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Thesis

**Social Media, SEO and Google Ads in Digital Marketing
Strategy: A Case Study on EcorNaturaSi.**

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Change is inevitable. Growth is optional.- John Maxwell

Abstract

This thesis explores the implementation of a digital marketing strategy in all its functionalities, and has been developed following the mantra: *Content is king, distribution is queen and context is god*.

The first chapter focuses on the evolution of consumer decision journey throughout the years and the development of touch-points from off line to on line activities, strictly tied to the role of users' behavior on line. We present the strategy for an efficient social media management, and best practices and functionalities for each social media platforms. Finally, we identify the main KPIs to evaluate social media strategy's activities and results.

The second chapter provides an overview of the main elements in Search Engine Marketing (SEM). Starting with the ongoing updates of Google algorithm, we explore how Search Engine Optimization (SEO) techniques are always more relying on a user-centric approach. Then, we focus our attention on the main SEO techniques and KPIs to be considered for their evaluation. Also, we discuss the implementation of paid optimization activities on Google Ads and introduce the elements needed to implement an efficient Facebook Adv strategy.

The last chapter introduces the EcorNaturaSi S.p.A case study. After a general overview about company's history, its on line presence highlights and the ongoing relation with the web agency MOCA Interactive, we present the results of our analysis, where we first focus on the interaction between organic and paid source of traffic website. Then, we evaluate the Google Ads campaigns and analyze how the social media specialists manage the EcorNaturaSi Facebook page.

The whole analysis is pursued considering the main firm's goals: bring people to the stores and bring traffic to NaturaSi web site. For this reasons, we have considered the following as the main KPIs that could contribute to the goal realization: number of clicks to NaturaSi web page from Facebook page, the ratio between store visits and impressions and the different traffic sources. In addition, we have analyzed some others KPIs, typical for each platform, to have a better framework of the digital marketing activities and strategy.

Our results show that the Public Relations (PR) activities are the most profitable to EcorNaturaSi especially in terms of brand awareness and store visits. The performance of PR activities increases when they are sponsored on line. As we will show during the data analysis, the main goal is reached especially when event and new opening are sponsored on line trough Facebook

and Google Ads. In this context, the *community bio* is the most profitable activity that allows the brand a creation of a targeted network of consumers and potential clients that share their passions, information and recipes about the organic world. On EcorNaturaSi point of view it is a good occasion to nurture the relation between EcorNaturaSi clients, EcorNaturaSi shares some recipes with its products and some videos, that are sponsored with specific ads on Google and Facebook, to tell about organic world, EcorNaturaSi farmers, providers and EcorNaturaSi world in general.

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Chapter 1

The Evolution of Consumer Decision Journey

The recent technological improvements have a strongly impact on the relation between the evolution of consumers' behavior on line and the consequence adaptation of digital marketing strategy of firms. The digital strategy of a firm is a circular model. The digital transformation started with Web and Social Media 2.0 era. In this chapter we introduce the changes within the consumer decision journey and consumers' buying behavior. It follows an analysis about how firms have adopted the improvements for their strategy and marketing plan. After a general overview about development and changes in the on line world throughout the years, the thesis explores how the evolution has affected the consumer decision journey and companies' marketing strategy. The main characters of the first chapter are users and firms. They are tied by a common factor: the web evolution. It affects, in different ways, the two parts that are becoming even more interdependent. A company should analyze, should be able to recognize changes and development and has to adopt them. Applying and keeping updated about the developments firm ensures a successful company's digital marketing strategy. The first chapter aims at providing a theoretical background introduction, by developing a journey through the Web evolution from Web 1.0 until Web 4.0 and its consequences in content formats, distribution and tone of voice. The following sections analyses consumer decision journey: how it was and how it is now. The last part will introduce the new way in which companies are communicating with consumers. In particular, the reader could find an overview about social media communication evolution and the alternative marketing communication model. In this first chapter, I would like to build a general framework about social media strategy, its constructions and application in a company's marketing strategy [11]. In general, the chapter's main characters are users and how they start gaining power using social network. The direct consequence is the development of a social media marketing's study by firms and the revolution of the processes followed.

The concept “digital native” was first used in 2001. This term identifies the group of young people born in a digital era when technological devices already exist. The several technological devices are continuously changing and they directly affect people and firms behavior and way to approach to others. People are changing the way they access to information and get in touch with other users. Easy access and use of mobile devices allow people to share and create content every time they want and from all over the world. It is all a matter of participation. People live their life using social networks, they share contents, videos, photos and more. They can freely interact with other people, organizations and companies. They can read and compare reviews, feedbacks and opinions. We are living the Web 4.0 era, where the focus shifts from one-way communication to an interactive system, where people can communicate worldwide. In fact, the evolution from Web 1.0 to Web 4.0 has been gradual. With the term Web 1.0 we usually refer to an “only reading” use of on line tools. Companies used Internet to deliver to consumers fliers and catalogs, the same advertising material, with the same format and content they could find printed in newspaper. During Web 1.0 having a website was useful only to remark the on line presence. Websites are reading tools, they are not focus on interaction, participation and the link structure was really weak. “Web 2.0 refers to developments in on line technology that enable interactive capabilities in an environment characterized by user control, freedom and dialog” [18]. Web 2.0 changes both companies and users way to approach to the Internet. Internet became more users-centric and participative and a valuable source of information and wisdom. Firms could use Web 2.0 as a powerful and cost-saving tool to gather big data, develop interactive, fast and easy way to face with consumers. Web 2.0 strongly influences the consumer’s path during the different phases of consumer decision journey. Managers should study and consider Web 2.0 together with all the opportunities and threats beyond the concept. Web 2.0 is the infrastructure that allows consumer-generated content and social media [1]. In Web 2.0 users trust more on strangers, that are used as source of knowledge. It is possible to monetize this trust relationship trough a phenomenon called reputation economy. A positive reviews or feedback on line, create positive cash flow and esteem to the company. On social network people can actively take part to discussion, create and edit content. It is really difficult to companies to control users that have more transparent interactions. People interaction becomes a fundamental point and opportunity for the firms. Experts evaluated the participation a crucial point for marketing strategies and activities. Participation should be considered during marketing strategy development and it should become part of the marketing mix. The traditional representation of marketing mix includes four Ps: product, price, place and promotion. The new concept of this mix includes five Ps: product, place, price, promotion and participation. The main change involves how companies and users interact. The effort and the new challenge of companies is to try to create customers who create other customer [18]. The main technologies used in Web 2.0 were: blogs, folksonomy, tags and tag cloud. Blogs, are composed by different posts written with a journal style. Tagging and linking are the two main activities possible within

blogs. Users used tags to classify posts' topics, on the other hand, linking was used to report references or sources. Folksonomy means to use terms or words, which are different from defined keywords and which make better sense for the authors. As mentioned before, tagging was used to categorize content. The use of tags created a tag cloud, an essential tool to gather information about tags used and their popularity [18]. With Web 3.0 data analysis was improved. The evolution began around 2006 and it represented a revolution in the way data are gathered, used and translated in effective information. The changes were all about creating devices and website understandable by the same machines, not only by humans. Web was rethought as a worldwide database, building and constructing for the machines interpretation. The innovation was not about content (it was the same from Web 2.0), but it was about the data set addition. The devices were able to connect the different data creating meaningful relation and concept. Next step is Web 4.0, the era we are living now. Actually we are living in the transition era from Web 3.0 to Web 4.0. Nowadays, the separation between data, content and users does not exist anymore. They interact each other. Devices and machines become clever, they are able to read and answer to questions and messages. The keywords that reflect the innovation are transparency, participation, contribution. Chat bot and artificial intelligence are developing and becoming more and more precisely and human. Augmented reality and all the related devices allow and help users with their consumer decision journey. Machines are able to give more information about the reality and they can involve lot of factors. Although the concept and the framework realized seems to amplify the available information by users, the knowledge and study behind the new tools, allow authors and firms to control and decide which information should be on line and which not.

1.1 Consumer Decision Journey

When a company approaches to the development of a marketing strategy, the starting point is the customers' framework. It is fundamental to identify the company's target and potential clients. Once the different users' clusters are represented, it is important to draw the reflecting personas. "Personas" are archetypal users of an intra-net or website that represent the needs of larger groups of users, in terms of their goals and personal characteristics [18]. Building the users personas allows the firm to better understand the customers' need and to better customize users' experience. The result is a profile with users' motivation, expectation, need, name, personal and demographic characteristics (job, age, gender) and often a photo. Once the personas are identified, it is important to deeply analyze and observe their "consumer decision journey". The consumer decision journey is a path followed by consumers during their buying process. The analysis of this journey is fundamental for a company to understand what drives and influences customers' choices. The consumers journey exists among the years. The implementation and changes of tools and environment, together with the way information are available, affects the evolution of

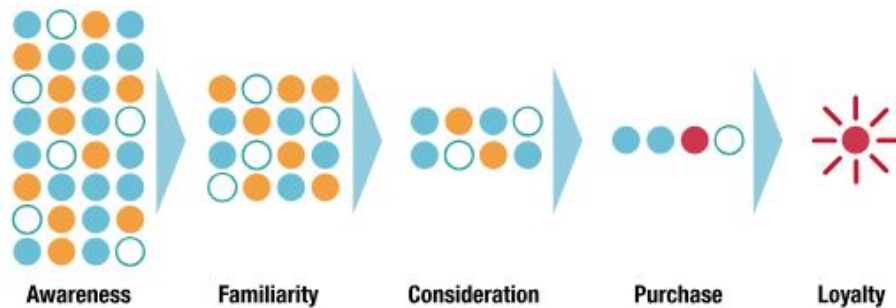


Figure 1.1: Funnel representation. *Source: [4]*

the consumer decision journey. A good framework of the journey is given by McKinsey experts. The first article was written in 2009 and describes a first representative evolution of this path, from a funnel to a circle[4]. In the first-time analysis experts used a “funnel representation” represented in the Figure 1.1. At the beginning of the journey, consumers have in their mind a set of potential brands that could satisfy their needs. The number of the brand will gradually reduce due to marketing strategy, channel management and messages studied by companies to win the competitive battle. During the decision process, brands are increasing and reducing through the funnel. At the end, only one will be chosen by the consumer. The tool used by marketers to drive the consumers in the funnel is the creation of different *touch-points*. A touch-point is a point of contact or interaction between a business and its customers or consumers. The ability of creating clever and efficient touch-points is the secret to win the funnel. Touch-points are not the only player inside the journey [4]. As showed the exhibit (Figure 1.1), in the first phase brand brand awareness plays a central role selecting the set of brand in consumer’s mind.

The next phase causes the first brands’ elimination due to the brand familiarity users have with the considered brand. The funnel ends with the consideration of a pair of brand and the choice of only one to buy. Following this model, each time the need shows up, users reflect a “loyalty scenario”: consumers are driven to decide to purchase again the same brand. The studies about consumer decision journey demonstrated that the funnel model fails. The representation of the model should be more sophisticated, nowadays people are well-informed and the way they approach to information is completely different. Different kind of media, Internet access and wide products’ choice are available now. The journey mutated because of communication changes. The evolution from one-way (from marketers to consumers) to a two-way communication (where companies engage people and interact with them) influences how companies talk to consumers and influence their decision. The increasing importance and consideration around these studies give to firms a concrete way and method to reach users. What occurs today to be chosen is different. The journey is represented by a circular

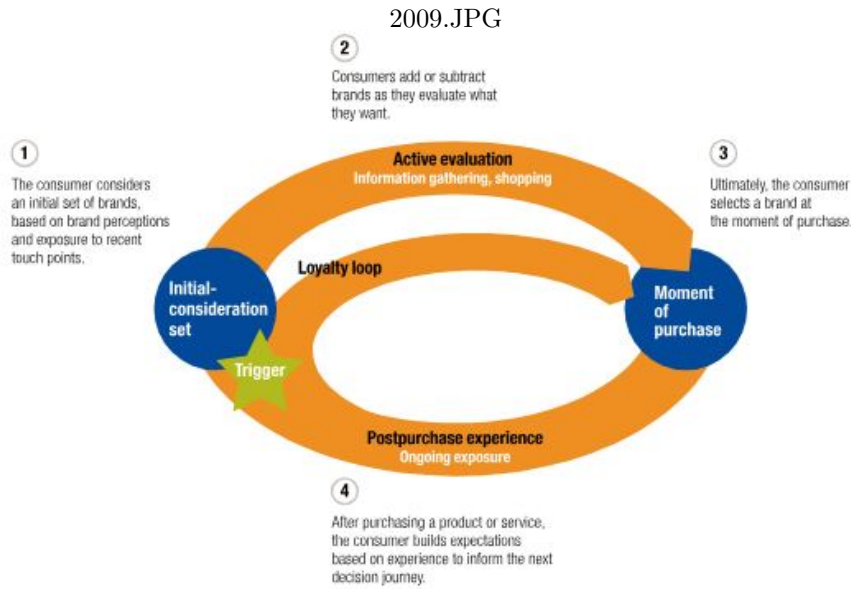


Figure 1.2: Customer decision journey [4].

path where consumers walk into the different phases. Each phase could be seen as a battle, where each touch-point between consumer and firm could bring the victory at the end [4]. This circle, as shown in Figure 1.2, is composed by four different phases.

The first one is the initial consideration: as soon as the need is shown, the consumer has already in his mind a set of brand that could satisfy his demand. Recent touch-points, brand perceptions and brand awareness are the elements that help consumer to build the initial brand set. Be present, as a potential brand, in the first phase is important, but not determinant to win the purchase decision. While in the funnel the number of brand strongly decreased in the second phase, in the circular active evaluation phase the number of brand could both decrease or increase. This second step represents the evaluation and consideration of the different brand made by the consumers. The evaluation results could bring to a reduction, but also to an addition of some brand from the first set. An important role here is played by the company's ability in creating touch-points.

The third phase is the moment of purchase: consumer takes the final decision and makes the purchase. The game is not totally done. To gain competitive advantage and to obtain consumers loyalty, firms need to pay attention to the fourth phase: the post purchase experience. Before and after the purchase, consumer builds expectations and evaluate the real experience based on them. Much more expectations reflects the reality, it is easier consumer choice your brand every time the same need shows up [4].

Most-influential touch points by stage of consumer decision journey, for competitors and new customers, % of effectiveness¹



Figure 1.3: Based on research conducted on German, Japanese and US consumers in following sectors for initial consideration - autos, auto insurance, telecom handsets and carriers; for active evaluation - auto insurance, telecom handsets; for closure - autos, auto insurance, skin care and TVs; figures may not sum to 100 per cent, because of rounding [4].

To win the consumer decision journey, marketers must develop their strategy with a combination between traditional and new marketing. People include during their active evaluation different touch-points such as: Internet reviews, word-of-mouth recommendations, but also in store interactions and traditional advertising. Figure 1.3 shows that both consumer and company-driven marketing affects each phase of the decision journey, but with a different percentage.

The journey could be an ongoing cycle. When consumers' expectations are realized, post purchase experience could create brand loyalty. There are two different kind of loyal consumers: active and passive. The active consumers not only buy the brand, but also they recommend it. Passive loyals may be dangerous for a company because they are continuously affected and influenced by competitors' messages to switch the choice. Leveraging on touch-points, firms could maintain the client. As written by McKinsey experts [4] there are some marketing aspects that require a strong effort to keep passive consumers loyal. The first attempt is to align marketing strategies with the consumer decision journey, in particular firms should invest in knowing their consumers, studying the right touch-points to be created, reviewing the loyalty program, measuring the performance indicators, and choosing the most appropriate KPIs to evaluate [4]. Another possibility is to prioritize objectives and spending: targeting possible consumers and address them with the most adequate touch-points.

Another efficient investment is the one in consumer-driven marketing. With this kind of marketing, brands have the possibility to interact with the consumers. Touch-points are the right tools and the most useful vehicle to distribute them is social network. Internet is the “place” where people look for information, reviews and recommendations [4]. When marketers have established the right touch-points, their focus should be on creating and managing the existent content and being targeted by the search engines. Even though the scenario has changed and tools are evolving to more digital and on line tools, it remains fundamental to win the in-store battle. The tactile and sensory dimension is still a crucial point during the purchase decision of a consumer, in particular the visual one. Winning the in-store battle could be a great opportunity for firms to win the initial consideration phase or to be added during the active evaluation beyond the already existed brand.

Experts reviewed the consumer decision journey in 2015. The digital innovation process has keep going: companies have invested more in new technologies and digital tools and marketers tried to apply them to marketing strategy [6]. Due to the advent of new tools and processes, companies use the journey to deliver value both to the brand and consumers. Brands thus become able to actively shape the consumer journey. By monitoring the data, analyzing and investing in the right technologies, studying and adapting to the changes, companies may turn the consumer decision journey into a source of competitive advantage.

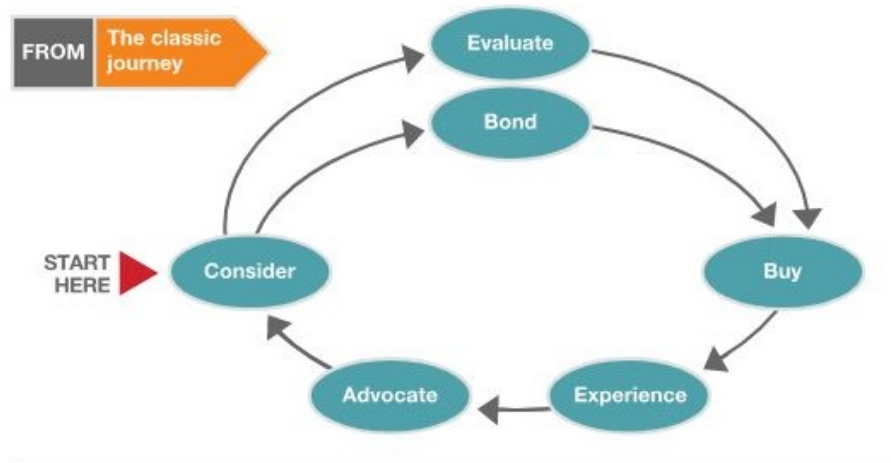


Figure 1.4: From the classic journey [6]

As shown in the figure 1.4, optimizing the consumer journey means to compress or remove the evaluation and consideration phases. The more a company reduces these phases, the more the competitive advantage is. The elimination of the first two phases means the immediate recognition and choice of the brand by the consumer. The process to reach this advantage requires a strong effort.

Companies need to consider the consumer decision journey like a product. The journey needs to be managed, measured and followed [6].

Nurturing some capabilities could help to reach the advantage. Some of the best practice features to cultivate are: automation of journey steps: it helps the people engagement. Companies should use the information they have about people to customize the experience. Again, the analysis of big data and data available in the firm could help to customize the services and experience. Another capability is the journey innovation: in particular, company needs to know at which phase of the journey consumers are. Gathering insights and feedbacks from consumers could help to improve the service and implement new functions.

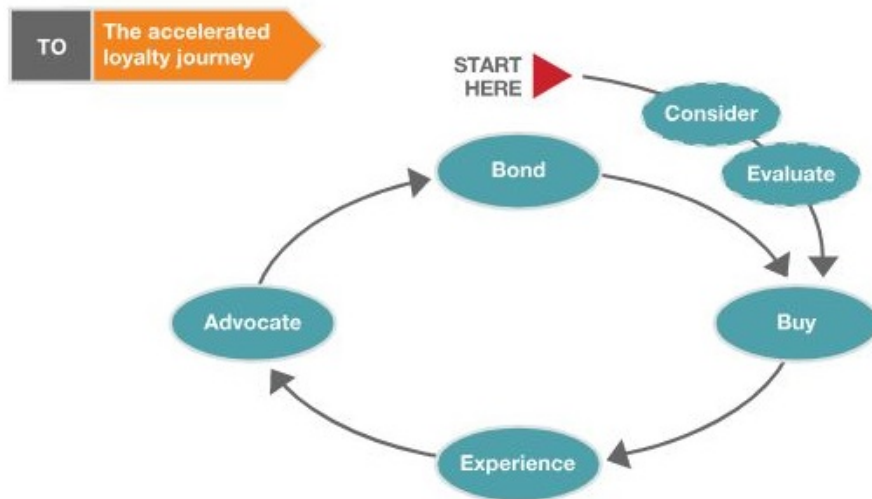


Figure 1.5: To the accelerated journey [6]

Studies about consumer decision journey follow a constant evolution, as shown in Figure 1.5. The first representations were about a linear path, a funnel, where consumers are driven by different stimuli and touch-points created by the firm. The process started with brand awareness and ended with brand loyalty. Actually the consumer decision journey reflects a more complex reality, it includes the contextual element and it is made by various decision criteria and touch-points.[6] The approach has become more sophisticated following the changing environment. Easy and fast access to information, changes in consumers' needs, evolution of information tools and globalization are some of the causes.

Today the theme of loyalty is really exclusive and it is shown in Figure 1.6. Thanks to the fast access to information, consumers are used to shop around and buying different brand. Comparison between brands is easier today due to various and different website, the proliferation of social network and influencer. They use social media to show what they buy, use and think with transparency.



Figure 1.6: Consumer decision journey today [6].

Experts have shown [6] that the choices for purchase are constantly evolving, creating each time, a new cycle of purchase. The loyalty benefit becomes more difficult. Today people trust in others' opinion and reviews. Thanks to the digital world, it is easier to read the opinions and feedback about a product. As already anticipated in 2015 [6], customers' choice is made during the first phase, the initial consideration. Initial consideration and potential brand growth are very close each other. Their correlation is given by the customer growth indicator. Analyzing this score, firms can make a comparison with the competitors and try to go over them. The indicator could help companies target their customers and decide budget's allocation among the marketing strategies [6]. Today the battle to win is at the initial consideration phase; consumers are attracted to top trends and novelty [7].

Starting with what is happening today, theoretically speaking, it could be useful to write down a sort of guideline to apply these studies. First of all, firms should build and draw who their personas are: think at their characteristics, write their demographics aspects, behaviors and needs. Behaviors, needs and goals representation is crucial and should be accurate. Personas represent firms' current and future customers. The following step is to map the customer decision journey for each persona, marketers must clearly draw how, during

the different phases, customers could meet touch-points with the brand. The consumer journey map, in particular, represents the interaction between individuals and organizations over the time and across channels. It includes different components of customers' path: the feelings, emotions, touch-points and the channels used. There are nine keys steps to follow to build a customers' map [7]. The starting point is the goals review; then it is really important to write down a list with all the channels and tools used to communicate. The third step is to list the touch-point. It could be interesting to build an empathy map with all the feelings a customer has during the journey experience. A useful activity marketers should apply to obtain the best results is to use the brainstorming technique, where ideas should be put together creating a melting pot with different point of views and perspectives. The ideas then are put together in an affinity diagram trying to figure out the perfect solution for the target. All these elements are the fundamentals to customer journey construction. Redefining, sketching and sharing the final idea should give the company the best tool to build up its strategy [7].

1.1.1 On line Search: Users' Approach and Behavior

In general, we can consider Internet as the primary tool and device used by companies to develop their marketing strategy. Internet can give firms lot of opportunities and can be used as a cost-saving solution to elaborate and gather big data to translate into a concrete strategy and analysis. As seen in the consumer decision journey, users take advantages from the Internet because it is a great source of information. People could find lot of details about a product or a service, they could interact each other and compare the different brand, making evaluation. Search engine, Google in particular, could be defined as the zero moment of truth. The term is used to identify the first moment a user gets in touch with a brand or its product or service. It is a really crucial moment because it creates or changes the brand impression in the users' mind. Easy access, transparency and fast diffusion of information facilitates the so-called word-of-mouth (WOM) i.e., people give more value to strangers or peers' opinion than the brand's one. When consumers are satisfied or dissatisfied by a product, they are more incline to share their experience with others. Through the Internet the process is faster and easier and WOM becomes a crucial point for marketing strategy [11]. There are three different kind of WOM: experiential, consequential and intentional. They are different due to the reasons could encourage the user to start sharing her experience.

The stimulus could come from the direct experience in using the product or service (experiential), from the effect of marketing activities (consequential) or from celebrity endorsement (intentional). When the spread of information and reviews is on the Internet, the phenomenon is called eWOM. Managers should evaluate the eWOM's influence and try to create a positive flow of information, increasing consumers' commitment engagement and sharing company's values. The eWOM affects the company's profit, the quality of product and the consumers involvement [2].

By developing their marketing communication strategy companies can choose among different kind of tools and formats. One element useful to create, increase and maintain the relationship with the customers is Customer Relationship Management (CRM). Having an updated CRM database and the constant realization of CRM program and activities means to adopt a customer-centric approach and to invest a marketing effort in building relationships. There are two pillars to build a profitable CRM strategy: firm competence in the know-how and relationships management [11]. The first concept includes how firms organize and complete their databases, in particular, companies need to strategically think about which are the most useful clients' information to collect. On the other hand, the emotional component has strongly affected the effort's profitability of organizations. Feeding the customer engagement is another element to consider.

The creation of brand communities could help to reach the goal, they are particularly useful to generate and keep alive the loyalty loop seen in the consumer decision journey analysis. In general, on line users could be divided in seven groups: in-actives, creators, conversationalists, critics, collectors, joiners and spectators. They are classified by their behavior on social platform: some people share opinions, feedback and reviews; others read and compare other's opinion without sharing their one. Some others need to join in a group and in a community to feel part of something. A good strategy to use the right social media control is the analysis of reasons that push people sharing and being active on on line platforms. Some of the reasons could be: affinity, altruism, curiosity, validation, personal utility, contact, comfort and immediacy. Another tool useful to leverage the WOM communication, is the technique of viral marketing. Part of viral marketing is the strategy of guerrilla marketing. It is not so frequent, but very actionable. Low price and strong effects are its two main characteristics. Marketers, during the strategy's development consider users' habits and lifestyle. Website and on line platform design should be more mobile friendly than desktop, the content strategy should respects the Search Engine Optimization (SEO) algorithm and rules. Marketing strategy should be more user-centric to adapt to and follow the needs and necessities of consumers. Content is the king of the strategy, should be studied and analyzed "ad hoc" for each kind of personas: having an effective content strategy is useful to enter in consumers' conversation or to start talking with them.

