



Ann Stanley - Founder & CEO

Product & Profitability Reports to enhance the performance of your shopping ads

February 2024 at The Ecommerce Forum

Who am I?

Ann Stanley

- Founder and CEO of Anicca Digital
- 22 years in digital marketing, 17 years running Anicca
- Consultant and trainer, specialising in paid media, search, Analytics and ecommerce marketing – now becoming an AI geek!
- Thought leader and author:
 - anicca.co.uk/a10-marketing-framework/
 - Integrate – Creating an Integrated Marketing Strategy - anicca.co.uk/integrate-book/
 - Free weekly webinar – Friday 9-10am anicca.co.uk/resources-webinars/
- Socials
 - [Linkedin.com/in/annstanley](https://www.linkedin.com/in/annstanley)



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17 years of data-driven digital marketing
for ecommerce & established brands

Search

Social

Shopping

Strategy

Skills

Introductions

Our pedigree

- We have vast experience of working with companies and organisations across many industries and parts of the UK
- Our deep understanding and sharp focus across digital marketing is what sets us apart from the competition, giving you comfort in knowing we are a true extension of your business.
- This is also why our internationally renowned clients stay with us year after year.



Case study for CharlesBentley.com (Anicca's client for over 10 years)

CHARLES BENTLEY

Q Search for product...

My account

Wishlist

Basket

Garden Living

Outdoor Dining & Heating

Garden Maintenance

Home Living

DIY & Building

Clearance

END OF SEASON
CLEARANCE

SHOP NOW



Can we help

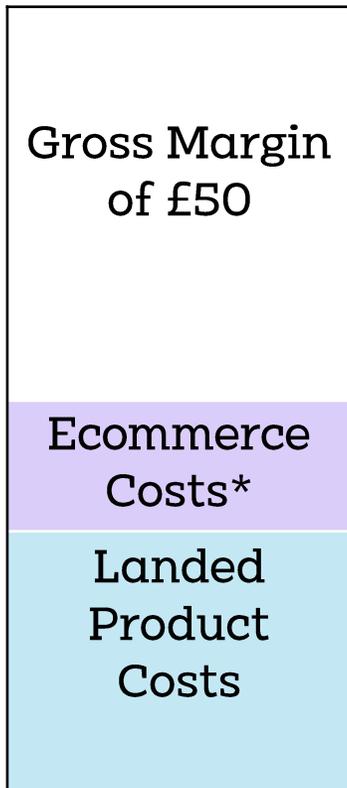
Overview of this project



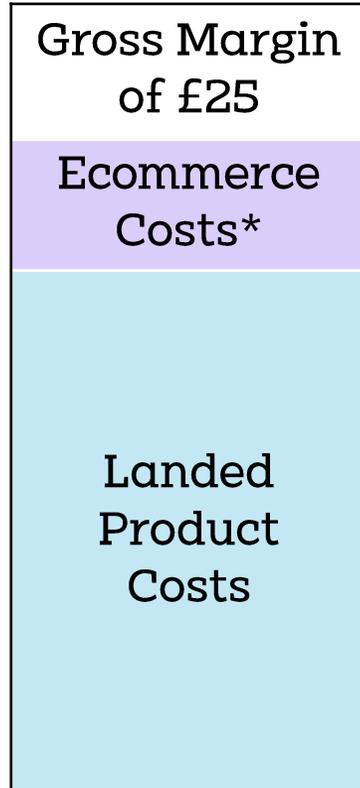


How different margins impact the profitability of shopping ads (excl. VAT)

Product 1
£100 ex VAT



Product 2
£100 ex VAT



Ad Performance Product 1

Ad cost	Sales	Revenue	ROAS
£550	22	£2,200	4

Profit	£1,100
POAS	2.0

Ad Performance Product 2

Ad cost	Sales	Revenue	ROAS
£550	30	£3,000	5.45

Profit	£750
POAS	1.36

*Discounting, Delivery, Payment Gateway & other costs

How to implement profit-based bidding

Strategy 1: Manually adjust the ROAS targets for Smart bidding

- If you have products with different margins, then you can **label your products in the product feed**
- **Group products manually** into your shopping ads or Performance Max campaigns (PMax), based on **the profit margin range**
- If you have low profit margins, then **set the smart bidding target** in your shopping ads to a **higher ROAS** e.g. 10:1 (1000%)
- This will mean that each campaign will have a **different ROAS target, based on the amount of profit** you will make – not the revenue!
- You can also use this strategy in **other platforms**, such as Meta ads

Comparing ROAS & POAS targets

	Products grouped in campaigns based on margin		
	50% margin	30% Margin	20% margin
Price excl. VAT	£100	£100	£100
Profit	£50	£30	£20
POAS Target	3:1 (300%)	3:1 (300%)	3:1 (300%)
Cost per sale to hit POAS target	£16.66	£10.00	£6.66
ROAS Target	6:1 (600%)	10:1 (1000%)	15:1 (1500%)

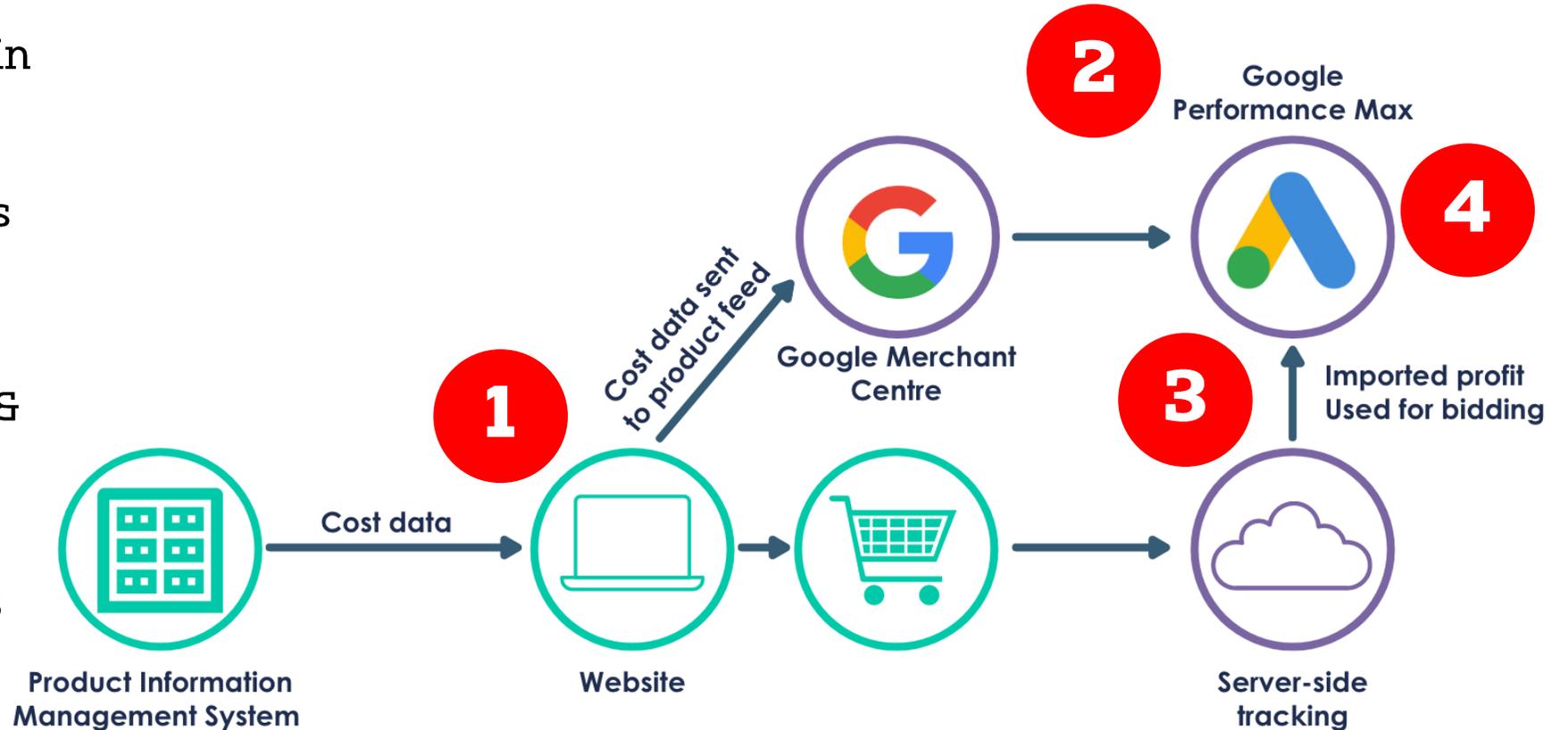
Strategy 2: Implementing Profit-based bidding

Step 1: Identify the margin for each product for each product

Step 2: Create campaigns based on margins

Step 3: Extract the profit data at the point of sale & inject into Google Ads

Step 4: Smart bidding based on POAS not ROAS



Strategy 3: Hybrid approach

This is a work-around for when you can't dynamically export your profit data from the thank-you page into Google Ads:

- ✓ **Automated calculations of profit margins**
 - ✓ We extracted cost and the profit data from the PIM and sent it to the website (via the API)
 - ✓ A Magento plugin was used to add the data it to the product feed
- ✓ We used labels to create **Google Shopping campaign structure**, grouping products together in campaigns based on profit margin (plus product category, to allow for management of seasonality)
- We created a **dynamic Looker Studio report** to report daily on the margin and **required ROAS target to hit breakeven and breakeven plus 25%**
- We **manually adjust ROAS bidding** to emulate profit-based bidding

Creating a prototype report in Excel & dynamic report in Lookers Studio

Step 1: Extracting the data and creating a prototype report in Excel

- The client's developer used an **API to create a daily export** the cost and stock data from the Product Information & Management system into Magento
- This was used to added to the **Merchant feed** and used to **create custom labels**, which could be used in **Google Ads** to identify and group products into **campaigns based on profit margin**
- We also implemented **Product Hero**, to take advantage of the CSS pricing for shopping ads and to get benchmark prices
- We uploaded the data into Excel and then **created a prototype**, to **calculate the stock-value based on RRP and profit margin**

Example calculation of stock values using Excel

Product title	Category	Stock	RRP (incl. VAT)	Stock X RRP	% value of all stock (based on RRP)	Sales price (ex VAT)	Cost of landed stock	Margin (ex VAT) (before marketing)	% margin on sale price	Stock X Margin	% value of all stock (based on margin)
6-seater rattan set	Garden furniture	100	£600	£60k	6%	£350	£200	£150	43%	£15k	3%
Gas BBQ	Outdoor cooking	100	£250	£25k	2.5%	£180	£80	£100	55%	£10k	1%
Total stock		5000	£1m							£0.5m	

Manual calculation of stock values (in Excel)

