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Implementing a search and display advertising strategy for a Small Business:
Princelandia's Google Ads campaign

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Mestrado em Marketing

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DMOGG, ISCTE Business School

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Departamento de Marketing, Operações e Gestão Geral

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Resumo

Este projeto desenvolve uma estratégia de Search Engine Marketing (SEM) para uma empresa e explora como Pequenas e Médias Empresas (PME) podem tirar proveito de SEM. As PME são consideradas um pilar da economia, pois contribuem para o crescimento económico e criação de emprego. A transformação digital exigiu que as empresas acompanhassem a tecnologia, e no marketing isso não é exceção. Muitas PMEs carecem de competências e recursos para ter uma presença online que agregue valor ao seu negócio. SEM é uma área de marketing digital útil para PMEs porque conecta utilizadores que procuram um produto ou serviço, com uma empresa que o vende. É uma estratégia focada em capturar a procura já existente. Com Machine Learning, há mais soluções automatizadas na área de marketing technology, e permite que pessoas com pouco conhecimento em marketing digital criem e automatizem a sua estratégia de pesquisa paga com resultados. Este trabalho propõe que as PMEs superem desafios de marketing com soluções automatizadas de SEM para capturar a procura existente pelos seus produtos ou serviços e consequentemente crescer os seus negócios. À luz da pandemia de covid-19, a digitalização do marketing ganha importância.

Na sequência da revisão de literatura referente aos respetivos conceitos, este projeto concebe, implementa e analisa os resultados da aplicação de uma estratégia de SEM. Conclui com sugestões para o setor

Palavras-chave: Search Engine Marketing, Publicidade, Pequenas e Médias Empresa, Marketing technology, Machine Learning

Classificação JEL: M31 - Marketing, M37 – Advertising

Abstract

This project develops a Search Engine Marketing (SEM) strategy for a small business and explores how Small and Medium Enterprises (SME) can take advantage of SEM. SMEs are seen as the backbone of the economy as they contribute to economic growth and job creation. The digital transformation has required companies to keep up with technology and that's no exception in marketing,. SMEs often lack the skills and resources to have an online presence that brings value to their business. SEM can be a useful digital marketing area for SMEs because it connects online users who are searching for a specific product or service with a company that sells it. It is a strategy focused on capturing existing demand. Thanks to machine learning, there's increasingly more automated solutions in the field of marketing technology, allowing people with a little tech savviness to create and automate their paid search strategy and get results.

This work proposes that SMEs overcome their challenges in marketing by using automated solutions in Search Engine Marketing to capture existing demand for their products and services and consequently grow their business. In light of the covid-19 pandemic, the digitalization of marketing efforts gained importance. This is proposed by revising literature on the aforementioned topics and by developing, implementing and analyzing the results of a search engine marketing strategy, and proposing actionable insights for the industry.

Keywords: Search Engine Marketing, Advertising, Small and Medium Enterprises, Marketing technology, Machine Learning

JEL Classification: M31 - Marketing, M37 – Advertising

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Executive Summary

This project proposes to evaluate how search and display advertising can help small and medium enterprises (SMEs) grow in the context of digital transformation. The research focuses on the specific case of Princelandia, a small princess-themed birthday party business. The project aims to investigate the challenges and opportunities faced by SMEs in the digital age, and how marketing technology tools like Google Ads can be used to address these challenges and drive growth.

To better understand the context of the problem, the project begins with a review of the literature on digital transformation and digital marketing for SMEs. The literature reveals that the challenges facing SMEs in relation to digital marketing are lack of time, financial resources, and skills. The author develops a conceptual framework, outlining the role of search engine marketing and data personalization in enabling marketing automation for SMEs. The framework also emphasizes the importance of marketing technology and the use of data from digital customer journeys and measurement in making this automation possible.

Through a data collection that helps to paint a picture of Princelandia's business and marketing context, the author develops and implements a Google Ads strategy, with custom approach and keywords for different audiences. The results showed a significant improvement in sales for the business, which confirms that search and display advertising strategy can be useful driving value for Princelandia.

Based on these results, the author concludes that this approach can be effective for other SMEs under similar circumstances. The author recognizes that the strategy used is still relevant for companies using Google Ads, as proven by her four years of experience working at Google in consultative sales for companies.

Overall, the project demonstrates how SEM (using both search and display) and marketing technology tools like Google Ads can address the challenges that SMEs face, as laid out by the literature review. The conclusions suggest that Princelandia continues using this strategy and proposes that other companies follow by example and explore marketing automation. The author also indicates that there is room for future research on how machine learning, AI, and automation can further simplify marketing efforts for all companies.

Chapter 1 - Exposition of the Problem Context

Search engines can be a powerful tool to connect with consumers who are searching online – actively displaying their intent – and leveraging them is key for companies, especially smaller ones. The author of this project believes in the power of digital marketing for small and medium companies, who are now able – thanks to digital marketing - to invest smaller amounts of money to compete against bigger enterprises who usually have the upper hand.

Zooming in on Portugal, the creation of new businesses and the entrepreneurial wave driving the country is already transforming the economy. However positive, this entrepreneurial force comes from a need for job opportunities and competitive salaries in a country where the living cost is becoming unsustainable for nationals who face salaries below the European average (Almeira Pereira, 2018).

Despite how digitally advance the country is becoming, the mind-set of many companies in Portugal is still behind on the realm of digital marketing (Esteves de Carvalho, 2018). If creating new and successful businesses can have an impact on the country's economy, then implementing a successful digital strategy that helps these businesses grow, is part of the process too.

When growing a business in the current age it is imperative to include a digital marketing strategy. One that goes beyond have a static web page, or even beyond simply being present on social media, and creating a few posts. Many companies can find growth by tackling the use of search engine marketing, exploring customer intention, remarketing strategies and leveraging the power of artificial intelligence, a seemingly distant technology that is actually at a click's distance from any business.

This is the “what” and the “why” of this thesis project, and it serve to prove that search engine marketing can be a driver of growth for small and medium enterprises – the acclaimed backbone of economy.

1.1 Objectives

The objective of this project is to create a comprehensive online advertising strategy for Princlandia, focused on search and display, using of the Google Ads platform. Both the strategy and the results will demonstrate how should a small company strategically invest a

relatively small budget into the platform to effectively grow their customer base. Often, small companies struggle with marketing efforts due to lack of financial resources, lack of expertise, and fear of not having a return on investment, which are all related. This is the case of Princelandia. The present thesis project will demonstrate how such investment could have an impact on the company's performance.

1.1.1 Objective: value for the company

Princelandia Lisboa has been around since 2014 and has relied greatly on word-of-mouth and sporadic investment on Facebook posts. However, due to an increase in competition, the business has been declining.

This project not only wishes to prove a point of how digital advertising can impact small businesses, but has the individual goal of increasing Princelandia's performance, increasing customer base and bookings, and consequently increasing the business' revenue and profit. On the long run, it will provide the company with a streamlined strategy, "always-on" campaigns for search and display advertising to soften the impact of competition, a specific value of monthly return on investment, and a website designed to maximize customer conversion.

1.1.2 Objective: value for the customer

By typing certain keywords on a search engine, customers are actively displaying their intention of looking for something. In the business of children birthday parties, this is something that works particularly well. When a parent searches for such thing, he or she is specifically looking for a party for their child. Regardless of being beneficial for the company, it also ultimately valuable for the customer who is presented with a variety of custom offers, and eventually choses the one that fits their needs the best.

If this business' page was not highlighted on the search page, it would not appear otherwise – unless an extensive SEO work had been previously been made – then perhaps the user would not have found what they wanted or could have compromised with another service. Those who end up converting and going to Princelandia and become satisfied with the service and the good time spent there, would not have found it if it were not for the ads. The objective is to make these ads also valuable for the customers who see it, click it, visit the website and end up converting and hopefully satisfied with the service later on.

1.2 Research problematic

While small businesses are drivers of economy, they lack in skills and expertise on the topic of digital marketing, which could potentially help them grow their business. Despite the digital transformation, there is still many companies that are not technology proficient.

On the other hand, small businesses are also the ones who can most benefit from digital resources and online advertising, which allows companies to create strategies with lower budgets and compete against bigger companies. This was not possible with traditional marketing (television spots, billboards, print advertising, etc.) that have a higher cost and are difficult to measure. Digital marketing today is much more than having a website. One must have a website, drive traffic to the website, and work to convert those visits into sales.

In order to succeed in digital marketing, it is important for companies to adopt a holistic approach and consider a range of acquisition channels, such as social media, email marketing, and digital PR. This project will focus specifically on search engine marketing and how it can be effectively used by small and medium enterprises (SMEs) in their digital marketing strategy. We will also examine the role of display advertising and how it can be integrated into a search engine marketing campaign. We'll try to answer how can small businesses reach new potential customers and measure the success of their online advertising efforts through conversions and return on investment (ROI), by using search and browsing data, as well as machine learning.

As an example, we will consider Princeslandia, a small business in Lisbon, Portugal that offers princess and spa-themed birthday parties and other activities and attempt to answer what could be an effective strategy for SMEs. They have struggled with web presence and marketing, with an outdated website, scarce resources, and lack of expertise. The increase of competitors and decrease in sales led them to invest in a new website and take the lead on their marketing efforts. This thesis will develop the necessary steps to find an adequate strategy for this purpose and bring measurable sales success to the business.

The main objective of this project is to develop a practical application of an advertising strategy that comprises search and display advertising combined and test its success and contribution to a small business.

Chapter 2 - Literature Review

2.1 Digital Transformation & Digital Marketing for SMEs

Devices such as smartphones and computers, the Internet of Things (IoT), and Artificial Intelligence, have brought significant transformations in consumers lives, and will continue to do so in the near future (Kannan & Li, 2017). These changes are part of the “digital transformation”. Chaffey and Ellis-Chadwick (2016) define it as a set of business improvements to people, processes and tools used for integrated digital marketing to maximize the potential contribution of digital technology to business growth.

These transformations have implied changes in consumer behavior (Taiminen & Karjaluoto, 2015) and in marketing practices (Olson, Olson, Czaplewski, & Key, 2021; Quinton, Canhoto, Molinillo, Pera, & Budhathoki, 2018). Online marketing itself has changed from a time where web contained “read-only” content (Tiago & Veríssimo, 2014), where the main goal of a campaign was for consumers to click through the website (Harris & Rae, 2009), whereas now visiting the website may be the very beginning of a relationship (Harris & Rae, 2009).

Companies started seeing the value of a digital relationship with customers, (Kannan & Li, 2017), the “two-way” communication, that comprises what is referred to as customer, client, or user “engagement” in part of the reviewed literature (Alalwan, 2018; Chaffey & Patron, 2012; Di Fatta, Patton, & Viglia, 2018; Harris & Rae, 2009; Martins, Costa, Oliveira, Gonçalves, & Branco, 2018; Quinton & Simkin, 2017; Royle & Laing, 2014; Taiminen & Karjaluoto, 2015; Tiago & Veríssimo, 2014), while other authors use the term “interaction” (Kannan & Li, 2017; Quinton et al., 2018; Yadav & Pavlou, 2014).

Marketing strategies shifted to address these “digital relationships” and so came along the concept of digital marketing. Kannan and Li (2017) define digital marketing as “an adaptive, technology-enabled process by which firms collaborate with customers and partners to jointly create, communicate, deliver, and sustain value for all stakeholders”. The same concept can be found with terms such as “online marketing”, “e-marketing”, and “internet marketing”. (Quinton & Khan, 2009)

In a nutshell, digital transformation brought along changes in consumer behavior that caused marketing practices to adapt to the new web that fostered digital relationships between companies and consumers. Digital marketing is now an indispensable part of the marketing mix strategy (Anderl, Becker, von Wangenheim, & Schumann, 2016).

2.1.1 Challenges and opportunities for SMEs in the digital transformation

The digital transformation brings both challenges and opportunities for companies, depending on their strategic approach (Kaplan & Haenlein, 2010; Quinton et al., 2018; Royle & Laing, 2014). Some of the challenges come from consequences of a global and networked marketplace such new customer segments, cultural diversity, market volatility, and increased customer expectations about quality of products and services (Sousa & Rocha, 2019).

These struggles affect particularly small and medium enterprises (SMEs) who seem to be behind on digital developments mostly due to lack of expertise, skills, and budget (OECD, 2017; Quinton & Khan, 2009; Taiminen & Karjaluoto, 2015) and find it difficult to justify investments (Di Fatta et al., 2018) when measuring effectiveness of digital marketing and return on investment is perceived as difficult (Tiago & Veríssimo, 2014), possibly due to the aforementioned lack of expertise.

International governments recognize the contribution of SMEs for economic prosperity and growth, by means of turnover and job creation (OECD, 2017; Quinton & Khan, 2009; Taiminen & Karjaluoto, 2015), and by driving innovation and knowledge (OECD, 2017). However, as stated, they face struggles in the digital transformation due to a high skill deficiency (OECD, 2017). In other words, what can be perceived as the “long-tail” of economy is not using the full potential of digital platforms and thus not taking advantage of opportunities and benefits that this technology can bring (Gilmore, Gallagher, & Henry, 2007; Taiminen & Karjaluoto, 2015). Enabling SMEs to participate more actively in the digital transformation is key to drive economic growth globally (OECD, 2017).

2.1.2 Digital Marketing for SMEs

Although it's true that digital transformation affects a company's various tools and processes, marketing and acquisition strategies may help small businesses expand.

SMEs are expected to benefit from web-based campaigns since they allow to perform smaller investments in advertisements, enabling smaller businesses, who might have limited budget, to compete with larger ones and improve their competitiveness (Harris & Rae, 2009; Lee, 2011; Taiminen & Karjaluo, 2015).

SMEs should be interested in digital marketing and specifically Search Engine Marketing (SEM) because it is affordable and flexible (Quinton & Khan, 2009), which makes it extremely useful for companies with limited resources such as SMEs.

When managing SMEs, and as mentioned before, there are often limited resources – namely budget, human resources and digital skills – that along with strategic decisions based on other external factors, may influence managers and marketers to make a decision to optimize only certain channels in detriment of others. For example, using flyers instead of Facebook promoted posts, or using Facebook instead of paid search results – in accordance to the current available resources and knowledge. Companies that are born within the era of digital transformation may digitalize processes such as customer communication (email instead of phone) or even their accounting. Digital marketing, however, requires a conscious approach, and an intentional strategy that demands specific skills.

Despite the many existent possibilities for digital transformation within a company, this project will focus on how to use digital marketing strategies to digitally transform customer acquisition.

In turn, there are multiple digital marketing strategies widely used in the market, as mentioned by Olson et al., 2021, who listed the seven most common: (1) Content Marketing, (2) Search Engine Optimization, (3) Email marketing, (4) Search Ads, (5) Data-driven Personalization, (6) Marketing technology usage, (7) Social media advertisement.

Olson et al., 2021 says that if small businesses did not have limited resources – of money, time and people – a healthy mix of the aforementioned most adequate digital marketing channels would be ideal. However, since this is not the case for SMEs, they must find the best channel to make it worth their while and worth their money. The author of this project chose to look into how Search Ads, paired with data personalization, and marketing technology can help SMEs develop their business in the most time efficient and cost-effective manner.

