

**Popular and Democratic Republic of Algeria
Ministry of Higher Education and Scientific Research**



Higher School of Management - Tlemcen

Department of Second Cycle - Management

Major: Marketing

**Master's Dissertation submitted in partial fulfillment of
the requirements for academic master's degree in
Marketing**

Theme:

The impact of digital communication on
the performance of a company
Case study: Topper Expansion

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Academic Year: 2019 / 2020

ABSTRACT

Abstract:

The world has changed, society has evolved, and the advent of digital has changed our habits and our way of life; this evolution has brought critical changes to the notions of traditional marketing, therefore today we no longer talk about traditional communication where companies advertise through traditional media, like television channels or through newspapers and urban advertising. We have entered a whole new dimension where companies manage to reach a very large number of listeners in a very short period of time. In today's market everything is fast, and most importantly everything is measurable, and so many communication opportunities are offered to companies thanks to the web and its functionalities.

In this Master's dissertation we discuss the concept of digital communication, and its impact on performance of ENDIWO company; we use a descriptive study to explain the link between these two elements, we proceeded our practical study by using two different tools: the first one is the analysis of data on the search ad campaigns and the company's website; and the second one is an interview with the Project Manager of the host company ENDIWO. Through which we were able to conclude that digital communication has a positive impact on the visibility of the company on the web by increasing traffic to the website and spreading brand awareness amongst internet users as well as on the conversion of customers.

Key Words:

Digital communication, online advertising, digital advertising tools, performance, KPI, web analytics.

ABSTRACT

Résumé:

Le monde a changé, la société a évolué, et l'avènement du numérique a modifié nos habitudes et notre mode de vie ; cette évolution a entraîné des changements cruciaux dans les notions de marketing traditionnel, c'est pourquoi aujourd'hui on ne parle plus de communication traditionnelle où les entreprises font de la publicité par le biais des médias traditionnels, comme les chaînes de télévision ou les journaux et la publicité urbaine. Nous sommes entrés dans une toute nouvelle dimension où les entreprises parviennent à toucher un très grand nombre d'auditeurs en très peu de temps. Sur le marché actuel, tout est rapide, et surtout tout est mesurable, et tant de possibilités de communication sont offertes aux entreprises grâce au web et à ses fonctionnalités.

Dans ce mémoire de Master, nous abordons le concept de communication numérique, et son impact sur la performance de l'entreprise ENDIWO ; nous utilisons une étude descriptive pour expliquer le lien entre ces deux éléments, nous avons procédé à notre étude pratique en utilisant deux outils différents : le premier est l'analyse des données sur les campagnes de publicité de recherche et le site web de l'entreprise ; et le second est un entretien avec le chef de projet de l'entreprise hôte ENDIWO. Nous avons ainsi pu conclure que la communication numérique a un impact positif sur la visibilité de l'entreprise sur le web en augmentant le trafic sur le site et en propageant la notoriété de la marque parmi les internautes ainsi que sur la conversion des clients.

Mots-clés:

Communication numérique, publicité en ligne, outils de publicité numérique, performance, KPI, web analytics.

الملخص:

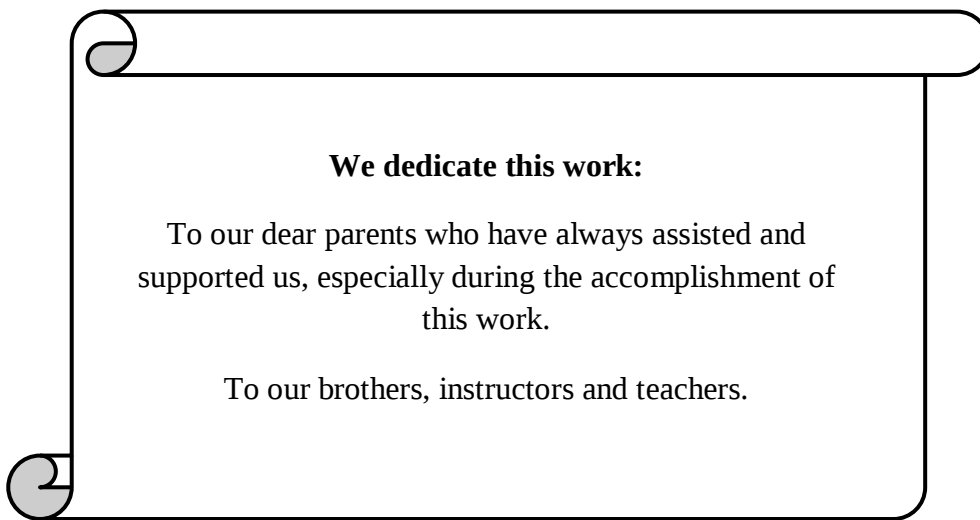
لقد تغير العالم ، وتطور المجتمع ، وغيّر ظهور التكنولوجيا الرقمية عاداتنا وطريقة حياتنا ؛ لقد أحدث هذا التطور تغييرات حاسمة في مفاهيم التسويق التقليدي ، لذلك لم نعد نتحدث اليوم عن الاتصالات التقليدية حيث تعلن الشركات من خلال وسائل الإعلام التقليدية ، مثل القنوات التلفزيونية أو من خلال الصحف والإعلانات الحضرية. لقد دخلنا بعداً جديداً تماماً حيث تمكنت الشركات من الوصول إلى عدد كبير جداً من المستمعين في فترة زمنية قصيرة جداً. في السوق اليوم ، كل شيء سريع ، والأهم من ذلك أن كل شيء قابل للقياس ، ويتم توفير العديد من فرص الاتصال للشركات بفضل الويب ووظائفه.

في اطروحة الماجستير هذه نناقش مفهوم الاتصال الرقمي وتأثيره على أداء شركة ENDIWO ؛ نستخدم دراسة وصفية لشرح الارتباط بين هذين العنصرين ، وشرعنا في دراستنا العملية باستخدام أداتين مختلفتين: الأولى هي تحليل البيانات الموجودة في حملات الإعلانات على شبكة البحث وموقع الشركة على الويب ؛ والثاني هو مقابلة مع مدير المشروع في الشركة المضيفة ENDIWO. استطعنا من خلاله أن نستنتج أن الاتصال الرقمي له تأثير إيجابي على ظهور الشركة على الويب من خلال زيادة عدد الزيارات إلى الموقع ونشر الوعي بالعلامة التجارية بين مستخدمي الإنترنت وكذلك على تحويل العملاء الى زبائن.

الكلمات المفتاحية:

الاتصال الرقمي، الإعلان عبر الإنترنت، أدوات الإعلان الرقمي، الأداء، مؤشرات الأداء الرئيسية، تحليلات الويب.

Dedications



Acknowledgments

Acknowledgments:

I thank all who in one way or another contributed in the completion of this Master's dissertation. First, we give thanks to God almighty for protection and ability to do work.

Our special and heartily thanks to my supervisor, Professor Amine METAICHE who encouraged and directed me. His challenges brought this work towards a completion. It is with his supervision that this work came into existence.

I am also deeply thankful to my friends and to the entire team of Halkorb RH, *I* want to acknowledge and appreciate their help, trust and transparency during my research. Their information has helped me complete this master's dissertation.

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GENERAL INTRODUCTION

General Introduction

General introduction:

New communication technologies have marked recent years by the acceleration of their pace and the extent of their generalization. This situation, combined with the globalization of economies, creates a turbulent economic environment around companies. Today companies need to identify, analyze and evaluate the fields, modalities and strategies of communication. Beyond the techniques common to them.

Communication is an essential element in the success of companies. This is why the search for efficiency must be a permanent concern. It therefore requires compliance with a very rigorous strategic approach.

However, communication is impacted by the evolution of digital technology; we are no more talking about traditional one-way communication where companies run their advertising spots on TV channels or on paper media and whose effectiveness is calculated only according to the turnover achieved. We have now entered a completely new dimension that of digital communication, which allows companies to follow their communication campaigns in real time and gives them the possibility to carry out maneuvers if necessary.

Currently, successful companies are those that have made the leap towards digitalization and have integrated the opportunities offered by the web into their marketing strategies.

This has led to the growing number of digital communication agencies that help companies in their digital transformation.

The competition in the retail Industry is becoming more intense, especially in the digital era as all the brands and their stores are becoming more and more digitalized and for a company to differentiate itself from its competitors, in today's digital shopping environment, the standard is high. Brands must compete with each other about who becomes the leader and sells more, through the best online communication strategy.

TOPPER EXPANSION is one of many retail companies that have been able to adapt to this new paradigm, and has taken the initiative to move towards a digital perspective to exploit its potential.

General Introduction

The objective of our study is to analyze the impact of digital advertising on the performance of the company "TOPPER EXPANSION". Based on a practical study, we try to answer the following problematic:

"What is the impact of the implementation of an online advertising campaign on the performance of a company? (Case: TOPPER EXPANSION)".

In order to better define our problem, we have developed a research framework based on the following hypotheses:

- **Hypothesis 1:** Digital communication has a positive impact on the visibility of the company on the net.
- **Hypothesis 2:** Online advertising has a positive impact on the traffic of the Espace Topper website.
- **Hypothesis 3:** Online advertising has a positive impact on spreading brand awareness.

We were interested in this study for three main reasons:

- A subject of current interest.
- Our interest in digital communication.
- The extent to which the use of the internet is growing within companies.

To carry out our research we relied on the descriptive method through a qualitative interview and we structured our work as follows:

The first chapter will be entitled: "the emergence of digital communication", throughout this chapter we will try to elaborate an overview on the evolution of the web, starting from the web 1.0 to the web 4.0, we will then look at the impact of this development on marketing, in other words, we're going to cover digital marketing in general. Next, we will focus on digital communication, its objectives, its characteristics and a brief explanation of integrated marketing communication. Lastly, we will take a deeper look at online advertising, an overview of the digital advertising market and then most importantly a few major digital advertising tools.

In a second chapter we will deal with the principle of performance, then we have defined the commercial performance, after we highlight the different metrics used to evaluate

General Introduction

the digital marketing performance as well as those used for evaluating media and advertising performance. Finally we discuss how to measure the performance of digital advertising tools.

The last chapter of our thesis will be devoted to the study of the impact of online advertising on Toppers' performance in terms of traffic to the web site and brand awareness, which will eventually contain three sections: the first will present the company Endiwo, the second will focus on the analysis of Toppers' online advertising campaign, and the third will present the qualitative study we carried out that allowed us to study this impact.

CHAPTER 1:

The emergence of

digital

communication

CHAPTER 1: The emergence of digital communication

Introduction:

Understanding digital communication first means understanding the specific context in which it appeared and evolves, that is why throughout this chapter we try to develop an overview on the evolution of the web, starting from the web 1.0 to the web 4.0, we then look at the impact of this development on marketing, in other words, it covers digital marketing in general. We focus also on digital communication, its objectives, its characteristics as well as on integrated marketing communication. Finally, we take a deeper look at online advertising, an overview of the digital advertising market and then most importantly a few major digital advertising tools, most used by today's e-marketers.

1. The evolution of the web and its impact on marketing practices:

Through this section, we provide definitions of the web and internet as well as highlight the difference between these two concepts. Next, we look at the evolution of the web and the impact this evolution has had on marketing practices.

1.1 Basic definitions and concepts:

1.1.1 Definition of internet:

Definition 01: «The internet, sometimes called “the net”, is a worldwide system of computer networks—a network of networks in which users at any computer can, if they have permission, get information from any other computer (and sometimes talk directly to users at other computers). It was conceived by the Advanced Research Projects Agency (ARPA) of the U.S government in 1969 and was first known as the ARPANet. The original aim was to create a network that would allow users of research computer at one university to “talk to” research computers at other universities. A side benefit of ARPANet’s design was that, because messages could be routed or rerouted in more than one direction, the network could continue to function even if parts of it were destroyed in the event of a military attack or other disaster. Today, the internet is a public, cooperative and self-sustaining facility accessible to hundreds of millions of people worldwide. »¹

¹<https://searchwindevelopment.techtarget.com/definition/Internet> , Margaret Rouse, July 03, 2019 (consulted on 01/07/2020 at 11:55am)

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Definition 02: «The internet is the biggest world-wide communication network of computers. The internet has millions of smaller domestic, academic, business and government networks, which together carry many different types of information. »²

1.1.2 Definition of the web:

Definition 01: «The web is a way to view and share information over the internet. That information, be it text, music, photos or videos, is written on web pages served up by a web browser.

Google handles more than 40,000 searches per second, and has 60% of the global browser market through Chrome. There are nearly 2 billion websites in existence but most are hardly visited. The top 0.1% of websites (roughly 5 million) attract more than half of the world's web traffic. »³

1.1.3 The difference between the internet and the web:

Internet is a network for networks that connects millions of computers to form a network to communicate with each other for sharing resources. You can get information, access data, communicate with others, shop and play games and many more by connecting your computer through internet. The World Wide Web or web is a platform with various websites that helps you to access all the information's from various websites through internet. So internet is everything and needs many things that can help you gather information from worldwide.⁴

«The key difference between the internet and the World Wide Web (WWW or the web) is that the internet is a global connection of networks while the web is a collection of information that can be accessed using the internet. In other words, the internet is the infrastructure and the web is a service on top.

The web is the most widely used part of the internet. Its outstanding feature is hypertext, a method of instant cross-referencing. In most web sites, certain words or phrases appear in text of a different color than the rest; often this text is also underlined. When a user selects

²<https://simple.wikipedia.org/wiki/Internet> (consulted on 01/07/2020 at 16:06pm)

³<https://www.theguardian.com/technology/2018/oct/22/what-is-the-internet-13-key-questions-answered> (Consulted on 01/07/2020 at 19:37pm)23:30pm)

⁴<https://www.informationq.com/about-the-internet/> (Consulted on 01/07/2020 at 21:03pm)

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one of these words or phrases, they will be transferred to the related site or page. Button, images, or portions of images are also used as hyperlinks. »⁵

Thus even though the web is merely one of the Internet's many services, it is what made the Internet known to the general public, as a result the Internet and the web are frequently confused with one another, by a figurative linguistic phenomenon in which a term for a part of something refers to the whole of something or vice versa (this figure of style is called synecdoche), we assign less extensive content to the word internet than its usual content, considering everything (internet) for the part (web) or alternately, by giving the web a greater scope than it actually does by taking the web (the part) for the whole (internet).

In outline, when the terms internet and web are utilized alone, it is rather easy to distinguish between them: when it comes to the global computer network, it's the internet, when we allude to the hyperlink framework, it's the web.

1.2 The evolution of the web:

Since the Internet was launched within the early 90s, the web has kept on evolving throughout time, due to both technological advancements and new practices. The web has known 4 main phases, from Web 1.0 to Web 4.0. Simultaneously, digital marketing had to adjust to these changes in order to answer to the desires and expectations of its online users (clients).

1.2.1 The Web 1.0: the syntactic web

According to Tim Berners-Lee the first implementation of the web, could be considered as the “read-only web” the era (1999-2000) where the role of the user was limited to reading information provided by the content producers. There was no option given for user or consumer to communicate back the information to the content producers. Example of Web 1.0 are millions of static websites⁶, which grew rapidly amid the dot-com boom.

It was the relationship of the real world transferring to a new medium, the virtual world. E-commerce sites were in fact only virtual catalogs. The web was a large magazine that the user consulted, without intervention on his part. It was a push system, as in distribution of information in one direction.

⁵<https://searchwindevelopment.techtarget.com/definition/Internet> (Consulted on 01/07/2020 at 23:30pm)

⁶<https://medium.com/@vivekmadurai/web-evolution-from-1-0-to-3-0-e84f2c06739#:~:text=Example%20of%20Web%201.0%20are%20static%20web%20sites%20and%20pers>, Vivek Madurai, Feb 17, 2018 (consulted the 05/07/2020 at 01:04 am)

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Marketing then was much the same as “old fashioned” marketing. It was product oriented and placed flashing ads in every corner. The first digital marketing was “one to many” mass marketing, without personalization.

Forums, very present on the web 1.0, started the emergence of web 2.0, in other words creation of content by the user for the user.⁷

1.2.2 The web 2.0: the social web

The web 2.0 also referred as social web or “read-write” web is the era (2000-2010 and continues even now) which facilitates interaction between web users and sites which allows users to communicate with other users. In this era every user can be a content producer and content is distributed and shared between sites.⁸

This engaged common users with no technical knowledge to new concepts like blogs, social-media and video-streaming. A few remarkable and most memorable applications of the web 2.0 are Twitter, YouTube, Flickr and of course Facebook.

With the social aspect of web 2.0, marketing has had to adapt and evolve; it went from product oriented marketing to customer oriented (user centric) marketing. The latter, who was previously only a receiver of information, can now make his voice heard: share his opinion, get in touch with companies, exchange with other consumers. Virtual Word of mouth gained value. On the other hand, from the social side of the web, marketing becomes viral.

Finally, with the place occupied by Google on the web, SEM (Search Engine Marketing) is gaining momentum. In this explosion of generated content, you have to make sure you are found.⁹

⁷<https://www.preferendum.fr/blog/web-1.0-2.0-3.0-l%C3%A9volution-d'internet-et-son-impact-sur-le-marketing-digital> , Laurent Mano, oct 05th2017. (consulted on 05/07/2020 at 01:07am)

⁸<https://medium.com/@vivekmadurai/web-evolution-from-1-0-to-3-0-e84f2c06739#:~:text=Example%20of%20Web%201.0%20are%20static%20web%20sites%20and%20pers> , Vivek Madurai, Feb 17, 2018 (consulted on 05/07/2020 at 2:41am)

⁹<https://www.preferendum.fr/blog/web-1.0-2.0-3.0-l%C3%A9volution-d'internet-et-son-impact-sur-le-marketing-digital> Laurent Mano, October 5th, 2017 (consulted on 05/07/2020 at 02:33 am)

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1.2.3 The web 3.0: the semantic web

The web 3.0 also referred as “read-write-execute” web is the era (2010 and above) which refers to the future of the web. In this era computers can interpret information like humans (give context to data) via artificial intelligence and machine learning. This helps to intelligently generate and distribute useful content tailored to a particular need of a user.¹⁰

Marketing 3.0 is also emerging. From product to human, today it must unite around values. The internet user becomes a consumer, he educates himself, he makes commitments, he is part of a community around these same values and he wishes to put his purchases in line with them. It is there for necessary to highlight the mission, vision and values of the company to convince this new type of client. This is the strength of storytelling. Tell your story to convince, to seduce, to gather around the same ideals.¹¹

Table N°01: WEB 1.0 / 2.0 / 3.0 SUMMARY

CRAWL	WALK	RUN
Web 1.0	Web 2.0	Web 3.0
Mostly read only	Wildly read-write	Portable& personal
Company focus	Community focus	Individual focus
Home pages	Blogs/wikis	Live streams/ waves
Owning content	Sharing content	Consolidating content
Web forms	Web applications	Smart applications
Directories	Tagging	User behavior
Page views	Cost per click	User engagement
Banner advertising	Interactive advertising	Behavioral advertising
Britannica online	Wikipedia	The semantic web
HTML/portals	XML/RSS	RDF / RDFS / OWL

Source: <https://flatworldbusiness.wordpress.com/flat-education/previously/web-1-0-vs-web-2-0-vs-web-3-0-a-bird-eye-on-the-definition/>

¹⁰<https://medium.com/@vivekmadurai/web-evolution-from-1-0-to-3-0-e84f2c06739#:~:text=Example%20of%20Web%201.0%20are%20static%20web%20sites%20and%20pers>, Vivek Madurai, February 17th, 2018 (consulted on 05/07/2020 at 2:41am)

¹¹<https://www.preferendum.fr/blog/web-1-0-2-0-3-0-l%C3%A9volution-dinternet-et-son-impact-sur-le-marketing-digital> Laurent Mano, October 5th, 2017 (consulted on 05/07/2020 at 02:33 am)

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1.2.4 The web 4.0: the symbiotic web

The new web 4.0 also called intelligent or smart web, offers connections between people and machines to create interactive data for a new symbiotic internet.

The permanent connectivity in web 4.0 will have a big impact on daily life. The use of new techniques in everyday activities will result in a symbiosis between people and machines. Big data will become more and more important virtual reality (VR for short) is applied. The introduction of RFID (radio frequency identification) tags will not only enable connections between man and machine, but also connections between machines. These devices and applications will sense the need of their users thanks to AI (Artificial Intelligence).

Few examples of the web 4.0:¹²

- RFIDs is already common in many industries like supply chain, car assembly and agriculture
- Siri from Apple or Alexa from Amazon, thanks to AI an electronic agent will recognize users by voice via an internet connected device. The electronic agent is constantly available. Ask the agent a question and she will answer, she feels the need of the user.
- Smart devices will be connected to the internet and be able to perform tasks without human intervention. By using RFID, for example, a refrigerator can detect that it is almost empty and orders milk from the supermarket.

1.3 The principals of the web 2.0:

The principals that characterize web 2.0:(A. PONCIER ; 2011, p.21) ¹³

- ✓ The web is no longer just a collection of websites, but a real platform of services and applications accessible from all connected computers.
- ✓ Users are at the center, generate content that can be resumed and disseminated by all and actively participate in enriching the web.
- ✓ Collective intelligence develops thanks to the network effect and the different tools that are made available to internet users.
- ✓ Technologies evolve with simple, interactive and light interfaces and this permanently.

¹²<https://en.itpedia.nl/2018/11/12/web-4-0-the-internet-of-things-en-ai/>, last updated 21 march 2019 (consulted on 05/07/2020 at 21:34pm)

¹³PONCIER, (Anthony): « les réseaux sociaux d'entreprise » : 101 questions, Edition Diaterino, 2011, p.21

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1.4 Web 2.0 tools:¹⁴

Web 2.0 is characterized by a number of tools that emanate from technological advancements and allows interaction between internet users. These tools are called also collaborative tools.

Among these tools we find the following:

1.4.1 Sharing information:

- ✓ **Itunes, audiobookand VLC media player:** it allows listeners to register with the sender to receive multimedia files automatically on their podcast aggregator.
- ✓ **Jamendo, Deezer and spotify:** allow you to exchange music, comment on it and listen to it in streaming.
- ✓ **Flicker, picasa and instagram:** make it possible to exchange photos with the addition of comments.
- ✓ **Youtube and Dailymotion:** make it possible to exchange videos with the addition of comments.
- ✓ **Emule and bit torrent:** allow direct exchange of multimedia files between computers of two internet users.

1.4.2 Information dissemination tools:

Thesetools offer the possibility for an individual to transmit or spread information to all other internet users on the planet, without intermediaries.

Among these tools, there are:

- ✓ **Blogs such as Blogger and WordPress:** personal journals published on the internet, can be read and commented on by all internet users.
- ✓ **RSS feeds such as Reader and FeedReader:** allow you to be informed automatically about changes made to a site/blog through an RSS aggregator.
- ✓ **Microblogging, namely Twitter and Jaiku:** offers the possibility of sending short messages of 140 characters to its community of followers.

¹⁴DRIDI Nora, le rôle de la communication via les réseaux sociaux à l'amélioration de la réputation de l'entreprise, La direction opérationnelle des télécommunications de Tipaza, EHEC, KOLEA, 2017, pp 11,12

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- ✓ **Webinars (Adobe Connect and GATAMeeting):** are interactive web seminars and synchronous that allow a class of “virtual” students to follow a training remotely on their computers connected to the internet.

1.4.3 Communication tools:

Communication tools offer the possibility of two-way communication between two internet users or within a circle of acquaintances by exchanging instant text messages or differed, or by communicating visually or audio.

Among these tools we note:

- ✓ **Windows Live Mes and WhatsApp:** allow free text messages to be exchanged in real time between internet users.
- ✓ **Facebook and google+:** these are web platforms that allow internet users to connect with friends and exchange information with then asynchronously and synchronously.
- ✓ **Hyperweek, Live and Sharepoint:** these are web platforms equivalent to public social networks, but accessible only to certain users such as employees of a company.
- ✓ **LinkedIn and Xing:** this is a variation of social networks that allow their members to network, search jobs, seek advice or even gather intelligence.

1.4.4 Co-creation tools:

Gathers tools allowing to co-create documents as well as projects. Common point of these two activities being to create content or value to many, simultaneously or in a participative manner.

Among these tools are:

- ✓ **crowdSpirit and InnoCentive:** these tools are similar to a marketplace on which companies come to buy specialized services.
- ✓ **Google Maps:** these are websites that combine various sources of information, which saves tome in creation and development.
- ✓ **Planzone and projectplace:** these are tools that allow a group of internet users to create and monitor projects remotely.
- ✓ **Widgetbox:** these are small applications that allow you to display information in real time on a blog or on a site. The provision of its functionalities saves time, creation and development.

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- ✓ **Wikipedia and wikihow:** create and maintain documents collaboratively by an entire community.

1.4.5 Information search tools:

It's about looking for any kind of information on the web. The search can be carried out individually or by requiring the intervention of other specialized internet users.

We mainly distinguish:

- ✓ **Discussion forums:** this is a means of disseminating a question to a large audience, the questions being generally grouped by subject, in order to obtain a specific answer.
- ✓ **Amazon and Zlio:** allow internet users to find out about the quality of merchant sites, thanks to the evolution carried out by other internet users.

1.5 Introduction to digital marketing:

As we have seen previously the spread of the internet and the evolution of the web have had a great impact on marketing practices and pushed companies to go from a traditional marketing to a digital marketing (digital transformation of companies).

Just like Grégory Bressolle has mentioned in his book “the digital marketing”, the spread of internet to the general public generates changes in society and enabled changes of the behavior of consumers and businesses. Companies' marketing strategies are shaken up by digital media that help create new economic plans and business models. Thanks to digital technologies they can also help improve the process and activities internal to the organization, thus improving their efficiency and profitability.

The advent of the internet and new technologies has also revolutionized everyday life for consumers, which in turn is changing their behavior. Access to information, the requirement of immediacy as they want to be able to access the sites at all times, anywhere and from any medium, social media, GAFA (Google, Apple, Facebook, Amazon), mobility, big data to name a few, allow an offer of more choices to consumers, richer and more varied customer journeys or even personalization of offers in real time. So many challenges and opportunities present themselves to the businesses that must adapt quickly. Digital is also transforming the environment: supply, demand and competitors.¹⁵

¹⁵ Catherine Lejealle et Thierry Delecolle: “ aide-memoire de marketing digital”, Dunod, 2017, pp 1,2

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Therefore, in a response to these developments, companies are developing new marketing intelligence models to maximize customer value at each interaction as well as the customer relationship. A better knowledge of the customer allows for more targeted marketing actions and personalization of messages, offers and/or products.¹⁶

Table N°02: Examples of digital impact on the fields of marketing

Marketing fieldconcerned	Examples of digital manifestation to take into account
Market	New competitors enter the market especially pure players and international market places. Consumer demand is shifting to a required one-to-one personalized response and immediate in near real time. Consumers are equipped with mobile terminals to access information at any moment and in stores.
Marketing of studies	Analysis of the collected data in real time, by each individual channel and client allows a more refined vision of behaviors. Analyzing the competition is easier because access to information is.
Strategic marketing	Analysis of collected data makes it possible to refine customer segmentation. Big data makes it possible to find look alike or twins which helps in the targeting step.
Operational marketing	Online sales are a new distribution channel. Social media are new channels for communication. Bloggers and other internet users should be included as influencers in the buying journey. The mobile allows a personalized relationship with the customer. A pop-up allows you to bring in real time personalized promotion based on the history of the client. Measuring tools (Key Performance Indicators KPI) Will be easier to collect and track inn real time.

Source: Catherine Lejealle et Thierry Delecolle: « aide-memoire de marketing digital», Dunod, 2017, p 9.

1.5.1 Definition of digital marketing:

Several authors have approached the term digital marketing in their works, indeed, digital marketing is a concept often studied by marketing and communication professionals.

Catherine Lejealle and Thierry Delecolle defined digital marketing as follows: «Digital marketing is the marketing in which the company integrates digital technologies to achieve

¹⁶ BRESSOLLES.G, "le marketing digital", 2^e édition, Dunod, Paris, 2016, P5.

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the marketing objectives of the company... which evolve due to the impact of digital on the entire environment»¹⁷

According to Laurent Flores «digital marketing refers to the promotion of brands and products to consumers, through the use of all media and digital contact points, it therefore attempts to bring together all the interactive digital tools at service of the marketer to promote products and services, while seeking to develop more direct and personalized relationships with consumers»¹⁸

BressollesGrégory had a process approach in defining digital marketing as « the process planning and implementing the development, pricing, communication, distribution of an idea, of a product or service allowing the creation of exchange, carried out in whole or in part using digital technologies, in coherence with individual and organizational objectives. Implementing digital marketing techniques aims to acquire new customers or improve the management of the relationship with current customers. »¹⁹ the author then highlights the need to integrate digital marketing with other so-called traditional marketing tools, in a multichannel/cross channel strategy.

In literature we might find others notions that are often confused with digital marketing, which are internet marketing and web marketing. (SCHEID (F), VAILLANT (R), DE MONTAIGO (G), 2012) explained the three notions as follows:

- **Digital marketing:** all of the marketing activities of an organization carried out via digital channels (website, e-mail, social media, mobile(SMS), connected TV...).
- **Internet marketing:** all the marketing activities of an organization carried out via the internet channel: internet = web+ email + newgroup+ FTP (communication protocol for file exchange).
- **Web marketing:** all the marketing activities of an organization carried out on the web.

Therefore, digital marketing encompasses the tools of both internet and web marketing, in addition of any connected device such as mobile phones (SMS and MMS).

