

Conversion rate optimization in Finnish online businesses

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ABSTRACT

Conversion rate optimization (CRO) is an unfamiliar term to many online business owners even though it has become almost as important as search engine optimization is in e-commerce today. It is a method that is used to turn passive visitors into active users in order to improve a website's performance.

The main objective of this thesis was to find out what kinds of conversion rate optimization methods do Finnish small and medium-sized online businesses use. The thesis also studies what are Finnish e-business consultants' opinions of online businesses' CRO awareness and how do their opinions differ from the online business owners' opinions on the matter. Additionally, the authors aimed to find out if there is a need to inform online businesses of CRO, especially of its benefits and methods.

Data was collected by sending a web survey to randomly selected Finnish SME (small and medium-sized) online businesses and by interviewing Finnish e-business consultants. The data was analyzed by using qualitative research methods.

The results suggest that conversion rate optimization is a relatively unfamiliar concept to Finnish online businesses. The interviewed consultants also agreed that online businesses' knowledge about conversion rate optimization is generally poor.

The online businesses that had implemented CRO in their website almost solely used A/B testing as a method. However, some surveyed online businesses thought that they should be informed more about conversion rate optimization, and its benefits and methods.

Keywords: Conversion rate optimization, methods, Finnish SME online businesses, e-business consultants

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TIIVISTELMÄ

Konversio-optimointi on monille verkkokaupan omistajille tuntematon termi, vaikka se onkin kohonnut lähes yhtä tärkeäksi osaksi verkkokaupankäyntiä kuin hakukoneoptimointi. Se on menetelmä, jonka avulla verkkokaupan suorituskykyä parannetaan muuttamalla verkkosivuston passiiviset vierailijat aktiivisiksi käyttäjiksi.

Tämän opinnäytetyön tarkoitus on selvittää, minkälaisia konversio-optimoinnin menetelmiä suomalaiset pienet ja keskikokoiset verkkokaupat käyttävät. Opinnäytetyössä tutkitaan myös, mikä on suomalaisten sähköisen liiketoiminnan konsulttien mielipide verkkokauppojen tietämyksestä konversio-optimoinnin suhteen. Lisäksi tutkimuksessa otetaan selvää onko konversio-optimoinnin, sen hyötyjen ja menetelmien tiedottamiselle kysyntää verkkokauppojen keskuudessa.

Tieto kerättiin lähettämällä verkkokysely satunnaisesti valituille suomalaisille PK-verkkokaupoille ja haastattelemalla suomalaisia sähköisen liiketoiminnan konsultteja. Tieto analysoitiin käyttämällä kvalitatiivisia tutkimusmenetelmiä.

Tutkimuksessa kävi ilmi, että konversio-optimointi on melko vieras käsite suomalaisille verkkokaupoille. Myös haastatellut konsultit olivat sitä mieltä, että verkkokauppojen tietoisuus konversio-optimoinnista on erittäin vähäistä.

Ne verkkokaupat, jotka sitä ovat soveltaneet sivuilleen, käyttävät lähes ainoana menetelmänä A/B testausta. Osa verkkokyselyyn vastanneista verkkokaupoista oli kuitenkin sitä mieltä, että konversio-optimoinnista, sen hyödyistä ja menetelmistä pitäisi tiedottaa enemmän.

Asiasanat: Konversio-optimointi, menetelmät, suomalaiset PK-verkkokaupat, sähköisen liiketoiminnan konsultit

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1 INTRODUCTION

Imagine a situation where you have an online business with excellent design and quality products but no one is buying anything. Why? Are you missing something? Nowadays, as Ferenzi states in her blog post in BigCommerce.com, everything has to be planned from image quality to every single click on your page (Ferenzi 2016). Only then you can make money with your online business.

“If you’re making uneducated or gut-driven decisions when altering your e-commerce site experience, you will impact your online store’s conversion rate. This could mean lost sales and revenue, or even worse, sending your customers to shop with a competitor.”

(Ferenzi 2016.)

Indeed, conversion rate optimization is key in understanding sales in e-commerce.

In contemporary e-commerce environments, it has become more important and harder for online businesses to gain competitive edge. As Chris Lucas states on the Entrepreneur.com website, conversion rate optimization has become a necessity rather than luxury. Conversion rate optimization is marketed as the newest “it” tool and a marketing game-changer for marketers across the world. Still, only 39 percent of marketers consider it a priority on their websites. (Lucas 2016.)

Conversion rate optimization (CRO) refers to the act of converting passive website visitors into active users by engaging them in some activity on the website. This activity might be, for example, purchasing products or services, downloading content, registering on the website or signing up for a newsletter.

Web analytics and user feedback are used in conversion rate optimization to deduce what part of the website needs improvement. Different test methods, such as A/B testing or multivariate testing, may then be needed to determine which page elements and content need changing.

2 RESEARCH BACKGROUND

This section of the thesis illustrates the background of the research. That is, the research question, limitations of the study, research approach, research method and plans for data collection and analysis.

2.1 Research process

This thesis aims to discuss and answer the following research question:

What kinds of different conversion rate optimization methods do Finnish small-to-medium-sized online businesses use?

Therefore, the purpose of this thesis is to find out what kinds of CRO methods do online businesses use on their websites if they use them at all.

The research question was inspired by the authors' observation that there is a lack of information concerning CRO compared to search engine optimization (SEO) which has been a key topic among marketers during the last few years.

In addition, purpose of this thesis is to discover if there is demand for additional knowledge about different CRO methods and tools among target online businesses. This will be studied by interviewing e-business consultants about their clients' level of awareness regarding CRO and by comparing this information with the answers provided by online businesses.

Therefore, the additional research questions are the following two:

- 1) How do the expectations of e-business consultants concerning their clients' awareness of CRO differ from online business owners' own opinions of their awareness?
- 2) Is there demand for informing online businesses about different CRO methods and tools?

The objectives of the study are the following:

- 1) To find out what different conversion rate optimization methods do Finnish small and medium-sized online businesses use
- 2) To find out what different conversion rate optimization methods e-business consultants use on their clients' websites and what do they think of online businesses' awareness of CRO
- 3) To compare e-business consultants' opinion of their clients' CRO awareness to online businesses' own opinion of their CRO awareness
- 4) To find out if there is demand for informing online businesses about different CRO methods and tools

2.2 Limitations of the study

This study focuses on finding out what kinds of different conversion rate optimization methods do Finnish small and medium-sized online businesses use on their websites, thus the findings cannot be generalized to all online businesses across the world. All the different CRO methods will be taken into account, including those designed for mobile platforms.

The study investigates the level of awareness regarding CRO in general and the different ways of implementing it. This is then compared with the interviews of two consultants at two e-business companies.

The number of surveyed online businesses are limited by two criteria:

- 1) The online business is incorporated in Finland
- 2) The must fit into the concept of small and medium-sized business, therefore, they must have less than 250 employees

Finally, this study only focuses on studying the CRO methods from a qualitative perspective and therefore does not contain any statistics, for example, concerning their popularity.

Although this study is limited only to a small focus group, it should offer a good view of the CRO awareness and implementation habits in Finnish SME online businesses.

2.3 Research approach

There are two main approaches to research: an inductive and a deductive approach.

The inductive research approach is a theory building process, starting with observations of specific instances, and seeking to establish generalisations about the phenomenon under investigation (Hyde 2000, 83). Observation discovers a pattern which is used to form a tentative hypothesis and, finally, a theory.

