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THUNDERBIRD—IMPROVING THE ONLINE EXPERIENCE WEB PERFORMANCE ANALYTICS

The marketing team faced many limitations, including budget constraints. We had limitations of human resources; we were a very lean/small team. As far as our school goals were concerned, the world was our market, and our goal was to effectively allocate our resources.

Kelly Santina, VP of Marketing

Introduction

The first week of November 2012 represented the culmination of a six-month effort to redesign Thunderbird's website. The design team was driven by a clear vision of the customer experience that the site should offer. However, aligning the customer experience with the institution's global mission and objectives represented a complex challenge. Central to the new design was the focus on demand generation, i.e., driving interest in Thunderbird's portfolio of programs. The website was expected to be the anchor for the online relationship with a broad range of audiences, from reporters to researchers, prospective students, and alumni. The redesign was under the responsibility of the Marketing group, and the nuts and bolts of the system were managed by the Information Technology department. The team included content management software specialists, search engine optimization (SEO) experts, content developers, Web designers, and a strong marketing component.

After several months on the air, the website's effectiveness needed to be evaluated. Website traffic data compiled by Google was available. Almost every aspect of the visitors' experience was captured and detailed by Google. The analysis had to provide insights on the user experience and indications about the decision cycle of potential program attendees.

Thunderbird

Thunderbird School of Global Management was founded in 1946 by Lieutenant General Barton Kyle Yount, with a mission to prepare leaders in international business. The school, originally known as the American Institute for Foreign Trade, was established as a not-for-profit organization. Thunderbird's unique curriculum was based on the belief that in order to do business worldwide, it is critical for business leaders to know foreign languages and develop a strong cultural acumen in addition to their functional skills. Therefore, to maintain its global identity and inculcate cultural sensitivity, Thunderbird recruited students from around the globe. More than 50% of Thunderbird students were international and represented several geographies. As of 2013, Thunderbird had more than 41,000 alumni who live and work in more than 140 countries.

The school offered several full-time graduate business programs, such as an MBA in Global Management, with specializations available in International Marketing, Finance, and General Management. In addition to MBA programs, the school also offered full-time Masters of Science in Global Management, Global Marketing, and Global Finance. Apart from the regular programs, the school also offered executive education and distance learning

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programs such as an Executive MBA, an online MBA, and a large number of executive training programs, both custom-designed and open enrollment. The duration of these executive programs ranged from three days to 28 months. The list of corporate customers included many of the top 100 global companies, such as ExxonMobil, Kellogg Company, Delphi, Solar Turbines, SK Group, and Schneider Electric. In 2013, Thunderbird offered programs in more than 15 countries.

View of the Future

Thunderbird was able to maintain its specialized ranking as the number one school in international business for 16 consecutive years, and wanted to continue to be a leading provider of education in International Business. In addition to its focus of creating a community of global leaders, the school was also working towards developing specialized programs to boost the employment rate of its graduating students. In the fall of 2012, Thunderbird launched two new programs for students just out of undergraduate school: Master of Science in Global Marketing, and Master of Science in Global Finance. From a recruitment perspective, Thunderbird considered employability, diversity, and academic qualification as some of the major criteria to recruit students. The school also planned to expand its online and executive offerings for working professionals.

Thunderbird Offerings

Thunderbird offered a variety of academic programs in the business administration sector. Some of Thunderbird's major programs are listed below:

- **Full-Time MBA Program:** The MBA in Global Management (MBA-GM) program was Thunderbird's core offering. This program was delivered on Thunderbird's campus in Glendale, Arizona. Three duration tracks were available for this program. The first track was a one-year track in which the students completed their program in 12 consecutive months. The second track was a 15-month track which involved an internship or a concentration term, and the third track was a 21-month track with both internship and concentration terms. With a median age of 28, MBA-GM students brought to Thunderbird a wealth of professional, and often international, experience—as veteran bankers, entrepreneurs, writers, former Peace Corps volunteers, attorneys, and television journalists. The typical incoming student body had an average of five years' full-time work experience.¹ The minimum full-time work experience required to qualify for the MBA program was two years. The students seeking this MBA were young professionals who either aspired to enhance their careers by completing an MBA, or were looking for a career change. Thunderbird's Admissions and Recruitment Department tried to keep the student body as diverse and multinational as possible representing many nationalities.
- **Master's Programs:** Thunderbird offered several masters' programs, such as Master of Science specializing in Global Management, Global Marketing, and Global Finance; and Master of Arts in Global Affairs. The students typically applying to these programs were students who had just completed their bachelor's degree and wanted to obtain a master's degree immediately after graduation. The average age of students in this program was 23.
- **Executive MBA:** The Executive MBA Program was tailored to serve high-potential mid-level and senior-level executives with more than eight years of work experience. The classes were conducted on Thunderbird's Glendale campus every other Friday and Saturday. The candidates seeking this program were already working in high-level management positions and wanted to enrich their profile with an Executive MBA degree. The average age of an Executive MBA student was 38.

Executive Education Programs

Thunderbird's Executive Education division helped companies and executives realize their full global business potential by leveraging the school's expertise to develop organizational global management capabilities. The various programs offered under Executive Education were classroom programs, conducted in a short program

¹ http://www.thunderbird.edu/graduate_degrees/full_time_mba.

format, and online certificate programs, conducted online in a short format as well. The other offerings were international consortia, customized solutions, and language and culture programs. These programs were sought by corporations seeking to equip their employees with certain specific management skills, and by working professionals interested in enhancing their business knowledge in selected areas of study.

