A novel digital marketing approach for the Conversion Rate Optimization for e-Commerce in the fashion and beauty sectors

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SCHOOL OF SCIENCE & TECHNOLOGY

A thesis submitted for the degree of

Master of Science (MSc) in e-Business, Innovation & Entrepreneurship

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THESSALONIKI – GREECE

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Abstract

This dissertation was written as a part of the MSc in e-Business, Innovation & Entrepreneurship of the International Hellenic University, and was conducted in cooperation with *iTrust.gr*, which is an Internet marketing agency offering holistic digital solutions, based in Thessaloniki. The thesis has dealt with the subject of "A novel digital marketing approach for the Conversion Rate Optimization for e-Commerce in the fashion and beauty sectors".

The aim of this thesis is to develop a guideline of best practices on some key factors that affect Conversion Rate Optimization and touch upon Online User Behavior. The dissertation firstly approaches some key metrics that are used in terms of measuring the usability of an e-shop, and the techniques and methods that are being used in order to implement conversion goals of e-commerce companies. At the same time, some best practices that are being used by leaders in the market are also hereby examined.

The empirical part of the thesis was conducted with a questionnaire-based survey, that had as a goal to define the e-shops' users opinion and point of view towards some key factors and elements of the e-shops, that affect its performance on key conversion metrics.

At this point, I would also like to thank all those who contributed to the completion of this thesis, such as my family, my friends, my supervisor Dr. Christos Berberidis, and the people at *iTrust.gr*, who gave me guidance and useful advice on my dissertation, and of course, all those who took part in my survey and helped me complete the research.

Georgios Dermatas

Date 27/12/2017

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1 Introduction

In this era of economic recession and uncertainty, it has become extremely important for companies to focus on having positive return on investments. In many industries, having a functional website is a way for a company to obtain more customers and increase their sales. Online services and electronic commerce gain more and more popularity due to their convenience, affordability for public, time and place independence. Consequently, strong online presence and multi-channel strategies have become a necessary part for any business to have.

The rapidly evolving technologies over the past few decades have upgraded the Electronic Commerce to a significant place in many business sectors which are continuously evolving, with statistics showing that in Greece in 2016 there was a 5% increase of the online purchases (ELTRUN), whereas the percentage of the Internet users who proceeded to an online purchase during the first quarter of each year, for the period 2011-2016, increased by 39% (ELSTAT).

In contrast to a physical store (traditional commerce), in online retail stores (e-commerce) the option for the visitor/potential customer to touch products and have a face-to-face communication with a salesperson doesn't exist, making a digital sales strategy necessary for any company. Digital Sales strategies are essential for e-commerce companies' competitiveness, with their goal being to retain visitors on their site the longest possible, since the chances of (additional) purchases are increasing. The proportion of the visitors who end up buying some product is called *Conversion Rate*, and the ultimate goal of every e-commerce website is to increase that rate.

In the following sections of this chapter there will be an initial presentation of the background information on the thesis' topic, followed by a description of the problem that is going to be approached. Afterwards, some basic definitions will be introduced, followed by the purpose and the goal of the thesis. In the final part of the chapter, there will be a presentation of the thesis' research methodology, as well as the general structure of this thesis.

1.1 Subject Background

The emerging importance and impact of the e-commerce market on the today's economy, can be pointed out by some statistical data. In 2015, one out of five enterprises in the EU-28 made electronic sales. The percentage of turnover on e-sales amounted to 16% of the total turnover of enterprises with 10 or more employees. During the period of 2008 to 2015, the percentage of enterprises performing e-sales increased by 7 percentage points, whereas the enterprises' turnover from e-sales increased only by 4 percentage points (EUROSTAT). According to ELSTAT's survey, in 2016, 11.5% of the companies that took part in its survey (21.600 total) had e-sales, with a turnover of 10.2€ bil. (5.1% of their total turnover).

On the other hand, we are currently living in the era where the two thirds of the Internet users in EU (approx. 66%) in 2016 made online purchases in the same period, a number that was below 50% in 2007. Overall, the share of e-shoppers in internet users is growing, with the highest proportions being found in the 16-24 and 25-54 age groups (68% and 69% respectively).

We also know that the most popular type of goods and services purchased online in the EU was clothes and sport goods (61% of e-buyers), followed by travel and holiday accommodation (52%). E-shoppers aged 16-24 were the top age group when it came to clothes and sports goods purchases (69%) (EUROSTAT).

The previous fact also points out the great opportunity that exists for e-businesses operating in the fashion and beauty sectors, who have a remarkable target market to serve.

The continuous growth of the e-commerce market channel and its impact on the market in general, makes it vital for companies that operate in the electronic marketplace to seek out tools and ways for having the ideal online presence, so that they can optimize their websites' Conversion Rates, maximize their profits and, of course, gain competitive advantages towards their competitors.

1.2 Problem Statement

Despite the fact that Conversion Rate Optimization is a topic that has been dealt with for quite some years now, according to Owen (2010), many businesses still falter when it comes to converting traffic into sales. Geoff Galat (2011), Vice President of marketing at Tealeaf, claimed that marketing professionals are stuck at a 92:1 ratio - 92£ are

being spent driving traffic to the company's website and only 1£ is spent on working with conversions. This points out that there is a significant gap in the priorities of the companies' online marketing strategies and budgets.

Some main challenges, especially for companies operating in the fashion and beauty sectors are:

➢ Identifying and selecting the right analytics data to extract in order to proceed with the Conversion Optimization of their websites,

➢ Identifying the most valuable pages of their websites to be optimized.

Moreover, some more specific challenges are:

➢ How to lower the *exit rate/bounce rate* and the *cart abandonment rate* (terms that are going to be presented at the next chapter),

➢ How to increase the *conversion rate*,

➢ How to increase ROI of the company's marketing campaigns,

➢ How to re-engage visitors in the conversion funnel.

All these challenges lead to one major question which is: *Which are the most efficient tools to use in order to maximize a website's Conversion Rate*.

1.3 Definitions-Terminology

At this part of the first chapter we will get more familiar with some basic terms that are going to be useful for a better understanding of the thesis' content.

1.3.1 Conversion

In bibliography there are many definitions of the term *conversion* available. A common element that most of them have, is that they define conversion as an "action" that is tied to "business goals" or "business values". This points out the importance of linking the functionality of the website to the overall goals of the business/enterprise. Some examples of specific actions could be: buy, download, register, refer a friend, make a phone call and click to chat (WiderFunnel Marketing, 2012).

Clifton (2010), on the other hand, chose to define "goals" and "KPIs" separately:

Goal: "*Goal conversions, also referred to as simply goals or conversions, are any actions or engagements that build a relationship with your visitors.*" (Clifton, 2010)

<u>KPI</u>: *"... a key performance indicator is a web metric that is essential for your organization's online success."* (Clifton, 2010)

However, for the purpose of this thesis' context, I would like to stay with the definition where conversions are connected directly to the company's business goals, since this thesis will focus more on Conversion Rate Optimization in a way that helps companies improve their online performance.

Despite that, Clifton's definition of KPIs, which would be closer to macro-conversions, becomes more relevant. What is interesting about this definition is that instead of "action", Clifton uses "web metrics". This adds a dimension to the definition: actions must be *measurable*. Ash (2008) confirms this: *"A conversion happens when a visitor to your landing page takes a desired conversion action that has a measurable value to your business."*

Therefore, in order to proceed with a clear definition of the term Conversion, and since the thesis is going to be focusing on the fashion and beauty e-commerce sectors, the preferred definition will be the following:

"A conversion is a measurable action, defined by the company and taken by the user, and which is crucial to the company's business goals (sales)".

1.3.2 Conversion Rate

According to Jeffrey Eisenberg, CEO of BuyerLegends.com, the conversion rate is calculated if you divide the number of your Website's visitors who took the desired action (e.g. purchase) by the total number of your Website's visitors. (Eisenberg, 2006)

Following that definition, it can be calculated through the following equation:

Conversion Rate = (number of converted visitors / total number of visitors) x 100

For example, if you had 500 visitors and 40 of them proceeded to a purchase, the conversion rate would be:

$$(40/500) \text{ x } 100 = 8\%$$

However, the conversion rate could also be measured by the visits instead of visitors, not taking into account someone who is taking several actions. A company should choose whatever fits her business model best, though in most cases, using unique visitors is recommended (Kaushik, 2010).

According to Eisenberg also "conversion rates are a measure of your ability to persuade visitors to take the action you want them to take. They are a reflection of your effectiveness at satisfying customers. For you to achieve your goals, visitors must first achieve theirs."

So in order to increase a website's conversion rate, you need to create a strategy to persuade visitors to take the actions you want them to take. And because they are in different stages of awareness by the time they visit your site, you have to map out and optimize a funnel.

1.3.3 Optimization

Optimization refers to the process of trying to get the maximum out of a certain situation. According to the Oxford English Dictionary, Optimization is: *"The action or process of making the best of something"*.

This definition suits also well to Conversion Rate Optimization, which is a process of trying to enhance the functionality of a website.

1.3.4 Conversion Rate Optimization (CRO)

WiderFunnel Marketing (2012) characterizes CRO as a "science and art", claiming that the process must be scientific, with valid hypotheses and controlled tests. The term "art" refers to the creative process of coming up with alternatives which may bring up better results than the original one. Despite the fact that WiderFunnel's definition refers mainly to testing, the notion of including "science and art" in the definition is interesting.

According to King (2008) *"Conversion rate optimization (CRO) is the art and science of persuading your site visitors to take actions that benefit you, by making a purchase, offering a donation, or committing to some positive future action."*

If we assume that King's definition refers to the same meaning of "science and art", the scientific alternative is important: CRO requires valid data which suggest what element needs to be optimized. Hence, when conversions are the elements that are going to be optimized, there is a need for control: of the data, of the variations and, of course, of the results. Control of results in the sense that you can have a better monitoring of the optimization outcome.

After taking these facts into consideration, I believe that a suitable definition for CRO can be the following:

"Conversion Rate Optimization is the controlled process of enhancing the functionality of a website in order to obtain a higher percentage of visitors who take a desired action."

1.4 Thesis' Purpose/Goal

The scope of this thesis is, after examining the bibliography, some real-life cases on Conversion Rate Optimization and what leaders in the industry of Fashion and Beauty have done on that subject, to come up with a shortlist of best practices that can be used for the Conversion Rate Optimization in these industries.

1.5 Thesis' Structure

The thesis' structure in the following chapters continues with some theoretical research on bibliography about e-commerce, conversion and CRO, along with some CRO metrics, methods and practices used by leaders in the industry. Following this, a survey will be conducted, in order to have a more clear view on the opinion of e-shops' visitors regarding some main website usability elements. Subsequently, there will be a presentation and analysis of the research' results, and, finally, the conclusion along with recommendations for potential future work.

2 Literature Review

In order to illustrate the importance of CRO, we can refer to Econsultancy's seventh Conversion Rate Optimization Report, in association with RedEye for the year 2015, where 90% of the participating marketers in the survey characterized CRO as Important and Crucial to their overall digital marketing strategy, and only 1% believe it to be of no importance.

In the following chapter we are going to examine in more detail some basic elements of the discussion around the Conversion Rate Optimization in e-commerce.

2.1 Conversion Funnel

According to Eisenberg (2009), "the sales process is about moving consumers along a path that goes from prospecting to close to retention. In the sales process, you appear to have much more control of the customer's environment. You can optimize clearly defined steps that move prospects forward to a close". Also, the Conversion Funnel is defined by Andrew B. King (2008) as "a path that a visitor takes from entering your website to the point where the visitor becomes a conversion in the form of a sale or lead".

This sales process of an e-commerce website can be very usefully depicted and visualized through a Conversion Funnel. It is a good way to illustrate the effect of changes being done on the increase of the conversion rate. It is a well-defined process (most usually pages) leading to a conversion goal, for example, a check-out system (Clifton, 2010).

A typical sales conversion funnel may look like the one in the following figure (see Figure 1). The conversion funnel consists of some micro-conversion goals which are actually some "steps" that the users have to take, in order to complete the ultimate macro-conversion goal, which may be – in the case of an e-commerce site – the purchase of a product.

Figure 1: Conversion Funnel, Andrew King, Website Optimization, 2008

The intermediate stages of the Conversion Funnel in the case of the Figure 1 can be described as following. First of all, the website gets a certain number of visitors. At the next stage, some of them will continue browsing through the product categories' and the products' pages, while some others will be leaving at that stage. Some of the users who are still online, will be placing an item in their cart, and start the registration/sign-in process. At that stage, also, some users may leave the site, while others will continue. At the final stage of the funnel, we are left with the percentage of visitors who will have taken the desired action, which in the case of an e-commerce website, is the product purchase.

By examining the various pages that are included in the conversion funnel's stages, a company can recognize the points that need to be further optimized, by looking, for example, at pages that have the highest exit rate, an issue which we are going to see in detail later.

2.2 CRO Metrics & Indicators

In this section of the chapter we are going to see some important metrics and indicators when it comes to the optimization of an e-shop's Conversion Rate. According to Avinash Kaushik (2010), "a Metric is a quantitative measurement of statistics describing events or trends on a website".

2.2.1 Bounce Rate

The Bounce Rate is considered one of the most important KPIs that can be taken into consideration during a website's optimization. As Andrew B. King (2008) defines it, it is the percentage of users who leave a website without browsing to another page, or terminating by some means within a certain period of time. According to Brian Clifton (2010), a bounce is a one-page, zero-action visit, which means that a visitor arrives on your website, views one page, has no further action, and then bounces off to another site or closes their browser.

The aforementioned KPI is a very important and easily understandable KPI that every stakeholder wishes to reduce. Bounced visitors have no value to a business and their number is important to be minimized, in order to maximize revenues. It is a simple metric that can be very illustrative for web performance. There are many different calculation formulas available online for the bounce rate, so in *Figure 2* I provide you with the formula given by Brian Clifton:

$$\text{percentage bounce rate for a page} = \frac{\text{number of single page visits to that page with zero actions}}{\text{number of times that page was an entry page}}$$

Figure 2. Brian Clifton, Advanced Web Metrics with Google Analytics™, 2010

A high percentage of bounced visitors means poor engagement, thus pages with high bounce rates need to be monitored and examined even closer for improvements of content or technical impediments.

Brian Clifton used a traffic-light system in order to categorize the pages of a website and prioritize the necessary actions, depending on each page's bounce rate, as described in Figure 3.
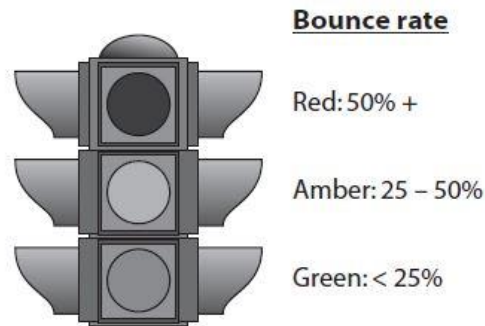
Figure 3. Brian Clifton, Advanced Web Metrics with Google Analytics™, 2010

High bounce rate pages (red, bigger than 50%) definitely have to be prioritized for review. There may be an out-of-date content or there may also be errors in the page. If finding the reason for the visitors' bounce is not possible, you can also consider removing content or removing those pages. After all, producing and maintaining content is costly. If the visitors of a site aren't interested in reading more than one page of the specific site, this maybe because of irrelevant content on the website.

Medium bounce rate pages (amber, 25-50%) constitute hopefully the majority of a website's pages. Thus, they may not be considered as the priority of pages that will be optimized for improvement.

Low bounce rate pages (green, smaller than 25%), despite having a good performance, shouldn't be ignored, either. These pages can be targeted for new promotions, major news updates, or important announcements, since they are the ones with the largest traction among the website's visitors.

According to Compass Blog's "Ecommerce Bounce Rates – 2016 Benchmarks", the average bounce rate in ecommerce is 60%, with the industry's top performers operating at a 36% or lower bounce rate. High bounce rates, though, don't indicate failure in all cases. For instance, a page of an ecommerce site that includes only contact information, or even leads to a call to a telephone hotline, is expected to have a much higher bounce rate.

Finally, according to the Ecommerce Benchmark & Retail Report 2016, issued by Ecommerce Europe in association with Ecommerce Foundation, the bounce rate in the Fashion industry is slightly lower than in other industries, and that is 35.52%. Accord-

ing to the report, the reason for that may be that people do not know exactly what they are looking for. As a result, people will click through and look for other items.

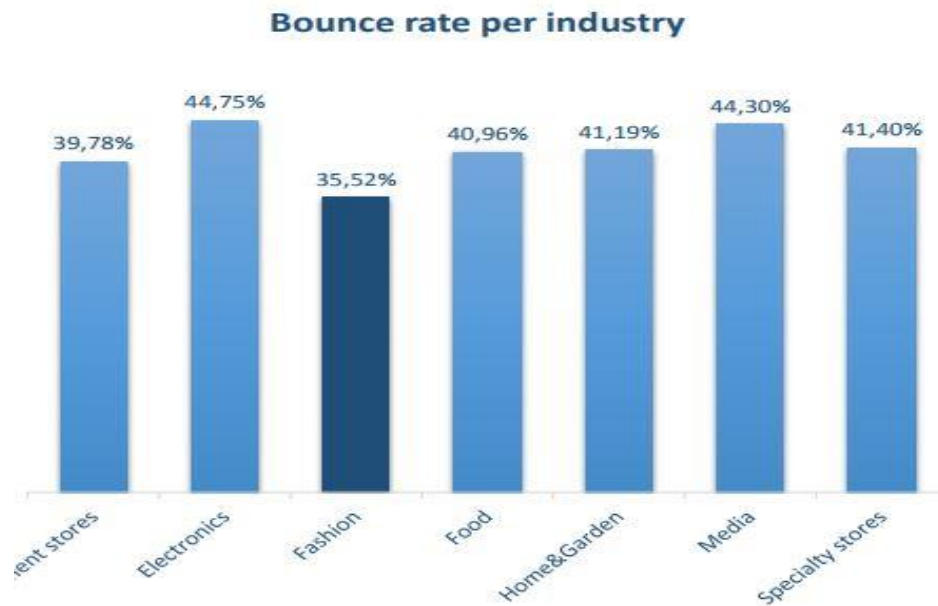**Bounce rate per industry**

Figure 4. Ecommerce Benchmark & Retail Report 2016, Ecommerce Europe, 2016

Also, according to the same source, as we see in Figure 5, the Bounce Rate in Greece was averaging on 40.07% in 2016, with Poland being the best performing European country with 33.08%.
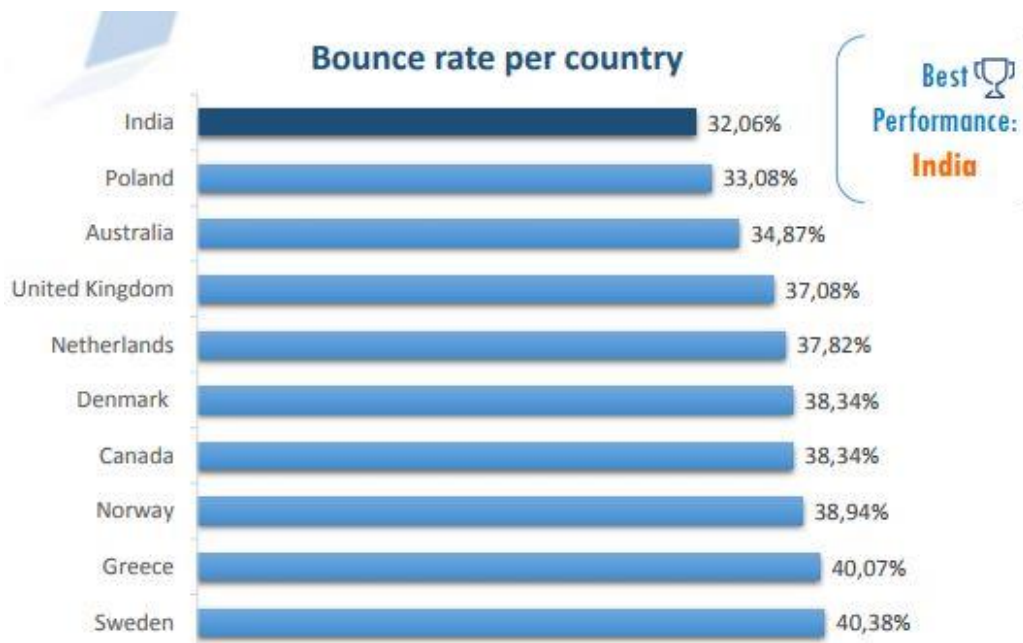

Figure 5. Ecommerce Benchmark & Retail Report 2016, Ecommerce Europe, 2016

2.2.2 Shopping Cart Abandonment Rate

A shopping cart abandonment takes place when a website visitor initiates the check-out process for an online purchase, but drops out before the completion of the process. All items that enter the shopping cart of the potential customer and don't make it through this process are considered to be "abandoned" by the customer. Shopping cart abandonment is a major issue of the electronic commerce sector, that e-marketers are paying careful attention to and which they are trying to tackle.

Shopping cart abandonment rate can be counted by dividing the total number of completed transactions by the total number of the initiated transactions. This rate indicates the percentage of an e-shop's visitors show a purchase intention by adding items to their cart, but don't complete the purchasing process.

This rate is a metric of vital importance for e-commerce websites to keep track of, since high abandonment rates may indicate a poor user experience or a sales funnel with flaws in it. Reducing the shopping cart abandonment can lead directly to more sales and revenue, hence the optimization of the checkout process is a core area of focus for e-commerce retailers.

According to Baymard Institute's article, based on 37 different studies containing statistics on e-commerce shopping cart abandonment, the average documented online shopping cart abandonment rate is 69.23%.

There can be many reasons for potential customers leaving throughout their online shopping process. And although each site and each case is different, the following common issues are faced by e-commerce websites and can result in cart abandonment:

➢ *Complexity* - Online shoppers are more likely to abandon the check-out process in cases where it is very complex or time-consuming. This can be avoided by trying to simplify the check-out process.

➢ *Market Research* - Many users add items to their cart but don't complete the shopping purchase, because they are just browsing with low or non-buying intent. They can be incentivized to purchase immediately by offering limited time promos.

➢ *High shipping costs* - Customers often abandon their shopping cart at the point where they discover cost of their order including the shipping costs. This issue can be avoided by offering some free shipping promo energies.

➢ *Lack of trust* - Not all website visitors are comfortable providing credit/debit card information online. Building more trust is crucial for the cart abandonment rate reduction.

➢ *Lack of payment options variety* - Customers often have strong preferences on the payment option. Companies could tackle this issue by offering the most popular payment methods to their target audience, like PayPal, e-banking, debit/credit card, cash.

➢ *Technical problems* - Technical issues can sometimes cause significant delays or trouble during the checkout process, offering a potential customer not a very pleasant user experience, leading him therefore to leave the process. This can be assisted by looking and monitoring the analytics and often run tests to eliminate any bugs.

According to Ecommerce Europe's Ecommerce Benchmark & Retail Report for 2016, the most important reasons for customers to quit the online purchase process are: distraction during the buying process (24%), an unclear return policy (23%), trouble checking out caused by not remembering username/password (22%), customers deciding to buy the product in a physical store (20%) or a lack of international payment or delivery methods (20%) (Statista, 2015).

According to the same source, the Cart Abandonment Rate in the Fashion Industry is 51.15%, with the Food industry being the leader in that rate (43.20%).
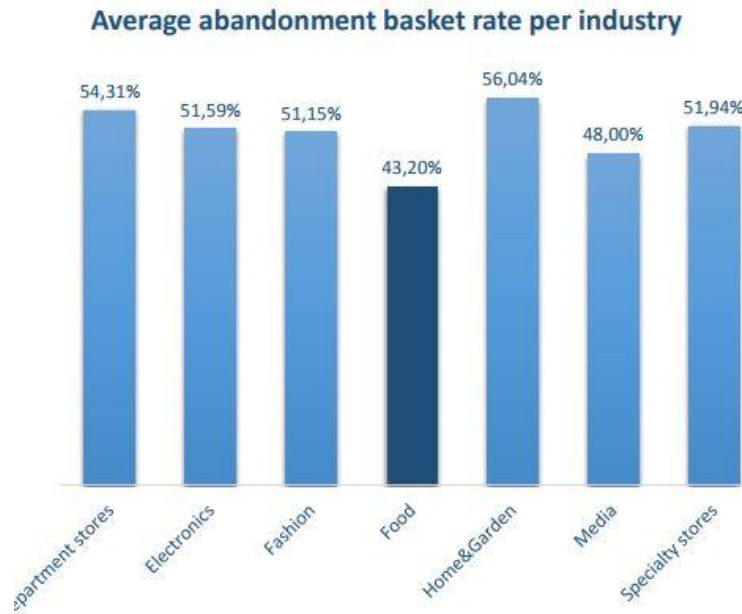
Average abandonment basket rate per industry

Figure 6. Ecommerce Benchmark & Retail Report 2016, Ecommerce Europe, 2016

Digging deeper into the fashion industry, they also noticed that especially baskets that were filled with products that cost less than 110 euros are being abandoned. This can partly be the explanation why the Men's (50.15%) and Women's (50.28%) Fashion industries perform a little better than the Shoes industry.