Specifically dwelling into how an SME can “reach” potential customers and “convert” interactions into sales using search ads. Since financial resources and lack of expertise are the main roadblocks for these companies, the author will review how SMEs can leverage the possibility of a lower investment through the use of SEM as an acquisition strategy, while also highlighting on how they can take advantage of the automation capabilities of SEM tools, that based on machine learning are able to optimize their investment towards specific actions which can translate into more business.

Given this approach, this review will further explain first what is the role of Search Engines in the digital marketing landscape and how consumers interact with them, and further explain how search ads bring traffic to websites. After having this understanding, how does this become an opportunity for SMEs and how can they turn web traffic into quality leads or sales? To measure the success of strategies, it is also important to define the concept of conversions and its use, and approach return on investment for ads.

The author will also look into how SMEs can leverage search engine data – the users’ input on the platforms. Is it possible for smaller companies to take advantage of data personalization? Lastly, and following on the idea of conversions, measurement, and making use of consumer behavior data, how can SMEs then automate these processes?

In order to provide a complete understanding of these concepts, the literature will now deep dive on research focused on digital marketing strategies.

2.2 Digital Marketing Strategies

2.2.1 Search Engine Marketing and search ads

Most businesses recognize the importance of having a website, but nowadays, a strong online strategy is needed in addition to having a website. But while the internet is a communication platform – a mean for businesses to communicate with potential customers – digital marketing is a tool (Olson et al., 2021) that will allow them to market their business and grow their sales. Businesses must bring users to the website and turn visitors into customers.

New and existing customers use search engines to find websites – even if they already know them – since they prefer to search rather than type the web site address. (Quinton & Khan, 2009). It is its main purpose that makes it so powerful: when users search specific terms, the

search engine lists websites that match it. This means that users are literally typing out their needs or intention in the search engine (this input is called a ‘search query’) and they are given a list of products or services that cater to those needs.

While customers can acquire free information on products and services (Kannan & Li, 2017), companies have the option pay for their position on the results page, or else rely on organic results. While the main service is free for the end-user, the tech company capitalizes on the secondary opportunity of renting the prime space of user’s searches. to stand out among other results, whether in first, second, third place, or event bottom of the list. This is the basis of the digital marketing strategy named Search Engine Marketing (SEM), also known as Search Engine Advertising (SEA), search ads, paid search, or keyword advertising. In this project we will use SEM, search ads and paid search interchangeably. Olson et al., 2021 describe Search Ads as the following:

[...] the action of placing ads so that they appear at the top of search listings or within a sidebar on a search results page. These ads are linked to keywords and appear along with search results when certain keywords or phrases are entered into a search engine. (p. 287)

Paid Search finds a better fit between potential customers’ needs and the advertised message (Chan, Wu, & Xie, 2011) when comparing to other advertising solutions.

There is extensive literature on the topic of paid search, and more often than not, Google is mentioned as the standard search engine platform (Aslam & Karjaluoto, 2017), with its advertising solutions called Google Ads (formerly known as AdWords). Essentially, Google is a market leader for users to search, and consequently the market leader for advertisers to invest in SEM. In 2018 Google had 62,6% of market share as a search engine for written search results, but when also considering Google’s other products where a user can conduct a search – such as Google Images, YouTube, and Google Maps – the market share rises to 90,8% (Desjardins, 2018). This means that over 90% of the searches made on the web come from Google’s products.

Lee (2011) argues that the tech company sells three commodities, “keywords, statistics of keywords, and search results”, and further adds that it creates the feeling of having the world’s information is at the users’ fingertips, thus encouraging people to search more, and consequently be exposed to more advertisements. Google Ads allows advertisers to bid on

keywords that are related with their text ads. Then when a user types a search query with one of those keywords it may trigger advertisements from one or more advertisers. The ad triggering happens in a real-time auction – advertisers set beforehand the price they are willing to pay for a click – and the appearance of which ad is determined by a number of factors from relevance, to maximum cost per click (CPC) and budget set, landing page experience and other unknown performance criteria (Försch & De Haan, 2018; Lahuerta Otero, Muñoz Gallego, & Pratt, 2014) that play into what is called Google's quality score or ad rank algorithm. The text ads can be simply segmented by user's location (city, country, radius) and device (mobile, tablet, desktop), but the platform offers more advanced targeting with audience lists that are created by what people have previously searched or websites they have visited.

Despite other criteria weighting on the ad triggering, keywords matching is arguably the main one and should absolutely be relevant to the advertisement. When choosing keywords, advertisers should be strategic and think in terms of what users and potential customers are looking for. What are the most common search queries for the sector, and what are others that despite not being common can channel long-tail clients? Generic search queries are typically used to gather information (Aslam & Karjaluo, 2017; Kannan & Li, 2017; Ramaboa & Fish, 2018), from customer who are in the beginning of the customer journey. These are typically more sought after and thus more expensive to bid on, but imperative to build a larger customer base (Ramaboa & Fish, 2018). On the other hand, branded search queries, are associated with an intermediate stage in the consumer path (Dotson, Fan, Feit, Oldham, & Yeh, 2017). Generic queries are of more importance for SMEs whose brand awareness may be scarce.

However, paid search can be perceived as costly, especially for smaller businesses that may encounter difficulty in using the provided tools and have no allocated human resources for this purpose, and may follow simpler and more affordable techniques such as search engine optimization (SEO) to become more visible online (Lahuerta Otero et al., 2014).

SEO is a method to increase web traffic by ensuring a website appears organically in a favorable position on the results page of a search engine. Techniques involve improving the quality of the content, using quality and relevant keywords on the website, but also by optimizing the organization of content, and lastly, by increasing backlink. Backlinks are the amount of credible websites linking back to the website.

Despite its relevance and wide usage, SEO will not be the focus of this project. As a marketing strategy, it requires a more dedicated approach and level of expertise that does not fit with the premise of this project that small businesses do not have the necessary resources.

While some find that there are high relative costs and low return on investment (ROI) in paid search (Quinton & Khan, 2009), other literature refers how this solution attracts small businesses with small budgets (Lee, 2011). Google argues that small companies can compete against bigger ones, given that they are bidding for relevant keywords (Lee, 2011), and company size or tenure is not a factor – this is enabled by the ad ranking algorithm. Jansen & Spink (2006) identified the need for a better understanding of the links between website design, content, SEM and the principles of web traffic (Quinton & Simkin, 2017), but all of these affect the performance of campaigns and their capability to compete in the auction.

Nonetheless, search engine marketing's success has been supported by many empirical studies over the years (Bayer, Srinivasan, Riedl, & Skiera, 2020; Chan et al., 2011; Kannan & Li, 2017). Bayer et al., 2020 documented a positive impact of paid search on the short-term financial performance of companies and long-term firm value, greater than the impact caused by offline advertising. This means that the choice to invest in paid search will influence how a company performs financially, likely companies use these tools to generate sales leads or direct sales. These findings further contribute to the idea that SMEs can have a positive return of their time and investment if they use paid search advertisement.

2.2.2 Data personalization with Display advertising

When user browse the web and come across image slots of advertisement, they are being impacted by display advertising. While search ads are highly standardized, display ads relay on imagery, where there is more control and option regarding the final design and layout. With display ads, companies can convey their brand in a visual manner.

Because there are more customization options, advertisers should also be more careful about content (Aslam & Karjaluoto, 2017), and frequency (Försch & De Haan, 2018) which can impact user's attitude towards the ad. This type of advertising is popular in social media, namely Facebook (and Facebook-owned Instagram), whose revenue comes mostly from display ads (Aslam & Karjaluoto, 2017).

Crafting image ad creatives can be costly for smaller companies, but since mid 2018, and following current web design trends, Google Ads has made it possible to create responsive display ads that fit any ad space on the web by uploading headline, description, logo, and marketing image (Google, n.d.) – rendering unnecessary resorting to graphic design skills and specific banner measurements, which may be a great asset for smaller businesses.

Personalized advertising is based on the segmentation of audiences using their data and information (Lambrecht & Tucker, 2013; Olson et al., 2021). These audiences are used to segment the campaigns to a specific group and this personalization can go from demographics and location, to behavior and interests – such as visiting certain websites or typing specific search queries.

Through the use of cookies that record the pages that users browse, it is possible to target users who have visited a specific website or webpage. This means that advertisers can inclusively target people who have already visited their own website – such practice is called retargeting (Lambrecht & Tucker, 2013) or remarketing.

Display ads, and remarketing strategies, can be seen as intrusive, whereas search ads address their limitations by delivering a sponsored message compatible with the search query, which is seen as more fitting and less intrusive. (Rutz & Bucklin, 2011). While accomplished through display advertisement, remarketing is where a bridge can be built between search and display.

The way search and display can influence each other is through a strategy where display ads complement text-based ones, since customers start by first exploring and then it develops into a more goal oriented pursuit (Kireyev, Pauwels, & Gupta, 2016). In other words, first companies can drive web traffic through search ads triggered by specific words – catering to the exploratory phase of the customer journey. The users who visit the website – and thus advance in the customer journey – are put in the category of website visitors and can then be re-targeted through display ads while they browse the web.

Remarketing effectiveness is subject to the product or service being advertised, which means some products are more fit to online image advertising than others depending on the level of involvement (Aslam & Karjaluoto, 2017). High-involvement product ads perform better with imagery, against low-involvement ones that have better results in text-based (search) ads.

Another way to possibly revert intrusiveness, is for the ad to be congruent with the website's content (Flores, Chen, & Ross, 2014).

Users data privacy concerns are relevant to point out, since the understanding that one's data is being tracked may decrease the effectiveness of displayed ads (Alalwan, 2018; Aslam & Karjaluoto, 2017; Kannan & Li, 2017) and overwhelm the consumer (Martins et al., 2018). In the European Union, laws are specifically strict and it has been tested that since restrictions were enacted in the EU, the effectiveness of display ads was reduced (Kannan & Li, 2017). Ever since General Data Protection Regulation (GDPR), companies must have privacy notices on their websites requesting user's consent to disclose personal data (Laybats & Davies, 2018) which can be an added layer of difficulty for SMEs who lack expertise.

Nevertheless, through the use of search ads and personalized display advertisement, SMEs can create a flow of users who find them and visit their website, which they can later remind about their business through the use of remarketing. At the same time, through user behavior data, they can proactively find relevant users.

When positioning search ads against personalized display advertisement, the latter is proactive, whereas search ads are reactive. One is initiated by the user, while the other is initiated by the company. Display is a push marketing strategy, and search is pull. Businesses use search ads to be found relevant by users, and they use display to find relevant users (reaching out). Search has been found to have a greater impact on sales than display, because it is customer-initiated (Bayer et al., 2020; Buhalis & Volchek, 2021) and based on the intent of the user.

So how do these two marketing strategies feed off each other? Remarketing can be a part of it, as it sits right in the middle. When a user finds a business through search (paid or not), the business can find them back. This loop is a section of the digital user journey. The next section will dive into that.

2.2.3 The customer journey: how digital impacts the decision

What is the consumer journey and how can it provide value to SMEs?

The customer journey is a collection of touch points that comprise all actions and events that the customer goes through to access or use the offerings of a company (Følstad & Kvale, 2018; Shavitt & Barnes, 2020; Tueanrat, Papagiannidis, & Alamanos, 2021). While it may benefit other parts of a business, in the marketing field the customer journey focus on the decision process made by a consumers from the moment they become aware of a company until they make a purchase (Følstad & Kvale, 2018; Lee, 2011).

The analysis of the customer journey helps understand what the critical moments on the path of a to a sale are – what happened before, during, and after – and use this knowledge and understanding to craft a better path. These critical moments, or stages can also be found in the marketing funnel.

The existing literature documents that the customer journey can be analyzed in the following two ways: (1) awareness, familiarity, consideration, purchase and loyalty or (2) pre-purchase, purchase, and post-purchase (Følstad & Kvale, 2018; Lemon & Verhoef, 2016). The former comes close to the stages of the marketing funnel that despite varying among authors, have the commonality of including awareness, consideration, and action (Buhalis & Volchek, 2021; Colicev, Kumar, & O'Connor, 2019).

These are the 3 stages that this section will be dedicated to and the concepts of each stage will be directly applied to a digital environment. The customer journey has increased in complexity due to great number of different touchpoints that each customer can have, both online and offline.

It is important to note that usually more than one medium contributes to the decision of making a purchase (Lee, 2011), especially if the company is using different channels to advertise their offerings, but as well that more than one medium can contribute to each phase of the marketing funnel.

The awareness stage, which categorically belongs to the pre-purchase phase, refers to the level of consciousness that a customer has about a company or brand's existence. Awareness is the stage where customers are at once a company makes themselves known to them or

reaches out to them. When this stage is conceptualized into a visual chart, this is the widest part of the funnel, since it embraces all of users who are aware of the brand, regardless of their level of purchase intent. Users can enter the funnel through to this stage, going from a place of zero awareness about the brand, to some level of awareness.

In order to make users aware of their brand, companies can use both user-initiated and company-initiated digital ads.

2.2.4 Measuring the impact and automating the process

2.2.4.1. Measurement: concepts and metrics

The purpose of a company's website is to create the possibility of a purchase and attract revenue (Lahuerta Otero et al., 2014). Getting website traffic whether through search or display, and the use of remarketing strategies, are steps that advertisers should take to be present in customers' path to purchase. This path – the consumer journey - can be conceptualized as a conversion funnel (Kireyev et al., 2016). A conversion is a user performed action that will generate commercial value for the business, that can be perceived as a marketing goal or an outcome such as leads or sales generated online or offline. (Chaffey & Patron, 2012). However, it is a difficult thing to measure, benchmark, and define as it varies from business to business and value is not always fixed. (Ramaboa & Fish, 2018).

It is important to discuss how conversions work since they are crucial to measure result of their digital strategies. Setting a conversion goal, and its corresponding value, allows advertisers to better understand the return on investment (ROI) of online ads (Chan et al., 2011). This is of extreme importance for SMEs who have a need to justify the smallest of investment in marketing. At the same time, knowing their average cost per conversion or lead makes it possible to optimize the strategy and reduce that same value – this increases the ROI for paid campaigns of display and search throughout time (Kireyev et al., 2016).

2.2.4.2. Marketing Technology, automation and artificial intelligence

After exploring the idea of data personalization, and how paid search and measurement works, one can question if it is even possible for an average SME to have this knowledge and translate it into an effective strategy for search engine marketing with solid results. The reality is that despite the possibilities that digital marketing brings to SMEs, the lack of resources

and knowledge makes it more difficult to access this opportunity. So, what is the best way for SMEs to capture this opportunity?

Marketing technology are the actual tools that make it possible to virtually create these campaigns and have them run across the different platforms. Marketing technology describes software and tools used by marketers to automate marketing processes such as data collection, reaching and engaging audiences (Campbell, Sands, Ferraro, Tsao, & Mavrommatis, 2020).

