

# Web Analytics Association (WAA)

## WAA Webcast: Money, Jobs and Education!

September 20, 2007

Moderated By:

**Brian Induni**

Executive Director

### Audio Instructions:

U.S. Toll Free: 877-366-0713

Canadian Toll Free: 866-627-1653

International Toll: 302-607-2000

Verbal Passcode: VK73184

### Technical Support:

Audio: 877-709-8255 or +1-302-709-8255 (Int'l toll)

WebEx: 1-866-229-3239 (US & Canada toll-free), +1-408-435-7088 (Int'l toll)



# WAA Mission Statement

1. **To unite and foster the interests** of practitioners, vendors and consultants who use, sell, install, implement, consult, teach, train or benefit from the field of Web Analytics
2. **To promote an understanding of Web Analytics** by disseminating the industry's best practices, most up-to-date information, and key resources.
3. **To provide members with a forum** where they can share information and resources, and have access to the latest news, events, and special promotions.



# Web Analytics Association Brings it all Together

- For Practitioners
    - Increase understanding and skill set
    - Better ROI for their organizations
    - Ability to volunteer and drive direction of industry
  - For Vendors
    - Participate in the development of standards
    - Deeper understanding of customer requirements
    - Increase visibility of category and grow the market
  - For Consultants
    - Business opportunities
    - Collaboration with a community of interest
- Join now: [www.WebAnalyticsAssociation.org](http://www.WebAnalyticsAssociation.org)



# 2007-2008 Board of Directors

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Robbin Steif, LunaMetrics

**Executive Director:** Brian Induni



*Bryan pins Jim!*



# Three Types of Memberships

## WAA Professional

(Annual Membership - \$129)

- Listing in WAA Membership (opt-in) Directory
- Access to member-only webcasts and discussion lists
- Discount on publications and events
- Access to resources and white papers
- 10% discount on registration for Emetrics Summit
- Opportunities to join a committee and shape the industry

## WAA Premier Corporation

- All benefits of the WAA Professional membership.
- Corporate Representative plus 9 individual memberships for employees, clients or associates.
- Two WAA Base Camp workshop tickets
- Enhanced profile on website and member directory.
- 10% booth and sponsor discount at the Emetrics Summit.

Annual Membership – 12 months:  
\$5,000 - Over 5 million sales  
\$2,500 - Under 5 million sales

## WAA Academic (Annual \$39)

- All benefits of the WAA Professional individual membership.

Designed for full-time students and professors



# Web Analysts will Drive Business Process Management

Presented By:

**Jim Novo**

Co-Chair, Education Committee, WAA



# August 07 WA Job Descriptions

- ...Requires expertise with Business Intelligence tools, such as Brio, Business Objects, MicroStrategy, Cognos...
- ...skilled in use of MS Excel, Pivot Reports, SAS, SPSS or other data exploration tools...
- ...Expert knowledge developing statistical models in SAS and the ability to assimilate new tools / techniques...
- ...2-3 years of experience using standard Business Intelligence tools in data warehouse environments; experience using statistical analysis packages such as MINITAB...



# Web Analytics is...

- Literally teaching people / companies the Six Sigma / Lean / BPM-M-M\* approach to optimizing a business
- Providing a low cost, low risk prototype of what Six Sigma / Lean / BPM-M-M\* looks like outside of engineering
- Spreading the optimization culture to other parts of the business – Marketing, Customer Service, Operations, Fulfillment

\* Business Process Measurement – Monitoring - Management



# Web Analysts will be...

- Tapped to bring the cycle of continuous improvement based on business metrics for all major events and processes
- Encouraged to be cross-functional leaders of Business Process Management Teams
- Recruited as Chief Analytical Officers, reporting directly to the CEO
  - If you're interested, get yourself prepared



# Start Opening Doors

- Get to know some Managers in Finance, if you don't already – how do they think?
- Build relationships with analytical people in other silos – how do they think?
- Take advantage of any training offered in traditional statistics and / or statistical tools
- “Drill Across” by skimming trade magazines on topics outside your core responsibilities



# WAA Certificates are Coming

Data Warehouse

Dimensional Models

Managing Business Process Improvement

Problem Solving and Decision Making

Other “add-ons” as available – CRM,  
Marketing, Customer Service, Operations



# Contact Me

**Jim Novo**

Co-Chair, Education Committee, WAA

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# The Web Analytics Industry, 2007

**Megan Burns**

Senior Analyst

Forrester Research

September 20, 2006

# Theme

Web analytics is evolving  
from a technical specialty  
to a strategic business  
function.

