



Getting a Grip on Digital Analytics

A Plan for Driving Online, Social Media, Mobile and Video Strategy



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About Semphonic:

Semphonic is the world’s largest independent Web analytics consultancy, with headquarters in San Francisco and offices in Boston, New York, Washington, DC and Portland, OR. Founded in 1997, the company has helped leading corporations, government agencies and non-profits achieve measurable improvement in the performance of their web channel. Clients include American Express, Charles Schwab, National Cancer Institute, Nokia, Genentech and Charles Schwab. Semphonic is also the driving force behind the premier web analytics conference, X Change.

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Introduction

When talking to online marketing executives, digital agencies, CMOs, corporate communications directors, you'll find that the use of analytics to drive multi-million dollar digital initiatives and campaigns does not often figure prominently in the decision matrix. Many decisions are made on "gut" feelings, a Google Analytics report, and a focus group. While there are many useful data points, the quest for finding the truly essential information for driving decisions is often perceived as too difficult, taking too much time and is too troublesome when there are deadlines to be met and budgets to be spent. Is it that there's no interest in the data? Hardly. More to the point that it is too hard to get to the data, and even harder to focus on what should be important.

This is not a question of poor tools. It's a people problem. And with the proliferation of new digital channels such as social media, video and mobile, it's about to get worse, much worse.

What can you do? How can you get your arms around this?

In this white paper, we will lay out a strategy for digital analytics that will drive your organization. It's not easy, but it is necessary if you want to achieve success in the new world of multi-channel data convergence.

The Challenge of Moving from Online to Digital

We've been living in a relatively stable online world since the rise of the Web. Your Web site has been at the center of your online strategy. Return on investment, visitor satisfaction, and Web site effectiveness from Web analytics software, such as Omniture and Google Analytics, online surveying tools, such as Foresee and OpinionLab, and competitive intelligence services, such as Comscore and Hitwise have comprised your measurement arsenal. Focus groups and user experience testing have rounded out the entire measurement and evaluation tool box. Offline analysis of customer transaction data in the form of orders, subscriptions, and memberships has been used as baseline for understanding bottom line return on investment for the web site.

With the advent of social media vehicles, such as blogs, Twitter, YouTube and Facebook, and the increasing use of video content and mobile Web, the breadth of digital channels are expanding rapidly. So, while the concept of return on investment, visitor satisfaction, and Web site effectiveness might have been limited to your single Web site in the past, the last few years has seen an explosion of new digital media. The result is that now, your Web site is the virtual "home" for your entire organization. All online and offline methods of contact and communication come together on your organization's Web site. With this convergence comes the increasing challenge of harnessing the visitor data available through these channels so that you can make decisions on how to run the growing complexity of your digital initiatives.





Although measurement tools have been available since the rise of the Web, there are many organizations that do not realize the full value from the data that is gathered. They use perhaps only a few traffic based Web analytics reports and a focus group upon which to base multi-million dollar Web site redesigns. Why is there such little use of available information? We find that there is a lack of understanding about how abstract Web site data corresponds to existing business metrics, a lack of qualified staff to draw out meaningful metrics, and a myriad number of technical challenges around the purchase, implementation, use and maintenance of software required to collect and analyze data.

In the case of Web analytics, we see these issues borne out on all fronts, starting with terminology. For the uninitiated, the term “Web analytics” does little to convey value or action. The term only describes an activity, like “appendectomy,” or “driving.” The concept is still too abstract for many senior managers. Tell a CMO that using analytics to measure “visitor engagement” or a CFO that analytics is used to measure “visitor profitability” and you might have the starting place for a discussion. In addition, many organizations consider the purchase of a software solution as the fulfillment of an analysis strategy. However, there is no corollary investment in governance, process or staffing around the purchase. This generally leads to underutilization of the tool. More importantly, the organization does not receive or analyze the data it needs to make decisions that guide the Web channel.

The availability of free Web analytics tools – Google Analytics and Yahoo! Analytics - has not necessarily led to an increased use of analytics data to make business decisions. Even though Web analytics is available for free, the mistake that many make is that they believe that having the software is enough to provide answers. It’s checking the box off: Yes, we have Web analytics; now let’s move on.

However, organizations using free software or fee-based software often learn that simply distributing reports to people, or giving people access to a report interface does not constitute a strategy and thus offers no real value to the organization. It is simply a group of tactical and random actions that may or may not result in a bit more insight into the effectiveness of the Web site or online marketing activities, such as Search Engine Optimization. There is no accounting for shared knowledge, consistent training, data quality assurance or other hallmarks of an organized program.

