WHITE PAPER | The Future of Search

What does the future hold for the search marketing industry?

It's a question that sparks the imagination and inspires visions of augmented reality, desk-less workspaces and entire homes made of interactive surfaces. This speculation is exciting and entertaining, but accurately predicting which technologies, channels and strategies are likely to succeed in the future has profound implications on today's budgeting and resource allocation decisions. The companies that are able to extrapolate current trends and place smart bets on emerging platforms and channels will have a distinct advantage in this rapidly shifting field. The Future of Search provides insight from industry experts into what major trends and specific services are predicted to be the most important aspects of the industry moving forward. These include the rise of usefulness over relevance, the increasing significance of local search and the critical role played by attribution models in determining the success of marketing campaigns.
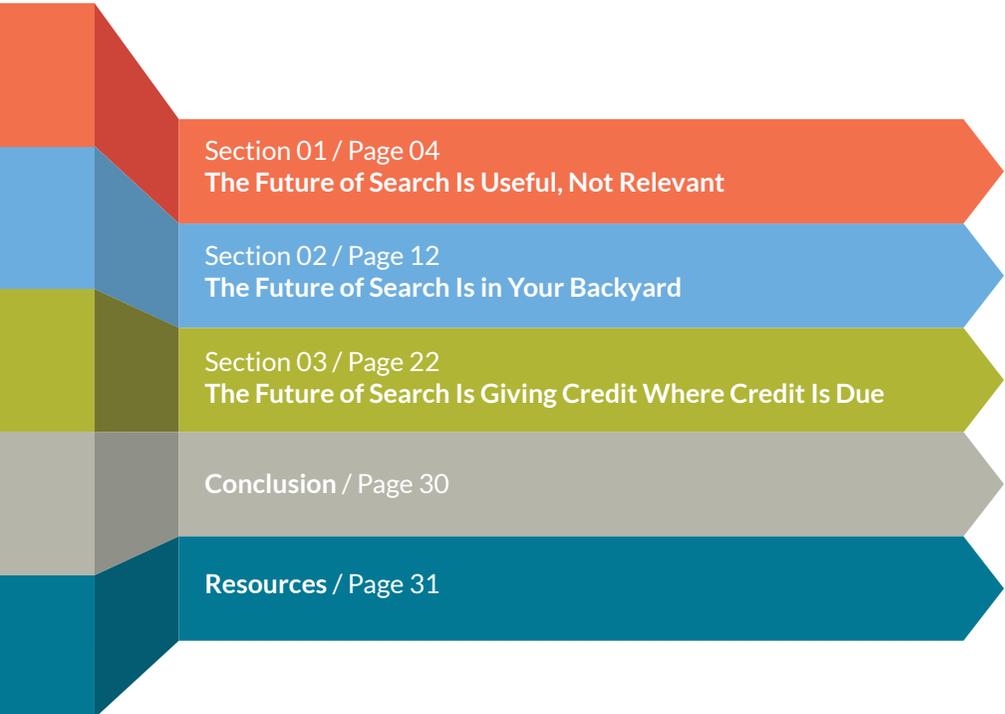
The year is 2032. President Miley Cyrus has just been elected to a second term, the nation faces an energy crisis and "The Real House Cats of Mars" is the No. 1 hit show. A teenager named Kix decides to shop for new jewelry for her kneecap piercing. She powers up the floor-to-ceiling screen in her bedroom, transforming it from a mirror to a search interface. Sprawling across her bed, she navigates the menus with gestures. She asks to see any sales on kneecap jewelry, and a series of offers populates the screen. Each one is personalized for her, using her name and referencing past purchases. Kix selects one ad with 50 percent off and is asked to complete a survey about what hair accessories she likes prior to getting the coupon. She obliges without any hesitation. She purchases the KneeBling Sparklers and sees a link to a video on how to coordinate her knee piercing with her hair extensions.