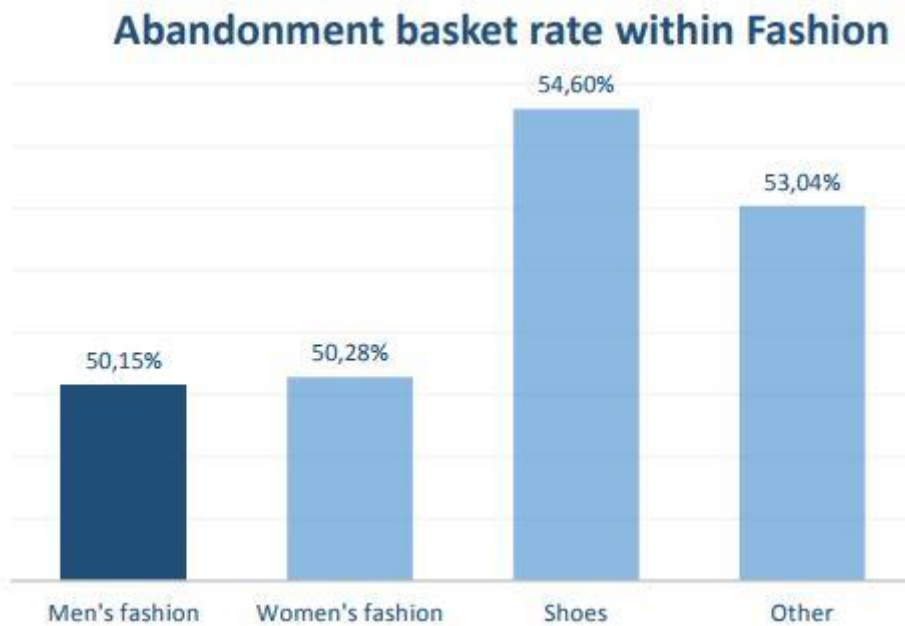Abandonment basket rate within Fashion

Figure 7. Ecommerce Benchmark & Retail Report 2016, Ecommerce Europe, 2016

2.2.3 Exit Rate

The Exit Rate is also considered to be a very important metric regarding a website's usability and efficiency. According to Andrew B. King (2008) the Exit rate is the percentage of times a particular page acts as a means to exit the site. With the sole exception of the "Thank You" page for your shopping cart or other post-conversion closure, a high rate of exit means the page content has properties that are causing attrition.

In other words, the Exit rate is the percentage of visitors who exit the entire website from a specific page after visiting at least one other page in the website. It lets you know the last page that the users view before they move on. A very high exit rate on a specific page can be a red flag.

The formula is also used by Google Analytics in order to calculate the exit rate on a specific page and is the following:

Particular page exit rate = Number of page exits / Number of page views

The exit rate is a useful metric at the early stages in a design process as it enables the website designer to determine where to start their optimization. By analyzing and evaluating exit rates of pages within the site, one can find faulty pages or other pages that need to be optimized by looking at how much they deviate from the average exit rate of the website.

It is a mistake to immediately start optimizing pages with higher exit rates than the site's average. Instead, the website should establish a standard acceptable exit rate for various pages based on their function.

By looking at a cross section of the website through the exit rate, a user can quickly identify where problems might exist or where the language used might be confusing or even ambiguous.

However, it is very natural for different pages inside the same website to have variable exit rates. For example, it is normal for order confirmation pages or other completion pages to have higher exit rates than other pages of the site, since many users are expected to leave the site after completing the respective action (e.g. their purchase). According to Khalid Saleh and Ayat Shukairy (2010), having an exit rate of 90% or more on such pages is typical.

A general rule of thumb is that for pages from which visitors are expected to continue navigating, such as the product page or the homepage, the exit rate should be less than

10%-20%. Anything higher than that, would be an indication that there may be some problems or flaws that need further examination.

As an overall summary for the Exit Rate, I would say that it is a useful metric for tracking the pages that are causing the most drop-offs, and at the same time it can also indicate whether the right pages are causing visitors to exit the website.

2.2.4 Average Order Value

The Average Order Value (AOV) is, according to Clifton (2010), an important high-level KPI that retailers and ecommerce managers watch closely.

As said by Avinash Kaushik (2010), Average Order Value is a simple metric. It's the total amount of revenue divided by the total number of orders received.

A more general definition is given by Ecommercewiki.org, which defines it as the average amount spent for a single check-out purchase on a retail site, for a particular customer group, e.g. first-time purchasers.

In other words, the Average Order Value tracks the average money spent each time a customer places an order on an e-shop. In order to calculate a site's AOV, you can divide the total revenues by the number of orders. (Optimizely)

Average Order Value (AOV) = Revenues / Number of orders

AOV is a KPI that online businesses measure in order to get an insight on their customers' purchasing preferences and habits. Similarly to other metrics, AOV can be tracked for any period of time, however most e-companies monitor it at a monthly average.

If a company is aware of its Average Order Value, this helps in evaluating its overall online marketing efforts and its pricing strategy, by providing the necessary data for the measurement of the long-term value of individual customers. As a benchmark of customer behavior, the AOV helps a company set goals and strategies and evaluate how well they are working.

In many cases, e-marketers put much of their focus on increasing traffic to their site, whereas increasing their site's Average Order Value might have a higher impact and profitability. Increasing traffic costs money, while increasing the Average Order Value not in the same extent. And given the fact that a transaction cost is associated with every order, increasing the Average Order Value may be a way to drive direct revenues and increase profit, since customers are already buying from the e-shop. Therefore, it can be a quicker way to increase a company's cash flow, which is a sign of a healthy business.

There are two main ways to get a customer to spend more (increase his/her AOV), either by buying more products than they initially intended to, or by buying more expensive products than they initially intended to. Optimizing the Average Order Value of a website can take place across all steps of the conversion funnel. A customer can be suggested to purchase additional products which are related to the ones that are already in his shopping cart, maybe those that can be sometimes forgotten, like, for example, batteries for an electronic device, or light bulbs for a lamp. Otherwise, there can be a suggestion that the customers consider a more expensive, maybe a best-selling, alternative.

Getting a customer to spend more can be achieved through merchandising methods, meaning either putting an appealing selection of products in front of them and displaying them in such a way that they are motivated to proceed to purchase, or using direct incentives, such as free shipping. Some other ways to increase the AOV include a combination of gamification and a cashback scheme, with users collecting badges/stickers with their orders/purchases, and being able to receive some cashback or additional discounts on future orders.

2.2.5 Average Time on Page & Average Session Duration

The two metrics that are going to be analyzed next, are quite related in terms of measurement and their meaning to the digital marketing and web analytics strategy of an e-shop.

2.2.5.1 Average Session Duration

Regarding the Average Session Duration, according to Google, it is calculated by dividing the total duration of all sessions (in seconds) by the number of sessions. Basically, it measures how much time users spend in interacting with your site (on average) before exiting.

Average Session Duration = Total duration of all sessions (in seconds) / Number of sessions

For example, if a user lands on a page of a site at 18:00, reads through the page and clicks to a second page at 18:05, and then exits the site after clicking through to the second page, the session duration would be calculated as 18:00-18:05 = 5 minutes.

In this example, the time on the second page is not added to the calculation, because it is the last page of the session, which is not counted in the Average Session Duration metric.

In a different example, where there is also a video included in a page the calculation of the Average Session Duration is different. If a user lands on a page of a site at 18:00, reads through the page and clicks to a second page at 18:05, then watches a video on the second page at 18:07, and then exits the site.

In this example, the session duration would be calculated as 18:00-18:07 = 7 minutes. As we can see, the session duration is calculated as longer in this instance, because the events of the analytics are set up to track how users interact with the content on a page.

There are though, a couple of things that need to be taken into consideration about this metric. The Average Session Duration doesn't indicate how much time a user spent consuming content on a single page. For example, if a user only visits one page on a site (which is a bounced visit) spending five minutes on that page, the session duration will be calculated as 0. Even though the user may have been highly engaged with that page, the session duration does not reflect this.

Also, the Average Session Duration doesn't necessarily indicate the total length of time a user spent on a site during their visit. This is because the time spent on the last page of the session is not considered in the session duration calculation.

The measurement of a site's Average Session Duration is a way of assessing how engaging its content is, and whether or not it's effective in driving the users to explore it. It is a metric that helps understand whether you are on track with your goal, which is to encourage users to move further down the site's funnel, and measuring avg. session duration can help you better understand whether your site is doing this.

A low average session duration could indicate that the site's content doesn't touch its audience, or that the site isn't delivering to the users the information that they are looking for. This may be due to a poor website design, where the user has a hard time finding the necessary information or bad loading time, which will lead to a bounce and a reduced average session duration.

The average session duration of your site affects search engine optimization (SEO). However having a low Average Session Duration may not always be a bad thing. For example, if the users are expected to find what they're looking for on the first page they visit and then exit the site, a low session duration is not necessarily a problem. On the

other hand, if the users are expected to visit multiple pages on a site – for instance, to move from the homepage to a product page –, then a low session duration would most probably be a negative indication.

Average Session Duration, as a metric, is directly related with another metric that we have analyzed before, the bounce rate. When the average session duration is low, the bounce rate tends to be high, both of which are signs of low engagement with the website's visitors.

2.2.5.2 Average Time on Page

The Average Time on Page is an engagement metric, that helps understand which pages of a site the users spend time interacting with and which pages aren't performing so well. It is the average amount of time all users spend on a single page.

According to Google Analytics, it is the time (in seconds) users spend on a particular page, calculated by subtracting the initial view time for a particular page from the initial view time for a subsequent page. The calculation formula provided by Google Analytics for this metric is the following:

Time on Page = Pageviews - Exits

However, the measurement of this metric has a couple of parameters that need to be taken into consideration. First of all, Google Analytics tracks time on page and time on site by measuring the difference between the timestamps of the hits. If the visit is a bounce, no time is being recorded. Also, Google Analytics keep counting the time on a page no matter if the page is in a hidden or visible tab, since each tab is still tracking the time spent on that page, even though the user is technically not viewing the page.

The result is that the average time on page is a metric taken from only the non-bounces for a page, which is a smaller sample size than actual hits for a page. With that in mind, we can assume two facts, regarding a Google Analytics account that has no custom events set up.

The first one is that Google can't measure the time a user spent on the last page of their visit to a site. This is explained by the fact that if a user exits a site by closing the window or the tab or by typing another web address in the URL bar, Google Analytics cannot track this. This means that this metric can in some cases be inaccurate for websites such as blogs, where users tend to leave after they have earned the information they were looking for.

The second fact is that the Average Time on Page may often be bigger than the Average Session Duration. One reason for that is that the Google Analytics average time on page metric only takes into account the non-exits and non-bounces, which with the majority of the websites having bounce rates higher than 50% results in the average time on page being taken from the other half of users who don't bounce. The second reason is that the Average Session Duration counts all bounces as zero seconds, which means that the higher the bounce and exit rates are, the lower the average session duration will be.

At the end, neither the Average Session Duration nor the Average Time on Page are statistically significant representations of the real time a user spends on a website. So, it is recommended setting up custom event tracking for more accurate tracking and insights into user behavior.

2.3 CRO Tools & Techniques

In this section of the chapter we are going to mention some of the mostly-used tools and techniques for the implementation of the CRO strategies and elements. The choice of the techniques and tools that are going to be analyzed, was also based on the annual Econsultancy's Conversion Rate Optimization Report for 2015, which focuses on researching for the types of conversion strategies and tactics, which organizations are using, in addition to the tools and processes that are deployed for improving conversion rates.

The two following figures are going to be helpful as a reference for the following section of this subchapter.
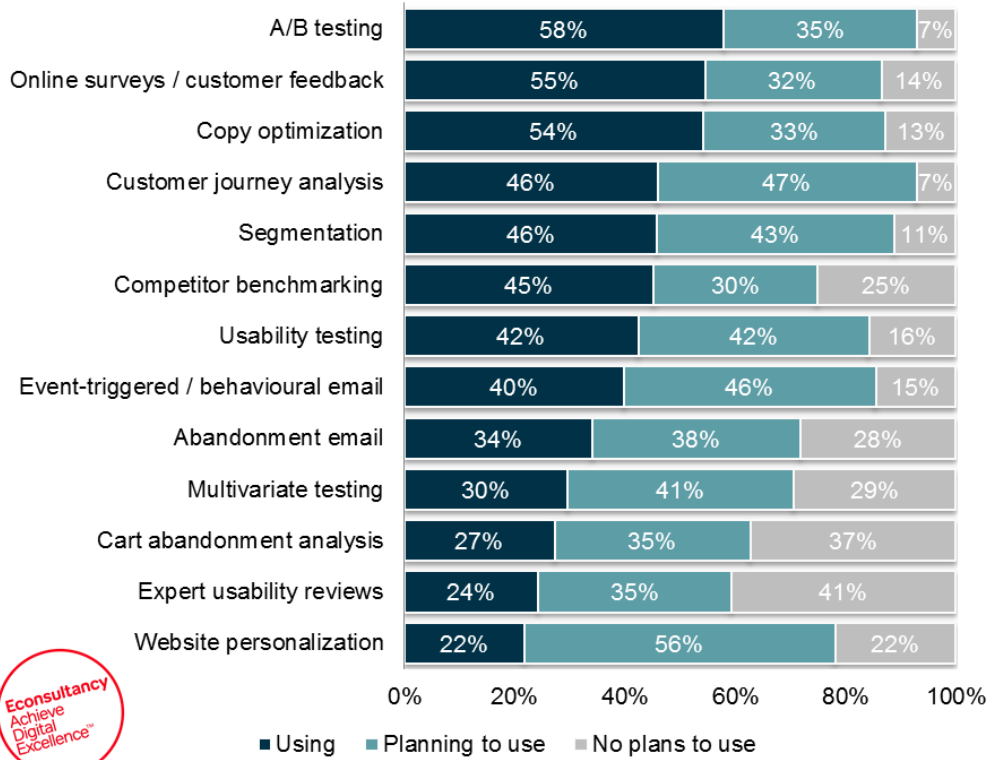
Figure 8. Methods used to improve Conversion Rates, Conversion Rate Optimization Report 2015, Econsultancy, 2015

Figure 9. Value of those methods for improvement of Conversion Rates, Conversion Rate Optimization Report 2015, Econsultancy, 2015
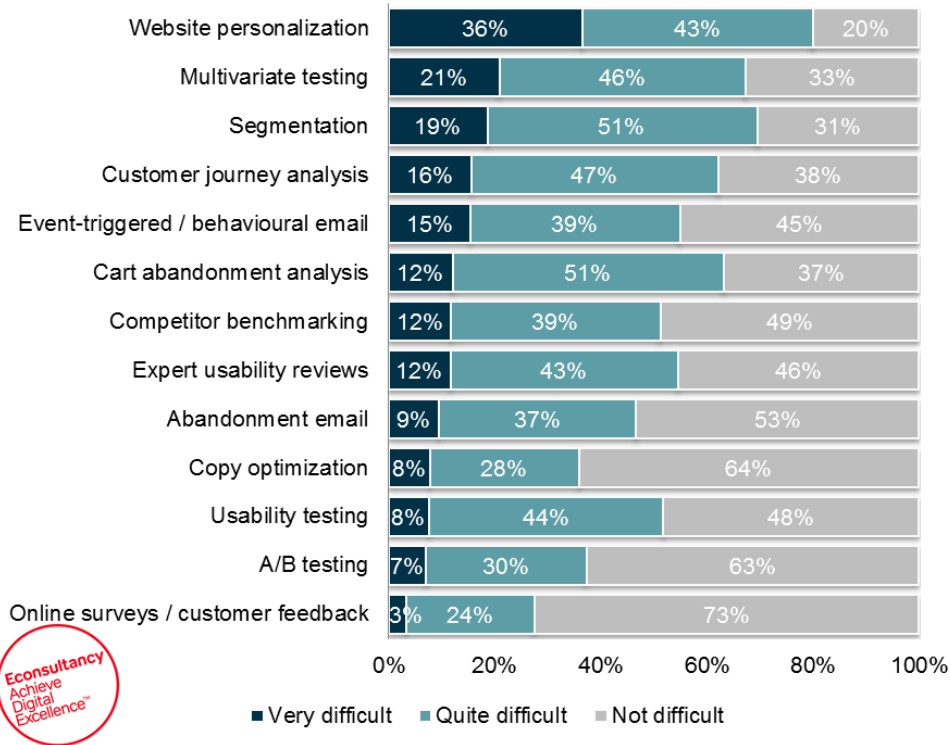
Figure 10. Difficulty in implementing CRO techniques, Conversion Rate Optimization Report 2015, Econsultancy, 2015
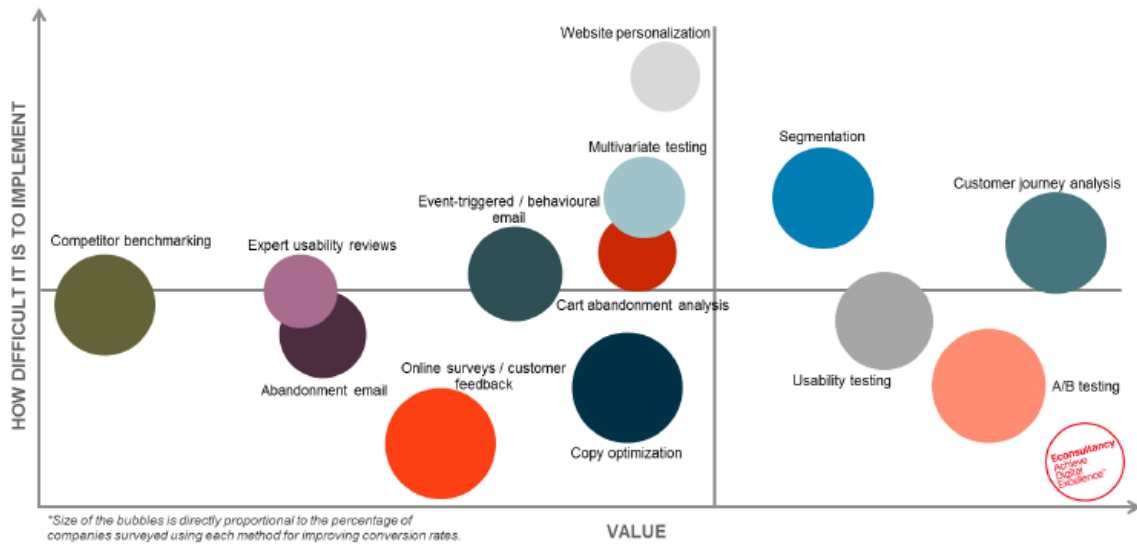

Figure 11. Value vs. Difficulty for implementation of CRO techniques, Conversion Rate Optimization Report 2015, Econsultancy, 2015

2.3.1 Web Analytics

According to Brian Clifton (2010), *Web Analytics is a thermometer for your website, constantly checking and monitoring your online health. As a methodology, it is the study of online experience in order to improve it; without it, you are flying blind.*

In order to effectively operate online, there needs to take place a continuous refinement and optimization of the site's online marketing strategy, site navigation, and page content. A low-performing website will lower the return on investment (ROI) and can damage a brand. There needs to be an understanding of the element that is performing poorly (the targeting of the marketing campaigns, the poor reviews of the products/service, or the website's ability to convert once a visitor arrives). Web analytics provide the tools for the gathering of this information and enable you to benchmark their effects.

Analytics reports provide the user with all the necessary tools for having access to data, such as the revenue their site is generating, where the site's customers are coming from, what the top-selling products are, or what is the average order value of the top-selling products, and of course data about all the aforementioned metrics of this thesis.

The purpose of web analytics is to provide the user with the knowledge from which he can make informed decisions about optimizing their online strategy. Therefore, it's important to look for change of the website or its marketing, as part of the metrics strategy.

2.3.2 A/B (Split) Testing

A/B tests, which are often referred to as Split Testing, allow the user to test two (or more) entirely different versions of a page (Clifton, 2010). This technique can be chosen if the user is considering of a page redesign or new layout, or if he just wants to change one item on a page. According to Econsultancy's annual Conversion Rate Optimization Report for 2015, A/B Testing is the most popular technique used, with 58% of the participating companies saying that they already use it (see Figure 8). Also, according to the same Report, 60% of the participating companies answered that they consider A/B testing as a highly valuable technique for improving their Conversion Rates (see Figure 9) and it also seems to be considered as a not difficult CRO technique to be implemented, by 63% of the companies (see Figure 10).

It is often used to test design layout – for example, for the theme colors, the CTA buttons colors, for the position of the menu navigation system. The iterative nature of A/B

testing and the few alternatives presented to the visitors (the original and an alternative) enable its user to gain results quickly.

In other words, A/B testing provides a comparison of variations of one or more elements of a page, in order to find the one that converts more visitors into customers. The total page traffic is split, and the alternative variations are shown in parallel throughout the data collection period (usually in equal proportions). The random assignment of new visitors to particular landing page designs is very important, since randomness is the basis for the probability theory that underlies the statistical analysis of the results.

Usually the original version of the page is called the *champion version*. The alternative version is usually called the *challenger*. If the challenger proves to be better than the champion, the challenger replaces the champion after the test and becomes the new champion to beat in any subsequent tests.

That gives the test implementer an opportunity to draw conclusions on how certain changes affect the conversion rate based on undeniable user behavior data.

According to Tim Ash (2008), A/B tests have several advantages:

➢ ***Ease of test design***. Unlike the more complicated multivariate tests, A/B tests do not need some extremely careful design. The user can just decide the number of versions he wants to test, and then split the available traffic evenly among them. No follow-up tests are required in order to verify the test's results.

➢ ***Ease of implementation***. There are many Software tools available to support simple A/B tests. If the tests includes finely detailed test elements, the user can design, set up his test, and collect the data within a matter of minutes.

➢ ***Ease of analysis***. Only some quite simple statistical tests are needed in order to determine the "winner" of these tests. Basically, all that has to be done is to compare the original version to the challenger to see whether the desired confidence level has been reached.

➢ ***Ease of explanation***. There are no complicated analyses or charts necessary in order to present the tests' results. The results' data provide the user with the required confidence to claim that the one version is better than the other. Also, there can be given a range of percentage improvement.

➢ ***Flexibility in defining the variable values***. In whole-page A/B tests, there is complete flexibility in how different the proposed alternatives are. For example,

in one alternative, there may be simply chosen to test a different headline. In a different one, there may be a complete restructure of all of the page's elements (call-to-actions, color scheme, sales copy, etc.). This ability to mix and match allows the user to test a range of alternatives in one test, without being constrained by the more granular definition of variables in a multivariate test.

➢ *Useful in low data rate tests*. If the landing page to be tested has only a few conversions per day, you cannot use more advanced conversion techniques. With the proper selection of the test variable and alternative values, you can still achieve significant results in an A/B test.

But, according to Tim Ash (2008), A/B tests have also some disadvantages:

➢ *Limited number of recipes*. As mentioned above, the number of recipes in a classic split test is usually quite small. It is quite possible, that when the landing page is the one to be examined, the available alternative variations are quite many. However, because of the limited scope of split testing, the user must be reduced to testing the ideas one at a time and also decide which alternative idea to test first, based on his belief about which one could make the more significant difference. There are other techniques where the user is able to test more alternative ideas at once and come up with all the changes that could improve his site's conversion rate at once.

➢ *It does not consider variable interactions*. By definition, A/B tests consider only one variable at a time, so variable interactions cannot be detected. Furthermore, a series of A/B tests is not the same as a multivariate test with the same variables. Depending on the variable interactions, it can be hard to find the best-performing recipe, which depends on the order in which the A/B tests will be conducted, as well as the nature of the interactions.

➢ *There is no way to discover the importance of page elements*. Often, the user may choose very uneven variables for his A/B test. Because of the limited data rate, he is forced to make the best guess at tuning the elements that might improve the web performance. These elements may actually involve many simultaneous changes to the landing page. Also, in the case of a complete page redesign, the user may have changed many details on the page in question and defined them as a single alternative recipe. However, the same flexibility that al-

lows the user to do this also limits his ability to interpret the results and attribute credit for the conversion improvement to any particular change that he made.

> ➤ *Inefficient data collection*. As we will analyze in the next subsection of the chapter, multivariate tests are often carefully constructed in order to get the most information from a smaller data sample. In effect, they allow the user to conduct more efficiently multiple A/B tests simultaneously, and even to detect certain kinds of variable interactions. Conducting multiple consecutive A/B tests is a rather time-consuming procedure, which also doesn't allow the user to reuse any information from any previous test to draw conclusions about other variables that may need to be tested in the future.