School Rankings

For many years, Thunderbird was the world's number one school for international business. The school maintained this specialized ranking for 16 years. However, the general rankings of the school witnessed a negative trend over the past few years. According to the Business School rankings issued by the *Financial Times*, Thunderbird's overall rankings dropped from 67 in 2010 to 80 in 2012. Appendix 4 compares the school's three years' rankings since 2010. One of the major criteria which determine a business school's rankings is its employment statistics. According to the data reported by *BusinessWeek*, 38% of Thunderbird students received a job offer by the time of their graduation, 21% of graduates received a job offer within the first three months of graduation, and 42% received an offer sometime after three months of graduation.

The falling rankings of the school were definitely a concern for the senior management team, and they focused on improving the quality of the incoming students—both in terms of employability and diversity. The Executive MBA, in contrast to the Full-Time MBA, was more successful in terms of rankings. The program was ranked as the 16th best EMBA program in the United States.

MBA Landscape

The MBA industry in the United States has been dynamic and fiercely competitive. As MBA candidates try to differentiate themselves from the competition, MBA schools have been adapting to employer and student trends and making necessary changes to accommodate their demands. Demand for the two-year MBA has seen increased competition from accelerated, part-time, or executive programs. High costs and time commitment are major factors driving this trend. Most business schools in the U.S. are making necessary adjustments to their curriculum and offerings as they try to attract the best MBA talent in the market. There are more specialized MBA programs emerging which have been created to leverage the strengths of business schools as a method of differentiation from other programs. Additionally, apart from the traditional MBA programs, there is an enhanced demand for specializations in accounting, finance, management, and other major business functions.

The MBA programs have witnessed considerable change in terms of employability and placements over the past five years; however, the perception about the value of an MBA still remains high with students and alumni. The global recession had a considerable impact on Thunderbird's placement records, with 2009 and 2010 being the most difficult years.

Competitive Landscape

Thunderbird School of Global Management was the number one school in international business for 16 consecutive years. Since its founding in 1946, Thunderbird has been completely dedicated to international business; however, in recent years, with the growth in the global economy and the many new business opportunities in emerging and burgeoning markets, many schools have started developing a curriculum for international business, following Thunderbird's lead. Some of the major business schools now competing in this arena are Darla Moore School of Business in South Carolina, Hult School of Global Management in Boston and San Francisco, and the Harvard Business School. International competition comes from INSEAD, IMD, and the London Business School. To maintain a competitive ranking, every international business school must recruit the best talent from different countries of the world. It is also critical to keep the international student body as diverse as possible.

At Thunderbird, the Full-Time MBA Program cost ranged from \$66,774 to \$84,006. Moore, at the University of South Carolina, charges about \$71,540 to an out-of-state student and \$43,042 to a resident of South Carolina. The average tuition at Hult is \$69,800. Other schools charge more. For example, the McDonough School of Business at Georgetown University charges around \$55,000 per year for its full-time MBA program,

and an MBA from the Marshall School of Business at the University of Southern California costs \$104,016. European business schools such as INSEAD and the London School of Business charge \$85,000 (€62,500) and \$87,400 (€64,200), respectively.²

Internet Marketing

With the growth of cyber technology, marketers found a medium which was both effective and inexpensive. The last decade of the 20th century saw a new digital marketing trend emerge, which revolutionized the industry. Digital media such as the Internet and mobile phones were extensively used to market new products and services. The evolution of the World Wide Web from a static storehouse of information to a dynamic and user-interactive platform proved to be a blessing for marketers, and they started to explore different ways to advertise their products and services in this fast-growing and evolving medium.

All Internet marketing can be categorized into three large buckets: content creation, search engine optimization (SEO), and social media. Content creation refers to the development of digital content to promote a product, an organization, or an industry. Simply put, content creation most generally refers to developing a website, a blog, or a Web portal for dispersing information and running promotions. Content creation also refers to creating Web banners, advertisements which are displayed on third-party websites to increase product or company awareness among visitors to that website. The billing model used in the former is called Pay Per Click or Cost Per Click, where the advertiser pays the publishers of the website when the advertisement is clicked and the end users are directed to the advertised Web page.

The emergence of an enhanced digital reach of the customer has changed the buying cycle. Information that was traditionally fed to the end customer by company sales representatives is now fetched by the buyer on the “Internet.” The sales process has become shorter, with buyers now moving faster through the initial prospecting and vendor selection stages. Online content consumption has greatly impacted this change, as buyers now choose not only the content but also the channels and timing of consumption. Companies who embrace this change are better placed in the marketplace to get the attention of these customers. Customers have moved from buying products and services to buying solutions which address their “pain points.” The traditional strategy of providing static content without adequate customer profiling is now outdated.

Search engine marketing uses optimization to increase the visibility of websites in the look-up results of popular search engines. This includes both paid searches for moving certain websites to the top of the search results, and search engine optimization in which the website visibility is improved by organically improving its algorithm to gain better natural search results. The paid searches, such as Google Ad Words and Microsoft Ad Center, request bids for keywords. Advertisers bid for the keywords and phrases which are most likely to appeal to their target customers during the times when the frequency of search is the highest.

