



Developing a Data-Driven Culture

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Agenda

- What does “data-driven” mean?
- The value of being data-driven
- Barriers to becoming data-driven
- 10 Steps to fostering a data-driven culture
- Maturity models
- How it can come together visually
- Takeaways
- Q+A



What Does it Mean to be Data-Driven?

A true **data-driven organization** gives data access to **every person** who can use it to **make better decisions**, regardless of their title.

A data-driven approach enables organizations to organize and examine their data with the goal of **being more efficient** and **better serving their consumers** and prospective consumers.

23x more likely

to acquire customers, 6 times as likely to retain customers,
and 19 times as likely to be profitable.

POLL TIME!

**WHO CONSIDERS THEIR DEPARTMENT AND/OR
ORGANIZATION TO BE OPERATING IN A
DATA-DRIVEN MANNER?**

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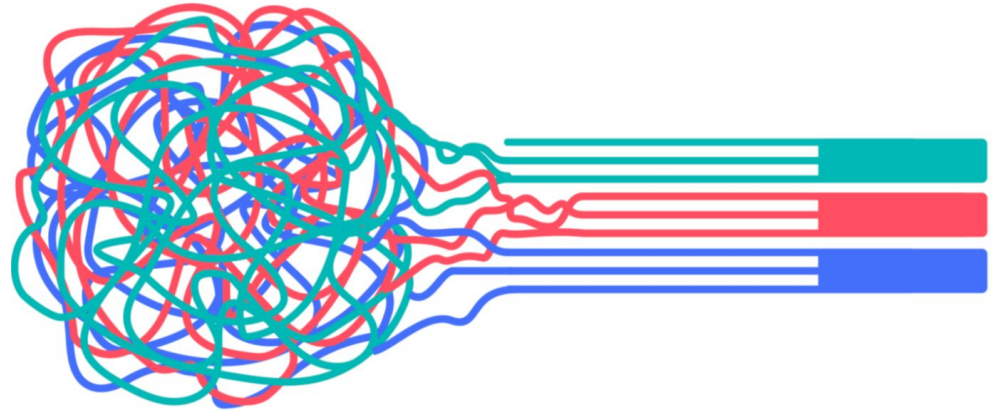
32.4%

of executives report successfully achieving
a data-driven culture

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The Value of Being Data-Driven

- Guarantees you are customer-centric
- Allows you to make informed and accurate decisions
- Allows for improved agility and nimbleness
- Gives you a competitive advantage
- Helps people within the organization to know how decisions are made



What Do Data-Driven Orgs Have in Common?

The Culture



A culture in which **everyone buys into the idea of using data** to make business decisions.

Employees should always **use** (and be empowered to use) **data to start, continue, or conclude every single business decision**, no matter how major or minor.

The Structure



An **organizational structure that supports** a data-driven culture.

Top-down is helpful and effective when *initiating change*, but you have become data-driven when you start to see **data initiatives come from bottom-up**.

Avoid data silos. Strive to have a strong, functional, **central** data team that creates connectivity.

The Investments



Investing both financially and through human capital.

