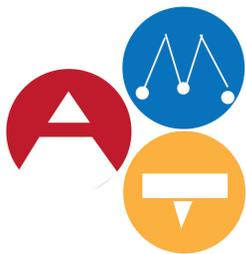


# From Strategy to Analysis: A Guide to Navigating Google Analytics

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## INTRODUCTION

“Half of the money I spend on advertising is wasted; the trouble is I don’t know which half.”

-John Wanamaker

Whether working in digital or traditional channels, quantifying impact and engagement is a challenge. Often, it is difficult to find the causal link between marketing efforts and programmatic success. With more tangible, clearly differentiated issues to address like print deadlines and discount programs, it’s no wonder that 42% of nonprofit art managers never meet to discuss their website’s performance (Capacity). Moreover, for those organizations which sell goods online, over two-thirds are unable to draw a connection between sales and website usage behavior (NTEN).

Some managers simply face a lack of technical know-how. Other common barriers include a lack of time and available technology. Each of these factors inhibits managers from learning, implementing, and using data analytics programs, like Google Analytics, on a regular basis.

However, pushing past these barriers and investing resources into Google Analytics

can help managers better serve their organization’s mission and achieve organizational goals. Analyzing the activity of an organization’s website enables managers to identify successful communication strategies and observe user behavior. For instance, Google Analytics can help managers determine the return on investment for promotional campaigns, quantify the effectiveness of using social media content to drive website activity, monitor website content participation rates, and create active audience segments. With regular observation and analysis, managers can use the program’s data to make quick, informed, and effective decisions to connect to audiences on a deeper level, broadening the impact of an organization’s work in their communities. In addition, managers can use Google Analytics data to support managerial decision making and engage critical stakeholders in organizational progress.

Consider data analysis to be a series of small scientific studies wherein the manager hypothesizes, tests the hypothesis, examines the results, and responds accordingly. Every marketing manager anticipates certain outcomes when developing a marketing strategy. Just like scientists, marketers test these expectations by implementing the strategy.



For instance, a museum marketing manager believes hosting web content by teen bloggers might attract more teens to its after school programs. To test this theory, she engages five current teen participants to blog once a month for five months. She will measure success by monitoring website traffic created by teens to the museum's website as well as program attendance. By using Google Analytics, marketers can easily chronicle and analyze the results of digital marketing activities. Afterwards marketers apply the knowledge gained by changing a website feature or altering its content. Every alteration resets the scientific process, enabling the marketer to embark on another exciting series of hypothesis testing and data analysis.

Using a fictional organization, Rumble Theatre, as a case study, this report demonstrates how marketing strategy can be implemented through Google Analytics, and how a marketing director can use Google Analytics to derive insights from data. The approach this paper takes is inspired by the scientific process and will use the following methodology: measurement, analysis, insight, and action.

## RUMBLE THEATRE: A Case Study

Nancy, the marketing director of Rumble Theatre, just got out of a meeting with senior staff. In three months' time Rumble Theatre will open their final main stage show, *Red Warrior*.

### Rumble Theatre

**Location:** Pittsburgh, PA

**Type:** Production

**Focus:** Original works by American playwrights

**Annual budget:** \$2 million

**Annual marketing budget:** \$85,000

**Marketing department size:** 2

**Current audience:** middle income, 35-55 year-old women, educated, suburban



The Artistic Director and Business Manager seek to increase ticket sales by 15% over the run of the show. The main stage theatre can seat 250 audience members.

### Red Warrior

A group of friends and family struggle to be heard amidst the political and civil unrest of the 1960's. Inspired by artists like Sister Mary Corita Kent they embrace visual storytelling and art to catalyze conversation and actions among themselves and their country.

Every main stage production runs 7 times a week for 5 weeks. If the house sold out each performance Rumble Theatre would sell 8,750 tickets total. Average attendance at each performance is 175 people. Over the course of the production's run this means that on average Rumble Theatre sells 6,125 tickets. For Rumble Theatre to increase total tickets sold by 15% the theatre would need to sell just over 25 additional tickets per show, or about 920 additional tickets.

Nancy believes that by publishing *Red Warrior* related content on the theatre's website and diverting audiences to its website through its promotional strategies, audiences will engage with the storyline, intellectual and emotional themes, and actors more deeply, increasing the likelihood that a website visitor will buy a ticket. Nancy decides to direct audiences to the website in all marketing materials so she can use Google Analytics to monitor fluctuations in traffic and user behavior in response to marketing campaign efforts.

## GOOGLE ANALYTICS PREP: Defining Objectives, Benchmarks, and Key Performance Indicators

**Objectives:** Before accessing Google Analytics, Nancy defines her objectives and measurement tools. After all, "you can't configure Google Analytics if you don't know what you need" (Cutroni). She selects two broad objectives: Increase online ticket sales and raise awareness

**Increase online ticket sales:** Audience members can purchase tickets by visiting the theatre's website, calling the box office, or visiting the box office in-person. Rumble Theatre's website recently underwent a renovation. And it's now easier than ever before to buy a ticket online. The theatre has received positive feedback on this feature, especially from those in its current dominant demographic. Prior to the new website design only 35% of Rumble Theatre's total main stage performance tickets, about 2,144 tickets, were sold through its website. By the end of *Red Warrior's* run Nancy hopes to increase the proportion of total tickets sold by its website to 50%.



**Raise awareness:** Based on Rumble Theatre's market research of the Pittsburgh area, Nancy believes that she can increase the number of tickets sold in Rumble's current dominant demographic. She will choose marketing strategies that were previously successful in attracting those audiences, and combine them with strategies that reach a larger amount of people within her target audience. Not only will she monitor the number of tickets sold through the website but she will also expect to see an increase in the amount of traffic of her target segment to the Rumble Theatre website.

Nancy believes her marketing strategies will attract an additional 25 people per show. If she is successful, Rumble Theatre's total ticket sales will be 7,000 tickets. A 14% increase in ticket sales. Referring back to her first objective, if Rumble Theatre sold 7,000 tickets Nancy hopes to sell 3,500 of those tickets through the website.

She crafts the following high-level editorial calendar (exhibit 1), which outlines the

frequency, time frame, and digital component of each tactic leading up to opening night and continuing through its final show. She uses this calendar to differentiate those strategies meant to increase awareness vs ticket sales, as well as denote the digital components of each. Nancy will monitor Rumble Theatre's website activity as each new marketing campaign tactic is deployed and each new alternation to the website is made. Isolating these attributes will help her in assessing the effect of her marketing strategies in Google Analytics.