The third form of Internet marketing is social media marketing. Social media marketers create specific content which is relevant to the pertinent product, service, or organization. This content is promoted through several popular social media channels such as Facebook, Twitter, YouTube, LinkedIn, and specifically targeted blogs.

One of the major goals of the redesign was ease of use from a backend perspective. The previous website ran on a product no longer supported by Microsoft. Changes had to be done manually; it was very laborious. The need to develop the website was pushed by Marketing. IT gave the parameters. Marketing and IT align closely to work on the strategy which drives the digital marketing-related projects.

Bobby Gray, Director of Application and Information Services

Thunderbird Website

One of Thunderbird’s most important marketing tools was its website. The website ran on the Drupal platform and offered several user interactive features. It offered a plethora of general and specific information about the school. The Web pages were compatible with all major Internet browsers, and the site also had a mobile applica-

² www.businessweek.com, <http://www.businessweek.com/bschools/rankings>.

tion. The navigation was user friendly, and most of the information could be located easily. The navigation bar on the home page of Thunderbird's website, *www.thunderbird.edu*, contained major headings such as Graduate Degrees, Executive Education, Employer-Relations, and About Thunderbird. Every heading redirected the user to a dedicated Web page, as shown in Figure 2. The Web page associated with the Graduate Degrees, for example, had links to all programs. The detailed information about the curriculum, admissions, and financial aid for each program could be viewed by navigating through each of the program menus.

The main goal of the Thunderbird website was to get people to know about Thunderbird. Spread the word for the brand and show people what it was like to be on campus, what are the different programs that we offered. Then there was any amount of detailed information pertaining to housing, alumni, networking, and anything you wanted about the school. That was the primary objective.