In the next section, we will discuss uses and techniques of social media, showing that they represent the best way to reach the objectives of marketing strategy. In particular, companies have three main goals to accomplish through social media: brand awareness, increasing sales and building loyalty.

1.1.2 Users and Social Media

The firm's social media strategy should be built around the concept of participation. The fifth P¹ of marketing mix is the key to success and to win the war

¹As we have already mentioned, participation is considered as the fifth P of marketing mix.

against competitors. With changes in consumer's behaviour, companies have adopted new kind of communication and new vehicles to share messages [10]. Experts showed [10] that evolution in communication starts from consumers' attitudes. In this thesis we aim at showing that the communication is from human to human and the purchase action too.

In general, companies use social media for different goals. The core objective is to increase brand awareness, then to help consumers in their journey influencing the desires and encouraging the trial. A direct consequence of social media presence is the facilitation of purchase. Social media are useful to gain loyal consumers and to maintain the brand loyalty. There are many examples of companies that used social media to recover from services failures. Social media is the fastest way to get in touch with consumers. It is the mainly way consumers relate with companies' brand, products and services. Marketers should deeply know and study users. Firms should plan every single posts, advertising and content published.

Companies use the LARA framework in planning how to be on line and to reaching their targeted consumers. LARA is an acronym that means: Listen, Analyze, Relate and Act. Each letter reflects a step in the study of interaction between users and social media [18]. The framework is a path marketers should follow, it must be seen from a firm's point of view. Listen to consumers conversation: what they think, how they write and what they need. As written before, Internet allows users to express their opinions with transparency. Listening to consumers' conversation help companies to understand what users think about a product and how they are using it. "Listening" helps firms to improve the offering and the products' features. Companies should take into account the different opinions and conversation on line and analyze them. Conversation's analysis is the second step: in particular, it is useful to study who are the active users and the influencer, which is the problem and how the brand is perceived by the others. Analyzing users' conversations companies could see their brand perception on consumers' point of view. One of the biggest advantage of social media and on line presence is a cost-saving way to gather information about consumers and their needs. Knowing and anticipating consumers' needs is the best way to plan the right offers, campaigns, promotions and products. Internet is the companies' biggest database and the source to build a useful CRM system. Gather information is important and relate the information with enterprise database and systems is efficient. After the deep study on line, firms should act on conversation, trying to influence users and to actively participate to their conversation. Act on users' conversation and comments brings to organizations the advantage of loyalty; it makes closer the gap between companies and users.

It is a matter of communication [11]. How does a communication system process work? The system is composed by two main actors: sender and receiver, the process includes different stages: source encoding, channel/message and decoding. The sender represents the company, the receiver is the targeted consumer. Starting point: firm has the information to share with the consumer. The sender starts the process selecting which are images, words and the message to deliver to the receiver. The encoding step starts. It is a strategical part of

the process: firms should take into account which are the images, symbols and words they want to associate with them. Marketers' job is to validate and think which is the strategy beyond this phase. The product of the encoding phase is the message and it is going to be delivered to consumers. The features of the message are: content (information and meaning) and structure (message design and the way information are put together). Marketers' worries are also the choice of the right channel through which the message will be delivered. There are two kind of channel: personal and non personal. As the names suggest, personal are channels that involve a direct contact between sender and receiver (i.e. email and social media), non personal are all channels carry on the message without a direct contact (i.e broadcast communication and print) [11].

We have already mentioned the participation concept. Today consumers are more active and personally involved in communication process, they act propagating the message through channels. This phenomenon, called viral marketing, could have both advantages and drawbacks for companies. The success could depend on the message, consumers characteristics and channel's choice. Last phase is the decoding one: the step by which receiver transforms message into thoughts. The communication process ends with the two effects caused by the message: response and feedback. The response is the receiver's reaction after seeing the message. Sometimes consumers could ignore or directly act buying the product. What matters to marketers is the feedback step. It is the action part that comes back to sender. What do consumers effectively understand?

We exposed the communication process fix to create an effective communication process, marketers develop an effective communication strategy. First of all, marketers must delineate which is their targeted audience, who are the consumers' segments they want to communicate with. Building users personas help marketers to have clear idea about them. The most important feature to delineate of a user persona are their needs, what they are looking for and their expectations. The following step is to delineate, for each persona, his own consumer decision journey. This project allows to understand when your targeted persona gets in touch with the brand and create the most effective touchpoints. Marketers decide which channel better reflects their brand and which is the most efficient to deliver the message. Then marketers should be accomplished by content branch and content experts to better draw the message, with the right tone of voice.

Due to the deep involvement of users and consumers in the social network and channel organization, targeted users should be put as the strategy's core. Marketers should use a user centric approach, as I have already analyzed, consumers are more and more involved and the social media channels have an interactive format. Transparency, easy access to information and channel bring this phenomenon to the exasperation. There are, in particular, two kind of methods marketers develop to involve users: Call to Action (CTA) and user generated content [11]. The first technique is really intuitive: firms and organization try to put a CTA at the end of their message and advertisement. Marketers use the Call to action way to invite users to subscribe to their newsletter, take part to some events, follow the other social media channel or to read the blogs arti-

cle. It is important to consider to make very simple CTA. The instructions to follow the CTA and the procedures should be very simple or reduced to involve and engage users. They must follow a simple guideline and they have to be accomplished step by step. It is important to create the CTA sentences with a creative approach and try to vary the words.

The topic of the user generated content is really hard to explain. As the name suggests, the term refers to content created by the users [11]. They are encouraged from the company to create content, inspiring from their passion. There are both examples of successful and unsuccessful UGC. Company should take into consideration which are the damages and the danger UGC could bring to brand image and identity. Despite all the drawbacks UGC engages and involves the users. For this reason, marketers should consider that in their on line strategy. To allow the creation of UGC it is necessary only to give some elements to the users and they could finish the story and develop campaign and content. On company's point of view, social media have forced firms to be as transparent, clear and proactive as possible [2].

Nowadays, users could be called *pro users* due to their interactive approach on line. They create, share and comment content. From company's point of view, users' voice is becoming more and more the most important element to consider for brand reputation, image and identity. That is the reason why people, and not more products, are the focal point of the strategy.

1.2 Social Media Marketing

In this section we discuss the time line evolution of social media. The focus is on how they work now and which are the secrets to develop a successful social media strategy. With social media marketing we refer to "the utilization of social media technologies, channels, and software to create, communicate, deliver, and exchange offerings that have value for an organization and its stakeholders" [18].

Firms need to communicate to people, on basis of the organization, to share firm's values and message. Since the social media evolution has started, consumers gained much more bargaining power, forcing companies to be more transparent and responsive. A clear time line delineates the evolution of communication; the first phase is the communication through broadcast materials: radio and printed stuff. The strategy was to reach the mass media, the strategy was push orientated and the center was the product. The middle phase is the tradigital marketing. It reflects the 2015 studies around consumer decision journey: people start using on line platform and looking on line for information.

Communication was more specialized and personalized. The time line ends with the last phase: social media marketing. The recent evolution sees as core a change in the way communication and marketing are developed. The attention focuses on: participation, sharing and dialog. A direct consequence is the major attention on users and consequently on content. Content is becoming the king of social media marketing strategy.

Content is the way to reach consumers, the public content should be planned

and studied in advance. Content should be user centric and it moves the attention from the product to the receiver (the user).

There are different techniques and secrets to follow in developing a social media strategy; content, tone of voice, frequency and target change channel by channel. The study should be personalized based on the channel used. In general, social media channels are divided in four zones as shown in Figure 1.7: *Social Community*, *Social Publishing*, *Social Entertainment* and *Social Commerce* [18]. The first zone is composed by all the channels based on relationships (forums, social communities and social networks sites), their main characteristic is a multi-way communication feature. Members take part of these communities through the creation of a profile, a sort of avatar with photo, personal information, interests and hobbies. The main keywords are social presence and connections: people show their presence reviewing, posting and contributing to comments. They establish connections with other people, called friends, followers or fans. Social publishing includes the group of channel where content is distributed, disseminated and shared to an audience. Some examples are blogs, micro-sharing and microblogging sites. Blogs can be maintained by individuals, journalists and organizations. They distribute regularly and updated content. It could be text, graphics audio and videos. Channels that offer entertainment ad opportunities to play are included in the Social Entertainment zone. On the other hand, the Social Commerce zone includes all sites that influence stages of consumer decision journey. Consumers can find ratings, reviews and feedbacks, they can ask for information and they can compare the different opinions.



Figure 1.7: Social media zones [18].

There are some social media features to learn before starting using social media [9]. Social media cannot make up for a bad service or product. Sometimes

they make the situation even bad: bad news, reviews, feedback and responses run on line very quickly. Social media management, to work properly, needs a budget allocation, cannot be free. The investment is both of money and time. A social media plan should be established and an efficient business plan should be built around it. Social media platforms are different, they differ for their targeted audience, content strategy, tone of voice and frequency. Whatever it is the social media channel company knows that it is a peer-to-peer (P2P) and human to human communication.

The social media approach becomes a matter of mindset. To avoid a failure, companies do not need to think about social media as another place for advertising, marketers need to develop a strategical mindset composed by three elements: targeted connections, meaningful content and authentic helpfulness. Companies must surround themselves with interested people. The core of social media marketing is the content, it could be very helpful to understand which are the right information to communicate and to share to users. Slide presentation, e books, newsletter, case studies, photographs, podcasts, info-graphics, reviews and stories are some examples of which form of content could be useful to share.

For enterprises some benefits given by social media are: public relations and word-of-mouth advocacy. Brand could really reach their identity and awareness from social media presence. As already anticipated, both for B2C and B2B business, social media are a strong source of information. They allow marketers gain informations and save costs. Let us consider not only about adv and CRM costs, but also research and development, collecting, analyzing and studying users' comments, ideas, feedbacks and how they use your product. What about employer branding? HR? Recruitment? Social media are a strong tool to hire people and to share the company's vision and value. Companies publish on line their job offers, especially on Linked In, to reach interns and junior.

One of the most unconsidered benefit of social media strategy is the influence within the internal employees, most part of projected value comes from improving communication and collaboration across the enterprise. Which are the social media channels that bring to company value across the value chain? Marketers should consider in particular: social networks, blogs, ratings and reviews, social commerce, wikis, discussions forums, co-created content, crowds-sourcing, media and file sharing and social gaming. A firm, before involving employees in its communication system, should consider to have and to develop some particular features such as: high percentage of knowledge workers, evidence on brand recognition and consumer perception, interest and strong reflection in company's goals, in particular in creating strong brand reputation, credibility and the consequential brand trust. A fundamental characteristic to maintain the characteristics is the digital distribution of products or services. It is useful to remember that social media are used not only for marketing reasons. Social media presence should be considered influent also for PR, HR, cost saving, connection with influencer, customer service, reputation management and a source of ideas of products or services. As already considered, one of the biggest opportunity generated by social media is the improvement of internal communication.

What is important to evaluate in case of social media used by internal employees, is the drawing of a social media policy for the company. It is really important to protect company and its employees[9]. Firm's social media policy should include: legal considerations, who is the owner of the content and the accounts, what could employees do from home, accountabilities and responsibilities, the expectation of on line conduct, the emergency behavior to follow in case of social media danger.

In managing social media, marketers should consider to write down a policy on how to answer and react to negative comments. The proactive approach in this case is fundamental [9]. The name of those type of policy is called response plan, there are five possible ways to answer: 1. Honestly answer; 2. Trying to defuse the emotion with empathy; 3. Apologizing; 4. Empowering employees to solve the issue; 5. Following up; 6. Take actions, legal actions, in case the problem will not be solved [9]. Notice that being rude and defensive could be followed by negative feedback and, as we considered before, negative news run faster than the positive. The most common risk companies meet is the bad comments' management. There are two main strategic rules firms should follow in case of bad comments: "do-not-delete rule" and "not responding is a response" [9]. The first rule refers to comments elimination. Unless a comment is obscene, or it contains personal information, defamation, it should never be deleted on a social media site. Users understand you are not able to answer and to react. The more active users could react and, as I have already written fix, negative news run very fast on line. Close to this rule is the adoption of a passive behavior and approach ignoring negative comment. Pretending the comment does not exist, it has the consequence to lose users' trust and loyalty [9]. If the community is not nurtured, even the negative one, the consumers could think the firm does not care to their opinion. The way firms answer to users represents and reflects how good they are in planning and approaching brand communication, identity and image. The mantra should be: respond quickly and publicly. In this way consumers feel considered by companies. Experts advices, considering firm's size, to have a company's branch that handles bad comments and negative situation. PR department should handle and communicate with a proactive behavior. Be promptly ready to communicate when there is something weird, uncertain and not so clear in your company. Let us consider the Apple case. The company was very late in releasing a communication about Steve Jobs disease. As a consequence, consumers were really worried and uncertain. They continued asking about Steve Jobs health and they did not received answers. The uncertainty had a direct consequence to the stock options decrease. At the end, communication and PR Apple department communicate ensuring users about Steve Jobs. Users' reaction was immediate and they took back the brand trust.

To avoid worst consequences in case of negative comment, things to do are clear: answer immediately, sometimes with apologies, and be proactive. As well as for the negative comments, a strong strategy should be planned also in case of positive comments [9]. Keep using brand's tone of voice and personality during the response process. In this situation, the conversation's development could be

totally different. Once the social media strategy is planned, what is important is finding what differentiates your firm. “Strategy is about finding something that is different, valuable and sustainable about your organization” [16]. Marketers should find out the “*only we..*”. It is fundamental to consider that it is hard to maintain the same competitive advantage in the long term. Consumers and web users could help firms with this point. It comes back how useful is the analysis of comments and feedback [16].

Social media strategy should be thought as a process composed by different stages. First step is the identification of the main company’s value. They compose firm’s culture. It should adapt to social network mindset and based on the social organization strategy. There are five pillars a company mainly includes in its culture: budget and resources, ROI and measurement, IT-Tech support, Legal and regulatory, Culture and change management. Once a social network channel and approach is decided, all the pillars should follow improvements and changes. Then the focus is moved on customers and competitors. Market analysis is useful to better understand which are the most common touch-points, where users figure out information and what you can learn from competitors. One of the first steps in a social media plan or analysis is fixing benchmark: study and learn what my competitors are doing and what I can learn from them. As we will see in the next subsection it is important to analyse and search the source of consistent and sustainable content.

The steps to start in building an efficient strategy are: plan and create good content (establish which is the target audience and write post and content customized to that target. Content could be personal to better create network, personal and human relationship. It is useful to encourage engagement with the author). Then it is important to move the content (always looking for network and the creation of powerful connections) and to nurture human and personal relationship. While marketers are developing the social media campaign, they should keep in mind that they are talking, approaching and bargaining with other people.

As we have already anticipated, social media network and channels are evolving and improving daily. The social media strategy should adapt and follow these changes. Social media strategy changes during the customer journey, marketing and sales funnel. The mantra for marketers is: quality content is better than quantity content and all kind of content should be supported by a strong advertising system. Once the strategy is planned, marketers should consider all risks brought from transparency and users’ freedom. In thinking the social media strategy, companies take into consideration the different departments and the online presence influences: advertising, marketing, public relation (in particular with the creation of a community, answering and listening all the users’ comments), customer service (by listening to consumers’ complaints and requests), operation, sales, research and development, IT and CEO (Senior Management).

Close to the inter departmental function of social media strategy is the concept of social media sales funnel. It is a short version of the customer decision journey and it is from the company’s point of view. First of all, firms must generate awareness around the brand, then the funnel goes through different stages and

touch-points between brand and users. While on consumers' point of view the path into a purchase system is driven by the sales and purchase decision, on firm's point of view the funnel is driven by brand loyalty and repeat engagement. The most successful technique to obtain the conversion into sales is to put fans first. The best example is made by the Soda Stream firm. What they did was really simple: they asked to a community to share and to tell their friends about Soda Stream and to nominate them to try to win a Soda Stream machine. The hype was really high and the interest around the product increased a lot. We would like to highlight that they do not ask people of community to buy the product, they only try to grow up and incentive the interests around it.

It could happen a company fails its social media strategy; the main reason is that it does not believe in social media utility. At the end, is there a list of ingredients to build the perfect social media strategy? Absolutely not, there are three main strategies and guidelines to follow to help a strategy be successful: Call to action (CTA) simple and easy to understand, crafted for mobile and not only for desktop (marketers, in analysing the users, must take into account people use most mobile devices), format and content adequate for each kind of social network.

1.2.1 Content Marketing

The term content marketing refers to the technique of strategically planning not only the type of content users need but also when they need it [16]. Everything shared and created by brand, users, influencer and media is content. Content's goal is the creation of valuable relationship between users and brand. Taking decision on this field is really complicated without guidelines. Content marketing means strategy, analysis, creation and distribution. It means to study how to use content to create the best experience. First of all marketers should make order between the firm's goals following their priorities. Marketers must establish the objectives of the strategy to better plan the techniques. In general, content marketing brings to firms visibility, relevance, awareness, consumers' engagement, lead generation and conversion. If the content marketing strategy is good, it could be a powerful source of lead generation. The process starts identifying the users personas and how to reach them. There are three possible way to follow: giving them tools, they are considered as a content, helping their life, gathering the lead and solving problems. The creation of topic hub and to involve influencer could be other to solution. Marketers should answer to some strategical questions [9]. The questions include four different fields:

1. Do you know where consumers are getting information today? What are the ways your firms could use to engage with users?
2. How can a company create useful content for consumers? Which content could be used for Facebook, Twitter, Instagram and Youtube?
3. How can a firm be more helpful to consumers? How can companies distinguish from others with content?

4. What is the marketer's role in preparing and applying the strategy?

The same kind of questions could be applied also in the after sales stage of consumers decision journey, to build and maintain brand loyalty. What is important to consider is the creation of the content to answer users' questions and services, how the content is developed to teach consumers to use the product, which is the right content to create as a reward for them. Content strategy is based on a mantra: firms should study and plan the right content to each stage of consumers decision journey. Building this strategy is complicated, the planning phase should be supported by a strong and effective techniques of SEO strategy, but the thesis will explore this technique on the next chapter.

As considered before, social media network and communication through the Internet has given authority to users: consider that users trust more in others than companies. It is important to plan the right strategy to gain authority. One of the most common technique to spread trusting content is the creation of blogpost. Writing a blog post could bring to company great advantages: they are helpful to clarify thinking and create useful content, spreading the content attract lot of traffic on company's website, analyzing blog comment help marketer to have new idea, to update and implement the offer, at least writing good blog post are useful on the side of SEO's strategy. Reminding the mantra in the previous section: content is the king, but what a marketer should keep into consideration is that a content includes not only words and thought, but also images, graphics, video and photos. The content must be helpful and powerful for the reader. An extreme advantage brings from a good content marketing strategy, is the building of a strong network and connections between brand's customers. There are two simple requirements a marketer should consider into account before developing a content strategy: the amount of information available run very fast, but the human processing capability is the same over the years. The flow of information is stream-less, the brain capacity is limited [16]. Companies could fight against this information flow by applying three different strategies:

1. Trying to share and spread useful and amazing content, by letting people feel attract by firm's brand and curious about what firm wants to say;
2. Blank space is ok, sometimes it is also a matter of money, the cost of developing efficient content is increasing, publish less, but with the use of photos, graphs and so on.
3. Infiltrate other content with your message: use influencer, PR technique and guests post on popular sites.

Trying to reflect which are the questions to answer to build a right strategy, some examples could be: examination of the content sources (website, blogs, videos), studying competitors and how the content marketing strategy could affect the current resources and how to adapt each other. Changes in SEO and Search engine algorithm follow a focus on content marketing plan. Part of validation process in search engine content evaluation is based on social media

presence. Every changes on Google way to rank search engine results is more and more focus on content value. The challenge in having concrete, valuable and rich content comes from its source. Most part of company's content on social media is native. Marketers can ask themselves which are the steps and the cycle to follow to create a "good" content. The expert Schaefer suggests three steps to follow to reach the goal [9]:

1. *Use the whole buffalo*: it means to use the company's assets to develop an efficient content strategy. Internal sources of "good" content are; speeches, customers presentations, visits from guests and customers, customers service bulletins, investor communication, marketing materials , PR effort and employees newsletter. Use the buffalo remind the idea of native American and old workers that food should not be wasted. Each body part of pig or buffalo could be eaten and they did that.
2. *Identifying the target audience*, company has the involvement of only people who love your brand.
3. *Resourcing speaking*, sometimes it is useful to hire a short term help. Some of his duties are: daily tracking the content plan and the next steps; it is important the content is going to be internally approved; double check to the volunteer content; making sure it is right and appropriate; forming and teaching person in charge of controlling company's blog post to check, edit and suggest the topic of volunteer. The last reminder is to check and to address in case of comments and feedbacks under the post.

What is important is literally "marketing you market". Gaining attention, impression and reaching fans sometimes it requires a couple of strategies to follow: adding instant credibility; providing third part validation; attract fan's author to your blog and company; establishing a line of what is evergreen and what you could not miss. In general, a content marketing manager should answer to seven keys questions:

1. Whom am I talking to?
2. In which funnel stage am I positioning?
3. Which are the topics am I publishing?
4. Which is the tone of voice?
5. Which channels am I using?
6. Which is the best structure for my content?
7. Which are the KPIs in use to measure the success?

Indeed, engagement, reach and response time could be some example of KPIs to consider. "Content is king and distribution is queen" is the best quote to represent the communication strategy. The core question is: what really

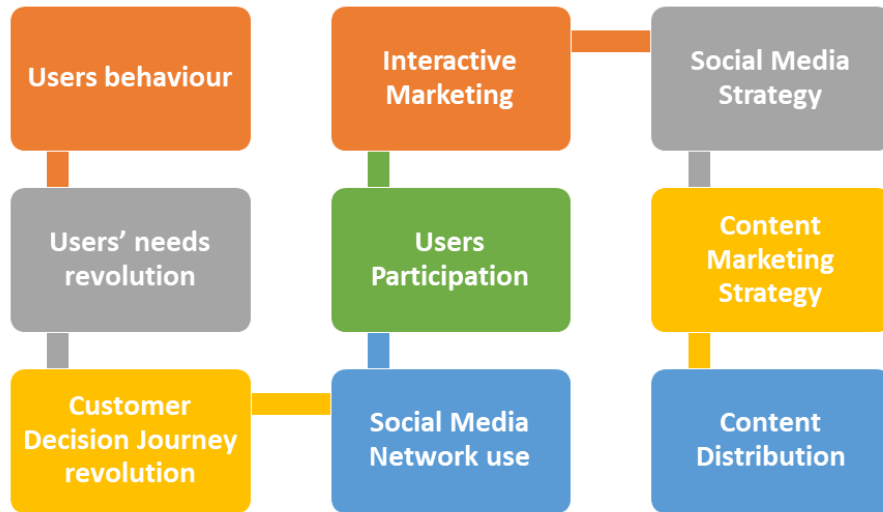


Figure 1.8: The implication of users' evolution.

consumers want? [16]. Figure 1.8 shows how the evolution of users' behaviors and need and how they affect the social media marketing strategy.

Theoretically speaking expert could consider the content marketing as a little part of the customer journey previously analyzed. It is the creation of one possible touch-points and it follows the conversion funnel. It is a reflection of the customer decision journey, but applying to the content marketing strategy. It is important to change the tone of voice and the topic for each funnel stage, on the other hand it is important to consider the right KPIs to measure for each stage. The conversion funnel is composed by: awareness, consideration, decision and purchase. It seems clear and easy way to create efficient and rich content. Marketers, in following the conversion funnel, should keep into consideration that the funnel marketing do not consider non linear path and the context. Pay attention, interest and desire are some examples of what can be considered as non linear path. Due to the context marketing theory and practice are really different each other. A content marketing strategy that does not consider context marketing, creates social media channels and pages without rich content, but rich of superficiality, with an overload of information, difficult measures, with an evident incoherence between product and communication strategy, un-focus on target audience and its needs. The study, analysis and illustration of a context strategy brings to a creative element and it improves the creative approach.

Here another piece of the puzzle to create the basis of the perfect strategy of a firm: content is king, distribution is the queen and context is god. This sentence sounds like something apocalyptic, but they are the three main element to consider and to interconnect in a firm's strategy. In general, a strategy and

on line profile of firms to be successful requires: transparency, authenticity and honesty. Unfortunately, honesty and transparency are not negotiable, but they are the best source of trust with consumers. Maintaining all these values is not so simple. Companies have to avoid ethical problem. Experts suggest some rules to respect to avoid ethical problem. First of all, if your company is doing something and you do not want to spread the information on line, you must be very careful. Last, but not the least, if you are asking consumers to spread your brand name and image giving him free products; you must insist they disclose what they received.

In terms of traffic and Google evaluation of your website, I will develop these topics in the next chapter, valuable content will bring to firm great reputation and return. Using other words, we can consider brands as authors. Authors daily collect and tell stories. Marketers could use the love of people for stories to start building the social media strategy (a content level) to communicate with consumers. It is a good practice to build a company story, where is explained how the firm is born, how is survived through the times, which are the keys customers, what happened in these years and how the results is changes. Once the story is created, it is important to incentive users to share it. It helps to build and to make louder the word-of-mouth marketing. But which are the main features of a successful story? Marketers must remember that story does not make your firm to sell stuff. It creates an emotion and it involves the costumers, they want to live that emotion. The story has to inspire users to do the same. To have value, company's content must be both native and authentic. A good native storytelling, to be effective, must tell the truth. Brand identity should be maintained the same, whatever is the platform used. The different platforms help to highlight different identity aspect of a firm without changing it.

Leo Burnett offered some advices to obtain a great content: "make it simple, make it memorable, making inviting to look at, make it fun to read". He did not think about customers. They are the final target audience for company's content, the approach in creating content should be more and more user centric and the content is created for users not for companies. The right secret is to think about your content as a micro content; something that is different and particular. It should be something with a surprise, a "veja vè", not more a "deja vù". The social media marketing strategy equation is really simple: micro-content plus community manager create an effective social media strategy. The most powerful channel to create community is Twitter.

