

Universidad del Rosario
University of Applied Sciences



UNIVERSIDAD DEL ROSARIO



Customer Journey Performance
of Company

Company Project
4th semester

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Hassan Aly
Mitterlehner Lisa
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Supervised by FH-Prof. Dr. Christopher Kanitz
Steyr, Austria
5 December 2022

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Glossary

Bounce rate: the number of people who visit a particular website but only view one page, expressed as a percentage of all the people who visit the site.

Campaign: a series of planned activities that are intended to achieve a particular social, commercial, or political aim

Customer journey: the path a potential customer takes to buying a product. This path includes every interaction and touchpoint the customer experiences or engages with in relation to a company before making a purchase.

Engagement: being involved with somebody/something to understand them/it

Lead: potential customer who has indicated interest in your product or service but has not yet made a purchase. This person can also be called a "prospect".

Marketing Funnel: it illustrates the phases of the buying cycle from unawareness of a product all the way through to making an actual purchase.

Performance: how well or badly you do something; how well or badly something works

User: a person or thing that uses something

Landing page: a standalone web page created specifically to convert traffic for advertising and marketing campaigns. They differ from web pages in that they have one goal, and usually conclude with a strong call to action. These are the pages you will link to in marketing campaigns and are usually considered to be lower in the marketing funnel.

(Oxford University Press, 2022)

(CoSchedule, 2022)

Resumen

El objetivo de este proyecto fue evaluar el desempeño de la compañía en el recorrido del cliente en varias dimensiones. La base de todos los análisis fueron los datos proporcionados sobre los procesos de Salesforce y Google Analytics de la empresa.

Los datos de Salesforce se utilizaron para crear un embudo desde clientes potenciales hasta acuerdos cerrados, evaluar los canales principales en función del número de clientes potenciales y obtener información sobre el coste relativo por acuerdo cerrado. Además, se han analizado los tipos de conversión tanto para los principales canales como para los países en los que opera la empresa.

Google Analytics proporcionó datos para analizar la interacción, las tasas de rebote y la demografía de los visitantes del sitio web de la empresa. Los principales países en cuanto a visitantes, Estados Unidos, Alemania, Francia y Japón han sido objeto de una evaluación pormenorizada. Para concluir este capítulo, se ha realizado un análisis agrupado de las principales páginas de destino de los países mencionados.

El último paso fue crear el recorrido del cliente de extremo a extremo conectando los datos de Salesforce con los datos de Google Analytics mediante ID de campañas de marketing.

Las conclusiones del presente informe muestran que los datos facilitados pueden utilizarse para analizar en profundidad la trayectoria del cliente. Una de las principales

conclusiones fue la discrepancia entre las estrategias de venta y comercialización de los distintos países, que se observa de manera coherente en los diversos análisis realizados durante el proyecto.

Palabras clave: recorrido del cliente, tasa de rebote, rendimiento, engagement, embudo, leads, ofertas, usuario, landing page, campaña

Abstract

The goal of this project was to evaluate the customer journey performance of Company along various dimensions. The basis for all analyses was data provided about Company's Salesforce and Google Analytics processes.

The Salesforce data was used to create a funnel from leads to closed deals, evaluate the main channels based on the number of leads and gain insights about the relative cost per closed deal. Additionally, conversion rates have been analysed for both the main channels and the countries the company is doing business in.

Google Analytics provided data to analyse engagement, bounce rates and demographics of visitors of the company website. The top countries in terms of visitors, USA, Germany, France and Japan, have been evaluated in depth. To conclude this chapter, a cluster analysis of the main landing pages in aforementioned countries has been conducted.

The final step was to create the end-to-end customer journey by connecting the Salesforce data to the Google Analytics data using IDs of marketing campaigns.

The findings of this report show that the provided data can be used for an in-depth analysis of the customer journey. One of the main findings was the discrepancy in sales and marketing strategies across different countries which can be seen consistently across various of the concluded analyses in the course of this project. Key words: customer journey, bounce rate, performance, engagement, funnel, leads, deals, user, landing page, campaign.

1. Introduction to project

1.1 Company

Company is a leading international developer and manufacturer of laser machines, with its headquarters in Marchtrenk, Austria. In 1991, founder decided to use carbon dioxide laser radiation to produce text plates for the stamp industry, with high-quality standards; what later turned out to be the foundation of Company. Five years later, with the direction of current CEO, and cooperation with the Technical University of Vienna, the first Company machine was developed. In 1997, Company und Vetriebs GmbH emerged as a separate company from the corporate division of parent Company. By the late 1990's, Company continued to grow, and noticeable events took place, such as the launch of Speedy, the first machine of the product family in 1999. Throughout the beginning of the 21st century, the company expanded world-wide and today is one of the pioneers and best-leaders in the laser industry.

Company is a reliable partner for businesses who want to optimize their processes and manufacturing. Nowadays, the world is becoming more and more digital, thus, companies need to be competitive online, simplify all processes and cope with the latest technologies that are presented to the market; meanwhile, the manufacturing process gets more complex and laser technology enables many solutions, and that is what Company stands for: ensuring success for its customers as it is committed with responsibility and engagement all time. This is aligned with

Company's mission of making the work of laser users easier, faster, and more profitable, by constantly setting new standards, and putting the customers' needs first.

A fundamental factor that contributes to achieving Company's goals are the employees. By promoting the personal strengths and the unique potential of each employee, the company gets full commitment and high competence from them, recognizing they are crucial to Company's success; without forgetting that cooperation and teamwork are also very important to reach goals long-term, and that even a little success will be celebrated. Besides this, Company creates all necessary conditions that enable the employees to work with all safety requirements in the proper environment.

Another crucial factor for Company is Austrian engineering. All core components of the laser engravers, cutters and marking machines, are produced by Company, entrusting the production of the laser source to "Iradion Laser" company. Production takes place in Austria, Germany, USA and China, under the lean manufacturing model known for the automotive industry. For standard industrial components including motors or power supply units, Company relies on well-known manufacturers such as Siemens, Beckhoff and TDK-Lambda.

After looking at the history, present, and organizational facts of Company, it can be stated that Company has become successful in the stamp industry, and as proof of that, there are its 17 subsidiaries, 51 showrooms, 113 distributors, more than 750 employees world-wide and a turnover of 140 million Euros as of 2019. (Company, 2022)

1.2 Goal of project

As Company always wants to keep being competitive, it constantly seeks for ways to improve its overall performance. For this reason, Colombian partners with the University of Applied Sciences Upper Austria to gain insights in the customer journey with the goal of optimizing certain processes based on the findings.

The main goals of this project, as stated in the project description, are to map the customer journey, to analyze the profitability of different touchpoints and to give recommendations. By generating a sales funnel, analyzing the cost per closed deal and taking a deep dive into the Google Analytics data of some countries, those goals lead us to the recommendations included in this report.

1.3 Challenges

Over the course of this project, we found valuable insights but also encountered some challenges.

It was the first time that we worked with Google Analytics and it took some time to adjust to the use of the tool. Similar to this, dealing with the extensive data sheets containing the Salesforce data and extracting information from them required intensive work. The connection of those two by matching campaigns also was a challenging task.

Not only the content of the project but also the environment posed a challenge from time to time. Coordinating everyone's schedules for meetings and clarifying which data was necessary for the success of this project was not always easy but possible in the end.

1.4 Schedule/milestone plan

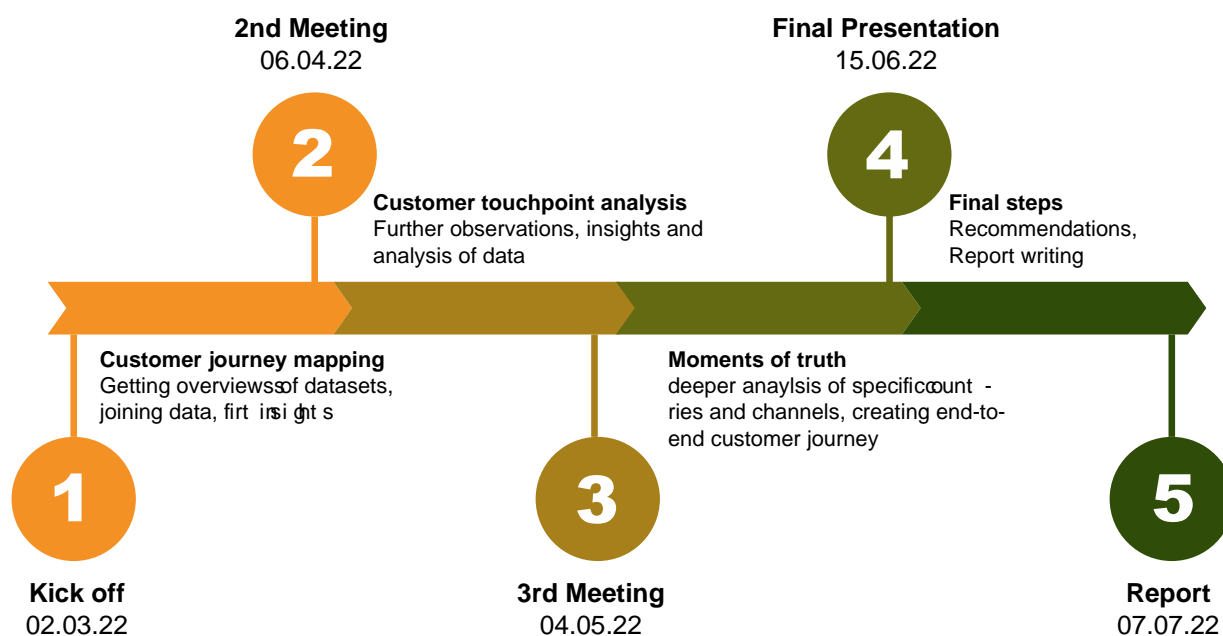


Figure 1: Project timeline

Source: Author's own work

The kick-off meeting was the start for working on the project. The company introduced the team to the company and most importantly to the project. Additionally, the production hall was shown to the team for a better understanding of the company and its machines. After this

meeting the team first began to work individually to gain early insights of the task and then split into two separate teams to break the content into parts for more efficiency. Two intermediate meetings took place in the premises of Company in Marchtrenk. Both meetings were good opportunities to not only present the findings of the FH students but also to have an exchange of thoughts over several topics concerning the customer journey. The final presentation was on June 15th, 2022, to provide Company with the final findings and recommendation. Furthermore, it was a chance for discussions between the company and the FH students. The final report was then written until July 7th, 2022.

2. Salesforce

2.1 Introduction

Salesforce is a popular CRM tool that supports sales and marketing teams worldwide, it allows businesses to connect with partners, customers and potential customers using cloud technology. Companies can track activity, market to customers, and many more services. Although we had no access to the Salesforce of Company, we were lucky to receive data sheets that supported our task of developing an attribution model that helps us understand and optimize the profitability of customers along the customer journey.

To reach this model we had to divide into numerous topics beginning with the Sales Funnel, Channels used for marketing, Costs, and attempting to connect the Salesforce data acquired to Google Analytics Data.

Analysis of different channels was conducted which can be seen later in the “Channels” chapter which includes the main channels for lead generation and the channels with highest and lowest conversion rates.

Further analysis was done about the conversion rates and the cost per won opportunity to create an insight into the effectiveness of Company’s sales activities especially in the area of telemarketing. Additionally, the average deal size was evaluated in connection with the probability assigned to each opportunity.

Although it was a challenge connecting the data of Salesforce to google analytics, we managed to do so by focusing on the geographical location and connecting the “Campaign Source ID” which could be found in the URL and in sales force data. And we did so by analysing the performance of campaigns of three different countries which are Germany, USA, and France.

2.2 Sales funnel

Before providing detailed analyses of the sales funnel generated, some terms relating to it are explained below.

2.2.1 Opportunity record types

Record Types allows the business to offer various business processes, picklist values, and page layouts to different users. One may create record types to differentiate a regular sale from professional service while offering a different picklist value for each.

Viewing the data received from the company they had created seven different record types, each for a different business process and each falling into categories, but we managed to link most of them as you will see in the later chapter “Sales Funnel”.

Aftersales:

This record type expresses any activity that occurs to support a customer after the product or service has already been purchased.

Consumables:

Since there is only one record found of consumables out of approximately sixty-four thousand records, consumables are overseen and do not contribute at all to our further data or insights.

Gateway:

A small record type which is one of three QO segments (Qualified Opportunities) that contributes to approximately 12% of our sales (461 Qualified Opportunities), in addition that it is the rather more aggressive way that salespeople follow as described by Mr. X.

Project Sales:

This is a collaborative type of opportunity record which describes the efforts of a team for winning a bigger contract or achieving a project sale. Project Sales account to almost double the size of Gateway opportunities but with the same percentage of won deals which is 12% making it the lowest record type with a conversion rate to a sale.

Transactional Sales:

Finally transactional selling, which is the usual method of sales in which a sales employee or representative seeks out prospects, develops relationships and seeks to close a sale. Transactional Sales accounts to the largest part of QO (Qualified Opportunities) having the most sales and the highest conversion rate.

Qualified Opportunities:

Qualified opportunities are those who are in the process of purchasing a product, they have completed their research and know their exact needs and what they are looking for with a clear budget set.

From the Opportunity record types above only three of them fall into the qualified opportunities category, which are Transactional Sales, Project Sales, and Gateway.