She watches the video and follows the link to LusterLocks.com to browse the page customized by her survey results and friend's past purchases. Kix uses her avatar to try on the extensions and posts pictures of her wearing them for her friends to comment on.
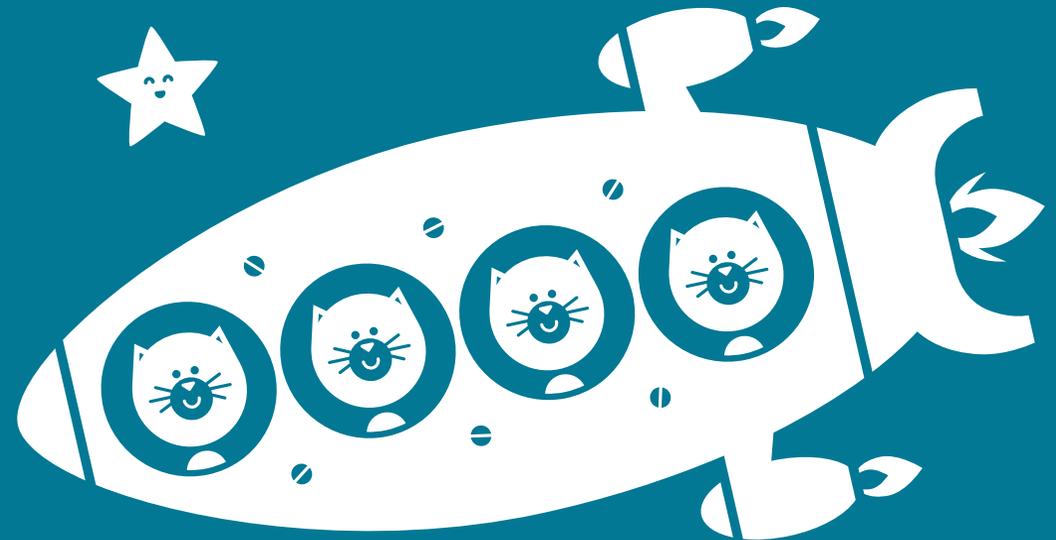
The terms "relevant" and "useful" are often used interchangeably in search marketing, but they are actually quite different. Useful is a step beyond relevant; it is a more sophisticated answer to a question that incorporates content, behavior history and interpersonal connection along with simple correlation. The implementation of Google Knowledge Graph, semantic search, search history personalization and Search Plus Your World are all steps toward a more useful search experience in the future.[1,2] The rise of usefulness will lead to paid search becoming even more targeted via consumer participation and an expanding role for content as consumers demand useful information and tools rather than messaging from brands.

> **"First of all, from the perspective of the user, Google's changes mark an evolution of search beyond a tool used to search for information to one used by us to do the things we want to do. It's moving from using relevance as the sole measure of success to incorporating usefulness."**
>
> *– Gord Hotchkiss, Senior Vice President at Mediative*

Paid Search

Paid search (or pay per click advertising) will remain an integral part of the digital landscape for the foreseeable future. According to Forrester Research, search will continue to be the largest piece of the interactive marketing pie, growing to more than $33 billion over the next five years[3]. However, the shift toward even more targeted and useful results will have major effects on this area of marketing along with organic search results. It's possible that these changes will result in cutting out middle men (data providers) entirely and making consumers themselves willing wells of information. This could manifest itself in people creating "super profiles" that include a huge amount of personal data about themselves. They can share bits of this data with brands in exchange for discounts or even direct payment. Brands in turn would be able to serve them the absolute most accurate and useful ads.

Think this sounds unlikely because people would be averse to sharing that much personal data? It's already occurring. Any time a consumer fills out a form to download a white paper or allows a brand access to their Facebook page in order to receive a discount, they are trading personal information for personal gain. Social media has already enabled existing customers to create their own sub-communities that can be monetized by selling access back to brands. For example, one social media-savvy teenager is making a living by creating Twitter personas that generate a huge number of followers and slowly inserting paid ads into his tweets[4].

It's not so far-fetched to imagine this trend continuing to a system where an ad server, such as Google, would have an "income per search" rather than a "cost per lead" model. The server would charge a brand a dollar

for access to specific consumer data, keep 90 cents and give 10 cents to the consumer themselves. The brand pays upfront, but it is able to serve specific consumers exactly what they want when they search, greatly increasing the odds of a conversion. The consumer gives up a little privacy for both financial gain and a more useful internet experience. Google is already stripping out Google Analytics data for users signed in to their Google accounts, which may be the first step toward this reality.

