



Enterprise-to-Local Digital Marketing Playbook

August 2018

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Spotlight on local

Introduction by Norm Hagarty, CEO/Managing Partner



We are seeing a renewed focus on the power of local marketing today, fueled in large part by consumer demands for choice and speed. It's no longer enough to assume that a consumer will enter a conversation with a brand through an "awareness" channel and move across multiple channels towards a logical "direct response" endpoint as they make their purchase decision. Instead, we must realize that any channel could be an entry point or a decision point, including a phone call or visit to a physical location.

Holistic consumer-focused marketing plans must put the consumer's point of view at its center. At DAC, we understand the value of being there for our clients' customers and potential customers, no matter how they choose to interact with the brand. That's why we deploy digital media campaigns that empower consumers with choice: are they most comfortable transacting online? Will a phone call help them understand their options? Or do they prefer to speak one-on-one with a local representative in their neighborhood?

Local is having a moment. In this playbook, DAC will explore why Enterprise-to-Local is the new foundational marketing strategy that will allow marketers to deliver better, more valuable experiences for their customers regardless of how, when, or where those marketing experiences take place. Further, we will demonstrate that brands that deliver these experiences will be rewarded by their customers through accelerated investment efficiency and revenue growth.

Local Digital Marketing's watershed moment

Over the last five plus years, marketers have been busy chasing the dream of “omni-channel”. That relentless focus on ubiquity of experiences across channels failed to recognize and respond to changing consumer expectations that were beginning to impact legacy channels’ marketing performance. Although local marketing was absolutely a part of the omni-channel dream, it was treated as a silo in the best of cases, and an afterthought in the worst. As marketers grappled with the “Amazon effect” and tried to leverage technology to replicate the success of the pure-play e-commerce giants, they neglected to integrate their strongest asset—the local brick and mortar footprint—in a meaningful way into the digital customer journey.

The shuttering of physical stores of longstanding household name brands masked the core issue; digital experiences were being built based on business priorities and not customer expectations. Today’s customers expect a seamless and personalized online and offline experience. It is why Amazon is busy acquiring and building a physical footprint and integrating it with their digital customer journey. Let’s take that as the new “Amazon effect,” a sign to be paid attention to. Clearly, Local matters. A lot.

“Technology, information, and connectivity are combining to instill in people a belief that they can have what they want, when, where, and how they want it.” ¹

stores delivered—the idea that the proprietor knew you and your habits—is the same expectation that consumers have today. Only now, it must be done at scale.

Technology platforms and online publishers are responding to this new expectation. The merging of organic, paid, and maps results on Google highlights this. The integration of

76%

of people who conduct a local search on their mobile device will visit a physical place within 24 hours. Of those searches, 28% will result in a purchase.²

The average consumer doesn’t think of an experience with a brand as a separate “local” or “e-commerce” experience. Today, these experiences are interchangeable, and each play a significant part in a consumer’s journey to purchase. To a consumer, whether their experience takes place in store or online, the new expectation is that it will be personalized. What old general

¹ Forrester ‘Customer-Obsessed Leaders Do These Five Things: Do You?’ (2016)

² Think with Google ‘How Mobile Search Connects Consumers to Stores’ (2016)

technical and usability requirements with meaningful content to drive organic search is also an important factor. Finally, the rise of voice search, with its reliance on signals based on location, reputation, and data syndication clearly show us that marketers need to optimize every brand touchpoint, from enterprise to local.

Winning marketers have learned that where you are is as important as who you are when it comes to personalizing experiences for customers. Local is not a separate and distinct silo or a simple initiative or group of tactics; instead, it's a mindset that permeates their marketing strategy. In this playbook, we share DAC's framework and specific recommendations for winning in local.

“People also expect digital experiences to be made just for them—including experiences that are tailored to the location they’re in right now. Compared to just a year ago, smartphone users are significantly more likely to purchase from companies whose mobile sites or apps customize information to their location.” ³

Defining Enterprise-to-Local

When we say “Enterprise-to-Local” what exactly do we mean? Here, enterprise simply represents “the company”.

Therefore, for marketers to create a winning Enterprise-to-Local strategy, brands must:

1. Set the brand promise at the company/corporate level
2. Ensure the brand promise is “paid off” by each sub-brand or line of business
3. Deliver the brand promise to its customers all the way down to their local store level
4. Adapt and personalize each of these experiences for their customers’ needs and intent, including attention to customers’ environments (digital or physical)

en·ter·prise 

synonyms: business, company, firm, venture, organization, operation, concern, corporation, establishment, partnership

In doing so, marketers will deliver consistent brand experiences that are personally relevant to their customers, no matter when, how, or where consumers are interacting with the brand.