The deductive research approach is a theory testing process which commences with an established theory or generalisation and seeks to find out if the theory applies to specific instances (Hyde 2000, 83). In this case, a hypothesis is formed based on existing theory and then the hypothesis is tested in practice.

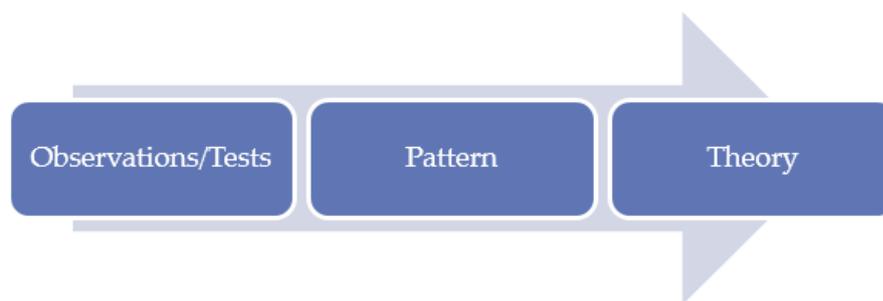


Figure 1. Inductive research approach (Dudovskiy 2016)

The focus of this study is to determine what kinds of CRO methods exist and how do Finnish online retailers implement these methods to their online business. The study focuses on studying CRO methods, and the research data will be collected by interviewing CRO experts and by sending surveys online retailers. Based on the research results a theory

describing the CRO methods of Finnish SME online businesses will be created. Therefore, the chosen approach for this study is inductive.

2.4 Research method

There are two main types of research methods: qualitative and quantitative. The main difference between these two methods is that quantitative research employs measurement and qualitative research does not (Bryman 2016, 31).

Of course, the two methods can be defined in more detail. For example:

Quantitative research can be represented as a research strategy that emphasizes quantification in the collection and analysis of data whereas qualitative research can be construed as a research strategy that usually emphasizes words rather than quantification in the collection and analysis of data (Bryman 2016, 32-33).

This study applies the qualitative research method as the research data will be collected by interviewing e-business consultants and by conducting a survey sent for online businesses. The purpose of the study is to survey what kinds of CRO methods do Finnish SME online businesses use, but not to provide any statistics.

2.5 Data collection and analysis plan

2.5.1 Data collection plan

The research data will be collected by first interviewing e-business consultants and then sending a CRO survey to 40-70 online businesses.

The interview with the consultants is semi-structured. It can be executed in three possible ways: face-to-face interview, phone interview or by sending the interview questions by email. In order to ensure that the interview data will be diversive, the interviewees will be chosen from different companies

and from different localities. The interviewees must have extensive knowledge about conversion rate optimization.

The interview (Appendix 1) contains questions, for example, about how they apply the conversion rate optimization to their clients' websites, how would they describe their clients' knowledge of CRO, what kinds of different CRO methods do they use, what are the most common conversion points and if there are any CRO methods designed specially for the mobile websites.

Although the interview concentrates on the different CRO methods, it will also collect information about their clients' habits of using CRO and their possible willingness to answer the CRO survey. The answers to these questions will be taken into account when the survey will be sent to the online businesses.

After the interviews have been conducted, the survey will be sent to the online businesses. The online businesses will be randomly selected from different fields of business. They need to fulfill two criteria:

- they have been incorporated in Finland
- they cannot have over 250 employees

The survey will be detailed enough to get an extensive view of an online business's strategies of using conversion rate optimization. The survey (Appendix 3) will contain questions about the online business in general, their CRO strategies and, most important of all, questions about CRO methods. More information about the question themes can be found in Section 4: *The Research process*.

The survey will be created by using an online survey software Google Forms. The link to the survey will be sent to the online businesses via email.

As an incentive, online businesses who reply to the survey are offered a copy of the finished thesis.

2.5.2 Data analysis plan

The interviews with the e-business consultants will be turned into transcripts unless they are already in the text form. These transcripts will be then analyzed by coding, which refers to reviewing of transcripts, naming component parts that might be significant to the research and dividing them into concepts and categories. Then connections between the categories are established and a core category will be selected. A core category is the central focus around which all the other categories are integrated (Bryman 2008, 544-545).

This thesis applies the coding process of the grounded theory, which consists of three phases: open coding, axial coding and selective coding. The phases are explained later in section 6.1.

All the above methods are applied to data analysis of the interviews. Answers from the CRO survey are assembled into a data matrix and relevant data will be collected from them. Online businesses that do not meet the requirements listed in Data collection plan (Section 2.5.1) are eliminated from data matrix. The survey data is then categorized into themes and analyzed in Sections 6.2.1 and 6.2.2. The end result will be a survey of different conversion rate optimization methods used in Finnish SME online businesses and a theory about their awareness of CRO and its methods.

3 CONVERSION RATE OPTIMIZATION METHODS

This section of the thesis explains conversion rate optimization as a concept and what are the most common ways to apply conversion rate optimization to online business. This section presents also former studies of the topic and some real-life examples of the benefits of conversion rate optimization.

3.1 Conversion rate

Conversion rate is the percentage of visits on a certain website that ends up in the desired action which can be purchasing of a product or ordering a newsletter. In other words, it is the measurement of visitors who turned their pageview into a purchase or the number of people who were turned from a passive visitor to an active user or a customer of the website. (BigCommerce 2016.) Conversion rate is calculated as the following formula shows:

$$\text{Conversion rate} = \frac{\text{Number of conversions}}{\text{Visitors}}$$

For example, if there are 10,000 monthly visitors on the site and 1,000 monthly conversions then the conversion rate is 10% (Qualaroo 2016). Conversion rate is usually used to guide decisions on advertisements and placements on online businesses and websites.

3.2 Conversion rate optimization

Conversion rate optimization (CRO) is a method that is used to convert passive website visitors to active users and customers of the website, thus improving the conversion rate. This happens by making a passive visitor to make a purchase, view or share website's content, which, in turn, improves the business' return of investments (ROI).

Conversion rate optimization combines user feedback to analytics in order to improve the performance of the website. The objective of the method is to optimize a visitor's experience on a certain page so that they will return to the page to make another purchase or order in the future. (Qualaroo 2016.)

As Chris Lucas states in his blog post about conversion rate optimization, approximately 23 % of the best leads comes from the business' own website but, still, only 39 % of businesses think that conversion rate optimization is a priority. By putting an effort to conversion rate optimization, businesses could easily improve their lead quality, lead volume and sales. (Lucas 2016.)

The actual methods used in CRO are explained with real-life examples further in this section.

3.3 Conversion funnel

Conversion funnel is the path that the visitor takes through a website in order to make a purchase. It can happen throughout variety of ways, for example, by clicking an advertisement or searching a certain product from Google and ending up purchasing it. Conversion funnel describes and defines all the steps that a visitor takes until the product has been purchased (Optimizely 2016). This process is closely related to conversion rate.

When building and defining conversion funnel, the process must be seen in the visitor's eyes in order to find out what is the path that the customer is most willing to take to make the conversion happen. The most important part of conversion funnel is to delete any barriers (e.g. poor usability) that are preventing a visit to end up in a conversion (Qualaroo 2016).

