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Proving Marketing ROI: A Digital Marketing Framework

Andrew Wiltsie

Bowling Green State University, adwilts@bgsu.edu

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**Master of Arts in Media and Communication Degree
with a Specialization in Strategic Communication**

Project Approval Form

Candidate Andrew Wiltsie has completed all the necessary master project requirements of the School of Media & Communication's Master of Arts program.

APPROVED:

Advisor:

Claudia Y. Owens

Dr. Claudia Y. Owens

June 30, 2017

Date

Proving Marketing ROI: A Digital Marketing Framework

Andrew Wiltsie

A master's project submitted to the faculty of

Bowling Green State University

in partial fulfillment of the requirements for the degree of

Master of Arts in Media and Communication

with a Specialization in Strategic Communication

Dr. Claudia Y. Owens, D.M.

Date Approved: June 30, 2017

Executive Summary

The era of digital marketing has arrived full steam ahead, and there appears to be no end in sight. While the old-fashioned, proven methods of traditional marketing (such as television, radio, and print) still hold their place in shopper marketing today, the rapid evolution of technology caused by the Internet has led to a correspondingly rapid shift from traditional marketing to digital marketing channels. As pressures on chief marketing officers (CMOs) to prove marketing ROI are increasing, many brands are electing to use digital marketing because of its proven ability to provide easier methods of tracking ROI, and its cost-efficiency.

The purpose of this study is to analyze emerging literature on the best practices in selecting marketing objectives, web analytics/KPI goals, and marketing mix channels by using digital marketing to provide executives with proof of marketing ROI. Evidence-based research was used to analyze emerging trends in digital marketing by combining literature on setting marketing objectives, web analytic and KPI goals, and selecting marketing mix channels. This study will contribute a framework that can be used by both educators and practitioners to showcase the most common practices in digital marketing and how they can be applied to create an effective and efficient digital marketing campaign that can quantify and prove marketing ROI.

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Chapter One: Introduction

Introduction

The increasing use of internet, mobile, and tablet technologies by consumers is driving a new understanding in shopper marketing. As a result, marketers are increasingly able to use data and web analytics to gather consumer insights that help determine and justify marketing strategies (MediaMath, n.d., p. 4). Concurrently, since the turn of the millennium, a new discipline – now known as shopper marketing – has emerged, and continues to gain momentum and cement itself as a critical piece in marketing to shoppers across the world. Shopper marketing presents many definitions, ranging from very broad to extremely narrow, but through examination of literature shopper marketing can briefly be described as: “A cross-functional discipline designed to improve business performance by using actionable insights to connect with shoppers and influence behavior anywhere along the path to purchase” (Breen et al., 2016, p. 55). One of the key factors leading to the rise of shopper marketing is how it differs from traditional marketing. Traditional marketing focuses on consumers and their patterns of consumption, while shopper marketing acknowledges that consumers have needs beyond consumption, and continues to target them while they are in “shopping mode” (Shankar, Inman, Mantrala, Kelley, & Rizley, 2011, p. S29; Silveira & Marreiros, 2014, p. 93).

Although shopper marketing is still a relatively new discipline in the marketing field, it has evolved dramatically in recent years. “Shopper marketing today not only focuses on driving sales, but on understanding what drives shoppers to the store and what other items they might buy” (MediaMath, n.d., p. 4). The increased emphasis on data is not only felt by shopper marketing agencies, but also by their clients. Although many

clients have decreased marketing spend during difficult economic times, this has not stopped top executives from requesting proof of marketing return on investment (ROI) (also referred to as return on marketing investment – ROMI) from the marketing dollars they do spend. “There is an increased pressure to justify expenditures, and resulting in company execs struggling to measure the success and return on marketing investment (ROMI) of marketing programs and campaigns” (Bawab, 2014, p. 67). As company executives find a gap between the promise of data and its practice in marketing in achieving ROMI, CMOs are left with limited financial and creative flexibility to develop the appropriate marketing mix (Hanssens & Pauwels, 2015, p. 173).

Literature demonstrates that retail digital marketing spend alone is predicted to jump to more than \$20 billion by the year 2020, a significant increase from \$13 billion in 2015 (Allen, 2016, para. 2), and total digital marketing spend is expected to exceed \$120 billion by 2021 (VanBoskirk, 2017, para. 2). With most retailers agreeing that digital marketing spend provides a significantly higher ROI than traditional offline marketing (RetailMeNot Inc., 2016, p. 2), many clients are using emerging technology as a more cost-effective and efficient way to market, leading to increased spend on, and use of, digital marketing tactics in their marketing mix.

While clients frequently view digital marketing as a crucial tool to provide evidence of marketing ROI, research demonstrates a lack of understanding in how to appropriately find and showcase the web analytics uncovered through digital marketing.

The inevitable result of a constantly evolving set of digital tools, coupled with a dearth in adequate training, is a generation of marketers who are more prone to failures; either because they simply can’t keep up with the

digital trends, or because they aren't adequately equipped to implement them successfully. (Sitecore, 2014, para. 8)

As these factors create challenges for digital marketing and its ability to provide evidence of marketing ROI, it becomes evident that the agency must work to ease the gap and provide clients with the knowledge necessary to make decisions when determining their digital marketing mix.

Evidence shows that 74% of clients want to be "data-driven" but only 29% claim that they are effective at turning their analytics into actionable data (Hopkins, 2016, para. 1). Combining the lack of knowledge with an inability to turn data into the proper ROI, it becomes important for agencies to guide their clients to where they want to be to meet marketing objectives. More CMOs are requesting that their agencies "lead" rather than "serve" their companies to help achieve their marketing objectives (Rooney, 2015, p. 2), emphasizing the ability of agencies to manage capabilities and to guide clients through the process of creating the proper marketing mix.

While helping a client create an effective and efficient digital marketing mix may seem simple, agencies must work to guide clients through the appropriate steps to create the perfect marketing mix to achieve their objectives. Although research exists on the various steps required to create a digital marketing mix, there are no guidelines to aid the decision-making process for marketing objectives and web analytics for a digital marketing mix.

Statement of Problem

With the increasing digitalization of marketing, CMOs are confronted with “increasing complex and rapidly changing markets which are beyond their control” (Leeflang, Verhoef, Dahlstrom, & Freundt, 2013, p. 4).

Once you have decided that you do, in fact, need to pursue some form of digital marketing, the next step is actually to sit down and define your strategy. Unfortunately, there is no ‘one size fits all’ strategic panacea here. (Ryan, 2017, p. 24)

The issue facing many shopper marketing agencies conducting digital marketing strategy is that their clients do not always know, understand, or communicate their objectives. This results in a lack of focus in setting the appropriate web analytics and KPIs that will help the agency create the appropriate marketing mix aimed at meeting the client’s marketing objectives. With pressures on CMOs to provide proof of marketing ROI increasing, and no ‘one size fits all’ digital marketing mix to meet all possible marketing objectives, agencies and clients must work together to align on objectives and metrics to create the most effective and efficient digital marketing mix. A marketing brief can help lay the framework of a marketing campaign, and therefore help create the marketing mix. The brief enables shopper marketing agencies and their clients to verify marketing results at the end of the campaign, to determine whether it was successful (Lake, 2016, para. 1). The problem is that nobody has designed a marketing brief to guide clients through the decision-making process of determining marketing objectives and analytics goals for digital marketing campaigns.

Significance of the Problem

In today's business landscape shopper marketing agencies and their clients are fighting for each marketing dollar, thereby increasing the importance of creating effective and efficient marketing strategies. With sales being viewed by executives as one of the leading ROI measurements, and with new research adding more elements to marketing ROI, the emerging evidence shows that online advertising can provide as much as three times the marketing ROI by using analytics such as purchase-based data (Nielsen, 2012, para. 1), leading CMOs to turn to digital marketing as their tool for more effective and efficient marketing mixes. As shopper marketing agencies and their clients work together to build these efficient and effective marketing strategies and mixes, research reveals important hurdles to proving ROI.

Research shows three major challenges that shopper marketing agencies and their clients must overcome to succeed in digital marketing. These challenges include customer insights, metrics, and talent gap, all of which involve data and the underlying capabilities for analyzing data, which in turn provide firms a deeper and more actionable understanding of how marketing can contribute to a stronger performance in the digital environment (Leeflang et al., 2013, p. 10). The root of these underlying challenges is that clients do not know what to do with data to create the correct marketing mix for the proper marketing ROI.

Concerns from clients regarding questions of the agencies ability to execute an effective and efficient marketing campaign bring the problem into focus: agencies must prove their worth by guiding their clients through the process of understanding what their

objectives can achieve and how the agency can create a marketing mix to provide meaningful web analytics that can prove marketing ROI.

Theoretical Background

For shopper marketing agencies to create the most effective and efficient marketing mix they must understand how consumers go through the process of purchasing, similar to the path-to-purchase concept of shopper marketing. Edward Strong's AIDA model shows that for an advertisement to be effective it must: (1) command *Attention*; (2) lead to *Interest* in the product; (3) create a *Desire* to own or use the product; (4) and finally, inspire *Action* (Karlsson, 2007, p. 12). This model will serve as the theoretical foundation for guiding clients to marketing objectives.

As marketing objectives are selected shopper marketing agencies and their clients will begin choosing the web analytics that will gauge the success of their digital marketing campaigns. The theoretical background for this step will be Russell Colley's DAGMAR model. DAGMAR, or Defining Advertising Goals for Measured Advertising Results, was created to encourage measurable objectives for each stage of a marketing campaign (Karlsson, 2007, p. 13). This theory will be reviewed to help understand the need and desire for web analytics in the new digital marketing era, in search of marketing ROI based on marketing objectives.

Research Questions

RQ1: What does the literature suggest are the best frameworks for digital marketing objectives?

RQ2: What does the literature suggest are the best web analytics/KPIs for achieving a client's digital marketing objectives?

RQ3: What does the literature suggest are the best digital marketing mixes for achieving a client's web analytics goal(s)?

Purpose

The purpose of this master's project is to analyze emerging literature on digital marketing: objectives, web analytics, and tactics to recommend a marketing brief that will be discussed between a shopper marketing agency and its client prior to the creation of a digital marketing strategy. The brief will help the client determine what the desired objectives are, which will lead to a discussion on what web analytics best achieve this objective, and will aid shopper marketing agencies in determining the best marketing mix needed to meet the overarching objectives and illustrate marketing ROI, using web analytics. This systematic literature review will assist in developing a communication brief that will, in turn, help create an effective and efficient digital marketing mix through discussion with the client, to select the marketing measurements and web analytics that will determine the marketing ROI for a marketing strategy.

