Ten Tips to Better Leverage Your Existing Investment in Digital Analytics and Optimization

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Executive Summary

We are living and working in the “age of analytics.” Business leaders’ fascination with the use of so-called “big data,” the emergence of data scientists, and the explosion of consumer use of connected devices to enable even the simplest of tasks has created a global focus on data analysis and insight generation. It is increasingly rare to find an organization of size or sophistication who doesn’t proudly declare that “the use of analytics is a top-five leadership initiative.”

It is, however, also rare to find companies who have invested fully in the process of analytics, especially from digitally collected sources. Without a doubt companies are spending heavily on technology and, to a lesser extent, human resources to manage and use their technology investment. But at Web Analytics Demystified we routinely meet business leaders and senior-most executives who readily admit their efforts to effectively leverage the tremendous volumes of digitally collected data they log and store on a daily basis are “immature at best.”

Given our knowledge of what we can learn from consumers
online, we see this as a tremendous opportunity.

This white paper, generously sponsored by Sweetspot, explores how companies around the world are effectively leveraging their investment in digital analytics and optimization. We begin by sharing our thoughts on why digital analytics typically fails within the Enterprise, then quickly move to our strategy for helping clients develop robust Digital Insight Management practices designed to establish ownership, drive action, and create accountability for the use of analytics across the business.

Throughout the paper we share anecdotes from our clients and Sweetspot customers including Danone Spain and Phillips.

Our hope is that, after twenty or so minutes of reading, readers will have a renewed sense of enthusiasm and urgency to better leverage what is likely a significant and under-leveraged investment in analytics and optimization technology.

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The field of digital measurement and analysis has undergone a profound transformation in the past five years. What was once a “nice to have” for business owners who wanted to keep track of their online marketing investments has become a top-five leadership initiative within the global Enterprise. Thanks to a combination of factors --- the explosion of social media as a marketing channel, the advent of so called “big data” and the rise of the data scientist, and most notably the continued shift in consumer dependence on digital information in the buying process --- the need for high-quality digital analytics only grows.

As increasingly senior leaders become interested in digital measurement efforts the spotlight shown on analytics grows brighter and more intense. This light has made it easier for practice leaders to invest in cutting-edge technology and, more importantly, the staff needed to take advantage of new analytical tools. Unfortunately, while executive interest certainly resolves some key challenges, many analytics leaders are noticing that the bright light also exposes critical flaws in the process through which analytics creates value within organizations, especially organizations of size, complexity, and global distribution.

Central among these challenges is the way that analytical insights are captured and communicated. Given the number of stakeholders responsible for decision making in any business, the failure to effectively manage the creation and sharing of digital insights is often the difference
between analytics as a profit center and analytics as an ongoing and sunk business cost. Put another way, no matter how brilliant the analysis or optimization, failure to capture and communicate results in a consumable way almost always results in a waste of time and money.

This white paper, generously sponsored by Sweetspot Analytics, explores the inherent challenges associated with building a world-class digital intelligence and optimization organization. The observations herein are drawn from a combination of client work performed by Web Analytics Demystified, our experience working with many of the most sophisticated and respected businesses in the world, and the direct experience of a handful of Sweetspot customers.

The authors welcome your questions and comments.

Why Digital Analytics Fails the Enterprise

No successful business is new to the idea of reporting and analysis. Keeping track of revenue and expenses, managing supply chain, monitoring employee productivity, and effectively predicting future needs are as fundamental to the Enterprise as the products or services they provide. In April 2012 the global research group Gartner estimated worldwide business intelligence (BI) platform, analytics, and management software revenues exceeded $12 billion dollars in 2011, a 16 percent increase from the year prior, led by SAP, Oracle, SAS, and IBM among others. Around the same time, research group IDC predicted that the entire business analytics software market would grow to nearly $34 billion in 2012, stating that “After three decades, the business analytics market is finally reaching the mainstream market and a status as a formal management discipline.”

