

Legia Warsaw Post – Campaign Report

Executive Summary | Campaign Overview Legia Warsaw is the leading Polish soccer club which suffers from **irregularity in sale** of tickets and Fanstore items. Our campaign was to drive regular sales. We adopted strategic **Customer Lifetime Value (CLV)** perspective and **3 tactical methods**: (1) usage of discount coupons to attract prospects, (2) sale of ticket packages for 4 matches to increase share of returning fans, (3) usage of remarketing to close transactions and 2 e-mailing campaigns served to **monetize inactive prospects**. AdWords campaign cost **\$250.42** and lasted **19 days** (April 11 - 30). During the campaign we overcame several problems: appearance of new aggressive competitors, shop platform errors and Easter race against time. The campaign concluded in **significant exceeding its goals**.

Key Results achieved by our team amounted to 148302 impressions, **2351 clicks** (vs. 519126 and 500 we assumed), total **CTR 1.59%** (vs. 0,1%) and amusing **CTR for Search 22.82%**(vs. 1,83%). We generated **426 conv.** (189 sign-ups for a voucher, 41 Fanstore sales, 196 tickets conv. including **42 ticket packages**) by **\$0.59 cost** and **CPC \$0.11**. It generated **revenue of 30 188 PLN** (\$9963) translated to **ROAS = 3878.37%** (vs.32%) & **ROI=3083%¹**.

Conclusion Conversion Funnel Model and Lean Startup Method we used to develop campaign, resulted in overwhelming success which surprised us and our client. Both **Search and Display turned out to be very profitable channels**. Thanks to selling tickets in packages **we found the new and effective sales model for Legia**. We learned that success in AdWords is determined by permanent account optimization and market monitoring. We also learned how important is the information flow and that the good marketer should:

"Be prepared, ready for everything to happen".

Future Online Marketing Recommendations for Legia staff includes: (1) developing and testing new sales models basing on AdWords campaigns, (2) Constant optimizing CLV, (3) adoption AdWords to synchronized, multi-channel online strategy, (4) Campaign extension with new Google products: **TrueView Ads** on YouTube and **Product Listing Ads** with **dynamic remarketing**. We also recommend activities in the table below.

Priority	Activity
Important & Urgent	<ul style="list-style-type: none"> Improve information flow path and introduce CRM solutions Change your shopping platform to more friendly developers
Important & Not Urgent	<ul style="list-style-type: none"> Migrate to Universal Analytics and track your users more accurately Extend AdWords campaign with Branded groups and keywords ex. [legia warsaw]
Optional	<ul style="list-style-type: none"> Register Legia as a trademark to reduce competitors in search Expand Fanstore campaign for foreign locations

¹ Because of the confidentiality agreement we based calculations on our estimates, informal sources and market data concerning costs and margin.

Industry Component | Campaign Overview To solve Legia's **problems with irregularity of sales** we based our approach on Customer Lifetime Value (CLV). We aimed at **boosting online sales** in Fanstore by **discount codes**: -10% and -15% and improving the regularity of match attendance by sale of **tickets in packages** for 4 matches. As success measures we used indicators and values presented in table below. A **key part** of CLV strategy was **GDN**

<i>Campaign KPIs</i>	<i>Serach</i>	<i>GDN</i>
<i>Clicks</i>	350	150
<i>Impressions</i>	19126	500000
<i>CTR</i>	1.83%	0.03%
<i>CPC</i>	\$0.5	
<i>Discount Sign-up</i>	20	
<i>Fanstore Sales</i>	5	
<i>Tickets Sales</i>	50	
<i>ROAS</i>	32%	

remarketing and 2 e-mailing campaigns to our 'Fanstore discount leads data base. The **most challenging was creating discount code system** including Java Script pop-ups which were integrated with codes e-mailed to customers. Problems with OXID shopping platform resulted in **3 weeks of delay²** in start and made PLA implementation impossible. Finally ads were displayed

19 days (from 11th till 30th April). In 4th day of impressions **we had to pause all Fanstore ads**. Sales Department decided to introduce Eastern³ 15% discount during our campaign⁴. Because of that we struggled with time to implement separated discount system for Eastern promotion.⁵ Unexpectedly **new strong competitors appeared**: Open Finance (Legia's affiliate partner) and CupSell.pl (big ecommerce with customized T-shirts). As a result of fierce rivalry we resigned from key campaigns (Accessories, Match and Training Kits) and radically changed budget allocation (table below).