Unqualified Opportunities:

An unqualified opportunity is an opportunity which has not been nurtured enough in the Sales Funnel since they may be unsure of your product, not even know it, not need it, and in some cases, they do not even have the required budget.

2.2.2. Stages

In this chapter the stages that appear in the sales funnel are going to be discussed regarding their definition, their order in the funnel, and what stages were excluded from the sales funnel that were in the different data sheets provided.

Sales funnel stages usually have structure and the most familiar model used and what we are familiar with in our studies is the AIDA Model. This is an acronym for Awareness, Interest, Desire and Action and these four stages represent the prospective customer's mindset.

Awareness, which is the moment at which you first catch a customer's attention and then your prospects become aware of your business and what you are willing to offer. Interest is once the customer is aware that your product exists, and further on the business should increase the customer's potential level. Desire is moving the customers mindset from liking the product to wanting it. And lastly, the action is the goal to drive who receives the campaign to initiate purchase towards the product or the service.

The stages listed below were excluded or did not fit into the sales funnel as discussed with board of the project due to glitches in the data sheets or simply because they were not relevant to our project goal.

- Aftersales in Progress
- New Customer Won

- Opportunity created
- Order Placed
- Started

Order of Stages included in overall Sales Funnel:

1. Leads
2. Opportunities
3. In progress
4. Inquiry processed
5. Closed Dropped
6. Closed not Responding
7. Closed Forwarded
8. Qualified Opportunities
9. Closed Won

Above are the stages with their respective order, this order has been altered numerous times based on our understanding from the data, but this was the outcome as agreed with the board of the project.

Stages of qualified opportunities

1) GATEWAY

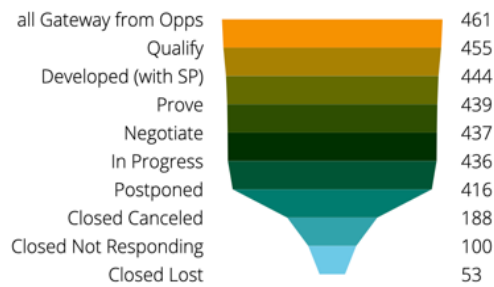


Figure 3: Sales funnel for gateway sales

Source: Author's own work

2) TRANSACTIONAL SALES

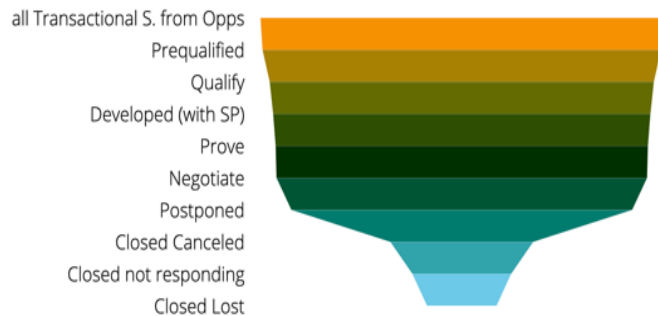


Figure 2: Sales funnel for transactional sales

Source: Author's own work

3) PROJECT SALES

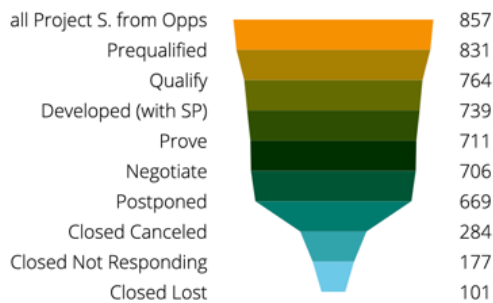


Figure 4: Sales funnel for project sales

Source: Author's own work

Zooming in on the Qualified Opportunities

which is the lower branch of the Sales Funnel, three record types are assigned to the Qualified Opportunities: Transactional Sales, Project Sales and Gateway.

As seen in the figures 2 through 4, this is the division and order of the stages agreed upon and that fits the upper part of the sales funnel as well.

2.2.3 Methodology

A sales funnel showcases each step that a prospective customer must take to become your actual customer and hopefully reach the end of the funnel and achieve a sale, in sales force terms we create a lead and then nurture it into an opportunity and hopefully it lands us a closed deal.

The same process plays out for every business in one way or another depending on which channels they use. In this project we have more than 20 channels used for creating leads. The most important and significant channels are:

- Event
- Inbound Calls
- Online-Event
- Paid Online Ads
- Personal Contact
- Print Ads
- Telemarketing
- Websites

This is discussed more deeply in the “Channels” chapter.

Shown below is the final sales funnel generated with the correct order of stages and distribution after excluding products such as “Y” upon request of the board of the project since it is not wanted that it is included in the overall sales funnel and analysis. In addition, campaigns like “Z” and “W” were excluded upon the request.

The methodology used for this sales funnel is that it shows us how many customers we lost between each of the stages. So, for example, in order to figure out how many leads are lost you would have to subtract 64.452 by 31.176 then it should be clear and straight forward.

Around sixty-four thousand leads are generated which have a conversion rate of 4,1% into closed deals which as argued is a satisfactory amount from the company's side. The majority of customers is lost from leads to opportunities which is quite common and constitutes around 52% in this case. The second largest loss is after an inquiry is processed: we lose 36% of our customers.

Below we can see the overall sales funnel and the zoomed in part of the qualified opportunities is visible on page 11.

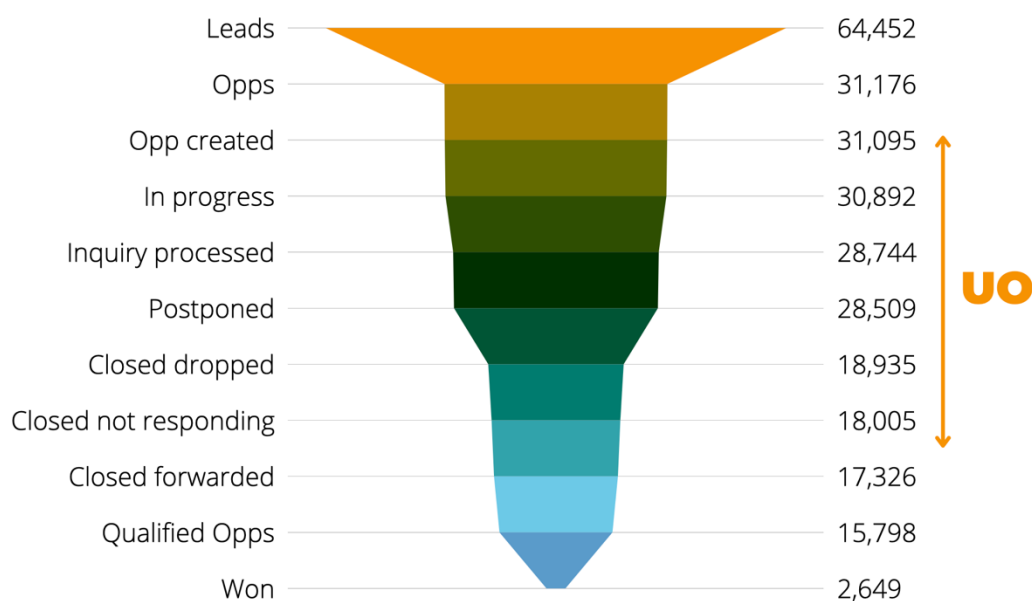


Figure 5: Sales funnel Source: Author's own work

2.2.4 Data used for Sales Funnel

All the data used for creating the sales funnel was obtained from the excel data sheets provided by the company whether it is the lead information obtained from the “Leads Converted Campaigns” or Opportunities information obtained from “Opportunity Report” and there you would be able to see the pivot table used to create the funnel and reach that final output.

The “Leads_Converted_Campaigns” was used to identify the number of Leads we have in addition to cross checking with multiple files to ensure that the number truly represents the number of leads.

The “Opportunity Report” played a huge part in putting the Sales Funnel together since it includes all of the necessary information to create a Sales Funnel which are Opportunity Record Type, Stage, Number of Opportunities, and the Opportunity ID in order to cross check with the other data sheets provided by Country.

At this point, we would like to mention that a few weeks into the project we discovered some discrepancies concerning the Lead IDs. Some appeared up to six times in the data set and overall, 9% of the lead IDs exist at least twice. After discussing this issue with Company, we were provided additional files with the lead number added. We could not fully implement this change in our analyses due to some remaining uncertainties. Ideally, the successful inclusion of the lead numbers would provide a data set without double entries.

2.2.5 Findings

Opportunity Record Types

A clear explanation of some opportunity record types would have massively helped, for example one record called “Planning” was not interpretable for us and the definition or explanation of this record was not present in any of the files received.

A clear definition of all records in the future would be beneficial especially how they are defined from the point of view from the Salesforce team in Company.

Stages

Numerous stages that were not necessary to add, do not add value to the data, or were glitches in the system such as the stage “Opportunity Created” as stated by Mr. J.

A clear definition of all the stages also would be beneficial for the efficiency of the data and maybe further clustering of stages if needed. For example, some of the “Closed forwarded etc. “stages could be clustered or at least put into a category together.

Data

Data concerning Y, W, and Z that were included in the data sheets given and then requested to be excluded could in the future be excluded from the data sheets for more efficiency. Investment into data entry methods and further training to current or future employees to avoid drawbacks such as blanks or even to ensure that the correct data was entered. Recalling, the previous discussion on how different countries like the USA or

Australia enter data differently or consider what to be Inbound calls and what not to be.

Overall Standardization would be extremely beneficial.

2.3 Company's performance in customer journey

In the wake of Company's aim to optimize their channel mix, the next part of the report is focusing on different ways the company is communicating its products and services. A particular highlight is put on the channels which gathered the most leads. Furthermore, channels which do not have the highest numbers of leads, but which do have a high conversion rate from leads to opportunities were discovered, since these channels have a significant impact on the selling performance. The base for the analysis provides the combined excel data sheet called " Channel and Campaign Data" from the Salesforce team of Company.

2.3.1 Main channels

The first challenge - as faced in several analysis - was getting an overview of the considerable amount of data entries in the excel sheets. First insights were gained by looking only at the channels which accounted for the most generated leads. To simplify the process, the funnel stages and whether the lead was converted to an opportunity or not was disregarded at first. The following paragraphs show the top channels and additionally individual campaigns within the respective channel which account for the most leads.

Websites

Undoubtedly, the most leads flowing into the data sheet were generated from websites. Approximately 30.000 out of slightly over 63.000 leads (46,74%) are website visitors. These leads are people who visit a website which is connected to Company. Some visitors land on the website through referrals on other websites, social media platforms or emails, a click on a call-to-action (CTA) or through search engine optimization (SEO). The website that generates the most leads is the central landing page of Company (central landing page). Additionally, the data gives information that the landing pages which get the most clicks are labelled with abbreviations from different areas.

The top three of the most influential websites which are accountable for a quarter of all leads in this channel, are central landing page (intl.), TLI 2021 central landing page (US) and TLC 2021 central landing page (Canada). Those websites are categorized under the column of campaign names within the data sheet. Partly, the outcome is not a big surprise as the websites for the US and Canada are touchpoints which account for a large region. Nevertheless, higher numbers coming from the combined DACH region and Austria, as an individual, could have been expected, in the light of the location of the headquarters.

Telemarketing

Telemarketing accounts for 7.399 leads which is 15,8% out of all leads. The top three campaigns (TLAG 2021 LeadLab Latent Leads, TLAT 2021 LeadLab Latent Leads and TLD 2021 LeadLab Latent Leads) are responsible for over 70% of all the leads created via Telemarketing. This channel will be highlighted and further analyzed later in this report.

Paid Online Ads

The analysis shows that 10,13% of all leads are coming from Paid Online Ads. Certain keywords and phrases which the Company marketing team uses enables a higher ranking in search engine platforms. This helps the business to reach its target markets more efficiently. Three ads within this channel category were filtered out. The top two campaigns are again from the USA (Adwords - USA - Company and Adwords - USA - Engraving). This analysis supposes that the used the campaign names are also revealing keywords for search engine optimization purposes. The third biggest campaign is "Adwords - France - Company". According to the campaign names the assumption can be made that people are aware of the company's name "Company", since the keyword is performing good as stated in the sales data. Paid Online Ads could be seen as an addition to the website channel since it is also a lead generation via an online approach.

Online Events

The channel "Online Event", representing a separate channel which gathered over 5.000 leads. These make up for over 8% of all the leads. This category could be bundled with the website channel to give a total number of leads from online platforms. However, since the inhouse salesforce is treating online events as an individual classification, it is also separated within this analysis. 77 different campaigns are assigned to the channel of online events. One of the top campaigns is TLMX - 2102 WEBINAR - @ Como generar - Gracias (582 leads).

This campaign name gives information of the location (Mexico), the type of event (Webinar) and a person's name who is connected to the company. The second most influential campaign, regarding most leads, is TLUK 2021 Company Live Registrations (361 leads) and number three is TLI 2021 June Third Thursday Registration (355). Leads were generated due to the act of registering and giving away information to Company. The aim of event registration is accepting and validating attendance for or to provide the company with information of the attendees (lead details). Many registration landing pages are responsible for the lead generation.

