

# BUILDING A DIGITAL ANALYTICS ORGANIZATION

Create Value by Integrating Analytical Processes,  
Technology, and People into Business Operations

JUDAH PHILLIPS

## Praise for *Building a Digital Analytics Organization*

“The allure of Big Data is immense. There is SO MUCH DATA! Yet, data collection does nothing by itself. It actually does financial harm left in the wrong hands. Fix that, and you win. Let Judah show you how to build an organization where Big Data’s primary imperative is to drive Big Action.”

—**Avinash Kaushik**, author of *Web Analytics 2.0* and *Web Analytics: An Hour a Day*

“Without a digital analytics organization, you aren’t optimizing your business, your site, or your app. Reading this book can help you. I just hope you adapt before one of your competitors does.”

—**Bryan Eisenberg**, author of *Call to Action*, *Waiting for Your Cat to Bark*, and *Always Be Testing*, Keynote Speaker, Cofounder of the Digital Analytics Association, and Publisher of UseTheData.

“Since founding Gomez 15 years ago, I’ve had the privilege of working with many pioneers in the field of web site and e-commerce excellence. I am impressed with the managerial principles and analytical techniques Judah has developed and presented in this book. A must read for the 21st century analyst and executive who wants to learn how to create value and deliver excellence with digital analytics.”

—**Julio Gomez**, Founder of Gomez, Inc., General Manager at Attivio

“Before ‘Big Data’ and ‘Data Science’ became buzz words, Judah was extracting actionable insights from immense data sets and revolutionizing the field of business analytics. Unfortunately, the digital version of his nerdy brain is still too big for a download, so reading and internalizing this book is the second best option for anyone interested in improving their business via an intelligent approach to data and analytics.”

—**Yaakov Kimelfeld**, Ph.D., Chief Research Officer of Compete

“Among the most valuable things you’ll find in Judah’s book is his experience. *Building a Digital Analytics Organization* is packed with real-life guidance and wisdom from his years of work as a practitioner and manager in the analytics field. From defining measurement needs, to analyzing data, to comparing analytics tools, Judah has done just about everything. We can all put his experience to use as a guide as we build out our own analytics organizations.”

—**Justin Cutroni**, author of *Google Analytics*, Analytics Evangelist at Google.

# **Building a Digital Analytics Organization: Create Value by Integrating Analytical Processes, Technology, and People into Business Operations**

## **Table of Contents**

### Table of Contents

#### Chapter 1 Using Digital Analytics to Create Business Value

Big Data and Data Science Requires Digital Analytics

Defining Digital Analytics

#### Chapter 2 Analytics Value Chain and the Ps of Digital Analytics

Explaining the Ps of Digital Analytics

The Analytics Value Chain: Process for Tactical and Strategic Success

The Analytics Work Request Process

#### Chapter 3 Building an Analytics Organization

Justifying Investment in the Analytics Team

Creating the Analytics Team Business Justification and Investment Consideration

Reporting to Executives and Other Teams about Analytics Value Generation

# **Table of Contents**

Creating Analytics Team Roles and Responsibilities

Enhancing Your Career: Methods for Success

## **Chapter 4 What Are Analytics Tools?**

To Build or to Buy?

Balancing Management of Analytics Technology: Should  
the Business or IT Run It?

Selecting an Analytics Tool

Succeeding with Tool Deployment

Business Concerns: Maintenance

Why Do Digital Analytics Tools and Data Decay?

## **Chapter 5 Methods and Techniques for Digital Analysis**

Storytelling Is Important for Analysis

Tukeys Exploratory Data Analysis Is an Important  
Concept in Digital Analytics

Types of Data: Simplified

Looking at Data: Shapes of Data

Analyzing Digital Data Using Statistics and Machine  
Learning

## **Chapter 6 Defining, Planning, Collecting, and Governing Data in Digital Analytics**

Defining Digital Data: How to Do It

What Are Business Definitions for Digital Data?

What Are Operational Definitions for Digital Data?

