

## INTRODUCTION

Digital marketing is becoming increasingly complex, especially compared to what it was just over 3-4 years ago. In this day and age, there is a complete convergence between digital marketing and digital technology. Crucial revenue-generating initiatives such as Meta Search Marketing, Dynamic Rate Marketing, and Content Management Systems equipped with personalized marketing capabilities are an equal part technology and marketing.

Today, you should choose a partner that has both digital technology and digital marketing capabilities under one roof to help you keep up with the rapid development and marketing opportunities available in the industry.

In this multi-device world we live in, hoteliers must meet the needs of their guests on each device. This means investing in technology that allows for the best user experience on the three screens: desktop, mobile and tablet, which many hoteliers find hard to do due to their website's antiquated Content Management System (CMS) technology.

Your digital marketing partner should be able to develop technology in-house that you can benefit from. Examples include a CMS with functionality developed specifically for the hospitality industry, interactive marketing applications, social media applications, dynamic rate marketing technology, and meta search marketing enablement technology.

## Digital Marketing and Measurement Model

There is one difference between winners and losers when it comes to web analytics. Winners, well before they think data or tool, have a well structured Digital Marketing & Measurement Model. Losers don't.

This article guides you in understanding the value of the Digital Marketing & Measurement Model (notice the repeated emphasis on Marketing, not just Measurement), and how to create one for yourself. At the end you'll also find some additional examples to inspire you.

Let's go...

The root cause of failure in most digital marketing campaigns is not the lack of creativity in the banner ad or TV spot or the sexiness of the website. It is not even (often) the people involved. It is quite simply the lack of structured thinking about what the real purpose of the campaign is and a lack of an objective set of measures with which to identify success or failure.

I've developed the Digital Marketing & Measurement Model as a simple, structured, five step process to infuse this much needed thinking. Here is what each step in the process helps accomplish:

- **Step one** is to force us to identify the business objectives upfront and set the broadest parameters for the work we are doing. Sr. Executives play a key role in this step.
- **Step two** is to identify crisp goals for each business objective. Executives lead the discussion, you'll play a contributing role.
- **Step three** is to write down the key performance indicators. You'll lead the work in this step, in partnership with a "data person" if you have one.

- **Step four** is to set the parameters for success upfront by identifying targets for each KPI. Organization leaders play a key role here, with input from Marketing and Finance.
- **Step five**, finally, is to identify the segments of people / behavior / outcomes that we'll analyze to understand why we succeed or failed.

Simple, right? It is harder than you might think, “soft” work always is. Before we go into each step in detail I want to share something extremely critical. The scope/breadth the model has to cover.

A complete, and competent, Digital Marketing & Measurement Model will focus on three key areas of your marketing, and in each answer the cluster of questions provided:

- **1. Acquisition.**
  - How are you anticipating acquiring traffic for your website / YT video / whatever else you are creating? Did you cover all three components of successful acquisition: Earned, Owned, Paid media? How would you prioritize each? Where are you spending most of your efforts?
- **2. Behavior.**
  - What is the behavior you are expecting when people arrive? What pages should they see? What videos should they watch? Should they visit repeatedly? Are there certain actions they should take? What is unique about your effort that ties to an optimal experience for a customer?
- **3. Outcomes.**
  - What outcomes signify value delivered to the business bottom-line? A download? A phone call to your call center? A qualified online lead? Signing up for email promotions? People buying your product / services ? A 95% task completion rate? A 10 point lift in brand perception?