1.2.2 Social Marketing and Users: Brand Ambassadors, Influencer Marketing, Crowdsourcing and more

The social media activities could have different consequential phenomena [18]. When people are active on line and they spend time and review to defend the brand, they are brand ambassador. The term ambassadors refers to all users and consumers that love your brand or organization. They share, comments and tell others about the brand they love without any particular incentives. They are really valuable for companies. Once marketers have identified brand

ambassador, they should consider for them a sort of reward system: there could be incentives, special perks, exclusive content and some special offers.[18] Their passion, loyalty, trust and love for the brand should be nurture. They are especially influent for the word-of-mouth phenomenon. Nowadays, firms consider each consumers as an on line celebrities. Sure, not everyone posts, tweets or comments, but they are potentially the most powerful source of brand image, positioning and identity on line. Unfortunately the relationship with brand ambassador does not grow spontaneously. Social media and community manager should create the guidelines to answer to users (with already established words and tone of voice). Each answer, comments and share must be planned and carefully explained. In order to celebrate, to incentive and to thank word of mouth marketing, firms must think a reward system for brand ambassadors [18].

Another consequence often used by companies is the Crowdsourcing. The term refers to the act of transferring a task, that is traditionally of employees, to a large group of people or community trough an open call. It has many advantages, first of all you are hiring and involving all consumers into a challenge. It is really useful to gather solutions by the people who knows your company better than you: consumers. Crowdsourcing is also used by company to test which is the interest between the target audience [18]. Close to this phenomenon is the users generated content. The term refers to all content generated by users for different reasons; they could be answering to a call to action, or they could be encouraged. It means people are influenced to share and publish the content about your brand. They create their own advertising material and spot following the brand guidelines. Companies should pay lot of attention to this phenomena. When users are to free to share and create content, they could create bad images and bad identity to the company. Marketers should keep into consideration that sometimes, to publish user content generated, it is sufficient to give to users one or more clues about a story or about how company would like to develop the campaign and they can translate them on their point of view.

Another phenomenon is the influencer marketing [18]. It is part of user generated content because it is sponsored content. A famous celebrity, an expert or the same CEO of the company, are paid to publish on their private social network page the product and make advertising. It is a form of paid content and the payment could vary on the followers' number of the celebrity. The phenomenon was born due to the interactive nature of social media. Users and people voice acquire more and more power and value. People trust more on others than on company, so let think if the other is a celebrity! Nowadays, influencer marketing is risky for different reasons: first of all, the influencer is good for short term visibility and creation of brand awareness. Secondly, influencer do not bring an immediate conversion into sales. Influencer brings impression and views. As I have already written, it is a short term solution and technique, on long term vision, just few influencer maintain their own influence and visibility. Before involving a influencer, companies should verify the person and his activities are close to company's value. Once your image and product are related to a wrong person, it is really difficult to conquer users trust again.

1.2.3 Social Media Measures

Marketers should be able to measure everything. It is important to understand the reasons why social media activities should be measured and planned [16]. Many accountability reasons support the quote; first of all, each activities inside a firm has a value. The income statement, under the voice costs include all type of transactions and services purchased. As already confirmed, social media marketing required time, money and human effort investments to be efficiently developed. Human effort contributes to create company's value and it should be justified. Having a person assigned to social network management, firm should consider his salary and working hours among strategy and implementation. Measuring an activities means be able to see the progress. Marketers should take into account to establish periodical measurement to write a report and to analyse the strategy's consequences. Actually, reporting activities helps to take decision about the right budget allocation. Quantitative measurement is important to avoid and reduce risk. Writing down and reporting measure allow marketer to have a clearer idea about the whole framework, money and time speaking. A strategy, to be successful, needs to have a time horizon. A marketer should take into consideration if he wants to plan with short or long term perspective. There are many advantages in measuring social media activities, why do not do that? [16]

However, it is important to consider that measurements about social media plan and strategy could not be only numbers. Many advantages from on line presence are non-financial, but qualitative. They are reflected by engagement and relationship indicators. SEO, brand humanization, customer engagement, customer network and connections are the most common qualitative benefits of an on line presence. Social networks are successfully used, from some famous companies such as Audi and Starbucks to create communities around the brand. Let consumers share passions, ideas and advices help to build a strong brand loyalty, to collect ideas for new products and services and to let consumers help each others. If the on line presence is planned, studied, measured and strategical, it could help firms to gain a competitive advantage, differentiating from other competitors. Keeping update blog post means communicate that the firm is active on line and ready to react to news and changes. Blogs/social media strategy are useful to pro-actively react to bad news and to solve problem. The immediate and proactive reaction to problems is the best way to manage a crisis. A concrete example is given by the Apple's delay to announce Steve Job's disease. It lost stock shares because consumers were not informed about CEO's health. Keeping monitoring consumers' answers, comments and feedback is useful to create a database of answers. Many companies choose to develop different strategies for each social media channel to reach different kind of target. The early stage in the social media strategy plan is to target audience and to decide the right tone of voice, topic and channel to reach them. Using different channels with different editorial plan contributes to market segmentation. Social media strategy has also an internal use and it produces internal benefits for the employees. Highlighting brilliant workers, colleague or the new one cloud

be seen as a reward for the employee and it helps building team work and team belonging. At least, there is the sales and marketing benefit. Social media channel and networks are used to turn out sponsorship/ events/ brand awareness into sales. This is a crucial point. Referring to sales and accountability measures I do not consider ROI index. It is good to measure and report ROI, but it is not to be considered as a determinant measure in decisional phase. numbers of employees posting, numbers of posts per month, number of comments and social mentions and traffic to web sites do not always reflect with an increasing ROI.

At the end, which are the best measures a company need to consider? Social media metrics are divided in: simple metrics and KPIs. Simple metrics are: reach, impression, frequency, page views, unique visitors and others. They are simple because they are general. KPIs are more specific, they could be different and company by company because they are tied to objectives. Marketers decide which The first thing marketers do is to shape measurements based on which are the attitudes and behaviors they are influencing. In general, world is changing very fast, social media role is to be updated and keep the progress go on. Marketers and strategist should take into consideration that world and progress are fast, it could happen that plan change. Plan must to adapt and should be ready to be adaptable and actionable in each situation.

Three are the most effective questions for this phase:

1. What would your social media look like, a year from now?
2. Which are the best metrics reflecting your company's goals?
3. What are the firm's culture and values?

Having a strategical, planned, studied social marketing strategy produces both quantitative and qualitative benefits. To summarize, we have developed a strategical line with as ending points lot of benefits both quantitative and qualitative. A possible measure of social media activities is the social proof. The most common sign of social proof is the "like" reaction. The "cost per like" metric is one of the most important strategic measure.

In considering which are the metrics marketers should use and how to translate them, a crucial element must be considered: the context. Social media activities metrics could be activity metrics, interaction metrics and performance metrics. They reflect input, response and outcomes of social media strategy. They could be translated both in quantitative and qualitative measurement. We could consider the most effective quantitative and numeric metric the Social Media Return on Investment (SMROI), that reflects the income generated by social media investments. The result is profit divided by the total investment.

There are different metrics, useful to the different social media aims, they express with numbers the effectiveness of the campaign. Examples of metric are: CPC (cost per click), share of voice, recommendation and reviews, bounce rate, number of visits, followers, social mention and so on. They are vary and they change based on what you want to reach.

1.2.4 Social Media Platforms

As already written, each social media channel could have its own target, topic, goals and target audience. Each social media platform is unique and requires a unique formula. In this subsection we would like to generally introduce the most used channels. However, we should keep in mind that channels features and functionalities are continuously changing and evolving. They are daily updating and upgrading their functionalities. In the following, we will analyze the most common channels: blogs, Twitter, LinkedIn, Facebook and Instagram, trying to determine techniques and strategies used in the different channels.

Blogs. . “Blogs are a connected group of pages on the World Wide Web regarded as a single entity, usually maintained by one person or organization and devoted to a single topic or several closely related topics” [19]. They are considered as the most important source of rich content [19]. They could be considered as the oldest form of social network. Once the content is published, users can comments, leave reviews and feedbacks. Blogs are interactive and users could share content like a personal diary. Once the blogs’ potentialities were discovered, marketers started to use them in business. Today blogs are useful to different company’s strategies: attracting employees, support customer service activities and Research and Development. Blogs represent a rich source to be taken into account for search engine optimization, because they help to bring traffic to firm’s website.

Twitter [19]. The name comes out from an acronym made for TWEET, it means: trust building; wisdom, ears open, establish your brand and teach.[19] They are the pillars of this social media channel and its functions. It has many advantages for a firm: it is the fastest way to address the target audience, it could be an extension of customer service department. It is really important to consider that firm’s followers on twitter are the most loyal and attached to the brand. The most effective and efficient use of twitter is the creation of a network during the event. Twitter allows marketers to create and improve relationships with customers, employees and partners. A Twitter’s drawback is its difficult understanding and interpretation.

Twitter means keeping updated about news.[19] What social media strategist should take and keep into consideration using Twitter is the importance of hashtag and to rife waves (it means to follow trends). Take advantages from the use of hashtag is a good strategy for SMEs to keep the users’ attention. Using one of the most popular hashtag of the moment or posting about a particular event, put your page in evidence. Lacoste [19] sometimes uses Twitter in a inappropriate way. It happened that in the CTA, consumer is treated like an idiot. Also the use of link is really bad. It brings to Lacoste home page, without link to a special offer or directly to e-commerce section. One of the most perfect execution of Twitter post is from Netflix.[19] The post they shared for the incoming new season of a famous television show, was really simple and clear. They used a perfect and high quality image that reflected the TV show poster

and the use. Another best practice is the one used by FIFA for Champions League semi-final. They break the news telling which are the extraction result. To summarize, the ingredients to have good quality Twitter content are: hashtag unique and memorable, high quality image, authentic tone of voice and target to Twitter audience.

Facebook [19]. “Facebook is a popular free social networking website that allows registered users to create profiles, upload photos and video, send messages and keep in touch with friends, family and colleagues. The platforms include different kind of public features such as Marketplace, Groups, Events and Pages.”.

Despite its popularity, global dimension it is a paradox. It creates in the consumers both admiration and angst. Facebook was the greatest way to create a relationship between brand and customers. Marketers know that Facebook is not free; sponsoring campaign, sponsored posts and planned campaign should be consider to increase the engagement and users involvement. To create the adequate content for Facebook, marketers must start form users’ needs. They are on Facebook to connect, create a network and relation with others. At the same time, Facebook users could see what others are doing in that moment: which are their favorite food, clothes, music and other interests. The most danger in Facebook, it is its evolution, revolution and changes.[19] In particular, there is a continuous users turn-over: people grown up and they could change their interests. Facebook algorithm measures and calculates the engagement of a page on line. When marketers analyse the results created by Facebook algorithm they should consider that what is important for Facebook (visibility on platform, users engagement, likes, comments, shares) is not so relevant, in terms of revenues, for sales department. Facebook measures interest not sales. The definition of good and effective content on Facebook is the content people and users would like to share, not the content that converts into sales and purchases.[19]

To have an efficient Facebook strategy, companies should program to allocate a budget. In marketing and advertising history, there are many examples of bad and best practice on Facebook. Mercedes-Benz[19] decided to sponsor its product publishing a photo of it. The problem was that the photo has a copy with to much text, the call to action is really poor and there was no logo. Keeping the Automotive sector as benchmark, Subaru [19] shared on Facebook a photo of its product. Another time the problem was the boring copy, the absence of the logo and the low photo quality. Also the celebrities use wrongly Facebook in their communication. A good example is a post form Shakira’s profile.[19] She posted the launch of her fragrance in Paris. There are several mistakes,the most evident were about the totally wrong type of post: th photo was really poor, the copy was in English and Spanish, it was really to long. The text was not engaging at all and the video on the post was six minutes long. Too much for mobile use. The last wrong style copy I would like to underline is form Land Rover.[19] They put on line a post totally wrong: the image was not

coherent with brand identity, but they post a wrong link. When users clicked on it, they were taken into another Land Rover's post. A really confused message.

As well as the bad practice, there were several best practice; keeping the automotive industry as benchmark, I would like to underline the Mini Cooper [19] case study, where a really good photo was accomplished by a great tone of voice copy and advertising. The text call users to action, it brings and reflect curiosity and energy. The use Selena Gomez [19], the celebrity with more followers, do of her social media is every time great, even in case of adv post. She uses native and high quality photo accomplished by simple and clear text as a copy. It is really curious to see how a company as Microsoft, riding the waves, post on Facebook the advertising of a new app with different palette of color to use on paint. Marketers linked the app with the incoming sequel of "Finding Nemo" with a specific section in the same app. The post showed quality, value and authenticity. A company really good in riding the waves and embrace the pop culture is Twix. In their posts, they are great storyteller, with a strong and efficient use of tone of voice and pop culture. The ingredients of a micro-content on Facebook are: text not too long, copy should be provocative, surprising and entertaining. The logo should be visible and the photo with high quality. The CTA should be put in the right place and with the right tone. The post format should be adequate to the social media channel.

LinkedIn [19]. Talking about LinkedIn, the first target in our mind is managers, professionals, experts and B2B world. An user's account is built as an on line resume; in addition, it gives consumers the possibility to share articles and documents. It is used by individuals, to express their professional interests. It is used by companies to create strong and useful connections. It could be useful the creation of a linkedIn group between your interested users. It is born as a business oriented social media platform.

Instagram [19]. In Italy is the most spread visual social media. There are four core elements making Instagram content rich and valuable: native Instagram (IG) content is artistic and creative, users do not visit and go in Instagram to see advertising. Instagram allows companies to reach a larger target, the teen and people that are not using or interacting in Facebook anymore, they are addressed to use Instagram. Here hashtag matter a lot. Maybe even more than on Twitter; the last Instagram secret is to become explore-worthy. It is really useful to build impressions and traffic to websites. There are many best practice and case history about the use of Instagram in a company. An example is Ben and Jerry's, they use and place their product in a perfect way on Instagram post. Their micro-content includes all the elements: sweet and spare. On the other hand, the meatball shop jokes among the concept of the National meatball Day, but they totally fail the use of photo. To summarize, when publishing a content in Instagram, company's should answer to these following question: is the image properly and good enough for the Instagram crowd? Have i include enough Instagram tags and if the stories are appealing enough for the young

generation [19].

Nowadays, the most engaged, changing, evolving are the visual social network such as Pinterest, Flickr, Instagram, Snapchat and others.[19] The spread use of mobile device, allows the spread of photo-oriented content. The barriers in creating and sharing graphic content are low and there are many advertising form that could be applied in these vehicles. What marketers should consider and take into consideration is the use of images. Their quality and subjects should be adequate and with high quality.

Chapter 2

Search Engine Marketing: Techniques and Strategies

In the first chapter we have analyzed the evolution of users' behavior on market. We have represented the consequences in a firm's social media marketing strategy and which are the best methods and processes for a company to follow. The first chapter introduces an overview about the differences in using different platform and channels and their best practice. With the following chapter, let us remind a sentence mentioned in the previous one: "content is king, distribution is queen but context is god". In its digital strategy, firm should combine valuable and rich content with the right planned distribution.

Social media presence is not priceless, companies should allocate an established, coherent and constant budget to the on line strategy. In this chapter, we introduces different techniques for content's promotion through search engine, Facebook and Google Ads. The first section explores the whole Search Engine Optimization (SEO) world, the users' behavior in on line searching, changes and revolution of search engine Google throughout the years. We develop a deep studies in the keywords analysis: how consumers use them and their functions inside a digital marketing strategy. We introduce a general overview about the most used tools in terms of SEO to empower firm's visualization and optimization on line. While in the first chapter we have focused on how users change their on line purchase behavior and how the participation and interaction gain more and more importance in a social media strategy; here we aim to analyze how firms are distributing and adapting their digital strategy to this evolution and how search engines have changed their approach. Website and content distribution are being developed with a user-centered approach. We introduce some paid and organic methods to appear relevant on line for users. SEO is mostly free, but it requests a huge effort from marketers and firms. We analyze the process and the whole steps to follow to develop an efficient strategy and to reach the goal: be relevant and considered by users and consumers on line [5].

The second chapter's main focus is the relationship between users and search

engines and how marketers are taking advantage for the digital marketing strategy. To clarify the use of terminology, We have decided to consider Google as the main search engine. We develop the analysis and the processes around Google algorithm, features and functionalities. In general, in the following chapter, We develop an overview about Search Engine Marketing (SEM). This strategy includes different actions such as keyword-related banner advertisements, paid submission, listing and inclusion, SEO and paid placements [17]. In this chapter We would like to demonstrate how the user-centered approach is influencing the search engine development and marketing. We would like to demonstrate how the on line content optimization and the search engines functionalities are more a marketers matter rather than a programmer's.

2.1 Search Engines and Users

As well as the marketing and on line strategy in a firm, also the search engine world is evolving their aspects, functionalities and algorithm to a more user-centered approach. Search engine start asking what users are really looking for and what is their real intent during an on line research. Considering that there are several search engine, they are fighting the customer journey competition too. The main criteria by which they are evaluating by users are: speedy, information relevance and coherence. For this reason, search engine are investing a great amount of money and time in being evaluated as the best by their relevance. In general, when users are searching on line, they need to gather relevant information about a specific topic. The main goal of search engine is to give users the right answers based on searches' intent. It means that search engine needs to think as humans. At the beginning of the on line research, the most part of on line searches are used to execute a combination of words[5].

Throughout the years, users behavior on line is changed a lot. In general, people use on line research because they need information. To express their needs, people write a combination of words or sentences in the query execution. Once the query is executed, search engine will show to users all results they evaluate relevant for that query. The great challenge is to determinate the right users' search intent.

There are different kind of query. Experts classified on line queries based on users' goal. When users are looking for a specific website, they are executing a *navigational query*. Users could not be aware about the right URL of website, so they use the search engine as a "white page" [5]. Users approach these queries when they precisely know what they are looking for. For this reason, this search has a great conversion rate. In this occasion, users are already aware about the brand and the most part of time they are not new customers.

Sometimes it could happen that customers do not have any concrete idea about what they need or the right words to use to find it. In this case, the queries executed are called *informational queries*. Firms should be able to catch the opportunities from these queries to attract inbound links [5].

Another kind of queries are the *transactional*. Users have already in their

mind a specific action to accomplish and it may not include a transaction. Examples are the willing to subscribe to a website or to make a reservation into a restaurant and many others.

The classification of queries and the study of the use of keywords is really important for firms to decide where to allocate budget advertising and which are the topics to develop to have relevant, reach and valuable content. The challenge is to catch and keep the attention from all the uncertain users. From search engine point of view, the challenge is to understand users' intent. When people search on line and their idea about what they need is not clear, they execute their queries using general words combination. Sometimes the words are too general and search engine has some difficulties in elaborating accurate and efficient results. Each firm has its own strategy and plan behind a content creation. By SEO point of view, Keywords research and trends are the pillars for content creation strategy.

The starting point to understand how users choose the keyword is the study how an on line search evolves. Users' on line search includes different session. What is important to consider is that the searcher's intention varies from session to session. By understanding how people do their search, marketers and developers may improve the usability of firm's website and the content quality. Let us consider an example.

Let us suppose I want to shop some shoes on line [14]. First step I will execute the query "shoes" on Google. The results provided by Google are too general: as shown in the Figure 2.1 I see lot of men shoes and I start thinking my query could be more specific. The second search I start is for "women shoes" query. At this point, the search engine shows me only women shoes, as shown in the Figure 2.2 but they are a lot, they could be sneakers, casual, smart and heels. I am starting to have in my mind a clearer idea about which is the model I am really looking for. At this point, a third research is about to start, my query here is more specific and it includes more details about what I am searching. The new query is "women heels shoes". The new result start to satisfy my request and I can really consider the answer Google gave to me as relevant as shown in the Figure 2.3.

What is changing, session by session are the query details. The search starts with a really general keyword (shoes), called *head keyword* and it finishes with a more detailed keyword (women heels shoes), called long tail.

The term long tail refers to a niche keyword. It means that the final query users execute is really specific and clear. Google could better work and elaborate the more useful information when the queries are *long tail*. From firm's point of view, marketers should study the most used *long tail keywords* and create relevant content about them. Planning and developing the keywords study strategy, firm's website could have better opportunities to reach a great position inside the Search Engine Result Page (SERP) [14].

In developing the company's digital strategy firms are adopting a user centric approach. Managing a website and trying to create relevant content to be good evaluated by Google means to start from users' intent and way to search on line. Keyword analysis is the starting point for both organic and paid operations

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<https://www.zappos.com/c/shoes> ▼ Traduci questa pagina

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image links to all comfort flats. Everyday Flats. Heeled ...

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Women's Shoes | Amazon.com

<https://www.amazon.com/womens-shoes/b?ie=UTF8&node...> ▼ Traduci questa pagina

Save on Women's shoes at Amazon.com. We have all styles of comfort shoes, casual shoes, boots, heels and more for women. Free shipping and free returns ...

Men's Shoes | Dress, Boots, Casual, Running & More | Amazon.com

<https://www.amazon.com/Mens-Shoes/b?ie=UTF8&node...> ▼ Traduci questa pagina

The best brands in men's dress and casual shoes, sandals, sneakers and boots at Amazon.com.

Eligible for free shipping and returns.

Figure 2.1: SERP results for keyword *shoes*. *Source: Google*

for a website. By doing an adequate keywords study, marketers could gather information about:

- The topic to be developed in content of company's website,
- The words consumers use when they explore your company's market branch,
- The relevance each single keyword used by searches,
- The segments of topic and tied words used on line.

When user executes the query, the search engine shows the results Google thinks are more relevant. As We have already anticipated, difficulties concern in programming search engine to understand the right informational need of users. The problem is bigger when searches use a head keyword, too general to exactly understand users' intention.

To help the process, Google algorithm and functionalities tend to be more and more similar to human mind. The biggest difference between human and machine communication is the nonverbal language. When a user executes the query restaurant for example, she could be looking for the closest restaurant as well as some information about how to reserve a table. Google shows all results it thinks are the most relevant.

The reason why Google is one of the most used search engine is that its algorithm is able to understand the human nonverbal communication. Although

Women's Shoes | Amazon.com

<https://www.amazon.com/womens-shoes/b?ie=UTF8&node...> ▼ Traduci questa pagina

Save on Women's shoes at Amazon.com. We have all styles of comfort shoes, casual shoes, boots, heels and more for women. Free shipping and free returns ...

Women's Shoes | Mules to Block Heels | ZALANDO

<https://www.zalando.co.uk/womens-shoes/> ▼ Traduci questa pagina

Fall in love with our women's shoes | Free Delivery & Returns | From this season's slip-ons to classic courts, get your fix here.

[Women's Shoes Sale](#) · [Women's Shoes from Airstep](#) · [Women's Shoes from Jonak](#)

Women's Shoes | Shoes, Sandals & Trainers | ASOS

<https://www.asos.com/women/shoes/cat/?cid=4172> ▼ Traduci questa pagina

Discover the whole range of women's shoe styles with ASOS. From wedged sandals to trainers & ballet pumps, browse our collection and find your sole mate.

[Women's Shoes | Shoes ...](#) · [Work Shoes | Work Shoes for ...](#) · [Flat shoes](#) · [Sandals](#)

Shoes for Women - All Shoes - Macy's

<https://www.macys.com/shop/shoes/all-womens-shoes?id=56233> ▼

Shop our collection of women's shoes online at Macy's. Browse the ... [Women's Shoe Size & Width](#) [I.N.C. Women's Sanice Bow Sneakers, Created for Macy's](#).

Figure 2.2: SERP results for keyword *women shoes*. Source: Google

the human brain is not replicate, the Google algorithm is every year more close to it. The secret is that the algorithm is based on semantic clusters. The term semantic cluster refers to the way human brain works and elaborates the information. To understand the meaning of a keyword, this should be analyzed together with its cluster. Considering a single keyword together with its cluster requests a big on line marketing effort. More are the cluster marketers can imagine, understand and apply to the algorithm, more they can understand and translate the human intent. Google is an international search engine, its algorithm should be international too. What programmers should take into consideration is that clusters are different country by country, so they need a geographical study [14].

There are different free tools available to deeply study the keywords development, to relate them with clusters and to deeply study the users' online pattern during research. The most used tool is Keyword Planner. It is part of the Google Ads platform and it gives information about traffic volume for each selected keyword and the correlated keyword. It is used mostly for Google Ads campaign because it gives back also information about the cost fro click e about competitors. Keyword Planner is used to build a cluster around a the inserted keyword. The experts give a hint to marketers: do not consider the automatic Google advices. As We have already written, the challenge is to develop Google as closest as possible to human brain. For this reason it is important an adequate creation of adequate. They should be characterized by a medium number

Women's Pumps & Heels | Amazon.com

<https://www.amazon.com/Womens-Pumps/b?ie=UTF8...> ▼ Traduci questa pagina

Shop for Women's pumps and women's heels at Amazon.com. We carry the largest selection and variety of women's shoes all eligible for free shipping and free ...

High Heels for Women & High Heel Shoes | Steve Madden

<https://www.stevemadden.com/thumbnail/WOMENS/HEELS/pc/2163/2215.uts?...> ▼

From casual pumps to sexy stilettos, Steve Madden has all the high heel shoes you need to make a staggering statement. Choose chic nude pumps for power ...

Immagini relative a women heels shoes



→ Altre immagini per women heels shoes

Segnala immagini non appropriate

Women's Pumps & Heels | Women's Dress Shoes | DSW

<https://www.dsw.com/.../womens.../N-1z141jrZ1z13vpxZ1z128...> ▼ Traduci questa pagina

Item 1 - 60 of 2373 - Shop for heels, pumps, and other women's dress shoes online at DSW. Browse our collection of high heels, stilettos, evening shoes, and ...

Figure 2.3: SERP results for keyword *women heels shoes*. Source: Google

of correlated keywords [5].

Another tool marketers use to keep inspiration and to understand which are the currently most searched keywords is Google Trends [5], a tool that provides an overview about the most searched on line topics and the current trends. For each trend topic, Google trends identifies which are the correlated keywords divided by geographical areas and timing [5].

The architecture and position of firm's website has being developed a user-centric approach behind. Marketers are developing a deep user's knowledge, not only about human brain and mind, but also about the consumer's behavior on line during a website and SERP visit. One of the most studied phenomenon by marketers is the users' eye-tracking while they are on line. Once a query is executed, some pages (SERP) with all the possible results appear [5].

