated; the design and operationalisation of this element has acted as a true growth catalyst globally, delivering +29% incremental value alone in 2023.

## The need for a new system of measurement

- Before 2023, Pandora measured media effectiveness through last click attribution and the sporadic use of MMM, with little standardisation across markets.

- This approach hugely favoured lower funnel digital performance activity, undervaluing the impact of upper and mid funnel activity on brand and sales.

- Additionally, Pandora 😇 estimated that 80%+ of their online transactions would be impacted by changes in cookie policy, creating further inaccuracies.

**In short, a new approach to measurement was required.**

## Relevance For Santander :

- Specific program about incrementality (as DBA searches in Santander)

- Combined set of measurement solutions to meet the goals in the short, mid and long term. All of them perfectly integrated.
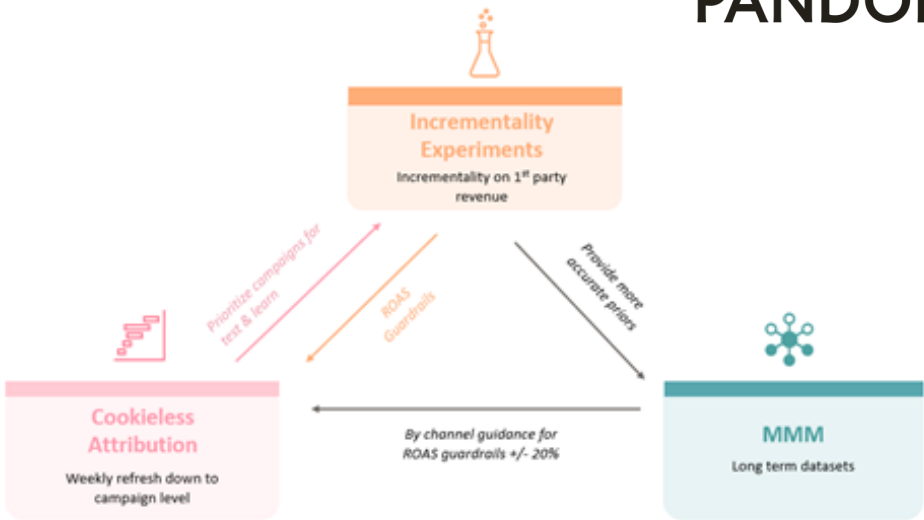
PANDORA

Santander | dentsu

# Solution for measurement and how the key elements effected optimization of media mix

**Designing a truly global progressive measurement solution Full funnel, incrementality focused & unified globally**

Our new measurement solution comprised three interrelated elements to deliver the optimal balance between statistical relevance and daily actionability. These included MMM, Cookieless Attribution (or Agile MMM) and Incrementality Experiments, each with a clearly defined role within the overall measurement system

**We further defined the use of each of these elements across different time frames for planning and optimisation of our media mix**

# Success in markets with global infrastructure

## Maximising Growth through 'Open Budgets':

We used this new measurement system as the basis for a new process called **'Open Budgets' -** designed to capture and action all demand in any digital channel if it sits withing an agreed marginal ROAS target.

We worked with global and local stakeholders from 10 markets and included teams across media, ecom, finance, legal, marketing and exec leadership to embed this new process into our ways of working:
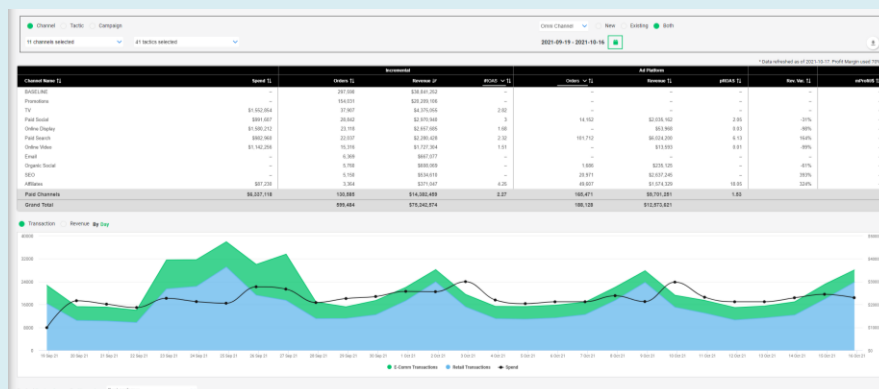


## Scaling globally at speed:

Having established a proof of concept in two markets in 2022, we delivered this new measurement system and way of working to Pandora's 10 biggest markets in 2023.

Each market was set up in 6-week sprints with an ongoing 12 weeks of 'hyper care' to ensure the model was set up optimally and calibrated correctly.

This process was underpinned by extensive change and programme management involving cross functional stakeholders in all markets at both Pandora and dentsu.

## Immediate success and results

The implementation of this new measurement system has enabled Pandora to realise a truly full funnel and incrementality focused media strategy globally, delivering +29% YoY incremental revenue in 2023 alone.

*"Through our journey with dentsu, we have been able to accelerate our journey to growth like never before. The fast deployment of our agile MMM solution & open budget have enabled us to elevate media as the core drive for our business. Thanks to our strong partnership, we continue to see growth opportunities"*

**Denis Pedersen, SVP Global Marketing, Pandora Global**

# Global measurement for a beauty brand: From decentralized to unified

**Why this retail brand?**
Dentsu engaged globally with this multi-product retail client. At the beginning of our collaboration, their media and analytics were decentralized.

As a result, each region and line of business managed media, planning, analytics, and measurement differently. This inconsistency obscured marketing performance, rendering global decision-making challenging.

**Global measurement BECAME A PRIORITY**

To spark change, this client established a global measurement COE and partnered with dentsu to structure and implement a holistic approach to measurement and analytics.

This initiative launched at a crucial time. Competition from new brands was decreasing market share and share of voice, making data-driven measurement and budget optimization even more important.

**CHALLENGES:**

o Increase the data-driven culture while increasing measurement capabilities across the regions

o Develop consistency in the use of KPIs, taxonomy, dashboarding, and analytics

o Nurture the data-driven culture, putting the customer at the centre of measurement

**Relevance For Santander:**

This brand operated in a highly decentralized manner, but thanks to a transformation program, change management and a bespoke global measurement strategy, now they work like a coordinated network to deliver global results

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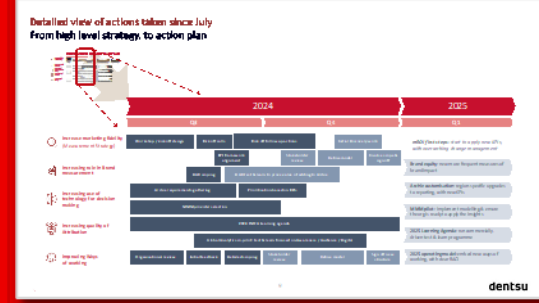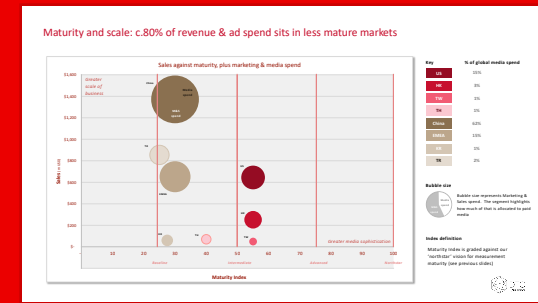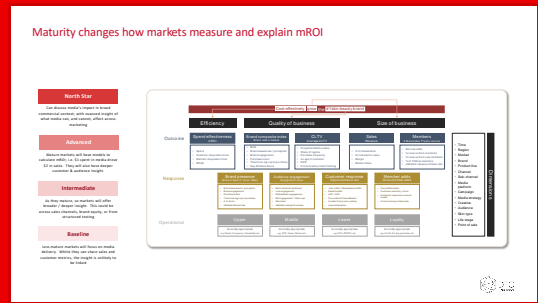# Global measurement for retailer: Four key moments along the transformation journey

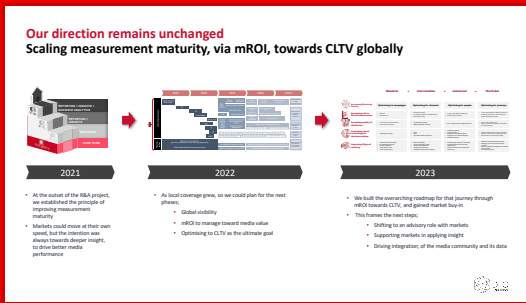**Change is possible** · **Trust via delivery** · **Global vision** · **Local adaptation** · **Enacting change**



**Global vision to mROI maturity map**

This pivots on understanding, and catering for, disperate levels of market maturity globally.

We started with simple principles, built that into a multi-year roadmap, and introduced an mROI transformation framework which aligned markets' direction, without compromising any necessary independence.

**Global KPI framework**

At the start of the journey, the idea of a common way of measuring across markets caused delays, as markets resisted engagement & change.

After workshops and trust-building, local teams traveled to HQ to agree on a global methodology of judging mROI, which then rolled out locally.

**C-Suite view of commercial impact**

Articulating the proportion of media spend that was not yet well-measured garnered CEO support for mROI transformation.