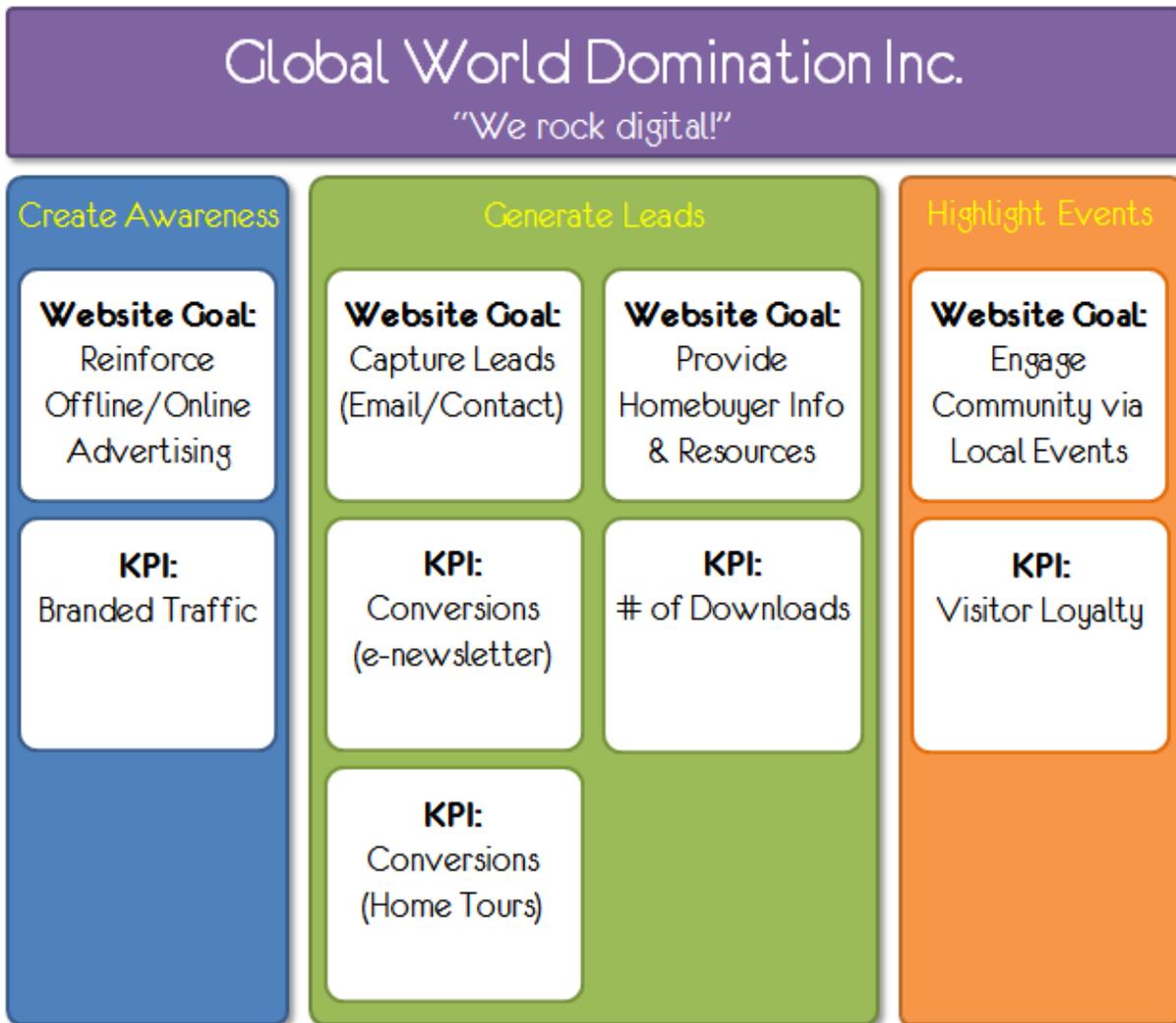
**Step 1: Identify the Business Objectives, Identify Goals for each Objective.**



**Step 2: Identify the Key Performance Indicators.**

- My definition: *A key performance indicator (KPI) is a metric that helps you*

understand how you are doing against your objectives.