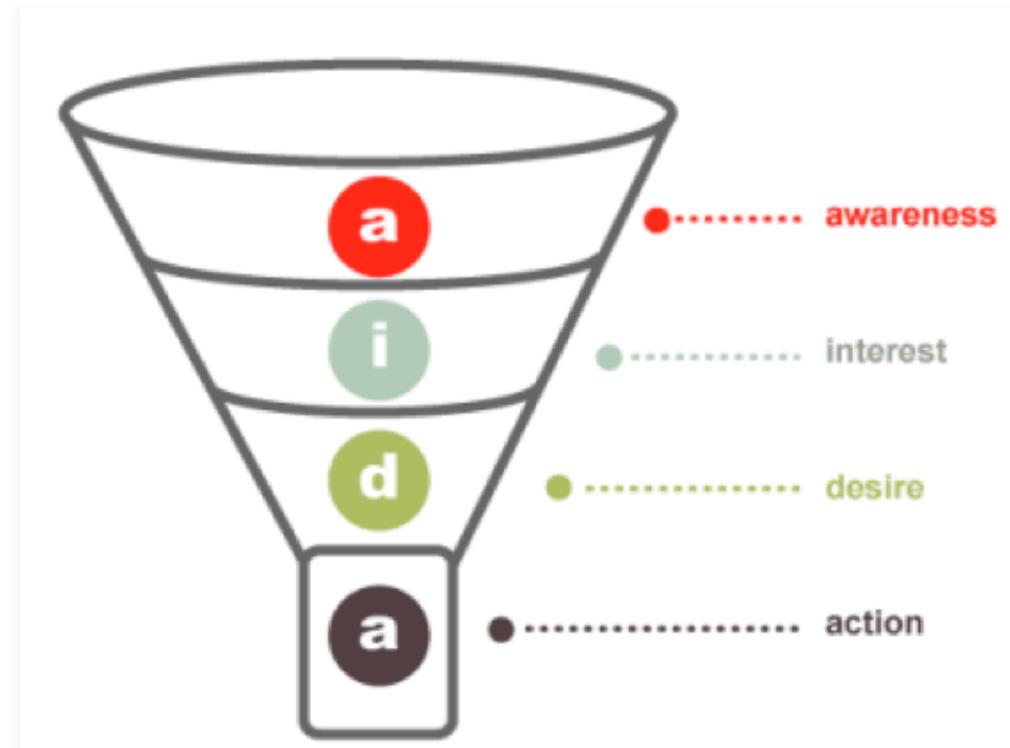


Figure 2. Website Conversion Funnel (Gillick 2014)

Figure 2 shows the sales process in the simplest way. The further the funnel goes, less people are included and the end result is the conversion. The first part of the funnel shows when the visitor becomes aware of the product. Next part shows when the customer becomes interested about the product. Third step is the one when the visitor already desires the product and the last step is the action, usually a purchase of a product. (Qualaroo, 2016.)

As a real-life example, a children's show Veggietales increased its revenue by 38 % per visitor by making changes to its website, using A/B testing as a CRO method and changing the website's conversion funnel. The changes included, for example, deleting navigation from their checkout page. In the perspective of the conversion funnel, they made it harder for the visitors to retreat from the last step of the funnel, thus forcing them to purchase a product. (Bush 2014.)

3.4 A/B Testing

A/B testing is also known as split testing or bucket testing. It is a widely used and the most well-known testing method for conversion rate optimization. The key factors of its success are that it does not require large amounts of traffic on the site and that the results can be seen even with small amounts of visitors.

A/B-testing is often mixed with multivariate testing. Multivariate testing works in a similar way as A/B-testing but the difference is that more variables and their interaction with each other is being tested. (Optimizely 2016.)

In A/B testing, two different versions of the website, application or a button are created: usually the original version and the variation (Qualaroo 2016). These two versions can differ from each other completely or there is just minor changes, for example a different header. After these two versions are made, half of the traffic on the website are directed to the original version of the page and the other half to the variation. Then it is tracked which version brings the website most conversions, profit or which affects the visitors more positively, negatively or if there is a change at all (Optimizely 2016). The following figure (Figure 3) shows the process.



Figure 3. How A/B-testing works (VWO 2016)

EA Games and how the company launched a game called SimCity provides an example of A/B testing and how it works. By launching two different versions of the page where the visitor could purchase and/or download the product, it was possible to see which of the versions generated more profit. By just removing a product banner on the checkout page increased conversions by 43 %. (Johnson 2013.)

3.5 Google Analytics

Google Analytics was created so that online businesses and other websites could track their visitors and their habits on the site. Google Analytics shows how the visitors use the site, for example what are the most clicked buttons and which pages are never visited. It also helps the online business owners to track sales and to encourage their visitors to return to the site.

Google Analytics offers different tools and charts that show the results and reports from the pages. It also offers a tool for controlling advertisements. Google Analytics uses, for example, UTM tags which are pieces of code that can be attached to a custom URL in order to track the source where the visitor came to your site. (Google 2016.)

Google Analytics also works together with Google AdWords which is a tool created for tracking online businesses' campaigns. With AdWords integrated in the Google Analytics account, an online business can easily track down the success factors of its campaigns and conversions. (Google 2016.)

Google has not recently updated how many users are using Google Analytics, but it is suggested that there were as many as 30-50 million websites using it in 2015. None of the other analysing tools are as popular as Google Analytics. here are no other analyzing tools as popular as it is. (Marketingland 2015.)

4 RESEARCH PROCESS

The first part of the research took place in August 2016. A list of potential service providers and e-business consultants was collected and the complete list of seven consultants was created. The consultants were chosen by certain criteria: they have to be experts in conversion rate optimization and have in-depth knowledge of its methods. All the consultants are IT professionals, and some of them even have their own business that provides IT services.

At first, an email was sent to all of the consultants on the list. The first email did not have any questions in it yet, and it only contained information about the authors of the thesis, topic of the thesis and request for interview about their knowledge of conversion rate optimization and its methods. Of the seven consultants only two were willing to do the interview.

All 15 interview questions (Appendix 1) were created to cover the overall theme of the thesis: conversion rate optimization, its benefits, methods and how the consultants would estimate their clients' awareness of CRO. In addition, the objective was to find out if the consultants think that their clients need to be informed more about the topic. The interview was sent to the consultants as a text document.

The interview questions included the following themes:

- Finnish SME online businesses in general
- CRO in general
- Awareness of CRO
- Attitudes towards CRO
- Implementing CRO
- Different methods of CRO

Next a survey for the Finnish SME online businesses was created by using Google Forms as a tool. Google Forms was used since it is free-of-charge and offers real-time data and analytics of the given answers. Also, a link to

the survey is automatically created and it is easy to share via email with all the online businesses that were chosen for the survey. Other option for a tool was SurveyMonkey, but it offered a limited amount of questions for its free trial.

The interview document and the survey were originally created in Finnish (Appendices 1 and 3) since it was sent only to Finnish consultants and online businesses. The authors of this thesis translated both documents into English (Appendices 2 and 4), as well as all the relevant data provided by the interviews and the survey.

The CRO survey (Appendix 3) for online businesses consisted of 26 questions and some of the questions had a sub-question for gathering in-depth information of the answer. For example, if the participant answered “yes” to a question where they were inquired if they had used any CRO methods, they were asked an additional question about the method(s) they had used. The first nine questions were shown to all survey participants and the rest of the questions were shown only for those who were familiar with CRO. All participants were offered a copy of the thesis as an incentive.

