Competitive Sense, LLC

	How do you measure consumer engagement with online products and services?
The Challenge: Executives had no source for reliable, cross-comparable data on consumer engagement with products and services supported by legacy systems.	Legacy systems and operating practices fell short in three key areas: ▪ Disparate systems provided inconsistent data that was hard to obtain and store for easy retrieval ▪ Maintaining legacy systems was expensive ▪ Organizational structures and practices made it difficult to compare and assess product usage and engagement across the spectrum of products and services The new executive management team needed the information to make strategic investment decisions, while operating executives wanted the information to educate and provide incentives for their teams.

The Solution:
 	
The approach addressed the three relevant business areas: technology, governance, and analysis. Believed it would take two to three years to see company-wide impacts given the scale of the challenges to overcome.
	Three elements created for a comprehensive solution, comprising technology, governance, and analysis.
	
	▪ Created a cross-functional technology group, ensuring expertise from all appropriate systems / organizations that defined the requirements and established roles and responsibilities in the development and delivery of the individual components of the solution
	▪ Funded, staffed, and trained a small group of analysts that played the role as the primary customer for the technology solution. This group would be thought leaders during the development phase and would become the primary analysts using the data post-implementation
	    Group became responsible for producing a Quarterly Metrics Book, the company's first ever comprehensive analysis of usage across products based upon internal data.
	▪ Established a governance board that was responsible for overseeing the development and implementation of the technology solution. Its roles included:
	    ▪ Refining requirements
	    ▪ Coordinating implementation of the system and adoption of the solution by individual product teams
	    ▪ Final arbiter for decisions impacting timing, features, functionality, etc of the new system

The Results:
 	
Meaningful positive impacts affecting business decisions (more robust information) and operations (reduced complexity and cost).
	Significant positive results delivered over the three years following the inception of the project.
	
	▪ Business Information & Decisions:
	    ▪ Consistent data now available for cross-comparison among products and services enabled management to make better informed judgments on resource allocations
	    ▪ Existence of common data sets eliminated use of conflicting data on products, making it easier for management and employees to focus on underlying business issues instead of debating whose numbers were accurate
	    ▪ Quarterly Metrics Book became a common reference point for discussions about how overall company strategy was resulting in changes to actual usage of products and services

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	- Technology & Business Practices:
	   - By migrating to a common platform, legacy systems were shut down. This eliminated costs and reduced complexity in the operations environment
	   - Standard solution made it easier to train new employees and for existing employees to apply the solution to a new product or service
	   - Much easier to calculate total costs of obtaining and storing usage data. Costs of prior systems were hard to isolate