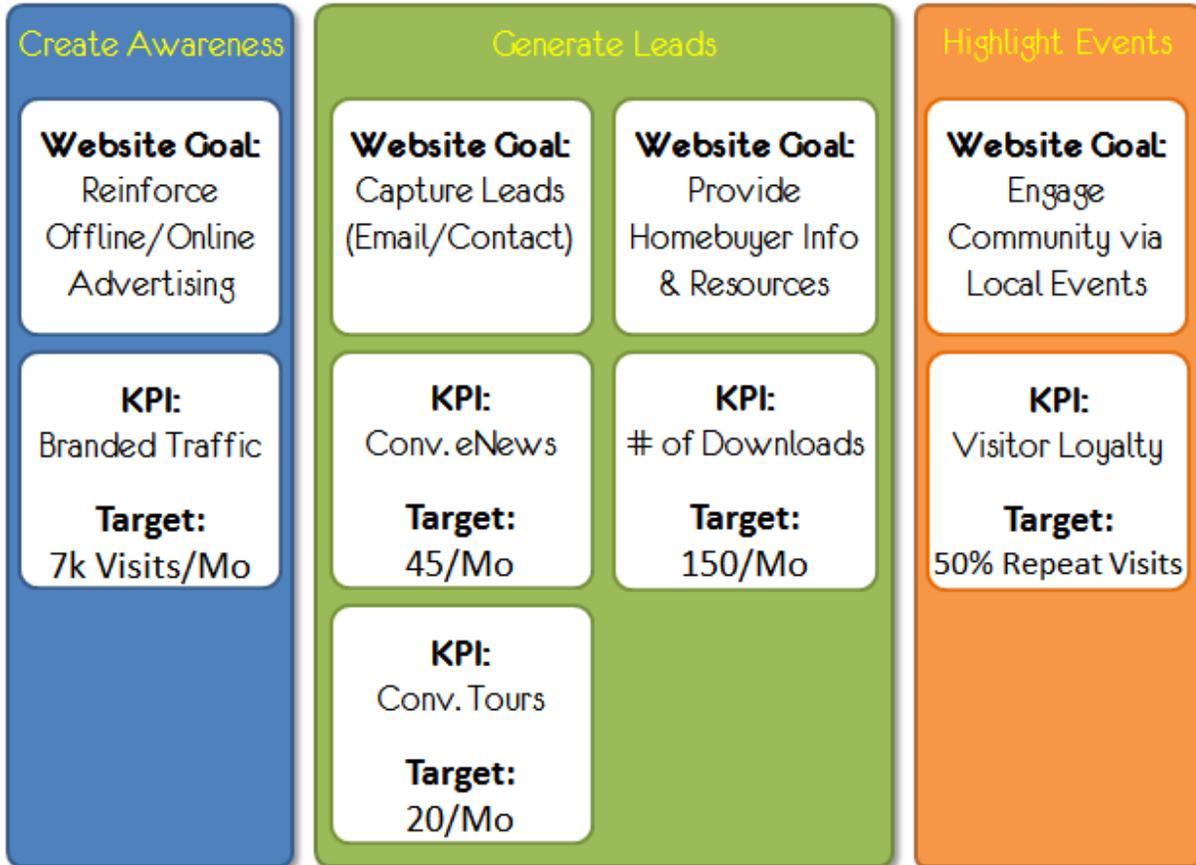


### Step 3: Identify the Targets.

- Why do you need targets? Consider this: You had an amazing campaign on YouTube. You got 1.2 million views. Is that great or awful? How do you decide? That is why you need targets!

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"We rock digital!"



Step 4: Identify valuable Segments for analysis.

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## Digital Marketing Measurement Model

Create Awareness	Generate Leads			Highlight Events
<b>Website Goal:</b> Reinforce Offline/Online Advertising	<b>Website Goal:</b> Capture Leads (Email/Contact)	<b>Website Goal:</b> Provide Homebuyer Info & Resources	<b>Website Goal:</b> Engage Community via Local Events	
<b>KPI:</b> Branded Traffic	<b>KPI:</b> Conv. eNews	<b>KPI:</b> Conv. Home Tours	<b>KPI:</b> # of Downloads	
<b>Target:</b> 7k Visits/Mo	<b>Target:</b> 45/Mo	<b>Target:</b> 20/Mo	<b>Target:</b> 150/Mo	
<b>Segments:</b> Traffic Sources Converted Visits	<b>Segments:</b> Traffic Sources Site Tools Used	<b>Segments:</b> Visitor Type Content Type Viewed	<b>Segments:</b> Document Type Geography	
			<b>KPI:</b> Visitor Loyalty	
			<b>Target:</b> 50% Repeat Visits	
			<b>Segments:</b> 1, 2, 3+ Visits Buckets	