³ Think with Google ‘Micro-Moments Now: 3 New Consumer Behaviors Playing Out in Google Search Data’ (2017)



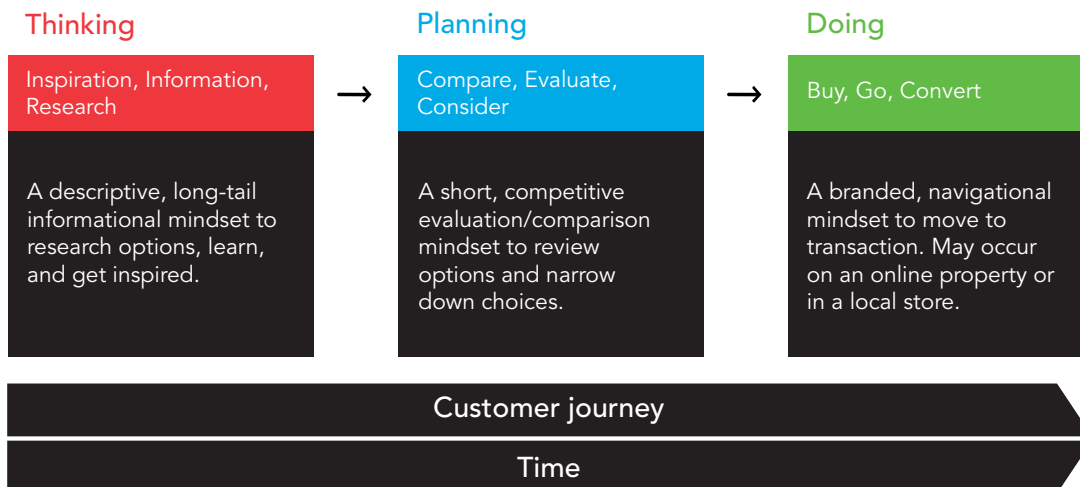
Customer intent & the local landscape

Enterprise-to-Local: Strategies driven by consumer intent

It is critical that an enterprise deliver its brand promise effectively at every touchpoint that a consumer may connect with it, be it social media, the website, or a local brick-and-mortar store.

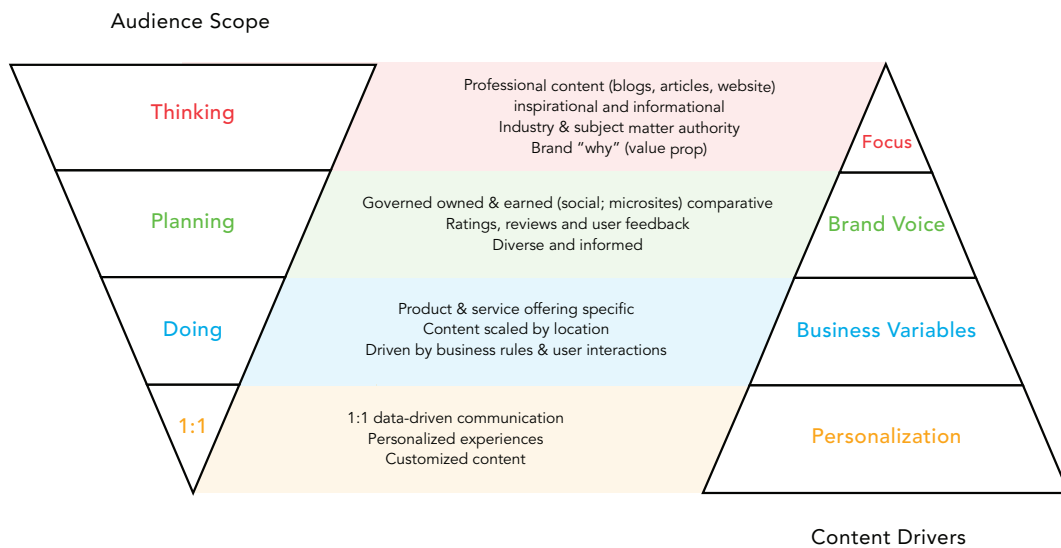
As consumer expectations around access to info continue to intensify, an enterprise must align with the consumer's intent at every step of their decision journey to remain relevant. Consumer intent shifts based on the consumer's journey stage and over time. It's crucial to understand that consumers will look to different content, channels, and devices at each stage of their decision journey. An Enterprise-to Local strategy drives brands to align effectively with that journey.

At DAC, we visualize the journey in three major intent phases: Thinking, Planning, and Doing.



The currency of marketing used to be the perceived value exchange between brands and consumers. Today, that value exchange is rooted in intimacy. A consumer must feel that a brand knows them intimately as individuals, meeting their core intent-based needs at every interaction; when brands are able to do this, they are rewarded with loyal customer advocates. Appropriately paying off consumer intent = intimacy with them. Setting forth an Enterprise-to-Local strategy that achieves this intent-based intimacy leverages data, content marketing messaging, and channels grounded in the Thinking, Planning, and Doing framework.

