

EXCERPT from the Digital IQ Index®: **Spirits**

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DIGITAL IQ INDEX:

Spirits

March 11, 2014

BOOZE TUBE



The resurgence in “cocktail culture,” premiumization of alcohol brands, and growing demand in emerging markets has fueled consumption, and exports, of liquor to record levels.¹ These shifts have been accompanied by a reallocation of marketing dollars to...television.

In 2012, broadcast networks ABC, CBS, and NBC revised guidelines to permit advertising for alcoholic beverages during late night (after 11 p.m.).² Expenditures on TV increased 35 percent from 2010, becoming the dominant marketing investment for Spirits brands—a seminal shift for an industry adhering to a self-imposed ban on TV ads from 1948 to 1996. TV is now the preferred channel for launching first-time national campaigns (Jägermeister) as well as backtracking from premature pledges to go “all digital” (Southern Comfort).³

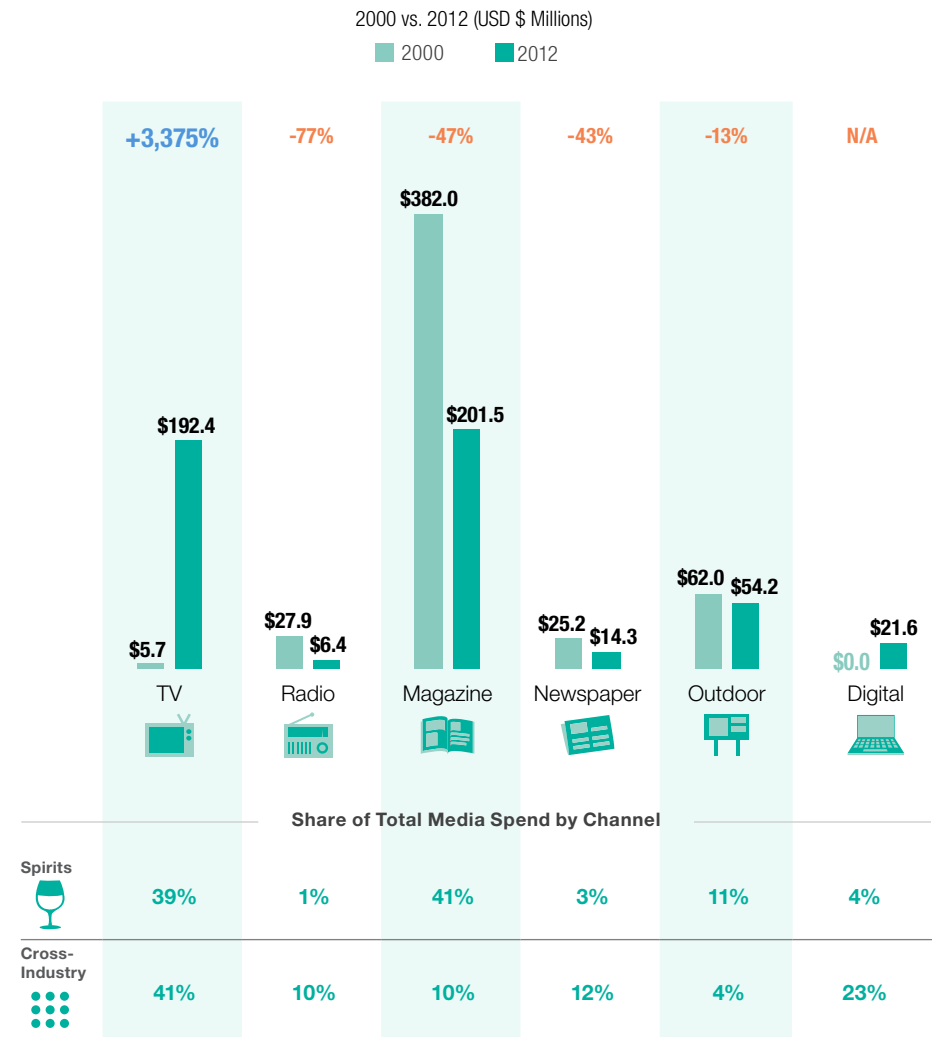
New Frontiers, Uncertain Regulations

Although increasing, investment in digital is still dwarfed by competing channels, and receives a fifth the media allocation found in other industries.⁴ The most common rationale for restraint—the regulatory environment:

- In March 2012, the World Federation of Advertisers, in concert with the eight largest alcohol marketers in Europe, launched a self-regulation pact to limit alcohol ads to media where at least 70 percent of the audience is of legal purchasing age—a defensive measure aimed at heading off more onerous regulation.⁵
- In June 2012, Google dropped all wine, beer, and liquor from its product listing service, classifying spirits as “non-family safe” content.^{6,7}

1. “U.S. Bourbon & TN Whiskey Drive Export Records in 2013,” Distilled Spirits Council of the United States, February 4, 2014.
 2. “Hard Time: Liquor Advertising Pours Into TV,” E.J. Schultz, Advertising Age, May 14, 2012.
 3. “Southern Comfort Pours Entire Media Budget Into Digital,” Jeremy Mullman, Advertising Age, July 29, 2009.
 4. “Industry Economic Briefing: Distilled Spirits Market Shares Edges Upwards in 2012,” Distilled Spirits Council of the United States, February 6, 2013.
 5. “Alcohol Advertisers Launch Self-Regulation Pact in Europe,” Laurel Wentz, Ad Age, April 16, 2012.
 6. “Google Drops Alcohol from Product Listings,” Ian Griffith, BevSites, July 16, 2012.
 7. [Google AdWords Policy Center > Restricted Products and Services > Alcohol](#), February 2014.