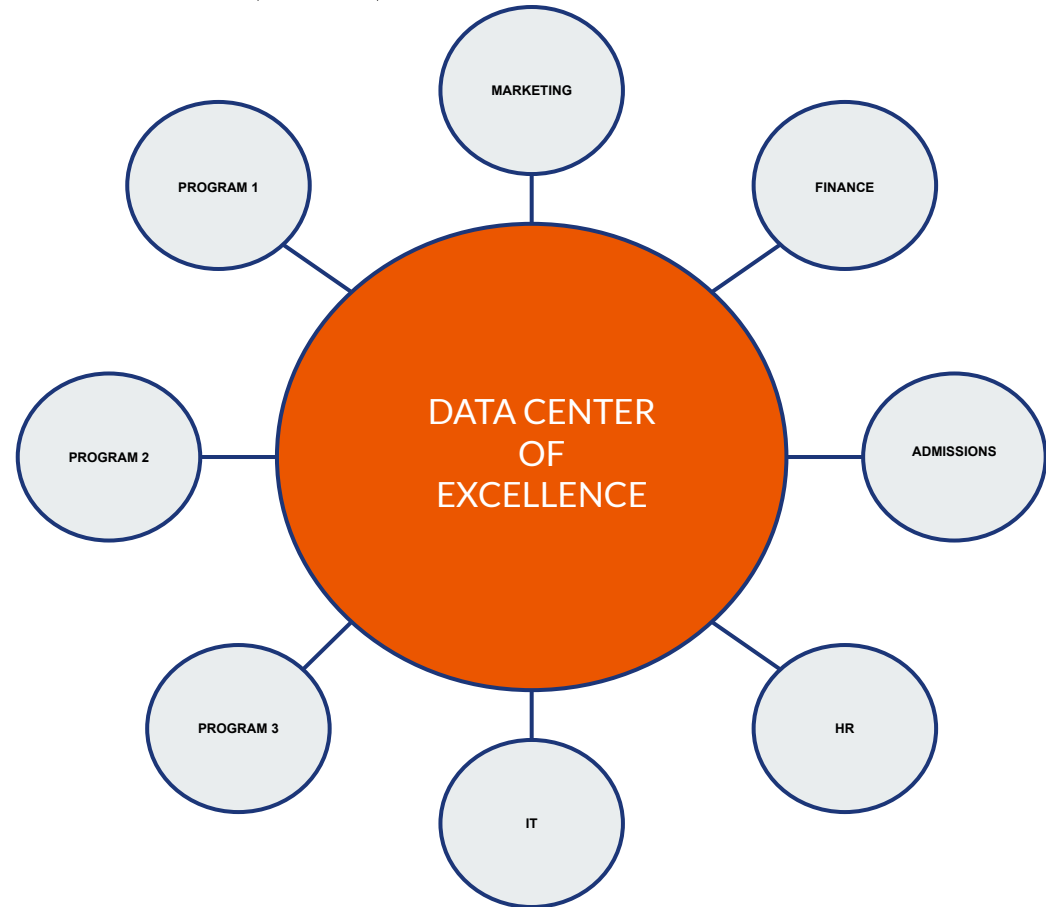
Technology that supports a data-driven culture and makes data self-service.

The technology side of the business ensures **sound data quality** and puts analytics into operation.

Organizational Structure (ex.)

Hub and Spoke Model

- People embedded in business units or departments.
- Domain knowledge of business function that can communicate up and down the chain.
- Data analysts are supported by central data team, or Data Center of Excellence, who are ultimately responsible for organizational level dashboards and reporting.



What Are the Barriers?

Culture



Your business already has a culture of decision-making; if not everyone buys into the idea of using data to make decisions, problems will arise.

Siloed data and competing results



When analytics are conducted in departmental silos, they may use different methodologies to answer their business questions. A fragmented approach can produce conflicting results and make it difficult to decipher the “right” answer.

Gap in skill sets



Lack of skills for interpreting and using analytics among business staff.

Communicating Results



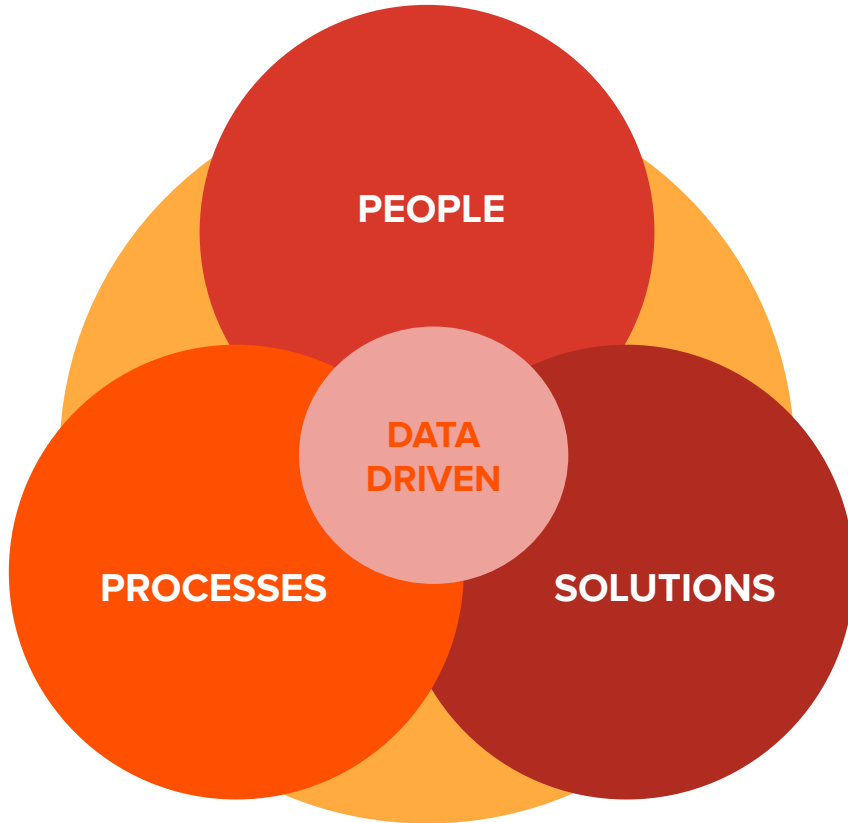
Not integrating analytics into workflows and ensuring that the results reach decision-makers, those that control budgets, and run campaigns.