Event

Events generate only around 4,2% of all leads. Campaign names in this channel reveal that events are mostly trade fairs and exhibition rooms. The three top campaigns/events are accountable for one third of all leads and are all located in the USA. The assumption is made that the COVID-19 pandemic was a major influence on the channel allocation since many events were cancelled or moved online.

For this reason, a higher number of leads in the event channel could be expected for the following quartiles.

Figure 6: Due to confidential policies this figure cannot be shown

2.3.2 Performance of main channels measured at conversion rate

The next step was to move further down the sales funnel and discover conversions from leads to opportunities. In this regard, the channel "Inbound Calls" perform the best which means that 97% of all leads could be transferred into opportunities. The channel "Print-Ads" performs similarly with a conversion rate of 93%. Both channels do not account for a lot of leads but almost every lead is converted into an opportunity. The channel "Personal Contact" has also a good conversion rate of 91% and generates more leads compared to the other two channels (1.959).

On the contrary, Print-Mailing has the lowest conversion rate among all channels. Only 7% of 4.078 leads are turned into opportunities. Prospecting shows a low rate in comparison to other channels with 31%. The big channel of Telemarketing also just converts 37% of all leads.

Website Channel & Paid Online Ads



Figure 6: Website and Paid Online Ads Funnel Source: Author's own work

A particular focus was put on the website channel. The motivation of highlighting this channel comes from the fact that attention is set on where the most leads were generated.

First, a funnel was built with the basis of to the numbers of the Website and the Paid online ads channels. For this funnel only stages from the qualified opportunity part of an opportunity were considered and split again into different phases. According to Company's definition, an UQ (unqualified opportunity) becomes a QO (qualified opportunity) when further information and details were gained such as a power budget and time information for a sales handover. The stages are shown on the image below. The funnel shows that many opportunities are lost at two stages which are located rather at the end of the funnel (closed canceled and closed dropped).

As mentioned from Company's side during a meeting these significant drops are due to salespeople's way of showing that the potential did not become a closed deal. It could be that closed canceled is just the easiest way for a salesperson to signify a case which was not won in the end. This is also country dependent and how each sales department is working.

The channel combination of Website and Paid Online Ads is accountable for 650 closed cases which is 4,4% of all opportunities. The campaign which generated most wins according to the campaign ID is "TLI 2021 central landing page" with 109 sells. The Website channel is not only the biggest channel from lead generation together with Paid Online Ads it acts as the interface for the google analytics data. This connection will be analyzed in a separate paragraph.

2.3.3 Findings

By far the most leads are flowing in from online channels (Website, Online Events and Paid Online Ads). Clearly, leads can be created very fast and easily online, but also other circumstances can have an influence on this distribution. One big influence in this regard was/or is the Covid-19 pandemic. Events, such as Trade Fairs and other customer events were cancelled, potential customer were not able to visit a physical exhibition room and many individuals or businesses were not able anymore to make investments, such as purchasing a Laser machine.

A major learning of one of the first analyzes is to always bear the conversion rate of channels or campaigns in mind. How many won deals a campaign brings has a big impact on whether a marketing approach is efficient or not, since it considers the profitability of effort put into a channel or a campaign.

The website funnel which also combines Paid Online Ads is the basis for further investigations. The salesforce data only includes funnel-based data which starts from the lead creation. For this reason, another goal developed is finding a link between the dataset provided by the salesforce and the details provided by google analytics service.

2.4 Cost-related analyses

As to evaluate the profitability, costs are a main factor to consider. In this chapter, analyses are presented that concern costs.

2.4.1 Conversion rate and cost per win

The data for the analyses regarding these topics is compiled in the Excel file “Analyses_costs”. Information from several different files was used to generate the analyses.

In order to be able to use the data for analyses, the expenses for half a year were projected for an entire year by multiplying the amounts by two. All original amounts are still available in hidden columns for reference. Data about the opportunities was drawn from the file “Opportunity Report” and data about the leads was taken from the file “Leads_Converted_Campaigns”. Information about the staff of the marketing and sales department in each country was available in the file “FTE Company Marketing”.

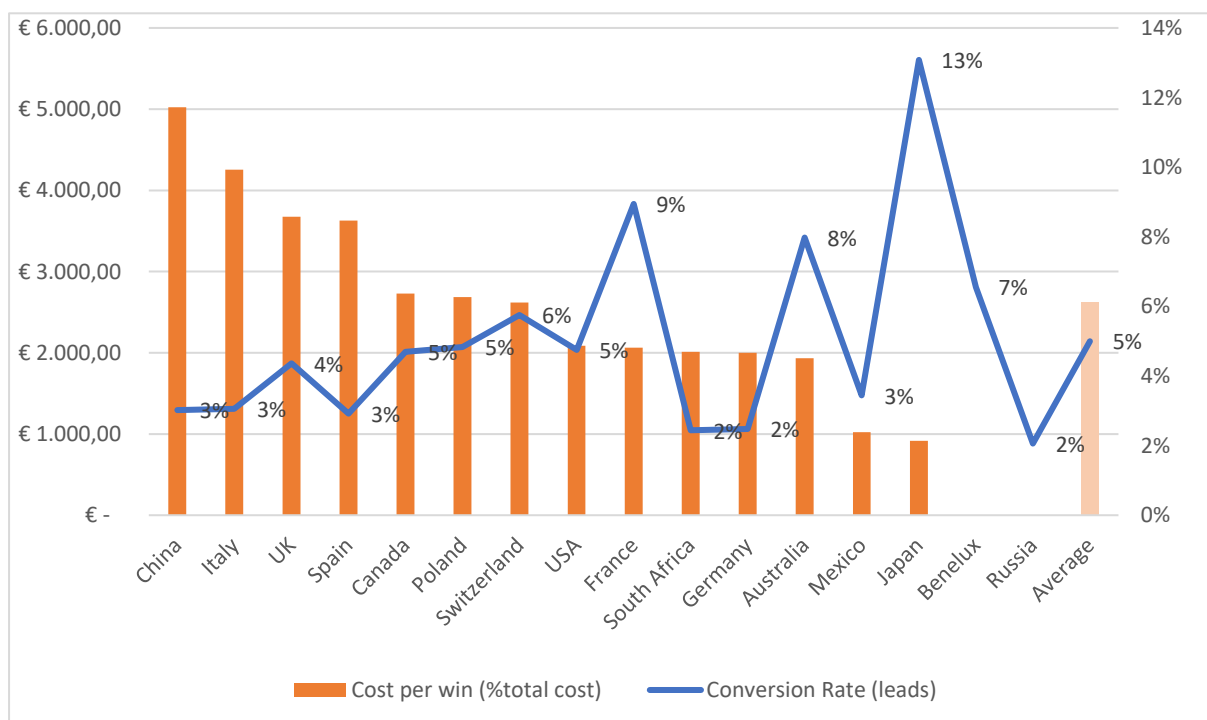


Figure 7: Cost of closed won and conversion rate country comparison Source: Author's own work

As the costs were split by country, it was possible to compile a comparison between countries, using two indicators: the conversion rate from lead to closed won and the cost per win as percentage of the total cost indicated for the country. While this number may not be fully accurate in reality, it facilitates the comparison.

The file with information about expenses includes the allocation of cost centers to countries i.e. it is visible how much money was spent for certain activities in each country. Those include costs related to salaries, advertising and marketing, company cars and many more.

Most of the countries Company is doing business in, are included, however for the Benelux region for example there was no information available about the costs. Austria in this case is not included in the comparison due to the fact that overhead costs such as software licenses are also included in the table and attributed to the headquarters in Austria which would contort the analysis. Additionally, the average cost per win has been added to the graph. It is € 2.617,64 at an average conversion rate of 5%. The majority of the countries has conversion rates around that percentage as well, however especially Australia (8%), France (9%) and Japan (13%) outperform the average. Japan in this case is notable as well because of the lowest cost of a closed won opportunity at € 916 but with the highest conversion rate from lead to sale.

On the other end of the comparison, a closed won opportunity proves to be most expensive in China at € 5.023 with a comparably low conversion rate of 3%. A possible explanation for this might be that all of the closed won opportunities in China are project

sales. However, it should be mentioned that the total of seven sales have an average deal size of € 13.243 whereas the general average deal size in project sales is € 56.650.

2.4.2 Telemarketing

Telemarketing in this context refers to a combination of opportunities of several channels: telemarketing, inbound calls, CTM and prospecting.

As there are expenses for telemarketing available for the DACH region, this part was analyzed more closely. Additionally, the performance and cost (in percentage of country spending) of telemarketing in several countries was evaluated.

This graph shows the cost per closed won opportunity in telemarketing and the conversion rate from opportunity to a closed won opportunity.

There is no financial information included for Austria because telemarketing could not be separated from the overall costs of the headquarters. All in all, Germany and Switzerland perform similarly at a conversion rate of 13% and 11% respectively. The cost per closed won opportunity in Germany is even a bit lower than in Switzerland. Compared to these two countries, the conversion rate in Austria is rather low.

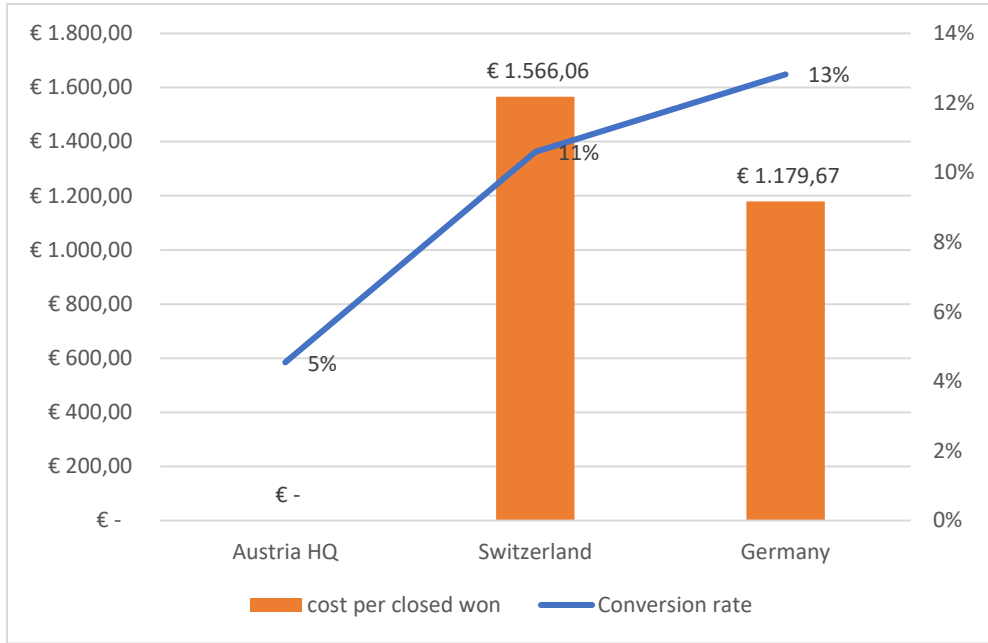


Figure 9: Telemarketing in DACH region

Source: Author's own work

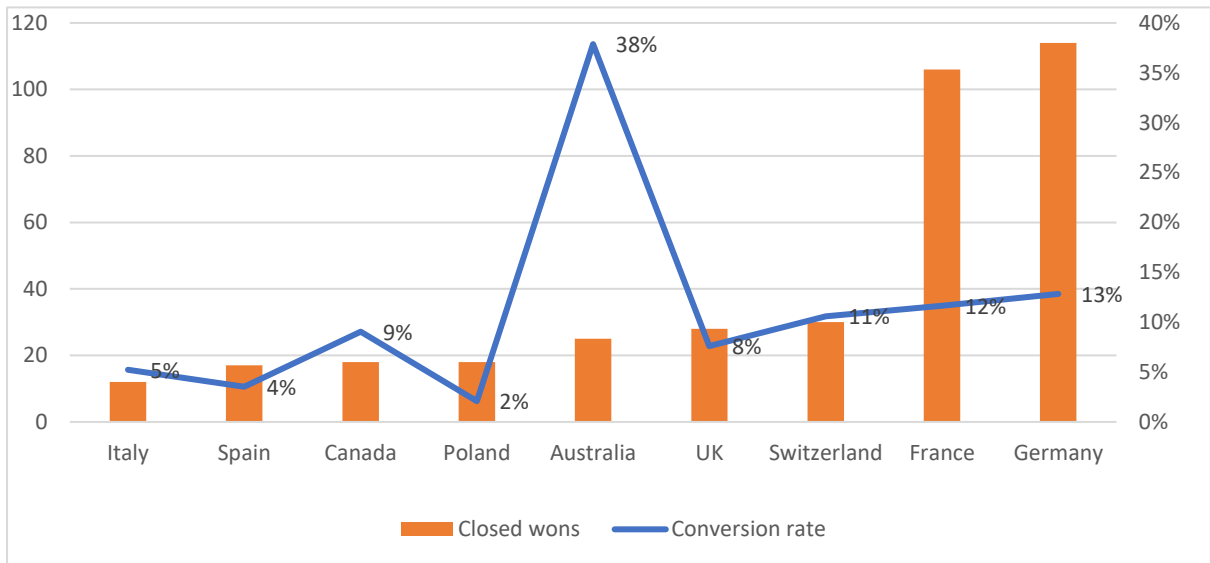


Figure 8: Telemarketing country comparison

Source: Author's own work

After evaluating telemarketing in the DACH region, a wider comparison was made. While telemarketing is done in more countries than mentioned in the above figure, only those had enough closed won opportunities for a comparison to be reasonable i.e. all countries with more than ten closed won opportunities are included.

