

Magus insight reports are short, informal reports distilled from the presentations made by speakers at our series of website governance events. Fresh from the front-line, they're packed with exactly the sort of information you want to know about how top web managers are tackling the key governance challenges.

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## Deloitte.

### Metrics and ROI: Building your business case

David Green, Global eMarketing Director, Deloitte

March 11, 2009

In the current economic climate, competition for budget is intense and managers are under increasing pressure to demonstrate the return on every penny invested in the web.

Metrics are the building blocks for your business case.

#### In this report

- The art of data mining - how to derive actionable information from your metrics, optimise performance, and deliver a consistent global web presence
- How to use your metrics to validate your budget, and get buy-in from top management
- Key governance challenges

#### Deloitte's global web presence

The early Deloitte.com web presence was disparate. The websites had different interfaces, navigation and look and feel.

Today, the situation is very different. There is global consistency across all sites. A common CMS has been deployed, and global processes have been adopted.

Initially there was a lot of internal hostility to the adoption of a common framework. It required a good deal of explanation and negotiation to facilitate the process.

#### About Deloitte

Deloitte is a global professional services operation.

- 68 member services
- 150,000 staff in 140 countries
- Global revenue of \$27bn
- World's third largest consulting firm

## Early Deloitte.com – website chaos

The collage illustrates the state of Deloitte's web presence in the early 2000s. It includes:

- Deloitte & Touche Central Europe:** Shows a complex sidebar with many links and a main content area.
- Deloitte & Touche (M.E.):** Features a large image of a woman, multiple navigation menus, and a mix of English and Arabic text.
- Deloitte & Touche France:** Displays a large map of France and various service offerings.
- Deloitte & Touche International:** Shows a banner for "To help our clients and our people excel!" and a "BC" logo.
- Deloitte & Touche Germany:** Includes a search bar and a sidebar with legal news.
- Deloitte & Touche Middle East:** Features a "Welcome" section and a sidebar with "Our Firm" details.
- Deloitte & Touche Spain:** Shows a sidebar with "Leading Index of Consumer Spending - Feb 2009" and other economic reports.

## Deloitte.com today – globally consistent

The modern Deloitte.com homepage features:

- Global Navigation:** Includes links for Login, Register, Global Site Selector, Search, About, Locations, Careers, Services, Industries, Insights, Events, Press, Alumni, and Contact.
- Hero Section:** A large image of a woman with the headline "Advancing women at Deloitte." Below it, text reads: "Women throughout the Deloitte network are making a difference at all levels. We proudly take the occasion of International Women's Day to recognize those achievements and highlight the programs in place to ensure their continued success." A "Read more" button is present.
- Related Links:** Includes "Constraints & advantages of doing business in emerging markets", "Latest Deloitte Review", "Deloitte Football Money League 2009", "Real Madrid retains top position.", "Sovereign Wealth Funds podcast", and "Santiago Principles overview."
- Focus On ...** Sections include "Transformation amid rising risk", "New life sciences survey", "Global Performance Review", "A question of confidence", and "International Student Business Forum Building tomorrow's leaders."
- Most Popular:** Links to "DTT 2008 annual review", "Deloitte International Tax Source", "Dbriefs Webcasts", "CEO Communications", and "Submit RFP".
- Other Deloitte Sites:** Links to "IAS Plus", "International accounting news", "Petroleum Services Group", "Global oil and gas news", "DeloitteDEX", and "Surveying and benchmarking tools".
- Footer:** Includes copyright information ("© 2010 Magus Research Ltd"), a website address ("www.magus.co.uk"), a phone number ("+44 (0)20 7019 4700"), and a page number ("2").

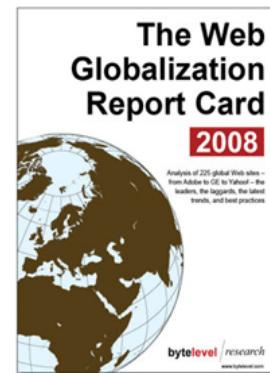
## Deloitte.com accolades

Today, Deloitte has 150 sites in 29 languages. Deloitte's web presence has won many accolades.