People give few attention to the results situated at the bottom of Google first results' page. Users are attracted by bold keywords, titles and descriptions of a web site. Experts showed that users create an *F-shaped* path with their eyes movement [5]. They started looking SERP result on the upper-left corner, then they move down vertically through the first two or three results [5]. As well as the customer decision journey, the eye-tracking theories changes throughout the years and developed different path form users are following in reading on

line results.

One of the main reasons about how users look at the SERP results is the use of mobile devices and the development of a different layout. For this reason, people eyes are moving more vertically than horizontally. What is changing is the position of organic result. They are lower than in the past because they are going to be substituted by the paid results.

The position of your website between the result has a huge impact on the traffic. The advantage, in term of traffic of higher position is demonstrated by the experts. The Catalyst Search Marketing did an analysis about the CTR (click-through rate). It demonstrated that the top four Google SERP positions received 83/100 of first-page organic clicks [5].

In this chapter We would like to introduce the main techniques used by marketers and marketing strategist in a firm. We would like to focus more on organic techniques because they require a deep analysis and study about strategies, consumers behavior and approach.

2.1.1 Search Engine: Google Case Study

The term search engine considers all IT system that returns results based on what users search [14]. They work based on complex criteria and algorithm. In general, the algorithms approach to three main actions: collection of information from different sources, classification of these information based on its own rules and research. The algorithm gives back to users results ranked by their relevance [14]. Companies develop different Search Engine Optimization (SEO) strategies to be evaluated as relevant, in particular they act among the content. To create relevant content, be able to analyze that content and to plan the digital strategy, each companies study the algorithms' functionalities of their main search engine.

There are several search engine i.e.: Google, Bing and Yahoo. Despite they are a lot, Google is the most used for each device. In February 2017, the net market share, the statistics database for Internet technologies, shows that Google is the most used and appreciated search engine [8].

We have decided to consider only Google as search engine because its popularity and because its evolution.

Google was born in 1998. It is a very simple system, but at the same time innovative. At the beginning, the criteria followed to rank results were the consequential repetition and link positioning. Since 2004 Google has introduced in its evaluation team a *Quality rater*, some external collaborators that have being followed precise guidelines and they have being helped the algorithm to rank results. Google is continuously improving its algorithm and adapting its functionalities to users' behaviors and needs revolution. Google's great ability to adaptation and to follow it two main pillars allows to become the most used search engine in the world.

The real changes started around 2011, when Google started editing and updating its algorithm. The first update was *Panda Update*, it focused on content quality and it penalized duplicated, low quality, unuseful and non relevant content [14]. Following the user-centered approach, Google evaluated content

and information of an article by their coherence, usability and relevance to users [14]. To address users' trust, marketers involved experts or passionate in writing content and article; the article have to be grammatically correct. In general, website should appear safe enough to allow users to leave personal data (i.e. credit card and personal data).

Another criteria considered by Google's algorithm was the source information and the details attention.

The following change was with the introduction of *Penguin Update*, it focused both on content and web spam. The main goal was to rank the low quality link positioning to decrease the phenomenon of link buying [14].

In September 2013, Google announced its most upsetting change in its algorithm: *Hummingbird*. The change was relevant in the way Google starts interpreting the users' keywords and how the different researches of the single user are related each other [5]. The goal of Hummingbird was to efficiently translate what users want, going beyond the single keyword executed. This new update addressed the search engine at two level. First of all, Google tried to be full responsive. When people are using mobile devices, they have less time to type keyword and they sometimes use vocal search. With the introduction of voice search, the keyword used change format and length: they are more conversational. Secondly, in determining users' intent, the new Hummingbird related each other the previous researches, made by the same user.

What really changed with Hummingbird was the concept of executed query. Google's algorithm tried to go beyond the simple "query translation" and to not return the simple results of query [14]. The algorithm took into account all the related term and the possible synonyms. What the algorithm could do is to return the most searched information related with the executed query.

To clarify the mechanism we introduce the execution of the query "where is the empire stare building?". Starting to this query, Google returned to users the direct website of Empire State Building with all the information about it. In addition, Google returned some additional information such as: Italian restaurants nearby and their reviews and ratings.

Since 2013

Until now, the updates and changes in Google algorithm have tried to get the best ranking solution in response the most useful results for on line searches. The main goal is to provide to users the best satisfy search experience.

Since September 2016 it has been introduced *Rankbrain* in Google algorithm [14]. Rankbrain represents the machine learning innovation inside the algorithm. It influences most the Personal Assistant experience, in particular when users execute a vocal research and mobile research. Google improves its algorithm trough a user centered approach. Nowadays people are more used to search on line rather than off line using their mobile and smart phone. This trend influences the way results are ranking, it has been introduced the mobile friendly website as a parameters to classify results [14]. Google algorithm is continuously changing. Every day, reading the specific on line blogs, there are news about

the latest Google algorithm updated. This year the algorithm is focused on the mobile first index and to be more and more usable in a mobile point of view for users.

The main feature of Google is the user centric approach [14]. Google gives priority to users and it is planned to follow and satisfy users' needs. Google is really focus on project's quality. Different projects has been banned by Google because their inefficiency. One of the main characteristics of Google is the speed. Google developers and programmers have been able to build its success around this characteristics. Time is fundamental for search engine and Google gains, with its one, the competitive advantage. People are impatient, they are not willing in spending time waiting for search engine gives back information and waiting a website loading its homepage. Google is based on two main pillars: users and information. Users-first approach influences its characteristics such as the speed in giving back results and in loading a website, the full responsive layout useful both for desktop and mobile visualization. Users need to be able to look for information everywhere [14]. Information influences Google in they way it ranks the different web pages. Google is a democratic system [14], if a web page is popular on line, it means it is relevant and with rich information for users. Google's algorithm awards websites when their information are clear and based on transparency and relevance [14]. In considering the need of information and user-centered approach, Google developers focus on the fact that people need information from everywhere in the world. Developers adapt Google into 130 and more languages and they keep int consideration many different privacy and legal constrictions county by country [14].

Google is an answering search engine system. When a query is executed, the results give back by Google are reunited in Search Engine Result Page (SERP). A classic SERP includes several *snippet*, each one composed by title, URL and description.

Title and meta description are Search Engine Optimization (SEO) elements. They are relevant in SEO's strategies and they could be edited and customized to be more efficient and to gain the main optimization goal. First of all, the title has to be not too long. Before choosing a title, editor deeply consider the devices' measure and its visualization. The ideal measure for a title is about 600 pixel [8]. When it is bigger than 600 pixels, on line searches will see an interrupted title.

What is really important is that the title has to be unique. Title's uniqueness helps Google algorithm in understand topic and content [8]. A good way to express uniqueness is to associate the brand name at the end of each title. Another important feature to consider is the coherence. Title has to be coherent with the brand's Tone Of Voice and the brand image.

Title should be studied and planned and it should be strategical: it should be clear enough to describe the main topic. Putting the main keyword in the first part could really help! [14]. The last characteristic of a well SEO title is to be natural. It should be easy readable by users. Putting and using list of keyword associated is good, but reader should understand and be involved and engaged before reading it.

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Figure 2.4: Sitelink. *Source: Google*

The description main features are its length and Call To Action (CTA) presence. The ideal dimension for a description is around 1200 pixels. The good description includes a CTA, possibly at the beginning to catch users' attention.

On average, each SERP contains more or less ten snippet [14]. Google's algorithm has the ability to change snippet layout and information included because of their relevance. The way Google understands users' intent could produce different results and snippet with different information. As shown in the Figure 2.4 Google could include some "sitelink" [14], they are links added to the first SERP's result to facilitate users' experience. Sitelinks are Google automation, the algorithm decided to show them when it considered they include rich information. In the Figure 2.4 the snippet includes title, URL, description and below some link directly connected with the different categories (i.e shoes, accessories, books). Some snippet could be defined as rich [14]. They are rich because they include some additional informational data Google's algorithm considers interested for on line searches. Some examples of the additional information could be the users' ranking of a film, the average stars on TripAdvisor of a restaurant. Google decides which could be the most useful information for its clients. From a SEO strategist point of view, the main goal is not only to be ranked, by Google within the first SERP [14], but to create and develop the most relevant and useful content for website. The goal is to increase the number of people that, after a look to the SERP's results, choose your website and bring traffic to it [14]. Sometimes, searches could meet the *featured snippet*. They answer to an informational need of users. They are the first result of the SERP and they include a quickly answer (i.e the definition of what users are looking on line).

SERP and Google have to deal with the necessity to create full-responsive

Search Engine Optimisation or **SEO** is the simple activity of ensuring a website can be found in search engines for words and phrases relevant to what the site is offering. In many respects it's simply quality control for websites. ... Say to some companies what is **SEO** and two hours later you'll be none the wiser.

What is SEO? Here's A Simple Plain English Answer, SEO in a Nutshell
<https://www.redevolution.com/what-is-seo>

Figure 2.5: Featured snippet. *Source: Google*

content, both for mobile and desktop. On one hand, Google has created a kind of snippet only for mobile, for example the rich card. They contain the same information and data of the rich snippet, but with a complete different layout that includes a picture. On the other hand, Google adapts the layout for the different devices. The “box news” results on mobile include ten articles with a lateral scrolling, the different pages should be implemented in a Accelerated Mobile Pages (AMP) way to be seen within this section. Using desktop, the articles are three with a link to Google News’s page with all similar articles. Google sometimes could believe images box could be more useful to users then box news. The result includes five images for desktop and ten for mobile [14], and a link to all images about the research. Google considers “local results” all the results that are showing maps, addresses to location. To better manage this kind of results, firms should subscribe to My Business platform.

In May 2012, Google announced Knowledge Graph[5]. It represents all the SERP’s results with aggregation of information. The goals is to provide to users a general overview about the main information of his executed query. Some examples are the on line research about brand, artists, ingredients and so on.

The role of paid results is even more considered by SEO strategist. Paid results are not under Google algorithm control. They are planned with Google Ads. To obtain a good position on the SERP, marketers analyze and deeply study all the elements that influence the SERP during the on line research. The first element is the search engine history: Google monitor and track all the results and all the queries users previously has looked for [14]. An other factor is the preference. Google knows which is users’ favorite and most visited page. The algorithm uses this ranking database to customized the SERP. It will introduce to user its main used page if it include the searched information. Google considers users’ location in composing a SERP. The showed results are nearby the searcher. The last factor is the device users are using. The SERP and results are different mobile from desktop not only for the layout, but also for content. When searches are using mobile, they are looking for fast results and they do not have time to spend scrolling the SERP [14].

At the end it is important to consider the future factors and elements of the on line research[14]. The results will be more and more customized, they will be

continuously changing, machine learning and artificial intelligence will be even more present in the on line research and the users will use the vocal assistant and research to do research. The user experience and approach will become more and more important to the algorithm implementation and development. The website design will be improved followed their features and needs.

Search engines main goal is to give back to on line searches relevant information in a fast way. Users' satisfaction is the core point of the strategy. More a user is satisfied, more he is encouraged in using that search engine to do research. More a search engine is relevant in a market, more the paid search are spread and it could be improved with available money effort.

To summarize, nowadays developers and marketers are considering all these elements in the creation of website architecture and in particular in the content they want to put. In this dissertation, We will focus more on the content creation rather than on the website architecture.

2.2 SEO: Techniques and Strategies

SEO refers to the “daily and strategical techniques applied by a firm for their content and communication management” [14]. SEO stands for Search Engine Optimization. The term includes all techniques used to optimize content within the search engine. As We have already anticipated, We assume Google as the “search engine” because of its large diffusion and popularity.

Google's algorithm is using an user-first approach. The search engine is giving value and credibility more to *user-friendly* content. A content becomes user-friendly when it is full responsive, very fast loading, with relevant information and supported by an adequate advertising. Having a well planned, developed and studied SEO's strategy allows marketers to decrease and reduce the cost of paid adv. Nowadays, strategists could measure how efficient the investments in SEO's strategy are and how convertible the optimization is [5].

In describing SEO's techniques and strategy development, some terms and step are the same we have already studied for social media marketing and content strategy [20].

The customer decision journey is full of touch points and ways to meet contact with the brand. Stimuli are more and more growing such as the influencer marketing and power. SEO's rule in the consumer decision journey is important to a firm to win the purchase battle. SEO helps a brand to gain a competitive advantage and it is fundamental to accelerate the customer decision journey. SEO is becoming an integrated part of marketing strategy and communication activities.

In general, content on line is adapted to the right keyword. When an editor establishes the main keyword to use, he also follows specific rule to develop the content. The main keyword should be strong, it means not to general. The main keyword is in the first paragraph, in this way it is easier for Google to identify the main topic. Each content goes on line and appears on the SERP with its own and customizable snippet. The title should be visible at all and

full responsive for each kind of devices, the URL should be clean, without any numeric element, it should basically include the main site, the date, the website section and the article's title. It is important to create the right URL without commas, capital letters and blank spaces. The same rules have to be followed when there is an image inside the content [20]. The image's title must contain the article's keyword and it have to be clean without capital letter and commas to be better evaluated by the algorithm [20].

The meta description is fundamental because it is the first presentation of a website content to on line users. It is the first moment of truth between users and brand. It is important to introduce the content and it is fundamental to searches to understand if the information inside are useful to him. It should be relevant, rich, catchy and it contains a Call To Action (CTA) to bring traffic. At the same time its length is very important. It must be readable and visible both from mobile and desktop.

To develop an efficient and adequate SEO's strategy the first step is the keyword research. Following the consumers decision journey and the drawing users personas, the keyword research is helpful to decide which could be the main keyword, the one that brings more traffic and how to create content around it. In 2018 experts have identified some SEO trends. A main rule is played by content and links; quality link and a good network of organic content are considered as the first term of evaluation for Google algorithm. As We have already specified, the ability of website to correctly react to vocal research assistant and to be full responsive is a fundamental element of a high quality website ranking position. Another relevant element is the use of video marketing strategy, videos create more engagement. Last but not the least, user-friendly approach and website and content help to gain the first position in SERP.

2.2.1 Keywords

As We have already anticipated, all theories and SEO techniques are based on user-friendly approach. One of the most common techniques used to study customers' intent is the *keyword research*. In particular, a deep study of keywords helps marketers to target their company and to reach their targeted audience. The execution of an accurate keyword research is one of the most high return activities in search engine marketing [5]. An updated keyword research allows firms to be updated and pro actively react to changing trends, shifting demand, and evolving needs.

A well-executed keyword research could be the right strategy in the research and development department, it could receive different stimuli to create and produce what users on line are actively looking for. There are different tools, used by marketers to develop the research. Each results should be translated and connected to the context to be useful for the SEO strategy. Talking about the context, some characteristics should be considered such as: geographical location, searchers demographics and time of the year. The combination between the consideration of context and use of tools for the web traffic is the most adequate method to follow when conducting keyword analysis.

The new functionalities acquired from the Hummingbird update brings marketers to do also a co-occurrence analysis together with keyword research. Experts find out that the co-occurrence of keywords in one page content can affect search engine rankings [5]. The term co-occurrence refers to “the analysis of what words and phrases appear most commonly on a page, how often they appear and how they are related to each other” [5]. Hummingbird may be defined as a complete redesign of the search engine. Nowadays Google is returning results for many related query, although users are executing only one. From the algorithm point of view, it means that the exact query a user is searching, it does not reflect the real intent.

The best way to apply the keyword research to SEO marketing strategy is to start writing down words and sentences that are relevant to firm’s industry, website and offers.

In general, the keywords research is a complex process composed by eleven steps [5]:

1. The creation of a list with words and sentences relevant to firm’s industry.
2. A focus group meeting that shifts the attention from the real keyword to all the possible synonyms that consumers could use in the on line research.
3. The creation of a list with all specific keywords including the categories firm’s products are part.
4. Goals setting.
5. Website reviews to classify and analyze the current words and sentences used.
6. The development of marketing research: firms directly ask to all the potential customers what they will type to look to their products or similar.
7. The research about which terms consumers are already using to look for firm’s products and site.
8. Competitor analysis.
9. Competitor’s website review
10. Competitor’s words and sentences used analysis
11. The analysis competitor’s content published and tone of voice used.

After the Hummingbird update, the keyword research is not that simple as it was in the past. Now marketers should develop a deeper study. The new kind of analysis results in a more precise and efficient strategy and it includes: keyword research, co-occurrence analysis and knowledge of user intent.

The page of your firm should be planned to understand the intent of company’s potential clients. Marketers use a tool, Search metrics [5], that helps them with the content optimization. It is used to understand the most relevant

terms and phrases to a company's target. It becomes more important to reach customers' needs through the content [5].

There are several possible ways, tools and method for keyword research. We introduce a general overview with the most used and efficient tools. Planning the research, marketers have to keep into consideration the main goal of keyword research: the insights of the research should provide to company a framework about how potential consumers think and which are they main needs. A source for keyword research are the search engines, they could offer an overview about all the related terms to a keyword and much more [5]. On Google, using the asterisk (*) together with a word, it gives back all the common usage and phrase combination associated to that word; using Google, you can determinate how many times in the past new content associated with your term was created. To deeply analyze that, it is possible to put a timing range. Customizing the range time, marketers obtain an efficient calendar method.

There are lot of tools available that give marketers more details about traffic volume, frequency and related keywords. As an example, Google Ads *Keyword Planner* provides insights about related terms, search volume, trends and estimated cost. In particular, it classifies keywords by their relevance, shows the search query volume for the keywords divided by location, languages and Google properties [5].

The tool offers some other relevant data, customizable according to the different marketers' needs. Information is about locations (divided by countries), language, search networks and data range. An advanced option of Google Ads Keyword Planner is the possibility to provide the traffic for each keyword (economically speaking, it could be translated as the click through rate). The traffic can be split into different range, when a keyword is introduced, the Planner generates the number of clicks per day, impressions per day, cost per day, clicks, impressions, costs, click-through-rate, average cost per click and average ad position.

The Keyword Planner is really useful during the creation and monitoring of keywords campaigns, it is a good tool to estimate the popularity, cost and position. The tool gets the information from Google's search query database and it is free as long as the Google Ads account is active.

Another tool used by marketers is *Google Trends* [5]. It is a free tool that gets the information from searches performed on Google. It is useful and efficient in terms of keyword comparison. It does not provide information about traffic and volume, but only estimation about which cities, language, regions performed the largest number of searches for a particular keyword.

Keyword Discovery is another tool that provides different insights such as: the list of the most popular terms that include the keyword provided, the search seasonal trends for that keyword, the number of times the keyword has been used by users with a spelling mistakes and which are these spelling mistakes. The tools gets the list with all the related keywords and their density analysis, it means the number of times keywords are found on the URL provided. The additional point of this tool is that it is able to get information about competitor's keyword situation. In particular, it provides to marketers a report with all

the features and elements that drive traffic to company's pages. The features are: search term, search engine, popularity, ranking and meta description. The Keyword Discovery is not free and gets the information from aggregated global data purchased from ISPs [5].

WordStream is another free tool that offers different features related to keywords such as: keyword suggestion and the list of negative keywords with all the terms is not desirable associated with your company [5]. The tool is efficient because it divides the keywords by topic area.

SEMrush is the most used and famous tool is [5]. It is really complete as keyword tool and provides users an overview about competitors. Its structure is composed by different tools, each one with a different results and insights objective. SEMrush can provide an organic research report with analytics data on keywords that brings users to company's website, it can do the same also for competitors. The competitors' section includes a list with all their domains and keywords.

The section about Advertising Research, provides marketers with a report with the same information got for the organic research. SEMrush is a paid tool that gets data directly from Google results. Once data are gathered, marketers should analyze the value and ROI for each keyword. The determination of the most relevant keyword follows a method based by three questions: marketers have to establish how relevant are the terms used in their content and web site, to pretend to be a user that clicks on company's result in the SERPs and to determinate how likely a visitor will act on the site; on the other hand, marketers have to think about the others, the one that leave the website dissatisfied about the services.

The second indicator to consider in data analysis is the conversion rate. The misunderstood could be easy; conversion does not means how many users purchase on line on company's website, it refers to the action to get research and bring traffic and click to website thanks to the use of that keyword.

To improve the conversion rate and test it there is a process called Landing Page Optimization, where different versions of the website are tested to see which are the best performed. What strategists know is that nowadays on line searches use semantic areas and group of keyword instead of only one word. They follow their mind flow in searching on line.

2.2.2 Website Usability

Once the keyword analysis is completed, marketers focus on how their power and usability is reflected to company's website. It strongly affects the website architecture and the navigation structure of the website. The starting point of a SEO' strategist is the HTML language. The HTML language helps to establish the layout of the content and how on line users see the media. In the HTML language, to identify the right position and characters, editor apply to item some tags. It is important to know which is the right code to apply the tag. Each tag needs a beginning `<code>` and an end moment `<\code>`.

The term HTML stands for “Hypertext Markup Language” [5]. It is the language used to create web page. “Hypertext” refers to the hyperlinks that an HTML page may contain. “Markup language” refers to the way tags are used to define the page layout and elements within the page. In general, a web page is composed by head and body [14]. The head includes the “meta tag element”. It is the most relevant element for Google’s algorithm to identify the main topic of the content. The body could contain different titles, called head one, two three and so on (H1, H2, H3 etc) [14].

Experts show [14] that bulleted list help Google algorithm to understand the topic and to rank the website. Other element editors must consider in publishing article and content is the bold words. They are used to facilitate the user experience in reading the article. Editors must choose them really carefully. They need to identify the main keywords and to highlight the main words/sentences.

The get better ranking point, the body should include some images. Images have to respect different features to be considered good and helpful at SEO’s point of view.

The images files should be not so heavy. It is really important to avoid a slow page loading. Specifying the image’s dimensions, search engine are faster and they start showing the landing page before the image upload. Images have two kind of features in the website back end: *title* and *alt*. The dimension “title” has to be completed without empty spaces and using underscored commas to separate words. The dimension alt is an alternative title to image. It is important because developers could see it in the process and code page.

Once the content is published, SEO’s strategy has the possibility to check how the website is evaluated and how it is going to appear in the SERP. The right tool is *Google Search Console*. This tool gives to marketers lot of opportunities. It allows strategists to gather information about how contents are considered by Google and their on line optimization.

Using Google Search Console, strategists could monitor and control if there are some 404 error pages, server error ore timeout [14]. The tool is useful to evaluate and to monitor if content is correct. The last possibility a strategist has is the control of the performance. In particular, it gives information about aggregated data, click impression, CTR and results and traffic brought by keywords. Another element helpful to monitor the algorithm evaluation is the link network. It represents all the external link that recall to your firm content and website.

Other tool useful in developing SEO’s strategy and its monitor time are the search operators: site, cache and in url. The operator site:Google.it gives back the whole database of pages registered in Google.it. The command cache gives back the last archived copy of optimized page and in url gives back an overall of all optimized web pages that include the monitored keyword.

After the tools consideration it is important to analyze how it is possible to do SEO, which are the practical actions to implement and to do to optimize and bring value to firm’s web page. To implement a right SEO’s strategy, the marketers should take care to users experience and adopt an user centric approach

in his application. To a firm's point of view, users should be put at the best way and environment to encourage a conversion on the website. The implementation of SEO is based on two main pillars: users experience and technical development. The user experience should be monitored and nurtured in each step of the research: from the impression to click, from page click to navigation on the landing page. To monitor user experience, marketers use: users' behavior with previous website, monitored CRO, time spend on the website and more other measurements. The technical development of a website could include restyling, redesign or a website development. In this process is important to collect all the important information gather form all people that are involved in the SEO' strategy and to daily update the developer. In general, the firms' actors involve in a SEO's strategy implementation are: IT department, marketing and communication office, web designer, the analytics team and external collaborators.

2.2.3 Website Structure and Main Elements

SEO's strategy is composed by three main phases: structures and technologies, contents and off-site world [14]. At SEO strategy basis, there are structures and technologies: they include all the technical elements useful to build and implement the right strategy. Structures and technologies allow website to become available, accessible, usable and optimizable by search engine. Strategists try to create the most efficient network between the different elements by encouraging the most profitable synergies between them. Another fundamental element is the content, in particular the focus is on titles, links, images, meta tag and all other elements that bring value to users. Marketers take time into the analysis of the most adequate topic to analyze and the right keywords and semantic areas to talk about.

Strategists know that a website cannot alive alone. The firm's website and the related content should obtain visibility and traffic. This is one of the marketers' responsibilities because they have to organize and maintain great Public Relations (PR), activities to obtain link position on both external and relevant website, use the right TOV and planned activities on social media. Within PR activities they are important the different media partnership, in particular the different event to collaborate with.

Once the different strategy's elements are set, marketers gather as much information as possible about users: how they search on line and the keyword research. Than, experts could have a clear framework and overview of the situation, in particular of which are the main results in a SERP and which are firm's competitors. Competitors' analysis is useful to see, study and understand what they are doing and how they are implementing SEO.

There are several main goals for SEO activities [5]. The first one is visibility. Visibility means to spread among users the awareness of your brand and its products and services. Brand awareness is linked with website traffic. The search engine environment is really competitive, so it is important to bring high quality traffic to your website. As we have already noticed, the queries executed are several. The ability if strategists is to provide information even if the query

is really general by doing an efficient keyword research.

Another objective is the high Return On Investment (ROI). This indicator reflects the performance of the traffic brings on the website, how many people convert their visit into their smart objectives. Some goals could be lead generation, advertising revenue or sales. The ROI depends also by the kind of target. The big difference with the mass media communication and channel is that social media and search engine allow marketers to better reach the targeted audience. [5]. The ROI value depends on the percentage of targeted users in the general traffic to website.

In general, before the strategy implementation, marketers should have clear some information [5]: what they are trying to promote, the brand positioning, message and identity, the targeted market, website structure, the current content assets (including images, media, case studies and all the main elements), editorial resources and calendar, a clear analysis of the competitive landscape. Once the analysis is done, the following step consists in the implementation of the strategy, starting with the keyword research, the cross linking activities. These activities are important to build relevant connection. A common technique is to put some anchor text, very intuitively with a clear Call To Action (CTA) that links to the external page.

Another important consideration is to create, develop and implement a mobile-friendly website. Developers have to consider the different features of mobile device from desktop; in particular mobile screen is smaller than desktop, users have only their fingers available and they are not using the mouse, the last mobile is slower in loading pages than desktop.