It can be seen that France performs quite similarly to Germany and Switzerland at a conversion rate from opportunity to closed won opportunity of 12%. Australia should also be pointed out in this case with its conversion rate of 38%. Possible reasons for this, as discussed in meetings as well, are either a different approach to telemarketing and having a quite strict prequalifying process or discrepancies in how the data is entered in the Salesforce system compared to the European countries.

2.4.3 Probability-based funnel & average deal size

A big part of the analyses is related to the generating a sales funnel that portrays the number of leads and opportunities at the different stages and finally, the number of sales. As an additional insight, one more graph was created based on the probability that is assigned to each opportunity. For better understanding and to keep it connected to the first funnel analysis, it is portrayed as a funnel although a different methodology was applied.

Before generating the graph, some preparations were made. The file “Opportunity Report” was used as a basis because it contained the columns Area, Stage, Opportunity record type, Probability (%), Amount Currency and Amount. The currencies in the file include AUD, CAD, CHF, CNY, EUR, GBP, JPY, MXN, PLN, USD, ZAR. Using the

conversion rates provided by Company all the amounts in any other currency than EUR were converted. The resulting file contains all the information which was used to generate the table containing the information about the average deal sizes as visible in the file “Probability based funnel”.

Limitations

Some limitations should be pointed out before presenting the full analysis in order to prevent misinterpretations.

The information about the deal size is not available for all opportunities in the file “Opportunity Report“ which should be kept in mind regarding the representativeness of this analysis. Of the 30.716 opportunities listed in the file, approximately 55% (16.891) contained information about the deal size. The exact number of blanks per stage is available and shows that bigger gaps appear especially in the beginning and in the end at the probability of 100%. This latter gap is partially due to the fact that the probability of 100% is not just associated with the stage “closed won” but as well with three additional stages: closed forwarded, planned, inquiry processed. Further details are provided below.

Stages & probabilities

The table below shows which probability refers to which stage. Both the 60% and the 80% probability refer to the prequalified stage in addition to the 10% and 50% probability; those two however only were used one time each for a project sale in China. More importantly, an extra stage is highlighted at the end of the table which refers to the

opportunities listed at a 100% probability and includes only those that are referred to as “closed won”. This addresses the problem that the number of deals at a 100% probability is inflated and leads to a higher average deal size than in reality.

As discussed during the final meeting, the meaning of the stages at 100% probability differs. “Forwarded” means that the opportunity was referred to a distribution partner and thus Company does no longer have information about purchase details. “Planned” refers to a purchase that is planned in the future and “inquiry processed” could also mean that the opportunity has been forwarded to a distributor, however this is not certain and would need to be clarified.

Table 1:

Probabilities at funnel stages

| Probability | Stage |
|-------------|--|
| 0% | Closed canceled/dropped/lost/not responding |
| 10% | Prequalified |
| 25% | Qualify |
| 30% | Postponed |
| 50% | Develop with PS/in progress/prequalified |
| 60% | Prequalified |
| 75% | Prove |
| 80% | Prequalified |
| 90% | Negotiate |
| 100% | Closed won/forwarded/planned/inquiry processed |
| "real" 100% | Closed won |

Source: Author’s own work

The graph below shows the average deal size weighted at the probability associated with each stage. For a clearer picture, the 60% and 80% stage are not included in the graph as they each only refer to one opportunity.

In order to get to the weighted average deal size, the average deal size at each stage was multiplied with the associated probability. For example: average deal size of €33.374 in the postponed stage multiplied by 0,3 leads to the result of € 10.012.

The final stage refers to all opportunities entered at a 100% probability and thus the weighted average deal size is € 51.000. The average deal size calculated with only the 2.649 closed won opportunities leads to € 34.576 at an inflation of 48%.

As a consequence, the revenue would be € 190.500.000 when in reality it is € 91.600.00 for the 2649 closed won deals. This means that the total actual revenue only represents 48% of the total revenue as calculated with all 100% probability stage entries.

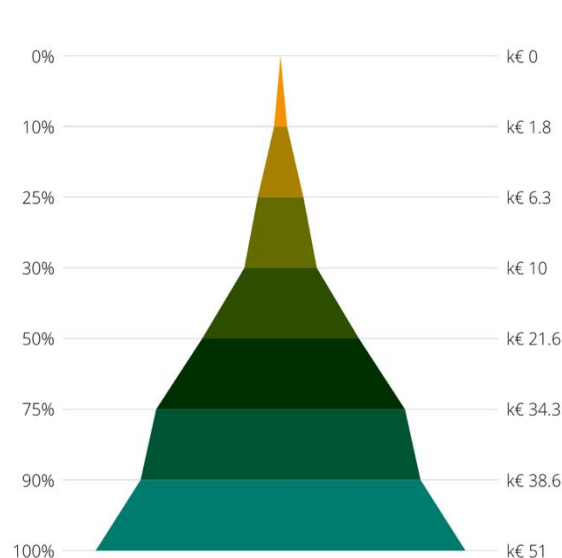


Figure 10: Average deal size based on probability

Source: Author's own work

This should be addressed by clarifying on an international level which probability refers to which stage, especially at the level of 100%.

Additionally, the weighted total sum per probability stage is displayed in the graph. Here as well the total sum of all deals per stage was multiplied by the probability assigned to it i.e.

€ 9.698.619 multiplied by 0,75. In this graph the stage “postponed” at the 30% probability should be highlighted. The total sum, not weighted, is € 38.080.361

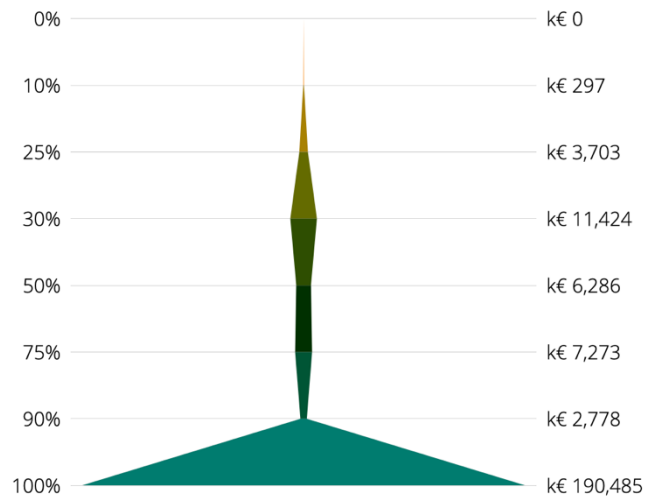


Figure 11: Weighted total sum per probability stage

Source: Author's own work

for 1141 opportunities at an average deal size of € 33.375. In order to convert some of those to closed won deals, a clear and regular follow-up with the potential customer would be recommendable. As “postponed” refers to moving the purchase up to the undefinable future, asking customers to disclose the actual reason for that, might also provide an indication for possible improvements in the sales process.

Furthermore, it should be acknowledged that mostly smaller deals are being dropped during the first stages in the sales funnel. Possible reasons for this could include on the hand the indecisiveness of the customers, a change in their needs or on the other hand, the lack of a follow-up by the responsible salesperson.

Average deal size in opportunity record type

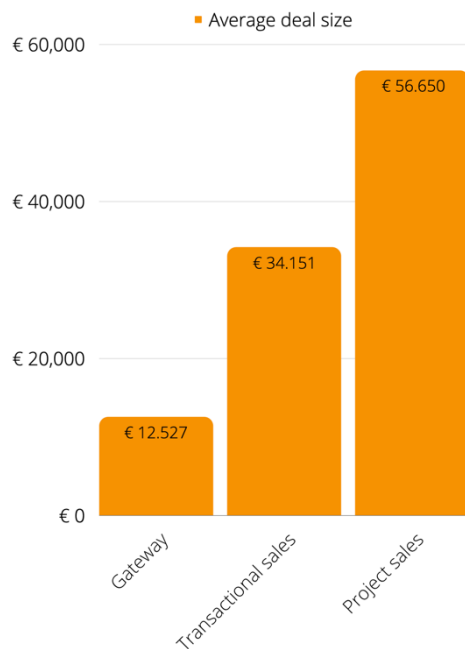


Figure 12: Average deal size per opportunity record type

Source: Author's own work

As a logical consequence of generating the probability-based funnel, a further analysis was done to get an insight into the average deal size per opportunity record type.

The three types are transactional sales, project sales and gateway sales. The average deal size is by far the highest for project sales. In transactional sales, the average deal size is quite similar to the overall average deal size of € 34.576.

2.4.4 Findings

Over the course of the above-described analyses some limitations were encountered related not only to the general files we were provided but also more specifically to the costs which will be described here.

The file containing all the expenses in the first six months of 2021 refers to the countries by an internal country code. For countries such as Poland it is quite obvious that

“TTPL” is the code, for others it was not possible to determine which country is meant such as “ENW”. This code did also not appear in the key with other country codes.

Furthermore, it was originally planned to generate an insight into the spending for each or selected channels (website, trade fairs etc.) but as no allocation of costs to certain channels or departments was possible, this particular analysis was not done in the course of this project.

3. Google Analytics

3.1 Introduction

The world economy has changed visibly in the last two decades due to the development of the online environment. Geographical and cultural barriers have been reduced, and the links created between consumers and companies have increased significantly. Communication channels have diversified, and the number of online businesses is growing significantly from year to year.

Any company that respects itself is also present in the online environment: with specific websites, with promotions, with information meant to attract consumers.

The internet has become a powerful engine of the world economy, generating multiple possibilities to attract and communicate the image of companies to the target market.

The increase in the number of brands and the diversification of the range of products and services offered, the increase in the number of consumers and their increasing demands lead to difficulties in understanding the consumer. Thus, the complexity of the online business environment requires new tools and methods to know the online consumer behavior.

As qualitative research is complemented by quantitative research and helps to gain a deeper understanding of the field studied, existing research methods in marketing are combined with new ones to clarify new aspects of online consumer behavior.

First and foremost, Google Analytics is an important tool for businesses to get a sense of their own website. Furthermore, it helps to measure performances of marketing activities taken. Google Analytics therefore collects data of users of the website and sorts it into useful information.

There is a number of tools within the Google Analytics website that impact enterprises in a highly positive way. One of these instruments can measure trends on the business's website, in terms of what specific products customers pay most attention to for example.

Further, Google Analytics enables insights into customer's behavior within the selected time period. This helps to create more successful marketing strategies and to track which channels are the most effective ones in customer acquisition.

The ultimate goal is to make real time decisions based upon the available data and to help organizations create a more personalized approach towards potential customers.

With Google Analytics, it has become easier and more efficient to track down digital channels in terms of performances and ultimately, to make real time decisions. (Fox, 2022)

Google Analytics allows identifying demographic information about the users such as age, gender, location, interests or devices used to access the website. This helps to target the respective audience more specifically, cater to their needs and to choose the best strategy to reach potential customers. (Pro Web Marketing, 2020)

Google Analytics is divided into the five following main categories that allow businesses to measure performances of their products in several different categories. This

provides businesses with valuable data about the audience to determine which channels drive most of the traffic to the landing page:

- Realtime
- Audience
- Acquisition
- Behavior
- Conversions

Google Analytics home provides useful visuals of the overall performance of the website. This includes a broad and structured overview of visuals and graphs about the following topics:

- How are customers being acquired?
- When do users visit? (Users by time of the day)
- Where are users located? (Sessions per country)
- Top devices used to access the homepage
- Pages visited by users by pageviews
- How active users are trending over time
- How well users are retained
- How goals are converted
- How Google Ads campaigns are performing

However, Google Analytics aims to help businesses to be more time and cost efficient by automatically creating reports, that are received monthly by mail so that the data doesn't have to be put into expansive spreadsheets anymore. Nevertheless, those reports are available

at any time and further, can also be customized by choosing essential metrics that are especially important for a company.

In this chapter, the Top 10 countries, sorted by number of users will be listed and explained in more detail. The focus will lie on problems in terms of performance connected to the decentralized marketing approach and the lack of engagement among users along the customer journey. All data presented throughout the entire project focuses on the following timeframe of the fiscal year 2021: 01.01.2022 – 31.12.2021

Table 2:

Top 10 countries by website users

| | Country | Users | % of Users | New Users | Sessions | Bounce Rate | Pages/Session | Avg. Session Duration (in sec) |
|---|---------------|---------|------------|-----------|----------|-------------|---------------|--------------------------------|
| 1 | United States | 367.415 | 14% | 365.453 | 471.721 | 52% | 1,69 | 87,6 |
| 2 | Germany | 206.853 | 7,9% | 204.303 | 297.609 | 43% | 1,83 | 108,4 |
| 3 | Japan | 169.765 | 6,5% | 165.360 | 227.506 | 53% | 1,68 | 103,4 |
| 4 | France | 136.891 | 5,2% | 135.728 | 203.121 | 48% | 1,70 | 96,0 |
| 5 | Russia | 110.340 | 4,2% | 109.223 | 149.794 | 59% | 1,49 | 72,1 |
| 6 | Italy | 107.887 | 4,1% | 105.891 | 144.025 | 49% | 1,73 | 97,7 |

| | | | | | | | | |
|--------------|----------------|----------|------|----------|----------|--------|--------|--------|
| 7 | Mexico | 107.423 | 4,1% | 106.076 | 139.711 | 51% | 1,61 | 102,3 |
| 8 | Spain | 96.458 | 3,7% | 95.312 | 131.129 | 47% | 1,66 | 91,1 |
| 9 | United Kingdom | 96.127 | 3,7% | 95.081 | 132.433 | 46% | 1,75 | 95,8 |
| 10 | Brazil | 93.975 | 3,6% | 92.580 | 107.574 | 49% | 1,46 | 82,3 |
| Total top 10 | | 1.493.13 | 57% | 1.475.00 | 2.004.62 | 50% | 1,66 | 93,7 |
| | | 4 | | 7 | 3 | (avg) | (avg) | (avg) |
| TOTAL | | 2.617.37 | 100% | 2.584.39 | 3.515.49 | 49% | 1,72 | 100,2 |
| | | 2 | | 7 | 5 | (avg.) | (avg.) | (avg.) |

Source: Company

The Top 10 countries in the table above, represent roughly 60% of the entire data. Hence, during our project we focused on the Top 4 countries, representing approximately 33%, so one third of the data presented.