# Data is becoming central to online business strategy...

## Key skills for the online business strategy group

**Web analytics:** analyze site traffic and transactions, report on key business metrics

**Market research:** aggregate and analyze market research

**User research:** survey, interview, and observe target users in order to gain an in-depth understanding of their goals and behaviors

**Online product management:** define content and functionality requirements

**Content creation:** create or modify content for the site

**Business vision:** evaluate emerging online business trends, plan the future evolution of the site

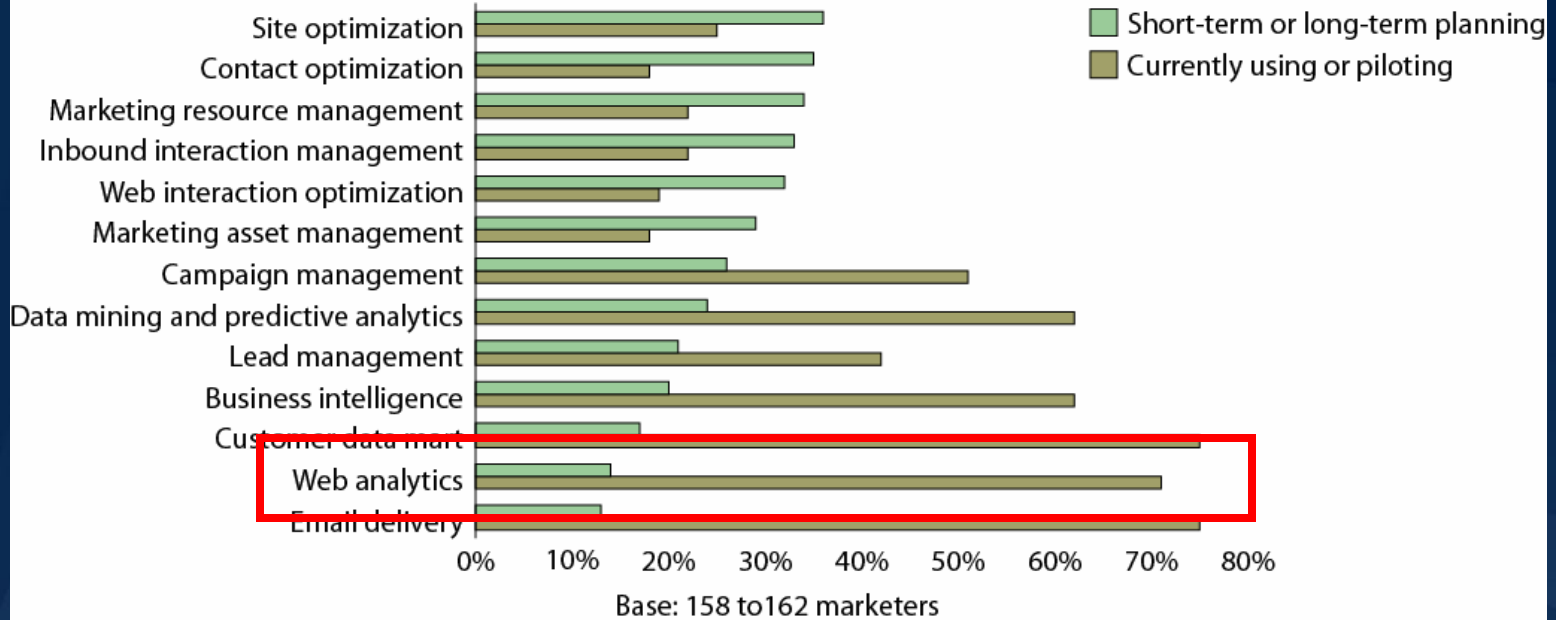
Source: September 13, 2006 Best Practices, "The People Who Make Great Web Sites"