Building a search engine friendly website means focusing on informational architecture. The basis is the definition of crawler. The term refers to “a software that evaluate and monitor web pages and the connections within them” [14]. The process is called resources crawling and it follows strict rules: updating frequency, number of pages in the website, its speedy and the information included. An element Google is used to evaluate and consider in ranking website is its URL. URL means “Uniform Resource Locator” [14]. There are different guidelines to follow to write the most adequate URL to search engine point if view [5]. The URL should be very intuitively and simple. The URL could be shared by pasting, linking and emailing, if the main topic is immediately recognizable, users are more encouraged to click. It should be short and static and editors have to use “-” to separate the words and without capital letters. If it is possible, it is better to write names instead of numbers. They are not so clear. Editor should compose a URL with at least one keyword about the topic inside.

A short URL is better than one longer. The last thing to consider is to avoid duplicate content. A content is duplicated when users land to the same web page using two different URL. This phenomenon brings a low indicization and evaluation of the web page by Google. When Google recognizes two identical text, it starts comparing the similar and it decides which is the original. Another relevant element in users experience is the breadcrumb [14]. It helps search engine and users to better understand website architecture and positioning. It is set at the head of the homepage to be easy recognized by users. This

techniques increases the website usability. Another tool used in SEO strategy is the withdraw of a “sitemap”. As the name could remind, a sitemap is a list with all the URL contains in your website to facilitate crawling. A Sitemap could be realized also for images and videos.

Once the website is launched on line, it starts living and bringing traffic from users. Sometimes it could happen that editors want to delete content without losing the previous traffic. There are two possible solutions [14]: the creation of a redirect 301 or the creation of 404 page. With the first option, the new URL will be redirected to the old one. Choosing the second solution, developers decide to give back to users a web page error (404). If the 404 page is adequate, it includes the homepage menu and link and the connection with the most relevant contents of the website.

Today SEO is a matter of a marketer planner, brand manager, social media manager and copywriter. It becomes more and more user centered and this is the reason why We decide to focus more the analysis on the keyword functionalities and research rather than website architecture, HTML features.

Today SEO has three main pillars: content, relation and experience. SEO is considered a medium available to marketers and not more the goal of the strategy. The working system of SEO is represented by the “AIDA model”. AIDA means Awareness, Interest, Desire and Action [15]. The AIDA model is applied in all the main pillars. To a content point of view, SEO should answer to a user’s questions and it will answer in the right way. Awareness is creating by blog post, the desire is creating with category page creation, the interest is increasing in users with the implementation of product page. At the end the action is stimulated by product page and store locator. The AIDA model is reflecting the purchase funnel [15]. The funnel is representing the path done by a user in the purchase decision. The concept of digital funnel will be analyzed later because it bases the relationship between SEO and inbound marketing.

Speedy is becoming more and more relevant. Users spend less time online looking for information and they are looking for fast-uploading website. In particular there are two main metrics to consider [14]: time to first byte (TTFB) and the integrated uploading time. The TTFB is the time a user waits to have the answer. It is the time spent by Google to give back the SERP with the first results.

The integrated uploading website is the single website and it measures the speedy with a website is working. Developers could improve some web site’s element to reduce the slowness. They could improve the answer time of a server and reduce the HTTP requests. They could edit the size of images and to establish a deadline for cache contents.

The creation of multi-country or multi-language website have to be taken into consideration. A multi-country website requires more effort by a developers’ point of view, but it easier for Google to optimize it. A multi-country website allows to have different pages customized country by country. We assume the example of two countries with the same official language (i.e. spanish) they could be very different between them. The differences could be cultural but also about the language with different typical expression with a different meaning

country by country. To avoid duplicate recognition by Google, strategists could choose between different domain typologies: national, unique with the use of sub-domains or unique with the use of different folders. In any case, Google spend lot of time looking for the content and how much it is adequate to the users' needs.

The creation of an associated social media page (like Facebook) or a Wikipedia section about the brand is fundamental for web site usability. In developing a different website for different countries, content and campaigns should be planned in advance. The process for content marketing and creation on line is the same to social media marketing. It is necessary to start with users' personas, targeting the audience and their customer decision journey. Being aware of what competitors are doing and how they are implementing their strategy is the starting point of strategy development.

When a company has a business network, marketers have to use SEO to implement some local strategies. To better monitor the opportunities and the conversions made through local strategies, marketers use "My Business" profile of the company, a store locator in the website and profile in the most useful platforms such as TripAdvisor, Bing Maps and others.

The starting point is the website. Each website has to include a store locator where users can find the closest store to his position and he can check with a map the different store position. Another way is to use Google My Business. It is important and relevant to keep the different platforms up to date. My Business, for example, has to have the right contact number/person and photos. In order to manage the store locator in the best way, marketers should keep monitoring the reviews. Google My Business has to be managed as a social platform, answering to both negative and positive reviews and comments.

2.2.4 Link Building Strategy

When creating a specific content, marketers should consider how and in which measure doing "black hat activities" is useful. "Black hat" refers to the activities of creating a link network of link that connect others website to your and viceversa [14]. "Black hat" techniques create effects in the short term period and the effects could be both benefits and backwards. The basis of SEO' strategy is to be recognized by search engine [5]. Writing good content with the right HTML text form, using the right images with the right planned title could help the recognition. Another way to obtain Google's attention is to build an adequate link structure and network. Google uses links on web pages to help him in discovering other web pages and website. Sometimes, Google might not find the website, especially when the different links are provided in the form of submissions-required forms, hard-to-parse JavaScript, Java or other plug-ins, Flash, PowerPoint or PDF files, on pages with several links or in frames [5].

The value of content and its relevance are evaluated by search engine based on the link network and structure around the website. Marketers have different criteria to select which could be a valuable and not so valuable link [5]. First of all, it is important to consider the relevance of the linking page, then the

perceived authority of the website. The concept of authority, looking with a SEO approach is “the way sites in a given market space are linked to by other significant sites in the same market space” [5].

Marketers should study and deeply understand the way to earn these links. Sometimes, there is an agreement between owners’ websites to link each other. This is not the best solution because it could be really evident on SEO’s point of view and the search engine could decide to penalize the sites.

Sometimes linkbuilding born because a owner saw something interesting in another website and he wants his users and visitors to know about it. Another reason on link network creation could be business affairs. It could happen that it is useful to link to your website by resellers or distributors of you firm’s products.

Linkbuilding is the way SEO builds the relations. It is important because is one of the main ranking factor by Google and because be recalled by relevant website of the same field and topic helps bringing value to firm. It is a very hard process because the linkbuilding gains value only if the website linked is relevant and it is considered as relevant in that topic. On the other hand, the construction of links network is really important to win the ranking battle.

When marketers are going to create a link network, they have to verify that the link acquired is adequate and is reflecting the current brand image[5]. They need to follow a process, a real planned strategy to try to gain the desired link. Once the editorial plan is settled down, marketers should write down a list with all the links and their contacts. Then a link cloud be provide by emotional connection when the goal is to build content that plays with the emotion potential of users. Providing users with relevant, useful and unique information is the good way to get back link connection.

The last example is about business relationships: link the different branches of your business and firms is an adequate way to leverage on business relationship. In general, there are some criteria useful to measure if a link is valuable or not [14]: it is important to verify the link by its cache, authority, linking domain, sitewide (how many links are already introduced), updated, ads (how many advertising content is inside), bad neighborhood (look for weird websites and unnatural international domain), contacts, coherence and social. The term linkbuilding includes all the different activities used to increase the link popularity of a site. They are several such as the production of original and viral content, influencer marketing, valuable PR activities, incentives organization and to sponsor some activities with special access.

2.2.5 Measures

Results measurement is part of SEO strategy and it is useful both to see the results and to refine the strategy if necessary. SEO measurement should start with a paradigm: in evaluating the performance, marketers have to consider only traffic from organic results. SEO strategy is considered as a circle; the starting point is the definition of a SEO strategy with schedule and implementation based on the main goal. The second step is the strategy discussion, when

the objectives and goals are discussing and planning. During the strategy's development is important to establish the right baseline and then proceed with the project. Once the strategy is already started, marketers should collect the data, compare the baseline data with the new one and then refine the campaign if needed [5]. There are three different KPIs typologies: traffic, visibility and conversion [14].

The most important KPI to be considered is about the traffic i.e., how the volume is changing before, during and after the campaign. When experts are measuring traffic, they are considering the so called "natural traffic". It means that they are not considering the traffic from paid campaign. Data about traffic can also be categorized according to the device (homepage/desktop, mobile). When a user lands directly in the homepage, marketers consider him like branded traffic (the executed query involve directly company name, domain name and product or brand name) instead of no branded traffic that lands in secondary pages.[5]. No branded traffic is more valuable because it often represents new visitors. In addition, strategists calculate the conversion rate, CTR on SERP and how many time people spend in the website. They are useful to understand if a user eventually found what he was looking for, if he was satisfied and it was a conversion.

The main tool used to obtain such data is Google Analytics [14]. Through Analytics, the traffic could be divided by search engine (from which search engine the user is from) and by keyword (which are the keyword a user executed to find the company). Figure 2.6 shows how a Google Analytics page appears. Analyzing a web site Figure 2.6 shows how Analytics can provide information about traffic source, numbers of visitors, session and the bounce rate. The most common mistake is in the data interpretation. In particular, it is difficult to understand the right number of data to proceed the analysis. Another risk is to work with biased data.

The main tool to measure KPIs is Google Analytics, it is free and it is really exhaustive. Data are divided in four main categories: Audience, Acquisition, Behavior and Conversion as shown Figure 2.6 [14]. From the section "audience" marketers can consult both quantitative and qualitative data such as the number of pages for each session and the average timing of a session. The data are divided by demographics, users' interests, geographical data and device used. Under the category "acquisition" strategists can see from where the users come from. They can see if the source is organic or paid and the original domain. The behavior provides marketers with data about users' time spent on landing, website speedy and internal research. The last section is about the conversion. It is the most customizable section because, as We have already considered, conversion assumes different meaning following the firm's objectives and goals. Measurement is necessary to understand if the campaign is going well and to see effort's result and recognition.

A second group of KPIs are "visibility KPIs" [14], that are based on the SERP positioning report and measure. It is important to associate the visibility KPIs an indicator that calculates the research frequency. One of the most use tool is SEMrush that, given a group of keywords, computes an indicator based

on CTR of the single keyword among a specific period of time. The traffic volume of the single keyword multiply by the CTR gives as result the SEO visibility. The last kind of KPI is the conversion KPI. The concept conversion could mean several actions made on the website [14].

Scoperta/Mezzo	Acquisizione			Comportamento	
	Utenti	Nuovi utenti	Sessioni	Frequenza di rimbalzo	Pagine/sessione
	54 % del totale: 6,76% (799)	31 % del totale: 4,83% (642)	56 % del totale: 6,56% (854)	58,93% Media per visita: 57,28% (2,79%)	3,23 Media per visita: 3,31 (-2,22%)
1. analytics.google.com / referral	36 (66,67%)	21 (67,74%)	37 (66,07%)	70,27%	1,78
2. sites.google.com / referral	11 (20,37%)	4 (12,90%)	12 (21,43%)	33,33%	6,58
3. google.com / referral	4 (7,41%)	4 (12,90%)	4 (7,14%)	50,00%	3,75
4. adwords.google.com / referral	1 (1,85%)	1 (3,23%)	1 (1,79%)	100,00%	1,00
5. groups.google.com / referral	1 (1,85%)	0 (0,00%)	1 (1,79%)	0,00%	15,00
6. support.google.com / referral	1 (1,85%)	1 (3,23%)	1 (1,79%)	0,00%	5,00

Figure 2.6: Google Analytics. *Source: Google Analytics*

The conversion depends on the object the SEO strategy has. A conversion can be the on line purchase in case of e-commerce, the subscription to newsletter, a lead or a click to advertisement banner, a download, the fulfilling of a contact form or some actions by visitors: a phone call, a sharing, a link or a visitors that advertises the content [13]. Tracking the conversions is the most practice way to realize the result of the effort.

The different tools give to strategists the possibility to check also the error page. Google Search Console monitor error 404 and the duplicate, on the other hand Screaming Frog controls meta-tags and images. the effectiveness of SEO strategy is measured also with the index ROI. ROI would include these elements: [5] numbers of people searching your keywords, the expected click-trough rate from organic search, average conversion rate and average transaction amount.

Another way to get relevant information is using UTM URLS website. Marketers should surf to the website to create the UTM URL. The UTM will ask marketers about three elements: source, medium, content and date. The values should be divided by underscored and without blank spaces. The data drives from the UTM allows marketers to get data about the traffic, to see from where the visitors come from, to monitor marketing campaigns, to discover the most successful content and many others data that help to evaluate and refine the current strategy.

2.2.6 Inbound Marketing

SEO is one of the main channel for the inbound marketing because it this the best way to save money and to have the best KPIs conversions. To analyze SEO by the inbound marketing point of view, the starting point is the funnel concept. Figure 2.7 shows how a digital funnel is built.



Figure 2.7: The digital funnel.

Figure 2.7 we have decided to represent the funnel as a path done by users and that includes four main stages: get traffic, get leads, get sales and loyalty[15]. The first stage (get traffic) is when as much channel as possible, including SEO, are used to create traffic trough inbound marketing. The following steps include the way marketers try to convince a contact to become a client and it ends with purchase conversion. The last part could be called "re business", that is the stage when clients should be engaged and take into consideration. Many firms and companies make the mistake of considering only the new business as valuable.

Marketers divide the funnel in TOFU (top funnel), MIFU (middle of the funnel) and BOFU (bottom of the funnel) [15]. The TOFU involves more effort by all the available channels of a firms: social media, native advertising and email marketing for example. In general, all platforms that work with a "Pay Per Click" system. The MIFU is more easy because it leverages on the previous channels and techniques used. The BOFU it involves all the activities that provide up selling techniques. In general, the inbound marketing activity reflects the process of social media marketing we have already discussed in the first chapter: the starting point is the determination of users personas and their consumer decision journey. When an inbound marketing process is about to start, strategists consider that SEO is not the unique channel to use, but it is one of the possible channel. In particular, the debate is between Google Adwords and SEO. Experts consider Google Ads the best solution in two different

occasion:

- When a company needs the result in short time
- When budget is low
- When the brand is new or it is making a re-branding process.

On the other hand, SEO techniques are better when firm needs the result in the long period and time. When marketers are thinking about SEO, they need to also think about content marketing and content re-visitation. The relationship between social media and SEO is evident and it is really useful because social media help websites to gain popularity and Google's algorithm considers website based on their content popularity. The core of inbound marketing is the content and its ability to attract people to your product and services. The core point is that SEO is useful to do inbound marketing, but cannot be sufficient alone.

SEO' effects and results are visible in the long term (after 5-6 months) and it gives back efficient results if it is well planned. Marketers should answer several questions to understand if SEO could be the right solution, the only one or if it must be integrated with other channels.

1. The first question is about the firm's goals and objectives
2. The time availability
3. The budget
4. The implementation of more than one activity with that budget.

Once all the answer are clear, strategists could take the right decision and implement the right communication plan.

There are many activities that should be coordinated with SEO to bring traffic and value, in particular blog, social media and PR. To implement an inbound project marketing, having an updated and usable blog is fundamental. The blog is the starting point to create a relationship with clients and it helps firm to be perceived as expert in that sector. On the other hand social media could strongly help the brand with its awareness within a re-branding process and positioning and building coherent and consistent PR activities brings a great link building network.

2.3 Paid Strategies

Nowadays the paid adv is more and more common due to its short term results and effect. The Pay Per Click (PPC) is a "marketing approach where the advertising costs are paid after the users' click" [12]. The comparison with SEO is immediate and different features. The cost in a PPC strategy is higher than SEO because a firm has to pay per click cost of the keyword. On the other hand, they have different timing effect : PPC has a shorter effect and result. Using

the PPC approach and entering in the PPC market, firms pay to be ranked by Google algorithm [3].

Google Ads and Facebook Adv are strictly connected each other in organizing the same "campaign" to reach the goals. We will introduce a case study on chapter three about this close relationship. In the next sections we will see that Facebook Adv and Google Ads implement two different marketing strategies: *retargeting* and *remarketing* [12]. The term retargeting refers to a specific behavioral pattern that allows users to enter in a specific cluster [12].

While the term re-marketing refers to the real clients of the firm. Strategists are doing re-marketing when they address the already customers with a dedicated special offer, re-targeting when they address all users that reflect a specific behavior without making purchase. Both re-marketing and re-targeting could be strategic and dynamic. They are both regulated by an algorithm to address users everywhere or a particular segment.

2.3.1 Google Ads

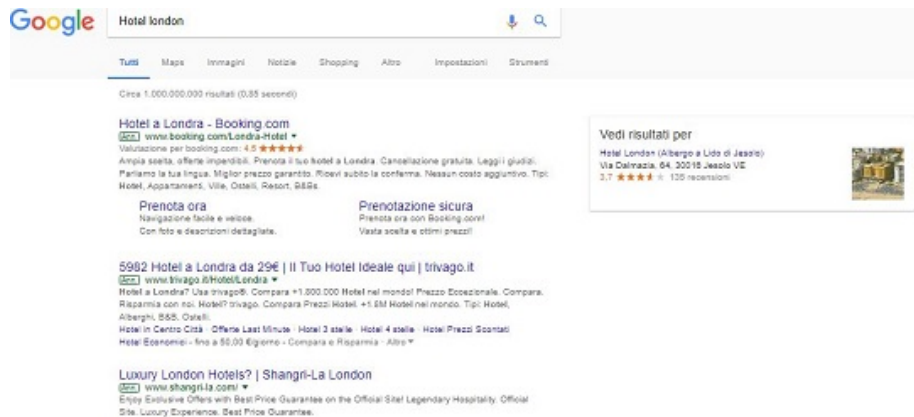


Figure 2.8: Google Adwords results. *Source: Google*

Figure 2.8 shows how an ad appears on a SERP. As the name suggests, Google Ads is a paid advertisement platform planned for Google. The platform allows a website to reach the first position in the SERP, above the organic results, or in the right column.

The use and implementation of Google Ads is necessary to fight for the competitive advantage. Even Google Ads is based on keywords. The keyword market works exactly like an auction where a keyword value is established according to competitiveness, research traffic and website quality criteria.

It is really important to consider how fast and continuously keyword value is changing. At the auction moment, it is important to choose the more relevant keyword. The choice strongly depends on the available budget, the website content and the target intent [12]. The main goal of Google Ads is to exactly

understand the user's intent during his on line research. To avoid purchase mistakes by consumers, in terms of keywords, data about the firm's website from Google Analytics may be of great help.

Google Analytics helps marketers to understand from where the traffic is from and some users' characteristics. Another tool is Keyword Planner that is part of Google Ads. Once the keyword are established, the following step is to decide the most adequate price and then making the website structure as usable as possible and the conversion possibility inside as clear as possible. Google Ads puts some limits on the use of keyword. Marketers can purchase as many keyword they want but they can use only the ones that do not recall to brand name. The payment method Google Ads is using is the Pay Per Click. When a users clicks on the paid advertisement, the firm has to pay to Google the related price. Obviously during the campaign set up, strategist has already established the available budget. For this reason Google knows how much money it can withdraw.

The ideal Ads campaign is based on three main pillars: keywords, PPC and coherence. Keywords should be efficient i.e., coherent with the web site topic and with not so many competitors. The campaign should be daily monitored because it could happen that data are not being gathered. There are several reasons to explain that: low budget, the content could be not so catchy or maybe the chosen keyword are wrong. Good news is that without click, Google will not let firm pay.

A company may choose between two kinds of campaign: research network and research display. The first campaign gives back the publication of the paid advertisement on the SERP, the second one has the result to publish paid banner in several publisher websites. The two campaigns are strongly different each other, marketers take into consideration many elements in planning the choice, in particular target and available budget. Research network's results are paid advertisement on the SERP, they are similar to organic result, but they have signed by the highlighted words "Ann." One of the most efficient display campaign is re-marketing. The first step in a re-marketing strategy is to put the monitor code provided by Google Ads inside the firm's website. The code allows marketers to monitor different kind of data and users behavior. The most common is used to monitor how many and who are the users that have visited the website [12].

Re-marketing is the technique useful to reach a specific segment of the on line researches. Google Ads gives to marketers the possibility to customize and choose which segments are more interest for the firm. The choice is strategical and marketers should think about that during the beginning phase. In establishing the right segment, a useful tool is Google Analytics.

Marketers, in planning the firm's marketing strategy should take into consideration the possibility and the opportunity that paid campaign gives to the firm. Another element to consider is that information and element a marketer needs to plan and study before the campaign implementation. To end up, re-marketing activities are useful for customer service application.

2.3.2 Facebook adv.

Another paid strategy planned by marketers is Facebook posts' sponsorization. We introduce a general overview focusing on which are the marketer's tasks in planning this sponsored activity. The sponsorization of a Facebook post requires a great plan especially for target's decision. Once a post is launched on line, marketers could decide to sponsor it to reach a larger addressed target. Once the advertisement account profile is implemented, marketers have to provide the platform with three main information: target, budget and time. Once the account business manager and the correlated advertisement account are configured, the starting point is the choice of the post to be sponsored.

Several indicators are asked by Facebook to plan the campaign. The first request is about the target. The request is very specific and allows marketers to be very strategical. Facebook asks to choose the target. It could be very specific, specifying all the features of users personas to the algorithm (geographical and demographic features, objectives, interests and job title) or it could be generic, provided only with information about age and gender.

Others fundamental elements are budget and timing campaign. About the budget, there are two possible solutions: daily or total budget. The advice is to choose the integrated and total budget to save monitoring time. If the timing is wrong and the budget is daily, Facebook will keep withdrawing the import selected. The most common time of a sponsored post is about one-two weeks.

Facebook is able to reach until the end of the digital conversion funnel and to encourage the loyalty loop. Facebook Ads requires strategists with several and specific audience features to determinate the users' segments. Looking for all the visitors that made a significant action in firm's website is not so easy. For these reasons marketers need to choose for a customized audience, looking the different behavioral data from website, before starting with the sponsorization.

Marketers could have different sources to take the data: they can compare and analyze the activities inside the firm's app, users' behavior off line and their interaction and engagement with the social media. Re-targeting strategies create sequential advertising, moving the user inside a story and Facebook is one of the best tool for storytelling. It provides information and the story about a brand, keep the contact and alive the relationship between brand and client and it follows the customer in his decision journey. Facebook ads works for three different stages: awareness, consideration and conversion. In the awareness step, firm needs to sponsor its brand to be considered in the second step where all the product feature are established and the purchase could be concrete.

To summarize, nowadays digitalization is becoming more and more relevant not only in the everyday life, but also in the working activities. Firms and marketers have to adequate their strategy to the new component to maintain the competitive advantage and to be chosen by the clients. The digital marketing strategy should include different firm's branches. Marketing is not more only a marketers' matter, it involves all the other company's element.

To establish the right strategies, the starting point is to explain and understand who are the users personas and their customer decision journey. Once

targeted audience and its behavior is established, firm has to decide the amount of budget to allocate for digital marketing strategy. On one side budget is spent for social media planner, editors and copywriter should develop an efficient social media strategy. On the other side, strategists and performance experts should implement an adequate paid strategy to support the organic one and to gain an efficient competitive advantage. The digital strategy is following a funnel model. Each step of this model are characterized and influenced by digital marketing.

Chapter 3

Digital Marketing Strategy: A Case Study on EcorNaturaSì

In this chapter we introduce the case study on EcorNaturaSì. After a general overview about the brand's history, on line presence highlights, strategy and objectives, we analyze its digital marketing strategy.



Figure 3.1: NaturaSì logo.

The analysis focuses on the integration between both organic and paid strategy on Google. In addition, we consider the social media strategy and its KPIs. EcorNaturaSì's digital marketing strategy is in charge of the web agency MOCA Interactive. While MOCA manages the activities on Google, both organic and paid EcorNaturaSì social media are managed internally. What is interesting in their digital strategy is the combination between the core objective, totally off line, and their ongoing and update presence on line.

The main goal of the brand is to bring people into stores. To reach the objectives, marketing department is pursuing off line activities, such as fliers distribution, magazine publication and event organization together with on line activities. They are pioneer in their sector of SEO application. The data monitoring with the web agency MOCA Interactive is month by month. MOCA is in charge of keeping the EcorNaturaSì marketing department up to date about the campaign results and budget return and allocation.

Two website under the brand EcorNaturaSì: NaturaSì and Cuorebio. After the interview with Letizia Pittamiglio, marketing department and external relation manager of EcorNaturaSì, we have decided to focus the analysis on NaturaSì website. Indeed, it is considered as the main website by the firm for

two main reasons: first of all because as retail, it is bigger than CuoreBio, secondly it is the one with the most part of SEO and Google Ads budget allocated. While NaturaSi is independent, CuoreBio lives in function of NaturaSi. It is also the most known by consumers because the on line and off line activities are more implemented.

3.1 Methodology

The analysis of the company's digital strategy requests to gather information from both company and web agency.

The first approach was with MOCA Interactive in Treviso, together with Marco Ziero, CEO of MOCA, we decided to focus the analysis on EcorNaturaSi. Indeed EcorNaturaSi' case is interesting for two main reasons. First of all, it is the longest MOCA's client and secondly, they have being experimented and evolved the digital strategy continuously.

Marco introduced us to Letizia Pittamiglio, marketing department and external relation manager of EcorNaturaSi. Together with Letizia, we have analyzed the on line history of EcorNaturaSi and the way they are interacting and approaching with a web marketing agency.

3.1.1 MOCA Interactive srl

The first approach with MOCA Interactive was with Marco Ziero, the CEO. we discussed about how interesting could be to develop an analysis about a company digital strategy. He thought about EcorNaturaSi because of its duality. The company's main goal and objective is to bring people to the stores, but they are using on line techniques.

we have discussed with Elisa Sisto, Head of SEO, and to Angela, Digital Advertising Specialist Senior, in MOCA. Together with them, we have decided what could be the most important KPIs to consider to analyze how strong is the relation between SEO and adv, how they interact and if the techniques are efficient.