*The Web Globalization Report (2008)* rated Deloitte.com as:

- 11th best website in the world for global consistency
- Best professional services website, for the fifth consecutive year

Deloitte.com is continuing to extend its lead over competitors. Over the past two years, Deloitte.com has received seven accolades from BtoB Magazine and others.



Deloitte.com was also singled out by Forrester, who looked at 25 B2B sites and 25 B2C sites. Of these 50 sites, very few passed the methodology test. Deloitte.com was one of only two B2B sites to pass.

Rank	Site	Score
1	<b>Google</b>	<b>96</b>
2	<b>Wikipedia</b>	<b>94</b>
3	<b>Cisco</b>	<b>92</b>
4	<b>Volvo</b>	<b>88</b>
5	<b>Philips</b>	<b>88</b>
6	<b>Caterpillar</b>	<b>87</b>
7	<b>Netvibes</b>	<b>86</b>
8	<b>Microsoft</b>	<b>86</b>
9	<b>Hewlett Packard</b>	<b>86</b>
10	<b>Nokia</b>	<b>84</b>
11	<b>Deloitte</b>	<b>84</b>
25	<b>PWC</b>	<b>80</b>
87	<b>KPMG</b>	<b>70</b>
98	<b>Ernst &amp; Young</b>	<b>68</b>

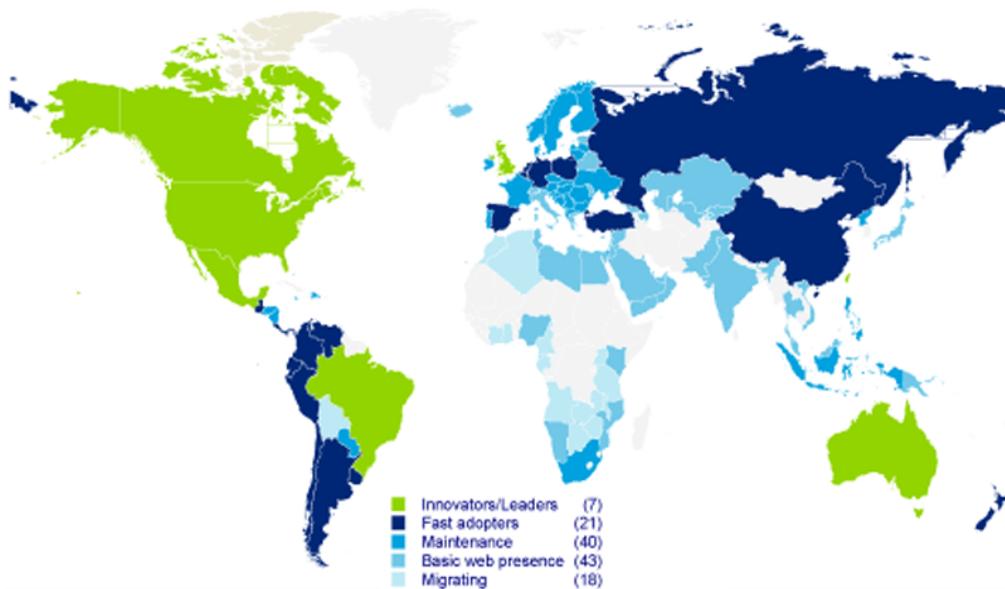
## **Deloitte.com & eMarketing maturity**

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Capturing and measuring data is important. But you've got to analyse what the data is telling you. How do you benchmark and measure standards?

Deloitte's answer is to have a scoreboard: each country is allocated a score, based on: editorial criteria, e-marketing tactics, AdWords, SEO etc. Each criterion is scored, and the totals distilled into a composite score.

