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>> Good afternoon I am the project manager for Web manager University we would like to thank all of you for being here today for our webinar,creating web metrics report that rock constructed by Jennifer Veesenmeyer vice president of analytics.Without further ado, I will pass over control to Jennifer Veesenmeyer .

>> Thank you. Let's get started talking about how we can create web metrics reports the rock.

>> Let me start by telling you a little bit about me. I work for strategy and which is a web analytics consulting firm headquartered in Chicago. I live in Minneapolis and I have a lot of frequent flyer miles. My background is in marketing. In particular, search marketing but I have been a web metrics consultant exclusively for over four years.

>> I do a lot of training with web analytics. I am one of the instructors for the Web analytics Association site opposite -- optimization base camp training.

>> And a couple of weeks, I'm going to be at the direct marketing Association conference teaching integrated social media analytics at only 23rd, I'm going to be in Washington DC, after eating metrics -- doing a full-day workshop.

>> I went a couple cover a little bit of that in the session today's you get a sneak preview but that is a full-day. A full-day workshop.

>> One thing about Strategens is that we do web consulting but we also do technical support to analysis and testing and validation. Let's do a poll question.

>> I would like you to tell me how much time you spend on reports. Not including the time it takes to analyze the data, just the time it takes to do the report.

>> J.are you going to tell me what answers you see ?

>> We have gotten the results of the poll. How much time do you spend on resorts -- reports not including data analysis. 24% said I don't have any reports and 55% said less than two hours per week. 20% is 2 to 5 hours per week. 0% for 6 to 10 hours per week and 0% for more than 11 hours a week.

>> Great thank you. That is what I typically see. We typically see the less than two hours a week in creating the report and for most people, those are two very painful hours.

>> I was at a conference and, can I push to the next slide?

>> Yes. You are at your slides now Jennifer.

>> I was trying to get the next one.

>> Okay thank you. I was at a conference and Eric Peterson was talking about report. He was talking about reporting be a necessary evil but that they were still evil. I understand where he was coming from. But that is the first thing that I would like for you to think about differently. Stop thinking about reports as a necessary evil.

>> Great reports can be a powerful way you can drive your company forward. Reports are the primary way that we communicate insight from a web analytics or other insights throughout the rest of our organization.

>> There is a very big difference between data dumps and being able to deliver good insight.

>> What Eric was talking about reports, he was typically talking about big ugly Excel spreadsheets. If you look at the path of understanding, the first level is data. These are just the numbers.

>> The next level turns into information. I would actually call this narration. Narration is when somebody adds, this went up 2.6% and business went down 3.8%. All you're doing is explaining in words what you're saying.

>> They would move up to knowledge. With knowledge, we are talking about analysis. We're not just talking about what we are seeing, we are talking about why. What are some of the, or the so what?

>> What are some of the implications ? do you see any trends? Was this what you expected or different than what you expected? Then there is a point where you actually get wisdom. Were you able to take everything you know about your business, the way the organization is run, what is important to your target audience, in addition to the information that you have in the knowledge that you have a web analytics and turn it into something, that can add a lot of value to your organization.

>> Realistically much of the reporting that we do, there is actually very little of it, that falls into wisdom are being able to do specifics. This is ideal, but not ever report even need that level of attention. We definitely want to strive for reports are providing knowledge.

>> Ones are providing insight that is valuable to the organization. So today, we talk about reports, we're actually going to talk about three different things. I realize that when people talk about making their report better, they are often talking about how to make them prettier. But that is definitely not the focus.

>> If you're trying to make a reports better, the number one thing that you need to do is to make sure that your reporting on the right metrics. You are reporting the things that matter. So our first section will be about justifying -- identifying KPI.

>> The second section is for graphics and visual it will talk about how you select the right visualization. For example, when to use a line graph and when you use a call graph because they are not interchangeable. They serve different purposes.

>> Finally, with our reports, it's never enough to put it together. There is usually some light you have to present it -- there is usually someone that you have to present it. We will also cover that at the end. That is definitely the smallest section but it is one that is important.

>> The way that we will be working is, I will go through each one of these sections. At the end of the section, I'm going to open it up for questions. You can submit your question through J.

>> Let's talk about identifying key metrics. When everything is important, nothing is important. So there are three important things that you need to know aboutKPI And by KPI I mean key performance indicators.

>> The first thing you need to know is there are multiple types of metrics. If you look, the first type is more outcome or business driven. This is what ultimately you are trying to achieve. Honestly, these are some of the most occultKPI metrics to come up with-- -- the most difficult KPI metrics to come up with.

>> An example in your business might be new visitors but only as you are tying it to the objective of raising awareness. We are going to talk more about the objectives a little bit later on. Customer satisfaction that they are having a good experience on your site might also be something, one of the most important things to you on the site.These type of metrics answer the question, how well am I doing ?

>> The next set of metrics, these are diagnostic metrics. These are the ones into the question how can I do better? This is normally, typically by first controversial comment whatever I am doing is training. And that is, in my opinion, conversion rates or task completion rates, and in a sense, they are not the most important metrics in your business ever. They are important but they are

diagnostic. You can have 100% conversion rate, 100% task completion rate and still have your website be a miserable failure. Only one visitor came to your site.

>> I would say that the outcome or the business driver is actually the wrong number. -- raw number. But the raw number is not actionable. In order to make it actionable, if you want to influence that number, that you look at the diagnostic metrics.

>> We have a set of metrics that I called smoke alarms. These are the ones that you have to keep your arms around. But nobody really worries too much about them. If they go up a little bit and down a little bit. It's really not that big a deal. To be honest, for some companies, or some organizations, visit falls in this category. If it goes up a little aura goes down a little, that kind of variance is okay as long as they are not taking any big dramatic differences.

>> There are a lot more valuable metrics that you might look at. To give you a sense, are there any problems? Is there anything on your site you are doing poorly? Zero you'll searches -- yield searches is an example of that and zero yield searches is looking at on the site searches which is a good place to get information.

>> Zero yield means there were results, so they did you read -- the search and there were results but they did not click on any of the results. That is a good indicator of how effective your on-site search engine is working or whether the type of content that you have on the site is relevant to the searches. They are visitors are doing.

>> The next group are predictors are leading indicators. These are the ones that tell you, all you do better? We look at new visitors, that happened already. We are looking at metrics, or try to look for metrics that tell us if we are going to do better.

>> When I work with organizations, depending on the level of the people that I am working with, if I am working with the managers and the people who are on the frontlines, they are often most interested in the outcome of these subscribers and the diagnostics.

>> When I move up to vice presidents, CMO, high-level, those are the groups that are typically looking for how -- what am I going to do? How are we going to be able to do better is to mark we are looking at that picture of you.

>> One metric in the government world that is often used as a predictor or leading indicator, is intent to use the site as a primary resource. Which is, of course, something that you do not get out of the standard tool like web trends.

>> It is one you would get out of a survey, you would be asking that question. And there are metrics that are latent metrics and these are ones that you dig in there and see what you see with the correlation and a voice of the customer data. This is not intended to be an exhaustive list.