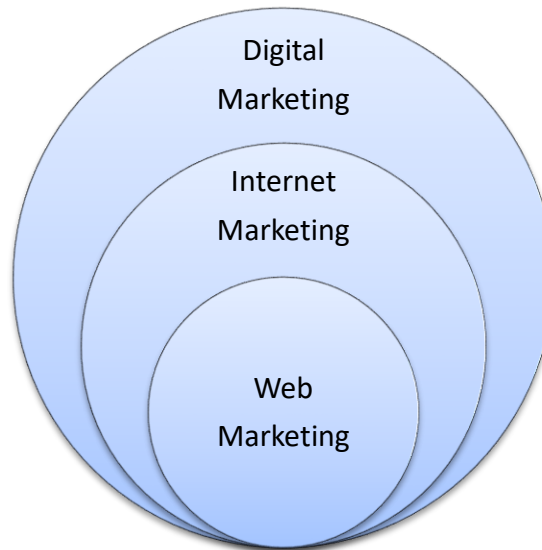
¹⁷Catherine Lejealle et Thierry Delecolle, Op-cit, p3.

¹⁸FLORES (L), *Mesurer l'efficacité du marketing digital*, Dunod, Paris, 2012, P5.

¹⁹BRESSOLLES (G), Op-cit, p9.

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Figure N°01: digital marketing, internet marketing and web marketing



Source:SCHEID (F), VAILLANT (R), DE MONTAIGO (G), *Le marketing digital*, Eyrolle, Paris, 2012, P4.

Simply put, we can define digital marketing as the promotion of products and/or services through various digital mediums (Internet, mobile phones, display advertising...), and the use of digital technologies in order to reach the marketing goals set in a company's strategy

1.5.2 Characteristics of digital marketing:

According to the authors of "digital marketing", François Scheid, Renaud Vaillant, Grégoire de Montaigu, the specificities of digital marketing are the following:

1.5.2.1 The multiplicity and additivity of actions:

By multiplicity we mean that on the internet there is a multitude of digital mediums and different formats available for the content we want to put out depending on its nature and the platform it will be published on. We can design a website in a specific way; use one of many referencing techniques, emails of many other tools. Unlike traditional media which is limited to a generic format for every type of content and usually on the same media platform.

To demonstrate this, the same authors use the following example: «the marketer who says "we are going to communicate on TV" immediately defines their medium, unlike the one who announces "we are going to communicate on the web" "who has still said nothing!"»²⁰

²⁰SCHEID (F), VAILLANT (R), DE MONTAIGO (G), *Le marketing digital*, Eyrolle, Paris, 2012, P6.

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Regarding the additivity of actions, it simply refers to the fact that actions on the internet do not replace or substitute one another; on the contrary marketing on the internet entails the use of the various digital mediums and practices that are added to one another, and ideally complete each other. As an example for this: «natural referencing (Search Engine Optimization -SEO-) constitutes one of the oldest digital marketing practices and even today it is an essential action for an e-marketer, which hasn't been replaced by actions on social media (on the contrary, actions on social media can help natural referencing)»²¹

1.5.2.2 A rapid evolution:

Indeed, the appearance of new marketing practices is lead by the evolution of digital uses, as there is a strong overlap between technology, use and marketing. «Indeed, it is above all the increasing rapidity of technological developments in the “internet” ecosystem that influences digital usage, and thus allows the implementation of new marketing practices. »²²

Therefore, e-marketers today have to be well informed on the latest technologies, practices and digital tools in order to implement them into their strategy in hopes of staying relevant.

1.5.2.3 A highly measurable channel:

This characteristic of the digital channel represents an opportunity for e-marketers because it allows them to track and measure every action taken. «On the internet, the model is much more effective. In buying an advertisement in the form of a banner on an online magazine, you can immediately know how many times the banner has been displayed, how many people have clicked on the banner; immediately made a purchase on the site, ect. And all this for a reduced cost. »²³

It also represents a main difference between the e-marketer and a traditional marketer, as the e-marketer has to face a large amount of a new type of data and be able to analyze and interpret it, in order to undertake corrective actions or optimize successful ones.

1.5.3 Key elements of strategic digital marketing planning:

Charlesworth Alan has made a very valid and quite honestly refreshing point in his book “digital marketing: a practical approach”, in which he highlights the difference between strategy and strategic. Digital marketing is a discipline that undergoes rapid changes on daily

²¹SCHEID (F), VAILLANT (R), DE MONTAIGO (G) : Op.cit, P7.

²²Ibid. P7.

²³Ibid. P8.

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bases as we have mentioned in the previous title and strategy is in its nature a long-termed, well mapped out document agreed upon by every department concerned which is then developed into an action plan (that takes from one year up to five years to implement). Therefore having a digital marketing strategy is simply not an option. However, strategic planning is something every successful business should have, it projects into the future but is flexible enough to react to changes and new opportunities; the author concluded by explaining that: « Digital is simply one aspect of a marketing strategy. For some organizations, digital may be the foremost element of its marketing strategy, for others it may play a key role and for others it may play no part at all»²⁴

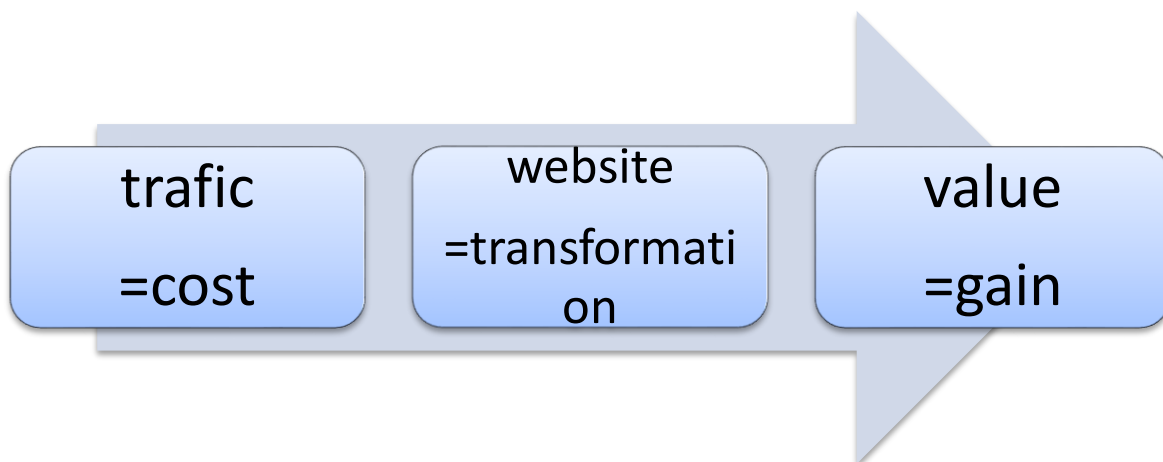
That is why we have decided to consider the next elements as part of strategic digital marketing planning instead of digital marketing strategies as would many authors often refer to them.

1.5.3.1 The creation of value:²⁵

The concept of "value creation" is an often ambiguous concept, which takes various and varied meanings depending on the type of analysis selected (financial, strategic, economic, marketing, etc.) and the theoretical models which underlie it.

We are going to attempt to put forward a simple approach of the creation of value of digital marketing activities. We can thus define value creation as the contribution made by digital activities to business carried out on digital channels.

Figure N°02: value creation model



Source:SCHEID (F), VAILLANT (R), DE MONTAIGO (G), *Le marketing digital*, Eyrolle, Paris, 2012.

²⁴CHARLESWORTH (A), *digital marketing a practical approach*, Routledge, 2018, P54.

²⁵SCHEID (F), VAILLANT (R), DE MONTAIGO (G) : Op.cit, P9.

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The authors then explain that: «The proposed model is therefore of the “input / output” type. Let's get back to the perspective of a website. Input is traffic that arrives at the website. At the output is the value created by this traffic. Creating traffic is a cost. The business carried out through the site thanks to this traffic constitutes the value created: it is a gain. The efficiency of the website as a creator of added value is then measured by its ability to create more value than the traffic entering the site costs. »

Thus the creation of value is the difference between the value of the business carried out (what we obtain “output”) and the value of the costs generated to carry it out (what we spent “input”). There are several models of value creation based on the different types of websites (informational, e-commerce, services...)

Table N°03: models of value creation based on website types

TYPE OF WEBSITE	DESIRED VALUE
Informational site	Attention
MEDIA website	Audience
e-commerce site	Sales
Transactional site	Leads
Online services	Use

Source: SCHEID (F), VAILLANT (R), DE MONTAIGO (G), *Le marketing digital*, Eyrolle, Paris, 2012.

1.5.3.2 The strategic approach:

In order to create value digital marketing has to rely on the three key elements that stem from the value creation model, that represent three generic action modes: to attract, to convert and to retain (win their loyalty).

➤ To attract:

Attraction is often the main concern for e-marketers so much so that it is given more importance than the other two modes of action (conversion and winning the users loyalty). This mode of action is also specific to digital marketing which is considered pull marketing, and it consists in bringing traffic to the website. There are two main attraction strategies:

- Acquisition strategies:

An acquisition strategy includes the entirety of online levers whose cost is directly correlated with the generated traffic (output or obtained value). For example, purchasing

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sponsored links, setting up an affiliate program, email campaigns... It is also possible to measure the impact of each acquisition strategy on the creation of value, as well as calculate the return on investment (ROI), by comparing the investment to the value created.

- Generation strategies:

This type of strategy includes the online levers for which the cost cannot be directly correlated with the traffic or the obtained value. For example, search engine optimization SEO, creation of a Facebook fan page, social media campaign...

Unlike the first strategy, its impact cannot be measured immediately as it is spread over time.

- **To convert:**

Conversion is an essential step in the value creation chain, it is linked to the website, the actions that need to be undertaken in order to increase the conversions (from visitors to paying customers) have a technical dimension which makes it one of the least mastered steps by marketer.

In order to optimize the conversion rate, the marketer must have at least one precise indicator to measure in order to know the quantity of value created based on a traffic indicator. Bearing in mind, that different sites might consider a “conversion” to be a result other than sale. Different types of websites have different conversion funnels, with a varying number of steps with different levels of complexity.

For example, for a media site, it would be appropriate to measure the number of visitors who only viewed a single web page (landing page or other) and then left the site shortly after, without consulting other pages. This is called the bounce rate. Improving conversion in this case will consist in decreasing the bounce rate, by encouraging visitors to stay on the website longer and consume other pages of the site.²⁶

²⁶SCHEID (F), VAILLANT (R), DE MONTAIGO (G), Op.cit, P14.

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Table N°04: different indicators that can be used for different types of websites

TYPE OF WEBSITE	VALUE	INDICATOR
Informational site	Attention	Number of visits lasting longer than two minutes on the site
Media site	Audience	Number of visits with more than one page viewed
e-commerce site	Sales	Number of sales
Transactional site	Leads	Number of leads
Online services	use	Number of registrations

Source: SCHEID (F), VAILLANT (R), DE MONTAIGO (G), *Le marketing digital*, Eyrolle, Paris, 2012

➤ To gain customer loyalty:

After attracting visitors and converting them into paying customers, the next goal we seek to achieve is for these visitors to become recurring visitors over time. That is the principal of customer loyalty.

Although, the concept of retaining customers or gaining their loyalty has been quite often neglected in favor of attracting traffic, marketers are reconsidering its importance and it has become an essential step once again, as has affirmed Fred Reichheld, in 1996 in his best seller “l’effetloyauté”, that «retaining a customer is five to ten times cheaper than to conquer a new one».

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2 Communication in the digital age:

With the advent of internet and the World Wide Web, businesses were the main communicators as internet users were limited to being recipients of information. During this era of the web 1.0, the information distribution model was quite close to traditional media.

User behavior is changing and Marketing policies have to be reviewed in order to symbolize the idea of communication everywhere in the world, thanks to this internet revolution.

With the evolution of the web 1.0 to the web 2.0 and social networks, the distribution and sharing of information becomes easier, allowing users to maintain a presence online, to communicate and interact with each other, to create and exchange content. Following this transformation of the static web into a dynamic web, companies have gradually integrated the dynamic possibilities offered by the new web by adopting new communication techniques.

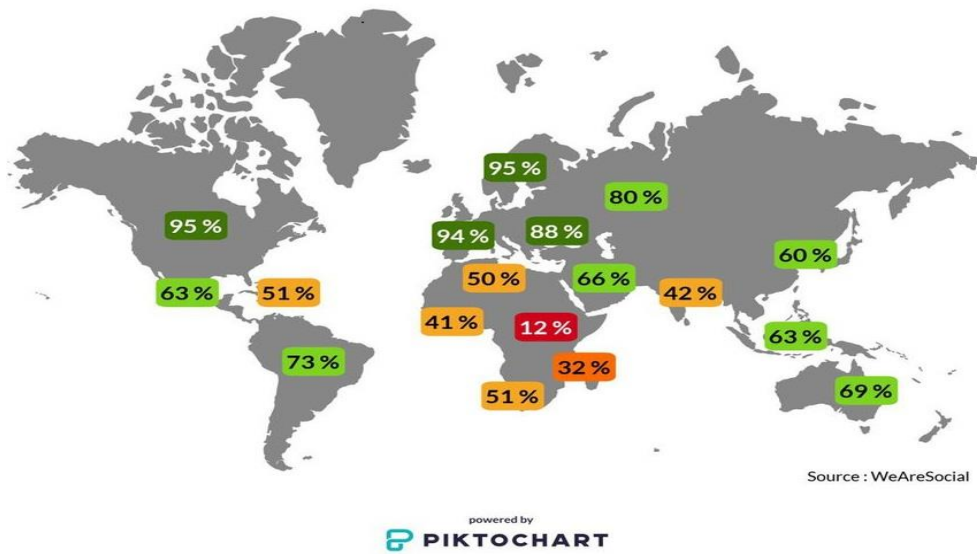
The emergence of social media and the evolution of the web have revolutionized the way both users and companies, use the internet. Companies are now addressing consumers who are more connected than ever.

Of the 7.7 billion humans on earth in 2019, 5.1 billion have a mobile phone and 4.4 billion use the internet (or 57% of them). In one year, the number of web users increased by 9.1%, while the world population increased by only 1.1%. Social networks have also seen their audience grow and have 3.48 billion followers, or 45% of humanity.²⁷

²⁷<https://www.lesechos.fr/tech-medias/hightech/lusage-dinternet-dans-le-monde-en-cinq-chiffres-> , published by Sophie Amsili and Florian Maussion, February 9th, 2019. (consulted on the 10/07/2020 at 1:51am)

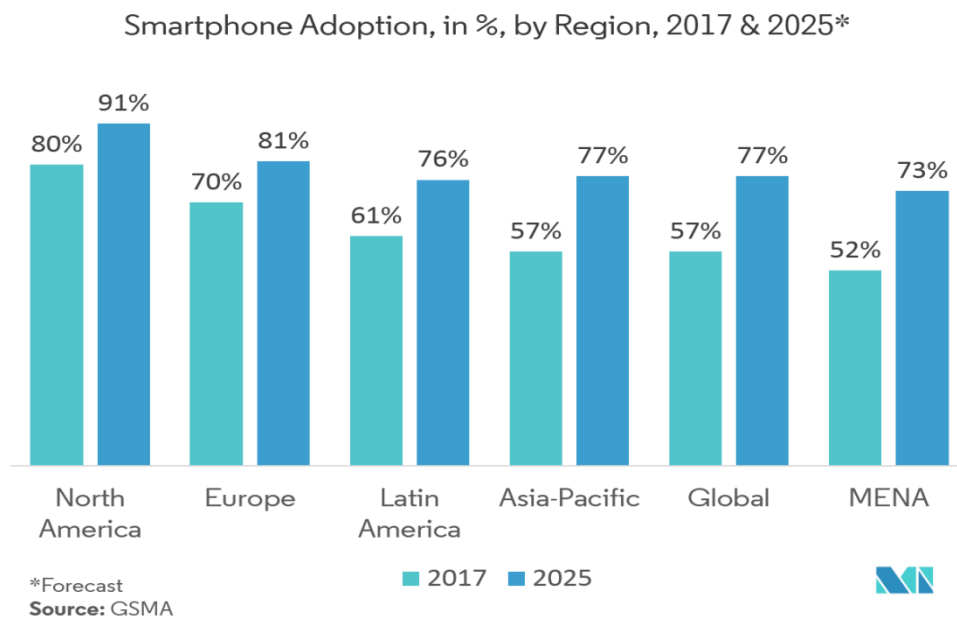
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Figure N°03: internet penetration rate by region (share of internet users in the total population)



Source: <https://www.lesechos.fr/tech-medias/hightech/lusage-dinternet-dans-le-monde-en-cinq-chiffres->

Figure N°04: smartphone adoption, by region forecast 2017 and 2025



Source: <https://www.mordorintelligence.com/industry-reports/online-advertising-market>

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2.1 Definition of digital communication:

Digital communication refers to the strategy taken by a company on the web, social networks and mobile. When a company wishes to increase its notoriety, change its image, it is essential to make it visible on the web, to increase its scope and develop its business²⁸

According to Oualidi Habib (2013), digital communication is defined as follows: «digital communication is a new discipline of communication but also of marketing. The term designates all actions (communication and marketing) aimed at promoting products and services through a media or digital communication channel, the aim of reaching consumers in a personal, ultra targeted and interactive way. The new objective of companies is therefore to target their consumers not only on the web but through all the digital media.»²⁹

Digital communication puts the customer at the heart of the company's concerns, thanks to a strategy and communication actions carried out on the web, social networks and mobiles. Its tools allow to have a complete view of its customers, to know its uses to end up creating value for him and therefore for the company. Digital communication allows, of course, to communicate with consumers who are connected, but also to develop the offer, the product by "listening".³⁰

Figure N°05:whatdifferentiates digital communication

<i>DIGITAL</i>				
WEB	+	SOCIAL MEDIA	+	MOBILE
Dematerialisation		Interaction		Tactile

Source:<https://www.communication-web.net/2014/02/03/quest-ce-que-la-communication-digitale/>

²⁸PINONCELY, (L) : « Premiers pas vers le digital » : Facebook, Twitter, Instagram, LinkedIn, toutes les astuces pour vous lancer facilement !,Edition Groupe Eyrolles , Paris ,2016,p.12.

²⁹Habib, O., Les outils de la communication digitale - 10 clés pour maîtriser le web marketing, Ed Eyrolles, Paris, 2013.

³⁰PINONCÉLY, (Lalée), Op-cit pp.14, 15.

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2.2 The objectives of digital communication:

Digital media can be used to communicate in the context of short-term campaigns (launch of new product, promotion, invitation to participate in an event, etc.) or in the context of continuous online communication. An online communication campaign can be set up to achieve one of the following four objectives (Décaudin and Digout, 2011):

- Develop brand awareness, by promoting its visibility on a set of partner sites and/or with high traffic.
- Create traffic: attract qualified traffic to the site according to the objective set (sale, registration, filling out a form, etc.)
- Convert a visitor into a buyer thanks to a communication on the site delivering a relevant message that helps the visitor in the formation of his perception or in the achievement of a marketing result desired by the company.
- Build loyalty among current consumers by implementing actions that encourage them to buy more and more often.

2.3 Characteristics of digital communication:

Digital communication differs from traditional communication on several points.³¹ First of all, digital media are “pull” media, unlike traditional media that are more “push” - on the Internet-, the Internet user goes more towards the information that does not come to him. That makes him want to know more by clicking on a link or banner and try to avoid being too intrusive.

Then the digital media promote the establishment of a dialogue unlike the monologue of the traditional media.

Indeed, interactivity promotes communication in both directions and in real time. The user can control the flows, but can also contribute by leaving an opinion or evaluation, or by sending a message. Viral marketing on the internet is very important. Sites must promote electronic word-of-mouth by setting up operations or tools to encourage this viral communication (competitions, sharing on social networks, etc.).

Finally, online communication is a “one to some” or sometimes even “one to one” communication, unlike offline communication, which is a “one to many” communication.

³¹BRESSOLLES.G, Op.cit, P80.

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The Internet enables communication to be personalized on the basis of consumer information stored in databases or based on the observation of the consumer's online behavior. The more important the information on consumer behavior and preferences, the more the company will be able to personalize the communication.

2.4 AIDA model:

The AIDA model is one of the most known and used of marketing models, especially in communication and advertising, it is also the most concise model given the fact that it has four steps or stages.

The AIDA model is one of a class of models known as *hierarchy of effects* models or *hierarchical models*, all of which imply that consumers move through a series of steps or stages when they make purchase decisions. These models are linear, sequential models built on an assumption that consumers move through a series of cognitive (thinking) and affective (feeling) stages culminating in a behavioral stage (doing e.g. purchase or trial) stage.³²

The AIDA Model identifies cognitive stages an individual goes through during the buying process for a product or service. It's a purchasing funnel where buyers go to and fro at each stage, to support them in making the final purchase.

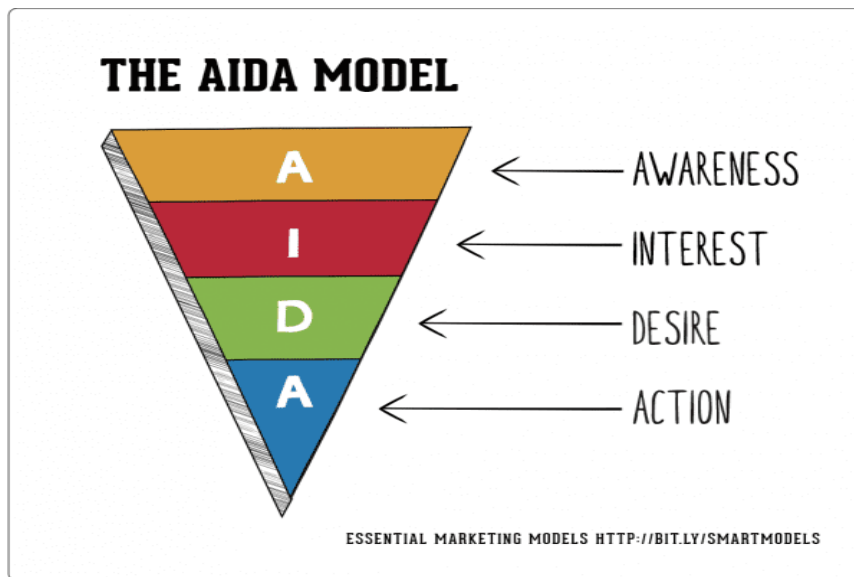
It's no longer a relationship purely between the buyer and the company since social media has extended it to achieving the different goals of AIDA via information added by other customers via social networks and communities.³³

³²[https://en.wikipedia.org/wiki/AIDA_\(marketing\)](https://en.wikipedia.org/wiki/AIDA_(marketing)) (consulted on 05/08/2020 at 03:49am)

³³<https://www.smartinsights.com/traffic-building-strategy/offer-and-message-development/aida-model/> (consulted on 05/08/2020 at 03:49am)

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Figure N°06 : the 4 steps of the AIDA model



Source : <https://www.smartinsights.com/traffic-building-strategy/offer-and-message-development/aida-model/>

The steps involved in an AIDA model are:³⁴

- **Attention:** The first step in marketing or advertising is to consider how to attract the attention of consumers.
- **Interest:** Once the consumer is aware that the product or service exists, the business must work on increasing the potential customer's interest level.
- **Desire:** After the consumer is interested in the product or service, then the goal is to make consumers desire it, moving their mindset from "I like it" to "I want it."
- **Action:** The ultimate goal is to drive the receiver of the marketing campaign to initiate action and purchase the product or service.

Therefore, the AIDA model dictates that **Awareness** leads to **Interest**, which leads to **Desire**, and finally, **Action**.

³⁴<https://corporatefinanceinstitute.com/resources/knowledge/other/aida-model-marketing/> (consulted on 05/08/2020 at 03:54am)

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2.5 Integrated marketing communication:³⁵

Integrated marketing communications (IMC) is an approach used by organizations to brand and coordinate their communication efforts. The American Association of Advertising Agencies defines IMC as “a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines and combines these disciplines to provide clarity, consistency and maximum communication impact.” The brand’s core image and messaging are reinforced as each marketing communication channel works together as parts of a unified whole rather than in isolation.

IMC combines digital and traditional media marketing tools to connect with consumers across multiple platforms. The goal of IMC is to integrate brand messaging across channels and to increase market and brand awareness, eventually resulting in financial benefits.³⁶

Today, corporate marketing budgets are allocated toward trade promotions, consumer promotions, branding, public relations, and advertising. The allocation of communication budgets away from mass media and traditional advertising has raised the importance of IMC importance for effective marketing. Now, marketing is viewed more as a two-way conversation between marketers and consumers. This transition in the advertising and media industries can be summarized by the following market trends:

- a shift from mass media advertising to multiple forms of communication
- the growing popularity of more specialized (niche) media, which considers individualized patterns of consumption and increased segmentation of consumer tastes and preferences
- the move from a manufacturer-dominated market to a retailer-dominated, consumer-controlled market
- the growing use of data-based marketing as opposed to general-focus advertising and marketing
- greater business accountability, particularly in advertising
- performance-based compensation within organizations, which helps increase sales and benefits in companies
- unlimited Internet access and greater online availability of goods and services

³⁵<https://courses.lumenlearning.com/boundless-marketing/chapter/introduction-to-integrated-marketing-communications/> (consulted on the 12/07/2020 at 03:00am)

³⁶<https://pt.slideshare.net/Nepster1994/integrated-marketing-communications-in-companies/3?smtNoRedir=1> (consultes on the 12/07/2020 at 03:07am)

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- a larger focus on developing marketing communications activities that produce value for target audiences while increasing benefits and reducing costs

2.5.1 The tools of integrated marketing communication:

The IMC process generally begins with an integrated marketing communications plan that describes the different types of marketing, advertising, and sales tools that will be used during campaigns. These are largely promotional tools, which include everything from search engine optimization (SEO) tactics and banner advertisements to webinars and blogs. Traditional marketing communication elements such as newspapers, billboards, and magazines may also be used to inform and persuade consumers. Marketers must also decide on the appropriate combination of traditional and digital communications for their target audience to build a strong brand-consumer relationship. Regardless of the brand's promotional mix, it is important that marketers ensure their messaging is consistent and credible across all communication channels.

Figure N°07: integrated marketing communication tools



Source: <https://www.slideshare.net/professormathur110/ch16-what-is-an-integrated-marketing-communications-program-48543649>

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2.5.2 Benefits of integrated marketing communication:

With so many products and services to choose from, consumers are often overwhelmed by the vast number of advertisements flooding both online and offline communication channels. Marketing messages run the risk of being overlooked and ignored if they are not relevant to consumers' needs and wants.

One of the major benefits of integrated marketing communications is that marketers can clearly and effectively communicate their brand's story and messaging across several communication channels to create brand awareness. IMC is also more cost-effective than mass media since consumers are likely to interact with brands across various forums and digital interfaces. As consumers spend more time on computers and mobile devices, marketers seek to weave together multiple exposures to their brands using different touch points. Companies can then view the performance of their communication tactics as a whole instead of as fragmented pieces.

The other benefit of integrated marketing communications is that it creates a competitive advantage for companies looking to boost their sales and profits. This is especially useful for small- or mid-sized firms with limited staff and marketing budgets. IMC immerses customers in communications and helps them move through the various stages of the buying process. The organization simultaneously consolidates its image, develops a dialogue, and nurtures its relationship with customers throughout the exchange. IMC can be instrumental in creating a seamless purchasing experience that spurs customers to become loyal, lifelong customers.

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3 Online advertising:

Since the first online banner ad was placed in 1994, advertisers went through many upheavals and needed to adapt to constantly changing technological revolutions, legal conditions, and consumer trends. With a click-through-rate (CTR) of 44%, the first online banner ad achieved a success that modern advertisers can only dream of, even with new formats like programmatic or native advertising. However, the endless innovation potential of this market is the reason for its popularity among start-ups and entrepreneurs.

The Online Advertising Market was valued at USD 304.0 billion in 2019 and is expected to reach USD 982.82 billion by 2025, at a CAGR (cumulated annual growth rate) of 21.6% over the forecast period 2020 - 2025. The increasing technological advancements coupled with increasing digital spending by enterprises is expected to drive the online advertisement market over the forecast period.³⁷

Digital advertising is a market in constant evolution, with companies choosing to invest in online media in detriment of traditional media like printed press, TV and radio.

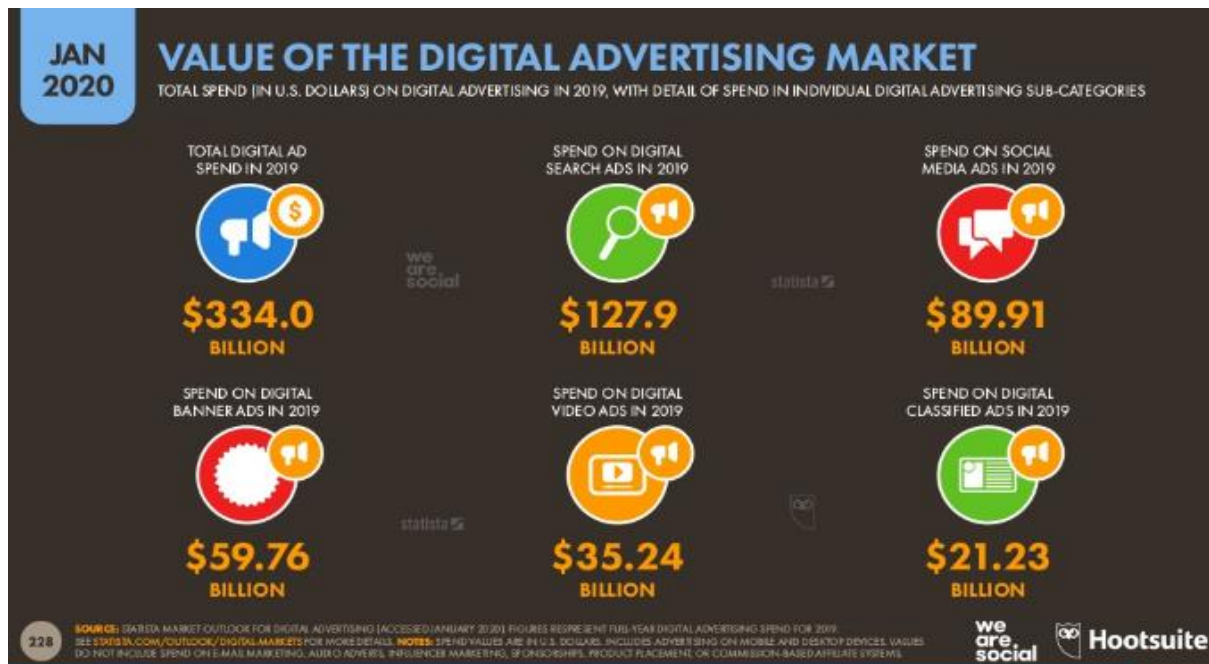
The internet in 2020 for the first time will account for more than half of both US and worldwide ad spending. GroupM forecasts media ad spending to grow 5.1% to \$628 billion in 2020, while it expects internet spending to increase 11.1%.³⁸

³⁷<https://www.mordorintelligence.com/industry-reports/online-advertising-market> (consulted on 13/07/2020 at 22:29pm).