> **"By fostering collaboration between consumers and marketers, a people-driven communications platform based in cognitive marketing methods can generate vibrancy in the marketplace based on a sustainable consumer/marketer relationship...while providing a valuable service to every member of this economic cycle."**
>
> *–Jason Burnham, Burnham Marketing*

Content

The continuing shift from relevancy to usefulness is demonstrated in Google's algorithm changes including the Penguin and Panda updates[5]. These changes penalize sites with scraped or low-quality content and reward higher ranking to sites with legitimate backlinks and fresh, unique and relevant content[6]. The inclusion of social signals in the algorithm also indicates a trend toward providing more useful content, based on the

assumption that a result the user's community has endorsed by Liking or sharing is more likely to be helpful to the user. Extrapolated over time, this trend ultimately means the death of the back-door SEO tactics that are still being peddled today. Sites will certainly still need to be optimized for relevant keywords, but the brands that provide useful content will win in the long run.

A major stumbling block in the adoption of a thorough content strategy for both agencies and brands has been the cost of creating excellent content and distributing it for free. Ironically, the future solution for this interactive problem circles back to a model that was nearly killed by the internet: making content so good people will pay for it. The same technology that gutted the publishing and music industries has the potential to launch the age of branded content access.

Currently, brands see content as information or entertainment with a product tie-in. The future could switch this construct to branded, paid access to excellent content. Consumers will pay for useful content when they can't get it for free anywhere else; they want it now or they want it first. For example, the Ticketmaster of the future may design an app with a monthly subscription fee. Live music lovers pay a premium to get access to tickets first, ensuring they never miss a show. Or Red Bull could host an exclusive snowboard competition and only distribute footage on their paid-access online video channel.

This strategy has already been a success for national fast-food chain Chipotle. The company made a significant investment in promoting their sustainable ingredients with an animated video featuring a Willie Nelson cover of Coldplay's "The Scientist." The ad has received more than seven million views on YouTube and contributed to an increased Quality Score for Chipotle over competitors[7]. More importantly, the song was downloaded more than 25,000 times at 99 cents a download, proving consumers are willing to pay for branded content if the quality is high enough[8].

Replacing relevance with usefulness will have many long-term effects on the search marketing landscape. It will impact all areas of search including local, social, mobile and analytics, but it could have the most profound changes on the roles played by paid search and content. Consumer participation in paid search could lead to a symbiotic relationship that provides greater return on investment for brands and a more useful search experience for users. Content will play a huge role in a more useful internet. Marketing departments are becoming more like Resource and Development departments, tasked with defining what consumers are looking for, what they want, what's missing from their lives and how their brand can provide access to or create a product that meets those needs. The shift from relevant to useful ultimately means a future where messages are determined by consumers rather than marketers.

The Future of Search Is in Your Backyard

Juniper, a working mother of two, runs out of the office at the end of a long week. She hops in her car and tells it to head home. Thinking about what she can do for dinner, she looks up and to the right and her contact implant provides lists of take-out options over the passing cityscape. She blinks through the choices, unimpressed but decides to pick up the regular Senegalese waffles. As her car passes into a geo-field, she is sent a notification that the pizza place she's about to pass has a Friday special. She blinks to the call functionality and is connected with the store location. They tell her there are plenty of pies hot and ready to pick up. She abandons the Senegalese waffles and tells the car to stop at the pizza location...and then the wine vending machine on LeBron Avenue.

Even as we are granted faster and better access to the entire world, the search industry is trending toward providing us more information about our immediate surroundings. Mobile, local and social marketing will take a preeminent role in the future of search according to a number of indicators, including a growing appreciation for community, the growth of smartphone usage and new technology, such as geo-fencing and augmented reality glasses.

The macro trend of increased localization and community focus will impact the trajectory of the digital marketing world, placing a greater focus on discovering our immediate surroundings. RED C Research identifies increased focus on the community as a major consumer trend for the future[9]. This report outlines the growing consumer values of community involvement, buying local and spending money where they can see it making a difference. The U.S. Department of Agriculture reports a 348 percent increase in farmers markets between 1994 and 2012, showing a decisive rise in buying local produce[10]. This isn't to say the rise of local is all organic carrots and community groups; the root of the growth in this area is the consumer's expectation of finding what they need immediately, fueled by increasing smartphone use. The technology and platforms that enable this connection and the brands that optimize their digital presence locally will succeed over competitors that ignore it.