>> The most important thing to take away from this, is that there are multiple types of metrics. When you are trying to defineKPI are key metrics in your organization, you're going to want to be thinking about each one of them, what is its use is to mark how are we going to use it? Are going to use it to tell us how well we are doing or how we can do better, for example.

>> The second thing you need to know,is that not all important metrics are KPI You will hear me try to be very carefulon whether I talk about KPI are key metrics.

>> Key metrics are ones that need to be reported on.But KPI are the key performance indicators which are a handful, five are less metrics that are ones that are true performance indicators.

>> My requirement, first it needs to be tied to an addictive. -- an objective. I don't mean that your objective or goal is 1 million visits so if you don't get 1 million visits, the business is not atKPI I mean a high-level objective. What is the purpose of your website? Visit awareness? Is the education? Acquisition? Sign-ups was to mark advocacy? Support? There are a lot of different purposes for your website.

>>Each one of your KPI should be tied to one of these objectives. If it isn't,it is not a KPI

>> It is also a metric that you should be able to rate or gray. -- you should be able to rate or greater. If you look at the number and it is not a good or bad number, it is not a key performance indicator. It might be important, but if you don't know if that's good or bad, you cannot use it to measure your performance.

>> Again, one that you might continue to measure in order to gather some benchmarking metrics.But at one point he can become a KPI but it is not a KPI until you know what the number is good or bad.

>> It also needs to be time sensitive. If it is a number that you don't need to look at very often,it is not a KPI The KPI are the kind of metrics that you need to check every month, every week, every day. Whatever is relevant to your organization. It is one that people can happily go along without ever looking at,then it is not important enough yet to be a KPI

>> Finally, and is to be embraced by the organization. I know with government organizations, this can be one of the most challenging pieces. This is important. One of -- if what we are trying to do with analytics is to create some accountability, if you are measuring performance, the intent is that you want to improve the performance.

>> In order for someoneto embrace a KPI they need to agree that it is a good way to measure whatever it is that's important.

>> If you don't have anybody that needs to be accountable for it or believes it's a good measure, then it is not yeta KPI

>>The third thing you need to know is that no KPI is an island. When I am consulting with clients, who work very hard at all the things that they can possibly measure, how can we squeeze it down into those handful of most important metrics? You have to remember that the next step then, is to look at a whole bunch of more metrics.Because the KPI themselves, are typically not enough information to be truly actionable.

>> You have more of the diagnostic metrics, more of the analysis that needs to get done. But still, you have to get everybody to focus on what the main metricsare KPI should be.

>> What I'm doing -- when I am doingKPI identification or definition,. Definition -- identification is a more accurate terminology. It is typically a three-step process.

>> First of all, you get everybody to agree on what the goals of the website or.

>> Secondly, you outlined new -- the web analytics with the website go. So if one of the goals is awareness, what is a measure of success for awareness?

>> Finally, what to do that, then you get into the detail of what is important to measure pressure Mark -- -- what is important to measure?

>> Again, every time we measure a company and we start your stakeholder interviews, the first question I ask is what is the goal of your website?

>> So if we are going through this process, I know that a lot of you, as part of doing reports and is part of helping to create a more data driven culture, that you end up being your own internalKPI consultant. So I want to give you the process that I go through to help definethe KPI Like I said, the first step is to get everyone to articulate the objective.

>> The second one, we talk about the measure of success. And it is very important that these steps are actually different because when I am interviewing a stakeholder, I try to be very careful to not ask the question what do you want to measure question mark -- --?

>> I find that that is a very uncomfortable discussion because they start giving the answers that they think I want to hear.

>> Like pages per visit, time Onsite, as they start coming up with what they think would be goodKPI that I would deem acceptable but they are not really telling me about the business and what is important for them.

>> I always say, it feels like being a dental hygienist. You keep asking your client, do you look at your report? Do look at them all the time? Do you make any decisions based on your data? Do you floss everyday? Do you floss after every meal? The more I can make this a nonthreatening discussion be easier than it is.

>> If I can get them to tell me what the objectives are, and I will come back to them by suggesting was some measures of success might be.

>> What the measures of success, we talked about diagnostic measures. If new visitors is your measure of success for awareness, they are diagnostic metrics are the ones were going to look at two on how you might influence that number.

>> Vinegar to the process of gaining stakeholder I am. Once we have a proposed set of what theKPI should be, and to be honest, I sell them. I sell to the stakeholders. I explained why this is the list, why the other ones are not on the list in which our two get everybody to agree that those are goodKPI and that to determine who will be accountable for them.

>> This is a very important step and one that often gets missed. It's a step gets missed, the process typically falls apart. Later on down the road and unit of having to redo it. This is one of the things we really want to pay attention to. And then I finalize the requirements. The business requirements are hitting this data, whether they need it, how do they need a segmented, the technical requirements, how are we going to track the sale of trends, do we need customer reports? And then you have the process.

>> This is literally where we go. We walk through the process and say what I have this metric, but I give it to? I give it 2 AM. -- I give it to you and.

>> And might say I don't know. It's not really relevant to me. I would like to give it 10 because 10 is more relevant. If you take the time up front and walk through the process and make sure that everybody knows what metrics they should be receiving at what to do with it when they get it, the more effective everybody is going to be.

>> Let's be realistic. This is the ideal world that we get to walk into but a lot of times we go backwards.

>> This happens to me and I in the consultant so I'm sure this happens to all of you, if you are internal consultants.

>> What should we be measuring? And I say I don't know. What are you trying to do.

>> And I -- and they say I don't know. What should we do? And we go backwards from there. Because I want you to be successful, I am Wednesday the process that I use when I am in a situation where I have come in the middle and I need to do some retroactive strategy.

>> Notice I am calling this the interim metric identification process. First of all it is interim because if you follow the process this way, it is not going to stick. This is not a long-term solution. This is just what you use in order to get enough traction and excitement you can actually go through the strategic process.

>> The other thing is, notice I am using the word metricand not KPI If you go through the process this way, you'll have some important metrics that will get people's attention,but they are not at the level of the KPI yet.

>> We typically start like this. When I brought into the situation, it is often a better -- about a report or a set of reports.

>> Or executive director want to know ask. -- ex. Are we need to get out a web metrics report to our managers, our directors. Whatever it is. I asked them to give me the goal of the report. This is, again, another delicate conversation because you would think that the goal of the report would be to inform but I can tell you that most of the time it is not.

>> I actually have a list of potential ways that people might want to use their report. I go through the list to see if it sounds familiar.

>> One of the things I can say is, is the goal of your report to you have a better understanding of how you are performing? Is the goal of the report to help you use data to improve your customer experience? To improve awareness? To help you achieve that goal? Do they have a whole bunch of other ones on the list too.

>> Air like, -- they are like I want to use this report to try to convince my boss that the website is important. Do I am important. Whatever. In order to get some funding. Maybe it is just to try to get some executive support.

>> Sometimes the goal of the report is that you have somebody that you don't trust. We hired this search marketing firm and we don't think they are doing anything. So we went to see a report from them because we think they need to be more accountable for their results.

>> Whatever the actual goal is, the more I understand what you are trying to accomplish, the easier it is for me to identifywith the best KPI is.