2.3.3 Multivariate Testing

According to Ash (2008), the purpose of Multivariate Testing is to simultaneously gather information about multiple variables, and then conduct an analysis of the data to determine which recipe results in the best performance. According, again, to Econsultancy's 2015 Conversion Rate Optimization Report, Multivariate Testing is used by 30% of the participating companies (see Figure 8), is considered highly valuable by the 46% of the participating companies (see Figure 9), and it also seems to be considered as the 2nd most difficult CRO technique to be implemented, according to 21% of the companies (see Figure 10).

This method uses the same mechanism as the A/B testing method, but at the same time it compares a higher number of variables, revealing also more information about how these variables interact with each other. Like in an A/B test, traffic to a page is split between the alternative page's versions. The purpose of a multivariate test is to measure the effect that each design combination has on the site's ultimate goal.

Once a site receives sufficient traffic to run the test, the data from the variations is compared in order to find the most effective design, and also to indicate the elements that have the biggest (positive or negative) impact on the interaction of visitors with the website.

A very common example for multivariate testing is regarding a page on which several elements are up in question, like a sign-up form, some header text and a footer. In order to run a multivariate test on such a page, rather than creating a radically different design as in A/B testing, the user might create, for example, three different lengths of a sign-up

form, two different headlines, and three alternative footers. Next, the visitors would be funneled to all possible combinations of these elements.

After the test runs, the results of the variables on each page variation are compared to each other and to their performance in the context of other versions of the test. The outcome is an indication of which page is best performing and which elements are most effective for this performance.

As an advantage of the Multivariate Testing technique, according to Optimizely's Blog, we can mention that it is a powerful method to help the user's redesign efforts regarding the elements of the page which will have the most impact. This is especially useful when designing landing page campaigns, for example, as the data about the impact of a certain element's design can be applied to future campaigns, even if the context of the element has changed.

However, the method of Multivariate Testing has also some limitations, with the biggest one being the amount of traffic that is needed to complete the test. Since all experiments are fully factorial, too many changing elements at once can quickly add up to a very large number of possible combinations that must be tested. Even a site with fairly high traffic might have trouble completing a test with more than 25 combinations in a feasible amount of time.

2.3.4 Copy Optimization

"Web copy" refers to the written text that is used for advertising on the Internet. A copy that is engaging, sharp, written in proper language and search-engine friendly, can attract visitors to a site and encourage them to choose it for their purchases. An effective web copy can make a website stand out from its competition. It involves populating the website with the keywords that will get it noticed, and is authoritative if the online is expected to be successful.

It is known that most web traffic comes through search engines and that both keywords and links to a site affect its search engine rankings. A site's keywords tell search engines what it does, and the inbound links tell them how important the site is. This combination determines its relevance, which is what search engines are after.

Copy optimization is achieved by creating copy, text, or content that gives search engines what they want to see and where they want to see it. According, to Econsultancy's 2015 Conversion Rate Optimization Report, Copy Optimization is the 3rd most popular

technique used, by 54% of the participating companies (see Figure 8), is considered as highly valuable by the 44% of the participating companies (see Figure 9), and it also seems to be considered as a not difficult CRO technique to be implemented, by 64% of the companies (see Figure 10).

The first step is keyword research, or keyword optimization, which means researching, analyzing, and selecting the best keywords to drive traffic from search engines to a given website.

The selection of the website's target keywords is very important. If the keywords chosen are not the ones that the site's customers are searching for, they won't find your site. The way to do that, is to research and find the keywords and phrases that users would use to find a website related to yours. Keyword analysis is a continuous process to help a user reveal new keyword opportunities to expand his website's reach.

Copy optimization means optimizing a webpage aiming at a better search engine placement. Search engines examine a site's tags as well as its copy. If the keywords used in a site's tags are not used in its copy, the website will not be indexed for those keywords. Search engines also take into account the frequency of appearance of a keyword/phrase on a page.

After compiling a keyword list, informational or instructional articles based on these keywords must be written. The site's keywords must be strategically and naturally positioned throughout the documents. They must be placed in metadata such as description tags, the page title, alt tags and image captions.

Title and meta- description tags are keyword-based phrases which the search engines scan through, when looking for relevant websites at the time a user types in a word. The title-tag is the first part of a website that a search engine looks at and should therefore contain the most popular keywords related to the website's business. The meta-description is a longer tag that is visible only in the HTML code of the website, but search engines also scan it for keywords.

Copy optimization can be compared with placing large, flashing orange neon arrows all around the entrance to a physical store. It increases a site's visibility to online customers and helps the site stand out in search engine rankings. As a conclusion, we can say that devoting some time to analyzing keywords at the start but also during the whole process can be rewarding, in terms of the visitors of the website.

2.3.5 Customer Journey Analysis (Customer Journey Mapping)

Customer Journey Analysis has been given many definitions by marketing and conversion experts. Some of them are quoted below:

"Customer Journey Mapping is the process of capturing the total customer experience across all touchpoints between the customer and the organization, from initial contact, through purchasing, after sales support, and hopefully onto renewal/repurchase, and identifies the gaps. It maps the experience that you want to provide to the customer and the experience that the customer would like to receive."

(Customer Champions, http://www.customerchampions.co.uk)

"A customer journey map is a visual representation of every experience your customers have with you. It helps to tell the story of a customer's experience with your brand from original engagement and into hopefully a long-term relationship."

(Salesforce, https://www.salesforce.com/uk/blog)

"A customer journey map is a diagram or several diagrams that depict the stages customers go through when interacting with a company, from buying products online to accessing customer service on the phone to airing grievances on social media."

(TechTarget-SearchSalesforce, http://searchsalesforce.techtarget.com)

According, again, to Econsultancy's 2015 Conversion Rate Optimization Report, Customer Journey Analysis is the 4th most popular technique used, by 46% of the participating companies (see Figure 8), it is considered as the most highly valuable technique for improving Conversion Rates by the 63% of the participating companies (see Figure 9), and it also seems to be considered as the 4th most difficult CRO technique to be implemented, according to 16% of the companies (see Figure 10).

The importance of creating Customer Journey Maps (CJM) lies in understanding the path and channels that your site's customers take to get to you. It's a very valuable technique that can be used to forecast the path that future customers could take, too.

Creating a Customer Journey Map can provide useful information for all levels inside a company. It can also highlight gaps or misdirection, and can identify gaps in the customer experience, including:

> ➢ Gaps between *devices*, when a user moves from one device to another
> ➢ Gaps between *departments*, where the user might get frustrated

> Gaps between *channels*, where the experience of going from social media to the website could be better.

The main benefit of a Customer Journey Map (CJM) can be considered that it presents information on how the customers move through your sales funnel. Maximizing the efficiency of that crucial path, could definitely lead to increased sales at a quicker pace. Additionally, understanding the customer experience is of crucial importance for the sales and marketing departments.

The benefits that a company can gain through the design of a Customer Journey Map can be summed up in the following bullets:

> It helps identifying where customers interact with your business

> It helps focusing the business on particular customer needs at different stages in the buying funnel

> It helps identifying whether the customer journey is in a logical order

> It helps in giving an outside perspective on your sales process

> It shows the gaps between the desired customer experience and the one actually received

> It can highlight development priorities

> It allows a company to concentrate efforts and expenses on those thing that matter most for the maximization of the effectiveness

The 4 important requirements for a successful and effective Customer Journey Map are the following:

1) Focusing on customers' perspective. The CJM needs to focus on how a customer experiences interactions with your site and not how the company perceives those experiences.

2) Taking into account the customer segments. Considering the fact that different customer segments experience products, brands and services in a different way.

3) Researching your maps. Using tools such as web analytics to develop the maps, in order to best reflect your site's potential customers and their likely behavior.

4) Ensuring that maps reflect all touchpoints. The maps must reflect all potential communication points through which customers may want to connect with your company: emails, text, websites, social media platform, etc. They must also re-

flect the various sequences for these maps, in which customers take different paths.

But before digging deeper in the creation of CJMs, it will be useful to refer to the Online (e-commerce) Customer Journey, and the *5 stages* from which it is comprised:

1) *Awareness*

   This is the stage in which a site's customers are discovering the brand. Often e-commerce websites connect with potential customers through advertising tools and campaigns on social media.

2) *Consideration*

   Now that the user is familiar with the brand and is aware of the type of products/services a site is selling, he will start researching. According to an article of Adweek (http://www.adweek.com/digital/81-shoppers-conduct-online-research-making-purchase-infographic/), 81% of shoppers conduct online research before they make a purchase. This can include pricing comparison, product descriptions, product reviews, days of delivery, etc. Additionally, the difference in behavior between new and returning customers should be identified. For example, new customers will often take longer to make a purchase and perhaps even order less items, whereas returning customers are already comfortable making a purchase and advocating your brand.

3) *Preference*

   Based on the research they have conducted in the previous stage, the visitors ultimately establish a preference, regarding the website from which they want to purchase. Providing extra value for the customer will make a big difference at this stage. At this stage, it would be useful to focus on any concerns the customers may have, regarding the site's products or its purchasing process.

4) *Purchase*

   At this stage, the customers finally decide to make their purchase. They have chosen which website they are going to purchase from and proceed to the checkout page. The two critical key points at this stage are having: a smooth checkout process and a clear confirmation of purchase.

5) *Loyalty & Advocacy*

Following a purchase, customers tend to build up a sense of loyalty with a brand. This is a crucial time for an e-commerce company to foster that loyalty and convert that customer to a returning customer. And, of course, along with loyalty comes advocacy. Once a customer has chosen and become committed to a brand, he is likely to become an advocate of that brand, helping to spread the word that others should choose that same brand, which is an extremely important asset for any e-commerce company.

Creation of a Customer Journey Map (CJM)

When starting to build a CJM, the first and most crucial step is to create customer personas to help envision what the ideal customer might be going through when seeking your product. A good way for creating a good buyer persona, is to identify some commonalities in the characteristics of recent buyers from your website.

Some information that would be useful for the persona creation are:

- ✓ some demographics,
- ✓ the channel through which they came to your site,
- ✓ the reason they were looking for the product that they bought on the website,
- ✓ how they researched for the product,
- ✓ the criteria that helped them make their purchasing decision,
- ✓ the competitors' sites they visited during the products' evaluation process,
- ✓ the reason for which they chose your website,
- ✓ the experience they had on your website during their purchasing process, and,
- ✓ things they think which might need some improvement.

Obviously, some of those information can be tracked through the Web Analytics tool that the company is using. A way to get feedback for the rest, the more qualitative data that is needed, is by posing some user surveys to your customers, either during their browsing in your website, or by using some pop-up surveys when they try to leave your site after their purchase.

After having completed the buyer persona, the next important thing is to identify the key touchpoints with which your customer persona will likely interact. Then, you have

to identify some of the challenges and pain points that your customers (customer persona) may come across. Before beginning to sketch out the CJM, you must look to find solutions to any challenges that the customers may face.

Finally, after having organized your ideas, you can get started with the process of sketching out your UX design, keeping in mind that there needs to be assurance that the journey provided to the customers meets the business and brand goals of the company.

2.3.6 Click-mapping

Click-mapping is a very useful tool to use, in order to find out which parts of your site's pages the visitors click on. Click-mapping software show all clicks a user has performed during his browsing, even if they weren't done on a link.

This information is displayed as a "Heatmap," like in the following image:
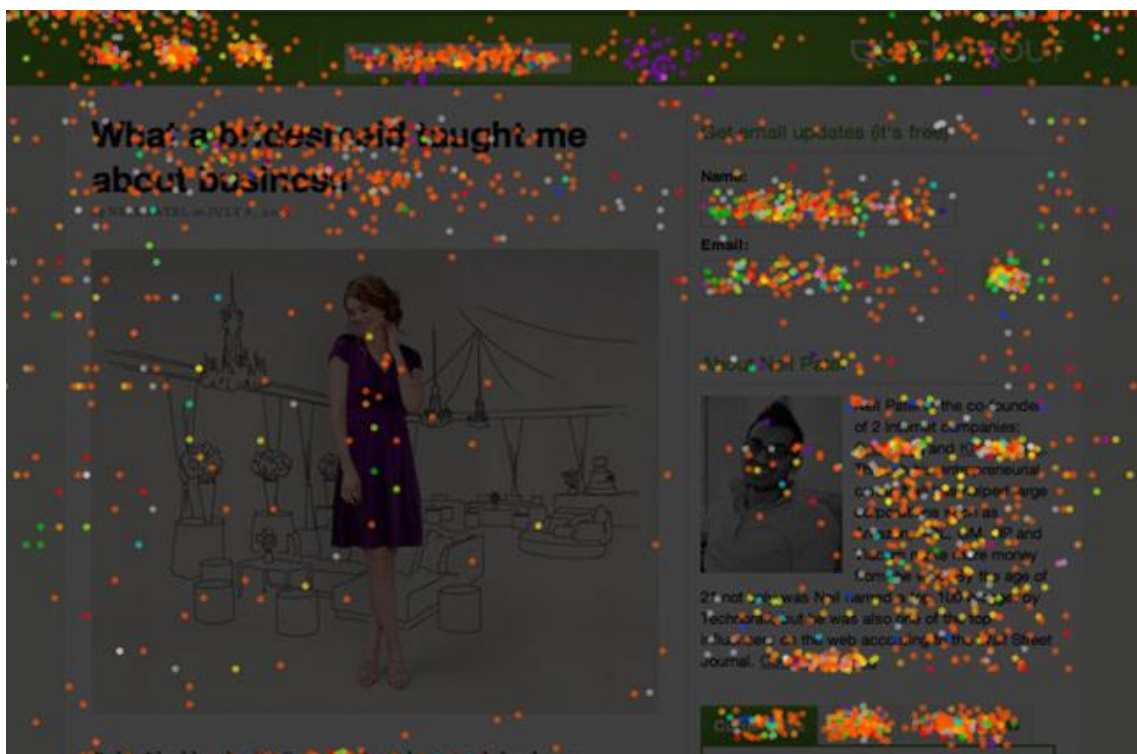
Figure 12. Crazy Egg's Heatmap showing exactly where visitors clicked, Conversion Rate Experts, https://conversion-rate-experts.com/understanding-your-visitors/#2

The advantages that click-mapping is offering are the following:

➢ It will reveal the parts of a page that are getting the most attention.

➢ It will indicate elements of the site that are being clicked, although they are not clickable. It may indicate that visitors are clicking on parts of the page that aren't links, and that's why they could be. For example, when browsing through a category page users may click on a product photo in order to enter the product while the only way to do that may be to click on the product title.

➢ If some of the links on a page lead to the same URL, for example, if there are three links to a particular product page, through click-mapping you will be able to know which of those three have been clicked on more by the site's visitors.

➢ There are also click-mapping tools that provide the user with information about how far visitors scroll down the site's pages, in the form of scroll-maps. If some of the site's pages are particularly long, the scroll-maps can reveal which parts of the page get the most attention (based on the average viewing time). This can be great for identifying which parts of a page are more useful to the site's visitors. If one of the site's pages has a gap in the design that appears to visitors to be the bottom of the page, then a scroll-map will reveal that visitors aren't scrolling.

It is recommended, that there should be studied click-mapping reports of the site's most important -in terms of revenue and traffic- pages, and of any pages that are possible to have usability issues. Of course, it is absolutely natural and expected, that most Heatmaps will show things that could be predictable and already known, but the value of click-mapping Heatmaps lies on the non- predictable heat and the anomalies that lie behind that.

Some recommended tools for click-mapping are Crazy Egg, Hotjar and ClickTale, with other alternatives including Fullstory, Inspectlet, Decibel Insight, Jaco, Lucky Orange, MouseStats, Ptengine, UsabilityTools, UserTrack, and Zeerat. (Conversion Rate Experts, https://conversion-rate-experts.com/understanding-your-visitors/#2)

2.3.7 Eye tracking

According to Tom Tullis and Bill Albert (2008), Eye-tracking in usability testing has become significantly more common over the past few years. Avinash Kaushik (2010) also said that Eye-tracking studies help the user understand how visitors of a website

consume content on its web pages: what captures their attention, how they look around and what influences their site navigation.

Although a few different technologies are used, many eye-tracking systems use a combination of an infrared video camera and infrared light sources to track where the participant is looking. Some eye-tracking softwares use a head-mounted apparatus to allow for movement of the head, whereas other systems use either an optical or a magnetic system to track the participant's head and keep up with his eyes remotely. The latest eye-tracking systems are much simpler, using optical tracking of the participant's eyes and allowing for accurate gaze tracking with minimal setup and calibration.

Information given by an eye-tracking software can be very useful in a usability test. It enables the user to see where the participant is looking in real-time, which is definitely valuable. Even if no further analysis of the eye-tracking data takes place, this real-time data presents information that might not be accessible otherwise.

The data from a browsing session can be displayed as a static chart like a Heatmap or movement map.

Figure 13. Eye-tracking Heatmap, Conversion Rate Experts, https://conversion-rate-experts.com/usability-testing-tools/#21

There are also some cases, where the eye-tracking technique can be used in similar logic like A/B testing. For example, in the image above, with only a minor change in the direction of the woman's pupil "pointing" at the shampoo, led to increased number of users looking at the shampoo bottle.
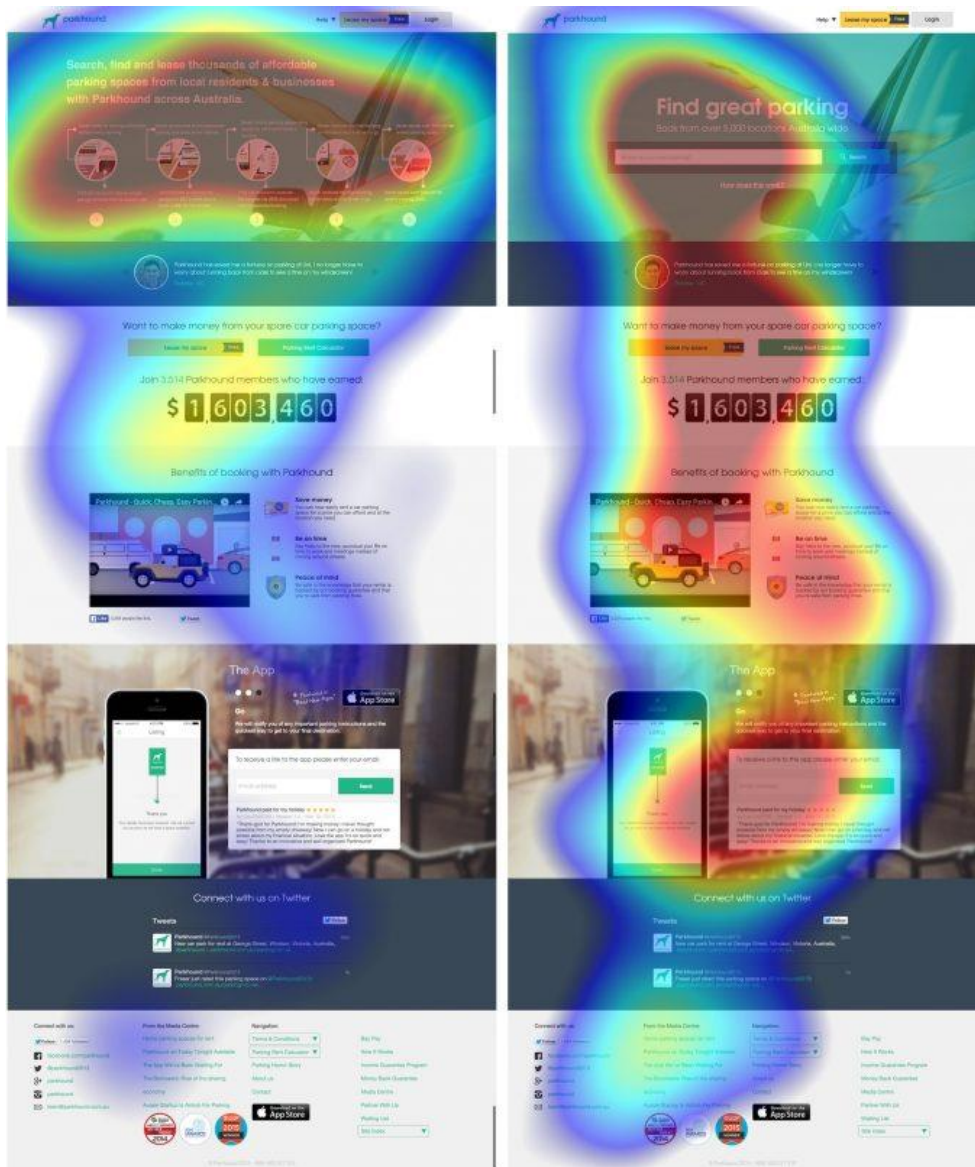
Figure 14. Eye-tracking Heatmap, Conversion Rate Experts, https://conversion-rate-experts.com/usability-testing-tools/#21

A similar case can also be noticed in this second image, where we can see that a change in the headline of the right-hand page proved to be more attractive, since visitors kept reading on.

2.4 Best Practices

It is quite obvious up to this point, that Conversion Rate Optimization is a never ending process, with a large variety of techniques and tools available to be utilized in order to maximize the usability of a website. I this section of this chapter we are going to see

cases of leaders in the e-commerce market and the methods they used, in order to optimize their website's Conversion Rates.

Simplicity

The Sims ™ 3 Case

The Sims is one of the best-selling computer game franchises in history. Since its initial release in 2000, these strategic life-simulation games have sold more than 125 million copies worldwide. The Sims™ 3, the next generation of the global cultural phenomenon and bestselling PC franchise of all time, launched in June 2009 to 60 countries in over 22 languages. In The Sims 3 players create lifelike Sims with a unique personality and take them anywhere in the neighborhood. Game content purchases are made by redeeming SimPoints, which are sold in bundles of $5, $10, $20 or $40.

Sales of in-game content play a major part in the business success of the game. The marketing team has created a conversion funnel that consists of a series of micro-conversions: from anonymous player to registered player, and from first-time purchaser to repeat purchaser.

The 'game launcher' is a key tool that is used in order to pull players to TheSims3.com website and encourage game registrations. Despite that, the game registration conversions from the launcher were not satisfactory, because despite the fact that The Sims 3 had a large number of copies sold, a big portion of the players only used the launcher to manage their content and start the game. So, The Sims 3 team knew that even small conversion rate improvements could have a big impact on revenues.

They knew that the multi-functional nature of the 'game launcher' portal included both advantages and disadvantages for them. While providing a flexible platform for offers, competing messages made the understanding of the benefits of registration and joining then the community difficult for players.

Therefore, The Sims 3 team chose the game launcher as a primary target for improvement and hired WiderFunnel Marketing Optimization to help them improve the effectiveness of their conversion funnels and. The agency developed a complete test plan, including hypotheses, graphic design, copy, wireframes, and executed the test using the Google Website Optimizer. They developed and tested six variations of the game launcher:

Variations A1 & A2: 'Simple'

These two variations gave more emphasis on the overall benefits of the game registration and the online play. A large amount of the content of the control page was removed in order to improve the eye-flow, a credibility badge was included, a new headline with game tips & content offer was added, and the call-to-action button was designed more clearly. Both A1 and A2 Variations were identical with the only difference being in the background color with white and blue being the two selected colors.

Variation B: 'Shop'

This variation was similar to variations A1 and A2, since it focused on the overall benefits of registration and gave emphasis on free content in its offer. Additionally, this variation included links to The Sims 3 Store, where players could buy some game content and to the Exchange, where players can download some free content.

Variation C: 'Free Stuff'

In variation C, the headline was altered to give emphasis on a free content offer. The subhead highlighted a more specific offer to receive free points and a free town after registration. Links to The Sims 3 Store and the Exchange were also included in this variation, but benefit-oriented bullet points were removed, in order to keep copy to a possible minimum.

Variation D: 'Free Town'

Test variation D focused on a specific offer to receive a free Sims town after registration. The offer was prominent in the headline and echoed in the background image. Also, there was provided a list where the game registration benefits were presented in bullet points.

Variation E: 'Free Points'

Variation E, similarly to variation D, gave emphasis on a specific offer for 1,000 free SimPoints and the visual depicted content that could be downloaded by redeeming points.