A detailed analysis of the following four countries and their key findings will be represented in the next chapter

- United States
- Germany
- Japan
- France

3.2 Engagement

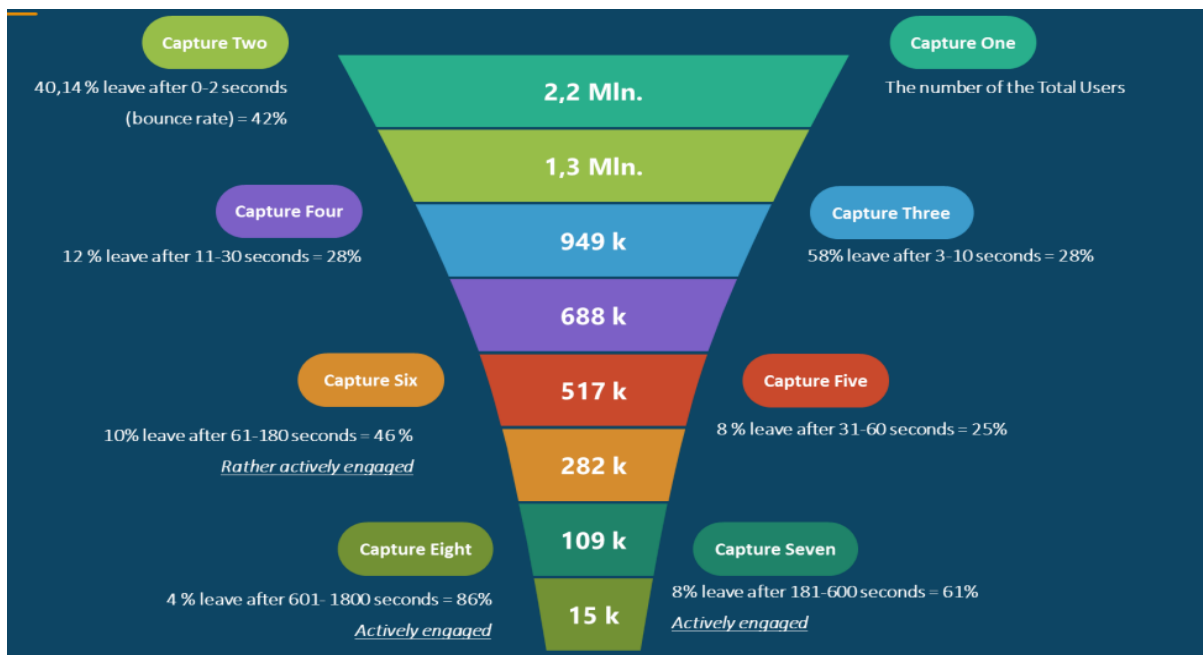


Figure 13: General Funnel of Total Users in terms of Engagement

Source: Author's own work

A funnel in targeting means the projection of a set of well thought out advertisements, with the help of which you make non-consumer leads transition to fans of the brand.

The purpose of this funnel is to identify the level of engagement, activity of customers and the interaction of each stage between them. Customers want brands to actively interact with them, answer questions, provide support, and be genuinely helpful.

Talking about an engagement funnel almost always means touching on an awkward topic. Many times, we want to find ways to simplify a very complex process. Conversion is the end point for any web marketing strategy, and the engagement funnel seems to be the ideal solution to turn potential customers into actively engaged customers.

An engagement funnel is a useful tool to evaluate where potential customers are lost and what possible reasons could be.

In our case, the top of the funnel (the largest phase) includes all the visitors who come to the website and therefore come into contact with Company. After the visitors have recognized their needs, they move on to the next stage. However, due to the rather high bounce rate, a large number of visitors leave after the first 2 seconds of site activity. Once with the increase of the time spent (in seconds) on the website, the number of genuinely interested and active visitors decreases. In the end, it follows that out of a total number of 2.2 million visitors, only 5-12% are highly engaged visitors.

3.3 New vs returning visitors

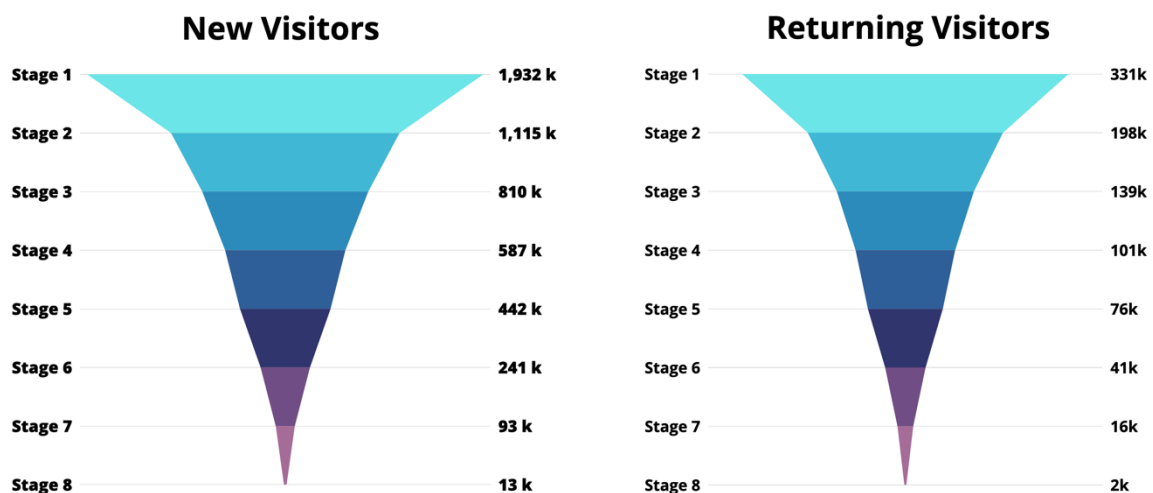


Figure 14: New vs returning visitors portrayed in funnel

Source: Author's own work

We need to know that both new and returning visitors are important to us. They all interact with the site differently and with different intentions. The returning user conveys positive feedback about the website. The new user is showing first signs of interest, and we must know how to keep them.

For example, if new visitors spend much more time on the site than those who return, they must be stimulated so that they want to return. Therefore, we should offer customers who have visited our site a promotional code after the first purchase and then use the e-mail marketing service to provide new, relevant content.

Here we can also mention the newsletters with list segmentation, newsletters sent only to those who are old customers in the database, precisely in order to arouse their interest again.

If returning users have a higher goal completion rate than new visitors, we can consider loyalty strategies for new clients. We use best practices for action buttons. Exit pop-ups can also be useful if set correctly.

The suggestion is not to focus mainly on the terms "new versus returning", but rather on the term "visit/session". We have to observe the reasons why our site visitors return (or not) to perform an action.

If it is still to analyze what type of user converts better, then the answer would be: returning visitors. They are much more likely to buy or send a request for quotation. On average, a returning visitor will interact with a product and add it to the cart 70,6% more often than a new visitor. This effect is amplified on mobile devices, where the percentage increases. As mobile traffic continues to grow, getting returning customers will become even more important.

The time spent on the website is a good proxy to get from an absolutely anonymous stage into the awareness stage and then into the interest stage. Everyone who spends more

than 60 seconds on the page knows on average what they need and can potentially be converted into a lead, which represents the interested user. Roughly, this stage only starts after 180 seconds. At the moment, out of 331k returning users only 20k-30k leads are generated online, meaning that conversion is around 10-20% out of all interested users and around 1% of all visitors.

3.4 Bounce rate

It is important to understand why visitors are bouncing off a website. The bounce rate can be defined by visitors who access the webpage and leave immediately after only viewing one page. However, this is one of the most critical indicators. It is telling the person that evaluates the data that the user is visiting the website but is not interacting because they might not be finding what they are looking for.

If the bounce rate would equal 100%, it would mean that every single user leaves the page without interacting in any way. As a rule of thumb, everything above 70% bounce rate is an indicator to take action. Therefore, an ideal bounce rate would be around 40% and everything below 30% bounce rate is considered to be excellent. A high bounce rate can be seen as an early alarming tool for managers to call for immediate action. Reasons for the lack of performance need to be identified at an early stage to reduce it as quickly as possible.

Major reasons for high bounce rates include (Pro Web Marketing, 2020):

- The landing page is not attractive enough to keep exploring.
- The homepage is hard to navigate for the user.

- The page is either not responsive or the page loading time is too long.

The following paragraphs will point out numerous ways to reduce high bounce rates.

Optimize Page Load Time

Almost 50% of users expect a loading time of two seconds or even less. This can possibly lead to potential customers leaving the page immediately, before having the chance to read the page at all, even if the content would have been quite interesting. This fact especially applies to mobile users. Ensure to not lose views for a simple problem like this.

Make Content more accessible with Smart Formatting

Always ensure that the landing page looks as appealing and as welcoming as possible to your visitors. As a rule of thumb, it can be said that the easier the page is built and the easier it is to find the desired things, the more likely they are to spend time on the page. Therefore, it is advisable to summarize the key points and to identify the most relevant details.

Include a clear Call to Action (CTA)

Once you get a feeling of what content users like best and what specific action you would like them to take, one or more CTAs should be implemented with a clear message. However, it is of vital importance to limit the number of CTAs, otherwise users may feel confused or overwhelmed.

Make the site easy to find with search engines

One of the most valuable suggestions is to ensure that the website is easy to find, otherwise this might consequently lead to missing out on opportunities, just because the page was not found.

Optimize the page for mobile users

The number of users accessing product pages from their mobile phones keeps significantly growing year by year. Therefore, it is advisable to invest into optimizing the web experience for mobile as much as possible. Even though reworking the mobile version is very costly and time consuming and might be beyond the technical capabilities, the responsiveness of mobile sites should not be ignored at any cost, as this will lead to missing out on opportunities. (Shewan, 2021)

Call to Action (CTA)

A call to action, or short CTA, is considered as a very effective way to get visitors to take action by clicking on short phrases on websites or in emails. CTAs invite to encourage with the provided content. For the user it needs to be clearly indicated, what can be expected by clicking on the text or button. Furthermore, it is a quite effective way to navigate the user to the next step and to build up trust along the journey. The ultimate goal of implementing CTAs into the marketing strategy is to convert simple visitors into qualified leads and further, into buying customers.

A lucrative Call-to-Action should be as simple as possible, by using two to maximum five words, to tell the user what you would like them to do next. Full sentences should be avoided at any cost. If used correctly, CTAs can contribute to gaining leads, boost conversion rates and to finally increase sales of a company.

Examples of CTAs

- Sign-up
- Subscribe
- Learn more
- Read more
- Add to cart
- Free Trial
- Join us

Reasons to implement CTAs in Marketing Strategies

Encouraging and motivating the customer to dive deeper into the website and to take action is the main reason to implement CTAs on a website. In order to create a successful Call-to-Action, start off by identifying goals behind each of them. Further, it is of vital importance to better understand target customers in order to lead them to the right CTAs and ultimately to convert them into paying customers at the end of the day. (Osten, 2018)

3.5 Demographics

Here the key findings of the Demographics data within the Google Analytics data with variables such as gender and age are shown. For a clearer and easier comprehension see the file called “Analytics Demographics”.

The age segment who visits the most webpages is aged between 25 and 34 years old with 206.706 users (27,81% of the total). The second age segment who visits the most is 35 to 44 years old (20,41% of the total). The lowest segment of visitors is 65 years old or older (only 7,64% of the total). The main two segments of ages for users remain as the most visitors for new users (27,95% and 20,28% respectively). New users are the 98,1% of the total users.

When it comes to sessions, the age range who is responsible for the most sessions on the Company webpage is between 25-34 years old. Age ranges (18-24) and (55-64) have a similar number of sessions visited.

The average bounce rate for the age range between 18-24 is higher than the one for 25-34. In general, all age ranges have a similar average bounce rate. Two thirds of all users are below 45 years old, meaning that Company has rather a young audience.

Changing the variable, when evaluating the data with “Gender”, it was found that most users are male (60,57%). However, the share of female users is high considering the industry.

3.6 Analysis by country

3.6.1 Germany

In order to start off with a detailed analysis, the Top 10 Regions of Germany were determined. Germany ranks at second place with roughly 8% of the data after the United States.

