



Executive Summary. Campaign Overview: The AdWords (AW) campaign lasted 20 days (18.04 - 08.05). We ended the period with 4 campaigns and 24 ad groups and a cost of US \$250,2. The campaign was aimed primarily at generating brand awareness to increase sales and reach out to new customers, in a highly competitive market. Our secondary goal is to increase relevant traffic to the website, that in long term can lead to sales. BSK operates with a limited online marketing budget; GOMC is an ideal way to test the effect of Google AW. This can contribute to achieving brand awareness in a cost effective manner.

Key results: The campaign-window generated 15 402 impressions (15% of assumed), 566 clicks (28.3%) at an avg. CPC of US \$0.44 (159%) and a CTR of 3.67% (183.5%). The most successful campaign, *Kayak Generic*, included the “Canoe” ad group; obtaining 1,223 impressions, 65 clicks, and at an avg. CPC of US \$0.42, and a CTR of 5.31%. One of the best performing campaigns was the BSK awareness, which included the “Shops” ad group. The ad group had an avg. CPC of US \$0.19, an avg. CTR 24.42%, and received 75 clicks. According to the Auction Insights Report, the campaign outranked major e-commerce giants such as Coop, XXL and Intersport, gaining an impressions share (11,10%).

Conclusion: The campaign has had a positive effect, in terms of AW metrics and increased brand awareness. Taking advantage of reports, and understanding what's causing the results was the key to success. The campaign taught us the importance of been proactive and the value of continuous optimisation in form of: daily keyword bid adjustment, pausing underperforming keywords and ads, adding negative keywords and targeted ads. AW has proven to be an effective tool to help optimize BSK digital marketing budget.

Future Marketing Recommendations: Based on the success of AW advertising, Google is an appropriate platform for BSK to invest in the future. However, for full exploitation of its possibilities, we recommend some changes below.

Recommendations

- Expand and optimize existing Google AW account.
- Optimize for desktop and mobile.
- Improve navigation on the website
- Improve online interaction with customers
- Omni channel.
- Invest time and money in digital marketing.

Industry Component, Campaign Overview: Our primary goal: “create brand awareness to increase sales and reach out to new customers” appeared to be too broad. Therefore we decided to define a secondary goal: increase relevant traffic to the website, that in long term can lead to sales. To achieve our goal we've had a major focus on Clicks and CTR. We believe this is a more effective way to allocate our modest budget. In this way we spend money on consumers that use time and cognitive capacity at BSK’s website. To monitor ad relevance we implemented conversion tracking for clicks, “time spent on website” and “pages/session”. In this way we could register how the visitors responds on our ads. We created nine campaigns and 49 ad groups all with unique landing pages within the client's website. Due to structural changes we ended the period with 4 campaigns, 24 ad groups, 1,291 keywords, 327 negative keywords and 379 ads.

In the period between pre-campaign and campaign-start we decided to create several ad groups/campaigns to increase QS. Therefor we had to proactively modify our pre-campaign assumptions. With focus on relevance and a broad selection of keywords we started the campaign. To avoid irrelevant clicks we filtered out ineffective and misleading keywords. Matching ads and keywords also enhanced the QS. Search term planner has been good help during keyword optimization. We increased bid on functioning keywords, and reduced bids on underperforming keywords. Manual bidding was used to maintain cost control. It has also been important to have a broad selection of ads, to be able to multivariable and A/B test, to find ads with the best performance. Overall success was measured in comparison to the original goals for the AW campaign; CTR of 2% by obtaining 100,000 impressions and 2000 clicks, at an avg. CPC on US \$0.70.

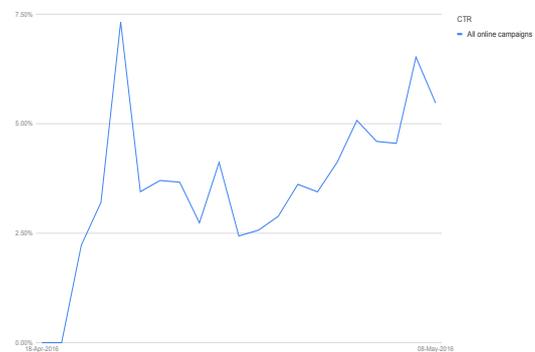
Campaign	Clicks	Impressions	CTR	AVG. CPC	Planned cost	Actual cost
BSK Brand	98	2,772	3.54%	0.23	22.50	22.94
Kayak Generic	206	4,520	4.56%	0.50	45.50	103.90
Kayak Accessories	120	3,246	3.70%	0.33	38.68	39.66
Rollerski	141	4811	2.93%	0.59	79.63	83.41
Rollerski Accessories	1	45	2.22%	0.30	18.17	0.30
Kayak Brands (Epic, WS, Struer, Bullet)	0	8	-	-	45.52	-
Total	566	15402	3.67%	0.44	250	250.21

Table 1: Total budget spent, and metrics from AW.