As a result, all variations increased the number of game registrations by at least 43%. Variation D 'Free Town', was the best-performing variation, delivering a 128% conversion rate increase compared to the original game launcher page. The second best variation, which was variation E 'Free Points', succeeded a 79% increase, indicating that players tend to respond better to specific offers.
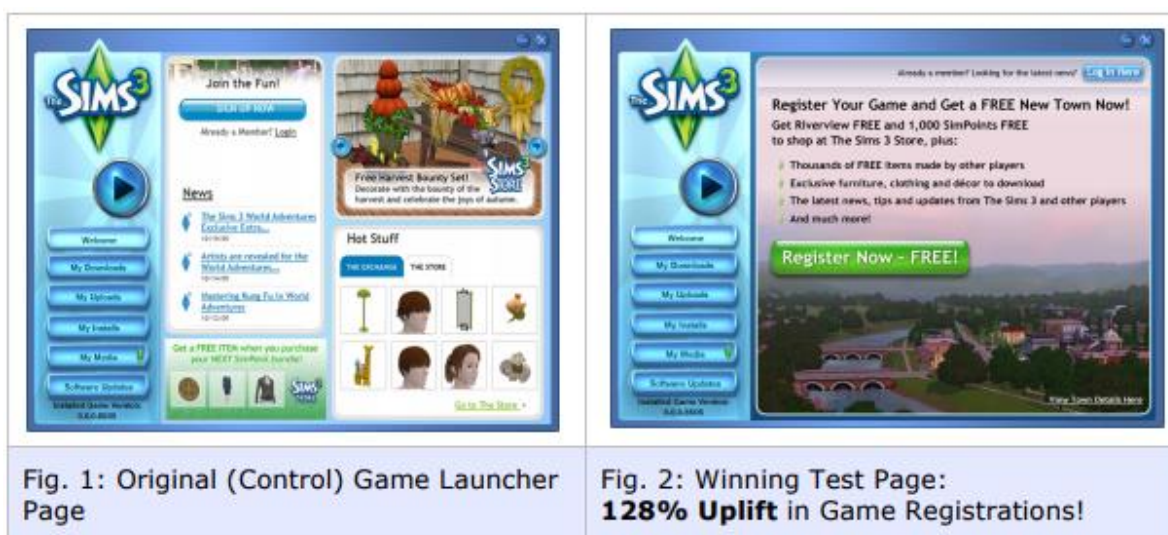
Figure 15. WiderFunnel, https://www.widerfunnel.com/case-studies/the-sims-3-doubles-game-registrations-by-identifying-the-most-compelling-offer/

This test, except from improving conversion rates, also provided valuable insights to the team, about the type of offers that The Sims 3 players find the most compelling. By using a scientifically valid method to test various offers, the marketing team discovered with certainty that variation D outperformed all other variations.

This Case Study is obviously a very characteristic example of *A/B Testing* in combination also with *Copy Optimization* and *Customer Journey Analysis*.

Uniform Experience

SmartWool Case

Uniform Experience refers to the state were people are expecting a certain design layout or a certain type of copy, based on the way the rest of a site is set up, and then come across something different. In such a case, they're less likely to take the action they are expected to, because they will most probably be disoriented, even momentarily.

For example, Smartwool (a clothing e-shop) found out that if all product images are presented in the same size, the average revenue per visitor increased by 17%.
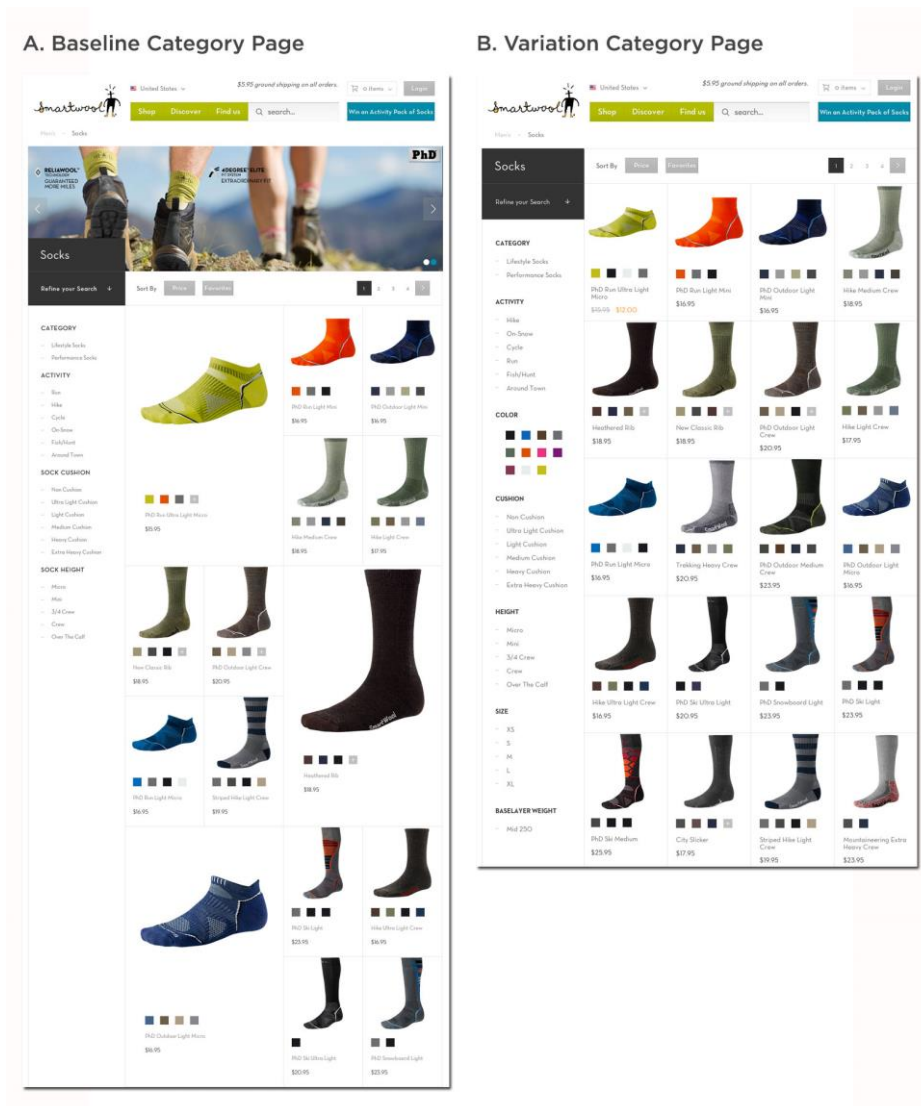
Figure 16. Optimizely Blog, https://blog.optimizely.com/2014/01/02/smartwool-ecommerce-ab-testing-case-study/

Of course, in this case A/B Testing was also used, in order to see the different results coming from the original category page version and the variation.

Provoke an action

Insound Case

Insound was one of the very first online music stores. In late 2012, Insound launched a disruptive new check-out flow that looked great, especially on mobile devices, and had

very bold form field validation. They were emboldened in the new visual treatment based on successful preliminary user testing. However, the experience was unlike any check-out their users had seen before, leading to underperformance of the conversion rate. So, Insound went to Clearhead agency in order to dig into these challenges and provide solutions.

In general, giving users an action to take usually works better compared to just labeling a button with a noun. So, they suspected that repeatedly using the "Continue" button in the funnel was creating confusion and it was leading to abandonment on the Bill/Ship details page during the check-out process. They believed that a more specific or enticing CTA button would improve the conversion rate.

Despite the fact that a button test is a rather common one, in this case they hypothesized that it might have a potentially crucial impact on the conversions and optimize the funnel. Using Optimizely tool, they tested four button variations: "Submit", "Almost Done", "Review Order" and the original, "Continue". They let the test run for nearly two weeks.
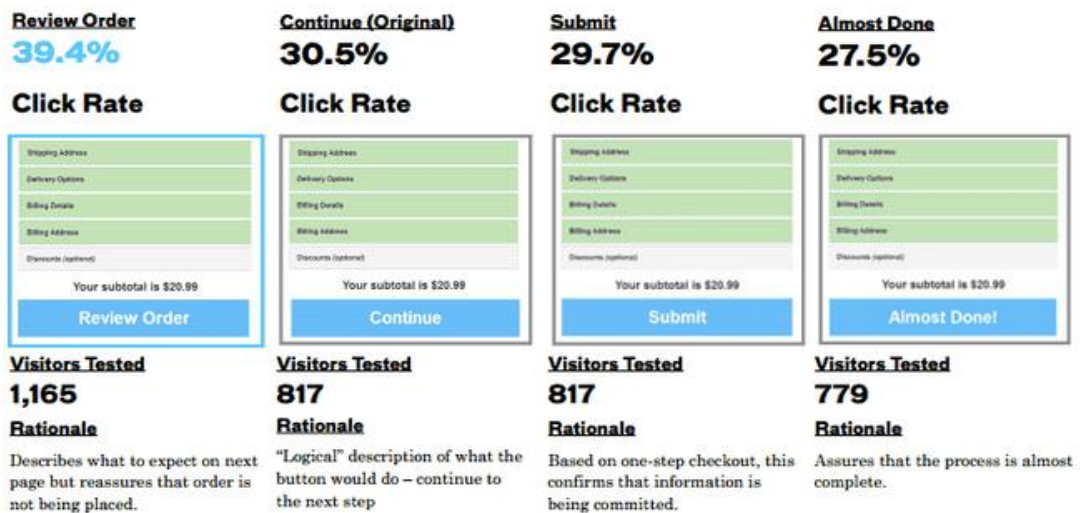
Figure 17. Optimizely Blog, https://blog.optimizely.com/2013/10/02/ecommerce-checkout-funnel-test-insound/

As we can see in the image above, "Review Order" boosted the conversions on the page by 8%, and won the rest variations by over 30% regarding the click rate. With the "Re-

view Order" button, this page now has a 54% conversion rate, which means that more than half of the site's visitors move on to the next page, where they review their order and proceed with the check-out. Obviously, A/B Testing was the technique that was used in this case, too.

The check-out process

VeggieTales Case

VeggieTales is an animated children's TV series, hugely popular with pre-school children in the USA. They wished to optimize the design of their entire ecommerce site, www.store.veggietales.com, so they got in touch with Blue Acorn's optimization strategy team. Their focus was on maximizing the Revenue Per Visitor (RPV) metric.

They ran tests on the Homepage, their Category Page, their Product Page and their Checkout Page. For this thesis we are going to focus on the work done on VeggieTales' Checkout Page.

The checkout page is where the e-commerce conversions happen. However, Veggie-Tales' check-out page included the same header and footer elements that were found on every other page of the site. They were good elements, but they are serving as unnecessary distractions to a visitor trying to convert to a customer, and can be eliminated using website optimization tools.
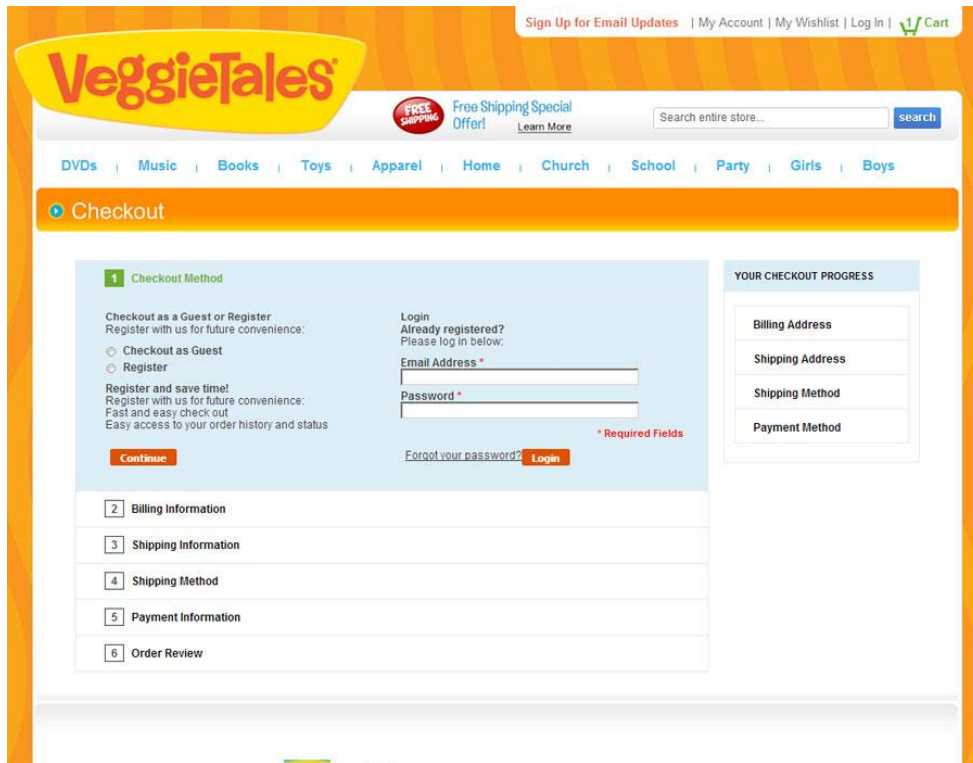
Figure 18. VeggieTales Original Cart Page, Optimizely Blog,
https://blog.optimizely.com/2013/10/02/ecommerce-checkout-funnel-test-insound/
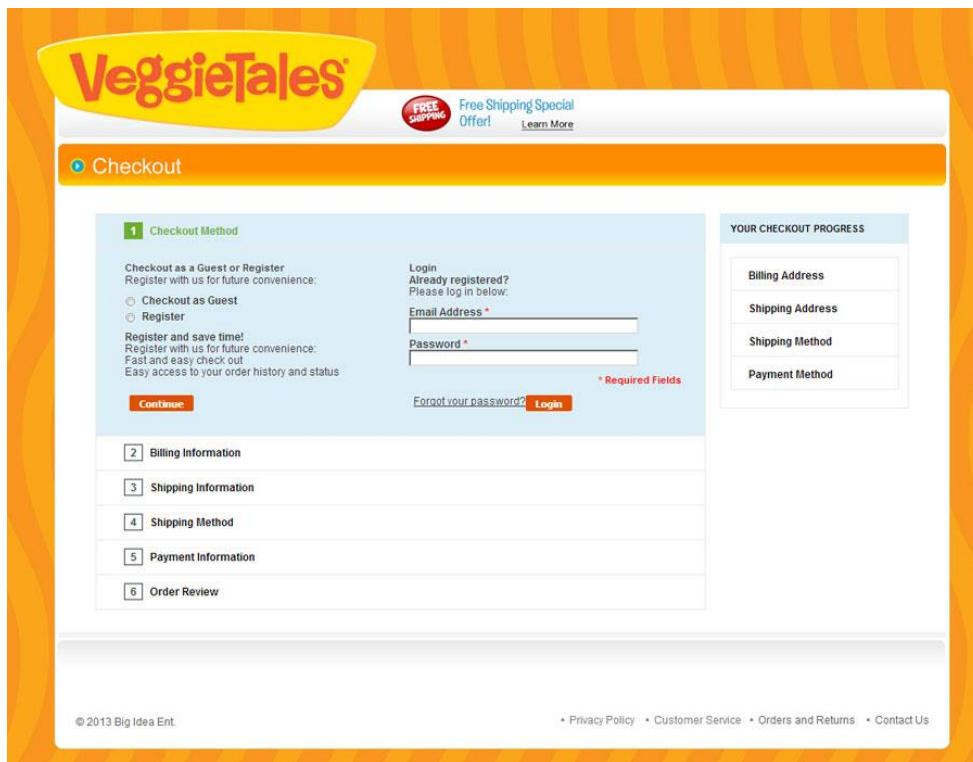
Figure 19. VeggieTales Original Cart Page, Optimizely Blog,
https://blog.optimizely.com/2013/10/02/ecommerce-checkout-funnel-test-insound/

Simplifying the check-out process by removing all of the distractions in the header and footer of the page, except those designed to act as confidence builders, resulted in having a 14.3% increase in RPV, with the more streamlined checkout page variation. The methods utilized in this case were A/B testing with an important use also of the customer journey analysis method.

Toms

Another very useful way to reduce cart abandonment rate is to allow a Guest check-out. An indicative example of that is Toms' check-out page.
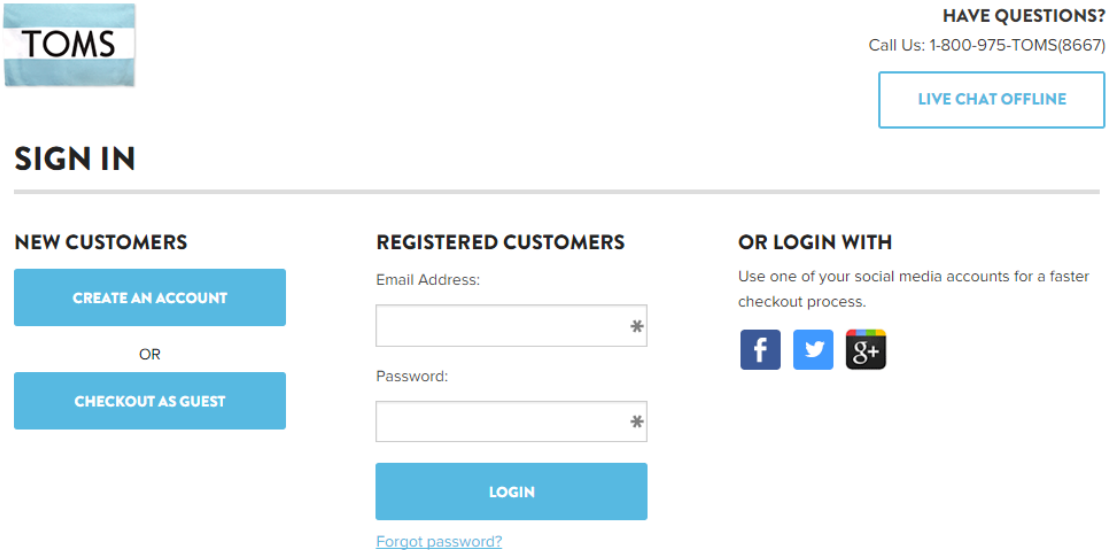
Figure 20. Toms' Check-out Page, OmniConvert, https://blog.omniconvert.com/10-conversion-rate-optimization-tips-for-a-killer-checkout.html

However, registration has its advantages for both businesses and customers. Retailers can personalize future offers, while customers can avoid entering their data again when they are going to proceed to their next purchase.

Devices adaptability

Sony Case

Sony A/B tested on-site banner ads for their Vaio computer. Their goal was to find out which CTA was more enticing: customizing a notebook or a free memory upgrade. Ra-

ther than one offer winning across the board, Sony discovered that visitors reacted differently to each ad, based on the device through which they were browsing.
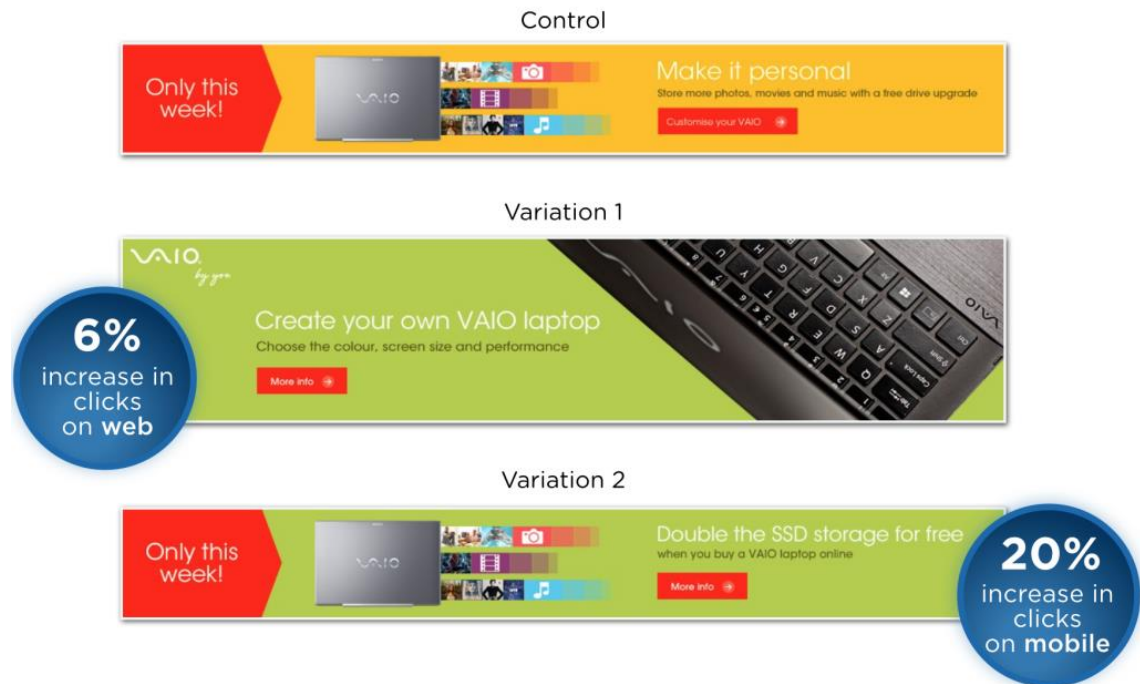
Figure 21. Sony A/B Testing, Optimizely Blog, https://blog.optimizely.com/2014/02/03/case-study-sony-ab-tests-banner-ads/

The important takeaway from this case study is that content must be tailored to mobile environments. The environment has a significant impact on what sort of information shoppers need and the actions they're willing to take. Tablets and desktops are not the same. Experiences that look (and perform) great on tablets or smartphones may not necessarily translate well to the desktop, where there can still be found the vast majority of e-shoppers.

Shipping Offers

NuFace

NuFace which is an anti-aging skin care company, contacted the marketing agency Red Door, in order to enhance their online business and increase their sales. Through analytics, the agency found that the customers are very well informed and interested about the site's products, but they appeared shy about purchasing. They recommended that giving to the customers an incentive to buy could most probably help solving the problem.