For instance, if Google Analytics displayed social referral spikes similar to those seen in exhibit 2 Nancy would be able refer to her editorial calendar to quickly identify which marketing tactics were active when the spikes occurred. Using this knowledge, Nancy could dive into Google Analytics targeting relevant reports, pages, and visitor metrics.

<u>Channel</u>	<u>Digital</u>	<u>1-Apr</u>	<u>15-Apr</u>	<u>1-May</u>	<u>15-May</u>	<u>1-Jun</u>	<u>15-Jun</u>
<b>Blog</b>							
<i>Blog series A: actor interview series</i>	Featured on Rumble's website				•	•	•
<i>Blog series B: behind the scenes production series</i>	Featured on Rumble's website		•	•			
<b>Social Media</b>							
<i>Twitter (daily)</i>							
Blog series A, B	Share link to blog posts, #RumbleNightly		•	•	•	•	•
Related news	Share link of press, related news and images	•	•	•	•	•	•
<i>Facebook</i>							
Blog series A, B	Share link to blog posts, #RumbleNightly		•	•	•	•	•
Related news	Share link of press, related news and images				•	•	•
<b>Newspaper ad</b>							
	Web address, social media handles, hashtag, and contact information			•			
<b>Radio spot</b>							
	Web address, social media handles, hashtag, and contact information					•	
<b>Email</b>							
	Include web address, social media information, hashtag, and contact information, link to Red Warrior show page	•		•			•

Exhibit 1: Rumble Theatre's high-level editorial calendar for its show, Red Warrior.

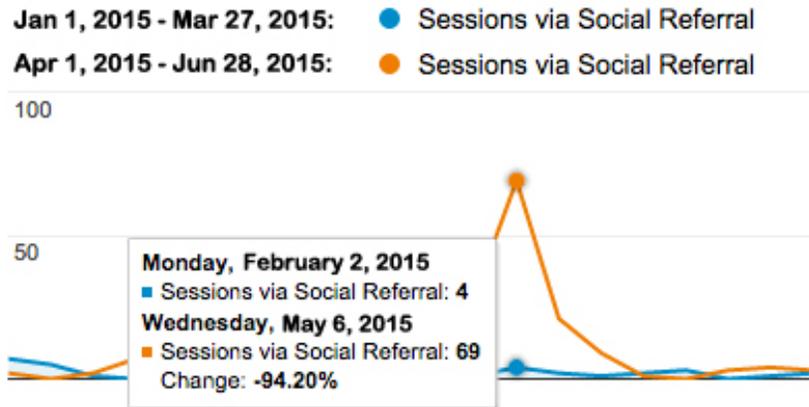


Exhibit 2: Sample social media referral timeline displaying a surge in activity occurring during Red Warrior's production.

**Benchmarks**

In order for Nancy to understand how her site and strategies are performing, she needs some frame of reference. Comparison is a critical element of measurement. Without a

benchmark, determining the relevance of metrics, for instance a 22% [bounce rate](#), would be impossible. Nancy decides to compare the website activity of *Red Warrior's* marketing campaign to that of Rumble Theatre's last main



stage show, *It's All Right With Me*. Even if Nancy didn't have a past show to use as a measurement tool, she still could find an alternative benchmarking option. For instance, Nancy could compare Rumble's website usage against that of a peer organization, against a time period on Rumble Theatre's website without an active performance, or against an industry standard. A baseline, be it determined

by a manager's best guess or by previous experience, is useful because it advances a manager's analysis: managers can use the results from that comparison to inform the next round of measurement (Kanter 49). Google Analytics commonly displays data comparisons using side-by-side bar charts, tables, or lines graphs, as seen below in exhibit 3.

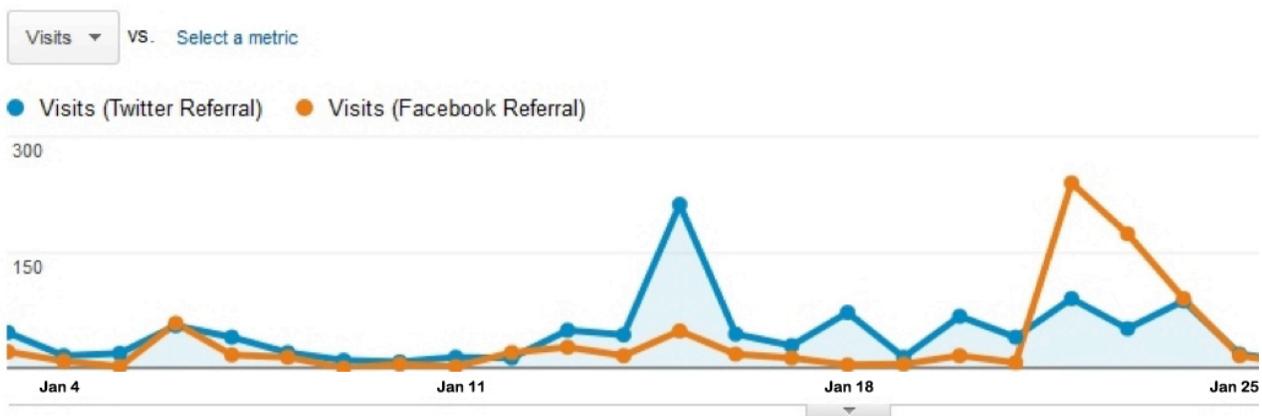


Exhibit 3

## Key Performance Indicators

Now that Nancy knows where she wants to end up and how she will gauge her progress, she needs to decide what variables she will use to measure her progress. There are [hundreds of metrics and dimensions](#) in Google Analytics, so Nancy needs to be very selective. Key performance indicators (KPIs), also known by some as the 'kick butt index,' are often a single metric that helps organizations grasp how close they are to achieving a goal (Kanter 49). For instance, a KPI

For KPI inspiration read 'The Big Book of KPIs' by Eric Peterson and Beth Kanter's 'Measuring the Networked Nonprofit.'

### Objective: Increase online ticket sales

- **KPI:** Buyer conversion rate: Total customers converted/all visitors
  - 'Conversion', which will be addressed in greater depth momentarily, in this instance is a user's action of buying a ticket. This KPI compares the total number of Rumble's website visitors against the number of visitors who purchase tickets.
- **KPI:** Percent of order from a specific segment: Total orders from a visitor segment/total orders
  - This KPI could also be known as, 'Segment-specific buyer conversion rate,' wherein Nancy is comparing all ticket orders against those ticket orders made by her target segment.