\$\$\$
Spirits: U.S. Advertising Spend by Channel
2000 vs. 2012 (USD \$ Millions)



Source: eMarketer, August 2013; Distilled Spirits Council, February 2013

- In May 2013, the Treasury Department’s Alcohol and Tobacco Tax and Trade Bureau issued an industry circular clearly defining social media pages for alcoholic beverages as advertisements—increasing self-scrutiny on platforms that lack age-gating mechanisms.⁸

Despite the uncertainty, Spirits conglomerates are slowly pushing forward in digital.

In November, backed by a £1 million marketing campaign, Diageo expanded its multiplatform consumer site (TheBar.com) to the U.K. and eight additional markets.⁹ Pernod Ricard recently concluded a three-year corporate overhaul, paving the way for digital marketing efforts focused on leveraging brand advocates, crowd-sourced initiatives, and hackathon-inspired apps.¹⁰ And last year, Bacardi announced it would invest up to 15 percent of its marketing budget in digital (four times the industry average).¹¹

Digital IQ = Shareholder Value?

An uncertain regulatory environment has hamstrung Spirits brands from significant investment in digital—and delayed a meaningful assessment of ROI. Despite this, it is clear that Spirit brands do not enjoy an even playing field.

The chart to the right depicts a brand’s annual case volume (a proxy for offline equity) versus the average monthly searches on Google for its corresponding brand term (a proxy for online equity). While the two metrics should be directly correlated, there are several brands that receive a disproportionate volume of Google searches. Online “overachievers” consistently demonstrate higher Digital IQ scores—providing digital destinations, integrated campaigns, and robust social media programming. Despite limited investment, these brands are already achieving a head start in digital over their immediate peers.

This study attempts to quantify the digital competence of 68 global Spirits brands. Our aim is to provide a robust tool to diagnose digital strengths and weaknesses, helping managers achieve greater return on incremental investment. Like the medium we are assessing, our approach is dynamic. Please reach out with comments that improve our methodology and findings.


SCOTT GALLOWAY

Founder, L2

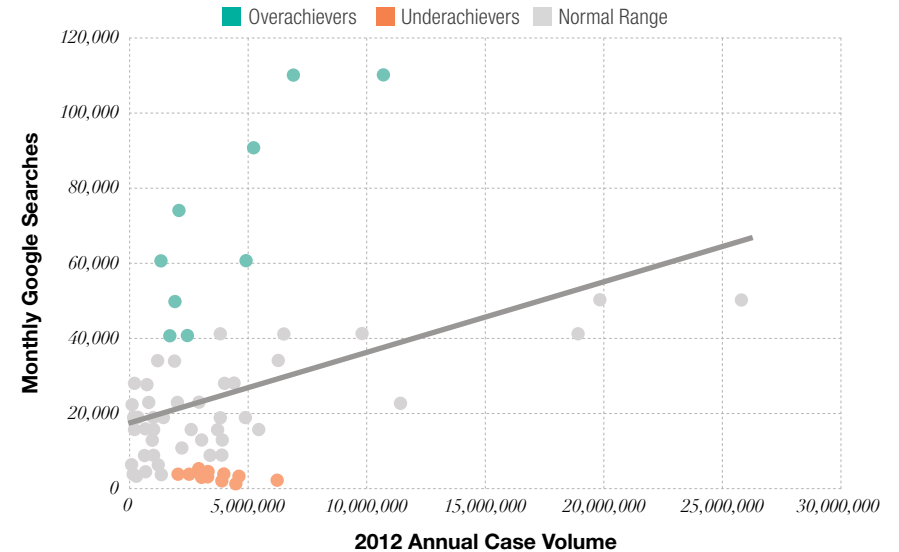
scott@L2ThinkTank.com



Spirits: Overachievers & Underachievers

Brand Size vs. Google Monthly Searches

n=68



↑ **Overachievers**
Average Digital IQ: 111

↓ **Underachievers**
Average Digital IQ: 81

8. "Use of Social Media in the Advertising of Alcohol Beverages," Industry Circular No. 2013-01, Alcohol and Tobacco Tax and Trade Bureau, Department of the Treasury, May 13, 2013.
9. "Diageo unveils multi-platform cocktail website," Gemma Charles, Marketing Magazine, October 10, 2013.
10. "Pernod Ricard CMO: Digital can get us back to real marketing," Sebastian Joseph, Marketing Week, January 30, 2014.
11. "Bacardi's head of digital Peter Clare discusses the digital evolution and how social media has to start providing ROI in 2013," Gillian West, The Drum, January 23, 2013.

About the Ranking

The Methodology

30%

Site

Effectiveness of Brand Site Technology

Search & Navigation

Customer Service & Retail Locator

Brand Content: Products, Heritage, and Recipes

Account Activation & Loyalty Programs

25%

Digital Marketing

Search, Display, and Email Marketing Efforts

Search:

Traffic, Web Authority, SEO/SEM

Retailer.com Investments:

Discoverability, Visibility, and Brand Exposure on Alcoholic Beverage Retailers and Gifting Services (BevMo!, Total Wine and More, ReserveBar, 1-877-SPIRITS, etc.)

Advertising & Innovation:

Display, Retargeting, and Cross-Platform Initiatives

Email:

Ease of Sign-Up, Frequency, Branding, Content

Blog & Other User-Generated Content:

Mentions, Sentiment, and Brand Activity on Industry-Specific Outlets (Kindred Cocktails, DrinksMixer, eGullet Forums, etc.)

