



GLASSBOX

The Roadmap to Digital Experience Analytics Success

A step-by-step guide to becoming truly data-driven.

Organizations are being forced to transform. It's no longer a decision that's being debated at the top tiers of management. The time has come. Organizations need to embrace digital experience (DX) analytics and understand the gap between the customer experience they are delivering and the experience their customers expect.

Digital transformation has been a hot topic in enterprise strategy for over almost 20 years.

However, most organizations continue to struggle with one of the key elements of this transformation—how to effectively measure and elevate the digital customer experience.

Digital transformation enables the realignment of business models and strategies to embrace digital

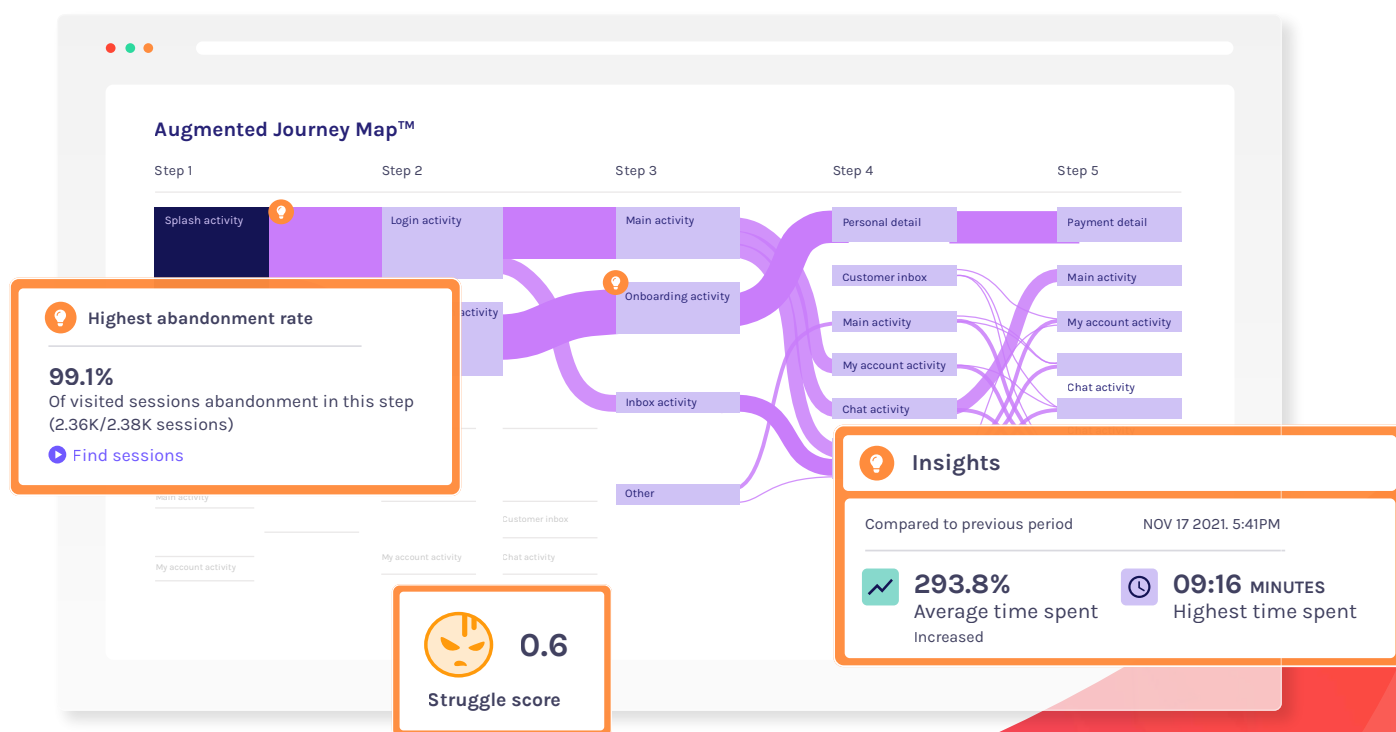
technologies, but the execution of customer experience optimization to engage and delight customers, at each and every touchpoint in the digital customer experience lifecycle, continues to be elusive for many organizations.