## FROM STRATEGY TO ANALYSIS:

The screenshot shows the Google Analytics segment creation window for a segment named 'RedWarrior F/35-55/PGH'. The interface is divided into two main sections: 'Demographics' and 'Summary'.

**Demographics Section:** This section allows users to define a segment based on demographic information. It includes several filterable categories:

- Age:** Radio buttons for 18-24, 25-34, 35-44 (selected), 45-54, 55-64, and 65+.
- Gender:** Radio buttons for Female (selected), Male, and Unknown.
- Language:** A dropdown menu with a 'contains' filter and an input field.
- Affinity Category (reach):** A dropdown menu with a 'contains' filter and an input field.
- In-Market Segment:** A dropdown menu with a 'contains' filter and an input field.
- Other Category:** A dropdown menu with a 'contains' filter and an input field.
- Location:** A dropdown menu with a 'City' filter, a 'contains' filter, and an input field containing 'Pittsburgh'.

**Summary Section:** This section provides a preview of the segment's visibility and demographics. It shows:
 

- Segment Visibility:** Segment is visible in any View.
- Demographics:** Age: 35-44, 45-54; Gender: Female; City: contains 'Pittsburgh'.

derive meaningful insight on activity relating to that goal. Nancy has settled on the following KPIs for *Red Warrior*:

## GOOGLE ANALYTICS IMPLEMENTATION: Creating Audience Segments, Goals, and Dashboards

measuring increased community interest may be the percentage increase of e-newsletter signups compared to the total amount of visitors to the site.

Because the definition of ‘achievement’ is subjective and particular to each project, KPIs generally vary according to the project, team, and organization. KPIs are typically associated with a single objective and often offer deeper insights than a standard metric, like session duration or number of shares, because they come in the form of a percentage, ratio, or average (Peterson). As such, KPIs analyze the relationship between two relevant metrics to

### Objective: **Increase awareness of show**

- **KPI:** Percentage new visitors (segment specific): Total new visitors/all visitors

*Nancy is interested in learning if her marketing tactics reach and compel her target audience to learn more. Because Nancy wants to broaden awareness in her current demographic she is primarily interested in seeing increased traffic from new visitors within her target audience. She will compare the number of new target segment visitors to all website visitors.*

### Creating an audience segment

When embarking into Google Analytics, Nancy’s first step is to define segments so she can isolate the behavior of her target audience. At the top of any report page there is a ‘+Add Segment’ window framed by a dotted line outline. Nancy selects this button and, using [Hubspot](#) and [Google Analytics Support](#) as ‘how-to’ references, creates an audience segment called ‘RedWarrior F/35-55/PGH’.

Nancy’s new ‘RedWarrior’ segment contains only basic demographic information, like age, gender, and location, but she makes note that to use some of the more advanced segment features in later projects. Below are two segmentation categories that caught her attention.

- **Technology:** under ‘Operating System,’ Nancy can narrow her segments according to whether visitors are Windows or Mac users. Lower in the



'Technology' window Nancy could also segment by mobile activity.

- **Traffic Sources:** under 'Source,' Nancy can narrow segmentation according to the previous page a user was on before arriving at the Rumble Theatre website.

## Creating 'Goals'

In order for Google Analytics to measure progress associated with Nancy's current objectives, Nancy can either track preexisting metrics, like bounce rate, or instruct the program to track specific actions associated with her objective. She does this using Google Analytics' 'goals'. A traditional goal differs slightly than a goal in Google Analytics. While both types of goals seek a specific outcome, a 'goal' in Google Analytics tracks a specific, measurable action taken by a website by a visitor. The action could be anything from visiting an organization's 'About' page to signing up for a newsletter to watching a video hosted on the website.

In their current form, Nancy's marketing goals are not defined using measurable data points but are merely stated as broad business objectives. Google Analytics requires Nancy to define what constitutes awareness and increased sales in terms of types of data that it can collect within the program, like page

views, time spent on a page, or PDF downloads.

Google Analytics tracks four different types of

goals: destination, duration, Pages/Screens per session and events. For more on each type of goal check out

[Kissmetrics](#)

. To learn how to construct goals in Google Analytics visit [AMT Lab](#) or [Google Analytics Support](#).

**Objective:** Increase online ticket sale revenue by 15%.  
**Google Analytic goal:** Track the quantity of website visitors who land on the "Thank you for your purchase!" page.

**Google Analytic goal type:** Destination

Because website visitors can purchase show tickets through Rumble Theatre's website, Nancy instructs Google Analytics to track how many visitors arrive at the final page webpage visitors see in the online ticket-purchase process.

**Objective:** Increase awareness of show  
**Google Analytic goal:** Track number of visitors to land on the *Red Warrior* show page.  
**Google Analytic goal type:** Destination

Since Nancy is asking Google to track visitors arriving at a certain page, this is another 'Destination' goal. Consequently, Nancy uses the same procedure as above to create the goal.

In Google Analytics, a visitor's completion of one of these actions is referred to as a 'conversion'. Google Analytics is outcome-

oriented, meaning that there are measurements in place, like goals, to help users assess whether or not a desired outcome was achieved. The conversion of a visitor is a

desired outcome. (Tonkin). After a goal is created, Nancy can then sort data in each of the reporting categories according to that goal, as seen in exhibits 5 and 6.

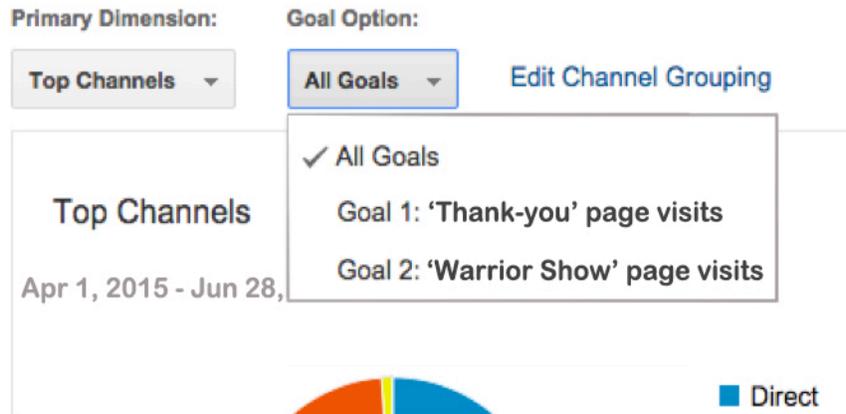


Exhibit 5: The Acquisition Overview within the Acquisition reporting tab allows Nancy to sort by goals to see the completion rate for each.