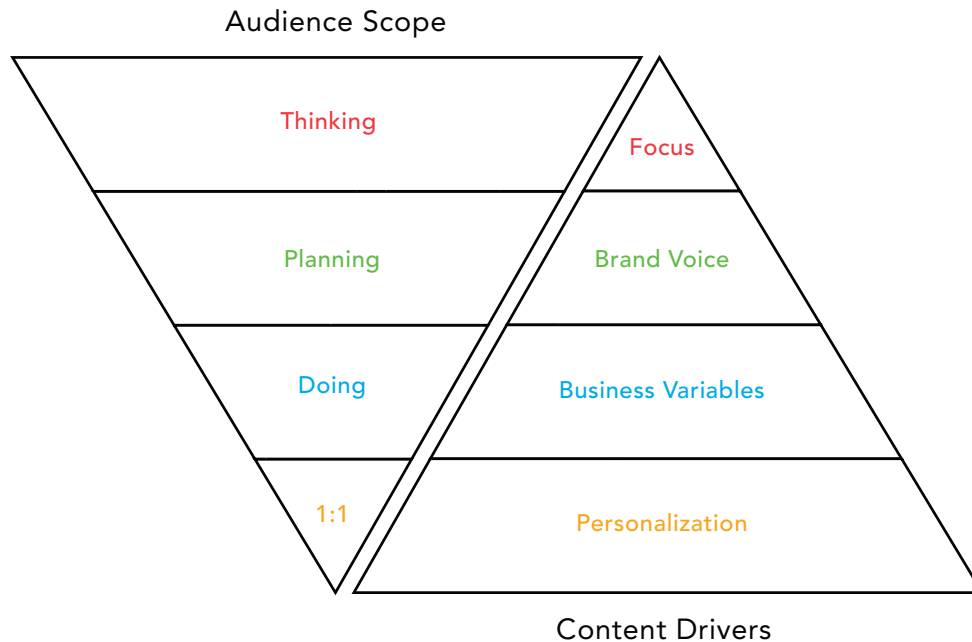
When visualized as a more traditional "funnel," one can align the Thinking, Planning, and Doing intent phases with the types of content consumers at each stage of the journey engage with:



As the scope of the audience narrows from many to one (from an enterprise marketer's point of view), the breadth and uniqueness of the content required to "pay off" user intent inverts, from one to many. As consumers interact with branded content and experiences, they shed data that can inform the next layer of content personalization needed to move through to the next step of their journey. This data will be found, and should be captured, across a variety of marketing experiences—allowing an enterprise with an appropriate data infrastructure to follow the user's journey path.



The most-often used media vehicles have been displayed here, against Thinking, Planning, Doing, to inform areas of concentration for a marketer's efforts.



Stages of the Journey	Channels and Tactics
Thinking / Focus	<ul style="list-style-type: none"> Website Corporate Blog & Article Writing/Optimization Enterprise SEO Strategy Social Media Strategy Awareness & Prospecting Media Buys Non-Brand Paid Search Offline to Digital Strategies (e.g. Radio, TV)
Planning / Brand Voice	<ul style="list-style-type: none"> Customized SEO Organization (Category/Product) Location Pages/Microsites Reputation & Reviews Management & Response Non-Brand and Brand (Modified) Paid Search Direct Response Media Buys
Doing / Business Variables	<ul style="list-style-type: none"> Retargeting Local SEO Local Pages & Local Presence Management Customized Content; Longtail Reputation Management Brand (Exact and Modified) Paid Search
1:1 / Personalization	<ul style="list-style-type: none"> Marketing Science/Analytics/Business Intelligence Lead Scoring and Audience Trends Analysis Marketing Automation Media Personalization CRM Strategy

How local has changed

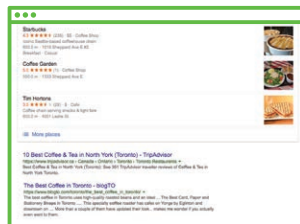
It is not your mama's local marketing landscape anymore! When digital marketers think "local", what comes to mind for many is simply making sure you're buying local search terms in paid search or that your website is optimized for them.

However, the local digital marketing universe is more significant and varied. Though not an exhaustive list, the following tactics are all critical aspects of an effective Enterprise-to-Local digital marketing strategy:

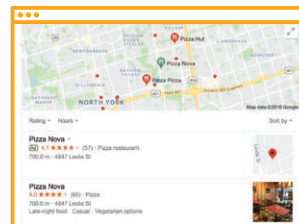
Google My Business



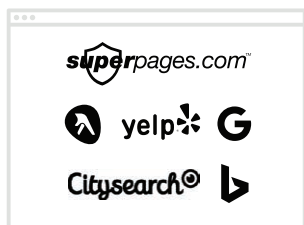
Paid Search & SEO Keywords



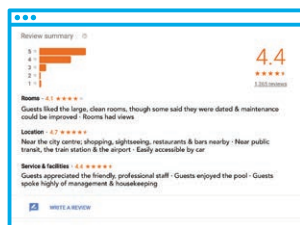
Maps Pack SERP Results



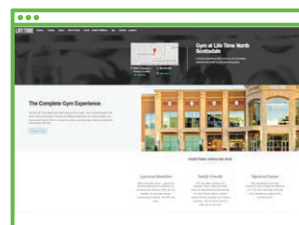
IYPs, Local Directories & Aggregators



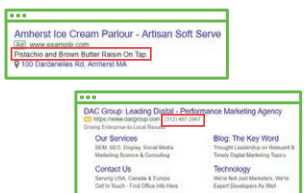
Location Reviews & Reputation Management