While we see some organizations beginning to mobilize towards coordinated management of all digital analytics with offline measurement, we most often see a silo effect between lines of business and the assorted research, testing and measurement departments, whereby there is little or no coordination in conducting initiatives, no sharing of analysis resulting in organizations not benefitting from the use of “shared wisdom.”

What we find to be of significant risk for organizations is that they do not have the organizational infrastructure to use and benefit from the number of analytics tools and services that they have implemented. They lack the appropriate methods required for understanding how their visitors are traversing among the fixed Web, mobile Web, social media sites and offline channels they maintain.

Part of the reason that this risk is going unnoticed is that there is no one in the organization specifically tasked with analytics and testing coordination. It could come from the CMO, the CTO, or the Director of Research. It is less



important as to who takes the lead, as it is that someone takes the lead and has the budget, support and vision to follow through.

Good analytics begins with a good organizational structure. The quality of the data, its analysis and usage is driven by the strength of the support, process and governance put into place to scale the acceptance of data as a vital component in the organization decision structure.

The ability for an organization to manage and use digital data only gets more complex when you add in mobile, video, social media, competitive intelligence, voice of customer, user experience testing and market research.

In short, organizations are facing a digital data tsunami. There is more data to manage, more potential users of the data, and more opportunities for misinterpretation of the data. At the same time, there is no senior management direction or guidance for what and how data is to be used. Many are woefully unprepared for how to manage the analysis of multiple data sources; never mind the challenge of how to technically capture and integrate the information into a coherent and analyzable data set.

As we move forward in 2010, it is clear to us that organizations that have not grasped the concept of analytics centralization and governance will be at a significant competitive disadvantage due to their inability to move digital data out of silos and into the hands of senior business executives, as well as managers who run the day to day marketing, commerce and content operations. It is for this reason that digital analytics should be organized under an “analytics czar” or centralized program office that is dedicated to managing the collection, aggregation, analysis, distribution and presentation of data to include online, mobile, video, social media, competitive intelligence, user experience testing and market research. No longer can organizations be focused on analytics as a tool-centric discipline. To be competitive and successful, senior leadership must transform their organizations into data driven enterprises. The first step in this evolution is the commitment to unify all digital data within one place in the organization, and then manage the flow of data out to the enterprise. In the following pages, we’ll provide an outline for how to fit the pieces together in what is a highly complex, but ultimately vital puzzle.



Developing a Digital Analytics Strategy

The goal of the digital analytics program is to institutionalize the use of analytics within the organization through a governance and support framework. With the proliferation of different methods for evaluating Web site behavior, user experience, social media impacts, online and offline marketing and the competitive environment, the centralized coordination of tool use and methods should be well defined and agreed upon. However, we find that even in organizations where the senior management has signed on to this endeavor, the necessary coordination may not be shared throughout the middle management tiers or operational units, such as IT.

Where does the analytics function in your organization sit today? IT? Marketing? Editorial? Web Production Team? If your organization uses qualitative analytics methods (market research, focus groups, surveys, usability testing), where are they managed?

Organizations that succeed in implementing enterprise digital measurement and testing initiatives adhere to a six point framework where the following items are addressed strategically and managed tactically:

- **Commitment** – Analytics succeed when there is senior executive commitment and this commitment is backed up by both funding and communication throughout the organization.
- **Organization** – Analytics work well when there are sufficient and correct resources dedicated to administration, project management, analysis, management reporting and technical support.
- **Process** – Successful analytics initiatives are dependent on a governance framework that includes systems for data collection, processing and integration; metrics development and presentation; data analysis, and solution maintenance.
- **Metrics** – Effective measurement is based on providing data and analysis required for driving strategic and tactical decision making, and presenting this data in ways that can be used by the specific user, whether they be senior managers, marketers, designers or content editors.
- **Communications** – Analytics succeed when organizational process, responsibilities, metrics requirements and results are clearly articulated and documented from top to bottom and across the enterprise.
- **Solutions** – Web, social media, competitive intelligence and online surveying are all driven by a software solution, as are multivariate testing, PPC search marketing, and cross-selling platforms. The point being that while these point solutions have tended to be “owned” by the stakeholder group using these services most often, they don’t lend themselves to efficiencies of scale throughout the organization or to coordination of usage. Centralized management or governance is necessary to accrue full return on investment.

Commitment

Digital analytics initiatives succeed when each level of the organization understands the importance of using analytics to achieve business goals and how to advance the analytics initiative through leadership and support. However, analytics doesn’t exist in a vacuum. Senior management’s commitment to the Web and digital channel as an integral part of the organization plays an important role in how data drives decisions about the Web. Of



critical importance in this commitment is how it communicates this to offices and managers within the organization who will need to support analytics, and who are expected to use analytics.