15%

Mobile

Compatibility, Optimization, and Marketing on Smartphones and Tablets

Smartphone Experience:

Compatibility, Functionality

Tablet Experience:

Responsiveness, UI/UX Optimization

Mobile Innovation:

iOS & Android Apps, SMS Alerts, Search Optimization, Mobile/Geolocal Initiatives

30%

Social Media

Brand Presence, Community Size, Content, and Engagement

Facebook:

Likes, Annual Growth, Custom Tabs & Apps, Responsiveness, Engagement

Twitter:

Followers, Annual Growth, Frequency, Programming

YouTube:

Search Visibility, Channel Experience, Upload Views, Virality of Content

Instagram:

Presence, Community Size, Engagement

Emerging Social Media:

Pinterest, Google+, Tumblr

Digital IQ Classes

Genius 140+

Digital competence is a point of competitive differentiation for these brands. Brands promote interactive discovery of drinks, while new product launches demonstrate digital innovation.

Gifted 110–139

Brands are experimenting and innovating across site, mobile, and social platforms. Digital presence is consistent with brand image and larger marketing efforts.

Average 90–109

Digital presence is functional yet predictable. Efforts are often siloed across platforms.

Challenged 70–89











Limited or inconsistent adoption of mobile and social media platforms. Sites lack inspiration and utility.

Feeble <70

Investment does not match opportunity.

Digital IQ Ranking






















Gifted

RANK	BRAND	DIGITAL IQ	RANK	BRAND	DIGITAL IQ	RANK	BRAND	DIGITAL IQ
1	 BACARDI. ESTD CUBA 1862 Bacardi	Genius 140	2	 Brown Forman	Gifted 138	9	 Diageo	126
3	ABSOLUT. Pernod Ricard	137	10	GREY GOOSE Bacardi	125	10	 Pernod Ricard	125
4	 Hennessy COGNAC LVMH	134	4	 JOHNNIE WALKER. Diageo	134	12	SVEDKA Constellation Brands	121
6	 Beam	132	13	 William Grant & Sons	118	14	BELVEDERE VODKA LVMH	116
7	 The MACALLAN HIGHLAND SINGLE MALT SCOTCH WHISKY The Edrington Group	130	14	Maker's  Mark Beam	116			

- GENIUS**
Bacardi
- GIFTED**
Jack Daniels
Absolut
Hennessy
Johnnie Walker
Jim Beam
The Macallan
Sailor Jerry
Smirnoff
Grey Goose
Malibu
Svedka
Glenfiddich
Belvedere
Maker's Mark
The Glenlivet
Captain Morgan
Jameson
Laphroaig
Bailey's Irish Cream
Ciroc
Crown Royal
Jagermeister
Kahlua
Stolichnaya
Wild Turkey
- AVERAGE**
Patron
The Balvenie
Ardbeg
Woodford Reserve
Tanqueray
Chivas Regal
Glenmorangie
Highland Park
Havana Club
Ketel One
Hendricks
Martell
Bombay Sapphire
Bushmills
The Famous Grouse
El Jimador
Courvoisier
Knob Creek
Southern Comfort
Sauza
Cointreau
Beefeater
Dewar's
- CHALLENGED**
Grant's
Ballantine's
Campari
Russian Standard
Jose Cuervo
Remy Martin
Sky
Three Olives
Aperol
Bulleit
Grand Marnier
Brugal
Mount Gay Rum
Finlandia
- FEEBLE**
Fernet Branca
Gordon's
1800 Tequila
J&B
St-Germain

Digital IQ Ranking






















Gifted, Average

RANK	BRAND	DIGITAL IQ	RANK	BRAND	DIGITAL IQ	RANK	BRAND	DIGITAL IQ
16	 THE GLENLIVET Pernod Ricard	Gifted 115	22	 Jägermeister Mast-Jägermeister	110	30	 WOODFORD RESERVE Brown Forman	106
17	 Captain Morgan Diageo	114	22	 Kahlúa Pernod Ricard	110	31	 Tanqueray Diageo	105
18	 JAMESON IRISH WHISKEY Pernod Ricard	113	22	 Stolichnaya SPI Group	110	32	 CHIVAS Pernod Ricard	103
18	 LAPHROAIG® Beam	113	22	 WILD TURKEY Gruppo Campari	110	33	 GLENMORANGIE SINGLE MALT SCOTCH WHISKY LVMH	102
20	 BAILEYS Diageo	111	27	 PATRÓN Patrón Spirits	Average 108	34	 HIGHLAND in PARK SINGLE MALT SCOTCH WHISKY The Edrington Group	101
20	 CÎROC Diageo	111	27	 THE BALVENIE® William Grant & Sons	108	35	 Havana Club Pernod Ricard	100
22	 Crown Royal Diageo	110	29	 Ardbeg LVMH	107	35	 Ketel One VODKA Diageo	100

- GENIUS**
Bacardi
- GIFTED**
Jack Daniels
Absolut
Hennessy
Johnnie Walker
Jim Beam
The Macallan
Sailor Jerry
Smirnoff
Grey Goose
Malibu
Svedka
Glenfiddich
Belvedere
Maker's Mark
The Glenlivet
Captain Morgan
Jameson
Laphroaig
Bailey's Irish Cream
Ciroc
Crown Royal
Jagermeister
Kahlua
Stolichnaya
Wild Turkey
- AVERAGE**
Patron
The Balvenie
Ardbeg
Woodford Reserve
Tanqueray
Chivas Regal
Glenmorangie
Highland Park
Havana Club
Ketel One
Hendricks
Martell
Bombay Sapphire
Bushmills
The Famous Grouse
El Jimador
Courvoisier
Knob Creek
Southern Comfort
Sauza
Cointreau
Beefeater
Dewar's
- CHALLENGED**
Grant's
Ballantine's
Campari
Russian Standard
Jose Cuervo
Remy Martin
Sky
Three Olives
Aperol
Bulleit
Grand Marnier
Brugal
Mount Gay Rum
Finlandia
- FEEBLE**
Fernet Branca
Gordon's
1800 Tequila
J&B
St-Germain

