

How CMOs meet the omni-channel challenge with digital analytics

The EY Digital Analytics
Benchmarking Survey analysis

How do you transform your organization into a digital marketing powerhouse? How do you determine the balance between online and offline efforts and continually improve that balance?

Successful organizations are committed to using analytics in decision-making. They have tightly coupled operationalization of their digital strategies to the insights and guidance they're deriving from analytics.

According to a recent survey of chief marketing officers (CMOs), only 13% of global organizations are using advanced analytics to capture customer insight across touch points and only 16% have integrated customer touch points across physical and digital channels.¹

¹ Stepping up to the challenge: CMO insights from the Global C-suite Study, page 2, IBM Institute for Business Value.

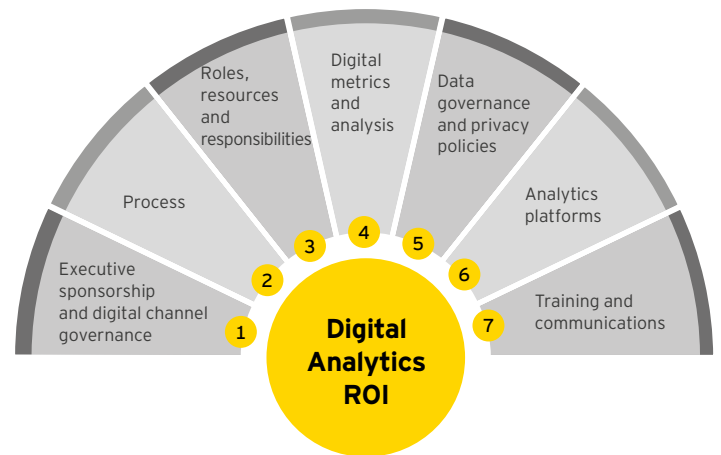
The digital data challenge

Digital data are usually massive, undecipherable and tough to integrate. Digital behavioral data has always been a treasure chest of information that can drive exponential revenue increases through personalized customer experiences, multichannel marketing programs, and innovative products and services.

Organizations without a clear digital data strategy are realizing that digital analytics is part of an overall advanced analytics strategy that requires more than simply buying a platform, collecting data and creating reports.

The digital data strategy

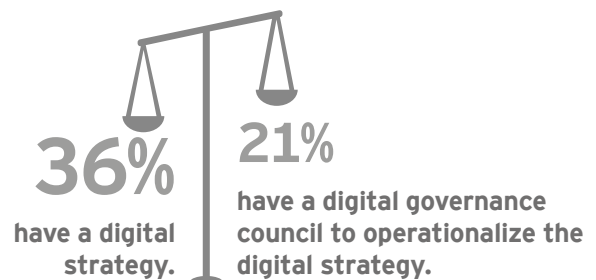
Best-in-class enterprises are developing strategies to integrate digital and non-digital data to support business insights. They are planning the operationalization and integration of digital visitor data into organizational decision-making. By making digital analytics an enterprise-level program, these organizations are creating road maps that improve the use of and access to digital insights.



1 Enterprise adoption of digital analytics insights is driven by executive-level strategy

Best-in-class enterprises use digital analytics to provide accountability for approved initiatives. Initiatives are also being driven by integrated digital strategy and governance.

However, of all the survey respondents, only 36% have a digital strategy and 21% have a digital governance council to operationalize a strategy.

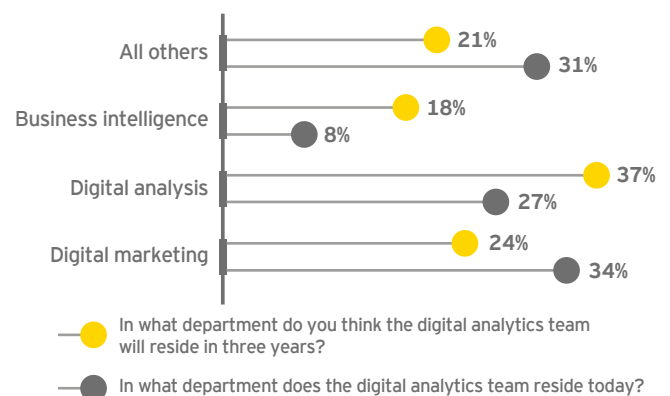


2 Develop plans and processes that enable big data insights from digital data integration

Digital analytics proficiency is evolving. While the technology has existed for 20 years, only now are enterprises becoming mature enough glean insights from data. In fact, enterprises are still trying to figure out where digital analytics fits in their organizations and how to staff this competency.

Digital analysts often work in larger teams or as solo practitioners. Their work mostly involves responding to ad hoc requests to create reports, or managing digital data.

