

Executive Summary. Campaign Overview. Our Google Online Marketing Challenge team partnered with the Children’s Museum of Houston (CMH), which is rated as one of the top children’s museums in the United States, to run a Google AdWords PPC Campaign.

- **Goals:** Increase single ticket sales and memberships purchased online, deliver useful post-campaign AdWords recommendations to client’s marketing department, and earn a higher than break-even return on investment on client’s \$250 AdWords budget with more than 30 conversions.
- **Operational Details:** The March 8-28 campaign started with eight Houston targeted campaigns and one national campaign with 41 ad groups and 2,173 keywords. Throughout the campaign, the team meticulously monitored activity, performed A/B testing on ad copy and removed and added keywords to optimize performance.
- **Budget:** Originally, we devoted \$100 to the Tickets campaign, \$50 to Spring Break campaign and evenly split the other campaigns. We modified and adapted our bidding strategy based on interim outcomes as the campaign progressed.

Key Results. Many of our internal campaign goals were met resulting in a successful Adwords campaign.

Metric	Goal	Actual
Clicks	70	1,855
Impressions	7,000	42,642
CTR	1 %	4.35 %
Conversion Rate	2.5%	3.935%
Conversions	30 tickets, 2 memberships	264 tickets, 5 memberships

- Conversions resulted in CLV of \$7,946.27 for an ROI of 1267%.
- CMH General campaign had the highest clicks (1352), the highest CTR (13.24%) and lowest average cost-per-click (\$0.07).
- The CMH General, Tickets Local, Memberships, and Tickets National campaigns all resulted in conversions.
- Tickets National campaign had the most impressions with CMH General and Tickets Local campaigns close behind.

Conclusion and Future Online Marketing Recommendations. The Children’s Museum of Houston should continue using PPC advertising in response to our pilot PPC campaign, which generated high ROI and revenue, focus on optimizing branded keywords, implementing ecommerce, improving the ticket purchasing system and reevaluating website content for SEO and quality score purposes.

Industry Component. Campaign Overview. The Children's Museum of Houston indicated that Spring Break is their biggest showing of the entire year and wanted us to run the AdWords program during this time. Their main goals for AdWords were to help increase ticket sales, to promote Spring Break events, and to increase newsletter signups. CMH did not believe memberships or donations would be generated through AdWords, but our team considered the two to also be an important part of the campaign.

Our goal metrics were: 7,000 impressions, 1% CTR, a 2.5% conversion rate, 30 single ticket sales and two membership purchases. Based on the Customer Lifetime Value (CLV) calculations we performed for CMH, single ticket and membership conversions resulted in \$26.38 and \$196.39 in revenue, respectively. While we assumed a 50% cannibalization rate of organic search, our conversion goals exceeded the break-even point.

Our pre-campaign strategy was to increase quality scores and conversions using a variety of tactics including creating new landing pages, targeting geographic zones, reviewing previously effective calls to action from CMH's marketing material, and analyzing Google Analytics. Our keyword strategy was to focus on phrase and exact match to reach long tail keywords, and to create a thorough keywords list. Our account strategy was to separate accounts based on activities and revenue streams. We also focused on "Children's Museum Houston" general keywords. Our campaigns were divided to focus on ticket sales, membership sales, donations, newsletter sign-ups, and special events.

To further develop campaign and keyword strategy, the team also performed competitor research using keyword tools like SpyFu, SEOMoz, Alexa and SEMRush. This provided valuable insight into additional relevant keywords and ad copy used by other national children museums utilizing paid search.

Our campaign began on March 8, one day prior to the start of the spring break week at CMH. Most of our campaigns ran the full three weeks, with the exception of the targeted Spring Break, Events, and Exhibits campaigns. Ad text was changed periodically to maximize exposure to specific events or to focus on membership sales. We initially divided our budget evenly over each campaign, by day. We devoted \$100 to the Tickets campaign and \$50 to the Spring Break campaigns, with the remaining funds divided equally. Our strategy and budget quickly adapted in response to campaign performance.

Each team member was responsible for monitoring specific campaigns through the daily reports and use of Google Analytics. Major changes to any campaign involved the entire group during daily discussions as well as during our weekly face-to-face meetings.