Evolution of Campaign Strategy: In the period before campaign start we had to make some changes due assumptions of low relevance. We decided to create four new campaigns with several new ad groups, with landing pages as relevant as possible, to improve QS.

Phase 1 (18-26th April): During this period our pre-campaign assumption face the harsh reality and we started learning the business. We started with nine campaigns, with a total of 49 ad groups. After five hours we realized that our budget was too low to generate reliable data, and the low bids resulted in «ads not showing». Therefore we decided to reduce the number of campaigns to increase budget and bids in the remaining campaigns. The changes resulted in twice as many clicks and it increased the CTR from 2.23 to 4.46%.

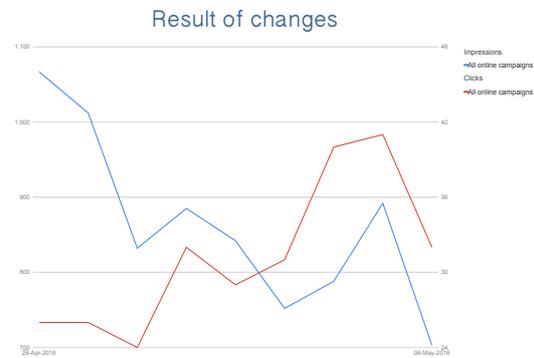
In the ad group “KV+” the keyword «+rollerski» didn't deliver good numbers: CTR of 0.99% and three clicks. We decided to generate a new ad group named “Rollerski Generic”, and move the keyword «+Rollerski». This resulted in a 205% increase in CTR for this keyword. We have experienced problems with low search volume keywords and not first page bids. Therefore we changed almost every keyword from “phrase match” and “exact match” to “broad match”. On the flip side this increased the number of irrelevant clicks. There was a major peak in avg. CTR the first week, as illustrated in the graph. We can't find a reliable explanation to the peak based on our amount changes. We assume this peak is a result of nice weather, season start, or other events.



Phase 2 (27. April-03th May): We started this week with increasing the budget with 10%. As a result of our focus on optimizing keywords and increasing QS, we saw an immediate effect in average position (from 3.2 to 2.3). We also tried to increase the ad relevance by adding the keyword in the heading and description one. We've also focused on bad performing keywords with low QS, to optimize and improve their performance. Regarding budget we've increased the bid on keywords with high CTR and with many clicks.

The ad group “Wilderness Systems Tsunami” was created in this period to cooperate with BSK’s kayak campaign. This collaboration was an effort to increase sales in the web store. Keywords related to “Wilderness Systems Tsunami” were prioritized and optimized for clicks to increase relevance and QS. The ad group generated 19 clicks and a CTR of 5.38% this period. We also added negative keywords to avoid irrelevant clicks and to sustain a

higher CTR. We did a great job monitoring all of the ads and worked towards a 10/10 QS. Avg. CTR and avg. cost has had a slight increase. May 2nd we decided to do some further improvements. Ad groups and keywords with low CTR or high CPC were paused to



concentrate the budget on top performing keywords and ads. We continued to optimise the ads through call-to-actions, capitalisation, informative URLs, and using search term in both headline and description. Entire character limits were utilised for each line of the ads. We also went through every ad to make sure that all ad extensions were relevant. In the brand awareness campaign we chose to pause the ad group “about us”, due to an avg. CTR of 0.86%. Due to this changes the trend reverse witch resulted in a higher CTR, as illustrated in the graph above.

Phase 3 (4-8th May): We increased the weekly budget with 40%. This gave us the opportunity to be competitive against billion-revenue businesses such as Coop, XXL and Gresvig. We’re able to bid for first page position that we hoped would result in an even higher CTR. The optimization was continued throughout the campaign window.

Key Results: The campaign was a success, both in terms of native AW metrics and increasing brand awareness. 566 clicks (28,3% of assumed), CTR of 3,65% (183,5%) and an avg. CPC of US \$0,44 (159%) were achieved. We implemented conversions tracking on macro level. GA showed a conversion from a kayak ad, but we can’t guarantee that the conversion is a kayak. BSK sold a kayak within the same period as the conversion were tracked. This kayak is listed as US \$1992, and gives us an ROI of 815%. Because we can’t guarantee that the conversion was the kayak, we have calculated avg. order value for this day +/- one day (\$420) witch gave us an ROI of 168%. US \$120 would be avg. cost per hour for regular consultants in Norway. If we include labor cost, the kayak conversion gives us an ROI of 139% and avg. order value results in a ROI of -50%. This ROI doesn’t include branding outcome and the value of micro moments.