Measuring the customer experience in both quantitative and qualitative terms has historically been a challenge for most enterprises. Efforts to maximize the use of customer data to optimize and enhance the customer experience often result in data silos focused along specific channels of customer interaction.

To enable DX analytics transformation, focused on optimizing digital touchpoints across web and mobile app, enterprises should adopt a comprehensive measurement strategy based upon the five pillars of DX analytics.

In this white paper, we'll cover how you can traverse the path from data to insights, and how your organization can embrace the changes required to achieve DX analytics maturity.

You'll come away with the building blocks for a future-proof DX measurement framework and learn how to deliver actionable insights through data-driven storytelling.



The transformation opportunity

Why are enterprises pursuing digital transformation? They're transforming for two reasons.



Value to the customer



Value to the business

Businesses are transforming for the *value* that it generates; value driven by frictionless experiences that result in increased revenue and decreased cost of service.

The ambition is to move from a position of defense to a position of disruption by redefining the terms of competition through DX.

By delivering new and valuable experiences to their customers, and by elevating the moments that matter on their digital journeys, organizations can leverage customer experience as a competitive differentiator.

Digital transformation is impacting the business in a multitude of ways across every department but none more so than the analytics team.

We are awash in a sea of data. It's estimated that for every person on earth, 1.7 MB of data will be created every second. In the last two years alone, an astonishing 90% of the world's data has been created.

Given this data explosion, the path to insights can be extremely challenging. You may be asking yourself, "what is it that my organization should embrace, but is still resisting?"

The answer: DX analytics transformation.



7.8 billion
people create



1.7 MB
of data per person



Every
1 second

What is DX analytics transformation?

DX analytics transformation is the process of **incrementally** elevating business results through the **continuous application of scientific rigor** and **data-driven thinking** to every aspect of your digital customer experience.

Organizations can't change overnight. The focus should be on incremental improvements in DX analytics capabilities to increase your analytics maturity and drive value. The process doesn't have to be rapid, but it needs to be continuous through an iterative approach to continuous optimization.

We've highlighted four key stages of this process:



01 | Capture

The first stage is to capture every moment that matters on your customers' digital journeys. That means every session across web and mobile app, every tap, tilt and scroll, on every device and for every user. Only by accessing full and reliable data can you build digital maturity.



03 | Analyze

With data indexed at the point of capture and highly structured, in-depth analytics is much easier and faster. Your team spends less time cleaning data, and more time finding actionable insights that tell you why struggles are happening.



02 | Visualize

Data visualizations offer powerful representations of customer patterns and trends, making it easier to find what's important. Giving everyone in the business personalized and relevant data visualizations so they can make smarter, data-informed decisions is a vital step towards DX analytics transformation.



04 | Elevate

The final step is to put those insights into action. Identify journeys that produce the best outcomes and work out how to make them happen more often. Optimize every customer journey and remove friction to create happier, more loyal customers.

Successful organizations have traversed this path to a high level of DX analytics maturity. They have gone from ad-hoc and undisciplined processes to mature processes with a defined methodology.

It's about making business decisions based on actual data rather than intuition or casual observation alone.

“In God we trust, all others must bring data.”

– W. Edwards Deming



The foundations of DX analytics transformation

At its core, DX analytics transformation is a process through which organizations achieve analytics maturity with their data. Analytics is not intended to be:



Scary

Data is used to understand what has happened, is happening, and what will happen—it is not meant to overwhelm or scare.



Nerdy





It's not a group of nerds glued to their computers all day with massive spreadsheets spewing out statements of statistical significance, giggling like mad scientists and plotting world domination.



A “one-man show”

Analysts, product management, marketing and IT must unite by putting data first and using it to shape the story, develop insights and create engaging and compelling experiences for customers.