While the focus on analytics broadly is without a doubt good news, for the most part the solutions that make up the business intelligence and business analytics market largely ignore the staggering volumes of digitally generated data that figuratively pour off every web site, mobile application, and social interaction that consumers have become so dependent on. The result is a disconnect, at least at a high-level, due to the dramatic increase in interest in analytics juxtaposed against the simultaneous
Examples of this disconnect are myriad and include the following anonymous examples drawn directly from our past work:

- **The expectation that an investment in analytics platforms will somehow magically widely empower data-driven decision making across the Enterprise;**
- **The expectation that the wholesale centralization of analytical capabilities within a core group will scale to the data needs of even a moderately complex business;**
- **The expectation that the wholesale decentralization of reporting across the entire business will result in any level of consistency in systems use,**

When asked about this aversion to strategy we have received answers ranging from “we’re not really very process-oriented” to “we don’t want our analysts to feel like they’re being monitored” and the almost comical “we don't really believe in deterministic models or the ability to predict the value of changes to the web site. We prefer to just make changes and measure the effect of those changes after they’re pushed to production.” Our experience tells us that these responses are merely excuses leveraged to avoid the often difficult work associated with changing behavior and expectations; unfortunately our experience also tells us unequivocally that transforming behavior and expectations is required to fully leverage any investment in digital analysis and optimization.

**Therein lies the rub.**

Companies are willing to spend hundreds of thousands of dollars on software and a similar amount on experienced operators and analysts, but when it comes to providing clarity to the entire organization regarding how that investment is expected to actually create value --- business value, customer value, and shareholder value --- the organization stops short. In our combined 50 years of experience in the digital measurement field at Web Analytics Demystified we have seen this again and again and the outcome is always the same: digital analytics fails.

What’s more, while developing a digital analytics capability is much like pushing a boulder up a hill, failing at analytics is as easy as giving that boulder one big push and watching it roll downhill, gaining momentum as it goes and leaving wreckage in its wake. In the past twelve months we have seen an increasing number of companies well-known and widely respected for their work in digital measurement and optimization struggle to maintain focus on their analytical efforts, essentially allowing the boulder to begin to roll. While some have been able to quickly recover, others have not been so lucky and have had to deal with the wreckage the boulder leaves in its wake --- lost resources, a loss of faith in the data, and in at least one case the near complete loss of digital analytical acumen altogether.

It does not need to be this way.
If your organization has already taken the critical first steps and has made investments in analytics technology and resources you’re on your way to having the organizational capability to generate digital insights. The work you still need to do is to develop a plan for digital insight management --- a governance model that defines ownership, actions, and accountabilities for analytical output that can be applied and enforced across the Enterprise in an effort to drive value from the investment in digital analytics. The good news is that investing in digital insight management doesn’t have to cost money; the better news is that, again in our experience, this investment more than any unlocks the value of digital analytics within the Enterprise, facilitating the shift from analytics as a cost center to analytics as an incremental profit center.

Balancing Ownership, Action, and Accountability: Digital Insight Management

One of the first steps we recommend to our clients when they begin to transform their digital analytics efforts is to take a step back and consider the various output possible from digital measurement systems. At Web Analytics Demystified we use something called “The Hierarchy of Analytical Needs” (Figure 1).

What this hierarchy shows is the direct relationship between data volume and the potential value of analytical output as effort is applied. At the base of the pyramid we have “data” --- high volume output that usually requires specific expertise to leverage and, at least in our experience, is largely used for
reporting and other “look backwards” activities within in the Enterprise. Data forms the foundation of our hierarchy and is incredibly important to analytical efforts; that said, “data” alone rarely provides any real value in raw form and therefore must be transformed.

Moving up the hierarchy we have “information” --- basically data put into context based on some type of change or other temporal comparison. This context can be added automatically, usually via spreadsheets or systems like Sweetspot, and when done well are color coded and otherwise visually differentiated to show important changes in the underlying data.

Perhaps the best example showing the difference is “data” would tell us that there were “100,000 page views” to the site; “information” adds “which is a 10% increase from the previous week.” Information adds value by showing us where we need to focus --- when presented properly we will naturally pay more attention to greater gains and losses, especially among key data like conversion rate, average order value, and revenue per visitor.

Still, information alone only tells us where changes are occurring, not the cause of change. To make the leap from direction to causation additional effort is required --- essentially the application of human effort via the analytical process --- at which point if all goes well “insights” are generated. “Insights” generation is the point at which A) the data and information becomes specifically about the business and B) an explanation of why changes might be occurring is provided to the reader.

An example of the difference between “information” and “insights” would be the addition of “and we believe this 10% increase was caused by a dramatic increase in traffic from our social media efforts, primarily Facebook and Twitter.” As is hopefully obvious, the jump from a simple calculation (e.g., “a 10% increase”) to the cause of that increase is largely a manual process requiring exploration and analysis on the part of the operator. And, while some automation in the exploration process is certainly possible --- for example, Google Analytics “Intelligence” feature which leverages statistical modeling to identify sources of change in key metrics --- at the end of the day true insight generation requires human intervention to ensure that explanations are plausible, fully explored, and presented in the context of the business.

