Executive Summary

Campaign Overview: Devgad Mango(DM) is a cooperative of 700 low-income farmers of the Devgad Taluka that sells the Devgad Alphonso Mango, a pure organically ripened strain of mango. The AdWords campaign for DM lasted 19 days (10-28th of April, 2015), utilising US$ 250.25 in ad-spend. The campaign was aimed primarily at generating Mango sales while increasing DM's market share, additionally establishing Awareness regarding market malpractices, product authenticity and the brand. Furthermore, off-season torrential rains perturbed Mango harvest with limited produce and the threat of fungal contamination [1], levying pressing deadlines for sales of stock before spoilage beyond point of inedibility. Apart from an eleventh hour Coupon Campaign; search, display, product-listing and video ads were used to make sure all advertising possibilities were explored.

Key results: The campaign metrics exceeded both our targets and expectations. The campaign-window generated 48,326 impressions(68% of target), 1955 total clicks (554%) at an avg. CPC of US$ 0.13 (18%) and a CTR of 4.05% (810%). 657 brochure page views, 89 brochure downloads and 66 distinct purchases that generated US$ 2620 in revenue, creating an ROAS of 1048% and ROI of 814.13%.

Conclusion: The campaign was a success, both in terms of native AdWords metrics and Conversion values. The reduced stock shelf-life problem was solved by narrowing the sales-window of DM, and exhausting the stock in under a month well before the produce could get spoilt. The 19-day period taught us that running a campaign is all about Optimisation. Making good use of reports and realising the cause and effect of account changes is key to success. We designed several of the landing pages for our client that helped maximise qualified-leads, lowering bounce rates.

Future Marketing Recommendations: The overwhelming success of the AdWords campaign proves it to be an appropriate platform for DM to beat rising competition in Mango-retail on the Indian internet-space. We suggest DM to take up a more customer-centric approach with the use of personalised marketing content along with RLSA, and a more dynamic social media presence.

Important/Immediate Recommendations		Less Immediate
Geographic Indication(GI)	Dedicated AdWords budget	
• Getting a GI registry will make sure illegal use of the DM brand does not happen as it is currently happening. • Reduce search traffic competition for the DM brand and its vital keywords.	• AdWords will help tackle search competition. • Help DM show up for searches made for the various spellings and terms used for Mangoes such as 'Hapoos', 'Hapus' and 'Payari'.	• Customer-centric Social Media. • Sending weekly mailers with price updates. • Better explanation of Mango-grades through illustrations. • Better Payment gateway. • Improving the core architecture of website.

Table 1: Marketing Recommendations for DM

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[1] For more info about the the Fungal attack/disease, <u>visit this link</u>

Note: All traffic data is from Google Analytics

Industry Component

Campaign Overview: The 19-day AdWords campaign focussed at achieving both online sales and brand visibility. DM faced competition from upto 11 other online Mango-retail portals including majors such as Amazon, Reliance Fresh, Aamrai and GreenCart while it also remained essential to attract and convert offline Mango buyers. The website was SEO and SEM optimised and the traffic rank was brought down by 6337,996 [2]. Attractive Slider, infographics, a downloadable Brochure and compelling Call-to-Actions were placed such as a prominent 'Buy Now' button on each page. The KPIs previously set for our AdWords campaign are as mentioned in the adjacent table. Due to decreased shelf life caused by the looming threat of Anthracnose fungus, the campaign began before schedule to utilise the Ad-budget to quickly exhaust the stock of mangoes and guard against losses to the Devgad Farmers. We effectively capitalised on the Hindu-tradition of consuming mangoes on the festival of Akshay Tritiya [3] (April 17th) by creating a separate campaign for this day that used specially generated discount codes. A total of 57 AdGroups were made under 9-tightly themed Campaigns which utilised 135 different Ad-copies serving to 890 Keywords and 750+ Negative Keywords in varying match types, starting with Broad and were eventually optimised for QS and Search Relevance. Campaigns focussed on the original client base of DM: Maharashtra as well as increasing reach to other Indian metropolitan-cities, while strategic International location targeting was experimented with. We significantly lowered bids for mobile devices as the website was not mobile-optimised. Reports were used to optimise and assess the account periodically.