Mobile is not growing; it's exploding. Cisco IBSG reports that between 2003 and 2010, the number of connected devices went from 500 million to 12.5 billion, well outstripping the world population[11]. Global mobile traffic, as a percent of total internet traffic, increased from one percent in 2009 to 10 percent in 2012, according to KPCB[12]. Forrester predicts mobile marketing commerce will top $31 billion in five years[13]. BIA/Kelsey predicts mobile search will generate 27.8 billion more queries than desktop search by 2016, and the data shows mobile searches carry greater commercial intent than desktop searches[14]. There's no denying mobile is going to continue to flourish, and local marketing is inextricably tied to mobile.

Recent significant changes in Google AdWords foreshadow a future where mobile is simply included in digital marketing as part of a package rather than an independent service option. The Enhanced Campaigns product announced in February 2013 includes mobile advertising as a campaign default[15]. Marketers are no longer able to control mobile bids at the keyword level, and the platform discourages running any campaign without a mobile spend. The change encourages the entire advertising industry to engage more with mobile advertising and makes it easier for small- to medium-size businesses and franchise locations to run a paid search marketing campaign that includes desktop, tablet and mobile channels.

This exponentially developing area provides a wide open frontier for marketers. Brands will have the opportunity to continue refining mobile ads, taking them from sized-down versions of desktop banners to highly-targeted and dynamic user-centric messages. The ad network AdMob is already targeting Volkswagen mobile ads to German smartphone users[16]. As Big Data capabilities continue to evolve, it won't be long before behavior and intent data are layered over GPS data to deliver an ad for the exact product a consumer is searching in their area before they've even realized they're looking for it.
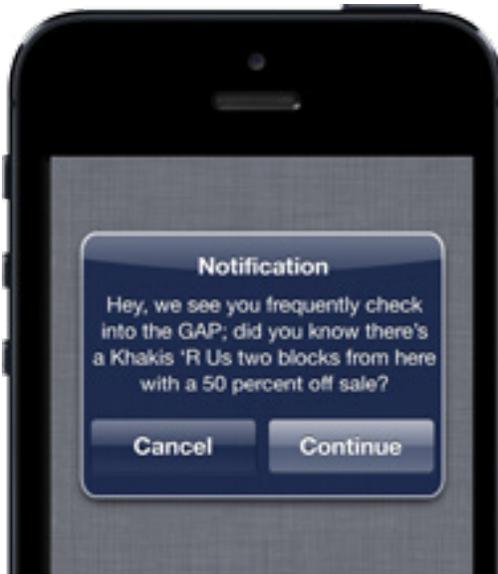
Local

Along with paid mobile advertising the increasing popularity of location-based social media services and geo-fencing technology will provide new opportunities for brands to play a role in consumers' lives. Geo-fencing is a virtual perimeter for a geographic area. Consumers can opt-in to services for locations that push messages to their phones when they enter specified geo-fences. For example, a frequent patron of a shopping mall can sign up to get all of the sale information texted to them once they enter the mall's geo-fence. Location-based marketing firm Placecast has been working in this arena. Research on their efforts has shown that 53 percent of participating shoppers have visited a specific retailer after receiving a location-based alert, and 50 percent who stopped by a store prompted by a text said the visit was unplanned[17].

The Sparkle platform for application developers already offers support to control voice, data and SMS services for smartphones. The safety and practicality applications of this platform are exciting: It can detect mobile phone motion and velocity, so it could potentially be used to auto-disable texting on a teenager's phone while they are driving. Movie theaters could set up a geo-fence that automatically disables phone displays in theaters, forcing people to leave the theater if they want to answer a phone call or check emails.

The most intriguing applications for marketers are integrations of this platform with Foursquare and other check-in services. The Mayor Maker app automatically checks users into (and out of) locations on Foursquare using geo-fencing technology. The development of a smarter algorithm could provide users with customized recommendations based on check-in history, an inititative which Foursquare began testing in early June 2013 called "Check-in Retargeting." For example, a user could land in Phoenix and be served recommendations based on their personal check-in history or the history of users with similar profiles. The full capabilities for these services will be hindered until GPS is more accurate and device battery life is longer, but beginning to play in this space will lay the foundation for businesses, especially franchises and multi-unit businesses, to capitalize on the growing mobile and local trends.