³⁸<https://whatsnewinpublishing.com/internet-media-jobs-are-at-an-all-time-high-and-online-ad-spend-will-rise-to-60-by-2022-reports-adage/> (consulted on 13/07/2020 at 22:26pm).

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Figure N°08: total spend on digital advertising in 2019



Source: <https://wearesocial.com/digital-2020>

The Online Advertising Market is Segmented by Ad Format (Social Media, Search Engine, and Video), Platform (Mobile, Desktop, and Laptop), End-user Vertical (Automotive, Healthcare, and Retail), and Geography.

Figure N°09: digital advertising market: value growth between 2018 and 2019



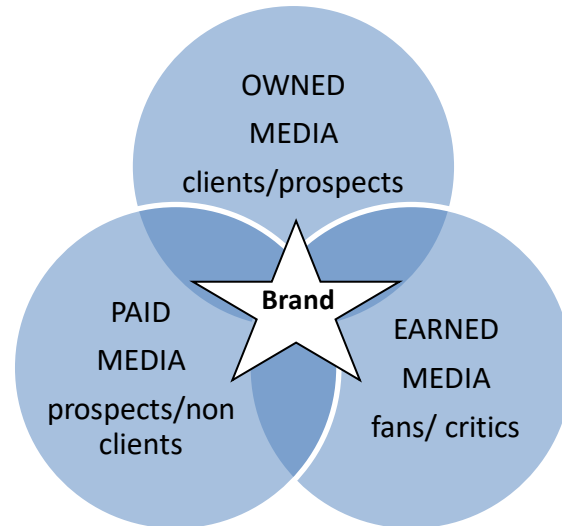
Source: <https://wearesocial.com/digital-2020>

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3.1 POEM model:³⁹

Three types of media make up this market. Owned media, paid media and earned media.

Figure N°10: the POEM model



Source: P. Gastaud, S. Truphème, « *la boîte à outils du marketing digital* », Dunod, 2017.

As brands become fully-fledged media, the “POEM” concept is proving invaluable when designing a digital strategy. The three axes Owned, Earned and Paid media offer a matrix that helps marketers better allocate budgets and efforts on digital channels.

The POEM concept makes it possible to converge all of the communication channels used by a brand in order to reach customers in the right places and at the right times. The aim is to provide a concrete response to the buyer journey which has become much more complex with the emergence of mobility, new technologies and new channels in particular.

The POEM method includes three main families of media (Paid, Owned and Earned) which must be combined to allow the brand to perform better.

- **Paid media:** these are paid communication channels such as, paid search (SEA), advertising, and native advertising... paid media is an excellent means of promoting “Owned media” content in order to offer them great visibility but also to generate Earned media.
- **Owned media:** represents all the content produced by the brand itself. These include the corporate website, blogs and its presence on social media (facebook page,

³⁹ P. Gastaud, S. Truphème, « *la boîte à outils du marketing digital* », Dunod, 2017, P21.

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instagram, twitter, youtube...). The more the brand is present through Owned media, the more chance it will have of extending its presence in the digital sphere.

- **Earned media:** all the interactions produced by internet users on digital channels: mentions, sharing, comments, consumer opinions... we are talking here about “word of mouth”, which is a viral form that is orchestrated on digital channels. Earned media often has a positive impact on the natural referencing of the brands “Owned media” content. They also play a key role in brand influence strategies.

3.2 Digital advertising tools:⁴⁰

3.2.1 Search engine advertising:

In 2001, Google initiated a new advertising phenomenon with the development of the sponsored or commercial links model. A new technique was born: search engine advertising (SEA). This technique consists of selling contextual links to advertisers' sites according to the search performed by the internet user on a search engine or while browsing a site or from his Smartphone. They allow a site to quickly generate targeted traffic from search engines. The objective of SEA for a site is to increase sales, contacts, downloads, subscriptions... In 2019, SEA spendings were US\$145,240 million dollars, and is projected to reach US\$158,930m in 2020.⁴¹

3.2.1.1 Operating principles of the AdWords program:⁴²

SEA allows dynamic targeting of the proposed advertisements. It is based on a system of keyword auctions. AdWord is the most popular program because Google has 91.75% of the search engine market worldwide (June 2020)⁴³. adWords allows advertisers to design and manage their campaigns themselves, directly online. Their ads in text format (sometimes in image or video format), are displayed according to a combination of criteria on Google's result pages (the premium links are at the top and other commercial links are on the right-hand side; they are identified by an “ads” logo) but also on a set of sites belonging to Google

⁴⁰BRESSOLLES.G, Op.cit, P82.

⁴¹<https://www.statista.com/outlook/219/100/search-advertising/worldwide> (consulted on 14/07/2020 at 02:48am)

⁴²BRESSOLLES.G, Op.cit, PP 82-84.

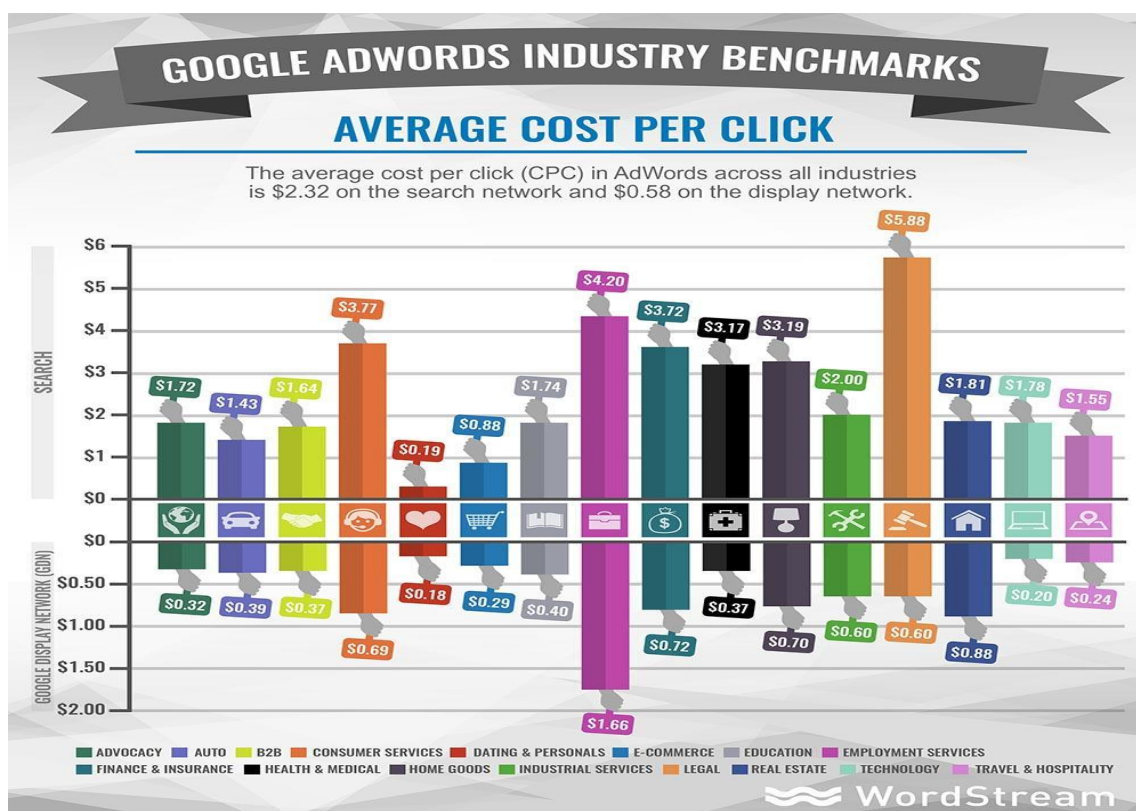
⁴³<https://gs.statcounter.com/search-engine-market-share> (consulted on 14/07/2020 at 03:27am)

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(YouTube, Gmail, Google Maps, Google Earth...) or on partner sites through the AdSense network. 70.9% of Google's revenue comes from sponsored link campaigns (in 2019).⁴⁴

The advertisement is displayed from the moment the internet user has entered the word or combination of keywords chosen by the advertiser. Advertisements using this principle are paid at cost per click (CPC). The advertiser only pays if the internet user clicks on his ad and not each time it is displayed. It is a performance based payment. The minimum CPC is between \$1 and \$2 and can get up to more for specific and highly sought-after services. For words with low competition, the CPC is less than for very competitive words.

Figure N°11: AdWords Industry Benchmarks: CPC Across Industries



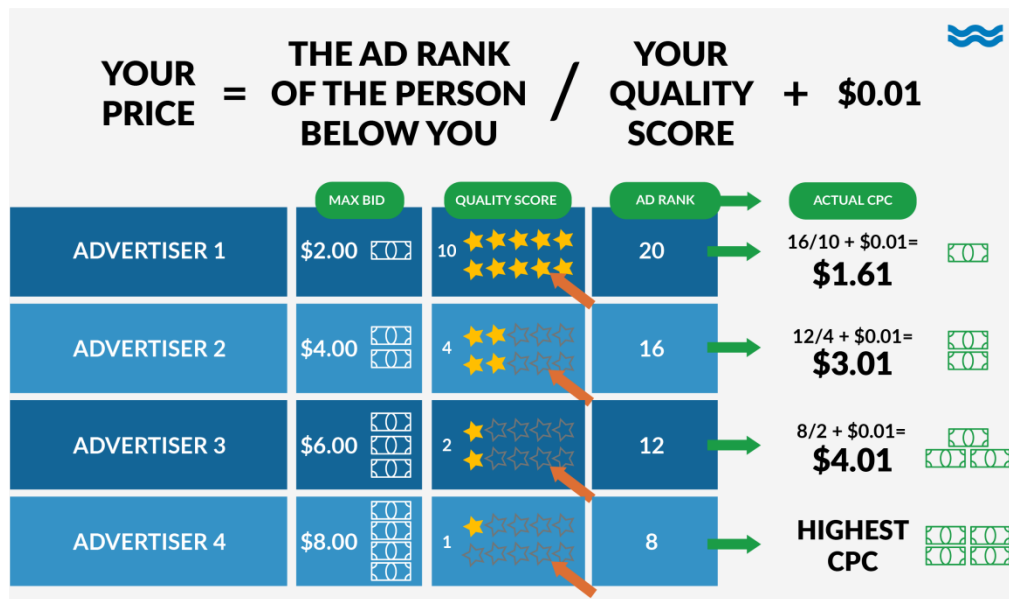
Source: <https://www.wordstream.com/cost-per-click>

For each keyword or combination of keywords, the advertiser must determine a maximum amount it is willing to pay per click (maximum CPC) and a maximum daily budget. The bidding system makes it possible to determine the position of the ad in relation to others. However, the advertiser who sets the highest bid will not necessarily be in the first position. Its position will be determined according to the maximum bid (CPC max) and the quality score (QS) of the advertisement ($\text{AdRank} = \text{CPC max} \times \text{QS}$).

⁴⁴ <https://www.statista.com/statistics/266249/advertising-revenue-of-google/> (consulted on 14/07/2020 at 04:02am)

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Figure N°12: The AdWords Auction: Max Bid, Quality Score, and Ad Rank all affect CPC



Source: <https://www.wordstream.com/cost-per-click>

The quality score is a function of the click through rate (CTR) of the keyword (exact version of the term on the targeted domain only), the relevance of the ad text/keyword/landing page, the account performance history, the keyword performance history, the loading time of the landing page... Google highlights ads that are often clicked even if they have a lower CPC. It proposes a geographical targeting (thanks to geolocation), hourly (by choosing the time of display during the day), and thematic (thanks to contextual targeting according to the search made by the internet user or the placement of advertising on the site according to its content).

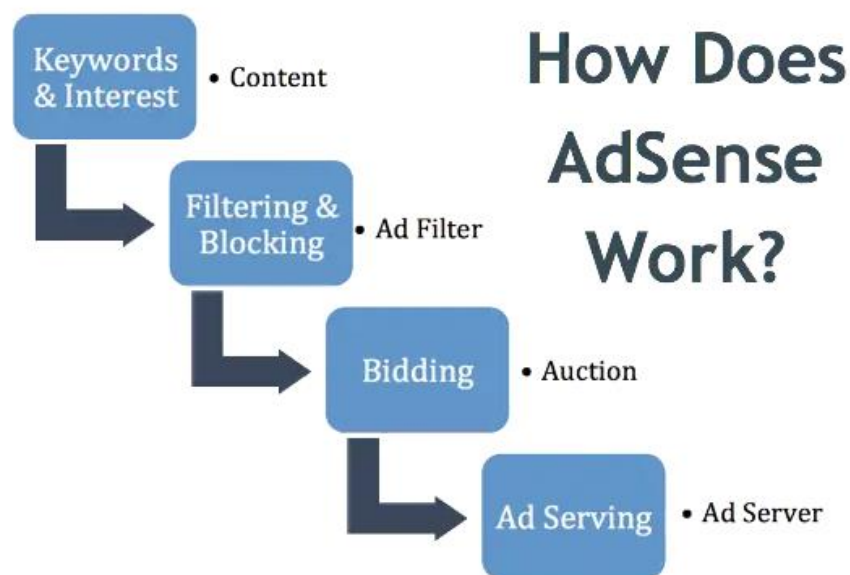
The design and implementation of AdWords campaigns require advanced skills based on a permanent updating of information on principles and tools and progressive learning of how the system works. Some companies outsource the management of their keyword campaigns to specialized agencies. Google provides advertisers or agencies with a set of tools to help them develop and manage their campaigns: Google trends allows them to identify search trends, seasonal effects and competition on a keyword; other tools, available in AdWords, allow them to generate keywords, synonyms and estimate traffic; Google analytics allows them to monitor and measure the behavior of the user on the site and to evaluate the impact of different campaigns through a different number of indicators, such as, return on investment (ROI), average click rate, bounce rate and conversion rate (the number of clicks resulting in an action sought by the company).

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3.2.1.2 The AdSense program:⁴⁵

In addition to its AdWords program, Google has set up the AdSense program, which allows targeted advertising (in text format but also image or video) to be displayed on a site depending on the content of the supporting site. Payment is also made to the CPC. A site that adheres to this program reserves advertising space on its pages which will be managed by Google. This allows it to generate additional revenue and enrich the content of its pages. Google displays contextual ads based on the pages searched for and displayed by users. Google's robot, "Googlebot," selects the most suitable advertiser(s) from among the advertisers participating in the program. Because they are targeted according to content and are well integrated into the pages of a site, these ads generate higher click rates. AdSense can be similar to an affiliate program (which we will see in the upcoming titles) run by Google. It links three parties: Google, the display site and the advertiser.

Figure N°13: how does AdSense work



Source: <https://www.webnotes.com/how-google-adsense-works/>

⁴⁵BRESSOLLES.G, Op.cit, P84.

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3.2.1.3 Search engine optimization SEO:⁴⁶

In parallel to communication campaigns via the purchase of keywords, another specialty has developed, search engine optimization (SEO). This is an optimization of the content of a site via a set of techniques that promote its understanding and interpretation by search engines. These techniques aim to bring as much information about the content of a web page as possible to search engine spiders. The objective of this process is to orientate the positioning of a Web page in the search results of the engines on keywords corresponding to the main themes of the site. The positioning of a site is considered good when it is ranked in the first 10 responses on keywords corresponding precisely to its theme (98% of clicks on a query are made on the first page of results). We talk about natural, organic or "free" referencing. Even if there is no advertising investment to be made, this site optimization is far from being free. Indeed, it requires a significant and continuous investment in human time to optimize the site and its pages. Unlike AdWords, it is not possible to guarantee a position on the search engine results page.

SEO is concerned with how search engines work, what Internet users are looking for, the main keywords typed into these engines and which search engines are favored by their target. The term "search engine friendly" or "Google friendly" can be used to describe the extent to which the site design, menus, content management systems, images, videos, shopping cart, etc. have been optimized for search engine optimization, particularly by Google. Today, as more and more connections to websites take place from a mobile phone or a tablet (in June 2019, 50.71% of Google searches are carried out on mobile phones)⁴⁷, it is essential for a website to be developed in "responsive design" in order to guarantee an optimal browsing experience whatever the medium used by the Internet user (since 2015, Google has been penalizing in its results sites that are not mobile friendly). And that is for the purpose of maintaining the same ranking on every device (desktop, mobile or tablet).

⁴⁶BRESSOLLES.G, Op.cit, P85.

⁴⁷<https://www.smartinsights.com/search-engine-marketing/search-engine-statistics/> (consulted on the 15/07/2020 at 00:34 am)

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Figure N°14: impact of mobile search on SEO



Source: <https://www.smartinsights.com/search-engine-marketing/search-engine-statistics/>

SEO/SEA techniques are constantly changing to adapt to the evolution of search engine algorithms: geolocation of searches and results, referencing of images and videos, real-time referencing (taking into account tweets) or content posted on social networks (Facebook, etc.). SEM (Search Engine Marketing) refers to all marketing actions to improve the referencing of a site, whether natural or paid (SEM= SEA +SEO).

3.2.2 Advertising banners (Display):⁴⁸

Display corresponds to advertisement on the internet using graphic creations (texts, images or videos). Ancestors of online advertising, banners took the name “display” to dissociate them from “sponsored ads”.

Google Display Network (GDN) is a collection of online sites, apps, and digital spaces where image-centric display advertising is deployed. The network helps businesses reach target consumers on the websites and apps they most use as part of their browsing experience. For example, consumers may view ads while watching a YouTube video or checking Gmail.⁴⁹

⁴⁸BRESSOLLES.G, Op.cit, P86.

⁴⁹<https://www.semrush.com/blog/display-advertising-stats-2019-semrush-business-industrial-edition/>
(consulted on 16/07/2020 at 17:57pm)

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Google's Display Ad Network reaches 90% of global internet users. Ads appear across 2+ million websites and more than 650,000 apps.⁵⁰

3.2.2.1 *The different banner format:*

The first advertising banner was produced for the American telephone operator AT&T. It was displayed on the home page of HotWired.com (now Wired.com). Its size (468x60 pixels) will become a standard for banners on the Internet until the evolution of machine screen resolutions, technologies, the network and consumer expectations. Today, thanks to technological progress (html5, streaming...) and improved connection speeds, it is possible to communicate online through multimedia banners (rich media) and different formats.

Since 1998, the IAB (Interactive Advertising Bureau) has been structuring the online communication market, promoting its use and optimizing its efficiency. The IAB has simplified the offer by defining a reduced number of standard formats in order to enhance the value of advertising space and increase the effectiveness of online campaigns (size expressed in pixels [px], weight in kilobytes [kb] and animation duration if the format requires it).

The New Ad Portfolio guidelines developed by the IAB Tech Lab Ad Portfolio Working Group are comprehensive recommendations of advertising experiences across diverse digital landscape including websites, mobile apps, social media, communication, and messaging experiences as well as new digital experiences like virtual reality and augmented reality. The IAB 2017 Standard Ad Unit Portfolio ("IAB New Ad Portfolio") is comprised of:⁵¹

1. Display ads
2. Native ads
3. New media experiences like Emoji ads, 360-degree image and video ads, Virtual reality ads and Augmented reality ads

It emphasizes on better user experience, faster load performance and non disruptive ad content based on the following principles:

1. Respect: A consumer's primary objective is consuming publisher content

⁵⁰<https://www.acquisio.com/blog/agency/10-display-advertising-statistics-every-ppc-marketer-needs-to-know/> (consulted on 16/07/2020 at 18:03pm)

⁵¹<https://www.iab.com/newadportfolio/> (consulted on 16/07/2020 at 16:08pm)

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2. Control: A consumer has control over his/her advertising experience
3. Choice: A consumer decides what content he/she wants to experience and for how long

From this report we took an example of the most used and successful ad formats in fixed size.

Figure N°15 : ad formats

Ad unit Name	Fixed Size (px)*	Max. K-Weight (kB)	
		Initial Load	Subload
Billboard	970x250	250	500
Smartphone Banner	300x50 or 320x50	50	100
Leaderboard	728x90	150	300
Super Leaderboard/ Pushdown	970x90	200	400
Portrait	300x1050	250	500
Skyscraper	160x600	150	300
Medium Rectangle	300x250	150	300
20x60	120x60	50	100
Mobile Phone Interstitial	640x1136 or 750x1334 or 1080x1920	300	600
Feature Phone Small Banner	120x20	5	N/A
Feature Phone Medium Banner	168x28	5	N/A
Feature Phone Large Banner	216x36	5	N/A

Source: <https://www.iab.com/newadportfolio/>

SEMRush found that leaderboard ads are used more than any other ad size. The “medium rectangle” ad size of 300 x 250 is used second most often.

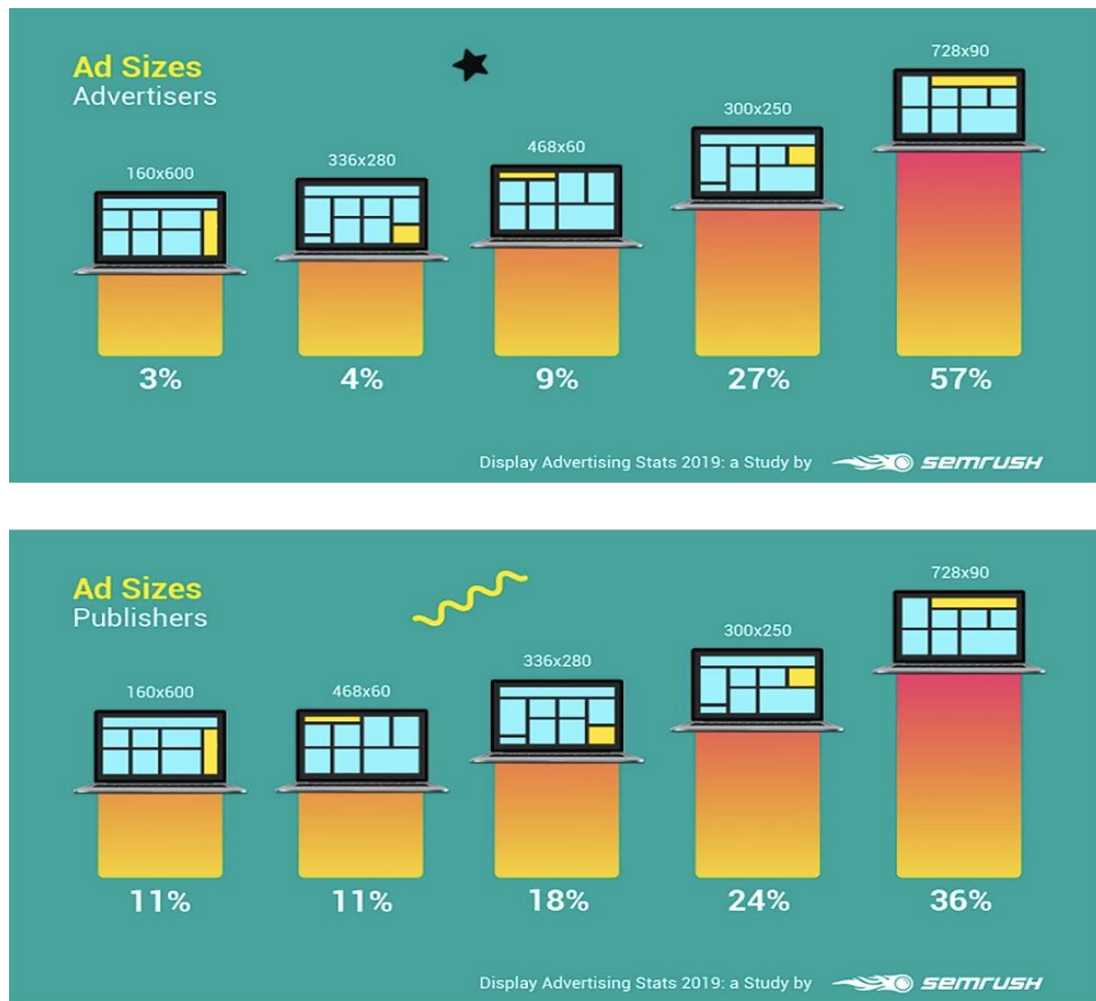
Those two ad sizes are also recommended by google as being among the top-performing ad sizes. However, there are two other ad sizes Google recommends – 300 x 600 and 320 x 100 – that advertisers don’t use much at all.

The 468 x 60 ad size is also an anomaly. Advertisers and publishers use it fairly frequently, but Google doesn’t list it as a top-performing ad size.⁵²

⁵²<https://www.acquisio.com/blog/agency/10-display-advertising-statistics-every-ppc-marketer-needs-to-know/#:~:text=In%202019%2C%2072%25%20of%20display,all%20the%20different%20ad%20sizes.>

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Figure N°16: percentage of ad format use by advertisers and publishers



Source: <https://www.acquisio.com/blog/agency/10-display-advertising-statistics-every-ppc-marketer-needs-to-know/#:~:text=In%202019%2C%2072%25%20of%20display,all%20the%20different%20ad%20size S.>

Today's advertising formats increasingly use rich media (or enhanced media), i.e. they incorporate content with a high degree of interactivity with the user (animation, sound, video...) which provides significant added value in online advertising campaigns. Examples include interactive or video banners, billboards, etc. On the other hand, all "pop-up" formats (pop up, pop under, site under, etc.) are banned. In fact, on the one hand, a large majority of Internet users have software that blocks these formats and, on the other hand, because of their intrusive nature, they have a negative effect on the perception of the brand being promoted.

The intrusiveness of an advertisement is defined as its capacity (by its size or mode of appearance) to delay, interrupt or disrupt the consultation or reading of a page or content by the Internet user. However, thanks to the technical possibilities, the most intrusive formats

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are generally associated with the use of cookies, which make it possible to limit their appearance to once a day or per session. This is the capping technique (limit assigned over a given period of time to the number of in-ceptions of an advertising creation on a support site or on the sites of the same advertising network). A capping of 2 out of 24 hours assigned to a banner will make it possible to display this banner only twice for each visitor during a full day. The capping allows to avoid the overexposure of advertising campaigns on the Internet, and thus to weary the Internet user and to improve the click rate.⁵³

3.2.2.2 Remuneration of display campaigns:⁵⁴

Remuneration for display campaigns is based on a number of indicators depending on the desired objective (traffic, visibility, etc.). The remuneration can be set on:

- **display/printing or CPM** (cost per thousand displays/printings of the advertisement on the site)
- **on click or CPC** (cost per click on the advertising banner),
- **on CPA** (cost per action, commission on sales made following a click on a banner)
- **on objective or CPL** (cost per lead, i.e. the advertiser remunerates the achievement by the Internet user of a specific action such as registration on the site, filling in a form...).

CPC and CPA forms are performance-based remuneration methods. The advertiser only pays when the Internet user has completed the action in question. The various costs are determined according to the audience rate of the medium, the location of the advertisement, its size, its interactive and multimedia (rich media)

3.2.2.3 targeting possibilities:⁵⁵

The Internet allows several types of targeting for display campaigns:

- A contextual targeting allowing to choose to spread the message in a particular context of exposure (for example on a car site in order to reach people interested in the self-bile) which implies the choice of the support, the location, the campaign period... ;
- Behavioral targeting, which enables the distribution of personalized advertisements to Internet users corresponding to their supposed needs and expectations. This is

⁵³BRESSOLLES.G, Op.cit, P88.

⁵⁴Ibid, P88.

⁵⁵Ibid, P89.

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materialized by personalizing the advertising content according to the behavior of the Internet user (links clicked, articles seen, searches carried out, shopping basket...) and his or her centers' of interest. Retargeting (or retargeting) occurs when a site broadcasts a targeted advertisement to an Internet user who has visited the site without buying a few minutes or days before (based on cookies). This type of advertising, although it may be perceived as intrusive, is more effective (higher click rate...) and offers a better ROI.

3.2.2.4 Changes in the way digital advertising space is purchased:⁵⁶

The online advertising market has evolved considerably in recent years with the emergence of new ways of buying and selling that offer better targeting, performance and integration.

The programmatic system is an essential system that is perfectly complementary to other digital levers such as native advertising. The programmatic buying mode differs from traditional buying processes with the elimination of numerous time-consuming steps (negotiations, return trips of media plans, repeated insertion orders). It is not limited to Real Time Bidding (RTB), which is carried out on open marketplaces, but also includes Programmatic Direct (purchase of spaces not by auction but with a guaranteed inventory in advance, on closed marketplaces).