PRE-SET TARGET METRICS

Total Clicks	360
Total Impressions	71,000
Avg. CPC	US$ 0.70
Avg. CTR	0.5%
ROAS	135%

Table 2: All Campaigns, Campaign Metrics, Planned and Executed Cost

Campaigns	Campaign Type	Targetting	Clicks	Impr.	CTR	Avg. CPC	Total Cost Planned	Total Cost Executed
Counterfeit Mangoes (CM)	Search	Maharashtra State	19	735	2.59%	US$ 0.12	US$ 25.00	US$ 2.30
AkshayTritiya (AT)	Search	Pune City	39	752	5.19%	US$ 0.15	-	US$ 5.69
Buy Alphonso (BA)	Search	Maharashtra State	888	18306	4.85%	US$ 0.12	US$ 100.00	US$ 108.23
Location Targeting (LT)	Search	Metropolitan India	207	3407	6.08%	US$ 0.09	-	US$ 19.01
Devgad Awareness (DA)	Search	India	678	12297	5.51%	US$ 0.14	US$ 37.50	US$ 93.54
Gift a Peti (GP)	Search	International	25	1302	1.92%	US$ 0.27	US$ 37.50	US$ 6.65
Devgad Display (DD)	Display	International	78	10775	0.72%	US$ 0.09	US$ 50.00	US$ 6.93
Devgad Shopping (DS)	PLA	India	21	752	2.79%	US$ 0.28	-	US$ 5.97
Video Campaign	Video	India	4	22	12.02%	US$ 0.09	-	US$ 1.93
Total			**1955**	**48348**	**4.05%**	**US$ 0.13**	**US$ 250.00**	**US$ 250.25**

[2] Alexa rank as of 16th April

[3] For more info about Akshay Tritiya visit this link
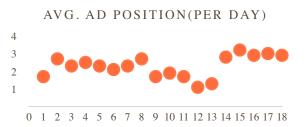
Evolution of Campaign Strategy:

Phase 1 (10-15th April): Attributing to the threat imposed by the torrential rains, the campaign was begun 4 days earlier than the slated plan, making the setting up phase crucial. All the pre-planned GSN Campaigns were set up gradually to study each campaigns' metrics and effectiveness separately. Awareness targeted landing pages were especially created along with Google Analytics tracking Code across all pages, for DA (brand awareness stating USP's) and CM (market awareness) and made accessible through a visually pleasing slider on the homepage. Conversions were set on essential page views, Mango-Fact-Shake Brochure downloads and Purchase. Taking into account the immense competition in the market space, each campaign was started with autobidding to gain initial market-knowledge regarding competition. Observations such as depletion of budget by mid-day led us to make inferences such as placing lower bids on keywords. The Preview and Diagnostics tool allowed us to understand search query requirements and lead us to realise the need for ad extensions and callouts to make more compelling ads. Following brief usage of ECPC for BA campaign, we entirely moved to manual bidding, high enough to record Ad-positions of 2 to 3. Although we did not allow Ad-Position to drop below 3 as is visible from the adjacent scatter graph. Ads were optimised for clicks, while DA was optimised for conversions. We began 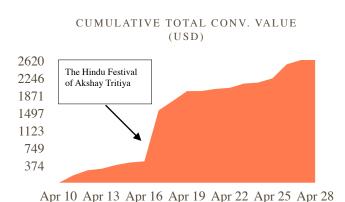the campaign with a minimal approach: 5 AdGroups were introduced but by the end of the phase we had started on calculated rapid diversification and keyword match-type switching. The call extension was used but in absence of quality mobile website architecture, the bid was shifted upto -50% while the forwarding number feature is unavailable in India.