Product title	Category	free stock	RRP price	sale price	Sales price ex VAT	Margin (EX VAT -cost)	Stock x RRP	Pareto % value of stock	Stock x Margin
Egg Shaped Swing Chair - Grey - Charles Bentley	garden-furniture	38	£307.99				£11,701.62	3.68%	£11,701.62
Sydney Premium Gas BBQ Black - Charles Bentley	bbqs	24	£399.99				£9,599.76	6.83%	£9,599.76
Rope and Metal Lounge Set - Charles Bentley	garden-furniture	14	£659.99				£9,239.86	9.88%	£9,239.86
Egg Shaped Chair - Grey - Charles Bentley	garden-furniture	34	£252.99				£8,592.66	12.52%	£8,592.66
Melbourne Premium Gas BBQ Black - Charles Bentley	bbqs	22	£349.99				£7,700.78	14.95%	£7,700.78
OTTIMO 12" Gas Pizza Oven - Charles Bentley	bbqs	21	£259.99				£5,459.79	17.37%	£5,459.79
Extra Large Coat Rack With Shoe Tidy - Charles Bentley	home-accessories	12	£549.99				£6,599.88	19.42%	£6,599.88
3.5m Premium Cantilever Parasol Grey - Charles Bentley	garden-furniture	18	£359.99				£6,479.82	21.46%	£6,479.82
Garden Rattan Hanging Swing Chair - Charles Bentley	garden-furniture	16	£384.99				£6,159.84	23.40%	£6,159.84
FSC Certified Acacia White Washed Wooden Bench Dining	garden-furniture	10	£549.99				£5,499.90	25.12%	£5,499.90
Polywood Lounge Set with Recliner Seat - Charles Bentley	home-furniture	7	£747.99				£5,235.93	26.82%	£5,235.93
FSC Certified Acacia Wood and Rope Corner Lounge Set	garden-furniture	6	£769.99				£4,619.94	28.45%	£4,619.94
Rattan & Polywood Corner Lounge Set - Charles Bentley	garden-furniture	6	£769.99				£4,619.94	30.00%	£4,619.94
3 Seater Rope and Steel Garden Swing - Grey - Charles Bentley	garden-furniture	13	£329.99				£4,289.87	31.41%	£4,289.87
Mixed Material Madrid Lounge Set FSC Certified - Charles Bentley	garden-furniture	6	£660.00				£3,960.00	32.77%	£3,960.00
3 Seater Lounger Swing Chair - Grey - Charles Bentley	garden-furniture	10	£384.99				£3,849.90	34.02%	£3,849.90
1200W Electric Outdoor Tower Heater - Charles Bentley	patio-heaters	39	£99.99				£3,899.61	35.23%	£3,899.61
Metal Powder Coated 4 Seater Dining Set - Dark Grey - Charles Bentley	garden-furniture	15	£252.99				£3,794.85	36.44%	£3,794.85
FSC Certified Acacia Hardwood Oval Extendable Table - Charles Bentley	garden-furniture	13	£285.99				£3,717.87	37.63%	£3,717.87

Step 2: Initial analysis & creating dynamic report in Looker Studio

- Once we had the data at the end of March, we found that approximately **6% of the SKU's held in the warehouse representing half of the stock value** (based on quantity x margin)
- This enabled us to **create separate campaigns for these high value SKU's**, especially for seasonal and key stock items that only had a short selling season, e.g garden furniture and BBQ's
- Using the Excel prototype, we were then able to create a **dynamic Lookers Studio report** using data from Merchant Center, which included daily stock levels, margin and benchmark prices etc.
- This report showed us various things, which have been used to inform our bidding & pricing strategies:
 - **Value of stock and which products need to be sold**
 - **What the profit was per SKU and the calculation of breakeven ROAS to ensure that bidding was set at a level 25% above this**
 - **A benchmark of prices vs competitors and the impact on sales (discussed below)**

Daily Looker Studio report - Stock value based on margin value

id	title	Custom Label 3	Custom Label 4	cost_of_goods	impr	Clicks	Cost	qty	net price	price benchmark	price diff	stock x price	margin	stock x margin
GLWFSV	Charles Bentley Egg S...	garden-living	garden-furniture		332	5	£6.47			£305.80	24.19			76
GLPLST	Charles Bentley 270L ...	garden-maintenance	storage-solutions		336	3	£1.84			£64.12	5.87			25
GLPLST	Charles Bentley 390L ...	null	null		null	null	null			£77.91	2.08			21
BBQCH	Charles Bentley 124c...	outdoor-cooking-an...	fire-pits		562	6	£3.55			£125.90	4.09			53
HMBTR	Charles Bentley Extra ...	home-living	home-accessories		43	0	£0.00			£549.12	0.87			19
BBQ16E	Charles Bentley Sydne...	outdoor-cooking-an...	bbqs		5416	69	£37.28			£300.08	-0.09			33
HMXTR	Charles Bentley Luxur...	null	null		null	null	null			£0.00	263.99			72
GLFBGG	Charles Bentley 8ft x ...	toys-games	outdoor-games		153	0	£0.00			£43.99	0			71
GLFBGG	Charles Bentley 10ft x...	toys-games	outdoor-games		450	7	£2.03			£81.21	-1.22			19
GLPHTT	Charles Bentley 2000...	outdoor-cooking-an...	patio-heaters		70	1	£0.50			£153.74	26.25			81
GLHMO	Charles Bentley Extra ...	null	null		null	null	null			£208.56	11.43			15
GLUMB	Charles Bentley 12kg ...	garden-living	parasols-and-bases		122	0	£0.00			£32.66	17.33			85
GLCAST	Charles Bentley Cast ...	null	null		null	null	null			£146.55	13.44			25
GLMTR	Charles Bentley Metal...	garden-maintenance	garden-sheds		55	0	£0.00			£405.90	-5.91			14
HT10	Charles Bentley 270kg...	diy-and-building	sack-trucks-trolleys		281	4	£2.16			£92.72	-12.73			58
GLHMO	Charles Bentley Garde...	garden-living	garden-furniture		757	9	£2.95			£164.99	0			77
CX63	Charles Bentley 63L C...	diy-and-building	cement-mixers		1698	7	£2.82			£169.81	0.18			19
GLGCOB	Charles Bentley Garde...	garden-living	garden-clock		864	7	£1.30			£22.32	-0.33			59
GPSTAR	Charles Bentley Gripit ...	painting-and-decor...	decorating		91	0	£0.00			£0.00	43.99			86
HMBTR	Charles Bentley Coat ...	home-living	home-furniture		12	0	£0.00			£206.60	68.39			12
HMXTR	Charles Bentley Luxur...	null	null		null	null	null			£0.00	175.99			89
GLMTR	Charles Bentley Rope ...	garden-living	garden-furniture		183	1	£0.12			£545.44	4.55			93
GLMTR	Charles Bentley Metal...	null	null		null	null	null			£399.99	0			88
GLGFAC	Charles Bentley FSC C...	garden-living	garden-furniture		63	2	£0.72			£456.99	-7			11
GLPHST	Charles Bentley Electr...	outdoor-cooking-an...	patio-heaters		25	0	£0.00			£63.69	66.3			57
GLWFOE	Charles Bentley Delux...	garden-living	garden-furniture		251	0	£0.00			£361.32	-21.33			98
FURNCO	Charles Bentley Large ...	garden-living	garden-covers		835	6	£1.28			£19.99	0			98
GLGUPP	Charles Bentley 3.5m ...	garden-living	parasols-and-bases		66	0	£0.00			£298.99	-19			76
BBQFFC	Charles Bentley 56cm...	outdoor-cooking-an...	fire-pits		410	2	£1.07			£52.69	-7.7			59
GLLOGS	Charles Bentley FSC C...	garden-maintenance	storage-solutions		138	2	£1.45			£0.00	159.99			4

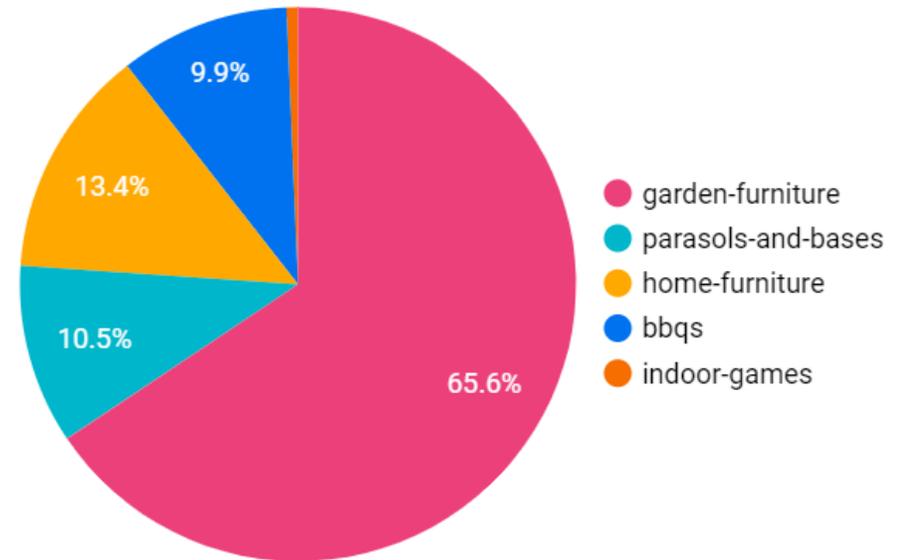
Daily Looker Studio report Stock value by category

Charles Bentley - Category Value

Sep 28, 2023 - Sep 28, 2023

Custom Label 3	Custom Label 4	qty	stock x price	stock x margin
garden-living	garden-furniture	3,622		.47
null	null	4,465		.05
outdoor-cooking-and-heating	bbqs	830		.44
garden-maintenance	storage-solutions	1,269		.83
toys-games	outdoor-games	1,825		.17
garden-living	parasols-and-bases	1,923		.43
home-living	home-accessories	2,759		.48
home-living	home-furniture	972		.54
outdoor-cooking-and-heating	fire-pits	1,369		.37
garden-living	gazebos-and-marques	1,173		.16
garden-maintenance	garden-sheds	191		.97
diy-and-building	sack-trucks-trolleys	578		.12
garden-living	garden-accessories	1,886		.28
outdoor-cooking-and-heating	patio-heaters	539		.78
home-living	fireside	1,140		.79
toys-games	ride-ons	2,145		.16
painting-and-decorating	decorating	2,142		.08
health-wellness	garden-games	594		.82
diy-and-building	cement-mixers	106		.36
garden-living	garden-clock	942		.27
outdoor-cooking-and-heating	bbq-accessories	912		.67
garden-living	garden-lighting	704		.01
	Grand total	35,452	£8	

Stock x margin broken down by core product categories



Calculating the break-even ROAS

Calculating breakeven ROAS (to get 100% of profit) & 4:1 on profit (400%)

Product title	Category	Stock	Sales price (ex VAT)	Margin (ex VAT) (before marketing)	Break even ROAS	Break-even ROAS + 25%	Max spend to achieve 4:1 on margin	Equivalent ROAS
6-seater rattan set	Garden furniture	100	£350	£150 (43%)	£350 / £150 = 233%	291%	£37.5	933%
Gas BBQ	Outdoor cooking	100	£180	£100 (55%)	£180 / £100 = 180%	225%	£25.0	720%
BBQ Cover	Outdoor cooking	500	£40	£10 (25%)	£40 / £10 = 400%	500%	£2.50	1600%

Daily Looker Studio report Breakeven ROAS based on today's price data

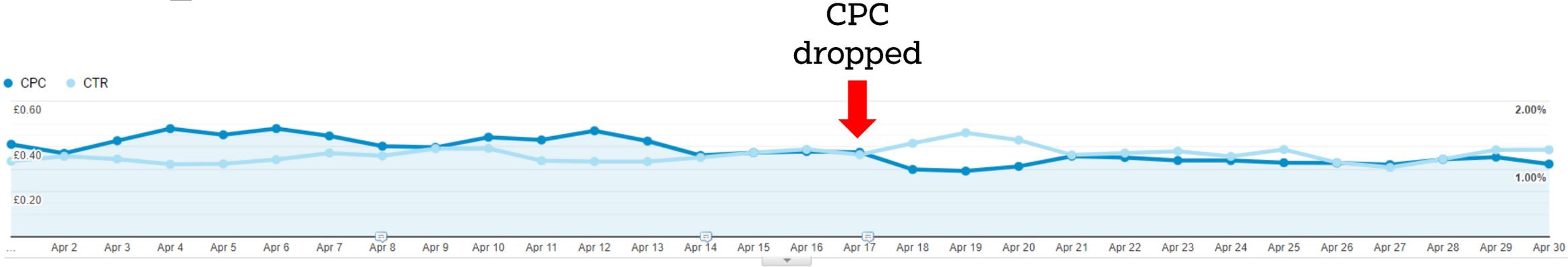
Breakeven ROAS (Based on Today's Price Data)