The most important KPIs considered in the analysis for Google Ads are:

1. The web site traffic brings from always on campaigns
2. The web site traffic brings from commercial campaigns

By monitoring Google Analytics (SEO activities), the main KPIs are:

1. Technological improvements
2. The main traffic source
3. The Click Through Rate (CTR)
4. The web site position on Search Result Page (SERP)
5. The main traffic source for both visitors and new visitors

3.1.2 EcorNaturaSi

The first meeting with Letizia Pittamiglio was at the beginning of February. we discussed together about the most interesting data and KPIs to consider. The first interview was in San Vendemiano (Treviso)¹ and it allowed us to build a time-line about firm on line presence and activities.

After a general introduction about the company, we discuss about it later, we focus on their current targeted audience. Currently, EcorNaturaSi' target are women that are from 35 to 65 years old and with a medium-high spending power. By discussing about this niche segment, we agree that the main problem of organic products is the economical accessibility. This is one of the main challenge the company is pursuing in its strategy to reach more consumers segments.

When talking about consumers, Letizia has told us how the evolution in the consumers' behavior has strongly affected the company's strategy. Consumers have started using Internet and on line tools to gather information about a product. For this reason, the development of a digital marketing strategy was fundamental for them. One other element they are facing with is Word Of Mount marketing. In general, it has a strong impact among the consumers. Customers are becoming *pro-users*; it means that they are active on line and their behavior is influencing the others.

These are the reasons why, together with off line strategy (event organization, magazine publication and fliers distribution), EcorNaturaSi trusts in the MOCA's activities to implement its digital marketing strategy.

During the interview, Letizia often specified us the store centered approach that is characterizing the company. EcorNaturaSi main goal is to bring people into stores, keeping the focus on their products. Together with Letizia, we have analyzed the different marketing research they did to demonstrate how fundamental is the point of sales contact in food and beverage industries. Despite people are acting on line, they need to directly see the products and to build a contact with the sales person during the purchase. This is the reason why, asking about the EcorNaturaSi e commerce, Letizia specified that people book and choose the products on line, but they pick up them directly at the stores. This is a win to win solution because people go to the store, but they are also saving time of choosing products and of waiting the queue.

With this first interview, we gathered information about how the off line marketing strategy has being adapted the activities to the on line one. Consumers in the organic industry are acting the informational phase on line, but the purchase off line direct in the store. For this reason we have studied the magazine and the fliers both digital and off line: they are keep into consideration by consumers. The magazine talks about specific topic concerning organic food and Letizia showed us how the organic food consumer is informed and he wants to keep informed. Letizia showed us the events calendar and how the Facebook page and on line campaign support each events. Facebook posts are sponsored and one specif campaign on Google Ads is activated for each event in

¹The business location of EcorNaturaSi

the commercial calendar. Letizia focused her attention more on Facebook page and events organizations because they are internally managed.

Facebook posts are native and the page is internally managed. What is interesting on EcorNaturaSi social media policy is that each store has its own Facebook local page. They are submitted to a general social media policy, but they are free to decide how to manage it. As discussed with Letizia, we agreed to consider this choice as the best to reduce the gap between consumers and stores. As done for social media management, even for the event each store is independent. The store manager could decide to organize a specific event on local specialties, live cooking session and similar.

The second interview took place in March. During this interview, together with Letizia, we agreed to focus the analysis on the interaction between SEO and adv activities. Among the several techniques they are applying, it is interesting to see how organic and Cost Per Click (CPC) activities are acting together to bring traffic and people to store. In addition, we agreed it could be useful to the company to have a third analysis about how these activities are working.

After the last interview, Letizia allows us to access to EcorNaturaSi Facebook page to directly analyze Facebook Insights². We have decided to take into account the following KPIs:

1. The click from Facebook page to EcorNaturaSi web site
2. The monthly likes and dislikes to Facebook Pages
3. The comparison between paid and organic post coverage
4. The visitors and new visitors frequency

3.1.3 The Analysis

We have analyzed the trend of these several KPIs to see how they influence each other and how they are regular throughout the years.

At the end, we have correlated these analysis with the data gathered from Facebook Insights to see the impact on social media.

During the interview we have focused the attention on the on line time line of EcorNaturaSi. The company could be considered as a pioneer in the SEO activities and in entrusting the digital strategy to an external agency. We have agreed to focus the analysis on EcorNaturaSi web site and social media pages. Indeed EcorNaturaSi contains all the know-how gathered by the company during these years of collaboration with MOCA.

To proceed with data analysis, we have decided first which are the measures to calculate how the different techniques affect each other and how they are developing throughout the years. In particular, by monitoring Facebook Insights, we have considered the number of click to web site as the best measures to monitor how the Facebook's main goal is pursued.

²“Facebook Insights is a powerful tool to track user interaction on Facebook Fan Page. Facebook Insights can be seen by all the admins of the page and it can help tracking the number of active users to better understand page performance.”

By monitoring Google Ads campaigns, we have decided to calculate the ratio between store visits and impressions.³ Having the data available daily split, we have decided to aggregate the daily data month by month and then we have calculated the average value.

By monitoring SEO activities, we have decided to evaluate the different traffic sources to store web pages. In particular, we are interested in looking how the contribution of organic and paid source is changing over the years. The contribution is increasing throughout the years to reflect the fact that the paid distribution is more and more important.

3.2 Company profile

EcorNaturaSi was born in 2009 by merging Ecor and NaturaSi. Figure 3.1 shows the new company's logo. While Ecor was the major large scale distributor of organic products, NaturaSi was the brand of organic supermarket. The new enterprise relies on many years of experience in the organic agriculture and on its sub-brands.

The new group and brand empowers the development of organic agriculture implementing a new method to feed the field, to safeguard biodiversity and environment and to ensure job to small and medium agricultural enterprises. The new brand provides the market with healthy and high quality products for consumers' wellness.

The realization of the new brand EcorNaturaSi with its own mission and vision took a long time and followed several historical merger and acquisition. Ariele, a store specialized in organic products, was born in 1987. Ariele was a cooperative and it built a small enterprises located in Biella called Gea. In the meanwhile another cooperative called San Michele was born. In 1998 Gea, together with Tam, Farnia di Rolo and Pronatura, gave birth to Ecor S.p.A. All the three cooperative were specialized in organic and biodynamic production. In 2000 the first store associated with the new enterprise called B'io was born. While Ecor was expanding, NaturaSi was growing too. In 1993 Reforming was born. It was located in Verona and its mission was to develop a network of organic products supermarkets. Successively, Reforming was renamed into NaturaSi.

The meeting between Ecor S.p.A and NaturaSi happened in 2005 when the two enterprises exchanged their stocks. Since 2005, the two enterprises have been growing together and developing different sub-brands. In 2008 the new firm acquired Baule Volante, the company from Bologna with a huge historical role in the organic products' distribution. In 2009 the merger between Ecor and NaturaSi gave the birth to "EcorNaturaSi S.p.A". B'io was renamed into Cuorebio and the firm started opening new stores, in 2010 the number of Cuorebio' stores was 270. Starting from 2012, EcorNaturaSi S.p.A has been

³An impression, in the context of on line advertising, is when an ad is fetched from its source, and is countable. Whether the ad is clicked is not taken into account. Each time an ad is fetched, it is counted as one impression *Source: Wikipedia.*

establishing partnership with other companies. The first partner was in 2012 with Alpa, a biodynamic firm, then in 2014 Red Circle Investments, the society of Rosso's family and Forever became partners too. Despite this relevant partnership, the major shareholders remain Rudolf Steiner and Ariele Holding. From 2016 EcorNaturaSi started its expansion abroad acquiring an enterprises in Poland with 39 stores and another one in Slovenia with already 5 stores. In 2017 a new logistic site was build in Bologna. In 2017 Baule Volante and Fior di Loto merger. Nowadays, the capital firm's structure is composed by Libera Fondazione Antroposofica Rudolf Steiner (the majority owner), Alpa Society, Red Circle Investments and Forever that are the different partners.

3.2.1 The mission

The new brand's mission turns around seven pillars:

1. **Products and Environment:** all brand's products are healthy and they enhance consumers and environment's wellness.
2. **Market Development:** the main goal is to spread organic products consumption trough the stores and brand awareness project.
3. **Clients and suppliers:** the final goal is the creation of a coherent and transparent relationship with clients and suppliers. The firm is pursuing that by monitoring clients' satisfaction level and wellness.
4. **Consumers:** all consumers are considered as potential clients, they could be looking for healthy and organic products to ensure their wellness.
5. **Culture:** the company's culture is to spread organic values and to educate about healthy food and environment's care.
6. **Economy and Society:** the economy is considered as an essential element for society development by the firm. The firm supports all initiatives that are encouraging a respectful and equal relationships between humans.
7. **Future:** one of the main value of the new brand is to educate consumers to take their own responsibilities caring about the natural environment and the other living beings.

The product chain starts with the community of the different agricultural holdings. They are all involving to the production for EcorNaturaSi. The production sites are four and they are located in the north of Italy. The major production site is located in Treviso. Once the products are ready, they are distributing trough the two main logistical sites in Treviso and Bologna. There are two kind of retail center of EcorNaturaSi: NaturaSi and Cuorebio. The first one is holding composed by 251 supermarkets spread all around Italy, which is the main retail site, both franchising and directly managed. Cuorebio is the smaller retail site, it is located in small and medium cities. The feature

and position gives Cuorebio stores the opportunity to be more flexible and customizable to consumers' needs.

The ending point of the product chain is the availability of several brand products for different needs. From the most famous Ecor, the food brand of EcorNaturaSi, to Pù Bene, products dedicated to allergic and intolerance problems, from Città del Sole, sweet and bakery products to Bjobj, cosmetics products.

The targeted audience of EcorNaturaSi is mostly women from 35 to 65 with a high spending power. To reach different target segments, EcorNaturaSi is organizing several events around the matter of economic accessibility of products. The most important event is *Bio Challenge*⁴ thought both for families and young people. The *Bio Challenge* events take place in January. The challenge for the participants is to buy organic products *bio for everyone*⁵ for four weeks without changing in their spending power. In 2018 the participants were family Berretta⁶ from Milan and some young students. The main goal of the event is to communicate that buying the accessible NaturaSi organic products the advantages are both for personal healthy and the environment.

The firm takes part to *Sana*⁷, the exhibition in Bologna about the organic world. Since March 2018 the firm has launched *bio community* where all organic recipes are gathered to create a sort of library. There are two other main events organized by EcorNaturaSi. The first one is each year between April and May. The event is called *Together in the countryside*⁸. Fourteen farms organize some open days to involve consumers and people to visit their activities and see how are the different production processes. Another important event is *sow the future*⁹ when simultaneously 34 farms replicate the ancient hand sow involving all the participants.

In general, each store is independent in organizing its own local event in the store, they might decide to organize meetings with doctors, live cooking session or cooking school. The local events are based on local tradition and habits.

3.2.2 The Online Timeline

The company's on line presence started in 2007 when the company's identity was only Ecor. The Ecor marketing department hired a web agency to build the website. The IT agency introduced Ecor to the web marketing agency MOCA Interactive, that proposed them the SEO techniques. Ecor started gathering information about SEO strategy, activities and all the possible long term advantages. The main goal was to increase the brand and products awareness. In 2007 Ecor's products were around three hundreds. By a SEO point of view the main goal was to give relevance to Ecor on line when users were looking for key-

⁴“Sfida Bio” is the original Italian name

⁵“bio per tutti” is the Italian name of the sub brand

⁶Italian Last Name

⁷<http://www.sana.it/en/home/1229.html>

⁸“Insieme in Campagna” is the Italian name

⁹“seminare il futuro” is the Italian name

words like organic product, what is organic or organic. In 2007 Google worked only with unique keywords. For this reason the collaboration with MOCA was all about website content. SEO specialists provided Ecor with the most relevant keyword, around organic foods. Then Ecor marketers developed the content around them. To make keywords recognizable by Google they were written bold. The next step was to monitor users behavior on line and on Ecor website using Analytics. They started calculating which keywords users executed, how many visitors and how many of them were new. In the same year (2007) CuoreBio website was born with the main goal to spread CuoreBio store visibility. The main effort both by Ecor and MOCA was to avoid the duplicated content, penalized by Google. Both websites were talking about organic world, the matter was to use and focus the topic on the same semantic area but rewriting the content. By starting SEO activities as pioneer Ecor had the possibility to build a rich and relevant know-how about this topic.

between 2008 and 2009 Ecor started link building activities. They started developing influencer marketing involving some quiet famous blogger in their farms' events. The main objective was to build a network with bloggers and to make them linking to Ecor website during several events. The goal was to bring traffic to website without allocate high budget. At that time, Google gave strong relevance to link building activities. For this reason MOCA asked to each website that was talking about Ecor to link it. These activities were free and they were in charge of MOCA.

In 2010 there was the merger between Ecor and NaturaSi. Consequently, they developed the website NaturaSi. Marketing department was involved in a re-branding process. They were re-designing logo and they implemented off line marketing tools such as magazine and fliers. The main goal was to increase stores' visibility and bring people to stores. MOCA started applying Google Ads campaign on the keyword brand and location. They made the same for CuoreBio website. By applying the drive to store extension to Google Ads it was possible to monitor the number of people moving to store.

In 2010, the combination between Analytics and Ads activities started. They were collaborating to increase stores visibility, brand awareness and store visitors. On Google Analytics the main KPIs considered were newsletter subscription, unique visitors and flier click.

between 2010 and 2011 SEO specialists implemented the optimization on Google around keyword brand and each city. Simultaneously, it was alive the problem to avoid duplicate content with CuoreBio. The solution was to implement and develop two different strategies for the two brand. While NaturaSi was considered as the organic supermarket, CuoreBio was considered as the organic store. While NaturaSi was located in the biggest Italian cities, CuoreBio was in the provinces. The main goals were to increase visibility to both website and to maintain the first position on the Search Engine Result Page (SERP).

In 2012 the store locator campaign became an *Always-on campaign*. Ecor-NaturaSi opened NaturaSi Facebook page. Since 2012, budget allocation and on line strategy has started focusing more on NaturaSi. Marketing department started allocating budget on Facebook Adv activities and keeping monitored

Analytics and Ads campaigns.

NaturaSì was composed by two websites: the first was purely content and the other was e-commerce. The content website was developed around the organic world semantic area. The first part was built to gain visibility and credibility. The e-commerce side was developed to increase store awareness. The core objective was the same and all the strategy was developed with a store centric approach. For this reason, in the e-commerce landing page was possible to book and pay the products, but the pick up was made in store.

Since 2016 NaturaSì is a unique website, content and e-commerce landing page together. The new website was ready at the end of January 2016 and it is the current one. The core objective and goal is to increase both store visibility and on line sales through e-commerce. The new website approach is double side. On one hand, a SEO strategy is applied to create content. The content is tied to the magazine about the organic world called *naturasi magazine*. On the other hand Google Ads campaign are always active to gain store visibility and to increase e-commerce sales. NaturaSì e-commerce peculiarity is the payment on line but the pick up in store. In this way consumer save transaction cost and he does not lose the personal contact with the sales person. This is strictly related with Italian culture. The food and beverage e-commerce, especially for fresh and organic products, sounds not so good.

Simultaneously the firm is always pursuing the goal to maintain the first position on the SERP.

By considering Facebook page, it is internally managed by NaturaSì social media specialist. MOCA manages Facebook adv. Facebook main goal is to bring traffic to website. Since August 2016 firm has started sponsoring addressed post regarding specific projects, videos and events. The Digital Editorial Plan is internally created. It follows three main subject: products, products' story and store. By telling about products story, the content could tell a recipe or the origin and similar. Recently, firm's marketing department have decided to implement the sponsored posts. The main reason is to keep monitoring users interactions and to increase the awareness. Indeed, NaturaSì is a niche brand with specific and targeted audience.

Each NaturaSì store could have its own Facebook page. The firm has established a general social media policy, but the management of the store facebook page is in charge to the local supermarket managers.

3.3 The Digital Strategy Analysis of EcorNaturaSì

The firm has implemented the on line and digital strategy under suggestion of MOCA. In this way it has always followed the consumer evolution and transformation. Consumers are even more pro users. Despite they gather information on line before reach the store, they need the human contact and the personal contact with the sales person. It is a matter of tradition and culture

The firm's digital marketing strategy is monitored and partially managed by MOCA Interactive. To better implement the on line activities and to keep coherence with the firm, MOCA and EcorNaturaSi meet for a brief and report meeting at the beginning of the year. Monthly, EcorNaturaSi receive by MOCA a report with all the campaign results and budget investments.

At the beginning of the year, they have the biggest meeting. During the meeting, agency and firm together verifies the previous year activities and they discuss a brief for the current year activity. Agency and firm have a sharing Dashboard with the monitoring of the main KPIs to measure the activities. During this meeting, firm update the SEO specialists about what are the main annual goal and objectives to reach. On Google Ads point of view, the meeting is useful to share the market and commercial calendar to efficiently plan the campaigns.

SEO and Ads follow two separate program and evolution but they are influencing each other. While an Ads campaign is going to be launched, the first things the agency does is to monitor Analytics activities. Referring to Analytics process and development, the Ads is consequential. The biggest difference is the length effect. While SEO has a long term effect, Ads has a short term effect.

The firm receive a monthly report from the agency with results and KPIs about the different campaign and the SEO' data. By evaluating the report, the firm decide how to proceed the campaign and the organic process.

The most part of traffic website comes from Analytics. The organic traffic is bigger then cost per click (cpc). Nowadays the main traffic sources on website are three: the highest percentage comes from organic, then cpc and a small, but relevant percentage from social media activities.

In addition, some traffic comes from the organization of several events during the year.

3.3.1 Objectives and Goals

Objectives and goals are determined by the marketing department of the firm and then they are communicated to the web agency to implement the digital marketing strategy.

While the Ads objectives change following the commercial and market calendar, SEO and Analytics objectives are almost the same each year. Objectives and goals are shared during the biggest meeting at the beginning of the year between firm and web agency.

For Facebook page the main KPI considered is the traffic brought to website. By monitoring Facebook Insights, EcorNaturaSi has the possibility to evaluate users' engagement. Google Ads has as main goal the drive to store campaign and how many users on line move to store. Than Google Ads, due to its short term effect, change and create different campaigns, added to the one always-on, following the commercial calendar. All the campaign are built around the main firm's goal: bring people into store.

Google Analytics is developing following the same objectives and goals. First of all bring people into store. Secondly, Google Analytics is especially pursued

to increase store visibility, with particular focus on not to lose the first SERP position and to better study users' behavior on line.

The SMART Objectives of EcorNaturaSì digital marketing strategy are to bring on line users to stores and to optimize the website on line positioning on SERP. EcorNaturaSì approach is store centered. The first objective is measured through the drive to store extension of Google Ads. It is the most relevant goal because the company gives a great value to stores. They are considered as the main touch-points with consumers. To implement this objective there are always-on campaigns on Google Ads and each store is connected with its own MyBusiness account. The second objective is perceived through Google Analytics strategies and techniques. It is mostly measured by visibility and SERP presence. We have studied the visibility with the weight comparison between traffic source. The SERP presence is mostly indicated in the website position.

3.4 Results and Discussion

The available data is coming from MOCA Interactive Dashboards. Agreeing with the company, we have focused the analysis on the relation and interaction between Google Ads and Google Analytics activities. In particular, we analyze the drive-to-store functionalities, how the relation between organic and Cost Per Click (CPC) traffic is changed throughout the years and how SEO behavior differ for brand and no-brand keywords.

Dara is available since May 2016, after the merger between the two different landing page and the Google Ads extension approval.

Reliable Facebook data availability are since April 2017. Facebook Insights allow to obtain a general overview about the Facebook page: number of visitors, paid and organic coverage, likes and dislikes. In particular, Facebook Insights give information about how many users click to the website directly from Facebook page. In general, the analysis of sponsored Facebook posts allows us to build a general overview about the users personas they are addressing to.

The entire analysis has been carried out using R¹⁰. To see the influence of the different activities of the digital strategy we have split the data month by month. For some KPIs we have data available since 2016, for others since the last months of 2017. Indeed the merger between the two different web site happened at the beginning of 2016. For this reason the data is not so clean.

3.4.1 An Analysis of EcorNaturaSì Social Media

NaturaSì Instagram account was born in 2017. It is internally managed and the digital editorial plan is graphic and with a storytelling influence. Marketing

¹⁰“R is a programming language and free software environment for statistical computing and graphics supported by the R Foundation for Statistical Computing. The R language is widely used among statisticians and data miners for developing statistical software and data analysis”. *Source: Wikipedia*

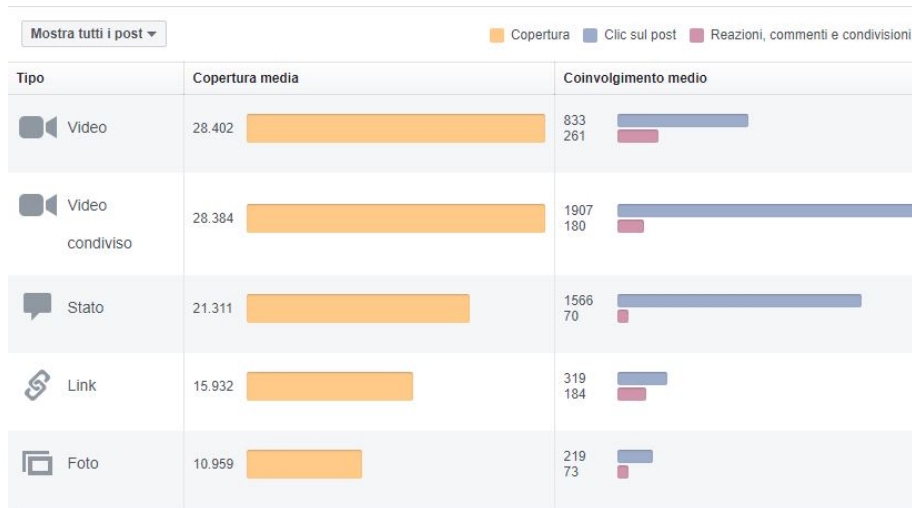


Figure 3.2: NaturaSi coverage and engagements for each post typologies. *Source: Facebook Insights*

department has chosen to focus Instagram account on the *products stories*.

NaturaSi Facebook page was born in 2016. It is internally managed too and it is used mainly to increase the brand awareness and to bring traffic to website. The official Facebook page is only one: NaturaSi¹¹.

Each store can open and manage its own Facebook Page. The firm provides each store with a social media policy. We have discussed such a choice with Letizia Pittamiglio, marketing manager in EcorNaturaSi. It could be considered risky because social networks are more and more powerful and they could ruin brand identity if they are badly managed. On the other hand, Company entrusts Facebook page management directly to the single store because they are the most updated and able to exploit local trends and events. However, it is not mandatory to have its own store Facebook Page.

The official Facebook Page has only native content and on average it is weekly updated mainly with recipes, brand event, event participation and some advices around organic and healthy food. Figure 3.2 shows the most successful posts typologies taking into consideration users engagement¹² and the average impression¹³.

Looking at impressions and interactions the most part of Facebook page followers are on line during three peak moments of the day. Around 8 in the

¹¹<https://www.facebook.com/naturasi.italia/>

¹²“User engagement is an assessment of an individual’s response to some type of offering, such as a product, a service or a website. An individual’s degree of engagement may be determined directly through interaction or may be assessed through observation of the user’s behaviors.”

¹³“The impression measures how often the post is shown. An impression is counted each time the post is shown on a search result page or other site on the Google Network.”

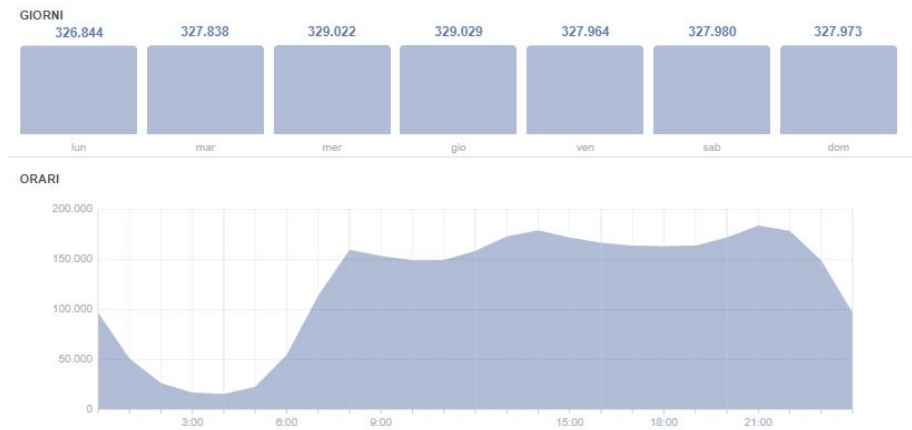


Figure 3.3: When NaturaSi users are on line. *Source: Facebook Insights*

morning, 2 in the afternoon and 9 in the evening. The page has the most number of visitors on line on Monday, Saturday and Sunday. The peak moment is mostly on Sunday at 9 p.m. Figure 3.3 shows the average visits, split during the days of the week from 11 June to 17 June 2018.

Facebook adv. The most part of the posts are sponsored. On average the total budget allocation is around 200 euro per post. The length of each sponsored post is around one week. As we already anticipated, the element necessary to pursue a paid campaign on Facebook are: determination of users personas, campaign’s goal, budget and timing. EcorNaturaSi identifies its users personas with specific demographic characteristics such as gender, age and place where they live. Than the firm specifies their interests. While some posts are addressing only people who like the page, some others are addressing all people interested in organic and healthy food or green environment. EcorNaturaSi users personas are men or women that are from 25 to 65 years old. Users place of residence is determined in the store cities and nearby (around 25 kilometers).

We have analyzed the available Facebook Insights from the official page. Considering the Facebook main goal, bringing traffic to the Website, we have analyzed the following KPIs: likes and dislike to the Facebook page, the paid and organic coverage, numbers of visitors and the number of clicks to the web site from Facebook Page.

The data is available from April of 2017. In the analysis we have decided to consider the data for each KPIs split month by month. In this way it is possible to notice how the different data vary following the firm commercial calendar and the different specific campaigns.