In late 2019 a study was conducted to analyze the state of programmatic advertising worldwide. It was calculated that global programmatic display advertising spending in 2020 would reach 126.5 billion U.S. dollars. The United States was forecast to account for the largest share of that amount, at 78.9 billion dollars in programmatic spend that year, followed by China, at 13.2 billion dollars.⁵⁷

(A.Guttman, February 26, 2020) According to more recent estimates, programmatically sold advertising was worth 106 billion U.S. dollars in 2019. The projections for 2020 say programmatic ad spend will reach 127 billion dollars and further grow by 20 billion by the end of 2021.⁵⁸

⁵⁶BRESSOLLES.G, Op.cit, P90.

⁵⁷<https://www.statista.com/statistics/676585/programmatic-ad-spend-countries/> (consulted on 16/07/2020 at 22:35)

⁵⁸<https://www.statista.com/statistics/275806/programmatic-spending-worldwide/> (consulted on 17/06/2020 at 17:33pm)

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Real Time Bidding consists of allocating, in real time, an advertising impression to an advertiser and determining the price based on its characteristics (size, context, location and time at which it is displayed).

Native advertising is a new way of advertising (in the digital channels, as it has been used long before in books, movies. Writers would integrate a product or service in the script of their thrillers in a way that it blends with the rest of the surroundings of the book or movie) in the form of editorial content integrated into a third party site that falls between brand content and advertorials. The brand associates itself with the content of an article in order to create a capital of sympathy and to generate the commitment of Internet users so that they can then relay this content on social networks. It is a non-intrusive advertisement that blends into the editorial flow of a media with high value-added content.

A significant advantage of native advertising is that because they are not delivered programmatically they are not subject to adblockers – the blocking software sees the native ad as content. For this reason, native advertising has grown in popularity in recent years.⁵⁹

Analysis of overall digital ad spend growth, combined with native advertising trends per market, globally, has revealed that native advertising spend is expected to increase by 372% from 2020 to 2025. This represents an increase in the native advertising market from \$85.83Bn in 2020 to a total global value of \$402Bn by 2025.⁶⁰

3.2.2.5 *The disadvantage of display:*

Although marketers keep investing in display ads, there is a serious downside to it, Ad Blockers.

Ad blockers – sometimes known as content blockers – are simple software programs that prevent ads from being shown on websites. Ad blockers are typically browser add-ons, and are available for the Chrome, Firefox, Opera, Safari, and Internet Explorer web browsers.⁶¹

These programs or software are available for different devices – mobile, desktop computers – therefore, ads on webpage, websites or mobile apps are common targets of these

⁵⁹CHARLESWORTH (A). Op.cit. P216.

⁶⁰<https://www.prnewswire.com/news-releases/global-native-advertising-market-set-to-be-worth-over-400bn-by-2025-300805997.html> (consulted on 16/07/2020 at 23:41pm)

⁶¹<https://www.wordstream.com/blog/ws/2015/10/02/ad-blockers> (consulted on 17/07/2020 at 21:23pm)

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programs. Ad blockers are particularly popular among young internet users. It was found that 20% of internet users aged between 16 and 34 used ad blockers in 2016. Considering a large share of online publishers rely on advertising as a major stream of revenue, ad blocking has an economic impact amongst online publishers.

In July, 2019 Pam Neely wrote in her report on display advertising statistics that, ad blockers are really just a symptom of a bigger problem. That problem is irrelevant ads, or ads that may be relevant, but aren't engaging their audiences well enough.

The consumer dissatisfaction driving the use of ad blockers has prompted some marketers and advertising to worry, but the struggle is real : more than one in four consumers use ad blockers according to Statista, and 47% of global consumers use ad blockers according to Digital Information World. Whatever the exact figure is, it's big, and it is suppressing results.⁶²

3.2.3 Affiliation:⁶³

Affiliation, an e-marketing technique initiated in 1996 by Jeff Bezos, CEO of Amazon.com, is a contractual and remunerative relationship between two sites, one of which includes a link to the other's site. The partners are called the affiliator (the merchant site) and the affiliate (the site that links to the merchant site). This referral can take various forms: contextual links, visuals such as banners and buttons, integrated advertising, etc.

Simply said, affiliate marketing is the process by which an affiliate earns a commission for marketing another person's or company's product. The affiliate simply searches for a product they enjoy, then promotes that product and earns a piece of the profit from each sale they make. The sales are tracked via affiliate links from one website to another.⁶⁴

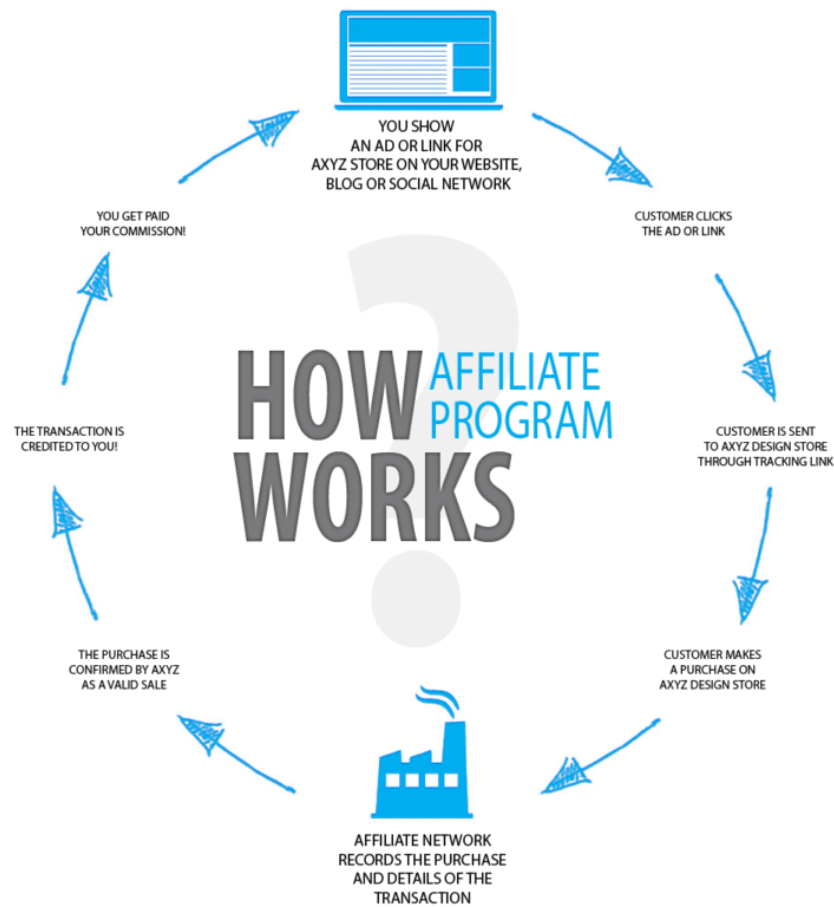
⁶²<https://www.acquisio.com/blog/agency/10-display-advertising-statistics-every-ppc-marketer-needs-to-know/> (consulted on 17/07/2020 at 21:34pm)

⁶³BRESSOLLES.G, Op.cit, P93.

⁶⁴<https://www.bigcommerce.com/blog/affiliate-marketing/#what-is-affiliate-marketing> (consulted on 17/07/2020 at 22:08pm)

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Figure N°17: how an affiliate program works



Source: <https://www.bigcommerce.com/blog/affiliate-marketing/#what-is-affiliate-marketing>

3.2.3.1 The different types of affiliation:⁶⁵

There are two types of affiliation: direct affiliation or indirect affiliation via affiliation platforms.

- ✓ In the case of **direct affiliation**, the affiliation contract is concluded directly with the affiliating site (Amazon, Ebay...) which is responsible for recruiting partners, setting up the program, managing it and paying the partners. Amazon recruits its affiliates directly on its site from the "Partner Club" page. The affiliate must provide an email address and credit card number to receive any compensation. Amazon offers a set of tools (widgets, etc.) that will help them promote Amazon products on their site: product links, banners, widgets. Amazon also allows the affiliate to create an "aStore" on its site, i.e. an integrated Amazon online store.
- ✓ **Indirect affiliation** is managed by affiliate platforms on behalf of its members. These platforms connect member affiliate sites with selected affiliates. They are responsible

⁶⁵BRESSOLLES.G, Op.cit, P94.

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for the day-to-day management of the affiliate program. The main affiliation platforms are: Zanox, Affilinet, Net affiliation, TradeDoubler... They manage affiliation programs for sites such as PriceMinister, Fnac, Groupon, Orange, Meetic, La Redoute... They represent nearly 90% of the affiliation market in France.

3.2.3.2 *Remuneration of affiliation:*⁶⁶

The affiliate's remuneration may take several forms depending on the affiliate program set up by the affiliate, its qualitative and quantitative objectives and the "size" of the affiliate. In addition, this remuneration varies greatly depending on the field of activity, the type of product sold and sometimes the annual rate. It is a performance-based remuneration, i.e. the merchant site generally only rewards the turnover brought in on a percentage basis. The remuneration is calculated according to the share desired by the affiliate. It can be:

- CPA (cost per action, fixed sum paid for a particular event such as newsletter registration or form filling...).
- CPC (cost per click).
- CPM (cost per thousand impressions of an advertising banner).
- CPL (cost per lead, fixed sum for a sale from the affiliate).
- Revenue share (percentage on the sale).
- Remuneration per open account (used by brokerage or insurance sites).
- Remuneration per telephone contact (for the call back services offered on the advertising banners, remuneration is based on the number of calls made).

3.2.4 **E-mailing:**

E-mailing is a major marketing tool. Its rapid development is based on a very low implementation cost and the generalization of the use of messaging. Current uses of e-mailing are more rational, more professional, more targeted and must avoid marketing overpressure. Although the new communication media have gained in popularity, e-mailing campaigns are still a privileged tool, efficient and with easily measurable results. It is now possible to personalize the e-mail at the time of its opening (weather, geolocation, promotions...). In France, e-mailing represents only 4% of the online advertising market with 130 million invested in 2015.

⁶⁶BRESSOLLES.G, Op.cit, P94.

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3.2.4.1 *Different types of e-mailing:*⁶⁷

There are different types of e-mailing (Décaudin and Digout, 2011):

- **Prospecting or acquisition e-mailing:** Its objective is to recruit new customers and/or to inform them about the products or services offered by the company. It is sent from files of opt-in e-mail addresses purchased or rented from companies specialising in the creation of quality customer databases. The price of the e-mail address varies according to the degree of qualification/targeting. It can also be sent from a list of prospects that the company has compiled and who agree to be contacted by e-mail (opt-in). The purpose of these mailings is also to collect information about the prospect in order to get to know him/her better.
- **Loyalty e-mailing:** It is addressed to customers or contacts known to the company. Its objective is to relaunch or reactivate them. Thanks to the knowledge of the customer profile (profiling), it is possible to personalize the message. The frequency with which this type of e-mail is sent is decisive. The "newsletter" type e-mail allows the user to be kept regularly informed of company news.
- **Customer relationship e-mailing:** It can be an e-mail of welcome, reservation, confirmation or order follow-up. Some are sent automatically following specific events (account opening, registration, order...). Some e-mails are sent in order to evaluate the satisfaction of the Internet user after a purchase.

Thanks to dynamic content personalization, it is possible to personalize an e-mail based on the consumer's online behavior, purchase history or profile. It is possible to automate the sending of certain e-mails when the Internet user performs a specific action (e.g. abandoning a basket). This practice is known as trigger marketing. It can be perceived as intrusive by the consumer if it is misused.

One of the advantages of e-mailing is its low cost compared to a paper mailing. It has a very fast turnaround time and allows for quick responses. Campaign follow-up and measurement of results can also be carried out in real time. However, it is not possible to ensure that it is received by the recipient because of deliverability problems linked to the design of the message itself or to the technical chain of dispatch (anti-spam filters, etc.). It is estimated that 20% of messages do not reach their destination. Today, 39% of e-mails are

⁶⁷BRESSOLLES.G, Op.cit, PP 96-97.

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opened from a mobile phone or a tablet (of which only 71% on a mobile phone). It is therefore necessary to take into account this data in the design of e-mail.

3.2.4.2 Spam:⁶⁸

Spam (or junk mail) is an e-mail that is unsolicited by its recipient. It is generally sent en masse for advertising purposes or malicious intent. This practice is prohibited by law. However, the low cost of collecting thousands of e-mail addresses through robots and sending them without the recipient's consent helps explain its development. Spam damages the image of e-mailing based on permission marketing. The latter is based on the Law for Confidence in the Digital Economy (LCEN), of 21 June 2004, which imposes the opt-in rule for e-mailing (as opposed to the opt-out rule). This means that the Internet user must have given his/her express consent to receive e-mails from a company (having formally ticked a box). As a general rule, the double opt-in rule applies. The Internet user must confirm the validity of his e-mail address by clicking on a link. The recipient must be able to unsubscribe from a mailing list at any time. The opt-in rule does not apply in the context of BtoB and for mailings related to the professional activity carried out.

3.2.5 Social medias:

Social media on the Internet is a set of online platforms creating social interaction between different users around digital content (photos, texts, videos) and according to various degrees of affinities. They allow Internet users to connect with each other in a public or semi-public way. Social networks are sites based on a social link. The first online social network, Sixdegrees.com, was created in 1997; its name was based on the "small world" theory. However, the origin of social networks is much older; the Internet has allowed them to spread more widely and rapidly.

According to the participative media law or 1/10/89 law, it has been empirically observed that only 1% of the users produced content, 10% commented or modified it and 89% consulted it.

According to WeAreSocial's digital 2020 global overview report, 51% of Algerien people (22 million) are active social media users, as for world wide social media users it amounts to 49% of the population (3.80 billion), the average daily time that internet users aged 16 to 64 spend using social media on any device worldwide is 02:24h. Advertisers are therefore increasingly integrating social medias into their communication strategy. They rely

⁶⁸BRESSOLLES.G, Op.cit, P98.

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on viral marketing techniques to communicate their brands, products or services on these networks. In 2019, \$89.91 billion was spent on social media ads worldwide.

3.2.5.1 Types of social media:

2020's social media landscape (elaborated by Fred Cavazza) identifies 170 social platforms for 6 main uses, in this year's landscape Fred Cavazza kept the same structure as the previous years with the same uses: publishing, sharing, messaging, discussions, collaboration, networking. Even if most platforms are between two uses. We find the same dominant platform at the heart of the diagram: the Facebook ecosystem at the center (Instagram, WhatsApp, Messenger, Groups, Workplace), with the first circle of major players (YouTube, Twitter, Snapchat, TikTok, LinkedIn...). Since the market is expanding, many new services have been added, the categories that have changed the most compared to the previous year are: the musical micro-video applications (thanks to the success of TikTok), consolidation virtual environments, collaboration and videoconferencing applications which record very strong growth with the confinement and dating apps which remain very popular.

All this gives us a very dense ecosystem of a multitude of services for publishing, sharing, exchanging messages, discussing, collaborating and being connected:

Figure N°18: social media landscape 2020.



Source: <https://fredcavazza.net/2020/04/21/panorama-des-medias-sociaux-2020/>

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Within this ecosystem we find some of the following services:

- Blog platforms (WordPress, blogger, Wix...), wikis with Wikipedia and Fandom and hybrid publishing/sharing services (Tumblr, MySpace, Wattpad)
- Inspirational sharing platforms like Pinterest or Houzz; Photo and image sharing services (Google Photos, Flickr...); location notification and sharing services (TripAdvisor, Yelp, Life360); dedicated video platforms (Dailymotion, Vimeo, Twitch); music sharing (Spotify, SoundCloud, Deezer).
- Traditional messaging (Gmail, Outlook, Yahoo Mail, etc); mainstream (Reddit) and professional conversation platform (GitHub, StackExchange); video conferencing platforms (Zoom, GotoMeeting).
- Dating apps (Tinder, Bumble,etc); event platforms (Eventbrite, Meetup, Evite).

These few examples of services illustrate well the diversity of social media, In short, all this to say that as the social media landscape becomes denser and more complex, advertisers must adapt their social strategy (the objectives, means and resources mobilized) to these changes to deliver maximum impact, both in terms of reach, engagement and transformation. This adaptation involves the exploration and adoption, if necessary, of new social platforms (e.g. TikTok, Pinterest...), new formats (e.g. stories, chatbot, augmented reality filters, podcast, ASMR...) or new social mechanisms (e.g. AMA, Haul, GRWM...).

3.2.5.2 e-reputation and community management:⁶⁹

It is now imperative for a brand to have a presence on social networks but also to control it. The challenge is to manage its e-reputation. Indeed, with the rise of Web 2.0 and the possibilities offered to Internet users to generate online content (UGC), brands have lost some of their power to disseminate information. Today, more than a quarter of the content relating to the largest international brands is generated by Internet users. The impact of communication actions on social networks is difficult to determine. The ROI of such actions is difficult to calculate.

Faced with both the power and the threat of social networks and online communities, and the importance of information exchanged between consumers on the Internet, companies are increasingly integrating the management of their e-reputation into their communication strategy. This mission is generally entrusted to a community manager. He or she is

⁶⁹BRESSOLLES.G, Op.cit, PP 103-104.

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responsible for communicating the company's culture on the Web, transmitting information and content to Internet users, engaging in discussions with them and answering their questions. He or she listens to their comments and feeds data back to the company's departments. He has an essential role as a pivot between the company and its customers. He creates and manages the company's online community.

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Conclusion:

Digital marketing brings together all the digital interactive tools to promote products and services in the context of personalized and direct relations with consumers. It concerns all digital contact points: Internet, Smartphones, tablets...

Its development is driven by changing uses: media consumption is multiplying and becoming more complex. The evolution of digital marketing and its forms leads to an evolution in the way companies communicate.

Digital communication covers objectives of notoriety and image (branding) but also performance (sales and database enrichment). New channels are emerging such as search engines (allowing for more relevant targeting, insertion in the customer journey) and display (advertising in forms such as banners, paving stones, etc...). These communication tools allow brands to generate new contacts, to be more in affinity with their target. Within these new digital communication actions, the two we mentioned are the most commonly used and most invested in. They represent the new priority for marketing professionals who need to get to know them, understand them better in order to control them better and integrate them into their communication systems.

In any marketing plan the implementation phase or execution is followed by the most important step which is the control of actions and analysis of data, to study the impact of each marketing action and measure its performance, in order to justify their budget and monitor the results and undertake corrective actions if necessary. Seeing the importance of continuously improving performance for companies, we decided to dedicate the following chapter to develop and provide more details concerning performance.

CHAPTER 2:

Measuring performance

CHAPTER 2 : Measuring performance

Introduction:

Today, companies are facing many challenges - such as intensive competition, globalization of markets, turbulent economic environment, etc. - to which their performance is highly sensitive. It is clear that, only companies that are able to take advantage of the opportunities and reduce the threats they face will succeed.

Business performance is complex and difficult to define, as there are so many different approaches. It has been widely disaggregated in recent decades as a categorical imperative. Its complexity stems not only from the diversity of its conceptualizations but also from its multidimensional nature.⁷⁰

In order to measure performance, it is first necessary to determine the criteria for its evaluation, i.e. the reference quantities that make it possible to quantify or qualify it. A performance criterion is defined as a quantitative instrument (a ratio, a figure, an index, a %) giving an indication of the performance of an organization or a process. Certain performance criteria can be oriented towards customer relations (number of visits, turnover, loyalty rate, average basket amount, number of customers).

Others can be oriented towards the measurement of the profitability of the company (profits, margin, result, cost calculation).

The objective of performance measurement is to improve communication and the overall digital marketing strategy.

In the first section of this chapter, we present some concepts and definitions relating to business performance, and its indicators. Then we discuss the concept of commercial (marketing) performance in order to better assimilate its qualitative and quantitative indicators. While in the second section we highlight the different metrics used to evaluate the digital marketing performance as well as those used for evaluating media and advertising performance; lastly the main quantitative indicators of online advertising. Finally in the third section we discuss how to measure the performance of digital advertising tools.

⁷⁰<https://www.cairn.info/revue-projectique-2017-2-page-93.htm#> (consulted on 26/07/2020 at 22:25pm)

CHAPTER 2 : Measuring performance

1 General information on business performance:

In this section we present the principle of performance, its notions in addition to commercial performance, and finally we take a deeper look on the quantitative and qualitative indicators of commercial performance.

1.1 The principle of performance:

For an organization, the notion of performance corresponds to the achievement of objectives or expected results, and more broadly to the creation of value. In the business world, value is generally associated with increased profit.⁷¹

1.1.1 Definition of performance:

A company's performance revolves around everything that contributes to improving the value-cost ratio and thus tends towards maximizing net value creation. A high-performing company can thus be translated as:⁷²

- A company that is sustainable, that earns money and that is profitable in the long term.
- A company that challenges its competitors in terms of quality and speed of service
- An innovative, efficient, reactive company that evolves surely, constantly and sustainably.
- A company that creates value while meeting market requirements with a head start.
- A company that has been able to put in place good performance indicators to establish winning development strategies.
- A financially, socially, environmentally, technologically and qualitatively intelligent company.
- A company where values, motivation, skills, collective intelligence and autonomy reign supreme.
- A company that has succeeded in building customer loyalty, filling its order portfolio thanks to constant monitoring and continuous projection into the future.

⁷¹ (V) GALDEMAR (L) GILLES (M,O) SIMON, Performance, efficacité, efficience : les critères d'évaluation des politiques sociales sont-ils pertinents?, CAHIER DE RECHERCHE N°C299, Crédoc, 2012.

⁷² <https://www.petite-entreprise.net/P-2288-136-G1-definition-de-la-performance-des-entreprises.html>
(consulted on 25/07/2020 at 03:18am)

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Doriath.B and Goujet.C (2011), give a simple definition to performance: "In management, performance is the achievement of organizational objectives. »⁷³

This very general definition highlights three fundamental characteristics of performance.

- **It translates into an achievement** (or a result). Performance is therefore the result of coordinated, mutually consistent actions that have mobilized means (personnel, investments), which implies that the organization has a potential for achievement (staff skills, technologies, organization, suppliers, etc.).
- **It is assessed by comparison.** Achievement is compared to the objectives, using a set of indicators, whether quantified or not. The comparison assumes a form of competition: to do better than in the previous period, to meet or exceed competitors. It gives rise to interpretation, a value judgment that may differ depending on the actors involved (shareholders, managers, trade unionists).
- **The comparison reflects the success of the action,** Performance is therefore a relative concept (result of a comparison), multiple (diversity of objectives) and subjective (depending on the actor who evaluates it).

As for Philippe LORINO, he defines performance as follows: "performance in companies can be defined as everything, and only what contributes to improving the value/cost couple, i.e. to improving the net creation of value. On the other hand, the action that contributes to decrease the cost or increase the value, in isolation, is not necessarily a performance unless it improves the value/cost ratio or the value/cost balance".⁷⁴

If we were to summarize the previous definitions in order to give an overall synthesis of performance, we would say that performance is the ability to achieve the objectives set by the company in combination with all the resources available for their effective achievement.

⁷³ Doriath.B, Goujet.C. "gestion prévisionnelle et mesure de la performance". 5^e édition. Paris. Dunod. 2011. P174.

⁷⁴LORINO,(p) : méthodes et pratique de la performance, paris, Edition d'organisation,2003,pp18-20.

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1.1.2 Concepts related to performance:

Achieving a high level of performance is often related by a company to the achievement of its objectives in the most effective and efficient manner.

1.1.2.1 *The concept of effectiveness:*

Effectiveness is the comparison between the end result and the preset goals or objectives, it serves to situate the level of effectiveness of an organization by dividing the final result on the objectives set and then compare it according to its own standards.

According to the business dictionary, effectiveness is defined as: « the degree to which objectives are achieved and the extent to which targeted problems are solved. In contrast to efficiency, effectiveness is determined without reference to costs and, whereas efficiency means “doing the thing right”, effectiveness means “doing the right thing”. »⁷⁵

Effectiveness can be defined according to the management dictionary as follows: «ability to produce an effect, in management this term has a more precise meaning, it is the level of achievement of an objective, to be effective: it is to have reached an objective of profit, growth, market share ... but can also sometimes be assessed in a purely quantitative way (success or failure of a foreign establishment, the launch of a product ...) all depends on the nature of the objective. »⁷⁶

It is also defined by the commercial dictionary as: « the quality of an action that gives the satisfactory results expected, for example: effectiveness of an advertisement, a message, the work of a sales team... »⁷⁷

To summarize the previous definitions, we will say that effectiveness means something that fulfils the function for which it was intended, or that achieves the objectives established beforehand.

⁷⁵ <http://www.businessdictionary.com/definition/effectiveness.html> (consulted on 26/07/2020 at 22:58pm).

⁷⁶ Dictionnaire de gestion : comptabilité, finance, contrôle, FOUCHER, paris, 1995.p. 177.

⁷⁷ Dictionnaire commercial, académie des sciences commerciale, entreprise moderne, paris, 1987, p245.

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1.1.2.2 The concept of efficiency:

Peter Drucker defines efficiency as follows: «in an organization, efficiency describes the optimization of the currencies used to achieve a result; it is synonymous with cost-saving productivity. Efficiency depends on the issues at stake; it is defined in relation to the goals of the actors of the main strategic constituents of the organization. By efficiency we do things well; by effectiveness we do good things. »⁷⁸

From the above we conclude that efficiency is the relationship between the objectives achieved and the resources used to achieve them. Being efficient is therefore about achieving good results or achieving objectives with the minimum use of resources.

1.2 Commercial performance:

As for commercial performance, also called marketing performance, it is linked to the satisfaction of the company's customers.

It is difficult to separate commercial performance from the different types of performance in the company (economic and financial performance, organizational performance, competitive performance, strategic performance). The reason is that these different types of performance are in one way or another part of the “raison d'être” of any company, i.e. customer satisfaction. Even if the priorities of objectives and actions differ according to the type of performance preferred, the goal generally pursued by any company is to satisfy customer needs in order to make a profit.⁷⁹

1.2.1 Definition of commercial performance:

Commercial performance can be defined as: «one would be tempted to summarize commercial performance by indicators such as the number of customer appointments, the number of sales, the prospects-to-sales ratio, market share and profitability. Knowing that commercial performance also embodies a company's ability to satisfy its customers by

⁷⁸ DRUCKER.P ; la pratique de la direction d'entreprise, HARPER ANDROW, NEWYORK ; 1966, p 67.

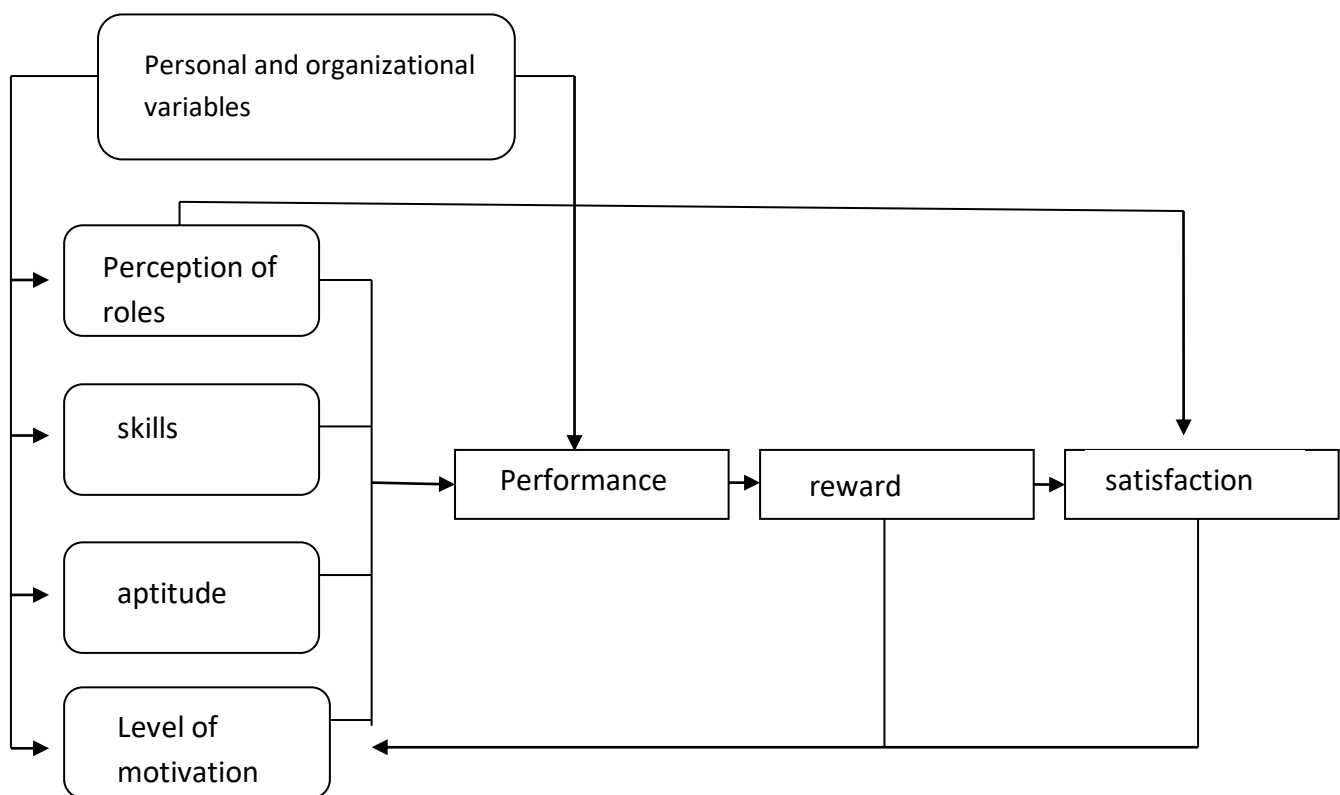
⁷⁹ ISSOR.Z; “la performance de l'entreprise: un concept complexe aux multiples dimensions”; De Bock supérieur; 2017. PP 93-103. <https://www.cairn.info/revue-projectique-2017-2-page-93.htm#> (consulted on 27/07/2020 at 02:43am)

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offering them a product or service that meets their expectations; we therefore add indicators of customer satisfaction and loyalty. »⁸⁰

According to CHESTER Barnard, commercial performance is defined as follows: "In the field of commercial action, a company's commercial performance can therefore be defined as the achievement of commercial objectives in relation to the means used to achieve them. In other words, the attainment of a certain level of achievement cannot be dissociated from the context and the resources mobilized to achieve them. »⁸¹

Figure N°19: commercial performance model (Johston and Marshall, 2006)



Source: LANGE, (manuel) et MOUTOT, (jean-michel) : mesurer la performance de la fonction commerciale, collection les baromètres de la performance, Editions d'organisation, paris, 2008, p.53.