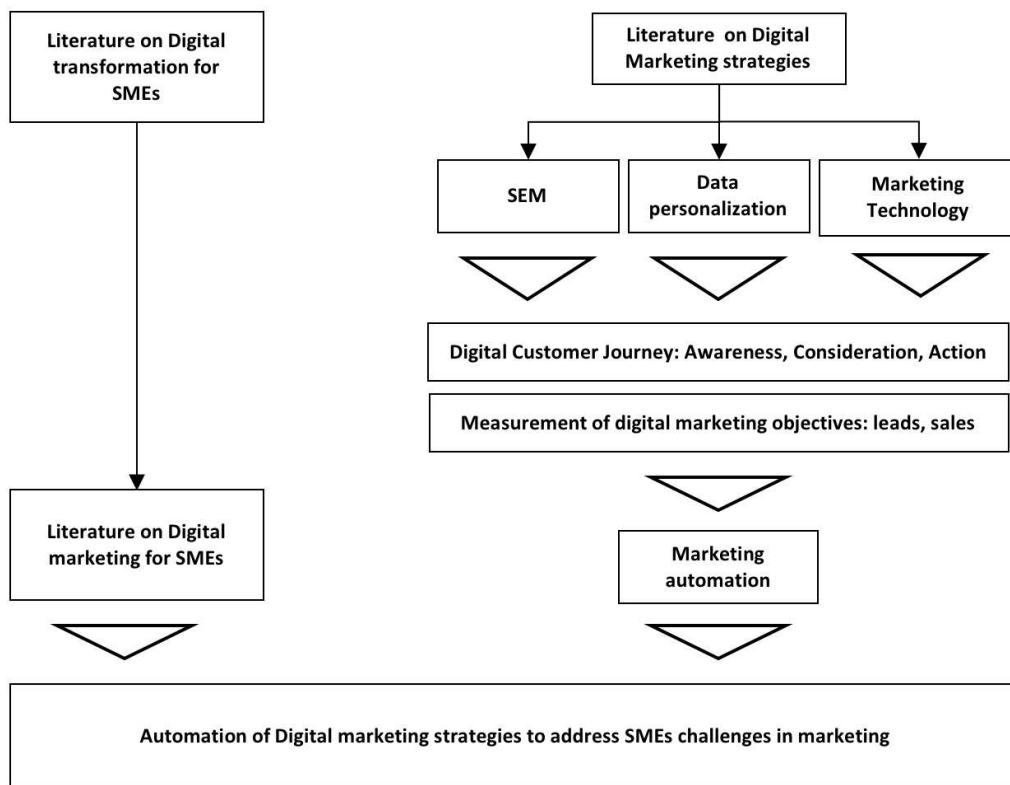
Among the tools that are widely used both by marketers and business owners, Google Ads is one of the most popular to drive traffics, and the market leader for search engine marketing. While the tool itself is free to use, users pay for its features through the investment in the campaigns, by entering the ad auctions aforementioned in this literature review.

Tools like Google Ads are packed with machine learning and automation capabilities that equip marketing professionals, as well as savvy business owners to automate their marketing decisions in custom messaging, targeting, bidding, and even in creative designs. (Ma & Sun, 2020). These software tools make it virtually possible to create a personalized algorithm that adapts to the goal of each business's website, while learning the best way to optimize those same campaigns. Although marketing automation has been around for many years, the existing literature is not too extensive. While people might be fearful that machine learning will replace jobs and create employment, especially in the marketing sector, these tools can help to automate repetitive and specialized tasks that may benefit small businesses. It may not be the approach for all types of companies, especially those with dedicated marketing teams, for a business owner, whether they are tech savvy or unsavvy, marketing automation tools can have a positive role in their business.

Chapter 3 - Conceptual Framework

There are a few aspects to take into account while developing the practical application of a SEM marketing strategy, as the literature research suggests. As a synopsis of the ideas explored during the literature review, the author developed a conceptual framework that also encompasses the practical application that will be explored in the following chapters.

Figure 3. 1 Conceptual Framework



Source: Prepared by the author based on information collected on the literature review.

Chapter 4 - Methodology

The Methodology section intends to describe how the data and information were collected, how it will be analyzed, and how it will contribute to the application of the framework through a digital marketing strategy. To describe the 3 steps of methodology this chapter will describe the methodology behind: Data Collection, Data Analysis, and the Implementation.

4.1 Data Collection

To collect data and analyze it, the author used a combination of quantitative and qualitative methods listed in the table below. The information gathered concerns the company that is the object of this project, as well as its competitive landscape and market demand. This data collection was done through the course of the year 2018.

Having worked at the company as a monitor (from 2014 to 2017), the author used her own knowledge and recollections to draft the idea of this project. Also using her recollection, she was able to describe the business model and how it operates. And the same time the author leveraged the direct access to the owner to fill in any gaps, due to their close relationship.

Additionally, the author conducted an in-person interview to the business owner to more deeply understand the challenges that the business faced at the time, in 2018. Questions can be found in the appendix, and the answers will be paraphrased and interpreted in the chapter following this one. The owner of the business the sales records of Princelandia from January 2016 to August 2018, which were consulted to understand positive and negative seasonality and identify any specifically challenging periods.

Table 4.1 Data collection methods used for this project.

Method	Data collection	Type	Details
Observation	Author's recollection from having worked in the company	Qualitative	Author worked as a monitor between 2014 to 2017 and observed as a participant.
Structured Interview	In-person interview with the business owner	Qualitative	10 questions asked, August of 2018. The interview was audio-recorded, and the answers were transcribed.
Records/ Documents	Company's sales records	Quantitative	Monthly revenue from the company between January 2016

			and August 2018
Competitor analysis	Research on the competitive landscape	Qualitative	Identified competitors in the industry and researched their marketing channels.
Demand analysis and Forecasting	Analysis of the market and the demand for the brand and its services	Quantitative/ Qualitative	Used the tool 'Google Trends' to analyze the search volume data for relevant keywords. Absolute numbers not available.

Source: Developed by author based on the completed field work

To fully grasp the competitive landscape that Princlandia was inserted in, in Lisbon during 2018, research was done on some of the main direct and indirect competitors, to understand how was their online presence (social media and/or website). Then, to understand the market and any untapped opportunity, the author consulted the Google search trends for the category of Children's parties in Portugal, which takes a look at the volume of searches for a specific category, which is closely linked with the volume of the demands, and helps with identifying any seasonality trends.

4.2 Data Analysis

The data collected will be analyzed and reviewed in the chapter following this one. The approach to the qualitative data will be based on describing, paraphrasing and interpreting what has been registered. The quantitative data will be displayed in charts that reflect a summary of the information collected, accompanied by an interpretation of the quantitative data, and whenever possible linking it to insights gained through the qualitative data.

4.3 Implementation Methodology

The analysis of the different types of data will paint a picture of the business context, allowing for an accurate description of how the business operates, their challenges, their marketing strategy, etc. This is what will then guide the steps into building a search and display advertising strategy.

To fulfill the implementation strategy, there will be a step by step of a comprehensive strategy. Starting by the definition of KPIs, to the creation of personas and definition of the messaging approach for each.

Chapter 5 - Data Analysis

5.1 Structured interview

The author interviewed Susana Ricardo, who is the business owner of Princelandia Lisboa, and the point of contact for all information in this project. The questions intended to get a better overview of what is Princelandia, what is their business model, what current challenges are they facing, and what marketing efforts they have done in the past. This section will now summarize and interpret the information that Susana shared with the author.

Princelandia – Party & Beauty, is princess and spa themed leisure spot for children. It was founded in Salamanca amidst the economic crisis in 2011 by Miguel Ángel Parra but initially idealized by his 11-year-old daughter as the perfect place to go with her friends, as both of them felt there was not enough offer of leisure activities for girls her age.

Its services range from spa for children, themed birthday parties, and special celebrations events (Christmas, mother and Father's Day, children's day, etc.) Princelandia today has 27 locations, in Spain, 5 in Portugal, and 1 in the United States of America, in Miami. The possibility of debuting in new countries is being explored in Switzerland, United Arab Emirates, and in several South American countries. Expansion is due in other cities in Portugal and the U.S.A.

The first Princelandia to open in Portugal is located in Lisbon – in the Lumiar neighborhood – and it is the “mother” franchise and the main point of contact with the Spanish headquarters and the point of contact to open new locations. Princelandia Lisboa must pay royalties to the Spanish hub in Salamanca, and the remaining Portuguese locations pay directly to the the Lisbon hub. All Princelandia must respect the franchising rules imposed both by Spain. The other Princelandia locations in Portugal may be found in Porto, Madeira, Coimbra, and in Seixal - “Margem Sul”, located in the area of Greater Lisbon. This thesis project was created for the main hub – Princelandia Lisbon – with the future possibility of other locations opting in on the strategy. For simplification purposes, Princelandia Lisboa will hereby be referred to as simply Princelandia, as no other location is considered for this company project.

When asked what the main challenges are the business is facing, Susana mentioned:

Small venue

Susana mentioned that the main challenges don't come from being a small business per se, but from having a small venue – the physical space of Princelandia – to conduct the activities. The main source of revenue are the parties, and despite this being the main focus, it is only possible to have two parties at the same time, with half an hour in between them, whilst other competitor places may have up to 10 parties at the same time, she argues. Princelandia has a maximum capacity of 10 parties of 2 hours per weekend, plus 2 spas of 1 hour, not counting on lunch time. This represents an issue for any marketing strategy: it's not only about a marketing budget, it's about the maximum capacity of the venue. It is not worth it to spend more than the enough amount of money to fully book the 10 parties per weekend, especially in a data-driven strategy such as a digital marketing campaign.

Competition

Princelandia has been around since 2014 in Portugal, and there have been several replicas of the business, but Susana states that since 2017 she has felt its impact the most. Several replicas started appearing in the beginning of 2017 – around 5 in total – offering the same service at a usually lower price. They are also small businesses, with the difference that they are not part of the franchise, so they do not pay any royalties, and they don't have to follow the brand's rules, or make the same investments. Susana argues that these may be the reasons behind their lower prices. She understands that it's normal that people try out new spaces other than hers out of curiosity, since the price is alluring, and the advertised product is the same.

Lack of marketing resources and lack support from HQ

Susana states that her modest revenue does not allow for big investments in marketing campaigns, and that any investment is always carefully considered. Besides this, she admits that she was at fault for not promoting the business so much this past year, which along with the heavy competition, gravely impacted the business performance. "This is like a cycle": the more kids have visited Princelandia, the more kids will come to visit.

Another challenges she faces is having minimum communication material. She relies heavily on the shared resources from the Spanish Headquarters, which are often scarce.

As a franchise, Princelandia grew really fast, and Susana argues that who was in charge could not keep up. “It’s an atypical franchise”, because the brand controls very little, and invests even less. This is a big challenge when it comes to advertising since they have little to no support. While she can’t use her own images, the brand doesn’t share any new material and she has been using the same images for 4 years. This inevitably impacts the quality of the advertising.

The official website is poor and has not been updated for 4 years. It was a direct translation from the Spanish version with many spelling errors. Susana recognizes that the audience today demands different things than the audience 4 years ago. The website is not user friendly, and contacts, services and location are hard to find in the website. There’s a contact form that most of the time doesn’t deliver me any contact attempts. After years struggling with the website, Susana decided to develop a new website for Princelandia in Portugal. However, she has had troubles acquiring domain “princelandia.pt”, and has been struggling with this, having temporarily been working with the domain of “pinkfantasy.pt”.

Figure 5.1 Screenshot of Princelandia’s Official Website



Source: found at <https://www.princelandia.com/?idioma=pt>

Figure 5.2 Screenshot of Princelandia

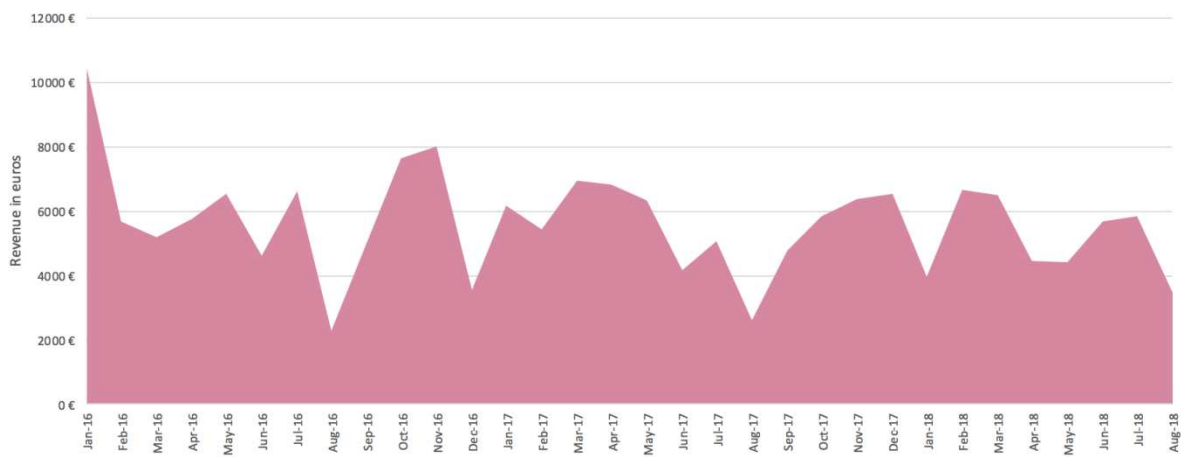


Portugal’s website. Source: found at <https://princelandia.pt/>

5.2 Sales records

To understand the impact of the challenges that Susana mentioned during the interview, it's particularly pertinent to look at Princelandia's financial performance over the previous months, based on the monthly sales revenue. The chart in Figure 5 comprises data from the months of 2018 which preceded the beginning of this thesis project, and the full years of 2016 and 2017 in order to have substantial data for comparison. This initial analysis finishes at period before this thesis project was implemented and wishes to provide a point of comparison between before and after the strategy.

Figure 5.3 Princelandia's Monthly revenue



from January 2016 to August 2018

Source: Princelandia's sales records shared by the business owner.

A first look tells us that January 2016 was the most profitable in the past 32 months, and that August is consistently the most stagnant month of the year. Back-to-school season (after September) and the period March-May comprise the most prosperous months of the year.