Sharing sensitive commercial data to be built into leadership presentations demands a level of trust and integration which did not exist before this engagement.
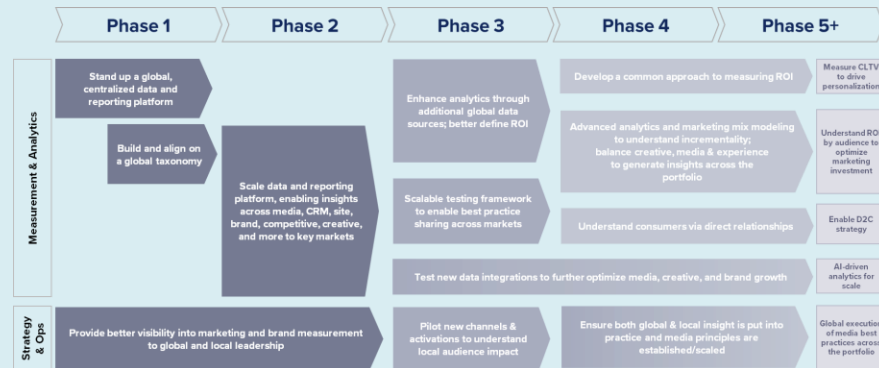
**Global-to-Local consultancy**

The global teams not only crafted the framework but applied the thinking in-market to build actionable roadmaps.
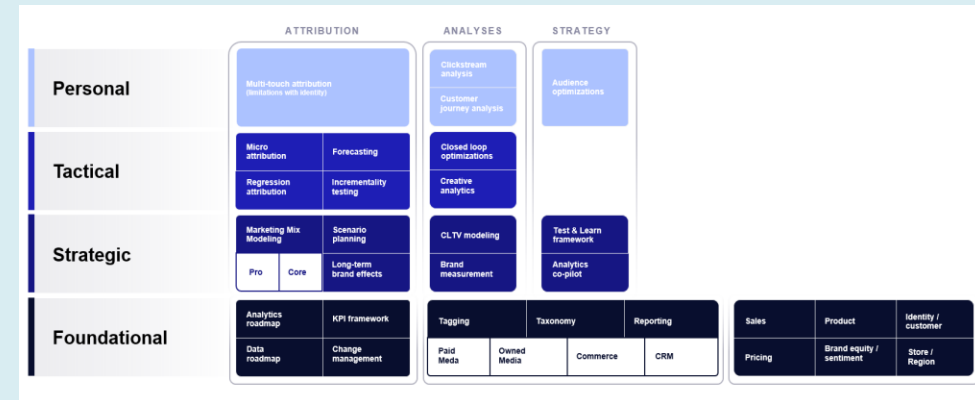
This built bridges across internal siloes, as regions engaged with global, who in turn are prepared to involve more marketing stakeholders.

# The roadmap and framework that got us to great results

**ROADMAP**



**THE FRAMEWORK**



- The roadmap enabled teams to consistently move toward a greater focus on ROI measurement. Setting up a centralized data and reporting platform enabled democratized insights across media, brand, creative, and competitive data.

- Our focus then shifted toward deeper measurement with marketing mix modelling, creative analytics, test & learn incrementality, and clean room analytics.

- The KPI Framework gave teams a shared language to work across markets, across lines of business, and with executive leadership. The three tiers of the KPI Framework enabled both the structure and flexibility in measurement.

- Outcome and Response KPIs were defined globally, leaving room for local variation at the Operational level. Supporting metrics laddered up to the primary KPIs at each level, generating a holistic view of measurement across marketing, creative, and brand.

- We aligned on building from the bottom up – establishing a strong foundation before deploying strategic, tactical, and personal capabilities.

- The measurement roadmap is reviewed each year by both global and local teams during the 'Measurement Summit', and new capabilities are selected from the 'Roadmap of Possibilities' to deploy.

- This global/local alignment ensures measurement investment is targeted at the areas that will deliver the most impact for regions, and in a consistent manner.
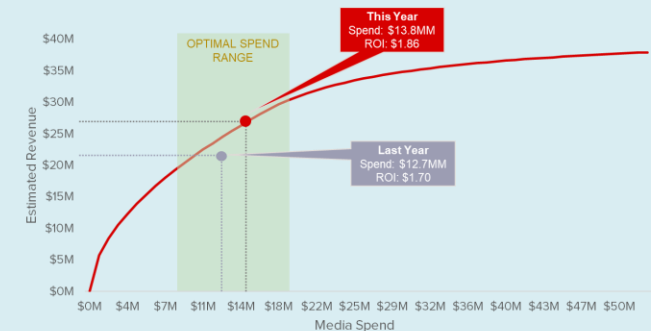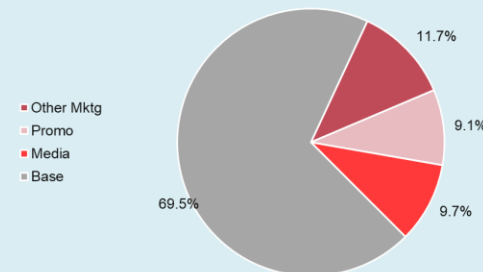
# Data, dashboards and the modelling were the final touches of the new measurement system

## THE DATA & DASHBOARDS
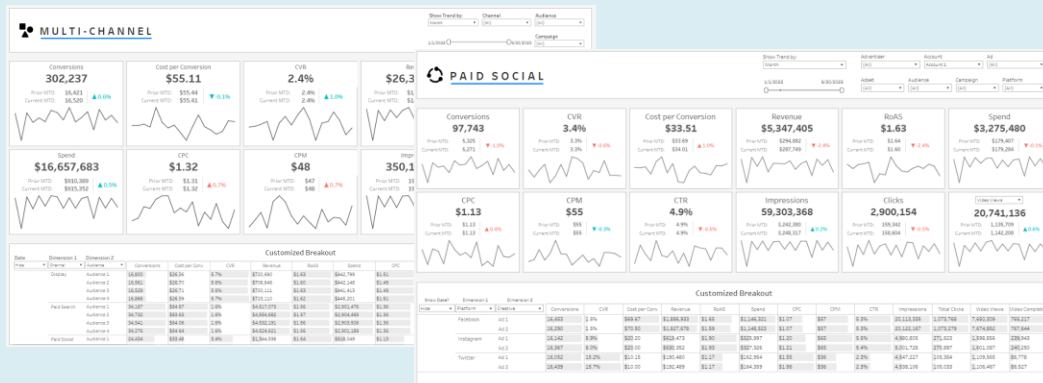


## THE MODELLING



- We ingested, integrated, and transformed data with best-in-class technologies like FiveTran, Talend, and Google BigQuery.
- Our data visualization teams led dynamic discovery and design sessions, ensuring interactivity met needs across all user groups.
- Global dashboards were democratized using row-level security, ensuring consistency while protecting data. So, one region would only see their data while leaders could see all data.
- Taxonomy adherence was enabled through dashboards and automated processes to track and automatically notify teams when issues arise. We maintain 99%+ data accuracy, globally.

- Marketing Mix Modelling is a cookie-less form of measurement that leverages aggregate data to understand the incrementality and ROI of marketing channels.

- These models enabled lines of business and regions to make smarter budget optimization decisions and were used to justify marketing budgets to leadership.

- Our global attribution modelling team built 40+ marketing mix models, ran hundreds of scenarios, and provided sound strategic advice to teams as they developed their marketing strategies

# Case Studies

## Our Adobe Partnership

Deployed our proprietary "GenCX" AI solution with Adobe in a private cloud environment which has produced agile delivery on customer insights and campaign analysis from their marketing data warehouse.

Microsoft

Large US-based Retailer

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# Partnering with a Top 10 US-based Retailer to empower their Marketers with AI-enabled decisioning

### Challenge:

A large, US-based retailer wanted to empower its marketers to be able to develop richer insights to answering business questions for marketing with flexibility beyond current reporting as well as delve into the "next level" questions for the business – guiding future strategy with speed and efficiency.

### Solution:

- Deployed our proprietary "GenCX" AI solution in a private cloud environment

- Agile delivery on customer insights and campaign analysis from their marketing data warehouse

- Data sources included media performance data, site analytics and attribution data

- Robust training for marketing users.

### Relevance for Santander:

- We've enabled reporting with actionable insights to be as quick as possible,

- A technical built that allows on demand insights and recommendations.

- Our client and media teams can action upon under-performing tactic, audience and creatives based on attribution reports.

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# We leveraged our cutting-edge AI technology to enable accelerated and more informed decisioning for our client's Marketers

We configured a full stack AI application - powered by Gen AI large knowledge model - to deliver intelligence on attribution data, web analytics and media data stored in client marketing database.

Best of enterprise knowledge in structured data assets and best practice documents are organized, uniquely stored and combined with LLMs to provide accurate descriptive responses that are domain specific (LKMs).



**USER INTERFACE**

CHAT-BASED INTERFACE | API

**USE CASES**

INSIGHTS & RECOMMENDATIONS | FORECAST

**GENAI**

LARGE LANGUAGE MODELS
LARGE VISION MODELS
CUSTOM AGENTS

**KNOWLEDGE BASE**

CONTEXT AND CUSTOM CONFIGURATION

LKM

**OWNED/ 1P DATA**

Attribution Data | Web Analytics | Media Data

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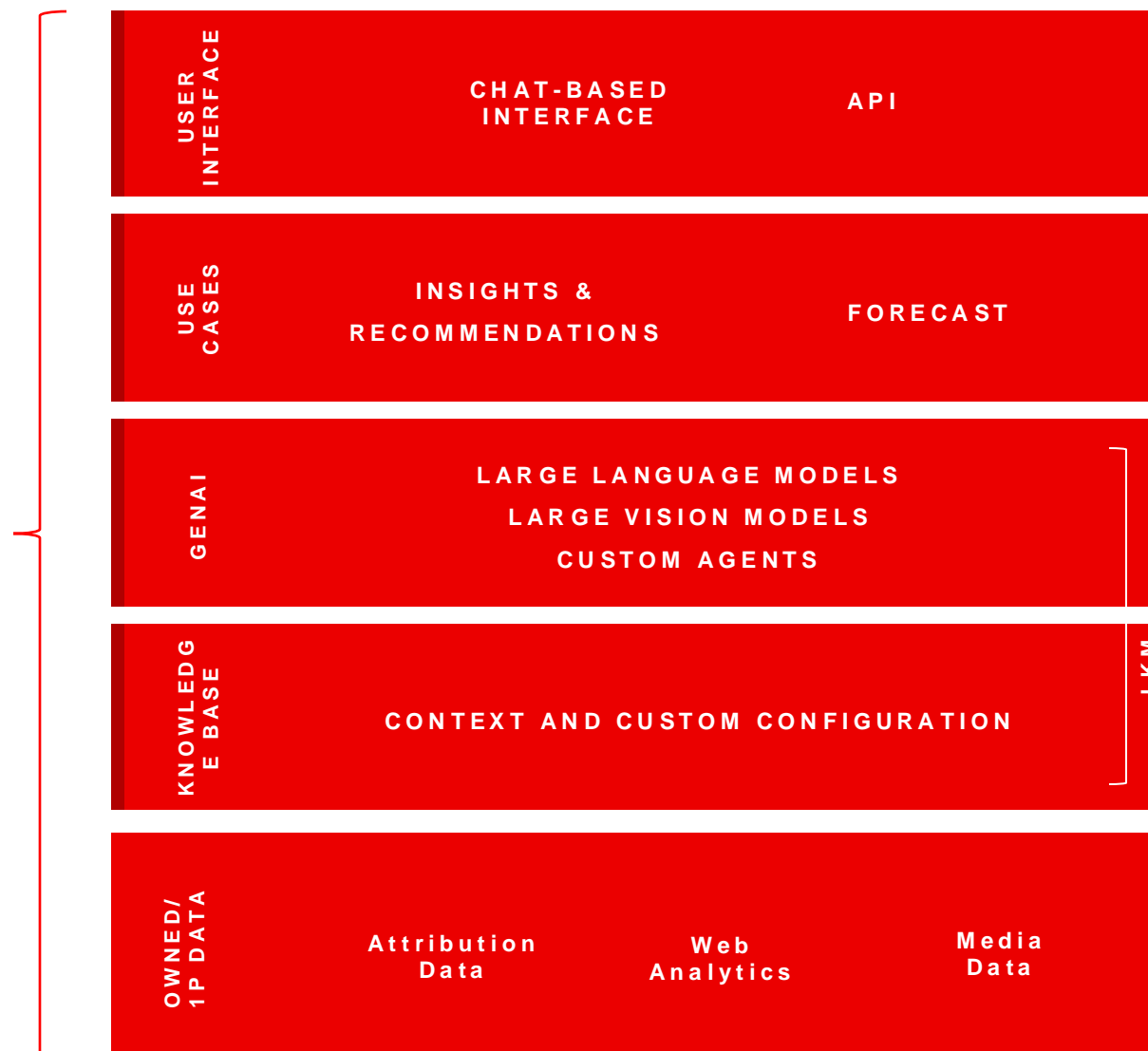
# A simplified conversational interface democratises access to marketing intelligence to drive business decisions and results

Role-based access control surfaces relevant marketing intelligence for decision maker personas.