Another emerging technology that has huge implications for the integration of social and local search is the development of augmented reality glasses. The Google Glass augmented reality glasses were first demonstrated in April 2012 and inspired a lot of speculation. The prototype allows users to see an interactive screen in the upper right lens. With the swipe of a finger on the earpiece, users can take and share pictures, check their calendar, make a phone call or conduct a search[18]. This instant access (even more integrated and effortless than taking out a handheld device) could exponentially increase the frequency of local search, especially if the technology is developed beyond somewhat silly looking glasses and into contact lenses or even a physical implant.

Social

Predicting the next big social network is difficult. Who would have guessed that a site allowing users to collect images of crafts and DIY tips would explode in popularity and drive higher average order prices than all other sources the way Pinterest has in the last year[19]? What is clear is that social is going mobile, and it's not hard to imagine that we'll stop thinking about it as "social media" and simply as how we connect with and learn about the world around us.

The big questions are what this means for search marketers and how social signals will impact local search results in these devices. The concept behind answering the first question is simple: Brands must provide value in consumers' lives by giving them useful and localized content that helps them better search, navigate, discover and connect with their communities. Making this come to life is not so simple, but it starts with brands listening to their audiences through social media and other channels to find out what they need and want. For example, Vail Resorts heard their customers when they said they wanted a way to track their adventures and elevate their game with the urgency of competition. The technology team developed EpicMix, an interactive app that uses radio frequency to track skiers' and snowboarders' stats, post them on a ranking board and give them digital badges. EpicMix has generated the kind of brand loyalty and fan engagement (two million social media posts and

counting) that many campaigns promise but few are able to deliver, and it started with the brand fulfilling a consumer desire[20].

Answering the second question is a bit more straightforward. Current local search results are based on proximity, category association, keywords in the business profile and citations across the internet. In the past few years the number of customer reviews on the page has been considered an increasingly important ranking factor, indicating search engines are beginning to reward locations that have more social engagement with a higher ranking. If this trend continues, promoting social engagement with store locations could be a significant competitive advantage as the use of augmented reality becomes more pervasive. For example, a UPS and a FedEx store location could be the exact same distance from a mobile searcher and have the same category and keyword associations, but the store with more Likes, customer reviews and Twitter followers receives the coveted No. 1 ranking (and the searcher's business).

Franchise and multi-unit brands should especially pay attention to this emerging emphasis on the local community. Consumers' engagement with multi-unit brands is typically defined by their relationship with the local store rather than the corporate brand. However, franchise brands continue to struggle with facilitating these personal relationships while maintaining brand integrity across hundreds (or thousands) of locations. As a result, the brand's online presence is usually dominated by corporate-level sites

and social media assets. Franchise systems that embrace and activate a local presence online for each store will have a distinct advantage over competitors that only have a standard corporate presence. The trick is finding the management tools that allow the corporate office to monitor and maintain brand integrity across these important local assets. The renewed interest in community, exploding smartphone adoption and new technology in the local space will create a future that is optimized to help people discover the world around them. Brands will need to stop thinking about serving messages to people in static environments (on the couch, at a desk) and embrace technologies that allow them to engage with consumers as they move throughout their communities and their lives. In an increasingly competitive space, the winners will be the brands that can listen to consumers and provide them exactly what they need exactly when they need it.

Zeiden is idly watching his son's zero-gravity soccer game. Close-ups of the action play on the giant screens circling the stadium walls. Zeiden secretly checks out his Fantasy WNBA team stats on his compact tablet. A time-out is called and an advertisement for "Crispy Chirps" brand fried crickets overtakes all the screens. The ad ends with "Text CHIRPS to receive a free drink with your Crispy Chirps purchase at the refreshment stand." A synchronized ad runs across the bottom of Zeiden's tablet. He taps the ad, enters the code and a coupon materializes. Before he can use it, his son is injured on the field and he forgets the coupon. A week later he enters the NutriMaxx Nourishment Center and his tablet's ID chip is recognized. He signed up for the Center's coupon push messages, so he receives a number of coupons for items he usually buys and ones he might be interested in. He downloads the Crispy Chirps coupon again, but forgets to grab them. The next week Zeiden sees his buddy Thumbs-Upped the Micro-Livestock food truck on