Lag time



If data-driven insights are not available at the speed of decision-making, they will not be taken into account.

Fostering a Data-Driven Culture



We get it. This can be **VERY** overwhelming. But fear not. There are steps that can be taken to help push your organization in the right direction.

What We've Seen Work: 10 Steps

1. Communicate the plan and why it's important
2. Assess your tool with audits (marketing stack + data flow)
3. Invest in training
4. Identify data advocates and promote accountability
5. Use benchmarks
6. Use data to inform new KPIs and goals
7. Set up reporting schedule and create progress reports/dashboards
8. Share the wealth and the learnings
9. Reward those who help meet the business goals
10. Move forward with “infinite mindset”



1. Communicate the Plan

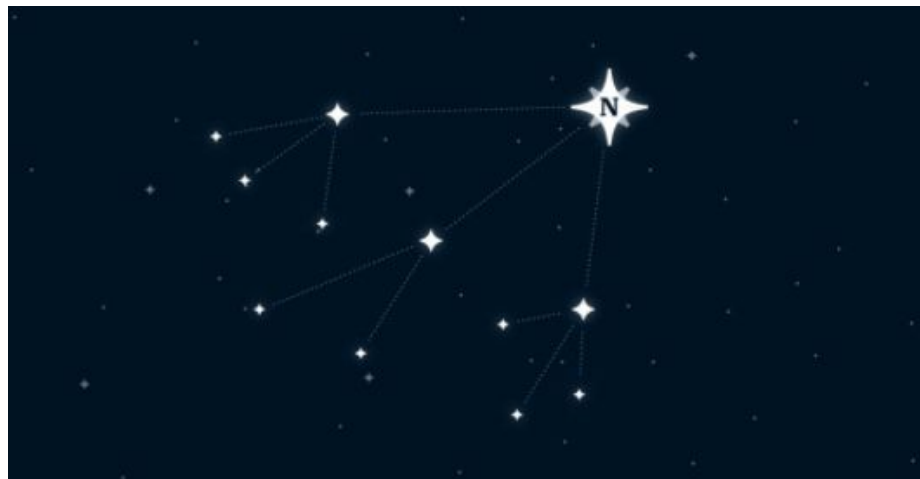
WHY THIS IS IMPORTANT

Communicate why and how you plan to grow into a data-driven organization. Define what this means at the brand level, but also at the department/product level.

Consider creating a data vision statement.

The purpose of any vision statement is to ensure that the organization, and all of its counterparts, is aligned to a common goal. Visions convey why each organization exists and how value is added to their ecosystem.

VISION STATEMENT IS YOUR NORTH STAR



2. Assess Your Tools and Technologies

WHY THIS IS IMPORTANT

While data challenges do not equal technology challenges, it is important to know what platforms and tech stacks your teams are utilizing.

After knowing your tools, you can then map the metrics you need/want to track, the source of the metric, and the degree of confidence in the data source.

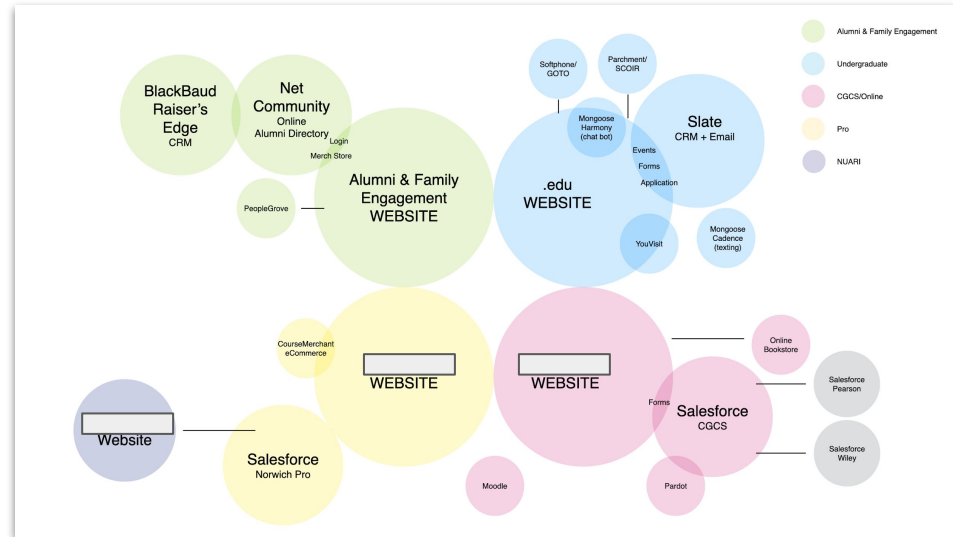
- **Marketing Stack Audit**
- **Data Flow Audit**