Definitions of Key Terms

- **Clients:** Businesses that use shopper marketing agencies for execution of marketing campaigns. Typically headed by Chief Marketing Officers (CMOs).
- **Consumers:** Individuals who purchase a client's goods and services and the targeted audience of a client's marketing objectives.
- **Consumer Packaged Goods (CPGs):** "...a wide variety of food, beverages and general merchandise pre-packaged for sale to consumers" (Breen et al., 2016, p. 20).

- **Digital Marketing:** “Any communication delivered through a digital technology, including the internet, networked place-based signage, in-store kiosks, personal shopping assistants, video games, and mobile phones” (Breen et al., 2016, p. 23).
- **Effectiveness:** The number of desired effects a marketing communication creates (Batra & Keller, 2016, p. 132).
- **Efficiency:** The cost of those marketing outcomes created (Batra & Keller, 2016, p. 132).
- **Key Performance Indicators (KPIs):** “A statistic or data point used to measure the success of a business plan or marketing program” (Breen et al., 2016, p. 40).
- **Marketing Brief:** (Also referred to as a Communication or Creative brief) A document used lay the framework for marketing initiatives or campaigns (Lake, 2016, para. 1).
- **Marketing Mix:** A set of controllable marketing tools and tactical components in a marketing plan used by a company for creating a desired response in the targeted market (Khan, 2014, p. 95).
- **Marketing Objective:** The information provided by a client regarding desired reactions from targeted consumers to a marketing strategy.
- **Retailer:** An individual or business that sells goods for use or consumption.
- **Shopper Marketing:** “The employment of any marketing stimuli, developed based on a deep understanding of shopper behavior, designed to build brand equity, engage the shopper (i.e., an individual in ‘shopping mode’), and lead him or her to make a purchase” (Shankar et al., 2011, p. S29).

- **Tactic:** The tools and mediums used to implement a marketing strategy in a marketing mix (Hemmila, 2016, p. 22).
- **Traditional Marketing:** Marketing methods characterized by tactics including newspapers, magazines, telephone, books, radio, and TV (Lavinsky, 2013, para. 6).
- **Web Analytics:** “The measurement, collection, analysis and reporting of Internet data for the purposes of understanding and optimizing Web usage” (Jarvinen & Karjaluoto, 2014, p. 5).

Summary

This paper is a systematic literature review designed to help shopper marketing agencies and their clients understand the information needed to help the agency create a digital marketing mix that will provide evidence of marketing ROI for the client. This paper will review evidence-based literature on technological advancements in marketing, increased emphasis on evidence of marketing ROI, marketing objective planning, web analytics and KPIs, and digital marketing mix tactics. It will analyze the literature to show the link between marketing objectives, web analytics, and digital marketing mix for the creation of a marketing brief for shopper marketing agencies and their clients to determine the most effective and efficient communication strategy for capturing the desired marketing ROI. A conception model will outline the key findings from evidence found in the systematic literature review to provide a visual model for the decision-making process discussed. Finally, a marketing brief will be recommended for use by shopper marketing agencies to guide their clients through the decision-making process for determining digital marketing objectives, defining web analytics needed, and will

result in the conception of a marketing mix tailored to provide analytics to show evidence of marketing ROI.

Chapter Two: Systematic Literature Review

Introduction

This evidence-based literature review provides a comprehensive look at emerging literature on the rapidly evolving field of marketing. The trends and issues that emerged during the systematic review of the literature answered the project research questions.

Database searches used a variety of keywords, with an inclusion criterion that the articles were scholarly. The grey literature in this review included articles written by: academic/marketing researchers, marketing/agency/media executives, media/advertising companies, and academic dissertations that show successful studies on implementing marketing campaigns. Articles that were not full text or were abstracts only were excluded from the literature review.

The Challenge of Designing a Marketing Brief

Two overwhelming themes emerged from the systematic literature review, which helped shape the design of this research to answer the research questions. These themes were: an increased emphasis on proving marketing return on investment (ROI), and the evolving use of digital marketing.

The Issue of Marketing ROI

Hassan Bawab's 2014 book *How to Work with a Digital Marketing Agency* dedicates an entire chapter to this discussion, stating, "There is an increased pressure to justify expenditures, and resulting in company execs struggling to measure the success and return on marketing investment (ROMI) of marketing programs and campaigns" (p. 67). Continued review of the literature showed similar research conducted by Niles

(2015), discussions from media company executives such as Barns (2015), and studies conducted by media company SiteCore (2014) that all offer evidence of the importance of marketing ROI and some of the issues that surround proving it. Similar studies have been performed by companies such as Millward Brown (2016) and Nielsen (2012) as they also look at the rising importance of marketing ROI and the concern behind inability to prove marketing ROI.

Research from Shankar, Inman, Mantrala, Kelley, and Rizley (2011) finds the emergence of shopper marketing as a powerful discipline in enhancing marketing ROI. Research from marketing consulting firms such as Elizabeth Johnson (2016) show the importance of shopper marketing as it applies to their main clients in the Consumer Packaged Goods (CPG) and retail industries, with studies from the Grocery Manufacturers Association (GMA) and Deloitte (2009), and the GMA and Booz & Company (2011) providing proof of this importance as well.

The Trend of Digital Marketing

Although research from Leeeflang, Verhoef, Bahlstrom, and Freundt (2013) and Bradlow et al. (2017) mention some of the issues that arise in digital marketing, studies conducted by Huynh (2016), Hemmila (2016), Todor (2016), Quevedo, Besquin, and Read (2015) find that the use of digital marketing is a crucial tool for clients achieving and proving marketing ROI in many ways. With the research from Shankar et al. (2011) demonstrating the use of digital marketing tactics in shopper marketing to increase its value, reports from media companies such as eMarketer (Liu, 2016), RetailMeNot (2016), and the Interactive Advertising Bureau (IAB) (2016), alongside research from marketing practitioners VanBoskirk (2017) and Allen (2016), express the financial

statistics that are contributing to the increased importance of marketing ROI and the use of digital marketing in the discipline of shopper marketing. Research on implementing successful digital marketing campaigns finds studies and research from Todor (2016) and Ryan and Jones (2009).

As studies from media companies such as SiteCore (2014) demonstrate, there is a gap in understanding how to properly implement digital marketing strategies, which is also found in research from practitioners such as Rooney (2015) and Hopkins (2016), which emphasize this lack of knowledge and advise that agencies should lead their clients in the creation of marketing campaigns in a strategic way. Literature from Ryan and Jones (2009) state a relation to the research questions, stating, “Another crucially important area of your digital marketing strategy is setting realistic goals. Your strategy should explicitly define the business goals you want your digital marketing efforts to help you achieve” (p. 33). This idea is found in similar research and studies from Todor (2016), Pineiro-Otero and Martinez-Rolan (2016), Rademaker (2011), and Wyner (2008), which emphasize setting objectives and goals to achieve the marketing objectives that provide the marketing ROI desired. Hemmila’s 2016 research found that “To know the campaign’s return on investment (ROI) it is needed to know what to measure and why” (p. 17). Research from Beard and Yang (2011) finds a lack of existing framework for practitioners and educators to conceptualize the strategic use and evaluation methods in digital marketing, while Pineiro-Otero and Martinez-Rolan (2016), Lake (2016), and Rademaker (2011) find the use of a document or marketing brief can help clients understand what objectives, web analytics/key performance indicators (KPIs), and digital marketing mixes can produce proof of marketing ROI.

Through the review of the literature mentioned in this section, the research questions have been framed in their need to prove marketing ROI through the use of digital marketing, based on evidence of the growing importance in the field. The next section looks at the literature that was found to provide a framework for marketing objectives that can be used in digital marketing to successfully lead to logical web analytics and KPIs.

Research Question One: *What does the literature suggest are the best frameworks for digital marketing objectives?*

The literature review found in this section looks at studies and evidence-based research for the common themes that appear in marketing and serve as the basis for many marketing objectives used in the field. The basis for determining the best framework comes from research on the theoretical framework applied to this research question. This theoretical framework looks at a mature marketing model that contains themes that continue to be applied in marketing today.

Theoretical Framework

A study by Linda Karlsson in 2007 looked at literature on models and theories used in education for marketing and advertising today. Although several were defined, one of the original frameworks, known as the AIDA model, has been selected as the theoretical framework for this research question. Karlsson's (2007) research states that for advertisements and marketing to be effective they must (1) Command *Attention*, (2) lead to *Interest* in the product, (3) and thence to *Desire* to own or use the product, (4) and then finally lead to *Action*, giving the model the acronym AIDA (p. 13). According to

studies from Noble (2010, p. 2) and Huynh (2016, p. 17) the AIDA model was created back in 1898, and maintains a strong presence in the marketing and advertising decisions of CMOs today, including in digital marketing. But St. Elias' model was adopted and modified by Edward Strong in 1925 to become one of the most widely used marketing theories to date (Karlsson, 2007, p. 12).

Alongside the studies from and research conducted by Karlsson (2007), Huynh (2016), Noble (2010), Bradlow, Gangwar, Kopalle, and Voleti (2017), and Pineiro-Otero and Martinez-Rolan (2016) discuss how theoretical models such as the AIDA model are applicable in an evolving marketing world through technological advancements. The literature suggests that the AIDA model is a theoretical hierarchy of effects model that works to persuade the consumer unconsciously as they move linearly through the path-to-purchase, but as the studies conducted by the researchers mentioned in this section will show, this is not always the case (Karlsson, 2007, p. 12; Bradlow et al., 2017, p. 20). If shopper marketing agencies and their clients wish to move consumers into a funnel, they must first know how they can intervene at the different stages. Agencies and their clients, therefore, must set marketing objectives to determine what action they would like the consumer to complete to deem a marketing campaign successful, helping to answer research question one.

Setting Marketing Objectives

As stated previously, literature from Huynh (2016), Hemmila (2016), Todor (2016), Quevedo, Besquin, and Read (2015) provide material on the importance of setting marketing objectives in implementing marketing campaigns. Additionally, through the review of literature from Karlsson (2007), Noble (2010), Pineiro-Otero and

Martinez-Rolan (2016), Lagrosen (2005), and Rademaker (2011) similar theoretical frameworks of the AIDA model have been found in several research studies and will be applied as the framework for the best digital marketing objectives.