Campaign	Network	Date		Number of Ad Groups		Budget		
		From	To	Plan	Execution	Plan	Execution	
CMH General	Search and Display	8-Mar	28-Mar	5	4	\$18.10	\$94.36	
Spring Break Branded	Search	8-Mar	17-Mar	4	4	\$30.00	\$17.40	
Newsletter	Search	8-Mar	28-Mar	2	2	\$18.10	\$1.25	
Donations	Search and Display	8-Mar	28-Mar	2	3	\$18.10	-	
Exhibits	Search	8-Mar	28-Mar	3	3	\$18.10	\$0.41	
Memberships	Search and Display	8-Mar	28-Mar	6	7	\$18.10	\$17.66	
Spring Break /General	Search	8-Mar	28-Mar	5	3	\$20.00	\$16.10	
Tickets Local	Search and Display	8-Mar	28-Mar	6	5	\$100.00	\$52.79	
Events	Search	8-Mar	28-Mar	3	6	\$8.60	-	
Tickets - national*	Search	8-Mar	28-Mar	1	3	N/A	\$32.85	
Cannibalize**	Search	12-Mar	28-Mar	1	1	N/A	\$11.84	
							\$244.66	

* added at the start of the campaign

**added during the campaign and only ran on spotted occasions

Evolution of the campaign strategy: Our campaign strategy was divided into three weeks.

Week One- Understanding the Lay of the Land: This first week was the beginning of our client’s Spring Break week. In the first three days, we totaled 3,354 impressions and 112 clicks. These numbers were far above our expectations; however, we were spending only 46% of our daily budget. The team determined that only three of our campaigns (CMH General, Tickets Local, and Tickets National) generated 90% of our clicks and 85% of our impressions. One of the first changes made was to examine the bidding procedure and keywords used in our other campaigns. We increased most bids to meet Google’s suggested first page bid and deleted keywords with quality scores of ≤ 3 . We also increased our use of broad match terms. These changes increased our clicks 345% and our impressions 248%, as well as, increased traffic throughout our campaigns. Comparing this Spring Break week to the prior Spring Break period, CMH saw a 20% increase in new visits to their site.

Week Two: Constant Improvement: We were encouraged by our growth in clicks and impressions in the first week; however, we wanted to improve our quality score and worked to discover which keywords and advertisements provided the best return. During the second week, one of our first changes was to work with the museum’s web design team to improve meta tags and keywords on landing pages. After completing this task, we then created additional ad groups for keywords that had a quality score of four or below. This action helped us to identify high performing keywords with low quality scores, and place them in their own group to raise their quality scores and lower CPC.

After a week of increased impressions and clicks, we felt we had sufficient data on advertisements to begin optimizing them to achieve the highest click through and conversion percentage possible. What we noticed through our A/B testing was that advertisements with

the headline “Houston Children’s Museum” performed at a higher rate than those of “Children’s Museum Houston”, “Houston Kid’s Museum”, or “Spring Break Fun”, etc. We also learned that ads with description text mentioning benefits of going to the museum were more effective than the museum’s high national ranking or just telling the consumer to buy tickets or a membership. From this information, we began optimizing our advertisements and decided to launch more mobile ads; and to test image based ads.

Week Three – Budget Management: Once we reached week three we knew the effectiveness of many of our campaigns. We learned which keywords and advertisements were effective. We also had seen the busy Spring Break rush and still had 45% of our budget remaining. As a result, our group decided to focus on budget management and CTR.

In our campaign we noticed that the CMH General campaign was the best performing campaign in terms of impressions, CTR and conversions. With this knowledge, we increased the daily budget each day for this campaign until it reached \$11 a day. Additionally, we increased the budgets for both of our ticket campaigns as they provided a majority of our ticket conversions. Our group also decided to increase the budgets for Membership and Donations to reach more expensive keywords and test their effectiveness.