<i>Campaign</i>	All Period		1st Week		2nd Week		3rd Week	
	Plan	Execution	Plan	Execution	Plan	Execution	Plan	Execution
<i>Legia Sklep Brand</i>	\$30	\$119.68	\$6	\$33.37	\$10.5	\$47.05	\$13.5	\$39.26
<i>Match Kits</i>	\$30	\$7.26	\$6	\$7.26	\$10.5	\$0	\$13.5	\$0
<i>Training Kits</i>	\$15	\$0.75	\$3	\$0.75	\$5.25	\$0	\$6.75	\$0
<i>Legia Lifestyle</i>	\$30	\$40.84	\$6	\$12.24	\$10.5	\$15.91	\$13.5	\$12.69
<i>Accessories</i>	\$20	\$1.59	\$4	\$1.59	\$7	\$0	\$9	\$0
<i>Tickets</i>	\$42	\$19.64	\$8.5	\$10.94	\$14.88	\$3.54	\$19.13	\$5.16
<i>PLA</i>	\$45	\$0.00	\$9	\$0	\$15.75	\$0	\$20.25	\$0
<i>Remarketing GDN⁶</i>	\$37	\$55.99	\$7.5	\$0	\$13.13	\$36.41	\$16.88	\$19.58
<i>Remarketing RLSA</i>	\$0	\$4.68	\$0	\$0	\$0	\$0.45	\$0	\$4.23
Σ	\$250	\$250.43	\$50	\$66.15	\$87.5	\$103.36	\$112.5	\$80.92

Campaign was optimized in 4 dimensions: keywords, ads, landing pages and targeting (location, schedules and remarketing) aimed at maximizing CTR, CVR and minimizing CPC.

² Platform caused difficulties while installing our js scripts.