Behavior			Conversions <span>Goal 2: 'Show' page visits</span>		
Bounce Rate <sup>?</sup>	Pages / Session <sup>?</sup>	Avg. Session Duration <sup>?</sup>	'Warrior Show' pg visits (Goal 2 Conversion Rate) <sup>?</sup>	'Warrior Show' pg visits (Goal 2 Completions) <sup>?</sup>	'Warrior Show' pg visits (Goal 2 Value) <sup>?</sup>
43.19% <small>Site Avg: 43.19% (0.00%)</small>	3.61 <small>Site Avg: 3.61 (0.00%)</small>	00:02:16 <small>Site Avg: 00:02:16 (0.00%)</small>	13.15% <small>Site Avg: 13.15% (0.00%)</small>	225 <small>% of Total: 100.00% (225)</small>	\$0.00 <small>% of Total: 0.00% (\$0.00)</small>

Exhibit 6: Nancy can also filter result according to goals, juxtaposed with other metrics.

### Selecting Metrics to follow

So far Nancy has programmed Google Analytics to track one audience profile and two actions. But Nancy also wants to collect website data relating to the effects of her marketing campaign. For instance, Nancy wants to know how website activity changes after the newspaper ad is released.

There are [hundreds of metrics and dimensions](#) in Google Analytics, and many of them are bound to be irrelevant. Nancy uses her KPIs as a starting point for identifying which metrics would best supplement her website analysis and illustrate the activity surrounding his KPIs and objectives.



There are eight data collection categories in Google Analytics, as seen in exhibit 7.

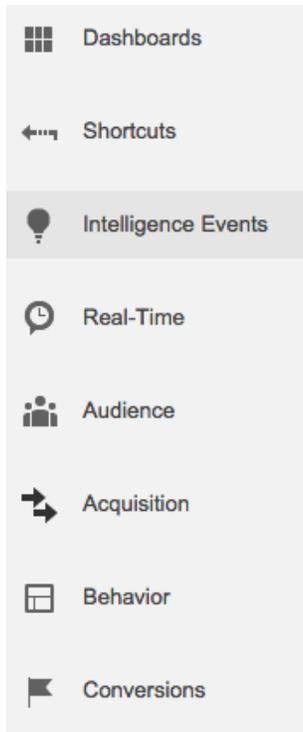


Exhibit 7

Nancy explores the ‘Audience,’ ‘Acquisition,’ ‘Behavior,’ and ‘Conversions’ categories. Nancy constructs a table, exhibit 8, to isolate which metrics are necessary to calculate her KPIs and identify their location in the program.

In addition to evaluating which metrics are required to calculate her KPIs, Nancy also refers back to her editorial calendar to anticipate how and where website activity will change as the result of each new tactic.

- **Blog:** As Nancy distributes *Red Warrior* blog posts pre-opening and during the run of the show, Nancy expects traffic through those blog post pages to increase.
- **Social media:** Nancy and her assistant Nancy will share links to Rumble Theatre’s *Red Warrior* blog posts, videos, and related information through Twitter and Facebook. Possible results:
  - Higher traffic to those respective pages;
  - Visitors from social media purchasing tickets;
  - And, potentially, a higher

<u>KPI</u>	<u>Objective</u>	<u>Metric</u>	<u>Metric location</u>
<b>Buyer conversion rate</b>			
<i>Total customers converted/total visitors</i>	Increase online ticket sales	Total visitors	Acquisition> All traffic
		Total customers converted	Conversions> Goals> Overview
<b>Percent of order from a specific segment</b>			
<i>Total orders from a visitor segment/total orders</i>	Increase online ticket sales	Total customers converted	Conversions> Goals> Overview
		Total orders	
<b>Percentage new visitors within a specific segment</b>			
<i>Total new visitors/all visitors</i>	Increase awareness of show	Total visitors	Acquisition> All traffic
		Total new visitors	Audience> Behavior> New vs Returning

Exhibit 8

quantity of website visitors  
sharing that webpage outward  
back over social media

- **Newspaper ad:** The newspaper ad is taken out in a local weekly paper and incorporates a [redirect site](#), [www.rumbletheatrewarrior.com](http://www.rumbletheatrewarrior.com), so Nancy can track the traffic stimulated by the ad. During the ad's week on the stands, Nancy expects to see higher website traffic to the *Red Warrior* show page.
  - *Marketers have a difficult time attributing traffic to specific advertising methods like billboards, radio spots, or magazine or newspaper ads. Google Analytics cannot tell Nancy if the radio ad or the newspaper ad prompted a user to visit the website or purchase a ticket without additional assistance, like the use of a redirect link, exit survey, or discount code.*
  - *[Redirect links](#) are websites that automatically redirect visitors to an alternative site. For instance, Nancy could refer newspaper readers to [www.rumbletheatre.org/rumblewarrior](http://www.rumbletheatre.org/rumblewarrior). When visited, this*

*website would immediately redirect the user to the Rumble Theatre's main webpage. The advantage of this feature is Google Analytics will chronicle the redirect website as a new traffic source. Because Nancy only used this site on the newspaper ad she knows that any metrics recorded as a result of this traffic source are specifically attributed to the newspaper ad readers.*

- *Discount codes are unique coupon codes users can upon checkout to reduce the cost of their purchase. If Nancy wanted to track ticket purchases from radio listeners one discount code could be 'rumbleWXPN'. To use discount codes in Google Analytics E-Commerce capabilities must be enabled and html coding written into the program. Google Analytics allows the user to sort purchases by code usage, much like traffic sources sort visitor origins. For more on programming discounts codes [click here](#).*



- **Radio:** Higher visitor counts to the mainpage and *Red Warrior* show page.