Management commitment must come with associated levels of accountability to ensure that initial support for analytics is more than an empty promise. We see financial commitment from senior management, but often without the political commitment communicated to key groups that will need to provide resources. When this occurs there can be time consuming infighting between the digital analytics program sponsors and associated groups, such as Web site managers and IT groups.

We also see “flavor of the day” adoption of new digital technologies as the latest and greatest by senior management. The 2010 Web Strategy Report (ISITE Design) indicated that social media is now more of a priority for 73.5% organizations surveyed over 2009. Fascination with social media initiatives, such as Facebook, Twitter and YouTube and ad hoc initiatives surrounding the use of these technologies are often passed along as “strategy,” yet there is no real connection to overall business objectives. Considered to be low or no cost forays when they are started, the initiatives tend to either fizzle out because of fascination with the “next new thing” or because there’s a sudden realization that you actually need staff to put the time and effort in to get real results.

Management must set the tone for serious commitment for the value of analytics and need for unification of data throughout the organization. Here are a few examples for how executives can lead their staff, instead of reacting to events after the fact:

- **Establish a centralized analytics program office and formally announce to all staff.**
There must be a centralized staff office to drive analytics through an organization. Management will need to establish and provide budget and staff for this office. Clear communication to middle managers of departments that are supporting the Web analytics office and those who are expected to use Web analytics will help secure acceptance of the Web analytics office initiatives.
- **Tie division, office and staff performance goals to analytics results.**
Accountability is everything. Analytics is often given short shrift because there is no connection established between Web site performance and business and individual performance goals. Management commitment to analytics to inform the accomplishment of performance goals, whether the goals be based on cost, fulfillment of mission or other objectives that are tied to measurable achievement will indicate that analytics is considered to be an important yardstick. This will not be an overnight process. However, it would be instructional to review Web site goals in context with performance to set targets so that the success of new content, applications and marketing programs may be determined.

If senior management views the Web channel as a key part of the organizational strategy, it will be far easier to educate leaders to the importance of understanding performance of the Web site, visitor acquisition, online branding and social media. However, if the organization management tends to look at the Web as a “flavor of the day” platform (yesterday – blogs, today - Facebook, tomorrow - Twitter), than it will be much harder to achieve a commitment to the long term benefits to be had from a Web strategy that is driven by using analytics data.

Organization

For digital analytics to be successful in large organizations, clear definition and accountability of roles and responsibilities is essential because most available resources have many other tasks to perform; many of these tasks are considered to be more critical than analytics. Web managers may run overview Web traffic reports (visitors, visits, page views) and send them to management or an online marketer may create email campaign reports, but there is nothing to tie the efforts together; nothing to ensure that all who can benefit from using analytics data are either getting relevant analysis or interpreting analysis correctly. As a result, analytics does not receive the attention it requires in order to be used effectively or consistently. This creates an environment in which analytics is practiced only in an ad hoc manner.

A digital analytics program office sets the tone for institutionalization of Web analytics and other measurement disciplines throughout the organization’s business processes. However, it requires a network of support from other departments to be successful. The illustration below provides an example of how departments within an organization work with a centralized analytics function.