2a. Marketing Stack Audit

The goal of this audit is to evaluate the marketing stack for each department and **identify areas of optimization, redundancies, and/or potential risks.**

- Ensure data is being captured where necessary
- Make certain tools that all tools/platforms being purchased are being utilized appropriately
- Gives you a place to start with *how* and *where* to look for data



Once evaluation is complete, ask if there are overlaps or gaps.

2b. Data Flow Audit

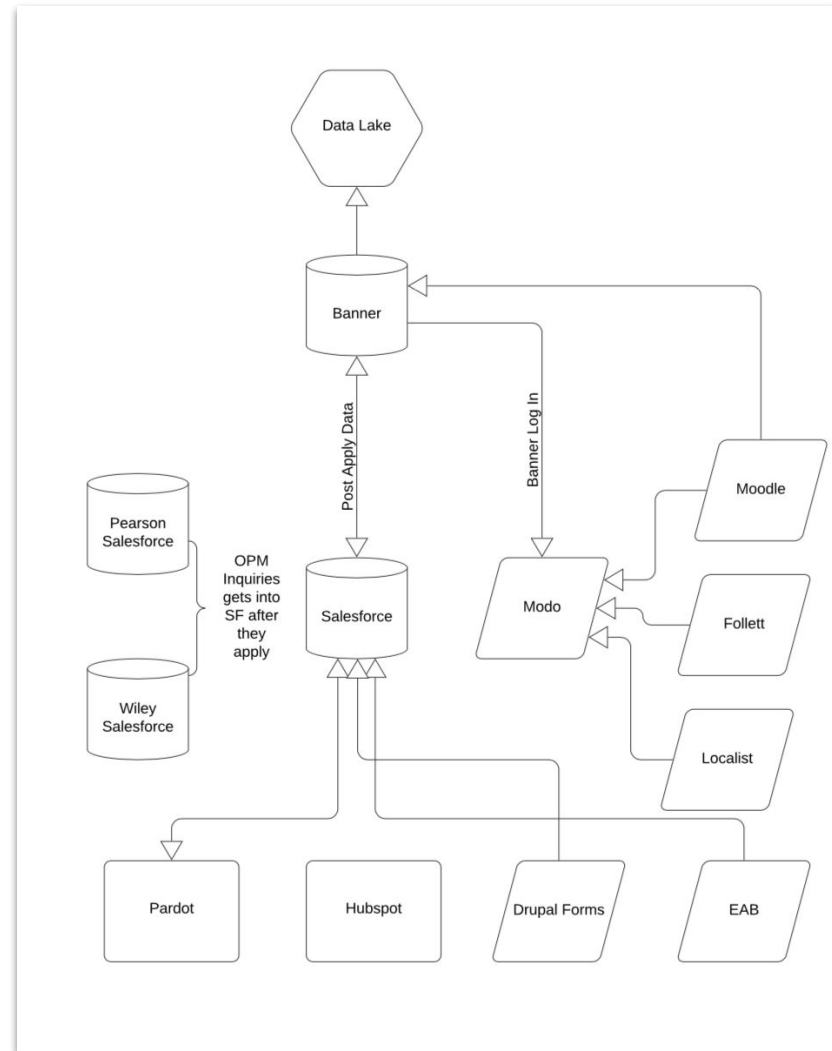
Inventory how the data is flowing from one platform into another.

- Is there a system of record?
- Who has access to it?
- Are reports consistently generated, analyzed and shared?
- Do you use this data to make decisions?

Once evaluation is complete, **define where the gaps are.**

If you don't have a high confidence in this data, why?

How can you make it better?



3. Invest in Training

WHY THIS IS IMPORTANT

It's not enough to have data highly accessible and supported throughout your organization if many don't know how to properly read and communicate what the data means.

In order to become a data-driven organization, invest in training, and support your users so they become more comfortable with data literacy.

TIPS FOR MAKING IT WORK

- In-platform training (CRM, Google Analytics, SEO).
- Invest in a dashboard training that helps in not only *creating* a dashboard, but how to analyze and report on the data.
- Make sure there is alignment on terminology; the goal is to ensure that people across the organization are speaking the same language. Glossaries and guides can be incredibly helpful at this stage.