	Visitor Activity	Reporting category	Sub-category	Report	Secondary dimension
<b>Blog</b>	Higher traffic	Behavior	Site Content	Content drilldown Landing pages	
<b>Social media</b>	Higher traffic	Acquisition	Social	Landing pages	Social network
	Visitors from social media purchasing tickets	Acquisition	Social	Conversions	
<b>Newspaper/radio/email</b>	Higher traffic	Behavior	Site Content	Content drilldown Landing pages	
<b>Page-specific metrics: bounce rate, avg session duration, and pages/session</b>	Higher traffic	Behavior	Site Content	Content drilldown	
				Landing pages	
<b>User flow</b>	User movement through webs	Acquisition	Social	Users Flow	

*Exhibit 9: When Nancy outlined the activity she expects to see resulting from his campaign strategies she did not know which specific metrics she would be looking for or which will be most relevant to report. Nancy's strategy was to use this exercise to understand where this type of activity is recorded and what supplementary data is recorded as well*

- **Email:** Each email sent out will have the mainpage and Rumble webpage hyperlinked. Nancy anticipates increased traffic to both of those pages for 1-3 days after the email is sent out.

Throughout the entire campaign, Nancy will use Facebook's, Twitter's, and her emailing program's analytics to compliment the website data she is processing in Google. In addition,

Nancy will examine single traffic metrics like bounce rate, pages/session, and average session duration associated with the above webpages. Traffic behavior on the Rumble Theatre website will help Nancy determine if she is successful in guiding visitors to the pages associated with her goals and if visitors engage with the site's content. Google Analytics 'User Flow' chart, exhibit 10, nicely visualizes users' movements.



Exhibit 10

### Using Dimensions

Most reporting categories enable the user to sort metrics according to certain dimensions. Dimensions are shared attributes, or categories in which metrics can be grouped. For instance, in the “Acquisition” reporting category, Google Analytics provides four primary dimensions: source/medium, source, medium, and keyword, as seen in exhibit 11. Nancy is distributing Rumble Theatre’s web address over socials, radio, and newspapers. She wants to gauge how traffic is arriving – if it’s via a shared link or directly typed into the web browser, or through keyword searches in search engines.

- **Source:** registers which website users were on prior to visiting the Rumble Theatre website
- **Medium:** how a user finds the website be it a referral (shared link), organic

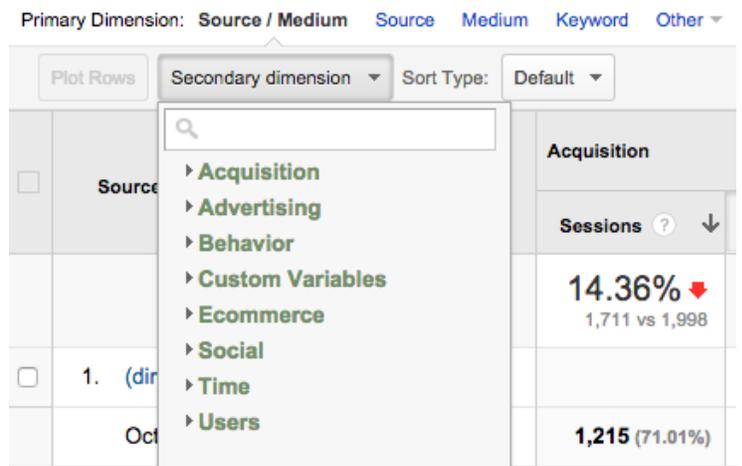


Exhibit 11



(keywords in a search engine), direct (arrived at the website by directly typing in the URL into their browser) or email link.

- **Keyword:** sorts data according the primary words used by visitors when searching for a site

- **Source/Medium:** cross filters data according to source then the medium.

Each reporting category provides different primary dimensions that are relevant to the data in that category.

In “Acquisition,” under “All Traffic,” Nancy wants to examine visitors who arrived via a shared link, so she sorts her metrics by the dimension ‘Medium’ (see exhibit 12). Nancy is

For more resources on metrics, dimensions, and KPIs visit Avnish Kaushik’s [‘Occam’s Razor’](#) blog.

Primary Dimension: Source / Medium Source Medium Keyword Other

Plot Rows Secondary dimension Sort Type: Default

		Acquisition
Medium ?		Sessions ? ↓
		1,711 % of Total: 100.00% (1,711)
<input type="checkbox"/>	1. (none)	1,215 (71.01%)
<input type="checkbox"/>	2. referral	268 (15.66%)
<input type="checkbox"/>	3. organic	226 (13.21%)
<input type="checkbox"/>	4. email	2 (0.12%)

Exhibit 12

most interested in ‘referrals’ as they indicate visitors arriving from a shared link. To understand which sources are driving traffic to the website Nancy applies a second dimension (see exhibit 11) to filter the data further.

Under the ‘Secondary Dimension’ drop down menu she selects ‘Acquisition’ then ‘Source’ so the referrals are broken up according to the visitor’s previous location (see exhibit 13).

Primary Dimension: Medium Other

Plot Rows Secondary dimension: Source Sort Type: Default

		Source ?	Acquisition
Medium ?			Sessions ? ↓
			268 % of Total: 15.66% (1,711)
<input type="checkbox"/>	1. referral	linkedin.com	93 (34.70%)
<input type="checkbox"/>	2. referral	t.co	76 (28.36%)
<input type="checkbox"/>	3. referral	facebook.com	28 (10.45%)
<input type="checkbox"/>	4. referral	lnkd.in	22 (8.21%)
<input type="checkbox"/>	5. referral	l.facebook.com	16 (5.97%)
<input type="checkbox"/>	6. referral	m.facebook.com	12 (4.48%)
<input type="checkbox"/>	7. referral	forum.topic44950544.darodar.com	5 (1.87%)
<input type="checkbox"/>	8. referral	pinterest.com	3 (1.12%)
<input type="checkbox"/>	9. referral	50.56.83.13	2 (0.76%)

Exhibit 13

### Building a dashboard to manage the metrics

By this point, Nancy is juggling a lot of metrics. To stay organized and save time she is going to build a dashboard. Dashboards are a collection of Google Analytic widgets (graphs, charts, maps, timelines, etc.) sourced from individual reports, but maintained in one location. For instance, if Nancy wanted to

monitor metrics associated with Rumble Theatre’s blog she could build a ‘Blog Activity’ dashboard. Because blog metrics are diverse, from traffic sources to popular pages to unique visitor information, rather than hunting for each metric every time she wanted to check its status she saves individual graphs, charts, etc. to a dashboard. Exhibit 14 displays a sample blog dashboard built for a professional

fighting blog.