Focusing on CTR, we again analyzed our keywords and reviewed the suggested CPC budget increases by Google. In our underperforming campaigns, we used Google’s suggestions to see if we could attain more impressions, clicks and an increased CTR. These actions saw an increase in impressions for the following campaigns: Memberships by 272%, Events by 400%, Newsletter by 464%, and Donations by 973%. Memberships saw a rise in clicks of 220%. Our Ticket Local campaign increased from a CTR of 1.49% to 2.11%, and the Spring Break/General campaign increased from .2% to 1.08% for the week.

Entire length of the campaign – Key Results: Overall our campaigns performed much better than we projected. The team feels that thanks to AdWords reports, Google Analytics, campaign monitoring and implementing changes as soon as possible, we were able to see growth in our campaign; and far exceeded the break-even point of our goals of three membership sales and 30 tickets sold. Our results can be seen in the table below; however, we achieved the sale of five memberships and 68 ticket transactions totaling in 264 tickets sold (these conversions were calculated through the use of analytics and data provided by the CMH). This resulted in an ROI of 1267%; however, the cannibalization effect should be taken into consideration. We assumed half of our results were attributed to organic cannibalization. The modified ROI is 634%.

	Results					
	Assumptions	Week 1	Week 2	Week 3	Total	% of rel*
Impressions	8000	11,686	11,210	19,746	42,642	533%
Clicks	70	499	644	712	1,855	2650%
CTR	2.50%	4.27%	5.74%	3.61%	4.35%	174%
CPC	N/A	\$0.14	\$0.09	\$0.16	\$0.13	N/A
Phone inquires	N/A	59	247	256	562	N/A
Ticket Sales	\$270.00	\$1,728.00	\$522.00	\$126.00	\$2,938.00	1088%
Membership Sales	\$288.00	\$192.00	\$192.00	\$96.00	\$480.00	167%

* % of rel- the % of the assumption realized

Ad Groups: 36 of our 40 different ad groups received impressions, 20 received at least one click and 16 had a CTR of at least 1%. Our most successful ad group was the CMH Houston, which received 10,090 impressions, 1,332 clicks, and a CTR of 13.20%. Some of our ad groups did not do as well as anticipated, such as the newsletter campaign, which we began to understand how to optimize in the third week. The newsletter campaign received just 146 impressions and 2 clicks while the Events campaign only received 44 impressions.

Keywords: Our team generated a large number of keywords in the beginning focusing on phrase and exact match keywords. We found that many of these had a high CTR. As the campaign developed we began using broad match keywords, which achieved a high number of impressions and closely monitored them as seen in the tables.

Conclusions: We experimented heavily with ad groups, structure, keyword type, bids, and ad copy based on results from AdWords and Analytics. Our original plan was to use long tail keywords in part to keep cost down. We found, however, that broad “Children’s Museum”

Keywords with High CTR (minimum 100 impressions)					Keywords with High Impressions				
Campaign	Ad Group	Keyword	Impressions	CTR	Campaign	Ad Group	Keyword	Impressions	CTR
CMH General	CMH Houston	[children's museum houston]	1,248	20.51%	Tickets- local	CMH Unbranded	kids houston tx	4,644	.93%
CMH General	CMH Houston	[houston children's museum]	1,660	16.99%	Tickets – national	Alternate Ticket	Child Museum	2,549	.75%
CMH General	CMH Houston	[children museum Houston]	352	15.91%	Tickets Local	CMH Unbranded	+kids +houston	1919	.63%

keywords provided impressions and a higher CTR with low costs due to low competition and relevance. Our original long tail keyword phrases and exact matches barely captured any impressions. By placing high performance keywords with low quality scores into their own ad groups we were able to increase CTR and quality scores while decreasing the cost.

Through this we were able to manage costs while we experimented with keywords keeping a low CPC of \$0.13. As we compared ads each day, we began to see a trend that our ads need

the title of “Houston Children’s Museum” and description text delivering a benefit of going to the museum. This helped us maintain a higher CTR than anticipated throughout the campaign.