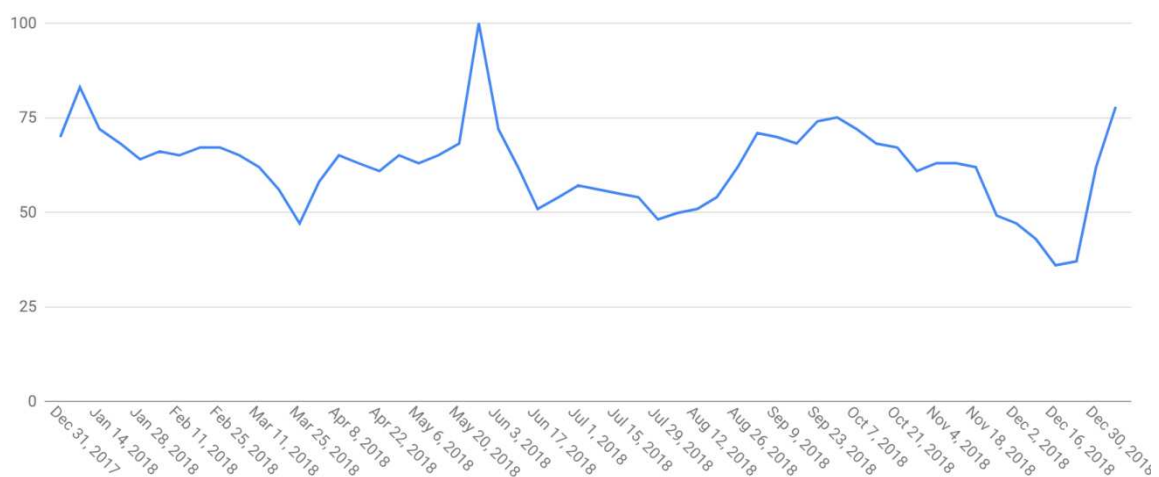
The data corroborates what the business owner has said regarding the past year. The decreased marketing efforts and the possibly thriving competition have had a considerable impact on the business, and the decrease in revenue is clearly seen in Figure 4.

5.3 Competitor and demand analysis

For further context of Princelandia's situation, we can take a look at the competitive landscape that it was surrounded by. For this purpose, the competitive landscape can be analyzed by looking into the demand and supply.

Since this project is about the use of Search Engine Marketing, the existing demand can most effectively be assessed by understanding the volume of relevant searches that match the services that Princelandia has to offer. On the other hand, analyzing the supply implies analyzing other players in the market: which are the other companies are supplying the same kinds of service, and what is their online presence.

Figure 5.4 Children's Parties in 2018



Google Search volume for Children's Parties in 2018 Values not absolute and are indexed to 100. Source: Google Trends Data

In figure 5, it can be seen the evolution of searches in the category of Children's Parties in Portugal. Despite not having access to absolute values, it is possible to understand how seasonality impacts demand, week over week. May is the month with the highest peak, followed by December. In a similar trend to Princelandia's financial performance, March-May and Back to School season (after September) seem to have the most volume, and it's interesting to observe that Princelandia's most prosperous month fit with the months of most demand. This project started in the end of 2018; this graph allows to understand the trend until the end of the year.

As for the competition, there are direct and indirect competitors. Competitors that have a similar value proposition as Princelandia (princess themed parties) are considered direct competitors. Companies that conduct business in the sector of children's birthday parties, but not necessarily with the same value proposition, are described as indirect competitors.

As requested by Susana, the owner of Princelandia, the names of the competitors have been anonymized, with the exception of Kidzania.

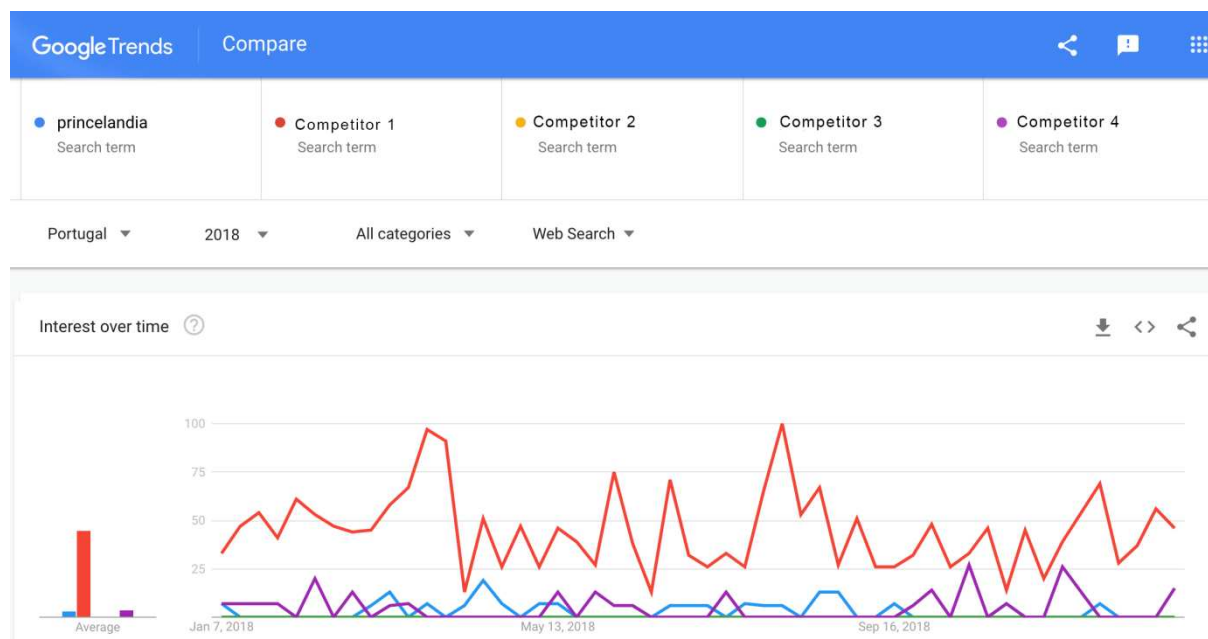
Table 5.1 Direct and indirect competitors of Princelandia

Competitor	Type	Online channels	Paid social media or SEM
Competitor 1 (Kidzania): multinational franchising company with a focus on a make-believe world venue	Indirect competitor	Website, Instagram	Not found
Competitor 2: fashion themed birthday parties	Direct competitor	Instagram	Not found
Competitor 3: princess themed birthday parties	Direct competitor	Website, Instagram	Not found
Competitor 4: Birthday party venue with inflatables and entertainment	Indirect competitor	Website, Instagram	Not found

Source: Developed by Author based on research done by searching for the competitors, and by visiting each competitor's website and social media channels, if available.

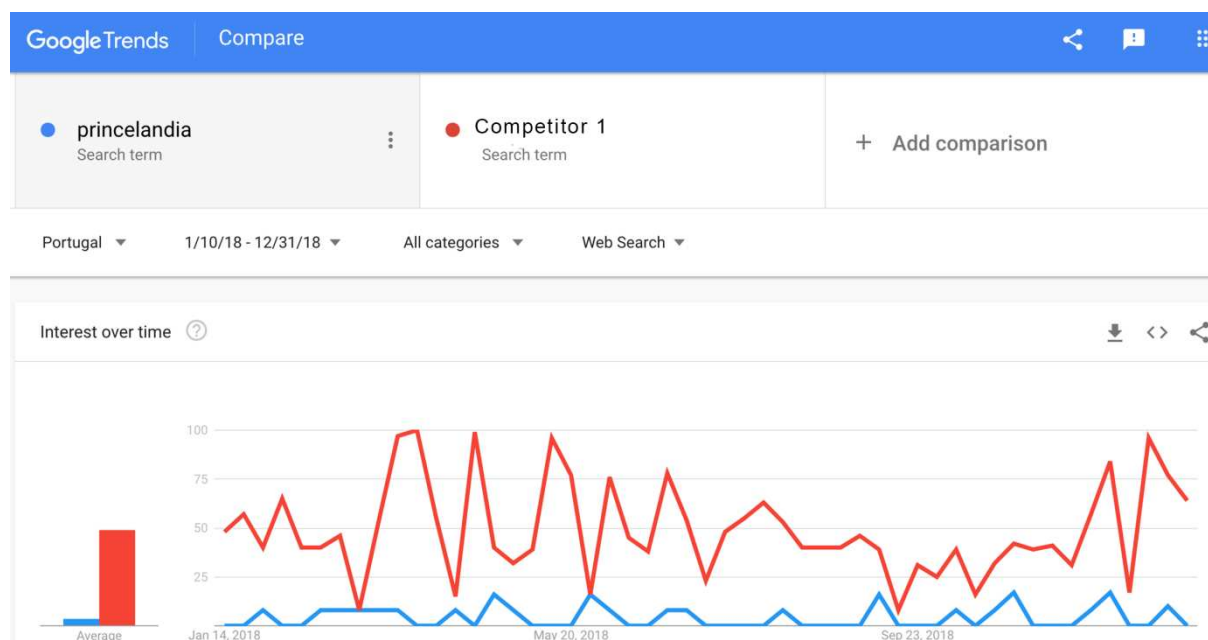
In the graphics below it's possible to compare the existing demand for Princelandia versus its competitors during the year of 2018 (figure 7), and then a comparison with Competitor 1(Kidzania), given that it's the one with the highest demand during the same period (figure 8). Both Princelandia and Kidzania are franchising companies who benefit from a strong brand name and brand identity.

Figure 5.5 Comparison of the search volume between the different direct and indirect competitors of Princelandia.



Source: Google Trends Data

Figure 5.6 Comparison of the search volume between Princelandia and Kidzânia



Source: Google Trends Data (Kidzania).

Princelandia's services are leisure oriented and not necessarily an essential service.

At Princelandia, a birthday with the minimum number of attendees would cost at least 225,00€ which represents 21% of Portugal's average salary as of 2020 (PORDATA, 2020).

Given the Portuguese economic context and local power of purchase, one can say that the company caters to a layer of consumers with higher power of purchase, such as the Portuguese middle class. Despite it being a denomination that comprises a broad layer of society, the Portuguese middle class is known to spend above their own income, according to OECD (Patrício, 2019).

This statistic favors businesses such as Princelandia, which can be perceived as superfluous services and have a considerably high price versus other leisure activities (as for example, going to the cinema). In an economy where the middle-class is already predisposed to spending above their means, companies like Princelandia can thrive.

5.4 Observation

Having worked at the company as a monitor (from 2014 to 2017), the author wanted to note that there is a frequent use of recollections from what she observed during her time there to fill in information gaps that were not shared through the structured interview. The interview was focused on business challenges, and there was no end-to-end explanation of how the business operates on a day-to-day basis. However, due to the author's close proximity to the business and knowledge about daily operations and execution, a lot of this information is present.

5.5 Conclusion: Princelandia situation analysis

A general look at the extensive analysis of Princelandia's situation, tells us that its performance has been decreasing, and that marketing efforts have not been stable. The literature review's conclusions regarding the difficulty that small businesses have in marketing are corroborated. Despite the business owner mainly pointing out the difficulty in having a small venue that does not allow for more parties to take place, she also admits that not enough attention has been channeled to marketing, which is a result of a one-woman management team.

While marketing can be a challenge for a small business like this one, the owner sees an opportunity in digital marketing, such that she has previously invested in social media

marketing, despite not having a strategy in place. Furthermore, she has recently invested in a new website to promote the business, one that is more fit to the modern consumer.

It is interesting to note that the volatile sales performance may be impacted by the lack of consistent marketing efforts, but this may also be due to the behavior of the market and the demand itself. It is possible to see that the revenue drops accordingly to the months of lower volume of queries. Regardless, there remains an opportunity to try and drive further sales especially on the months where the demand is organically reduced.

When compared to the competition, there is no doubt that Princelandia has a strong brand which may derive from the fact that it's a franchising with a curated brand identity and there is higher demand for Princelandia versus the average competitor. Despite copycat businesses entering the market, the Princelandia brand seems to have the biggest number of aggregated searches in Portugal within direct competitors. It is only runner up to a particular competitor that has a stronger brand and caters to a wider audience: Kidzania, which is a multinational franchise brand.

Chapter 6 - Princelandia's Context

6.1 Segmentation, targeting, and positioning

6.1.1 Segmentation and targeting

To find new clients, and provide more targeted and powerful marketing messages, we may identify different market segments that display specific needs.

Table 6.1 Market segments for Princelandia

Segment	Geographic	Demographic	Psychographic	Behavioristic
Proactive parent	Lisbon, Portugal	Women/Man Mid/High income	Parent, caregiver or guardian Family-oriented	Hires birthday party services every year. Chooses the place by looking for new activities every year.
“Ask my kid” parent	Lisbon, Portugal	Women/Man Middle	Parent, caregiver or guardian Family-oriented	Will rely on their children's wish or request to hire birthday party services.
“Low-effort” parent	Lisbon, Portugal	Women/Man Mid to Low income	Parent, caregiver or guardian Family-oriented	Will host their children's party in a place they already know, either because they attended a party there or because they already hired those same services

Princelandia segments their audience using geographic, demographic, psychographic and behaviouristic criteria. Due to their physical location in Lisbon, the audience must either live, have easy access or frequently visit the city of Lisbon. Secondly, they must be parents, caregivers or legal guardians of young girls between the ages of 5 and 12.

Mid to higher income families are more likely to be able to afford their services, given that their service is a leisure activity that can be considered superfluous and expensive. Therefore, their target audience must be willing to pay for birthday party services.

In a nutshell, Princeladia's target audience are parents, caregivers or guardians of young girls between the ages of 5 and 12, who either live, have easy access or frequently visit the city of Lisbon, and who are looking for a birthday party for their daughter.

6.1.2 Positioning

The differentiation of Princelandia is its unique name and image associated with princesses, in a fairy-tale like branding. The name itself replicates the likes of Disneyland. It brings together the word 'Princesa' – meaning 'Princess' in Portuguese and Spanish – and 'landia' – the Latin word for "Country". The country or land of princesses is the look and feel that Princelandia aims to achieve.

Their communication incorporates words relating to princesses, dreams ("Um lugar para sonhar", in English: "A place to dream"), fairies, fairy tales, magic, magical world, and pink as a color and as a concept. Their communication, their physical venue, and the service itself come together to convey this intangible and immersive experience of being in a Princess land.

If we look at other options in the market of birthday parties that parents may consider, we can differentiate Princelandia by this immersive experience paired with its recreational and play-oriented attributes. It's immersive for the above stated reason that it embraces a fairy-tale environment, and it's significantly recreational since its services focus on leisure activities of dressing up, face-painting, eating and dancing.

If we compare Princelandia with one of its main competitors – Kidzania – we can argue that the latter has perception of being more didactic and just as immersive as Princelandia. However, if we compare with the option of having a birthday party at a restaurant, this option is neither immersive or didactic, but rather recreational and mundane.

On the figure below, we can the perceptual map exercise positioning Princelandia together with other birthday party options that parents may consider when looking for a solution:

Figure 6.1 Perceptual map of birthday party solutions.



Source: Elaborated by the author

6.2 Princelandia's Marketing Mix

Service

When it comes to its service Princelandia sells the specific service of experiences for children, more specifically princess-themed fantasy experiences, in the format of birthday parties, “tea” parties, or a spa circuit with friends or family. Each service has a different approach:

Spa circuit activity: the base service, where for 1 hour, the children go through the spa circuit in the “spa room”. They start by a simple arm and leg massage, then they paint the finger and toenails, and move on to face painting and hairstyling. The face painting is usually with flowery decorations, and the hair is accessorized with either feathers or bows. In the end, the girls dress a tutu skirt in a color of their choosing, accessorize with necklaces and tiaras and walk in the runway, for their parents.

Birthday party: a two-hour service, half spent in the "spa room" doing the spa circuit, and the other half in the "party room" where they sing happy birthday, have cake and snacks, sing, and dance. This is a private event.