Dashboards help users efficiently review important metrics and dimensions and can be easily printed or shared for quick reporting. In addition, because dashboards are traditionally created around a theme (eg. Blog activity metrics) and rely on visual displays of data, like tables and charts, they help create data-friendly



Exhibit 14: The dashboard includes visitor information, traffic sources, audience demographic information (location), popular page metrics, and social media information. Source: <http://meraustaad.blogspot.com/2014/12/how-to-create-google-analytics.html>



cultures through visually storytelling.

Nancy’s approach to building a dashboard is to revisit her KPI table and supplementary metrics tables and identify any trends in frequently noted metrics or metrics types. Nancy sees that conversion rates comprise the majority of her KPIs. Meanwhile in her supplementary metrics table she notes that social media, traffic and website behavior metrics are popular. Nancy decides to build three social media dashboards as a result: conversion, social media, and traffic.

Just like KPIs, dashboards will vary based on the need and the organization. Webpages like [Dashboard Junkie](#) and [Moz](#) pages share dashboards that can either serve as a source for inspiration or can be downloaded right into

Google Analytics for immediate use. For assistance in building dashboards check out: [Google Analytic s Support](#) and [KISSmetrics](#).

## ANALYZING GOOGLE ANALYTICS: Deriving insights and acting

### Example 1

It’s the week of April 15<sup>th</sup>, Nancy has released her first blog post about the production of the *Red Warrior* set. She wants to analyze the impact of promoting the post on social media on Rumble Theatre’s website traffic. She is hoping to see increased website traffic through the *Red Warrior* show page, a trend indicative of greater overall awareness. Referencing her traffic referrals (exhibit 15), Nancy processes her data by reviewing what she is measuring, identifying trends, drawing insights and making decisions based on those conclusions.

Primary Dimension: Medium Other

Plot Rows Secondary dimension: Source Sort Type: Default

	Medium	Source	Acquisition
			Sessions
			268 % of Total: 15.66% (1,711)
<input type="checkbox"/>	1. referral	linkedin.com	93 (34.70%)
<input type="checkbox"/>	2. referral	t.co	76 (28.36%)
<input type="checkbox"/>	3. referral	facebook.com	28 (10.45%)
<input type="checkbox"/>	4. referral	lnkd.in	22 (8.21%)
<input type="checkbox"/>	5. referral	l.facebook.com	16 (5.97%)
<input type="checkbox"/>	6. referral	m.facebook.com	12 (4.48%)
<input type="checkbox"/>	7. referral	forum.topic44950544.darodar.com	5 (1.87%)
<input type="checkbox"/>	8. referral	pinterest.com	3 (1.12%)
<input type="checkbox"/>	9. referral	50.56.83.13	2 (0.75%)
<input type="checkbox"/>	10. referral	bing.com	2 (0.75%)

Exhibit 15

**Measure:** Nancy measures the number of sessions created by referrals from social media between April 1 and April 17. This information can be found in the “Acquisition” report under “All Traffic” and “Referrals”. She applies the *Red Warrior* segment on to his search to narrow the results to her target audience.

**Analyze:** As seen within the red outline in exhibit 15, it appears that Twitter (t.co) is driving about 3 times as much traffic to the Rumble Theatre website compared to Facebook (facebook.com).

**Insight:** One conclusion Nancy could draw is that Rumble’s target audience is active on Twitter and positively responding to its content. Although these reasons most likely explain the Twitter trend, Nancy must keep other possible reasons in mind for the surge in Twitter traffic, like the time of day the Tweet was published or the day of the week the content was published.

**Action:** Nancy first decides to test this trend by tweeting more frequently, while maintaining the same posting schedule for Facebook. If Twitter continues to drive an increased volume of visitors to the website, Nancy will decide to maintain the more frequent posting schedule because it is successfully engaging with her target audience. Should Twitter maintain or decline in traffic referrals Nancy’s conclusion could be that once past a certain tweeting frequency, Rumble’s Twitter activity elicits little response out of the target audience or the audience is fatigued by the amount of similar content published by Rumble.

To analyze when her target audience is active on Twitter, and thus more likely to follow a link embedded in a tweet, Nancy conducts another test. She selects two timeframes and issues similar tweets in each. Still using the Acquisition report, Nancy can break down traffic referrals by hour to identify trends, as seen below.



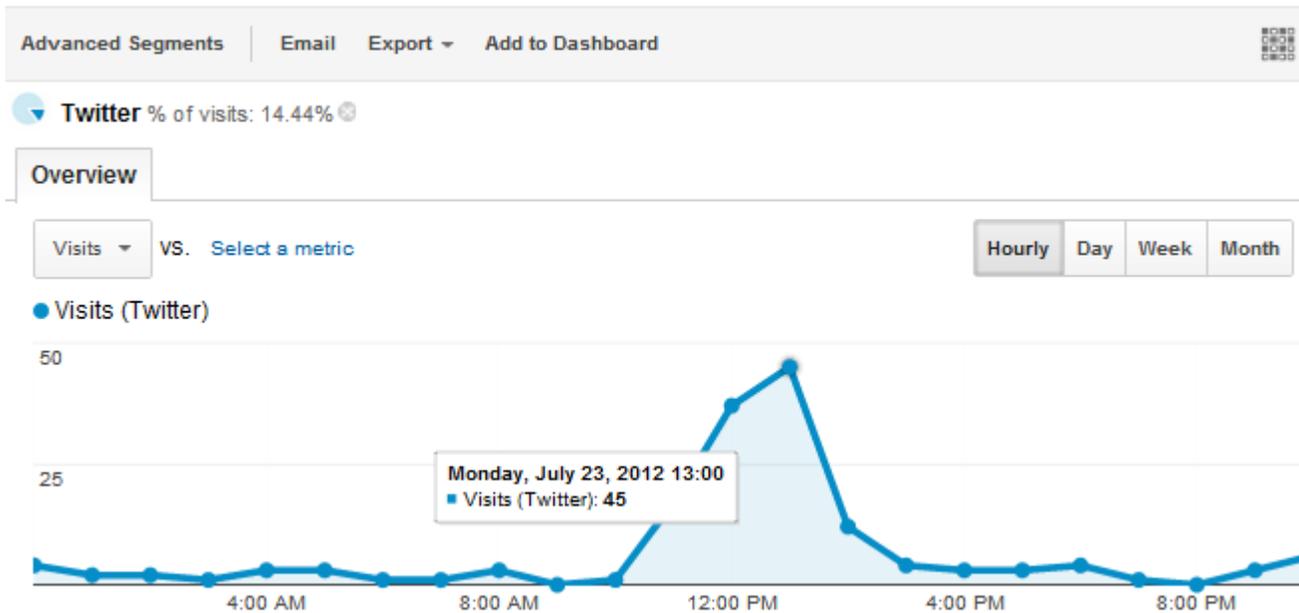


Exhibit 16. Source: <https://blog.kissmetrics.com/the-science-of-twitter-timing/>

## Example 2

By the first week of May, Nancy has published *Red Warrior* promotional content on Facebook, Twitter, and the website, sent two email blasts, and released the newspaper ad. A change between *It's All Right with Me's* marketing campaign and *Red Warrior's* campaign is the addition of a second pre-opening email blasts and the newspaper ad. Nancy wants to know if there are more ticket sales leading up to the opening of *Red Warrior* compared to the same

time period leading up to the opening of *It's All Right with Me*.