Digital IQ Ranking












Average, Challenged

RANK	BRAND	DIGITAL IQ	RANK	BRAND	DIGITAL IQ	RANK	BRAND	DIGITAL IQ
37	 HENDRICK'S G I N William Grant & Sons	98	43	 KNOB CREEK® Beam	95	51	 Ballantine's® Pernod Ricard	88
37	 MARTELL COGNAC Pernod Ricard	98	45	 SOUTHERN COMFORT Brown Forman	94	52	 CAMPARI Gruppo Campari	87
39	 BOMBAY SAPPHIRE Bacardi	97	46	 Sauza TEQUILA Beam	93	53	 RUSSIAN STANDARD® VODKA Roust	86
39	 BUSHMILLS IRISH WHISKEY Diageo	97	47	 COINTREAU Remy Cointreau	92	54	 Jose Cuervo Proximo Spirits	81
39	 THE FAMOUS GROUSE FINEST SCOTCH WHISKY The Edrington Group	97	48	 BEEFEATER® LONDON Pernod Ricard	91	55	 RÉMY MARTIN FINE CHAMPAGNE COGNAC Remy Cointreau	80
42	 el Jimador TEQUILA Brown Forman	96	49	 Dewar's Bacardi	90	55	 SKYY VODKA® Gruppo Campari	80
43	 COURVOISIER® Beam	95	50	 Grant's® William Grant & Sons	Challenged 89	57	 Three Olives™ VODKA Proximo Spirits	79

- GENIUS**
Bacardi
- GIFTED**
Jack Daniels
Absolut
Hennessy
Johnnie Walker
Jim Beam
The Macallan
Sailor Jerry
Smirnoff
Grey Goose
Malibu
Svedka
Glenfiddich
Belvedere
Maker's Mark
The Glenlivet
Captain Morgan
Jameson
Laphroaig
Bailey's Irish Cream
Ciroc
Crown Royal
Jagermeister
Kahlua
Stolichnaya
Wild Turkey
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Chivas Regal
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Havana Club
Ketel One
Hendricks
Martell
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Bushmills
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Dewar's
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Grant's
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Remy Martin
Skyy
Three Olives
Aperol
Bulleit
Grand Marnier
Brugal
Mount Gay Rum
Finlandia
- FEEBLE**
Fernet Branca
Gordon's
1800 Tequila
J&B
St-Germain

Digital IQ Ranking

Challenged, Feeble

RANK	BRAND	DIGITAL IQ	RANK	BRAND	DIGITAL IQ
58	 Gruppo Campari	77	65	 Diageo	56
58	 Diageo	77	66	 Proximo Spirits	54
58	 LVMH	77	67	 Diageo	46
61	 The Edrington Group	74	68	 Bacardi	33
61	 Rémy Cointreau	74			
63	 Brown Forman	72			
64	 Fratelli Branca Distillerie	Feeble 68			

GENIUS

Bacardi

GIFTED

- Jack Daniels
- Absolut
- Hennessy
- Johnnie Walker
- Jim Beam
- The Macallan
- Sailor Jerry
- Smirnoff
- Grey Goose
- Malibu
- Svedka
- Glenfiddich
- Belvedere
- Maker's Mark
- The Glenlivet
- Captain Morgan
- Jameson
- Laphroaig
- Bailey's Irish Cream
- Ciroc
- Crown Royal
- Jagermeister
- Kahlua
- Stolichnaya
- Wild Turkey

AVERAGE

- Patron
- The Balvenie
- Ardbeg
- Woodford Reserve
- Tanqueray
- Chivas Regal
- Glenmorangie
- Highland Park
- Havana Club
- Ketel One
- Hendricks
- Martell
- Bombay Sapphire
- Bushmills
- The Famous Grouse
- El Jimador
- Courvoisier
- Knob Creek
- Southern Comfort
- Sauza
- Cointreau
- Beefeater
- Dewar's

CHALLENGED

- Grant's
- Ballantine's
- Campari
- Russian Standard
- Jose Cuervo
- Remy Martin
- Sky
- Three Olives
- Aperol
- Bulleit
- Grand Marnier
- Brugal
- Mount Gay Rum
- Finlandia

FEEBLE

- Fernet Branca
- Gordon's
- 1800 Tequila
- J&B
- St-Germain

Key Findings *Site*



Site Features

Over the past year, a combination of tablet-friendly design and explicit preference for independent campaign microsites (e.g., Wild Turkey's nevertamed.com) has led to simplified brand sites.