Despite poor mobile friendly pages we had good results on mobile ads, therefore we didn’t differ the bids for mobile devices. We saw a 51% increase in traffic from mobile compared to the same period last year according GA. We also registered that about 50% of all paid search clicks came from a mobile device. We chose to use ad extensions to enhance QS and to increase visibility on Google search. 87.6% of clicks were delivered from ads with site links

extensions. "Call extensions" generated 12 clicks and a CTR on 4.51%. The campaign had a total of 1,610 keywords, and during the optimization 319 keywords was either paused or removed to improve ad relevance and QS. The best performing keyword is «Bull ski and kayak» with 34 clicks, CTR of 44.16% and QS 10/10.

BSK awareness campaign was the most cost efficient campaign, and only used 9.18% of total



budget. This campaign consisted of the best performing ad group "stores", with 74 clicks and a CTR of 24.42%. According GA the landing page "stores" had a 4% increase in traffic compared to last year. We can assume that our efforts in AW have increased the visibility of BSK. In this ad group it was the keyword «Bull ski and Kayak» that generated the most clicks (34) and had an avg. cost of US \$0,17.

Kayak generic campaign had a total of 8 ad groups that generated 4,520 impressions and stood out



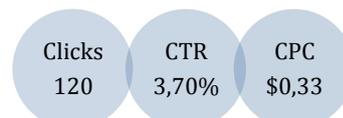
to be the most successful campaign in terms of highest clicks and CTR. However, it also utilized largest share of the total budget (41.6%). "Canoe" turned out to be the best performing ad group in this campaign, witch surprise both BSK and the team members, with 65 clicks, 1,223 impressions and a CTR of 5.31%. The Keywords «canoe» and «canoe trip» was the best performing keywords and generated 50 clicks.

The Rollerski campaign had a total of 7 ad groups and generated 4,811 impressions. The campaign was more competitive than expected, and the CPC level



turned out to be above average with a low position. "Swenor" and "Rollerski generic" was the most successful ad groups with a total of 78 clicks, but they turned out to be the most expensive with a total cost on US \$51.5. «Marwe» is the best performing ad group with the highest CTR of 7.27%. "Swenor" along with "Rollerski Accessories" had clicks evenly spread out through the various keywords. In contemplation we would rather increase bids on "Marwe" and "Swix" due to high CTR.

Kayak Accessories campaign had a total of 6 ad groups and gained 3,246 impressions. Together with BSK



brand awareness it was the campaign with lowest avg. CPC. The best performing ad group in this campaign was "clothing" with 65 clicks and a CTR of 5.15%. This ad group also contained the worst performing keyword in the entire campaign: «harmony» witch only delivered a CTR of 0,18% and 568 impressions.

Conclusion: The overall strategy defined by the team was to experiment and search for best practices, without spending a lot of credit. The AW campaign performance exceeded its established goals for CTR by 183,5% and avg. CPC by 159%. The CTR, CPC and number of clicks can be attributed to a heavy account activity and constant keyword relevancy improvement. Granular bidding at keyword-level allowed the team to maximize budget and achieve favourable results. Our successes and failures have helped to formulate strategic recommendations that we can provide the client for campaign development moving forward. If we had a higher budget we would maintain the original nine campaigns to be as granular as possible, to capitalize on the long-tail effect.

Future recommendations: Though the client's online shop does an effective job of displaying information and featuring useful content, there are some key aspects that should be improved. Below we present some additional recommendations. These can be prioritized based on economic and human capital.

As mobile overtakes in Google searches, an effective mobile experience must be set up to work towards a functioning Omni-channel solution. It should be easier to navigate on the website on all devices. User-experience and expert guidance should be easier to find, as this is their main advantage offline. BSK should adopt YouTube-videos that describe product benefits, which help potential customers when they need it the most. It should be a lot easier to get in contact with BSK for those who are not able to go offline. BSK's Facebook-page has a response about three days. We recommend dedicating a person for the online shop who can communicate with the customers either through a web chat-function, dedicated phone, Facebook or similar channels. This will redistribute the customer service that BSK is well known for, and can become a serious advantage compared with their online competitors. We recommend further usage of AW in BSK promotional actions. First of all we recommend structuring their account with generic categories, and brand specific campaigns. It is important to reach out to the customers in every step of the purchase process. We would strongly advise to include their whole product assortments in AW. At the same time we recommend them to work in a more efficient way by using "keyword insertion", "remarketing" and other features that reduce time spent in AW. We also believe that creating a "Google My Business" account will benefit BSK in further advertising. This gives BSK the opportunity to be more visible with relevant information such as maps, Google +, and location extensions. Google Shopping is also an effective way to promote your online and local inventory, boost traffic to BSK's website or local store and to get more qualified leads.