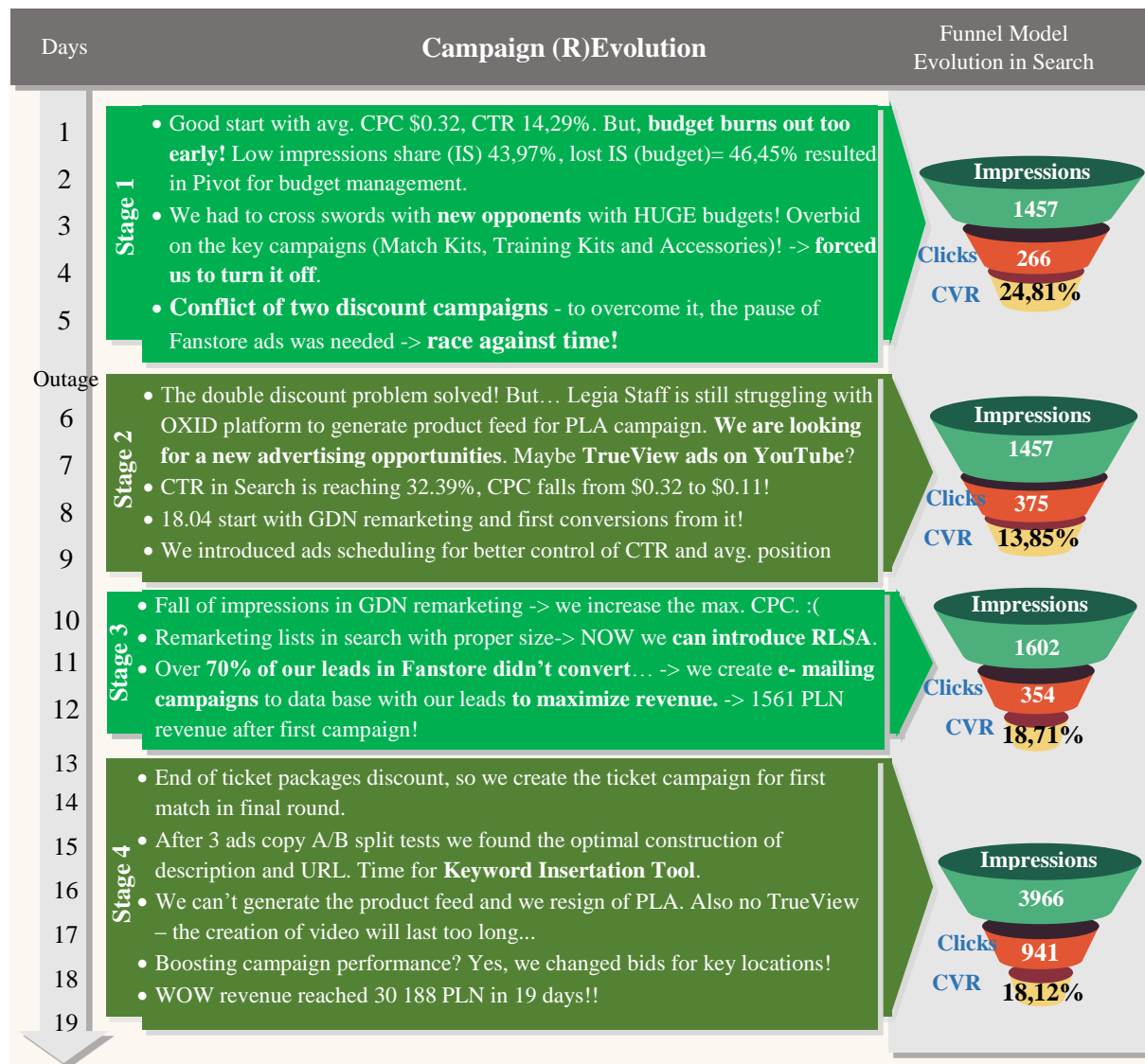
³ We mean Resurrection Sunday, a holiday celebrating the Resurrection of Jesus Christ from the dead.

⁴ 15% off was set on the level of product price (not shopping card), so user could discount the shopping twice.

⁵ After that we continued our promotion with 15% off contrary to 10% off earlier.

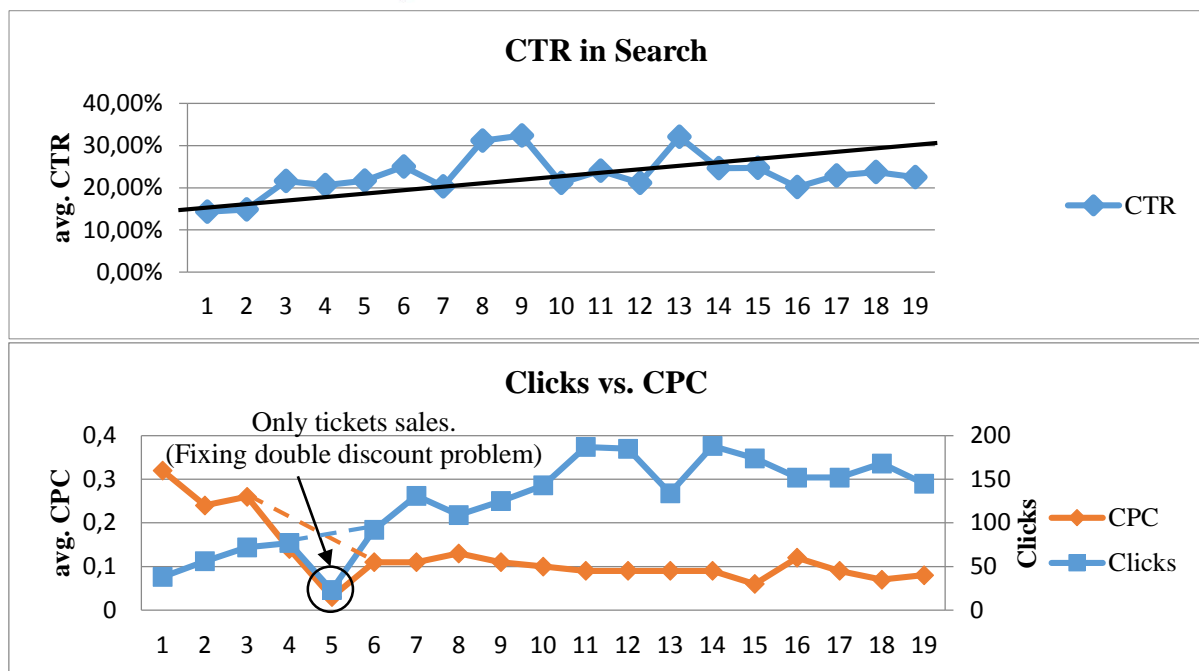
⁶ On the beginning we planned only one remarketing campaign. Finally, we decided to divide GDN and Search.