The Top 10 Regions which equal roughly 215k users, jointly represent 8% of the entire dataset. Moreover, the Top 3 Regions that are responsible for more than half of Germany's traffic (54% users) are the following:

- North Rhine Westphalia (21%)
- Bavaria (19%)
- Baden-Wuerttemberg (14%)

In the graph it can be clearly seen that the value in Germany specifically lies within the regions, as some regions are stronger than others, which is indicated by the darker blue in the graph.

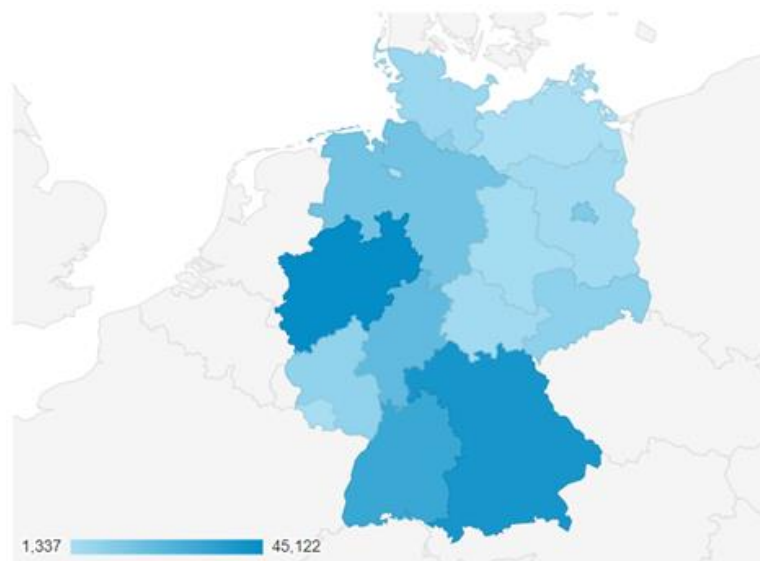


Figure 15: Performance in Germany by region

Source: Author's own work

Furthermore, the performance of the three strongest regions, is quite satisfactory but could however be improved further, in order take advantage of the missed potential and convert leads into committed customers.

Adding on to the regions, the best performing cities are:

- Berlin
- Munich
- Hamburg
- Frankfurt

They represent roughly two thirds of the data for Germany. Therefore, it can be said that potential buyers are rather located in bigger cities than in rural areas. However, we were not able to find a connection between the top performing regions and the corresponding cities.

Compared to the United States, Japan and France, Germany performs best in terms of engagement of users and keeping bounce rates just roughly under 43%. Moreover, we see a lot of potential on the German market, as the performance of the regions is above average in terms of pages per sessions which reaches from 1,73 to 1,89 and the average session duration which lies between 94,68 and 114,34 seconds.

The performance of the different browsers, Chrome, Safari and Firefox, is evaluated as well. They are seen as the strongest and best performing browsers among the rest.

Approximately 40% of the users access the Company page via Google Chrome, 25% via Safari and 17% of the traffic comes from Firefox browsers. However, Edge also counts to the

best performing browsers, with a bounce rate of 38%, but only represents roughly 9% of the data for Germany.

In terms of traffic on the Company landing pages, it can be said that the traffic is almost evenly distributed between desktop and mobile applications. However, the performance of the desktop version is better than the mobile application with a bounce rate just under 40%. The mobile version is however responsible for almost as much traffic as the desktop one, but the performance is quite bad with bounce rates between 45% and 48%. Those findings accordingly reflect in the pages per session as well as the average session duration. Finally, the average bounce rate corresponding to the traffic equals 38%.

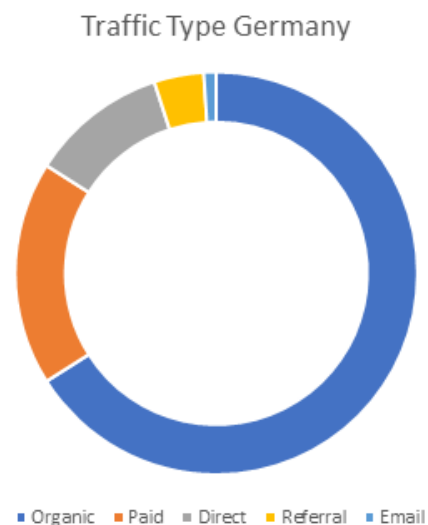


Figure 16: Traffic Type Germany

Source: Author's own work

It can be said that organic traffic is responsible for two thirds of the entire traffic in Germany, followed by paid ads (18%), direct traffic (11%), referral (4%) and the weakest category, e-Mail (1%).

The most critical keywords in Germany are the following:

- “Company”
- “Lasergavurgerät”

When searching for terms including Company, the bounce rates are quite low (30%), which indicates that users are either aware of the brand Company or they already know what

they are looking for. When simply searching for “Lasergravurgerät”, bounce rates rise again, on average to over 50%, which could be an indicator that visitors of the page did not find what they were looking for.

Further, terms including Company mostly show more than 2 pages per session and exceed an average session duration of roughly 240 seconds. It is advisable to make use of this fact, in order to further increase brand awareness, and in turn, convert leads to opportunities and further to paying customers.

Finally, if the bounce rate in Germany could be reduced by just 5%, to reach an ideal bounce rate of 30%, Company could gain 26k additional users if measures are implemented successfully. By gaining 26k additional users, Company could possibly sell 26 more machines, calculating with a conversion rate of 0,1% and an average deal size of € 45.278 per machine. Adding on to this, an additional revenue of approximately € 1,2 million could be generated, just by reducing the bounce rate by 5%.

We strongly recommend taking advantage of the good performance of Germany and focus further on improving that, to avoid missing out on additional revenue.

4.6.2 France

For the analysis of France, the Top 10 Regions were defined. France has a total share of approximately 5% of all Company users and covers therefore the fourth place in the Top 10 ranking of countries Company is working in. We are talking about roughly 134k users in total. According to the analysis conducted, the Top 3 regions of France add up to approximately 5% of all users in

France. However, it can be confidently said that in France, there is one leading region, which is responsible for almost one third of the entire traffic in France. The region is Ile-de-France which covers the region including Paris.

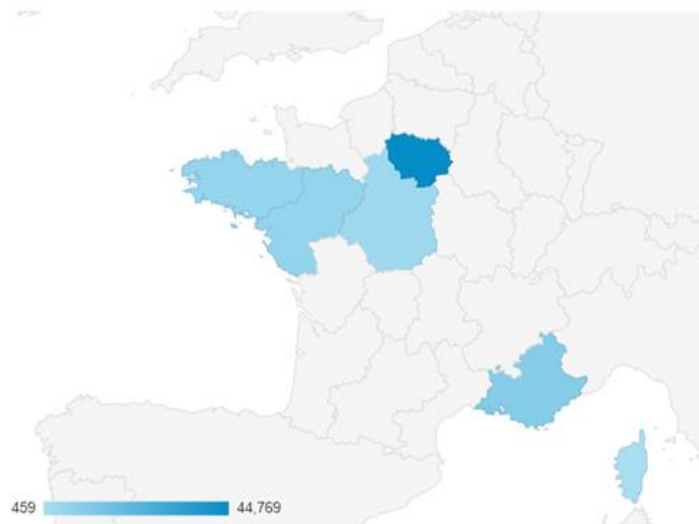


Figure 17: Performance in France by regions

Source: Author's own work

The Top 3 regions are:

- Ile-de-France (33%)
- Auvergne-Rhone-Alpes (13%)
- Nouvelle-Aquitaine (9%)

In France however, we can see a connection between regions and the corresponding cities. Therefore, the cities with the highest share of users are situated in the regions:

- Paris (Ile-de-France)
- Lyon (Auvergne-Rhone-Alpes)
- Bordeaux (Nouvelle-Aquitaine)

As there is a significant and very important connection between the region Ile-de-France and the metropole Paris, the importance of this specific part of France can be taken out of the graph here.

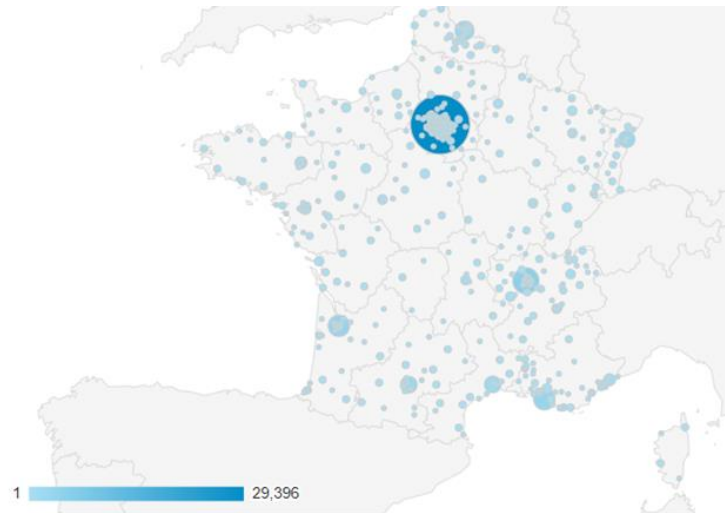


Figure 18: Performance in France by cities

Source: Author's own work

Therefore, it can be assumed that there is one leading region in France, that covers roughly one third of the entire country, followed by other regions with lower user shares, covering the remaining two thirds of France.

Even though Ile-de-France is believed to be the strongest region in the country, the performance of this area is not ideal. Compared to the areas of Auvergne-Rhone-Alpes as well as Nouvelle-Aquitaine, the region around Paris is not performing well. Ile-de-France lists with 50% the highest bounce rate. Moreover, the pages per session (1,67 pages per session) as well as the average session duration (91,22 seconds) cannot be considered as ideal nor engaging performances. A strong recommendation we can draw out of these findings is to invest in better targeting to significantly reduce the average bounce rate and to increase the average session duration in Ile-de-France, in order to not miss out on potential customers in this territory.

Identical to the performance of browsers of the other countries analyzed within this report, Chrome (55%), Safari (23%) and Firefox (11%) are the leading browsers among

French users. Those three browsers represent almost 90%, or more, specifically almost all users in France. Although, the performances of these browsers could be improved. In this case, Firefox is the best performing country with a bounce rate of 42%.

The desktop vs mobile application looks quite different to Germany, where the numbers are almost equally distributed among desktop and mobile version. However, in France nearly two thirds out of all visitors access the Company website via desktop and approximately one third is entering the site via mobile phones. This fact can be connected to the high bounce rates and lacking engagement of users accessing the page via mobile phones. This is an alarming tool for Company to check and to optimize the website for phones immediately and find out what the reason could be behind this fact, as the page does not seem to be responsive on mobile applications.

Similar to Germany, the traffic types in France can be reflected respectively. According to the findings related to the traffic type, it can be said that organic traffic is responsible for more than half of the entire traffic in France. Followed by paid ads (31%) which make up roughly one third of the traffic, followed by the weaker categories of direct traffic (9%), referral (3%) and E-Mail (2%).

The most critical keywords in France are the following:

- “Company Laser” (10%)
- “Company” (14%)
- “machine a gravure laser” (9%)

When searching for terms including Company, the bounce rates are quite low, ranging from 19% to 42%, whereas the bounce rates of other terms, not including Company, exceed up to 91%. This again indicates that users are either aware of the brand Company or they already know what they are looking for, by searching terms including the company's name.

On a final note, by reducing the bounce rate in France from 48% down to the ideal bounce rate of 30%, Company could gain roughly 25k more users. In this specific case, 25k additional users equal 25 additional machines, calculated at an average deal size of € 25.360 per machine and a conversion rate of 0,1%. Adding up these numbers, Company is missing out on approximately € 625k additional revenue due to a lack of engagement of users.

3.6.2 United States of America

USA ranks first according to the number of sessions, but also to the number of users of the Company website. However, such a large number of visitors is complicated and difficult to satisfy from many points of view. When analyzing and segmenting users by country, the cultural background plays a very important role in decision making. From researching different sources, it turns out that the American consumers are influenced the most by product price, product availability and shopping convenience. If you look through your order data and notice a customer buys the same product regularly, mailing them that product on the house, before it is time for them to re-order, with a note thanking them for their business, would show appreciation, for example.

From the previously available data in Google Analytics, we selected the total number of users. Following a sufficiently high bounce rate, about 130k of visitors left, which means that these visitors accessed, entered, lingered a while, and quickly disappeared from the Company website. Out of 150k users, just 41k users return, being slightly engaged because they spend more time on the website, but the level of credibility or accessibility of the website could be an obstacle for them to become committed.

Going through a bounce rate again, this time lower, only 26k users become committed, and 15k of them are actively engaged.

Therefore, in order to better understand the US market and to identify the key factors that influence US customers, we selected the top 10 regions, where most visitors come from. For a deeper understanding and clarity, we also selected the Top 10 cities, so that we can compare visits, consumer activity, traffic source, traffic type, category device, main search engine.

In the first case, using the previous data, we deduced that the regions that perform the worst are the ones with the highest bounce rates, which vary between 60% and 85%:

- California
- Kansas
- Virginia
- Alabama
-

We concluded that this is a fundamental indicator that shows and emphasizes the inconsistency and huge variability across the country. Probably the next step in this matter

would be to clarify the customer segments in the greater regions of the country. By doing this, there is a great opportunity to lower the bounce rates considerably and it would bring additional revenue of much high importance, sticking with the same budget at the same time.