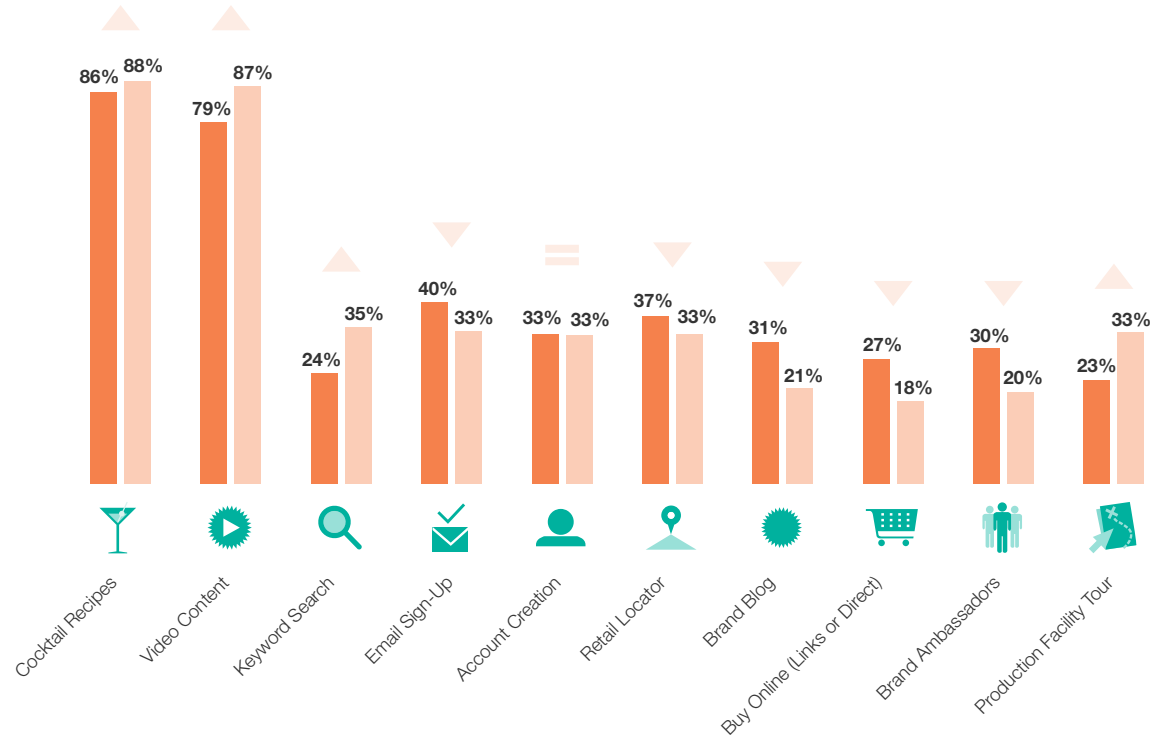
Cocktail recipes and video content remain the only near-ubiquitous features present across brands. Elements such as keyword search and social sharing have increased marginally year over year, but adoption remains between 35 and 40 percent. Meanwhile, community features and utilities that require maintenance have declined, shifting focus to branded content. Account creation, retail locators, brand blogs, merchandise stores, and links to e-commerce are all down between 3 and 10 percent. Spotlights on production facility tours (hallmarks of whiskey and bourbon brands) represent the only significant increase—up 10 percent.

Two sites remained offline throughout data collection—underscoring the lack of site investment. 1800Tequila.com is still listed as “Coming Soon” and StGermain.fr redirects to Facebook (back up from an expired domain name in early 2014).

Spirits: Changes in Site Features and Functionality Over Time

2013–2014

January 2013 (n=69) February 2014 (n=66)



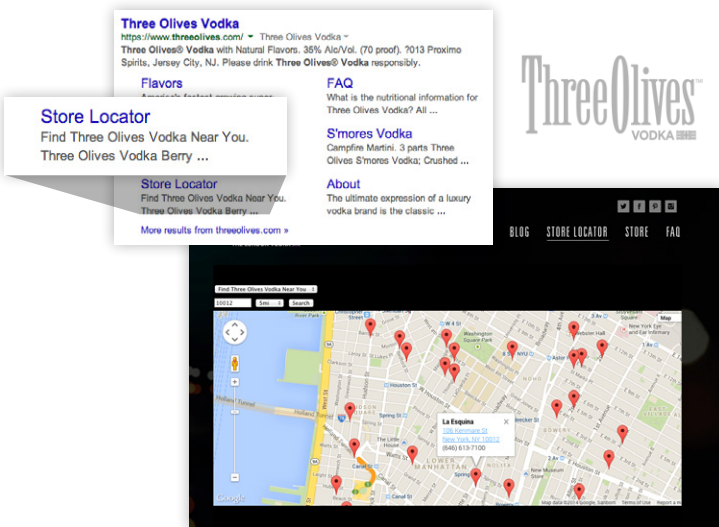
Key Findings *Digital Marketing*

SEO

Within the Spirits category, 71 percent of traffic to brand sites originates from search portals. Organic search results drive 93 percent of these clicks, dwarfing traffic from paid ads. On average, brand properties capture a third of first-page results for brand-related searches on Google. The rest of the page results drive to Wikipedia articles, recipe portals, industry blogs, discussion forums—and retailers.

Retailers capture a fifth of organic real estate, providing a pathway to purchase frequently missing from brand portals. Referred retailers vary based on geography, but major outlets that ship across state lines (e.g., BevMo!) or internationally (The Whisky Exchange) maintain a persistent presence across organic results.

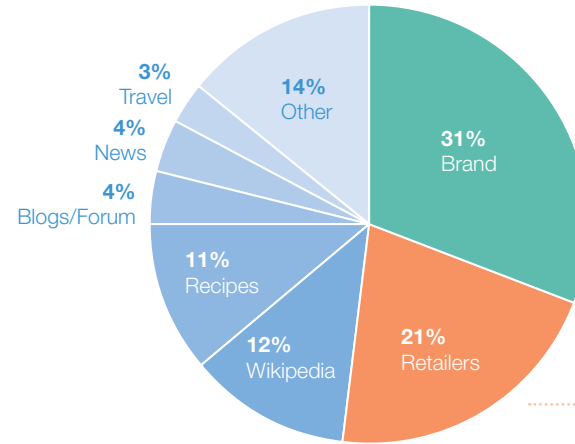
Brands make no effort to facilitate a path to purchase from organic search results. Although two thirds of brands include deep links to subsections of their sites (e.g., products, recipes, merchandise), only one—Three Olives—includes a direct link to a Store Locator utility.