Location Pages



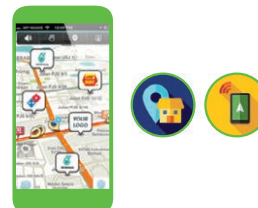
Localized Paid Search: Location & Call Extensions



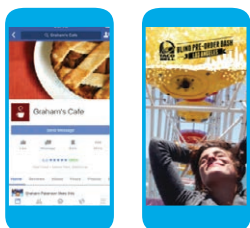
Local Inventory Ads



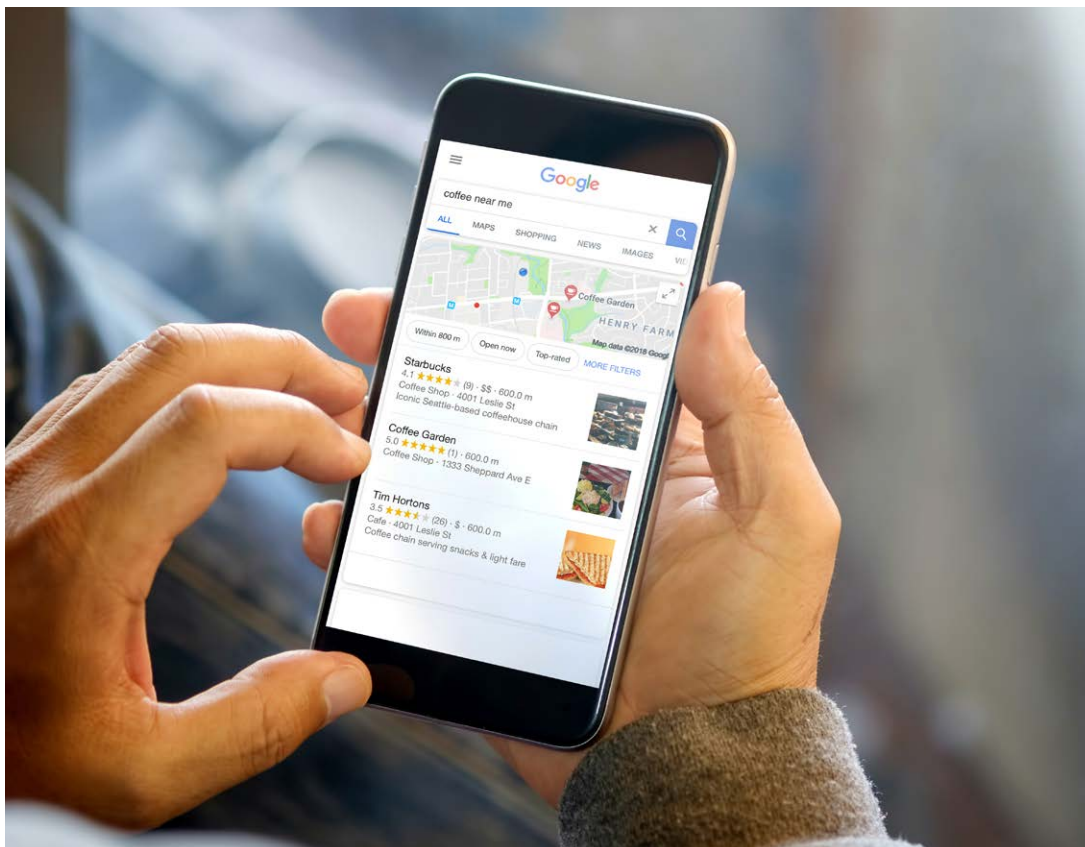
Geofencing (including In-App)



Localized Social Media: Store Pages & Local Campaigns



Despite the huge landscape of channels and platforms that should be considered for each enterprise brand's strategy, it's important to note that search alone has changed dramatically. Five years ago, the search engines looked for web pages to answer user queries; they needed to crawl and index on-page content to answer the user's questions. At the end of 2016, Google's Penguin algorithm update combined with significant improvements in natural language processing meant that the engines' algorithms started to devalue localized content (web) pages, with the SERP (search engine results page) starting to prioritize local and maps stacks to answer local queries. Today, the algorithms continue to update, devaluing localized web page content that is nothing more than a duplicated page for each location with local store info swapped out. Maps and local continue to serve more and more, and with the increasing use of voice search, "near me" will take on more and more importance in local search.



Today, search engines and marketers alike are trying to solve for consumer experience and expectations; the result of this shift is that consumers' interactions with brands are now splintered and dynamic. Because consumers rule the brand-customer relationship today, Thinking, Planning, and Doing is a foundational framework that can help brands understand the impact of their channels on the consumer decision journey. It should foster discussion amongst marketing teams and agencies on where a brand absolutely needs to show up to ensure a seamless Enterprise-to-Local experience for their consumers.