DX analytics should be simple and:

-  **Enable data-driven decision making and personalization across omni-channel experiences**
-  **Deliver better visibility into operational and marketing initiatives**
-  **Derive valuable signals from customer behavioral data**
-  **Increase conversion rate, reduce operational costs and deepen customer engagement**



So how do you get started? Behold, the data wheel:



1. We start at the top left of the wheel with a measurement strategy.
 2. We then begin capturing data.
 3. We organize this data into information and visualizations.
 4. We analyze this information to derive insights and pinpoint the moments that matter.
 5. We prioritize these insights and decide how to take action to elevate DX.
 6. We measure the impact these actions have on our customer experience.
- And we collect more data, and the wheel spins on.**

The five pillars of DX analytics transformation

As incredible as it may seem, the data wheel in itself is not a standalone strategy and must be supported by core competencies in order to succeed. To support DX analytics transformation, you need these five pillars:

Strategy

A clearly documented and communicated vision of how analytics will drive success within your organization is a must-have. It's important to develop a business case for investment in DX analytics, and your strategy document should detail both the revenue opportunity and costs.



Governance

This addresses both who and how. Who owns DX analytics within your organization? Who owns the customer? Is this one and the same person? Or are they different roles? Make sure that ownership is clear and think through how the owner of DX analytics will work with other teams across the business.

You also need to have a methodology for generating insights. Whatever your preferred approach is—whether Lean Six Sigma or Agile—you'll need a documented process for getting from data to action.

Capability

Now that you know who owns DX analytics and how you'll go about it, you need to ensure you've got the right people with the right skills and experience on your analytics team. getting from data to action.

There are four key roles:



Architect: Technical solution designer who builds and supports the capability for data collection



Analyst: Skilled in data analysis techniques



Interpreter: Takes reports from the Analyst and ties it to business goals and objectives for insight generation



Navigator: Project manager who ensures processes are followed and helps maintain connections with other departments and stakeholders

Plus, you'll need a strong leader who advocates for the importance of data and insights within the larger organization.

Technology

Having the right technology in place is a critical element of any DX analytics program. But the sheer number of options is overwhelming. The Martech landscape alone has gone from roughly 150 to 8,000 vendors over the last 10 years.

Understanding your strategy as well as your goals and objectives can help you narrow down the types of technology you need and which vendors are right for you.

For example, you might be using a web analytics tool, but is it collecting all of the data you need, or do you need to supplement it with another solution?

The real struggle with technology to consider is integrations between systems. How your systems work together is a key component of this pillar to ensure you have a comprehensive understanding of the customer experience across channels.

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Insights

The currency of good analytics is insights. The ultimate goal of any analysis is to derive usable information that allows you to take action and improve your business.

Ask yourself a few questions when building out this pillar.

- 

How are you planning to use the digital data that you're capturing and analyzing?
- 




Do you have communication channels and processes in place to get insights to stakeholders across your organization?
- 

How are you prioritizing which insights to act on first? What are the characteristics of a good insight?




Getting started with DX analytics

At this point you are probably saying to yourself, “Wow, this is way too complex for my organization to execute on.” But it’s really not.

Let’s break down how you put the five pillars into action. If you remember the data wheel, the starting point is data. At its simplest, it boils down to three things:

-  **What data to collect and measure;**
-  **How to measure it; and**
-  **What it all means.**

Remember to keep the customer at the center of what you measure as well. You need to be able to articulate:

-  **Who the visitor is;**
-  **What they were trying to achieve on your mobile app or website; and**
-  **Whether or not they were successful.**

If you can break your objectives down into these core elements, the DX analytics process can be relatively painless.

But you have to have a roadmap of how to get there—the path to insights.

The path to insights

Your path to data-driven decision making can be mapped out in four stages.

1. Discover



Assess the current state and identify core issues

2. Define



Establish a defined measurement framework

3. Design



Enable data collection and data democratization

4. Deliver



Present actionable insights and optimizations

Discover

In the Discover phase, you will assess the current state of affairs with your DX and identify core issues and challenges. You will need to identify your goals, objectives and performance drivers. The best way to do this is to conduct interviews with key business stakeholders to evaluate your current strategy. Your interviews should cover:



Current and appropriate KPIs



Usability issues affecting customer experience on your digital channels



Sources of friction or struggles



Data integration and export opportunities to create a single omni-channel view of the customer

Define

This phase is for identifying and aligning on business, financial, customer, UX and operational objectives. Determine how you'll measure success and define your key business drivers. Gather performance benchmarks and forecast anticipated performance improvements.