Analytics Organizational Support

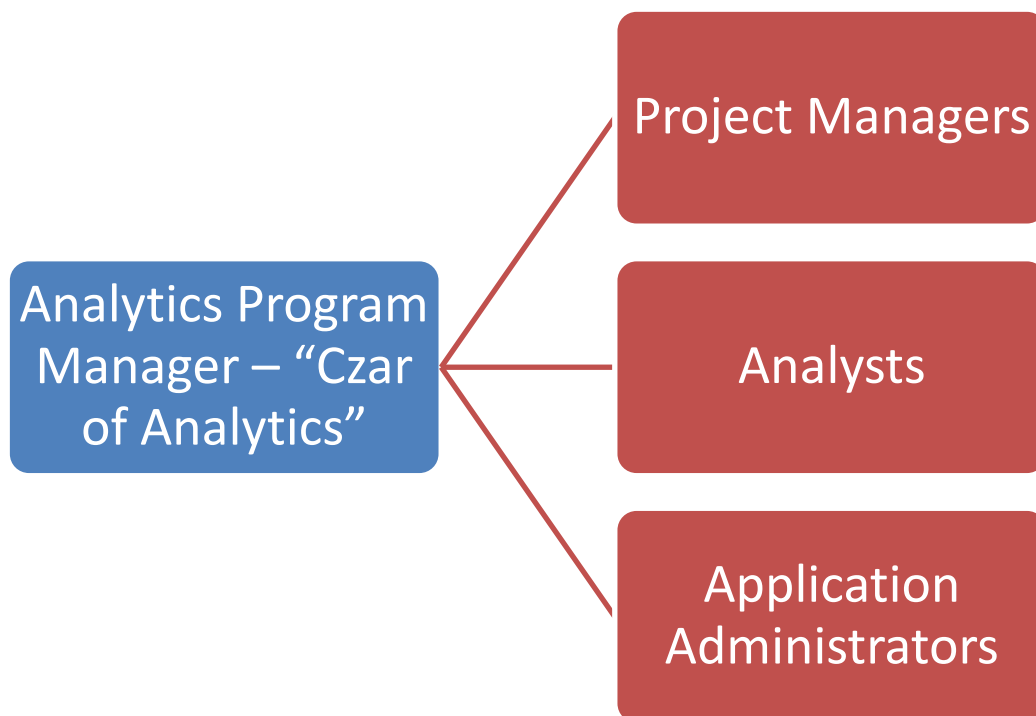


- Analytics Program Office
 - Manage and coordinate measurement and analysis across the enterprise:
 - Digital Assets: online, social media, mobile, video
 - Methods: Web analytics, social media analytics, mobile measurement, video measurement, competitive intelligence/panel research, user experience testing, surveying
- Mobile Web
 - Manage mobile strategy and implementation
- IT
 - Encourage all sites on their servers to use analytics and contact Analytics Program Office to become engaged in the process of analysis.
 - Implement page tag data collection for new applications.
- Web Site Governance Group
 - Encourage all business units to use analytics and contact Analytics Program Office to become engaged in the process of analysis.
- Marketing (In house/Outside Agencies)
 - Coordinate email, banner, SEO, PPC and offline campaign and content development with Analytics Program Office requirements for measurement.
- Social Media (In house/Outside Agencies)
 - Coordinate blog, YouTube video usage, Twitter campaign, LinkedIn group announcements, and Facebook postings with Analytics Program Office requirements for measurement. (Note: these may be combined with all Online Marketing activities.)
- Content Management
 - Coordinate addition or maintenance of tagging within Content Management System (CMS) to enable complete capture of data required for measurement. (Note: these may be combined with all Software Engineering activities.)
- Business Intelligence
 - Coordinate export of data from analytics solutions into corporate data warehouse for integration with financial and customer data.

The organizational roles outlined above are dependent on adequate staffing, especially within the analytics office. Clearly, this relates back to the level of commitment provided by senior management.

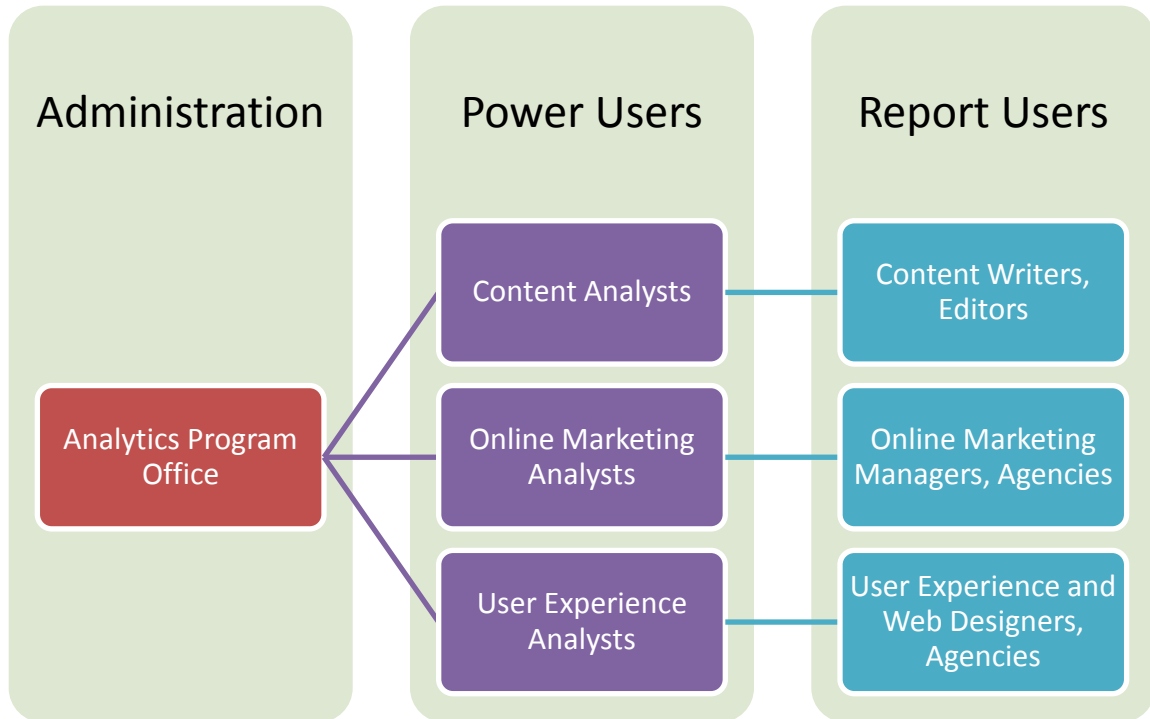
Commitment=budget for staff and resources; or at the very least, the commitment that current staff are given responsibility for digital analytics support and the time necessary to accomplish specific objectives.