Working on the updated data set, there were significant differences in user numbers at all stages. For example, out of the total number of users (much higher than the previous one), 191k users left the website at a bounce rate of 52%. The reasons could be the same as previous. From 51k users, who return permanently, only 29k of those become genuinely committed and 17k are actively engaged.

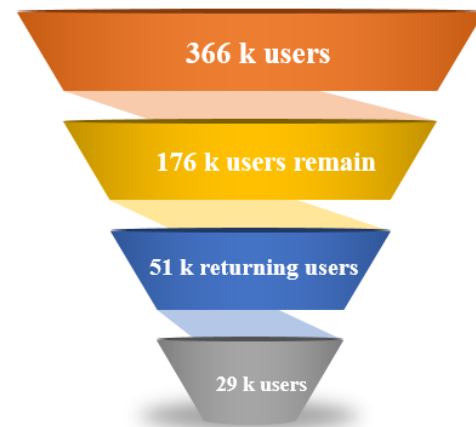


Figure 19: Google Analytics funnel USA

Source: Author's own work

With the current data available, there have been big changes not only in the numbers but also in the classification and rank of regions, cities, etc. However, the regions that perform poorly remain the same as mentioned above in the report, with bounce rates that can reach almost 90% (Kansas). In this context, not only the bounce rates demonstrate the poor performance, but also the numbers of pages/sessions that are presented (1,21-1,29). It is known that a good number of pages/sessions should reach 2 in B2B industries, because the users must be as engaged as possible. (Arora, 2022)

The regions that have the best performance, but still require measures to improve are:

- Washington
- Michigan
- Ohio

These Top 3 regions have lower bounce rates compared to the other regions analyzed, and the number of pages/sessions is impressive, because they almost reach the desired number (1,74-1,85). This means that users in these regions have an interest rate that is quite high, and they have the greatest potential to be converted into committed customers.

The real challenge arises when analyzing the cities, because virtually all cities have a high bounce rate. For example, Parsons City achieves a bounce rate of 99% and 1,03 pages/sessions. So it was quite difficult to decide which of the 3 cities still perform better than the rest. Taking into account the average duration/session and number of pages/sessions, the rank of cities that perform above average like this:

- Chicago (lowest bounce rate and 1,78 pages/session with an average duration/session of 98 seconds)
- New York
- Roseville

Special attention must be paid to these regions, because an investment in better targeting is needed, but at the same time, the session duration must be increased.

Some observations based on the regions relate to the traffic source. Google is the main traffic source because 25% of the users use it. It is best when your website uses multiple channels to drive traffic and attract users, not just Google. Should Google's algorithm cause negative changes in your search results ranking, it will not affect you as much if you have additional traffic sources. 8% of users come directly on the website and the other 8% use marketing-automation.

Furthermore, most of the users land on the Company page from unpaid sources, meaning that the organic traffic is the main driven type of traffic (25%). Notwithstanding, regions with users that land on the website directly or indirectly (via email) perform quite well, too (7-8%). Regions with referral traffic perform the worst (2%).

As to the browser performance, it can be affirmed that more than a half of users (56%) use Chrome as their main access to the internet. Regions that use Safari as browser perform quite well (13% users) followed by Internet Explorer users (7%).

Using mobile phones and tablets for internet browsing can be a potential time for direct, personal conversation which leads to greater consumer involvement. Unfortunately, this is not the case for American users, because they prefer to use the Desktop as the device from which they access Company. Desktop users are ranked first before mobile users with a difference of 13%.

In the last stage of the analysis, we emphasize that by reducing the bounce rate of 52% in the United States to a bounce rate of 30%, Company could gain 74k more users. In this regard, 75 additional machines would be required to satisfy the demand of these customers. An additional revenue of € 2.083.026 could be generated for Company, when calculating with an average deal size of € 28.149 per machine and a conversion rate of 0,1%.

3.6.3 Japan

Japan ranks third out of all countries analyzed by the number of visitors and sessions. People in Japan represent 169k of the total users. The bounce rate is rather high at 53%, which leads to 28k returning users and only 15k committed users of them.

The regions that perform the best are:

- Saitama
- Tokyo
- Chiba

There is an evident relation between the listed regions and the following cities when examining the best performance:

- Setagaya (Tokyo, lowest bounce rate)
- Kyoto (Saitama)
- Chuo City (Tokyo)

Osaka Metropolitan region has the highest bounce rate (60%), Kanagawa (with the capital Yokohama) is the second worst-performing region (59%). Compared to bounce rates of regions in the USA, Japanese regions perform much better.

All cities have high bounce rates, but these vary between 50% and 59%, meaning that Japan has a much higher potential than the USA.

The interpretations based on traffic are quite interesting because in Japan there are no email campaigns, no direct visitors, and the paid sources perform badly.

Evaluating every aspect, we will start with the source of traffic. The majority of the traffic comes via Google, representing 29% of users. Separately, the fewest traffic comes via Bing, representing only 1% of users. As mentioned before, there is no direct traffic, meaning there are almost no loyal or high-value visitors. In this case, it might be a good sign that the traffic type in Japan is rather organic than paid, therefore the recommendation is to focus on the organic. The reason is that users visiting the website from a search engine's organic results have a very specific intention and if we can provide them with a solution or answer to their question, they are more likely to convert.

Both Safari and Google, have the same percentage of users, which is equal to 14%, placing them as the most used browsers in Japan. Contrastingly, regions using Edge or Internet Explorer perform very badly.

Pointing out the device category, similarly to USA, the Japanese users are more likely to access the website from a desktop rather than from a mobile phone. This is an acceptable pattern in B2B businesses, but a thing remains distressing – the Company website must be optimized better according to Japanese mobile users.

Closing out the analysis, we would like to mention that by reducing the bounce rate of 53% in Japan to the perfect bounce rate of 30%, Company could gain 38,5 k more users. In this regard, 39 additional machines could be sold. An additional revenue of € 1.650.880 could

be generated for Company, when calculating with an average deal size of € 42.880 per machine and a conversion rate of 0,1%.

3.7 Cluster analysis

A cluster analysis of the main landing pages for viewers was done in order to find key insights about the performance of these landing pages. That includes what content is a viewer looking for, and what are the principal differences between the viewers' engagement from the top 4 countries (USA, Germany, Japan and France). The cluster was done with the first top one hundred landing pages during the period 1st January 2021 and 31st December 2021, based on the Google Analytics database. The rest of the landing pages were being excluded for this cluster. First, the categories of the cluster analysis will be presented, an explanation of why a certain page can be classified in a specific category will follow, and every category will be illustrated with an example for better comprehension.

All tables and calculations where the results come from can be seen in the correspondent Excel file in the appendix named "Clustering-Pivot tables".

There were five categories created for the cluster analysis:

- Country Main Landing Page
- Product Page
- Knowledge Page
- Applications
- Contact Page

Country Main Landing page

Figure 21: Due to confidential policies this figure cannot be seen

Source: Company

Country Main Landing page is the first category of the cluster. In this category are all webpages (out of the top one hundred) in which the content welcomes the viewer to a digital Company Laser experience, showing them a quick overview of main aspects of the company; and it is written in the official language of the country that is being addressed. At the end, the address of nearest Company headquarter, subsidiary or showroom and a phone contact according to the country are listed.

Product Page

Figure 22: Due to confidential policies this figure cannot be seen

Source: Company

Product Page is the second category of the cluster. In this category are all webpages (out of the top hundred) which focus either on a range of similar products or on a specific product, for instance the webpage shown, refers to the Speedy series. It includes the competitive advantage the machine, the benefits it has, the problem it helps to solve for the potential user, main features, technical data (it can also appear as a comparison, in the same example technical data for Speedy 400 Run on Ruby and Speedy 360), material compatibility and some brochures or catalogues that the viewer can download if interested in detailed information.

Knowledge Page

Figure 23: Due to confidential policies this figure cannot be shown

Source: Company

Knowledge Page is the third category of the cluster. In this category are included all webpages (out of the top one hundred) which provide deep information about a certain procedure, process or material related to laser technology. Following the illustrated example, the webpage shows how to do laser marking and engraving using metals like steel, aluminum or titanium. Besides, it also explains which the proper materials are to make the process, which are the advantages of using laser technology for that process, which is the unique advantage of choosing a laser machine, some applications. Additionally, it mentions how previous or current customers have been using the Company machine to success and make the process done, and short relating experiences from them.

Applications

Figure 24: Due to confidential policies this figure cannot be shown

Source: Company

Applications is the fourth category of the cluster. In this category are included all webpages (out of the top one hundred) which show the viewer all kinds of different applications for many industries that a Company machine can be useful for. These webpages are characterized for having “do it yourself” examples, explaining step-by-step instructions of samples that a potential user can guide from or use it. It comprises both visuals and small

descriptions of the applications (viewer can click on each one to find more); with an interaction space where the viewer can click to get in touch with a Company expert.

Contact Page

Figure 25: Due to confidential policies this figure cannot be shown

Source: Company

Contact Page is the fifth and last category of the cluster. In this category are included all webpages (out of the top one hundred) which invite the viewer to have a further interaction and get in touch with an expert from Company. This type of webpage has a survey or form to be filled out by the viewer, requiring data such as name, company name, country, state, city, E-Mail address, phone number, and an open space to write the particular request. It was noticeable that also there are contact pages the viewer can fill out to get a Company e-book, find more details about it or purchase it. This category is special since is the one which properly builds a bridge between a simple viewer who is interested in Company and a lead who can become a closed won.

3.7.1 By country

The key findings in this section were done considering only the first top ten regions of the top four countries. The data was directly downloaded from Google Analytics and can be seen in the correspondent Excel appendix named “Clustering-Pivot Tables”.

USA

The highest bounce rate came with the Product pages, all of them, with more than 53,76% (in Texas) and up to 61,64% (in Florida). Country main landing pages were the most viewed by the American viewers for the Company webpage, and the overall bounce rates are good. The other three categories were not found in the top 10 regions.

Germany

The highest bounce rates were found in the top two regions (North Rhine-Westphalia and Bavaria) with 54,69% and 49,60% respectively, both with the category of Product Pages. Other top regions viewers also checked Country main landing pages and applications with lower bounce rates.

Japan

There were five regions attached to Knowledge Page category, all with the highest bounce rates, being the following: Tokyo (61,77%), Osaka (65,93%), again Tokyo (with a different webpage, 57,59%), and Kanagawa (68,74%). Other top regions viewers also checked Country main landing page and Product page.

France

Two categories represented the highest bounce rates, Product page and Contact Page, linked to these top regions: Ile de France (79%, 58,12% and 54,91%, three different product

webpages) and the same region but with a webpage in the Contact category (70,32%), noticing that this last webpage is about the e-book of Company.

Please see Excel appendix “Clustering-Pivot Tables” for a better understanding of how the mentioned key findings were obtained.

Comparing the four countries with a common variable, in this case, country users, some insights were obtained, and each country viewers focus on different content when interacting with Company main landing pages. Here are mentioned the most important findings:

Germany is the only country out of the top four with viewers in application pages of Company (considering only the top 10 regions of every country) with a total of 6.242 viewers (18,32% of total viewers in Germany).

France is the only country out of the top four with viewers in contact pages of Company (considering only the top 10 regions of every country) with a total of 5.053 users (17% of total viewers in France).

Japan is the country with most viewers engaging in knowledge pages, and jointly with France, the only two countries with viewers interacting with knowledge pages (considering only the top 10 regions of every country) with a total of 9.206 (44,07% of total viewers in Japan) being an interesting result since almost half of the total viewers in this country navigate through knowledge pages but still the bounce rates are really high. This finding leads the discussion to understand which factor can explain the facts, if it is because of

particular cultural dimension, or if it is related to the positioning of Company in the customer's minds, relative to the competitor's mind's positioning.

USA has the most viewers in Country Landing pages (which is considerable because the market size is bigger) but all countries have viewers in this category.

All top four countries have viewers in product pages, but France has the most viewers, which is a confirmation of the good performance in France for the Company's team.

3.7.2 Findings

After making the cluster and classifying each webpage into one category, the results were the following: 32 pages classified as Product Page, 28 pages classified as Knowledge Page, 17 pages classified as Contact Page, 17 pages classified as Country main Landing Page, and 6 pages classified as Applications.

Here are the key findings of the general analysis:

- The percentage of product pages sum of views is 32,14%, whereas the knowledge page percentage is 19,76%. This means that viewers tend to see more product pages than getting to know about a certain procedure or process (keeping in mind that there is a similar number of pages for each category). Besides this, it is accurate to note that there was a big percentage in the Country main landing pages (29,94%) which is good.
- Speaking of unique views (repetitive views from same user are not counted here), the behavior is the same. The percentages between product pages and knowledge pages are similar, so, users check more the product pages than the knowledge ones.
- The bounce rate variable has an interesting key finding. Both product and knowledge pages have similar average percentages (50,02%-47,94%); even though users see more product pages the bounce rate is high for both. This means that Company loses half of total viewers without having some interaction with the webpage

in those two categories. The Country main landing page bounce rate is 37,02%, which is good, meaning that an acceptable number of users quits but the majority stays. Contact pages have a high bounce rate, but recommendations will be proposed to make the bounce rate be lowered. Application pages have a high bounce rate as well, especially when this category only accounts 6 out of the top 100 main landing pages.