CMH has an opportunity to enhance future AdWords campaigns based on lessons from the pilot campaign. First, CMH recently started providing a newsletter to those that sign up through their website. The museum feels strongly that this newsletter will be important to increasing awareness, membership sales and ticket sales. While our newsletter campaign did not achieve a high rate of success, we began to learn what keywords and ads created impressions and saw growth in this campaign from week to week. A continual optimization of this campaign could create large results for the museum. Secondly, we found that New York, NY had the third most visitors of any city to the website through our Ad Words campaign and had at least two conversions. It may be of interest to the CMH to create a campaign for the New York area to increase awareness and conversions. Third, the ticket site seems to be difficult for customers to operate and there are a large amount of conversions lost. Analytics was only installed on this site for the last week of our campaign. Allowing same day ticket purchases and not requiring customers to register should increase ticket sales and create a stronger link between the Children’s Museum’s website and the PPC campaign. Lastly, landing pages should be keyword-rich based on the ad to lower the cost per click.

Future Recommendations: We highly recommend further usage of AdWords in CMH’s ongoing advertising actions as they were effective and provided a significant ROI. We also advise the following changes to be implemented:

Implement ecommerce. The current method of data extraction through Adwords, Analytics and purchasing systems works, but CMH could receive results faster and make decisions quicker with this tool implemented.

Ticket Purchasing Improvement. The current online ticketing system seems to be difficult for users to navigate. In the one week we were able to watch ticket sales through analytics, we saw that only 8.5% of customers that reached the ticket purchasing site continued past the second step in the system. If the ticket purchasing system was simplified, there could be greater online sales and a PPC campaign could make a greater impact.

Optimize Landing Pages and Quality Scores. CMH needs to continue to expand and optimize the existing account structure. We recommend to optimize keywords and to optimize their quality rating through adding new ad groups or enhancing landing pages to make them keyword rich.

Learning Component. *Learning Objectives and Outcomes:* Our team viewed the GOMC as a unique opportunity to gain practical experience while providing beneficial marketing guidance to a non-profit organization. Our goals were to understand keyword selection, goal setting, account structure, budget management, metric reporting, campaign optimization, and Google tools. This would enable us to implement the knowledge to produce outstanding client ROI, give the client valuable insight, qualify as an AdWords Professional through the Google Certification Program, place within the top three in our region in the GMOC, and benefit the Children's Museum of Houston through NGO Impact Competitions.

We believe we accomplished each of the first three goals. Using Google tools, we identified quality keywords and ads that drove conversions. Our results and key findings have been compiled and a report has been submitted to CMH, to help them better understand how AdWords can be used to help grow the organization.

The benefits gained from our participation in the GOMC far exceeded our expectations. Experimenting with the AdWords platform and tools provided our team with an opportunity to gain real world experience in skill such as keyword selection, account structure, and ad development. . Out of the many lessons we learned, our key takeaways are:

Aim for Higher Goals. We were conservative in setting campaign goals. Our actual impressions were more than five times higher than our initial projection, and clicks were more than 25 times the size of our original goals.

Utilize Client Input as Guidance. CMH stated single ticket sales would benefit the most from online advertising and doubted memberships would benefit at all. Single ticket sales performed well, but the small amount of funds allocated to memberships resulted in a higher ROI than the organization had expected.

Group Dynamics. Each member of our team participated and contributed equally. The team was diverse, with complementary skills and unique strengths, and shared a strong interest in online marketing. We chose one leader as the point-of-contact with our client. Starting the campaign, each member handled specific campaign, but we quickly adapted to working together on all campaign groups.

An unexpected team challenge was managing the campaign within each team members' schedule. We preferred to make changes as a group, but, because of conflicting schedules, some changes were made without full team participation. Our group overcame this by forming a consensus on how to manage the campaign by trusting each other's decisions based upon overarching principles the four of us agreed upon.

Client Dynamics: Although we considered numerous companies, we agreed it was important for our team to choose a non-profit organization that could benefit from an AdWords campaign, had a high-level of interest in AdWords, and had an easily navigable website. CMH exceeded our expectations in this regard. Their marketing team was eager to help and allowed us to inspect their Google Analytics data and in-house information on daily attendance. The biggest challenge was working with CMH's three separate web development vendors to measure online sales of tickets, memberships and donations. Each firm was slow to respond to our request for installation of ecommerce tracking code. We offered to insert the code but were unable to get approval. . We worked around it through creating a unique membership-landing page to track membership. To trace conversions on tickets, we used reports from the ticket-purchasing platform, Analytics, and AdWords to give our client an idea of the ROI the AdWords campaign yielded.