Sean Durell, Art Director

Exhibit 1. Thunderbird Website

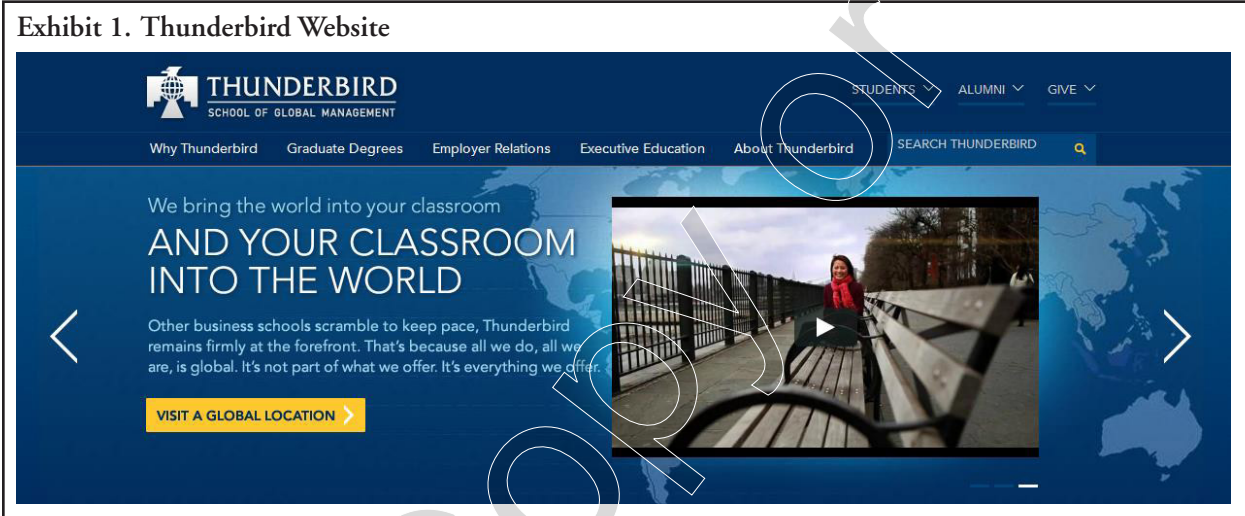


Exhibit 2. Thunderbird Website with Dropdown Menu



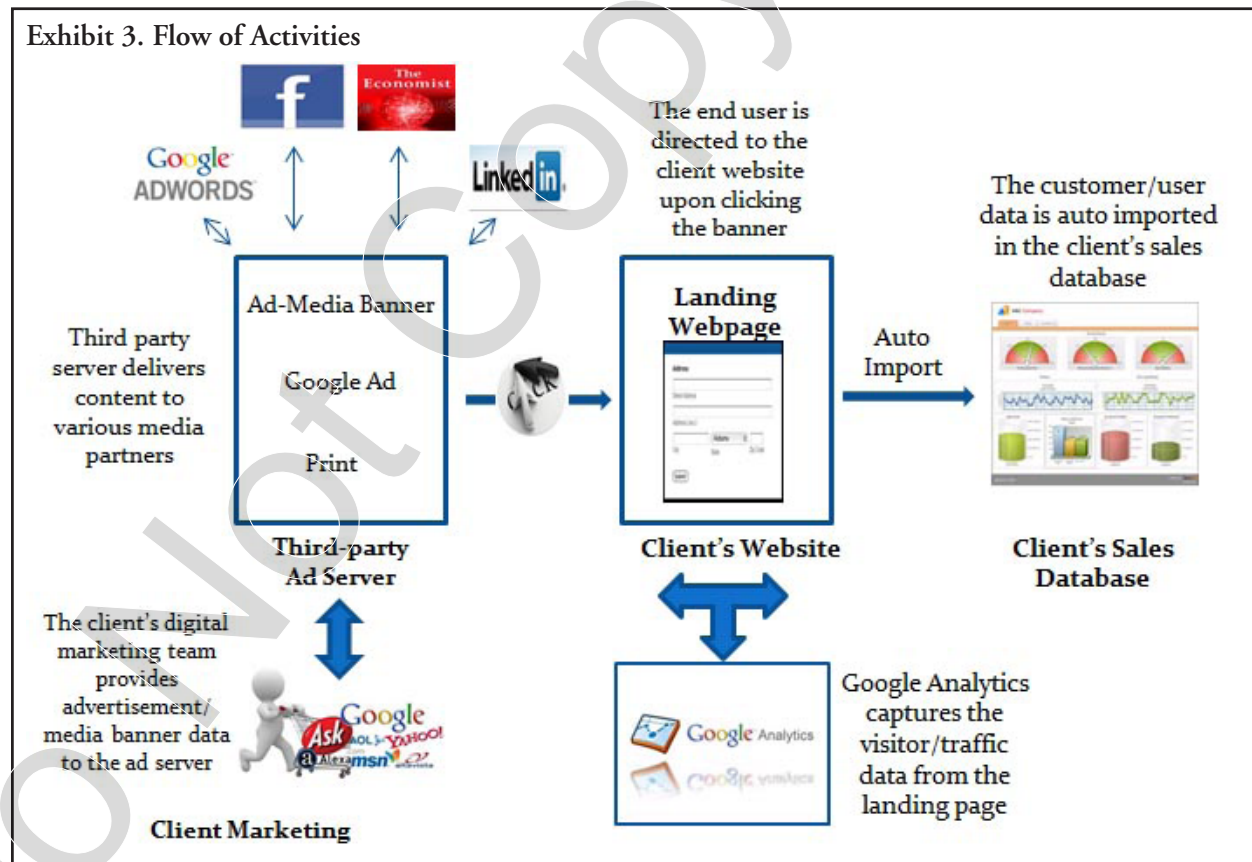
Anatomy of MBA Recruitment

MBA recruitment is a four-step process that moves from lead generation to admission. Most business schools generate student leads through several channels. These channels are both traditional and Web-based. The traditional sources include: direct lead generation through telephone, word-of-mouth referrals, leads coming through career fairs, and other avenues. Appendix 1 shows a breakdown of the traditional lead sources. The Web-based leads are generated through all Internet marketing channels, i.e., Web banners, search engine marketing (SEM), and social media. All the leads land in a school's recruitment database.

The second step in MBA recruitment is lead qualification. The recruiters contact the interested students and try to learn more about them and help them with their questions. If a candidate seems like a prospective student, the recruiters encourage him/her to apply for admission. The qualified lead now becomes an opportunity. The stage following the lead qualification is the application process. The candidates, if interested, apply to the school and go through the admission formalities. Finally, the applicants are either granted or denied admission, the opportunity is officially closed, and marked as won or lost. The flow of activities is described in Exhibit 3.

An important factor to consider was the lead source—how the lead came into the system was going to direct our conversation. We had a ton of lead sources. Generally, we had seen that the conversion of paid leads was relatively lower. The organic leads, which included people finding Thunderbird on their own, getting referrals from current students, had a much higher level of matriculation. Paid leads were a quantity game.

Julie McGough, Recruitment Team



Google Analytics

Google Analytics is an analytical tool which tracks the Web-based traffic information for a website or a Web page. Google Analytics can successfully capture most of the data pertaining to visitors such as the location, time of visit,

duration of stay, and the bounce rate. The tool can track data from various referring sources, such as third party websites, search engines, Google Ad Words, and similar sources. This information is of particular interest to the marketers because they can know the effectiveness of an ad campaign or Web content by looking at the traffic patterns over a period of time. They can also determine the geographic information from the traffic reports and can tailor their products according to the geographic demand. Appendix 2 shows the Google Analytics dashboard.

The Data

The data set provided in Appendix 3 comes directly from Google Analytics. The data slice consists of information about the location of the visits, referring sources, number of visits, average time spent, bounce rates, and the goal completion. The data set is spread over a period of four months, from November 2012 to February 2013. The data are presented in a consolidated Excel file. Appendix 3 reflects the reporting parameters of the data in detail.

Key Performance Indicators

As commonly understood in the management literature, KPIs are metrics employed to evaluate the performance of an organization against defined goals. In the Internet space, they define a set of success metrics that guide the evaluation and improvement of the performance of a website. Google Analytics and other similar tools make available an almost infinite number of indicators for the evaluation of a website. The number and type of indicators an analyst chooses are critical for a sound assessment of where an organization's Internet marketing strategy stands. While there are a variety of online business goals, Thunderbird's focus was on lead generation and conversion.

The analysis of the Google Analytics data set may follow different courses at the will of the analysts. The Thunderbird data should allow for the study of various dimensions, such as:

- **Analysis by Region:** The school pays to serve content to different regions. If, from a particular region, the visitors are coming directly to the school's site, then there is no point in spending much in that region.
- **Analysis by Source:** Which sources generate the maximum number of leads?
- **Analysis by Day and Date:** Which days produce higher traffic or are dull days? Patterns may be assessed on a daily, weekly, or monthly basis.
- **Analysis by Conversion Rate:** Assess trends about visitors and compare with visitors who sign up for additional information.
- **Analysis by Bounce Rate:** Trends about visitors who actually showed interest and navigated more pages and how many exited the page.
- **Analysis by Time of Stay:** Amount of time visitors spent on the page.