"Tea" Party: two-hour service similar to the birthday party, but without a birthday cake, and without room exclusivity, which means that there may be different groups of friends taking part in the activities.

Spa "Mom and I": an exclusive spa service with the child and her mother, or sometimes, exceptionally, the father.

Special events: during special holidays, there are themed events, that have the same structure of "tea" parties, but with an extra activity. For example, on Christmas there is a spa followed by "tea time" and a visit from Santa Claus.

Table 6.2 List of Services and their characteristics

Service	Duration	Food	Private event
Spa circuit activity	1 Hour	Not included	Yes
Birthday Party	2 Hours	Included with cake	Yes
"Tea" Party	2 Hours	Included without cake	No
Spa "Mon and I"	1 Hour	Not included	Yes
Special Events	2 Hours	Included	No

Source: Elaborated by the author

Price

Princelandia's pricing strategy is partly defined by the Franchising rules. Compared to competitors, Princelandia is slightly more expensive, which can be derived by several factors. Firstly, Princelandia must pay royalties to the Spanish Headquarters, and must obey the rules in terms of look of the places and used products which are most of the times sourced from the headquarters. This takes away the opportunity to search for different and more cost-efficient suppliers.

The price is also greatly impacted by the rate paid to the children supervisors, an amount of €6,00€ which is arguably higher than the average hourly pay for this kind of freelancer work.

The higher price also sets more expectations in the service, and high-quality service is what Princelandia strives to provide.

Table 6.3 Pricing table for Princelandia’s services in 2018

	Starting at (per person)	On weekends (per person)	Basic Menu (per person)	Advanced menu (per person)
Spa activity	€15,00	€17,50	N/A	N/A
Birthday Party	€22,50 minimum 10 kids	N/A	€22,50	€27,50
“Tea” Party	€22,50	€22,50	N/A	N/A
Spa “Mom and I”	€20,00	€25,00	N/A	N/A
Special events	€15,00	N/A	N/A	N/A

Source: Developed by Author based on information shared by the business owner

Another thing to take into account is that most of the monthly revenue is made on the weekends. The pricing strategy has to cover for the 7 days a week that Princelandia is open, in which only 2 are profitable, and the maximum capacity per weekend is 10 birthday parties.

The total price per child in each activity depends on two factors: the day of the week, and the chosen menu upgrades. A spa activity on the weekends is more expensive since it will be occupying the room and preventing a birthday party to take place.

Promotion

Princelandia’s promotion will be described in two sections: their communication and tone of voice, and the promotion strategies that the company uses to attract new clients.

Their communication incorporates words relating to princesses, dreams (“Um lugar para sonhar”, in English: “A place to dream”), fairies, fairy tales, magic, magical world, and pink as a color and as a concept. The tone of voice is happy, simple, and aims to sound like it’s from a fairy-tale movie. Communicating to kids via their parents is particularly challenging, and Princelandia strives to never break the spell: any piece of communication such as emails, social media posts, text messages, or flyers, always include a “fairy” tone of voice, as if someone is working away to make the parents and kids dreams happens. During the services

provided, the children monitors (“fairies”) speak in a happy and upbeat manner, to make kids feel like they are actually princesses in a fairy-tale world.

Regarding their promotional strategy, as mentioned previously the business relies heavily on word of mouth, but their online presence is also a big part of how they attract new clients.

At the start of the business, there was an extra PR effort, where Susana hired a PR manager to support with getting press coverage in online media, print media and on television. They inclusively invited a few socialites and b or c-list celebrities to attend their opening which resulted in press coverage. Sporadically they engage in special partnerships, and in the past, they have worked with Disney Channel Portugal and Cristina Ferreira’s nail polish brand (TV presenter, businesswomen, and TV content director). However, these partnerships have not resulted in more sales for the business, Susana revealed. Because the website was not being updated by the HQ in Spain, for a long time they used Facebook only as the main online presence. Nowadays, Princelandia is present on Facebook, Instagram, YouTube and has a new website.

On Facebook and Instagram, they post regular content and rely on organic engagement, but also invest in paid posts on the platforms to promote special activities. They also repost when a user posts about Princelandia and reply to private messages of people who ask for information, and redirect them to the email whenever someone wants to book a service.

On YouTube, they’ve experimented with a “parody-like” video of the song “Show das Poderosas” from Brazilian singer Anitta, with lyrics that talk about Princelandia’s services. They also developed a video with animated cartoons created by the HQ in Spain, that was translated and sung in Portuguese. Occasionally, they pay to an online magazine dedicated to parents called “Estrelas e Ouriços” to advertise their services, since it fits to their target audience.

Princelandia sometimes distributes flyers in schools and events, and inclusively hands them out in the end of the parties to parents who display interest.

Given that this is the promotion strategy that led the business a struggling situation, and considering the topics and concepts explored in the literature review, there’s margin to suggest that Princelandia could experiment with digital marketing as a mean to attract more business. Search Engine Marketing has not been tried yet. With a new and improved site, and

the existing demand for their brand and their services online (as we've seen through a Google Trends analysis), there's a need to use Search Engine Marketing to guide these users to their website and convert them into leads for the business.

Place

To access Princelandia's service, clients need to bring themselves to their physical location in Lisbon, Portugal. While Princelandia offers a service, and an arguably intangible experience, this happens at a tangible place, and it's delivered using the tangible objects, through the people and their interaction with the children.

The venue of Princelandia is not a shop, a house, nor it is it an office. It's a concept translated into decoration and behavior that delivers a themed experience. A space with combined retail and entertainment for kids. The producer and the retailer are the same and deliver the product directly to the consumer who is physically in the location.

Princelandia's website and social media are another way that a potential client can access the company and book a service, but in order to truly experience and access one of the main services, it's essential to travel to their address.

People

There has 3 types of roles: the owner, the supervisors ("fairies"), and the hostess.

The fairies are one of the competitive advantages that Princelandia claims to have. A personalized service, a united team that work with a mission of making kids and parents happy. They reinforce the experience by the way they behave, the way they talk and address the children, and by what they do (painting the nails, doing the hair and the facial painting). The fairies must keep the spirits up in the room, make sure that kids are having a good time and that the birthday girl is happy, whilst also maintaining the parents happy. They must not break the spell and the magical feeling and keep the perception while working within the tight schedule. The people hired for this role need to possess time management skills, teamwork, proactivity, good communication, and must be able to work under pressure.

The hostess is the first contact parents have with Princelandia, both on the phone and at the venue. This role alternates by Susana herself and another person. The hostess keeps the schedule up to date, schedules in parties and services, processes the payments and keeps track

of the time for all the parties. This person needs to have a great sense of responsibility, organization, and time management.

Process

To achieve experiencing the services Princelandia has to offer, the client has to go through a series of steps that comprise Princelandia's process. The process involves the following steps:

1. Booking: Clients must first check availability and pay a €100 advance fee.
2. Reception: On the day of the booking, clients and their children are greeted by Princelandia staff and taken to the spa room, where they are welcomed by fairies.
3. Spa Circuit: The kids go through a circuit of activities including a symbolic massage, nail care, hairstyling, and face painting. They then practice a runway show and get dressed in Princelandia-branded clothing and accessories. This is the core experience.
4. The Runway Show: When all of the children are ready, the parents are invited back to the room to watch the show. This is the peak of the Princelandia experience.
5. Party Room: After the show, the children change back into their normal clothes but keep the hairdos and face paintings. They then move to a second room, the party room, where they eat, dance, and sing with the fairies.
6. Payment: When the party is over, the parents are prompted to pay the remaining balance of the party, minus the initial down payment.

The goal is for the children to leave happy and feeling like princesses, and for the parents to feel that the experience and their money was worth it.

Physical Evidence

Princelandia delivers an intangible service with tangible objects and artifacts. The main color scheme is pink, along with purple, lilac, and silver details. The reception and main corridor are decorated with detailed armchairs and also serve as retail space for Princelandia merchandise. The spa is where the spa circuit takes place and is made up of small sections dedicated to different activities, including a "powder room" for hair and face painting, a massage corner, and a pink velvet runway. The spa is equipped with various materials such as nail polish, body lotion, hairpins, feathers, hair bows, hair ties, face paint, face glitter, brushes, tutus, pink robes, crowns, wands, beaded necklaces, wings, and Princelandia t-shirts. The "fairies" who supervise the children and conduct activities wear pink tutus, pink wigs,

and t-shirts with the Princlandia logo. The second room, where everyone celebrates the birthday and eats, sings, and dances, is banquet-themed with a table decorated with candles, plastic flute glasses, pink napkins with the Princlandia logo, pink plates, and sandwiches shaped as crowns. Physical evidence of the experience, such as face painting and hairstyles, can be taken home, as well as any merchandise with the Princlandia logo

6.3 Princlandia's Business Model

To better understand the several touchpoints of Princlandia's business model, the author makes use of the Canvas Model that follows below, along with a longer description of each block.

Table 6.4 Canvas Model to describe Princlandia's Business Model

(6) Key Partners • Headquarters in Spain • Portuguese branches: Margem Sul, Coimbra, Porto, Madeira • Bakery: Cake and cookies supplier	(7) Key Activities • Children leisure activities (birthday parties, "tea" parties, spa activities, spa with parents, special holidays activities)	(1) Value Proposition • Princess themed experience • Fantasy world for young girls • A different leisure activity for girls • A special way to spend a birthday among friends and a fantasy world • A special way to spend time between mom/dad and daughter	(2) Customer Relation • Acquisition: word of mouth, Ads on Facebook and Instagram, website • Maintain and grow Facebook, Instagram, custom service on-site	(4) Customer Segments • Young girls between 5 and 12 • Parents or Guardians of girls between 5 and 12 • Parents or Guardians who are looking for a princess themed party for their daughter • Parents or Guardians who are looking for a special way for their daughters to spend their birthday • Parents or Guardians who are looking for new and different activities for their kids From Lisbon and nearby areas
	(8) Resources • Brand name • "Fairies" – children animator and supervisor • Food and beverages (cake, cookies, sweets, sandwiches, fruit, juice) • Face paint, nail polish, lotion, hair accessories		(3) Channels • Princlandia's physical venue • Website • Social Media	

(9) Cost Structure • Human resources: facilitators/child supervisor, hosts, and CEO salary • Food and beverages: candy, fruit, croissants, chips, nectar, coffee, bread, ham, cheese, jelly • Food catering (cake and cookies) • Electricity/water/internet and phone • Rent • Commodities: facial paint, nail polish, feathers and bows, body lotion • Others: napkins, foil, cleaning products • Online Advertising (Facebook, Instagram, Google) • Flyer printing • Royalties (paid to Spanish Headquarters) • Taxes • Merchandising (both to sell and wear) • Uniforms: tutu skirts, t-shirt with logo, pink wig, canvas gymnastic shoes, white tights	(5) Revenue Streams • Payment for activities • Birthday parties • Spas • “Tea” parties • Special events (Christmas, Easter, Mother’s Day, Father’s Day, etc.) • Extra services: photography, themed pastry, party favors • Royalties charged to Princelandia locations in Portugal • Merchandizing and gifts
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Source: Developed by Author based on all the data and information collected

Value Proposition

Princelandia’s value proposition is offering a princess-themed experience, in the format of a leisure activity for young girls. This can be delivered through attending a birthday party, having a “tea” party with friends, or simply enjoying the kids’ spa with friends, or a special spa with mom or dad – with the title of “Spa Mãe e Eu” (free translation to “Spa Mom and I”). The basis of this experience is the spa circuit, which includes a simple massage, painting the nails, princess themed face painting and hairstyle, and finishes up with a runway walk to show the final look, along with a tutu skirt and accessories. Across all services and activities, Princelandia always delivers the fantasy and princess experience, through the so called “fairies” – the child supervisors who animate the activities – the language they use by calling the girls “princesses”, the music, the décor that makes up the environment and the small details that contribute to the overall fantasy feeling, such as – for example – the sandwiches cut in the shape of tiaras.

Customer Relation

Princelandia's customer acquisition relies on word of mouth and communication through Facebook and Instagram. To maintain these relationships, the company uses regular posts and events on these platforms and provides personalized service at their physical location. The

team at Princelandia is known for their excellent service, which helps to grow and improve customer relationships. This business model has the potential for long-term relationships with customers and a profitable customer lifetime value as long as the kids enjoy their experience

Channels

The main distribution channel of Princelandia is its physical location, since its core business are the activities that take place in the venue. This is where customers experience Princelandia's value proposition.

To communicate with clients, Princelandia makes use of its website and social media pages, both through which it communicates its services and special activities, and customers have the opportunity to get in touch with the business.

Customer Segments

The segmentation of customers can primarily be split into parents and kids. While kids are the ones normally voicing their preference regarding the place for their party, and the ultimate enjoyers of the service – according to Susana Ricardo – it is ultimately the parents who agree or veto, given that they are the ones booking and paying for the activity. It happens often that parents surprise their kids with a party or a spa activity without their knowledge. Despite young boys also attending the parties, and there having specific activities for them, they are not a main segment. However, it is important to keep actively communicate the boy's activities, in order not to lose clients for whom this is an important competitive advantage.

Revenue Streams

The main revenue stream comes from the activities that take place, namely birthday parties and spa activities. Spa prices start at €15,00 per child, and birthday parties' values start at €22,50 per child, with a minimum of 10 kids. Adding to that, there are additional services that parents can acquire, such as the photography service, special themed cake and cookies, and party favors for the party attendees (princess rings, unicorn pens, superhero pencils bracelets, etc.). Lastly, Princelandia Lisboa, as the Portuguese headquarters charges monthly brand Royalties to the remaining Portuguese branches.

Key Partners

Princelandia's key partners are the Spanish Headquarters in Salamanca, who dictate the franchising rules, send and approve marketing material, and support in the expansion in Portugal. Secondly, the remaining Portuguese branches. On a daily basis, Princelandia counts on a Bakery, the supplier to fulfil food catering needs, namely the cakes and cookies for the birthday parties. This partner is key for the smooth functioning of the activities, should always be on time and fulfil the orders correctly, with the expected quality. A fault of the cake supplier can result on a negative impact for Princelandia.

Cost Structure

Expenses include utilities, human resources, and various operational costs. Child supervisors are hired on a freelance basis at €6 per hour, with one supervisor per three children at each party. The CEO and hosts receive fixed salaries. Rent, utilities, taxes, and phone expenses are all part of the monthly budget. The spa activities require the purchase of products such as facial paint and body lotion. Food and beverages are necessary for the lunch portion of the activities, and there may be investments in merchandising. Most marketing spending goes towards Facebook and Instagram advertising and printing flyers that are distributed in schools and given to party attendees' parents. Logistical expenses such as cleaning products and napkins are also incurred, and Princelandia pays royalties to the Spanish headquarters each month.

Chapter 7 - Implementation of a search and display advertising strategy

This section portrays how the practical implementation process of the search and display advertising occurred. At the time this description was written, the strategy has already been implemented, so the steps that led each decision will be laid out in the following paragraphs.