To figure out what could work as an incentive, they ran an A/B test to analyze if adding a free shipping threshold would have an impact on the company's sales.
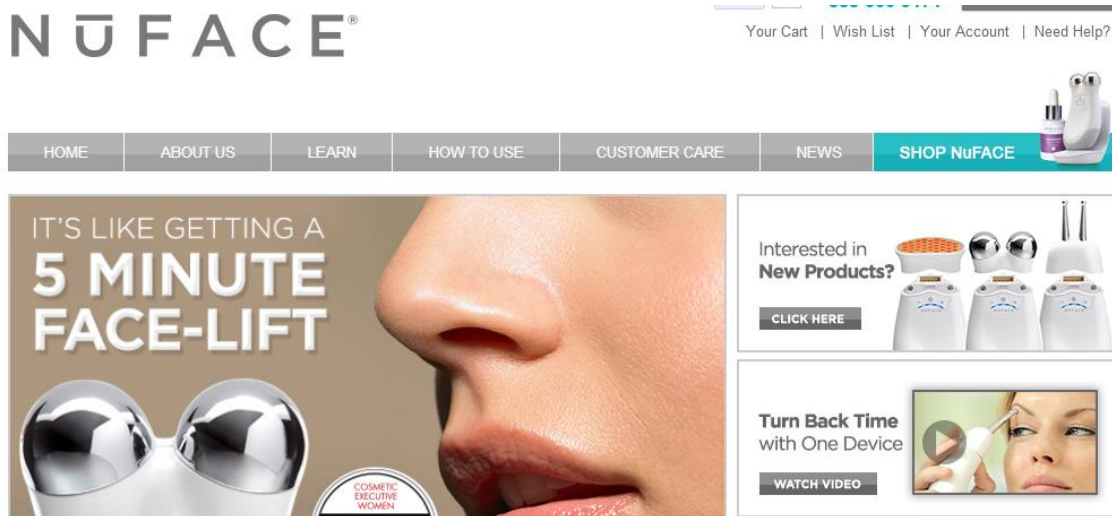
Figure 22. NuFace Original Homepage, Visual Website Optimizer, https://vwo.com/blog/free-shipping-threshold-increases-aov/

The variation page gave the visitors an incentive of "Free shipping over $75" placed right above the Shop NuFace button (see Figure 23).
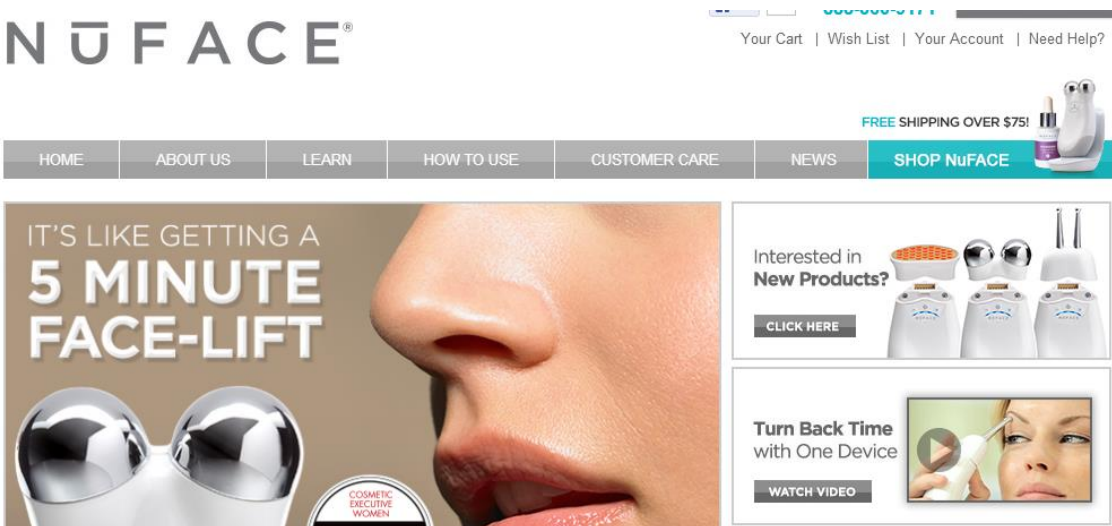
Figure 23. NuFace Variation Homepage, Visual Website Optimizer, https://vwo.com/blog/free-shipping-threshold-increases-aov/

The results showed that when the customers were given the free shipping incentive, the orders increased by 90%. In addition to this, the company's Average Order Value (AOV) also rose by 7.32%.
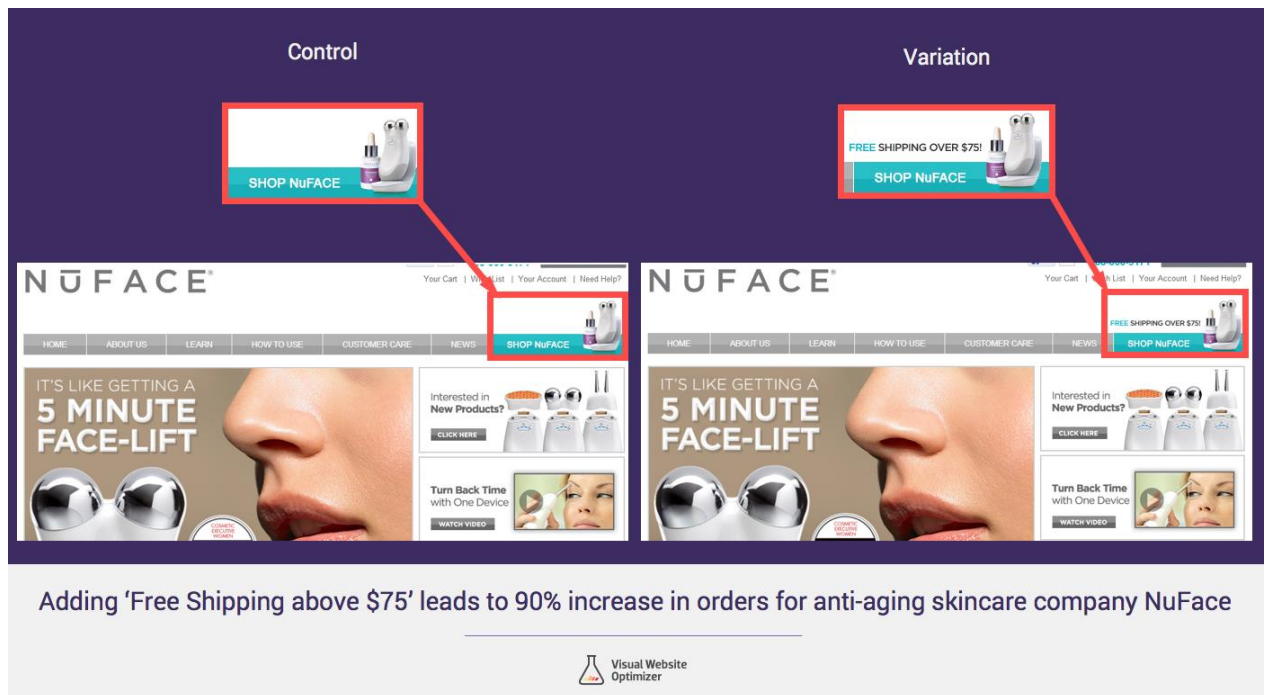
Figure 24. NuFace Homepage Comparison, Visual Website Optimizer,
https://vwo.com/blog/free-shipping-threshold-increases-aov/

Product Page

ZAGG.com

ZAGG is one of the largest ecommerce websites selling mobile electronic accessories. After successfully selling the *invisibleSHIELD* in 2006, ZAGG has grown with the industry into a leading online marketplace for mobile device accessories of all types.

The original design of ZAGG's product pages placed had a static product image as the default. Kollin Kilian, ZAGG's conversion and usability analyst, ran an A/B test to find out if presenting the video or static image as the default on the product page would lead to increased clicks on the "add to cart" button. As a result, he discovered that setting the video as the default presentation way of the products led to a *27% increase in revenue per visitor*. However, not being completely satisfied with this testing victory, ZAGG looked for further optimization choices.
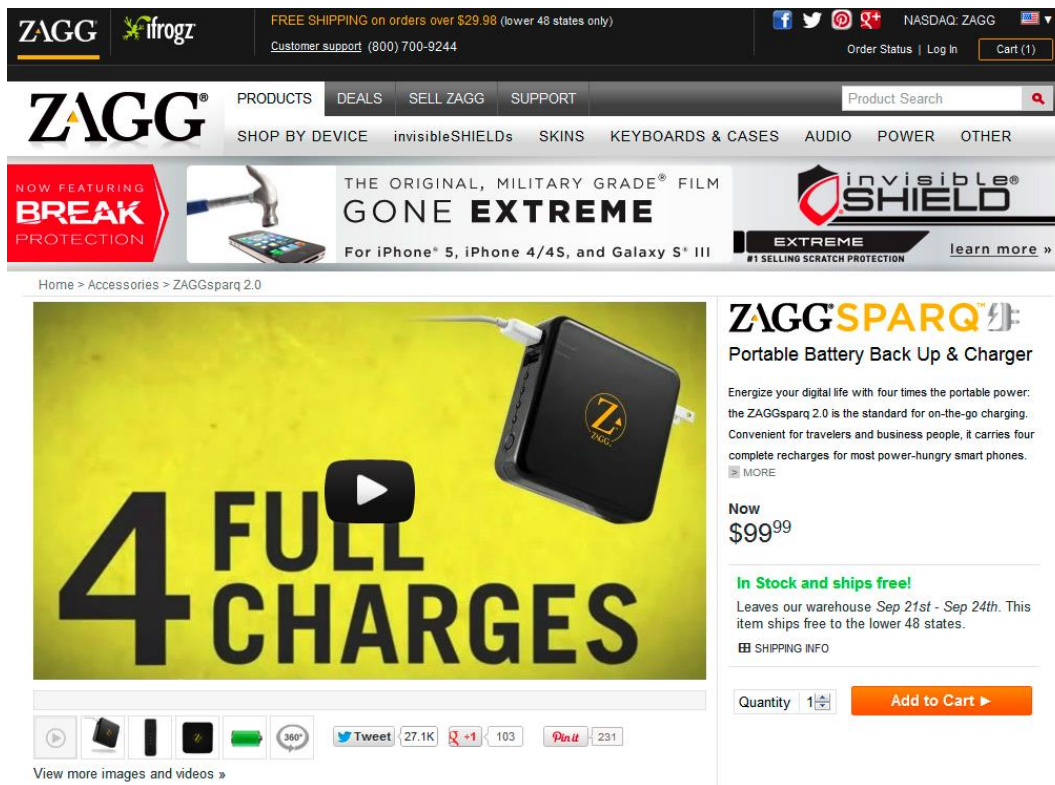
Figure 25. ZAGG's original page with product video, Optimizely Blog,
https://blog.optimizely.com/2012/10/24/zagg-doubles-down-on-simple-image-test-for-40-
revenue-increase/

They found 360º images to be a popular option and decided to test it out on ZAGGs product pages. Killian and the team thought that 360º images could maybe provide the best balance between static images and video, despite the fact that the team's instinct favored video as it has been a core part of their successful product strategy.
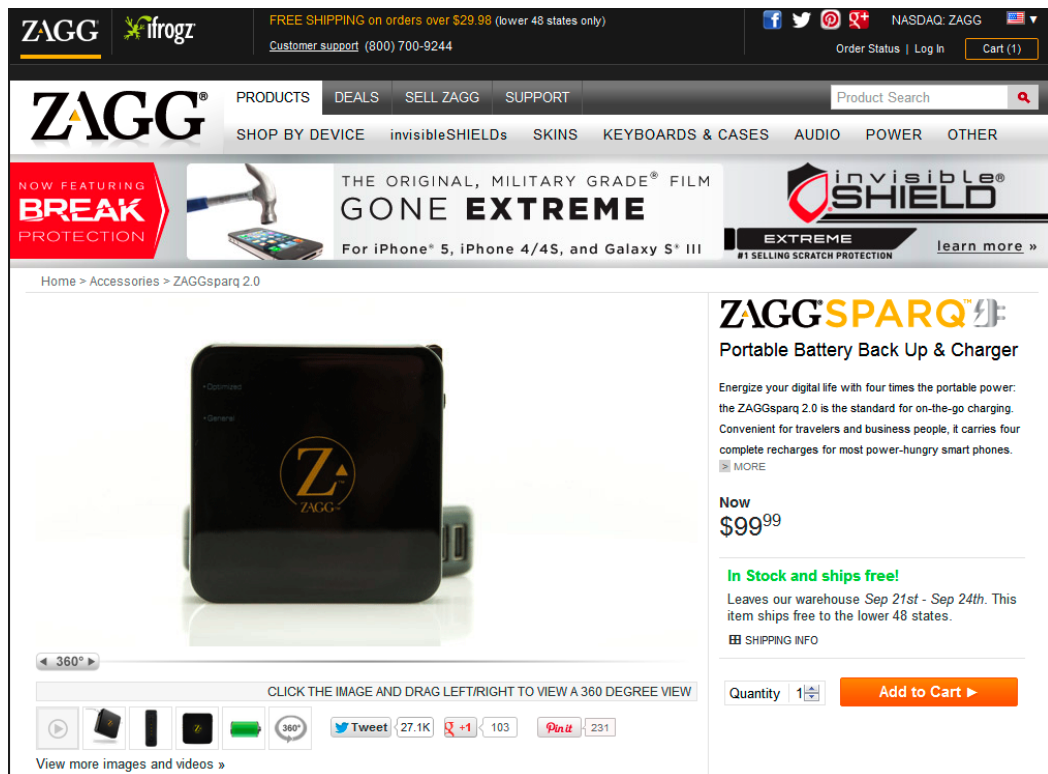
Figure 26. ZAGG's variation page with 360º image, Optimizely Blog,
https://blog.optimizely.com/2012/10/24/zagg-doubles-down-on-simple-image-test-for-40-revenue-increase/

Using the *video* as the default increased revenue per visitor by 27%. As a result, the second test which placed the *360º image* as the default increased ZAGGs revenue per visitor an additional 12%. ZAGG's experience also demonstrates the value of A/B tests.

Trust Badges

Bag Servant

Bag Servant is an online retailer who was launched with the intention to revolutionize handbag shopping online, working with both established brands as well as offering a platform for new and upcoming designers.

As the Bag Servant's business is directly related to affiliate revenue, their primary need was to increase Click-Through to product sites from their website. And being a part of a conversion funnel, the ideal outcome for then would be not only to persuade their visitors to complete the purchase successfully, but at the same time increase their average order value (AOV).

Until some point, their optimization efforts were focused on testing the headline copy, the button copy, the button size and color, etc. The lack of credibility and trust on the website were seen as major pain points and provided them with the directions for the A/B testing.
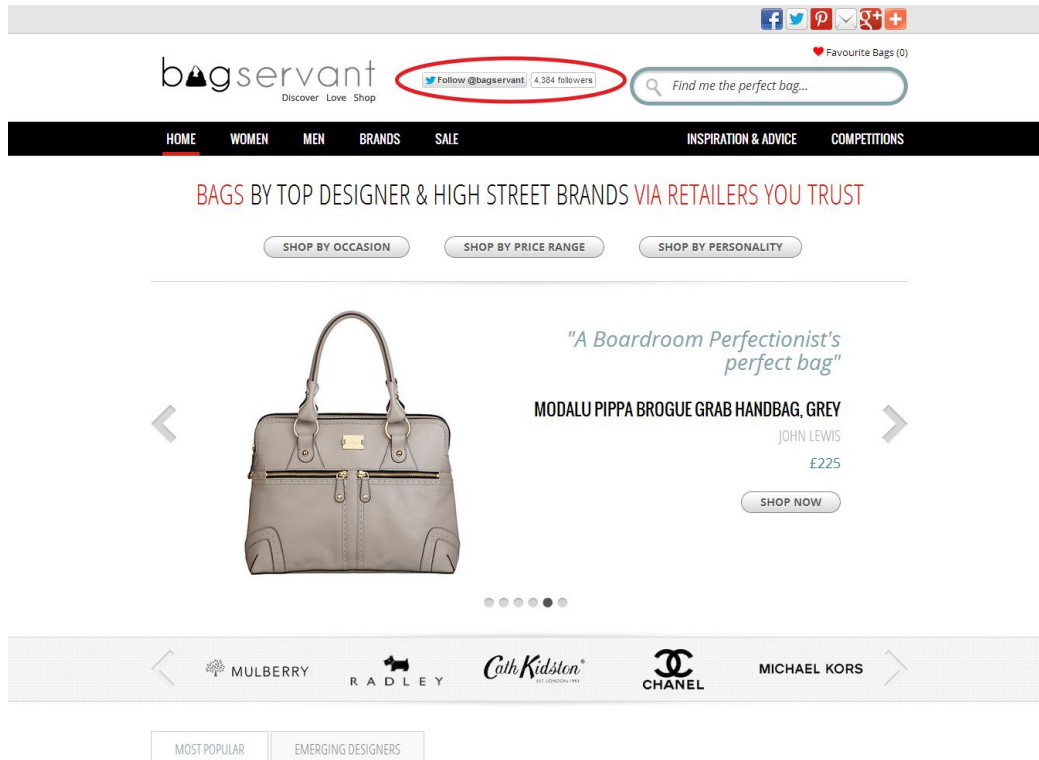
Figure 27. Bag Servant Original Homepage, Visual Website Optimizer,
https://vwo.com/blog/increase-conversion-rate-with-trust-badges/

In the variation page they replaced the Twitter Followers badge with the relatively rare WOW badge that was presented to Bag Servant by a renowned business woman. The hypothesis was that this WOW badge should convey higher trust and credibility than the huge Twitter follower count, as shown in the variation page below:
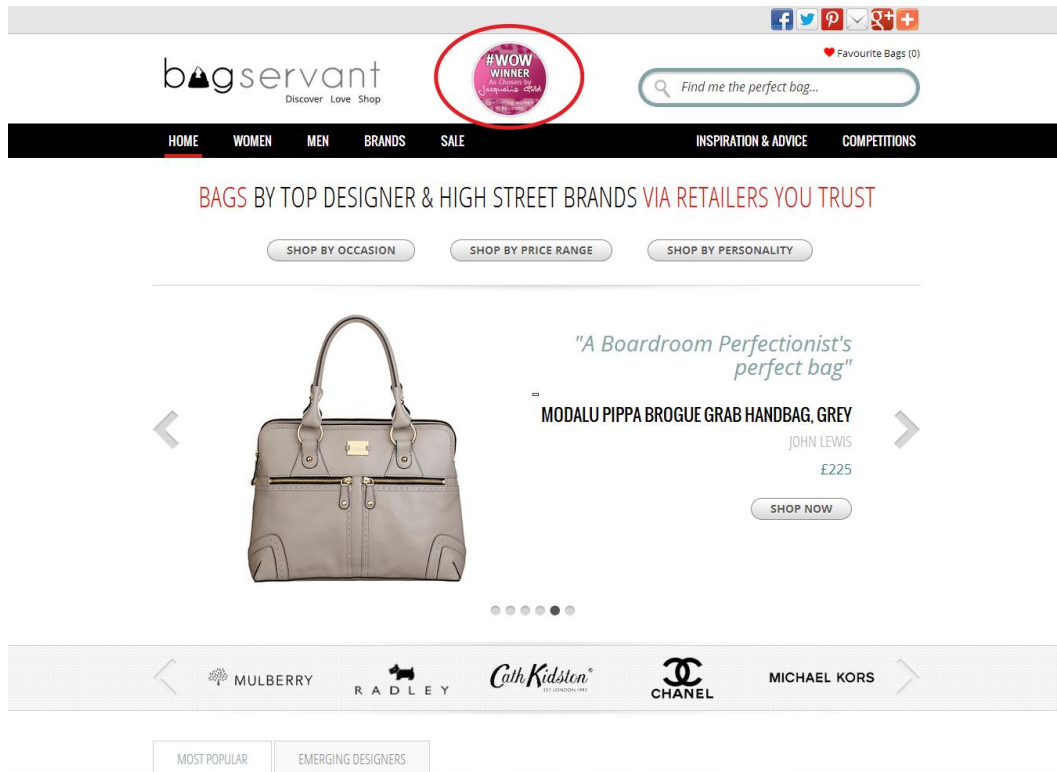
Figure 28. Bag Servant variation Homepage, Visual Website Optimizer,
https://vwo.com/blog/increase-conversion-rate-with-trust-badges/

The goals that were tracked during this experiment where the 3 following:

1) Visits to Affiliate Partners' Sites

2) Site Engagement

3) Product Exploration

The results of this test can be seen in the comparison image below:
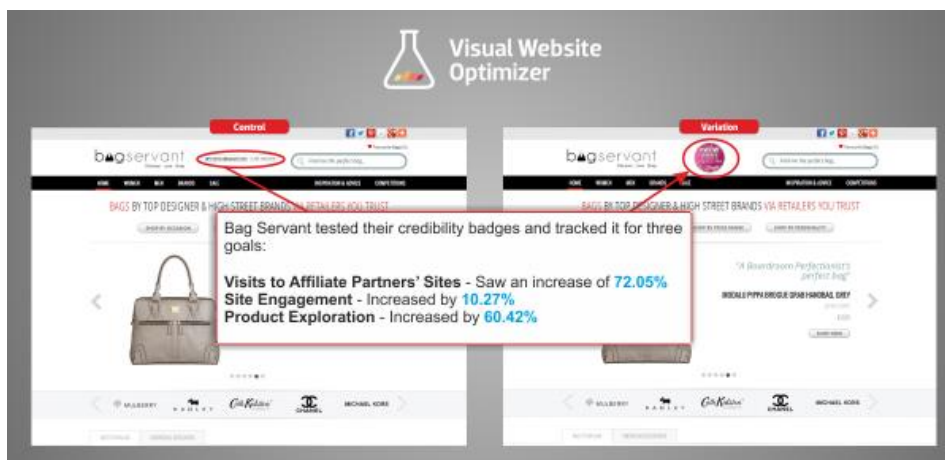
Figure 29. Bag Servant variation Homepage, Visual Website Optimizer,
https://vwo.com/blog/increase-conversion-rate-with-trust-badges/

As we can see, credibility and trust do play a crucial role in influencing the buying decisions of the visitors.

Customer Reviews

Express Watches

Express Watches, a UK Retailer, following the results from a customer service survey which showed concern over pricing, authenticity, and legitimacy, they had the idea that adding a customer review widget on product pages would increase their sales. The result was an increase in sales of 58.29%.
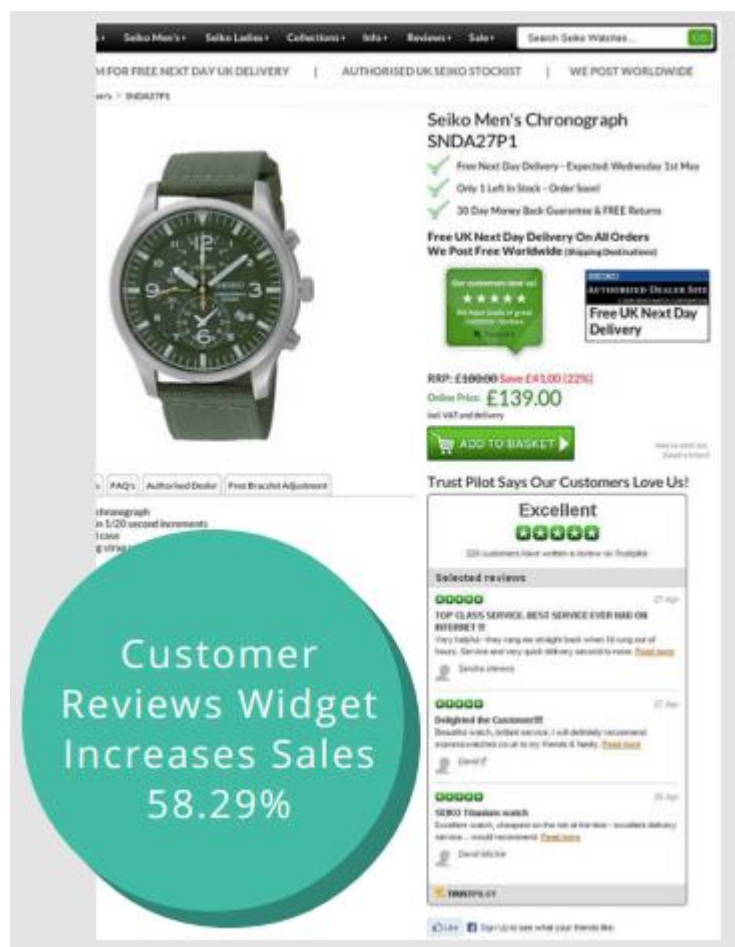
Figure 30. Express Watches Product Page,
https://cdn2.hubspot.net/hubfs/2554249/Etailpro_Mar2017_Theme/pdf/eCommerce-Conversion-Guide-1.pdf?t=1511188509477

This proves that asking for reviews will make current customers feel valued and part of the business, while posting new reviews is a great way to keep the site looking fresh and

at the same time it gives a boost to the site's reputation. Letting other customers give the products their approval, may also give you insight into what products need pulling from the site.

Search Box

Mango

The Search Box is a very important element of all commercial websites. Following Mango's example, where no matter at which point of any page the visitor is (even at the bottom of the page), the search box is always available for them, so they don't have to scroll back up to find it.
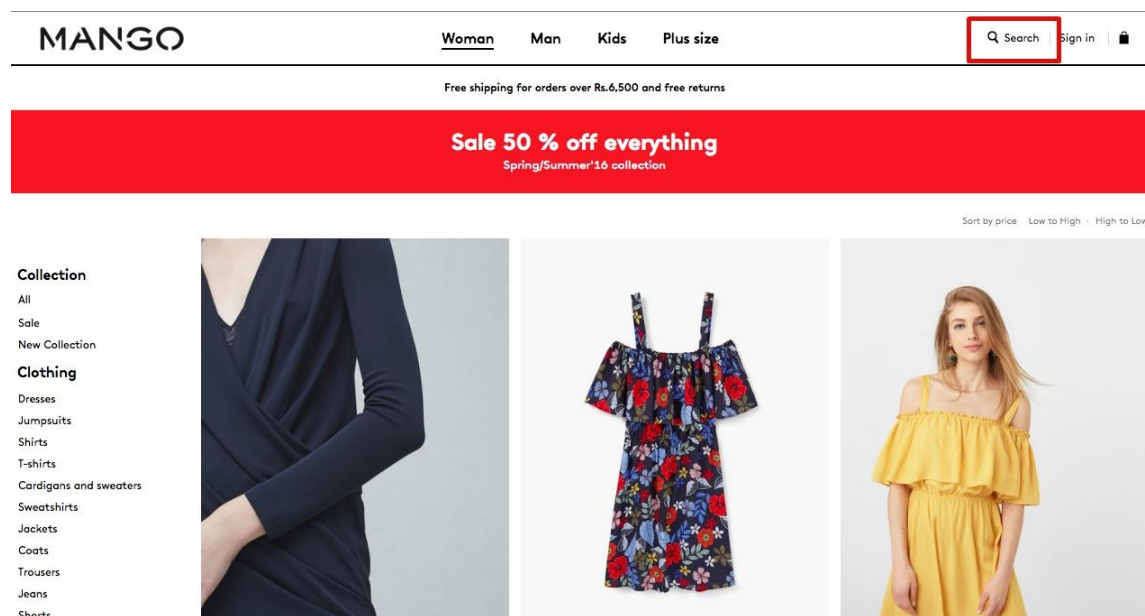
Figure 31. Mango's Homepage, Visual Website Optimizer, https://vwo.com/blog/21-ecommerce-homepage-best-practices/

Other Practices & Tips

Some other Best Practices and Tips, found online, by experts of the field include also:

➢ Reducing or eliminating the "carousel" homepage banners, because they can sometimes confuse the visitors or even slow down the page's loading time

➢ Encourage visitors to share products on social media platforms

➢ Using more personalization features, like Weather personalization, by using the location of the visitor and the weather at the place he/she lives

- ➢ Launch on-exit offers in the form of a pop-up window, in order to reduce the cart abandonment rate of the website

- ➢ Adding a live chat/chat-bot feature, since the live chat is the customer service channel that offers the highest satisfaction channel (73%), according to Econsultancy's Customer Service Benchmark. The main reason for that is the need for speedy and real-time answers.