Using aspects from the theoretical framework of the AIDA model, research provided evidence of similar frameworks in practice today. As Karlsson (2007) and Rademaker (2011) literature finds the need to evolve the AIDA model, the research found gives common themes used in marketing today that can serve as marketing objectives in the digital world consisting of consumers that move nonlinearly. Research from the 2015 book *Digital Metrics Playbook* by Quevedo, Besquin, and Read states, “Regardless of the kind of company you are running or the product you are trying to market, there are four main marketing objectives that you should focus on” (p. 14), with similar research and studies finding comparable themes. Similar research from the book *Understanding Digital Marketing* by Ryan and Jones (2009) adds a fifth element to looking at the objectives that help create successful digital marketing strategies. Research from Noble (2010), Hemmila (2016), and Lagrosen (2005) provide a review of literature and surveys that offer evidence for a framework in setting marketing objectives as they can be applied in digital marketing. Literature from media organizations from Chaffey (2016), Chaffey and Patron (2012), and Bragg (2013) also provide evidence of a framework for setting marketing objectives that will be used in the answer for research question one.

Table 2.1 (found below) provides an overview of the themes that emerged from the literature reviewed in this section. These frameworks will be used in chapters three and four in the development of a framework of the best digital marketing objectives.

Table 2.1

Author(s)	Marketing Objective Themes
Bragg (2013, n.p.)	<ul style="list-style-type: none"> • Reach • Acquisition • Conversion Retention
Chaffey (2016, para. 9-12)	<ul style="list-style-type: none"> • Reach • Act (Interact) • Convert Engage
Chaffey & Patron (2012, p. 42)	<ul style="list-style-type: none"> • Reach • Act (Interact) • Convert Engage
Hemmila (2016, p. 22-23)	<ul style="list-style-type: none"> • Reach • Act • Convert Engage
Lagrosen (2007, p. 65)	<ul style="list-style-type: none"> • Attention • Interest • Desire Action
Noble (2010, p. 5)	<ul style="list-style-type: none"> • Discover • Explore • Buy Engage
Quevedo, Besquin, & Read (2015, p. 14)	<ul style="list-style-type: none"> • Building Awareness • Influencing Consideration • Driving Sales Growing Loyalty
Ryan & Jones (2009, p. 225)	<ul style="list-style-type: none"> • Grow Brand Awareness • Enhance Brand Image or Consumer Sentiment • Product Trial • Create Brand Loyalty • Generate Sales and/or Leads

Research Question Two: *What does the literature suggest are the best web analytics/KPIs for achieving a client’s marketing objectives?*

The literature review found in this section looks at studies and research that provide evidence of the common themes that appear in marketing and serve as the foundation for the most common digital marketing web analytics and KPIs used in the field. The basis for determining the best framework comes from research on the theoretical framework applied to this research question. This theoretical framework looks

at a mature marketing model that contains themes that continue to be applied in marketing today.

Theoretical Framework

The study done by Karlsson (2007) also reviews literature on a theory derived from a 1961 report by Russell Colley entitled *Defining Advertising Goals for Measured Advertising Results*, which became better known as the DAGMAR model (p. 13). The DAGMAR model is a hierarchy of effects model similar to the AIDA model and assumes that consumers move through stages of: Awareness, Comprehension, Conviction, and Action (Karlsson, 2007, p. 14). A study done by Kim, Morrison, and Taylor (2004) discussed the role that models such as AIDA and DAGMAR play in both print and digital advertising (p. 1). According to this study, the DAGMAR model consists of a checklist of questions designed to include a precise method for selecting and quantifying goals while using those goals to measure performance (Kim, Morrison, & Taylor, 2004, p. 12). Exploratory studies by Rademaker (2011, p. 13) and research conducted by Davidaviciene (2014, p. 823) have also found that the DAGMAR model is a practical framework that can help determine the effectiveness of advertising through quantifying measurements based on marketing objectives.

Through the use of the theoretical framework found in the studies and research in this section, the DAGMAR model has been chosen as the most appropriate model to show the framework for answering research question two. Although these studies show successful use of the DAGMAR model, the research done by Karlsson (2007, p. 16) and Rademaker (2011, p. 13) do mention some of the criticism and issues that arise in the

hierarchy of effects models of both AIDA and DAGMAR that call for some reinvention to these models.

Setting Web Analytics/KPI Goals

The research and studies provided by Karlsson (2007), Davidaviciene (2014), and Rademaker (2011) use the DAGMAR model to show the importance of setting quantifiable marketing measurements that help gauge the success of marketing programs. These emerging digital marketing measurements are now known as web analytics (Jarvinen & Karjaluo, 2014, p. 5) and key performance indicators (KPIs) (Breen et al., 2016, p. 40). Studies conducted by SiteCore (2014) and research conducted by Shankar et al. (2011), Huynh (2016), Ryan and Jones (2009), Todor (2016), and Chaffey and Patron (2012) discuss the importance of selecting meaningful web analytics and KPI goals that achieve marketing objectives to prove marketing ROI. Books from Quevedo, Besquin, and Read (2015), and Ryan and Jones (2009) give definition and context to numerous web analytics and KPI goals as they can be applied to achieve marketing objectives. A study conducted by Hemmila (2016) also offers a variety of web analytics and KPI goals that can help achieve certain objectives in a digital marketing campaign. And practitioners from media groups Chaffey (2016), Chaffey and Patron (2012), and Bragg (2013) provide sets of web analytics and KPI goals that can achieve objectives in the frameworks used in their practices.

Table 2.2 (found below) provides an overview of the web analytic and KPI measurements contained in the literature mentioned above. The web analytic and KPI measurements in the table serve as the quantifiable measurement goals that will be applied to the marketing objectives framework found in the literature on 4esearch

question one, giving us the answers for research question two. These web analytics and KPIs will be used in chapters three and four to give a framework and recommendation for measurement goals that can achieve marketing ROI for the digital marketing objectives selected by clients.

Table 2.2

Author(s)	Web Analytic/KPI Measurement	
Bragg (2013, n.p.)	<ul style="list-style-type: none"> • Cost per Impression • Growth rate • (%) Change in sentiment • Social Mentions • Fans/Follower • Average organic search position • Open rate • Unsubscribe rate • List growth rate • Cost per visit • Recency/Frequency of visit • Recency/Frequency of purchase 	<ul style="list-style-type: none"> • Bounce rate • Click-through rate (CTR) • Social Referrals • Cost per visitor/visit • Cost per conversion • Average order value • Average revenue per visitor • Shopping cart start/completion rate • Downloads • Form completion rate • Lifetime value of customer
Chaffey (2016, para. 5-8)	<ul style="list-style-type: none"> • Unique visitors • Value per visit • Fans/Followers • Leads/Lead conversion rate • Time on site • Shares/Comment/Likes 	<ul style="list-style-type: none"> • Sales (on and offline) • Revenue/Profit • Average Order Value • Repeat Purchase • Satisfaction and Loyalty • Advocacy
Chaffey & Patron (2012, p. 43)	<ul style="list-style-type: none"> • Unique visitors • New visitors • Visits • Conversation volume • Share of audience • Share of search • Brand/direct visits • Cost per click (CPC) • Brand Awareness 	<ul style="list-style-type: none"> • Cost per sale (CPS) • Share of voice • Lead volume • Bounce rate • Customer satisfaction • On/Offline sales • Conversion rate • Email conversion rate • Followers
Hemmila (2016, p. 31)	<ul style="list-style-type: none"> • Followers • Visits • Organic traffic • Search volume • Social Listening • Advocacy 	<ul style="list-style-type: none"> • Pageviews • Time on page • Brand mentions • Comments • Shares • Interaction
Quevedo, Besquin, & Read (2015, p. 14-31)	<ul style="list-style-type: none"> • Unique viewers • Impression frequency • Brand buzz • Share of conversation • Share of search • Brand awareness • Ad recall • Reach • Click-through rate • Unique visitors • Social profile views 	<ul style="list-style-type: none"> • Pageviews • Time on site • Shares • Comments • Video completions • Sign-ups • Returning visitors • Frequency • Recency • Active users • Response rate

	<ul style="list-style-type: none"> • Share of traffic • Sentiment 	<ul style="list-style-type: none"> • Turnaround time • Task completion rate
Ryan & Jones (2009, p. 121)	<ul style="list-style-type: none"> • Conversion rate • Pageviews • Absolute unique visitors • New vs. Returning visitors • Bounce rate • Abandonment rate • Cost per Conversion (CPC) 	<ul style="list-style-type: none"> • Impressions • Pay Per Action/Acquisition (PPA) • Email delivery rate • Open rates • Time on site • Coupon redemption

Research Question Three: *What does the literature suggest are the best digital marketing mixes for achieving a client’s web analytics goal(s)?*

The literature review found in this section looks at studies and research that provide evidence of the common digital marketing mixes that help achieve web analytics, KPIs and marketing objectives found in research questions one and two. The literature reviewed in this section was selected based on the use of research on marketing objectives, web analytics/KPIs, and information found through studies and reports from marketing companies.

Selecting Marketing Mixes

Research provided in Ryan and Jones (2009) and Kahn (2014) work to define a marketing mix by giving an overview of what a marketing mix is meant to achieve. Literature in the books by Hemann and Burbary (2013), and Quevedo, Besquin, and Read (2015) provides an updated look at a concept in digital marketing mixes in discussing the evolution of paid, owned, and earned marketing mix channels available in digital marketing today. More recent studies and research by Patruti-Baltes (2016), Hemmila (2016), and Todor (2016) look at a concept highlighted by the two-way communication nature provided by digital marketing, known as inbound marketing.

Reports conducted by marketing research companies such as the IAB (2016) show the prominence of digital marketing, while reports from eMarketer (Liu, 2016) provide insight to the most popular digital marketing mix channels based on yearly spend. Additionally, Millward Brown (2016) offers a study of senior executives from advertisers, agencies, and media companies to show the most valuable channels for tracking marketing ROI. Research conducted by Davidaviciene (2014), Hemmila (2016), Patrutiu-Baltes (2016), and Batra and Keller (2015) provide several digital marketing mix channels that have been the most effective in digital marketing campaigns today. Additionally, the research conducted by Ryan and Jones (2009) adds several digital marketing tactics, providing definitions and context into their application in the market.

The marketing mix channels found in the previous paragraph are highlighted in Table 2.3 (found below) and will be used to answer research question three, as they will be applied to the answers found in research questions one and two later in chapters three and four. Chapter three offers a definition and insight to the use of the marketing mix channels, followed by a recommendation in chapter four.