his favorite social media network. He also Thumbs-Ups them to get notifications when the truck will be near his office pod. A month later he receives a notice in his newsfeed that the truck is right outside. When Zeiden finally purchases and tries Crispy Chirps for the first time, he's so impressed he signs up for the loyalty club. Each of these actions, to the coupon downloads and the stadium ad, from the social media engagement to the purchase, is recorded by Crispy Chirps' Marketing Squad, and they are able to tell exactly how Zeiden came to buy his first fried crickets.
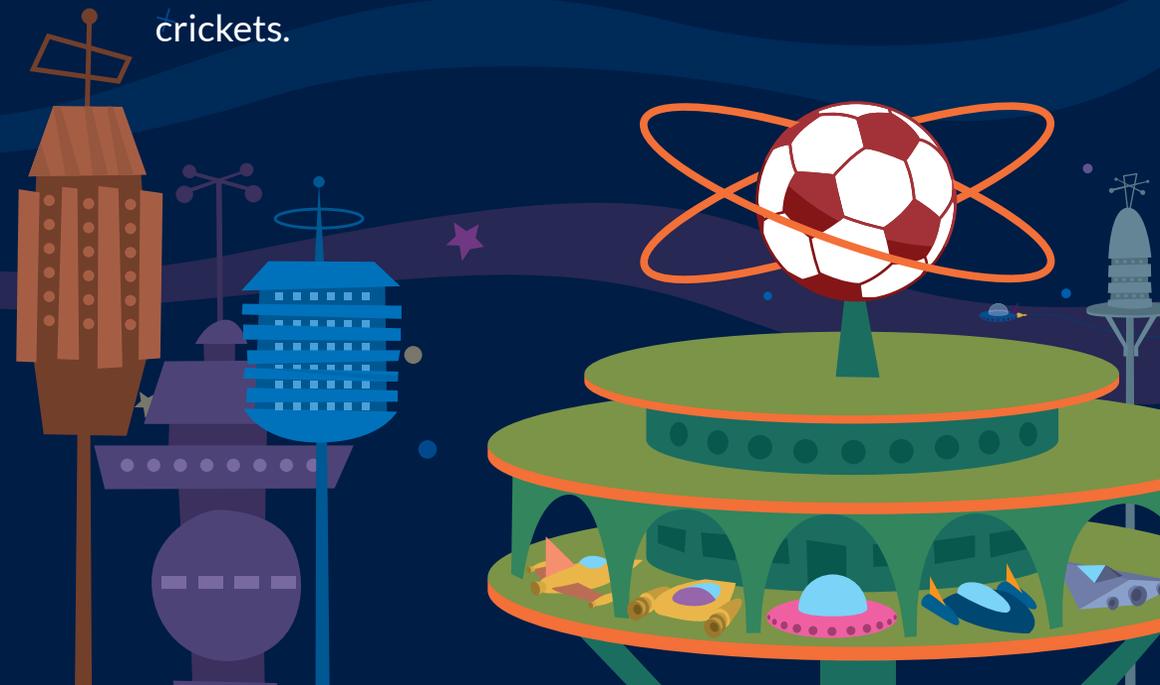
The ultimate promise of digital marketing is the ability to prove return on investment in a way that was simply not possible with traditional advertising channels. The field of analytics has rapidly evolved to provide greater insight into consumer behavior and marketing effectiveness and deliver on this promise. Within analytics, the practice of attribution, or assigning value to specific media channels, has become the next frontier in data intelligence. Marketers who can harness the power of these insights will be able to not only shift budgets to more successful channels but also be able to use this data to ultimately create user-centric campaigns that drive a more seamless path to purchase.

In the future, attribution will cease being lumped into a broad service offering and instead be discussed as individual approaches to modeling, which is a more accurate representation of the science. It will not eliminate risk in marketing but rather give marketers the information they need to make more educated creative decisions. Many marketers envision a future where every consumer action can be tracked online and off, across all devices and channels. This "Holy Grail" of attribution is likely to be thwarted by privacy laws even if the mathematical models are available. The future will belong to those who can make highly educated guesses and translate them into smarter, user-driven campaigns.