- Considering the average time spent of each page, users spend more time in knowledge pages (almost 3,5 minutes) than in product pages (approximately 2 minutes), which can be related to the nature of the knowledge page (the content is mostly text, so viewer might spend some time reading). Application pages have a similar average time spent even if they are less (1,6 minutes approximately), which despite a high bounce rate, is a good time. In general, users stay on main landing pages 2,3 minutes on average.

3.8 Recommendations

After analyzing each country individually, it can be said that the value is not necessarily within the different regions, but the value lies within the different countries, reflected by their individual performances and engagement.

First and foremost, our recommendations for the four countries analyzed are as follows:

- Company needs to work on better performances, by reducing the bounce rates as much as possible, ideally under 30% and to increase session durations of the users by providing valuable information to potential customers.

- By analyzing four countries from three different continents, we faced various cultural differences that need to be adapted individually to the respective country's desires and needs in order to reach higher engagement among users.
- Focus on different personas and target content of the website to individual needs, considering cross cultural differences.
- Implement CTAs on the website and evaluate the performance after a certain period of time.
- Ensure to make use of the fact, that a high number of people is aware of Company and their lasers, in order to further increase the brand awareness of Company and do not let go missed potentials.
- As observed, the homepage is identical for every country, however the performance of the countries significantly varies within continents. Therefore, we recommend considering investing in better targeting and to differentiate the websites to the respective personas and interests.
- Get the users of the United States of America and Germany to reach knowledge pages, in order to ensure that visitors are engaged and well informed about the product.

- Increase the awareness of different applications of Company in France.
- In all respective countries, Company should ensure that viewers are reaching the contact pages and further send an inquiry to Company. This could possibly result in potential prospects and/or future sales of Company machines.
- A flexible keyword strategy, which also takes into account the most varied and natural searches of real internet users.
- The involvement of specialists on strategies would be helpful
(AdWords specialists, email marketing, SEO specialists, copywriting, etc.)

3.9 Conclusion

Google Analytics was a reliable help in carrying out our project. Although at first, it was a completely unfamiliar tool for us, now it has become a fundamental source that we will certainly still turn to in the near future.

We know that it is an application offered for free by Google that monitors almost all activity on a web page. We used this tool to see the general traffic from the website page, the average time spent by visitors to the site, the number of pages visited, the traffic sources (organic and references), plus the keywords that generated the organic traffic.

The interpretation of the information displayed in the account shows us the quality of the traffic and the sources that generate it. Google Analytics is a "must-have" to monitor any type of campaign on the website. Whether we are talking about SEO or Google AdWords campaigns, here we can analyze the performance of the targeted words and make decisions based on how well they work. We mention the fact that in the case of keywords, the most important factor to follow is the conversion, and then you can analyze the time spent on the site by those who arrived on the site after these keywords, the number of pages visited, and bounce rate.

4. End-to-End customer journey

4.1 Approach

The final step is gaining insights through the entire duration of the relationship of the company with its customers. This journey includes the first point of contact, all intermediate touchpoints till the last stage of the individual customer in the funnel.

Already in the first intermediate inhouse meeting with the company the request arose of combining the provided excel sheets which include entries about leads and opportunities as recorded in Salesforce with the Google Analytics data. The first and most important challenge was to find a connection point which links an excel entry with a finding of the online tool. The first approach was searching for the "Google click ID" which is one column of some excel sheets. Many opportunities in the website channel would have had such an ID, but unfortunately no such number could be found as an entry in the google analytics data.

However, a correlation was traceable after going through several possible selections that can be made with the analytics tool. The process is influenced by the method that the Google laser

team followed during their investigations. This means that a particular focus was set on different locations. For this reason, under the "Geo" selection the "Location" field is selected to get to the performance of the individual countries regarding their users on the website. The significant part was selecting "Landing Page" as the secondary dimension, besides the country, which then listed addresses of webpages ranked from most users to few

users. As seen on the screenshot attached, the very last part of the URL is identical to the campaign source ID which is a column in the excel sheets. All insights were made in the excel sheet “Channel and Campaign Data”.

Figure 26: Due to confidential policies this figure cannot be shown

Source: Company

With this information big campaigns in specific countries could be pointed out to further analyze their effectiveness and importance within the channel. Focus is put on Germany, the USA, and France and either two or three campaigns for each of the countries are carved out to highlight their performance. Those campaigns have either a significant impact on the whole channel performance of the country or a rather unmeaningful impact on the channel.

4.2 Insights

4.2.1 Germany

Two campaign IDs were found under the best performing campaigns in the google analytics table which were also traceable in the salesforce data (70158000000Y8Lb & 70158000000Y8Lf). Important to highlight is the fact that those two campaigns (seen as orange in the chart) close 35% more deals in the end than the other 74 campaigns (seen as blue in the chart) which at least generated an opportunity. This outcome was calculated with the information that the two important campaigns have a conversion rate of 11% (Opportunity to Won) and all other campaigns sold only 8% of the opportunities. (Those 76

campaigns in total are not only from the channel website or paid online ads, but also from all other possible channels.)

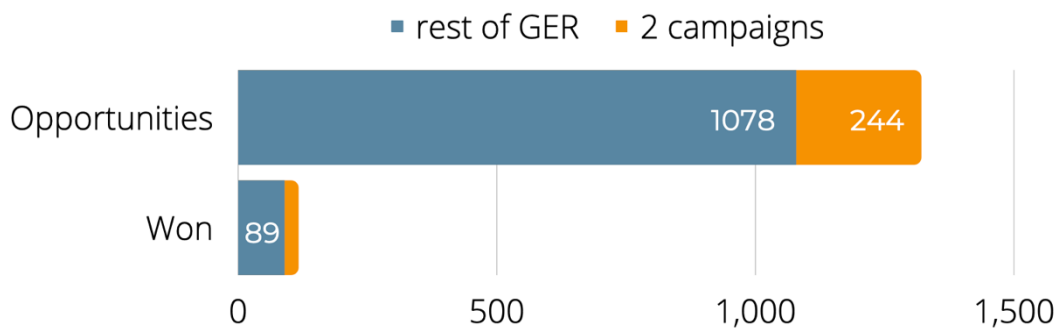


Figure 20: Germany campaign performance

Source: Author's own work

The next step was to identify the influence of the two campaigns in comparison to the other top campaigns in Germany. As shown in the table below the campaign IDs are ranked at place three and five of all campaigns in terms of number of opportunities. The top five campaigns combined account for 79% of all won. This number is rather high since there are only 17 campaigns in total with won. A very high conversion rate (14%) was noticeable for the ID 70158000000Y8Lf.

Table 3

Top campaigns in Germany

| Top campaigns | Opps | Won | Conversion rate |
|-----------------|------|-----|-----------------|
| 7014I000000d0J5 | 597 | 39 | 7% |
| 7014I000000d0ne | 140 | 19 | 14% |
| 70158000000Y8Lf | 138 | 20 | 14% |
| 7014I000000cyU1 | 127 | 7 | 6% |

| | | | |
|-----------------|-----|---|----|
| 70158000000Y8Lb | 104 | 7 | 7% |
|-----------------|-----|---|----|

Source: Author's own work

4.2.2 USA

Three campaigns were highlighted for the US since those combined have a significant impact on the final sales of the company in the country. The top three campaigns (70158000000Y8Ma, 70158000000Y8MV & 70158000000Y8MS) close 49% more deals than the other 186 campaigns. The conversion rate of the three campaigns combined is rather low with 6% and the conversion rate for the other 186 campaigns is 4%, but nevertheless the impact on the outcome of the three IDs is still significant.

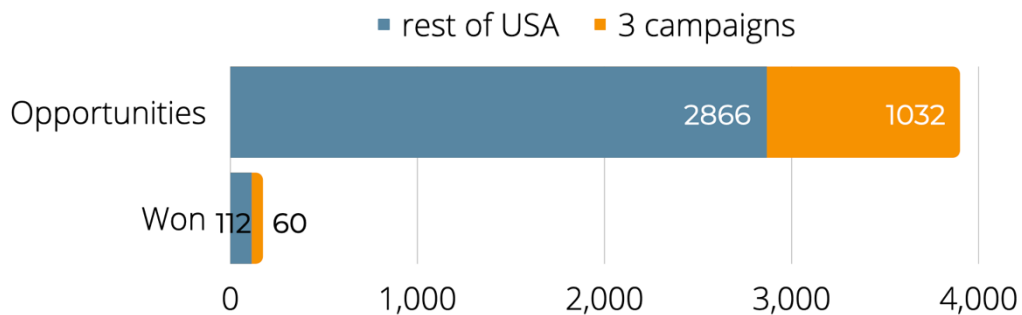


Figure 21: USA campaign performance

Source: Author's own work

The table below shows that only one of the three campaigns is listed within the top five campaigns in the USA with a conversion rate of 7%. The top five campaigns account for 69% of all wins. Only 20 campaigns are responsible for wins in this country.

Table 4

Top campaigns in USA

| Top campaigns | Opps | Won | Conversion rate |
|-----------------|------|-----|-----------------|
| 7014I000000d0JE | 1693 | 57 | 3% |
| 7014I000000cyRZ | 377 | 29 | 8% |
| 7014I000000OQK1 | 315 | 4 | 1% |
| 70158000000Y8Ma | 271 | 18 | 7% |
| 7014I000000OQXz | 119 | 11 | 9% |

Source: Author's own work

4.2.3 France

Two campaigns which could be found in the google analytics data and in the Salesforce data are responsible for only 5% of all closed deals. They also have a lower conversion rate (5%) from opportunity to won than the rest of the campaigns in France (10%). France has in total 77 campaigns which at least generated one opportunity.

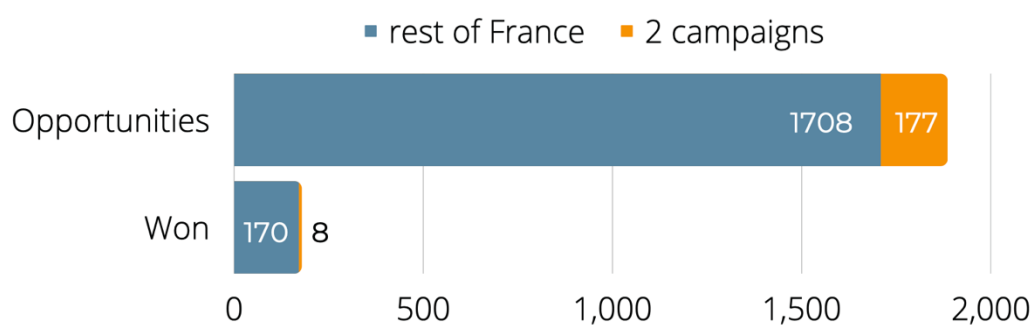


Figure 22: France campaign performance

Source: Author's own work

Only one campaign can be found in the list of the top five campaigns in France which is similarly to the US data (marked orange in the table). The top five campaigns account for

77% of all won and the campaign with the best conversion rate by far has the ID 7014I000000d067. In France 31 campaigns are accountable for the final deal creation. France is an example that this approach is not fully useful to make assumptions or specific conclusions for a country since the two campaigns do not have a significant impact on the campaign performance.

Table 5

Top campaigns in France

| Top campaigns | Opps | Won | Conversion rate |
|-----------------|------|-----|-----------------|
| 7014I000000d0JB | 523 | 33 | 6% |
| 7014I000000d067 | 373 | 59 | 16% |
| 70158000000Y8LZ | 197 | 25 | 13% |
| 70158000000Y8LT | 156 | 7 | 4% |
| 7014I0000002Mz0 | 53 | 7 | 13% |

Source: Author's own work

4.3 Findings

For this specific analysis it must be mentioned that not every URL found in the google analytics data has an ID attached (e.g.: /en-us/). Additionally, not every URL which has an ID in its name could be found in the salesforce data. Nevertheless, some connections between the two data sources could be made for further investigations. In this step of studying the provided data the idea came that a new category could be added in the excel

data. The new category should define the industry of the buyer. With the data provided it was not always clear from which industry the end customer comes from. It would point out their actual target group and if it differs or changes with different campaigns, channels and countries.

5. Conclusion

As the main findings have already been included in each chapter to enable the reader of this report to easily connect the different topics approached, this conclusion will focus on the overall project experience.

The journey started with the kick-off meeting in which we were presented a lot of input and details regarding the course of the project. Especially in the beginning, the learning curve concerning the tools to be used for processing the data was quite steep. After gaining an overview of the datasets, we had to decide on which areas to focus and carry out more in-depth analyses.

The frequent meetings with Company were important milestones in the process to see if we were leading our research in the right direction. Furthermore, the discussions helped us develop an understanding of the customer journey of Company.

Although we already had worked in teams over the course of our studies, cooperating with a client in the industry was an experience that showed us the importance of building a good internal working environment. Among others, this included following deadlines, meeting regularly and having open discussions.

Additionally, we gained insights and know-how about the frequent processes in marketing and sales departments and were able to relate theoretical content to real-life examples.

The outcome of the project and this report enables Company to determine which areas need to be focused on and which improvements to their sales and marketing processes could be implemented.

6. List of References

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Appendix

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