Table 2.3

Author(s)	Marketing Mix Channel	
Batra & Keller (2015, p. 126-127)	<ul style="list-style-type: none"> • Search ads • Display ads • Websites 	<ul style="list-style-type: none"> • Social media • Email • Mobile
Davidaviciene (2014, p. 824)	<ul style="list-style-type: none"> • Search marketing • Interactive advertising • Online partnerships 	<ul style="list-style-type: none"> • Online public relations • Opt-in email • Viral marketing
Liu (2016, p. 11)	<ul style="list-style-type: none"> • Display • Search • Email 	<ul style="list-style-type: none"> • Lead generation • Classifieds and directories • Mobile messaging
Hemmila (2016, 5-16)	<ul style="list-style-type: none"> • Website • Email marketing • Inbound marketing 	<ul style="list-style-type: none"> • Content marketing • Search marketing • Social media

<p>Millward Brown (2016, p. 20)</p>	<ul style="list-style-type: none"> • Email • Search • Online ads • Website • Direct mail 	<ul style="list-style-type: none"> • Social • Content marketing • Events/conferences • Webinars • Mobil ads & apps
<p>Patrutiu-Baltes (2016, p. 63-65)</p>	<ul style="list-style-type: none"> • Custom emails • Blog posts • Social networks • Webinars 	<ul style="list-style-type: none"> • Search engine optimization • Display advertising • Viral videos
<p>Ryan & Jones (2009, p. 223-224)</p>	<ul style="list-style-type: none"> • Email marketing • Content sponsorship • Viral marketing • E-competitions 	<ul style="list-style-type: none"> • Mobile marketing • Social networking • E-couponing • Website

Summary

The literature reviewed in this chapter looked at two aspects of marketing that have drastically changed the way that shopper marketing agencies and their clients work to implement marketing campaigns. Through reviewing literature that discusses how to set efficient and effective digital marketing objectives, we then discussed the need to select web analytics and KPI goals to measure the success of a campaign, ending in a discussion on the most popular digital marketing mix channels that can work to meet web analytic and KPI goals that aim to achieve marketing objectives to prove marketing ROI. In the next chapter the information from Table 2.1, 2.2, and 2.3 will be included in a Conceptual Model that will outline a framework featuring the most efficient and effective components, based on evidence found in the literature.

Chapter Three: Conceptual Model

Introduction

The purpose of this chapter is to provide a conceptual model that gives a visual representation of the answers found for each research question, through the evidence found in the systematic literature review. Each figure found in this chapter provides a visual representation of the objectives, web analytics/KPIs, and marketing mix channels that have been found and selected through the literature review. Figure 3.1 depicts the selected marketing objectives from the literature review that best answer research question one. Figure 3.2 depicts the web analytic and KPI measurements from the literature review that best answer research question two. Finally, Figure 3.3 depicts the marketing mix channels found in the literature review that help to answer research question three. The components of each figure are given in no particular order.

Figure 3.1



Components of Conceptual Model (Figure 3.1)

Figure 3.1 contains the components that help answer research question one: *What does the literature suggest are the best frameworks for digital marketing objectives?*

Increase: Brand Awareness, Digital Traffic, and Organic Search

The marketing objectives of Increase: Brand Awareness, Digital Traffic, and Organic Search found in the first section of Figure 3.1 of the conceptual model focus on increasing the attention and visibility of a brand. These objectives are found in the use of several themes in the literature review. The theme of attention can be found in the study conducted by Lagrosen (2005) and calls for specific attention to the marketing mix channels used to gather the awareness of consumers (p. 65). Nobel's research uses the Discover theme to assert that consumers must discover a brand, product category, or personal need and have ties to all objectives of this section (p. 5). Research found in the books by Ryan and Jones (2009, p. 225) and Quevedo, Besquin, and Read (2015, p. 14-15) find the theme of building and growing brand awareness as one of the most important tasks for a marketing campaign, to capitalize on opportunities to expose a brand to new consumers or to build a relationship with existing consumers.

The last theme appearing in the literature review – reach – is found in the studies conducted by Hemmila (2016, p. 22), Bragg (2013, n.p.), Chaffey and Patron (2012, p. 42), and Chaffey (2016, para. 9). Reach involves building consumer attention by driving the awareness of a brand, its products, and services on other websites and offline media, and to build traffic by driving visits to other digital marketing mix channels and touchpoints implemented by a brand to achieve marketing objectives. The research

provided through the literature review provides evidence for the use of these marketing objectives in digital marketing campaigns today.

Increase: Brand Knowledge, Search Traffic, Sales Leads, and Consumer Participations

The marketing objectives of Increasing Brand Knowledge, Search Traffic, Sales Leads, and Consumer Participations found in the literature review discover how brands aim to influence, persuade, and interact with consumers. The research conducted by Ryan and Jones (2009, p. 225) uses the theme “generating sales and/or leads” as an objective used in digital marketing today. A similar theme, found in the research of Quevedo, Besquin, and Read (2015), says that objectives should influence consideration by attracting consumers to your digital marketing communications and creating a valuable engagement with them through two-way marketing mix channels (p. 14-15). The study conducted by Noble (2010) found that a similar theme, referred to as Explore, reveals that customers look to learn about more brands and explore their options, including a brand’s competitors, while stressing the importance of properly implemented digital marketing mix channels (p. 5). Themes of Interest and Desire are found in the studies of Bragg (2013, n.p.) and Lagrosen (2005, p. 65) and involve asking the question, “are consumers interested in finding out more about your brand?” which can be achieved through using several information and interactive methods to influence and persuade consumers to a brand.

The last theme found in the study and research of Hemmila (2016, p. 22), Chaffey and Patron (2012, p. 42), and Chaffey (2016, para. 9) is referred to as Act, short for Interaction, and involves encouraging the interaction and participation of consumers on

various digital marketing mix channels and touchpoints through the use of relevant content created to meet marketing objectives.

Increase: Sales and Product Trial

The next objectives found in the literature – Increasing Sales and Product Trial – are the oldest, simplest, and among the most widely used objectives in marketing. The study conducted by Noble (2010, p. 5) refers to this theme for marketing objectives as “Buy,” while similar research found by Ryan and Jones (2009, p. 225) uses objectives that aim to entice Product Trial by consumers. The research of Quevedo, Besquin, and Read (2015) uses the theme “Driving Sales,” through which brands continually create positive experiences that cause consumers to select the brand’s product or service instead of the competitor’s (p. 14-15), while Lagrosen (2005) uses the theme Action to show similar aspects in driving consumers to complete desired transactions.

The studies and research of Hemmila (2016, p. 22), Bragg (2013, n.p.), Chaffey and Patron (2012, p. 42), and Chaffey (2016, para. 9) mention the use of the theme Convert/Conversion, which results in consumers taking the necessary steps to become purchasers or completing any other form of transaction defined by the marketing objective.

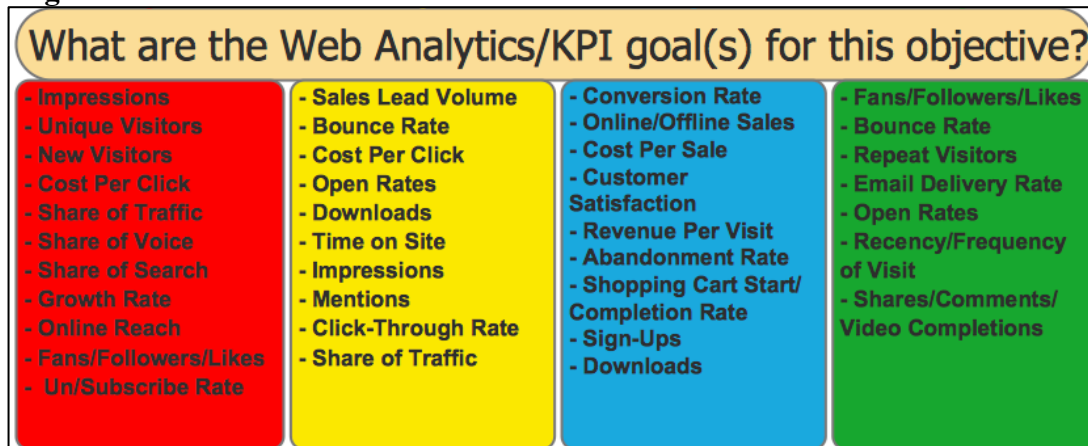
Increase: Consumer Loyalty, Digital Traffic, and Repeat Consumers

The final set – Increasing Consumer Loyalty, Digital Traffic, and Repeat Consumers – arises after consumers have made the purchase or completed a transaction desired by a brand’s marketing objectives. One of the first themes that appears in the literature review is found in the study by Lagrosen (2005), which states, that if the

consumers are engaged with the brand the company can entice them through interactive ways to encourage repeat visits (p. 65). The next theme is found in the research from Ryan and Jones (2009), Bragg (2013), and Quevedo, Besquin, and Read (2015). It states that the use of retention to create and grow loyalty between consumers and the brand can be achieved by creating valuable engagements with consumers. These engagements inspire the consumer to return to a brand’s digital marketing mix channels to continue the interaction, and maximize the use of the brand’s marketing dollars due to the value of retaining consumers rather than attracting new ones. (Quevedo, Besquin, & Read, 2015, p. 14-15).

The final theme of Figure 3.1 is noted as Engage in the research and studies conducted by Hemmila (2016, p. 22), Noble (2010, 5), Chaffey and Patron (2012, p. 42), and Chaffey (2016, para. 9). The use of the engage theme is implemented after consumers have purchased a product or service, and builds long-term customer relationships and loyalty through continued interaction and engagement with consumers, to build consumer retention (Noble, 2010, p. 5; Hemmila, 2016, p. 23; Chaffey & Patron, 2012, p. 42).

Figure 3.2



Components of Conceptual Model (Figure 3.2)

Figure 3.2 contains the components that help answer research question two: *What does the literature suggest are the best web analytics/KPIs for achieving a client's marketing objectives?*

Abandonment Rate

“Abandonment rate comes in a variety of flavours – it basically highlights the proportion of your visitors who start down a predefined conversion funnel but bail out before committing to the desired action” (Ryan & Jones, 2009, p. 121). Given the impact that digital marketing technologies have had on the marketing landscape, abandonment rate is a stat worth monitoring to help brands measure conversion of consumers to purchasers.

Bounce Rate

Bounce rate is an important metric for both Act and Engage. Bounce rate is defined as, “the number of people who arrive on your site, scan the landing page and then leave immediately” (Ryan & Jones, 2009, p. 121).

Chaffey and Patron (2012, p. 43) directly apply bounce rate as a metric that showcases issues in a brand's ability to target its digital marketing strategy, finding that a poor bounce rate indicates that the brand is not targeting the consumers who can be persuaded to interact with the brand. Bounce rate can also indicate whether a brand's landing page design and/or content is performing to the consumers' expectations, based on whether the consumer leaves the website immediately, which decreases the chances of beginning a long-term relationship with the consumer (Ryan & Jones, 2009, p. 121).