Sep 28, 2023 - Sep 28, 2023

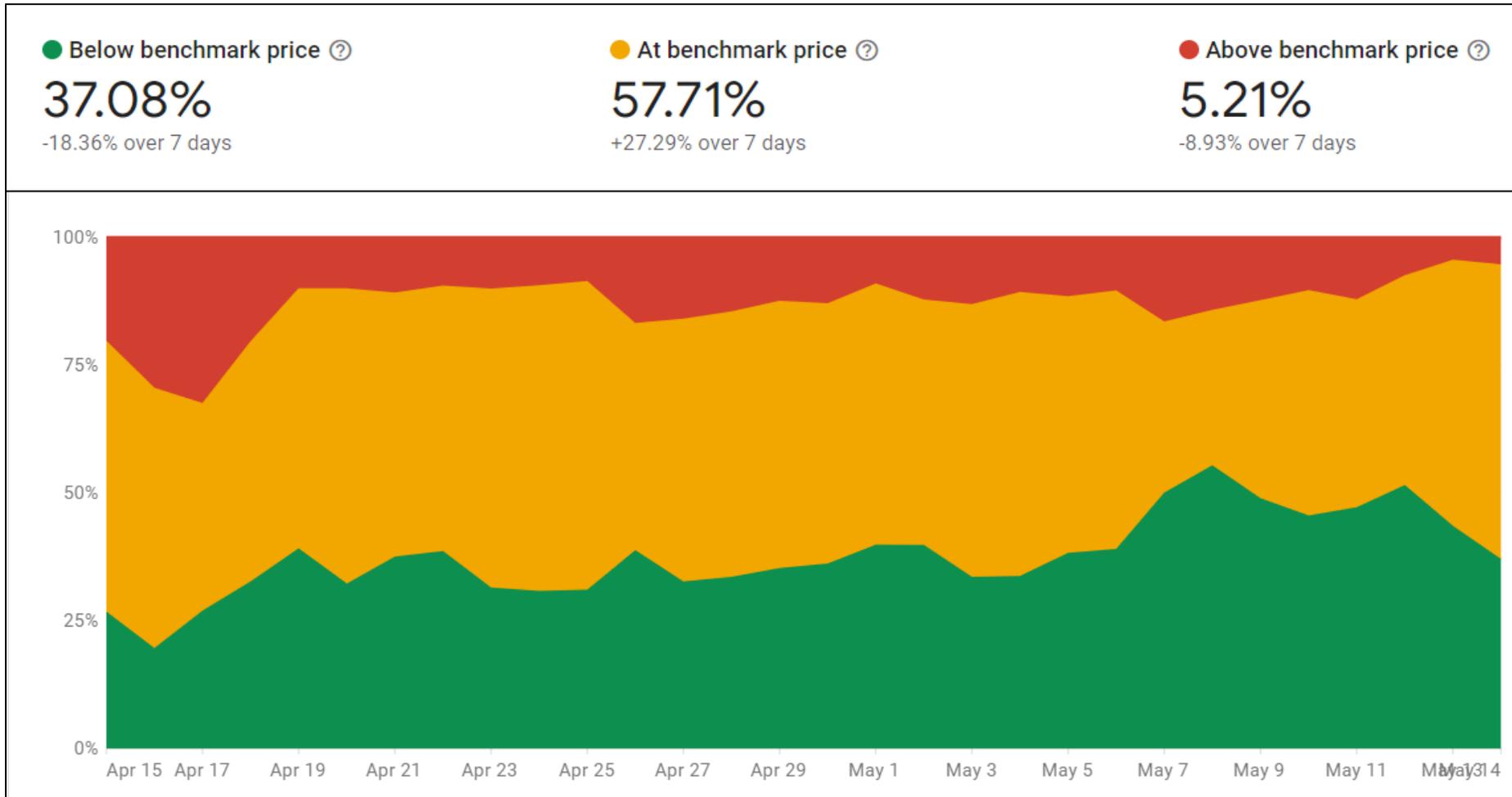
id	title	Custom Label 4	qty	cost_of_goods	net price	price_difference	price	25% Profit ROAS	margin	stock x margin	margin %	Breakeven ROAS	25% Profit ROAS
GLWFSV	Charles Bentley E	garden-f...	264								50.5%	198.0	247.5
GLPLST	Charles Bentley 2	storage-s...	873								53.8%	185.9	232.4
GLPLST	Charles Bentley 3	null	784								48.9%	204.3	255.4
BBQCHM	Charles Bentley 1	fire-pits	382								47.0%	212.8	265.9
HMBTR	Charles Bentley E	home-ac...	86								47.6%	210.1	262.6
BBQ16B	Charles Bentley S	bbqs	196								37.2%	268.5	335.6
BBQ13B	null	bbqs	208								32.9%	303.7	379.6
HMXTR	Charles Bentley L	null	107								53.2%	187.9	234.8
GLFBG0	Charles Bentley 8	outdoor...	611								50.3%	198.9	248.7
GLFBG0	Charles Bentley 1	outdoor...	293								55.8%	179.1	223.8
HT10	Charles Bentley 2	sack-truc...	253								51.1%	195.7	244.6
GLPHTT	Charles Bentley 2	patio-hea...	116								57.1%	175.3	219.1
GLHM03	Charles Bentley E	null	100								50.7%	197.2	246.5
BBQ16S	null	bbqs	69								46.1%	217.0	271.2
GLUMBA	Charles Bentley 1	parasols...	358								61.0%	163.9	204.9
GLCAST	Charles Bentley C	garden-f...	152								43.4%	230.2	287.8
GLPLSH	null	garden-s...	55								38.1%	262.1	327.7
GLHM02	Charles Bentley G	garden-f...	100								56.3%	177.5	221.9
GLGC08	Charles Bentley G	garden-cl...	930								40.8%	244.8	306.0
GPSTAR	Charles Bentley G	decorating	252								74.7%	133.8	167.3
HMBTR	Charles Bentley C	home-fur...	53								56.2%	177.8	222.3
HMXTR	Charles Bentley L	null	89								52.1%	192.1	240.1
GLMTSH	Charles Bentley M	garden-s...	37								48.7%	205.2	256.5
GLMTRC	Charles Bentley R	garden-f...	67								22.0%	454.8	568.5
SLTR8FT	null	garden-g...	168								34.7%	288.5	360.7
GLGFAC	Charles Bentley F	garden-f...	56								28.6%	349.4	436.8



Implemented CSS using Product Hero - drop in CPC



Price competitiveness data



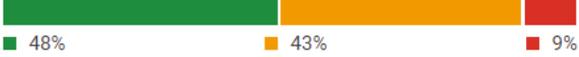
Outdoor furniture mostly at benchmark price

Category: Furniture > Outdoor Furniture

Category	Country	Clicks	Price distribution	Products
Outdoor Tables	GB	217	 ■ 14% ■ 79% ■ 7%	View products ⓘ
Outdoor Furniture Sets	GB	107	 ■ 56% ■ 44% ■ 0%	View products ⓘ
Outdoor Seating	GB	42	 ■ 31% ■ 69%	View products ⓘ
Outdoor Storage Boxes	GB	10	 ■ No benchmark price	View products ⓘ

Benchmark price over last 7 days for Outdoor Furniture

Price competitiveness by product type

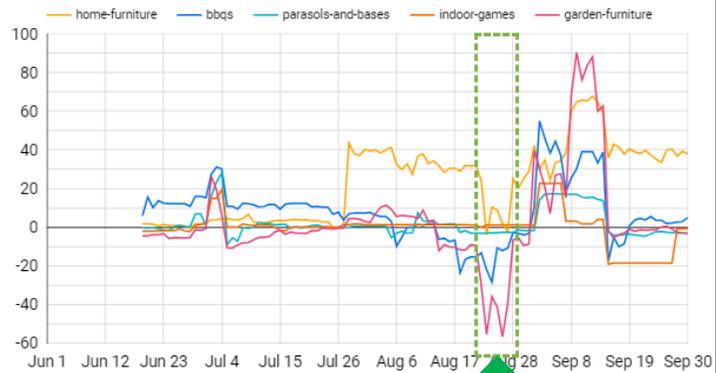
Product type	Country	Clicks	Price distribution	Products	Download list as CSV
sale	GB	4,358		View products ?	
easter offers	GB	996		View products ?	
shop all	GB	780		View products ?	
gift ideas	GB	533		View products ?	
acacia furniture	GB	342		View products ?	
hammocks & swing chairs	GB	295		View products ?	
sack trucks & trolleys	GB	141		View products ?	
kitchen bins	GB	132		View products ?	

Sale products get the most clicks

Daily Looker Studio report Impact of prices on sales

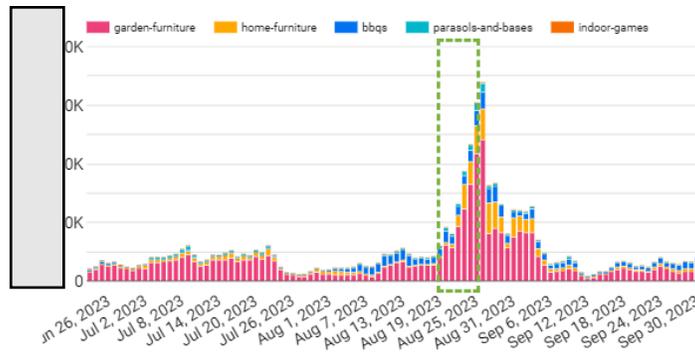
Charles Bentley Stock Analysis Table (Daily Updated -

Avg. price difference vs competitors, per category. A higher bar means you are more expensive vs the competition (on average, per category)

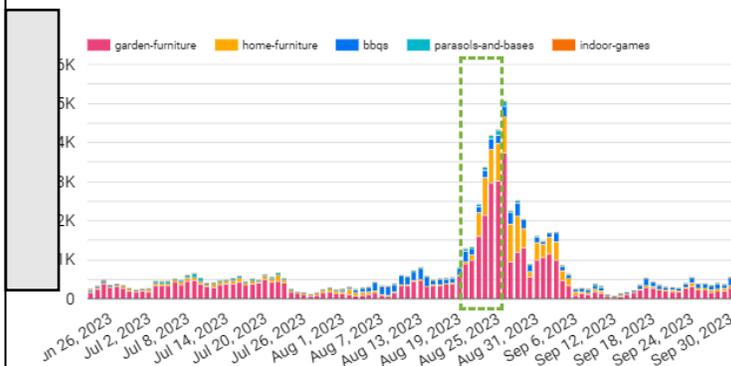


Prices are very competitive

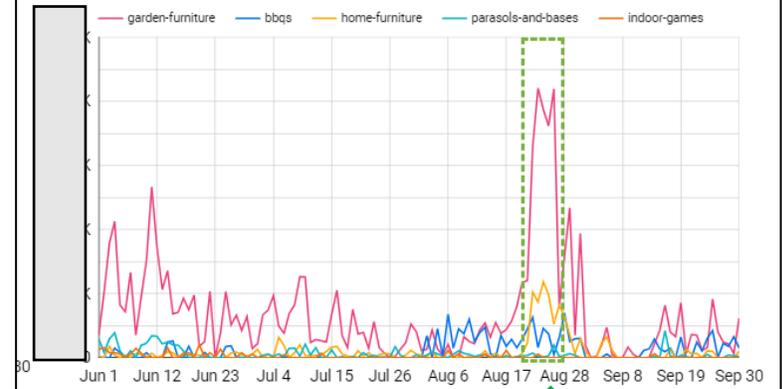
Summed impressions over time, broken down by product category (Custom label 4)
A higher bar indicates more impressions (per category / segment)