# Marketers Seek Technologies To Help Them Optimize

April 2007, Data Overview, Marketing Technology Adoption, 2007

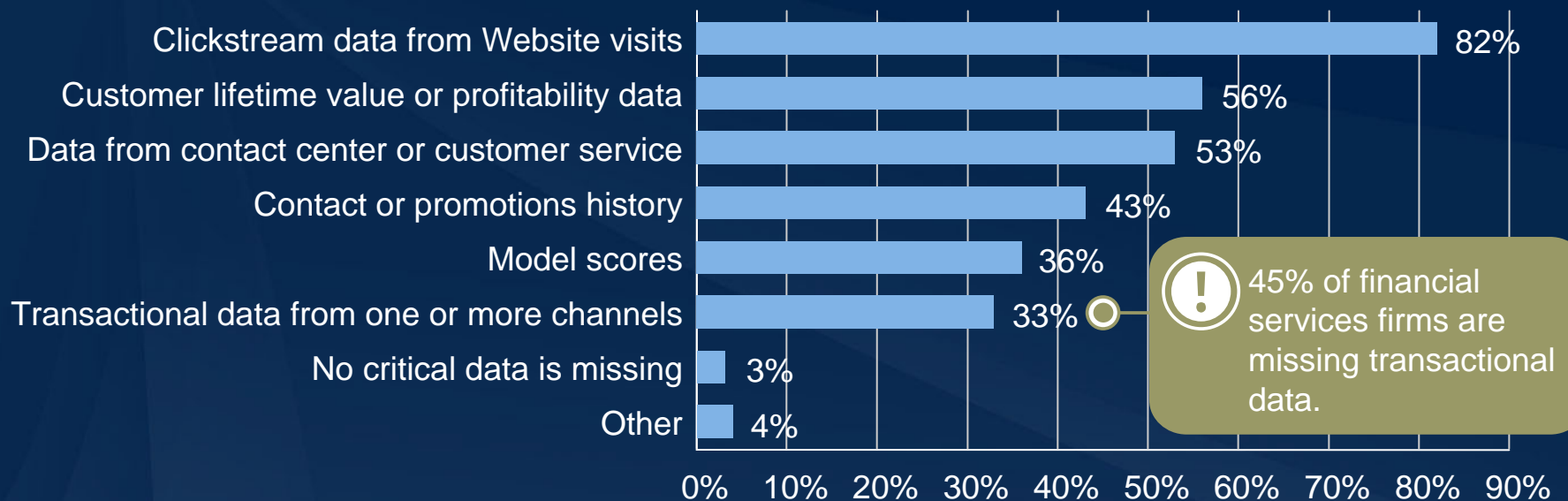
## Marketers Seek Technologies To Optimize Customer Interactions And Marketing Processes

“Which of the following marketing technologies does your firm currently use or plan to use?”



# Web analytics data is still in its own silo

“What customer data is missing from your customer database?”