>> For example, if your goal is awareness, then one of the metrics that we might want to look at his new visitors. That is a much better measure of awareness. Then visit. However, if the goal is to try to gain executive sponsorship and get them interested in seeing how important it website actually is, and to be honest, we lighter port visits because that number is going to be higher.

>> The next thing we deal with is identify the target audience. Whenever you, if you want a report to be meaningful, meaning is in the eye of the beholder. The more you know about the target audience for the report, the more you can make it relevant to them.

>> Also would talk about which metrics are going to help you achieve the goal of the report. And we talked about that example. I have some internal requirements also.

>> The same business requirements, who is going to need the data? When? How do they need a segmented? Technical requirements? How are going to track this? And our Web analytics tool? In our customer survey tool? Whatever it is. You will notice on here that I do not have process

>> The reality is, if you go through the process this way. It is not going to stick. People are not going to all of a sudden be inspired and start using your data to make decisions. So there is no sense worrying about process yet. On a large scale.

>> You need to find two in the organization, you can be your case to study? Who can be your pilot? Who can you help be successful to the can then take their story until it to the rest of the organization?

>> There are some commonKPI definition issues. For government agencies but honestly, these are common to a lot of different types of companies.

>> I wanted to give you some tips for these. The first one is unclear website objectives. We have an idea of measuring the immeasurable.

>> We have too many tran3's-- we have too many KPI are misguided KPI We call this section stupid KPI   The ones that get stuck in your bosses head as being the best way to measure the website.

>> But they are not really. So let me give you my suggestion for tackling these super ugly issues.

>> I don't have a magic bullet. I am not going to give you any tips that are going to completely solve these problems are you. The thing I'm trying to do is give you suggestions of things that have worked for me and my clients. We are trying to tackle these.

>> The first one is unclear website objective. Don't think that this is just a specific to you. I actually have recorded, I was doing stakeholder interviews with a Fortune 500 company and I was interviewing the director of interactive marketing. I asked the question, what is the goal of your website? And she said how -- I don't know. That's a really good question. I didn't think of that before.

>> This is the director of venture to marketing. The website has to be a significant piece of what she does. But she hadn't ever thought about the goal. This is not just, you are not the only group that runs into this trouble. Honestly this is where we start doing your attractive strategy.

>> What might good goals be and we look for overarching objectives and high-level objectives and the examples of awareness, education, advocacy. We're looking at them at that level.

>> I also try to tie into off-line objectives. This is definitely not easy but if you are trying to be relevant, if you have a business that is primarily, not web focused.

>> The core of the business does not happen through the website. While we're waiting for that organization, the best way you can make the website relevant is to figure out how tie into what the overall or the off-line objectives are.

>> This is where you go and scroll back to the charter for your organization. What is it that your task is doing at a high level? How cool use the website or data from the website to show that we are able to contribute to that?

>> I'm going to tell you, we end up doing a lot of baby steps. Nobody is able to make this job. If you start here, and you start by trying to be relevant to the business or the organization, rather than start with a letter good -- hey what are good metrics for our website? You're going to be more successful and get more traction in the long-term.

>> Pick a few to focus on. Sometimes the website objectives are so unclear that if you hold up the list of all the possible things that you might would have on a website, should these be our goals? The answers you get are yes yes yes yes yes those all sound good.

>> When you're in a situation, recognize that you cannot account for all of those goals. If you want to get traction, pick a few that you think are important, that people seem to really care about. Maybe it is customer experience. Maybe it is education. Maybe it is advocacy. Pick a few and focus on this. At least he isn't traction -- at least it isn't traction to focus on the others.

>> The next one is measuring the immeasurable. I have this quote that I thought was great from Lord Kelvin. And he says, when you can measure what you are speaking about, and express it in numbers, you know something about it. But when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind. It may be the beginning of knowledge, but you scarcely, in your thoughts, advanced to the state of science.

>> I'm going to give you a good example. Visitor engagement. The reason why people have so much difficulty measuring visitor engagement, because mostly people don't stop to make sure that they all agree on what visitor engagement even is.

>> What we don't need to come up with metrics that are perfect, metrics that are able to miraculously capture visitor engagement.

>> We are not trying to reduce uncertainty. It is just that they were aspects of it that we are able to measure, the more we are able to understand it and being able to influence it.

>> Here are my tips for measuring the immeasurable. I also highly recommend the book, how to measure anything.

>> There are also some good tips in the book as well. The first one is to be specific. Like visitor engagement. What do actually mean by visitor engagement? When I start asking that question, clients typically tell me I want them to, visitor engagement means that they are interacting with the site for a long time.

>> They found the information useful and they are returning. Will he start breaking it down, visitor engagement breaks out into things like education, awareness, customer experience etc.

>> Next thing to look for is an observable consequence. Let's take education. If the objective is education, and we're trying to find a way to measure it, then start looking for ways that we might be able to determine whether or not someone is educated.

>> How will you know if they're educated? One of the ways that I end up seeing this done, is a survey question. Not everybody. But being able to ask basic questions to make sure that they were able to capture your viewpoint.

>> This goes into the idea that you might need to expand their data collection tool set because in some cases, you are able to measure things with quantitative data. Web analytics tool traditionally measure behaviors.

>> There are some things you can read into the behaviors and some things that you really can't. If what you really want to do is to measure attitude, then you need to bring in some additional toolsets. Often surveys.

>> Then you also want to look for a proxy. Which means, I can't measure exactly what I want to measure, so what is the next best thing? I want to do encourage -- I want to encourage small businesses to. Sometimes I just have a hard time coming up with an example off the top of my head. I apologize for that.

>> A nongovernment example would be, sometimes I work with healthcare companies, or what they really want to do is get the visitor to go to the doctor. You cannot find out whether they actually went to the doctor. That would be offensive and a violation of privacy in so many ways. So we look for a proxy. Are there any behaviors on the site that we can measure that might indicate or suggest to us that they are going to go to the doctor?

>> One might be a form that says this page, questions to ask your doctor. So that would be an indication that they might be willing to do that.

>> If you do pick any proxies like that, you need to make sure that you are committing to validating those. You don't pick a proxy and then stick with it forever without ever actually knowing whether it was a good predictor. Of the actual conversion that you are trying to measure.

>> Next oneis too many KPI To be honest, this is the number one reason why I get hired as a consultantto help a company with KPI They have too many KPI The discussions are all about all the possible things we could measure that might be important. I end up spending my timenot coming up with KPI that are wonderful that nobody has ever heard of, I end up spending most of my time trying to help them sort through everything they could measure.

>> Even things that are important to getting to the handful of things that are most important. Here are a few tips for doing that.

>> Verse one as two separate the business drivers from the diagnostic metrics. What are the outcomes? What are your measures of success versus what are all of the metrics that you might need in order to influence that measure of success?

>> That also helps when you're doing the reporting because you can reportthe business drivers, the KPI , to people at a high level and you know that the more diagnostic metrics are the ones that the people on the front line need.

>> I require public ownership and accountability. This is public in a different sense than you might typically think of with government.

>> By public, I mean within your agency. We need to get people to own internallyand be accountable for a specific KPI Nothing makes the KPI list shorter than having that meeting with the stakeholders where we tried to get people to sign up for which ones they are going to be accountable for.

>> Definitely nothing short of the list faster than that meeting.