Click-Through Rate

According to Quevedo, Besquin, and Read (2015) a click-through rate (CTR), “tells you how enticing your ads are and how effective they are at getting people interested in what you have to offer” (p. 22). Research from Quevedo, Besquin, and Read (2015) and Bragg (2013) suggest that CTR can offer valuable insight regarding the ability of a website or digital marketing mix channels to interact with, influence, and persuade a consumer.

Conversion Rate

Chaffey and Patron (2012) provide the most fundamental metric of this discussion, which is based on the completion of any form of transaction a brand wishes for consumers to undertake (Bragg, 2013, n.p). Defined as a “proportion of visitors to your site who go on to perform a predefined action – such as complete a purchase, subscribe to your online newsletter, register on the forum, fill in an enquiry form or any other conversion factor you’ve defined” (Ryan & Jones, 2009, p. 121), Conversion Rate measures the number of consumers who were influenced or persuaded by a digital marketing message or channel.

Cost Per Click

Chaffey and Patron (2012) and Bragg (2013) describe the metric Cost Per Click (CPC) as a measurement that shows the relation of ROI based on a website’s traffic. Although one of the main components of this metric is the ability to bring new consumers to a brand’s website or touchpoint, CPC also quantifies the interaction of a consumer with an ad, as they click the ad or complete another desired action.

Cost Per Sale

Cost Per Sale is another metric that is directly related to sales objectives for marketing campaigns (Chaffey & Patron, 2012, p. 43). In observing the use of this metric, the volume of sales is applied to the number of sales, to calculate the cost for an action related to the marketing strategy, as applied to the cost it took for the brand to acquire the sale.

Customer Satisfaction

Customer satisfaction is a metric that Chaffey and Patron (2012) apply to objectives for the conversion of consumers. This metric is applied through ideas similar to Noble (2010), noting that the availability of the product, inventory lookup, and ultimately the satisfaction of the process (p. 5) all contribute to gain customer satisfaction after a transaction is completed.

Downloads

Downloads is a metric that appears in research from Chaffey and Patron (2012) and Bragg (2013) as a metric to quantify the number of consumers who have interacted with a brand, resulting in desired actions and transactions. Downloads can also be applied to quantify the number of leads generated and the increase in brand knowledge by consumers.

Email Delivery Rate

Email delivery rates appear as a metric in research conducted by Chaffey and Patron (2012, p. 43) and Ryan and Jones (2009, p. 225). Part of the importance of email

delivery rate is the ability for marketers to quantify active and engaged consumers along with the ability to conduct market research (Ryan & Jones, 2009, p. 225).

Fans/Followers/Likes

Another important metric in digital marketing today is the acquisition of fans, followers, and likes through various owned digital tactics, according to the research of Chaffey (2016), Chaffey and Patron (2012), Bragg (2013), and Hemmila (2016). These metrics are applicable by using owned media to attract new consumers, raise the awareness and traffic of a brand, and also help the brand create long-term relationships with consumers.

Growth Rate

Bragg (2013) finds the use of growth rate as an applicable metric of inbound marketing and various social media channels (n.p.). Growth rate is determined by the number of consumers who have become aware of or accessed selected channels, which can give insight to the ad effectiveness for a marketing strategy as it applies to increasing traffic or awareness.

Impressions

Research on the use of impressions, which measures the number of times a brand's specific ad or website is requested by a consumer's browser (Ryan & Jones, 2009, p. 226), is found in literature from Ryan and Jones (2009), Quevedo, Besquin, and Read (2015), and Hemmila (2016). The research from this literature places impressions and pageviews in similar buckets because the metrics are predicated on consumers actively becoming aware of and engaging a brand's digital marketing channels. Both

metrics, which are categorized under impressions based on the literature review, showcase aspects of consumers becoming aware of a brand, creating traffic for digital marketing channels, or interacting with the brand's channels in a quantifiable way.

Mentions

Mentions is a metric that appears in the research and studies of Bragg (2013) and Hemmila (2016). This metric helps brands observe the discussion of consumers online to acquire feedback and determine the brand's public perception. Mainly through owned and earned digital marketing tactics and channels, the brand can interact with the consumers to provide customer support and reinforce and build the brand's image.

New Visitors

Ryan and Jones (2009, p. 121) and Chaffey and Patron (2012, p. 45) use new visitors as one of the key metrics in observing increases in brand awareness. One of the key aspects in building awareness is to attract consumers who otherwise have not been introduced to or found a brand previously. This metric uses analytics to quantify the effectiveness of digital marketing tactics in raising awareness to a brand and increasing the potential consumer base.

Online/Offline Sales

The research from Chaffey (2016, para. 19) and Chaffey and Patron (2012, p. 45) explicitly mentions the use of online and offline sales as a metric for quantifying the number of consumers who completed the brand's desired actions for a marketing campaign. The importance of this metric involves the use of digital marketing tactics that persuade consumers to go in-store to purchase, but without using the correct metrics it is

difficult to find a direct correlation in the measurements. Also, the increasing importance of e-commerce – which is the sales of goods typically purchased in-store via online methods – has changed the complexity of this method and resulted in multi-channel marketing tactics to gauge ad effectiveness for both online and offline sales, which is the most prominent business objective of retail and CPG companies.

Online Reach

Quevedo, Besquin, and Read (2015) use online reach as a metric for quantifying the number of targeted consumers who have become aware of or increased the traffic for digital marketing mix channels used by a brand's marketing campaign. They describe it as “the percentage of consumers, out of your online target audience, who you've reached through your digital properties” (Quevedo, Besquin, & Read, p. 21).

Open Rates

Open rate is a metric that measures the consumer's engagement and interaction with an ad or email. This metric, applied in research by Bragg (2016) and Ryan and Jones (2009), is measured through the brand's ability to persuade the consumer to interact, while also adding aspects of loyalty to the brand through email lists and continued subscription to brand-related emails.

Recency/Frequency of Visit

Bragg (2013) brings the use of recency and frequency of visits from consumers to a brand's paid, owned, and earned media as an aspect of quantifying the number of loyal consumers (n.p.). This relies on the theory that insists the more times a consumer engages with a brand, increasing the frequency, the more loyal they are. Recency is then applied

to the ability of the brand to observe and gauge the ad effectiveness of a specific marketing strategy.

Repeat Visitors

Repeat and returning visitors are noted as a good starting point to assess the bond that a brand is creating between the targeted consumers and the brand's digital marketing tactics (Quevedo, Besquin, & Read, 2015, p. 27). The metric, found in research from Quevedo, Besquin, and Read (2015, p. 27) and Ryan and Jones (2009, p. 121) measures a brand's loyalty-building efforts through digital marketing tactics by quantifying the number of consumers who return to a digital marketing mix channel in a given period of time.

Revenue Per Visit

The average revenue per visit, found in the research of Chaffey (2016) and Bragg (2013), correlates to the profitability of online marketing and sales, through means such as e-commerce. This serves as a metric for measuring the brand's ability to convert consumers through meaningful digital marketing mix channels, messages, and sales tactics.

Sales Lead Volume

Sales lead volume is a metric that aims to measure a brand's ability to persuade consumers to consider the purchase of a brand's product, good, or service. This metric quantifies the number of consumers influenced or persuaded by the digital marketing mix channels or touchpoints used in a marketing campaign (Chaffey & Patron, 2012, p. 45).

Share of Audience

Share of audience is a metric for quantifying awareness and is found in the research of Chaffey and Patron (2012, p. 45). This is a fairly simple metric that uses analytics to quantify the ratio of a brand's share of the targeted consumers in comparison to the brand's competitors.

Share of Search

The share of search metric compares a brand's search volume to the search volume of its competitors (Quevedo, Besquin, & Read, 2015, p. 18). This metric is found in research from Chaffey and Patron (2012, p. 45), Bragg (2013, n.p.), Quevedo, Besquin, and Read (2015, p. 18), and Hemmila (2016, p. 31) and uses the brand's search volume, organic position, and search traffic to measure the awareness of the brand.

Share of Traffic

Share of Traffic is a metric that appears in the research of Quevedo, Besquin, and Read (2015). Use of this metric helps a brand gauge how successfully it attracts a broader audience to the brand's paid, owned, and earned media through the use of digital marketing tactics (Quevedo, Besquin, & Read, 2015, p. 24).

Share of Voice

The use of the metric share of voice is found in the research of Chaffey and Patron (2012, p. 45) and Quevedo, Besquin, and Read (2015, p. 18). This metric compares the quality of a brand's communication with its competitors, to understand

whether a brand is improving its impact in the market through its digital marketing tactics (Quevedo, Besquin, & Read, 2015, p. 18).

Shares/Comments/Video Completions

Quevedo, Besquin, and Read (2015) apply the use of shares, comments, and video completions to confirm that digital marketing media was consumed by consumers; it also works to gauge how effective the digital marketing tactics were at creating valuable engagements (p. 25). This metric, found in research from both Quevedo, Besquin, and Read (2015) and Hemmila (2016), relates to a brand's ability to apply a strategy to create long-term loyalty by monitoring comments, and by observing when consumers share digital marketing messages as a way of showing loyalty to the brand or message.

Shopping Cart Start/Completion Rate

Bragg (2013) uses an e-commerce metric of consumers starting and completing a shopping cart to quantify the number of consumers who complete the desired reaction for a marketing campaign objective. This measurement quantifies the ratio of consumers who begin the purchase process against those who complete the purchase. This metric coincides with the abandonment rate that is applied when consumers do not complete the purchase process.

Sign-Ups

The research from Quevedo, Besquin, and Read (2015) discusses the use of sign-ups as a "strategic metric that can also be set up as a conversion goal" (p. 26). The use is similarly applied by the research of Bragg (2013), which also notes a goal of quantifying

the number of consumers who complete a transaction, as defined in the marketing objectives (n.p.).

Time on Site

The research and studies conducted by Chaffey (2016), Ryan and Jones (2009), Quevedo, Besquin, and Read (2015), and Hemmila (2016) use time on site as a metric for quantifying a consumer's interaction with digital marketing mix channels or touchpoints. Although Quevedo, Besquin, and Read (2015) note that the time spent on a site does not ensure that the consumer has a valuable engagement or experience, it does show that the content attracted attention or persuaded the consumer to have some form of interaction for the duration of their visit.

Un/Subscribe Rate

Similar to the ideas brought up in the discussion of sign-ups mentioned previously, research from Bragg (2013) uses subscribe and unsubscribe rates to quantify a brand's ability to attract consumers (n.p.). When consumers subscribe they show awareness of the brand and when they unsubscribe they show disinterest in the brand, which is a loss of the consumer as a measurement.