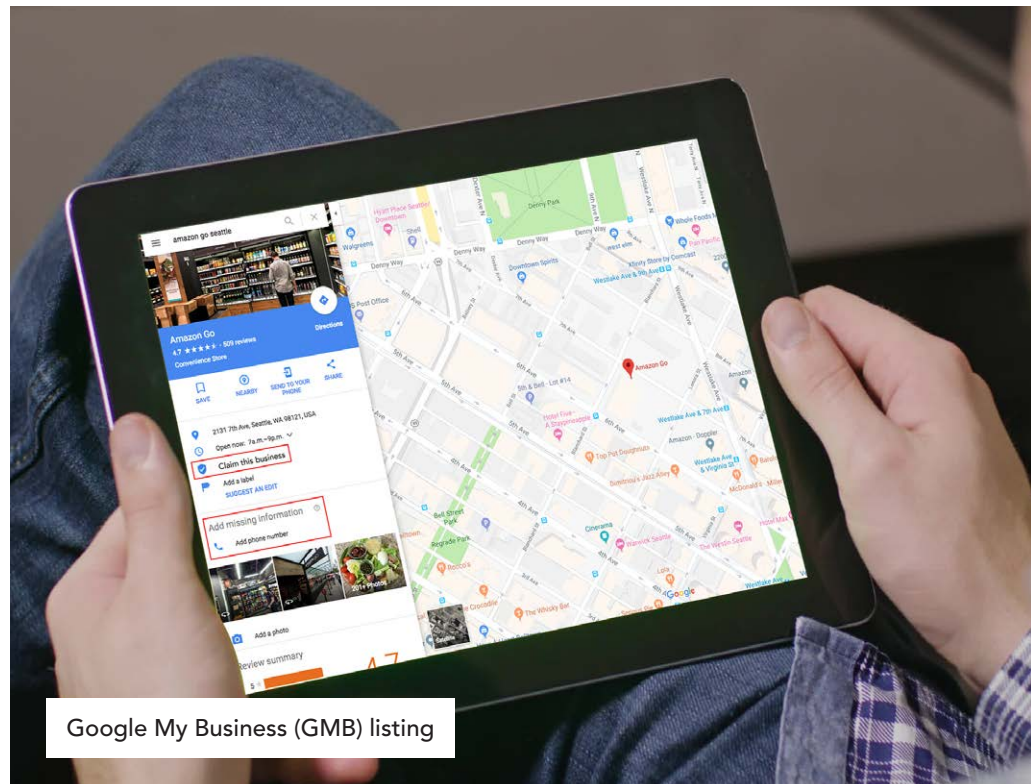


How DAC tackles Enterprise-to-Local

Step 1: Own your own locations

First thing's, first: create or claim your local business pages. The foundational element of any Enterprise-to-Local strategy is ensuring the accuracy and visibility of your location information. Google My Business (GMB) listings allow your information to be sourced in Google Search, Maps, and other locally-relevant Google properties. Why start with Google? Because 86% of people look up the location of a business on Google Maps⁴. It is also important that the enterprise own its location listings, to ensure that it conforms to their brand guidelines, and to protect the brand's location information. Unclaimed listings can be claimed or edited by anyone that is able to verify the information.

In many cases, Google will attempt to create a listing for a new location, if it's aware of it (via information available elsewhere online). However, the listing is only as detailed and accurate as the information Google is able to source on its own. Even giants like Amazon don't always get it right. The Amazon Go store in Seattle opened on January 22nd, 2018. As of March 13th, their GMB listing still hasn't been claimed, and the information is incomplete (and possibly inaccurate, though this author wasn't in or near Seattle at time of writing to verify hours or location details).



Step 2: Ensure accuracy and visibility of your location/store data

After ensuring all listings are created and claimed, the next most important foundational step is to confirm and/or update all relevant information about each store or location. The implications are significant if you present inaccurate information to a consumer. Consider these three example scenarios to understand the negative impact that can result from inaccurate or out of date information on the consumer experience:

⁴ Moz 'Google SERP Feature Graph' (2018)

Scenario A: wrong phone number



Scenario B: out-of-date address



Scenario C: inaccurate store hours

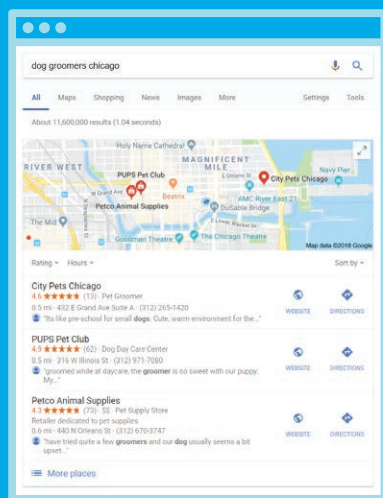


While it is reasonable to think that an enterprise can manage the information for all of its locations on an ongoing basis in Google My Business (GMB), it is important to remember that location/store data can be sourced by consumers via other platforms. Apple Maps, Internet Yellow Pages (IYPs), Facebook, Yelp, and TripAdvisor are just a few other major key players of note; there are a multitude of other sites and data aggregators to be considered as well. As part of DAC's Local Presence Management (LPM) offering, we help ensure that all location data is cleansed to meet the specifications of these providers, distributed to this network of sites and aggregators, and updated to change as your business changes (holiday hours, for example) in real time.