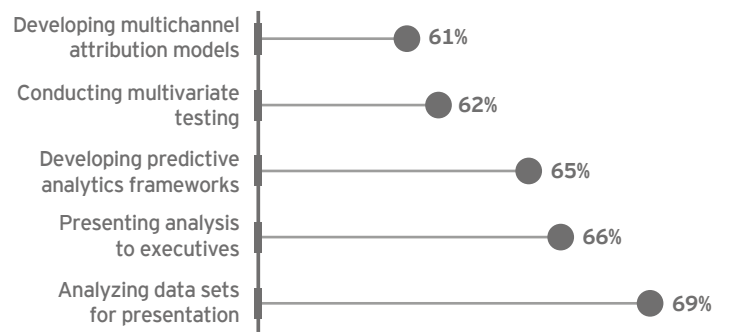
However, the growing ability and focus on integrating digital data integration into big data sets sets that include customer, financial and social media data will help digital analytics insights naturally evolve through established business intelligence groups.



3 Selecting the right team for today and tomorrow

Asked about the top challenges facing them today, 73% of the digital analytics managers mentioned scarcity of qualified resources among the top three. Their focus though is not on hiring of any type of digital analyst. Hiring executives are preparing for the integration of digital data with other data sets and the use of sophisticated analytics. In the next three years, digital analytics managers say, they expect their teams to be spending more time on multichannel attribution, predictive models, executive-level presentations and data analysis for presentation.

What types of work will be done more often in three years?



4 Be intentional about the metrics you use to guide your digital marketing and communication strategy

We see the best-in-class organizations making a concerted effort to focus metrics based on online customer segments and website optimization programs. The goals being an improved customer journey, improved digital experience and focused content ... all with an eye towards greater personalization.

Using analytics

74% inform organization's digital strategy decisions.

66% enable decisions on content and marketing personalization.

5 Know where your data is 24/7

It has become increasingly difficult to keep data organized, standardized and secure as organizations create additional digital touch points for their audiences and 360-degree views of customers by integrating digital data with other data sets.

This requires developing standard definitions, metadata, taxonomies and other means that ensure digital assets are organized and classified consistently. It also requires assessing the risks and ensuring compliance of, and developing communications on, new policies for data safeguards and disclosures.

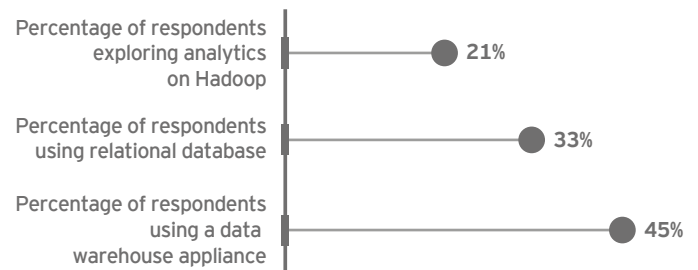
6 Build an analytics technology stack that is truly integrated to your multichannel strategy

Eighty-nine percent of organizations surveyed say they have a digital analytics platform. This underlines the importance of technology and tools for the collection, analysis and reporting of digital behavior in measurement efforts.

Enterprises' intentions to integrate data is demonstrated by the 45% of respondents using a data warehouse appliance, 33% using relational databases and 21% exploring Hadoop. Yet, digital and non-digital data integration is the focus for only 26% of the digital analytics teams versus the 63% that focus on web analytics.

Another area of growth is site optimization. Nearly 50% respondents own tools in this area. With offerings evolving quickly to include machine-learning options that can generate and iterate thousands of tests, we see more adoption of analytics-based optimization.

Organizations have, on average, between 6 and 10 analytics tools and data sources, including web analytics, social media listening, heat



tracking, email analytics, multivariate testing, call center data, voice-of-customer surveys and user experience. However, 57% of digital analytics managers say that silos between digital analytics programs and other business units pose significant challenges in providing insights based on integrated data.

89%

of organizations indicated they have a digital analytics platform.

57%

of digital analytics managers said that, silos between digital analytics programs and other business units are a significant challenge.

7%

of the respondents indicated that there was a dedicated trainer on the analytics team.

7 Build an analytics culture through training, education, communication

Lack of training is the biggest challenge to enabling data-sourced decision-making, say 60%.

Communications and training, though traditionally underappreciated, are wise investments if customized to the needs of analytics end-users. Very often, we see scenarios where reports are created but not interpreted; or interpreted but the analysis is not shared. Often we also see ineffective requirement collection resulting in reports with little business value.

Organizations where analytics is siloed suffer from lack of knowledge sharing, infrequent resource cooperation and conflicting conclusions about data. Finally, we see digital analytics consumers who lack the knowledge on interpreting reports and applying it to meet day-to-day needs. Action requires understanding. And understanding results usually from open communication and sharing.

EY can help you get more from your investments in digital

EY's Digital Analytics Target Operating Model Assessment can provide your organization with a comprehensive evaluation and road map based on the EY Digital Analytics Standardize Survey and our nearly 20 years of experience helping leading brands optimize their digital strategy and customer experience. We can also evaluate your organization's capabilities and opportunities for using digital data insights to drive more value from digital channel budgets, customer service operations and resource investments.

EY Digital Analytics Standardize Survey and our nearly 20 years of experience helping leading brands optimize their digital strategy and customer experience



To learn how EY can prepare your organization for digital personalization, please contact:

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