Summed clicks over time, broken down by product category (Custom label 4)
A higher bar indicates more clicks (per category / segment)



Summed revenue over time, broken down by product category (Custom label 4)
A higher line indicates higher revenue

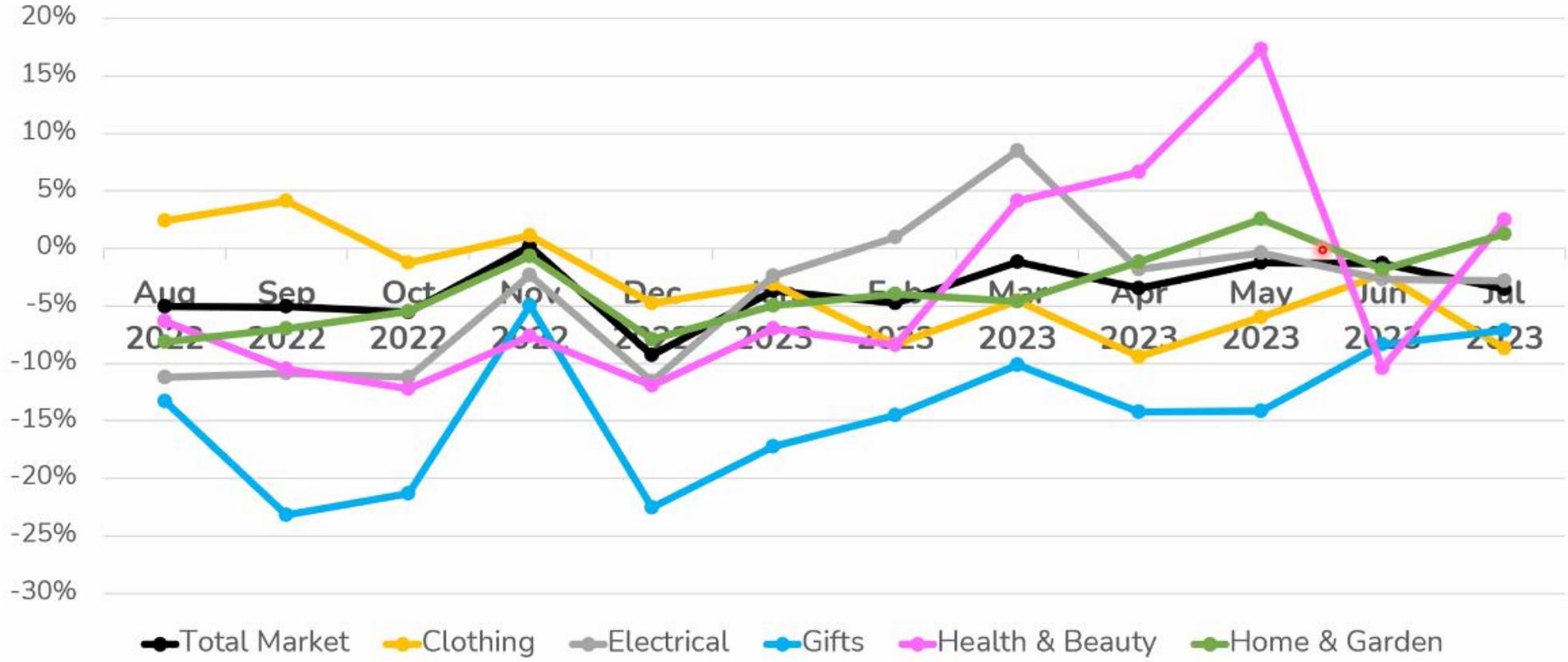


Increase in revenue due to increased impressions & clicks



Year on year revenue growth by sector (imrg data)

Year on Year Revenue Growth – Last 12 Months



When comparing 23 vs 22 revenue, Home & garden was only positive in May & July (and by <5%)

Search Demand over the last 5 years

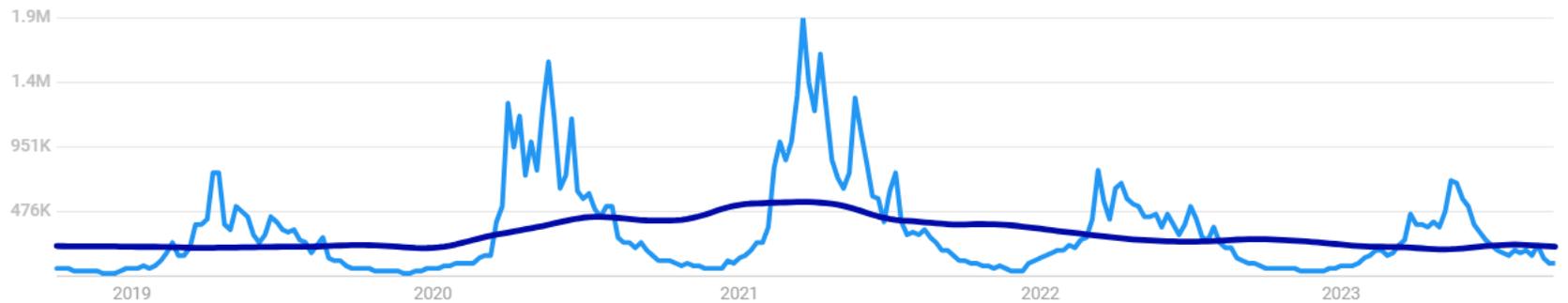
Garden Furniture
133k search in final month
-24% YOY