It's important to take the time in this phase to document these things as well as the core use cases. Create an action plan and a schedule for instrumentation, testing, reporting, data analysis and insights sharing.

Design

With your goals and plan down on paper, the next step is to design and execute a plan to measure and implement data collection. It's important to test your data collection mechanisms and ensure the availability of all required variables, actions, events and dimensions.

Once you've decided on what data to collect for your defined use cases, you need to determine how long to collect data. How much data do you need to achieve statistical significance?

This is also the phase in which you should design the types of data visualizations for the business units you're working with and their level within the organization.

Marketing, product and your leadership team will all have different information they care about and different ways they want to consume it.

Hint: your Discover phase interviews are a great time to ask what each stakeholder wants to see.

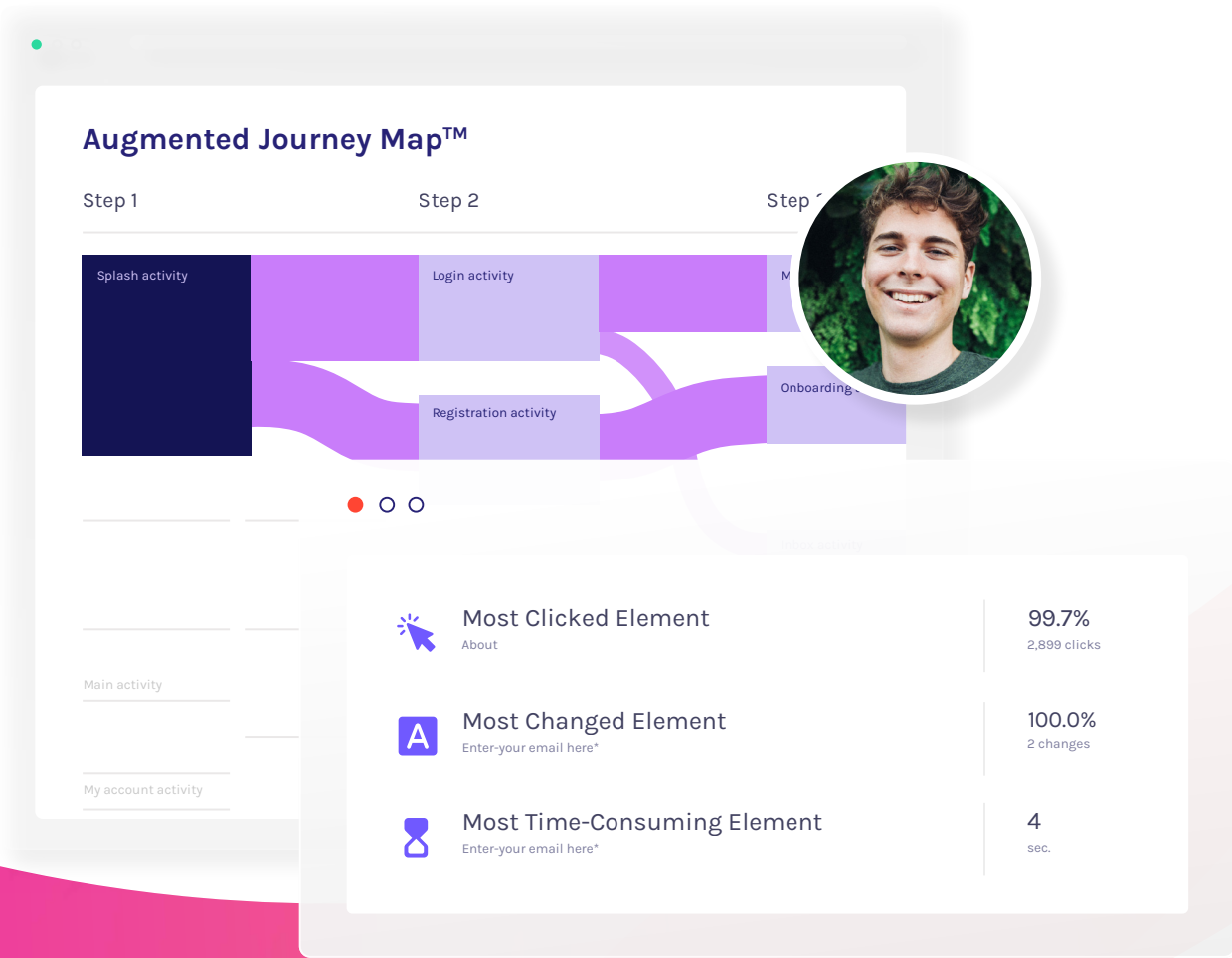
As a general rule of thumb, the number of KPIs needed to manage the business is inversely proportional to your level within the organization. The higher someone's rank is in the business, the fewer metrics they want to focus on. The key here is to focus on the actionability of the insights you're providing.