Nancy uses her "Warrior tkts" goal, which tracks how many visitors arrive at the "Thank-you for your purchase" online ticket completion page, to track and compare ticket sales data in Google Analytics. She visits the "Goals Overview" report in "Conversions." Within the "Overview" report, under the "Overview" tab, she selects the two goals she wishes to visualize from the drop-down menus to visualize the data (exhibit 17).

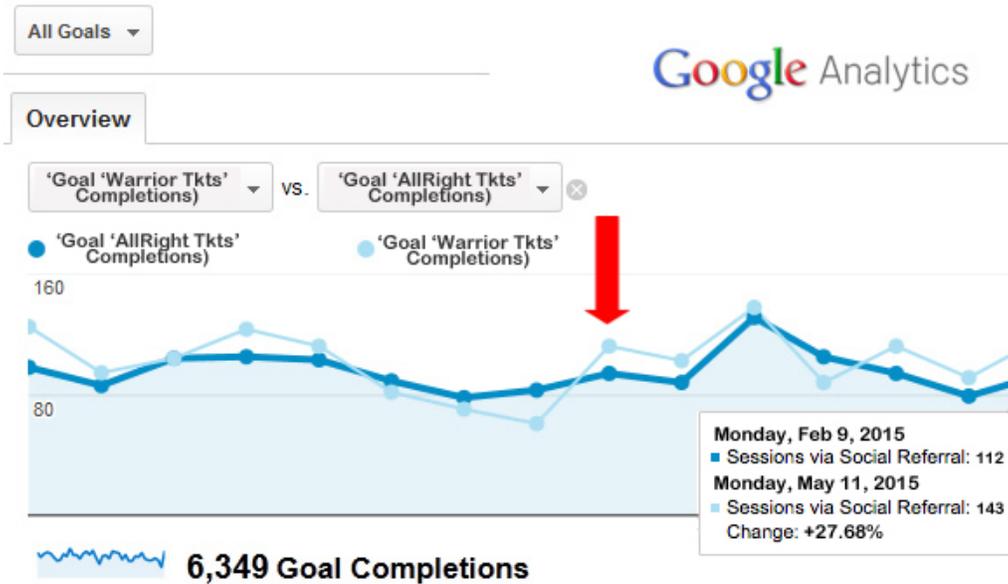


Exhibit 17

**Measure:** She enters in two time frames, April 1-June 28 (*Red Warrior*) and Jan 1-March 27 (*It's All Right with Me*), and compares her "Warrior Tkts" ticket sales goal and her previously existing "AllRight Tkts" ticket sales goal, as seen in exhibit 15.

**Analyze:** The second email blast and newspaper ad were released on May 8<sup>th</sup>, a week before opening. Nancy sees that pre-show ticket sales for *It's All Right With Me* outpaced that of *Red Warrior*, until May 11<sup>th</sup> when ticket sales grew significantly and continued to remain higher than that of *It's All Right With Me* prior to opening.

As mentioned earlier, there were two distinguishing features between the *Red Warrior* campaign and the *It's All Right With Me*

campaign: the second email blast and newspaper ad. Nancy used these channels to raise both awareness and ticket sales. Consequently, Nancy will analyze the amount of traffic referrals and the amount of tickets purchased inspired by each marketing tactic.

**Email analyses:** Nancy, with the assistance of a few how-to websites, like [Constant Contact](#), [Campaign Monitor](#), and [Web Market Central](#), and her IT Director, enabled Google Analytics to track visitor traffic originating from her promotional emails.

Nancy goes back to the 'All Traffic-Channels' report within 'Acquisitions'. After sorting the traffic by the 'Medium' primary dimension, 'Email' appears as a referral method. She double checks her timeline to make sure her



two pre-show time periods are still in place. Under the 'Explorer' tab she selects 'Goal Set 1' then, using the below drop down menu, selects a 'AllRight tkts' to compare data side

by side. She sees that not only have the amount of sessions increased but has the rate of online tickets sold compared to *It's All Right With Me* (exhibit 18)

Medium ?	Sessions ? ↓	"Warrior Tkts" (Goal Conversion Rate) ?	"AllRight Tkts" (Goal Conversion Rate) ?
	18.23% ↑ 2,601 vs 2,200	25.21% ↑	9.55% ↓
1. (email)			
Apr 1, 2015 - May 8, 2015	564 (21.68%)	30.70%	--
Jan 1, 2015 - Feb 9, 2015	322 (14.64%)	--	19.97%

Exhibit 18

**Newspaper ad analyses:** Nancy chose to incorporate the use of a [redirect website](#), [www.rumbletheatrewarrior.com](http://www.rumbletheatrewarrior.com), in the ad so she could clearly delineate traffic caused by the ad. Since a newspaper ad wasn't used in the *It's All Right With Me* campaign Nancy removes the older time period from her Google

Analytics. Nancy visits the 'All Traffic-Source/Medium' report under 'Acquisition' and organizes the information according to the dimension 'Source/Medium.' In exhibit 19 she sees the URL for her redirect site as well as conversion metrics for 'Warrior tkts' ticket sale goal.