Phase 2 (16-19th April): We started experimenting with Enhanced CPC bidding. DM was opposed to competitive pricing [4] and hence our suggestions of discounts were initially a strike-out. Already having shifted the schedule of our planned campaign, on 15th April evening, the Client intimated an interest for a discount coupon campaign targeting Pune for

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[4] DM believes in Price skimming strategy of pricing

Akshay Tritiya, to be wound but by the evening of 19th, putting the rest of our plan into frenzy, calling upon us to adapt swiftly. Targeting by income-based demographic is unfortunately unavailable in India. Thus we immediately retrieved the standing DM customer database and drafted a mail to be sent out in build up to the coupon campaign. Communication was also carried out to Pune customer base through personal message on

CUMULATIVE TOTAL CONV. VALUE (USD)

Facebook. A separate campaign was created, alongside a Landing Page with Coupon Code accessible by GSN ads as well. Pune was locationally excluded from all other campaigns while the AT campaign radially targeted areas in and around Pune city. Offer ads also utilising countdown timer script, location extension

and FOMO [5], were tended to all relevant Mango related inquiries from Pune. The campaign was run for only 2 days and although a last minute plan change, we gave in our best and it surprisingly yielded us coupon retrieval worth US$ 1212.81, making it our most efficient campaign. Optimisations were continued simultaneously on other Campaigns, while the higher bounce rate on the CM and GP caused us to pause these two. GDN Campaign was piloted for less than a day using frequency capping.

Phase 3 (20-24th April): The Campaigns were continually optimised for higher QS and search query relevance, and expanded to increase Search Breadth. Although DM primarily holds only one product category [7], various search intents were explored, and anchor keyword specific AdGroups were continually added and categorised to best serve each relevant search query. Subsequently a geographically themed LT campaign was introduced having observed relevant search query which also tested the DLI [6] feature while DKI was used in the BA
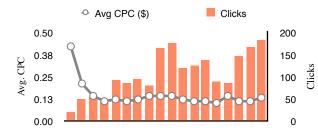
campaign. Granularity was further aided using suggestions from the Opportunities Tab and AdGroup formation using Keyword Planner where top performing Exact keywords were also used for ideas. Keywords were also added through Search Query Report on Google Analytics. Negative keywords were introduced through Shared Libraries. Due to keyword

Campaigns	AdGroups	Ad-Copies
Counterfeit Mangoes (CM)	9	17
AkshayTritiya (AT)	13	20
Buy Alphonso (BA)	21	22
Location Targeting (LT)	17	17
Devgad Awareness (DA)	7	8
Gift a Peti (GP)	3	9
Devgad Display (DD)	2	8

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[5] FOMO = Fear of Missing out

[6] DLI = Dynamic Location Insertion

[7] DM sells just one variety of Mango, but varying sizes

diagnosis some keywords were found to be clashing with negative keywords and thus the Library was retrieved until further revision. Ads were continued to be optimised through A/B Testing apart from using fitting Call-to-actions, Capitalisation, Informative URLs, and using search term in both headline and description. Entire character limits were utilised for each line of the ads. Underperforming keywords, ad-copies and AdGroups were paused. Besides optimisation, this phase was aimed at introducing and experimenting auxiliary features including GDN through remarking with lists imported from Analytics and PLA. In absence of GMC[8] account, one was set up, although PLA was not as successful due to higher price points of Original Devgad Mangoes. Video Ads were also experimented with.

Phase 4 (25-28th April): This phase was purely Purchase oriented. All other campaigns were paused apart from the 3 best performing campaigns: LT, BA and DA. Negative Keywords were reintroduced in shared libraries specifically categorised by type, as well as at adgroup level having undergone deletions, and revisions through match types. Search query report was effective in tending to queries and blocking out irrelevant queries along with Search Term match type report.

Key Results: During campaign number of users jumped to 16113 from 9454 from a prior to it. 1955 clicks and 4.05% CTR were achieved. In the initial days, while Auto-bid CPC was $0.42, it was controlled much better by Manual bidding down to an avg. of $0.13. On outreach end, traffic was increased by 52.93% from the original client base of DM: Maharashtra, while 43.01% traffic was observed from other cities such as: Chennai(2.46%), Bangalore(11.77%). Strategically not bidding for the first position, final avg. ad position was 2.2. Ad Extensions successfully yielded a CTR of 6.3%. In all, 150 Phrase type, 848 Broad (including Modified Broad) and 57 Exact Keywords were used with an avg QS of *7.7* filtered by 750+ Negative Keyword in various match types. Modified Broad was used abundantly producing keywords such as 'Buy +Alphonso Online' with a CTR of 19.87% on 151 impressions and QS of 9. 21 Ad-copies