- ➢ Making the Call-to-Action Buttons stand out

- ➢ Making the information of the company (phone, address, e-mail, etc.) available also provides some credibility

- ➢ Adding and optimizing the size guides

- ➢ Optimize the product images (resolution, photo angle, etc.)

- ➢ Optimize the product descriptions

3 Research Methodology

In order to design the research, it is necessary to initially identify its goals and create the corresponding research questions. The appropriate methodology is defined by the outcome that the researcher wants to reach. In the present study, once the general purpose and the individual research questions were designated, the methodology instrument that was chosen is the questionnaire. Afterwards, the participants were selected and I proceeded to conduct the research. The implementation of the research was followed by the analysis of the collected data.

3.1 Goal of the Research

In this chapter I will present the Research I have conducted as part of my thesis, which aimed in studying the opinion of e-shops users/visitors on some main usability factors that were documented in the previous chapter of the dissertation, in order to produce useful conclusions and suggestions for the Conversion Rate Optimization practices of the fashion and beauty e-shops.

More specifically, the goals of the survey were to find out:

- ➢ Which is the most dynamic group for these e-shops
- ➢ How many buy online
- ➢ What device they use for connecting online
- ➢ If they visit fashion and beauty e-shops and through which channel
- ➢ How they login on e-shops
- ➢ Their opinion on several usability elements and functions of e-shops

3.2 Research Instrument

The survey was based on a questionnaire, which was developed and executed on the SurveyMonkey platform. SurveyMonkey is an online survey development cloud-based software, that provides to the user many personalization and customization features, regarding the format of the questions (e.g. multiple choice, true false, open-ended, etc),

as well as customization features regarding the appearance of the survey (e.g. colors, themes, etc.). Regarding the implementation, it provides the user with the link to the survey, that can be either posted on the user's website/blog, or even social media pages, or be sent by e-mail. It has the ability to track respondents, so the non-respondents can be recontacted. Finally, it helps the user export the collected data and draw some results charts and graphs, and also has the option to export data into programs like SPSS for more complex analysis.

The questionnaire of the survey was originally written and disseminated in Greek, since the greek users are the ones who were the core target audience of the survey, but in the Appendix of the survey it can be found both in the original version (Greek) and in the translated English version.

It consisted of 22 closed-ended and structured questions, devided in 6 thematic categories, which are the following:

- Demographics
- Use of Internet
- Use of Fashion & Beauty e-shops
- Elements & Functions of the e-shop
- Elements & Functions of the Product Page
- Check-out.

The survey remained open for a period of a month, from November 9 to December 9, with a given completion rate of 94%.

3.3 Research Sample

The questionnaire was sent through e-mail and social media platforms to more than 1.000 people. These people include Students of the last two years of all the Master Programs of the International Hellenic University of Thessaloniki, Academic Staff of the University, coworkers from my company, friends, family and others. The dissemination of the questionnaire was done in such way, in order to have as much a diverse sample as possible, both regarding age and their education and employment status.

Out of those people who received the questionnaire 349 answered, 66% were Women and 33% Men.

4 Research Results Analysis

4.1 Introduction

In this chapter, I will analyze the data that I have collected through questionnaires. I am going to analyze and present tables and statistics for all of the questions of the questionnaire, based on the answers that were given by the participants of the survey. It was the central phase of the research and provided valuable information on the issue under investigation.

At first, I am going to analyze the answers of each question separately, but except from that I have also produced some correlations between questions, using the available tools of the SurveyMonkey platform.

4.2 Results Analysis

First of all, starting with the Demographics, as mentioned in the previous Chapter (3.3), the total number of respondents was 349. As can been seen in Chart 1, out of those people, 231 were Women (66.19%) and 118 were Men (33.81%).
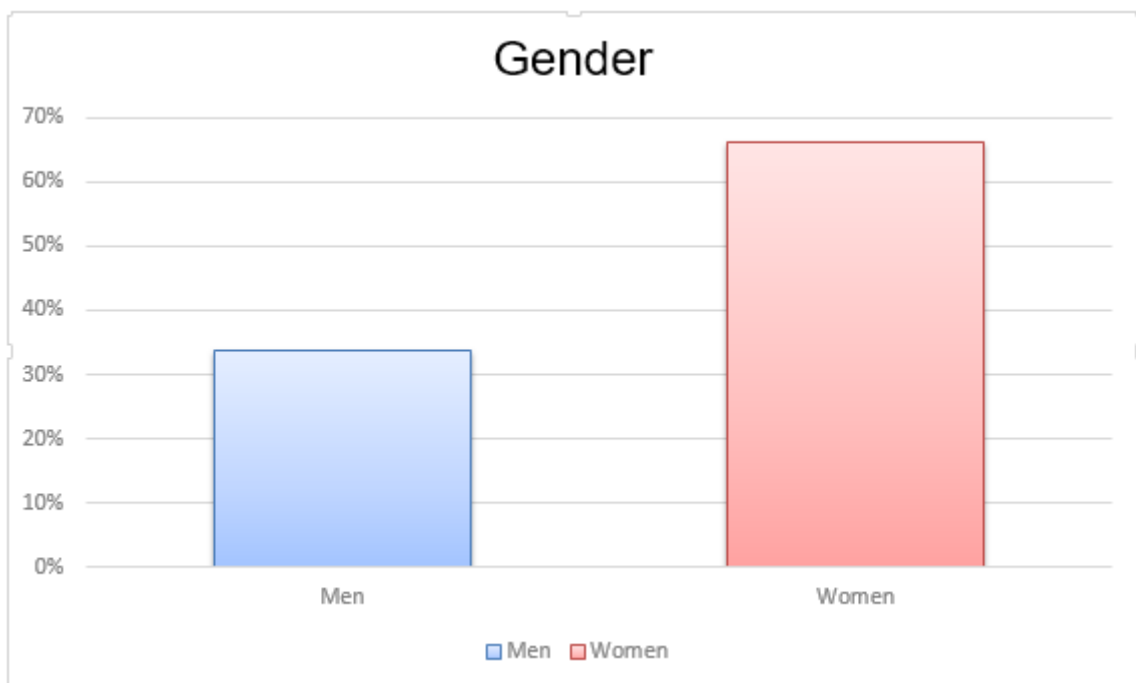
Chart 1. Gender of Participants

The next question was about the age of the respondents. In chart 2 we can see that the vast majority of the respondents, 199 people, are aged 25-34 (57.02%), while 79 people are aged 15-24 (22.64%), 51 are aged 35-44 (14.61%), 15 are aged 45-54 (4.30%) and, finally, 5 people are aged 55+ (1.43%). As we can see up to that point, a percentage of 94.27% are aged between the ages 15-44, which are the most tech-savvy people.
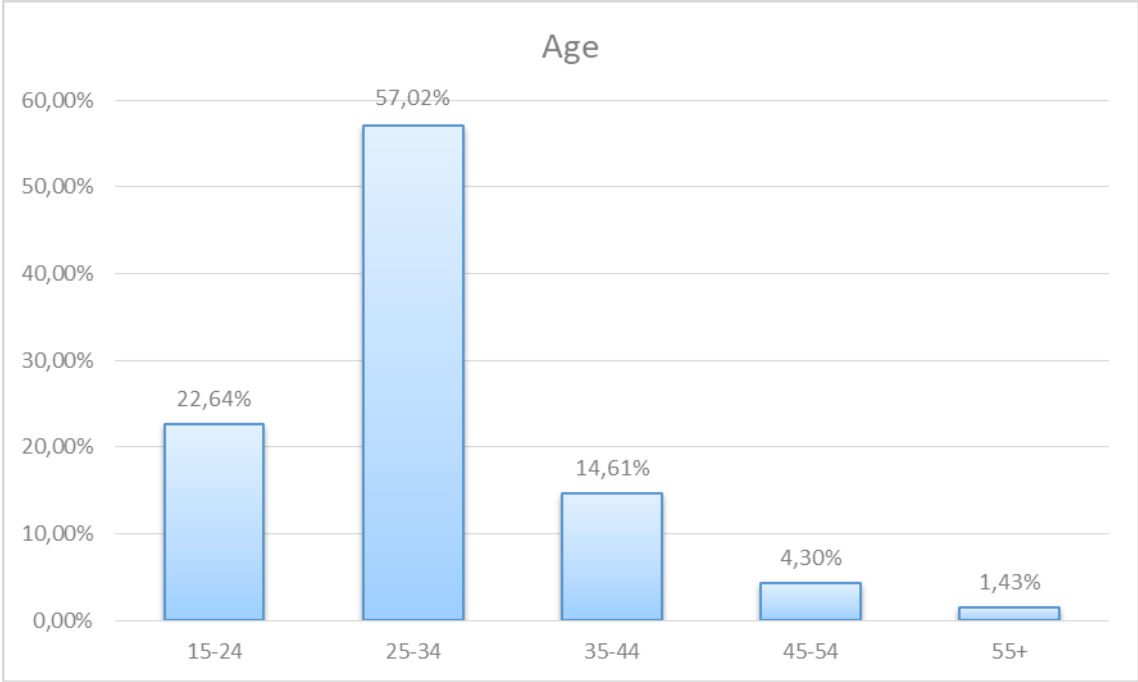
Chart 2. Age of Participants

More specifically, the women who took that survey and are aged 25-34 are 122 (Chart 3), 35% of the total number of participants, which points out that they are the most dynamic target group for these industries' e-shops, with the same aged men being 63 (Chart 4), which is with 18% of the total participants number, the second most attractive target group for these e-shops.
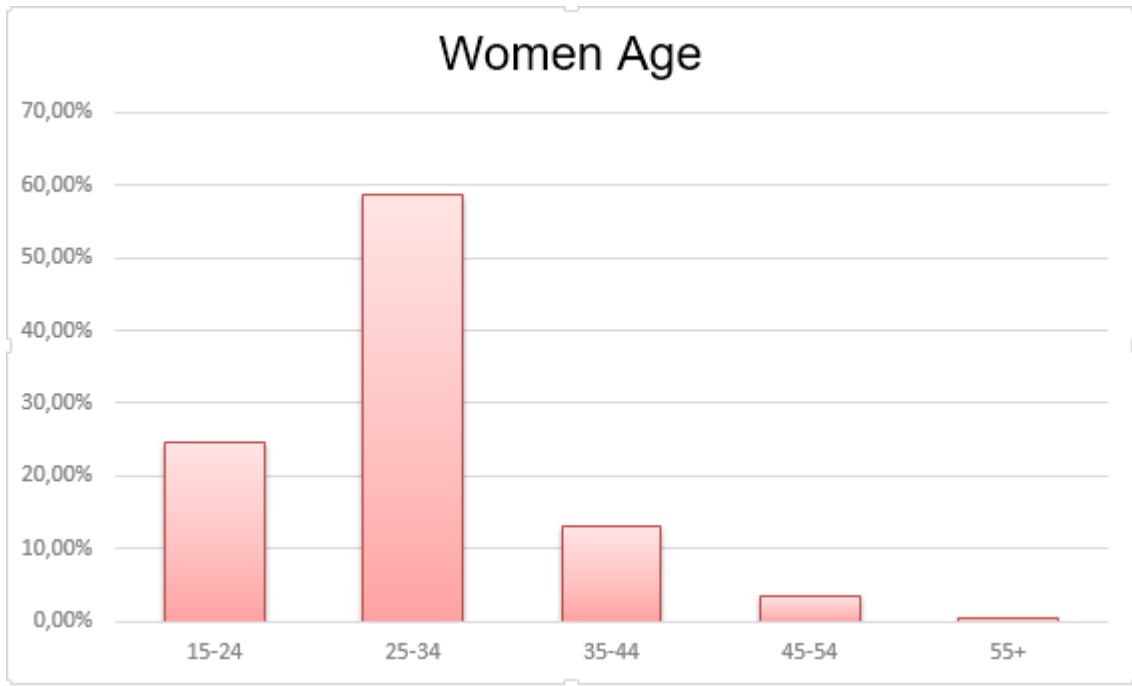
Chart 3. Women Age
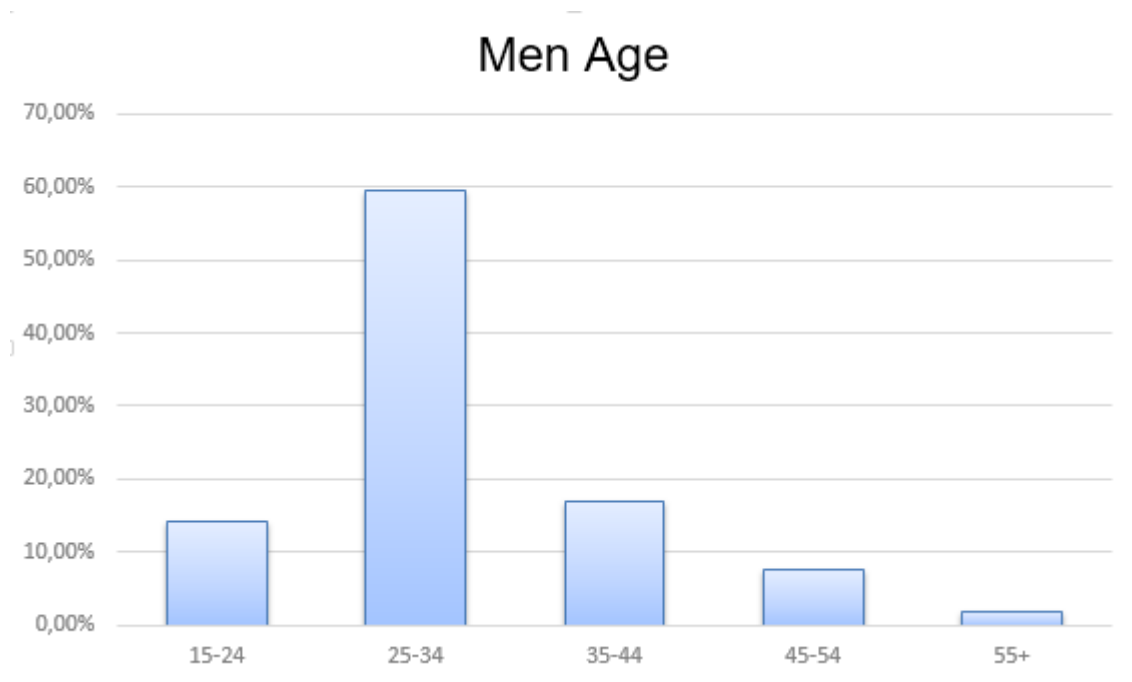
Chart 4. Men Age

Regarding the frequency of using the Internet, as we can see in the chart 5, 36% said that they use the Internet more than 30 hours a week, 27% said 20 to 30 hours a week, 23% said 10 to 20 hours a week, 11% said 5 to 10 hours a week and 3% said that they use the Internet less than 5 hours a week.
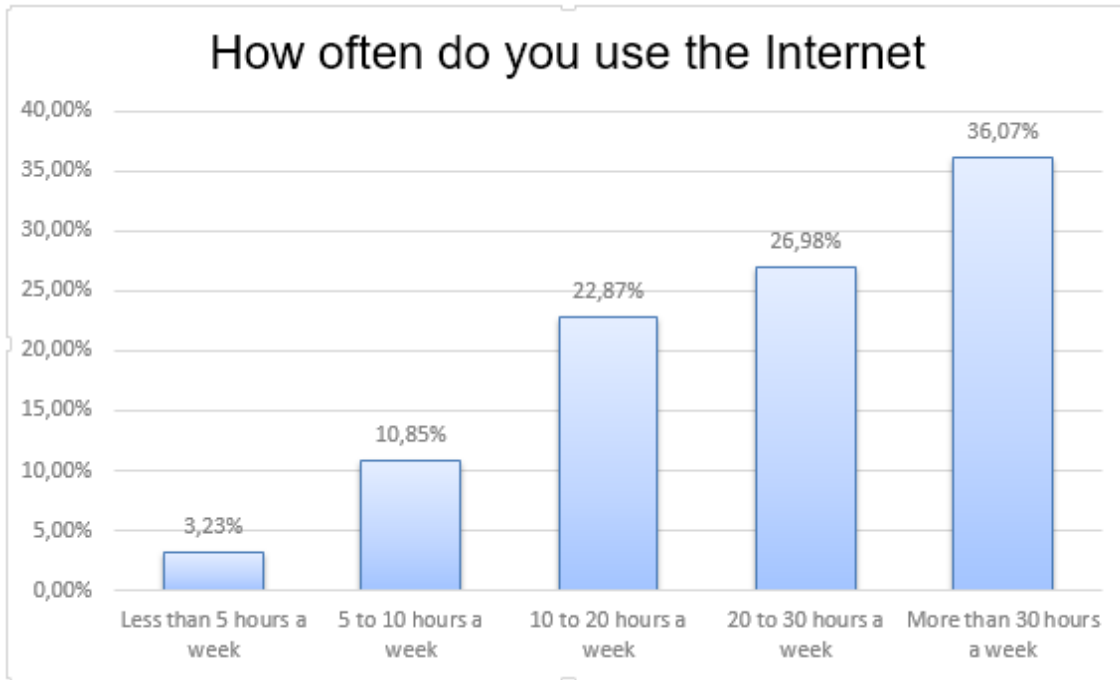
Chart 5. Frequency of using the Internet

The 4th question, was about the fact of either buying online or not, where an impressive 92% said that they do purchase online, with only 8% answering in a negative way (Chart 6).

Chart 6. Online Shopping

This question was the one that acted also as an "eliminating" question, since all those who answered negatively, after pressing the "continue" button to move on, were automatically taken to the exit (*Thank You*) page.

The next question was about the device that they usually use to connect to the Internet, where the available choices were the Desktop/Laptop, the Smartphone and the Tablet. As we see in Chart 7, the mostly used device is the Desktop/Laptop with 90%, followed by the Smartphone that scored at the very important percentage of 45% and the Tablet with 15%.
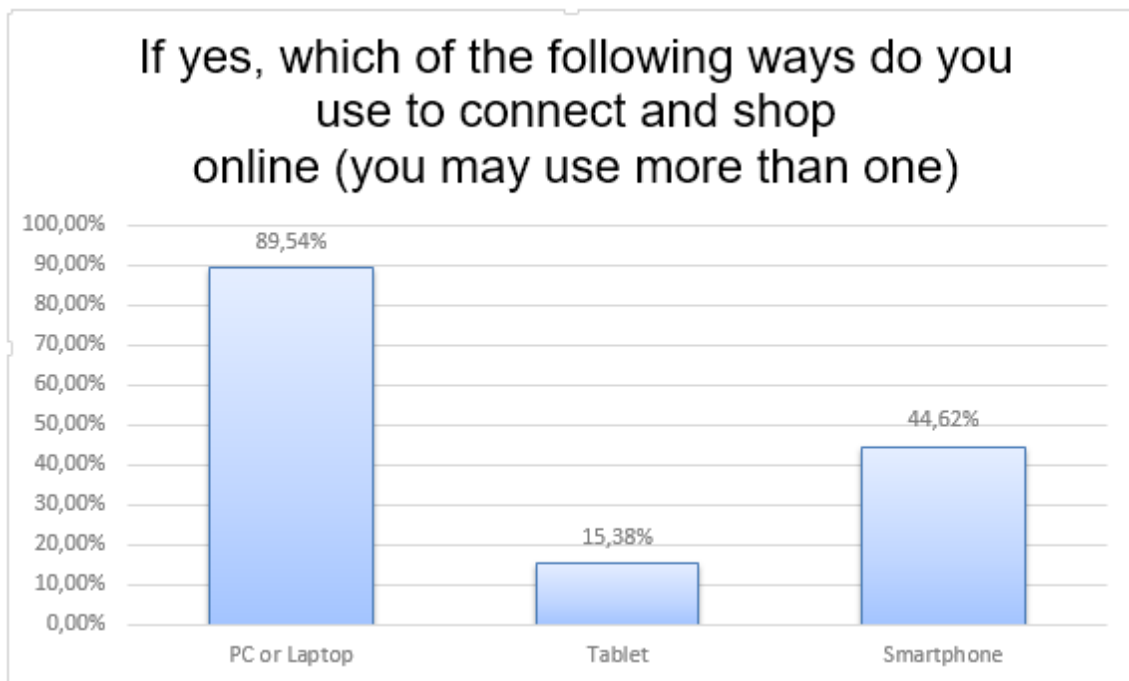
Chart 7. Device used for online shopping

This result leads as to the conclusion that since many users nowadays use mobile devices for their online purchases, the shopping environment for both AndroidOS and iOS must be optimized and have a uniform layout with the one for the Desktops/Laptops, in order for the user to have a more comfortable experience with the e-shop.

Next, there was a question regarding the frequency of visiting Fashion and Beauty e-shops. The general answers here are very interesting since, as we can also see in the chart below, the percentages are quite scattered. More specifically, we can see in Chart 8, that 25% said that they visit such e-shops less than once a month, while 23% said that they visit them 2-3 times a week, which are quite apart from each other. The rest said at

16% 2-3 times a month, 14% once a week, 12% once a month and almost 10% said every day.

Chart 8. Frequency of visiting Fashion & Beauty e-shops

Digging at little deeper to this question, and more specifically into what women participants aged 25-34 answered in this question – as they are the most dynamic group – we see (Chart 9) that 31% said 2-3 times a week, 21% 2-3 times a month, 15% once a week, 14% every day, 6% once a month and 13% less than once a month.

Chart 9. Frequency of visiting Fashion & Beauty e-shops – Women aged 25-34

The seventh question was about the different channels used to access these e-shops, and how often the participants use any of those. With a quick view at chart 10, we can recognize that out of those three channels, the Social Media pages are the ones that drive the most traffic through to the e-shops.

Chart 10. Frequency of using each channel to connect to e-shops

More specifically, regarding the Search Engine ads the biggest percentage (34%) said that they rarely use them as their entrance to an e-shop, 28% said sometimes, 24% said never, 9% said often and only 5% said very often.

Regarding the e-mail Newsletters, the participants seem to be even less familiar with it. 31% said that they never use them to access these e-shops, 35% said that they rarely use them, 23% said sometimes, 8% said often, and only 3% that they use them very often.

Finally, regarding the e-shops' Social Media pages, who is the "winner" in this question, 14% said that they never use them to access the e-shops, 20% said rarely, 26% said sometimes, 28% said often and 13% said that they use them very often as in order to get to the e-shops.

These data lead us to the conclusions that the e-mail Newsletters need definitely more optimization, maybe by adding more personalization features. Also, regarding the search engine ads results, this may be a hint for further optimization of the landing pag-

es of the e-shops, in order for them to look more similar to the corresponding search engine ads.

The next question was about which way they use to sign-in on e-shops, where the available choices were the Facebook account, the User account, and signing in as a Guest. As we can also see from chart 11, the vast majority of 76% said that they prefer signing in on these e-shops as a Guest, while 38% show a preference for creating a User account on the site with all the advantages that may have for them, and 23% said that they use their Facebook account for that.

Chart 11. Sign in

This leads us to the conclusion that more e-shops should provide their visitors the option of a guest sign-in, in order for them to become their customers.

The next chart (chart 12) is about the frequency of buying from Fashion and Beauty e-shops. Only 1 person said that they buy 2-3 times a week form such e-shops, 2% said that they buy once a week, 8% said 2-3 times a month, 24% said once a month, and 66% said that they buy even less than once a month.

Chart 12. Frequency of buying from Fashion & Beauty e-shops

Digging deeper into this question, and seeing (Chart 13) what women 25-34 have answered, we will see that only person has answered in each of the first two options which are "2-3 times a week" and "once a week", while 12% said the buy from such e-shops 2-3 times a month, 30% said once a month, and 57% said less than once a month.

Chart 13. Frequency of buying from Fashion & Beauty e-shops – Women aged 25-34

Next, there was a question regarding the homepage banners on fashion and beauty e-shops and how useful they are considered to be by the visitors. 10% said that they consider them to be not at all useful, 21% said that they are slightly useful, 40% said that they are somewhat useful, 24% said that they are moderately useful, and only 5% said that they think them to be extremely useful for them.