Step 3: Tackling organic search (local SEO)

As mentioned above, getting your local information to show up in the Search Engine Results Page (SERP) is no longer built on the same foundational elements it was a few years ago. Today, enterprise businesses must consider the way the major search engines choose to display localized results—largely, via the maps channel. Google, in particular, has continued to advance its SERP layout over time, introducing result types like the Local Pack and Knowledge Cards that deliver the answer to consumer queries directly on the SERP and no longer require a click through to a business' web page. This means an enterprise should develop a robust local SEO strategy that includes the creation and optimization of unique and relevant localized content and associated local store pages on its website (i.e. "traditional" content and SEO strategies), but also goes a step beyond to consider other factors that will increase the probability of showing up through a local query.

An Enterprise-to-Local strategy will include a content strategy that is fully integrated with SEO to build a collection of effective content that will "pay off" consumer intent at each stage of an Enterprise-to-Local journey to purchase. In an Enterprise-to-Local content



Maps results

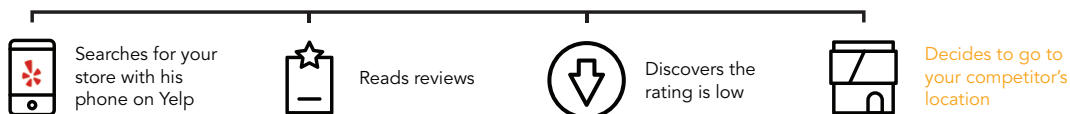
strategy that is intertwined with SEO, not all this content will be a long-form article or blog content, either. Consider relevant images, appropriately tagged and optimized, that may be very useful to a consumer performing an image search. Consider the impact of content on each store (location) page; what is unique about each location or its neighborhood, that will entice a user to visit the store after that content is surfaced by their query? What about video content? Is it relevant to what people are searching for? Will it assist a consumer in their decision?

Consider also the maps results. Note that ratings and reviews are a key element, even allowing users the option to sort by rating (number of stars).

Unfortunately, when users perform a geo-modified query there are often no organic page listings (i.e. standard website page results) above the fold. According to MozCast⁵, over 25% of queries are matched to Local Packs results.

This highlights how essential it is for an enterprise to have an active strategy in place to respond to user reviews, as well as a goal to improve ratings over time. When we remind ourselves that marketers are no longer in the driver's seat, (and consumers are) it's clear why ratings and review management needs to be a major focal point of an enterprise communications strategy. Extending beyond search, this applies to all places where a consumer can find (and share!) reviews of your business:

Scenario D: poor reviews



Another crucial and often overlooked element of local search is the incorporation of Structured Data Markup (also often referred to as Schema, Schema markup, or Schema.org) on your location/store pages. Schema markup provides crucial data, such as store address, phone number, hours, types of product sold, or services provided directly to the search engines without relying on the engines to crawl and index the information. A SEO strategist can assist in ensuring this markup is optimized effectively and included on all local pages thereby feeding the information directly to the search engine.

⁵ Moz 'Google SERP Feature Graph' (2018)

A savvy SEO strategist will also focus on the increasing use of mobile in today's consumer behavior—mobile MUST be front and center of an Enterprise-to-Local strategy. As you might imagine, mobile has become the perfect way for consumers to get real-time directions to the location of their choice. Google's Mobile First update⁶ underpins the importance of mobile experiences as Google will prioritize mobile version of sites first. This update will be a game changer for many enterprise brands that previously had separate mobile and desktop experiences.

Step 4: Pay to play

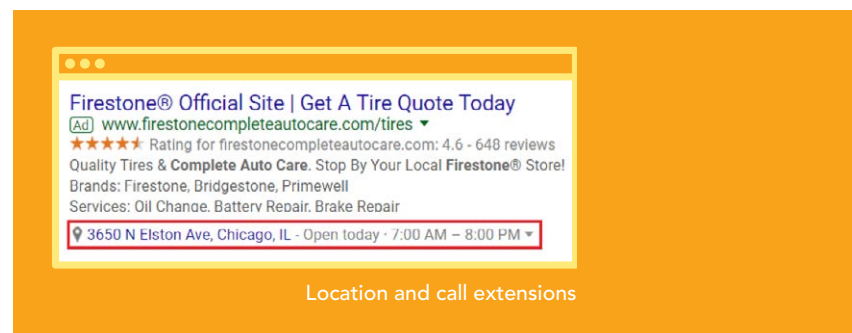
Paid media is a perfect vehicle for increasingly cost-efficient local targeting. Various channels and tactics can help you reach your consumer when they need information on the platforms where they're looking to find it.

As a marketer, you've no doubt heard that Google and Facebook are "the big two" powerhouses, but they are certainly not the only two. We'll start here, though, as these two platforms both have strong targeting capabilities, large reach/audience size, and offer multiple buy types that can be quite cost-effective.