While insights are certainly a highly desired product from analytical efforts, at Web Analytics Demystified we encourage our clients to not stop at the point where they can explain why something is happening --- we strongly encourage analytical leaders to take the next logical step and recommend some type of action or change. “Recommendations” form the pinnacle of our hierarchy; they are the point where analysts and their business partners move beyond looking backwards at what has happened and are working closely together to improve upon the current state by making testable, measurable changes.

The difference between “insights” and “recommendations” would be the addition of “so we recommend increasing our social marketing spend by another 15% which we believe will add somewhere between $100,000 and $200,000 to the bottom line through the end of the fiscal year.” At this point the business has a decision...
to make --- faced with coherently presented analysis based on solid data and information, put into context via the insight generation process, and encapsulated with a clear recommendation for change and the potential financial impact of that change, business leaders can choose to act or not with a reasonably solid understanding of the ramifications either way.

Sadly, our research over the past decade indicates that fewer than ten percent of companies that have invested in digital analytics fully leverage this hierarchy to the point of creating and sharing actionable recommendations through defined workflows and collaborative decision making processes. The vast majority of organizations are stuck at the bottom of the pyramid trying to make important business decisions using little more than raw data. What’s worse is that these companies are often found making the same mistakes over and over again --- failing to translate data into information, failing to share information appropriately, and failing to create expectations regarding ownership, action, and accountability.

At Web Analytics Demystified we help clients overcome these failures by designing and implementing a Digital Insight Management plan. A Digital Insight Management plan provides governance for ownership, action, and accountability to the people, process, and technology required to make any digital measurement effort work. These plans become a transformation roadmap, describing in a nutshell how to make an existing investment in analytical resources and applications produce the desired output --- reliable insights and trusted recommendations that result in demonstrable value and incremental profitability back into the online business.

A well-designed Digital Insight Management practice allows any organization to overcome the challenges described throughout this document and begins to create true efficiency in analytical efforts. Some of the key pain points such a plan can resolve include:

- Lack of clarity regarding ownership of digital measurement platforms and technologies, including the frequently observed breakdown in communication between business needs and technical requirements;
- Confusion about roles and responsibilities regarding the use of analytical tools, ranging from user training to the allocation of “super users” and dedicated analysts to support business functions;
- Disagreement about how recommendations, when produced, are leveraged within the business, especially if those recommendations were produced without close communication with business partners;
- Confusion about what the provided data and information actually mean, both technically and within the context of the current business goals;
- Confusion and disagreement about the most basic requirements, ranging from the actual goals for digital efforts to the technology with which those goals are measured and the process through which goal attainment is communicated back to the business.

This list goes on and on and likely you have your own list within your organization. In our experience, however, regardless of the exact challenges you face when it comes to translating raw data into actionable recommendations, the development and application of a Digital Insight Management plan is the first step you need to take. A tailored plan will define ownership, describe necessary actions, define structured workflows, and promote accountability during the transformation process, giving senior leadership both confidence and reasonable benchmarks against which to measure progress towards overall better use of the digital measurement investment.
Web Analytics Demystified strongly discourages the notion that there is a “one size fits all” way to leverage any investment in digital analytics --- every organization is different in terms of their goals, understanding, and overall analytical maturity, and thusly it is our belief that each company’s Digital Insight Management plan needs to be tailored to the current state of the business. That said, over the years we have gone through this transformation process with dozens of companies and so have developed a handful of shortcuts for the process which we are happy to share.
Perhaps the most common mistake we encounter is a lack of clarity around the ownership of analytical systems and processes within the Enterprise. On this point we care far less who pays for the technology and resources and far more about which senior executive has signed up to create measurable success with analytics. Properly managed the costs associated with digital analytics become trivial relative to the incremental profits being generated and so the conversation about “such and such pays for it so we assume he or she owns it …” demonstrates an inherent failure on the part of the organization.

Give your organization a chance to succeed with digital analytics and assign a senior, analytically minded executive ownership over the people, process, and technology required. Empower him or her to create and manage the execution against a Digital Insight Management plan, and, assuming he or she is successful with that effort, provide compensation commensurate to business value created.

As outlined previously in this document, the real value of digital analytics isn’t unlocked until human effort is applied during the creation of insights and recommendations. Almost without exception, Digital Insight Management requires experienced analysts and, if your organization is still not invested in analysts capable of translating data and information… stop reading and create a hiring plan.