What Are Technical Definitions for Digital Data?

Creating and Maintaining Data Definitions

# **Table of Contents**

Planning for Digital Data: What Should You Do?

Collecting Digital Data: What You Need to Know

Governing Digital Data: The Data Governance  
Function

The Data Governance Team: What Do They Do?

The Process for Data Governance Across Programs,  
Projects, and Teams

The Difficulty of Testing and Verifying Data

## **Chapter 7 Reporting Data and Using Key Performance Indicators**

What Is Reporting and How Does It Happen?

The Five Elements of Excellent Reporting: RASTA

The Difference Between Reporting and Dashboarding

What Is Dashboarding and How Does It Happen?

The Five Elements of Excellent Dashboarding:  
LIVES

Understanding Key Performance Indicators (KPIs)

Where Does Reporting and Dashboarding Fit in the  
Analytics Value Chain?

Example KPIs: Averages, Percentages, Rates/Ratios, Per  
X, and Derivatives

Real-Time Versus Timely Data: A Practitioner  
Perspective

## **Chapter 8 Optimization and Testing with Digital Analytics: Test, Dont Guess**

Reviewing the AB Test: Start Here

Expanding to Multivariate Testing

# **Table of Contents**

Creating a Testing and Optimization Plan

The Process of AB and Multivariate Testing

Technologies and Methods for Measuring,  
Analyzing, and Reporting Results of AB and  
Multivariate Testing

Types of Optimization Enabled Through Testing

Setting Up a Digital Optimization Program

Developing Controlled Experiments and Digital  
Data Science

Tips for Testing and Optimizing Digital Experiences

## **Chapter 9 Qualitative and Voice of Customer Data and Digital Analytics**

Listening to Your Customer Is More Important  
Today Than Ever Before

Tools of the Trade: Market Research and  
Qualitative Data Collection Methods and  
Techniques

Creating Customer Feedback Systems Such as Call  
Centers and Online Feedback Forms

What Does a Qualitative Data Team Do and How Does  
It Work with Digital Analytics?

Integrating Digital Behavioral Data with Qualitative  
Data

Working Successfully Together and with the  
Business: Qualitative and Quantitative Data,  
Research, and Analytics Teams

## **Chapter 10 Competitive Intelligence and Digital**

# **Table of Contents**

## **Analytics**

Competitive Intelligence Versus Digital Intelligence

Types of Digital Competitive Intelligence: Real-World  
Examples

Digital Competitive Intelligence Tools and Methods

The Process for Digital Competitive Intelligence

Integrating Digital Behavioral Data with Competitive  
Intelligence

## **Chapter 11 Targeting and Automation with Digital Analytics**

Types of Targeting

Where in Digital Does Targeting Occur?

What Is Retargeting?

Types of Retargeting

How Can the Digital Analytics Team Assist the Process of  
Targeting and Retargeting?

Suggestions When Targeting and Retargeting:  
Lessons Learned

## **Chapter 12 Converging Omnichannels and Integrating Data for Understanding Customers, Audiences, and Media**

Types of Omnichannel Data

Omnichannel Data Metrics

Defining Customer Analytics: Enabled by  
Omnichannel Data Integration

Questioning Customers Using Their Data and Your  
Analytics

# **Table of Contents**

The Unified Customer Life Cycle

Work Activities in Customer Analytics via Omnichannel

Data Integration

Challenges to Customer Analytics

Whats Required for the Digital Analytics Team to Do

Customer Analytics via Omnichannel Integration?

## **Chapter 13 Future of Digital Analytics**

Predictive Personalization

Closed-Loop Behavioral Feedback Systems

Real-Time, Addressable, Relevant Content and

Advertising Delivered Unified Across Multiscreens

Sensing and Responding

Interacting and Alerting

Geo-Specific Relevance and Intent Targeting

Automated Services and Product Delivery

Data-Interactive Shopper and Customer Experiences

The Future of Analytics Requires Privacy and Ethics

## **Works Cited**

## **Index**