The best way to present this information visually is using a world map: it speaks volumes, clearly highlighting the innovators and pinpointing those who are lagging behind.



At Deloitte, there has been a continued improvement in the eMarketing maturity of country sites since the last audit two years ago.

## **The importance of vertical communication**

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I joined Deloitte in 2002. By 2004, my team had everybody on a common CMS. But the platform was "chunky", and technology had moved on.

In that year, the Deloitte.com global IT team presented a budget proposal for a new web technology platform. It was flatly rejected.

Our team spent a lot of time examining why it had been dismissed. We concluded that whilst we had been focused on deploying a common web technology platform and embedding global processes, most of our communication efforts had been focused horizontally i.e. on creating a global web community. We hadn't paid sufficient attention to management reporting and communication. This would have to change if we were to be successful.

## Why Deloitte measure success

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At Deloitte, metrics and evaluation play a critical role in supporting and shaping a performance-based culture. We measure performance in many different ways, to demonstrate tangible returns.

Key drivers for measurement:

- Demonstrate the website's value to the firm
- Drive operational excellence and alignment of the infrastructure
- Instil common processes across the department
- Facilitate transparency in how we are spending time and dollars
- Distil insights to input to strategy and future planning

## How Deloitte measure success

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Websites have an “electronic footprint”. You can measure lots of stuff. In fact, you can measure everything. But you have to decide what you actually need to measure.

To measure, you first have to pull in the information from multiple sources. Then, you need to analyse the information. And finally, you have to decide how you’re going to disseminate the information. Who does the report go to?

Having a dashboard approach is very important: often, the higher up the chain of command you go, the *less* detail is needed.

Key strategies for measurement:

- Define and develop metrics that are simple, and aligned with your strategy
- Understand technology and process considerations for metrics collection
- Identify relevant audiences for metrics dissemination
- Determine the format and frequency of reports
- Create consistent dashboards
- Define KPIs and align performance measures
- Monitor trends over time, enabling benchmarking of repeat deliverables.

## Implementing process and cultural change

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There are several steps to follow:

- Identify the stakeholders that will contribute to metrics identification and selection and ensure their support. In the case of Deloitte, the country managers were key.
- Make it easy - give website owners reporting templates, and make sure they know where and how to source data. Find out if they need support.

- Determine the approach for integrating metrics to support a performance-based culture e.g. articulate them as part of the objectives for performance review.
- Test before full scale deployment. It's important that each KPI is meaningful and helps drive the intended behavioural change.
- Ensure buy-in of departmental staff and be sensitive to the process of cultural change. People get a bit nervous when it comes to metrics measurement. Often, you need to employ basic human psychology, and explain the benefits of the new process.
- The communication and dissemination of metrics to internal clients is critical – but avoid information overload.
- You'll need to be persistent if process and cultural change is to be successful e.g. chase up individual data/metrics for collation to report(s).

## **Measurement – portfolio of reports**

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The Deloitte.com team produces several metrics reports – not just one. Why?

One of the things we learned from our unsuccessful budget submission was that reporting to your immediate superiors is one thing, but driving cultural change is another. You often need to circulate reports to people who aren't obvious recipients – CFOs, for example.

At Deloitte, reports are therefore produced for several different audiences, at campaign, country and global level:

- Country site managers
- Global marketing managers
- Country marketing leaders
- Global executive leadership

There is a different focus to each report: tactical, strategic, top-level. The reports are presented to the Deloitte web community and global executive leadership, and most are also published on the eMarketing section of the intranet for global access.

Presenting to leadership groups is very important in order to secure budget.

## **Metrics, reports and KPIs**

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There are a number of different reports at Deloitte, disseminated by a variety of means.

### **1. Monthly metrics report**

This report includes: visits, page views, monthly unique visitors to each country site, visitor countries, number of visits to top press releases, and number of downloads for top publications.