Learning Component: Learning Objectives and Outcomes - GOMC has been an educational and engaging experience. We have put the spotlight on AW, and we've tried to engage BSK to see the value of digital marketing. This experience affects us as graduates, and gives us one unique competitive advantage. Experiential learning surpasses of the classroom, allowing us to apply theoretical concepts to real value. Before the campaign started, we hoped to learn how to use AW, GA and tools such as the Keyword Planner and Google Trends to gain experience. GA gave us an insight into long-term organic keyword usage, which helped us finding relevant keywords and optimize ads.

We've always had a focus on meeting business goals, take speedy actions and adapt to change throughout the campaign. We now feel confident setting up AW Campaigns and to monitor the account. Because of the continuous optimization, it is difficult to measure the effect of one single change. However, we can see that the increase of budget has had a positive effect on avg. position and clicks. Our key outcome throughout the campaign period had to be the increase in CTR. From the first to the last period we had a 46,4% increase in CTR. As a link to our main goal, to increase brand awareness, we saw a 19% increase of new users compared to the same period last year. This is a result of hard work, learning from our success and failures, and always adapting to market changes.

Group Dynamics - Before beginning the campaign all of the team members were uncertain and tense due to the lack of technical knowledge. We overcame this problem by reading previous GOMC-reports to understand how CTR, CPC, Impressions and clicks affect each other in AW. Every team member passed the "Google AdWords Fundamental" exam. The most important quality that was observed in all team members was that each was able to show remarkable persistence, involvement and the ability to learn even under difficult circumstances. Participating in GOMC alongside academic commitments and part-time work commitments was challenging and it required extra effort from each of us. Unlike academic tasks we realised the campaign success is a continuous process that required us to respond in real time on all market changes, and to coordinate and optimize every day. Therefore our group dynamics, such as responsiveness, organisational capabilities and communication, were pushed to the limit. The biggest challenge we faced as a team was our ability to communicate effectively. We had no clear expectation clarification, which resulted in misunderstandings and inefficiency in our meetings. To overcome these challenges we clarified each member's responsibility, to be more specific in our communication.

We used Google Docs, Hangouts and Messenger frequently to maintain continuous communication throughout the campaign window. We also used a few hours every week to

write down documentation from the previous period and meeting up face to face. Messenger was used on a daily basis to easy report and to ask questions. Google Doc has been our main platform to write the reports. Hangouts have also been a genius substitute to face-to-face meetings. This helped us ensure coordination reliability. To increase the efficiency, we were assigned to monitor different campaigns. To clarify and work towards milestones motivated our team to work even harder to complete our goals. Though we met some unexpected challenges working as a team, we managed to maintain an open and effective communication. This led to professional discussions that helped us find good solutions.

Client Dynamics: Our cooperation with BSK has ultimately been effective.

Nonetheless we have encountered some problems along the way. First of all, we experienced some delayed communication in the period right before the campaign started. Tendon email replays was one of the key challenges. This meant that we couldn't get access to the GA data we need to plan out campaign. We also sent a step-by-step "how to set up GA" on email to initiate the process. These delays contributed to postponement of campaign dates. To overcome the problems we emphasized that the campaign will serve mutual benefits to the company and us. Therefor we initiated contact with a new contact person, who helped us working towards our goals. Over time, BSK engagement was increasing, and we managed to cooperate in a good and effective way. The collaboration continued with clear commitments. We obtained full GA access, and ended the project as friends.

Future recommendations: To improve our **campaign strategy** we will create campaigns with more relevant landing pages, based on the structure of BSK's website. We would also dedicate a larger share of the budget to gather data, and use these data to create more effective campaigns. To enhance **learning experience** we would set specific goals, and work more efficient with advanced functions in AW to reduce labor cost. To be prepared for unexpected changes are also important. To be more specific in our communication, to ensure team is working towards a common goal it's important to improve the **group dynamics**.

Client dynamics will be improved by clearer communication with the client, to avoid time lags and misunderstandings. We'll present more specific requirements to the client and distinguish between nice to have and need to have.