Appendix 6 is a generalized description of KPIs, metrics, and major KPIs for website management.

To determine the effectiveness of the website, Thunderbird's Internet Marketing Director created a comprehensive selection of KPIs to evaluate the site's performance. The key performance indicators would indicate and assess the areas where the advertisement or the website needed improvement. Several KPIs can be created by analyzing and rearranging the raw data. Some of the KPIs commonly utilized in similar sites are below. They are, however, insufficient. This selection must be expanded and each KPI properly defined.

- Total time spent (e.g., defined by multiplying total visitors by the average number of minutes spent)
- Conversion rate
- Stickiness
- Percentage of new visitors
- Visitors by region
- Revenue from ad source
- Global visitors by source

The admissions team needed to consider a variety of key KPIs, including average GMAT score of the students being admitted, the mix of U.S. and international students. This helped our employment status. Ideally, we wanted a mix of 50:50. Right now, it is 70% international and 30% U.S. We were measured on gender demographic as well. Additionally, the yield percentage—the percentage of students that were admitted that actually matriculated. Student satisfaction was huge—with fellow classmates.

Rebecca Henriksen, VP of Enrollment and Student Services

Internet Marketing at Thunderbird (Online Media Buying)

Online media buying and Internet advertising were critical activities at Thunderbird. The school used several commercial and media channels to advertise programs throughout the world. Internet marketing was carried out structurally at two levels. The online media buying and SEO planning was carried out by the Marketing team, whereas the social media interactions and intellectual communications were handled by the Communications team.

The most important goal for the Internet Marketing team was to generate prospective student leads. Since Thunderbird was a global business school, it was desirable for student leads to come from different parts of the world, as opposed to a particular geographical region. It was also important for the leads to be from quality students. Cost was also one of the determining factors when purchasing online media.

Online media is a crowded space with hundreds of publishers available to advertise the content. One of the challenges which most media buyers face is the dilemma of where to start. When planning a successful media buying strategy, the buyer has to keep several facts in mind before reaching a decision. The first step in planning is determining the budget for the media campaign. Once the budget is finalized, the media specialist needs to decide which websites to use in advertising the content. How should the budget be distributed among those sites? Concurrently, the buyer also has to define and segment the target audience. In the case of Thunderbird, demographics and geographic targets played a crucial role in identifying the target audience because of the global nature of the school.

In addition to media purchasing, the buyer also has to determine the criteria of success. Tracking mechanisms need to be in place to measure the effect of online advertising. Some of the metrics and billing mechanisms are compiled in Table 1.

Our digital budget was targeted towards sites which gave us a global reach. 90% of our online budget went towards buying impressions in bulk on four websites, which included Financial Times, CNN, Business Week, and The Economist. We got a good deal as we bought in bulk and the rates were generally based on buying power. We bought big and we bought early.

Kelly Santina, VP of Marketing

Interaction with Agency

The advertising and content-serving functions are usually outsourced to external media agencies. While dealing with the media agency, the client usually starts with the advertising rate card and tries to ensure that the advertisement can create maximum effectiveness with minimum cost. Also, to ensure the best results, the behavioral, contextual, geographic, and demographic elements should be included while determining the targeted audience. A notable consideration is also timing the ad placement so that it creates maximum visibility. See ads in Appendix 4.

Ad Exchanges

An ad exchange is a digital market that allows advertisers to purchase and sell advertising retail space. This is done most often through a bidding system or real-time auctions. Today, any individual or organization has the capability to buy ads from an exchange. An exchange is a huge reservoir of ad impressions. Publishers tip their ad impressions into the pool, hoping someone will buy them. Buyers then pick which impressions they wish to purchase. These decisions are made in real time based on information such as the previous behavior of the user an ad is being served to, time of day, device type, ad position, and more. Today, exchanges are vital to the

Table 1. Key Terminology

- **Impressions** – the metric a site uses for measuring inventory. Most basically, it's how many times your ad loads to a page
- **CPM** – Cost per 1,000 impressions a Web site charges. Most common way of buying online media. CPM's can range from \$1 to \$1,000 and up. Most common factors for pricing including inventory available, targeting options and size of purchase.
- **CPC** – Cost Per Click -- Also called Pay per Click (PPC). A performance-based advertising model where the advertiser pays a set fee for every click on an ad. The majority of text ads sold by search engines are billed under the CPC model.
- **CPL (or CPA) Cost Per Lead (Action)** - A form of advertising where payment is dependent upon an action that a user performs. The action could be making a purchase, signing up for a newsletter, or asking for a follow-up call. An advertiser pays a set fee to the publisher based on the number of visitors who take action.
- **Click Through Rate** - Percentage of times a user responded to an advertisement by clicking on the ad button/banner. Number of clicks divided by number of impressions. (For example, if the ad received 100,000 impressions and generated 100 clicks then the CTR would be 0.1%)
- **Conversion Rate** - This is the percentage of your clicks that generate sales or leads. This number is given by dividing the number of sale/leads by the number of clicks you send to the offer. (For example, if 100 clicks generated 5 sales/leads then your conversion rate would be 20%)



digital marketing world because they make it easy for advertisers to buy ads across a buffet of sites at once. This is preferred to negotiating buys directly with every publisher. This makes it the most efficient way to buy and sell online advertising. Thunderbird used Google's Ad Server DoubleClick for its ad-serving purposes.