Pre-configured prompts and prompt history enables quicker access to relevant and frequently access questions.

Ability to publish charts and raw data allows end user to download for easy consumption, presentation and push to other applications.

Our teams are using it publish weekly executive readouts in power points, and our teams are using it ask incremental questions on the fly that previously required data analyst engagement.



**INSIGHTS**

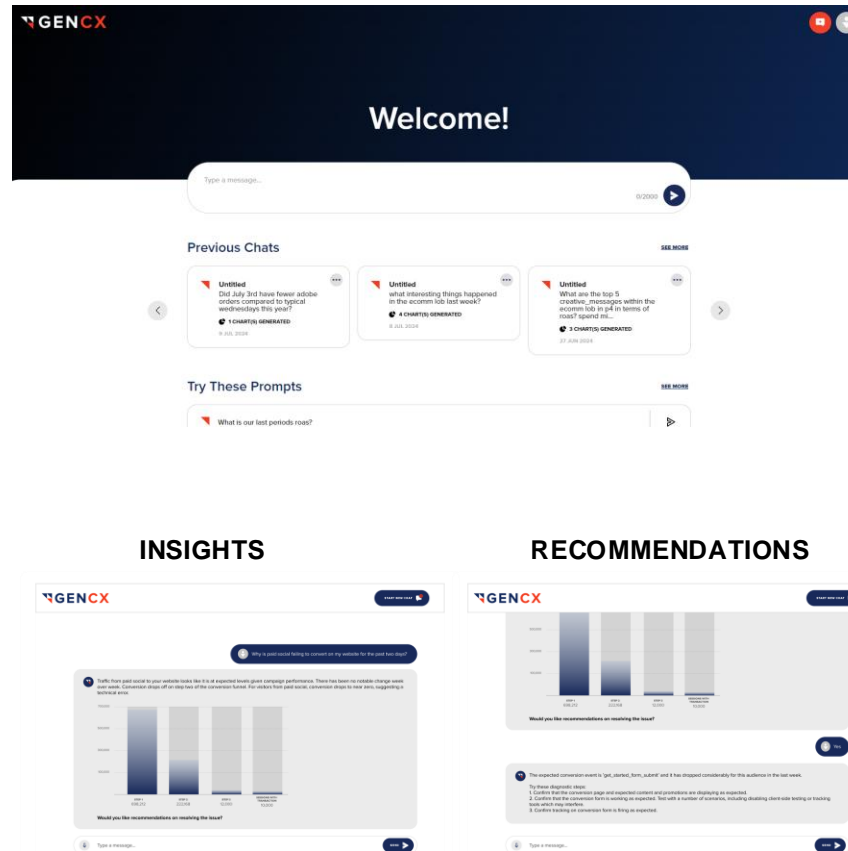**RECOMMENDATIONS**

**OUTCOMES:**

- Enabled quicker turnaround for weekly reporting with actionable insights.

- Our media client and CMI teams can directly query to get on demand insights and recommendations.

- Our client and media teams can action upon under-performing tactic, audience and creatives based on attribution reports.

## 9
Sources of data that were not able to be joined together before

## +10%
Estimated annual media driven revenue increase due to hyper-specific budget shifts

## 125x
Increased speed to Insights

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# Partnering with Microsoft to accelerate access to insights across complex performance metrics

## Challenge:

As one of the leading global technology organizations, Microsoft faced challenges accessing insights across complex performance metrics.

They approached dentsu to support them in reducing time to insight from weeks to same-day.

The scope of this engagement covered forecasting, scenario planning and budget optimization.

## Solution:

We collaborated with Microsoft to build a predictive analytics agent that orchestrated multi-agent, iterative exploration across multiple artifacts.

The project made data and complex ML models directly available to end-users via natural language.
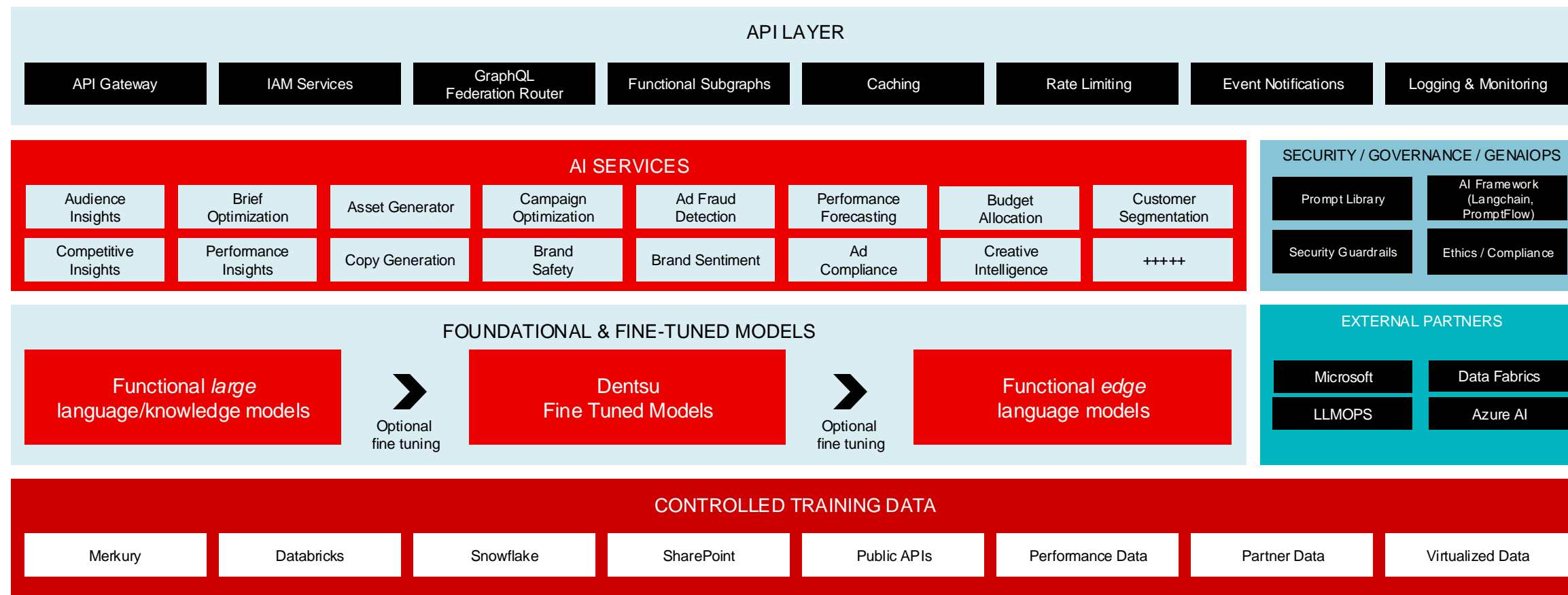
The solution provides Q&A capabilities on data and models, offers suggestions on proper model application for a given user prompt and enables interactive deduction of insights.

## Relevance for Santander:

- A performance metrics model that is quick & efficient.

- Reduced time to insight by weeks and 80% cost savings to build models

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# We deployed an agile application for the client, enabling self serve analytics

The application leveraged our existing governance framework ensuring robust scalable architecture and client data security.

## API LAYER

| API Gateway | IAM Services | GraphQL Federation Router | Functional Subgraphs | Caching | Rate Limiting | Event Notifications | Logging & Monitoring |

## AI SERVICES

| Audience Insights | Brief Optimization | Asset Generator | Campaign Optimization | Ad Fraud Detection | Performance Forecasting | Budget Allocation | Customer Segmentation |
| Competitive Insights | Performance Insights | Copy Generation | Brand Safety | Brand Sentiment | Ad Compliance | Creative Intelligence | +++++ |

### SECURITY / GOVERNANCE / GENAIOPS

| Prompt Library | AI Framework (Langchain, PromptFlow) |
| Security Guardrails | Ethics / Compliance |

## FOUNDATIONAL & FINE-TUNED MODELS

Functional *large* language/knowledge models

❯ Optional fine tuning

Dentsu Fine Tuned Models

❯ Optional fine tuning

Functional *edge* language models

### EXTERNAL PARTNERS

| Microsoft | Data Fabrics |
| LLMOPS | Azure AI |

## CONTROLLED TRAINING DATA

| Merkury | Databricks | Snowflake | SharePoint | Public APIs | Performance Data | Partner Data | Virtualized Data |

# Microsoft's Marketers can now prompt with questions about forecasting & optimization using natural language with great results