Unique Visitors

The application of the metric unique visitors is applied in research from Chaffey (2016), Ryan and Jones (2009), Chaffey and Patron (2012), and Quevedo, Besquin, and Read (2015) as a measurement to quantify the ability of a brand to increase awareness, traffic, and organic search. The use of unique visitors differentiates from new visitors because returning unique visitors – who are discovered via web analytics – may already

have brand awareness, and may visit a site in conjunction with the timing of the marketing message (Ryan & Jones, 2009, p. 121; Quevedo, Besquin, & Read, 2015, p. 23).

Figure 3.3



Components of Conceptual Model (Figure 3.3)

Figure 3.3 contains the components that help answer research question three: *What does the literature suggest are the best digital marketing mixes for achieving a client’s web analytics goal(s)?*

Display Ads

Digital Ads have proven value to shopper marketing agencies and their clients by creating brand awareness and influencing interaction with paid, owned and earned digital marketing tactics (Davidavicene, 2014, p. 825). Display ads can positively affect visitation of a brand’s paid, owned, and earned digital marketing channels, and they also convey advertising messages using visual text, logos, animations, videos, photographs, and other graphics by targeting users with particular traits to increase the ads’ effectiveness (Batra & Keller, 2016, p. 126; Patrutiu-Baltes, 2016, p. 64).

According to reports from eMarketer (Liu, 2016, p. 3) and Millward Brown (2016, p. 20), display ads are not only the highest digital ad spend, but also have one of

the highest abilities to track marketing ROI. Through this combined research the application of a variety of digital display ads has been shown to increase brand awareness and influence interaction from consumers effectively.

E-Competitions

Ryan and Jones (2009) describe e-competitions as “digital competitions targeted at your market with a view to obtaining email addresses, marketing information or product trial” (p. 224). The use of e-competitions can increase interaction between consumers and the client’s brand, and can bring loyalty with competitions involving multiple purchases. The tactic can also drive the general trial of a product that pushes e-competitions to achieve certain marketing objectives and web analytic/KPI goals in a marketing campaign.

E-Coupons

E-coupons tactics are defined as “the online distribution of printable money-off coupons that are redeemable at a point of sale” (Ryan & Jones, 2009, p. 224). Although an e-coupon can be used to quantify the number of sales or transactions of a marketing campaign, the coupon also acts to influence and persuade consumers to purchase the good, product, or service, which could turn to conversion, but can also be used to quantify the number sales leads generated.

Email Marketing

Email marketing is one of the first forms of digital marketing tactics that came in the age of the Internet and is held in high regard because it can be tracked via web analytics and measurements (Millward Brown, 2016, p. 20). Ryan and Jones (2009) find

that email marketing campaigns can “target new consumers, increase consumer loyalty or increase consumption of your product” (p. 223). Although email marketing holds a small percentage of digital marketing ad spend (0.4% in 2016), research states that by personalizing email marketing campaigns to the specific consumer, email marketing can have at least three times the ability to prompt purchases, compared to social media marketing (Liu, 2016, p. 12; Batra & Keller, 2016, p. 126; Patrutiu-Baltes, 2016, p. 68; Davidaviciene, 2014, p. 825).

With the aspect of personalization and a noted “low-cost and potentially high-yield” (Ryan & Jones, 2009, p. 223), email marketing is a digital marketing tactic that influences purchase and creates loyalty with consumers, as measured by quantifying open rates, bounce rates, and email delivery rates.

Mobile Marketing

In Ryan and Jones’ 2009 book *Understanding Digital Marketing* they note that “Mobile marketing is on the verge of becoming more than simple text messages” (p. 224), and as we can now see a few years later, they were more than correct. According to reports, by the year 2020 mobile ad spend will account for \$86.64 billion and hold 76.7% of all digital ad spend (Liu, 2016, p. 7), showing the rising importance of mobile marketing as a tactic. Batra and Keller (2016) find that mobile consumers are more likely to use a retailer’s site or app than a search engine, resulting in consumers deliberating less and make more impulse purchases rather than making decisions based on product features (p. 127).

Through the advancements in digital marketing tactics that allow marketers to personalize communications, maintain real-time connections with consumers during their path to purchase, and be with the consumer at all times, mobile marketing can influence and convert consumers through a variety of quantifiable measures.

Online Public Relations

According to the study conducted by Davidaviciene (2014) online public relations:

“...includes all the activities performed by a company to maximize favorable mentions of its company, brand or website in a range of third party websites such as blogs, social networks and etc., where the target audiences of the company are likely to visit.” (p. 824).

The importance of online public relations is found in Patrutiu-Baltes' (2016) discussion of blog posts, as the research notes that 81% of consumers research online before making a purchase, with 61% of consumers reading online reviews before making online purchases and 67% being influenced by online reviews (p. 64).

When consumers use online methods to research and find brands, online public relations can influence consumers through various methods, and can finally create two-way communication that creates loyalty. Additionally, online public relations aid in gathering fans/followers/likes, shares/comments, and mentions through the digital marketing media channels selected.

Search Marketing

Search marketing is a valuable tool for brands as it works to earn traffic to a website by ranking the website as highly as possible in search engines, earning the brand more potential consumers (Hemmila, 2016, p. 13). Search marketing uses keywords on websites, blogs, and social network account pages to influence the positioning of digital channels to make all marketing tactics more visible online (Patruti-Baltes, 2016, p. 64; Davidaviciene, 2014, p. 822). “Because consumers who search for less popular keywords expend more effort in their search for information and are closer to a purchase, they can be more easily targeted through sponsored search advertising,” which is noted to aid in the conversion rates for a brand (Batra & Keller, 2016, p. 122).

For the reasons listed above, search marketing is a crucial tool in attracting consumers through organic search and share of traffic, influencing their purchase decisions through click-through rates and share of traffic, and converting consumers to purchasers, as found in conversion rates and online sales.

Social Media

One of the goals of social media as a marketing tactic is to spark interaction between the brand and consumers (Ryan & Jones, 2009, p. 224). Social media includes the use of blogs, groups and forums, wikis, and user-generated content to help brands identify potential consumers as they are permitted to interact with the brand through commenting, sharing, and liking the communications from the brand (Ryan & Jones, 2009, p. 224; Patruti-Baltes, 2016, p. 65; Hemmila, 2016, p. 5).

Although social media tactics contain difficulties with tracking marketing ROI (Millward Brown, 2016, p. 20), the ability to interact with consumers in order to raise brand awareness, influence consumers, and maintain long-term relationships with consumers give relevance social media. Although academics and practitioners place growing importance on social media, universally accepted metrics for social media are still up for debate among practitioners and researchers, creating errors in measuring the success of social media in the field.

Viral Marketing

Viral marketing involves tactics that encourage consumers to pass along a message through specifically tailored content on social media sites that can cause a potential ripple effect through the online universe (Davidaviciene, 2014, p. 825; Ryan & Jones, 2009, p. 224). The use of viral marketing is tailored to help a brand gain awareness with potential consumers. Liking, following, sharing, and commenting on content encourages loyalty by increasing interaction between the brand and consumers.

Website

A website is a hub that sits in the center of a brand's online presence that aids in the achievement of business goals, making it one of the most important elements of a brand's digital marketing strategy (Hemmila, 2016, p. 12; Ryan & Jones, 2009, p. 32). A website is typically used as a hub that all other digital marketing tactics drive to, as the website tells a brand's story and builds its image (Hemmila, 2016, p. 12; Ryan & Jones, 2009, p. 32). The main goals of a website are to create traffic and awareness, help

consumers learn more about the brand, and convert new and unique consumers into purchasers.

Summary

This chapter has applied the literature on marketing objectives, web analytics, and marketing mix tactics to create the framework for each component that aims to answer the research questions, which in turn can help shopper marketing agencies – in discussion with their clients – create the most efficient and effective marketing strategies. The conceptual models provide a framework that can help shopper marketing agencies and their clients move from setting marketing objectives to establishing strategic measurement goals. These goals can help set an appropriate marketing mix to obtain marketing objectives and web analytic and KPI goals. The next chapter will present a recommendation for the application of the research found in this chapter and the literature in the field of digital marketing.

Chapter Four: Recommendations

Introduction

The systematic literature review methodology highlights the issues of shopper marketing agencies and their clients proving marketing ROI and the increasing importance of digital marketing. A 2016 study conducted by Millward Brown provides evidence from marketers, agencies, and media company executives that identify the number one challenge they face today as proving and increasing marketing ROI (p. 19). Research from Niles (2015) cites a study conducted by the CMO Council that found clients felt they had difficulty proving marketing ROI, while also noting they believed that their agencies struggled to provide them with the appropriate information. The study claims that 83% of CMOs are looking for skill sets and specialized capabilities that they feel “are not available through most agencies” (Niles, 2015, para. 3). Niles’ (2010) research reports findings from the CMO Council’s study stating that CMOs gave negative remarks to their agencies in three particular areas: managing the data explosion, analyzing data to create personalized experiences, and overcoming financial restraint and demonstrating ROI (Niles, 2015, para. 4). A similar study from SiteCore (2014) provides comparable evidence, reporting that 65% of CMOs admitted that they struggled with measuring marketing ROI, with 29% of these CMOs citing a “lack of clear understanding of ROI” as a significant barrier to increasing their digital marketing (p. 4). SiteCore (2014) also cites a study from the CMO Council stating that only 21% of marketers felt they were “adequately equipped” to provide marketing ROI through the results of their digital marketing campaigns. This underlying issue leads to 80% of CEOs reporting that they do not trust marketers, citing a lack of understanding of terms such as ‘results,’

‘performance as the cause,’ and most importantly, ‘return on investment’ (SiteCore, 2014, p. 4).

The increasing pressure from clients to provide proof of marketing ROI has led to the increased use of digital marketing. Studies conducted by RetailMeNot (2016) show that 76% of marketers reported higher marketing ROI using digital marketing as opposed to traditional marketing, helping provide the proof executives are asking for. According to reports, digital ad spends accounted for 36.8% of all ad spends in the US in 2016, which totaled \$72.09 billion (Liu, 2016, p. 11). Evidence from the report shows a 20.5% increase from the \$59.82 billion reported in 2015 (Liu, 2016, p. 11), with digital ad revenue totaling a reported \$59.6 billion in 2015 (IAB, 2016, p. 4). eMarketer (Liu, 2016) forecasts that by the year 2020 digital ad spend will account for \$113.18 billion (46.6% of forecasted US ad spending), keeping pace with Forrester’s forecast that digital marketing spend will exceed \$120 billion by the year 2021 (p. 11; VanBoskirk, 2017, para. 2).