Campaign Evolution relied on flexible approach inspired by **Lean Startup Method** and **Conversion Funnel Model** (CFM) optimization. We experienced many unexpected turns of action what can be tracked in the graph below (and our online campaign evolution on Google+ site. You can search us by tags **#gomcteam1487** and **#legiawarsawgmc**).⁷



We focused mainly on **Search** as strategic network with huge potential. GDN remarketing was used only as supporting tool. Our goal was to **gain more clicks within the limited budget** and **increase conversion probability** by maximizing CTR in order to minimize CPC. According to CFM optimization we were **excluding the less effective parts** of account on the following levels: campaigns, groups, keywords and ads. We also applied **bidding for key locations** looking at **hours of day basing on ads schedule reports**. Charts on the next page show the whole optimization process.

⁷ You can also search of our site on G+ by name: **GOMC Team 1487 – Legia Warsaw Campaign**



Key Results | Campaign Performance and optimization process managed to reach all set of earlier goals, what is more – we went far beyond the goals (shown in the table below).

Metrics	Stage 1	Stage 2	Stage 3	Stage 4	Total	Goal
Total Clicks	266	457	515	1 113	2 351	500
Total Impress.	1 457	24 174	61 898	60 773	148 302	519 126
Total CTR	18,26%	1,89%	0,83%	1,83%	1,59%	0,10%
Search CTR	18,26%	25,74%	22,10%	23,73%	22,82%	1,83%
CPC	\$0,21	\$0,12	\$0,09	\$0,08	\$0,11	\$0,50
Conv. Cost	\$0,85	\$0,84	\$0,50	\$0,46	\$0,59	\$3,33
Conversions	66	63	96	201	426	75

The campaign generated **41** sales in the shop (supported with **189** discount code records) and **322** ticket sales (including 168 tickets in **42 packages**)⁹. Our campaign influenced significantly the lifetime of fans. According to club's data only **21% fans** comes on a match more than once a year. Fans, who bought tickets through our ads constitute **52% of returning fans**¹⁰. Table below presents CLV for customer acquired by campaign¹¹.

Conversion Type	Conv.	Total Value	avg. Conv Value	CPL	Cost ⁸	ROAS	ROI	CLV	Long Term ROAS
Sign- up	189	\$1757,70	\$9,30	\$1,21	\$228,69	669%	-	1968	761%
Ticket Sales	196	\$8 203,96	\$41,86	\$1,23	\$241,08	3303%	NDA	15318	6254%
Fanstore Sales	41	\$1 759,08	\$42,90	\$6,04	\$247,64	610,34%	NDA	2977	1102%
All Conv.	426	\$9 963,04	\$84,76	\$0,59	\$250,43	3878,37%	3083%	21668	8552%