The agents will collaborate to select and run the appropriate model and present results on screen:
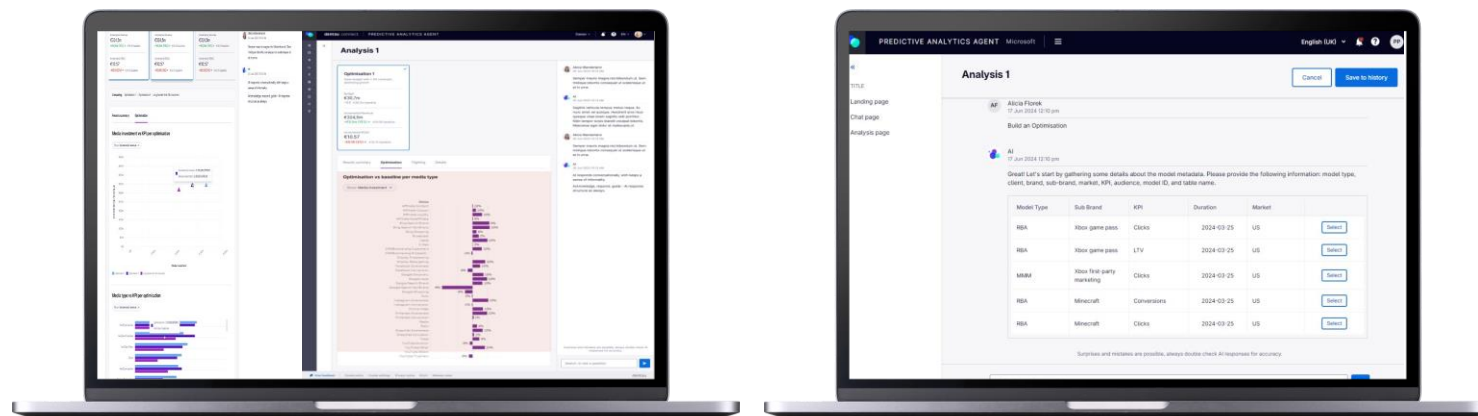


**Key business outcomes included:**

## 5x
More model runs for client

## 80%
Cost saving to client to build models

## 2 weeks
Time saved to get model output

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# Case Studies

## Our Adobe Partnership

We are showcasing in this section two large cases on how we work with Adobe's full stack of tools driving growth and value to large-scaled clients.

Big US-born bank

Signify

PHILIPS

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# Adobe Experience Platform (AEP): Overview & Challenges

**Why this case?** They are a very complex financial services organization with regulatory restrictions, but they wanted to migrate their entire customer experience platform to Adobe.

## BIG US-BORN BANK'S CHALLENGES:

o **Personalization at Scale:** Previous platform struggled with creating personalized experiences for high-net-worth banking clients.

o **Data Querying & Audience Analysis:** Fragmented data sources and complex architecture limited real-time insights and slowed campaign development.

o **Operational Scalability:** Disconnected MarTech tools and data bottlenecks hindered the ability to execute multi-channel campaigns efficiently.

o **Real-Time Segmentation:** Limited ability to shift audience segments quickly, affecting the relevance of campaign targeting.

**Solution:**
Adobe's Real-time Customer Platform and AJO Offering Decisioning, all apart of AEP, provided the technical backbone to migrate clients  Genome Project in a fraction of the time as the predecessor, and provided the infrastructure needed to conduct true personalization at scale.

**What we did:**
• Migrated from legacy systems and the client continues to expand to additional features
• Solution has solved prior performance and scale challenges

**Client Testimonial:**
*"It took 3 years to build ActionIQ CDP dentsu built the Adobe Experience Platform to do more in 7 months"*

*"We expected this campaign to take 1 year to execute, and it took this team less than 8 months to complete."*

*– Head of Digital Marketing Capabilities*
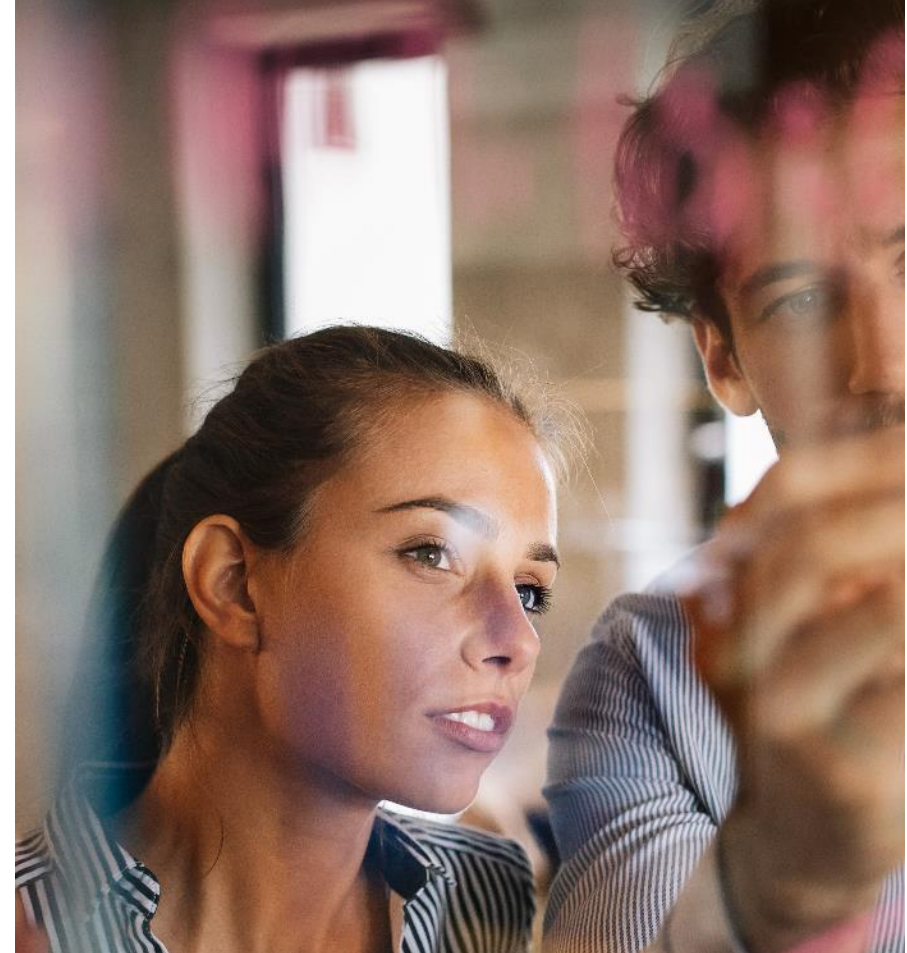
**Why relevant for Santander:**

• Shows how we can work on complex omnichannel campaigns using Adobe Target
• Boosting email interactions via Adobe Journey Optimizer (AJO).
• Explains how we deployed Adobe's highest-volume campaign
• Achieved faster email targeting, real-time offer updates, lower TCO, and enhanced analytics.

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# Adobe Experience Platform (AEP): Solution & Implementation

**Solution highlights:**

- **Platform Migration:** Dentsu led a transition to AEP in under 7 months, replacing legacy CDP and MarTech platforms.

- **Unified Architecture:** Consolidated multiple tools (CRM, analytics, and campaign systems) for a seamless data flow, compliance, and efficient multi-channel engagement.

- **Advanced Personalization**: Leveraged AEP and Adobe Journey Optimizer (AJO) for real-time segmentation and enhanced decisioning capabilities.

- **Enhanced Campaign Capacity**: Enabled the bank to handle high-volume campaigns, with improved targeting and personalization across digital channels.

**Solution overview:**

Dentsu is a trusted partner of this bank, was instrumental in transforming the company's marketing technology stack by deploying Adobe's Real-time Customer Platform along with AJO (Adobe Journey Optimizer) for decisioning.

Both tools are components of Adobe Experience Platform (AEP), providing the technical foundation to migrate the banks Genome Project in record time.

This migration achieved what previous platforms couldn't, enabling the infrastructure needed for true personalization at scale.

**Adobe experience platform (AEP) implementation**

Client standardized on Adobe Experience Cloud, using AEP to unify fragmented customer data, enabling real-time personalization across channels.

AEP addresses financial services challenges by combining customer-centricity, data unification, and real-time insights—all while ensuring strict compliance with GDPR and CCPA.

AEP consolidates data into single, real-time customer profiles, allowing the bank to deliver consistent, personalized interactions, whether customers engage via mobile, in-branch, or online.

Its AI-powered insights predict customer needs, enabling timely, tailored offers that boost engagement and retention.

Integrated with Adobe's full marketing and analytics suite, AEP provides to the bank with a scalable, compliant solution to drive customer loyalty, enhance operational efficiency, and support long-term growth.
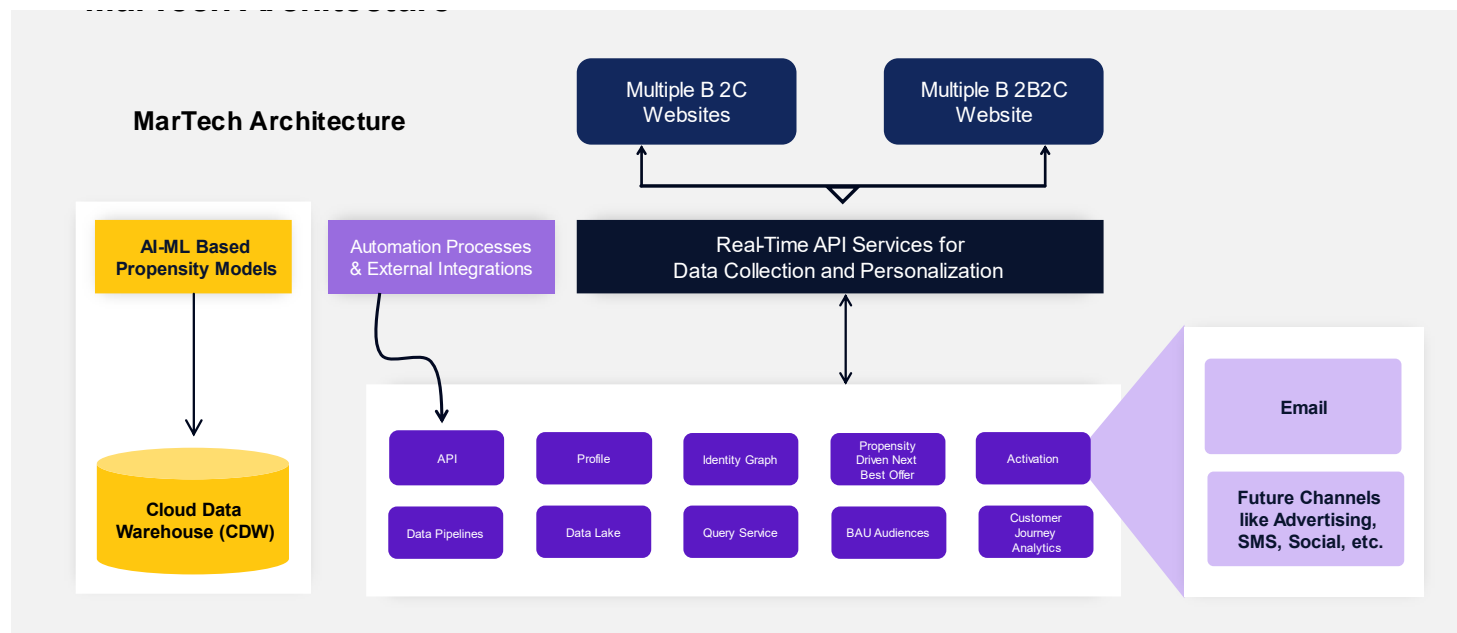
# Adobe Experience Platform (AEP): Results & Impact

**Replacing Non-Adobe MarTech Platforms**

The bank faced challenges in operational scalability and fragmented MarTech architecture.