The purpose of the implementation was to put into practice the learnings from the literature review, and how Search Engine Marketing can help SMEs with their marketing efforts. As the conceptual framework suggests, automation of digital marketing strategies can address SMEs challenges in marketing, and this is precisely what the implementation aimed to explore.

While it has relied heavily in word of mouth, organic social media reach, and the occasional paid promotion on social media, Princelandia can benefit from a strategy in paid search and display as it connects them to users who are looking for their specific service.

The data analysis also showcased the existing demand – on Google’s search engine – for the children’s parties services that Princelandia offers, and that justifies the need for a campaign that captures that demands and drives more leads to contact Princelandia, and hopefully book a birthday party service.

In practical and more technical terms, this means that with a new website, Princelandia’s main goal should be to drive traffic to its website, and convert those website visitors, and as literature suggests, search advertising can be a good place for small businesses to start. Google Ads is among the most common tools to drive web traffic, and Princelandia’s management is willing to invest in it and to hand full control of a new search and display advertising campaign, starting from scratch.

7.1 Marketing Objective and measurable KPIS

The aim of this strategy is to bring measurable success to Princelandia’s business.

It is important to define what is the main goal of the campaign, so the customer journey phases can be more accurately defined, as well as the performance KPIs later on.

The literature review has covered the different digital marketing objectives, and in this strategy, there will be a main one: leads. The reason why lead generation is the main goal of this strategy is because company cannot track the bookings and sales that they close with the help of the digital channels. That is likely the case for the subject of this project that are SMEs. While it is likely that most customer journeys have digital channels as a touchpoint for Princelandia, either on their website or social media, the accurate tracking of the online to “offline” sales is quite complex to track. While it would be possible to measure offline sales, it would require a higher volume of sales (and Princelandia has a limited capacity), a CRM platform and qualified human resources to keep track and maintain the information updated.

Users are not be able to finish the sale on the website – they can simply get in contact to express their interest – becoming a potential client (lead). The most accurate conversion action we can measure is thus the number of people who express interest – the volume of leads we are able to acquire. This conversion will be indicative to the platform of Google Ads, how many leads the campaigns are bringing.

These leads will be a KPI that will be tracked directly in Google Ads, as labeled as conversions, since this is the action, we will want the user to do in the site. We’ll consider a lead every time a user submits a contact form, clicks on the phone number, or clicks on the email address indicating interest in contacting Princelandia.

On the website, the way we collect these leads is through a form, and the way it is measured is by placing a conversion action code string (provided by Google Ads) on the submit button of the form, and when a user clicks on the phone number or email. Counting the number of leads will also allow us to look at how much we are investing on the platform and how many leads we are getting from it. This is called a cost per lead, or using Google Ads definition, a Cost per Acquisition (CPA).

Regardless, it is expected that the success of this strategy will likely translate into increased sales for the business, even if we can’t accurately measure the direct impact. Despite leads being the main objective, this strategy will also have the following KPIs as outcomes:

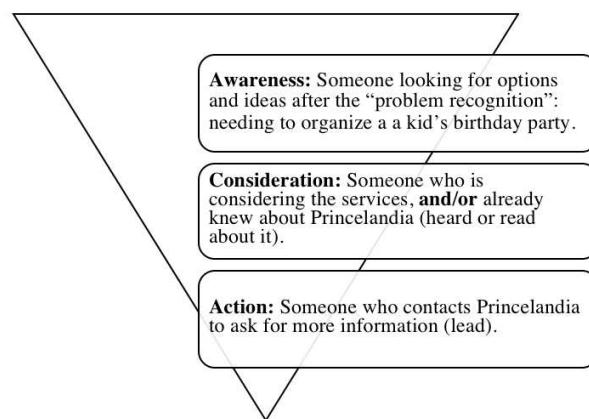
- Digital marketing KPIs
- Volume of conversions (leads)

- Cost per lead/acquisition (CPA)
- Business KPIs
- Revenue performance, Year on Year and Quarter on Quarter

7.2 Digital customer journey, personas, and target audience

To put into practice what has been conceptualized in the literature review and in the conceptual framework in what regards the strategy itself, we'll look at what the digital customer journey would look like for this particular strategy, and create personas that are linked to each phase of the journey. Taking this into account, the figure below depicts the digital customer journey of Princelandia:

Figure 7.1 Princelandia's Digital customer journey



Description of each phase: Awareness, Consideration, Action. Source: Developed by Author.

The premise of this strategy is that it will only target people who have already displayed interest in this particular service – children's birthday parties, and the funnel in Figure 12 is already adapted to the phases of this particular audience. These phases can be unwrapped into multiple personas to which the strategy can cater to. In order to lie out the full strategy, we've identified a number of personas to then segment the target audience of the different campaigns, based on the section "Princelandia's competitive landscape: supply and demand" (figures 5 to 8). To note that the online audience is mostly parents.

Table 7.1 Personas based on the digital customer journey

Customer Journey Phase	Persona/Segment	Behavior
Awareness	Idea explorer	Parent/guardian looking for options and ideas after the “problem recognition”: needing to organize a kid’s birthday party. May search for the general services of birthday party services and providers
Consideration	Potential client	Parent/guardian who is considering this specific type of services. May search for the category of princess-themed birthday parties, or spa for kids.
	Princelandia Connoisseurs	Parent/guardian who already knows about Princelandia. Either because they have visited it before, or their child has attended a party there, or they have heard about or read about it.
	Direct competitor’s potential client	Parent/guardian who knows about or has visited one of Princelandia’s direct competitors, with a similar service of providing a Princess themed experience
	Indirect competitor’s potential client	Parent/guardian who knows or has visited one of Princelandia’s indirect competitors, who organize birthday parties. Ex: Kidzania.
Action	Princelandia lead	Parent/guardian who contacts Princelandia either by phone call or email, to ask for more information or to proceed with booking a service.

Source: Developed by Author

Demographics are not used in this segmentation, since it is not relevant for this purpose. The intention each persona displays speaks louder than their demographics. The targeting will unwrap in 2 different ways: for search campaigns we will define keywords that match each person, and for display campaigns we will define audiences to which these display ads will be shown.

7.3 Search campaigns: keywords and messaging

Table 7.2 Keywords matched with each persona.

Customer Journey Phase	Persona/ Segment	Type of keywords	Keywords category
Awareness	Idea explorer	Generic	Children's birthday parties
Consideration	Potential client	Product-specific	Princess themes birthday parties
	Princelandia Connoisseurs	Brand search	Princelandia (or misspelled variation)
	Direct competitor's potential client		Competitor's name (Similar service)
	Indirect competitor's potential client		Competitor's name (Different service)
Action	Princelandia lead	Brand search	Princelandia (or misspelled variation)

Source: Developed by Author.

Using the different the stages of the customer journey, paired with level of market knowledge and brand awareness it's possible to identify the category of keywords each persona would search for on their digital journey. This section also helps in finding the right approach for the ad copy – this is, the information written in the text ad, upon the user searching on Google.

Table 7.3 Ad copy approach for each persona and keywords' category

Customer Journey Phase	Persona/ Segment	Type of keywords	Keywords category	Ad copy approach
Awareness	Idea explorer	Generic	Children's birthday parties	Describe service as an idea/option for what they need
Consideration	Potential client	Product-specific	Princess themes birthday parties	Describe service that matches the product they searched
	Princelandia Connoisseurs	Brand search	Princelandia (or misspelled variation)	Match user knowledge, use brand positioning, show authenticity
	Direct competitor's potential client		Competitor's name (Similar service)	Show authenticity, describe service, display competitive

				advantage, offer an alternative
	Indirect competitor's potential client		Competitor's name (Different service)	Describe service to offer a different alternative
Action	Princelandia lead	Brand search	Princelandia (or misspelled variation)	Remind unique selling points

Source: Developed by Author

7.4 Display campaigns: targeting, images and messaging

Display campaigns have the added complexity of audience segmentation, that involve different capabilities from the Google Ads platform.

There are a few different targeting capabilities that are available to use, that have been addressed in the literature review: targeting users with a certain intention based on what they searched, targeting users based on their interests, and retargeting or remarketing, which translates into targeting visitors of Princelandia's website.

Besides these, we'll target users located in the city of Lisbon, or who display interest in Lisbon.

Table 7.4 The different display audience segments

Customer Journey Phase	Persona/ Segment	Display Audience Segments
Awareness	Idea explorer	Users showcasing intent for children's birthday parties by conducting related searches
Consideration	Potential client	Users showcasing intent for princess themed birthday parties by conducting related searches
	Princelandia Connoisseurs	Users conducting searches related to Princelandia; Remarketing list/ list of website visitors
	Direct competitor's potential client	Users conducting searches related to Princelandia's direct competitors

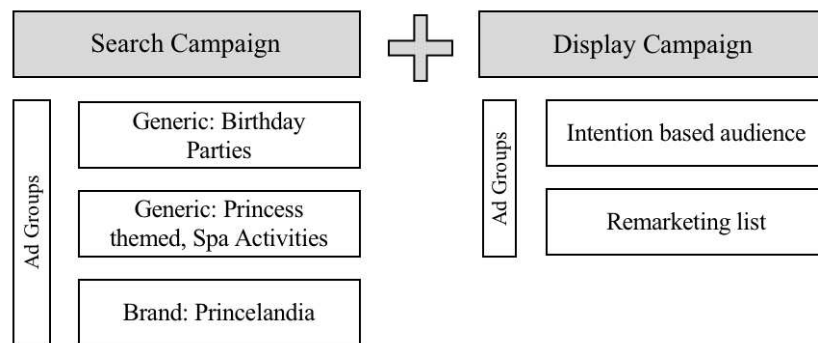
	Indirect competitor's potential client	Users conducting searches related to Princelandia's indirect competitors
Action	Princelandia lead	Remarketing list/ list of website visitors

Source: Developed by Author.

7.5 Full strategy: Search and Display becoming full circle

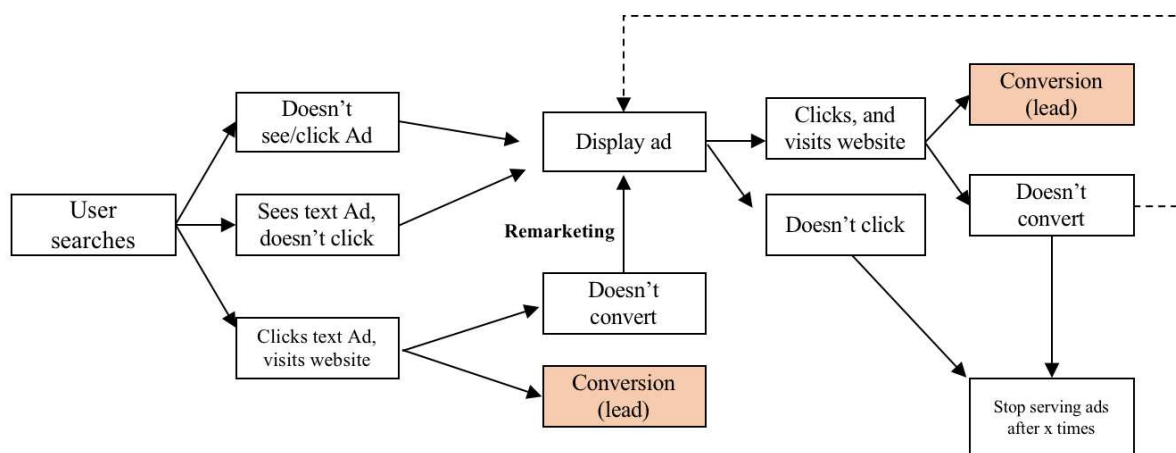
The display strategy becomes full circle with the search strategy by delivering ads when users search for the keywords, and then depending if user interacts with the text ad or not have campaigns that serve each segment.

Figure 7. 2 Structure of the Search and Display campaigns



Source: Developed by author

Figure 7.3 Chart with the strategy of Search/Text Ads and Display ads



Source: Elaborated by author

7.6 Budget and duration of campaigns

The campaign was initially planned to be piloted for 3 months. With the initial success it had, Princelandia's owner decided to extend and allow for further experimenting.

The initial 4.5 months investment accommodated €680,58, and extending the campaign to 12 months brought the investment to a total of €2559,12. That represents an average of €213,26 per month, and €7,10 per day.

The implementation of phase 1 of this strategy was done between September 3rd, 2018 and January 15th, 2019. Phase 2 started after making changes made to the way conversions tracked. The following results analysis reports on both the first and the second phase, which took place between January 16th, 2019 and September 3rd of 2019. After this period, the campaigns continued live as it delivered success for the company, but the author decided to report solely on the 1st year of the campaign.

Chapter 8 - Results analysis

The campaign was extended due to its success, allowing for further experimentation with platform features and the ability to change the campaigns based on learnings.

8.1 Analysis of the results: Phase 1

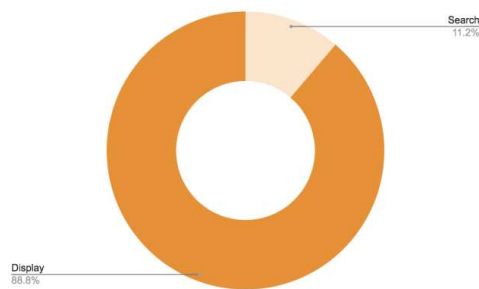
The first phase of the campaign lasted from September 3, 2018 to January 15, 2019, and after seeing the results, the owner decided to continue the campaign with some changes. The results and conclusions from the first phase led to the decision to start a second phase.

Table 8.1 Results of Conversions, Cost, and Cost per Conversion distributed between Search and Display campaigns (Phase 1, from 03/09/2018 to 15/01/2019)

Campaign type	Conversions	Cost	Cost per Conversion
Search	123.8	€327.88	€2.65
Display	978	€352.70	€0.36
Total	1102	€680.58	€0.62

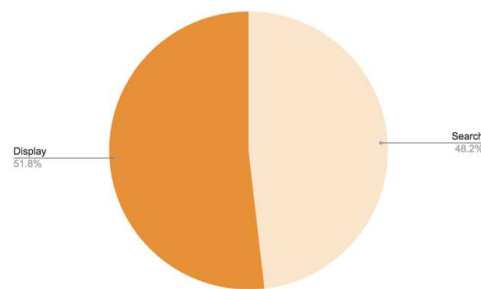
Source: Elaborated by author based on Google Ads results

Figure 8.1 Total conversions distributed between Search and Display campaigns in % (Phase 1, from 03/09/2018 to 15/01/2019)



Source: Elaborated by author

Figure 8.2 Distribution of cost between Search and Display Campaigns (Phase 1, from 03/09/2018 to 15/01/2019)



Source: Elaborated by author

At a first glance, we can see that despite a relatively even distribution of cost, the Display campaigns delivered more conversions. Display was responsible for 88.8% of all conversions during this period, and accountable for 51.8% of the total cost.