We have established the following SMART objectives for the Facebook Analysis: to monitor how many monthly clicks the web site receives from Facebook Page, then to analyze the traffic source, paid or organic, to analyze that recently

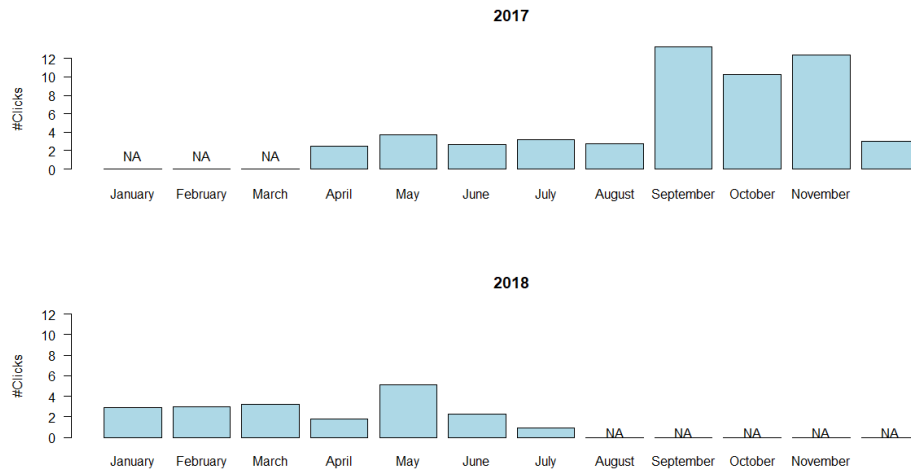


Figure 3.4: Number of Clicks to the web Page of NaturaSi originated from its Facebook Page. The axis represents the different months, in the ordinate we have considered the monthly number of clicks. Data is available from April 2017 to July 2018. Indeed, during the other months the data is Not Available (NA). NaturaSi web page has the highest number of clicks in September and November 2017. The histogram columns reach their highest value thanks to the participation of EcorNaturaSi to SANA exhibition. During the exhibition NaturaSi social media accounts are daily up to date and each post is sponsored. By monitoring year 2018, we have noticed the highest number of click to the web Page in May. The fact is tied to the launch on line of community bio.

the average organic coverage are irrelevant compared to the paid one. By taking into account likes, dislikes and visitors to Facebook Page, we can have a whole framework about how the brand awareness campaign and goals is going on.

Web Site Clicks

The clicks to web site strongly increased during 2017. Figure 3.4 shows the number of unique users that click to web page per month. The highest number of clicks are in September and November. One of the reason may be that EcorNaturaSi take part to *SANA*¹⁴ in September. During this event, the social media team plan several sponsored posts that encourage the followers to visit web site. The trend changes in December, when the number of click strongly decreases. It is weird because December 2017 was really active on social media with campaign about gift card and many others initiatives.

In 2018 the number of click continues maintaining the constant value of December 2017. The clicks are few and irregular during the months, they are

¹⁴The exhibition of organic products in Bologna

on average 3 each month. The number of clicks starts growing around March. we have noticed that March 2018 is the first month of *community bio* campaign. The number of clicks increases in May that is when the *community bio*¹⁵ was launched on line. In general, considering monthly distribution, we have to take into account that the clicks on web Page are tied to the editorial plan. In particular they increase when the post is sponsored or it is tied to an event.

The Social Media Traffic

The traffic comes both from organic and paid posts. The data we have gathered consider only unique visitors. From Facebook Insights we have compared the number of unique visitors reaches by Facebook page with both organic and paid distribution. The data considered are monthly split. To EcorNaturaSi the average users coverage is an important KPI to keep monitoring the efficiency of budget allocation for Facebook management. The data is available from October 2017. Figure ??shows the monthly average coverage of the post. The comparison is between organic and paid coverage. While the axis represents the months, the ordinate represents the sum of number of people reach from the posts

We may observe that, the paid coverage is higher than organic one. What we think is important to notice is that the paid coverage is not regular. The highest value coincides to when EcorNaturaSi take part or organize events. This means that the firm recognizes the efficiency of the paid distribution and allocates more money or changes the timing of campaign. Indeed, the coverage volume depends on how much money is allocated and the campaign length. While in the last months of 2017 the paid coverage was around 100,000 users, at the beginning of 2018 the paid coverage was on average 80,000.

As we have already compared in Figure 3.2 EcorNaturaSi sponsors the majority of the posts, in particular when they are sponsoring events, promoting videos and products.

Figure3.5 shows that it is becoming fundamental to allocate a consistent amount of budget to Facebook Adv. While the organic coverage depends only to the content published and to publication time, paid coverage is also a matter of money and well done strategy. As we considered in the introduction, Facebook Adv activities work under target and its demographics characteristics study and planning. In general, the Facebook page total coverage is on average 50,000 users. Numbers are good, but they should be considered inside the context. The context includes all the users that do not like the Facebook page and do not follow it. They could be covered by the posts because of the remarketing activity. The context includes the number of monthly/daily visitors and the number of monthly/daily likes and dislikes. At the end, the context includes the potential consumers, all the users that, after have seen the Facebook Page, they have clicked on the web Page. They are the most interesting for the company.

¹⁵community bio is a section of NaturaSi web site. It was born to create a network of consumers that could share information, passions and in particular recipes using NaturaSi products.

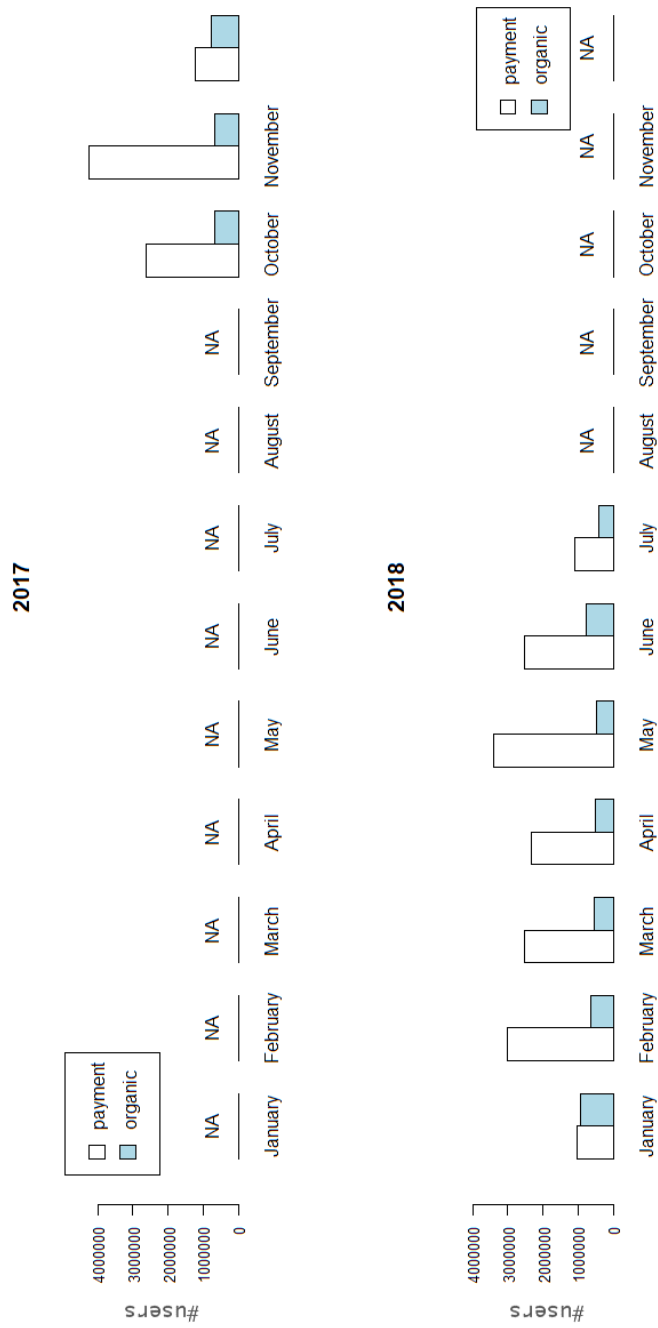


Figure 3.5: Monthly Average Coverage of Facebook posts. The axis represents the months, the ordinate represents the number of people reached with organic (light blue) or paid (white) posts. Data is available from October 2017 to July 2018, this is why the other months is Not Available (NA). As we expect, the paid coverage is higher than the organic one. It is important to notice that the trend of paid coverage is not regular. It acquires highest value in correspondence with the events that EcorNaturaSi organize or to which the firm takes part.

The Context Indicators

We have analyzed the monthly likes and dislikes to the Facebook Page.

Figure 3.6 shows how the number of likes and dislikes vary over time. For both years the green line represents the average number of people that monthly like the Facebook page. On the other hand, the red line represents the average number of dislikes. On average, the number of monthly likes is around 50 new users. Despite the number of likes are higher than the number of dislikes, it is important to notice is that the number of monthly dislikes is relevant, around 30 each month.

Since March 2018, the number of likes to Facebook Page has been starting regular increasing. Looking at the commercial calendar, we may supposed that *community bio* from March and *together in the countryside* in May have influenced the brand awareness and consequently the number of people who like the Facebook Page. Simultaneously with events, in May 2018 EcorNaturaSi promote Google Ads campaigns for the Mother's Day and for the new opening of three different stores. The organization of several physical activities (event) an on line campaign, increases the brand awareness and social we page followers.

The Number of Visitors

Visitors are the last KPI that we have measured. With the term *visitors* we intend all unique users that visit the Facebook page during the day. The term considers both Facebook Page fan and no fan users. As for the previous KPIs, we have split the data month by month. On average, in 2017, the monthly visitors are around 1,000 per month. Their distribution is not so constant. we have to consider the editorial planning and the event program. Figure 3.7 shows the average number of monthly visitors for both years 2017 and 2018. The peak moments are in September and November.

In 2018, the average number of monthly visitors is bigger, around 2,000 each month. The number is decreasing month by month.

To summarize, web site traffic brought from Facebook Page is increasing but it is not so relevant considering the total amount of traffic. The organic coverage is continuously decreasing, while the paid one is increasing and it is being considered as more and more relevant in a social media strategy.

At the end, we have observed that the major part of interaction/visits found around the end of May and the beginning of June. The reason could be the events planning. There are many events planned for that period. Events are one of the main sources to nurture brand awareness, and indeed, it seems to be working.

3.4.2 An Analysis of EcorNaturaSi Campaign on Google Ads

On Google Ads EcorNaturaSi is implementing two different typologies of campaign i.e. Always on and Commercial campaigns

“Always-on” campaign

They are pursuing the two firm’s main goals: bring people to store and traffic to NaturaSi’s website. MOCA Interactive has implemented two different group campaign: the first one considers brand keyword including the most common spelling mistakes: *naturasi*, *natura si*, *natura si* and *naturasi* with city name. The other one is composed by they keyword organic supermarket with city name and organic store with city name. All campaigns are implemented without the capital letter and considering spelling mistakes because they are applying a users centric approach. Nowadays users are reducing their time on line and they are acting fast, without keeping attention to grammar. The ability of Google is to understand users’ intent despite grammatic mistakes. In the first group of ads each city is combined with the following keywords: *natura si*, *naturasi*, *natura si* and *naturasi*. The ad campaign is made for each Italian city with at least one NaturaSi store. The cities and the words considered are Italian because EcorNaturaSi is an Italian company mostly oriented to the Italian market.

The elements gathered for these campaigns are three: impression, clicks and drive to store. Let us consider some definition before starting the analysis. The *impression* measures how often the ad is shown. An impression is counted each time the ad is shown on a search result page or other site on the Google Network. A click is counted when someone clicks the ad, like on the blue headline of a text ad, Google Ads counts that as a click. A *clicks* is counted even if the person doesn’t effectively reach the company’s website. The *drive to store* is a metric associated to Google Ads that brings lots of advantages for store centric firms. The extension drive to store allows the firm to monitor which are the most profitable campaign and to be more accurate in the ROI prevision. The drive to store technologies has to be associated with a MyBusiness account. EcorNaturaSi has associated each store to the MyBusiness account. Drive to store measures how impressions result in store visits. Approximately, each visit results into 50 euro spent. Obviously, the drive to store is working well only when users are searching trough a localized device.

The analysis starts since May 2016, the year when EcorNaturaSi marketing department together with MOCA Interactive have decided to start measuring the drive to store metric to leverage the main goal. To monitor the campaign efficiency, we have decided to calculate the ratio between store visits and impressions. The monitored KPI is the efficiency of campaign in relation with their main goal: bring people into store. Our procedure was to calculate for each campaign the monthly aggregated ration between store visits and impression. Than we have decided to calculate the average value as shown in Figure 3.8 and Figure3.9. We have called the efficiency KPI as the *ration visit/impressions*.

The first campaign group: brand and city is called local campaign

1. We have decided to considered the group campaign as an unique campaign. By monitoring and measure as KPIs people into store, we have decided to calculate the relation between store visits and impression and than calculate the average value. As shown in Figure 3.8 the data have been monthly split

Month	Average percentage
May	4.145000
June	4.320664
July	6.088230
August	6.698514
September	6.277037
October	8.019493
November	9.298433
December	8.605253

Table 3.1: Chart of average ration visits/impression campaign local1, year 2017. The chart allows us to better see the average trend. It is constantly and strongly increasing.

to better represent the relation. As for 2016, we have calculated the relation for 2017 and 2018. The graph splits the data monthly. Figure 3.8 shows that the relation has constantly increased during the 2016. While the numbers are almost low in May, they become higher during November and December. One of the possible reason of the gap between May-June and the next months could be the settlement time necessary for the extension to definitely starts working. The average value grows and it keeps around the same value (6) from July to September. From September the value starts assessing around 8. Considering the event and market calendar, the campaign regarding the event, the opening of new stores and gift card have strongly influenced the function trend. In 2017, the data availability is bigger because we have collected data for more months in 2017. Figure 3.8 shows that the relation between store visits and impression is higher in January, then it decreases to start growing again from October. The reason is tied to the Ads campaign calendar for gift card promotion and the event *organic challenge* and *Sow the future*. By monitoring the data, we can demonstrate that these collateral activities nurture the direct on line searches with the brand name.

Values in 2017 are around 8. The trend is not so constant as the previous year. This fact reinforces the main hypothesis that the direct on line search of the brand is interdependent to event organization, off line activities and Ads campaigns activation. This data is strongly influenced by the brand awareness.

In 2018 the function has a weird trend. It is constant and it increases until May 2018, when it dramatically decreases.

In general, the gap between impression and the drive to store value is still high. we have considered the data as something that needs some technical improvement. The main factors that get dirty the results are the following: first of all the impression are expressing an aggregate value. It means that an impression is counted even when a no localized device has been used. Secondly the number of impression are total, it is not considering the unique visitor. Considering this two elements, the ration previously calculated expresses an estimated value. It is not possible to derive the real one.

Month	Average percentage
May	0.59832711
June	0.9318861
July	1.6266926
August	1.1919184
September	1.2497959
October	0.8735849
November	1.1293846
December	1.9356067

Table 3.2: Chart of average ration visits/impression campaign local 2, year 2017

The second campaign group It is the combination between general keyword and city. MOCA has considered as general keyword organic store (both singular and plural) and organic supermarket. As the previous group, we have collected the data about 2016,2017 and 2018 monthly split. we have proceeded with the aggregation of values and calculated the percentage average. Figure 3.9 shows the function trend.

In 2016 the relation between impression and store visits is really low. It reaches the maximum value in December when people could be busy with Christmas gifts. As shown in the chart, the relation between impression and drive to store is much smaller than campaign local 1

While in 2017 the trend function is strongly irregular, it reaches the highest value in August and the lowest in November, in 2018, the ratio is a little bit bigger, but the trend is not constant. Since May 2018 the number of impression are much higher rather than the number of users that are effectively going to store.

The comparison between the results of the two local campaign is interesting to see the different weight and relevance of keyword used by users. The KPI we have considered for the comparison is the relation between impressions and store visitors. we have compared the data for all the three years available 2016, 2017 and 2018.

What Figures 3.8 and 3.9 show is that the relation in campaign local 1 is always bigger than in campaign local 2. This result means that the direct research performs better than the indirect one. This result is good for brand visibility and awareness. between the two local campaign, the values change both looking at the impression and at store visits.

The reason why the number of impression is lower in local campaign 1 is link to the brand website position on the SERP. When the executed query is general (without the brand name) the website NaturaSì is on the first page, but for some cities, it is not the first result.

In general, having an higher ration (impression/store visits) for brand keywords could be considered is good in terms of brand awareness. It means that the campaign and the off line marketing management activities is good and it performs well on line too.

As Letizia Pittamiglio said in the interview, they started thinking about on line activities thanks to MOCA. At the beginning the only activities on line were on Google Analytics, but when the users and consumers start gaining power on line, they approach with Google Ads and paid campaigns. The KPIs start changing. They are interesting in monitor how the on line searches influence people before going to store.

The consideration of these campaign groups is useful to understand that people do look for information on line before going to the store. The amount of people that reach the NaturaSi website executing a general query on Google, to look for information is expressed in the impression for local campaign 2. While in the on line searches about local campaign 1 people have already a clear idea and awareness about brand and products, for local campaign 2, users are into a informational phase of consumer journey. That is the main reason why the ratio (impression/total visits) calculated is lower.

“Commercial campaign”

This is the second group of Google Ads campaign. They are not always active, but they follow the commercial and market calendar of EcorNaturaSi. These campaigns are mostly decided with MOCA and the firm during the initial meeting at the beginning of the year. Due to their uniqueness, it is not possible to proceed with a deep analysis due to the lack of data.

Among all campaigns that are following the commercial calendar we have observed that the *gift card campaign* is pursued each year between December and January and the *new store opening campaign* is active whenever a new opening is planned. In addition NaturaSi marketing department has decided to create a campaign for each video (about product story or recipe), events and collaboration planned. The most part of this campaign are planned during the initial meeting, but it could happen that MOCA has to activate some additional campaign to reach a specific unplanned goal during the year.

The main goal of these campaigns is to bring people into store and the main objective is to increase the brand awareness. We have noticed that these campaigns are directly influencing the number of Facebook Page followers and the number of people that are going to stores. The commercial campaigns act directly to the brand awareness and they function tied to events organization, new store opening, new products and promotion.

The elements considered to measure the campaign are the same as before: impression, clicks and store visits. As the local campaign 1, the main KPI is the drive to store indicator.

3.4.3 An Analysis of EcorNaturaSi and SEO Techniques

We have collected data from Google Analytics and Search Google Console. The different data is analyzed following specific KPIs.

Technological Improvements

The first KPIs we have considered to analyze the efficiency of SEO activities are the *technological improvements*. By SEO point of view technological improvements mean to enhance the web page loading time. Users are looking for fast result and information on line. By enhancing the loading time, firm improves website usability. We have collected the data related to 2017 weekly split. The reason why we have only 2017 year data is that in 2016 the website was new and just launched on line. During the first year on line the improvements and maintenance activities were frequent and the data around this KPI not so reliable. We have analyzed data for each weeks of 2017 (52 in total). Figure 3.11 shows the trend. At the beginning of the year, the seconds spend to load the web page are around 7. It continues constantly increasing until the trend reaches eight seconds spent to load the page. After 20 weeks, the seconds start constantly decreasing. At the end of 2017, the web Page loading time is around 6 seconds. The results is not ideal. Talking about web Page loading time and users behavior on line, every seconds count. The loading time is the major factor to page abandonment because users are impatient. Especially for e-commerce web Site, as NaturaSi, web page loading time influences site loyalty. When the site is too slow, users leave the web site. It means that the CTR and its position start decreasing and the optimization and on line performance too. In NaturaSi website the improvement is evident (Figure 3.10) but not enough to avoid the users abandonment. This KPI is tied to the bounce rate of users on line. The *buonce rate* is when a user is on line on your home page but it does not explore nothing more. NaturaSi website is composed by different web pages. Considering that the average bounce rate is around 25 percentage in 2017, it is too high.

Visibility

The second KPI considered is the *visibility*. To measure it we have collected data about traffic sources. The data is related to 2016 and 2017. In particular we interested in the percentage of traffic came from organic and cost per click (cpc)¹⁶ activities. Organic activities are all the activities related to SEO plan. In addition, NaturaSi website traffic comes from Facebook posts and adv (it includes all the Facebook and Instagram sponsored posts), from referral¹⁷, Videos and email. We have focused our analysis on the difference between organic and cpc sources. As shown in Figure 3.11 in 2016 the most part of traffic comes from organic sources. We have considered the percentage of organic, cpc, referral and email considered as visitors source. Figure 3.11 shows the data comparison between 2016 and 2017. As clearly shown in the picture, in 2017 the cpc activities have been implemented. It means that NaturaSi has allocated more budget for campaign and it definitely works. The decision is evident also in the local campaign results. The percentage average in 2017 is higher than

¹⁶As we have already anticipated in chapter two, Cost Per Click (CPC) refers to the actual price you pay for each click in your pay-per-click (PPC) marketing campaigns.

¹⁷an act of referring someone or something for consultation, review, or further action *Source: Wikipedia*

in 2016. The increasing of the cpc activities means that EcorNaturaSi has increased the awareness about the importance of a good distribution system and budget allocation.

SERP Presence

Another KPI monitored is the *SERP presence*. we have gathered data from Google Search Console. The data expresses for each query executed during 2017 the Click Trough Rate (CTR)¹⁸ and the position of the website on SERP. The CTR is the ratio of users who click on a specific link to the number of total users who view a page, email, or advertisement. We have divided brand name queries from the others. To build a clear framework, we have analyzed the data regarding 2017. Figure 3.12 shows that there is an evident gap in CTR average percentage between no brand and brand keywords. While for brand keywords the CTR is around 40 per cent, for no brand keywords is around 18 per cent. The CTR is a measurement used to evaluate how efficient is a campaign. The higher the value, better the campaign performance is. This value is strongly tied with the position value. Once the web site is best positioning on the SERP, users are encouraged to click on it.

Also we have created a word cloud¹⁹ with the brand keyword. Figure 3.13 shows the word cloud. The biggest keywords are the once that are performing better at CTR level. We have calculated the same average value, but considering the SERP position. The analysis made is based on the evaluation of NaturaSi web site position after a query execution. In Figure 3.14 the columns represents brand and no-brand keyword. Brand keywords have an average position really low (around 1). It means that when a user executes a query contained the brand name, the NaturaSi website has the first position in the SERP. The average position is higher when a no brand keyword is executed. In this situation the average position is around 4. It is really high and it means that users, after the query execution, finds NaturaSi web site at the bottom of the first page or in the other pages. As we have already anticipated, users are not encouraged to explore the whole SERP pages. For this reason having a rate position so high could represent a reason of traffic losing. Notice that the number of no-brand queries that are executed is high and they sometimes represents a too generic keyword. The most common are *organix store*, *organic supermarket*, but there are also some others queries that express ingredients name, organic recipes and many others. The value *position* considered is an average value. For this reason the average value is to high.

¹⁸the proportion of visitors to a web page who follow a hypertext link to a particular site
Source: Wikipedia.

¹⁹A word cloud is a popular visualization of words typically associated with Internet keywords and text data. They are most commonly used to highlight popular or trending terms based on frequency of use and prominence. A word cloud is a beautiful, informative image that communicates much in a single glance.

Traffic Source

The last data we have gathered regarding Google Analytics is the source traffic of store web page. We have the data for 2016, 2017 and 2018 monthly split. We focused on traffic sources (organic or cpc) for users and new users. Figure 3.15 shows the different sources of NaturaSi web page visitors. It is the best representation of the year 2016, 2017 and 2018 monthly split. The most part of traffic comes from organic source. Following the same evaluation, Figure 3.16 gathered the origin of new users traffic, we have focused the analysis only on organic and cpc source for the three years available: 2016, 2017 and 2018. It is evident that in 2017 the cpc traffic is improving due to the enhancement of local campaign.

Figures 3.15 and 3.16 show that the organic source is still the main source of traffic. Despite the organic are the most source for web site traffic, the cpc activities seem start growing, developing and evolving. The evident chance of the campaigns allow them to have success because they are adopting a user centered approach.

Even if MOCA, together with NaturaSi marketing department are improving the paid ads, the organic source is still prevalent. We may conclude that:

- NaturaSi consumers are still close to off line marketing such as events, magazine and fliers.
- Consumers are always more using Google to search for information before purchase.

The company considers Internet as the main touch point and one of the main marketing tool to budget allocation. Indeed, NaturaSi marketing department is allocating and planning more and more budget each year for paid ads. The results are evident from the graphs because the cpc traffic source gains relevance year by year.

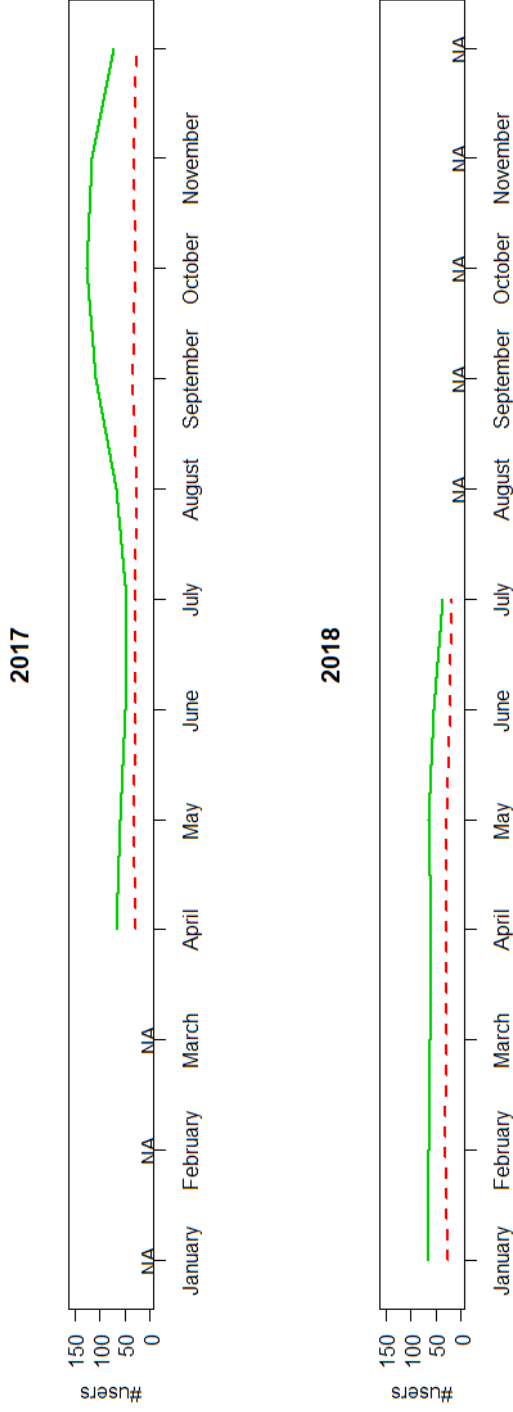


Figure 3.6: Number of Likes and Dislikes to Facebook Page. Data about the first months of 2017 and the last month of 2018 is Not available (NA). The figure shows how the number of likes and dislikes to NaturaSi Facebook page are changing throughout months. While solid green line represents the number of users who like the page month by month, the red dotted line represents the number of people who dislike the NaturaSi Facebook page. Despite the number of likes is bigger than the number of dislikes, the number of dislikes is maintaining quite relevant. This trend is tied to the commercial calendar of EcorNaturaSi.