How useful do you consider the banners (changing images on the center top of the site) on the eshop homepage?
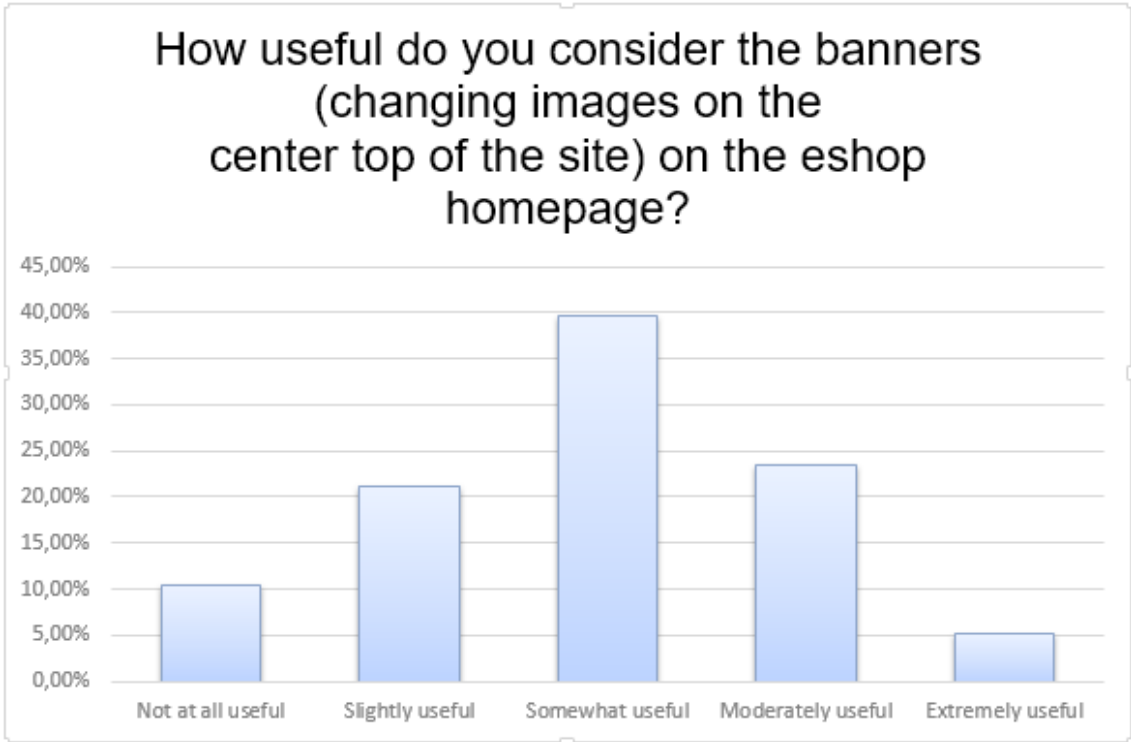
Chart 14. Usefulness of homepage banners

As we can see (Chart 14), the "carousel" banners, as we also mentioned in chapter 2.4 with the Best Practices, have some points that need to be taken care of, in order to be productive as well as simple for the e-shop visitor.

Another webpage element that was examined with the questionnaire was the products that are being mentioned as "Top/Hot" in e-shops' homepages and how often the users are affected by them and select those products. 8% of the participants said that they never select those trending products, while 39% said that they rarely select them, 42% said sometimes, 10% said often, and only 1% said that they select those "top/hot" products very often (Chart 15).
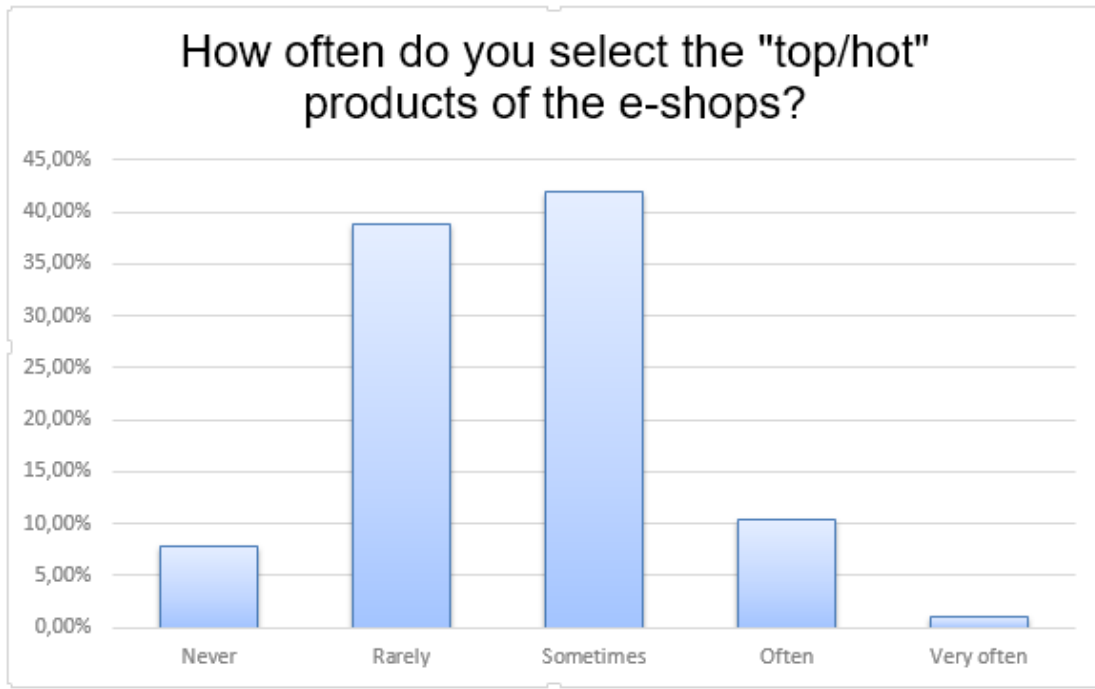
Chart 15. Frequency of following the "Top/hot" products

Next, I examined the reactions of the participants towards the trending looks that are proposed by the e-shops. As seen in chart 16, 20% said that they never follow the trending looks, 40% said that they rarely follow them, 30% said sometimes, 10% said that they often follow them, and only 1 person said that they follow the trending looks that are being proposed by the e-shops very often.
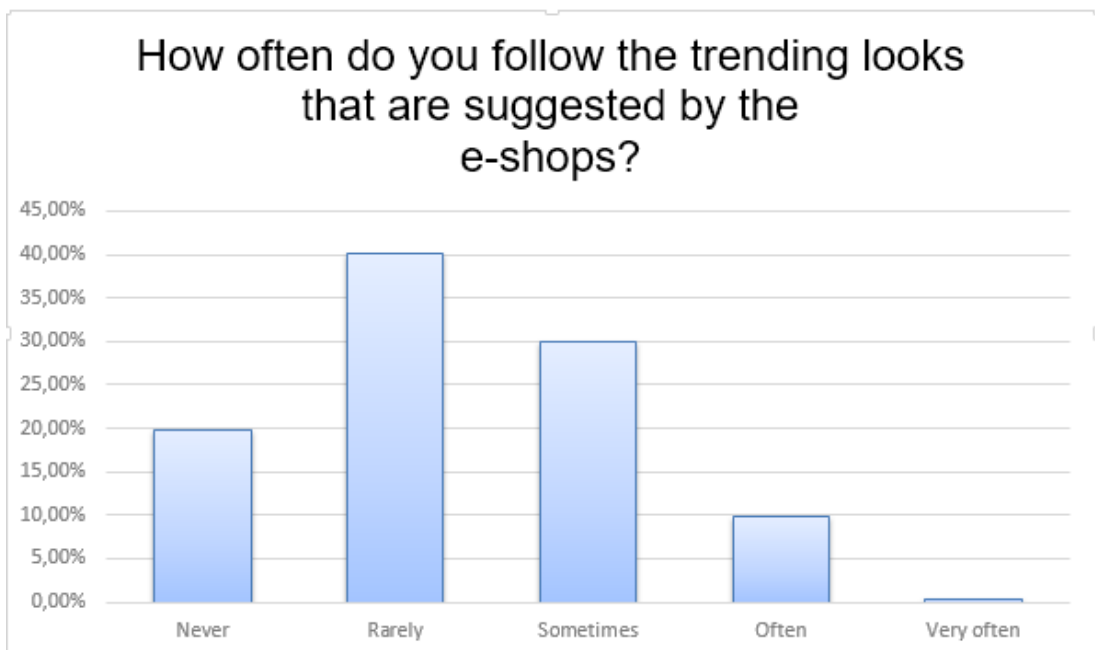

Chart 16. Frequency of following the trending looks

The next e-shops pages' element that I examined was the Search Bar, and the frequency with which they use it (Chart 17). 6% said that they have never used it, 14% said that they rarely use the Search Bar, 29% said sometimes, 37% that they often use it, and 14% answered that they use this webpage element very often.
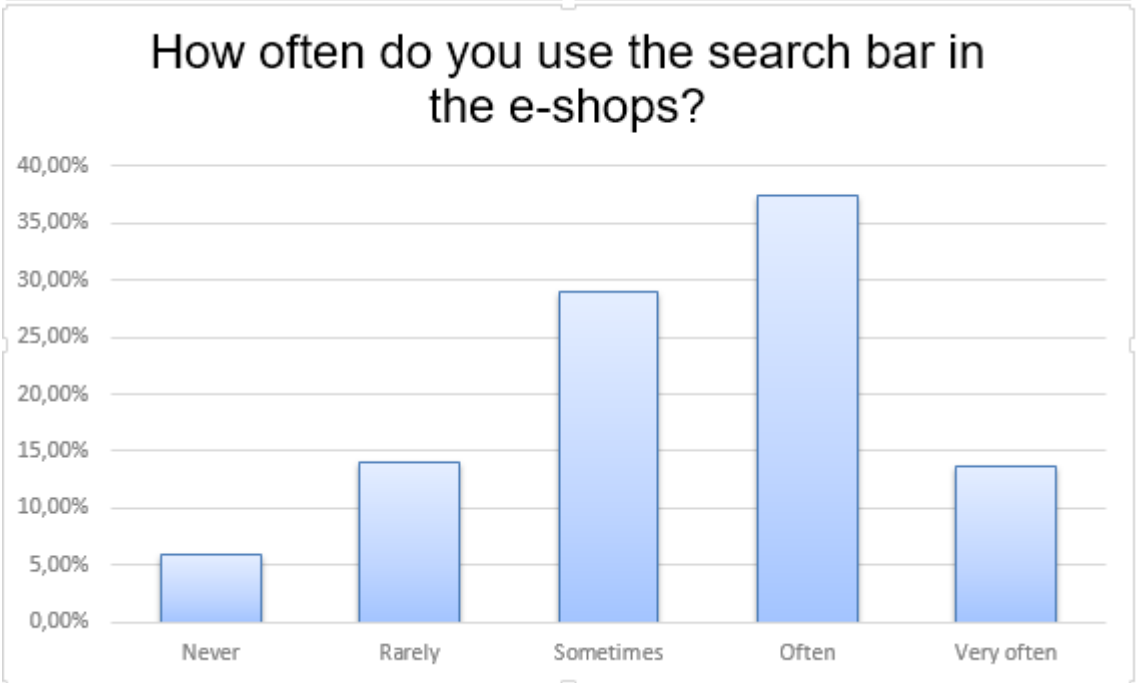
Chart 17. Frequency of using the Search Bar

Chart 17 points out the high importance that the Search Bar has for the e-shops customers, as was mentioned in the chapter 2.4 regarding the Best Practices.

Another important element/function that was checked is the Chat-Bot (Live-chat) function and the frequency with which it is being used, and the results came quite as a surprise to me (Chart 18). 49% said that they have never used Chat-bot function, 33% said that they rarely use it, 13% said sometimes, 5% said that they often use it, and only 1 person said that they use this webpage element very often.
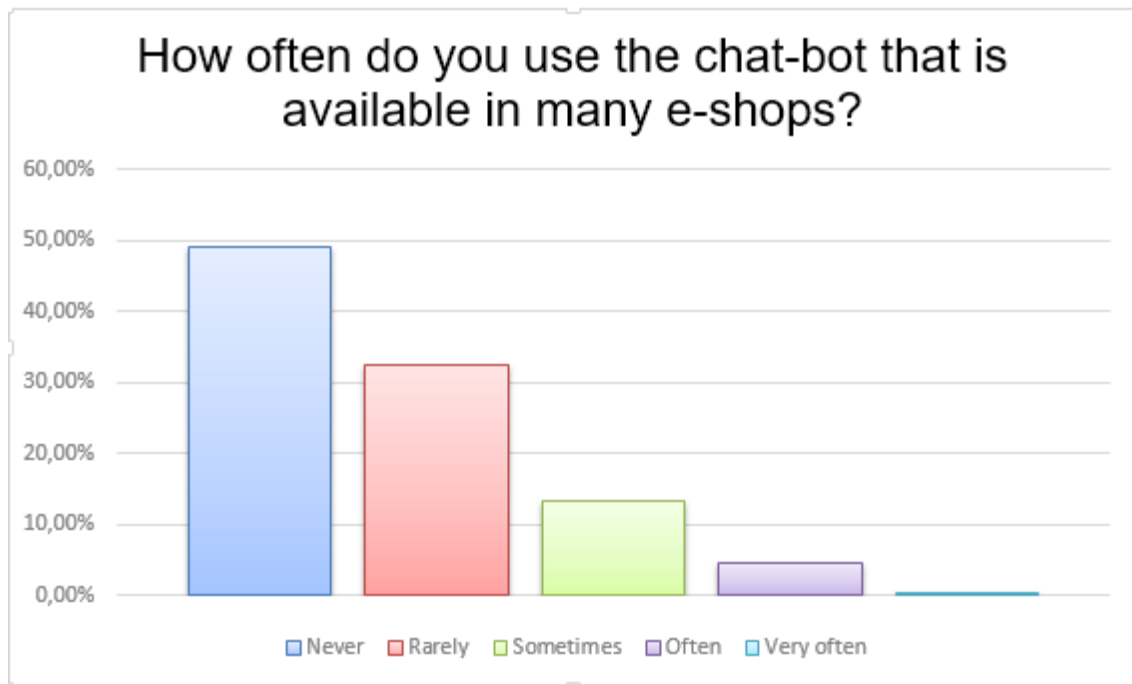
Chart 18. Frequency of using the Chat-Bot

This shows that there is definitely significant space for further familiarization of the Greek users with the Chat-Bot (Live-chat) function of the e-shops.

Regarding the Product page of the e-shops, the participants were asked about the usefulness of the three following ways of presentation: Images, Videos, 360° Images. As it was expected, the Image presentation had the higher acceptance percentages, since the users are more used to this way of product presentation (Chart 19).

More specifically, regarding the product presentation through the *images* nobody thinks of it as a not at all useful way of presentation, 2% characterized it as slightly useful and 7% thought of it as somewhat useful, while 46% think of it as moderately useful and 45% said it is extremely useful.

Regarding the *videos* as a way of presenting the product, 3% said it is not at all useful, 8% said that it is slightly useful, 22% said that it is somewhat useful, 38% answered that it is moderately useful, and 29% answered that the video as a way of presentation is extremely useful.

Finally, regarding the *360° Images*, 3% answered that the consider it as not at all useful, 9% said that it is slightly useful and 21% said that it is somewhat useful, while 34% and 33% consider 360° Images as moderately useful and extremely useful, respectively.
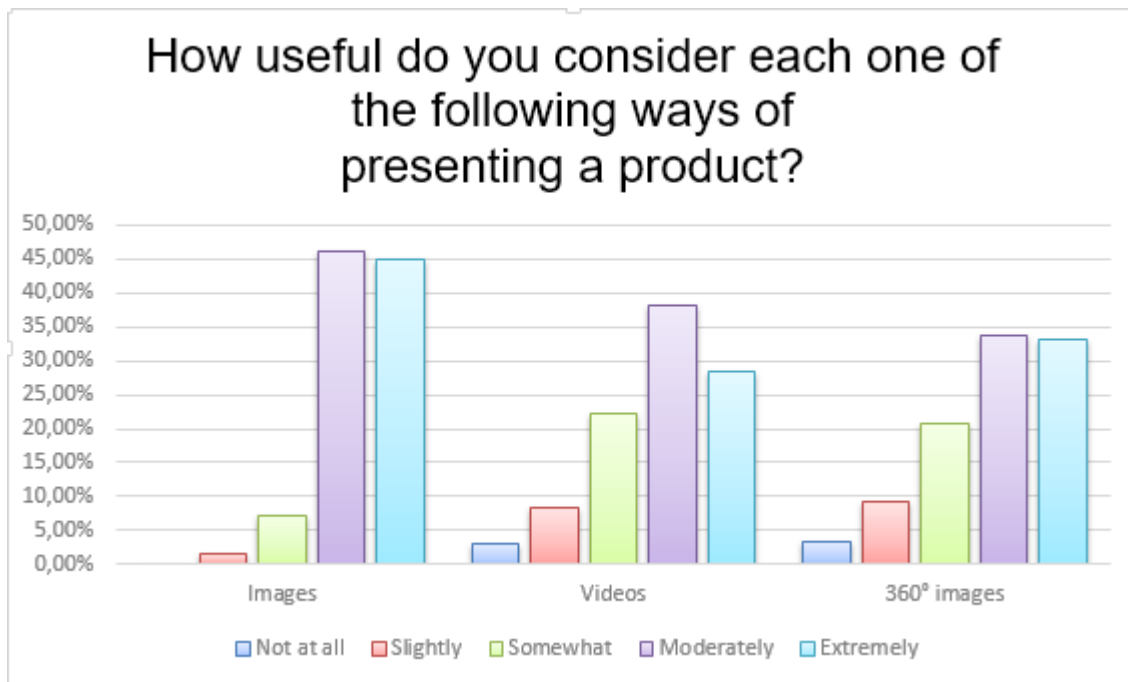
Chart 19. Usefulness of product presentation ways

In chart 20, we can see the results on another very important aspect of product pages, which is the product reviews made by the e-shop visitors. On the first leg of the question where the participants were asked about the frequency in which they write product reviews, the percentage who answered never or rarely are the same, at 35%, while 19% said that they sometimes write reviews, 8% often and only 3% very often.

On the other side, on the second leg of the question, which was about the percentage of reading the product reviews where they are available, only 2% and 6% answered that they never or rarely read the product reviews, respectively, while 22% said that they sometimes read them, and the majority of the participants with 36% and 34% said that they often or very often read the product reviews.

Chart 20. Frequency of writing/reading product reviews

The next question of the survey was about the frequency in which the participants are posting products on Social Media (chart 21). 62% said that they never post a product on Social Media, 25% answered that they rarely post products on Social Media, 11% said sometimes, while only 1% was the percentage in the remaining two answers (often & very often).
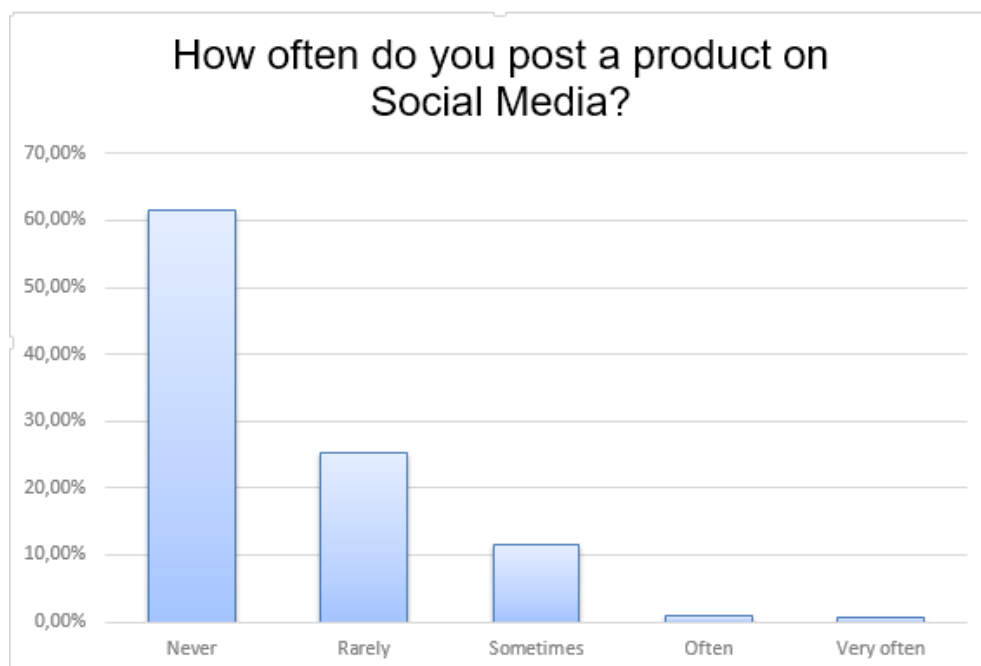

Chart 21. Frequency of posting products on Social Media

This result definitely points out that the e-commerce companies need to do a better work with motivating their customers post products online.

The next element that was surveyed was the *related products* element that is available in many product pages, and the attention paid to them (chart 22). 2% of the participants said that they never pay attention to the related product, 10% said rarely, while 43% said that they sometimes pay attention to them, 33% said often and 12% answered that they very often pay attention to the related products available on the product pages.

Chart 22. Related products

In chart 23, we are going to see some factors that were questioned as to their importance for the completion of a purchase from a specific e-shop. These factors were the: Awards, Cooperation with popular Brands, Certificates of Transactions Safety/Quality, Various Payment Methods, Page Loading Time, and, the number of followers of an e-shop in Social Media.
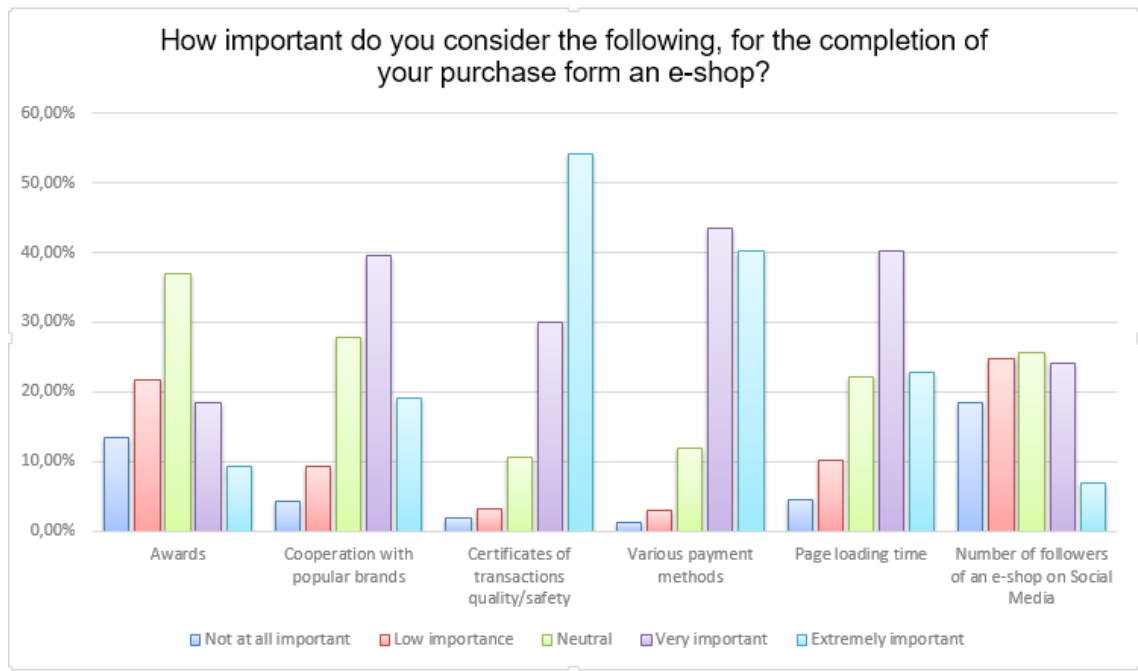
Chart 23. Factors of preference for an e-shop

In order to have a better understanding of this question's results, we are going to rank the aforementioned factors, based on the sum of their percentages on the answers "very important" and "extremely important". The resulting rank of importance after the calculation of these sums is the following:

1) Certificates of Transactions Safety/Quality - 84.16%

2) Various Payment Methods - 83.82%

3) Page Loading Time - 63.03%

4) Cooperation with popular Brands - 58.74%

5) The number of followers of an e-shop in Social Media - 31.02%

6) Awards - 27.72%

The conclusion that can be derived from this result is that it is of crucial importance to cater for the satisfaction of the e-shop's customers regarding the payments and transactions options and safety.