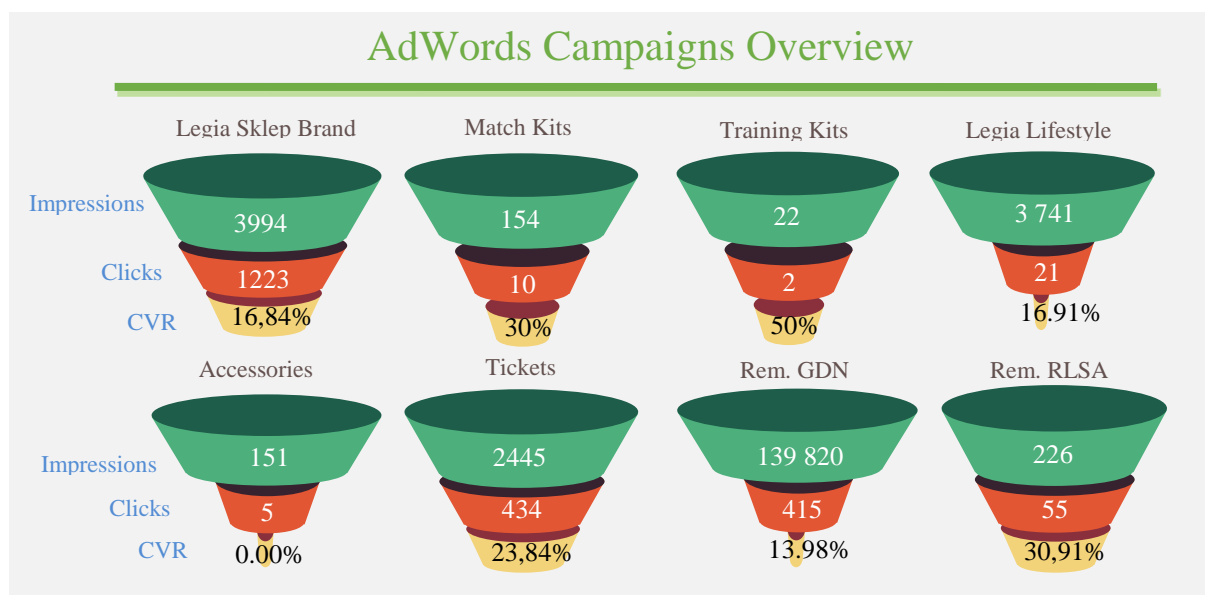
⁸ Conversions costs do not sum up because single user could take many conversions paths.

⁹ Data from AdWords account. According to the data from shopping system we generated 67 sales, meaning that 61% of conversions were made in the shop. The **real revenue** may amount circa \$16 332 (**49 488 PLN**).

¹⁰ We assume that all who bought ticket packages will come on all 4 matches.

¹¹ For sign-up value we assumed 22% of individual Fanstore conv. value (189 signups supported 41 sales -> 22%).

Lack of PLA implementation possibility forced us to change impression strategy. We decided to **implement new RLSA campaign and increase GDN remarketing budget**, which resulted in 79 conversions creating **additional revenue of 7 160 PLN** (24% total revenue) from both remarketing campaigns. Graph below presents conversion funnels for each campaigns.



Search Query Reports

(SQR) and looking for new possibilities in

Keyword Planner

resulted in creating 65 out of 31 planning.

Ad group	Clicks	CTR	CPC	Conv.	CRV	Revenue
Legia Sklep	1024	30.57%	\$0,09	166	16.26%	\$1 988,78
Bilety	338	16.46%	\$0,05	98	28.99%	\$4 034,98
Legia Sklep Kibica	173	29.47%	\$0,15	30	17.65%	\$386,14
Pakiety (GDN Rem.)	254	0,27%	\$0,12	25	9.84%	\$824,42
Lifestyle - Bluza	100	16.78%	\$0,19	23	23.00%	\$370,63

Example of a new group is Legia Sklep Kibica (created from Legia Sklep) which was the 3rd most effective group. We noted

potential in Lifestyle Hoodies

(group Lifestyle – Bluza) what

pointed out that Fanstore should expand assortment by new models and strive for the highest possible monetization of queries for hoodies (supporting it for ex. with discounts). We strived