Spirits: Ownership vs. Categorization of First Page Organic Results

Brand Search Terms (e.g., "Bacardi")

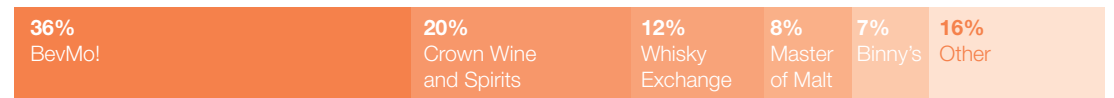
February 2014, n=671 results



Breakdown of Brand Results 31% of total



Breakdown of Retailers Results 21% of total



Three Olives vodka is unique in providing a deep link to the brand's Store Locator, expediting a user's search for local outlets for the product.

Key Findings *Social Media*



Social Media

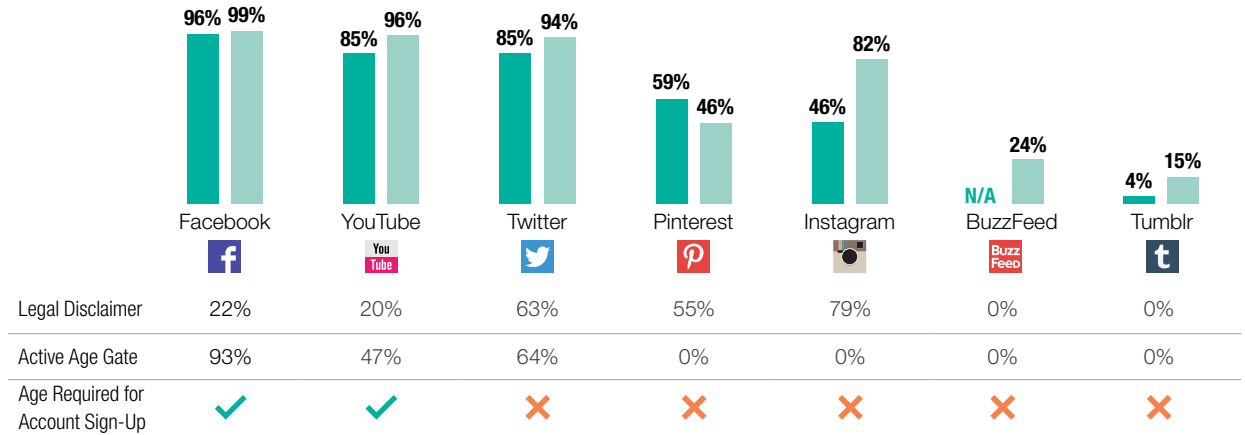
In April 2012, the Federal Trade Commission ordered 14 major alcoholic beverages advertisers to provide information on Internet and digital marketing practices—a first for the regulatory agency.¹² Historically, the FTC has issued recommendations adopted by the Distilled Spirits Council of the United States (DISCUS), which currently suggests digital marketing communications should only be placed on media where at least 71.6 percent of the audience is “reasonably expected” to be of legal purchase age.¹³ The latest demographic information suggests that 71.1 percent of Facebook users are over the age of 25, providing the industry with a comfortable cushion until new guidance emerges.¹⁴

Spirits brands are not adopting a wait-and-see approach. Only one brand (Gordon’s Gin) is absent from Facebook, 96 percent of brands are posting videos to YouTube, and 94 percent are active on Twitter. While Twitter has been actively iterating on its age-gate mechanism to cater to liquor and beer brands, most brands seem content to employ “Must be 21+ to follow” disclaimers on emerging platforms.¹⁵ For instance, 82 percent are now active on Instagram, despite the absence of the age-gating protocols found on more mature platforms.

Spirits: Social Media Adoption
Percentage of Brands with Official Presence by Platform

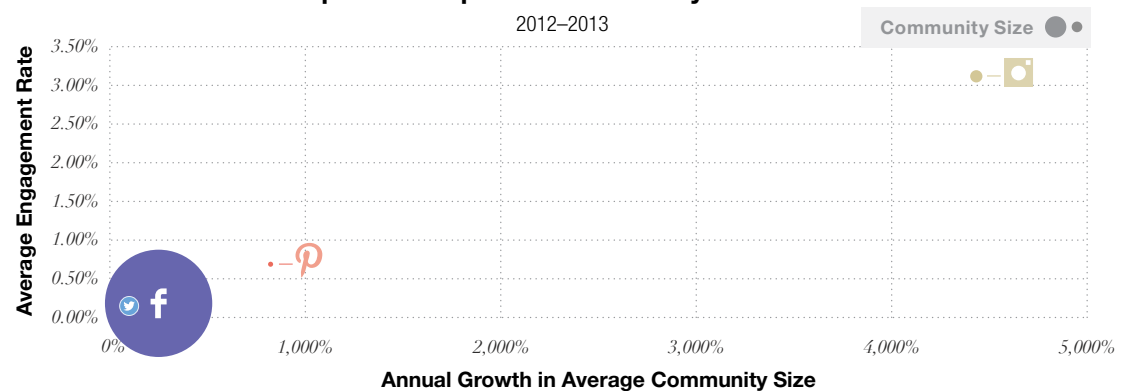
February 2014

■ 2013 (n=69) ■ 2014 (n=68)



Spirits: Comparative Metrics by Platform

2012–2013



	Facebook	Twitter	Instagram	Pinterest
Size	1,099,190	10,222	5,131	1,189
Growth	+20%	+113%	+4,428%	+827%
Engagement	0.11%	0.16%	3.13%	0.71%

12. “FTC Orders Alcoholic Beverage Manufacturers to Provide Data for Agency’s Fourth Major Study on Alcohol Advertising,” Office of Public Affairs, Federal Trade Commission, April 12, 2012.