4. Identify Data Advocates and Visionaries

WHY THIS IS IMPORTANT

This may be the most important step in fostering a data-drive community within your organization. While many things start from the top-down, being data driven is an area that can only grow if you nurture and educate those that are feeding the data machine.

Ask these advocates *what* they would measure and *why*. Give them the freedom and flexibility to show their domain expertise, while helping them to see how their work plays into the larger scheme of things.



5. Use Benchmarks

WHY THIS IS IMPORTANT

Setting benchmarks helps you not only understand what your business' "norms" are, but it also gives you a standard that you can work toward meeting — and exceeding — incrementally.

What are your company's typical email click-through rates?

How many "likes" do you generally get on an individual Facebook post?

What is your average landing page conversion rate?



6. Use Data to Ideate, Create and Meet Goals

WHY THIS IS IMPORTANT

Each team member should not only be responsible for tracking and reporting on their key metrics, but they should also be assigned specific goals to achieve.

Provide the teams and individuals with higher-level organization goals for them to work so they can work backwards.

SMART Goals can be effective and they can also allow for teams to get creative.

MAKE THEM SMART

SMART

SPECIFIC

MEASURABLE

ACTIONABLE

RELEVANT

TIMELY



Creating Standards: Sample Funnel Calculator

Sample School

Funnel Calculator: Estimated Leads to Enrollment

Flight: October 2020 - June 30, 2021

Stage	Volume	Conversion Rate	
Impressions	19,042,178		
Clicks on ads	380,844	2.00%	of ad impressions generate a click
RFI Form Fills	1,904	0.50%	of clicks results in an inquiry
Applications	74	3.89%	of inquiries result in an application
Admits	67	90.00%	of applications are admitted
Yield/Matriculation	30	45.00%	of admitted students matriculate

7. Set Up Reporting Cadence

WHY THIS IS IMPORTANT

Set up expectations of when and how you see data.

Is this a manual report or an automated dashboard? Who is the author? Are there contributors?

Make sure that it's not just data, but that there is a story behind it. The closer a report can come to tying back initiatives to higher, enterprise-level goals, the better!



8. Ensure Transparency and Accessibility

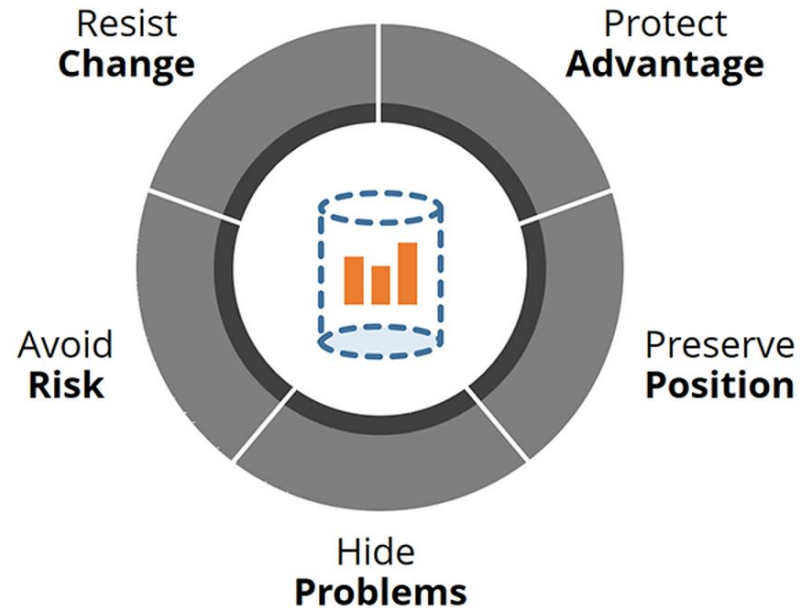
WHY THIS IS IMPORTANT

Setting up reports and dashboards isn't enough. You must make sure they are transparent and accessible to all!

This data helps others make informed decisions.

Good or bad, don't be afraid to share data and learnings so that other teams and departments can take some of the guessing out of their work.

WHEN TRANSPARENCY ISN'T THERE



9. Reward the Team for Hitting Goals

WHY THIS IS IMPORTANT

Celebrate your team with incentives for hitting goals (or even just setting up new metrics and goals -- that's a win!) and don't forget to acknowledge them publicly.

TIPS FOR MAKING IT WORK

Have a weekly or monthly staff newsletter or meeting? Celebrate wins and learnings there.

Communicate how meeting this goal impacts the overall business goal.

Keep track of employee's individual metrics-driven achievements into your annual review process.