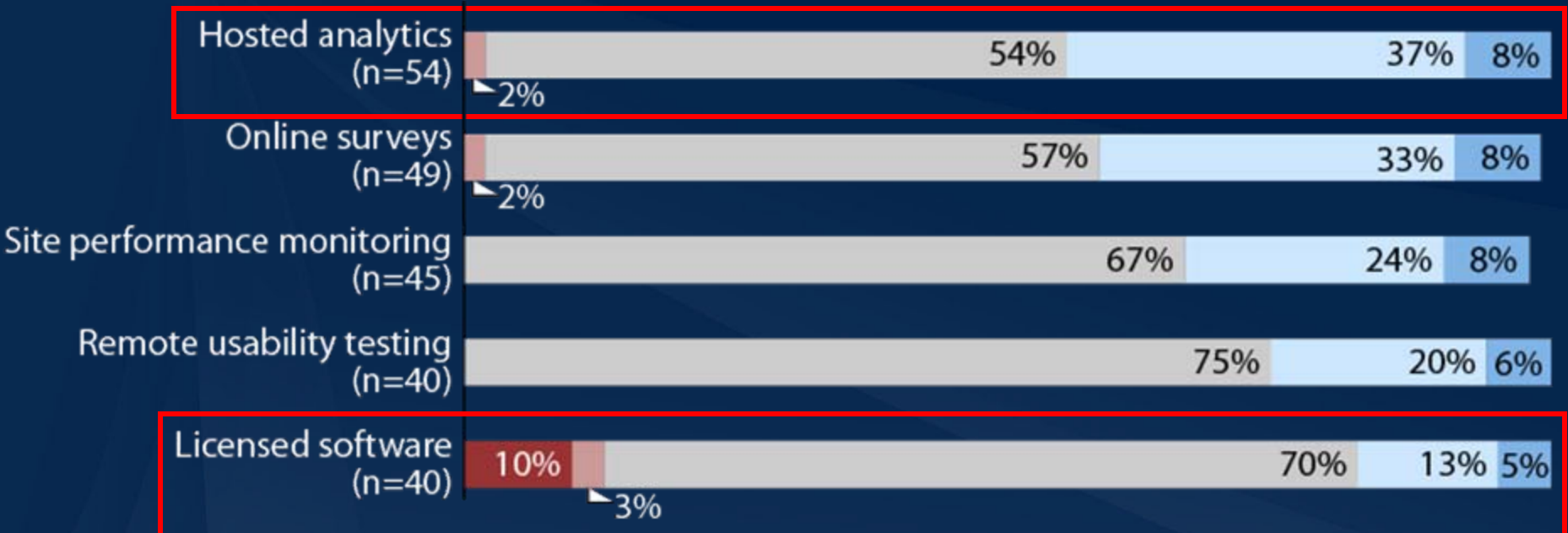


Base: 108 database marketers

Source: Forrester's 2005 Database Marketing Panel Benchmark Online Study

# Technology isn't the silver bullet...

■ Decrease more than 25%   ■ Decrease 1% to 25%   ■ Flat   ■ Increase 1% to 25%   ■ Increase more than 25%

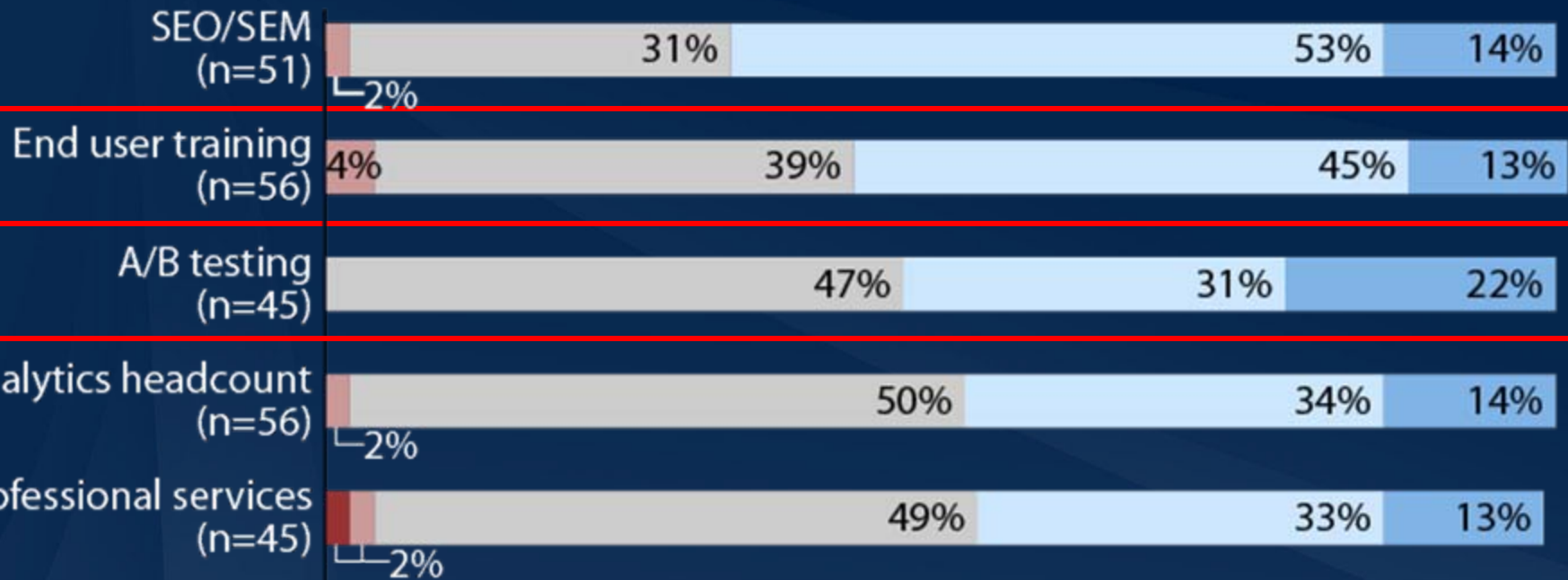


(numbers may not total 100% due to rounding)