Program office staffing could reflect the following structure.



Analytics Office Staffing

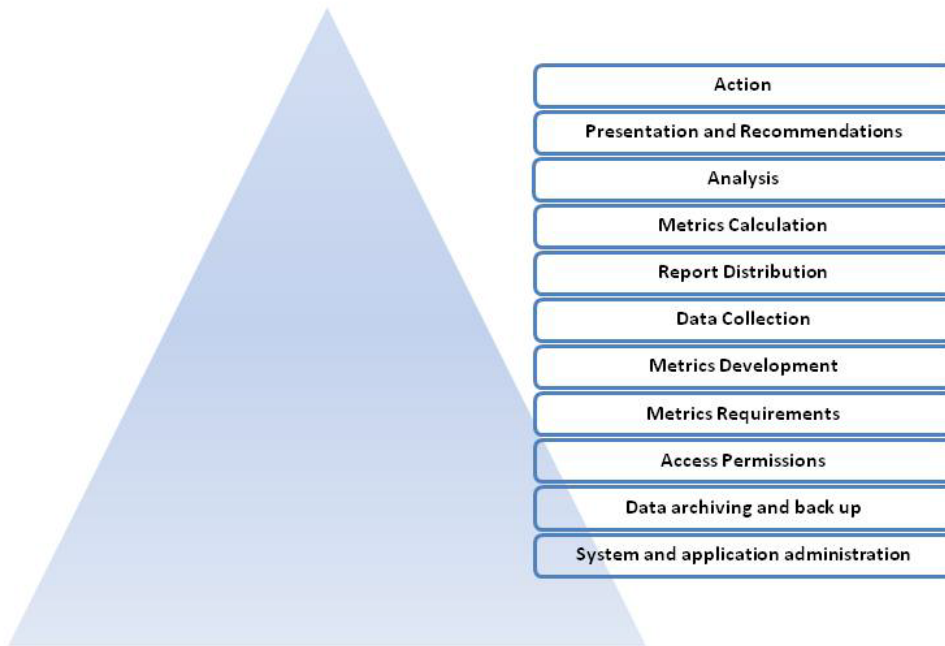
Staff support and analytics responsibilities do not stop at the Program Office level. We already see bottlenecks in reporting and analysis when all analytics is held by a single entity. There must also be a complementary effort to push analytics out through the organization to individual business units or subject, content or marketing areas that have a defined staff structure, such as a marketing department or an online catalog group. The Program Office leads the training and governance of staff to act as power users within the business units so that reporting and analysis can be decentralized. This method of management pushes responsibility for scheduled reporting, management of report distribution and simple ad hoc analyses to the business unit, and mitigates bottlenecks. This type of decentralization typically looks like this:



Analytics Organizational Management and Governance

Process

Having the right roles, responsibilities and resources assigned to online analytics is crucial to success, but they must work in coordination with each other. Creating processes around online analytics enables people to work smoothly together, especially to ensure timely data collection, report building and production. Web analytics, a key component to the online analytics spectrum, is considered particularly complex because it encompasses operational and business tasks, such as those illustrated below.



Web Analytics Processes

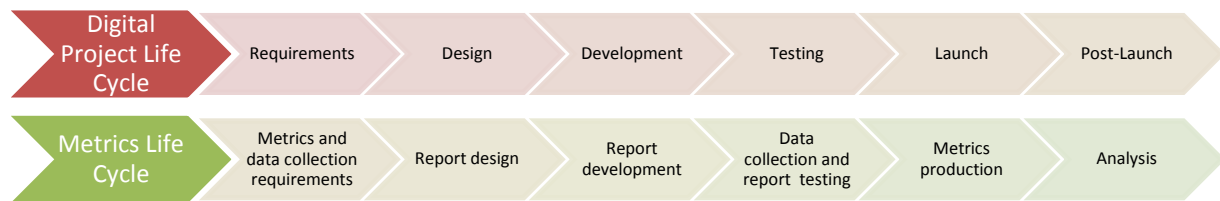
In many organizations, analytics is considered an afterthought in the Web and content development process and for marketing campaigns. Formalizing the integration of analytics into content and development cycles should be a priority for any analytics manager. This ensures that analytics is considered early in the development process for site redesigns and application development projects such as shopping carts. For tasks that occur more frequently, such as the introduction of a new marketing campaign or new site content, the analytics team can provide standard operating procedures outlining specific tagging or staff to speak with in order to ensure that data collection is in the requirements queue. We find that the breakdown for data collection that occurs due to scheduling pressures or a lack of understanding about what is required to ensure data collection is common in both large and medium sized organizations.