>>Let's talk about misguided KPI As a consultant, like I said,I do a lot of KPI definition consulting.

>> I never come into it with a clean slate.I never come in to a point where no one has ever thought of their KPI and we don't know what they should be. Every situation I have come into, the company has usually try to do it themselves, before, and not been able to do it successfully before they hire a consultant.

>> I do come into a lot of situations where there will be, to be honest, stupid KPI

>> There'll be some number that somebody has decided is the best number ever like, forgive me if this is one of yours.

>> Time Onsite. Time Onsite by itself is nota KPI It is a diagnostic measure but there are many things that could be wrong with time Onsite.

>> The idea that if somebody is on your site for a long time, but that is an indicator of whether or not they are educated are from a site valuable, it is just not. It is important but it can't be the sole member. It needs to be balanced out I other numbers.

>> One of the reasons why people might be spending so much time on your site is that they can't find anything. Using that number as a success are the only measure of success is not a great idea.

>> When I read into these situations, oh and the other thing is I am doing stakeholder interviews. It is these people's opinions and if they were important to the organization and as they didn't have any sway, they would have been included in the stakeholder interviews. Have to find a delicate way of handling the situation.

>> The first one is to pick my battles wisely. Sometimes I have to really made a decision about whether it is worth it or not. Do we use visits or visitors? That gets debated in web analytics all the time. If someone in the organization feels really strongly about one of them, it might not be one that I would want to pay.

>> You also look for checks and balances. This is the time Onsite metric. In order for that to be valuable, you want to look at some other metrics. You might look at the percentage of returning visitors. If they had a really hard time finding something, they might be less likely to come back. You might look at metrics around your Onsite search and how often that is used.

>> You might look at a path analysis and see how often people are hitting the back button because that gives you indication that they are having a hard time finding things. They are running into dead ends.

>> Any of those other metrics are the checks and balances. I also use blame the form approach. You can do this if you have somebody coming to you for a lot of ad hoc reports. Were they are asking for data that would be completely useless and suck up a whole bunch of your time.

>> I create a form and on the form, one of the questions is how does this information impact the business or impact your organization?

>> People that can answer that question -- people that can't answer the question, it will at least slow down the request. The beauty of putting on the form is I am not directly saying to them you are asking me for something stupid that I think is useless. You are simply trying to fill out the form.

The question on the form is how does this measure, how does this metric in this report impact your business or the decisions that you make?

>> And Wallace Wells, sometimes I have to give -- -- and all else fails, I have to give in and the fact that I have to report on the metric does that mean that I have to make it the most important one on the dashboard in my report. I can downplay them. Where I put them.

>> With that, I would like to open it up to questions about KPI

>> Great Jennifer. This is Jay. If you have any questions for Jennifer please put them in a chat box. One question is from Mary Lou. In doing reports, do you think that you're accountable for tracking major -- tracking the metrics are achieving a measure of success?

>> I would say it depends on your roll. Ideally everybody should be accountable for achieving the measure of success but if your roll is to get the metrics to pull the data together, you're not the one who is actually running the content are running the campaigns. I still think you're accountable because you're accountable to getting those people the information that they need in order to be able to do their job.

>> You are accountable to finding out from them whether they report that you are giving them is valuable and whether they know what to do with them when they get them. We still have a role to play in success. And the success of that goal.

>> It is not just putting out the numbers.

>> Great. Our next question is from Mark. Is it better to approach a large site with subsites omni-subsite level? In their case, the objective depends on the subsite in its target audience.

>> J. can you read that again?

>> In their site, is it better to approach a large site with many subsites on a subsite level? Should you measure the subsite websites? In their case, the objective depends on the subsite and its target audience consider the whole site.

>> The answer is absolutely yes. You want to setthe KPI and the measurement at the level that the goals are set.

>> And not just for the goals are set but the people who are going to be making the changes are trying to achieve that measure of success. Where is their level of accountability? What we are talking about besides, it is very uncommon to have anybody who is accountable for the whole site give metrics at that level. It might be interesting but they're not really actionable because nobody is worried about it. They are only worried about their piece of the site. Their section.

>> This is one of the things that web analytics tools traditionally are really horrible at which is getting your data segmented at that level. At the site section level to make it relevant for the stakeholder are the people who are trying to make those decisions.

>> Great this is a good segue. A question from LeeAnn. What are good web analytics tools and wish away the capturing and their weblogs?

>> And what should we be capturing and their weblogs?

>> I would say with their web analytics tools, pretty much all of them out there are good. I work with all of them. None of them are dog.

>> I would say, also, that all of them had a significant drawback. Every single one had something that day to do well at all. So it really depends on what is most important to you. If you are asking me generally to make some general recommendations, I would say companies who do a lot of campaigns and went to look at a lot of segmentation, they are typically happier with site catalyst.

>> Retail companies that want to have e-commerce where they want to tie in what is going on with her website with their internal inventory management systems they tend to love korma tricks. Web

trends is divided. It is typically the most popular from IT groups. It is the most popular from groups that want to own their own data.

>> They don't want to do the model. They want to have the software themselves. It is also a lot easier to do custom reports. Google analytics, I know many reasons why government agencies can't use that tool, however it is actually very powerful and there are some things that it does better than the very expensive pay tools. Specifically events and tracking.

>> It means tracking/videos -- flash videos. Yahoo analytics, is also particularly good but it is only available to Yahoo customers. It is free. It is a lot like Google analytics and the richness of its functionality. But it is a lot more appropriate for an enterprise-level company and also includes, you are able to see some of the good demographic information that you wouldn't otherwise be able to see.

>> Definitely not in Google analytics. But not in any of the other web analytics tools either.

>> I think the second part of the question was, what they should be capturing in their web logs.

>> That question, I can't really answer. When you go through the process, that question falls in the technical requirement which means before you answer the question, you have to know what your goals are and what is important to measure and what is the measure of success and what are the diagnostic measures that go with that. In order to be able to answer that question.

>> I can combine the next question from Stephen. What, in your opinion,is the most important KPI and is there a good place to find a list of commonand acceptable KPI

>> I to believethere is one KPI that fits every situation. I know there are definitely people that argue that customer satisfaction is the one metric.

>> Another archived -- I know there are companies that argue the answers to likelihood to recommend is the one metric. I have worked with agencies were visits with more than three page views is a metric.

>> I don't believe there is one metric that applies to everybody in every situation. I really think it needs to be tied to the objective.

>> Is there a good place to find common KPI are acceptable KPI

>> I like Eric Peterson's book. I think it is calledthe big book of KPI Web analytics is defined and it might be an e-book now. It has been around a while and it is pretty practical.There's information about how you decide what a KPI is. There is specific information as well.

>> If you have a support site, these are the KPI that are good KPI for that model. For each one of those, they give a definition of how you actually calculated. As well as some of the actions that influences. If it goes up, what should you do? If it goes down, what should you do? I don't know of any resources that are really rich information resources that are specific to government agencies but I definitely like Eric Peterson's boat.

>> Eric Peterson's boat.