In addition to the strong link between digital marketing and marketing ROI provided by its effectiveness, research also finds that digital marketing’s cost-efficiency, ability to improve and prove ROI despite its relatively low budgets in comparison to traditional marketing, and improved and simpler methods of measuring the success of a marketing strategy make it the most effective and efficient tool for measuring and proving marketing ROI today (Huynh, 2016 p. 22; Hemmila, 2016, p. 5; Todor, 2016, p. 52). Due to evidence provided in the literature review, digital marketing has been selected as the tool for providing proof of marketing ROI and serves as the basis for answering the research questions used in this literature.

Key Recommendations

The following recommendations have been formulated through the literature review of each research question and, based on the findings of the literature review, offer answers that aim to provide digital marketing practices that work to prove marketing ROI. The following recommendations offer the most common marketing objectives, web analytic and KPI measurements, and marketing mix channels that, when appropriately mixed, provide an efficient and effective marketing campaign capable of providing proof of marketing ROI.

Recommendation One – Develop a Framework for Setting Marketing Objectives

Research found from Bradlow et al. (2017) states, “recent work on customer ‘journeys’ and the availability of new data is helping firms discover the non-linearity of the AIDA process in today’s interconnected world” (p. 20). The study of Karlsson (2007) on the teaching of theoretical models of marketing, such as the AIDA model, at universities, concludes that, “The models are created on a good ground and with some work these are definitely useful for students to learn, but they need an update, and they need to be combined with more practical knowledge” (p. 42-43). The AIDA model was the selected theoretical framework for setting marketing objectives and, based on the findings in the studies of Bradlow et al. (2017), Rademaker (2011), and Karlsson (2007), evidence shows a need to update these models for use in today’s marketing landscape.

Objectives are used as the framework for decision-making in implementing a digital marketing strategy, due in part to research from Ryan and Jones (2009). The research finds, “Another crucially important area of your digital marketing strategy is

setting realistic goals. Your strategy should explicitly define the business goals you want your digital marketing efforts to help you achieve” (Ryan & Jones, 2009, p. 33). The literature review found similar studies (Hemmila, 2016; Lagrosen, 2007; Noble, 2010) and research (Bragg, 2013; Chaffey, 2016; Chaffey & Patron, 2012; Quevedo, Besquin, & Read, 2015; Ryan & Jones, 2009) containing the use of several themes for marketing objectives used by academics, practitioners, and executives in digital marketing today. A review of the research led to a recommended framework composed by media practitioner Dave Chaffey, which is directly mentioned in research (Chaffey, 2016; Chaffey & Patron, 2012) and a study (Hemmila, 2016) found in the literature review. The recommended objective framework is known as the RACE model and is composed of the marketing objectives: Reach, Act (Interact), Convert, and Engage (Hemmila, 2016, p. 22-23). These marketing objectives are defined in the literature as:

1. **Reach** means building awareness of a brand, its products and services on other websites and in off-line media, and to build traffic by driving visits to different web presences such as a company website, microsites or social media sites. It involves maximizing reach over time to create multiple interactions using different paid, owned and earned media touchpoints.
2. **Act**, short for **Interact**, is about persuading site visitors or prospects to take the next step of interacting on their journey after they initially reach a site or social network presence. It may mean finding out more about a company or its products, searching to find a product, or reading a blog post. It is about engaging the audience through relevant,

compelling content and clear navigation pathways so that they don't hit the back button.

3. **Convert**, or Conversion, occurs when the visitor commits to forming a relationship that will generate commercial value for the business. It involves getting the audience to take the vital next step, which turns them into paying customers, whether the payment is taken through online e-commerce transactions or off-line channels.
4. **Engage** means building customer relationships over time to achieve retention goals through activities such as email and social media marketing. This is a long-term engagement to develop a lasting relationship with first-time buyers and to build customer loyalty as repeat purchasers, using digital marketing interactions to boost customer lifetime value (Chaffey & Patron, 2012, p. 42; Chaffey, 2016, para. 8-11).

The definitions for the objectives found in the RACE model (Chaffey & Patron, 2012, p. 42; Chaffey, 2016, para. 8-11) help to provide the updated framework for selecting marketing objectives that Karlsson (2007), Rademaker (2011) and Bradlow et al. (2017) find to be the main criticism of fundamental marketing theories like the AIDA model, providing a framework applicable in the digital marketing world today. As pressures to provide proof of marketing ROI increase, practitioners such as Wyner (2008) state, "Achieving the desired ROI for a particular activity will be a hollow victory if the overall marketing goals are

not met” (p. 1), so the need for setting the correct goals for a brand’s marketing objective becomes more evident.

Recommendation Two – Develop a Framework for Setting Web Analytic/KPI Goals

The second theoretical framework chosen for this review, the DAGMAR model, encourages measurable objectives for each stage of a communication, focusing on the levels of understanding that a customer must have for a client’s brand and including a strong emphasis that the objectives of a marketing campaign be set so its performance and success can be quantitatively measured (Karlsson, 2007, p. 13; Kim, Morrison, & Taylor, 2004, p. 12; Rademaker, 2011, p. 13). A study conducted by Kim, Morrison, and Taylor (2004) describes the DAGMAR model as a checklist of questions designed to specify objectives of advertising campaigns, also finding that the model: “...requires those who plan the advertising to declare what the advertisement is supposed to achieve. This makes the later task of measurement and evaluation considerably easier than it would be if no evaluative criteria had been set in advance” (p. 12). The literature on the DAGMAR model provides evidence of the need to choose measurement goals based on the marketing objectives selected:

If the advertising campaign aims to inform the customer about the organization, change attitudes, and behavior, etcetera, it is not possible to measure this through sales results. The organization has to therefore set up other ways of measuring the successfulness of their campaigns, for example to measure how well the customers are aware of the organization. (Karlsson, 2007, p. 30).

Despite being a relevant theoretical framework, the DAGMAR model also contains its flaws. Similar to the framework of the AIDA model, DAGMAR is a four-stage hierarchy of effects model that assumes that consumers move linearly through the stages of awareness, comprehension, conviction, and action (Karlsson, 2007, p. 13; Davidaviciene, 2014, p. 823). The criticisms that fell upon the AIDA model from Karlsson (2007) and Rademaker (2011) are the same criticisms that are applied to the DAGMAR model, calling for updates to the model in the field of digital marketing. In today's marketing the updates to the DAGMAR model are found through the use of web analytics and key performance indicators (KPIs). Literature provides some definitions of these types of measurements, with findings defining web analytics as, "The measurement, collection, analysis and reporting of Internet data for the purposes of understanding and optimizing Web usage" (Jarvinen & Karjaluoto, 2014, p. 5), and KPIs as, "A statistic or data point used to measure the success of a business plan or marketing program" (Breen et al., 2016, p. 40). But research tells us that no clear definition for these types of measurements exists.

Shankar et al. (2011) provide a quote in their study that helps summarize the goal of recommendation two. According to the study, "As the economy undergoes transformation, technologies continue to improve, and appropriate regulations come into force, a critical issue confronting shopper marketing is the lack of generally accepted metrics" (Shankar et al., 2011, p. S35). Ryan and Jones (2009) state, "...it is vital to choose the right metrics for your campaign and to ensure that the measurement of those metrics is accurate and meaningful" (p. 225), but their research also tells us, "although a KPI is always a metric, a metric is not necessarily a KPI" (p. 120). The back and forth in

providing definitions of web analytics and KPIs has created gaps in the knowledge and understanding of digital marketing by both shopper marketing agencies and their clients, that have resulted in difficulty providing proof of marketing ROI and increasing the pressure from executives.

Although lacking a prominent definition, the use of web analytics and KPIs is not brought into question. Ryan and Jones (2009) state, “The real value of KPIs is that they let you extract meaning from your website data at a glance,” rather than drowning in data (p. 119). The literature review provided a variety of web analytic and KPI goals found in the research of practitioners and researchers (Bragg, 2013; Chaffey, 2016; Chaffey & Patron, 2016; Hemmila, 2016; Quevedo, Besquin, & Read, 2015; Ryan & Jones, 2009) that serve to quantify marketing objectives. Using the evidence found in the literature review employed in the creation of Table 2.2 (found in chapter two) and Figure 3.2 (found in chapter three), the recommendation found in figure 4.1, derived from Chaffey and Patron’s research, states, “An appropriate KPI framework should clearly distinguish between evaluation of customer acquisition, conversion, and retention for reporting and analysis of the effectiveness of marketing activities for those responsible in each area” (p. 41). The recommended framework for web analytics and KPIs has been applied to the use of the RACE model and offer a selection of metrics capable of providing quantifiable measurement of the selected marketing objective(s).

The selection of marketing objectives and measurement goals is meaningless if it is not placed into practice. According to Kahn (2014), the transition from marketing planning into practice occurs through the use of a marketing mix (p. 95).

Recommendation Three – Develop a Framework for Selecting Marketing Mix Channels

The study conducted by Rademaker (2011) says the task of media planning, which defines the communication objectives, media selection, where and when to use the media mix, is based on decisions made to find the most optimal way to deliver the message to the consumer (p. 10). Defined as "...a set of controllable marketing tools used by a company for creating a desired response in the targeted market" (Kahn, 2014, p. 95), a marketing mix contains the channels that are used to achieve marketing objectives and web analytic/KPI goals. The rapid innovations caused by technological advancements have created a variety of channels that are paid, owned, and earned by brands (Hemann & Burbary, 2013, p. 3; Quevedo, Besquin, & Read, 2015, p. 7), as well as channels that allow a brand to maintain two-way communication with consumers, referred to as inbound marketing channels (Patruti-Baltess, 2016, p. 62; Hemmila, 2016, p. 10; Todor, 2016, p. 52).

Statistical evidence for the most widely used and effective marketing channels has also been included in this recommendation. The eMarketer 2016 digital ad spend and IAB's 2016 ad revenue reports show that digital marketing channels have overtaken all other marketing channels in terms of spend and revenue. eMarketer's 2016 ad spend report provides evidence that display ads – which include banner, video, rich media, and sponsorships – hold the highest amount of digital ad spend at \$34.56 billion, followed by search (\$33.28 billion), lead generation (\$1.85 billion), classified and directories (\$1.80 billion), email (\$0.31 billion), and mobile messaging (\$0.29 billion) (Liu, 2016, p. 11). According to the 2016 study conducted by Millward Brown, which gathered information

from advertising executives, agencies, and media companies, the email channel had the highest ability to track, followed by: search, online ads, website, direct mail, mobile ads and apps (p. 20). The report also gave negative remarks on tracking marketing ROI to webinars, events/conferences, content marketing, and social (Millward Brown, 2016, p. 20). In addition to these reports, various studies (Davidaviciene, 2014; Hemmila, 2016) and research (Batra & Keller, 2015; Patrutiu-Baltes, 2016; Ryan & Jones, 2009) were used in determining the most efficient and effective marketing mix channels recommended in Figure 4.1.