The Challenge

The economic recession saw major budget cuts for marketing and communications at Thunderbird, and increased the challenges for the marketing team to produce superior results. Increasing market competition and more schools including international business in their curriculum made it even more difficult for Thunderbird to get the best MBA candidates. The Director of Internet Marketing pulled out a slice of Google Analytics data for the past four months, considering how to most efficiently analyze this data to get enough information to develop an efficient online media buying strategy.

The following were the goals for the online marketing program:

- To improve the effectiveness of display/sponsored-ads placement
- To increase traffic to the programs page by 25%
- To improve conversions (download an application form) by 30%

In a perfect world, we would be able to do more targeted brand awareness which could be done regionally. We were not a regional school like Arizona State, which had a regional coverage. For us, we targeted the globe. The real challenge for us was to see where to focus our advertising dollar to create the diversity we really wanted and not to waste our money.

Rebecca Henriksen, VP of Enrollment and Student Services

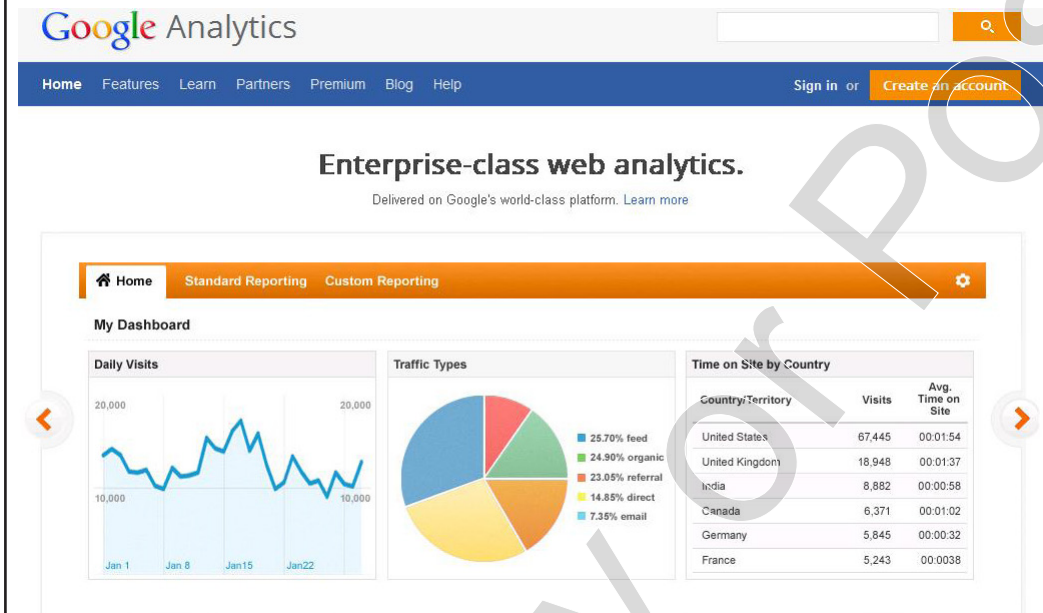
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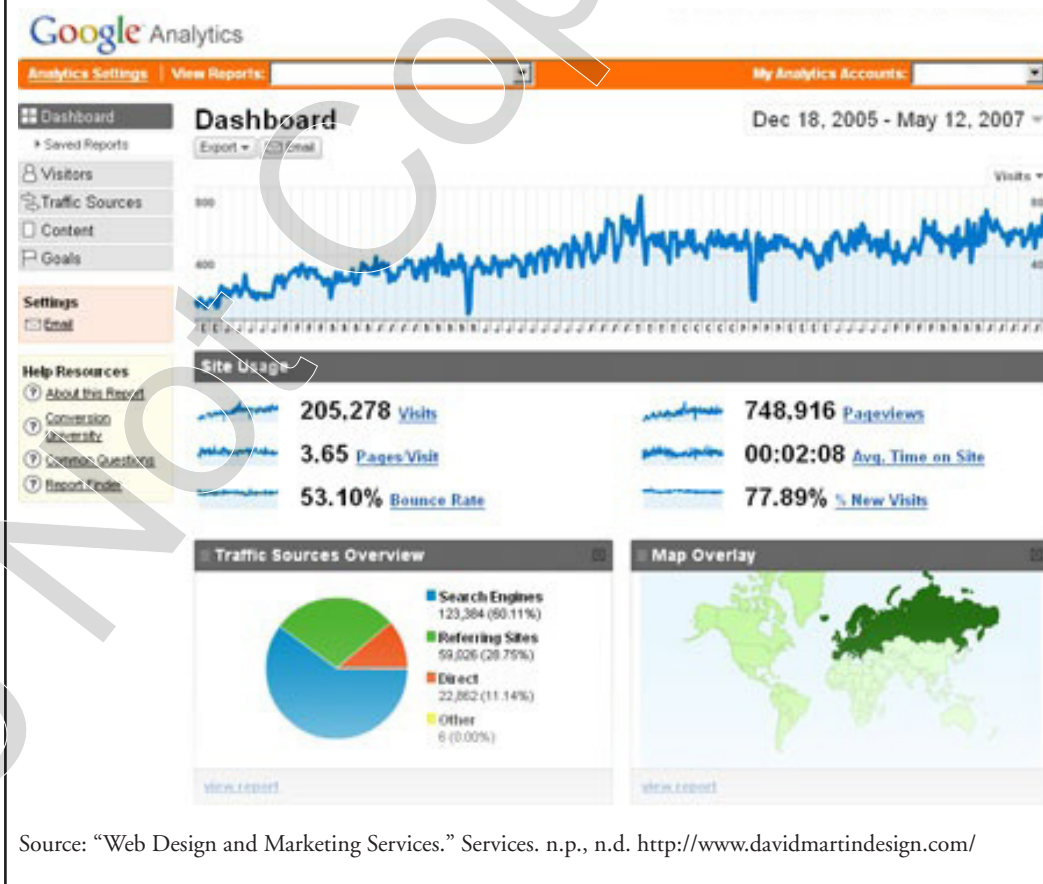
Appendix 1. Breakdown of the Traditional Lead Sources