Table 8.2 Search campaigns breakdown by ad group (Phase 1, from 03/09/2018 to 15/01/2019)

Search Ad Group	Conversions	Cost	Cost per Conversion
Generic Birthday parties	18.2	€184.06	€10.13
Generic: Princess themed, Spa Activities	6.7	€80.60	€12.08
Princelandia	98.9	€63.22	€0.64
Total	123.8	€327.88	€2.65

Source: Developed by author based on Google Ads results

Deep diving in the search campaign, and breaking down by ad groups, we can see how the campaign with Princelandia branded terms was the clear driver of most of the conversions attributed to Search, with a low cost per conversion of €0.64.

The ‘generic birthday Parties’ campaign consumed the biggest chunk of the cost, having delivered 18.2 conversions. Conversions are counted in decimals when their attribution is distributed between different campaigns and ad groups.

Table 8.3 Display campaign breakdown by ad group (Phase 1, from 03/09/2018 to 15/01/2019)

Display Ad Group	Conversions	Cost	Cost per Conversion
Display Intention based audience	858	€320.38	€0.37
Display Remarketing	120	€32.32	€0.27
Total	978	€352.70	€0.36

Source: Elaborated by author based on Google Ads results

From the 2 display ad groups, the intention-based audience performed better against the Remarketing ad group. This means that serving ads to people who displayed interest in Princelandia, and related services resulted in more conversions than serving those same ads to people who had already visited Princelandia’s website. The cost per conversion, however, was lower in the Remarketing ad group.

Upon investigating on the audience lists responsible for the conversions, we found that Google Ads had done an “Expansion and optimized targeting”, with machine learning

capabilities to find potential leads outside of the scope of the lists previously defined, naming them “People not in audience segments” (Figure 23). This means that the majority of conversions were achieved not through what was defined, but by what the algorithm thought were people more likely to convert.

Table 8.4 Breakdown of audience segments in the Display campaign (Phase 1, from 03/09/2018 to 15/01/2019)

Display Ad Group	Audience segment type	All conv.	Cost	Cost / conv.
Display Remarketing	Website visitors	96	27.88	0.29
Display Remarketing	People not in audience segments	24	4.44	0.19
Display Intention based audience	Custom intent segment	55	25.15	0.46
Display Intention based audience	People not in audience segments	803	295.24	0.37
Total		978	352.71	€0.36

Source: Elaborated by author based on Google Ads results

Through the business owner, we also got information on the company’s financial revenue performance during the months of Phase 1 of the strategy, and we’re able to compare that against the previous years (Figure 24).

We can observe that 2018 had a considerably higher Year on Year growth than 2017 versus the previous year. Most of the months in 2017 had a negative growth, whereas 2018 was able to secure a positive growth. December seems to have been equally revenue driven in both years.

Table 8.5 Princladia’s financial performance during the months of Phase 1, in comparison with previous years. Year on Year growth per month

Month/year	2016	2017	Y/Y% Growth ('16-'17)	2018	Y/Y% Growth ('17-'18)
September	€5,007	€4,769	-4.76%	€7,403	55.2%
October	€7,622	€5,838	-23.41%	€7,767	33.0%
November	€7,992	€6,365	-20.36%	€9,136	43.5%
December	€3,557	€6,547	84.09%	€11,107	69.6%
Total	€24,178	€23,518	-2.73%	€35,412	50.6%

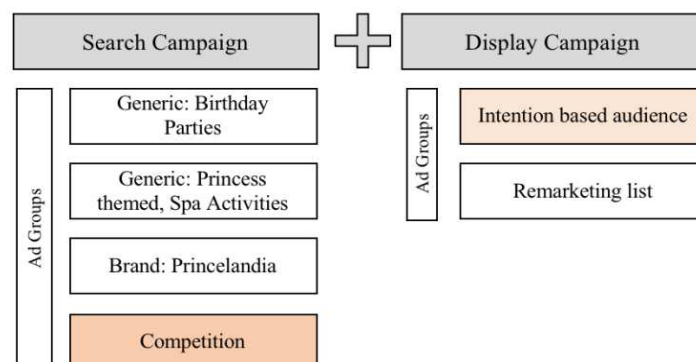
Source: Elaborated by author based on the sales records of the company

8.1.1 Insights from Phase 1

Phase 1 was Princelandia's first Google Ads campaign, and after the results the owner decided to continue the experiment. From this analysis, there's 3 main insights that guided the changes on Phase 2:

- The performance of search campaigns was significantly lower than display.
- The expansion and optimized targeting led to "People not in audience segments" bringing a higher volume of conversions than the remarketing list and the custom "Intention based audience".
- Conversions in Phase 1 were counted if someone clicked the phone number, which we considered as displaying interest in contacting Princelandia. Because this represents only an estimation of potential contacts, we wanted to get closer to a more palpable conversion and see if this would also influence the results.

Figure 8.3 New structure of the strategy for Phase 2



Source: Elaborated by author based on Google Ads results

The colored figures represent the ad groups that suffered changes. The decision to implement changes came from a close monitoring of the results during the 3 months period. Based on the insights described above, these were the changes implemented:

Adding a Search Ad group for competitor keywords, to explore how to tap into other keywords that users may be searching for that relate to Princelandia's business.

Adding new audience segments to Display, in the ad group “Intention based audience”. To further explore the targeting of audiences based on their intents, we added audience segments with topics related to children.

To explore the machine learning capabilities, we added 2 audience lists that are suggested by the platform. One list of users similar to the ones who already converted, which only populates after a few months of the campaign as in this case, and the second list is an optimized combination of what the platform think is most likely to convert.

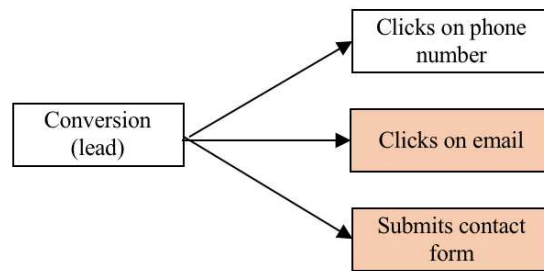
Table 8.6 List of new audience segments added to Phase 2

Audience segment type	Audience segment
In-market segment	Baby & Children's Products › Baby & Children's Apparel › Children's Apparel
Custom combination segment	AdWords optimized list
In-market segment	Baby & Children's Products › Childcare & Education › Early Childhood Education
In-market segment	Baby & Children's Products › Infant & Toddler Feeding
In-market segment	Baby & Children's Products › Infant & Toddler Feeding › Infant Feeding Supplies
In-market segment	Baby & Children's Products › Baby & Children's Apparel
Similar segment	Similar to All Converters

Source: Elaborated by author

Setting up 2 new conversions: (1) when a user clicks on email, and (2) when a user submits contact form. As mentioned, in Phase 1, only clicks on the phone contact were being measured as conversions. Although this could be a reality of many SMEs, we wanted to take the campaign measurement one step forward. To achieve this, a contact form had to be added to the website, and the necessary technical implementations took place

Figure 8.4 The colored figures represent the 2 new conversions



Source: Elaborated by author

8.2 Analysis of the results: Phase 2

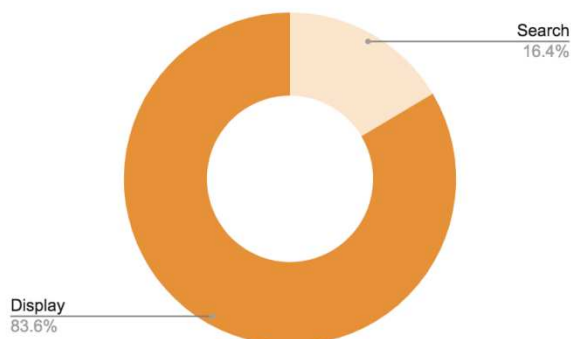
Phase 2 of the campaign lasted 7.5 months, from January 16th, 2019 to September 2nd, 2019.

Figure 8.5 Results of Conversions, Cost, and Cost per Conversion distributed between Search and Display campaigns (Phase 2, from 16/01/2019 to 02/09/2019)

Campaign type	Conversions	Cost	Cost per Conversion
Search	539.9	€813.69	€1.51
Display	2744	€1,064.85	€0.39
Total	3284	€1,878.54	€0.57

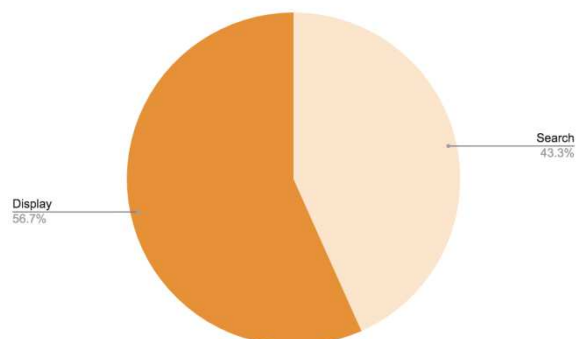
Source: Elaborated by author based on Google Ads results

Figure 8.6 Total conversions distributed between Search and Display campaigns in % (Phase 2, from 16/01/2019 to 02/09/2019)



Source: Elaborated by author

Figure 8.7 Distribution of cost between Search and Display Campaigns (Phase 2, from 16/01/2019 to 02/09/2019)



Source: Elaborated by author

Table 8.7 Search campaigns breakdown by ad group (Phase 2, from 16/01/2019 to 02/09/2019)

Search Ad Group	Conversions	Cost	Cost per Conversion
Generic Birthday parties	107.3	€558.52	€5.21
Generic: Spa Activities	24.6	€101.18	€4.12
Princelandia	407.1	€152.98	€0.38
Competitors	1.0	€1.01	€1.01
Total	539.9	€813.69	€1.51

Source: Elaborated by author based on Google Ads results

In Phase 2 we see a decrease of cost per conversion in Search campaigns, which could be attributed to the new conversions added. Search also increased in the attribution of conversions. Display further advanced in being responsible majority of the cost.

In the breakdown of search ad groups, we see that the new competitor ad group had little impact in the increase of conversions. We also see the cost per conversion of Generic Birthday parties decreased significantly, nearly halving. Princelandia's generic ad group was again the top performer ad group, with a significant decrease of cost per conversion as well.

Table 8.8 Display campaigns breakdown by ad group (Phase 2, from 16/01/2019 to 02/09/2019)

Display Ad Group	Conversions	Cost	Cost per Conversion
Display Intention based audience	989	€395.48	€0.40
Display Remarketing	1755	€669.37	€0.38
Total	2744	€1,064.85	€0.39

Source: Elaborated by author based on Google Ads results

The breakdown of display ad groups shows that the Remarketing ad group's performance surpassed that of Phase 1, driving more conversions at a lower cost per conversion than the intention-based audience, which calls to investigate the changes implemented to the latter.

Table 8.9 Breakdown of audience segments in the Display campaign (Phase 2)

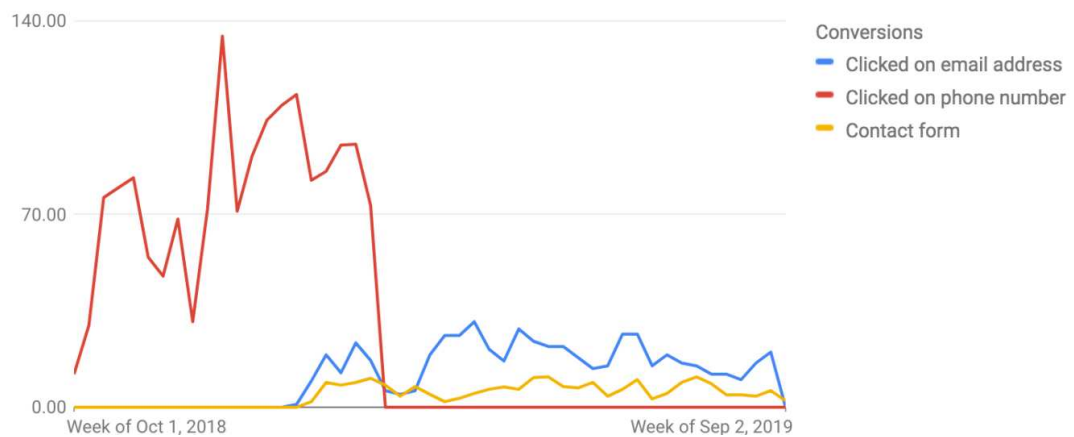
Ad group	Audience segment type	Audience segment	Conversions	Cost	Cost Per Conversion
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Display Remarketing	People not in audience segments	People not in audiences (Phase 1)	1323	€555.95	€0.42
Display Remarketing	Website visitors	All visitors (AdWords) (Phase 1)	432	€113.42	€0.26
Display Intention based audience	In-market segment	Baby & Children's Products › Baby & Children's Apparel › Children's Apparel	199	€81.42	€0.41
Display Intention based audience	Custom combination segment	AdWords optimized list	143	€41.20	€0.29
Display Intention based audience	In-market segment	Baby & Children's Products › Childcare & Education › Early Childhood Education	12	€5.74	€0.48
Display Intention based audience	In-market segment	Baby & Children's Products › Infant & Toddler Feeding	0	€0.25	-
Display Intention based audience	In-market segment	Baby & Children's Products › Infant & Toddler Feeding › Infant Feeding Supplies	8	€6.17	€0.77
Display Intention based audience	People not in audience segments	People not in audiences (Phase 1)	503	€213.79	€0.43
Display Intention based audience	Custom intent segment	Custom intent segment (Phase 1)	69	€24.79	€0.36
Display Intention based audience	In-market segment	Baby & Children's Products › Baby & Children's Apparel	55	€22.03	€0.40
Display Intention based audience	Similar segment	Similar to All Converters	0	€0.07	-
Total			2744	€1,064.83	€0.39

Source: Elaborated by author based on Google Ads results

We can observe that Remarketing ad group was the top performing one, but that again the majority of conversions came from people not from that specific list, but from what the algorithm identifies as people with potential to convert.

Figure 8.8 Evolution of the conversions being measured through the time.



Source: Princelandia's Google Ads account

Regarding conversions, it is important to note that conversions had changed for Phase 2, and this meant that the volume of conversions could have been impacted. Figure shows how conversions were measured over time, starting with “Clicked on phone number” as the first one, followed by a short period where 3 conversions were being tracked, and ultimately the phone number conversion was discontinued.

Chapter 9 - Conclusions

From the results of this project implementation, there is strong evidence that supports the premise that specifically Search Engine Marketing, or paid search and display advertising can work for SMEs as part of their digital marketing efforts. The project resulted in a significant improvement in sales for Princelandia and there's confidence that this strategy could be replicated to benefit other businesses under similar circumstances. From Phase 1, it was possible to get positive results both on search and display campaigns which provided the author and the owner the confidence to proceed with the experiment with more budget.

Both phases brought more volume in results on display campaigns.

Machine learning played an important role in getting these results. The use of intent-based audiences, optimized lists and the list of "People not in audience segments" based on the remarketing list, are all examples of machine learning capabilities available in the Google Ads platform. It further proves the point that a small business can confidently use this solution, and the platform itself works toward the defined goals. However, it is also important to note that it is necessary some level of digital literacy to be able to use the Google Ads platform, and even more skills to develop and website and implement a tracking system.