Deliver

Here is where the real value comes in—delivering actionable insights and recommendations for optimization. What actions should you take based on the insights? This requires working with key stakeholders to develop an action plan to implement or test the recommended optimizations. Remember the data wheel?

This is also the point in the process where you'll measure the impact of actions taken based on insights you've generated and execute an iterative approach for continuous optimization.

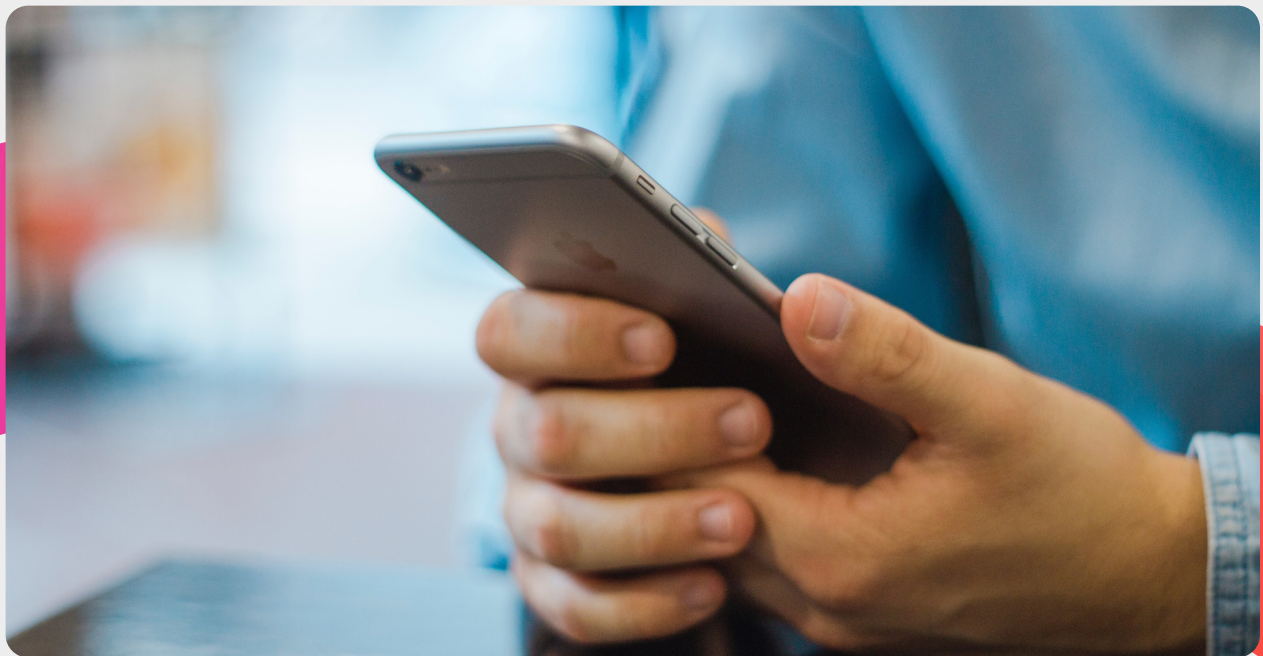


Sharing your findings: Storytelling through data

A key point in this framework is that you actually have to present or communicate the insights you've uncovered so your organization can take action. But how can you communicate effectively through data? With data storytelling.