>> The last question, and the government work be done, do you see one comment challengethe government has with KPI

>> With our clients, the most common challenge that we have with our government clients is that they are so decentralized and so disorganized. But they can't agreeon what the goals of the website should be in order to pick the KPI So the people who are responsible for creating the reports have to pick what they thinkgood KPI would be.

>> I think those are all of our questions for now. If you want to move on.

>> Now they are going to completely shift gears. I know that sometimes we talk about grading reports, people are surprisedto the extent to which I talk about KPI I can tell you honestly when

people asked me to give feedback on the report, most of the questions that they are asking me are not related to the report,there related to the KPI and figuring out what is important to measure.

>> Now we are going to go into meaningful visualization. I have, that I think you'll find will be a lot more practical.

>> 10 steps to great charts. We're going to go through each one with examples.

>> The first one is to have a clear purpose. For every charge that you are making -- for every track you are making, you need to determine if you are trying to answer a question or are you trying to communicate the answer to the question. Those are not the same graphs usually.

>> This is where web analytics tool fails miserably. The visualizations that they use are there to help you analyze the data.

>> They are usually the worst type of visualizations to share with the executives, to try to communicate the value of the site. You need to know which one is important. Which one you are trying to do.

>> Next one is to consider your target audiences. Personal preferences are a factor in the visualizations that people like a new level of detail that people want to know. You are example, -- - -

>> For example, my boss is an engineer from MIT and a world-ranked chess champion. To be honest, he likes to see the raw data on a hike and look at one of thosecrazy Excel sheets and get meaning from us but he does and that's how he likes to see it.

>> I am a lot more visual. I need to see it in a graph in order for it to make sense to me. Definitely the personal preferences of the people we were trying to get reports out to make a difference.

>> People at different levels in the organization require different levels of detail. When you're trying to save time because nobody wants to spend all their time creating reports, they want to spend it generating insight.

>> One of the things I find is that they try to create a report or a graph that works for everybody and sometimes it just doesn't work. There are some things that the executives on want to see at a high level and there are detailed information for people on the frontlines need to see.

>> Trying to find a balance between creating the one visualization that works for everybody versus creating a different one for each person. That takes a tough time.

>> In reality in the way that the plays out, I can handle it a couple of different ways. I used to do a lot of dashboard design and Excel see us. I would -- there would be a button and it would default to one you and you hit the button to show the other view.

>> I was working with a law firm and my primary contact was the marketing director and he was trying to get the managing partner interested in the web and to care about the web.

>> He was using the dashboard that we were creating as I can be. To get his attention. What I did was to, the visualizations defaulted to the graph because that is what the managing partner like.

>> If you clicked on the button, you can see the table and do that instead. For the marketing director who actually like to see more detail. So once I created a template that way, I only had to build it that one time. After that, they always say to me a lot of time. I've started to be able to do itand Excel With no additional plug-ins or add-ons. Just with the functions of Excel

>> The key behind it is using the camera tool which is probably a whole separate webinar. Something to think about.

>> Selecting the chart type. Along with the materials, along with the handhelds of this presentation, I sent you a sheet of some of the top visualization. These are not all of them but once the people most commonly used plus the explanation of what they should be used for and what their drawbacks are.

>> I am not going to go through all of them. I'm only going to go through a few of them.

>> The ones that are the most popular and important. The first set, these are the types of visualization that you are using for time series.

>> If you have January February March along the bottom are the days of the week along the bottom or whatever, these are the types of visualizations that are best to show them.

>> The first one is the column graph. A column graph is important when you want to see the specific number for a month. If you want to see September versus October, that I would want to see a column graph. If I want to see the trend, generally we seem to improving. You use a line graph.

>> When you have multi-series. Let's say you're trying to compare 2008 versus 2009. You would use the clustered column. If you want people to be able to see quickly the August the August 2008 was significantly less than August 2009.

>> If you just generally want them to see that it is following the same trend or 2009 is significantly higher than 2008, that he would look at more of evil tie series line.

>> -- will tie series line.

>> One of the best used -- one of the most missed used graphics is a stacked column. People do this because they're trying to cram a lot of information in a little tiny space.

>> They wanted to see overall visits but they also wanted to see all of the segmentation or where the sources of that were our worthy site sections were are however it is you are dividing it out.

>> A few tips for that. First of all, if you have any of these stacked columns, they have more than three things a stacked together, you really are not able to make the comparison. You might need or graphs.

>> These stacked columns are horrible for showing trending. If you want to be able to say that the visitors for organic search have increased over the year, a stacked column does not allow you to see that trend that is worthy area chart placement.

>> You are doing essentially the same thing to a new expanded out into a stacked area chart, you're making a connection it makes it easier to see the trend.

>> The next set are the ones we use for a single point in time.

>> The first one is a bar graph. A bar graph would be often used for comparisons. Referral sources. I want to know what is its -- visits for September. How many of those visits were driven by e-mail, organic search, paid search, social site, or direct or bookmark. That is the kind of thing you would want to look at in a bar graph.

>> A pie graph is show to use composition. Generally, how much of the traffic comes from Gannett search. -- organic search. Pie graphs are the worst visualizations you can use. There has been a lot of research on the effectiveness of different visualizations and how our brains are wired in order to make meaning out of data and what we see.

>> What they have discovered is that our brains are wired to measure distance but not area. So I am able to compare much faster to bar graphs or two bars next to each other than I am able to compare two pieces of the pie.

>> Most of the time, you think you want a paragraph, you don't. You want to use a bar graph instead.

>> I am sorry. One other thing on this. Not only are our eyes wired to compare distance, it is also easier to compare horizontal lines the vertical lines. If you are trying to compare visits by referral source, for example. If you make it a column graph, it is more difficult for people to make the comparison from one referral source to the next than it is if you stacked at the other direction. He made into a bar graph.

>> If you find yourself forced to create a pie chart. And honestly, it happens to me too sometimes. One of the things I would like you to consider is what is called a bar of a pie. This is a graph that is built into Excel see you don't have to create this thing manually.

>> If you have a lot of slices of the pie that are skinny. This is one of the visualizations that you can use in order to do that. I also want to mention bubble graphs. Bubble graphs are the ones the agency's love.

>> Many of our clients work with ad agencies and get 30 page report full of bubble graphs. Bubble graphs are one of the ones that are good to help you understand the data. They can help you analyze the data but once you know the answer to the question, they are horrible for communicating that out.

>> People that look at data all the time, bubble graphs make complete sense to them. If you are not a data person, and you don't do this stuff all the time, the bubble graphs typically require a lot of explanation.

>> Then the next that is a bunch of graphs that you might consider using. These are notbuilt in Excel but they are ones that. Let me rephrase that. These are -- these can be used in Excel. What I mean is, when you are inserting a graph, it is not one of the options that you can select.

>> A waterfall is a graph that we might use if I was trying to focus on. Let's say I wanted to show visits from search.

>> I wanted to show not only that visits went up and down over time but also the extent to which search played a part of that.

>> NMI want to only focus on the part that is just search for what this graph actually is, is a stacked column. It is just that I selected a series on the bottom, I don't know if you can see my cursor.

>> This piece, I just select it, I make the color white or no color and I remove the line and it just looks like a waterfall graph.