The survey questions included the following themes:

- General information of the online business
- Awareness of CRO
- Attitude towards CRO
- Implementing CRO methods
- Impact of CRO implementation

After the survey had been created, a list of online businesses that fulfilled the requirements mentioned before (see Section 2.5.1.) and their contact emails was created. The survey was sent on 9th of September 2016 to 42 online businesses. By the 16th of September total of five online businesses answered the questions, and in the same day the survey was sent to 14 more online businesses in hopes of receiving more useful data

for the thesis. Therefore, the total number of online businesses that received the survey was 56. When the survey ended on 29th of September, a total of seven online businesses had answered the survey. Six of these were usable for the thesis.

The collected data and the data analysis process are introduced further in sections 5 and 6.

5 RESEARCH DATA

5.1 Data collected from the interviews with e-business consultants

Two of the seven consultants that were contacted agreed to be interviewed via email. Both of these interviewees agreed to have their names mentioned in this thesis. The first interviewee was Jarno Oksanen from the company Super Analytics Oy which is also the client of this thesis. Super Analytics Oy offers consulting services for businesses, for example, in the form of online advertising, analytics and optimization. The second interviewee was Kirsi Mikkola who is a business-consultant and an educator. She is an expert of e-commerce.

The interview document that was sent to the interviewees can be found in the Appendices section as Appendix 1. There are 15 questions in total, but 14 of them are relevant to data analysis. Oksanen answered all of them, and Mikkola provided answers to the first ten questions. Therefore, there are three and a half pages of interview transcripts from Oksanen, and one and a half pages of interview transcripts from Mikkola.

A full list of the original Finnish interview questions and their English translations can be found in the Appendices (Appendix 1 and Appendix 2).

The following questions and answers were the most relevant to this study:

What is your opinion of how familiar your clients are with search engine optimization or with conversion rate optimization?

Both of the interviewees agreed that the concept of conversion rate optimization is unfamiliar among the majority of their clients when compared with search engine optimization, which is, according to Oksanen, “a term that clients have heard of but are unaware what it contains and how to work on it” (Jarno Oksanen 2016. Translated from Finnish by Ratia). Both SEO and CRO are understood as something that can be changed with a push of a button. As Oksanen states: “After

founding an online business people seem to think that it sells by itself” (Jarno Oksanen 2016. Translated from Finnish by Ruoho).

How do your clients react to conversion rate optimization? Do they regard it as an extra or as a necessity?

According to Oksanen (2016), when the concept is introduced to clients who were unaware of it, they react enthusiastically. However, the clients do not understand the big picture of CRO, and assume that it composes solely of A/B testing. He also stated that conversion rate optimization can be compared with safety optimization of a car: “After setting up seat belts there is few visible and easy measures that do not involve deconstruction of the body or making calculations for firmness” (Jarno Oksanen 2016. Translated from Finnish by Ratia).

Have your clients applied conversion rate optimization to their websites or web shops themselves? How? Have they used some tools themselves or have they asked help from other consulting companies?

Mikkola (2016) answered that none of her clients had implemented CRO themselves, but Oksanen (2016) stated that some clients have bought CRO from somewhere else but failed to use it correctly before approaching consultants. In most cases the client had not taken any steps in implementing CRO themselves (Jarno Oksanen 2016).

What kinds of different conversion rate optimization methods do you offer to your clients?

Mikkola offers practical training in the form of workshops and reviewing the results after implementation. Oksanen stated that A/B testing is usually main topic regarding CRO methods. “In practice the conversion of the website improves even after just eliminating the non-saleable share” (Jarno Oksanen 2016. Translated from Finnish by Ratia).

CRO is not implemented successfully just by relying on A/B testing. Helping the client to get familiar with CRO would require for the consultant

to have a deep conversation with them about the conversion strategy and planning of the whole sales funnel (mentioned in Section 3) so that the webshop would receive more good-quality traffic or traffic in general if the webshop in question has very little traffic in its site. The talk about A/B testing should come only after this introduction to CRO. (Jarno Oksanen 2016. Translated from Finnish by Ratia.)

What are the most common conversion points?

According to Oksanen (2016), the most common conversion points are sales in webshops and clicks on phone numbers and email links. Also conversion points are made for sending data or forms that do not show a separate thank you-page after the action.

What analytics tools do you usually use in conversion rate optimization?

Both consultants use Google Analytics as it is the most suitable option for almost all analyzing needs according to Oksanen (2016). He stated that “it is sensible to view data through a single data source” (Jarno Oksanen 2016. Translated from Finnish by Ratia). He also named some analysis tools, such as Optimizely, Hotjar, Visual Website Optimizer, Mouseflow and Frosmo. Mikkonen, in addition, mentioned Webmaster Tools and Facebook Analytics.

What do you think is the most challenging for you and your clients in implementing conversion rate optimization and making it successful?

The most challenging parts of implementing CRO are the client’s level of comprehension and the scarcity of Finnish web traffic according to Oksanen. “It is also challenging to achieve 100 conversions for both the versions in A/B testing in the name of statistical reliability. 100 conversions are equal to about 10,000 test guests per test so performing the test may take a long time. If the client also has poor knowledge of CRO methods, the website in question receives too many visitors who are not a part of the conversion target group.” (Jarno Oksanen 2016. Translated from Finnish by Ratia.)

What is a good conversion percent for a small (less than 50 employees) online business?

Mikkola answered that for a business that provides products that would be 4% and for a business that provides services it would be 8%. According to Oksanen an average conversion percent for a webshop is between 0,1 and 3%.

Are there any unusual or new methods that are not mentioned while talking about traditional (e.g. A/B testing) conversion rate optimization methods?

Oksanen stated that CRO should be viewed as a much wider concept as it is perhaps viewed generally. "If a webshop lures people with such things as free buckets, the conversion percent may be 0,1 but it can still make more sales than a shop with a conversion percent of 10." (Jarno Oksanen 2016. Translated from Finnish by Ratia.)

Does implementing conversion rate optimization to mobile pages differ from implementing it to desktop web pages? How?

"Changes made for user interface for A/B testing are not often displayed correctly in mobile UI. Changing an UI would probably improve conversion also in the mobile pages. In practice, mobile page conversion rate optimization is rarely done."

(Jarno Oksanen 2016. Translated from Finnish by Ratia.)

In the next question the interviewees were asked if there are any CRO methods meant especially mobile pages. Oksanen states that for a mobile optimization the best would probably be a completely different choice of page.

5.2 Data collected from the CRO surveys

Of the 56 online businesses only seven answered the survey and only six of the collections of answers were usable in the research. These six online

businesses fulfilled the restrictions of having less than 250 employees and being Finland-based, although some of the businesses also had business outside of Finland.

The survey questions that were shared with the online businesses can be found in the Appendices section as Appendix 3. There is 27 questions in total, but some of them are irrelevant to data analysis. Some of these 27 questions included a sub-question depending on the answer. Three of the online businesses answered to all of the questions and other three did not, since they did not have any knowledge about conversion rate optimization.

A full list of original Finnish interview questions and their English translations can be found in the Appendices (Appendix 3 and Appendix 4).