Furthermore, chart 24 is about some factors and their importance for the completion of a purchase of a specific product. The factors that were questioned are: the number of Social Media posts of a product, the page Loading Time, the number of Reviews of a product, and, the Importance of having available a size guide in the product's page.
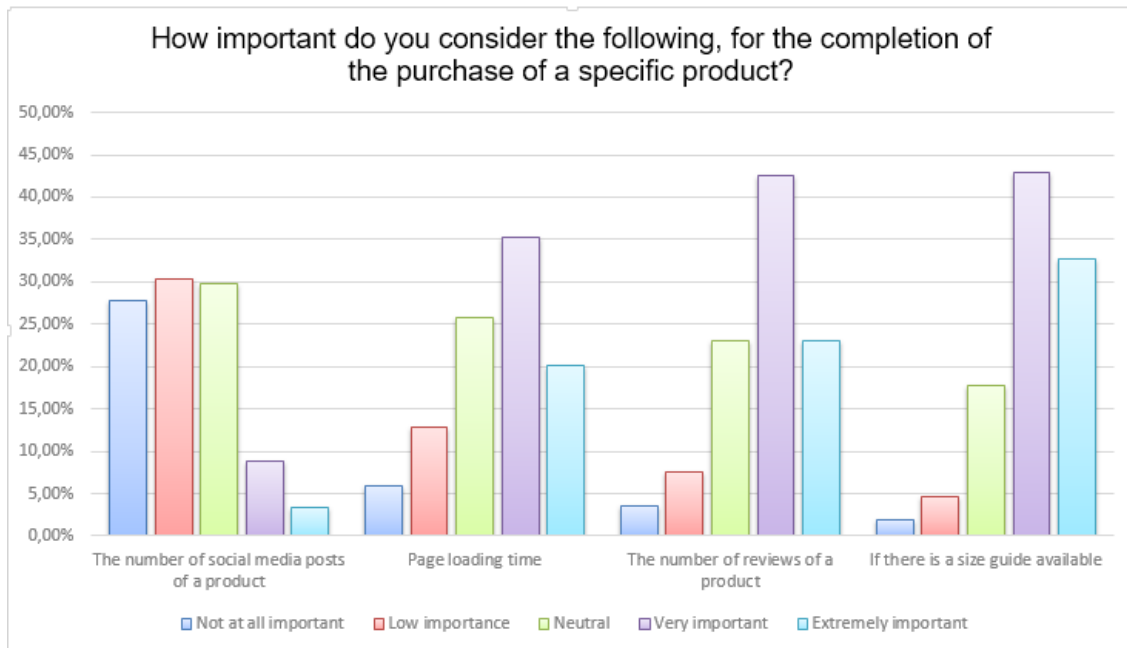
Chart 24. Factors of preference for a product

In the same framework in which the previous question's results were analyzed, we are going to rank these factors, based on the sum of their percentages on the answers "very important" and "extremely important". The resulting rank of importance after the calculation of these sums is the following:

1) The availability of a Size Guide - 75.57%

2) The number of Reviews of a product - 65.57%

3) The Loading Time of a page - 55.44%

4) The number of Social Media posts of a product - 12.21%

We see that especially for e-shops that are not the electronic version of brick-and-mortar businesses, the availability of a size guide is of crucial importance, in order for the customers to be able to choose the product of their preference. The second important factor proved to be the product reviews, then the pages' loading time, and finally, the number of Social Media posts of a product.

The final pair of questions is about the Cart Abandonment issue, which many e-shops face. First of all, the participants were asked if they have ever abandoned their online purchases after having added products to their cart and before the completion of the purchase. The importance of this issue is very well depicted in chart 25, where we can

see that 97% of the participants of the survey said that they have abandoned their carts at least once.

Chart 25. Cart Abandonment

The final question of the questionnaire was about finding out the importance of some factors, regarding the Cart Abandonment that was questioned in the previous question. The factors questioned were: the high Shipping Costs that were not mentioned before, the large number of Shipping Days, the mandatory Creation of User Account, the limited Payment Options, the insecure Payment environment of the e-shops, the Market Research for price comparison as the initial intention of their navigation, the visitors' inability to reach the minimum amount to provide them with free shipping.
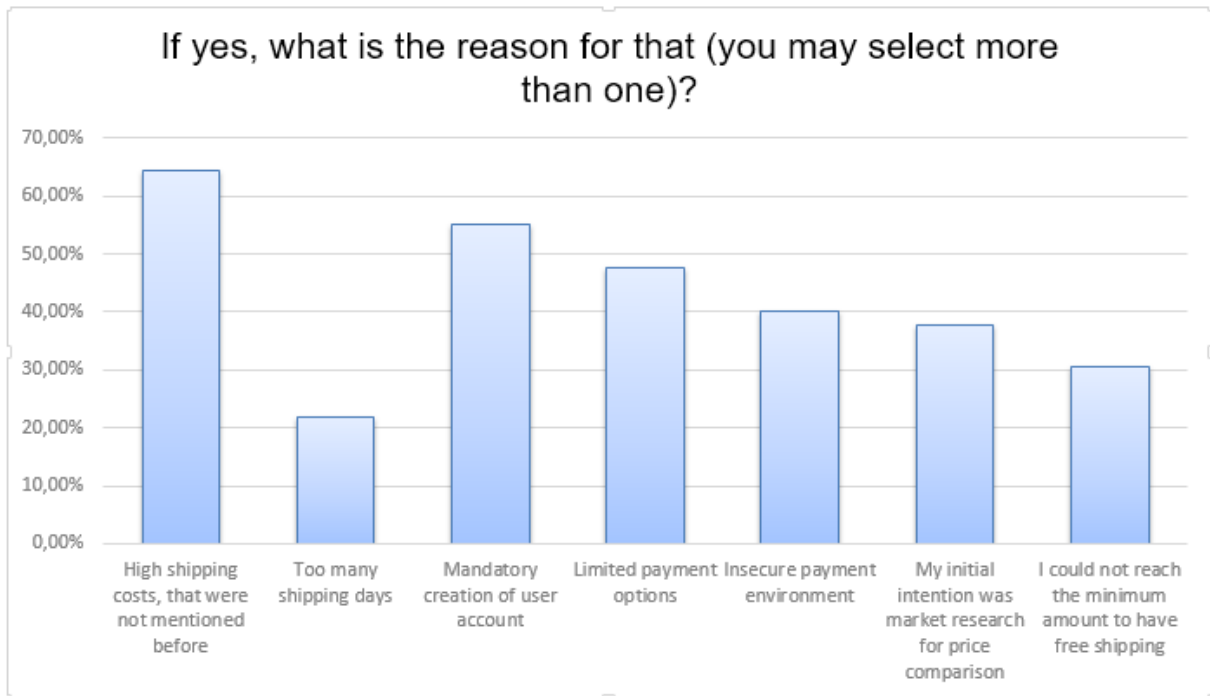
Chart 26. Cart Abandonment Reasons

According to the answers that were given by the survey participants and can be seen in chart 26, the aforementioned factors can be ranked as follows:

1) High shipping costs that were not mentioned before - 64.33%

2) Mandatory creation of user account - 55%

3) Limited payment options - 47.67%

4) Insecure payment environment - 40%

5) Market research for price comparison was the initial intention - 37.67%

6) Inability to reach the minimum amount to have free shipping - 30.67%

7) The large number of shipping days - 22%

After having completed the presentation of each question's results, we are going to see some other data that are also worth mentioning.

5 Conclusions & Future Work

This last Chapter of the dissertation is divided in two sections, with the first one refer-ring to some conclusions that can be drawn from the research (bibliographic & survey), and the second part including some proposals for future work and research that can be done on this subject.

5.1 Conclusions

In this part of the dissertation we are going to sum up some conclusions that can be reached after the research that has been conducted. First of all, as we saw earlier, the most dynamic target group for Fashion and Beauty e-shops are Women aged 25-34, who are the 35% (Chart 3) of the people who took the survey, with 31% of them (Chart 9) also stating that they visit e-shops of these sectors 2-3 times a week, pointing out once again that they are the group that drives the revenues of these sectors' e-shops.

Additionally, we see that the Search Bar appears to be of very crucial importance to the visitors of e-shops, with more than 50% percent (Chart 17) of the survey's participants saying that they use it often or very often. This is a hint for e-shops that the Search Bar should be always available and visible for their visitors, in order to simplify their navi-gation and enhance their experience throughout to the checkout process.

Another fact that is worth mentioning is the function of the Chat-Bot, which is very much related to the Search Bar, since both of them are there to provide assistance to the users for finding what they are looking for. In contrast with the familiarity that the par-ticipants seem to have with the Search Bar function, the same does not apply to their relationship with the Chat-Bot (Live-chat) function, that most of the e-shops nowadays provide to their users. The results have shown that 1 out of 2 (Chart 18) participants (almost 50%) said that they have never used this function, making it obvious that there is significant room for improvement and further familiarization of Greek users with this very useful function.

Also, regarding the product page, it would be useful for e-shops to use 360° Images and videos at a greater extent, since 2 out of 3 (Chart 19) participants (almost 67%) said that they think of these two ways of presenting a product as moderately or extremely useful.

Furthermore, there are two facts that can be understood about the psychology of visitors, which also affect their online behavior. The first fact is related to the answers that where given on the question that was about the product reviews, which can be seen in Chart 20. In this chart we recognized the importance of having user reviews on the product pages, since approximately 70% said that they read them often or very often, but almost the same percentage do not write reviews. This shows that e-shops should encourage their users more to leave reviews on the products, since it can act as a form of WOM (Word-of-Mouth) marketing practice, as well as a useful feedback for the e-shop itself.

The second fact related to the online behavior psychology refers to the Social Media. As we saw in Chart 21, 62% of the participants said that they never post a product on Social Media, but at the same time approximately 31% (Chart 23) said that the number of followers of an e-shop is a very important or an extremely important factor, in order for them to buy from a specific e-shop. This fact can be interpreted in various ways. On the one hand, it points out the need for e-commerce companies to further incentivize their users to post their products on Social Media, and on the other hand, it indicates that, at some cases, showing the number of social media followers or even the number of Social Media posts of a specific product, can act as a discouraging factor.

Finally, the results included also a verification of a major issue that exists in the e-commerce "universe", which is the phenomenon of Cart Abandonment. As we saw in Chart 25, a percentage of 97% people said that they have at least once quitted the purchase process, despite the fact that they had already added some products in their carts. Based, also, on the results of the factors that were listed in Chart 26, we can draw several conclusions. First of all, we see that the 2nd most important reason for abandoning the cart is the mandatory creation of a user account. Taking also into consideration the answers that were given about the preferred way of sign-in (Chart 11), where 76% said they prefer signing in as a Guest instead of 38% of the User account choice, we can assume that providing the option to the users of checking out as guests and not having to create a user account, would definitely help decrease the Cart Abandonment Rate of the e-shop.

Furthermore, judging from the fact that the issues regarding the payment (payment options & safety) were 3rd and 4th in the hierarchy reasons for cart abandonment (Chart 26), and in combination with the answers presented in Chart 23, we can see that it is of vital importance for e-shops to invest even more on providing a safe and trustworthy environment to their users, in order to remove one more obstacle between them and their checkout completion.

Another way to fight the cart abandonment phenomenon could also be introducing some exit pop-ups, which would appear to users who have added products to their cart and are about to exit the site, offering them some special discounts in order to track them back to the checkout funnel.

Summing up, I would say that after having researched throughout bibliography, web articles and blogs, best practices that are being followed, and of course having reviewed the survey's results, I have come to the conclusion that the issue of Conversion Rate Optimization is definitely a never ending process. Especially for e-shops that operate in the Fashion and Beauty industries that have a very big competition, and whose potential customers are very informed and tech-savvy, the need for optimization is and should be continuous.

I hope and believe that my thesis has provided further food for thought to this specialized subject, while there is definitely space for more thorough analysis and even deeper research in the future, as we will see in the final subchapter of the dissertation.

5.2 Future Work

Despite the fact that Conversion Rate Optimization is a topic that has been referred to at a significant extent, there is always room for further research and analysis. Especially regarding the CRO that is related with the two sectors which were dealt with in this dissertation, namely the Fashion and the Beauty e-commerce sectors, there is significant space for research.

A suggestion for future work could be for the survey to be taken at a more multicultural sample, for example at a wider European level, possibly conducted by a European institution, in order to find out the differences in the prism through which the citizens of different countries or parts of the continent look upon some usability factors and elements. For example, it would be useful to see if the citizens of north European countries

are more familiarized with the Chat-Bot function than Greek users are, and examine the reasons for that difference.

Another element that could be examined through the users' survey is if their behavior towards e-shops that also have a brick-and-mortar presence is similar to the behavior towards e-shops that are available only online.

A final suggestion would be the combination of various research tools, for example of a survey and some experts' interviews, and maybe the application of the findings on a model for further validation of the results.

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Appendices

Appendix I – Questionnaire in original form (Greek)

Fashion & Beauty E-shops Survey

ΚΑΛΩΣΟΡΙΣΜΑ

Η παρούσα έρευνα διεξάγεται στα πλαίσια της διπλωματικής μου εργασίας για το μεταπτυχιακό πρόγραμμα "eBusiness and Digital Marketing" του Διεθνούς Πανεπιστημίου Θεσσαλονίκης.

Το ερωτηματολόγιο χωρίζεται σε θεματικές ενότητες και αποτελείται από 22 ερωτήσεις. Ο χρόνος συμπλήρωσής του υπολογίζεται στα 5-7 λεπτά.

Όλες οι απαντήσεις συλλέγονται ανώνυμα και εμπιστευτικά.

Η συμμετοχή σας είναι πολύ σημαντική για την επιτυχή ολοκλήρωση της έρευνας.

Σας ευχαριστώ για τον χρόνο σας!

Με εκτίμηση,
Δερματάς Γεώργιος
MSc in eBusiness and Digital Marketing
International Hellenic University

ΔΗΜΟΓΡΑΦΙΚΑ ΣΤΟΙΧΕΙΑ

*1. Φύλο

- ○ Άντρας
- ○ Γυναίκα

*2. Ηλικία

- ○ 15-24
- ○ 25-34
- ○ 35-44
- ○ 45-54
- ○ 55+

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* 3. Πόσο συχνά χρησιμοποιείτε το Διαδίκτυο?

○ Λιγότερο από 5 ώρες την εβδομάδα

○ 5 έως 10 ώρες την εβδομάδα

○ 10 έως 20 ώρες την εβδομάδα

○ 20 έως 30 ώρες την εβδομάδα

○ Περισσότερες από 30 ώρες την εβδομάδα

* 4. Πραγματοποιείτε αγορές μέσω Διαδικτύου?

○ Ναι

○ Όχι

* 5. Αν ναι, ποιον από τους παρακάτω τρόπους χρησιμοποιείτε για να συνδεθείτε στο Διαδίκτυο και να πραγματοποιήσετε τις αγορές σας (μπορείτε να επιλέξετε περισσότερους από έναν)?

☐ Η/Υ ή Λάπτοπ

☐ Τάμπλετ

☐ Smartphone

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ΧΡΗΣΗ ΤΩΝ FASHION & BEAUTY E-SHOPS

* 6. Πόσο συχνά επισκέπτεστε Fashion και Beauty e-shops?

- ○ Καθημερινά
- ○ 2-3 φορές την εβδομάδα
- ○ 1 φορά την εβδομάδα
- ○ 2-3 φορές τον μήνα
- ○ 1 φορά τον μήνα
- ○ Πιο σπάνια

* 7. Πόσο συχνά επισκέπτεστε Fashion και Beauty e-shops μέσω:

	Ποτέ	Σπάνια	Μερικές φορές	Συχνά	Πολύ συχνά
διαφημίσεων σε μηχανές αναζήτησης?	○	○	○	○	○
e-mail newsletters?	○	○	○	○	○
των σελίδων των e-shops στα social media?	○	○	○	○	○

* 8. Ποιον τρόπο χρησιμοποιείτε για τη σύνδεσή σας στα e-shops (μπορείτε να επιλέξετε περισσότερους από έναν)?

- ☐ Λογαριασμό Facebook
- ☐ Λογαριασμό Χρήστη
- ☐ Ως επισκέπτης

* 9. Πόσο συχνά αγοράζετε προϊόντα από Fashion και Beauty e-shops?

- ○ 2-3 φορές την εβδομάδα
- ○ 1 φορά την εβδομάδα
- ○ 2-3 φορές τον μήνα
- ○ 1 φορά τον μήνα
- ○ Πιο σπάνια

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ΣΤΟΙΧΕΙΑ & ΛΕΙΤΟΥΡΓΙΕΣ ΤΗΣ ΙΣΤΟΣΕΛΙΔΑΣ

* 10. Θεωρείτε χρήσιμα τα banners (κεντρικές εναλλασσόμενες εικόνες) στην αρχική σελίδα των e-shops?

Καθόλου	Λίγο	Μέτρια	Πολύ	Πάρα πολύ
○	○	○	○	○

* 11. Πόσο συχνά επιλέγετε τα προϊόντα που προβάλλονται στα e-shops ως "top/hot"?

Ποτέ	Σπάνια	Μερικές φορές	Συχνά	Πολύ συχνά
○	○	○	○	○

* 12. Πόσο συχνά ακολουθείτε τα προτεινόμενα look που προβάλλονται από τα e-shops?

Ποτέ	Σπάνια	Μερικές φορές	Συχνά	Πολύ συχνά
○	○	○	○	○

* 13. Πόσο συχνά χρησιμοποιείτε την λειτουργία της αναζήτησης στα e-shops?

Ποτέ	Σπάνια	Μερικές φορές	Συχνά	Πολύ συχνά
○	○	○	○	○

* 14. Πόσο συχνά χρησιμοποιείτε τον βοηθό (chat-bot) στα e-shops που υπάρχει διαθέσιμος?

Ποτέ	Σπάνια	Μερικές φορές	Συχνά	Πολύ συχνά
○	○	○	○	○

ΣΤΟΙΧΕΙΑ & ΛΕΙΤΟΥΡΓΙΕΣ ΤΗΣ ΣΕΛΙΔΑΣ ΤΟΥ ΠΡΟΪΟΝΤΟΣ

15. Πόσο χρήσιμο θεωρείτε κάθε έναν από τους παρακάτω τρόπους παρουσίασης των προϊόντων;

	Καθόλου	Λίγα	Μέτρια	Πολύ	Πάρα πολύ
Με εικόνες	○	○	○	○	○
Με βίντεο	○	○	○	○	○
Με εικόνες 360°	○	○	○	○	○

16. Όσον αφορά στις κριτικές των προϊόντων, πόσο συχνά:

	Ποτέ	Σπάνια	Μερικές φορές	Συχνά	Πολύ συχνά
γράφετε;	○	○	○	○	○
διαβάζετε;	○	○	○	○	○

17. Πόσο συχνά κοινοποιείτε ενα προϊόν στα Social Media;

Ποτέ	Σπάνια	Μερικές φορές	Συχνά	Πολύ συχνά
○	○	○	○	○

18. Κατά τις αγορές σας, παρατηρείτε τα παρόμοια προτεινόμενα προϊόντα;

Ποτέ	Σπάνια	Μερικές φορές	Συχνά	Πολύ συχνά
○	○	○	○	○

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ΟΛΟΚΛΗΡΩΣΗ ΑΓΟΡΑΣ

* 19. Πόση σημασία έχουν τα παρακάτω για το αν θα προχωρήσετε σε αγορά από ένα e-shop?

	Καθόλου	Λίγη	Μέτρια	Πολύ	Πάρα πολύ
Βραβεία	○	○	○	○	○
Συνεργασίες με γνωστές εταιρείες	○	○	○	○	○
Πιστοποιητικά ποιότητας/ασφάλειας συναλλαγών	○	○	○	○	○
Διάφοροι τρόποι πληρωμής	○	○	○	○	○
Χρόνος φόρτωσης σελίδας	○	○	○	○	○
Ο αριθμός ακόλουθων ενός e-shop στα Social Media	○	○	○	○	○

* 20. Πόση σημασία έχουν τα παρακάτω για το αν θα προχωρήσετε σε αγορά ενός συγκεκριμένου προϊόντος?

	Καθόλου	Λίγη	Μέτρια	Πολύ	Πάρα πολύ
Ο αριθμός κοινοποιήσεων ενός προϊόντος	○	○	○	○	○
Χρόνος φόρτωσης σελίδας	○	○	○	○	○
Ο αριθμός κριτικών ενός προϊόντος	○	○	○	○	○
Εάν υπάρχει διαθέσιμος οδηγός μεγεθών (size guide)	○	○	○	○	○

* 21. Έχετε εγκαταλείψει ποτέ την διαδικασία αγοράς ενώ είχατε προσθέσει προϊόντα στο καλάθι σας?

○ Ναι

○ Όχι

22. Αν ναι, σε ποιον από τους παρακάτω λόγους οφείλεται αυτό (μπορείτε να επιλέξετε περισσότερα από ένα)?

- [ ] Ακριβά μεταφορικά, που δεν αναφέρονταν νωρίτερα
- [ ] Πολλές ημέρες παράδοσης
- [ ] Υποχρεωτική δημιουργία λογαριασμού χρήστη
- [ ] Περιορισμένες επιλογές τρόπων πληρωμής
- [ ] Μη ασφαλές περιβάλλον πληρωμών
- [ ] Με ενδιέφερε μόνο η έρευνα αγοράς για σύγκριση τιμών
- [ ] Δεν συγκέντρωνα το ελάχιστο ποσό ώστε να έχω δωρεάν μεταφορικά

Appendix II – Questionnaire translated in English

Fashion & Beauty E-shops Survey

WELCOME

This survey is conducted as part of my Master Thesis for the programme "MSc in e-Business and Digital Marketing" of the International Hellenic University.

The questionnaire is structured in different thematic areas and consists of 22 questions. The estimated time needed to complete the questionnaire is 5-7 minutes.

The questionnaire is anonymous.

Your participation is vital for the validity of the survey's results.

Thank you in advance for your time!

Kind regards,
Georgios Dermatas
MSc in eBusiness and Digital Marketing
International Hellenic University

DEMOGRAPHICS

*1. Gender

○ Male

○ FeMale

*2. Age

○ 15-24

○ 25-34

○ 35-44

○ 45-54

○ 55+

2

-98-

USE OF INTERNET

*3. How often do you use the Internet?

○ Less than 5 hours a week

○ 5 to 10 hours a week

○ 10 to 20 hours a week

○ 20 to 30 hours a week

○ More than 30 hours a week

*4. Do you shop online?

○ Yes

○ No

5. If yes, which of the following ways do you use to connect and shop online (you may use more than one)?

☐ PC or Laptop

☐ Tablet

☐ Smartphone

3

USE OF FASHION & BEAUTY E-SHOPS

*6. How often do you visit Fashion & Beauty e-shops?

○ Everyday

○ 2-3 times a week

○ Once a week

○ 2-3 times a week

○ Once a week

○ Less

*7. How often do you visit Fashion & Beauty e-shops through:

	Never	Rarely	Sometimes	Often	Very often
search engine ads?	○	○	○	○	○
e-mail newsletters?	○	○	○	○	○
social media pages of e-shops?	○	○	○	○	○

*8. Which way do you use to sign in on e-shops (you may select more than one)?

☐ Facebook account

☐ User account

☐ As a guest

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9. How often do you buy from Fashion & Beauty e-shops?

○ 2-3 times a week

○ Once a week

○ 2-3 times a week

○ Once a month

○ Less

ELEMENTS & FUNCTIONS OF THE E-SHOP

* 10. How useful do you consider the banners (changing images on the center top of the site) on the eshop homepage?

Not at all useful	Slightly useful	Somewhat useful	Moderately useful	Extremely useful
○	○	○	○	○

* 11. How often do you select the "top/hot" products of the eshops?

Never	Rarely	Sometimes	Often	Very often
○	○	○	○	○

* 12. How often do you follow the trending looks that are suggested by the e-shops?

Never	Rarely	Sometimes	Often	Very often
○	○	○	○	○

* 13. How often do you use the search bar in the e-shops?

Never	Rarely	Sometimes	Often	Very often
○	○	○	○	○

* 14. How often do you use the chat-bot that is available in many e-shops ?

Never	Rarely	Sometimes	Often	Very often
○	○	○	○	○

* 15. How useful do you consider each one of the following ways of presenting a product?

	Not at all	Slightly	Somewhat	Moderately	Extremely
Pictures	○	○	○	○	○
Video	○	○	○	○	○
360° Pictures	○	○	○	○	○

* 16. Regarding the product reviews, how often do you:

	Never	Rarely	Sometimes	Often	Very often
write?	○	○	○	○	○
read?	○	○	○	○	○

* 17. How often do you post a product on Social Media?

Never	Rarely	Sometimes	Often	Very often
○	○	○	○	○

* 18. During your online shopping, do you pay attention to the related products that are suggested?

Never	Rarely	Sometimes	Often	Very often
○	○	○	○	○

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* 19. How important do you consider the following, for the completion of your purchase form an e-shop?

	Not at all important	Low Importance	Neutral	Very important	Extremely important
Awards	○	○	○	○	○
Cooperation with popular brands	○	○	○	○	○
Certificates of transactions quality/safety	○	○	○	○	○
Various payment options	○	○	○	○	○
Page loading time	○	○	○	○	○
Number of followers of an e-shop on Social Media	○	○	○	○	○

* 20. How important do you consider the following, for the completion of the purchase of a specific product?

	Not at all important	Low important	Neutral	Very important	Extremely important
The number of social media posts of a product	○	○	○	○	○
Page loading time	○	○	○	○	○
The number of reviews of a product	○	○	○	○	○
If there is a size guide available	○	○	○	○	○

* 21. Have you ever quit the purchase process, although you had added products to you cart?

○ Yes

○ No

22. If yes, what is the reason for that (you may select more than one)?

- [ ] High shipping costs, that were not mentioned before
- [ ] Too many shipping days
- [ ] Mandatory creation of user account
- [ ] Limited payment options
- [ ] Insecure payment environment
- [ ] My initial intention was market research for price comparison
- [ ] I could not reach the minimum amount to have free shipping

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