Adobe Experience Platform (AEP) addressed these by unifying real-time data, enabling dynamic segmentation, and automating cross-channel processes.

AEP efficiently manages large data volumes, integrates CRMs, analytics, and campaign tools into one ecosystem, and ensures seamless personalization and compliance. This integration improved data governance, scalability, and operational efficiency.



**MarTech Architecture**

- Multiple B 2C Websites
- Multiple B 2B2C Website
- AI-ML Based Propensity Models
- Automation Processes & External Integrations
- Real-Time API Services for Data Collection and Personalization
- Cloud Data Warehouse (CDW)
- API
- Profile
- Identity Graph
- Propensity Driven Next Best Offer
- Activation
- Data Pipelines
- Data Lake
- Query Service
- BAU Audiences
- Customer Journey Analytics
- Email
- Future Channels like Advertising, SMS, Social, etc.

**Results:**

- Launched 8 complex omnichannel campaigns using Adobe Target to full capacity.

- Boosted email interactions by 30% with a new ranking mechanism via Adobe Journey Optimizer (AJO).

- Deployed Adobe's highest-volume campaign, including 29 ideas, 94 offers, and 200 segments.

- Achieved faster email targeting, real-time offer updates, lower TCO, and enhanced analytics.

# Lighting the path to growth through DTC transformation and innovation

Transformation of Philips Hue, a world-leading smart lighting and IoT company, into D2C.Customer-centric ecosystem including mobile apps, web, headless commerce, CDP, and data-driven activation and loyalty.

**Why relevant for Santander:**

Dentsu transformed Signify into a direct-to-customer marketing organization by introducing a cross-channel orchestration engine and a new commerce platform that delivered personalized experiences and increased conversions.

## +200%
Increase in digital sales YOY

## 30%
Increased conversion rate via real-time decisioning

# AREAS OF OPPORTUNITY

**Traditional B2B sales and marketing culture**

With sales and services being handled by retailers, Signify had very little end-customer focus.

**Fragmented system landscape**

Their disjointed system landscape spanned across web, mobile, and marketing channels.

**Outsourced commerce with lack of control**

95%+ of their sales were managed by retailers with very little brand control.

**Data not readily accessible and usable**

With minimal customer touchpoints, Signify had no access to data and insights.

# OUR SOLUTIONS

**Signify PHILIPS**

**Traditional B2B sales and marketing culture**

- ▶ Create top direct-to-customer experiences

**Fragmented system landscape**

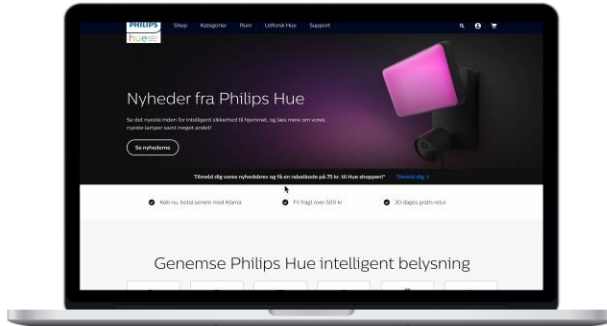- ▶ Build a data-powered commerce ecosystem

**Outsourced commerce with lack of control**

- ▶ Develop internal commerce capabilities

**Data not readily accessible and usable**

- ▶ Design an experience personalization engine

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# Signify / how we did it: Seamless customer experience



## Making the customer experience easier

Dentsu partnered with Signify to boost direct-to-customer sales for Philips Hue, a leading premium smart lighting brand.

**Challenge: With** over 95% of sales through retailers, Signify had limited experience in customer journeys and direct customer marketing.

**Solution**: Dentsu created a seamless digital experience featuring product demos, recommendations, and customer service. Customer insights guided content creation, while a personalization engine ensured relevant content delivery at the right time.

## Creating a data-powered commerce ecosystem

**Solution Architecture:** Signify's digital ecosystem includes a customer portal, mobile app, content, and commerce platforms, integrated through frameworks and microservices.
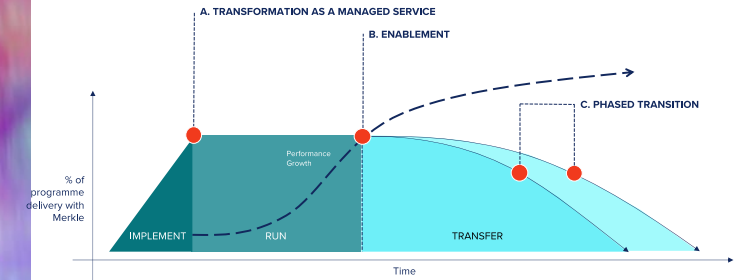
**Technology Stack:** The solution leverages Adobe, Aprimo, and Elastic Search, alongside integrations with native apps, Amplitude, Braze, Sprinklr, Stibo, SAP, Lionbridge, and more.

### +70%
Faster load time and improvement of overall website performance

### +30%
Increase in on-site conversions

## Empowering internal agile squads

**Project Execution:** During the pandemic, a team of over 200 people across 12 countries launched a new commerce platform for Philips Hue in under five months.

**Transformation Approach:** The project introduced agile marketing teams focused on customer needs. Squads, each responsible for a phase in the customer journey, built and tested campaigns, personalized journeys, customized landing pages, and automated triggers.

### +200
People working together across 12 countries

### 2x
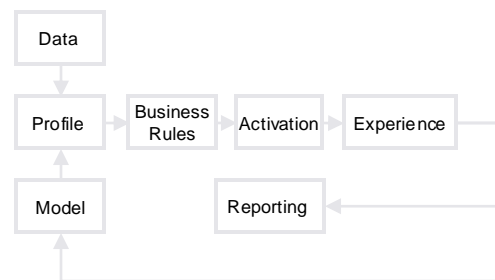Q4 sales by being agile and faster time to market

# Signify: New ways of operating

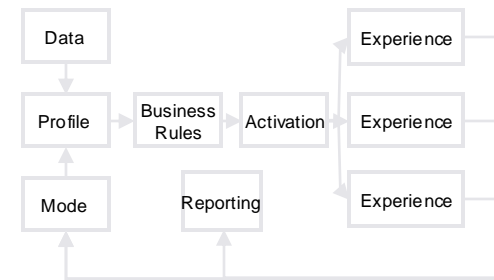The newly built organization implemented new ways of operating a personalized experience engine.
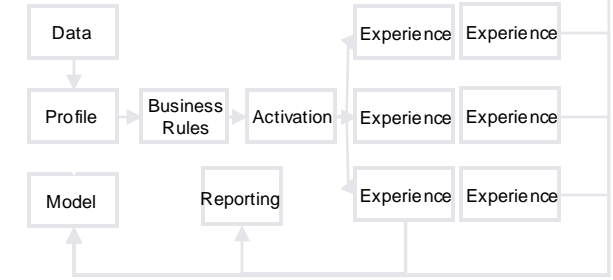
**Next Best Product 'MVP'**
**4 months**



**+Closed Loop**
**6 Months**



**+Scaled Integration**
**9 Months**



**+Next Best Action**
**12 Months**



Increasing data connectivity enabled through AEP profile stitching

**Hypothesis**:

1:1-based product recommendations will outperform batch and blast campaigns set by a planner.

**Hypothesis**:

Adding machine learning based on transactional and behavioral data will improve the effectiveness of the model.

**Hypothesis**:

Activating the model across multiple channels will increase the conversion rate (* Requires scaled ID stitching).

**Hypothesis**:

Activating the model within tracks based on individual, behavioral, and managed pressure roles will increase CLTV.

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# Case Studies

## Our Google Partnership

Dentsu's partnership with Google drives unmatched reach and relevance by leveraging AI-powered tools like Broad Match, Value-Based Bidding, Enhanced Conversions, and Performance Max (PMax). This enables us to connect with high-value audiences at critical decision points, optimized for privacy and sustainability.

In e-commerce, Dentsu is a standout among holding companies, leading in both adoption and investment in Google's Shopping solutions, including Local Inventory Ads and PMax for Retail. This expertise maximizes results for our retail clients across Google's most advanced ad products.

In 2021, we launched a partnership with ISDN, establishing a global collaboration to accelerate their growth across three pillars: 1) Data and technology, 2) Omnichannel digital acquisition, and 3) Global creative production.

Google has been a key stakeholder in the success of this acceleration plan, and through our collaboration across European, North American, and Latin American countries, we have made a significant business impact

# El Corte Ingles: ROAS and quality boost with Google stack

**Why El Corte Inglés?**

El Corte Inglés (ECI) is one of the largest corporations in Europe. Some numbers that highlight the size of its business +12,000 MM of turnover, +79,000 employees, +760 MM of web and app visits and + 11.6MM purchase card users.

ECI has a strong partnership with Google with a GMP full stack approach and is one of the top advertisers with more investment in Google across Europe.

**Our Role orchestrating Google Stack for ECI**

From 2019 we have been helping to shape ECI & Google partnership with a key role in technology consultancy and GMP management to deliver constant growth.

Over the years, the relationship with Google has become increasingly important for ECI with the rise of their e-commerce business, which has led us to sophisticate the use of Google Marketing Platform.

Besides we articulated the entry of ECI in the Google DAP Program to get funds to develop innovative projects as LTV and DDA.

**Reselling & negotiation of Google Stack Experience in ECI**

CM360, SA360 & DV360 reselling and implementation though dentsu.

**Excellence in the use of Google Marketing platform**

**Media & Audiences Consolidation in GMP**: ECI has a major investment in direct deals with publishers in Spain. Previously investments were activated directly with the publishers so there was a lack of control and optimization with the whole campaign.