- At a senior level, managers won't have the time to take in a lot of detailed information – you need to highlight key trends.
- People react to information in different ways. There are cultural differences that you need to be aware of. Often, making your point requires a different approach depending on the audience.

## 2. Quarterly eMarketing management report

This is a global report compiled from more than 63 member firm management reports. This report was implemented immediately after the unsuccessful budget submission. It details enquiries and business leads, and puts a value on them. It also looks at new areas, such as social media and online brand protection.

It shows that Deloitte.com acts as a significant sales support channel:

- Thousands of RFPs (Requests For Proposal) are received on an annual basis - a clear measure of people who are considering using Deloitte. The structural improvements we introduced to Deloitte.com led to a big increase in RFPs, and a substantial double-digit percentage can now be attributed to the website. This is very significant in terms of new business.
- The website gets tens of thousands of email enquiries – one in four of which is a business lead – leading to millions of dollars of business won.

Partners often don't realise that business has originated from the website, until they are shown the website statistics, which trace a clear path. But whatever it's attributed to in the end, website business has a clear monetary impact.

## 3. KPI dashboard

This is a comprehensive spreadsheet showing ROI trends from data collated from the management reports. To be effective, KPIs should be short, clear and easy to understand.

### **Brand protection and annual review**

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Deloitte also produces a **quarterly online brand protection report**. This provides insights into the status of domain name and internet monitoring services, including: infractions identified (cyber-squatters, redirections to other sites, infractions of the brand name and viruses), the number of cease and desist letters sent out, and the resolution rate of the infractions.

We also produce an **Annual Review**, which is widely disseminated. It's a chance to see how well Deloitte has done. It provides an overview of the information in the other reports, as well as a review of operations (e.g. internal communications: audience reach and engagement, intranet pages, email newsletters, conference calls etc.)

## Presentation of results

Delivery is as important as the actual message. You need to avoid presenting raw data, and you need to avoid information overload. Don't measure and present everything, simply because you can.

- Reports should be easy to scan – pick up key highlights
- Present analysis and benchmark comparison – not tons of raw data
- Create good visual impact - and ensure fully brand compliant
- Get the frequency right – recipients will soon switch off

The visual impact of the presentation can't be overstated. You should make sure the report has a professional sheen that reflects the organisation's brand.

Benchmarking against peer group sites is important. A number of sites will allow you to do this, such as alexa.com. You can view a trend line of how you're doing. Other sites will let you benchmark your web presence in terms of SEO, which is very useful.

Volume is also important: Deloitte sends out three quarterly reports, but not a fourth, as those measurements are included in the annual report.

While KPIs are important, you should also be aware of left-of-field ideas, including social media which has rapidly emerged as a significant consideration. For example Apple, approached Deloitte about showcasing the *Deloitte Insights* podcast on iTunes, as one of the top business podcasts.

### Podcast program

The Deloitte Insights podcast program received recognition from Apple iTunes as one of the top business podcasts, and was highlighted in Apple presentation materials.