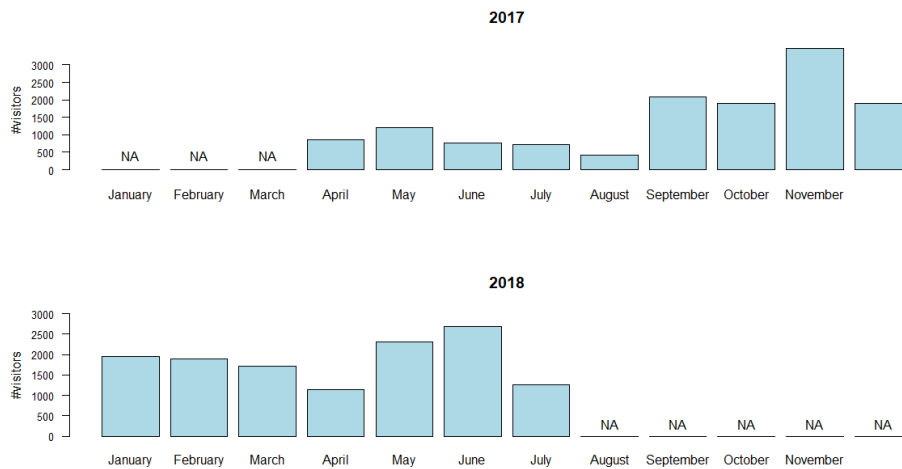


Figure 3.7: Number of NaturaSiFacebook Page Visitors. Data is available from April 2017 to July 2018, while during the other month it is Not Available (NA). Facebook Insights consider with the term *visitors* all the people that visits NaturaSi Facebook page, without considering if they are fan. The trend is irregular and it is higher during the events.

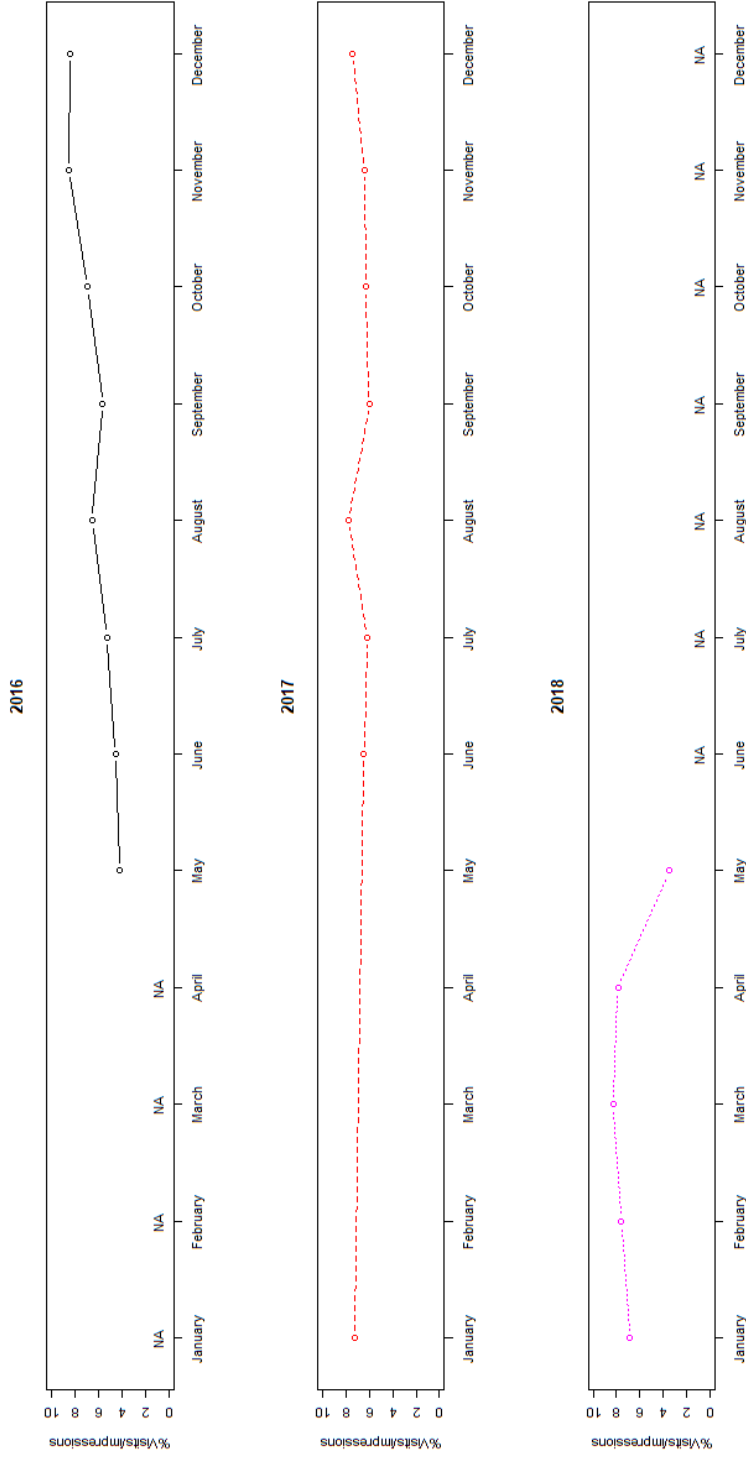


Figure 3.8: Trend of *local 1*. Local 1 is one of the always on campaign on Google Ads. Data is available from May 2016 to May 2018, data about the other months is Not Available (NA). To make a comparison between the three years of campaign, we create a line graph. The axis represents the different month, the ordinate represent the average percentage ratio between store visits and impressions. we have established the percentage ratio as measures to monitor how efficient is the campaign to bring people to store. The percentage are constantly increasing and on average five per cent of people that are directly looking on line for the brand go to the store. To the firm the local 1 campaign is a success considering Ecor.NaturaSi main target (women that are from 35 to 65 years old) and its off line features.

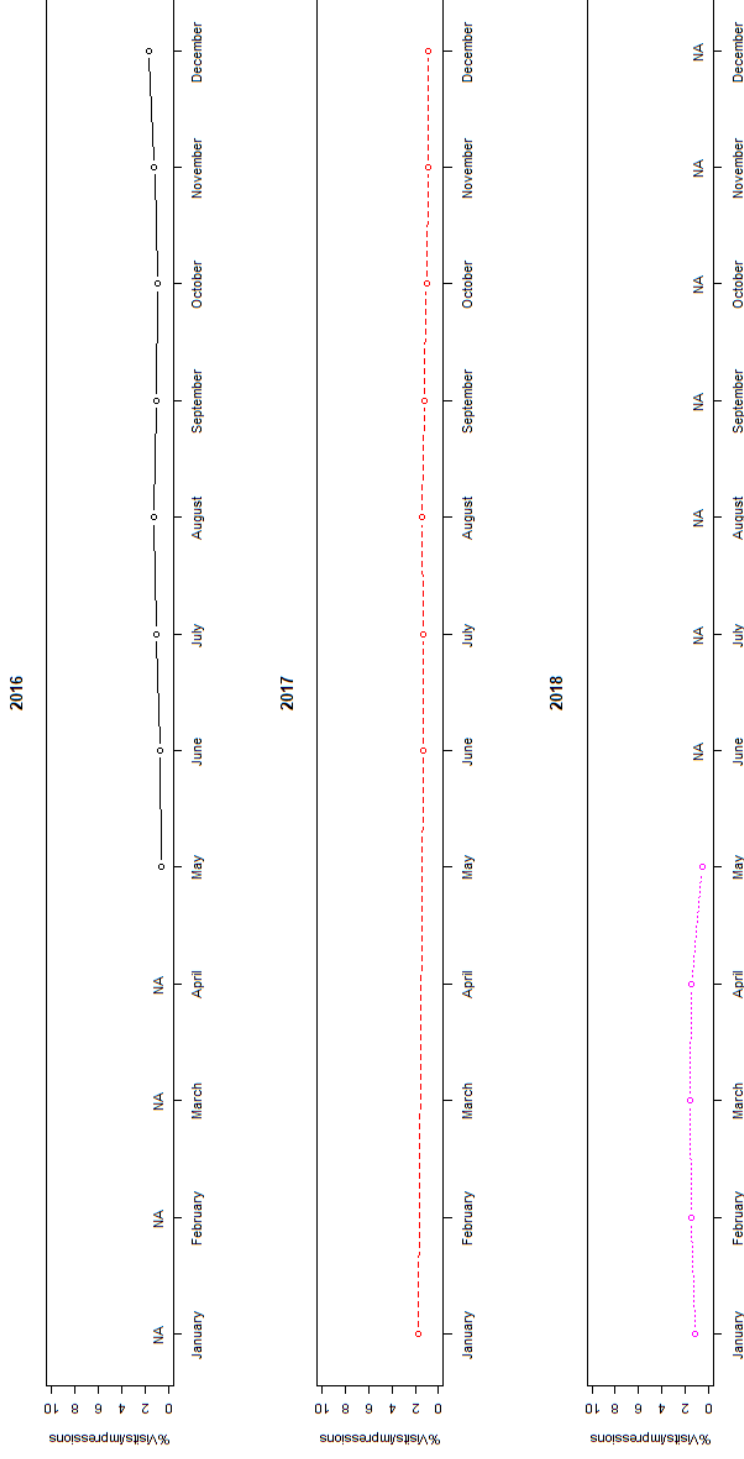


Figure 3.9: Trend of *local 1*, *local 2* is the second always on campaign of EcorNaturaSi on Google Ads. Data is available from may 2016 to May 2018, during the others month the several calculations are Not available (NA). Similarly to *local 1*, we have decided to calculate the percentage average ratio between store visits and impressions. *Local 2*'s values are lower than *local 1* because the keyword considered are no brand keyword and general. Despite the keywords are wide and general, the campaign is almost successful. On average more than 1% of users that search on line for organic supermarket (or similar) go to EcorNaturaSi store after the research. The data is tied to SERP position of NaturaSi web site and shows a well conducted keyword research.

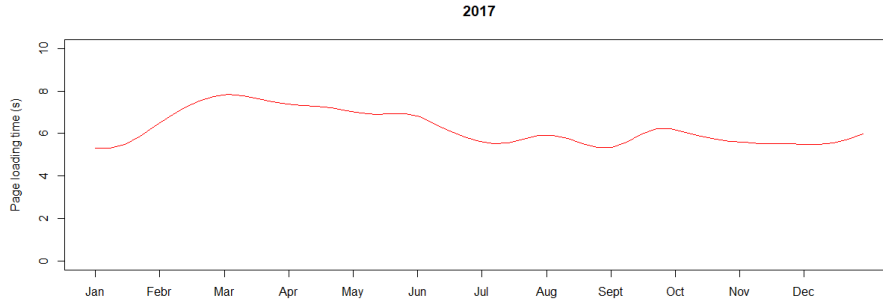


Figure 3.10: NaturaSi web Page loading time in seconds for year 2017. The web page loading time is one of the main KPIs to consider when monitoring the web site usability. It is tied to the bounce rate of users on line. The lower the time, the higher the web site usability is. we may observe that NaturaSi web page loading time has an irregular trend characterized by a decreasing at the end of 2017.

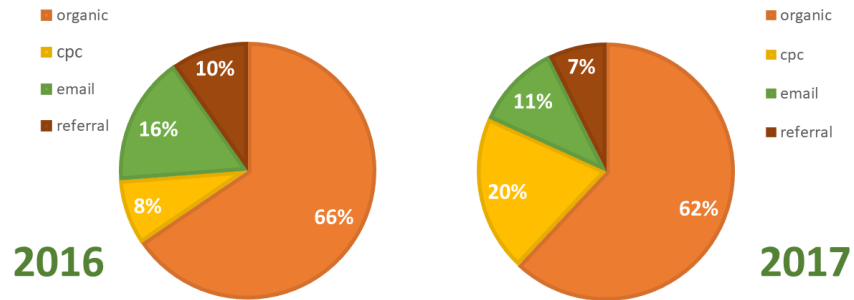


Figure 3.11: Traffic Source to web page NaturaSi. Comparison for years 2016 and 2017. The pie graph is the best solution to compare the different traffic source. The main source is organic, than email, referral and Cost Per Click (cpc) in 2016. In 2017 the percentages change. The most part of traffic comes from organic, but the cpc activities increase more than email and referral. The budget allocation for cpc activities is bigger iin 2017.

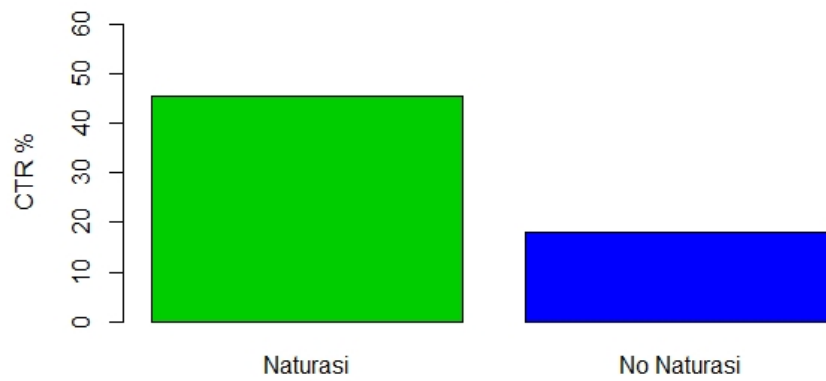


Figure 3.12: Brand and no-brand keyword CTR, year 2017. The CTR is defined as ratio of users who click on a specific link over the number of total users who view a page, email, or advertisement. The gap between brand and no brand keywords is evident. The higher the percentage, the better the campaign is performing. The evaluation is quite good, the brand keywords are performing almost 50%.



Figure 3.13: Word cloud of brand keywords 2017. we have decided to create a word cloud based on CTR evaluation. The bigger the keyword, the higher its performance on line is. The most performing keyword is *naturasi*.

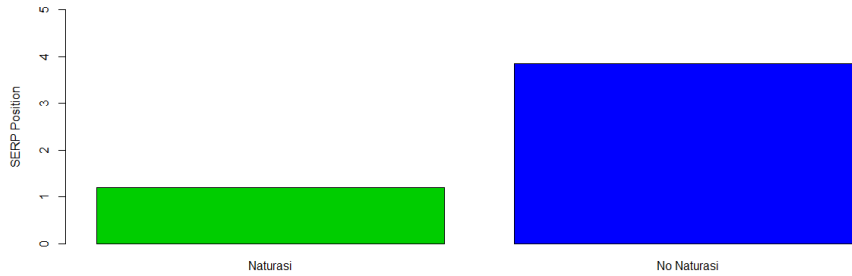


Figure 3.14: Brand and nobrand keyword SERP Position, year 2017. The figure shows the position of NaturaSi web site on SERP when a brand (left) and a no brand (right) query is executed. The values on the axis represent the number of page of SERP. The lower the value, the better the web site is positioning. Users on line are impatient and they do not scroll or change SERP page during an on line research. In general, as we expect, the position is lower in case of brand query execution. Please notice that no brand keywords include several kind of keywords, from organic supermarket to organic flour.

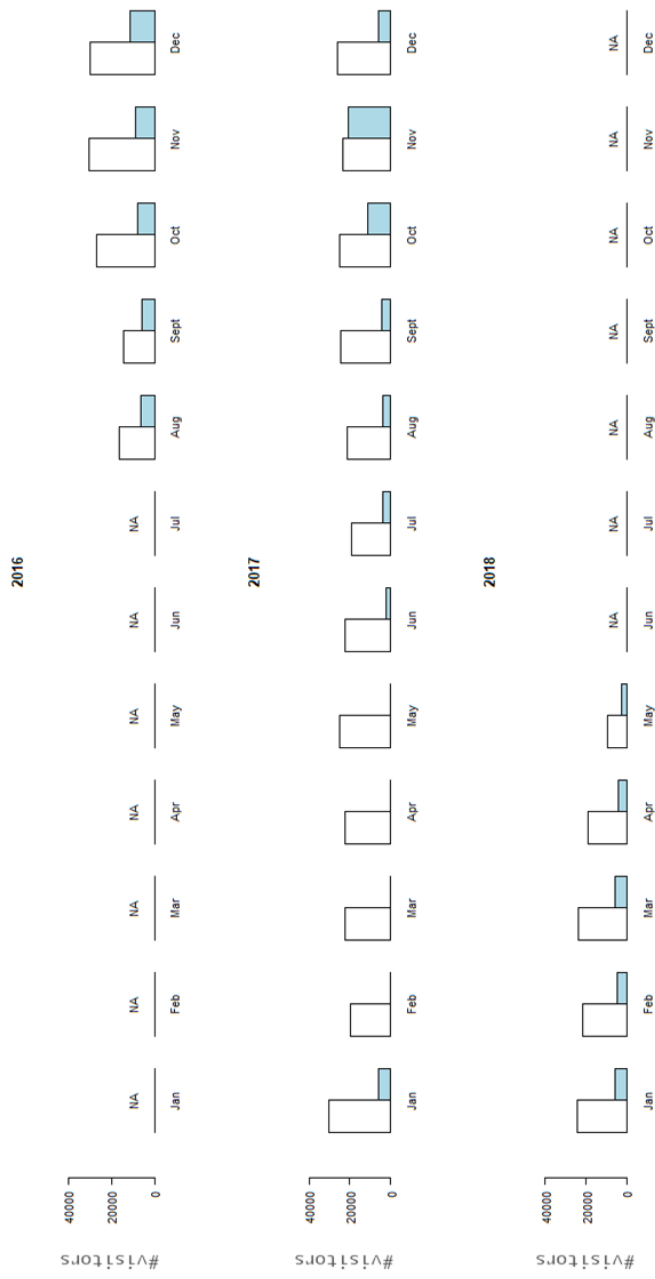


Figure 3.15: Traffic main sources store web pages for years 2016, 2017 and 2018. Data is available from EcorNaturaSi Google Analytics account. The figure shows the different sources of NaturaSi web page visitors. Data is available from August 2016 to May 2018, the other data is Not Available (NA). The values on the ordinate represent the number of visitors reach by organic (white) or cpc (light blue) activities on line. we may notice that the gap between paid and organic source has been reducing over the years.

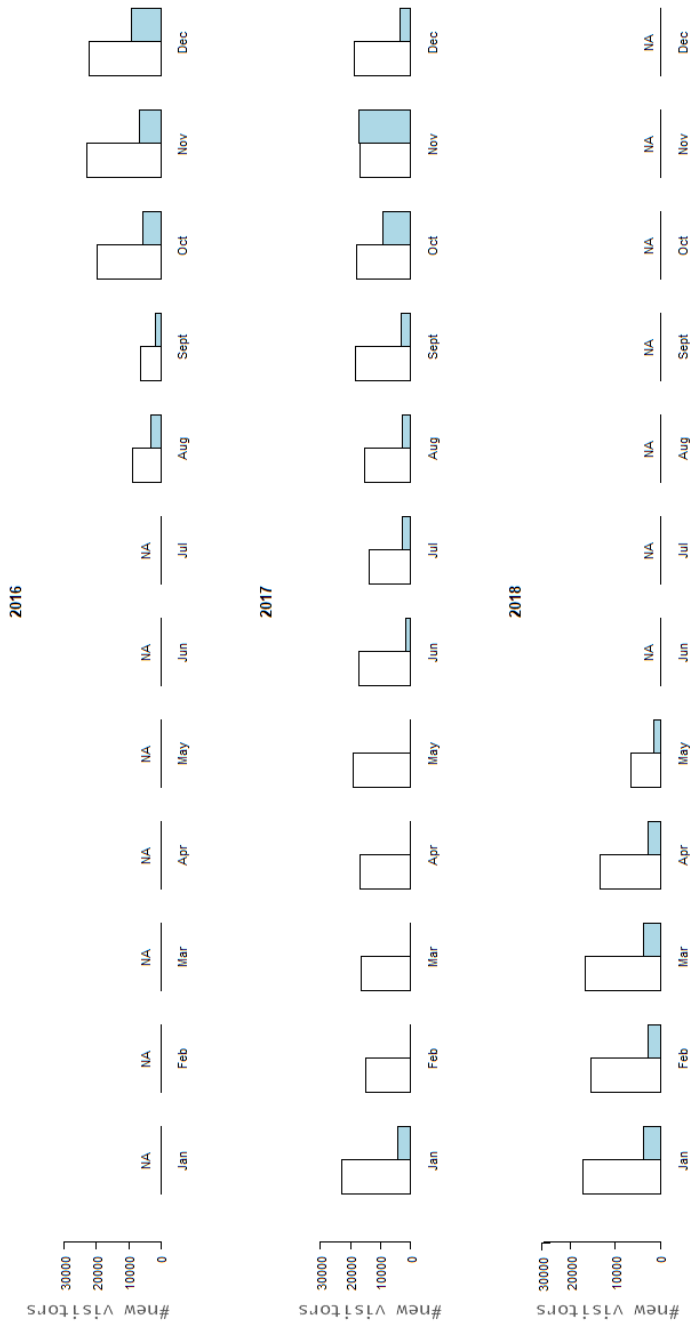


Figure 3.16: New visitors traffic main sources store web page for years 2016, 2017 and 2018. Data is available from EcorNaturaSi Google Analytics account. The figure shows the different sources of NaturaSi web page new visitors. Data is available from August 2016 to May 2018, the other data is Not Available (NA). The values on the ordinate represent the number of new visitors reach by organic (white) or cpc (light blue) activities on line. we may notice how the gap between paid and organic source is reducing throughout the years. In November 2017 they are equal because the firm implements cpc activities in occasion of several new store openings.

Conclusions

Our analysis reveal that the digital marketing strategy of EcorNaturaSi has been deeply influenced by the merger between the two different web sites. The merger happened in January 2016, and the consequences are particularly visible on the trend of organic data, although the lack of data due to loss or continuous maintenance works on the web site. On the other side, ads campaigns started in May 2016, when Google applied the drive to store extension. While Analytics's main focus is to bring traffic to web site, Google ads' focus is to bring people into stores.

EcorNaturaSi is an interesting case study because of its duality. The main goal has both on line and off line features. The off line goal is to bring people into stores, but the strategies they are using are mostly trough on line tools. EcorNaturaSi marketing strategy has to be analyzed from two different perspectives: the correlation between on line and off line activities, and the correlation between paid and organic activities on line. The influence of off line activities to the on line strategy is due to the changes in consumers' behavior. Consumers are using on line tools to gather information before going to the store, thus incentivizing the firm to improve its on line strategy. It is possible to see the effects from Google Analytics data. Users are looking for products or store location. The most common landing page are stores and products pages.

The analysis of the digital marketing strategy allows to highlight the importance of the content distribution. especially the interaction between paid and organic activities on line and how they both contribute to the main goal of the firm: bringing people into the stores. Organic and paid activities are following two different guidelines: While paid activities follow the commercial calendar of the firm, the organic campaigns aim to bring traffic to the web site. Indeed, the interview with Ms. Letizia enabled us to know that Angela Venturin, Digital Advertising Specialist Senior in MOCA and the responsible of Google Ads activities for EcorNaturaSi gets in touch daily with Elisa Sisto, Head of SEO and the responsible of SEO activities for EcorNaturaSi. Before starting a paid ad, Angela deeply analyzes SEO activities to identify the KPIs already established and their effectiveness. The same happens when a new objective or goals need to be pursued. In that case, Angela and Elisa coordinate together the activities based on the objective timing priority.

As the analysis reveals, the main element of the campaigns is their strategy. Indeed, each organic or paid campaign corresponds to a specific objective and

its efficiency is measured by its result. By splitting the data per month, it is evident how the trend of the each KPIs increase in occasion of events, new openings, video campaigns or festivities.

Thus, it is clear that the most profitable activities for EcorNaturaSi are the events, that represent the melting pot between off line marketing (each event is a good occasion to grow the network and increase brand awareness) and on line activities (events are sponsored both on Facebook with specific posts and a dedicated editorial plan, and on Google Ads with specific video campaigns). Planning a good Digital PR strategies ensures EcorNaturaSi to build a great brand awareness campaign and to reinforce its network. In this direction, the firm would benefit from the collaboration with influencers and bloggers close to organic world, food, and lifestyle.

One of the current activities that should be improved is *bio community*. Having an on line community where consumers can share passions and recipes, follow tutorials and learn how to cook EcorNaturaSi products, is the best way to feed the brand loyalty and consumers engagement. The community is a way to create a consumers' network and could be an occasion to let the members feel part of "something" e.g., with the creation of creative and engaging games, special coupon or exclusive events. The community is on line, but it has directly consequences off line.

EcorNaturaSi is aware that the on line component is growing its impact on the sales. For this reason, the firm should encourage local stores to open their own Facebook page. Following the company social policy, the store managers could improve the local heritage and tailor the posts on specific, local topics, sponsor the organization of local events close to organic world and organize and sponsor their own events.

Finally, it is fundamental to continue sponsoring events and products on the Facebook page. One of the most successful techniques are the video promo. They are useful to help Facebook adv with the creation of *re marketing*. At the same time, it is important to keep studying keywords. Keywords research is crucial to develop an efficient SEO strategy and to reach all the targeted audience.

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