Let's begin with Google. Before we move into other forms of Google Paid Media, it's important to review all of the various tactics that can be localized in AdWords (also referred to more broadly as SEM, PPC or Paid Search). Search is often the first place a consumer turns to find local information, therefore, it is important to deploy all tactics that make sense for your enterprise objectives and for the consumer:

Geo-modified campaigns: location targeting is available for any AdWords campaign. Targeting options include cities, regions, zip and postal codes, and radius targeting as well as country level targeting. When deploying Geo-modified campaigns, the goal is to achieve a high Quality Score⁷ by ensuring close alignment between keywords, ad copy, and landing page content. Therefore, consider small, tightly-themed groups of keywords within each campaign, localized to the geo area that's being targeted. The ad copy in each campaign should align well to the keywords, and the landing page that users will reach should also be localized for maximum relevance.

Location and call extensions: location extensions are a great asset to deploy in your AdWords campaigns. These extensions expand your ad copy to include your business address, a map, or the distance to your location. Call extensions are a similar feature, allowing you to add a phone number to your ad. Click-to-call functionality is also available, allowing users to click to immediately call the phone number in the ad.



Location and call extensions

⁶ Google Webmaster Central Blog 'Getting Your Site Ready for Mobile-First Indexing' (2017)

⁷ Google Ads Help 'Quality Score: Definition' (2018)

“Near Me” keyword sets and Mobile device targeting: 88% of all searches in 2016 were mobile with those searches growing 146%⁸ in a single year. Mobile users tend to be on-the-go and in need of quick results. Therefore, it is often part of a winning strategy to deploy “near me” and other relevant keywords in campaigns that are targeted to mobile devices. DAC has seen significant conversion improvement within managed AdWords programs that take this approach. However, it is important to note that as user behavior evolves, with voice searches and the inherent localization that users expect from their mobile devices, explicitly stated “near me” queries will decline as the “near me” intent behind mobile queries will be assumed.

Local search ads on Google Maps: enabled via Location extensions and your Google My Business listing, paid ads can also show when a user is searching within the Maps channel. Geotargeting in Maps allows you to set your bids by location, allowing for bid increases for users that are near your location(s).

Local Inventory Ads: retailers with physical stores can benefit from deploying Local Inventory Ads (LIAs). Appearing within the Shopping Ads section of the SERP, LIAs can show the searcher whether the store(s) nearby have the product that they’re searching for and whether it is currently in-stock. This tactic requires store-level inventory feeds and Google My Business listings.

Now that the various local aspects of AdWords have been reviewed, you may also consider the Google Display Network (GDN), Gmail Inbox Ads, and YouTube advertising. As with AdWords, Geotargeting is an available option for any Google advertising channel, so a multitude of other solutions open themselves up via Google’s range of Paid Media options.

“Various channels and tactics can help you reach your consumer when they need information, on the platforms where they’re looking to find it.”

Moving on from Google, the other powerhouse—Facebook—also offers simple and accurate geo-targeting within its ad suite. Any paid ad on Facebook can be geotargeted; however Local Reach Ads are specifically designed to serve users when they’re near one of your locations. Local Reach Ads allow unique store or location-level information to be shared, which may include promotions specific to that location, features, or offerings available. In addition, these ads can include calls to action such as Get Directions, Call Now, Message, or Learn More. And in addition to the geo-targeting lever, other targeting layers can be added on, such as user demographics, interests, and behaviors.

⁸ Think with Google ‘How to Build Your Mobile-Centric Search Strategy’ (2016)

Though there are a multitude of ways to target users based on location in Google and Facebook alone, there are also several other tactics, ad types, and platforms that can be effective elements of an Enterprise-to-Local strategy. Here are a few others to consider:

Mobile geofencing: geofencing relies on a combination of GPS, mobile data, WiFi, and RFID to target ads when a user's mobile device enters a physical area. This area is defined within your geofencing program parameters, and can be anything from one of your locations, a competitor's location, an event (e.g. a football game, a festival, etc.), or a specific neighborhood. Some vendors, such as Simpli.fi, can also then correlate geofencing ad impressions to the impact on store visits, via the same mobile tracking technology. Ad impressions served via the targeted geofenced area on a specific mobile device can also be correlated when that same mobile device later enters your location's geofenced area.

In-App advertising: many apps are specifically designed for users on-the-go. Waze, for example, provides users with turn-by-turn navigation, and provides advertisers the opportunity to target these users. When Waze users are near your location(s), ads are served that users can click on for more information. Targeting options with In-App ads are limited to the functionality of the app and the information it knows about its users. However, in addition to geo-targeting, most also include targeting by language, time of day, mobile operating system (OS), and some level of demographics targeting. Waze also includes "tourists vs. locals" segmentation, "home vs. work," weather, route length, and traffic conditions.