>> I also have a, there are a lot of times when I need to create a funnel in Excel   which is also extremely painful and I do it in the same way that I do a waterfall so I create the final with -- funnel with a 100% stacked bar graph. All I do is take whatever my number is divided different by two and I create, I have my raw numbers and I create the other table that does a little calculation forming that allows me turn it into a telegraph and I select the series on the in just like I did the waterfall and make them clear or white and remove the line.

>> The next set our spark lines. And I don't know where Edward to be -- testy his daughter the grandfather of visualization and trying to make meaningful visualization spark lines are a spark bar a one-word graph it is so small you can fit into the size of the word. You can put into Excel on a table to show historical information to show you have those are used.

>> It allows you to give context. It is actually very difficult to make tiny graphsin Excel   but there are a few things that you can use. There are a couple of add-in tools.

>> One is spark maker. The other is might grow chart. -- micro chart. Neither one is free. They are 60 bucks. They are not really expensive. Buteverybody who sees your Excel spreadsheet, must have that are the fonts and style in order to see your graph which makes it useless for anybody who has to be the report wisely. We get around that by printing your graph -- printing a report to PDF and it is something to be aware of there is a macro called I don't know if it is tiny graph for tiny chart but it is free and you take the visualization that you want, you use the macro to make it super small but still readable it works pretty well but it is unstable so every once in a while it won't work but generally it does. Stacked charts and vertical series is how you solve the problem where you're trying to show two things that need different access. You're trying to show visits for your very large site compared to visits of one of the sections of the site which might be much smaller.

>> Rather than use different values, you can take to charts and stack them on top of each other and make them skinny. A guy came after Edward testy. Stephen few. Among the handout that you got, I included a sheet of resources that I would recommend and Stephen book about dashboard is one of the ones on there.

>> Stephen Few follows the guidelines of Edward Tufti but he is a lot more practical than his digestion's and they are more relevant to somebody who has to do reports on a regular basis.

>> Not to be outdone by Edward Tufti. he created his own type of visualization that is called a bullet graph.

>> A polygraph is designed to be able to show a lot of information in a little tiny space. So if you look at the bullet graph right there. I don't know if you can see my cursor but if you look at this polygraph, there is a little black line that goes up and down instead of three quarters of the way across. That is your goal.

>> The black bar is your actual performance. And in the shaded colors behind it to you whether it is good or bad.

>> Y. look at this polygraph, this is as you did not meet your goal but he still performed well.

>> The bullet graph can be very effective if you have users who are used to looking at them a lot. Otherwise they require user training. People have to get used to being able to read them in order for them to be useful.

>> These can be createdin Excel   You can create how to do it yourself. I would recommend against it.Mr. Excel   has for $15, a template where he has are the created the bullet graph. All you have to do is change the data. That would be the best $15 ever spent. Because you'll be able to make these bullet graphs faster than trying to figure out the stacked columns and offsets and everything that it takes to build thisin Excel

>> The next thing is, if you want to take your data and make it meaningful, the number one thing that you can do is to add context to that data. One of the ways to add context is to make a comparison. There are six different ways. You have timeseries. How does it change over time? Rank. How does it compare to others? Composition is how was it a part of the whole? Distribution. Look said it in ranges. -- looks at it in ranges.

>> Let me give you an example of distribution. Average pages viewed per visit is a compute -- completely useless metric and is not actionable. No one is average. If you look at it that as a distribution, say it was a column graph or a line graph where you have how many visitors only looked at one page and they left. How many visitors looked at 2 to 3 pages. How many look at 4 to 7 and how many look at more than eight? I am making up those numbers. Whatever those ranges are, they are actually this is specific to your site and what the most common ones are.

>> If you look at that as a distribution instead, then it becomes more actionable because you just try to move people from one category to the next. How can I get people who are only looking at one page, how can I get them to look at too?

>> Of the people that are looking at 2 to 3 pages, how can I get them to look at 3 to 5?

>> You can segment your data that wait to see if there is anything different about the visitors who are looking at 3 to 5 pages. Versus the ones that are only looking at one page. To give you some insight.

>> Also to make, to give your data context you might look at a target. This is something that everybody wants. Whatever you can compare it to your goal, we achieve our goal or not? That's wonderful. The challenge I run into a lot is that nobody knows what their goal should be.

>> There is a challenge there. And there is also the correlation. How does this number relate to another number?

>> You want to show historical performance. This is an example of a spark bar in action. We have tiny little space and I definitely do not have space here to put seven big graphs. It is important to show how it changed over time.

>> I can slip by graph and here. -- in here. What I am doing this, when you're looking at graphs aside, this is not where you worry about whether January was more than February. That is too much detail to get out of a little tiny graph. Instead, we just want to see it is fairly steady or it isn't Rocky or -- it is Rocky or there is a lot of variance are teams to be seems to be cyclical. You're looking at it as a high level.

>> I recommend adding change indicators. In this example, I have arrows pointing up and down.What I'm doing these in Excel   I automate these. I am not actually manually entering them in. This number is negative, then it includes a down arrow.

>> If it is a positive number, then it is a up arrow I use color coding as well.

>> So I actually forgot to do this, but after the webinar,I will send you the Excel formula. That creates these arrows. You can send them out to the participants.

>> Sounds great. Will do.

>>I know the Excel 2007 has this functionality built in but the huge drawback is that you can only read it if you have 2007.

>> It is not backwards compatible.If you do the old Excel 2003 way, then your report users can see them regardless of whether they are looking at using 2003 or 2007.

>> Again, don't to show that they changed show how much they changed. If I stop to think about it, I could look at the numbers August or September and generally see how much of a change there actually was. Don't force me to think about it. Make it easy for me. At the present the change. I use color coding as well.

>> You definitely want to be careful with stoplight colors. Red yellow and green. Mostly because there are a lot of people that are colorblind and in other parts of the world, the colors mean different things.

>> You also might want to think of it, if you are trying to just make it stand out, then rather than use red and green, you might use gray if it is okay. And read if you're trying to -- and the color red is you're trying to get their attention.

>> Let's get into grading a graph that looks nice.

>> You want to eliminate the nonessential. Turn off the grid line option.Number one reason why Excel reports look awful is it they have all of the spreadsheet lines and then. Super easy. It is an option. Turn it off and all of a sudden it looks like a sheet of paper instead of a big spreadsheet. That makes it much easier to read.

>> Eliminate the third dimension. If it is not meaningful.

>> Any of the things that you are doing to make your graph look pretty, but don't actually make it more meaningful, get rid of it. You should never use a three dimensional graph unless you actually have data for that third dimension.

>> Remove dark backgrounds in the plaque area. The example that I have here is a default graph out of 2003. Tran6 -- -- Excel 2003. I will admit that 2007 is much better so using an example from 2003 is almost cheating.

>> I think all of my government clients have 2003 so I thought that would most likely be more relevant to you guys. Here is an example of default graph is. Get rid of the dark background. It does not add any value. The only thing it does is make it more difficult for you to see the actual numbers. Your actual column.

>> Delete the grid lines when appropriate. When I am working with the visualization and using it for analysis, the grid lines are important to me. If I am sending out the report to the executives, for the most part, they could care less.

>> Sometimes the grid lines are too much detail. For somebody who only wants to see it as it -- at a glance.