10. Keep At It With an “Infinite Mindset”

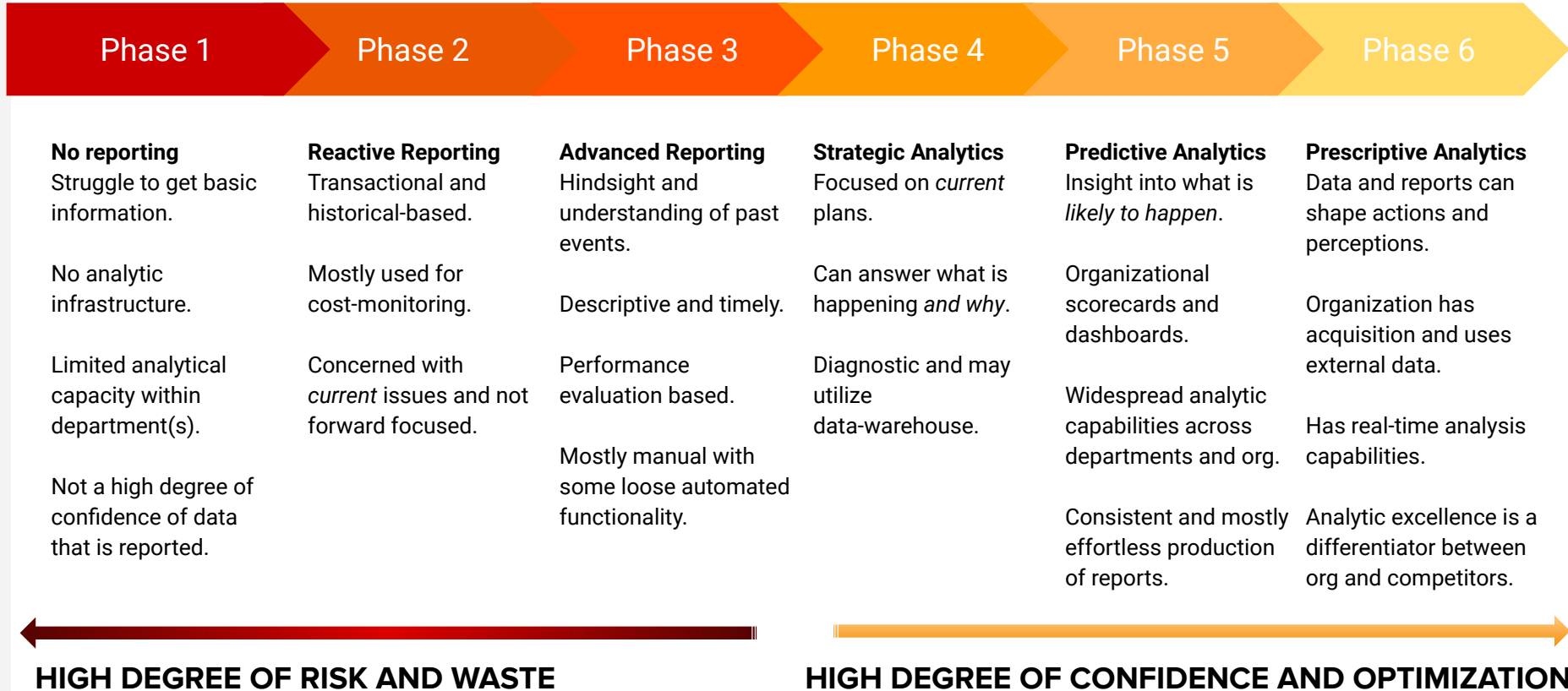
Having an **infinite mindset** means embracing a mentality of always **getting better**, always **innovating**, always **learning**.