The following data matrix shows each online businesses' answers to most relevant questions of the survey:

	Online business 1	Online business 2	Online business 3	Online business 4	Online business 5	Online business 6
Q5: Operates only in web	No	Yes	No	No	Yes	No
Q6: Number of employees	1	1	7	16	50+	12
Q7: Operates also outside of Finland	No	Yes	Yes	No	Yes	No
Q8: Amount of online traffic per month	-	5000	10000	37 000-258 000	400 000	50 000
Q9: Are you familiar with conversion rate optimization?	No	Yes	No	Yes	No	Yes

Table 1. Survey data matrix 1

After Question 9 those online businesses that did not have knowledge of conversion rate optimization ended the survey there. The following questions were shown only for those businesses that had some knowledge about conversion rate optimization and its methods.

	Online business 2	Online business 4	Online business 6
Q10: Level of CRO awareness	Very aware	Very aware	Quite aware
Q11: From where did you learn about CRO?	Internet	Google AdWords & Google Analytics-training	Internet
Q12: Is CRO an extra or necessity for you?	Necessity	Necessity	Necessity
Q13: Have you implemented CRO methods yourself?	Yes	Yes	Yes
Q13a: How?	Paths made easier Product-search made easier Cross-selling made easier	Adjusting elements on the page (based on feedback)	Overall continuous development
Q14: Have you used the help e-business consultants or other similar services?	Yes	Yes	Yes
Q15: What different CRO methods have you used?	A/B-testing	A/B-testing, UTM-tags, Check-Ins	A/B-testing, Testing tools from Google
Q16: Main conversion points	Ordering a product, Ordering a newsletter	Ordering a product, Ordering a newsletter	Ordering a product, filling a contact-form
Q17: What analytics tools do you use in CRO?	Google tools	Google tools, own reporting tools	Google tools, webmaster tools
Q18: Conversion rate goal	1 %	3-8% (depending on the season)	10%
Q19: Actual conversion rate	0,5%	1,91%	4%

Q20: Do you implement CRO also in mobile UIs?	Yes	Yes	No
	Online business 2	Online business 4	Online business 6
Q20a: What CRO methods you use in mobile?	Optimizing shopping cart on one page	Testing and modifying the page	-
Q21: Is your webstore built on CMS?	No	No	No
Q22: Do you have a landing page strategy?	No	No	Yes
Q22a: What kind of strategy?	-	-	Arriving traffic is divided into two different versions of the page
Q23: Has CRO had a positive or negative effect on your business?	Positive	Positive	Positive
Q24: Most challenging part in successful CRO implementation	Time resources, Platform not flexible enough	Testing, getting enough traffic for A/B-testing process	Technical Implementation
Q25: How do you get feedback from customers?	No	Feedback-form	Feedback-form, Facebook
Q26: Does customer feedback help you in implementing CRO?	No	Yes	Yes

Table 2. Survey data matrix 2

Question 27 was shown also for those who were not familiar with conversion rate optimization in Question 9:

	OB 1	OB 2	OB 3	OB 4	OB 5	OB 6
Q27: Do you think it would be beneficial if the consultants and service providers would inform their clients about	Yes	Yes	Yes	Yes	Yes	No

the benefits and methods of conversion rate optimization?						
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Table 3. Survey data matrix 3

The data in the tables will be analyzed in section 6.2.

6 DATA ANALYSIS

In this section the collected data will be analyzed. The section 6.1 will analyze the collected data from the e-business consultants' interviews, and in section 6.2 the data collected from the CRO surveys with the online businesses will be analyzed.

6.1 Analysis of e-business consultants' interviews

In this section the data collected from the e-business consultants' interviews will be coded according to the data analysis plan mentioned in section 2.5.2.

6.1.1 Open coding

As mentioned in the Data Analysis plan (Section 2.5.2) the data collected from the interviews is turned into a transcript and coded. The first phase of the coding process is creating open codes. Open codes are created by studying the research data and by choosing relevant points. These can be, for example, themes, concepts, ideas, specific terms and keywords. These pieces of relevant data and their properties are then gathered. (Gallicano 2013.)

The following table (Table 4) shows an example of the open coding data by showing the open code label and its properties. Properties are either relevant pieces of text that are extracted from the data or interpretations made by the researcher.

Open code	Properties
Lack of long-term planning when establishing a webshop	Need help with marketing Unrealistic assumptions
Regarding CRO as an unfamiliar concept	CRO is unknown to many SEO is more known Wrong impression of how CRO works
Clients are enthusiastic when introducing CRO to them	Enthusiasm Willingness to embrace new ideas Increased sales
Lack of understanding CRO as a whole	A/B testing is seen as the only CRO method Few easy and visible measures
Clients are unable to implement CRO themselves	Lack of digital maturity Lack of knowledge Low ROI Not cooperating with the service provider
A/B testing is seen as an only method	A/B testing is the most known CRO method
Viewing CRO as a whole	Removing the non-saleable share of customers Complicated process Conversion strategy Understanding the sales funnel
Regarding Google Analytics as a primary analytics tool	GA used for everything Sensible to have to have a single data source Importing A/B testing results to GA
Client's lack of knowledge as a problem	Non-saleable share may be large Not understanding the concept
Lack of Finnish online traffic as a problem	Difficulty of getting enough conversions for statistical reliability in A/B testing
Viewing the bigger picture of CRO	Insignificance of A/B testing CRO must be viewed as a whole Conversion percent does not reveal the profitability of an online business
Lack of mobile CRO methods	UI changes in A/B testing not displayed correctly in mobile Lack of implementing CRO for mobile platforms

Table 4. Example of open coding

6.1.2 Axial coding and selective code

In the axial coding phase relationships between open codes are identified and named. The final phase of the coding process is to find the core variable that includes all the data. This variable is then transformed into a selective code. This selective code is the core category of the data. (Gallicano 2013.)

The following table (Table 5) shows the group of open codes that are connected by the axial code, the axial code and the selective code that is the core variable for all the codes in the table.

Open codes	Axial codes	Selective code
Regarding CRO as an unfamiliar concept; Lack of understanding CRO as a whole; Clients are unable to implement CRO themselves; Client's lack of knowledge as a problem	Failing to understand the concept of CRO	Having poor knowledge of CRO leads to failing in the implementation
Lack of long-term planning when establishing a webshop; A/B testing is seen as an only method; Lack of Finnish online traffic as a problem; Lack of mobile CRO methods	Failing to implement CRO successfully	
Clients are enthusiastic when introducing CRO to them; Viewing CRO as a whole; Regarding Google Analytics as a primary analytics tool	Succeeding in implementing CRO	

Table 5. Example of axial coding and selective coding

The selective code in Table 5 “Having poor knowledge of CRO leads to failing in implementation” is the core concept of the interview transcript data. This finding is supported, for example, in the interview transcript when Oksanen mentions that one of the most challenging thing about implementing CRO is the client's level of comprehension which refers to problems with implementation if the client has poor knowledge of CRO.

Furthermore, several of the codes are similar to each other, such as *Lack of understanding CRO as a whole*, *Viewing CRO as a whole* and *Viewing the bigger picture of CRO*. Especially Oksanen used those words in his interview repeatedly to describe one of the most common problem: clients being unable to understand the whole concept of conversion rate optimization and what it involves.

6.2 Analysis of the conversion rate optimization survey results

In this section the survey answers from the data matrices (section 5.2) are collected into categories provided by the question themes mentioned in Section 4: The research process. Then the data analyzed in Section 6.2.2.