We used **DV360 & CM360** as the platforms to consolidate & automate the activation of this deals, which allow us to use audiences (1st party data), control frequencies and optimize towards eCommerce activity.

**Open Budget & Full funnel though GMP:** We have evolved the optimization from CPA (Cost-Per-Acquisition) to ROAS (Return-On-Ad-Spend) and we manage the activity in the Google ecosystem with open budgets optimized to the revenue of conversions.

We modelized the ROAS of each business vertical in GCP and we implement the settings of TROAS in buying platforms: SA360 and DV360, developing a full funnel strategy to curate audiences across and adjust the bid based on the revenue of the product.

**Impact on Business:**

o Improve CTR up to 70,4%

o Increase of quality web traffic: +168%

o +25% APP revenue

o +27 global sales and ROAS increase in all the ecommerce categories up to 2.500%.

Full Funnel activation in GMP with TROAS Open Budget optimization
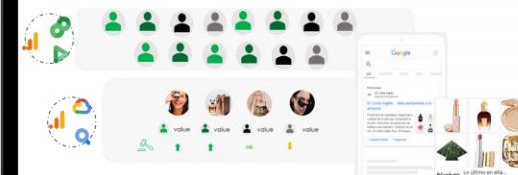
# El Corte Ingles: ROAS and quality boost with Google stack

**Google Analytics 4 Expertise**

**Custom Data driven Attribution in GA4**

We have developed an attribution project, based on GA4 in which we have adapted the data structure and created a fairer view of the path to conversion (converting and non-converting) considering the online and offline world. The physical store has been included as another point of contact in the path.

This help us to deploy impactful use cases, calibrating investment and CRM and/or personalization.

**Data & platform integration:**

Purchase: Big Query + Snowflake + GA4

Calibration of Attribution Models: Ad-Hoc Model + Meta + DV360

DDA help us to better understand contribution of all channels in conversion: Impact on Business: **+59% of conversion attribution on Organic Search & +311% on display and digital branding.**

**Advanced data processing projects**

**LTV Project**

We are evolving from TROAS bidding to Value base bidding which will allow us to optimize media activity based on projected value of the users. To do it at scale we needed to create a model with precision that allow us to predict the LTV on new and existing customers. Therefore, we created two predictive models in Google Cloud Platform.

We set up and advanced infrastructure for data processing between google Marketing Platform and Adobe Experience Platform:

- Construction of the New and Existing Customer models, and definition of the buckets in GA4.

- Start use of Floodlight LTV in Campaign Manager.

- Creation and ingestion of existing customer audiences in Adobe AEP.

- Separation of campaigns in test and control in Search Ads 360.

- Creation of a visualization dashboard in Looker to track performance of high value audiences.

- Use Cases Activation in Search Ads 360

**LTV Model Real Time Dashboard**

**LTV Project RESULTS**
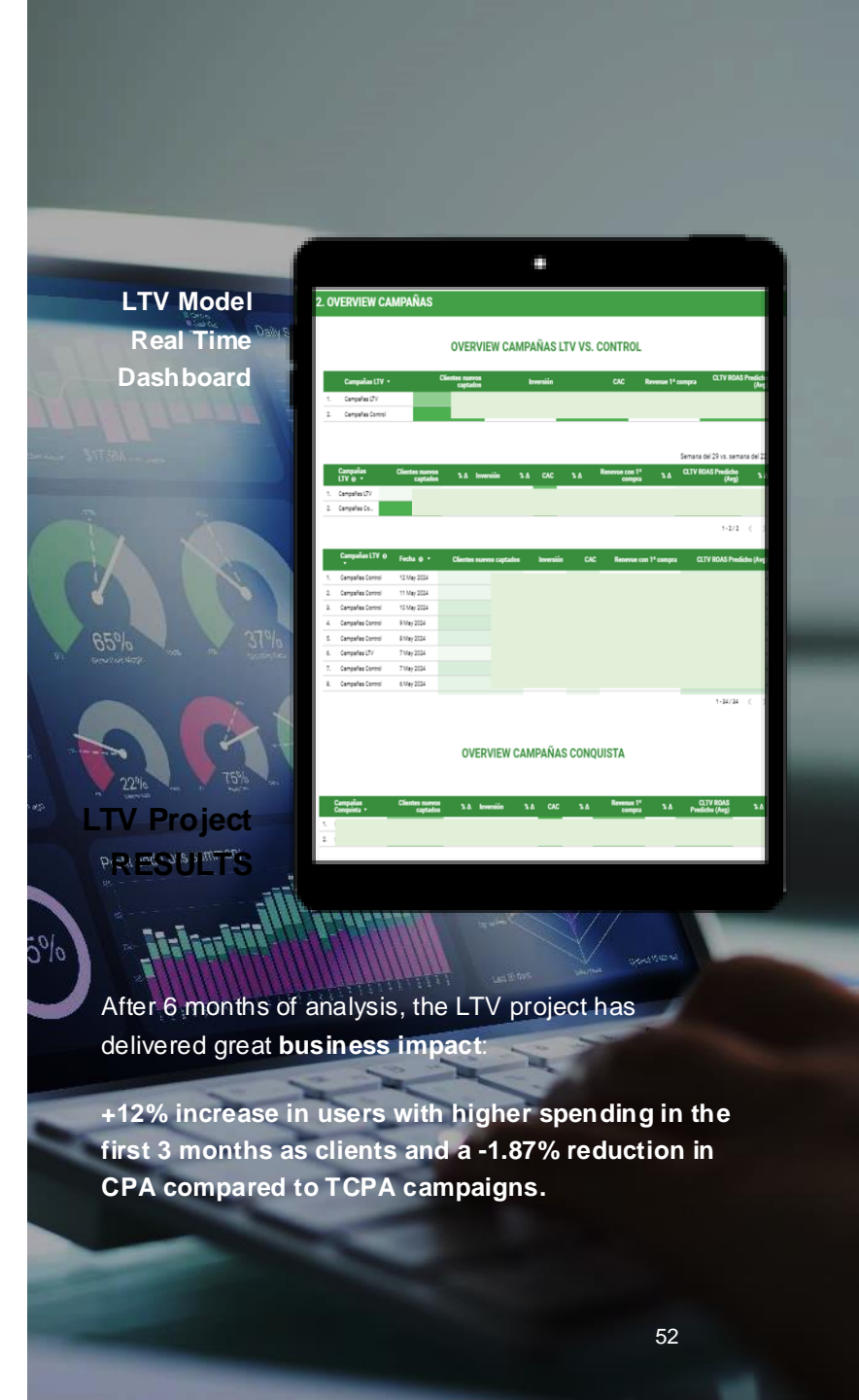
After 6 months of analysis, the LTV project has delivered great **business impact:**

**+12% increase in users with higher spending in the first 3 months as clients and a -1.87% reduction in CPA compared to TCPA campaigns.**

# Increasing leads and sales for ISDIN

### Why ISDIN?

ISDN, a leading global skincare company, is known for its innovative dermatological solutions. With a 30% increase in sales in 2023, reaching €569 million, the brand's focus on research and development drives its success. Its strong growth and commitment to skin protection make ISDN a trusted and relevant player in the global skincare market

### Our Role for ISDIN

We built a global partnership to accelerate their growth across three pillars: 1) Data and technology, 2) Omnichannel digital acquisition, and 3) Global creative production.

In the area of data and technology, we also act as facilitators of their relationship with Google, developing advanced projects in Google Marketing Platform and managing the connection between ISDN and key stakeholders at Google in each country.

This service covers for example Spain, the US, Chile, and Colombia.

### Advanced data processing Project

**Google Cloud Customer Data Arquitecture**

We build a global technological data governance set-up as a solution to "bring the audiences" of Google Analytics 4 to the Google Cloud where we generate an architecture that allowed us:

- Generate a **unique customer profile** with a persistent identifier.

- Generate high-value audiences by combining data collected from different channels, **qualifying the lead.**

- Enrich these audiences with **data/attributes** from the CDA and relevant media activation channels.

- **Push qualified data** to **activation destinations**: Meta, GAds, SA360 & DV360.

- **Optimize media investment**: Bidding for high-value users, negating those who are already buyers.
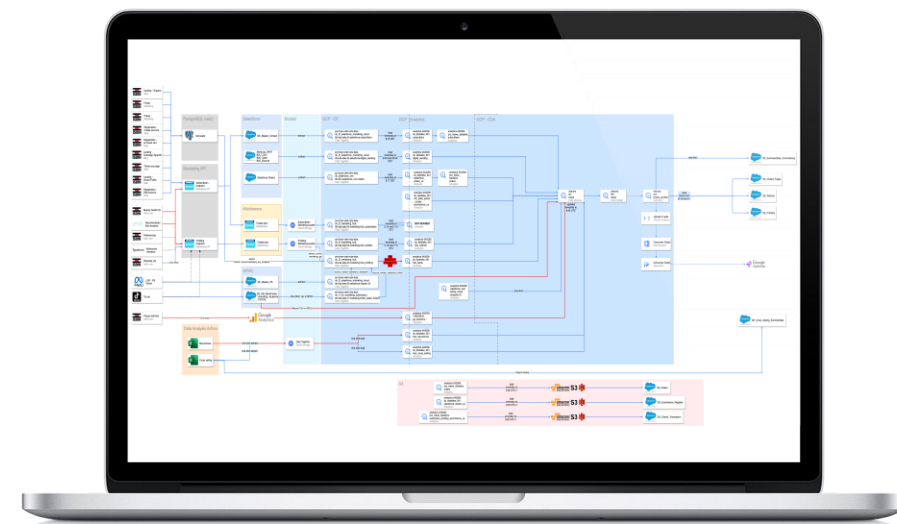


We build an advanced data processing solution in google ecosystem: Built in the Google Cloud Infrastructure, integrating ISDN's business applications and customer databases, and connecting through big query and GA4 with the Google Activation platforms.

# Increasing leads and sales for ISDIN

**Excellence in the use of Google Marketing Platform**

Our **challenge** was to increase market share in USA with a limited budget being able to compete in a period as saturated as Black Friday.

We develop a promotional **strategy** to capture ecommerce visitors' high-quality data stored in the CDA.

This information allowed us to create high-value audiences based on 1PD from the data stored in the CDA, which we orchestrated through Google Ads, web personalization tools, and email marketing, offering a more unified and personalized omnichannel experience for the user.

We measured this through the implementation of different events in GA4, which were sent to the CDA for further monitoring along with other client attributes, using Looker.