The term "multi-channel attribution" is often discussed as a single mathematical model. In reality, there are three main types of attribution problems to solve for. Avinash Kaushik, Digital Marketing Evangelist at Google, provides an excellent summary of these types[21]. He defines them as:

- Multi-Channel Attribution: Online to Store
- Multi-Channel Attribution: Across Multiple Screens
- Multi-Channel Attribution: Across Digital Channels

According to Kaushik, Online to Store attribution models seek to define the offline impact driven by online marketing and advertising and vice versa. Attribution Across Multiple Screens attempts to answer the questions, "How are people experiencing an organization's digital presence across devices, what media are they exposed to and what outcomes are happening as a result?" Applying attribution tactics Across Digital Channels attempts to understand which digital marketing channels (e.g., display, paid search, social, etc.) contributed to a particular conversion. Achieving actionable data through attribution Across Digital Channels is a realistic goal today. Tools, such as Google Analytics' Multi-Channel Funnel reports, allow marketers to follow one unique cookie along its entire path to purchase, providing much more information than "last click attribution," which only notes the final channel prior to conversion. For example, from this type of data it's possible to see that, overall, social channels are playing a larger role in the path to purchase than paid search for a particular client. A marketing team can use this insight to make a case for increasing resources for social channels and hopefully encourage even greater use of

these channels for conversion. However, this reporting doesn't take into account any offline marketing influence or provide any information on whether the social channels were accessed on a mobile phone, tablet or desktop.

Although analytics professionals envision a future where all of these questions can be answered, it is not a near future.

"The perfect model would be able to take all TV, print, radio, in-store and online channels and connect the dots. It would provide a comprehensive view into which paid, owned and earned media placements (online and offline) drove each purchase. Regardless of what you read in press releases, we are a long ways from Utopia,"

– Steve Latham, founder and CEO of Encore Media Metrics[22].

It is also possible that this perfect mathematical model could be developed and then quickly declared illegal. Privacy legislation may block corporations from gathering this level of information on consumers. The Federal Trade Commission is already seeking greater legislation and enforcement power to regulate corporations' use of private consumer information[23]. As the ability to collect and mine this data becomes more sophisticated, it's likely there will be both consumer and government push

back against the legality of collecting it.

Beyond legal ramifications, corporations "discovered" to be tracking customers without their knowledge can take big hits in the court of public opinion. Target customers across the nation were outraged when a father found out his teenage daughter was pregnant because the corporation's excellent analytics tagged her as having a high "pregnancy prediction" score based on her purchases and began sending her coupons for baby items in the mail[24].

Latham said, "I've asked some clients if they would implement a solution to connect users across devices. While some would, some feel the headline risk 'Brand X admits to following customers across devices' would be too great. Just because you can do it, doesn't mean you always should." If the perfect algorithm is a long way off and possibly illegal, how can the future of search be giving credit where credit is due? While today's attribution models are far from perfect, they still give amazing insight into consumer behavior in a way marketers of the past could only dream of. Imagine telling a brand marketer in 1993 that the internet would eventually be able to track one consumer's entire path to purchase from interest to conversion and report return on investment for a single paid search ad down to the cent. Attribution as a science will continue to develop rapidly and provide more and more insight into which channels, devices and strategies are working best.

Instead of this being the end goal, it is actually where the next level of innovation comes in. Attribution is about risk mitigation: irrefutable data that enables marketers to understand customer behavior and allocate marketing dollars in the most efficient manner to generate the greatest return on investment. It keeps investments in the safe zone, but it also inhibits growth in the innovation zone. Too much risk mitigation leads to over-structured campaigns that don't actually speak to anyone. For example, Wieden+Kennedy attempted to replicate the success of the Old Spice YouTube campaign by making it a repeatable formula. The irony is the popularity of that campaign was grounded in how completely unique it was.

Success will be rewarded to marketers in the future who are able to use this data to understand what consumers are really looking for and create innovative campaigns addressing those needs. If the numbers say paid and social are driving a majority of conversions, the next step is discovering what messages consumers respond to on those channels and why. These insights can lead to more targeted campaigns with content and messaging selected ("up-voted") by consumers themselves, rather than just inflated budgets to do more of the same.