Source: Forrester's Q2 2006 Web Analytics Peer Research Panel Survey

# ...people are.

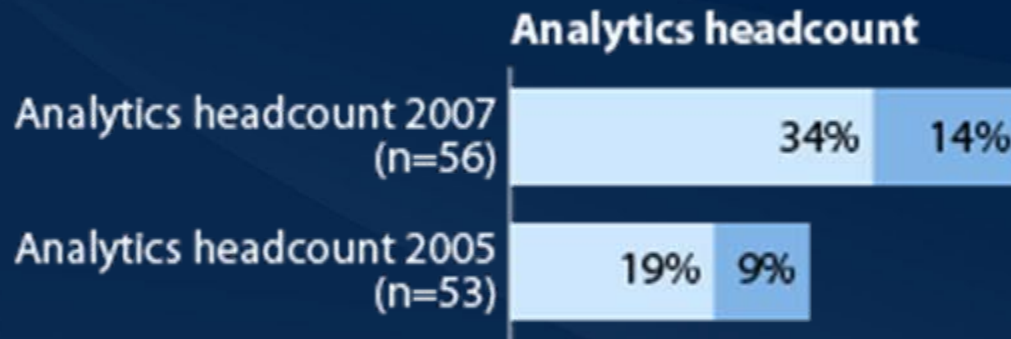
■ Decrease more than 25%   ■ Decrease 1% to 25%   ■ Flat   ■ Increase 1% to 25%   ■ Increase more than 25%



(numbers may not total 100% due to rounding)

Source: Forrester's Q2 2006 Web Analytics Peer Research Panel Survey

# Companies want web data specialist in house...



(numbers may not total 100% due to rounding)

Source: Forrester's Q2 2006 Web Analytics Peer Research Panel Survey

Source: August 23, 2006, Trends "Web Analytics Spending Trends 2007"

# Dedicated Web Analytics staff earn their keep

	Starting assumptions	% improvement, low	Low benefit after one year	% improvement, high	High benefit after one year
<b>Increased site design efficiency</b>					
Annual site design budget	\$2,000,000		\$2,000,000		\$2,000,000
Design releases/year	24		24		24
Average cost/design release	\$83,333		\$83,333		\$83,333
% of ROI-positive releases	50%	10%	55%	30%	65%
Average net benefit/ROI-positive release	\$400,000	10%	\$440,000	25%	\$500,000
Average ROI/ROI-positive release	380%		428%		500%
<b>Total benefit from site design</b>			<b>\$726,400</b>		<b>\$2,160,000</b>
<b>Increased marketing campaign efficiency</b>					
Annual online marketing budget	\$4,600,000		\$4,600,000		\$4,600,000
% of budget spent on campaigns	98%		98%		98%
Number of campaigns run/year	1,200		1,200		1,200
Average cost/campaign	\$3,757		\$3,757		\$3,757
% of ROI-positive campaigns	60%	5%	63%	25%	75%
Average benefit/ROI-positive campaign	\$30,000	10%	\$33,000	30%	\$39,000
Estimated ROI of ROI-positive campaigns	699%		778%		938%
<b>Total benefit from online marketing</b>			<b>\$2,570,000</b>		<b>\$10,259,040</b>
Total benefit from Web data analyst			<b>\$3,296,608</b>		<b>\$12,419,040</b>
<b>Incremental costs</b>					
Analyst salary, fully loaded (recurring)			\$100,000		\$100,000
Incremental software costs (advanced tools)			\$150,000		\$300,000
Other costs			\$42,000		\$42,000
<b>Total incremental cost</b>			<b>\$292,000</b>		<b>\$442,000</b>
Total net benefit			<b>\$3,004,608</b>		<b>\$11,977,040</b>
ROI [(benefit-cost)/cost]			<b>1,029%</b>		<b>3,290%</b>