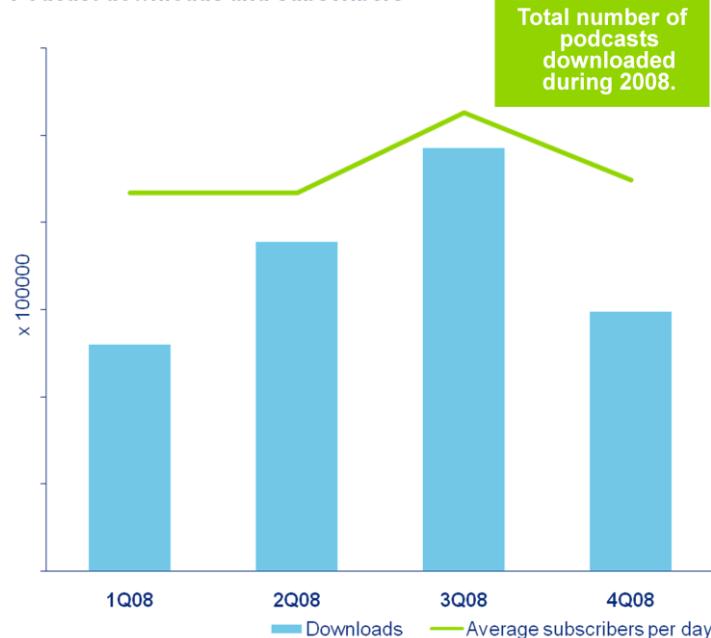
## Example reports

**Number of visits**



- 2008 saw a 15% increase in visits to Deloitte.com sites, compared to 2007
- A record high was reached in October
- Benchmark data from Alexa.com shows that Deloitte.com outperforms Big 4 competitors in terms of site visitors

**Podcast downloads and subscribers**



- It's a good idea to combine data sets and charts. It's best to have a call-out on each page of the report, with a simple takeaway.

## Communications

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Distribution does not equate to communication. Sending out reports isn't enough. In Deloitte's case, we follow up the monthly newsletter with a conference call, then a report on the conference call. It's a "tell, tell, tell" approach.

You need to look at as many channels as possible to disseminate the information. It's a good idea to make the information freely available so it can be reused and reapplied. Deloitte publishes the reports on the intranet.

Often, reports are forwarded to people who are not an obvious audience. Last year, the Global IT Director at Deloitte forwarded the *Global eMarketing Review* to KMs, CFOs, CIOs and others. This is great internal PR.

It is important to keep in mind that people don't remember detailed facts. They form impressions, which can be powerful and self-reinforcing.

## Measurement: conclusion

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Measurement and evaluation is a critical component of any business process.

- Be clear about what you're measuring and why. Different audiences need different data, insights, and even formats.
- Encourage reuse. The data should not be a state secret - focus on the positive aspect of having the information repackaged and reused internally.
- Make it easy. Create the templates, give skills training, do presentations. Provide people with the opportunity to present the reports themselves. Often, it's very useful to give an inexperienced person in a local office a chance to dry-run delivering a presentation.
- Provide insights. Isolated data points are of limited value. Trend-line data and benchmarking are critical.
- Be open to "left-field" data e.g. external recognition.

## **Deloitte's results**

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Deloitte focused on using metrics to drive cultural change. And in the process, we learned that it's important to communicate with everybody, not just your immediate superiors.

In 2005, my team won a significant multi-million-dollar investment for the worldwide launch of 158 sites.

## **Key drivers for the next stage**

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The cultural change my team brought about was such that a year later, when we asked for even more money for online brand protection and brand standards compliance, it was approved.

Drivers for the next stage in brand protection and compliance monitoring:

- Protect the brand: deliver a globally consistent web presence
- Mitigate risk by ensuring compliance with corporate website standards
- Maximise operational efficiency: reduce time spent on QA
- Empower and support content editors
- Support content localisation; optimise sites for the target markets

**About David Green**

Global eMarketing Director, Deloitte

David Green is Global eMarketing Director at Deloitte, a \$27 billion professional services firm.

He leads a central team responsible for Deloitte's global Web & eMarketing operations & strategy across 152 sites in 29 languages in over 103 countries. He is also responsible for online brand protection.

He has been instrumental in developing and driving adoption of eMarketing technology tools and global common processes in areas such as web content management, email marketing, SEO, Google AdWords, Social Media and web analytics.

David is a Chartered Information Scientist.

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**About Magus**

Magus has been helping major global organisations improve the quality of their web estates for over ten years.

- Our ActiveStandards platform helps organisations measure and manage the quality and compliance of their enterprise web estates
- Our website policy consultancy service helps companies establish best practice website standards and processes

We're known for our leadership in website governance, our user-friendly applications and our obsessive commitment to customer support.

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