13. “Distilled Spirits Council’s Guidance Note on Responsible Digital Marketing Communications,” Code of Responsible Practices, DISCUS, September 30, 2011.

14. “3 Million Teens Leave Facebook in 3 Years: The 2014 Facebook Demographic Report,” DJ Saul, iStrategy Labs, January 15, 2014.

15. “Twitter Streamlines Its Age Gate Process to Make Ads More Attractive to Adult Brands,” Matthew Panzarino, TechCrunch, November 25, 2013.

Key Findings *Mobile*



Mobile & Tablet

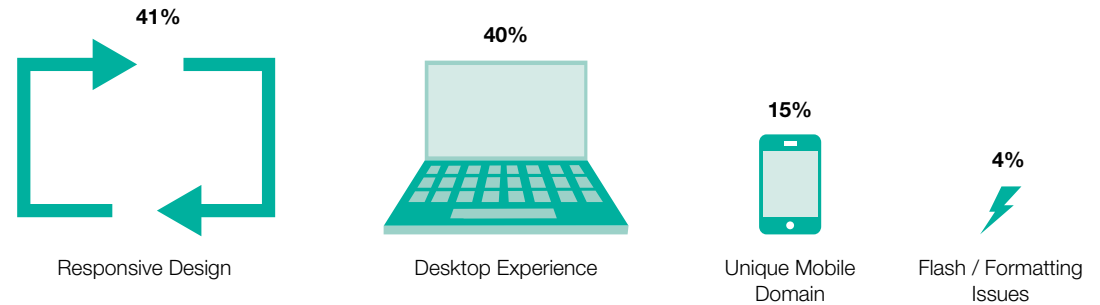
To date, Spirits brands have adopted an app-first approach to mobile. Sixty-two percent of brands maintain an app presence on iOS (virtually flat since 2013). However, this approach appears to be changing as brands upgrade desktop sites and review their compatibility across a wider range of devices.

Fifty-six percent of Spirit brands now maintain a mobile-optimized site, up from 33 percent a year ago. One of the main points of differentiation between optimized and non-optimized sites is the ease of bypassing age-gate mechanisms. More than 90 percent of mobile sites feature an age gate that qualifies as “touch friendly”—displaying large buttons or text and featuring either keypad input or “roller” selection in place of dropdown menus.

On tablets, Spirits brands are struggling. Nearly a quarter of brand sites exhibit usability issues ranging from broken videos (9 percent) to Adobe Flash elements (8 percent) to an inability to load the requested URL (5 percent). Currently, only two brands—Captain Morgan and Beefeater—have invested in site architecture that seamlessly adapts to the screen in use, with distinct UI/UX elements for smartphone, tablet, and desktop.

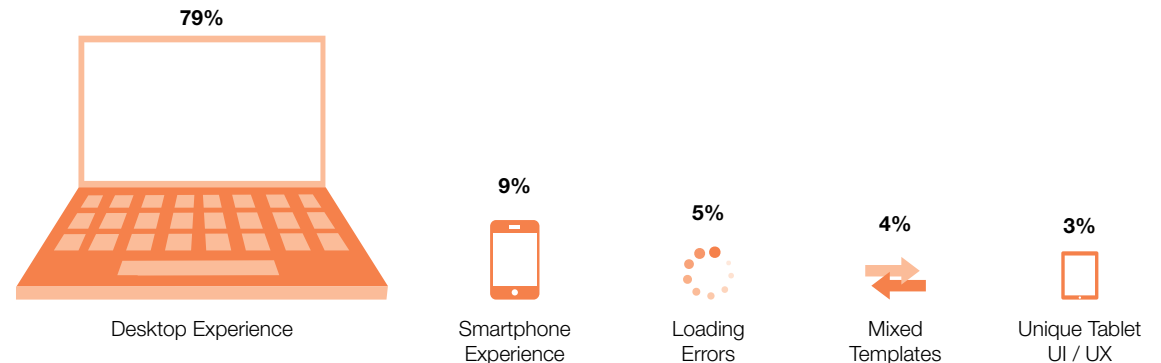
Spirits: Site Configuration on Smartphones

February 2014, n=68

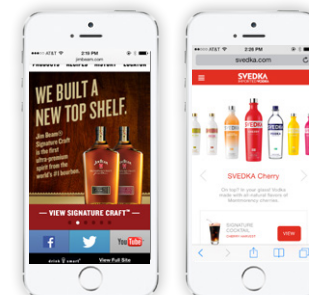
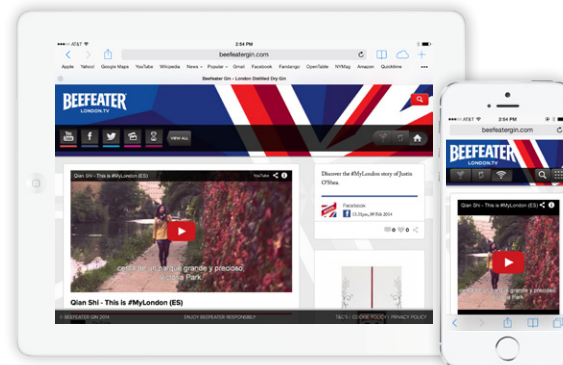


Spirits: Site Configuration on Tablets

February 2014, n=68



Beefeater provides a rare example of a site featuring adaptive design elements.



Jim Beam and Svedka both feature optimized age gates, navigation menus, and retail locators that boast geolocation.

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Click screen shots with this icon to view online!