Measuring social media initiatives and mobile applications adds to the process complexity that organizations have been experiencing with Web analytics, in large part because the type of metrics to use, and how to collect the data required are less understood and technically more challenging.

For example, while social media analysis tools might be good at flagging the number of times your organization is mentioned on blogs and on Facebook, there is no way to tell whether the mention is positive or negative. This requires someone to look through the posts that were flagged and make a judgment. So, if you want to develop a report that is based on a ratio of positive to negative mentions, it could take time to develop such a report. However, if it is determined that such a report could be based on a sampling of data; it would take less time to produce, albeit sacrificing accuracy. The takeaway: you need to determine the processes required for developing the reports that are considered necessary for making decisions about the use of social media, the staff time you want to devote to social media and how much time you want staff to spend on measurement of social media.

To ensure that analytics metrics and reports are produced in time for the launching of new applications and content, their development should be incorporated and/or follow the Life Cycle illustrated below. Note that while the process below focuses on the integration of analytics, the use of other testing measures, such as usability, focus group, market research and competitive analysis can be integrated as distinct phases during requirements and prototyping tasks.



Analytics Development Life Cycle

Metrics

Developing meaningful metrics, reporting and analysis from fixed Web data has historically, and continues to be, one of the most challenging elements to the practice of online data analysis. Vendor solution pre-packaged reporting provides data that is in most cases, abstract to business objectives. This distracts and confuses decision makers from focusing on metrics that provide guidance. The additional data sources coming from social media, mobile and video compound these painful circumstances. With the new digital assets come the same questions as in the earlier days of fixed Web: “What should I measure?”, “What is meaningful?”, “How do I use this data to make decisions?”, “What type of decisions can I make with this data?”

And there are now newer questions: “How do I understand the impact of mobile and social networking on my fixed Web presence, and vice versa?” and “How do I define segments that address usage of my multiple channels?”

Organizations without an analytics governance model in place develop metrics on an ad hoc basis and with little standardization. This commonly creates an environment where the same numbers are interpreted differently or inconsistently. This leads to confusion within the organization, and leads to conclusions about data that are misinformed and incorrect. As the data sources increase, the likelihood for a parallel increase in poor use of data will also increase unless there is a standard model and framework in place for metrics development.



When it comes to the development of metrics, there should be a standard approach that becomes the benchmark for the entire organization. Standardization can take the following routes:

- Use of a “management dashboard” report for presentation to senior management on a regularly scheduled basis.
- Developing success event models that are based on both commerce and non-commerce events.
- Developing a standard set of metrics to be used across the organization for comparative purposes.
- Establish reporting and visitor segments for the entire organization, such as first vs. new visitors, visitors from particular geographic locations or search engines, and marketing sources to obtain more specific insight into visitor behavior.

Your first consideration after developing the metrics is how to combine and normalize data from different channels into dashboards that are accurately presenting a picture of activity. The last thing that you want to have happen at this point is for there to be questions about data accuracy and reliability. For example, if you are collecting data from mobile devices and don't have a clear view of unique visitors, what types of correlations can you honestly make with visitor data from the fixed Web or social media sites. The solution to these issues lies in developing unique visitor ID strategies that require cooperation, involvement and buy in from technical resources.

The challenge in using an array of online analytics tools and methods is that they measure different things and in different ways and it is not clear what standards should be used for interpretation. For example, how do you compare the value of videos you are hosting on your Web site versus those that are hosted on Facebook? How do you use data collected from a user experience test on site navigation as a benchmark upon which to base visitor behavior patterns after a site launch? It may be easier to continue to view metrics and test results solely within the context of the method or tool, but the true value is in being able to draw correlations across tools and methods, and across the various online and offline channels. Really good dashboards draw data from a variety of sources, including fixed Web, social media, mobile, as well as surveys, and customer data.

Achieving these metrics and reporting goals requires a diligent process for determining the right business questions to answer, potentially complex data collection and integration efforts, as well as complicated metrics calculations. The point to remember is that tools and methods are, at best, data collection vehicles. The hard work is in being able to join the data into a unified structure and draw meaningful conclusions.