“Maybe stories are just data with a soul.”

– Brené Brown



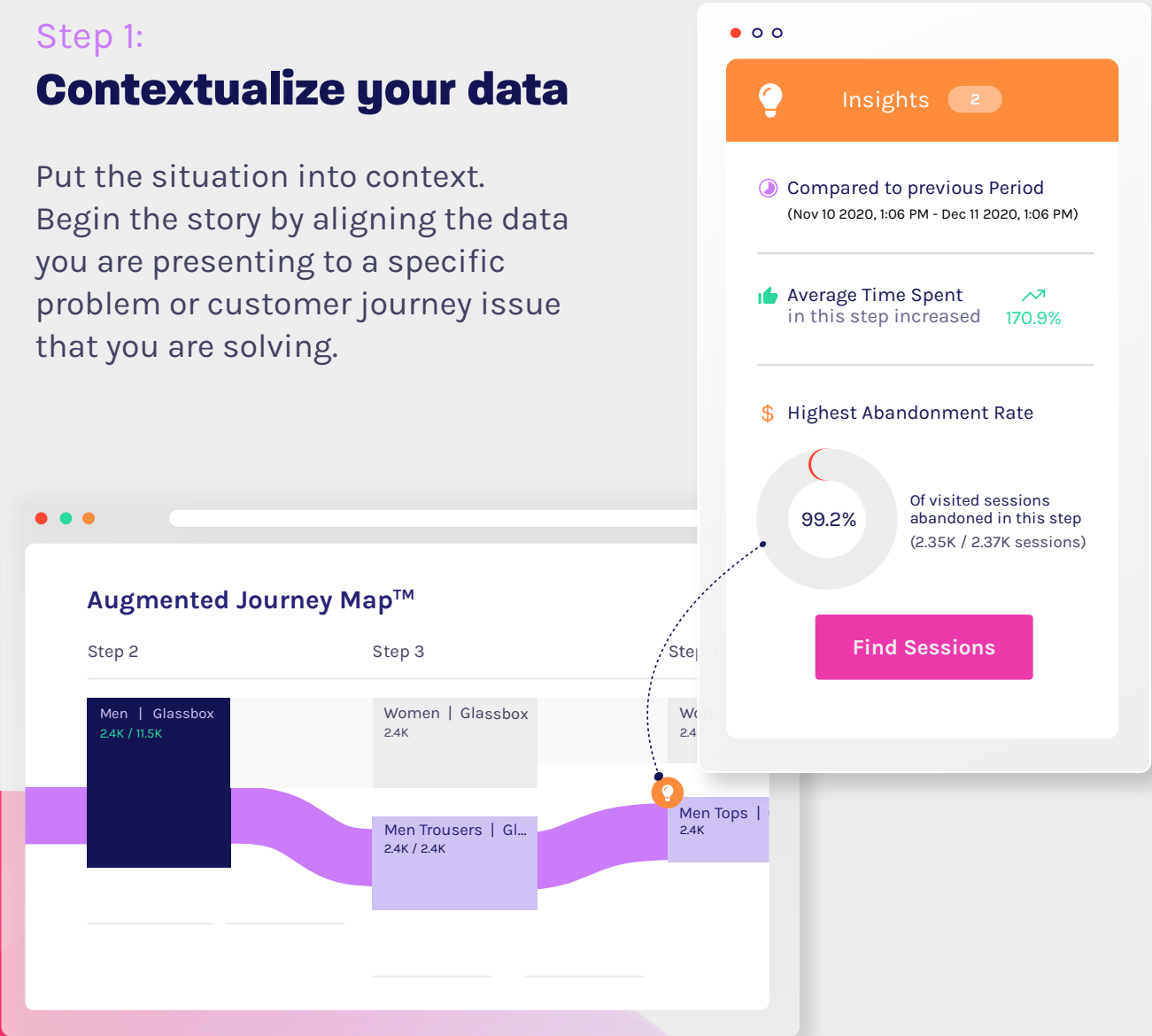
There are numerous scholarly approaches to data storytelling, but essentially, the value of data increases when it fits into a story. By nature we as humans learn and understand through storytelling.