A study conducted by the GMA and Deloitte in 2009 states:

At the heart of shopper marketing is the idea that manufacturers and retailers can orchestrate the marketing mix to satisfy a targeted shopper making a specific trip to a specific store. The goal of shopper marketing is a better shopper experience, which in turn leads to sales growth and heightened loyalty to the brand and the store. (p. 2-3)

The literature review found evidence that, for these marketing plans to become marketing strategies, there is a need for a strategic document that uses a brand's current situation to establish midterm goals and set a course of action on how and when the media budget should be used to reach marketing objectives (Pineiro-Otero & Martinez-Rolan, 2016, p. 40; Rademaker, 2011, p. 10). The literature review demonstrated the need for a document that provides shopper marketing agencies and their clients with a framework for selecting marketing objectives, web analytic and KPI goals, as well as the marketing mix channels that can provide proof of marketing ROI. Literature reviewed from media practitioner and consultant Laura Lake (2016) provides evidence of this need. "A marketing brief is

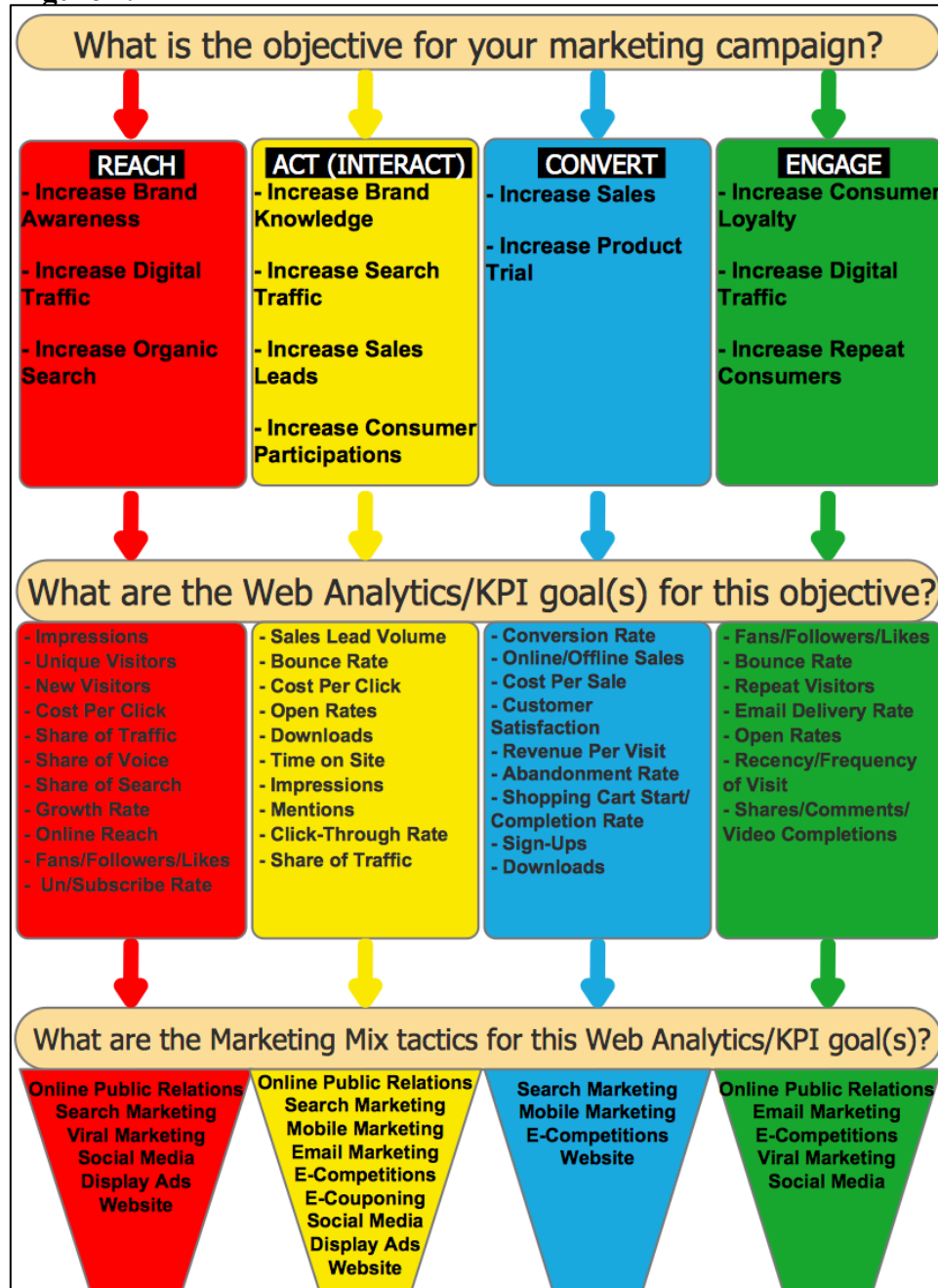
used to lay the framework and foundation of a marketing initiative or campaign,” says Lake (2016). “It enables you to verify marketing results at the end of the campaign and make a determination on whether or not it was successful” (para. 1).

The literature review finds that there is a need for a marketing brief to help shopper marketing agencies and their clients determine the most effective and efficient marketing objectives, web analytic/KPI goals, and marketing mix channels that aid in the creation of a digital marketing campaign to help clients provide proof of marketing ROI. The framework for the recommended marketing brief is found through the progression of each recommendation in this chapter.

Recommendation Four – Develop the Framework for a Marketing Brief

Figure 4.1 is the recommended framework for the marketing brief and uses the elements found in the literature review in chapter two that were applied in the conceptual model in chapter three. The evidence-based literature was used to select specific objectives, web analytic/KPI goals, and marketing mix channels that work together to provide the framework that moves clients through each step of media planning, to select the most effective and efficient marketing campaign for proving marketing ROI. Figure 4.1 provides a visual representation of the proposed marketing brief framework that is derived from each of the recommendations of this chapter, using the components found in the conceptual models of chapter three.

Figure 4.4



Summary

The recommended marketing brief is not meant to be a “one-size-fits-all” or perfect framework for every shopper marketing agency or its client. The purpose of the

recommended marketing brief is to propose a general framework to show marketing objectives, web analytic/KPI goals, and marketing mix channels that can work together to achieve the marketing objectives of a campaign and provide proof of marketing ROI. The study conducted by Hemmila (2016) gives an example of how the hierarchy of this framework is applied in the field. Hemmila's (2016) study utilized the RACE model used in this recommendation to state that the reach objective(s) build brand awareness and web presence (digital traffic) – and should use the KPIs “followers,” “visits,” “organic traffic,” and “search volume” – using search marketing, social media, and creating quality content through blogging (online public relations) (p. 31). Hemmila's (2016) study provided evidence of positive results by using this framework, showing successful application of the framework in the field. The systematic literature review used in this research expanded similar ideas into a comprehensive, visual frame that can be used by shopper marketing agencies and their clients in the field, as well as for education in digital marketing.

Chapter Five: Conclusion

Introduction

This study conducted a systematic literature review on emerging academic and trade literature on the field of marketing to address the problem that there was no existing marketing brief to help shopper marketing agencies effectively guide clients through the media planning process. The literature review also provided evidence-based research to answer the study's research questions and provided a framework of the most common marketing objectives, web analytic and KPI measurements, and marketing mix channels. The key recommendations of this study resulted from the literature that provided the framework for the research questions the marketing brief presented in chapter four. This chapter provides a discussion of the gaps found in the literature, suggestions for additional research, and concludes with a discussion about the significance of this study to the scholarship and practice of digital marketing.

Gaps in Literature

When conducting the systematic literature review for this study, there was limited literature found that discussed the use and practice of social media metrics, mobile marketing, and optimization practices through consumer data. The literature found after keyword searches on social media metrics was either vague or did not quantify the data collected through social media marketing. eMarketer (Liu, 2016) forecast that by the year 2020 mobile marketing will account for 76.7% of digital ad spend in the US (p. 7). The absence of literature and research conducted on mobile marketing shows a glaring gap in the literature as mobile marketing is quickly becoming one of the most important marketing tools today, and with research and information lacking, researchers,

practitioners, and educators are quickly falling behind. The last gap found in the literature pertains to the use of consumer data as a way of optimizing digital marketing campaigns. The practice of data optimization permits brands to improve and maximize marketing ROI. This gap in literature is another issue in finding and proving marketing ROI. Although not widely accepted, the lack of research regarding the tools and practices on the use of consumer data to optimize marketing campaigns is a gap in the literature that provides one of the emerging strategies for researchers and practitioners to study.

Suggested Additional Research

A study on challenges in digital marketing conducted by LeeFlang, Verhoef, Dahlstrom, and Freundt (2013) notes several areas where additional research is needed:

1. Customer Insights: “With the increasing presence of more data, databases from multiple sources will be developed consisting of data at multiple aggregation levels. This will result in more complicated models. Future research should focus on the development of these models” (p. 10).
2. Social Media: “...multiple researchers have started to understand the impact of social media and specifically user-generated content on sales and firm value...Specifically, it would be interesting to investigate the impact of social media on individual customer behavior, such as customer loyalty” (p. 10).
3. New Metrics: “One of the main problems is the increasing availability of new metrics. The most important task for marketing researchers in

the coming years will be to understand the importance of these metrics” (p. 10).

4. Analytical Talent Gap: “Our final most important digital marketing challenge concerns the analytical talent gap. While marketing researchers have considered capabilities of front-line service employees, sales managers, salesmen, etc., specific studies focusing on capabilities of successful marketing analysts are lacking” (p. 10).

These are some of the more noted areas for suggested research, but one noted area of importance is the need for additional research on mobile marketing technologies.

Conclusion

Significance to Scholarship and Practice

The purpose of this study was to review evidence-based literature to answer the research questions that sought the most effective and efficient digital marketing objectives, web analytic and KPI goals, and digital marketing channels for use in the framing of the recommended marketing brief. After conducting a systematic review, the evidence-based literature compiled from marketing practitioners, researchers, and executives, provided a framework to aid in the selection of digital marketing mix channels, chosen to achieve selected web analytic and KPI goals.

The significance of this study to the practice of digital marketing is the conception of a comprehensive marketing brief that serves as a tool for shopper marketing agencies to discuss with their clients and lead them to the creation of an effective and efficient digital marketing campaign. This study also holds significance because it can also serve as a tool

to educate agencies, clients, practitioners, and scholars interested in the field of digital marketing.

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