Keyword	Clicks	CTR	CPC	QS	Conv.	Revenue
[legia bilety]	87	18.55%	\$0.03	10	51	\$2 074
[sklep legia]	260	38.35%	\$0.11	8	48	\$38
+sklep +legia	315	25.04%	\$0.07	8	42	\$493
[legia sklep]	220	43.22%	\$0.10	8	38	\$669
[bilety legia]	58	18.95%	\$0.03	10	24	\$1 176

for **maximizing share of exact match keywords to reduce CPC**. Optimizing in accordance to matching types and quality score (QS) caused

Match Type	Clicks	Impress.	Conv.	Revenue	QS
Exact	829	2814	205	\$4 901,65	8
Broad	807	3873	111	\$2 155,78	8
Phrase	300	1795	52	\$945,87	8

the CPC dropped from **\$0.32** after first day of campaign to **\$0.11 on the end**. During our activities we created **1442 keywords** (and 1342 negative ones) with **avg. Quality Score 8/10**. Generic keywords related to tickets and shop turned out as most effective in structure (on previous page).

Conclusion Despite serious hindrances and complications related with information flow in the Legia and shopping platform development, we conducted successful campaign. **PPC Advertising in Google Networks is probably one of the best online marketing channels used so far by Legia**. Fanstore offer available online did not use the whole potential. The usage of remarketing and **custom combination lists** allowed us to maximize sales and increase online presence. The vital moment in our campaign was sending 2 e-mailing campaigns with code reminder which enable us to monetize inactive prospects. **Campaign had real impact on customer lifetime** turning **21%** of returning spectators into **52%**. Revenue analysis showed that **GDN remarketing can increase income by 20%** (extra \$1 957 to \$9 963), despite the wide range and less precise targeting.

Future recommendations The main recommendation for Legia is to **sell ticket packages because of its higher efficiency** in context of CLV than sale of season tickets, which are more expensive and obliging. The synergy was achieved through merging Search Ads, GDN remarketing and e-mailing campaigns, hence the **club should synchronize all channels in scope of marketing strategy**. The campaign pointed out that Legia should focus on the activities leading to repeated user conversion through creation of more advanced campaigns concerning segmentation and precise targeting. We recommend our client also following changes.

Recommendations	
AdWords Campaign	<ul style="list-style-type: none"> • Optimize for impression share and revenue generating by groups, keywords and ads. • Add brand AdGroups in Search like "Legia" and "Legia Warszawa" building awareness of ticket sales and looking for a new opportunities in SQR. • Expand Fanstore campaigns by foreign localizations: UK, Benelux countries, Scandinavia (pointed in data from Google Analytics). • Extend RLSA with new groups based on different ads copy and validity date of remarketing cookies. • Make A/B test for display ads, trying creations with red buttons and more visible CTA. • Integrate all available Google Products, including Product Listing Ads and True View. • Create more precise custom remarketing lists ex. for users leaving shopping card. • Register trade mark Legia Warszawa in order to minimize unfair competition in AdWords.
Tools	<ul style="list-style-type: none"> • Migrate to Universal Analytics and track user ID and user behavior between devices in relation to multiscreening trends. • Change shopping platform OXID on the system more friendly for web developers
Other	<ul style="list-style-type: none"> • Keep constant search of new sale models e.g. join ticket and Fanstore discounts. • Expand hoodies assortment and create special promotions for them. • Improve the information flow by introducing the methodology of project management (e.g. SCRUM). • Use application support for task management (Basecamp, Trello, Springloops.io).