The omnichannel strategy has allowed us to increase the customer base profitably in the long term and boost online sales. It has improved customer retention and conversion with more qualified leads, offering a personalized experience based on 1st party data, end to end (E2E).

Generating high **Business Impact**

**+47%**
LEADS

**+42%**
REVENUE

**+32%**
CONVERSION RATE

**+150%**
AUDIENCES & SIGNALS

Google
Marketing
PARTNER
AWARDS
in collaboration with BCG

2024 GMP PARTNER
AWARDS WINNER

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# Enabling GM Connect in 6 months

## Challenge:

In 2024, GM streamlined and modernized their marketing operations across all their agency partners and marketing capabilities. Key to realizing this strategy was to create efficiencies through process automation, enable real-time data and insights from their complex marketing stack to empower decision-making for both GM and agency users.

## Solution:

GM Connect enabled us to collaborate with GM to help release their new operating model through a connected ecosystem integrating dentsu and GM data, and technology. We worked closely with the client to deploy Dentsu Connect to meet the client operating model. Key deliverables were:

- Surfacing data, insights, and workflows in a single Platform accessible by dentsu and GM users
- Consistent platform navigation mirroring the operating model for GM, ensuring the right teams have access to the product and data they need.
- Key data and insights and business intelligence surfaced to GM with the use of flexible data widgets. The client instance of dentsu Connect was deployed with a custom navigation, tailored to their operating model.
- Integration between dentsu and the GM stack across key tech partners to automate data management and insight including workflow integration from GM Connect through to Media Ocean to automate Media Management workflows in their 3rd party platforms.
- Full data pipeline from Media Ocean into dentsu Connect, which facilities near real time plan reporting



snowflake    Microsoft Azure    adverity SMART WITH DATA    mediaocean    databricks
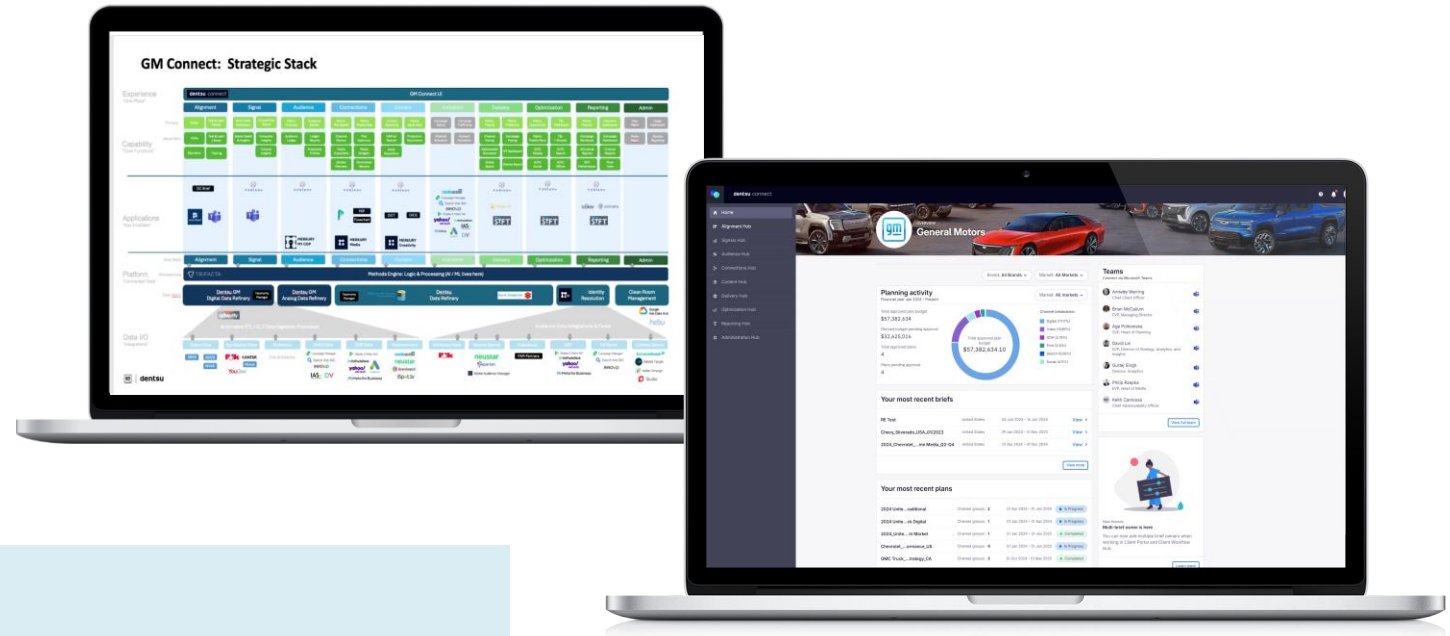
## Relevance for Santander:

- Similar challenge of need to unify independent markets under 'on roof'

- HQ needing visibility transparently to the markets

- Local teams accessing the clean data and products they need

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# A new model for GM Collaboration

Fundamental to our GM case is the unique collaboration model we put in place to deliver GM Connect with an integrated team of GM and Dentsu specialist and technical teams coming together with end users both at GM and Carat.

Kicking off with discovery, we build a scalable blueprint, driven by the common objectives and iterated globally and locally.

**Use Case Development**

- Through user research, we were able to identify the key use cases in conjunction with the GM media team which provided clarity from a delivery perspective.

- Use cases were stress tested early in the lifecycle to highlight where we might need POCs, technology feasibility assessments, etc resulting in the ability to better predict delivery dates / milestones

**POC**

- Early prototyping (both high-fidelity wireframes & clickable prototypes) and rapid feedback from the GM media hub team realizing enabled us to iterate at pace.
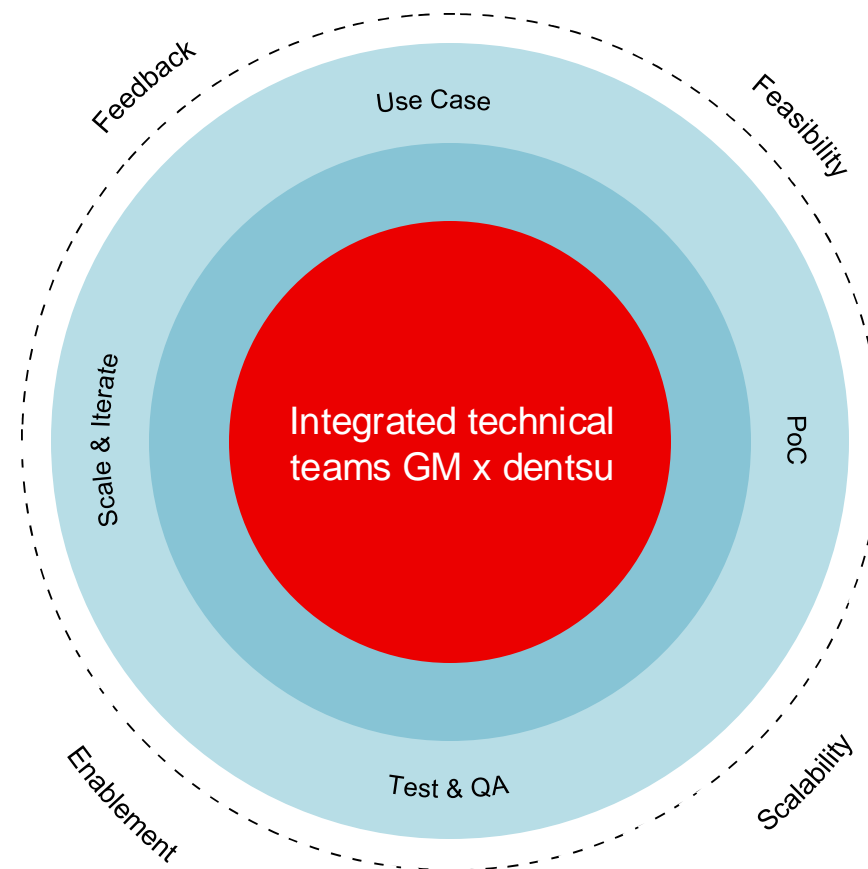
- Developing POCs upfront allowed us to tackle the most challenging requirements early on and find suitable / scalable solutions. The use of Figma (UX Tool) allowed us to collaborate easily with all the teams involved (including the GM media hub team)

**Q&A**

- QA was undertaken at various stages of the project lifecycle ensuring quality throughout the build & release process.

- Regular demonstrations & testing of the various elements of the solution ensured all parties were clear on what was being delivered and when

**Scaling**

- The collaboration model adopted for the GM use case provided a solid foundation that enabled us to work efficiency across a range of verticals (GM media pillars), whilst still maintaining a core central team driving the overall platform build.



Integrated technical teams GM x dentsu

Feedback · Feasibility · Use Case · PoC · Scale & Iterate · Scalability · Enablement · Test & QA