Garden furniture

United Kingdom, Past 5 years

133K searches past month ▼ -24% past year

Searches Trajectory



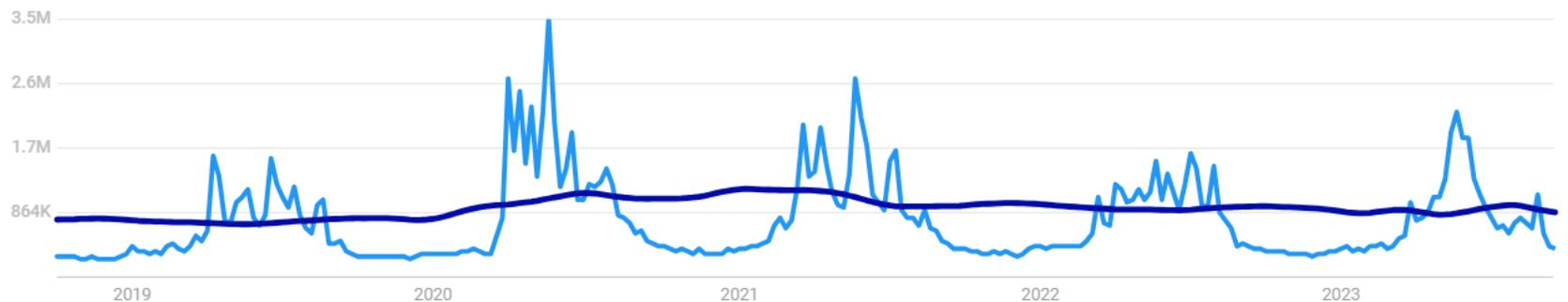
BBQ
622k search in final month
-3% YOY

BBQ

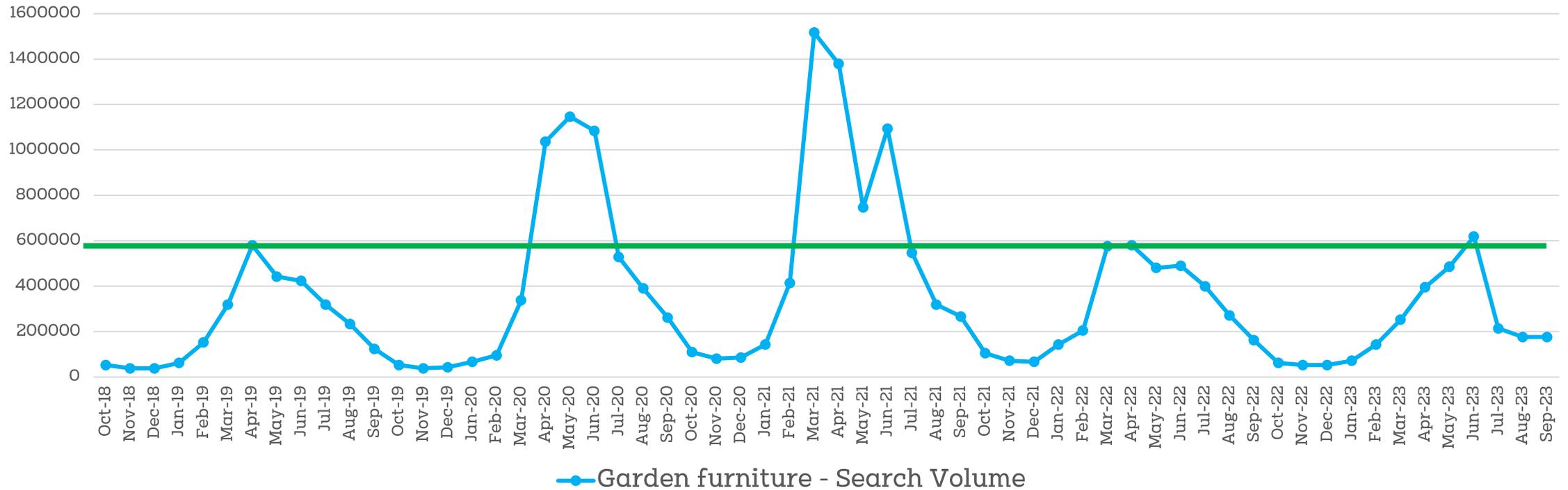
United Kingdom, Past 5 years

622K searches past month ▼ -3% past year

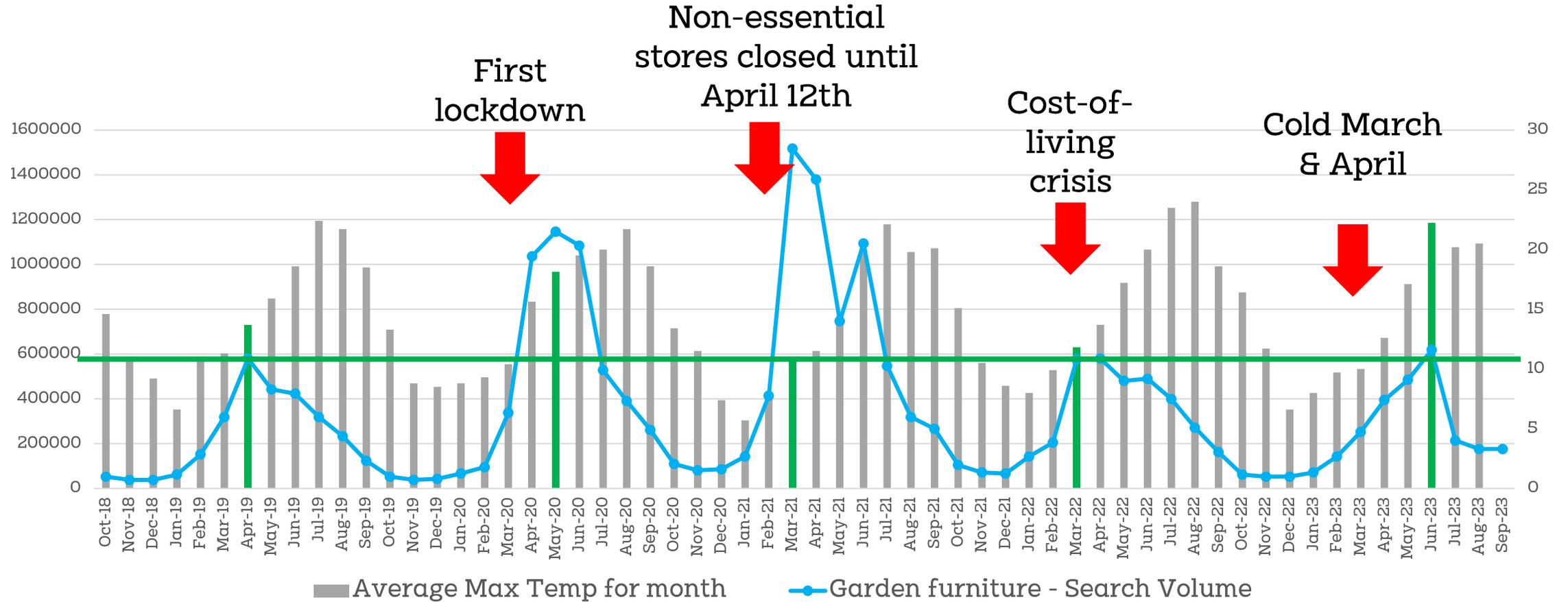
Searches Trajectory



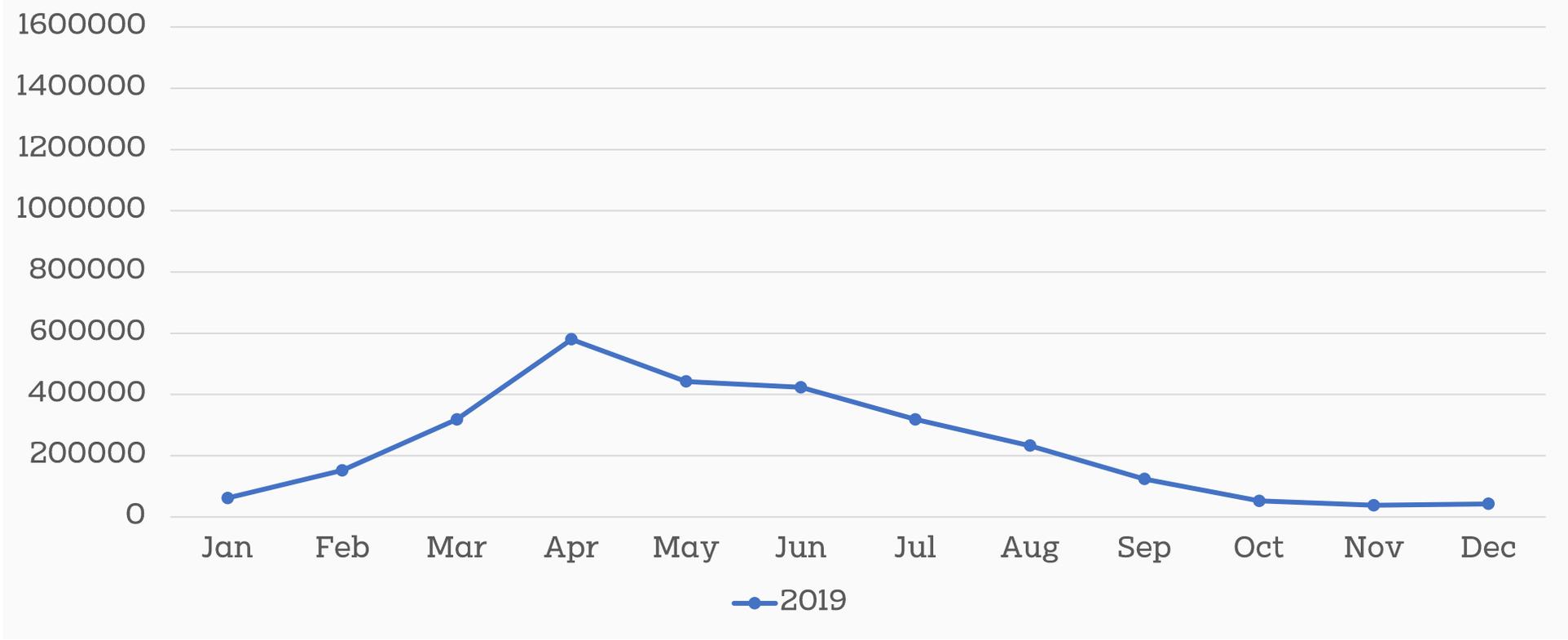
Search Volumes for each month (garden furniture)



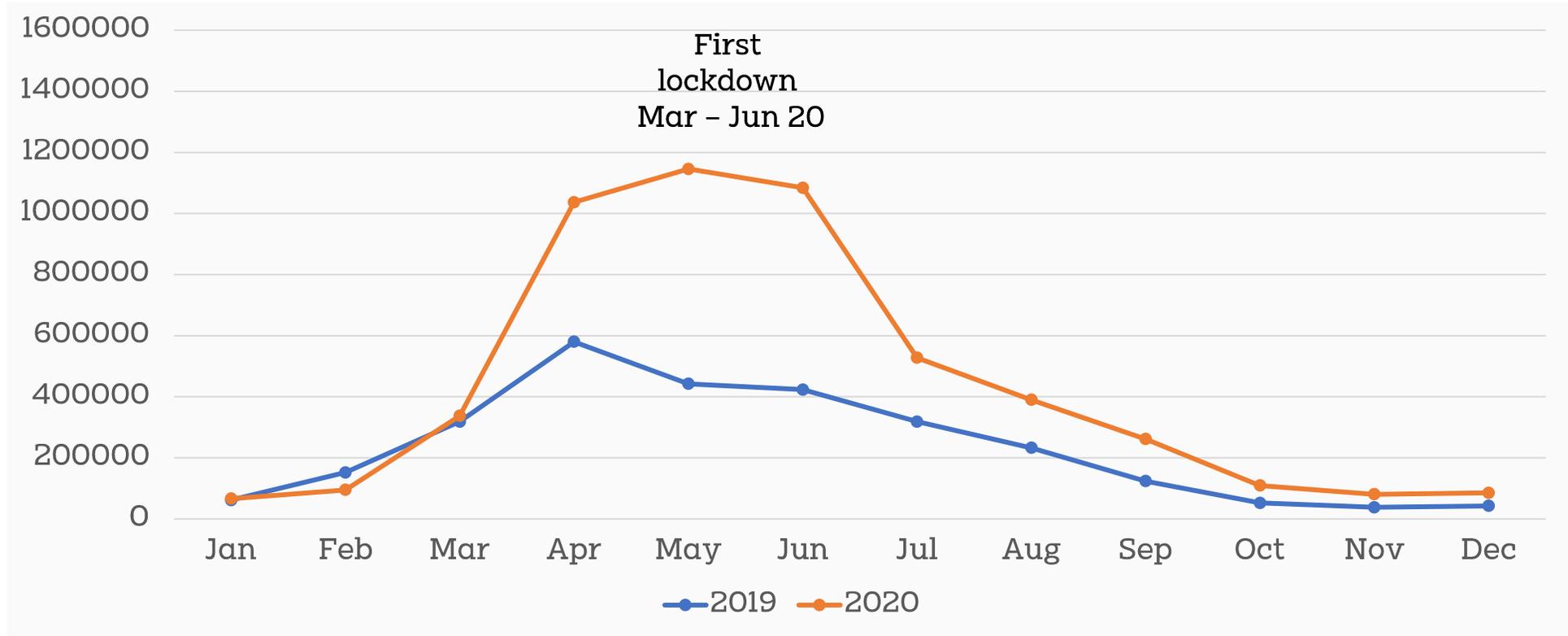
Search Volumes vs max temperature for each month