1.2.2 Types of commercial performance indicators:

Key Performance Indicators (KPIs) have become essential for companies to monitor, optimize and develop their commercial prospecting since the explosion of digital technology.

⁸⁰ <https://www.1fluencedigitale.com/performance-commerciale-mesure-optimisation/> (consulted on 27/07/2020 at 03:12am)

⁸¹ CHESTER.B: the functions of the executive, cambridge(USA),1938,p44.

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Commercial performance indicators are used at different levels of your business. In addition to offering only a global qualitative and quantitative monitoring activity, these performance indicators also intervene at the level of identifying a problem in the commercial prospecting process before it has a negative impact on your company's activity.⁸²

1.2.2.1 *Quantitative indicators:*⁸³

An indicator is a specific observable and measurable quantity that can be used to show the changes achieved by a program towards the achievement of a specific outcome, which helps the manager make the right decisions.

Quantitative indicators are measured, using numbers and amounts. Among the commercial performance indicators we find the following:

➤ *Volume indicators:*

They come in two forms: volume indicators in terms of quantity, in the case of sales volume, and volume indicators in terms of value, in the case of sales.

- **The sales volume:**

This is the quantity of product sold at a given price during a given period.

Performance is evaluated in this case through the difference between forecasts and the real value. A forecast that is higher than the real value reflects the failure to reach objectives; otherwise, we speak of an evolution of sales and therefore of a good commercial performance. The formula is as follows:

Performance (P) = Actual - Forecast

P < 1, we're talking about poor performance.

P = 1, this is good performance

- **Turnover:**

It is defined as the total amount of sales of products and services made by an economic agent and measured by their selling price, during a period. Performance in this case is always

⁸²https://www.memoireonline.com/03/07/392/m_performance-commerciale-reseau-distribution-sctm-gaz6.html (consulted on 27/07/2020 at 17:44pm).

⁸³MEDOUAR.K, « l'impact de E-communication via les réseaux sociaux sur la performance des activités marketing », Ecole des Hautes Etudes Commerciales, 2018, p64.

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measured by comparing forecast sales (compared with sales forecasts) and actual sales (compared with actual sales). The formula is as follows:

Turnover = quantity sold * unit price

The turnover is:

- Expressed in monetary units.
- Calculated exclusive of VAT.
- Net turnover minus trade discounts (rebates, rebates, discounts).

Turnover is an indicator used by company decision-makers for multiple purposes:

- Comparison of turnover with the industry average.
- Tracking sales allows you to position yourself in relation to your competitors.
- estimating market shares

- **Marketshare:**

According to Jacques LENDREVIE and Denis LINDON the market share is as follows:

«The percentage represented by the sales of a product, a brand, a company in the overall market. Market share is expressed in volume or value. »⁸⁴

It's an environmental indicator. It helps to determine the position of the company in relation to its competitors. It indicates the share expressed in number of customers, in turnover during a given period.

It therefore enables the company to position itself on its market. The market share can be calculated in volume (based on the number of units sold) or in value (based on turnover).

- *The MS in volume :*

PM volume = (Volume sold by the company) / (Volume sold by all companies on the market).

⁸⁴LENDREVI et LEVY : Mercator, édition Dunod, Paris, 2013 P.106.

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- *The MS in value:*

PM value = (Company sales) / (Total sales of all companies on the market)

In the case of a brand, market share is calculated by dividing the sales of a product by the total sales of the market.

- *The relative MS:*

It expresses the company's sales in relation to the turnover of the most important competitor, so a relative market share of more than 100% indicates a leading position, a market share of 50% indicates that the company sells half of what its most important competitor sells.

- **The profit:**

It represents the difference between total revenues and total expenses generated for revenue generation, over a given period of time.

Profit = total revenue - total expenditure

Profit < 1, we're talking about poor performance

Profit > 1, we're talking about good performance

1.2.2.2 Qualitative indicators:

There are two of them: the company's image and customer satisfaction.

- **The image of the company:**

In marketing we can define the brand image as «the set of mental representations (knowledge, beliefs, opinions ...) that an individual associates with this entity or object according to the perceptions he has deployed. A brand image campaign is to give the brand a personality. It is this personality that individuals will perceive by decoding the specific signs of the brand. »⁸⁵

⁸⁵<https://www.marketing-etudiant.fr/image-de-marque.html#D%C3%A9finition> (consulted on 28/07/2020 at 01:32am)

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The image factors have a rather important power of attraction on the customer. They facilitate the customer's choice and create trust. The promotion of the company's image contributes to the achievement of objectives. It is measured with the help of perception studies.

- **Customer satisfaction:**

According to KOTLER and DUBOIS, "satisfaction is the feeling of a customer resulting from a judgment comparing the performance of a product to its expectations" so satisfaction would be a function of a difference. This indicator is very important for the sales manager who must measure the degree of satisfaction of his customers in order to build loyalty.

The components of satisfaction:

If we have to draw up a list including the components of satisfaction, we can quote:

- The quality of the company's ability to listen: this is the company's ability to communicate with its customers, to hear customers and to respond to their wishes.
- The quality of the offer: represents the ability of the company to create an offer that meets the expectations of its customers.
- The quality of the application of the offer: is the ability of the company to know how to bring its offer to life (control) and to know how to propose it to its customers.
- The quality of communication: is the company's willingness to communicate with its customers by sharing the benefits and promises related to the offer.
- The quality of relationships: the company's ability to be close to its customers and to answer their questions within a short time.

- **Adaptability:**

This is the innovative capacity of resellers to cope with changes in the environment.

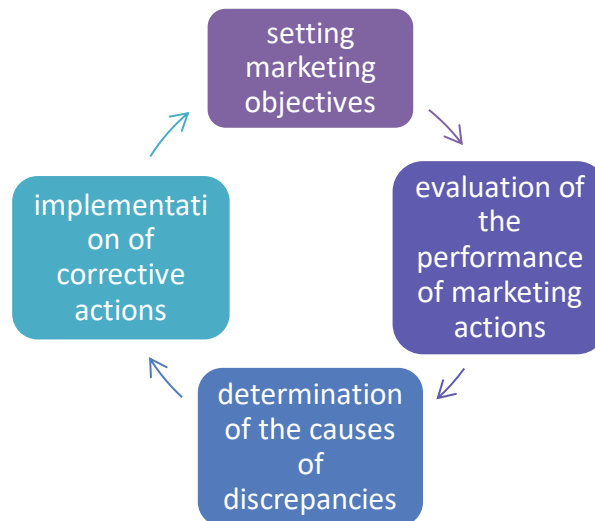
In short, it can be said that the non-quantifiable nature of these indicators is considered a limitation and therefore for a better appreciation of performance, all these indicators, which are otherwise complementary, must be used.

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1.3 The context of performance measurement:

Within the framework of management by objectives, marketing control goes through the following four steps:

Figure N°20:marketing control steps



Source: KOTLER.P: marketing management , millennium Edition (2002) prentice Hall, New jersey, p.39.

The apparent simplicity of this process masks one of its major difficulties: the setting of objectives. The most difficult thing for marketing managers is to set precise, meaningful and appropriate objectives for their actions, especially beforehand and not afterwards, using only the available indicators. Laurent Florès analyses this obstacle as one of the reasons why it is difficult to set up a correct evaluation of digital marketing actions.

Tim Ambler's study⁸⁶ shows that the theoretical basis for controlling marketing performance is based on the importance of measurement indicators for the information they contain but also the representation or perception of what the management of a company considers important.

It is therefore the way in which control is implemented that determines marketing performance. Thus the perception of marketing actions depends largely on the control model adopted by the company and its implementation.

⁸⁶<https://creg.ac-versailles.fr/La-mesure-de-la-performance-du-marketing> (consulted 05/08/2020 at 01:23am)

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BRUCH.H. Clark ⁸⁷ reviews the history of marketing performance measurement and highlights the three directions in which it has evolved: The traditional financial measures: profit, sales, cash flow; which are extended to other non-financial measures: market share, satisfaction, loyalty and brand value.

ALAIN ollivier ⁸⁸ presents the need for marketing indicators under the pressure of shareholders to measure their performance. For him, managers must reconcile actions to develop customer value over the long term, a guarantee of profitability and business development, with the short-term profitability requirements of shareholders looking for profitability, if not immediate profitability.

Alain Ollivier proposes a method to measure marketing performance through eight indexes that measure the level of strategic indicators:⁸⁹

- Indicator 1 (**value of the offer as perceived by the customer**): The measure assesses the value attributed to the offer by the target customer. It is the synthesis of the benefits and costs associated with the offer.
- Indicator 2 (**brand awareness and image**): the classic measurement of brand awareness and image.
- Indicator 3 (**customer contacts created**): measures the quality of contact channels: sales and communication.
- Indicator 4-5 (**satisfaction and customer loyalty**): evaluates the quality of the acquired clientele.
- Indicator 6-7 (**sales/turnover and contribution margin**): measures the marketing approach using classic indicators: turnover, market share, contribution margin.
- Indicator 8 (**economic value added (EVA)**): Introduces value management within the marketing function. It enables the overall profitability of the product/market pairs managed by marketing to be analyzed.

⁸⁷<https://creg.ac-versailles.fr/La-mesure-de-la-performance-du-marketing> (consulted 05/08/2020 at 01:44am)

⁸⁸OLLIVIER.A et MICHON.C : le marketeur : fondement et nouveautés du marketing, 3ème édition ,PEARSON,Paris,2010,p84.

⁸⁹OLLIVIER,(Alain) : comment contrôler le marketing ;l'art du management 2.0,village mondial, paris, 2001,p291.

2 Measuring performance in digital marketing:

2.1 Key performance indicators (KPI) of a company:⁹⁰

Key Performance Indicators, generally known as KPIs, are indicators that measure the quality of a company's performance. Their implementation and monitoring within the framework of performance or management dashboards are essential decision-making tools to steer the present and future success of companies. Applied to the monitoring and control of the digital marketing plan, they allow to measure, enhance, monitor and optimize the ROI of its activities. In other words, KPIs become real tools for progress. Indeed, and essentially, there is no point in measuring if you can't progress, change or optimize. This is of course where the essential challenge of digital technology lies.

As it is important to well manage what we can measure, here are the ten characteristics that make a measure a "good" performance indicator:

- **A measure aligned with the objective of the digital plan itself in line with the brand/company strategy:** the objectives dictate the type and nature of the measures used. Measurements must be reliable and valid: they must be able to consistently measure the variations attributable to digital marketing, they must be in line with the culture and strategy of the company and they must allow a faithful monitoring of performance over time.
- **An individual or a team is responsible for it:** Even if delegating the process of setting up KPI to their agencies saves time for companies, sooner or later (rather sooner than later, by the way) you have to reintegrate everything into the company and appoint a manager, a metrics boss, or at least impose a more or less systematic discipline of monitoring digital marketing performance.
- **Enable action:** capable of monitoring the progress of the operations implemented, the measures enable the company to benchmark itself, evaluate its progress, adjust if necessary, in short to enable the company to be more efficient.
- **Enable prediction:** KPIs reflect the intrinsic value of digital actions (this refers to the concept of "validity of measures" already mentioned). The measures used must be capable of taking into account the progress, but also the difficulties encountered by

⁹⁰L.FLORES : « mesurer l'efficacité du marketing digital », 2^e édition, Paris, Dunod, 2016, p57.

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the digital marketing plan, in order to be able to anticipate and take the necessary corrective actions.

- **In limited number:** it is well known that too much information kills information. Consequently, it is important to limit the number of KPIs; they are both in line with the objectives and aligned with the company's strategy and culture.
- **Measures that are easy to understand and communicate:** shared by all and by all, all stakeholders must understand and take ownership of the measures, and must be able to communicate them clearly, both internally and externally.
- **Standardized measures:** once defined and approved, they become the basis of a common language that is systematically applied and understood by all the players involved: advertising clients, media agencies, advertising agencies and research companies.
- **Contextualized, benchmarked measurements:** measuring is good; knowing whether it is good, average or insufficient is crucial. Without context, without benchmarks, it is difficult to make progress and set realistic objectives. It is in this perspective that normative measures are necessary, because they allow in return to evaluate and set ambitious and realistic objectives.
- **Measures that trigger change:** Measuring is certainly about understanding the past and the present, but it also means projecting oneself into the future in order to make constant progress. Measurement is a discipline, and its systematic use is a source of progress.
- **Keep it simple, without being simplistic:** easy to understand and communicate, because simple measures are not "simplistic". This is what we could sometimes blame on the famous click-through rate, which, if misused or misinterpreted, can completely distort the results of a digital action plan.

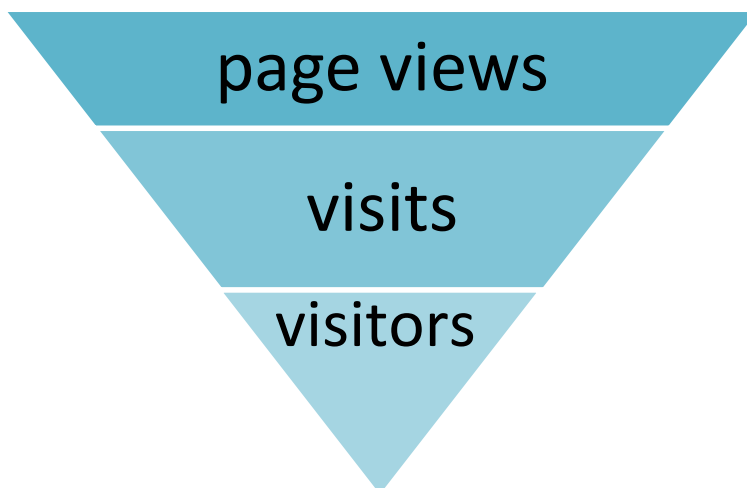
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In addition to distinguishing the available measures according to their rather quantitative or qualitative characteristics, it seems important to us to distinguish them according to their origin and the type of use that can be made of them. Our aim in the next few pages is to present and explain briefly a few of the main metrics available and their potential use.

2.2 Metrics and KPIs from web analytics:⁹¹

Web analytics brings together all the tools used to measure audience and traffic on the Internet, making it possible to quantify the audience and traffic to a website according to indicators. Web analytics metrics are therefore quantitative. In order to define the main performance indicators we follow their classification, derived from the three main metrics that result from web analytics: the number of unique visitors, the number of visits, the number of page views.

Figure N°21: The three main metrics of web analytics



Source: Laurent, Flores: “mesurer l’efficacité du marketing digital”, 2^eédition, Dunod, paris, 2016. P60.

- **Number of unique visitors:**

The number of unique visitors to a website is the basic unit of measurement of a website, or a web page in general (Facebook, Google +). Typically, visitors who come to a site can view one or more pages, all during one or more visits. The unit of time reference for counting visitors is usually the month. The calculation of the actual audience of a site is

⁹¹L.FLORES, op.cit, PP 60-62.

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based on the concept of "unique visitors", which counts the number of distinct visitors during a given period of time - usually the month, but the unit of time can of course vary according to the needs of analysis.

While useful and essential, the number of unique visitors is not a universal indicator of effectiveness. However, it remains a relevant indicator for measuring attention or interest in the AIDA model, particularly in the context of a temporal evaluation of the performance of one's site, Facebook page, etc. It will be necessary to ensure that visitors are properly segmented by source of visit, provenance, visit itinerary; details that can optimize the management and therefore the effectiveness of its digital marketing.

- **Number of visits:**

The number of visits may seem like a fairly unavoidable metric; it is, but not really. Indeed, if a single visitor causes all the visits, there is little chance that your sales and image objectives will be achieved. Consequently, useful without being universal, the number of visits will have to be assessed in reference to the number of unique visitors. Depending on the case, we will try to maximize or rather optimize the number of visits and/or the number of pages viewed per unique visitor. A loyal audience, which returns several times a month, is certainly useful for a media site, but it is probably less useful for a branded site that does not have a loyalty program, where one or two visits are sometimes sufficient to find the information you are looking for. It is therefore obvious that the effectiveness indicators used must be directly in line with the objectives sought. To this end, we invite the reader to refer systematically to the recommendations proposed for establishing KPIs.

- **Number of page views:**

The number of page views represents the number of times a page has been viewed. In the early days of the Web, a page was essentially composed of text. The appearance of more interactive (e.g. via flash animations) and personalized (e.g. information transmitted by Google maps with Ajax technology) sites and content has led web analytics editors to allow the parameterization of the different types of content available: from pdf files to video, via podcasts, flash animations and Ajax. As such, an increase or decrease in the number of page views does not mean that a site has performance gaps; it all depends, once again, on the site's business model.

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The three basic metrics of web analytics, the number of visitors, the number of visits and the number of page views, are far from being sufficient to fully assess the impact of digital actions. Other indicators or KPIs developed from these metrics are then available and we describe them in relation to the AIDA model. To enable advertisers to organize their KPIs for relatively classic marketing objectives: attracting attention, arousing interest, arousing desire and preference, and encouraging action (purchase or repurchase).

Table N°05: KPIs from web analytics for each step of the AIDA model.

Steps off the AIDA model	Associated web analytics KPIs
Attention	Number of visitors First visitors vs. repeater visitors
Interest	Repeater visitors Average length of visit Average number of visits per visitor Average number of page views per visit Most visited pages Bounce rate
Desire	Average number of visits per visitor Average number of page views per visit Most visited pages Bounce rate
Action	Click rate Conversion rate

Source: Laurent, Flores: “mesurer l’efficacité du marketing digital”, 2^eédition, Dunod, paris, 2016. P71.

2.3 Media and Advertising KPIs:

Being a new medium, the Internet was first built around the people who "made" the medium, namely the media sites. As the business model of these sites is based above all on the valuation and in particular the quantification of their audience, it was very early on essential to measure it, to quantify it in order to be able to "sell it" or rather to sell advertising to advertisers interested in exposing their messages to this audience. The quantification of this media audience is for the most part based on the same indicators as those derived from

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web analytics. We find in turn the same metrics, such as the number of unique visitors, the number of visits, the duration of the visit, which make it possible to construct the same type of indicators as those described above.

In both cases, since the main aim is to measure the audience, i.e. to quantify the number of visitors exposed to a given site or content, we classify the indicators derived from audience measurements in the category of indicators measuring the attention and/or interest of the AIDA model. Below we describe the main audience indicators available.⁹²

2.3.1 Audience indicators:⁹³

- **Unique Visitors (UV):** number of different individuals who visited a part of a site, a site, a set of sites, the Internet as a whole or an application during a given month.
- **Unique visitors per day:** average number of individuals who visited a part of a site, a set of sites on the Internet as a whole or on an application during one day during one month.
- **Duplication of unique visitors:** the number of common visitors to multiple sites in a given month.
- **Time spent:** the total number of minutes spent by visitors on a part of a site, a site, a set of sites, on the Internet as a whole or on an application during a given month.
- **Time spent per unique visitor:** the average number of minutes spent by the visitor on a part of a site, a site, a set of sites, on the Internet as a whole or on an application during a given month.
- **Visit:** the consultation of at least one page of a site during a given month. An absence of consultation of new pages on a website, from the same connected station, within a period exceeding 30 minutes, is generally equivalent to a visit to fin.
- **Coverage (or penetration):** on a given target of Internet users, it is the percentage of this target reached by the site.
- **Affinity:** is the percentage of the target audience reached by a site on the total audience of the site. Affinity can be calculated on unique visitors, page views, minutes, as long as the data remains available.

⁹²L.FLORES, op.cit, P72.

⁹³<https://www.iabfrance.com/> (consulted on 29/07/2020 at 18:20pm)

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2.3.2 Advertising indicators:⁹⁴

Once the media plan has been drawn up, validated by the advertiser and negotiated with the advertising agencies, the campaign can be broadcast. The agency then monitors the campaign on a daily basis, modifying it if necessary in order to optimize it. At the end of the campaign, unlike other media, an assessment is systematically carried out for the advertiser, according to the objectives defined beforehand. This assessment uses data from the various tools: the adserver, the web analytics tool.

The following indicators were drawn from the guides provided by IAB France⁹⁵,

Diffusion indicators (from ordered impressions to visible impressions) When the ordered media plan is diffused, the **number of advertising impressions** is tracked. However, an impression may be displayed in an area of the page not consulted by the Internet user. In this case, it is therefore more interesting to track the number of impressions actually visible and delivered. This same tracking also makes it possible to measure the length of time Internet users are exposed to advertising. The number of impressions is therefore typically an indicator of potential attention, in the sense of the AIDA model.

Interaction indicators: The characteristic of the Internet medium is to offer the Internet user the possibility of interacting with advertising, in a much broader way than a simple click. The growing use of event formats or rich media formats has been accompanied by the development of indicators to measure them. Interaction indicators are therefore the result of this evolution in media use. Interaction can be considered as designating the action carried out by the Internet user on the advertising format to which he is exposed.

In this case, the click becomes the second level of interaction with the advertisement. Post-click and post-view analyses are often contrasted, whereas, as we can see here, they are complementary. All of these interaction indicators can, depending on the specific objectives of each campaign, be considered as indicators of attention, interest or desire, or even action in the AIDA model. The digital manager and his agency will work on defining the indicator or indicators that correspond to each of the stages of the AIDA model.

Advertising audience indicators on the advertiser's site (advertising destination site) almost all advertising formats are clickable and link to a website (which is then called a

⁹⁴L.FLORES, op.cit, PP 73-74.

⁹⁵IAB France (Interactive Advertising Bureau) is an association created in 1998 with a threefold mission: to structure the Internet communication market, promote its use and optimize its efficiency.

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redirect site). Indicators from web analytics then make it possible to measure the audience, the traffic generated by advertising and sales. The following table summarizes the main indicators or KPIs available to measure media and advertising. For each of them, we indicate the step(s) in the AIDA model for which they can be used.

Table N°06: Recap of media and advertising KPIs

Step of the AIDA model	Media and Advertising KPIs
Attention	Visits Unique Visitors Time spent Coverage Affinity Number of impressions served Number of impressions viewed
Interest	Unique Visitors Time spent Time spent per unique visitor Coverage Affinity Interaction indicators: clicks, click rate,click-through rate
Desire	Interaction indicators: clicks, click-through rate, conversion rate
Action	Interaction indicators: clicks, click-through rate, conversion rate

Source: Laurent, Flores: “mesurer l’efficacité du marketing digital”, 2^eédition,Dunod, paris, 2016. P75.

It is important to point out that measuring the effects of advertising by these quantitative indicators alone can often prove to be quite limited, especially in the case of so-called branding campaigns where the objective is above all to recall the presence of the brand in the mind and/or to develop its image. In this case, advertisers use advertising post-tests, but also indicators to measure the "buzz" or "engagement" generated by the campaign. These indicators have the particularity of directly involving the Internet user in the implementation of the metrics. In other words, whereas quantitative metrics are based on the observation of

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the behavior of Internet users on a site following exposure to an advertisement, qualitative metrics seek to understand the effects and the reactions and intentions of Internet users.⁹⁶

Laurent Flores (2016) distinguishes two types of qualitative metrics: those resulting from direct questioning of Internet users (asked metrics), and those collected passively or indirectly on blogs and social networks (earned metrics). The latter refers to the measurement of the buzz or commitment generated by a campaign. In the following paragraphs, we review each of these metrics and the KPIs that they allow to establish.

Beyond the specificities of each type of existing quantitative or qualitative metrics, the key is to update, adapt and choose the most appropriate metrics to measure the objectives of a digital marketing campaign or plan.

The following table summarizes the set of quantitative and qualitative metrics and KPIs available to measure and evaluate the impact of digital marketing actions, for each of the stages of the AIDA model: from creation to maintenance of awareness (attention), development of interest, image and brand preference (interest, desire), to action, i.e. purchase, repurchase or recommending to a friend or family member. We also try to classify the set of indicators for each of the "major media categories" to be measured: paid, owned and earned media (POEM).

Table N°07: Quantitative and qualitative metrics and KPIs

MARKETING OBJECTIVE(NOTORIETY) STEP OF THE AIDA MODEL(ATTENTION)		
Paid media (advertising)	Owned media (website)	Earned media (Buzz/ engagement)
Visits	Number of visitors	Number of mentions of the brand
Unique Visitors	First visitors vs. repeater visitors	name on blogs and forums
Time spent	First visitors vs. repeater visitors	Number of tweets
Coverage	Origin of visits: online or offline	Number of queries connected to a search engine
Affinity		Number of fans
Number of impressions served		
Number of impressions viewed		
Advertising notoriety		
Advertising souvenir		
Advertising recognition		
MARKETING OBJECTIVE(IMAGE)		

⁹⁶L.FLORES, op.cit, P76.

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STEP OF THE MODEL AIDA(INTEREST)		
Unique Visitors Time spent Time spent per unique visitor Coverage Affinity Interaction indicators: clicks, click rate, click-through rate Accreditationindicator Diagnostic Indicators	Repeater visitors Average length of visit Average number of visits per visitor Average number of page views per visit Most visited pages Bounce rate Visitor quality: socio-demographic profile, economic value, influence value Motivations for visiting Fulfillment of the primary purpose of the visit Opinion of the brand before visit Satisfaction Intent to revisit Intent to recommend	Number of blog and forum mentions of the brand Number of tweets Number of queries on a search engine Number of fans
STEP OF THE MODEL AIDA(DESIRE)		
Interaction indicators: click, click rate, conversion rate Intent to purchase indicator Information request indicator Recommendation Indicator Brandingindicators	Interaction indicators: click, click rate, conversion rate Intent to purchase indicator Information request indicator Recommendation Indicator Brandingindicators	Sentiment measure (positive, neutral, negative)/Tone Images and associated territories of expressions
MARKETING OBJECTIVE (PURCHASE / REDEMPTION)		
STEP OF THE AIDA(ACTION) MODEL		
Interaction indicators: click, click rate, conversion rate Intent to purchase indicator Information request indicator Recommendationindicator Brandingindicators	Click rate Conversion rate Intention to purchase Intent to recommend Purchase during the visit and/or after the wash (on site or in store)	measure of sentiment (positive, neutral, negative)/tone

Source:Laurent, Flores: “mesurer l’efficacité du marketing digital”, 2^eédition,Dunod, paris, 2016. P86.

2.3.3 The main quantitative indicators of online advertising:

Having already defined the main quantitative indicators of advertising in the previous titles, it should be reminded that from the very beginning of the campaign's diffusion, the agency can follow its progress in real time, using data from the adserver. The campaign's diffusion indicators are then available, namely the number of impressions and the interaction indicators, where the click is the most known. As rich media has enabled the development of increasingly engaging formats, other interaction indicators may also be available even before

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the click itself. In addition to adserver data alone, audience data from the advertiser's site, obtained from web analytics, can be used to enrich reach and click data, as well as to evaluate the visits and the number of visitors that the campaign has attracted to the site. As a reminder, we summarize in the following table the main quantitative indicators for evaluating the impact of the diffusion of an online campaign.⁹⁷

Table N°08: quantitative indicators of online advertising

Step of AIDA model	quantitative indicators of online advertising
Attention	Data from the advertiser's site: Visits Unique Visitors Data from the adserver: Number of impressions served Number of impressions viewed
Interest	Data from the adserver: Coverage Affinity Interaction indicators: clicks, click rate, click-through rate
Desire	Data from the adserver: Interaction indicators: clicks, click rate, conversion rate
Action	Data from the adserver: Interaction indicators: clicks, click rate, conversion rate

Source: Laurent, Flores: “mesurer l’efficacité du marketing digital”, 2^eédition, Dunod, paris, 2016. P93.

2.3.3.1 About the impact of online advertising on sales:

In these times of profitability and the need for ROI evidence, many questions are being asked about the possibility of measuring and demonstrating the direct impact on sales of exposure to online advertising alone. This is a difficult exercise to implement. Three main reasons generally limit the implementation of such an exercise:⁹⁸

- The first reason refers to the "measurability" of such an approach: to demonstrate the validity and impact of online advertising, the investment must be measurable, and sufficiently "visible" in relation to the brand's other investments. If all online

⁹⁷L.FLORES, op.cit, P93.

⁹⁸Ibid, P109.

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investments (in relation to all media expenditure) represent, in France, around 20% of media expenditure, our recommendation is to measure the impact of online for brands that invest sufficiently, particularly in relation to the other media involved.

- Second reason: in order to measure the specific effect of online advertising, it is still necessary to be able to "control everything", i.e. to take into account the potential associated effect of other variables in the mix, such as promotion or, more conventionally, the effect of TV advertising. It's never easy, especially in consumer markets where advertising pressure is constantly on the rise.
- The third reason is the time needed to collect sufficient historical data to isolate the effects (by controlling the other variables in the mix) and the costs associated with such an exercise. The brands that are most keen on this type of exercise are the so-called mass market brands, sold in supermarkets. Single source panels, such as those of IRI in the United States or MarketingScan in France, are therefore used, but sometimes limited by the size of these panels. An alternative to single-source panels is the more systematic use of mega bases set up by retailers, such as Carre-four or Auchan, and available via their in-store purchasing programs and loyalty cards.