Table 4: Best performing Ad-extensions

Ad-Extension		Clicks	CTR	Conv. Rate
Callouts	Organically Ripened	434	8.92%	98.62%
	8 Mango Grades	430	8.75%	95.58%
	Guaranteed Purity	573	6.94%	82.55%
Sitelinks	Beware and Be Aware	1138	6.91%	42.39%
	Promise of Quality	1138	7.15%	40.51%
	Gift a Peti of Love	797	6.48%	49.56%

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generated a CTR of 10%+. The Akshay Tritiya phase stood out as the spike in purchase conversions generated, measured through Coupon retrieval over a short span of 2 days. BA used a DKI AdGroup with a CTR of 6.76%, and stood out to be the most successful campaign in terms of highest Clicks(888) with a low bounce rate of 22.94%. Devgad Awareness (DA) with CTR of 5.51% gained highest purchase conversion value of $2,135.2 exceeding $429 of BA which came in second although being a Purchase oriented campaign, thus increasing DM's market share. Our best performing ads were those having undergone slight creative variations. GP was an unconventional experiment aimed initially at international audiences each having varying estimated CPCs causing it to be a difficult campaign to handle which only utilised 6.6% of the budget as opposed to the 15% allotted amount. The GDN campaign created maximum impressions (10,774) but caused a low CTR of 0.72% thus proving a Brand Awareness exercise more than being lucrative.

Conclusion: The campaign surpassed all of its set objectives. 66 different orders added upto 104 boxes of Mango sale which accounted for Rs. 1,66,000 in revenue for DM. The farmers in Devgad Co-operative were saved from economic losses as the fungal threat was visibly avoided. The campaign served crucially in selling the in-stock mangoes before their shelf-life was reached. The 48,000+ ad-impressions gave DM the needed visibility in a severely competitive Indian mango e-tail market while overall SEO/SEM and Adwords efforts have brought in 85.73% unique users. Heavy account activity and continuous optimisation based on AdWords reports and best-practices, along with granular bidding at the keyword-level allowed us to achieve favourable results.

ACCOUNT METRICS	
Total Clicks	1,955
Total Impressions	48,326
Avg. CPC	US$ 0.13
Avg. CTR	4.05%
ROAS	1048%
Total Conv. Value	US$ 2620
Video CVR	12.08%

Future Recommendations: In our experience of working with the client, we have a few recommendations ranging from strategic to technical options that can be considered for DM as both a brand and website. These suggestions are put forward in the adjacent table. In a highly competitive market such as India, it is advisable to follow online marketing best-practices.

On-Season	• Experiment with Gift Peti campaign and try to create a trend in appealing to the Indian diaspora to gift perishable product within India. • Specifically run location targeted campaign targeting Mumbai as it has highest number of users from that location. • Increase current budget for advertising online to meet Adwords suggestions of increased outreach and clicks
Off-Season	• Consider working on utilizing the latest SEO optimized WordPress desktop and mob • Better Web-host like WPEngine to support high quality content. • Functional website redesign with improved UX/UI and Call to Actions • Better payment partner with updated list of Major Indian banks and Cards • Push for Geographical Indication to protect brand, prevent breed mixing.
Extra	• Adwords scripts to Bid by weather to reflect the market sentiment. • Implement User ID in Analytics for cross platform tracking. • Programmatic remarketing if multiple products become available. • YouTube ads with a viral video campaign