# Growth for Disney theme parts using dentsu's proprietary Navegg DMP in Brazil
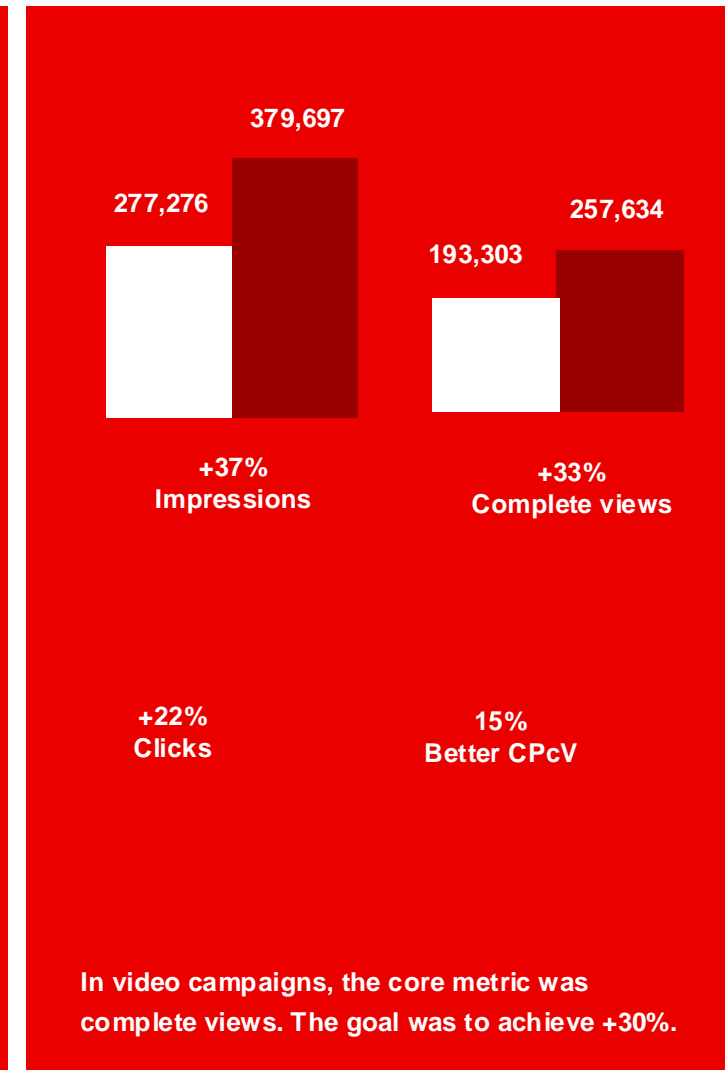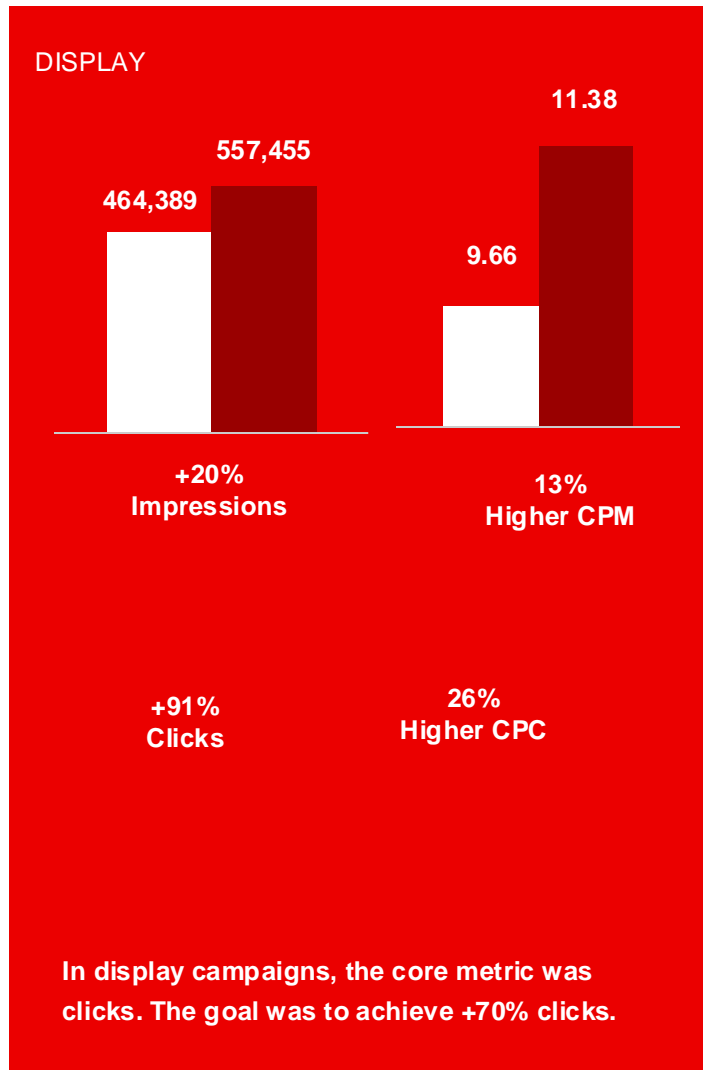
## DISNEY CHALLENGES:

o Promote Disney's theme parks with programmatic media for Brazilian market

o Achieve more travel sales

o Expand Disney's theme parks visibility

**THE ACTION PLAN TO ACHIEVE DISNEY'S GOALS**

- Clusters and 3rd party data for campaign optimization.

- Programmatic media campaigns with banner, display and video formats

- A/B testing with specific strategies for each format: one group using dentsu's proprietary Navegg audiences and another control group.

### DISPLAY

464,389 — 557,455
11.38
9.66

**+20%** Impressions

**13%** Higher CPM

**+91%** Clicks

**26%** Higher CPC

In display campaigns, the core metric was clicks. The goal was to achieve +70% clicks.

277,276 — 379,697
193,303 — 257,634

**+37%** Impressions

**+33%** Complete views

**+22%** Clicks

**15%** Better CPcV

In video campaigns, the core metric was complete views. The goal was to achieve +30%.

☐ Control group     ⬛ Navegg audiences

# Merging attention and AI to creative analysis for Alsea across LatAm

**Domino's & BK CHALLENGES:**

o  New customer acquisition challenges

o  Hyper competitive QSR verticals

o  Complexity to connect creative iteration to media and attention concepts
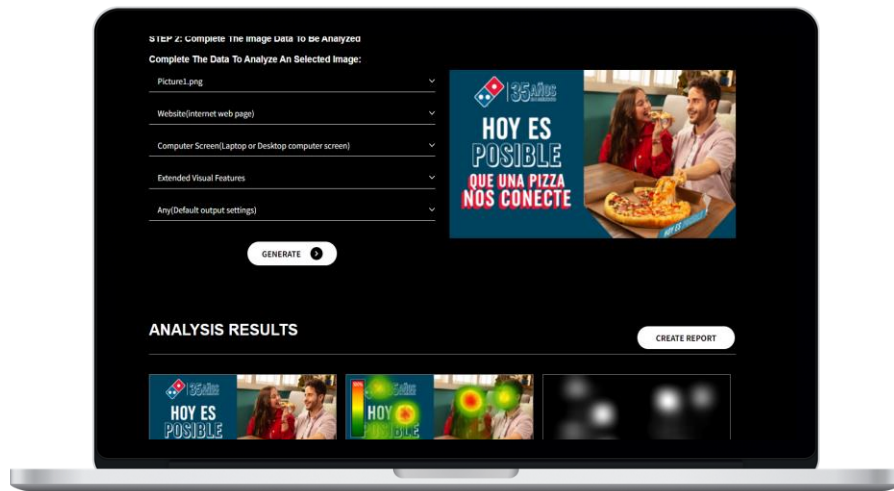
Alsea, being the company handling the licenses for renowned QSR companies like Burger King, Domino's, Starbucks, PF Changs and more, has tremendous challenges to foster growth for their brands in numerous markets across Latin America.

Alsea uses a marketing mix of brand messaging, performance and loyalty efforts.

Its levers to generate growth is dependent on key factors:

Keeping brands in the TOM

Pushing moments of consumption

Frequency of purchase

In the latter two points, dentsu noticed that even though performance efforts where priority and agile, there was a need to improve relevance of the ads from a visual perspective.

Visuals are the most essential part of generating and attention and driving the user to connect the brand now of consumption,

At the same time, Loyalty programs had dispar performance across different markets and brands and was a strategic bet of the company to increase business and lock in users.

# Merging attention and AI to creative analysis for Alsea in LatAm

**EYE TRACKING AND VISION THROUGH AI FOR PRE-TESTING AND ITERATION**

Considering the challenges markets and brands had it was decided that Domino's in Mexico and Burger King in South Cone (Uruguay, Chile, Argentina) were going to be subject of testing using Playground LATAM, a proprietary solution by dentsu connecting different AI and Automation features to a unique portal with curated prompts for several purposes across our business practices.

In the case for Alsea, it was a combination of Eye tracking AI testing and Generative Vision assessment, with the goal of understanding areas of opportunity from an Attention perspective, using heat maps, gaze plots and providing detailed insights on likely improvements to the creative piece before going live.

For Domino's it was focused on the Moments of consumption ads, whereas for Burger King it was focused on the loyalty programme communication.

**THE RESULTS**

For Domino's, the pre-tested batch of ads which returned better rankings according to Playground delivered 17% increase in 1 day purchases vs control group.

For Burger King, the enhanced version of the creative after the initial visual recommendations directed to 23% increase in new subscribers to Loyalty Programme vs benchmark.

**BETTER, MORE EFFICIENT BEHAVIOURS**

Thanks to these results, a new way of work has been implemented for these brands in which the pretesting and validation through AI is part of the creative and design process before launch.

We now connect different agencies and scopes of work into a single workflow destined to choose best options to deploy in the campaign instead of doing multiple testing while on the go.



+23 % New subscribes

17% increase in 1st day purchases

# Burger King's success with the carbon calculator in Argentina

**BK CHALLENGES:**

The food industry, particularly meat production, is known to be a significant source of greenhouse gas emissions.

Recognizing its responsibility in this area, Burger King set out to address a key challenge: reducing carbon emissions across its supply chain while educating customers on the importance of making more sustainable food choices.



To tackle the challenge, Burger King adopted the carbon calculator, a tool that **allows the company to measure the environmental impact of its campaigns**

The goal of this tool is to offer greater transparency and enable the brand to identify areas for improvement in its campaign mix, create consciousness.

**Implementation**: the carbon calculator was initially implemented as part of the post buys of each bk campaigns for online media.

Using this tool, the company was able to determine the emissions associated with producing each of these campaigns and work on reducing them by making changes to suppliers and processes.

**Results** the results of implementing the carbon calculator have been significant: reduction in emissions: burger king successfully reduced its carbon emissions , primarily by optimizing our online media mix.

# Locating actionable audiences in media achieving precision and improving results in Argentina

**BEIERSDORF CHALLENGES:**

In the era of audiences, the challenge of this client was: stop talking about demographic target + use of category target and start talking about behavior and interests.

Detect the micro-moments of the target to be able to impact them and be relevant.

**Beiersdorf**

| TIME POOR PRAGMATISTS | POSITIVE EXPERIENCERS | BRAND-LED IMPULSIVES | BEAUTY SEEKERS | BUDGET CONSCIOUS FUNCTIONALISTS |
|---|---|---|---|---|
| • Favours simplicity, practical<br>• Time stressed, hectic lives<br>• Comfort in the familiar | • Value quality life and healthy lifestyle<br>• New experiences, challenges<br>• Positive and open to new people / cultures | • Spontaneous and impulsive<br>• Seek approval<br>• Driven by image and favours big international brands | • Fashion and trend savvy<br>• Self focussed and ambitious<br>• 1st to try anything new, influenced by celebrities<br>• Outgoing & social | • Love home life, less sociable<br>• Functional & traditional<br>• PL perceived as good for them<br>• Price concerned |

The use of Merkury Panel for audience work in a client that was only considering the attitudinal of the category, allowed improvements in the awareness and consideration KPIs, improving them between **15% and 22%.**