>> Remove the box around the legend. This is the worst. Nobody is going to get confused about which part of this graph is the legend. Remove that box.

>> I reduce the excessive access values by adjusting the scales. Sometimes this one is defaulting to zero as a minimum and 14,000 as a maximum. Counting by twos.

>> Sometimes you know that Excel will default to the all of these numbers are right on top of each other. It defaulted so was counting by ones. You can actually go into the scale and adjust and accept what the high number is and what the major units are.

>> Image -- there are two pieces to this. Remove everything that is not essential in the next pieces, emphasize what is important and deemphasized the stuff that is not important. Here is the example that I want you to look at.

>> We have a before and that we have been after. As you see, we have argued at some of the things and removed the dark background. We are the changed -- we changed the access to focus on, to remove the extra numbers.

>> I tend to like, when using graphs like this, I tend to like data tables. Something you can add to your graph in Excel easily. And it allows me to have a nice-looking legend and also works well when I have people that like to see the raw numbers and some people who like to see it visually. It sort of serves everybody.

>> The other thing that we have down here is that when you have column graphs and bar graphs, you need to go in there and increase the width of them. So that they are wider than the gap between them. Then, if you look at the difference between the before and after, with the after, the most important thing is the data in your series. It is your column. If it is bigger, it will draw your attention. Rather than the gap.

>> I typically thin and light and any axis lines. Not too much. This is typically important with the data table to the bottom. What I want a ride to see is the number. -- what I want your ITC is the number. If I have dark lines in the table, and makes it more difficult for those numbers to pot.

>> Sometimes I reduce the font size and light in the access values. At a time when I would reduce the font size is for the month along the bottom. You could do it on things that never change. January February March those are always the same in all your graphs from month to month. It is okay to make those small because people don't really need to be able to read them. To make a good guess at which month it is.

>> You still need to make it readable but it can be small. I around off the axis value so this is an example of, on my axis I have K. they are instead of the, and three zeros. This is the thing that you can do and the number type. When you are selecting number type, percentage, where you add, is or where you add decimal points. Within that same window, there'll be something on there for custom member types. One of those that you can use is a K. for thousand. The reason this works better than what we have of the in this example, and that is not necessarily all the time, but in this example, is that the zeros of their take up so much of the space of the number, that the most important part of the number, the two for 68 -- 2468 gets lost but if we can remove those and replace it with a K., and at a glance, it is a lot easier to see the most important part of the number. And eliminating the unnecessary act societies as well use color you never use color to make a report pretty the default color palettein Excel 2003 the default color palette in Excel 2007 the color palette I created for

Excel 2003 that mimics it I will include that with the Excel file that includes the formula for the up-and-down areas -- arrows. I will include a color palette if you have 2003 and want to include on your graph. The use color to show the item is different are the item is similar.

>> If you have 2007 and 2008 in different graphs, even if it is a column graph versus a pie graph. 2007 should always be the same color. 2008 should always be the same color. We also generally go with a neutral color palette.

>> If it is generally neutral, then when you have something that you really want to pop, and you really want to highlight, then you can use the bold colors. It will really make it pop to your eye.

>> We use a variation in saturation rather than color where appropriate and you can use the rich bright colors to emphasize the change.

>> If you're using color, he meets make sure that you have enough contrast. This is a tool that I use if I am not quite sure, how the colors interact how far I can go, never trust dry. There I will tell you -- your eye will tell you what you want to hear.

>> It is a free tool that I use. It answers those questions for me. And then no matter how great your graph is, it is not going to be valuable unless you provide interpretation. Tell people what they are looking at. In the comments area, maybe in the chart title, maybe in the body of an IMO, maybe in a follow-up call. You definitely want to get that out to people and explain it. And you want to be consistent.

>> Metrics are messages that are similar or close to the same size, and if something is bigger, it means it is more important. Don't change your color palette to make your report looked more meaningful. If this is a common example from psychology where I want to draw your attention to the orange circle. When it is all mixed up it is hard to see.

>> When everything else is consistent than that one really pops use the same principle in your visualization. This is an example of a dashboard that just pulls some of the concepts together that we talked about. We have an idea of something that you want to focus on, those are the big KPI a peer.

>> Is the most important to their bigger than all the rest. We are showing context, has a change from the previous year? Where using arrows. We are using big visualization to give additional information. We have some people that want to see the detail. And we have a section where we are including our comments as well.

>> Since we are running late,, since I am running late. I would like to skip questions right now. And hold them to the end.

>> That is fine. If we don't get to some of your questions, Kelly to send them to you after the webinar you can answer them?

>> Absolutely. I'm happy to do that.

>> Great continue on.

>> Effectively presenting your support -- your report. No matter how great your ideas are, you have done great analysis, you have created great reports, you have great visualization, if no one can understand what you are saying and what you are trying to recommend, then you have just wasted a lot of time. I just want to give you a few tips on how to effectively present your report.

>> By the way, number one reporting tool, PowerPoint. Never tool-- number two reporting to, Excel A lot of the tips are for those briefings.

>> With good reports, three aspects, clear content structure, pay attention to the layout, and then you want to present it.

>> With the content structure, what you wanted be careful a, River raft writing, stream of consciousness, added your head, the things that you are thinking. You want them to be very very organized.

>> Group related information together. Chunk the information into short discrete sections. Find a common theme. Do something that pulls everything together. If I am trying to give you all of the findings, let's say I was doing an audit of your site. From a web analytics perspective. I was doing a data confidence by that which we do all the time.

>> I would have all kinds of findings. I'm going to have technical findings, some related to your tools, some related to the tacking on your site, all sorts of different findings. I should not and will not just send them to you in a list. Instead, I will try to group them together and I will try to find that one thing that I want you to remember. For the most part, this is the most high-level thing that people want to know.

>> Before you get into telling me what you found, tell me what you saw. Which is generally your site was very good but we did find a few areas for you can improve.

>> Although your new site is much more attractive than the previous site, we found that it is much less effective from the users perspective. Find that common theme.

>> This is the white board in my office. I am trying to put analysis together when I am putting a presentation together, the way that I do it, is, and you can do it anyway you want, but a lot of times the advice, be concise. Is really not helpful.

>> I'm going to show you something that works for me. Some of this comes from a book that is on my recommendations list which is the articulate executive. Take all of my ideas, stick them on posted minutes and stick it on a wall. Group them together. These things are about page layout, these things are overall, these things are more ToolTips. Step back and give each of them a thesis statement.

>> Organize them into a rocket ship. This is, I have an 11-year-old daughter and she has been learning how to write papers. We have been talking about how to structure a good paper. You have sections and each section is clearly marked. You want to go back to the basics of that with your reports.

>> Make sure that everything ties together. You test your logic. This is a consulting tip from McKinsey. They call it and the ESE, mutually exclusive collective exhaustive. When you look at those visually, is there anything they have missed? Are there any areas where you have overlap?

>> Create a clear hierarchy of information. This is something related to tagging. These things are related to the configuration of the report. These are enhancements that you might want to consider.