The Infinite Game



Data-Driven Can Look Different Depending on Your Organization

The Data-Driven Maturity Model



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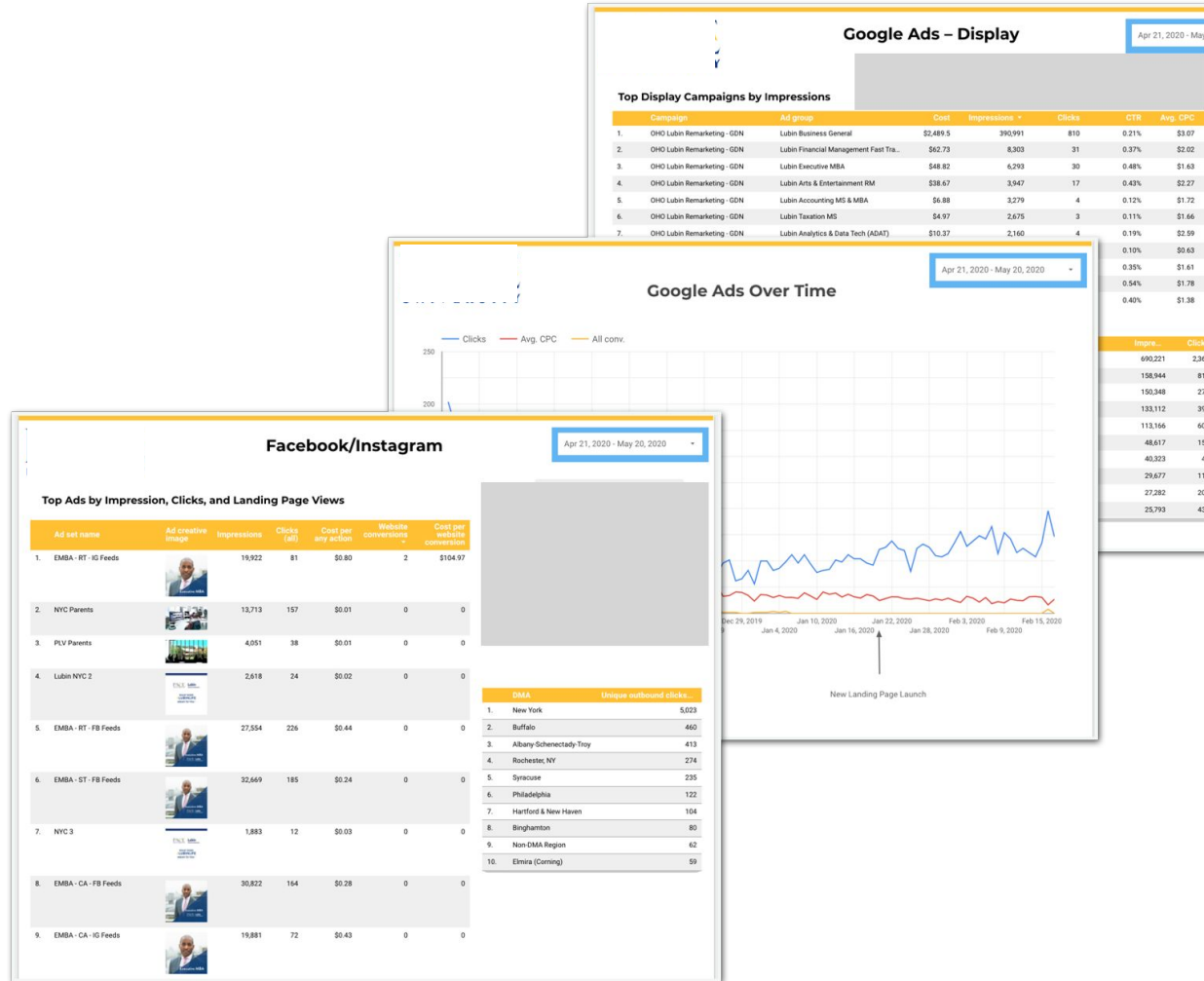
How It Comes Together

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Getting Started

Reactive, channel-based reporting with standard dashboard includes campaign and website metrics to track performance.

These help show spend over time, and depending on connectivity with other data points, can sometimes include number of leads.



Getting There

Advanced Reporting by incorporating funnel performance into the dashboard to monitor enrollment progress.

Great reports for establishing benchmarks throughout the funnel.