The bad news is that qualified, experienced analysts can be very expensive and somewhat difficult to hire; the good news is that qualified, experienced analysts are easier to hire when you have an established Digital Insight Management plan in place. The best analysts will recognize that a defined plan demonstrates a tangible commitment on the part of the business and, even if the organization’s use of analytics is somewhat immature, be willing to sign up to help a committed organization succeed.

Plan to hire at least one experienced analyst if you don’t already have one. Rely on recruiters and outside help, at least at first, to make sure you can attract the kind of “star talent” that will get your analytics efforts moving quickly in the right direction. Pay that person what they’re worth and challenge them to help implement and accelerate your Digital Insight Management plan to propel your entire business forward.

One of the most common excuses we hear regarding why analytics doesn’t get leveraged by business users stems from poor expectation setting. Business people are often simultaneously spread thin and lacking in expertise when it comes to digital analytics and data. Given this, unless data and information is clearly presented in a business context and coupled with clear expectations for how the data should be used, the most common case is decisions made without support from analytics.

**Tip #1**
**Clearly Define Ownership for Analytics**

**Tip #2**
**Plan to Add Analytical Expertise**

**Tip #3**
**Establish Clear Expectations for the Use of Data and Information**
Support your business people by providing them clear expectations and governance regarding how leadership expects digital data to be leveraged in their decision making process. Don’t equivocate; if you are serious about your investment in analytics your leaders should convey that seriousness and strongly encourage the business to invest the time and effort necessary to appreciate value commensurate to monies spent.

**Tip #4**

**Learn from Past Experiences**

One of the most common mistakes companies make regarding the use of digital analytics output is failing to effectively learn from past experiences. The best indicator that this is a problem, at least in our experience, is a lack of awareness about the impact of changes *well after the change has been made*. For example, if analysis indicated an opportunity, testing validated the opportunity and the necessary changes were rolled into production … who is responsible to monitor the net effect the change has on the business in three weeks or three months?

Usually the answer is “nobody” and the excuse is “everyone is very busy.”

The challenge is that every change has the potential to impact every other aspect of the website. As changes are continually made, this effect is multiplied, and the result can be potentially catastrophic if you are not paying close attention. Fortunately there are a handful of simple strategies for ensuring this does not become a problem, perhaps the easiest being having a structured process for keeping track of changes such that they are accessible to everyone else in the organization.

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**Engagement**

| Articles per Reader | 4.17 | -12.21% | In progress |
| Online Subscriptions | 228 | 6.05% | Success |

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Figure 4. Sweetspot Intelligence scorecard contextualising information within the scope of the business

Figure 5. Sweetspot Intelligence timeline illustrating the performance of the indicator over time and with respect to relevant events and actions taken.
In the example above from Sweetspot two changes have been made and are clearly denoted in the line graph as “A” and “E”. Clicking on either link will show the change that was made and give additional context and detail. This simple addition to the line graph effectively calls out to all users that “something changed” and is worth exploring as part of a new analysis.

Another, somewhat more involved, strategy is requiring your analysis to conduct a “look back” analysis between 30 and 45 days after a substantial change has been made. While an organization’s ability to do this is certainly limited by resource availability, in our experience the effort required is rarely substantial, especially if the same analyst conducts the work (and can work from the same files, solution, etc.) The key is having robust process and/or workflow in place to remind the analyst of the need to actually do the work.

Analytics does not “simply happen” in any business environment; analytics and analysis is a concerted effort that requires specific expertise and systems knowledge. That said, the effective use of data does not scale to the level of the modern business if that expertise and systems knowledge is closely held by a small number of individuals. Businesses are successful with these efforts when they deploy a governance model that effectively “frees the data” by providing appropriate support for analytics across the Enterprise through something that Web Analytics Demystified has long called the “Hub and Spoke” model (Figure 6).

Tip #5 Define a “Hub and Spoke” Model for Analytical Support

The “Hub and Spoke” model creates transparent ownership, action, and accountability for data consumers and analytics systems users across the entire organization. By assigning a core set of responsibilities to a centralized analytics “hub” designed to support a business-wide capability for analytics, companies are able to develop specific expertise for analysis and the generation of insights and recommendations. The analytics “hub” has the time to produce this higher-value output because the organizational “spokes” take responsibility for developing competency on appropriate systems such that they are able to produce and evaluate their own data and information.
There are dozens of other, related responsibilities for each group, by at the end of the day the “Hub and Spoke” model is the only model Web Analytics Demystified has observed to actually work within the modern Enterprise, much less any organization of complexity, size, or global distribution. Get started with your Digital Insight Management efforts by evaluating who within your organization is responsible for using analytics, how they are trained and qualified, and whether they have everything they need to make effective use of the data they have at their disposal.