An analysis conducted in October 2011⁹⁹ by Comscore and DunnHumby in the United States on this type of mega bases (based on sales in Kroger's stores) shows the impact of online advertising on in-store sales of several mass consumption products. This study suggests a median effect of 21% on in-store sales of several FMCG products. This result is considerable and varies in a range from 0 to more than 50%.

Analysis of a sample of products that benefited from targeted campaign shows a median sales increase effect of 42%. Moreover, studies such as marketing mix modeling or analysis of the buying process using more sophisticated statistical models also make it possible, depending on the availability of data, to confirm the growing impact of digital, particularly in its combinations with other media and touch points. Of course, some brand managers who are still skeptical will say that these results remain to be confirmed and are not specific to their brand. However, the evidence of the impact effects is accumulating and the

⁹⁹Comscore and dunnhumbyUSA Research Shows Online Advertising Lifts In- Store CPG Brand Sales, www.comscore.com , octobre2011.

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constant increase in exposure to digital, i.e. the consumption of Internet media to the detriment of other media, means that brands can no longer do without digital.¹⁰⁰

Table N°09: Increase in in-store sales of households exposed to online advertising compared to non-exposed households

Offline Sales Lift	Percent of studies
0 %	17 %
1-10 %	14 %
11-20 %	19 %
21-30 %	10 %
31-40 %	17 %
41-50 %	10 %
50 % et +	14 %

Source : comScore AdEffx and dunnhumbyUSA

Source: Laurent, Flores: “mesurer l’efficacité du marketing digital”, 2^eédition, Dunod, paris, 2016. P110.

We acknowledge that such a number of metrics and KPIs might be quite overwhelming for an e-marketer, who might wonder about the ideal number of KPIs to retain. Indeed, there is no single, magical indicator that alone would summarize the performance of a digital touch point. In fact, this approach is very "American", and especially well represented, notably by the NPS or Net Promoter Score which, in the space of just five years, has become the marketing performance indicator for many companies, not the least of which is General Electric. At best this indicator can serve as a proxy for diagnosing the health of a brand, but many serious scientific studies have already shown its limitations and restrictions.¹⁰¹

More importantly, a study conducted by the WFA¹⁰² among its members provides us with information on the ideal number of KPIs to use. This study suggests that the average number of KPIs is between 5 and 10. In France, the EBG's¹⁰³ Digital Marketing Performance Barometer (2014) confirms this trend, with more than 50% of digital managers saying they use less than 10 KPIs. As Sylvain Caubel, Director of E-commerce and Digital for the

¹⁰⁰L.FLORES, op.cit, P111.

¹⁰¹Ibid, P89.

¹⁰²WFA : World Federation of Advertisers : <https://wfanet.org/>

¹⁰³EBG : the Electronic Business Group : <https://www.ebg.net/en/>

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Lafuma Group, clearly illustrates, *«the important thing is to have indicators that allow us to make decisions. It's not a problem of data availability, but a question of organization and people. »*

If we try to synthesize all these elements, we can say that There are multiple indicators, both qualitative and quantitative, some of them in real time, that allow the effectiveness of an online advertising campaign to be measured with a view to maximizing ROI (Décaudin et Digout, 2011 Florès, 2016). Several quantitative indicators can be analyzed:

- Audience measurement consists of counting and identifying the behavior of Internet users (number of visits, number of pages viewed, average time per visit, visitor profile, origin, etc.). This measurement is carried out either by questioning a panel of Internet users representative of the target, or by tracking the navigation of a panel of selected Internet users using audience measurement tools (Google Analytics, AT Internet, etc.).
- The number of clicks/click rate is an evaluation of the number of times an ad has been clicked. The average click rate has been trending down for years (0.1%, sometimes 1%), and the number of click-throughs (CPC) or number of displays (CPM) is a measure of the reach of a campaign rather than its effectiveness. Effectiveness evaluates the results in relation to the means used. It is necessary to put these measures into perspective with the audience of the advertiser's site, its sales, the memorization of the brand and its notoriety.
- The GRP (Gross Rating Point) is an indicator of the pressure of an advertising campaign on a defined target. It is the number of opportunities on the Internet to see an advertisement for one hundred individuals of the target.

Qualitative indicators complement the quantitative indicators by evaluating, for example, the impact of the campaign on recall (percentage of people exposed to the message who have memorized at least one element of the message), the brand attribution rate or the brand awareness rate (spontaneous or assisted).¹⁰⁴

¹⁰⁴BRESSOLLES.G, op.cit, P89.

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3 Measuring the performance of digital advertising tools:

After having presented the most widely known and used metrics and KPIs for measuring the performance of digital marketing and digital advertising, we would like to go a step further in this section and look into how the performance of different digital advertising mediums is measured.

3.1 Evaluating ad performance on the search network:¹⁰⁵

To help advertisers, e-marketers or simply companies new to online search advertising the team of Google Ads help, put forward these simple guidelines to evaluate ad performance on the search network:

Once an advertisers has created his ad, and it's up and running. The next step is to find out how it's performing. Tracking statistics like clicks and impressions is a great way to start. It's also important to think about what he's trying to accomplish with this campaign, so he can focus on the statistics that can help him achieve his goals.

To help users get comfortable tracking data for their ads running on the **Search Network**, Google Ads help team suggests monitoring the clicks and impressions of ads and keywords. They can find these statistics listed in columns in their respectable account's statistics table

They also advise to keep an eye on the following information about your ads and keywords:

Ad performance:

- **State:** a metric that can easily be found on the very left hand column of the statistics table on the Ads & extensions page displays symbols, that show whether your ads, ad groups, or campaigns are running or paused.
- **Ad relevance:** From the Keywords page, add the “Ad relevance” column. You’ll see a keyword status that measures how closely your keyword relates to your ads. If it’s below average, it may mean that you could update your ad text to more closely relate

¹⁰⁵ https://support.google.com/google-ads/answer/2404037?hl=en&ref_topic=3119144 (consulted on 01/08/2020 at 05:49am).

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to your keywords, or that you could split your ad group into multiple ad groups in which ads might more closely relate to your keywords.

For an overall good ad performance, the Google Ads help team advises against spending too much time on analyzing your ads at a microscopic level. Instead, they suggest adopting a number of best practices, like setting your ad rotation setting to Optimize, having at least three ads in your ad group, and enabling at least three ad extensions.

Key wordperformance:

- **State:** The very left hand column of the statistics table on the Ads & extensions page displays symbols that show whether your ads, ad groups, or campaigns are running or paused.
- **Keyword status:** The "Status" column of the statistics table on the Keywords page tells you whether each of your keywords is eligible to run. Hover over a keyword's status to see a summary of that keyword's status. Or, click the Keyword details drop-down button, then select Diagnose keywords to see multiple keyword statuses at once.
- **Quality Score:** This column helps you monitor the **Quality Scores** of your keywords. The column is not visible by default in new accounts' statistics tables, but you can make it appear by clicking Keywords in the page menu on the left, clicking the Columns icon , and then choosing Modify columns from the drop-down. Next, click Quality score, and then check the box next to "Quality score.".
- **Search terms:** You can see the actual search terms that drove traffic to your ads on the Keywords page. Click Search terms at the top of the page, and then click Search terms in the drop-down that appears. You can use this information to identify which keywords are the most successful and to find new keywords to add to your account. If you see that irrelevant terms are triggering your ad, you can add these as **negative keywords** to prevent your ad from showing on these terms

On an ending note, Google Ads help team the importance of always keeping your own campaign goals (return on investment, brand awareness, traffic to your website, sales and conversions) in mind when you look at your account statistics. Depending on what you want to achieve, certain statistics will be relevant and helpful to you, while others may not be as useful.

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3.2 Measuring the performance of display ads:¹⁰⁶

Google Display Network (GDN) campaigns, often times tend to perform differently than Search Network campaigns, as a result advertisers most times set very different goals for these campaigns. Here are some of the metrics and statistics that we can find within Google Ads, that advertisers should be looking at when analyzing the performance of display campaigns:

Conversions and conversion rate:

By looking at conversions, an advertiser can get a pretty good indication on how well a GDN campaign is doing, if the campaign is generating a healthy number of conversions at a good conversion rate or cost per conversion, correlative to their business goals, then they can presume it's doing well. Unless, the GDN campaign has been created for the purpose of spreading brand awareness, in that case it is alright if we see that the campaign is generating a lot of impressions and clicks, but a fewer conversions, because high impressions is what we seek for brand awareness. As impressions are the number of times and ad is shown, however there are other metrics within Google Ads to help advertisers make sure that these impressions are good impressions.

Impressions, unique users, and unique cookies:

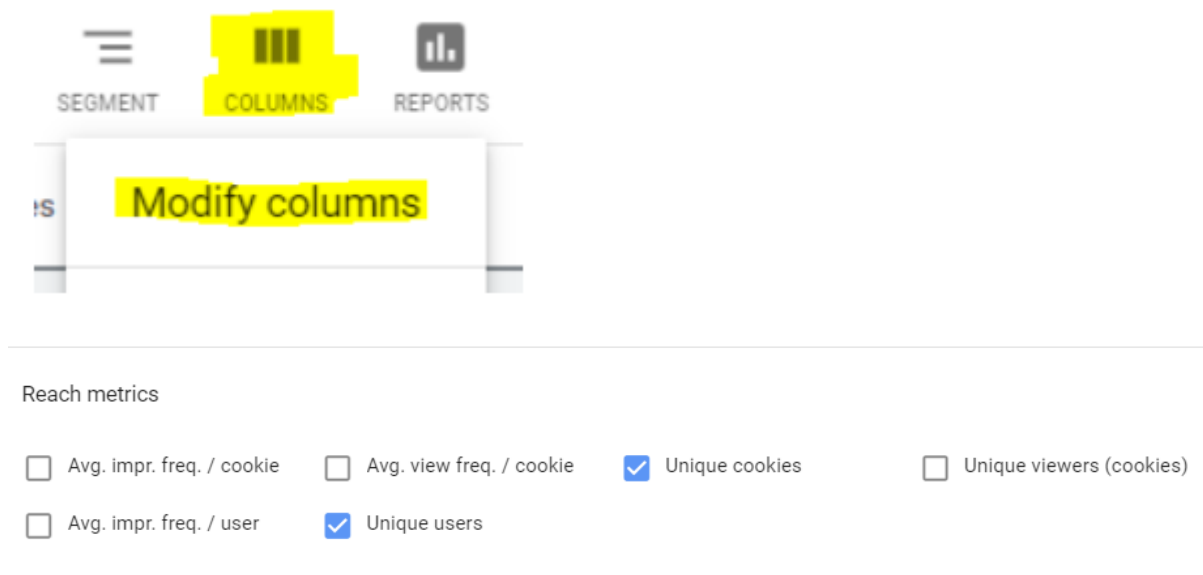
“Impressions”, is one of the main metrics to look at and is the total number of times the ad(s) is shown, whether it is seen by the internet users or not.

However, unique users and unique cookies give an idea on how many people have actually seen the ads; these two metrics can be uncovered by selecting the correct column under the reach metric section:

¹⁰⁶BROWSER MEDIA.AGENCY, by Davison.A , 24th April 2019, <https://browsermedia.agency/blog/measuring-success-of-your-gdn-campaigns/> (consulted on 01/08/2020 at 02:01am).

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Figure N°22:reachmetrics



SEGMENT COLUMNS REPORTS

Modify columns

Reach metrics

☐ Avg. impr. freq. / cookie ☐ Avg. view freq. / cookie ☒ Unique cookies ☐ Unique viewers (cookies)

☐ Avg. impr. freq. / user ☒ Unique users

Source:<https://browsermedia.agency/blog/measuring-success-of-your-gdn-campaigns/>

Unique users is the total number of people who saw an ad in your display or video campaigns over your selected time period, or as defined by Google: *“this metric uses cross-device statistical models to measure the total reach of an ad by adjusting for cases when users may see the same ad on different devices or when multiple people share one device.”*

“Unique cookies” is the total number of unique cookies that were exposed to an ad over a chosen time period. This differs from unique users, because if, for example, an ad is shown twice on a single device, it’s one unique cookie. This would apply even if multiple people use the device. Also, a single person may count as multiple cookies if they use multiple devices.

Viewable impressions:

“Viewable impr.” Counts the total number of times an ad was “viewable”, which means that at least 50% of its area was visible on the page for at least 1 second for display network ads, and 2 seconds for video ads.

This is a very important and useful metric to look at because ads might be getting a high number of impressions, but if none of them is viewable, then they are not going to get the clicks and conversions that we expect from them.

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Measurable impressions:

Another metric to consider is “Measurable impr.”. Measurable impressions is the number of times your ad appeared in a location on a website or app that could be measured for viewability. This is because not all locations across the web can be assessed for viewability, so this metric can be useful to look into if the campaigns viewable rate is particularly low.

Display impression share (plus display lost IS (rank) and display lost IS (budget)):

Again, to see these metrics simply add the columns to the table you are viewing, they can be found under competitive metrics in the modify columns section:

Figure N°23: impression-share.

Competitive metrics

☐ Search impr. share	☐ Search top IS	☐ Search abs. top IS	☐ Search lost IS (rank)
☐ Search lost top IS (rank)	☐ Search lost abs. top IS (rank)	☐ Search lost IS (budget)	☐ Search lost top IS (budget)
☐ Search lost abs. top IS (budget)	☐ Search exact match IS	☒ Display Impr. share	☒ Display lost IS (rank)
☒ Display lost IS (budget)	☐ Click share	☐ Relative CTR	☐ Avg. pos.

Source: <https://browsermedia.agency/blog/measuring-success-of-your-gdn-campaigns/>

The impression share metric is the total number of impressions your ad received divided by the total Google estimates they could have received.

If your campaign has low display impression share (IS) then you can look at the “Display lost IS (rank)” and “Display lost IS (budget)” columns to try and ascertain whether you are losing impression share due to a rank/CPC issue or a budget issue. If your campaign is losing a lot of impression share because of rank, you may need to increase your maximum CPC/CPM bid or the quality of your campaign. On the other hand, if it’s due to budget, you may have to increase the campaign budget to allow your ads to get in front of more people.

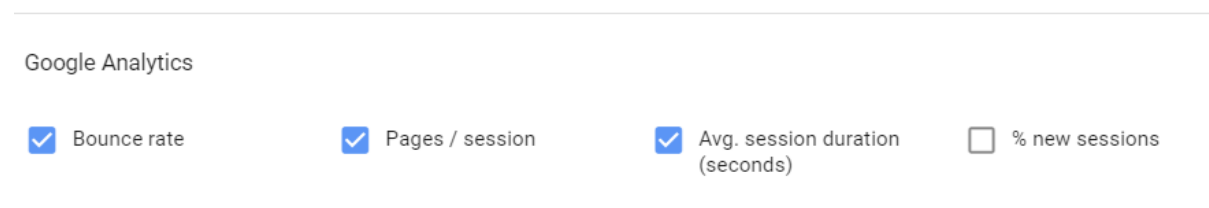
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Average session duration, bounce rate, and pages / session:

If the display network campaigns are generating a lot of clicks but not many conversions, there are other metrics we can look at to see if the paid traffic is engaging with the site once it gets there.

If you have Google Analytics code on the website and have linked your Google Analytics account to your Google Ads account, you can see metrics such as bounce rate, pages / session, average session duration etc per campaign:

Figure N°24: Google Analytics metrics



Source: <https://browsermedia.agency/blog/measuring-success-of-your-gdn-campaigns/>

If you can see that the campaign has a low bounce rate and good average session duration and the users are viewing at least a few pages, you can see that the traffic is engaging with the site. If your campaign is seeing phenomenally high bounce rates (near 100%) then you may want to rethink the targeting options for your campaign or designing your image ads.

3.3 Measuring the performance of an affiliate program:¹⁰⁷

If a company wants to get the most of the affiliate marketing campaign, it is mandatory to track it by monitoring their affiliate efforts and evaluating the outcomes in order to grow their business. Here are some metrics we need to examine when launching an affiliate campaign, for the sake of measuring its performance:

The best way to measure your affiliate marketing performance is to apply quantitative metrics. Among the most common metrics are:

- ✓ Cost per lead (CPL).
- ✓ Incremental revenue.
- ✓ Click-through rate (CTR).

¹⁰⁷Zavvyboroda.M, <https://www.getresponse.com/blog/track-affiliate-marketing-campaign> (consulted on 08/01/2020 at 03:17am).

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- ✓ Conversion rate.
- ✓ Return on investment (ROI).
- ✓ Reversed sales rate.
- ✓ Percentage of fraudulent orders.

Costper lead:

When measuring cost per lead, you need to measure each lead generation channel used in your marketing strategy. Just divide the average monthly expenses on a given campaign by the number of affiliate leads you acquired during this campaign.

Then we can compare them with previous campaigns and evaluate the efficiency of the current affiliate program. In the chart below, we can see the average CPL for various industries.

Figure N°25: cost per lead (per industry)



Source: <https://www.getresponse.com/blog/track-affiliate-marketing-campaign>

Incremental revenue:

Although affiliate campaigns increase revenue, they can be quite expensive. So, you'd better prove their worth by measuring incremental revenue.

Incremental revenue is revenue from transactions completed thanks to the efforts of a particular affiliate without any paid media, marketing channels (SEM, email, organic traffic),

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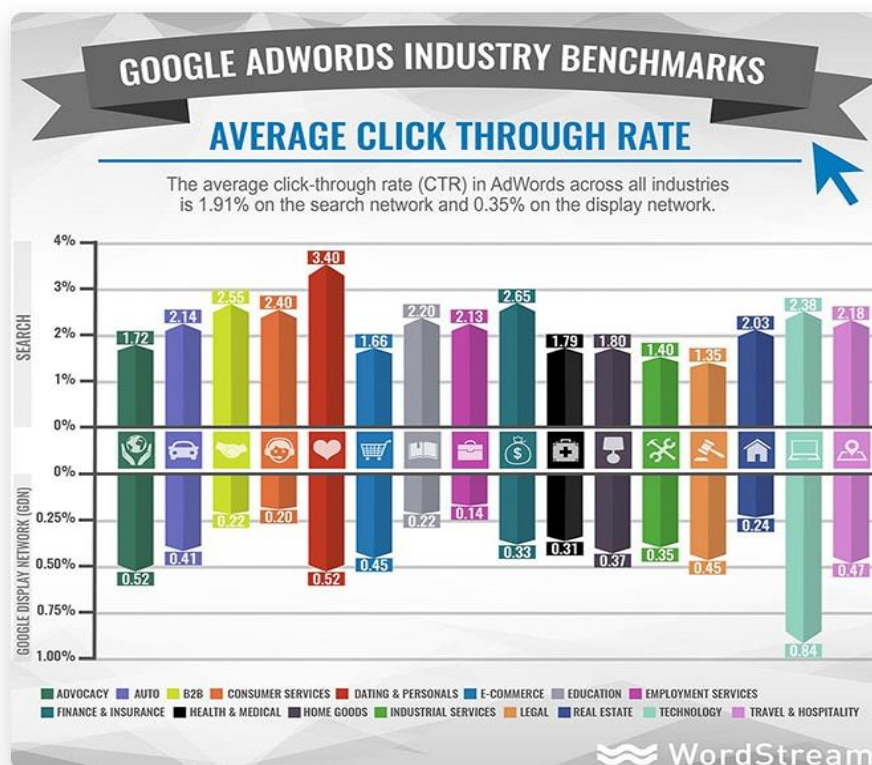
or other affiliate involvement. In other words, incremental revenue is the income generated from unique sales independently provided by an affiliate.

To calculate incremental revenue, first we need to add the total revenue (base revenue) for some period (e.g. a quarter or a year). Then measure the revenue after introducing the affiliate campaign and deduct the base revenue from it.

Click-through rate:

CTR measures the number of users who click on an ad or on a link to your site from a third-party and leave the page to land on another. With the click-through rate, you can find out which types of links get the most clicks and measure the overall success of your affiliate advertising campaigns. The average CTR on AdWords is 1.91 percent across all industries.

Figure N°26: AdWords Industry Benchmarks: average click through rate



Source: <https://www.getresponse.com/blog/track-affiliate-marketing-campaign>

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Conversion rate:

The conversion rate shows the percentage of people referred by an affiliate who then complete a sale or fill out a lead generation form on your website. For example, If a business has a 3% conversion rate, that means that 3 users out of 100 who come to its website either make a purchase or leave their contact details. This is one of the most used KPIs in e-commerce.

The average conversion rate being about 2.35 percent, we have to beware of a high conversion rate, because it most likely means that the marketer is using suspicious promotional methods.

Reversed sales rate:

The reversed sales rate indicates the number of users previously credited to an affiliate who return products bought from your website for a refund. For example, if a company has a 7% reversed sales rate that would mean that 7 orders out of 10 that are attributed to an affiliate are canceled.

Percentage of fraudulent orders:

Last year reached around \$7.4billion lost to fraudulent or unviewable ads, which is 56% of all display ad dollars. And this number is expected to increase to \$10.9 billion by 2021. Moreover, 37% of desktop ad impressions in the USA and up to 80 percent in Japan are fraudulent.

For this reason businesses should monitor their affiliate campaigns for fraudulent orders to save time and money. If they have noticed that fraudulent orders have grown with a particular affiliate or have even exceeded genuine orders, then it is probably best to remove that affiliate as soon as possible.

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Figure N°27: share of desktop ad impressions that are fraudulent, in selected countries.



Source : <https://www.getresponse.com/blog/track-affiliate-marketing-campaign>

3.4 Measuring the performance of e-mailing campaign:

A number of indicators for measuring the effectiveness of an e-mailing campaign can be used. These include analyzing the number of NPAIs (not living at the address indicated), the e-mail opening rate (on average between 15 and 20%), the click rate (around 4%) and the transformation rate (defined according to the objective of the campaign). Unsubscriptions following the sending of an e-mail or newsletter can also be tracked. A tagging of the different parts of the e-mail allows a better follow-up of its efficiency. This measure of effectiveness is decisive in order to calculate the ROI of the campaign. Certain factors such as the sender, the subject of the e-mail, the degree of personalization, the day and time of sending... favor the opening and click rates.¹⁰⁸

¹⁰⁸BRESSOLLES.G, op.cit, P97.

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3.5 Measuring the performance of social media ads:¹⁰⁹

In order for a company to improve its social media strategy, tracking engagement, reach, follower growth, customer satisfaction, and the customer journey, is what provides the decision makers with the valuable data that enables them to do so. When measuring its social performance, e-marketers should keep these following metrics top of mind:

1. Engagement rate:

It is with engagement that media becomes social media, so we have to begin with: likes, comments, shares, retweets, and every way social media users can interact with a company's content. There are two ways to measure engagement:

- By looking separately at the exact number of likes, comments, retweets, and shares based on this data, we can also count the average or median for each type of engagement.
- Or we can rely on **engagement rate**, which is an indicator illustrating the level of engagement with the published content in form of a single number. Analyzing the engagement in this friendly format will make it easy to compare the impact of the content between different periods of time you're auditing. Something made possible through social analytics tools.

2. Reach analysis:

Reach is a metric calculated in a similar way by all social media platforms. Facebook defines it as the number of unique users who had any content from your Facebook Page or about your Page within their newsfeed. In simple words, the metric shows how big the audience of your content is.

Reach seems to be especially important in the case of Instagram. Since the platform does not display likes anymore, this metric will show you the level of brand awareness you've managed to spread with your content.

In case the company runs any paid campaigns, they should track the paid reach, try to find peaks and valleys, and use the gathered experience to optimize their future social media campaigns.

¹⁰⁹ MAJEWSKA.K , 11th february 2020, <https://napoleoncat.com/blog/how-to-measure-social-media-marketing/> (consulted on 01/08/2020 at 05:05am).

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3. Measure follower growth:

The goal is not just to amount a large number of following, but to make sure the content reaches the targeted audience for a company as in potential customers, or at least fans of the brand.

The company has to track follower growth – once it increases, the engagement levels and overall traffic should also grow. Go to your social media analytics tool to check if there were any spikes throughout the analyzed period. If their social profile gained an unusually big number of new followers on a specific date, they have to consider what might have caused that.

If the number of followers decreased, they need to try to find out the reasons why. By analyzing their activity on social media around that day and looking for anything that could have potentially dissatisfied their audience.

4. Take a closer look at customer satisfaction:

It's not an easy task to measure satisfaction. Nevertheless, there are certain indicators that can give a company at least the feel of their followers' satisfaction, whether it's growing, static, or decreasing. In order to assess their customers' satisfaction, they must track the following metrics:

- **Response rate** – this metric is there to show the percentage of fan posts answered by profile admins. Companies have to make sure that their customers' voice is always heard by maximizing this number.
- **Response time** – the closer to zero the better. According to a study done by The Social Habit, 42% of consumers expect a response on social media within 60 minutes. Keep this in mind and make timely replies on social media a top priority. If during your performance audit you spotted that the customer care team is unable to meet the limits, think about growing the team, introducing a shift system, or implementing a chat bot for extra support.
- **Loyalty** – compare the number of your social followers with the past audited periods and see how it's changed. Don't only focus on gaining new fans but appreciate those who are already there.

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Conclusion:

The revolution of the internet, the web, and the digital advertising tools has led companies to want to jump on the digital bandwagon, through the adoption of new communication and advertising mediums online, as well as integrating digital into their overall strategy. In order to save time and money, most companies choose to resort to a third party (whether an expert working in freelance, or digital communication agencies) to set in place, manage, and monitor their digital efforts.

Many ambitious entrepreneurs having noticed this growing demand, has lead to a noticeable growth in the number of start-ups offering various digital communication services, as far as even taking full charge, from the conception of websites and optimizing them , creation of social media content , and online advertising campaigns to monitoring and evaluating their performance and optimizing the results.

These offers aren't limited to new start-ups even well established and renowned communication agencies who primarily worked with traditional media, have enriched their menu by adding digital offers.

In today's world where we are more connected than ever, and consumers spending more time than ever on the internet, it is inevitable for companies to have a presence online, to use these new mediums to their advantage and seize the opportunities they offer in order to reach their audience. As well as taking advantage of the various analytical tools available on the web to always keep track of their evolution and performance, just as (L.FLORES, 2016) has said: *«The way is paved, Ladies and Gentlemen marketers, it's up to you to play, dare, test and give yourselves the means to measure the effects of your actions in order to prove their ROI and progress ...»*

CHAPTER 3: Analysis of the company's' online advertising campaign

Chapter 3: analysis of the online advertising campaign

Introduction:

In this chapter we will start with a presentation of the company Endiwo and its client Topper Expansion.

In a second place, we will briefly explain the company's advertising campaign, why it came to be, and its objectives. Then, we will focus on the online ad campaigns, first off by explaining the tools used, the specificities of the campaign and most importantly key performance indicators in order to bring out its impact.

Furthermore, we will conduct an interview in order to establish a link between the first two chapters (digital communication and the performance) and to better see what is the impact of online advertising on the performance of a company? And answer our hypotheses.

1 Presentation of the agency endiwo:

Figure N°28: Endiwo's logo



Source : <https://www.endiwo.com/>

Endiwo a brand whose name stands for (*Enter the Digital World*) is a consulting agency in digital transformation and solutions, launched in 2018, its core mission is to help businesses develop their web presence, revamp their branding, improve their web referencing or add an e-commerce component to their business.

Endiwo helps businesses take full advantage of the opportunities and benefits offered by technologies to improve their efficiency and productivity, reach their targets, retain them and increase sales. Endiwo delivers simple, innovative, efficient and accessible solutions to all companies.

Chapter 3: analysis of the online advertising campaign

1.1 The services endiwooffers:¹¹⁰

❖ Web solutions:

Open your business 24 hours a day, to customers all over the world! We will help you increase your sales thanks to our experience in the field and a high-performance site easily indexed in search engines. And to a design that will seduce at first sight!

- ✓ websitecreation
- ✓ site audit
- ✓ technical support
- ✓ statisticalreview

❖ SEO (Search Engine Optimization):

At Endiwo, our first priority is to actively participate in our customers' success by helping them to perform on the Web and achieve their objectives. Take advantage of a Google Partner certified team that will strategically position your website in the top results of search engines.

- ✓ on-page SEO
- ✓ local SEO
- ✓ analysis of the competition and opportunities
- ✓ conversionoptimization

❖ Marketing strategy:

Endiwo will assist you in all the steps of the conversion from visitor to customer: Identify the right prospects, target them, contact them, educate them, convert them and then retain them.

- ✓ Adwords campaign, Facebook Ads and LinkedIn Outreach
- ✓ email marketing
- ✓ automated marketing
- ✓ content marketing

¹¹⁰<https://www.endiwo.com/services/> (consulted on 02/08/2020 at 16:37pm)

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❖ Branding:

Stand out with a unique image, created especially for you, beyond your imagination! Communication tools that speak to your customers for you, spreading a frank and iterative message. All communication services under one roof; Endiwo listens, invents and shares... with simplicity and refinement.

- ✓ storytelling
- ✓ logo and graphic identity
- ✓ writing and shooting
- ✓ SEO and social services

1.2 Endiwo's clients:

➤ **Axepta:**¹¹¹

AXEPTA SA is a Swiss consulting and Recruitment Company, founded in 2009, specialized in the delegation of technical profiles and the recruitment of professionals. Over the years, AXEPTA SA has developed in five (5) niche markets: Engineering, Life Science, Information & Technology, Tertiary/Temporary Sector and Construction. Our activities include consulting, business development, salary portage and specialized recruitment.