	Starting assumptions	% improvement, low	Low benefit after one year	% improvement, high	High benefit after one year
<b>Increased site design efficiency</b>					
Annual site design budget	\$1,800,000		\$1,800,000		\$1,800,000
Design releases/year	4		4		4
Average cost/design release	\$450,000		\$450,000		\$450,000
% of ROI-positive releases	100%	0%	100%	0%	100%
Average net benefit/ROI-positive release	\$1,000,000	30%	\$1,300,000	50%	\$1,500,000
Average ROI/ROI-positive release	122%		189%		233%
<b>Total benefit from site design</b>			<b>\$960,000</b>		<b>\$1,600,000</b>
<b>Increased marketing campaign efficiency</b>					
Annual online marketing budget	\$2,400,000		\$2,400,000		\$2,400,000
% of budget spent on campaigns	91%		91%		91%
Number of campaigns run/year	50		50		50
Average cost/campaign	\$43,680		\$43,680		\$43,680
% of ROI-positive campaigns	50%	10%	55%	30%	65%
Average benefit/ROI-positive campaign	\$100,000	10%	\$110,000	25%	\$125,000
Estimated ROI of ROI-positive campaigns	129%		152%		186%
<b>Total benefit from online marketing</b>			<b>\$332,640</b>		<b>\$987,920</b>
Total benefit from Web data analyst			<b>\$1,292,640</b>		<b>\$2,587,920</b>
<b>Incremental costs</b>					
Analyst salary, fully loaded (recurring)			\$100,000		\$100,000
Incremental software costs (advanced tools)			\$50,000		\$125,000
Other costs			\$42,000		\$42,000
<b>Total incremental cost</b>			<b>\$192,000</b>		<b>\$267,000</b>
Total net benefit			<b>\$1,100,640</b>		<b>\$2,320,920</b>
ROI [(benefit-cost)/cost]			<b>573%</b>		<b>869%</b>

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Source: Forrester Research, Inc.

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Source: Forrester Research, Inc.

# Summary

- Data is becoming key to how business is run, but...
- It's about the **business**, not the data
- Analytical and strategic skills are in high demand
- Web data is the most complicated data we have
- It's going to get harder before it gets easier, so...
  - » Educate yourself
  - » Learn to communicate your analysis
  - » Be proactive

# Contact Me

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# Web Analytics: Yesterday, Today, & Tomorrow

Presented By:

**Linda Burtch**

Managing Director

Smith Hanley Associates

Chicago, IL



# Web Analytics: Yesterday

- Basic Analytics and Reporting
- Skills:
  - Foundation in Analytics
  - Software knowledge
  - Ability to present findings
  - Passion for technology
- Salary
  - \$40 - \$50k Base Salary
  - Managing a team
  - Advancement requires more education



# Web Analytics: Today

- Optimization and Datamining
- Skills:
  - Advanced degree in Statistics, Operations Research, Econometrics
  - Hands-on knowledge of statistical tools
  - Ability to translate data into actionable strategy
- Salary
  - \$55 - \$70k Base Salary
  - Develop and manage a team
  - Advancement requires strategic component



# Web Analytics: Tomorrow

- **Multidata Strategic Insights**
- **Skills: Wide Ranging Analytics Knowledge**
  - Web Analytics
  - Datamining
  - Consumer Research
  - Competitive Intelligence
  - Syndicated Data Research
  - Strategic and Creative Problem Solving
- **Salary: Team Management Responsibilities**
  - Top Salaries!



# Web Analytics: Yesterday, Today, & Tomorrow

While a decade ago Web Analytics was nonexistent, this revolution of today is proving to be a cornerstone in the foundation for the Analytics of tomorrow.



# Contact Me

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# Staffing Web Analytics

Presented By:

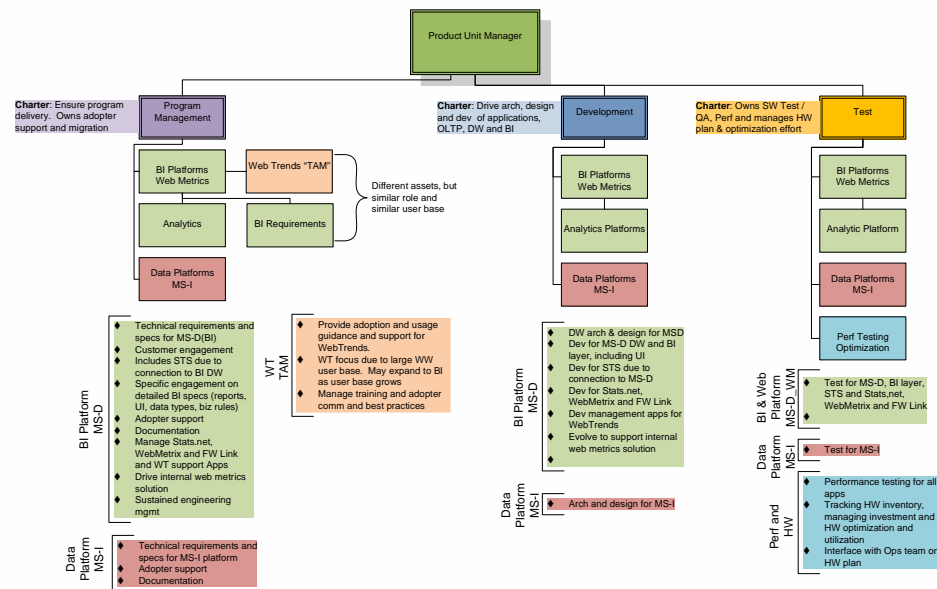
**Seth Romanow**

Product Unit Manager, Microsoft Corporation



# Step 1: Functional Org Design

- Create a functional org chart; identify the functional areas, roles and responsibilities
  - Examples:
    - Functional Area: Program Management
    - Role: Engage with customers, ensure satisfaction
    - Responsibility: Develop business requirements for project, manage resources and budgets, ensure project delivery



# Step 2: Job Descriptions and Posting

- **Develop or review job descriptions and qualifications**
  - Check what org needs
  - Compare and benchmark with other companies
  - Ensure right grade and / or comp level (competitive and in line with skill level, education, responsibility, experience)



# Step 2: Job Descriptions and Posting...

- **Sell in job postings challenge and growth opportunities**
  - The role is indeed doing something significant
  - Ability to impact the business
  - “Dynamic organization”
  - Great company / environment in which to work
- **Relo is an issue: ensure that is all worked out in advance**
  - Be able to “sell” location



# Step 3: Where to Recruit

- **Where is the biggest challenge?**
  - *Broad: Time consuming due to volume of response, but sometimes yields pearls (Posting to Monster)*
  - *Somewhat targeted: Company site; get people interested in industry or company*
  - *Targeted: Fewer responses, but better qualified, but significant vetting required (WAA jobs)*
  - *Word of mouth: best candidates come from networking within organization or within community*



# Step 3: Where to Recruit...

- **Use of Recruiters**
  - *High quality*
  - *Saves time and effort*
  - *Generally well vetted*
  - *Cost is an issue, better for more senior roles*
- **Contractors**
  - *Can be issues with vendor or legal*
  - *A great way to get work done*
  - *IP trade-off: training the vendors*
  - *Sometimes a cost savings*
- **Events**
  - *Emetrics summit*
  - *TDWI*
  - *DMA*
  - *SES (Search Engine Strategies)*
  - *Ad:Tech*
  - *Etc.*



# Who and What to Look For

- Scope requirements: Do you need a PhD or MS?
- Check universities or leverage your intern program.
  - Local data or stat programs
  - PhD candidates, work with departments
  - Try before you buy!
- Web experience is a plus but great talent from pharma, behavioral sciences, NASA and NIH
- Key indicators:
  - Passion for this type of work,
  - detail oriented, is project focused and can manage time,
  - can communicate well, work cross-culturally and within a diverse environment,
  - curious, customer focused



# Step 4: Retention

- **High market demand against scarcity**
  - *Always another job offer*
  - *Escalating dollars*
- **What to do**
  - *Keep analytics pros interested and engaged: cool projects, understanding of objectives and potential business results*
  - *Ensure they know they have impact*
  - *Give them time to do “exploratory” and “creative” work (15% solution?)*
  - *Keep them connected to the business when and where appropriate*
  - *Develop internal community*
  - *Competitive compensation*
  - *Ongoing feedback*
  - *Career path*
  - *Tools*
  - *Training and education*



# Contact Me

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# Questions

**Submit your questions via Chat**

**The Moderator will call on you to ask your question – the operator will open your phone line for you to speak**

**Check back at [www.webanalyticsassociation.org](http://www.webanalyticsassociation.org) for answers to questions not addressed in this session**



# Follow up

**Today's Webcast recording and presentation slides will be available at:**  
**[www.webanalyticsassociation.org](http://www.webanalyticsassociation.org)**

**Learn more about WAA Membership at:**  
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# Please Join Us Again

**Thanks for attending**

**Please join us at the next WAA Webinar:**

**Friday, October 26, Noon ET**

**Learn more at:**

**[www.webanalyticsassociation.org](http://www.webanalyticsassociation.org)**