The most effective way to engage your audience—no matter what role they play in your organization—is with storytelling: human beings are wired for them. Our brains often don’t distinguish between fiction and reality. Therefore, we immerse ourselves in stories as if we were a part of them. Stories make us experience information, as opposed to just consuming it. Here’s how to put data storytelling into practice.

Step 1:

Contextualize your data

Put the situation into context. Begin the story by aligning the data you are presenting to a specific problem or customer journey issue that you are solving.



Step 3:

Summarize your insights

This is where you deliver the solution to the problem you defined in step 1. Offer a strong recommendation for optimization or improvement. Provide a specific action to be taken to remedy the situation.

What makes a good insight?



Not previously known



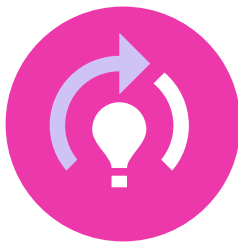
Not previously quantified



Speaks to the “why” (the root cause)



Surfaces debate



Challenges perceived wisdom

Step 4:

Leverage data visualizations



This is where the real analytical magic happens. In this step, you’ll create a connection to your audience. The data visualization further reinforces the narrative and builds confidence in the data being presented.


Avoid the urge to “data dump.” Be selective in the visual elements (charts, graphs, tables) that you present and aim for simple representations that illustrate each point—the problem, the journey, the solution. Be sure to create context in your visualizations. Where possible, show trends along with anomalies that occur outside of expected benchmarks.



Conclusion


Businesses today are facing new and rising expectations from customers and greater complications as new digital channels emerge. Those organizations that have invested in DX analytics will be better prepared when the next business disruption occurs. Armed with a solid DX analytics transformation strategy and team, you can generate the insight you need to “close the gap” between the customer experience you are delivering, and the experience your customers expect.





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Struggle score




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Chunky trench coat

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Insights

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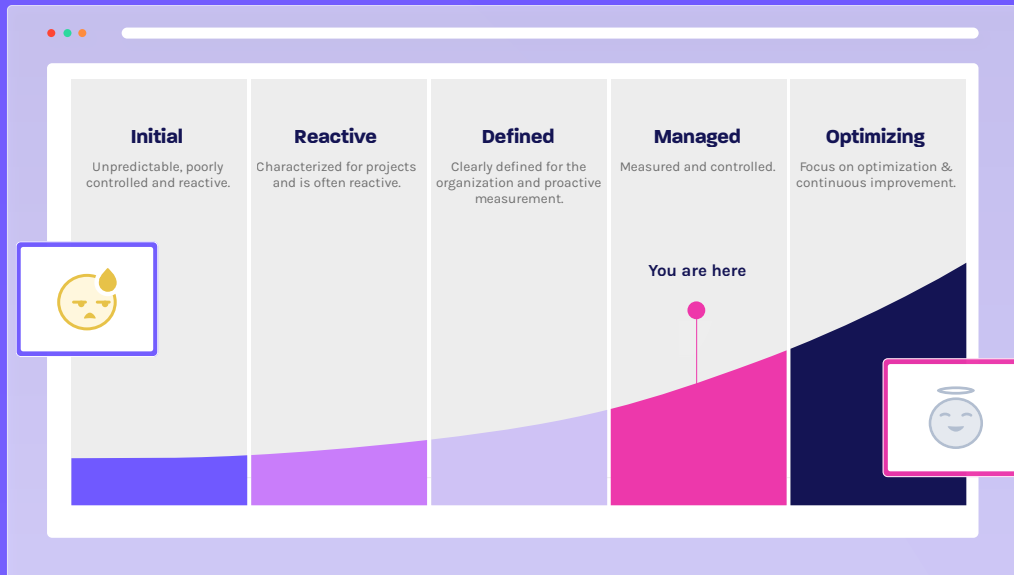
1.8K

Sessions

3.1m

Time in page

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