>> Finally, you want to write so people don't have to read what you write. Parallel construction. This falls into, if you are able to look at my board, that picture. You will see we have for subsections. If three of those were strategic analyst tactical, that is totally not going to work. I need to either reframe the fourth one so that it is more strategic or it needs to become a subset of one of the other three. So follow that parallel construction. Make your headings descriptive. Leedy section into a thesis sentence.

>> This is what you learned in sixth grade the how to write papers. It applies to reports as well. I was recommend using a detailed table of contents. Even if they don't read the whole report, they at least get the point by scanning the table of content.

>> Let's talk about page layout. A good report designer is considering how your brain processes information. How our memory works. How we perceive visual cues.

>> There is actually a lot of this built into the tips that I gave you on the visualization. Some of the tips that I gave you for page layout as well. I just didn't go into explaining why or how they all fit in.

>> The four key principles that apply directly to more important reporting our contrast, so use contrast to draw attention to something that is important.

>> Use repetition and consistency and alignment.

>> Things that are, just like the outline view, when you are doing a report, when you use indent and subsections, it makes it much easier to follow. And in placement. Where you place things on the page. Or on your dashboard or wherever has a lot to do with it. Conveniently, it creates a nice little acronym to help you remember.

>> For example, size and placement. If you are doing a dashboard or a report, the most important thing needs to go at the top.

>> The absolute most important thing is in the top left corner. Don't stick your logo here. Stick your logo over to the right. Nobody is going to forget what group they are working with. Have your key metrics be in your top left.

>> Format to a great. This is the same idea. Use indent. Use subsections. It makes the report so much easier to scan.

>> Replace related information together. Once you do a report, take a look at when you have the orphans are the one-word lines and with a paragraph. Avoid the page breaks where you have one minor sections on a separate page. These are actually settings in Microsoft Word or you can go in and change this. You don't have to worry about it so much. Then keep the important visual related to where it is at. Don't included in an appendix. I am doing a report and I want to show a graph to prove my point. Do not make that graph an appendix. But that graph in the context of what you are talking about.

>> Use a header and a footer. The decisions with headers and footers is you need to ask yourself two questions. What is the reader need in order to keep track of where they are in the document? If this page gets separated from the rest of the document, what do they need to know?

>> Were written documents, I am going to go to the detail of this. These are things you should always include in these are things you should usually include.

>> Now we are switching to presentation. When you are pulling all of your ideas together and you are in your report, and you are presenting them to someone, what you need to do is in this case, the exact opposite of what they taught you to do when you are in the sixth grade.

>> They always taught us in school was to make your case, note your evidence and then make your conclusion. But what happens is, if you do your, if you are presenting your report during a meeting, if you do that, what will happen is that people will leave the meeting early and they will never actually hear the most important part that you wanted them to hear.

>> Actually what you need to do is reverse the wave. Lead with the end. Lead with your recommendation. These with your most important finding. -- lead with your most important finding and then explain it. You want to sequence it strategically. Again, don't build up a don't go from the least important of the most important. Always go from the most important. Start with the one that has the most impact.

>> Always close strong. You want to know what the last date is that you say. -- the last name is that you say. You don't want to put a whole lot of time and to the presentation and not know what the action step is are they call to action is. What you want them to do.

>> Like I said, a lot of reports are done in PowerPoint so I have a few tip is for PowerPoint. Use descriptive titles. If you go back to the handouts, you will see that although I haven't done that in

every case, you will notice that I tried to use descriptive titles throughout my slides. Use visuals add value. Don't slap clipart in their just because. Look for the ones that help support your message. People always ask me how many. In general, I try to make sure that a third of my slides have images on them.

>> If you are looking for images, I recommend I stock photo.com or you can buy very cool images for a buck. That I use in my presentations all the time. The sky of a coffee mug is one of those examples.

>> Pay attention to detail. It makes a difference if you are using your slide and have a lot of information, to make the font smaller and smaller to try to make it fit on the page. You really want to be more consistent. Bonus tip, for those of you who keep having trouble reading your site, here is a tip. Try talking about the next slide before you do it. That will instantly make it seem like you are less reading your slide.

>> Let's summarize. With great reports, you can channel your inner rock star. But there is a secret. The secret is details details details details details.

>> I'm just kidding. If you only remember one thing from today, they really should be that you need to focus on making your report more meaningful, not by making them pretty.

>> If you can only implement one suggestion of everything that I sure do today, it should be clean up your graph by a lemonade all the chart junk. All the stuff that doesn't make it more meaningful. That is just distracting. And emphasize in the graph what is important. With that, we can go to questions. And that was the last section of everything that I have today.

>> X. Jennifer and thank you everybody for attending our webinar today. Especially Jennifer for instructing the webinar. I hope it information was useful and helpful. Some questions that we had. If we don't get to your question, we will summon to Jennifer they get them answered. Jennifer to have a live example that you can share with us of a rocking report? If you don't have one available at the moment, is that something you can send to us?

>> I will try.

>> Okay that's all we can ask for. Like I said, we want to finish up at three o'clock today so what I want to do is give updates and we will give your answers are your questions answered by Jennifer at a later time and send them out. Before we close up, we wanted to give updates. One update is from an Briski on the webinar today. She is the web analytics specialist at the national Institute of health, a member of the federal web metrics group and a chair of a public-sector interest grew. She is going to give us updates on the bench -- web metrics in the public sector. Wet -- and are you out there?

>> Is her line needed -- is her line muted?

>> We cannot get her.

>> Hello? Can you hear me? Good I wanted to give it took -- quick plug for the web metrics Council. A group that meets once a month Python. We exchange information and have speakers and the more we have people in the federal local and state government sectors, the better we will be. You can join that by going to the sub -- web manager Council site and look for some councils and we are under there.

>> I also wanted to put in a plug for the Web analytics Association conference coming up October 19-23 I wanted to mention that the head of the web metrics sub Council is Tim Evans. He is speaking. Sue Feldman from the National Cancer Institute is speaking and I am speaking. All in different places there is going to be quite a bit of things to hear and learn about a public-sector nonprofit.

>> Also in the postconference timeslot, a full-day workshop by Jennifer who you just heard and she is a marvelous trainer as you argue no. I won't say more about that. Last but not least, I wanted to mention that the Web analytics Association public sector special interest group, we used to be a committee, recently finished a report in a survey call tapping the potential of Web analytics for the public sector and nonprofit organization. We did a webcast and it is free. If you go to the Web analytics Association site and search for webcast you can hear about the findings of that survey and hear more about it if you're a member. You could have a report for free. If not, you can listen to the webcast and look at the slides. And that's it.

>> Thank you so much for the update. More information about the web metrics community. Just to give some more information, we will be following up his webinar with an evaluation link. Please for the evaluation. It helps us get feedback it helps us improve. Three months from now you will receive another survey of honor performance metrics seminar. Again please take time to share with the survey it is very valuable to us. Updates of the upcoming web manager University event. October 16 there'll be a free new media webinar. It will feature two wiki tools application. October 20 is a web manager University seminar hands-on card sorting with Lisa battle and our next webinar will be October 22, building online communities versus engagement with Judith Freeman from one to 3 PM. More information and registration link can be found on web content.gov under the web manager and diversity section. We hope to see you at a future web manager University webinar or course and this concludes our webinar. Thank you everybody.

>> [Event Concluded]