Future Recommendations. Although the team overcame many of the challenges faced during the GOMC, we have identified areas of opportunity that CMH can target to further improve the performance of future PPC campaigns.

Campaign Strategy. A more in-depth keyword analysis prior to the start of the campaign is recommended. Due to the high costs of specific keywords, we received very little impressions for some AdGroups. Additionally, we would restructure our campaign strategy to focus more on membership sales, as this provided the client with the highest ROI. We originally placed a higher emphasis on single ticket sales over membership sales based on the information we were provided.

Learning Experience. It would have been beneficial to have four weeks to compete instead of three. An extended period would provide time for further analysis of the campaign's success and time to implement changes. The budget could remain the same with funds allocated differently to provide the client with a higher ROI.

Group Dynamics. Given the short time frame of this challenge, we recommend more frequent in-person meetings. This would help ensure that each team member is up-to-date on the evolving campaign strategy and allow for immediate implementation of strategy changes.

Client Dynamics. The team recommends a more thorough analysis of the client's web hosting company before launching a campaign. The challenges incurred with the web developers inhibited our ability to utilize some AdWords elements, such as remarketing. Our client was extremely compliant with our requests, but delays and refusals to cooperate from the web developers affected our campaign strategy.

Impact Statement

Non-profit Information:

Children's Museum of Houston, <http://www.cmhouston.org/>, 1500 Binz, Houston, TX 77004

Henry Yau, *Public Relations & Promotions Director*

Social Impact.

The Children's Museum of Houston makes a social impact by addressing the needs of the Houston community through:

- Fostering the development of Houston's multicultural, multilingual child population
- Increasing and supporting parents' engagement in their children's learning
- Providing learning experiences that reinforce and supplement school classroom instruction
- Promoting workforce preparedness through the development of 21st century skills.

In order to meet their goal of reducing the effects of poverty on learning, the Museum offers free or reduced admission. In fact, 72% of visitors in 2012 were admitted with free or reduced admission. Additionally, the Children's Museum of Houston faces competition with nearby museums and operates on a very tight budget to keep its programs and initiatives funded and up-to-date. In the short term, increased attendance and visibility during the important Spring Break season was key, while long term viability prioritizes greater awareness and membership conversion.

AdWords Campaign Design.

Our team designed the AdWords campaign to meet the nonprofit's goals by initially meeting with the Museum's Public Relations Director. Through understanding the Museum's current marketing strategy, our team was able to develop a strategic direction for our AdWords campaign. Based on our discussion, we created several AdGroups to strategically target visitors, focusing on ticket sales, membership sales, donations, spring break events, and general awareness of the museum. As the campaign went on, we reallocated funds from AdGroups that were either too expensive or underperformed to others that received higher impressions and conversions.

Summary of Campaign Results.

Our Adwords Campaign was successful, with AdGroups generating more than 42,000 impressions and 1,800 clicks. The conversion rate of 3.935% was a result of 264 tickets and 5 memberships being purchased. The AdWords campaign created an ROI of 1267% and a

customer lifetime value of \$7,946.27. It is important to note that the CLV does not take into account that ticket sales and memberships will likely turn into donors. While all of our AdGroups had an impact, the CMH General, Tickets Local, Tickets National, and Memberships campaigns had the greatest success.

Impact on the Children's Museum of Houston Mission.

The Children's Museum of Houston was, through our AdWords campaign, exposed to actionable and effective strategies for increasing the reach and awareness of the museum and its mission by informing the community of events, activities, and exhibits. Furthermore, the campaign secured additional funding through ticket sales and memberships.

Future Recommendations.

Given the results of the AdWords Campaign and the lessons learned through execution of the campaign, which will be passed on to the Children's Museum, it would benefit the museum to continue investing in AdWords. The high return on investment allows the organization to spread awareness of its activities without negatively impacting its budget. These benefits will come together to better promote the Children's Museum of Houston's mission of fostering the development of Houston's youth.