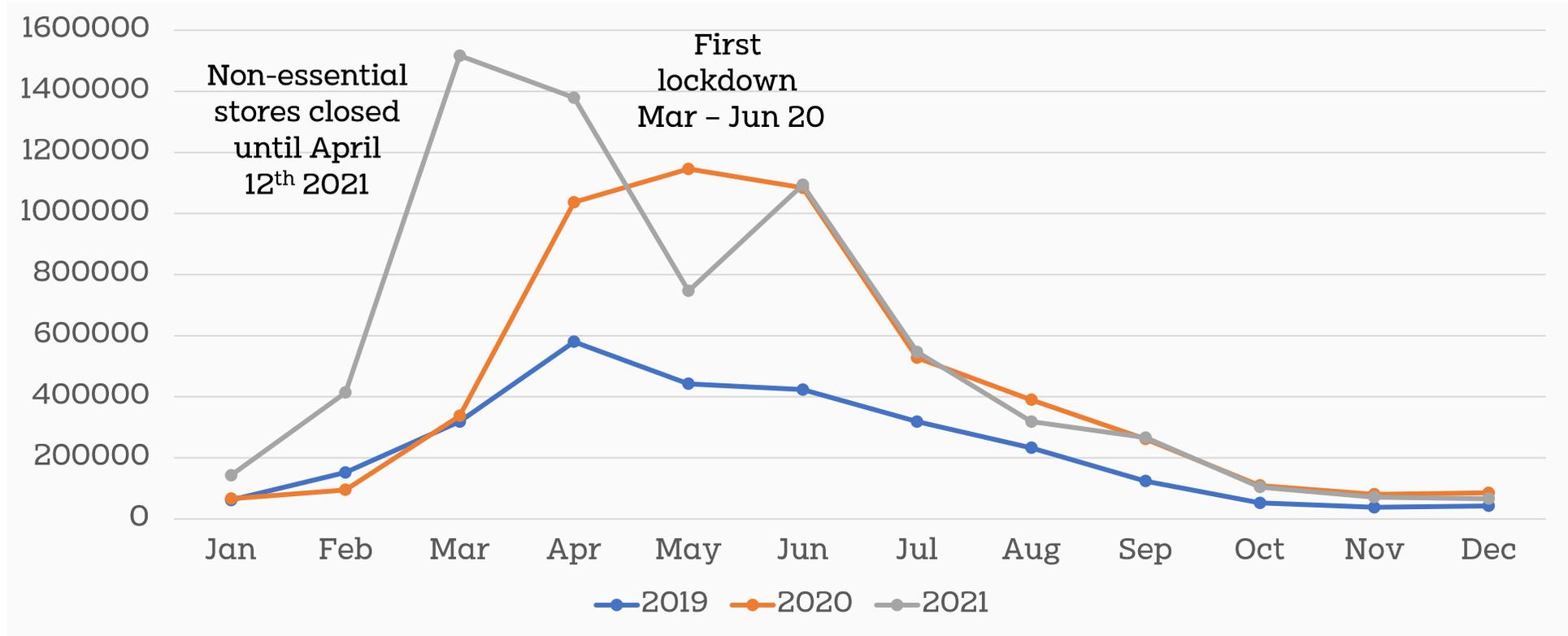
Searches for garden furniture per year



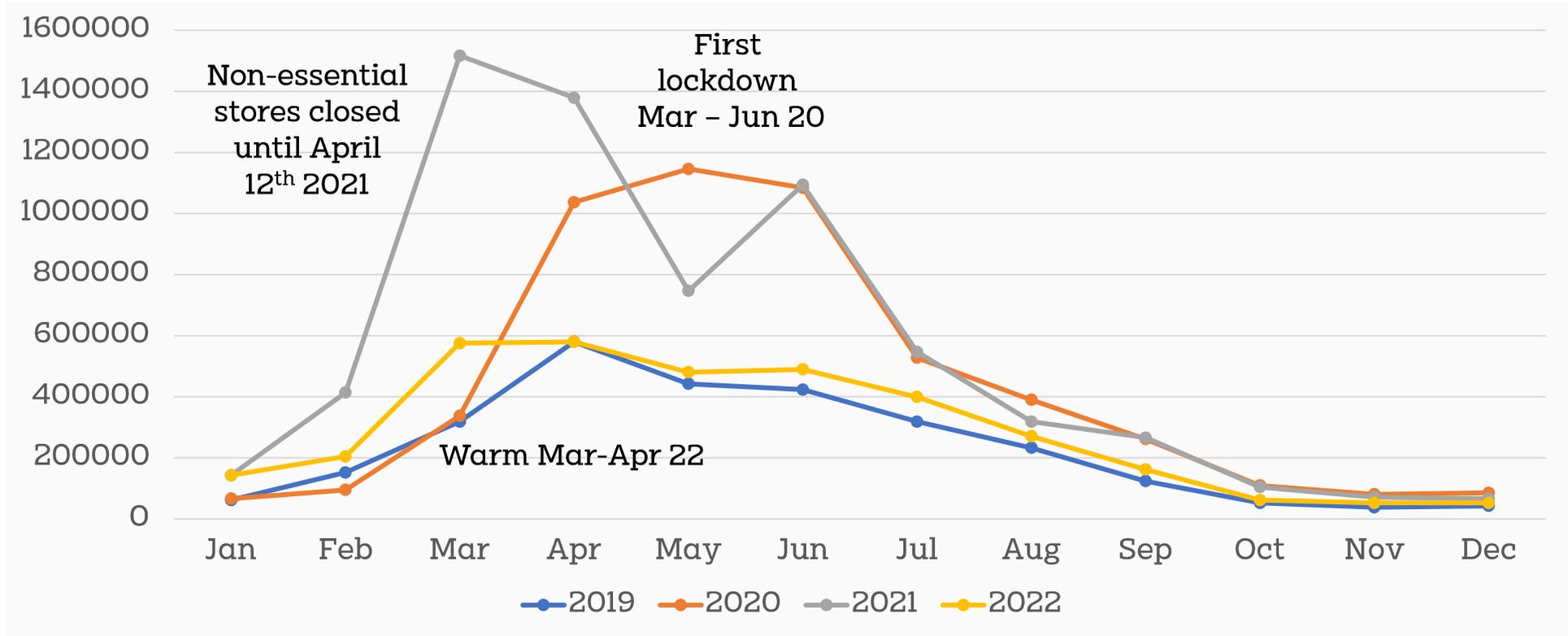
Searches for garden furniture per year



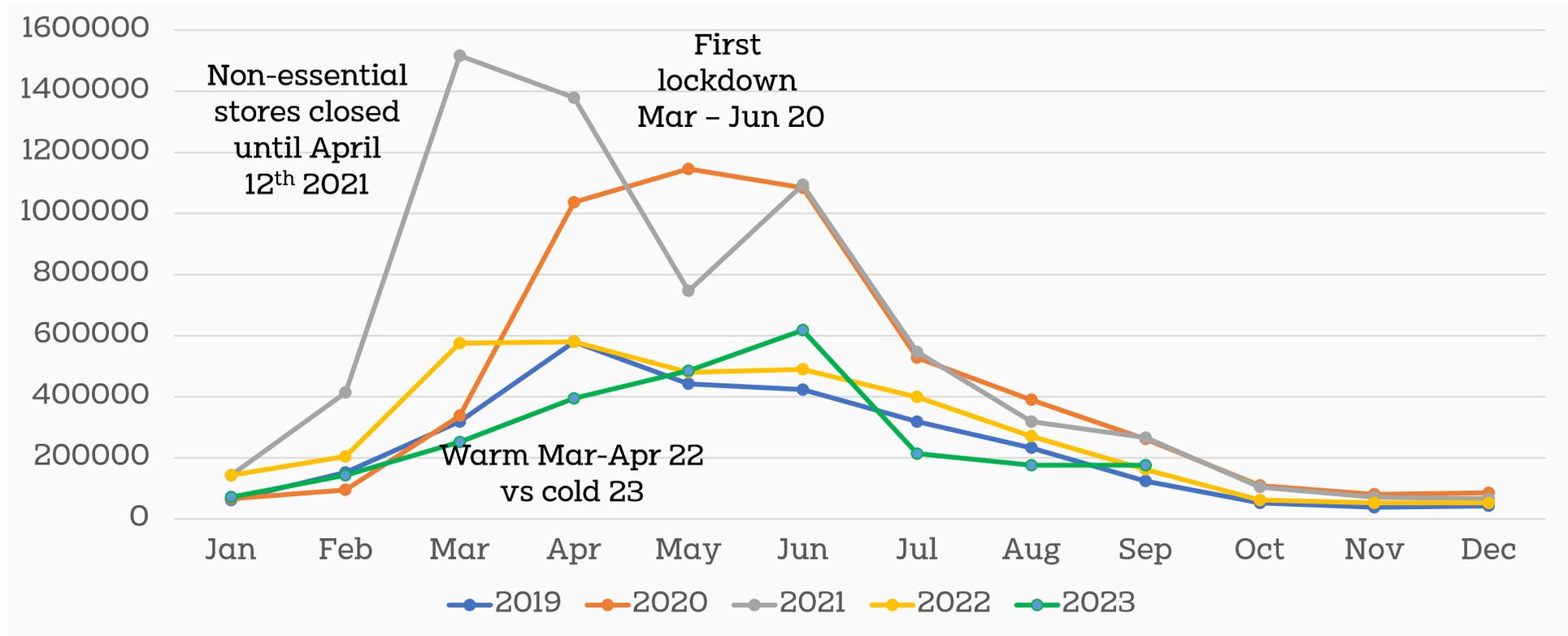
Searches for garden furniture per year



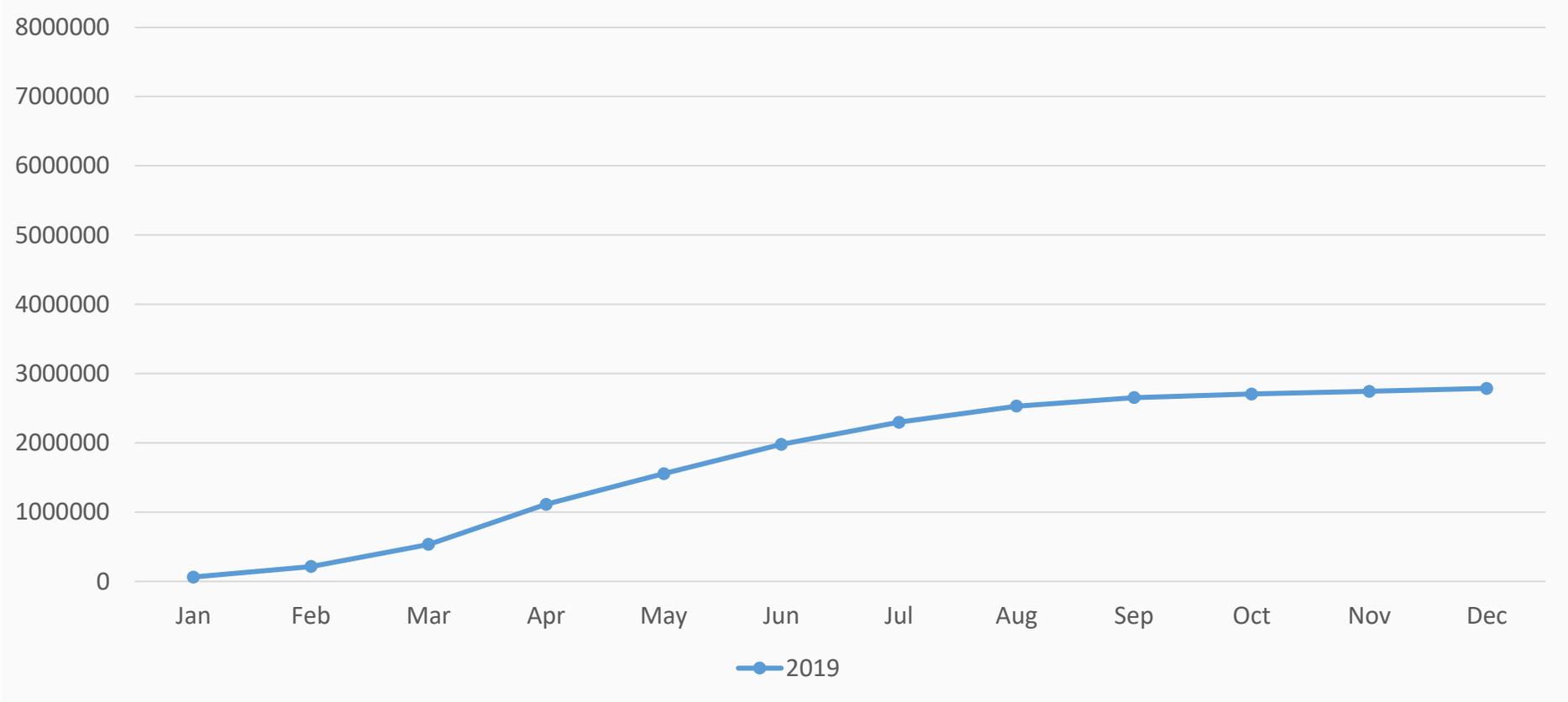
Searches for garden furniture per year