<u>Offline Resources</u>	<u>Online Resources</u>	<u>Online Resources (Directly Coming to Thunderbird)</u>
Admissions Account	Access MBA.com	MTB (direct/none)
Advertisements—Billboard	AdCenter (Bing)	EMBARK
AIESEC	AdCenter (Bing)—Content	thundebird.edu/referral
Business	Adhere	
Collegebound	BusinessWeek.com	
Education Agent	CNN.com	
EMBA Referral	Centro	
GMASS	Economist.com	
GMAT/TOEFL	Email	
Hobsons	Email Campaign	
My Education	Facebook	
My Global Education	Findmba.com	
All Referrals	Fita.org	
Sojern	ForeignAffairs.com	
Telephone	FT.com	
Top MBA Scorecard	Google	
NSHMBA	Google-Content	
NetImpact	GradSchools.com	
None	GREmail	
	Indeed	
	LinkedIn.com	
	MasterStudies.com	
	MilitaryMBA.net	
	MIM-Compass.com	
	Monster.com	
	MSN	
	NYTimes.com	
	Online Ad	
	Organic	
	PoetsandQuants.com	
	QuinStreet.com	
	StudyLink.com	
	Web Search	
	Web Response	
	WhichMBA.com	
	WSJ.com	

Appendix 2. Google Analytics Dashboard



Source: "Analytics." Google Official Website. n.p., n.d. <http://www.google.com/analytics/>; <http://www.davidmartindesign.com/services/website-statistics-analysis/index.html>.



Source: "Web Design and Marketing Services." Services. n.p., n.d. <http://www.davidmartindesign.com/>

Appendix 3: Data Screenshots

Source/Medium	Region	Visits	Pages/Visit	Avg. Time on Site	% New Visits	Bounce Rate	Visits	G1	Goal Conversion Rate	Per Visit Goal Value
hvac-for-beginners.com / referral	New York	1	1	0	1	1	1	0	0	0
hybridcarswebsite.com / referral	Massachusetts	1	2	0	0	0	1	0	0	0
hybridcarswebsite.com / referral	Connecticut	1	1	0	0	0	1	0	0	0
hybridcarswebsite.com / referral	California	1	1	0	1	1	1	0	0	0
hypnoticpowers.com / referral	New York	1	1	0	1	1	1	0	0	0
i-am-youth.com / referral	Wisconsin	1	1	0	1	1	1	0	0	0
i.luv-emo.com / referral	Texas	1	1	0	1	1	1	0	0	0
i.luv-emo.com / referral	Iowa	1	1	0	1	1	1	0	0	0
i10trucking.com / referral	North Dakota	1	1	0	1	1	1	0	0	0
i69.in / referral	Georgia	1	1	0	1	1	1	0	0	0
ialwayscapital.com / referral	Pennsylvania	1	1	0	1	1	1	0	0	0
iambourgeois.com / referral	New Jersey	1	1	0	1	1	1	0	0	0
ibastsearch.net / referral	California	1	1	0	1	1	1	0	0	0
ibo2.com / referral	North Carolina	1	2	7	1	0	1	0	0	0
ibuprita.suatuhati.com / referral	(not set)	1	1	0	1	1	1	0	0	0
icbse.org / referral	Illinois	1	1	0	1	1	1	0	0	0
icbse.org / referral	California	1	1	0	1	1	1	0	0	0
icontact-archive.com / referral	Arizona	1	1	0	1	1	1	0	0	0
icydk.com / referral	Ontario	1	1	0	1	1	1	0	0	0
idea.ideabing.com / referral	Quebec	1	1	0	1	1	1	0	0	0
idjobdb.com / referral	British Columbia	1	1	0	1	1	1	0	0	0

Header	Description
Region	The dataset belonging to a particular state from any country is listed here.
Source	Information pertaining to the point of entry for visitors. This includes all paid and organic leads generated.
Medium	Information related to the type of visitor. The visitor may be a referral, organic, etc.
Unique visitors	The total number of unique visitors that visit the website (users).
Visits	The total number of times users visit the website (sessions).
Bounces	The total number visitors that did not visit more than one Web page on the Thunderbird website.
Pageviews	The total number of pages that have been viewed on the website.
Total time on site	The total amount of time spent on the website.
Bounce rate	The percentage of visitors that bounced (bounces) divided by the total visits on the Thunderbird website.
Avg. visit length	The average time spent by visitors on the website.
Avg. pageviews per visit	The average number of pages viewed on the website.
Goal completions all goals	The number of visitors that have filed the online information form.
Goal conversion rate all goals	The number of visitors that filed the form divided by total visitors.