➤ **HalKorb:**¹¹²

A company with more than twenty years of experience in the implementation of IS, ERP, CRM, BI, Cyber security, Virtual Infrastructure, PRA solutions and on the basis of a perfect mastery of its various trades and a strong, professional and respectful corporate culture, they have accompanied hundreds of customers in their projects.

➤ **L'UNIVERS INTERIEUR:**¹¹³

L'UniversIntérieur, is a brand of furniture stores that accompany you in your interior design and decoration projects.

¹¹¹<https://axepta.ch/accueil/> (consulted on 02/08/2020 at 22:10pm)

¹¹²<https://www.halkorb.com/a-propos/> (consulted on 02/08/2020 at 22:14pm)

¹¹³<https://www.luniversinterieur.com/> (consulted on 02/08/2020 at 23:37pm)

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➤ HalkorbRH:¹¹⁴

Halkorb RH, Consulting and Human Resources Services Company (approved by the State) is an innovative player in the field of recruitment and HR services in Algeria. We intervene in all your needs, consulting, recruitment, payrolling, and provision.

➤ Espace Topper:

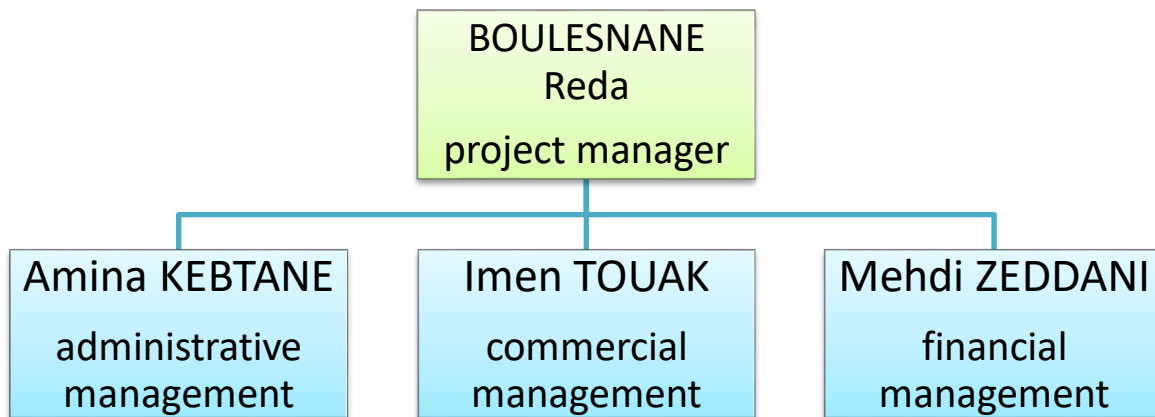
Topper is a family-owned company, of furniture retailing stores.

➤ Dz Vap:

We are a store of electronic cigarettes and e-liquids official representative of J-well in Algeria, the whole range of j-well products at your disposal.

1.3 Endiwos' team:

Figure N°29:Endiwos' team



Source:internalcompany document

¹¹⁴<https://www.halkorb-rh.com/> (consulted on 02/08/2020 at 23:37pm)

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2 Analysis of Espace Toppers' online ad campaign:

2.1 WhoisTopperExpansion?

TOPPER EXPANSION, a limited liability company, has been in business for 26 years. Established in PARIS 15 (75015), it is specialized in the furniture retail business. It has between 20 and 49 employees. In 2018 it achieved a turnover of €15,565,800.00. The balance sheet total increased by 8.67% between 2017 and 2018. Olivier TOPPER, is currently the manager of the company TOPPER EXPANSION.¹¹⁵

Societe.com lists 14 establishments (Espace Topper) and 2 notable events over the past year.

Figure N°30: presentation of TOPPER EXPANSION

Dénomination	TOPPER EXPANSION	
Adresse	63 RUE DE LA CONVENTION 75015 PARIS	
Téléphone	 Afficher le numéro	
SIREN	393 366 810	
SIRET (siege)	39336681000033	
N° de TVA Intracommunautaire	Obtenir le numéro de TVA	
Activité (Code NAF ou APE)	Commerce de détail de meubles (4759A)	Voir PLUS>
Forme juridique	Société à responsabilité limitée	Voir PLUS>
Date immatriculation RCS	21-12-1993	Statuts constitutifs
Date de dernière mise à jour	01-08-2020	Derniers statuts publiés
Tranche d'effectif	20 à 49 salariés	Voir PLUS>
Capital social	271 086,37 €	Voir PLUS>
Chiffre d'affaires 2018	15 565 800.00 €	

Source: <https://www.societe.com/societe/topper-expansion-393366810.html>

¹¹⁵ <https://www.societe.com/societe/topper-expansion-393366810.html> (consulted on 03/08/2020 at 02:20am)

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➤ Espace Topper:¹¹⁶

Since its creation in 1926 and the opening of its first point of sale, the family company TOPPER wanted to preserve and develop its attachment to the 15th district of Paris. Currently, the third generation is developing the family business by maintaining its attachment to this Parisian district and maintaining solid and essential values.

Espace TOPPER is a company that listens to its customers and offers a professional quality service. For this, Espace TOPPER has always been able to establish a constructive and innovative collaboration with the greatest brands. The values are transmitted and expressed through our choice of collections which always follow guidelines:

- Favoring French and European manufacturing
- To offer you complete and personalized advice
- Choose quality, diversity of collections, innovation.
- To present the collections in an atmosphere and advise you on lighting, carpets and decoration.

Figure N°31: the first TOPPER shop



Source: <https://www.topper.fr/notre-histoire/>

¹¹⁶ <https://www.topper.fr/notre-histoire/> (consulted on 03/08/2020 at 02:40am)

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Topper expansion follows a click and mortar strategy:” Click and mortar, also known as ‘click and bricks’, is a type of business model that incorporates both online and offline channels, usually combining a website and a physical store. The click-and-mortar business model is an omni-channel approach to sales and marketing that is mostly used by retailers.”¹¹⁷

In addition to the “Espace Topper” shops (14 establishments, 13 active according to societe.com), the brand owns a website¹¹⁸ that includes the entirety of the brands products available in its different shops.

2.2 Why this campaign?

Realizing the importance of having an online presence, Topper has online ad campaigns running all year long with the help of endiwo, in addition to the around the year campaigns to maintain a high level of brand awareness and drive sales at times, they also make sure to design seasonal campaigns ,for example holidays special offers or for special events.

The campaign we are going to base our analysis on is one of the latest online ad campaigns of the brand; the main reason behind this campaign was Topper opening two new establishments of two Italian brands, calligaris and kartel. In order to boost these brands of products and at the same time increase the conversions and sales, Topper and Endiwo put in place an omni-channel campaign.

As is the case with the launch of any new product, the first phase of the life of this product the company invests heavily in communication efforts, in order to spread awareness and make the product known. For this reason, they chose to go with an integrated marketing campaign using traditional media and digital media; they used written press and TV press as well as an online ad campaign.

For the purpose of our study we are going to focus on the digital part of the campaign, in order to come close to answering our starting problematic.

¹¹⁷<https://debitoor.com/dictionary/click-and-mortar> (consulted on 03/08/2020 at 15:49pm)

¹¹⁸<https://www.topper.fr/>(consulted on 03/08/2020 at 15:59pm)

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2.3 The online ad campaign:

The Internet is a vast communication tool. With the company's website at its heart, therefore online communication efforts should and do revolve around it.

Today, web analytics are tools that are increasingly used by companies. Moreover, thanks to these analysis tools, it is now possible to collect, and analyze the various information about a website's audience.

Stéphane Hamel defines web analytics as "Web analytics is the activity that consists in analyzing the audience and the behavior of visits to a website. It can also be defined as the art of using data from web analytics tools to improve the performance of a website".¹¹⁹

Even today, most people still think that web analytics is only about measuring clicks on a website. In reality, click analysis is only a small part of what can be measured as we have seen in the previous chapter. We must therefore go further in the use of analytical tools and take into account other variables that will give a clearer vision of web marketing performance. We must also try to make the figures speak for themselves by extending the analysis to all possible fields (number of clicks, pages viewed, average time spent on the site, average time spent on each page, bounce rate, traffic sources, etc.).

The tools linked to the analysis of the traffic of a website allow having information about the visitors and their behaviors. Managers who manage company websites should understand the various interactions of Internet users and the intentions behind different types of requests in order to offer them the information they are looking for, at the right time, and through the right medium.

In short, analyzing website traffic statistics not only helps to maximize the website, but also to measure the effectiveness of other means of communication used by the company as well as helping in the decision making involved in setting an online ad campaign, better knowing your visitors, is detrimental to choosing the right digital communication tools.

While choosing between the various advertising tools that internet offers, it is a must to keep in mind the goals that the company wants to achieve through this advertising campaign, as well as its audiences' behavior online.

¹¹⁹<https://www.definitions-marketing.com/definition/web-analytique/>(consulted on 09/08/2020 at 02:28am)

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Through this campaign Toppers' objectives are:

- ✓ Brand awareness: to raise awareness and visibility of calligaris and kartell products.
- ✓ Increase traffic to the website
- ✓ Increase conversions

2.4 Tools used:

There are various web analytics and digital advertising tools available to the e-marketer on the internet. However, Endiwo manages its clients' website using Google Analytics, and uses AdWords in the deployment of its online advertising campaign.

Here is a brief presentation of these two programs and their main functionalities:

➤ Google analytics:

Margaret Rousse defines google analytics as: «Google Analytics is a free Web analytics service that provides statistics and basic analytical tools for search engine optimization (SEO) and marketing purposes. The service is available to anyone with a Google account. »¹²⁰

Figure N°32: Google Analytics



 Google Analytics	
Type of site	Web analytics
Owner	Google
URL	analytics.google.com
Commercial	Yes
Registration	Required
Launched	November 14, 2005; 14 years ago
Current status	Active

Source: https://en.wikipedia.org/wiki/Google_Analytics

¹²⁰ <https://searchbusinessanalytics.techtarget.com/definition/Google-Analytics> (consulted on 09/08/2020 at 04:45am)

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Google Analytics features include:¹²¹

- Data visualization tools including a dashboard, scorecards and motion charts, which display changes in data over time.
- Segmentation for analysis of subsets, such as conversions.
- Custom reports.
- Email-based sharing and communication.
- Integration with other Google products, such as AdWords, Public Data Explorer and Website Optimizer.

According to the results from Web Technologies Surveys usage statistics of traffic analysis tools for websites survey, Google Analytics is used by 54.8% of all websites that is a traffic analysis tool market share of 84.2%.¹²²

This makes Google Analytics the most widely used web analytics service on the web, as of 2019.

➤ **AdWords:**

Every second, thousands of people turn to Google to get the information they need. Google Ads is a digital advertising solution that connects you with this audience to convert them into valuable customers.

With Google Ads, we can access a wide range of advertising products designed to help business owners or marketers reach their potential customers at the right time. Focus on growing their business while Google's smart technology takes care of generating better advertising results.

To help businesses maximize the growth of their business, Google Ads has been designed around three key principles:¹²³

- **Relevance:** Google Ads helps you interact with the right customers, at the right time and with the right message. Your ads can appear in Google search results, on

¹²¹<https://searchbusinessanalytics.techtarget.com/definition/Google-Analytics>(consulted on 09/08/2020 at 04:59am)

¹²²https://w3techs.com/technologies/overview/traffic_analysis(consulted on 09/08/2020 at 05:13am)

¹²³https://skillshop.exceedlms.com/uploads/resource_courses/targets/75330/original/index.html?courseid=17191#/page/5ce416010c6db646296171df(consulted on 09/08/2020 at 13:05pm)

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YouTube and elsewhere, the instant someone searches for products or services similar to yours. You can also take advantage of customization options, such as keywords and geographies, to reach the right customers for your offering.

- **Control:** Google Ads gives you total control over your budget. You choose the amount you want to spend per month, per day and per ad. Based on your settings, Google Ads uses a high-speed bidding system to determine which ad to display. If you want to change your strategy, you can easily change your ad, adjust your budget or pause and restart a campaign.
- **Results:** Only pay if you get results, such as clicks to your website or calls to your business lines. Our measurement tools allow you to easily view the performance of your site, applications and ads. Plus, our smart technology lets you create, manage and optimize your campaigns to get the most out of your investment.

Google Ads connects you with people who search for information on Google, watch videos on YouTube, discover applications on Google Play, and more. When you select your campaign type, you decide where customers will see your ads.¹²⁴

Types of Google Ads campaigns:

Advertising with Google Ads starts with the creation of a campaign based on your business goals. Each type of campaign determines where your ads will be displayed and in what format. Find out how to achieve your business goals with our different types of campaigns (Search, Display, Video, Shopping and Application campaigns).

- Search:

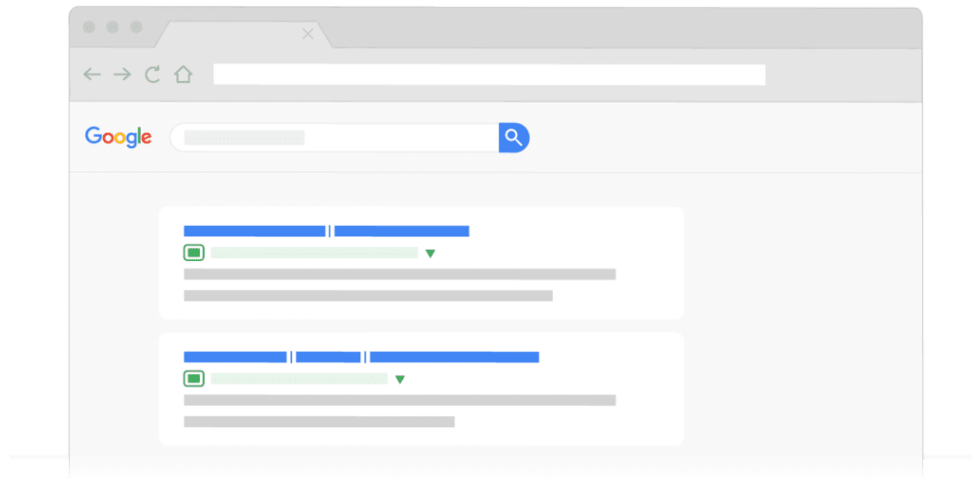
Search Network ads appear alongside Google search results and on other Google partner sites, such as YouTube, when people are looking for businesses like yours.

With a Search Network campaign, you can get potential customers to notice your brand, view your products and make a purchase.

¹²⁴https://skillshop.exceedlms.com/uploads/resource_courses/targets/75330/original/index.html?_courseId=17191#/page/5ce416030c6db646296172b9(consulted on 09/08/2020 at 13:15pm)

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Figure N°33: placement of search ads on search result page



Source: https://skillshop.exceedlms.com/uploads/resource_courses/targets/75330/original/index.html?_courseId=17191#/page/5ce416030c6db646296172b9

2.5 Whysearch?

Digital advertising is extremely diverse. You have multiple ad formats to choose from and countless ways to reach new users. Each advertising format caters to a specific audience with specific intentions. Matching your advertising platform and creative to the right intent is critical for success.

The search network is one of the most popular options that advertisers choose. The search network is one of the best places to advertise. In fact, according to a Google Economic Impact Report, advertisers on average make \$2 for every 1\$ spent on it. That's where the search networks excel. It thrives on direct, intent-based searches.¹²⁵

According to a recent study conducted by MineWhat, 60% of people begin shopping by using a search engine to find the products they want, and 81% of shoppers conduct online research before they make a purchase.¹²⁶ That is why search is the fastest growing ad format for retail.

It is a no brainer why Endiwo set in place ad campaigns on the search network in order to achieve TOPPERS' goals in generating traffic, and brand awareness for calligaris and kartell products.

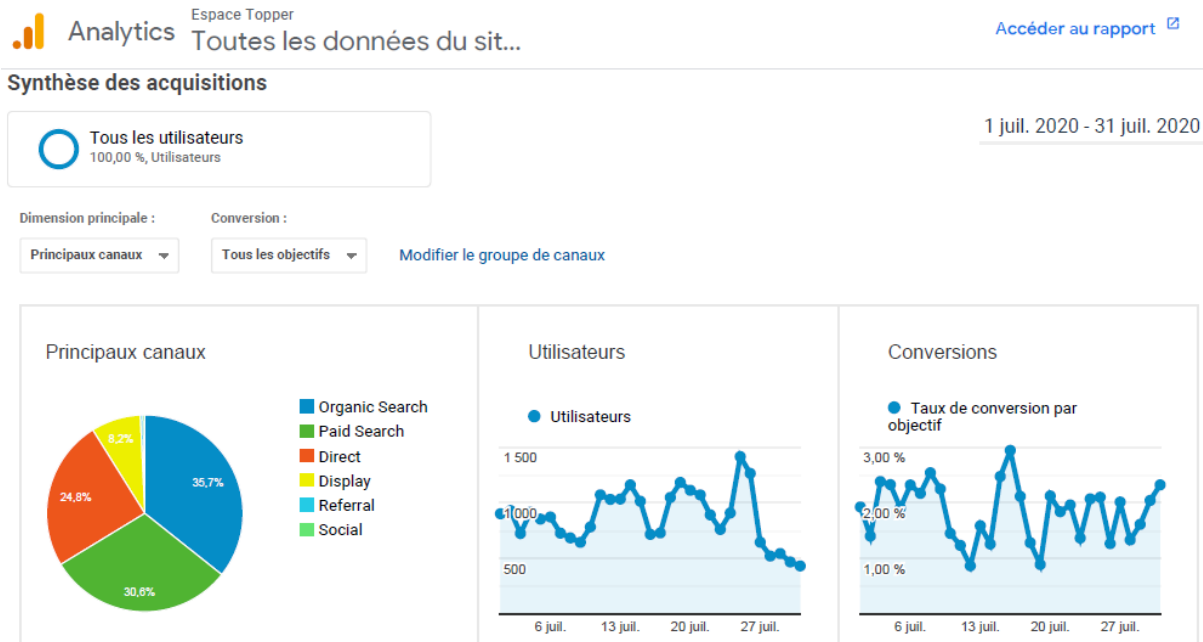
A quick analysis of data from TOPPERS' Google Analytics account on traffic source will further demonstrate the impact of search on the websites' traffic.

¹²⁵ <https://neilpatel.com/blog/display-ads-versus-search-ads/> (consulted on 10/08/2020 at 02:11am)

¹²⁶ <https://www.wordstream.com/blog/ws/2015/09/17/retail-marketing> (consulted on 10/08/2020 at 02:28am)

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Figure N°34: main channels of traffic source for espace topper website



Source: Internal company document

As we can see from this figure, the three main channels of traffic sources are: organic search, paid search, and direct. During the period selected of the month of July 2020.

- Organic search: Indicates visits from organic (unpaid) search results. That represents 35.7% of all traffic.
- Paid search: Indicates traffic from PPC campaigns run in search results. In this case the second highest traffic source with 30.8% of all traffic.
- Direct: In general, indicates visits where users navigated directly to the URL or the source of the visit is unknown. 24.8% of all traffic.

We should specify that the percentage of traffic resulting from paid search in this figure is not from either of calligaris or kartells campaigns, but from the principal search campaign of the brand that regroups a number of segmented campaigns.

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2.5.1 The calligaris campaign:

Launched only over a week ago, on the search network; here is a breakdown of some of its specificities.

First, let's go through the different steps of setting up the calligaris campaign: once we create the new campaign in AdWords, next is setting its goals (sales, leads, or website traffic) we selected 'website traffic', after that under 'select campaign type' we chose search, then continuing on the next page we enter the campaigns' name "calligaris".

After creating the new "calligaris" search campaign, the second step is to select the campaign settings; in order to choose who to target with our ads, how we'd like to spend our budget, and how to enhance the campaign with extensions:

- ❖ Choosing the initial targeting: the geographic locations where we want the ads to appear were selected and are as such:

Target areas (3)	Audience	<i>help_outline cancel</i>
Hauts-de-Seine, Île-de-France, France department	3 680 000	<i>cancel</i>
Paris, Île-de-France, France ville	31 500 000	<i>cancel</i>
Île-de-France, France region	34 700 000	

These locations were specifically chosen because they correspond with the locations of espace topper shops.

- ❖ Setting up the budget and bidding strategy:
 - The daily budget, this amount is the average you want to spend each day. It is set to 40€ per day for this campaign.
 - Since we are focusing on gaining clicks to generate traffic to toppers' website, the bid strategy selected was to Maximize Clicks: "This is an **automated bid strategy**. It's the simplest way to bid for clicks. All you have to do is set an **average daily budget**, and the Google Ads system automatically manages your bids to bring you the most clicks possible within your budget."¹²⁷
- ❖ Enhancing ads with extensions: "Ad extensions provide shortcuts for people to interact or learn more about your business, directly from your ad. Extensions can also

¹²⁷<https://support.google.com/google-ads/answer/2472725>(consulted on 10/08/2020 at 22:35pm)

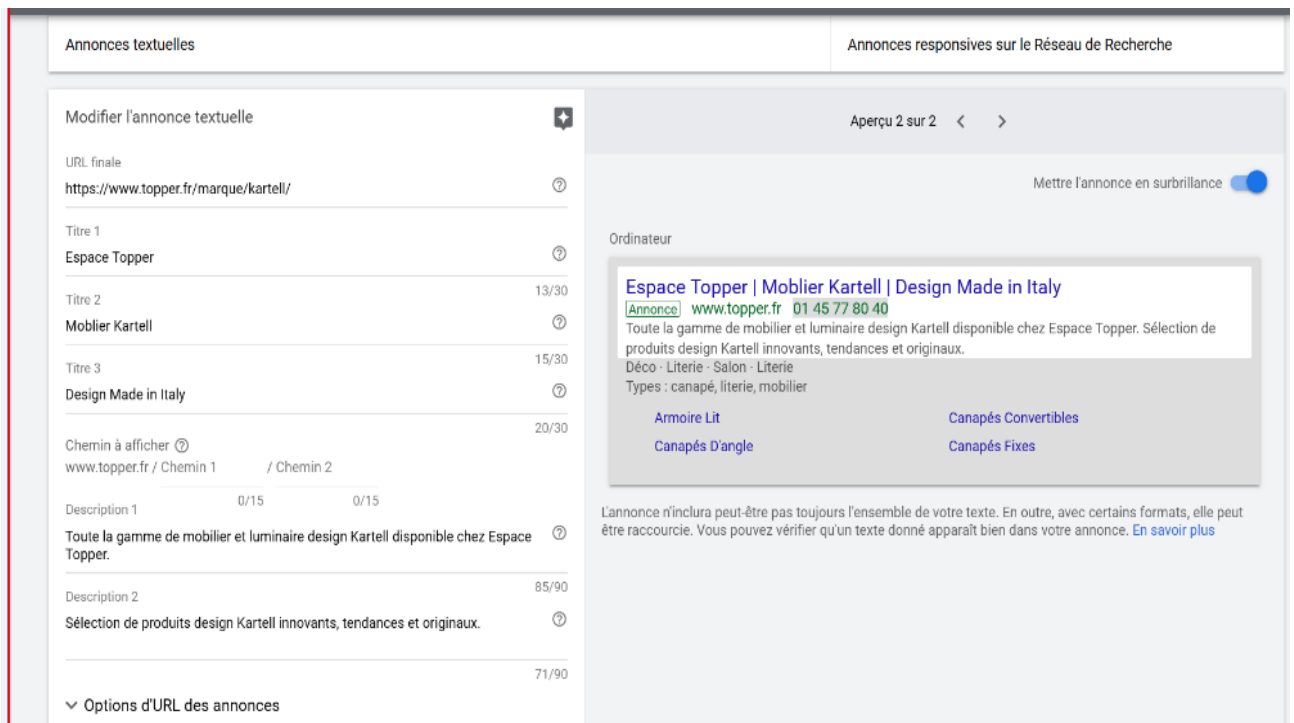
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make your ads appear larger and more engaging in search results.”¹²⁸ Call extension was created; “When your call extensions show with your ad, people see your number or when their device can make calls a clickable call button. People can also click on your ad to go to your website.”¹²⁹

Final step is to create the search ads, which is the ad that will show in the search results its main components are:

- The final URL: When someone clicks on your ad, they’ll land on this page.
- 1-3 headlines: These headlines will be the blue text at the top of your ad.
- Write up to 2 lines of description text. It is possible to use up to 90 characters for the description of the product.

Figure N°35: kartells’ search ad view on desktop



Source: Internal company document

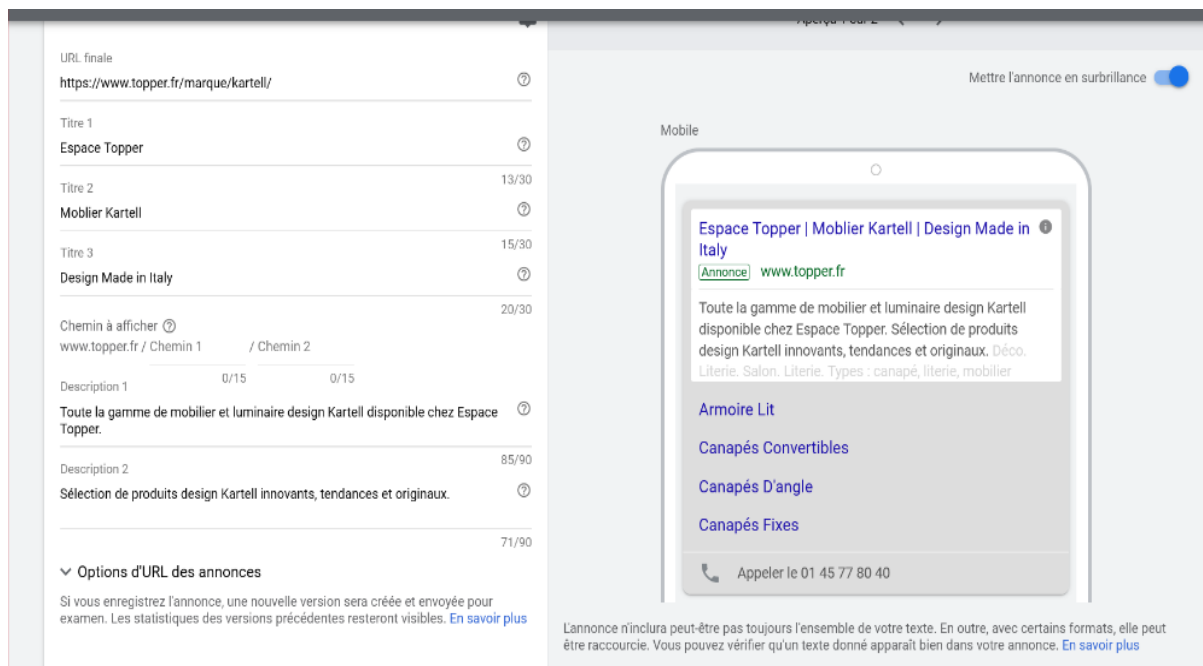
Figure 33, showcases the actual running ad for kartells’ campaign as it appears to internet users using desktop. While figure34 shows the same ad as it appears for mobile users.

¹²⁸https://support.google.com/google-ads/answer/9510373?hl=en&ref_topic=3121941(consulted on 10/08/2020 at 22:47pm)

¹²⁹<https://support.google.com/google-ads/answer/2453991>(consulted on 10/08/2020 at 22:53pm)

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Figure N°36: kartells' search ad view on mobile



Source: Internal company document

2.5.1.1 Audience metrics:

The following figures represent the data collected on calligaris's search campaign.

Figure N°37: demographic data

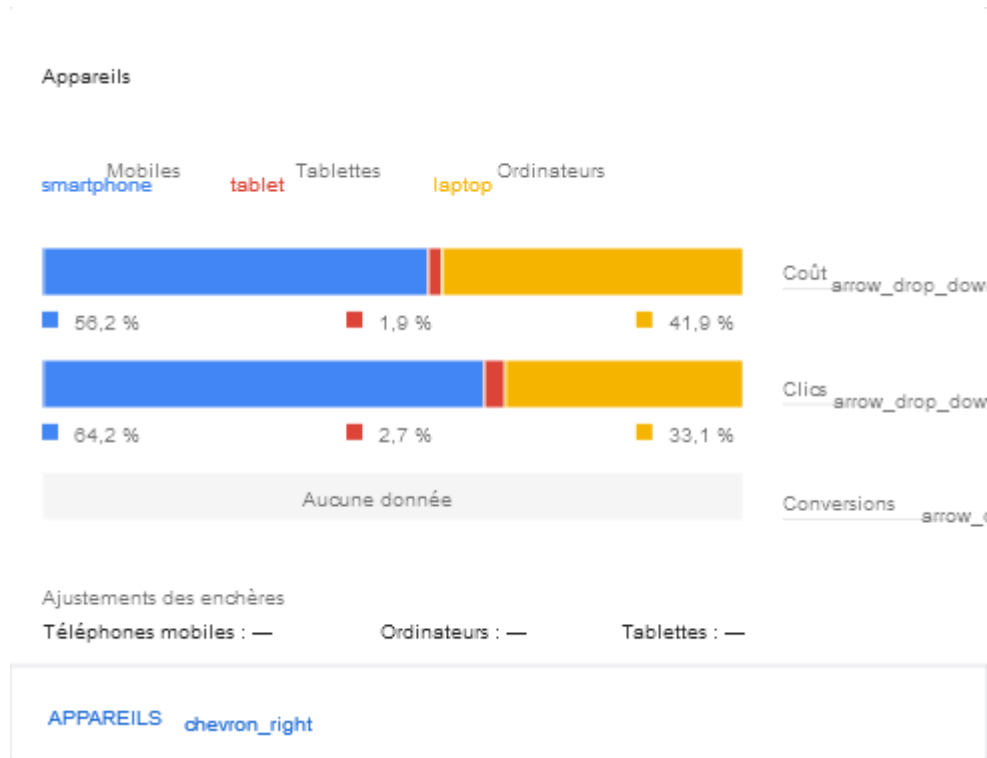


Source: Internal company document

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Comment: based on the percentage of impression (35%) of which the gender and the age are known, we can clearly see that the majority of the campaigns' audience are women aged between 25-44.