9.1 Academic conclusions

This project indented to showcase how an SME can benefit from Search Engine Marketing and Marketing Technology, through the practical application of the concepts revised in the literature review. The positive results and testimony from the business owner demonstrate how SMEs can greatly benefit from taping into digital marketing.

The main challenges that SMEs face in relation to digital marketing are lack of time, lack of financial resources, and lack of skills. This project showcased how Google Ads can respond to these challenges, albeit in different degrees.

Time: The campaigns that are launched can be done so in a "set it and forget it" approach that tackles the lack of time. Although the campaigns implemented had a close monitoring due to the nature of this project, it is possible to have a more distanced attitude. As we found out, often times the platform itself will use the algorithm to perform according to the goals we defined.

Financial resources: Financial efforts will be different for every company, but what this project proposes is to compare the investment that is necessary to participate and advertise in platforms like Google Ads, versus other traditional methods. During this project, the daily budget for the campaigns varied between €3.00 and €10.00, as per the financial capabilities of Princelandia.

The other advantage marketing technology tools bring to SMEs is measurement. As we've seen in the analysis of the final results, a company can easily look at how many leads the campaign is bringing, and how much each conversion is costing them. Measuring and tracking allows for a more deliberate investment.

Skills: Google Ads makes it virtually possible for anyone to create a search ad and bid on keywords, and the platform is increasingly integrating easy-to-set-up campaigns (Smart Campaigns, Performance Max). However, it is important to note that due to the nature of this project, the approach done to the campaigns was based on some level of digital marketing skills of the author.

9.2 Conclusions for Princelandia

Princelandia has a strong brand that people look for, and it's good that now they control the online narrative with their own website and information, rather than relying on the HQ's website that didn't get updated. One can wonder: before the website and search ads, if a user searched Princelandia, where would they land? Either the HQ website, social media, or a competitor?

With search campaigns they are mostly able to capture people who are already familiar with their brand, but it's also possible for them to be found by people looking for more generic services of birthday parties, although those will be more expensive leads. It should be ok to spend a bit more on leads that are harder to get otherwise.

We are also able to see how data personalization and machine learning worked in Princelandia's favor helping it create demand for their services with Display. Using optimized targeting based on a custom intent audience, was key to create demand in what we believe were people who were not familiar with Princelandia before, at a reduce cost versus search campaigns.

There's financial evidence to support that this strategy had real economic impact to the business. Although there isn't an ability to directly measure the real number of leads that turned into sales from the campaign, the testimony of the business owner is that she did feel the increase in the number contacts, and the number of forms submitted were palpable.

This project makes the following suggestions to Princelandia's owner:

Maintain the proposed Google Ads strategy as an "always-on", for as long it keeps delivering satisfactory results.

Experiment with other types of smart campaigns that leverage machine learning, since the algorithm was efficient in delivering good results for Princelandia's conversions.

Maintain the control over their online presence and narrative, in detriment of leaving it up for the HQ that doesn't keep the information up to date on their website.

Consider digitalizing other parts of the business, such as, for example the booking process, which would allow for a more accurate tracking and measurement of the digital marketing impact.

9.3 Managerial implications (for SMEs)

Despite only capturing the impact for Princelandia, the findings are comprehensive and can be applied to other SMEs alike.

This project's exploration and results suggests that SMEs:

Understand the demand for their services on search engines. There may be an untapped opportunity because people are already searching for their brand or services.

Display search ads for people who search their brand and capture new leads by serving ads to people searching for generic keywords that match their services. Brand keywords will result in lower cost per leads as they were already in a consideration phase, which arguably may imply they would become leads regardless. However, it's an opportunity to control their presence on search engines and showcase their own narrative and unique selling points.

Create demand for their products or services using Display ads and by leveraging machine learning capabilities, if it suits the nature of the business.

9.4 Directions for future research

The digital marketing technology changes rapidly and what may be true today, may not be in a few months or years.

Since the initial conception of this project, the Google Ads platform itself has suffered numerous changes, and with every year the “pay-per-click” concept becomes a little more old-school, making room for campaigns that focus on conversions, conversion value, and return on ad spent.

The finding in this project suggest their room for more projects of how Google Ads and marketing technology platforms can work for SMEs. It would be especially interesting to explore Google Ads formats that have an easier setup such Smart Campaigns, Smart Display Campaigns, and Performance Max Campaigns.

There’s certainly academic interest in further explore of how can machine learning help SMEs, in the process of digital transformation and digital marketing, with an emphasis in Europe’s small businesses that seem to represent an important economic pillar. There’s also lot to explore on how machine learning, AI, automation can further simplify marketing efforts not only for SMEs, but for companies of all sizes and how that will impact employment and the economy.

9.5 Limitations

There were some limitations during the development of this project.

The digital marketing technology changes rapidly and what may be true today, may not be in a few months or years, and the academic world doesn’t keep up with technology at the same pace that it improves. Due to the time that took to complete this project, the literature review encompasses many years of studying these topics, and it could have focused on more recent and relevant literature. On the other hand, this also reveals a gap and opportunity in more recent literature that doesn’t quite yet tie together a lot of the concepts discussed.

Concerning methodology, there could have been a more in-depth data collection directly from the target audience. This collection was attempted through paper forms to understand where people heard about Princelandia. There was however some difficulty from the business owner

and other employees to distribute these to the parents during the bustling weekends full of birthday parties at their venue. Still on data collection, there was a strong stand from the business owner to not reveal the names of the direct competitors, given that many of them are direct copies that the owner doesn't want to acknowledge in a public forum.

There was also a close proximity between the author and the business owner, which proved to be helpful in finding information and missing gaps but might have not provided the necessary distance from the subject to truly study it without personally being involved. The author had concerns of misusing the budget or not achieving good results and that made the strategy more conservative rather than experimental.

The author's skills of digital marketing are not in par with those of SMEs, and therefore it is arguable that the proposed strategy could be implemented by any SME. The author was also involved in the creation and design of the website (outside the scope of this project) and setup of measurement tags, which does not reflect the reality of resources and skills that SMEs have. It would have been interesting to see how a more basic usage of marketing technology can help SMEs with even less skills and resources.

The fact that during the development of the project the author worked at the tech provider of the platform used to implement the strategy and that is object of this project, may result in a positive bias from the author towards the tool and the company and how it can be used by companies.

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Chapter 11 - Appendix

Appendix A1 – Structured Interview to Susana Ricardo, owner of Princelandia

Conte-nos sobre a Princelandia

Quem abriu a Princelandia foi Miguel Angel Parra, e o Miguel tem um história interessante de vida. Ele era construtor e a determinada altura pensou em criar um negócio que um dia pudesse ficar para a filha e então começou a pensar neste negócio de princesas e de spa para meninas, e abriu a primeira Princelandia em Espanha, em Sevilha. Durante 1 ano ele teve a Princelandia dele só. Ao fim de 1 ano Franchizou. E nos primeiros 5 anos ele teve um boom gigantesco no negócio e abriu mais de 20 Princelandias só em Espanha, e foi eleito inclusive, ele recebeu alguns prémios como de criatividade e melhor franchising, prémio inovação de melhor franchising. No meu ponto de vista, ele não tinha nem as ferramentas, nem as pessoas, nem a estrutura necessária para este crescimento e portanto ele não conseguir responder ao crescimento. Já fecharam algumas Princelandias, neste momento não sei mas acredito que ele tenha mais de 20. Aqui em Portugal eu abri o primeiro Franchizing internacional da marca. E depois chegou a Miami, e à Suíça. É um franchising um bocadinho atípico dos outros, portanto, a marca controla pouco, investe pouco também nos seus franchisados, mesmo em termos de publicidade e esse é um desafio também. Eu tenho um franchising mas é como se não tivesse, portanto, eu conto muito pouco com a marca em termos de imagens, em termos de apoio publicitário, nada, portanto, eu cada vez que quero uma imagem para divulgar é um problema imenso porque eu não tenho um banco de imagens que eu posso utilizar, e depois isso vai por escada porque tenho os meus franchisados que também não têm. Esse é também um desafio que eu tenho. Não posso usar imagens minhas, supostamente, mas também não tenho imagens da marca, portanto eu estou a publicitar as mesmas imagens há 4 anos. Não faz sentido nenhum sendo um franchising com esta dimensão.

O site é muito mau, tem imensos erros ortográficos, que é mau e que já pedi para corrigir, é um site que não teve nenhum tipo de [atualização]. De há 4 anos para cá as coisas evoluíram imenso, as imagens evoluem, as pessoas querem outras coisas e de há 4 anos para cá o site é o mesmo, tem as mesmas imagens, tem as mesmas coisas, tudo igual e do ponto de vista do utilizador quem quer entrar para ver serviços, contactos, que são aquelas coisas básicas, saber

o contacto, ninguém consegue encontrar o contacto naquele site, portanto anda ali a navegar a navegar e é muito difícil encontrar um contacto. Depois têm um formulário para preencher que na maioria das vezes nem se quer me chega, portanto esta dependência que tenho da marca só me traz constrangimentos e não tenho um apoio.

Conte-nos mais sobre o novo site

Depois de ter vivido com este constrangimento, senti a necessidade de desenvolver um outro site. Um bocado à revelia da marca, mas que tive necessidade de fazer, mas até para ver se era só uma sensibilidade minha e de que se calhar as pessoas também não chegam por causa do site, ou não. E efetivamente desenvolvemos um site muito mais simples, mais claro para quem quer procurar serviços e contactos, e efetivamente desde essa altura que eu tenho tido mais procura, é um site que já tem os preços, já tem os serviços, tem contactos que facilmente qualquer pessoa consegue aceder, acessar a informação que pretende aí sinto que tem tido um retorno bom.

Ainda não tenho princelandia.pt o que tem sido um desafio e estou ainda sem saber no que é que isto vai dar porque na verdade isto não foi um trabalho apoiado pela marca mas que foi uma necessidade.

Como é feita a alocação de recursos?

Sendo uma empresa pequena com uma receita mais pequena, tenho menos capacidade de investir em campanha de marketing. O investimento que eu faço tem de ser sempre um investimento muito ponderado.

Que esforços de Marketing têm vindo a fazer?

No início, quando arrancámos com a Princelandia, como ninguém conhecia o conceito, fazemos um investimento maior de publicidade e contratamos uma agencia que nos ajudou na divulgação da marca. E essa divulgação ao início foi feito em televisão, rádio, revistas – isto com a ajuda da empresa. E depois permitiu-nos medir um bocadinho retorno, de onde é que vinham mais clientes tendo em conta essas várias direções para onde fomos. E depois o habitual do Facebook e Instagram.

Medimos de uma forma amadora e muito por sensibilidade, qual é que tinha sido o retorno, a perguntar as pessoas como é que souberam, como é que tinham conhecimento, e aí percebemos para onde é que deveríamos dirigir os esforços e o investimento. E é o que tem vindo a acontecer desde essa parte para cá, que é – publicitamos em revistas quando nos contactam ou querem fazer um artigo sobre a Princlândia e claro que sim, sem nenhum custo para nós. E com investimento pago, publicamos numa revista para crianças que se dedica a atividades para crianças que é a estrelas e ouriços, de onde sentimos que vem sempre retorno e esse retorno é medido pelo que as pessoas nos dizem – “ah tive conhecimento pelas estrelas e ouriços” e aí em todos os meses que publicámos tivemos retorno. E para além disso investimos no Facebook e Instagram, e investi há 1 ano na Google, porque fui contactada por uma empresa eu me ia ajudar a fazer esse trabalho e foi um flop gigante, nunca consegui ver o anúncio e correu muito mal.

Qual o público-alvo da Princlândia?

O meu público alvo são as crianças entre os 5 e os 10. E os pais claro, porque quem na verdade escolhe a festa são sempre as crianças, elas querem muito e se vieram à Princlândia, mesmo como convidadas, vão querer fazer aqui a festa. Mas naturalmente que os pais têm de gostar do serviço, do preço, do espaço.

O que faz as pessoas escolher a Princlândia?

O que faz as pessoas escolher a Princlândia é o espaço em si, que é um espaço muito pensado ao pormenor, portanto é a diferença. As pessoas entram aqui e sentem que estão num espaço diferente. É o serviço que prestamos nas atividades que nós temos, que efetivamente que as crianças gostam de fazer, mais as crianças do sexo feminino. E depois é sem dúvida a minha equipa, portanto as monitoras, e são elas que claramente marcam a diferença.

Como analisa o desempenho nos últimos 12 meses?

Foi um ano difícil, por vários motivos. Houve um boom de concorrência que afetou naturalmente o desempenho. E depois para além da concorrência, eu sinto que eu também divulguei pouco a Princlândia, e estas atividades têm de ser divulgadas constantemente, porque isto é tipo um ciclo. Quanto mais crianças vêm, mais crianças virão, porque é muito pela utilização do serviço. Quando começou a abrir concorrência, as pessoas começaram a experimentar outros espaços, e vieram menos crianças e depois isso sortiu efeito mais a

frente, e tivemos menos atividades foi um ano difícil. O desempenho Global não foi negativo mas não foi o esperado.

Quais os principais desafios da Princelandia?

Tendo em conta a atividade da Princelandia, de festas, o desafio não é ser uma empresa pequena, mas sim o desafio de ter um espaço pequeno. Não tanto a empresa mas o espaço físico, isto porquê, porque a empresa pode ser uma empresa pequena mas se tiver um espaço físico grande, tem capacidade de fazer várias festas ao mesmo tempo. Sendo que a maior receita vem das festas, portanto é esse o foco. Porque se vírmos outros espaços de festas como aqueles de trampolins, eles se for preciso têm a decorrer 10 festas ao mesmo tempo, e eu só tenho a correr 2. Portanto acho que o desafio não é tanto o de ser uma empresa pequena mas é mais do espaço.

A concorrência foi um desafio gigante. Em meados do ano passado começaram a abrir muitas cópias do serviço, a um preço na maioria dos casos menor, e isso fez-se sentir consideravelmente no meu negócio. São empresas pequenas também e que também tiveram a sua estratégia e lançaram-se ao mercado com um serviço muito idêntico ao que eu prestava, mas com um valor diferente, mais abaixo. Se calhar aqui comparando, a minha pequena empresa com as outras pequenas empresas, para mim há sempre o desafio de isto ser um franchising. Portanto eu tenho sempre aqui um custo associado de Royalties, e tenho que cumprir um conjunto de requisitos que a marca me obriga e que estas pequenas empresas não têm. Nomeadamente, de preços, e elas não pagam os Royalties, enfim, e depois também em termos de prestação do serviço, são empresas que prestam um serviço idêntico mas com menos pessoal, os recursos humanos que utilizam são em número menor do que aqueles que eu utilizo, portanto eventualmente também terão aí menos custos, o que também lhes permite fazer um preço mais pequeno. Mas quero dizer, foi sem dúvida nenhuma aqui a concorrência. Apareceram umas 5 novas.

Como vê os próximos 12 meses da empresa?

Especificamente, na minha Princelandia. Gostava de criar outras iniciativas, para que isto não fosse só um mundo encantado para meninas, mas que fosse também para meninos. E gostava de ter o meu calendário – o que seria razoável para mim seria uma média de 8 festas por fim de semana.