Social Media (non-Facebook): when its ad products first launched, Snapchat's offerings were deemed by some marketers as too expensive or having too high a barrier to entry due to creative requirements for the ad types available. However, Snap has increased its ad suite to offer several ad types that can be leveraged for an Enterprise-to-Local strategy. Filters and Lenses can now be quickly created and targeted for specific geographies/locations or events, effectively allowing marketers to be part of the Snapchat experience on a localized level. Pinterest also offers marketers the ability to geotarget. Promoted Pins, including Video and Cinematic Pins, and Shoppable Pins can all be targeted by location. Additionally, ads can be further targeted by Keyword, Interest, and Audience (interest, behaviors, life stage, etc.) traits.

Step 5: The data behind it all

Executing an Enterprise-to-Local strategy needs two key elements: seamless and personalized customer experiences, and integration across channels, platforms, and devices. The glue that binds the two elements is a customer-centric data environment. We need to recognize our audiences, understand their behavior, and understand the

signals they are sending us about their mindset. We need to consider their history with us and our competition, and we have to leverage their location as a critical point of context. Most importantly, we have to do this for every stage of the customer journey of Thinking, Planning, and Doing.

The currency of these experiences is data, and our audiences are constantly shedding it—either through active touchpoints (following on social media, clicking on a paid search ad, or calling a customer service line) or passive touchpoints (impressions, out of home and broadcast advertising, GRPs). As marketers, we have the ability to capture these data points through first-party data sources such as analytics, CRM systems, inventory, and ERP platforms. We can then bind them with 3rd-party data sources such as DMPs, weather and demographic data to produce a more complete picture of our customer.

This type of rich and integrated data environment might be difficult to achieve, but it is worth the investment in time and resources. In addition, data visualization using a business intelligence dashboard will allow you to not only understand the value to assign to each tactic but to also weigh the impact of each tactic differently against each stage of Thinking, Planning, and Doing. Understanding the impacts and adjusting the relative weights of activities across the customer journey will enable greater segmentation and personalization of experiences, and allow marketers to move beyond a direct response approach to a full-funnel mindset designed to build long-term growth of brand equity and performance, all the way from the *Enterprise to the Local Level*.



Make Enterprise-to-Local
work for you

In closing

Local is a critical element of today's consumer experience. The user intent behind the Thinking, Planning, and Doing journey stages need a local element at any stage of the journey. A robust Enterprise-to-Local strategy can ensure enterprise marketers meet each consumer in their time of need, regardless of which stage of the journey they are at. Doing so will result in more opportunities for marketers to connect with their target audiences in more meaningful ways, across the most relevant touchpoints of their decision journey.

In addition to keeping customers happy, these connections, when made, can drive significant impact to a business's bottom line. DAC has been proud to help our clients deliver double-digit year-over-year growth in their key performance indicators for several years running by continually checking in with our clients' customers and adjusting our approach to ensure that their programs meet their needs.

Taking an incremental approach, as outlined in this playbook, will allow any Enterprise to enter the Local conversation with their audiences while ensuring a thoughtful approach to each possible interaction—an approach that fulfills the brand promise at every critical touchpoint, right down to the local level.

Your Enterprise-to-Local checklist

Creating a seamless experience for your customers, no matter how they choose to interact—digitally or in person—requires asking the right questions. Here's what we ask when developing an Enterprise-to-Local strategy to ensure the effort pays off:

Which channels are the priority for delivering the business message? How do they change when you're talking about the brand promise, all the way down to speaking about the individual locations' unique value propositions?

1

What are the rules of engagement amongst each internal business unit that is involved with digital marketing? Who will fund what? Is a single group in charge of managing the complete program, or will individual groups be responsible for their own efforts?

2

Who gets to "own" branded terms in Search? What experience will be delivered to consumers when they search the brand? Will you allow individual locations to own a version of the brand, or will corporate/enterprise deploy that on their behalf?

3

How much emphasis will we put on Local vs. Enterprise? If a location has a specific campaign push, will they get to "add on" to the more broad-based enterprise campaign? Or will you remove other marketing from the area while that effort is live, to give the location full media weight?

4

How will this be measured? What are the expected measures of success? Do all parties agree on the "source of truth" for reporting on the programs? How often will the various teams meet to review and discuss performance?

Ensuring alignment on these fundamental questions will help any business succeed in their holistic Enterprise-to-Local strategy. However, as technology advances—and, with it, consumer expectations—it will remain important to frequently check-in from the consumer's point of view, to ensure your strategy is still aligned to the needs of your customers. Staying relevant and in tune with customer needs and expectations will shift your Enterprise-to-Local approach over time, but it will help you win and retain the customers you want to grow your business with.

DAC Contributors



Jenna Watson, VP Digital Media

Jenna has spent her entire career in digital media from the beginnings of paid search to account management and media strategy. She is highly experienced in creating winning digital media strategies for a range of top-tier clients across retail, B2B, travel, and financial services. One of her (many) strengths is building strong bonds between client and agency teams to ensure that DAC is delivering quality.






Nasser Sahlool, VP Client Strategy

With extensive experience in digital marketing, local and mobile conversion, performance optimization, and benchmarking, Nasser is an expert in digital strategy. He leads a team of strategists and researchers to come up with data-driven, creative campaign plans that stand out and drive performance for DAC's diverse roster of clients.



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