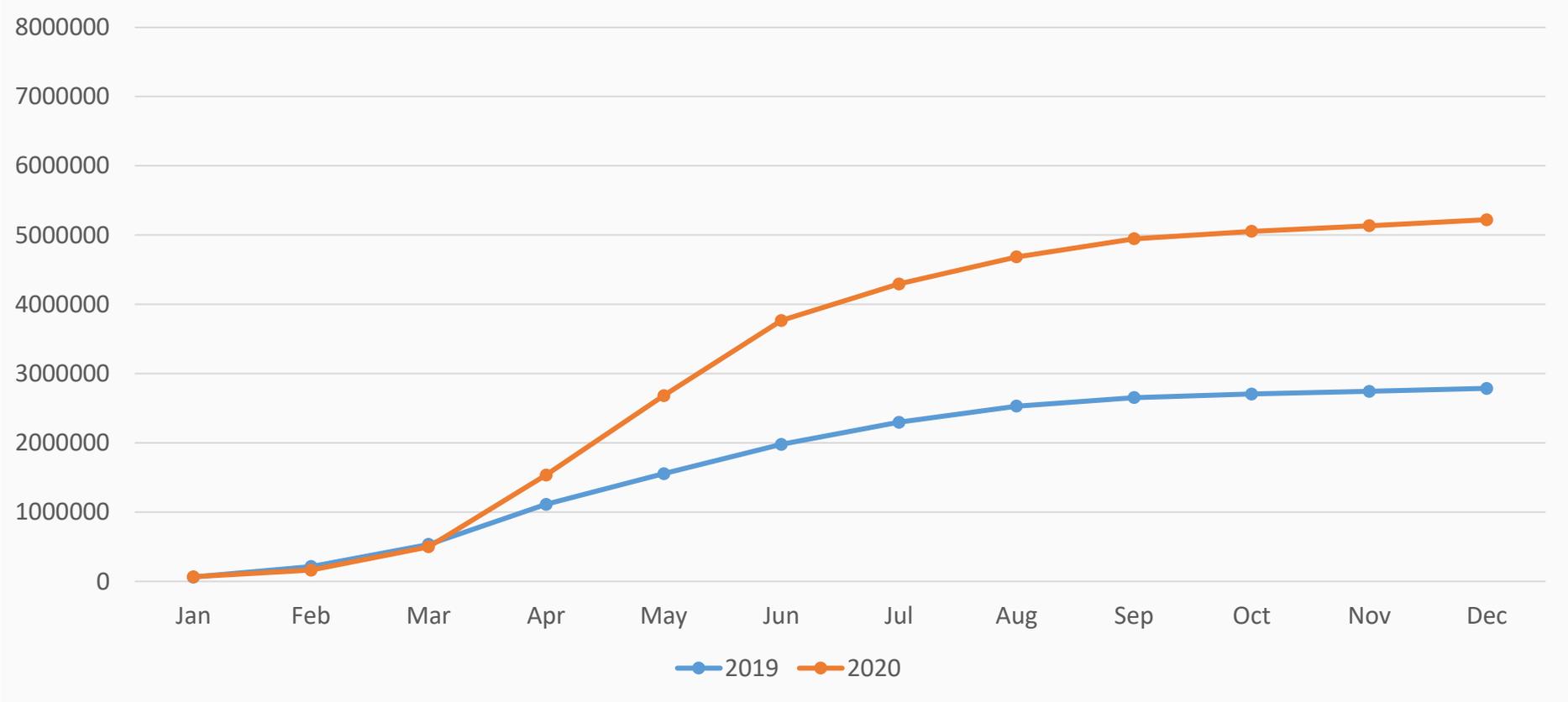
Searches for garden furniture per year



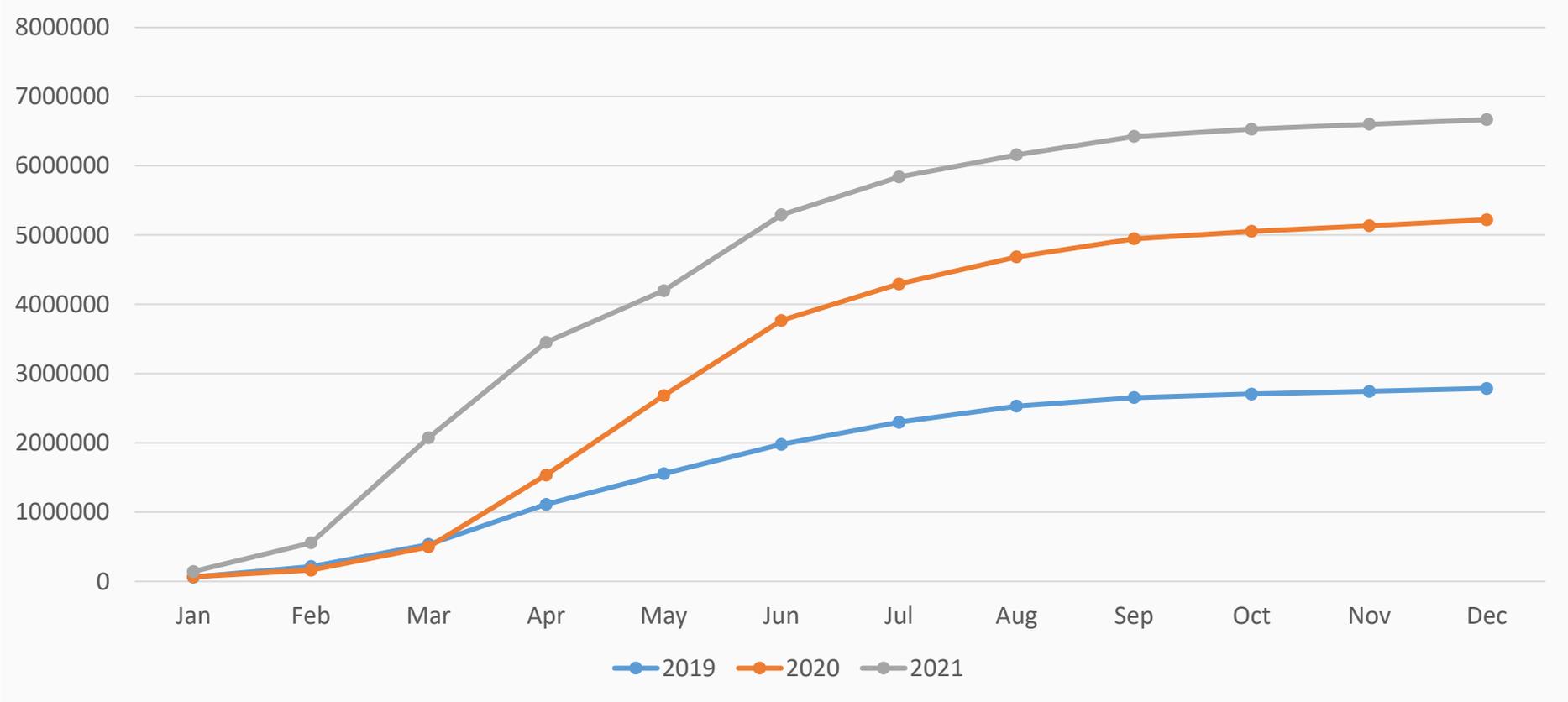
Accumulative searches for garden furniture by year



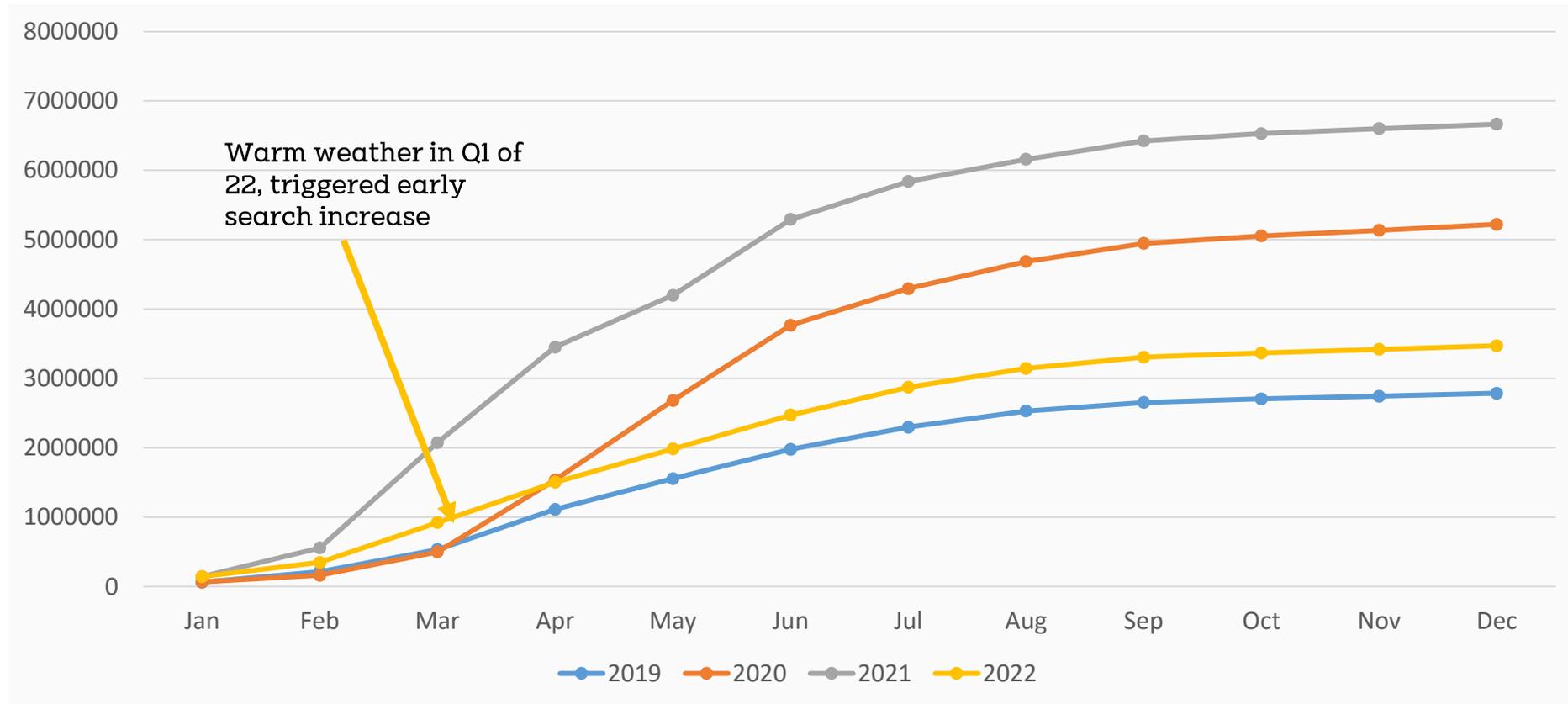
Accumulative searches for garden furniture by year



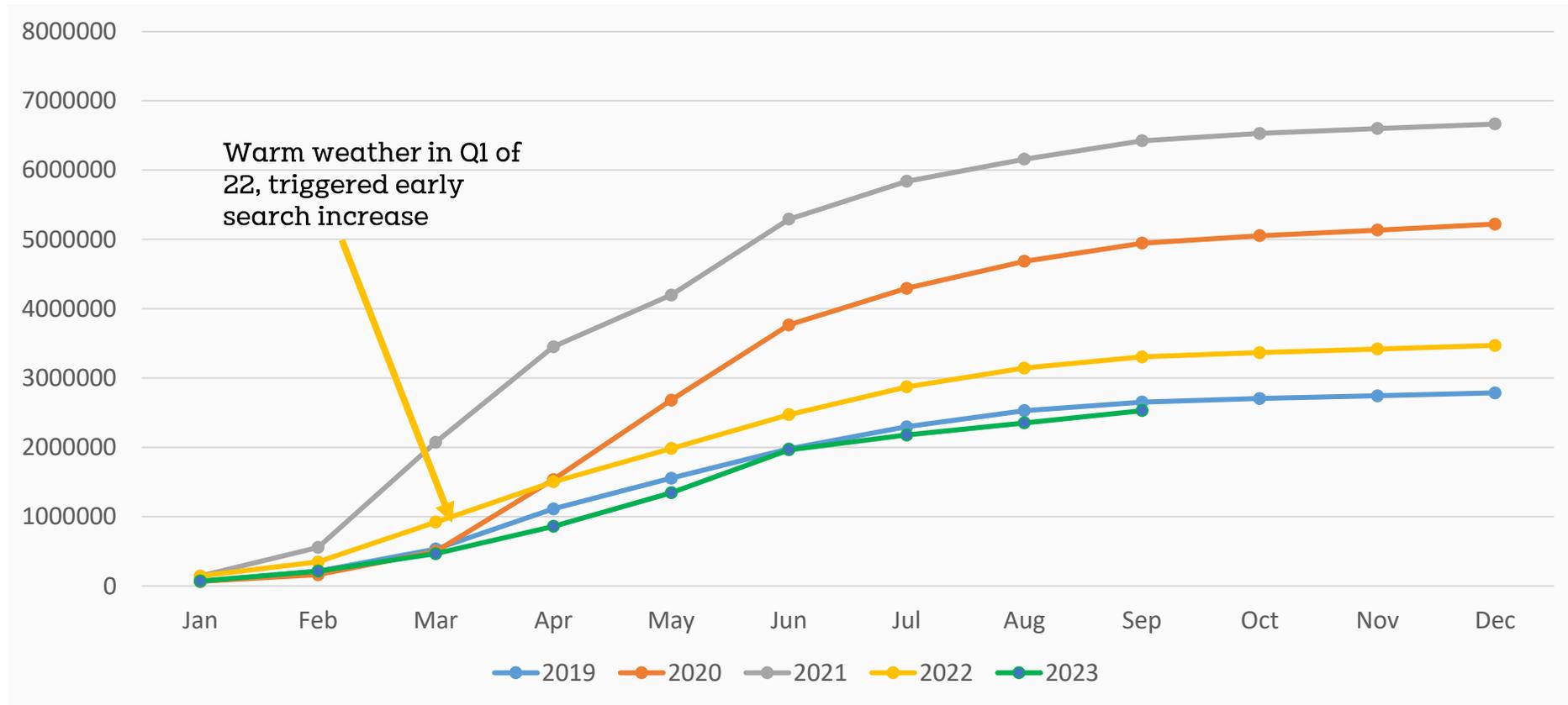
Accumulative searches for garden furniture by year