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The Team



Scott Galloway

Founder, L2

Scott is a Clinical Professor at the NYU Stern School of Business, where he teaches brand strategy and digital marketing, and is the founder of L2, a think tank for digital innovation. Scott is also the founder of Firebrand Partners, an operational activist firm that has invested more than \$1 billion in U.S. consumer and media companies. In 1997, he founded Red Envelope, an Internet-based branded consumer gift retailer. In 1992, Scott founded Prophet, a brand strategy consultancy that employs more than 250 professionals in the United States, Europe, and Asia. Scott was elected to the World Economic Forum's Global Leaders of Tomorrow.

Scott has served on the boards of directors of Eddie Bauer (Nasdaq: EBHI), The New York Times Company (NYSE: NYT), Gateway Computer, and UC Berkeley's Haas School of Business. He received a B.A. from UCLA and an M.B.A. from UC Berkeley.

Maureen Mullen

Director of Research & Advisory, L2

Maureen leads L2's research and advisory practice, where she helped develop the Digital IQ Index®. She has benchmarked the digital marketing, e-commerce, and social media efforts of more than 300 brands across pharma, auto, luxury, specialty retail, beauty, and the public sector. Maureen also has led digital strategy consulting engagements for a variety of Fortune 1000 clients. Before joining L2, Maureen was with Triage Consulting Group and led managed-care payment review and payment benchmarking projects for hospitals, including UCLA Medical Center, UCSF, and HCA. Maureen has a B.A. in Human Biology from Stanford University and an M.B.A. from NYU Stern.

Colin Gilbert

Research Lead, L2

Colin is a strategy consultant with more than five years of experience working for organizations that span both the public and private sectors. Serving as a principal at the Civitas Group in Washington D.C., he helped lead research, advisory, and due-diligence engagements focused on cyber security. Joining L2 in 2011, his research portfolio now spans the luxury, drinks, and automotive industries. He has authored 10 reports to date, benchmarking the digital efforts of over 300 brands. Colin received a B.A. in History from Stanford University and an M.P.A. from the London School of Economics.

Reid Sherard

L2

Before joining L2 last year, Reid interned for Freudenberg-NOK in market analysis and logistics, focusing on a project to expand product distribution in China. Reid recently graduated from Carnegie Mellon University, where he received a B.S., double majoring in International Relations and Chinese, with a concentration on international business and cross-cultural communication. He has studies abroad in both Shanghai and Madrid.

Bill Lane

L2

Bill joined L2's internship program in January, focusing on the firm's continuing research in the spirits vertical. He has previously worked as a copy editor for a boutique website design firm and is an accomplished fly fishing guide. Bill is currently pursuing a double major in English and Economics at Dartmouth College in New Hampshire.

Aaron Bunge

L2

Aaron is an art director who specializes in data visualization, collateral, branding and identity, packaging, and web design. His approach is aesthetic and functional, characterized by clear, intelligent design appropriate to the project at hand. He began his career tailoring projects for the Chinese, Australian, and U.S. markets across multiple design disciplines and in multiple languages. Aaron has a B.F.A. in Graphic Design from Iowa State University.

Nary Han

L2

Nary is a designer specializing in data visualization, branding and identity. She has experience in areas ranging from motion graphics, interactive and environmental experiences, and graphic design. She has worked in many areas to design, conceive, and execute identities for several clients including Fidelity, Vivo Health & Wellness, and NASDAQ. She graduated with a B.F.A. from Parsons School of Design.

Radhika Patel

L2

Radhika Patel is a graphic designer who specializes in publication design as well as data visualization. She has experience in motion graphics, electronic media, experience design, and animation. Before joining the L2 team she worked at The Royce J. and Caroline B. Watts Museum in West Virginia. Radhika received her B.F.A. in Graphic Design from West Virginia University.

About L2



L2 is a think tank for digital innovation.

We are a membership organization that brings together thought leadership from academia and industry to drive digital marketing innovation.



RESEARCH

Digital IQ Index®: The definitive benchmark for online competence, Digital IQ Index® reports score brands against peers on more than 600 quantitative and qualitative data points, diagnosing their digital strengths and weaknesses.

L2 Collective®: Series of benchmarking reports designed to help member brands better understand resources, human capital, budgets, and priorities supporting digital strategies.



EVENTS

Forums: Big-picture thinking and game-changing innovations meet education and entertainment. The largest gatherings of prestige executives in North America.

300+ attendees

Clinics: Executive education in a classroom setting with a balance of theory, tactics, and case studies.

120–180 attendees

Working Lunches: Members-only lunches led by digital thought leaders and academics.

Topic immersion in a relaxed environment that encourages open discussion.

40–80 attendees



CONSULTING

Advisory Services: L2 works with brands to garner greater return on investment in digital initiatives. Advisory work includes Digital Roadmaps, Social Media Strategy, and Organizational Strategy engagements.



MEMBERSHIP

For membership info and inquiries: membership@L2ThinkTank.com

Upcoming Events

CLINIC: PROGRAMMATIC MEDIA

March 11, 2014 · New York City

LUNCH: HAIR CARE

March 18, 2014 · New York City

LUNCH: FOCUS 2014

April 02, 2014 · Shanghai

CLINIC: AMAZON

April 08, 2014 · Paris

CLINIC: AMAZON

April 09, 2014 · Geneva

CLINIC: AMAZON

April 11, 2014 · London

Upcoming Research: Q2 2014

DIGITAL IQ INDEX® REPORTS:

Beauty: China

Food

Beer

Auto

L2 INTELLIGENCE REPORTS:

Omnichannel Canada

Amazon

Mobile

Tablets

EXCERPT from the Digital IQ Index®: **Spirits**

To access the full report, contact membership@L2ThinkTank.com



155 Wooster Street, 2nd Floor
New York, NY 10012

L2ThinkTank.com
info@L2ThinkTank.com

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