Communications and Training

Communications provide the glue that holds an analytics program together. All too often there are scenarios where reports are created and not interpreted; or they are interpreted, but the analysis is not shared. It is also common to see situations where requirements are not collected effectively, resulting in reports that are produced, but of little business value. Organizations that are siloed in their use of analytics suffer mostly from lack of knowledge sharing, infrequent resource cooperation and conflicting conclusions about data.



Communications is generally not pinpointed as an underlying reason for these scenarios. The tool is blamed for not performing as expected or stakeholders are blamed for not taking the time to read reports. Reasons for lack of Web analytics program effectiveness are seen as a series of ad hoc or unrelated scenarios, when in fact they are symptomatic of not having a cohesive Web analytics communication program. If these issues are evident in your organization today, they will only get worse as you try to harness social media and mobile initiatives. Because of the perception of a low barrier to entry in establishing a social media presence, there is more opportunity for more people in your organization to be involved. In trying to measure social media program's effectiveness, it will be all that much harder to develop consensus around measuring success, and even more difficult to control or direct what people will communicate around success. This will make it more difficult for management to understand how to gauge success and develop criteria for funding.

Communications may be improved through the development of documentation and creating more diligent feedback loops among stakeholder and support groups as illustrated in the following examples:

- **Collect and document accurate digital analytics business requirements**

Do not rely on pre-packaged reports provided by analytics vendors. Instead, focus on the strategic and tactical business and site objectives questions that need to be addressed. Then develop metrics that address these questions. Be prepared to spend more time on creating metrics that incorporate data from fixed Web, social media, surveys, and competitive intelligence. While this is far more complex than opening up the vendor software, logging into an interface and pulling data, it is also far more meaningful.

- **Ensure accurate mapping of business requirements to data collection variables**

After requirements are gathered, they must be mapped to the correct data collection variables to ensure that all data is collected, and collected accurately. In the case of Web analytics, while it is true that a great deal of information is captured from base page tags, data from search, forms, exit links, video and audio applications require page level attention. It is a common scenario for these content and application elements to not get this attention upon initial solution implementation, as well as when new applications are launched. However, when dealing with social media avenues, such as blog postings or people commenting on your site, it may not be quite as easy to determine what data is of most importance or collectable. You may need to export data into an Excel template that you've created in order to calculate the metrics.

When creating complex metrics it is highly important to create functional specifications and technical design documents to define all of the elements of the report, the data required to populate the report, and the source of this data from the individual reporting tool. This document validates with the stakeholders the data needed for meeting their report requirements and spells out to the development team how the page tag will need to be designed to collect the data.

- **Develop a strategy for report distribution, analysis and training**

In enterprise organizations it is quite typical that analytics reports are made available to stakeholders as distributed email reports in Excel or through PDF, but with no interpretive analysis. Terms, trends and anomalies are not explained, nor are there explanations provided for how data is collected and the issues affecting data quality and accuracy. This lack of explanation results in stakeholders blaming the solution for not providing the information they need, when it is the person managing Web analytics that needs to



provide context. This has always been an issue with fixed Web analytics, and will only escalate with the addition of social media measurement if there is no communication and training in place.

Interpreting Web analytics reports and metrics is a challenging task because stakeholders have different literacy levels when it comes to understanding how the analytics data relates to business goals. To address this strategy will need to incorporate multiple methods for providing and communicating analysis of Web analysis. These methods include:

- One on one sessions between the analyst and stakeholders to explain how to use reports and metrics to answer the business questions posed during the requirements process.
- Group sessions taught by the analyst that explain how to use the recommended report sets.
- Annotated report sets with interpretive analysis observations provided by the analyst.
- Glossary of terms provided with reports and metrics.
- Monthly analysis about top level trends and their meanings to be distributed throughout the organization, especially to management.
- Plain language page titles provided in analytics reports instead of URLs; enable this programmatically, rather than having a resource do this manually.
- Presenting Web analysis findings and recommendations in a formal setting to management or a Web analytics governance board.
- Setting up a digital Web analytics knowledge center to provide a self-service environment in which stakeholders may educate themselves.
- Develop an analytics training and education curriculum

Analytics provides a high degree of portability and access for organizations and has the potential to be widely distributed. However, there should be clear definition for whom and how reporting, analysis and interpretation are delivered. The same is true for usability testing results, competitive research, focus group testing and all other analytics that are being conducted by the digital analytics program. This level of governance and communication will help those who are using analytics to understand the context and significance when compared. For example, while it may be that social media success is conveyed through anecdotal results, such as “we received 30 comments on this blog;” it must be taken in context or as a complementary fact that “those who provided the 30 blog comments visit the site only once every six months.” The first metric communicates a result that may be positive, while the second metric conveys that these commenters may not be highly valued visitors.