Table 5: Best performing Ad-extensions

Learning Component

Learning Objectives and Outcomes: GOMC was not only an educational but an emotional experience for us. Coupling knowledge with its practical application in online marketing allowed us to help bring positive change to the lives of hundreds in the village of Devgad. This experience shall forever remain with us. Experiential learning surpassed constraints of the classroom, allowing us to apply theoretical concepts to real value creation for DM and its customers. In absence of professional guidance, we engaged in textbook[9] and video course learning. Aimed at learning various tools under AdWords, the team acquired comfort in utilising a larger breadth of PPC advertising while granularity and campaign strategy evolution allowed in-depth understanding. Tools included Ad customisers such as Countdown timer. In conjugation with Analytics, we gained proficiency in linking the AdWords account to Merchant Centre for PLA, My Business page for Location extensions, Youtube for the Video Ad and Webmaster tools for insight into long term organic keyword usage. Target metric- specific actions allowed us to set and meet business goals. While we did plan, circumstances such as reduced shelf life of the Mango stock and AT campaign compelled us to take speedy action and adapt to change. The Adwords editor helped remove duplicate keywords and replicate our efforts for certain campaigns. The team forayed into design with Adobe Illustrator and Photoshop while spreadsheet software functions were used in depth. Registering our first conversion, achieving 1048% ROAS and crossing 1 Lac [10] Indian Rupees were some key outcomes realised. Growth hacking by tapping into the festive mania during Akshaya Tritiya, were some of our most valuable takeaways which enabled us to optimise the product and the packaging itself with permission from the farmer board. Our personalisation efforts reflected the sentiment that the "Customer is King" amongst tech-savvy buyers in the Indian market.

Group Dynamics: Participating in GOMC alongside academic commitments and time constraints was extremely challenging and transformative. Our organisational capabilities and responsiveness as a team to react to external changes were tested to the hilt. We realised Campaign success is a continuous process, requiring coordination and perpetual monitoring. Therefore facets of Prince2 methodology to maintain a daily log along with Virtual Kanban boards, and a decentralised mindset to documentation was adopted using Google Drive, Docs, Sheets and Hangouts, to ensure coordination and reliability. Applications like Slack(within team) and WhatsApp(client side) were used for team communication. Roles such as QS monitoring, bidding and website management were streamlined and interchanged

[9] AdWords: A Brave New World by Andrew Goodman and Quicksprout by Neil Patel

[10] Rs 1 Lac (₹100,000) = US$ 1564.25

amongst team members to encourage wholesome learning. Setting up and realising milestones motivated our team to work harder. Account activity soared up during the night to try compensating for time used for college commitments. Before the beginning campaign, we regretted the lack of technical knowledge in the team members or the professor to execute a project of this order. We covered up for this by reading a wide array of books and taking up digital courses such as the one available on the GOMC website. The most important quality that was observed in all team members was that each was able to show remarkable persistence, understanding and inclination to learn even under difficult circumstances. This helped the team pull through all obstacles and difficulties faced, making the AdWords campaign and yearly sales of DM a success.

Client dynamics: Initially, we were facing many implementation bottlenecks, regarding the tags in Google Tag Manager, with their website developer being based in the US, to not compromise website page speed with excessive code [11]. Smart WordPress plugin management ensured insertion of codes in non-server pages, along with an increase in PageSpeed Insight scores albeit functional website changes were not allowed being the mid-season. Our client shared suitable company information, and considered suggestions to make extensive design and content improvements to the website Landing pages [12]. This lead to an increase in brand engagement, new leads and sales and even international interest which was a surprise. Creating a relationship with the client helped streamline communication flow. After familiarity with the website and AdWords interface, we pushed the thought experiment with radical suggestions and technical tweaks that would benefit the client in the long run. This was a virtue the client recognised, appreciated and encouraged us for.

Future recommendations :

Campaign strategy: As mobile officially overtakes Desktop in google searches, an effective mobile experience must be set up to service future consumer interaction.

Learning experience: It would get difficult to solely concentrate on AdWords as there was much scope for design changes and creative ad copy optimisation during the campaign campaign window, and initial time lags could have been avoided if we'd proceeded with the competition at an earlier time.

Group dynamics: we could have set the campaign learning and execution phase in a period where we could possibly be less pressed for time. Client dynamics: To be prepared for unexpected technical, cultural and geographical changes and have a more hands on Web developer to share his expertise.

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[11] To not compromise website page speed with excessive code

[12] Mobile Speed: 64/100, User Experience 97/100, Desktop Speed: 82/100