Appendix 4. Rankings for Thunderbird



Thunderbird School of Global Management
 Thunderbird School of Global Management
 1 Global Place
 Glendale, AZ 85306-6000
 USA
 t: 602 978-7000
 w: www.thunderbird.edu

Global MBA Rankings 2012

[View full ranking](#)

[Prev](#)

Choose from rankings list

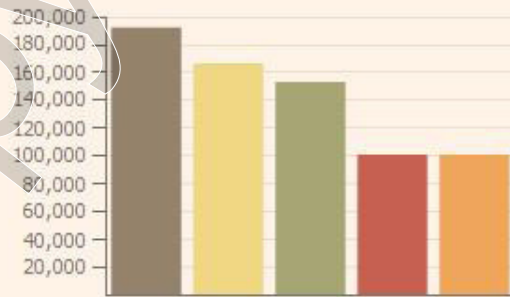
Ranking data

Alumni profile

Rankings at a glance

Rank in 2012	89
Rank in 2011	68
Rank in 2010	67
3 year average rank	75 ▼ 8
Country	US
Audit year	2011

Weighted salary (US\$) chart



- Stanford Graduate School of Business
- Columbia Business School
- London Business School
- Thunderbird School of Global Management
- Hult International Business School

Alumni career progress

Salary today (US\$)	99,707 ▼ 2,932
Weighted salary (US\$)	100,803 ▼ 2,181
Salary percentage increase	89 ▼ 9
Value for money rank	62
Career progress rank	69
Aims achieved rank	38
Placement success rank	82
Employed at three months (%)	52 (85) ▲ 12
Alumni recommend rank	36



Source: "Business Education." Business School Rankings from the *Financial Times*. Rankings.ft.com, n.d. <http://rankings.ft.com/businessschoolrankings/thunderbird-school-of-global-management>.

Appendix 5. Online Ads

cnn.com/2011/11/24/world/americas/mexico-violence/index.html?iref=obnetwork

SET EDITION: U.S. INTERNATIONAL MEXICO ARABIC
TV: CNN CNNI CNN en Español HLN

CNN SEARCH

POWERED BY Google

Home Video NewsPulse U.S. World Politics Justice Entertainment Tech Health Living Travel Opinion iReport Money Sports

26 bodies found in western Mexico

By the CNN Wire Staff
updated 8:27 AM EST, Fri November 25, 2011



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- Financial Times 2011
- U.S. World News & Report 2011

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Appendix 6. KPI and Metrics

KPI—Definition

A set of quantifiable measures that a company or industry uses to gauge or compare performance in terms of meeting their strategic and operational goals. KPIs vary between companies and industries, depending on their priorities or performance criteria. Also referred to as “key success indicators” (KSI).

Source: <http://www.investopedia.com/terms/k/kpi.asp>.

Metrics—Definition

Standards of *measurement* by which *efficiency, performance, progress, or quality* of a *plan, process, or product* can be assessed.

Source: <http://www.businessdictionary.com/definition/metrics.html>.

Key KPIs for Website Management

KPI	Formula	Definition
Bounce Rate (Percent)	Single Access/Entries	When a given page is the entry page, how often do visitors leave the site without accessing any other pages
Weighted Bounce Rate (Percent)	(Single Access/Entries)* (Page Views/Total Page Views)	Same as Bounce Rate, but gives a higher value to pages that are viewed more often on the site, thus pushing your most popular pages to the top of the list
Page Views per Visit (Numeric)	Page Views/Visits	What is the average number of pages per visit
Page Views per Visitor (Numeric)	Page Views/Daily Unique Visitors	What is the average number of pages per unique visitor (daily uniques, weekly uniques, monthly uniques, other)
Exit Rate (Percent)	Exits/Visits	When a certain page is part of a visit, how often is it an exit page
Entry Rate (Percent)	Entries/Visits	When a page is part of a visit, how often is it an entry page
Multi-Page Visit Entry Rate (Percent)	Entries—Single Access/Entries	When a page is the entry page, how often does it lead to at least one other page
Visits per Visitors (Numeric)	Visits/Daily Unique Visitors	What is the average number of visits per unique visitor (daily, weekly, monthly, other)
Page Views/No Reloads (Numeric)	Page Views—Reloads	How many page views did a page get, not counting reloads, but counting Back button or additional path views to the page
Reload Percentage (Percent)	Reloads/Page Views	What percentage of the page views were reloads of that page
Entry to Exit Ratio (Percent)	Entries/Exits	What is the ratio per page of how often it is the entry page vs. how often it is the exit page
Average Order Value (Currency)	Revenue/Orders	Average revenue you earn per order
Order Conversion (Percent)	Orders/Visits	What percentage of visits results in an order
Buyer Conversion (Percent)	Orders/Visitor	What percentage of visitors results in an order
Checkout Conversion Rate (Percent)	Orders/Checkouts	What percentage of checkouts results in an order
Checkout Initiation Rate (Percent)	Checkouts/Visits	What percentage of visits results in a checkout
Average Order Size (Numeric)	Units/Orders	How many items are purchased in an order, on average

Source: <http://contractorgorilla.com/website-analytic-formulas-kpis/>.