One of the most frustrating things for analysts and data consumers alike is fragmented data --- the end result of multiple systems collecting information on the various independent aspects of any consumer’s digital interactions with a brand. Unfortunately fragmentation is the reality we all deal with today; every consumer generates a multitude of qualitative and quantitative data with every site visit that can then be combined with performance and other customer experience data, transactional data, their mobile and social interactions, not to mention the entirety of their offline relationship with the brand --- all of which are recorded by completely different systems. The result is much like the story of the three blind men and the elephant3, each describing a completely different beast depending on the data they had at their disposal.

Suffice to say, resolving this fragmented view of the digital consumer is one of the major focuses of many Digital Insight Management practices. One of Sweetspot’s customers, Danone Spain, makes good use of the company’s platform to this end. According to their Digital Team, Danone leverages Sweetspot’s dashboards to consolidate all of their paid, owned, and earned media into a highly visual scorecard that gives each of their brands their own metrics based on their specific

3 [http://en.wikipedia.org/wiki/Blind_men_and_an_elephant](http://en.wikipedia.org/wiki/Blind_men_and_an_elephant)
business objectives and goals. “Sweetspot allows us to show all data within a reporting structure focused on our marketing objectives. It serves the information in a language that brand managers and non-digital analytics profiles can understand and use for decision making, and has a place where we can write and read the conclusions and learning from the data gathered,” says Project Manager Feliu Camprubi.

Insight Management efforts by evaluating how you currently consolidate digitally collected data and, if you find you are not doing so effectively, research third-party platforms and solutions like Sweetspot that facilitate the necessary data movement and aggregation required.

The team at Web Analytics Demystified has long evangelized for the definition and use of Key Performance Indicators (KPIs), going so far as to author an entire book on the subject, *The Big Book of Key Performance Indicators*, back in 2008. Still, not every company has taken our advice and it is still common to find business units launching campaigns, sites, and social media efforts without a clear and pre-agreed series of measures of success. The result, as you might expect, is often times disagreement about the success (or lack thereof) of the efforts and, occasionally, a great deal of effort exerted by the analytics team in an effort to find some needle of insight in the proverbial haystack of data.

Here we encourage you to take the advice of the Danone Spain team referenced above who told us as part of the research for this paper, “Before launching a digital campaign or a digital project, we define the scope, the metrics to measure, and the goal of these. Web analytics helps us to see if we are effectively meeting the goal set and allows us to react, if necessary, [in] real time.” By agreeing in advance on the measures of success, the Danone

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4 Freely available at [http://www.webanalyticsdemystified.com/content/books.asp](http://www.webanalyticsdemystified.com/content/books.asp)
Digital Team is able to mitigate disagreement about the effectiveness of individual campaign elements and quickly make changes required to meet the over-arching campaign goals.

Analytics workflow is a relatively new area in Digital Insight Management, and at Web Analytics Demystified we work closely with our clients to design, deploy, and evaluate the flow of information across the Enterprise. Our interest arises from the repeated observation that simply providing someone access to information doesn’t always result in the obvious or necessary action. For years we have seen exceptional insights and recommendations go unheeded by business partners, often times simply because the insights weren’t communicated to the right group of people, at the right time, in the right way.

A seemingly more harmless example of the need for workflow arises in complex organizations who make use of external third-parties for development, design, or campaign management. In these cases the lack of defined and track data flows can result in the unfortunate moment where someone has to admit “they just didn’t get the information in time” or in a format they understood.

Analytical workflows leverage a system designed to create effective notification, communication, and opportunity for follow-up with specific data, information, insights, and recommendations. Most companies attempt to use email for this, although given the volume of email that most business people receive on a daily basis it is hardly surprising that this strategy almost always fails. It is our belief that, at least within the modern business of any size or complexity, a more structured system is required. To this end we encourage readers to explore the solution provided by this paper’s sponsor Sweetspot as we believe they have a unique approach to workflow and internal communication that is worthy of evaluation.