The possibilities for improving these mathematical models are immense, and also immensely challenging. However, one of the things that makes the digital industry so interesting is how quickly solutions to problems (and problems we didn't even know we had) are developed. Attribution models will continue to be developed by brilliant mathematicians and scientists, and we are likely to be stunned at what they are capable of in 10 years – possibly so stunned these capabilities are outlawed. There's no doubt that giving accurate credit to different media channels is a critical piece of the future of search, but it is not the end game. Ultimately, attribution is about attempting to let consumers tell marketers how they want to be sold to and then creating a more useful and entertaining path to purchase.

> **"...it might be possible to do complete multi-channel attribution analysis where the multi-channel includes multiple online ad channels, behavior of the person across devices and the impact online and offline. Sadly, that is incredibly hard to do as a whole. And when I say incredibly hard, I mean almost impossible. And when I say almost impossible, I mean only attempt that after you know you've fixed all other problems with your advertising, your online and offline existence and your people."**
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> *– Avinash Kaushik*, Digital Marketing Evangelist at Google

Conclusion

The search marketing industry is still in its infancy and practitioners are just beginning to scratch the surface of its capabilities and promise. For some perspective, the U.S. government first opened the internet to commerce in 1992, and the first full-text web search engine was released in 1994, so it is generous to say the search marketing industry is 20 years old. Twenty years after automobiles were first produced they still had two speeds and started with a hand crank.

The search marketing landscape is likely to be almost unrecognizable 20 years from now. However, current trends can guide us to the conclusion that whatever form it takes, search will be more useful, more local and more traceable. Amit Singhal, senior vice president at Google may have said it best when he told Wired Magazine, "You can call [search] whatever you want. This is what the human brain would like to have by its side, when you're seeking information, or sometimes information comes to you without your seeking it."

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Strategic Thought Leaders

Andrew Beckman – CEO

Andrew Beckman oversees the strategic direction and business growth of Location3 Media and its division, Local Search Traffic. Andrew founded Location3 Media in 1999 as a media buying agency and has since expanded the portfolio of services to include PPC management, SEO, local search marketing, landing page optimization, social media, web analytics and more. Andrew is an active member of DMA's Search Marketing Council, a governor for the DMA ECHO Committee and frequently presents at industry conferences including SES, SMX, PubCon, IFA and DMA.

Alex Porter – President

As President of Location3, Alex Porter handles day-to-day operations, oversees business development and provides strategic direction for clients and teams. He has the ability to oversee operations on multi-faceted projects, and forges seamless relations between Location3 Media employees and clients to ensure customer needs are consistently met and exceeded. He has been a presenter at a wide range of industry conferences including IFA, DMA, PhocusWright, and PubCon.

Samantha Bedford – Senior Vice President, Digital Media

Samantha Bedford plays an active role in keeping Location3 Media's technology and services on the cutting edge of the digital marketing industry. Utilizing her natural aptitude for marketing principles, fine-tuned leadership skills and inherent analytical mind, she maintains the highest quality of campaign performance by overseeing the paid search and display digital strategies and best practices. Prior to joining Location3 in 2002, Samantha was a senior digital marketer at ForwardSLASH, Inc., in South Africa. She has several industry certifications and recognitions—Google Analytics Individual Qualification, Google AdWords Fundamentals, AdWords Advanced, AdWords Display, AdWords Reporting and Analysis, Microsoft adCenter and the DAA (UBC) Award of Achievement.

Lucia Novara – Author, Copywriter

Lucia Novara produces cross-channel content to help brands smooth the path to purchase in and out of the digital space. Lucia joined Location3 in 2010 with experience in print journalism, teaching and non-profit public education. Her recent publication, A Convergence of Channels, won a 2013 BMA Gold Key Award.

About Location3 Media

Location3 Media partners with national brands to increase their findability and performance across all digital platforms. By leveraging elite certifications and industry-leading experience, we help companies create efficient and effective online marketing campaigns that fit our clients' needs and deliver results. Location3 provides local digital marketing solutions to more than 100,000 multi-unit retail and franchise locations nationwide. In April 2011, Location3 was named a Google Analytics Certified Partner, making us only the 31st agency in the world to be both a GACP and Google Website Optimizer Certified at that time.

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White Paper

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