6.2.1 Categorizing data

General information of the online businesses

The general information about businesses was collected for comparison purposes. The number of survey participants was low, but the businesses were diverse, for example, in product range and size. The following data was collected:

- Some businesses had brick and mortar as well as an online shop
- The number of employees varied from one employee to over fifty employees, but all businesses had less than 250 employees, thus they fit into the concept of small and medium-sized business
- Among the businesses there were those who also had business outside of Finland
- The traffic in their websites varied between 5,000 monthly visitors up to 400,000 visitors per month

Awareness of CRO

This category contains data about the online businesses' awareness of conversion rate optimization.

First of all, conversion rate optimization was an unfamiliar concept to some of the online businesses. The ones who were familiar with CRO, evaluated their own awareness level either as “quite aware” or “very aware”. They had become familiar with the concept with the help of the internet and Google AdWords and Google Analytics-training.

When the online businesses were asked whether it would be beneficial for them and other online businesses that CRO and its methods would be made known to them by consulting companies and service providers, some answered positively but there were also those who did not think it as beneficial.

Attitude towards CRO

As for the online businesses’ attitudes towards CRO, all of the surveyed online businesses thought that conversion rate optimization is a necessity.

Implementing CRO methods

This category discusses if the surveyed online businesses had implemented conversion rate optimization to their websites and which methods they have used.

Some online businesses had applied CRO methods to their website. For example, paths on the site were made easier, as was product search and cross-selling. Furthermore, some elements on the site were adjusted after receiving feedback, and the website was continuously being developed.

Some of the online businesses had used the services of consultants or other service providers in order to apply conversion rate optimization to their websites. The main method that the online businesses mentioned was A/B-testing, which was implemented so that the businesses always had two slightly different versions of their website live. Also, some of the online businesses used UTM-tags so that they know exactly where their sales are coming from. They were also doing check-ins on their webstore.

When the online businesses were asked about their analyzing tools, they mentioned Google's testing tools, Google Analytics, Google AdWords, Webmaster tools and their own reporting tools.

According to the survey, ordering a product is the most common conversion point. Also ordering a newsletter and a contact-form was mentioned.

Online businesses' goal conversion rates varied between 1 % to 10 %. Their real conversion rates varied from 0,5 % to 4 %.

Some of the businesses also applied CRO to the mobile platforms. Their methods included optimizing the shopping cart for one of their pages in A/B testing and testing and modifying their page in order to make it more usable for mobile devices.

As for having a landing page strategy, some of the online businesses used a strategy where they divided the arriving traffic into two different versions of their website.

According to the online businesses, the most challenging parts of the CRO implementation were time resources and that their webstore platform was not flexible enough. Furthermore, testing time needed to be long enough and the page needed to have enough visitors in order to gain relevant results. Also the technical implementation was mentioned as the most challenging part of CRO.

When the online businesses were asked whether they collected feedback from their customers, some answered positively and some negatively. Those who collected it did it via customer satisfaction survey and Facebook.

Impact of CRO implementation

As for the impact of CRO implementation, all of those businesses who had implemented CRO to their websites thought that it had affected their business positively.

Some of the businesses also collected customer feedback in order to improve their CRO. A part of them thought that that the feedback was useful regarding the improvement of CRO, others did not think it was helping at all.

6.2.2 Analyzing the data

As the number of survey participants was low, there is no large basis for comparing survey data. However, the following data was found from the survey.

First, all the online businesses that had implemented conversion rate optimization to their website also had used the services of e-business consultants or service providers. This may have had an impact to their awareness of CRO, although some reported that they had learnt about it from the internet.

Google Analytics and Google AdWords were the tools mentioned by the consultants. According to them, these were usually used by online businesses who had knowledge of CRO. The survey results proved this to be true.

Based on the study, Finnish online businesses' awareness of CRO could be described according to the following terms: not aware, slightly aware and very aware. Some surveyed online businesses admitted that they were not familiar with the topic and some claimed that they were "very aware" or "quite aware". None of the online businesses in the survey admitted that they had only little knowledge, but according to the consultants there is also those who have tried to implement CRO with poor knowledge base and failed.

The next section (Section 7) provides answers to the research questions based on the findings in this data analysis.

7 CONCLUSION

In this section the study is concluded by giving answers to the research questions. Each question is first introduced and then the results provided by the data analysis phase of the study are shown.

7.1 Answers to research questions

What kinds of different conversion rate optimization methods do Finnish SME online businesses use?

According to the survey, participants use A/B testing as their main method when implementing conversion rate optimization to their website. UTM tags and Check-Ins were also mentioned, as was testing tools from Google. A/B testing was also mentioned by the consultants as the first method introduced to the clients, although Oksanen mentioned that he thinks that the client should first understand CRO as a whole before introducing them any particular methods.

All the online businesses that had some knowledge about CRO and its methods had used the services of either e-business consultants or other service providers. Additionally, some online businesses, as well as consultants, mentioned that they prefer Google Analytics as a tool when they are analyzing the results of CRO.

As for collecting customer feedback in order to improve CRO, some use feedback forms, others use social media channels (e.g. Facebook) as a way to collect feedback, but there was also an online business that admitted that they do not collect any feedback from their customers or think that collecting feedback is beneficial for them. Those businesses who collected feedback from their customers, felt that it helped them improve CRO.

How do the expectations of e-business consultants concerning their clients' awareness of CRO differ from online business owners' own opinions of their awareness?

E-business consultants Mikkola and Oksanen both agreed that their clients generally have a poor knowledge of conversion rate optimization. Also, only a small number of online businesses who received the CRO survey answered it, which may suggest that some online businesses are unfamiliar with the concept. The small number of survey participants may also be due to a lack of interest towards the survey or the topic.

The data collected from the interviews and survey results suggests that online businesses can be divided into three categories according to their awareness of CRO. They have been given the following names: Ignorants, Dropouts and Proficients.

Ignorants are online businesses who have little to no knowledge of conversion rate optimization. According to interviewed e-business consultants, the majority of online businesses might belong to this group.

Dropouts are online businesses who have tried to implement CRO themselves or with the help of service providers but have failed to follow through with the actions required by the method and have not received any significant benefits from the implementation. This may be a result from a poor knowledge base or lack of effort when applying the methods to their websites.

Proficients are online businesses who are aware of CRO and its benefits, and have implemented its methods into their website. It also has two subgroups: the Satisfied and the Unsatisfied. The businesses in the Satisfied group have found CRO as useful for their business. The businesses in the Unsatisfied group have not noticed any significant changes in their website after the CRO implementation.