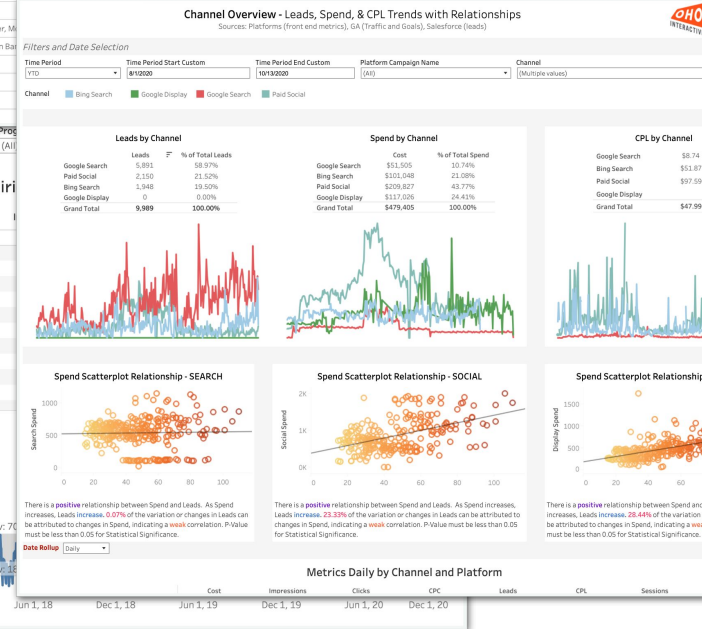
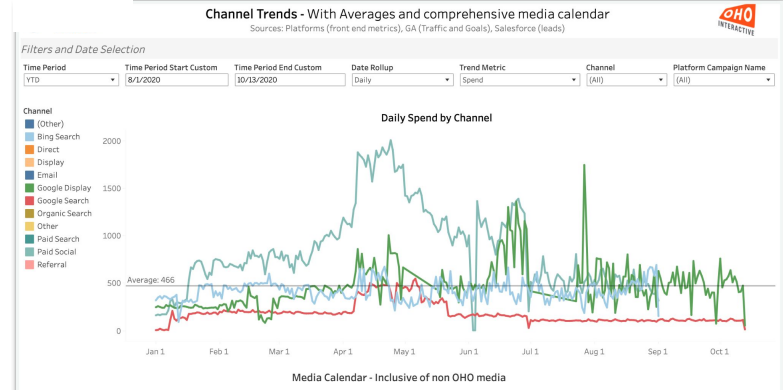
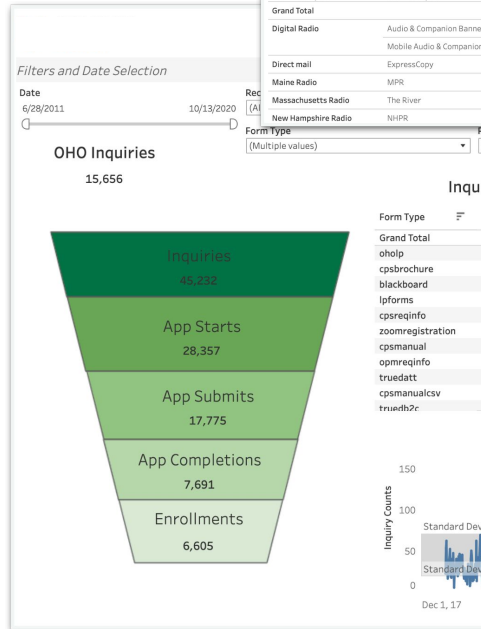


The Cream of the Crop

Predictive & Prescriptive Analysis with an advanced, integrated reporting platform with a paid tool like Tableau.

These reports aggregate multi-channel data to evaluate all journey touchpoints against goals.

Historical datasets help to predict future possibilities, including alternative scenarios and risk assessment.



Free Tools

Google Analytics

Web analytics service offered by Google that tracks and reports website traffic and website engagement metrics. Goals and events can be monitored through this tool as well.

Google Search Console

Web service by Google which allows webmasters to check indexing status and optimize organic visibility of their websites.

Google Tag Manager

Allows you to quickly and easily update measurement codes and related code fragments collectively (or tags) on site. Goals and events measured in Google Analytics can be configured here.

Free Tools

Google Business Profile

Appear in Google Maps and in the local results of Google Search. The Business Profile is then open to consumers to leave reviews, add photos, ask questions, and even answer questions.

Google Data Studio

Online tool for converting data from different sources and channels into customizable informative reports and dashboards.

Social Media Platforms

Facebook, Instagram, Twitter and more offer insights and data in their platforms, including engagement metrics as well as actions taken.

Paid Tools

Tableau/PowerBI

Interactive data visualization software company focused on business intelligence.

SEMRush/Moz

All-in-one tool suite for improving online visibility and discovering marketing insights for organic and paid search, as well as opportunities for new content.

Customer Relationship Manager (CRM)

Technology for managing all your company's relationships and interactions with customers and prospective customers.

A Word About Paid Tools/Platforms

Technology is important, but it's equally important to know **why** and **how** purchasing a platform is going to help your data vision strategy.

Evaluate the potential business applications of a platform before purchasing and implementing so you can generate the **best results**.

A technology purchasing agreement is helpful, particularly when you have a data strategy in place.

TAKEAWAYS



1. **Take a step back and a deep breath and evaluate your culture.** How are decisions currently made? Is there room to use *more* data and *less* opinion?
2. Create a **data vision statement** that communicates why and how your organization is going to become data-driven.
3. **Communicate enterprise-level goals** so individuals and teams can figure out where their work fits in to the larger picture.
4. **Make data accessible and transparent** so that everyone who needs access has access. Don't be afraid to share poor results.
5. **See where you fall into the data-driven maturity level.** Roadmap how you can get to the next step.
6. **Be wise about purchasing technology and platforms.** Make sure everything aligns with or supports your larger, loftier goals.