Accumulative searches for garden furniture by year



Accumulative searches for garden furniture by year



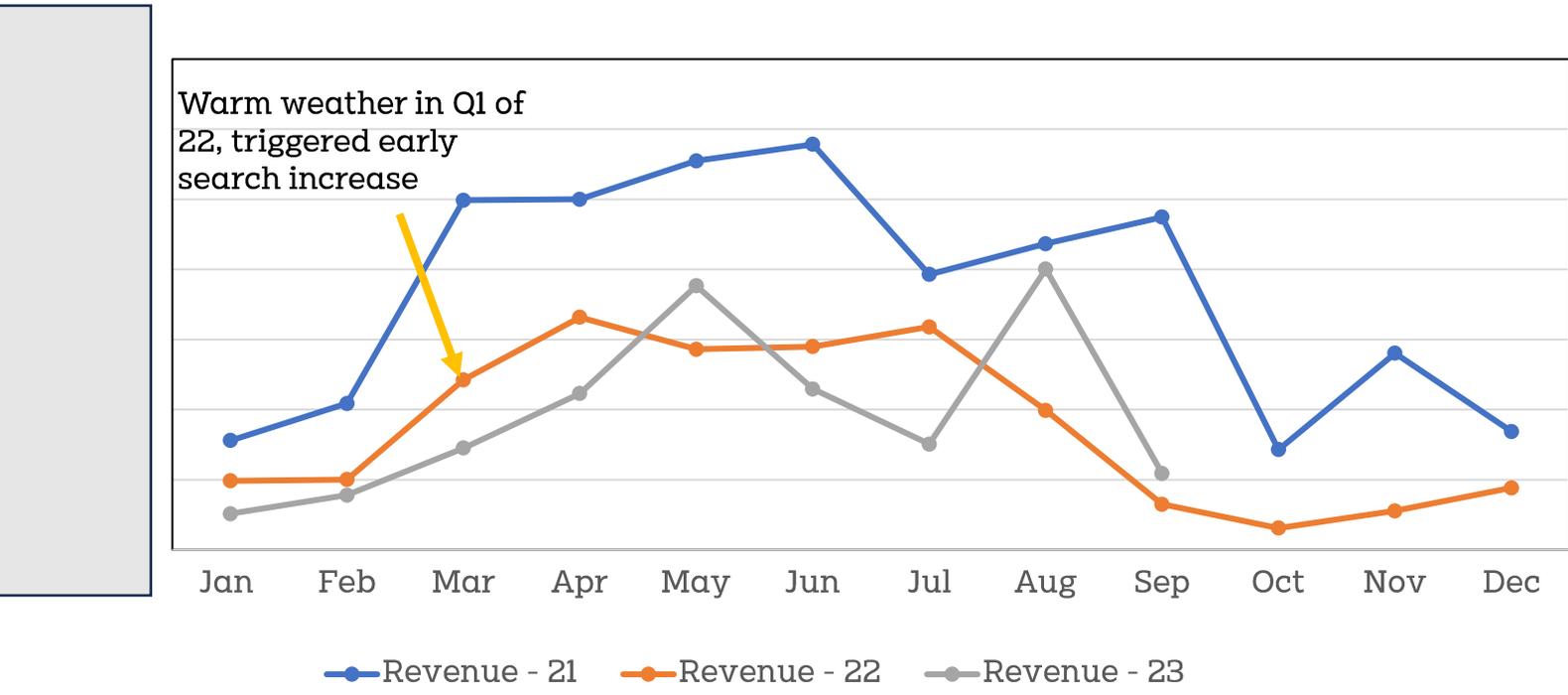
By May 23, there were 32% less searches than May 22

Results in May 23 – following activities to increase PPC results

Channel	Sessions	Revenue	Conversion rates
All	100% (-13.8%)	100% (+17.5%)	2.3% (+52%)
Paid search	70% (+5.5%)	62.5% (+49.5%)	2.1% (+66.5%)
Direct	8.1% (-29.4%)	15.5% (+113%)	4.4% (+328%)
Google organic	11.6% (-42.3%)	7.2% (-26%)	1.6% (-4.6%)
Email	<2% (+25.3%)	2.5% (+1354%)	1.7% (+737%)
Referral	<2% (+25.8%)	<2% (+268.3)	4.4% (+181%)

- **Searches were down** by ~32% in May for Garden furniture (used as a volume indicator)
- **Conversion rates were improved** on the new site vs the previous site
- **Organic traffic had dropped** further following a new site build and limited investment in SEO – which has now been addressed
- **Paid search** sessions were up by 5.5% but our focus on high value and high margin products, plus the increased conversion rate, resulted in **49% increase in revenue**

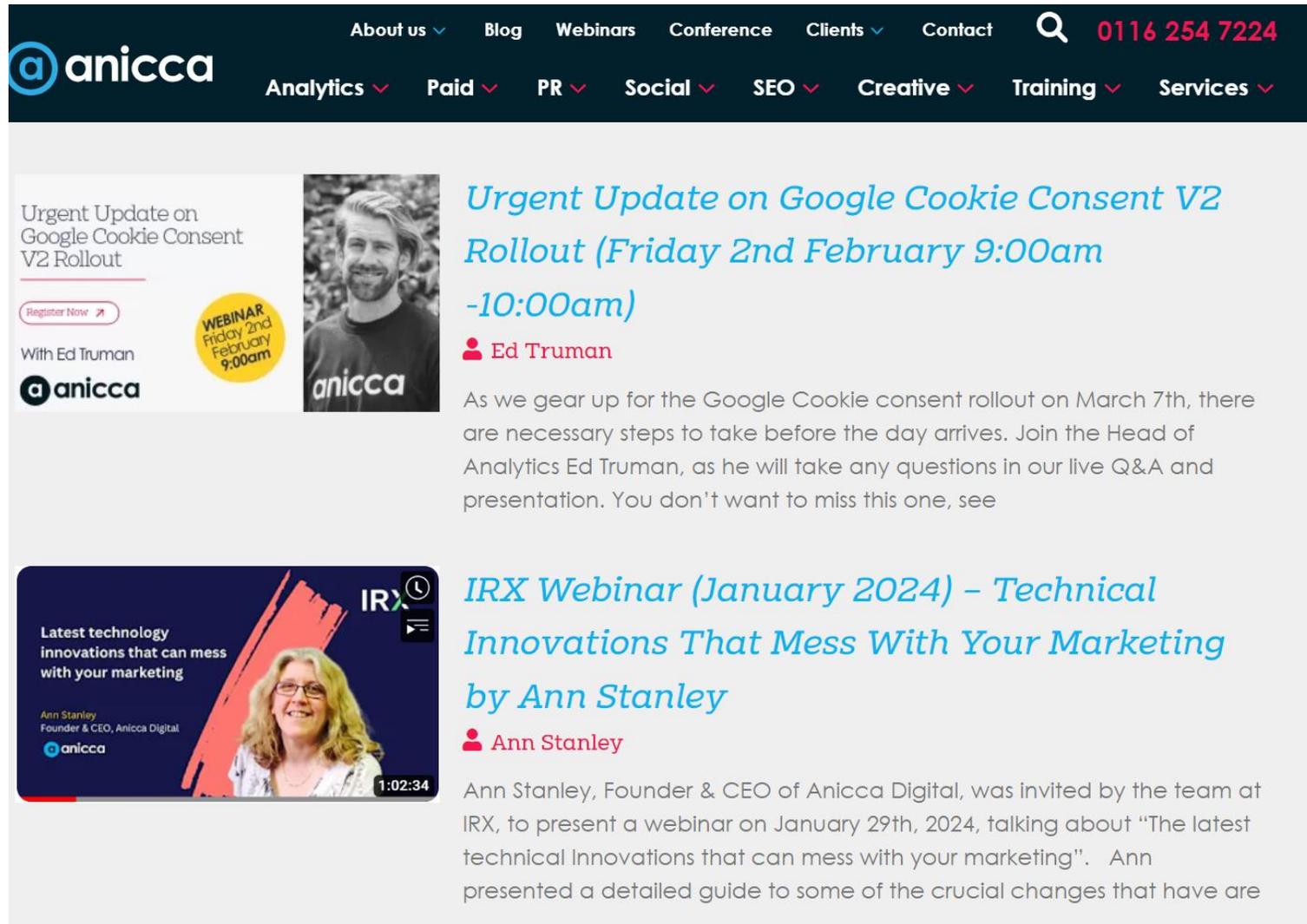
Revenue year on year (for paid search)



Summary

- It is essential for ecommerce businesses to extract stock and cost data, so in order to **calculate profit margins and stock-value** (on a daily basis)
- Once you have this data in your website, you can export it via your Merchant feed to:
 - Create a series of dynamic Looker Studio reports to help you understand, **which SKU's have the most value (in revenue and profit)**
 - Create **custom labels and campaign structures in shopping ads**, to focus on priority products, **eliminate "Ghosts"** and have buckets of products with similar margins
 - Calculate the **target ROAS** for Smart bidding, to ensure you make the required profit (**POAS**)
- **Server-side tracking** is the recommended way to provide conversion data to ads platforms via their **conversion APIs (CAPIs)** and for use with **automated profit-based bidding**
- However, if you are unable to implement this yourself, then there are software solutions and workarounds to allow you to implement a pseudo or **manual profit-based bidding**, by changing the ROAS targets for each campaigns (split by profit margin)
- Using software like **Producthero**, allows you to **benchmark prices** from resellers and competitors. You can also benefit from the **20% discounted CPC's available with CSS**. This data can be used to determine the **price sensitivity in the market** and shows the impact of any price changes.
- Mapping **the relationship between weather, search demand and sales** is a great way of understand what triggers sales, so you can put in place procedures, so your team **responds quickly to changing demand**, e.g. by increasing budgets.

Free webinar every Fridays 9-10am



The screenshot shows the Anicca website's navigation bar with links for About us, Blog, Webinars, Conference, Clients, and Contact, along with a search icon and the phone number 0116 254 7224. Below the navigation bar, there are two webinar listings. The first listing is for an "Urgent Update on Google Cookie Consent V2 Rollout" by Ed Truman, scheduled for Friday 2nd February 9:00am-10:00am. The second listing is for an "IRX Webinar (January 2024) - Technical Innovations That Mess With Your Marketing" by Ann Stanley, presented at IRX on January 29th, 2024.

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Urgent Update on Google Cookie Consent V2 Rollout

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With Ed Truman

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WEBINAR
Friday 2nd February
9:00am

anicca

Urgent Update on Google Cookie Consent V2 Rollout (Friday 2nd February 9:00am -10:00am)

Ed Truman

As we gear up for the Google Cookie consent rollout on March 7th, there are necessary steps to take before the day arrives. Join the Head of Analytics Ed Truman, as he will take any questions in our live Q&A and presentation. You don't want to miss this one, see

IRX

Latest technology innovations that can mess with your marketing

Ann Stanley
Founder & CEO, Anicca Digital

@anicca

1:02:34

IRX Webinar (January 2024) - Technical Innovations That Mess With Your Marketing by Ann Stanley

Ann Stanley

Ann Stanley, Founder & CEO of Anicca Digital, was invited by the team at IRX, to present a webinar on January 29th, 2024, talking about "The latest technical Innovations that can mess with your marketing". Ann presented a detailed guide to some of the crucial changes that have are

<https://anicca.co.uk/resources-webinars/>