Three groups of CRO awareness

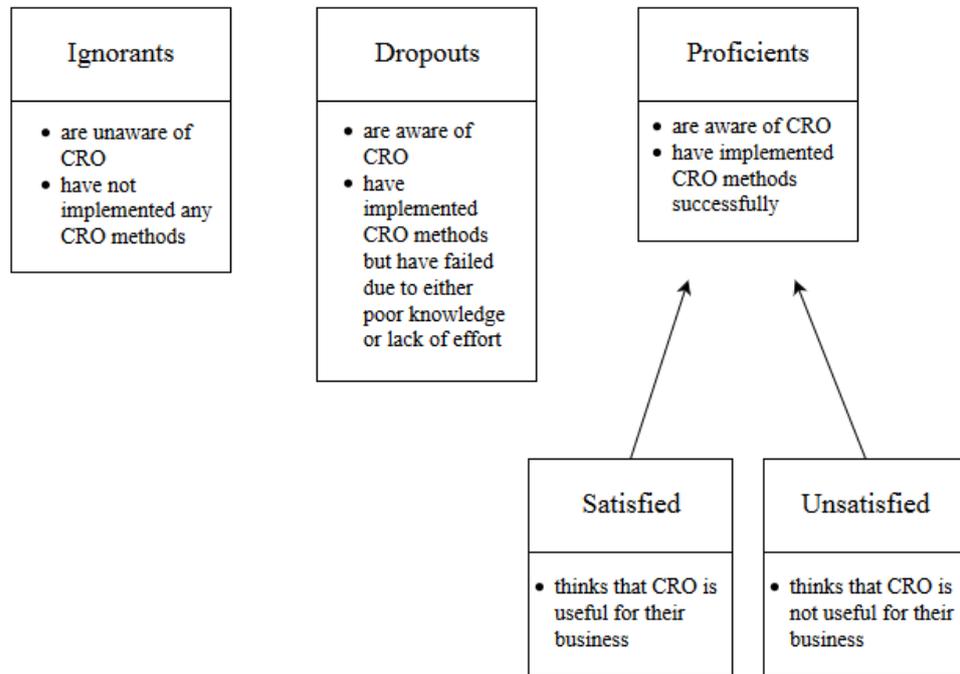


Figure 4. Three groups of CRO awareness in Finnish SME online businesses

According to the study, e-business consultants' expectations of online businesses' CRO knowledge level have similar features with the online businesses' own opinion of their CRO knowledge level. As mentioned before, the lack of participants in the survey might suggest that CRO is an unfamiliar term to them. Additionally, some of the businesses who answered to the survey admitted that they did not know the term. Even so, it should be taken into account that the sampling of online businesses was relatively small, and a study with a larger survey group might suggest otherwise.

Is there demand for informing online businesses about different CRO methods and tools?

All the online businesses that answered the survey and used the help of consultants or other service providers agreed that conversion rate optimization is an important part of the online business. All of the online

businesses who also were also familiar with the topic felt that conversion rate optimization is a necessity to them rather than just an extra feature.

According to both consultants, online businesses' knowledge about conversion rate optimization could be better. Both Mikkola and Oksanen agreed that online businesses should be informed more about conversion rate optimization and its benefits to businesses.

Majority of the online businesses that answered the CRO survey felt that online businesses should be informed more about conversion rate optimization, its benefits and methods.

During the research phase, the authors of the thesis noticed that there is very little data about conversion rate optimization in Finnish. Consultants and other service providers could share more information about CRO and its benefits and methods by writing blog posts about it in Finnish and sharing information about it in LinkedIn or in other platforms. These articles could play an important role in informing the online businesses about CRO and its methods.

As mentioned in the introduction of this thesis, CRO is the newest marketing game-changer for marketers across the world (Lucas 2016). The authors agree that conversion rate optimization should be considered as important as search engine optimization, since it could greatly increase the profitability of an online business.

8 DISCUSSION

8.1 Summary

The purpose of this study was to find out more about conversion rate optimization usage among Finnish small and medium-sized online businesses, especially what kinds of different CRO methods do they use. Additionally, this thesis investigated how well do e-business consultants think that online businesses know CRO, did their views differ from the online businesses' own opinions of their awareness level, and if there is demand for informing online businesses more about the benefits and methods of CRO.

In Section 3 A/B testing is introduced as the most well-known method and Google Analytics as most well-known analyzing tool. This is also seen in the study, as some of the online businesses that had knowledge of CRO also knew A/B-testing. More than one of the surveyed businesses mentioned it as their main method in CRO.

Google Analytics and Google AdWords were mentioned as the tools for tracking traffic on the website according to both the background research and the study of this thesis.

According to the study in this thesis, both of the consultants and some of the online businesses think that there should be more informing about the benefits and methods of conversion rate optimization. Business-wise this information is very beneficial for service providers and also online businesses.

8.2 Reliability and validity

The reliability of this study is measured by providing research data from various different sources: from the online businesses and from the e-business consultants.

Online businesses were chosen for the study according to the requirements: they should have less than 250 employees and they should be incorporated in Finland. The online businesses that answered the survey varied by their size and business. The problem with a reliability of the survey results is that the number of participants was small compared with the total amount of online businesses that received the survey. Therefore, the number of different CRO methods found in the survey was not diverse enough.

It should be taken into account that there is no certainty that the people who answered the survey were in the position in the company to know about their conversion rate optimization methods.

As for the consultants chosen for the interviews, both Mikkola and Oksanen are considered experts in the topic. Both have enough knowledge about CRO and their clients' habits that they could make reliable speculations about online businesses' CRO knowledge.

As for the methodology of the study, the data collection and analysis plans (Section 2.5) were followed when collecting and analyzing the data. When it became apparent that the original sampling of the online businesses did not provide enough versatile answers, the survey was sent to a larger group. All answers provided by online businesses that fulfilled the requirements were regarded in the study, except for one that was provided a person whose answers did not correspond with the survey questions.

The findings of this study are limited to one small sampling of Finnish SME online businesses, therefore, they cannot be generalized to all similar online businesses, although they provide an interesting view to Finnish SME online businesses' habits of using conversion rate optimization.

8.3 Future study

Even though the findings of this study cannot be used when making generalizations about Finnish SME online businesses' CRO methods, the

thesis can be used as a basis for similar studies. The study could be extended to cover larger online businesses (over 250 employees) in order to provide a comparison between those and SME online businesses regarding the implementation of conversion rate optimization.

It would also be beneficial to find another way to encourage online businesses to respond to surveys, possibly by offering a better incentive to them.

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APPENDICES

APPENDIX 1. Interview questions for the e-business consultants

1. Minkälaisissa asioissa verkkokauppa-asiakkaanne tarvitsevat yleensä opastusta?
2. Kuinka hyvin mielestänne asiakkaanne tuntevat hakukoneoptimointia tai konversio-optimointia?
3. Ovatko asiakkaanne mielestänne tietoisia linkkien vaikutuksista hakutuloksiin?
4. Miten asiakkaanne suhtautuvat yleensä konversio-optimointiin? Eli pitävätkö sitä vain ekstrana vai välttämättömyytenä?
5. Ovatko asiakkaanne yleensä soveltaneet itse konversio-optimointia sivuihinsa tai verkkokauppoihiinsa? Miten? Ovatko he käyttäneet joitakin työkaluja itse vai pyytäneet apua muilta konsultointiyrityksiltä?
6. Minkälaisia eri menetelmiä tarjoatte konversio-optimointiin asiakkaillenne?
7. Mitkä ovat yleisimpiä konversiopisteitä (= conversion points)?
8. Mitä analytiikkatyökaluja käytätte yleensä konversio-optimoinnissa?
9. Mikä on mielestänne haastavinta konversio-optimoinnin toteuttamisessa ja onnistumisessa asiakkaillenne ja teille itsellenne?
10. Mikä on hyvä konversioprosentti pienelle (alle 50 työntekijää) verkkokaupalle?
11. Onko mitään erikoisempia tai uusia menetelmiä, joista ei yleensä puhuta perinteisten (esim. A/B-testaus) konversio-optimointimenetelmien yhteydessä?
12. Eroaako mobiilisivujen konversio-optimointi tavallisten verkkosivujen konversio-optimoinnista? Miten?
13. Onko mobiilisivuilla omia konversio-optimointimenetelmiä? Mikä niistä on mielestänne paras?
14. Olisivatko asiakkaanne (verkkokaupat) kiinnostuneita vastaamaan kyselyymme heidän konversio-optimointimenetelmistään?