Source / Medium ?	Sessions ? ↓	Goal Conversion Rate ?	'Work' pages visits (Goal 1 Conversion Rate) ?
<b>All Sessions</b>	14.87% ↓ 1,546 vs 1,816	5.98% ↓ 51.36% vs 54.63%	2.70% ↓ 19.66% vs 20.21%
<b>Red Warrior F/35-55/PGH</b>	15.27% ↓ 677 vs 799	6.21% ↓ 48.60% vs 51.81%	18.29% ↓ 15.95% vs 19.52%
1. <a href="http://theatrewarrior.com">theatrewarrior.com / referral</a>			
All Sessions	87 (5.63%)	16.09%	7 (2.30%)
Red Warrior F/35-55/PGH	74 (10.93%)	4.05%	5 (4.63%)

Exhibit 19

She sees that she had success in attracting website visitors from her target demographic.

Of the 87 sessions created, the vast majority belonged to her target segment. In addition, of

the 7 tickets sold online, 5 of them belonged to her target demographic. However, **the newspaper ad instigated traffic of only 5.63% sessions and inspired only 7 Red Warrior online tickets sales.** Because no pre-show ticket sale newspaper ad was released for *'It's All Right With Me'* Nancy does

not have older show data to use as a measurement for success. Instead, she chooses to compare the ticket revenue generated from the ad with the cost of producing and publishing the ad (see exhibit 20).

Awareness & Ticket Sales Created by Newspaper Ad		Newspaper Ad Production Costs	
All sessions	87	Hours spent designing & formatting the ad	4
Target segment sessions	74	Total graphic designer cost (\$50/hour)	\$200
Total tickets sold	7	5-day ad publication fee	\$200
<b>Total ticket revenue (\$40/ticket)</b>	<b>\$280</b>	<b>Total newspaper ad cost</b>	<b>\$400</b>

Exhibit 20

**Insight:** Based on exhibit 18, it appears that the email blast generated a greater amount of pre-show ticket sale revenue compared to the same time period of *It's All Right With Me*. While the newspaper ad did generate some revenue and visitor traffic the amount of resources spent on producing and publishing the ad outweighed those gains.

**Action:** Nancy makes a note to send two email blasts prior to the next show opening to encourage pre-show ticket sales within this

audience segment in future shows. She also ponders in possibly sending out a third email as a follow-up test. Overall, the newspaper ad was not a worthwhile investment. However, the newspaper ad still may be a worthwhile investment if the ad could be reused a second time. Even though the publishing costs would increase because of the second installment, production costs would not increase. It's possible the repeated ad might contribute to building 'buzz' around the show if used over longer period of time, as well. If enough

revenue was generated to cover the costs of the ad then Nancy may consider continuing to use newspaper ads to promote Rumble Theatre’s shows. With the next newspaper ad she can use the Red Warrior newspaper ad production time, costs, and revenue generation as a benchmark.

Example 3

*Red Warrior* concluded its run on June 28<sup>th</sup>, 2015. On Monday the 29<sup>th</sup> Nancy sits down at her desk to see if she was successful in either of her original objectives:

- Increase total ticket sales from 6,125 tickets to 7,000 tickets over the course of the show and to increase the proportion of online tickets sales of total ticket sales to 50%.

- Raise awareness of the show as evidenced by increased traffic by her target segment to the website and increased online ticket sales.

**Measure:** By visiting the “Overview” page in the “Acquisitions” report, and double checking that the time period analyzed is April 1-June 28, Nancy sees a total of All Sessions created and sessions created by her target segment, “RedWarrior F/35-55/PGH.” At the top of this screen she selects from the dropdown menu “Conversion:” her goal “Warrior Tkts.” Now, alongside of the session metrics, Nancy also sees her goal’s conversion metrics (exhibit 21).

	Acquisition			Conversions		
	Sessions ↓	% New Sessions ↓	New Users ↓	WarriorTkts Goal Conversion Rate ↓	WarriorTkts Goal Completion ↓	
All Sessions	10,560	45.49%	4,804	20.12%	2,125	
RedWarrior F/...	4,756	66.38%	3,157	31.56%	1,501	

Exhibit 21

**Analyze:** Nancy sees that over the 3 months Rumble Theatre was promoting and producing the show, a total of 10,560 sessions were created.

- **Ticket Sales:** A quick call to the box office reveals that the theatre sold only 6,850 tickets to *Red Warrior*, which represents a total ticket sale increase of 11.8%. Even so, according to Google

Analytics a total of 3,626 tickets, or 52.9% of all tickets sold, were sold through the website. Additionally, of those visitors purchasing tickets through the website, Nancy’s target segment had a higher frequency of ticket purchases (31.6%) compared to the purchase rate of all visitors total (20.1%).

- **Awareness:** Of those sessions created during the production's timeframe, visitors within her target segment represented 4,756 of them, or 45%. Attracting new visitors from her target segment and in general was a primary goal. Nancy is pleased to see that out of all the sessions created, about 45.5% were first-time visitors. Moreover, she also sees that there was a higher rate of new sessions created by the target segment (66.4%), as well as a higher rate of tickets purchased online by the target segment (31.6%) compared to tickets purchased online by all visitors (20.12%).

**Insight:** Even though the theatre collectively did not increase ticket sales by 15%, an increase of 11.8% in ticket sales is a clear success. Nancy is excited to see that 52.9% of all tickets sold were sold through the website, signifying that she successfully reached her goal of increasing the proportion of total tickets sold online from 35% to 50%. Heightened activity in both ticket sales as well as new sessions created by her target audience suggests that Nancy's campaigns were not only successful in reaching her target audience but also in persuading them to visit the site and purchase tickets.

**Action:** Nancy's success in developing an effective marketing strategy and using Google Analytics to adjust her strategy based on visitor behavior has given her a powerful template to experiment with and apply to next season's performances.

Nancy used Rumble Theatre's marketing strategy for *Red Warrior* as a tool to help her navigate the program's seemingly endless supply of data and focus on what is relevant to her mission. Above all, she derived insights from data trends and used those insights to alter content, channels used, and publication frequency. Every shift in her website campaign created a new environment for audiences to interact with, and thus new patterns of data activity for Nancy to analyze and explore for meaning.

Over the course of the campaign she discovered by routinely comparing critical website data points she possessed the ability to nimbly adjust campaign tactics to better reach and engage her target audience. She makes a note to check Google Analytics more regularly, about twice a week. By investing time into Google Analytics, Nancy was rewarded with a greater understanding of which advertising methods and content were effective in reaching her target audience, and



which enticed the audience to learn more about the show and buy tickets. Going forward, Nancy will continue to use Rumble Theatre's Google Analytics data to analyze visitor behavior, identify trends, make decisions, and communicate success to her peers and supervisors.

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