Tip #8 Define and Support Analytical Workflows

What’s more, good support for analytics workflow improves an organization’s leverage over the “Hub and Spoke” model described above. Here the experience of Sweetspot customer Phillips is a good indicator of the opportunity afforded to all companies. According to Emma Sands, Phillips Digital Brand Experience Manager at Philips

Figure 9. Example of workflow within Sweetspot Intelligence
Ibérica, “Sweetspot makes it easier to communicate with people not accustomed to using web analytics. The ‘storm cloud’ graphic set-up makes one glance communication much easier. This means that the impact of our online activity reaches a wider audience than usual — and we can start spreading the news about impact of our digital activity to other business stakeholders in an easy to understand way.”

Give your business an advantage when building your Digital Insight Management efforts and consider analytics workflow sooner-than-later. Again, while relatively new in practical use, Web Analytics Demystified believes that the strong adoption of this approach will pay significant dividends for complex organizations as their use of analytics and the teams they have supporting those efforts continues to grow.

Surprisingly sharing the results of analytics efforts is something that most companies fail to do almost completely. Especially when talking to a wide audience, often including senior-most leaders within the business, analysts seem almost shy when it comes to communicating about the insights generated and successes enabled through the use of digital analytics and optimization technologies.

At Web Analytics Demystified we see this as a huge mistake and believe that a plan for communicating results is a must in any Digital Insight Management plan. We believe this for two reasons:

1.1. If analysts don’t share their successes, nobody will
1.2. If analysts don’t share their insights, the business doesn’t learn

While these points are over-simplifications, in our experience they are also all-too-often true. We cannot count the number of times we have asked analytics leaders in response to a good story about recommendations that ultimately led to millions of incremental dollars online, “who have you shared this news with?” only to hear “well, nobody really … why?”

While we encourage clients to stop short of braggadocio or unfairly taking credit for changes that are inevitably the product of a strong relationship between analysts and their business partners, we believe there is great value in helping the entire organization — senior leadership included — to understand the value that digital insights are capable of generating. Typically we recommend conservatively quantifying the dollar value of recommendations made, either theoretical or observed if testing efforts are in place, and communicating that amount in a regular and structured way to executives and other business leaders.

If nothing else, as you get started in your Digital Insights Management efforts, encourage your analysts and teams to keep track of the opportunities they are uncovering. Track potential revenue, operational savings, increases in conversion, decreases in abandonment and bounce,
and any other metrics that you know to have a financial impact on your business. Aggregate these gains appropriately on a monthly basis and, if possible, work them into conversations with leaders in your business. In our experience smart business people will naturally gravitate towards individuals and groups that can help them meet their goals a little easier, a little faster, or a little less expensively.

Finally, and hopefully this is obvious from our preamble and the other nine tips we have provided in this document, Web Analytics Demystified believes every company will benefit significantly from having a clear, documented plan to enable Digital Insight Management. While this white paper is a good start, and while we have shared several of our “best” tips herein, there is no substitute for having written documentation that describes A) where your analytics efforts are today and B) what you want your Digital Insight Management practice to look like in the next six, twelve, or twenty-four months.

If you’re at all interested in what you’ve read in this white paper and are committed to improving your businesses use and return on investment from web and digital analytics and optimization, put a plan in place. Start with a “current state” audit to determine where you are doing well and where there are gaps and then document the exact changes you need to make to enable a complete transformation to a company able to leverage big data, data sciences, and digital analytics and optimization designed to create value for your business, your shareholders, and your customers.

Conclusions

The authors and our generous sponsor Sweetspot sincerely hope you have found the content of this white paper valuable. Web Analytics Demystified has famously said that “web analytics is not easy” and we stand firm in that assertion and belief. That said, we have helped and observed dozens of companies in the last five years who have followed the guidance provided herein and built Digital Insight Management plans of their own to great success.

If you’re excited by what you have read but are not entirely sure where to start we have two recommendations:

1.1. Call or email Web Analytics Demystified for more information on Digital Insight Management audits and planning services. We can be reached via www.webanalyticsdemystified.com

1.2. Reach out to this paper’s sponsor Sweetspot and inquire about their analytics dashboard and workflow solution. They can be reached at www.Sweetspotintelligence.com

We welcome your feedback on this white paper.
Eric T. Peterson is author of Web Analytics Demystified, Web Site Measurement Hacks and The Big Book of Key Performance Indicators and a long-time member of the web analytics community. He frequently presents on web analytics and is often cited in articles about digital measurement. In the past Mr. Peterson has worked with well-known brands like Microsoft, HP, Cisco, Best Buy, Disney, LEGO, CBS and CBS News, and ESPN. More recently, Mr. Peterson has founded The Analysis Exchange, a completely new way to gain experience with digital measurement.

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