

TECHCOLUMBUS  
INNOVATION  
SUMMIT 09

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**INNOVATE TO COMPETE**

*The Premier Annual Conference Created by C-level Executives for C-level Executives*

## **Managing the Innovation Process** *Measuring Innovation*

## **A Practical Approach to Driving Innovation on the Web**

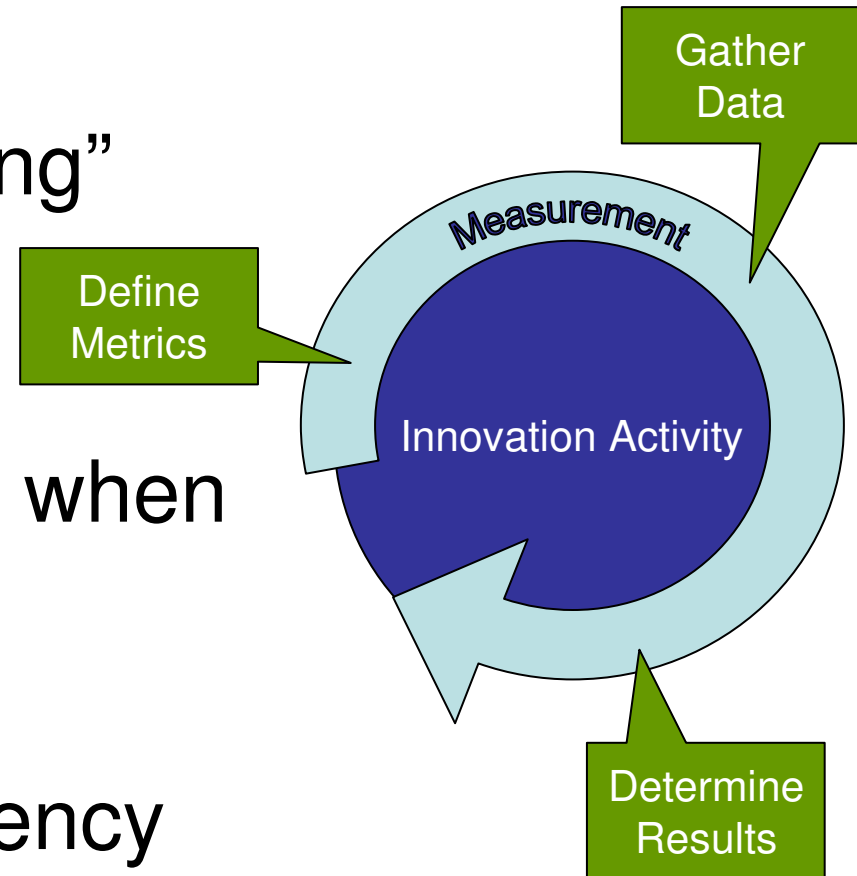
**Brad Warnick**  
**VP, Platform & Technology**  
**ECNext**

- ECNext is an online media company
- Publisher of Manta.com
  - Fastest growing B2B site on the web
  - The largest business research site for information on small-and-medium companies worldwide
- Operates 20 additional private-label B2B websites
- Headquartered in Columbus
- 40 Associates



- Growing company, disrupter in our market
- Test & learn approach to innovation
- Metrics and measurement are in our DNA
- Measurement is key driver of innovation at all levels of the organization
  - From high-level business plans & strategy
  - Mid-level product plans & roadmaps
  - Technology platform performance improvements
  - To very tactical site design enhancements

- Know the goal
- Measure “everything”
- Know your data
- Know when to say when
- Tune your metrics
- Embrace transparency



- Goal defines performance drivers
- Example: Ad revenue growth
- Key measurable, actionable drivers:
  - Site visits
  - Page views
  - Ad impressions
  - \$ per impression
  - Click-thru rate

Measure how  
innovation here drives  
revenue



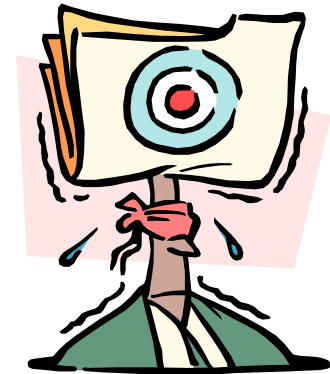
- Everything?
- Implement measurement at all levels
- Make measurement a core competency throughout the organization
- Get started, doesn't have to be perfect



- Collecting data is not the end, dive in....
- Trust (but verify) your data
  - Are you measuring what you thought?
  - Are you measuring the right things?
- Roll-ups are fine for summary
  - But drill down first
  - Pose what ifs...?
  - See the forest and the trees
- Review and analysis part of your routine



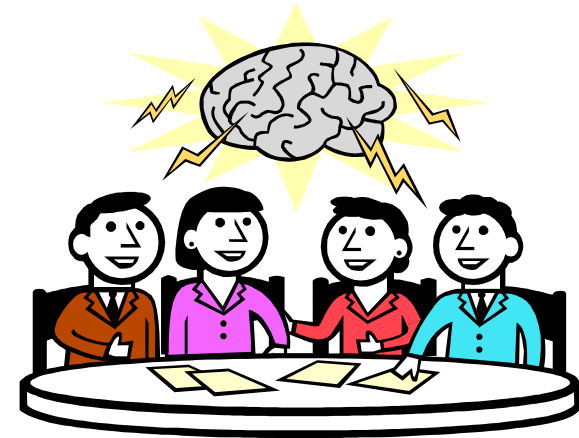
- Avoid paralysis by analysis...
- Data is never perfect, know when to make the call
- How?
  - Again, know your data
  - There is no substitute for experience, try it, learn & get better
  - Data trends over a period of time provide a higher level of confidence



- Measurement is not an event
- Use results to challenge current orthodoxy
  - This is what we're doing
  - This is the current result
  - Can we do it better? How?
  - Test the new approach
- Revisit the goal, adjust the process
- Revise success criteria and metrics



- Make data & analysis openly available across the organization  
*(Where confidentiality allows)*
- Many minds are better than one
- Empower those closest to the problem
- Ideas come from everywhere, open information supports bottom-up innovation



Questions?