Learning Component | Learning Objectives and Outcomes

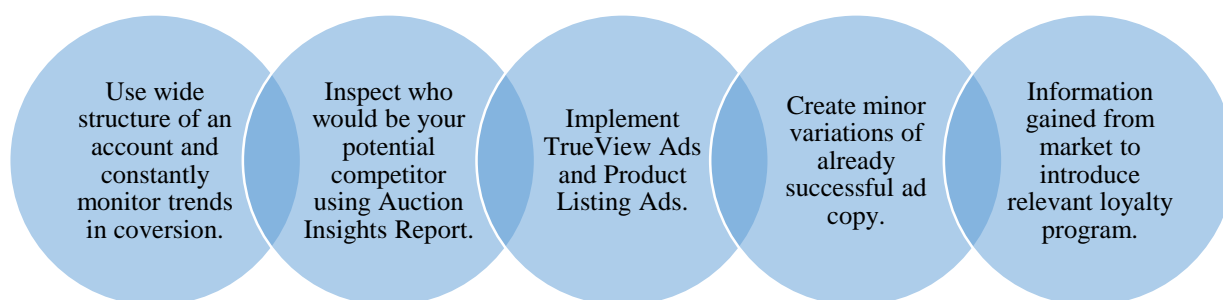
We are a group of Internet and Startup's freaks with diversified experience. We knew that the AdWords campaign can bring great results, but we did not expect that so high ROAS (3878,37%) is real with just \$250 budget and 19 days of ads' emission. For some of us GOMC was opportunity to check knowledge about digital. Contest verified us also on other fields of the practical abilities in: project management, creating work flow and information management. Unexpected turns of action (new competitors, double discount) taught us that even good and diligently created plan can fail. From now our motto is ***be prepared, ready for everything to happen.*** The cooperation with Legia taught us that the information flow path is important – the longer it is, the higher complication risk. Additionally, it is important to **eliminate all possible bottlenecks**. Working on account day and night caused us to find new resources such as ability of **report analysis (ads schedule and location reports** especially) or custom remarketing lists and **Impression Share** used in the analysis of campaigns potential. The key of success was **AdWords Editor** to manage campaign. We think that Editor is far from perfection but it really can speed the work. The usage of Editor forced us to **level up our Excel** skills which is priceless in context of our future jobs.

Despite the ability to code in the most of popular languages from HTML5, CSS3, JavaScript, to Angular or Ruby, we could not use it in other situations than coding websites or apps. During GOMC **we learned to change our abilities into concrete marketing solutions**, which led to users monetization. One of the examples is the knowledge of AJAX used to send asynchronized requests, master GetResponse API and MySQL data synchronization.

Group Dynamics were complicated in the beginning also due to dividing us distances. We had to adapt quickly relevant tools to develop necessary work methodology. However, supported by **Scrum** methodology and **numerous Google tools**, we established efficient working dynamics soon. The next step was role division which mostly depended on individual experiences in the fields of: project management, marketing, business analysis, coding and creativity. Right just before the contest we decided to find additional player with analytical skills. In the course of time it turned out that newly met team member is the most creative person in the team, who found herself by creating reports and managing our site on G+. Campaign period was the most intensive period of our lives. We will never forget the huge amount of e-mails, probably the highest in such short time period in our whole life! Ongoing improvements and 2 nights before Eastern spent on solving the problem of double discount will stay in our memory for ever.

Client Dynamics in the beginning we were afraid of developed organization structure and risk of impeded communication. Despite of client's attitude (Marketing Director from the first meeting was seeing the huge potential of Google PPC ads and engaged in the campaign) we had problems with composing workflow. Facing many **narrow bottlenecks**, after 3 weeks of cooperation before campaign we worked out optimal communication path. From then on **Legia staff became our partners and not only the campaign principals**. Many of them, especially from the technical site, worked with us even during Eastern break or late night hours. The formal character of cooperation made us to comply with the **official Corporate Identification** (ex. writing reports on company's official paper) and obey confidentiality clause. From today's perspective we are satisfied with the choice of our client and the course of the cooperation.

Future recommendations. As a marketers, we should try to foresee probable unfortunate courses of action and react immediately. Furthermore, coherent knowledge about what we want to achieve is essential. Above mentioned recommendations can be achieved by usage of **all available Google Products** and look on the big picture while searching for new possibilities, usage of wide account structure and constantly monitoring trends. Through getting focus on user behavior and **LTV tracking** by using Universal Analytics we can introduce **loyalty programs** measuring marketing online and offline effectiveness, but also aware management of **ROPO effect**¹². It is important to aim at merging online and offline channels in coherent ecosystem. Introduction **CRM system** and redesigning your information flow path to strive for engagement of the least number of people possible in all process (including third parties) will result in faster and more coherent information flow. Furthermore, keep in mind following:



¹² Research online, purchase offline effect