Figure N°38: types of devices



Source: Internal company document

Comment: the type of device used:

-in terms of cost: 56.2% of the cost is through Smartphone users, 41.9% through laptop users and only 1.9% on tablet users.

-in terms on clicks: 64.2% of the clicks are from Smartphone users, 33.1% are from laptop users and only 2.7% are from tablet users.

We can firmly conclude that the majority of the audience are Smartphone users.

2.5.1.2 Performance indicators for brand awareness:

Here are some important metrics that show whether your branding campaign is successful:¹³⁰

- **Impressions:** represent how often your 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. They are important to track in any campaign, no matter what your goals are.

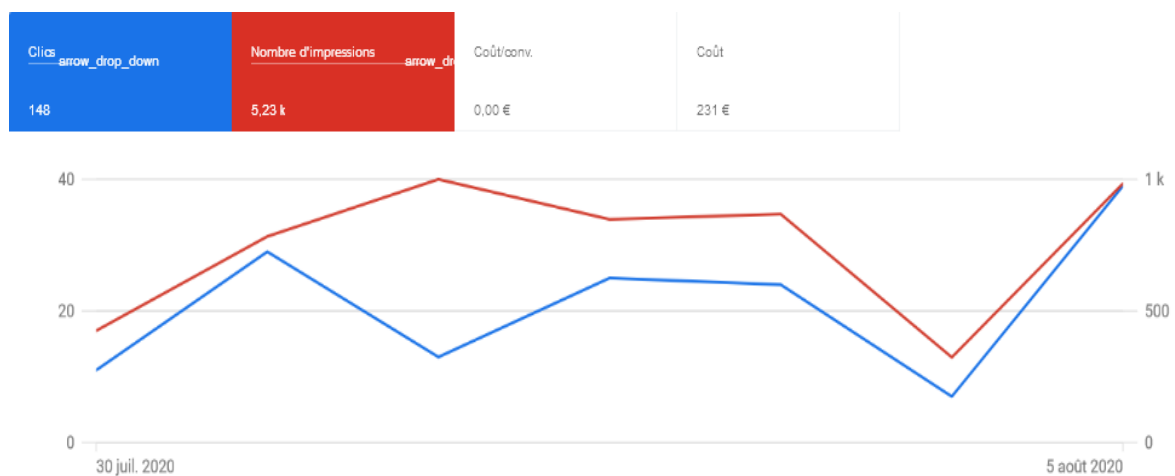
¹³⁰<https://support.google.com/google-ads/answer/1722064>(consulted on 11/08/2020 at 02:13pm)

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But they can be especially important in branding campaigns, because they represent how many customers actually laid eyes on your ad. You might not care whether they ended up buying anything from your site, but you do want them to remember your brand.

The following figure37 represents the curve of evolution of the number of impressions from July 30 to August 5 (the red curve) for the calligaris campaign, with a total of 5.23k (thousand) impressions.

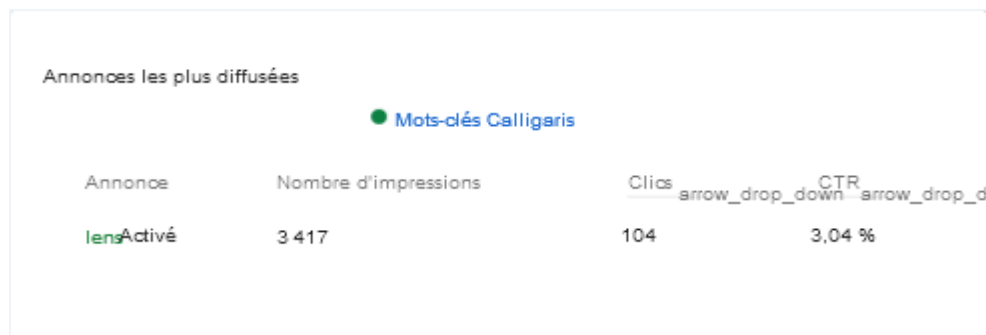
Figure N°39: evolution of the number of impressions



Source: Internal company document

- **Customer engagement:** If you're focused on branding, you can use **clickthrough rate (CTR)** to measure customer engagement for Search Network ads. The clickthrough rate for the most broadcasted ad (key-word calligaris) is 3.04% according to AdWords (figure 38).

Figure N°40: clickthrough rate of the most diffused ads



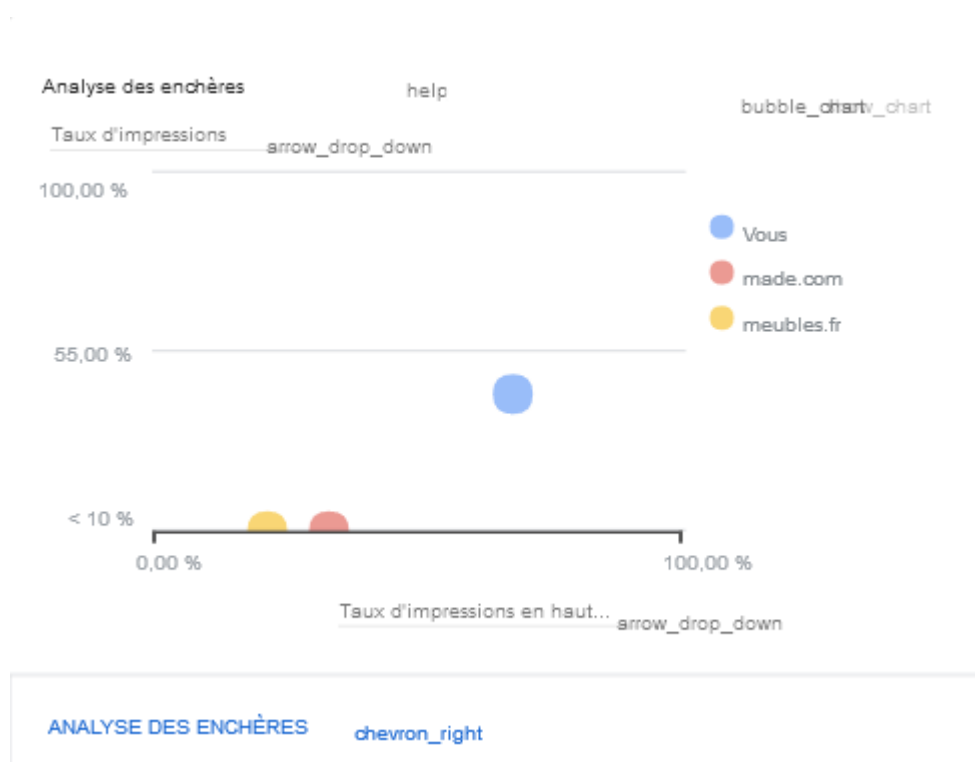
Source: Internal company document

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- **Impression share:** Impression share (IS) is the percentage of impressions that your ads receive compared to the total number of impressions that your ads could get. Impression share is a good way to track how prominent your ads are.

AdWords allows you to see the advantage you have on your competitors, we can see that in figure 39 which shows the impression share top of page, the impression rate top of page of the calligaris campaign is 35.90%, meaning that our ad is displayed 35.9% better than that of the competitors.

Figure N°41: impression share top of page



Source: Internal company document

2.5.1.3 Performance indicators for traffic:

Here are some important things we can measure to help track and improve a campaign that's focused on traffic:¹³¹

- **Clicks and clickthrough rate (CTR):** These 2 metrics help you understand how many people found your ad compelling enough to actually click on it and visit your website. You can measure clicks and CTR at all levels of your account. For example, you can see how many clicks an entire campaign, ad group, or ad received, or you can

¹³¹<https://support.google.com/google-ads/answer/1722035> (consulted on 11/08/2020 at 02:33pm)

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see how many clicks individual keywords have generated after triggering your ads. On the Search Network, a good CTR is generally considered to be 1% or higher.

In figure 40, we have a table that summarizes the cost, clicks, and CTR of different key-words from the calligaris campaign, the number of clicks varies from 17 up to 22 clicks per key-word, and the CTR varies from 6.01% up until 11.06%.

Figure N°42: number of clicks and CTR of different key-words



Mots clés	Coût	Clics	CTR
lens [calligaris]	37,77 €	22	11,06 %
lens calligaris	29,75 €	17	8,02 %
lens italian sofa	29,55 €	17	5,01 %
lens Chaises Calligaris	26,66 €	12	7,27 %
lens calligaris table	21,16 €	17	6,01 %

Source: Internal company document

- **Keywords:** Keep a close eye on keyword performance with these strategies, Update your keyword lists regularly. Pause or remove the words that aren't working well for you (for example, if they have CTRs below 1%, or low **Quality Scores**) and add new ones.

All the active campaigns run for Toppers' account are regularly optimized and the key words updated. The quality score for the calligaris campaign is 86.6% as we can see in figure 41.

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Figure N°43:quality score

Score de vos campagnes

Nom du client	Topper Expansion
Numéro client	
Nom de la campagne	[SN] Top Catégorie 5 - Calligaris
ID de la campagne	
Dépenses de la campagne la semaine dernière	179,47 €
Score de vos campagnes	86,6%

Source:Internalcompany document

- **Search terms:** When you use broad-match keywords (the default setting), your ads can appear when someone searches for a variation of your keyword. To see a list of searches that have triggered your ad, use the Search terms report. You can use this report to identify relevant terms that are driving traffic to your website, and then add them as new keywords. Or, if any of the keywords are irrelevant to your business, you can add them as **negative keywords** so they won't trigger your ads. In figure42 we can see the search terms most used by competitors for the calligaris campaign that AdWords has put forward, so we are able to add the most performing ones and ignore the ones that are irrelevant to the campaign.

Figure N°44:searchterms



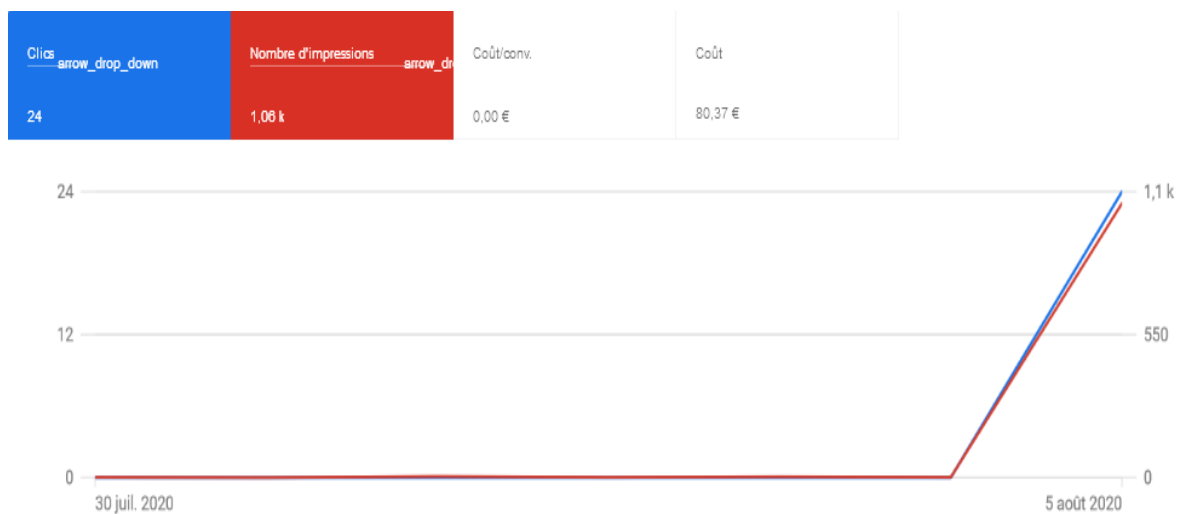
Source:Internalcompany document

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2.5.2 Campaign kartell:

This campaign was launched alongside the calligaris campaign with the same settings, such as the daily budget, the targeted areas, etc. however, it didn't show any results and this is a perfect example of the importance of managing the performance of a campaign and regularly updating the list of key words, as we can see in figure 43 up until August 3rd no activity was registered, but as soon as the list of keywords was updated on that day the campaign reached 1.06k (thousand) impressions and 24 clicks.

Figure N°45: evolution of clicks and number of impression (kartell campaign)



Source: Internal company document

2.5.3 Tracking conversions:

We have mentioned in the beginning of this section that Toppers' objective through these campaigns was not only to spread awareness and increase traffic, but also to increase conversions, which in this case represents the number of calls made to the business that can be tracked through call extensions as we have previously explained.

Unfortunately due to a technical problem with AdWords tracking extensions, it was decided to remove the call extensions from all the campaigns until Google's technical team fixes the abnormalities.

For this reason we weren't able to present any metrics on the performance of conversion. As for the client and Endiwo it is simple to see this impact by the number of customers having visited the stores.

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3 Methodology of the survey:

Systematic research and collection of information, whether or not relating to the entire study population. This information may be obtained by personal interview, mail survey, fax interview, telephone or telematic interview, email interview or by placing a questionnaire on a website.¹³²

The purpose of this section is to present our study, first we will remind you of the objectives of the research, then we will present the research methodology we worked with, and finally we will present the analysis of our survey with an interpretation of the results.

3.1 Objectives of the study:

The objective of this survey is to answer the main question: «What is the impact of digital communication on the performance of a company» and to test the hypotheses.

To answer our problematic, we conducted a qualitative study (interview) in the field.

3.2 Interview:

Qualitative studies are studies of an intensive nature, using an open, non-directive, permissive, and indirect approach to data collection from respondents. Qualitative studies aim at a deeper understanding of the subject matter. The interrogation and unstructured mode of questioning and the number of contacts is relatively low. They look for the causes, the foundations, of a behavior, an attitude, a perception.¹³³

An interview is defined according to Ouachrine and Chabani as follows: An interview (or interview or interview) is an oral reminder, face-to-face, between two people, one of whom transmits information to the other on a predetermined subject. It is an oriented discussion, an investigative process using a verbal communication process, to gather information in relation to set objectives. The interview consists of a questioning session

¹³²<https://www.e-marketing.fr/Definitions-Glossaire/Enquete-238155.htm> (consulted on 04/08/2020 at 02:16pm)

¹³³GAUTHY-SINRCHAL.M, VANDERCAMMEN .M, Etude de marchés : Méthodes et outils, BERTI édition, Alger, 2005, P 87.

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addressed to a person or several persons chosen fortuitously in order to collect information to confirm or invalidate research hypotheses.¹³⁴

3.2.1 Data collection techniques in the qualitative study:

Data collection techniques are numerous. Among these techniques we have:¹³⁵

3.2.1.1 Individual interviews:

The interview is a technique that allows you to obtain unstructured information. The interviewee expresses himself more or less freely, and the information collected must be used with caution because of the multiple interactions between the interviewer and the interviewee.

3.2.1.2 Group interviews:

Most of the time, the aim is to create a synergy between individuals in order to obtain even more constructive answers than those collected during individual interviews. Indeed, a sum of eight individual interviews is in no way equivalent to a group meeting of eight members.

The information resulting from the pooling of group discussions is often much richer than that obtained during individual interviews.

3.2.2 Types of interview:

There are many different types of interviews that can be used, depending on the purpose of the interview, the stage of the research, the level of depth of information desired, the type of information desired...etc.¹³⁶

¹³⁴CHABANI (S), OUACHRINE (H), guide de méthodologie de la recherche en science sociales, Ed Taleb impression, 2ème édition, Alger, 2016, P72.

¹³⁵ROCHE (D), Réaliser une étude de marché avec succès, Editions d'Organisation, Paris, 2009, p45

¹³⁶AKTOUF (O), méthodologie des sciences sociales et approche qualitative des organisations, Sillery, presse de l'université de Québec, Québec, 1987, P 87.

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3.2.2.1 *The non-directive interview:*

This type of interview is a little more structured and the degree of freedom is a little less. The aim is to allow the interviewee to express himself freely without the questions asked having been pre-established. The non-directive interview is used in a subject about which little or nothing is known, which makes the analysis complex.¹³⁷

3.2.2.2 *Semi-directive interview:*

It is similar to the previous one but the degree of freedom is more reduced: the interviewee will have to answer as directly as possible to precise questions (but which are still quite broad); he or she must not deviate from the framework of each question nor freely associate according to his or her inspiration as in previous types of interviews. This type of interview is, as its name suggests, halfway between non-directive and directive. In practice, it is often a combination of the two forms that is used. The aim is to inform oneself, but at the same time to verify, with the help of questions, particular points related to certain pre-established hypotheses.

In this type, the researcher asks few questions, leaving the choice to the interviewee but asking for explanations; arguments and examples.¹³⁸

3.2.2.3 *Directive interview:*

This is the form of interview where the degree of freedom is the smallest; it is almost a questionnaire that is passed orally. All questions are planned and not improvised over the course of the discussion as in previous cases. The purpose of this type of interview is to verify specific points or gather information. In this type, the researcher leads the communication, asking questions related to the subject of his or her research. This type allows the research subject to be explored in greater depth.¹³⁹

¹³⁷OUACHERINE (H), et CHABANI (S), 2ème édition, op.cit., P 73.

¹³⁸OUACHERINE (H), et CHABANI (S). Ibid., p 73.

¹³⁹OUACHERINE (H), et CHABANI (S). Ibid., p 74.

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3.2.3 Advantages and disadvantages of interviews:

As for the interviewees this method has advantages as well as disadvantages, we quote some of them as follows:¹⁴⁰

3.2.3.1 *The advantages of interviews:*

- We can summarize the advantages of interviews in two points:
- Very useful for completing or confirming information previously collected by another means.
- Allows you to get to know the person directly without any material intermediary

3.2.3.2 *Disadvantages of interviews:*

- The interview method has some negative points, we summarize them in the following three points:
- Requires a considerable amount of time.
- Depending on the people present, previous blockages can reduce the efficiency of the interview.
- Depending on the type of interview, it is not easy to process information on a large scale.

3.2.4 Method of administration:

The administration method chosen for the study is the semi-directive individual interview. This method is indeed a privileged means to study professional representations: the freedom of speech given to the interviewee allows us to observe the deployment of thought, as well as the articulations of the discourse, the logical links (similarity, difference, causality...) established by the interviewee between the different elements he or she evokes. Pre-established questions allow us to verify precise points.

¹⁴⁰DEMMOUCHE (N) : « le rôle de l'automatisation de la force de vente SFA dans la collecte d'information sur le client bancaire cas SGA et BNP », thèse de doctorat en science commerciales, Ecole des Hautes Etudes Commerciales d'Alger, 2015, P 141.

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It must be ensured that the interview includes the main evaluation axes to make an inventory of the situation.

3.2.5 The course of the interview:

The interview lasted 40 minutes, during which the interviewee expressed himself freely on the subject. To encourage the production of a linear and structured discourse, the interviewer has three techniques at his disposal:

- **The contradiction:** which is an intervention opposing the point of view previously developed by the interviewee;
- **The instruction or external question:** which is a guiding intervention introducing a new theme;
- **The reminder:** a sort of more or less deductive and more or less faithful paraphrase, which is a subordinate intervention, in line with the theme developed by the interviewee, one of the reminder techniques and to repeat the last three words of the interviewee for example.

3.2.6 The choice of the interviewee:

The choice of the person to be interviewed is a determining element that conditions the relevance of the information gathered.

The selection of the interviewee is based on the position he or she occupies within the company and which is related to our research subject, hence his or her ability to answer our questions. We limited ourselves to the project manager of the company, who is also a web marketer since it is a small start-up.

The ethical aspect of our interview:

During our interview, we respected:

- Presentation of the object of study at the beginning of the interview.
- Request permission to register
- Thank our interviewees.

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3.3 Analysis of the interview:

Interview with: BOULESNANE Reda, an expert in digital marketing, project manager and web marketer at ENDIWO.

Date of interview: Wednesday 11/08/2020 at 15:00H.

1) Can you briefly explain your job?

Project manager at Endiwo, a company that deals with digitalization, implements innovative solutions for companies to facilitate the migration to digital. I'm mainly responsible for the project; I'm in charge of the good management of the project, structuring the project, having the people in place on the project and providing customer reports and follow-up.

2) Is digital communication an easy strategy to implement?

Actually, if you have the right information from the customer and he has a clear vision of what he wants to do, it can be done quickly and rather easy to implement. But if the customer doesn't know how it works and wants to apply his business model in real life to the digital one, it's where it becomes more complicated because we have to find the right tools to be able to do what he wants, and then to measure to be able to optimize each time.

3) Is digital adapted to any type of company (B2B vs. B2C, SMEs or multinationals...)?

Yes, digital is adapted to any type of company, but then the vision and the impact it will have is different, after all it depends on the vision of the company, its rigor to be able to maintain the tools it needs, and to make the right decisions at the right time to direct it.

4) Do you consider digital as an essential element in a company's communication strategy?

Yes, of course. I think even more, it can be considered as the core element of all communication, because the world in this day and age is digitalizing. Consultations are done online, ticket purchases are done online, everyday purchases are done online. So you can't communicate without going digital, so yes, it is the core of the existence of today's communication.

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5) In your opinion, is having a digital communication strategy a means of differentiating the company from its competitors?

Not necessarily, because even the competitors of any type of company in any sector attack digital communication, it's more the way you attack it and adapt it to the digital communication of your competitors, because you have to know that the communication of your competitors can be a basic element to better adapt your vision of communication, in the sense that even if the competitor does things well, you can be inspired by what he does and do even better, so one doesn't prevent the other.

6) In your opinion, does the adoption of a digital communication strategy have an impact on the traffic of the TOPPER website? How is this observed?

That's the essence, that's the basis of all topper traffic, because in normal times people are going to have a hard time going to a specific store or chain of stores' site, especially when they can go directly to the supplier's or manufacturer's site, the idea is for resellers to implement a marketing strategy to get more people to go to their website.

This is generally observed via conversions, via calls we get on the phone, via emails we get quotations, if we extrapolate a little bit it's observed on the turnover in the sense that if we invest a sum in our communication, our digital marketing will therefore have a positive impact on the turnover of course.

7) Does online advertising have a positive impact on a company's visibility on the web?

It's a crucial element, there are so many sites that sell, there are so many shops that we have to change our marketing strategy to be able to sell. Yes it has a huge impact on the visibility of the brand.

8) Since topper has adopted online advertising tools have you seen an increase in lead-to-customer conversion ratios?

Before we didn't have the possibility to quantify the prospects and then convert them into customers, but in this case we have the tools to check this and see in real time how many people have clicked, how many people are interested and how many people have called.

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9) Do you have any additional points for reflection on the topic?

I'm going to tell you a bit more about toppers' campaign, right now we are only dealing with the search part, but we might consider targeting the display part especially for remarketing, in case a person enters a competitor's or supplier's website, we can re orient him towards our side to remind him of our brand, that there might be the possibility for better offers in our website or better quality products.

3.3.1 Summary of the interview:

From the interview with BOULESNANE Reda, project manager of an agency working in the digital business "ENDIWO", we can retain the following points:

- A. Digital communication is becoming more and more democratic with free and easier tools.
- B. Digital communication is adapted to all companies of all sectors.
- C. Digital communication for the Topper site is the main source of traffic.
- D. Online advertising positively impacts the company's visibility on the web.
- E. Digital advertising increases the conversion of prospects into customers.

3.3.2 Analysis of responses:

We will try to analyze the essential points of the interview to comment on the answers given by the project manager of "ENDIWO":

- A. With digital communication, the company will communicate in a targeted and progressive way. It is not a question of being everywhere, but where you need to be with a quality message. Thanks to this technique, the company will be able to build up a fund of qualified potential customers. Something that is easily achieved if the vision is clear and there is an understanding of how things work on in the digital world.
- B. Concerning whether digital communication is suitable for all companies: Yes, digital communication is suitable for all types of companies. But it is very difficult to have a clear-cut answer to confirm whether or not it is adapted to all companies, but we think that it is only its use that varies, there are those who do digital communication to

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acquire customers, others to be more visible on the web, and there are those who do it to spread brand awareness.

- C. As for digital communication as a source of traffic for the website: it is difficult for a physical store to bring people to the website, the only way to attract people towards your digital storefront is through bringing desired content to an audience, with quality targeting, and easy access to the site (only a click away), whether through search campaign, display, e-mailing, social media, etc. The traffic will increase dramatically. Digital communication makes it possible to turn to this quality approach. Traditional media is not necessarily relegated to oblivion, it can be complementary to it, all depends on the budget.
- D. Online advertising positively impacts the visibility of the company on the web: the objective of the SEM is to increase the visibility of a site, as well as the notoriety of a brand; it is therefore understandable that online advertising increases the visibility of the company's website.
- E. Last but not least online advertising increases the conversion of prospects into customers: thanks to AdWords ad extensions and conversion tracking we are able to know the real time number of people who have undertaken an action we want them to (made a call to the business, made a purchase, signed up of a newsletter, etc.)

3.4 Suggestion and recommendation:

Calligaris and kartells' campaigns are very recent, meaning that they have a lot of potential to grow they probably have brought even more results as this is being typed, one thing is sure endiwos' team is always tracking their evolution and making corrective actions to optimize them with the helpful insight of googles' technical team. Here are some recommendations inspired from the 6th of Augusts' AdWords' report to improve the calligaris search campaign:

- Create more ads and run the best of them. This is recommended because some of your ad groups have less than two ads. Their performance could be improved if they had more.
- Make sure that if any of the keywords are irrelevant to your business, that they are added as **negative keywords** so they won't trigger your ads.
- Since the majority of the campaigns audience are mobile users, to avoid losing customers due to slow loading of your mobile pages. Improve the loading speed of

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your mobile pages to provide a better user experience and save more conversions. Recommended because at least one of your landing pages has a low mobile speed score.

Lastly, we would like to urge them to consider display campaigns. Although display is most times seen as a remarketing and more precisely retargeting tool, that is not where its benefit ends, because display ads are best suited for campaigns that aim at boosting a brand and spreading brand awareness. We argue this statement simply by explaining that it is difficult for an internet user that doesn't know the name of your brand to search for it, therefore display is a great way to introduce the brand to users.

GENERAL CONCLUSION

General Conclusion

General conclusion:

Today, digital communication is an essential element in any company's strategy, which implies a long-term reasoning.

Through our study, we wanted to highlight the impact of digital communication on the company's performance. To do so, we used the example of the brand TOPPER EXPANSION.

Throughout this dissertation, we have taken a look at the horizon of digital communication and measuring performance by providing definitions, theoretical approaches, as well as a brief look at the digital advertising market and a declination of the tools of digital advertising and how to measure their performance.

Subsequently, through the qualitative study carried out within Endiwo and the analysis of Toppers' search ad campaign we were able to obtain an answer to our research problematic through the confirmation of our hypotheses.

The objective is to detect the impact of digital communication on the performance of a company, which we studied under the following problem: What is the impact of the implementation of an online advertising campaign on the performance within Topper Expansion?

The analysis of the data provided by the company, as well as the analysis of the interview we conducted with Endiwo's project manager, led us to the following conclusions:

We confirm the first hypothesis because the ultimate goal of a digital communication strategy is to have a strong presence online such as being positioned top on the first page of the Google search engine when a potential customer searches for your products or services, so digital communication has a positive influence on the visibility of the company on the net.

We also confirm the second hypothesis which consists in saying that the online advertising campaign has a positive impact on the traffic of the Topper website because if we bring the desired content to an audience, with quality targeting, the number of clicks and visitors will increase.

The third hypothesis which says that online advertising has a positive impact on spreading brand awareness is validated because thanks to programs like AdWords that allow

General Conclusion

you to set up campaigns with highly relevant targeting, and based on your bidding strategy you can have the highest impression share compared to your competitors, meaning users interested in your products are going to be exposed to you ads at a much better rate. This can even lead to the transformation of the prospects we have attracted into leads and finally into customers, increasing the conversion rate of the website.

During our research, we had to deal with certain constraints, notably the confidentiality of a large amount of information related to our study within the company and the means made available to us. In addition, the subject matter is in constant evolution, and it requires time and hindsight to be able to draw relevant conclusions, which was really an obstacle for us to deal with this subject in a few months.

Finally, we hope that our modest research work will contribute to instill the principles of digital communication to companies and students. We hope to encourage Algerian companies to go digital and to incorporate digital communication in their digital strategies, because even though most companies are starting to realize the importance of having an online presence, they've only dared to dive into social media, while they are still very hesitant to dive into the world of online advertising, at the exception of multinationals or big brands. But most companies have yet to trust the results of digital advertising and allocate a budget for online advertising.

The ideas presented in this thesis remain open to further exploitation and further research in order to perfect or complete this modest work.

Appendices

APPENDICES

Appendix N°01: The interview guide:

- 1) Can you briefly explain your job?
- 2) Is digital communication an easy strategy to implement?
- 3) Is digital adapted to any type of company (B2B vs B2C, SMEs or multinationals...)?
- 4) Do you consider digital as an essential element in a company's communication strategy?
- 5) In your opinion, is having a digital communication strategy a way to differentiate the company from its competitors?
- 6) In your opinion, does the adoption of a digital communication strategy have an impact on the traffic of the TOPPER website? How is this observed?
- 7) Does online advertising have a positive impact on the company's visibility on the web?
- 8) Since topper has adopted online advertising tools have you seen an increase in lead-to-customer conversion ratios?
- 9) Do you have any additional thoughts on the subject?

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