Solution

When online analytics focused predominantly on the fixed Web, you had some basic choices to make around data collection (log file vs. page tag) and hosting model (licensed vs. subscription). Today, as you plan and implement measurement of your complete digital asset environment, you need to consider data collection and hosting model, as well as data integration and maintenance, of perhaps up to 7 different data sources: online, social media, mobile, video, survey, competitive intelligence and offline data. This number of data sources could easily grow to include email marketing, commerce and subscription databases. If these data sources are managed by individual groups, the chances of coordinating and managing data to obtain a holistic view of visitor experience and interaction are small.



The analytics program office can have the role of managing and coordinating the use of data and solutions to provide the analysis when it is needed and where it is needed. The office, while not needing to be involved in the operations or fulfillment of content, can own the reporting across all of the channels and manage the administration of the tool set required to capture and analyze data.

Summary and Conclusion

Most organizations have spent precious little resources on developing a strategy around analytics; fewer still have analytics to a level of importance requiring a central program office. This has impeded organizations from reaping the full benefits of using the fixed Web to guide Web channel marketing, content and commerce tactics and strategy. The advent of new digital channels that feed into the Web, primarily social media and mobile Web, will add additional analytics burdens. Organizations that hope to make the most of these new channels need to quickly establish an analytics infrastructure that can manage the data collection, processing, reporting and analysis. This includes data from digital sources and also offline sources, such as customer and financial data. Companies also need to incorporate other analysis methods, such as surveys, and competitive intelligence, and user experience testing.

Establishing a digital analytics program office, appointing a “czar of analytics” and staffing it adequately makes sense from a resource perspective. However, a strategic planning process is necessary in order to align executive commitment, organization roles and governance, communication tools, metrics and technical solutions. Once these issues are identified and assessed, you’ll be able to develop an analytics roadmap that aligns with the objectives associated with all digital assets, and sets out a phased approach to the implementation of a comprehensive analytics program.



Semphonic is the world's largest vendor-neutral Web analytics consulting firm, with headquarters in San Francisco and offices in Boston, New York, Washington, DC and Portland, OR. Founded in 1997, the company helps leading corporations, government agencies and non-profits achieve measurable improvement in the performance of their web channel. Semphonic combines an understanding of your business and online objectives with technical expertise to perform strategic planning, implementation, analysis and training engagements. Enterprise-level clients include AARP, American Express, National Cancer Institute, Nokia, Genentech and Charles Schwab. Semphonic is also the driving force behind the premier web analytics conference, X Change.

Semphonic's team has expert capabilities in web analytics, marketing, and data integration, as well as years of hands-on experience with Omniture, Unica, WebTrends, Google Analytics, Yahoo! Web Analytics and Coremetrics. To find out more about our management team, visit: <http://www.semphonic.com/AB/ABTeam.aspx>

Services

- **Strategic Planning:** Semphonic examines the critical governance, business, technical and organizational factors that drive success for creating digital analytics initiatives and programs.
- **Analytics Solution Selection:** Semphonic partners with you to successfully navigate the vendor selection process; providing focused guidance on RFP development, vendor evaluation and contract negotiations.
- **Analytics Solution Implementation:** Semphonic executes a comprehensive data capture strategy to ensure complete business reporting from Omniture, Google Analytics, Unica, WebTrends, Yahoo! Web Analytics and Coremetrics.
- **Data Quality Audit:** Semphonic reviews the current state of your analytics implementation to diagnose, remedy and optimize data collection issues that impact accuracy and report flexibility.
- **Management Reporting:** Semphonic teams with you to create metrics, reports and presentations that clearly communicate analysis and results for wise decision-making.
- **Engagement and Conversion Analysis:** Semphonic conducts specialized on SEO, SEM, advertising and email campaigns, content and navigation to boost visitor engagement and conversion.
- **Visitor Segmentation Analysis:** Semphonic uses your goals requirements for testing, campaigns, and cross-selling to determine the best visitor segments to target through a deep analysis of your online and offline data.
- **Functional Analysis:** Semphonic employs its Functionalism methodology to evaluate how well your site enables visitors to complete their tasks.
- **Web Analytics Data Integration:** Semphonic draws on its unique experience in data base management, data integration, reporting and analysis to develop and implement strategies for integrating web analytics data with third parties, such as email marketing, cross-selling platforms for re-marketing purposes and voice of customer applications and corporate data warehouses to derive greater understanding about visitor behavior.
- **Training:** Semphonic develops classroom and mentored instruction programs on all aspects of analytics.