APPENDIX 2. Interview questions for the e-business consultants
(translated from Finnish to English by Ratia)

1. In what kinds of matters do your clients (online businesses) usually require help with?
2. What is your opinion of how familiar your clients are with search engine optimization or with conversion rate optimization?
3. Do you think your clients are aware that links have an effect on the search results?
4. How do your clients react to conversion rate optimization? Do they regard it as an extra or as a necessity?
5. Have your clients applied conversion rate optimization to their websites or web shops themselves? How? Have they used some tools themselves or have they asked help from other consulting companies?
6. What kinds of different conversion rate optimization methods do you offer to your clients?
7. What are the most common conversion points?
8. What analytics tools do you usually use in conversion rate optimization?
9. What do you think is the most challenging for you and your clients in implementing conversion rate optimization and making it successful?
10. What is a good conversion percent for a small (less than 50 employees) online business?
11. Are there any unusual or new methods that are not mentioned while talking about traditional (e.g. A/B testing) conversion rate optimization methods?
12. Does implementing conversion rate optimization to mobile pages differ from implementing it to desktop web pages? How?

13. Are there any conversion rate optimization methods meant especially for mobile pages? What is the best of those methods in your opinion?
14. Do you think if your clients (online businesses) would be interested in answering our survey about their conversion optimization methods?

APPENDIX 3. Questions for the online businesses

1. Verkkokauppiasi nimi:
2. Verkkokauppiasi osoite tai URL:
3. Kuvaile lyhyesti yritystäsi:
4. Halutessasi voit listata tarjoamasi lyhyesti palvelut/tuotteet:
5. Toimiiko yrityksenne vain internetissä?
6. Kuinka monta työntekijää teillä työskentelee?
7. Toimiiko yrityksenne myös Suomen ulkopuolella?
8. Kuinka paljon liikennettä verkkosivuillanne tapahtuu kuukausittain?
9. Onko konversio-optimointi teille tuttua?
10. Kuinka tietoinen arvelette olevanne konversio-optimoinnista, sen hyödyistä ja menetelmistä?
11. Mistä olette alunperin kuullut konversio-optimoinnista?
12. Miten suhtaudutte konversio-optimointiin? Onko se teille vain ekstra vai välttämättömyys?
13. Oletteko soveltaneet itse konversio-optimoinnin menetelmiä sivuihinne?
 - a. Kuinka olette soveltaneet itse konversio-optimointia sivuihinne?
14. Oletteko käyttäneet sähköisen liiketoiminnan konsultointiyrityksiä tai muita palveluntarjoajia apunanne konversio-optimoinnin toteuttamisessa?
15. Minkälaisia eri menetelmiä (esim. A/B-testaus) käytätte konversio-optimoinnissa?

16. Mitkä ovat konversiopisteitänne (eli miten haluaisitte asiakkaidenne toimivan sivustolla: tilaavan uutiskirjeen, soittavan teille, tilaavan tuotteen, antavan arvostelun yms.)?
17. Mitä analytiikkatyökaluja (esim. Google Analyticsia) käytätte yleensä konversio-optimoinnissa?
18. Mikä olisi tavoite konversioprosenttilenne (sivuillanne käyneiden määrä ja konversiopisteestä lopulliseen ostoprosessiin/tilaukseen/yms. päätyneiden määrä)?
19. Mikä on todellinen konversioprosenttinenne (sivuillanne käyneiden määrä ja konversiopisteestä lopulliseen ostoprosessiin/tilaukseen/yms. päätyneiden määrä)?
20. Oletteko koskaan soveltaneet omia menetelmiänne konversio-optimointiin?
 - a. Minkälaisia menetelmiä?
21. Sovellatteko konversio-optimoinnin menetelmiä myös mobiilialustoille?
 - a. Minkälaisia menetelmiä?
22. Onko verkkokauppanne rakennettu jollekin CMS-pohjalle (WordPress, Wix, Kotisivukone, Joomla, yms.)?
 - a. Miten tämä vaikuttaa konversio-optimointiin?
23. Onko teillä käytössänne aloitussivun testausstrategia (esim. A/B-testauksella toteutettu strategia, jossa saapuva liikenne jaetaan kahteen tai useampaan versioon sivusta, ja jonka avulla testataan kumpi sivutyyppejä tuottaa enemmän konversioita)?
 - a. Millainen aloitussivun testausstrategia teillä on käytössänne?
24. Onko konversio-optimointi vaikuttanut omasta mielestänne positiivisesti/negatiivisesti liiketoimintaanne?
25. Mikä on mielestänne haastavinta konversio-optimoinnin toteuttamisessa ja onnistumisessa?
26. Kuinka hankitte palautetta asiakkailtanne?
27. Auttaako asiakkailta saatu palaute teitä konversio-optimoinnissa?

28. Olisiko teidän mielestänne kysyntää konversio-optimoinnin hyödyistä ja menetelmistä tiedottamiselle?

APPENDIX 4. Questions for the online businesses (translated from Finnish to English by Ruoho and Ratia)

1. Name of the online business:
2. Address or the URL of the online business:
3. Describe your online business shortly:
4. If you want, you can list the services/products you are providing:
5. Is your business only online?
6. How many employees does your business have?
7. Is your business Finland-based only or do you also ship/work abroad?
8. How much monthly traffic your website has?
9. Are you familiar with conversion rate optimization?
10. How would you describe your awareness of conversion rate optimization, its methods and benefits?
11. From where did you learn about conversion rate optimization?
12. How do you react to conversion rate optimization? Is it just an extra or a necessity for you?
13. Have you ever applied any conversion rate optimization methods to your website?
 - a. How did you do it? What methods did you use?
14. Have you sought help from e-business consultants or service providers with implementing conversion rate optimization?
15. What methods (for example A/B testing) do you use for conversion rate optimization?
16. What are your website's conversion points (email/newsletter, contact form, product purchase, etc)?
17. What analytics tools (for example Google Analytics) do you use for conversion rate optimization?

18. What is your goal for the conversion rate (the percentage of visitors on your site who end up purchasing/ordering via conversion point divided with the amount of total visitors on site)?
19. What is your actual conversion rate?
20. Do you apply any conversion rate optimization methods on mobile platforms?
 - a. What kinds of methods?
21. Is your online business built on a CMS-platform (Wordpress, Kotisivukone, Joomla, etc.)?
 - a. How does this affect your conversion rate optimization?
22. Are you using landing page testing strategy (for example using A/B-testing, where the arriving traffic on your website is divided to two or more versions of the page and you are testing which one of them brings more conversion)?
 - a. What landing page strategy are you using?
23. Has the conversion rate optimization had a positive or negative effect on your online business?
24. What do you think is the most challenging part regarding implementing conversion rate optimization successfully?
25. How do you get feedback from your customers?
26. Do you think the feedback received from your customers helps you with conversion rate optimization?
27. Do you think it would be beneficial if the consultants and service providers would inform their clients about the benefits and methods of conversion rate optimization?