

# **Lean Six Sigma Green Belt Project**

**Quality Associates International South East Asia**




**Project Number: GBWEB001**

**Project Name: Web SEO**

**Project Lead: Dave Kelly**

**Project Team: Web Development Team, Marketing  
Team, Sales and Accounting**



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Course	Start	End	Days
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<a href="#">8D</a>	1-7-2013	2-7-2013	2
<a href="#">APQP</a>	15-7-2013	16-7-2013	2
<a href="#">FMEA</a>	29-7-2013	30-7-2013	2
<a href="#">Developing Process Maturity</a>	26-8-2013	28-8-2013	3

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<a href="#">Process Mapping Healthcare Training</a>	<a href="#">MSA</a>
<a href="#">SPC Training</a>	<a href="#">Lean Six Sigma Correspondence Training</a>

Fig. 1 – Quality Associates International South East Asia Website

# Acronyms

B2B – Business to Business

BCB – Business Curriculum Blueprint

CODN – Cost of Doing Nothing

DK – Dave Kelly

GB – Green Belt

GFC – Global Financial Crisis

ICB – Industry Curriculum Blueprint

LD – Lee Dawson

PCB – Professional Curriculum Blueprint

ROI – Return on Investment

SEO – Search engine Optimisation

# Project Information

**Background:** The Web SEO project is being investigated in response to the onset of the GFC and a perceived lack of new business and hence new business diversity that may protect the company from fluctuations in the market with a broader client base. The chief goals of the project are to investigate whether the website can deliver new business, whether the existing traffic at the website is sufficient to deliver new business and investigate whether changes in the website structure will deliver a higher number of visits, hits and hence queries and hence sales. The DMAIC approach has been chosen as the method to investigate and deliver this project as the current level of hits, visits and sales on the website have not met business expectations.

**Project Number:** GBWEB001

**Project Name:** Web SEO

**Project Goal:** Increase web sales, increase web hits, visits, queries. Broaden the customer base through web

**Project Owner:** Dave Kelly

**Start Date:** January 2009

**End Date:** July 2010. If project is deemed successful further measures and increased investigation should follow along with continued measurement as deemed by the data collection plan and potential changes to the data collection plan in the project.

**Category:** Sales, IT, Marketing

**Problem Statement:**

***Object***

Quality Associates Website

***Defect***

Returns no sales for the organisation

***Consequence***

Resulting in loss of sales and sales turnover and a lack of understanding of the rolled sales throughput of the website and the correct measures to deliver higher sales and correct decision making.

## **Statement**

The Quality Associates Website Returns no sales for the organisation resulting in loss of sales and sales turnover and a lack of understanding of the rolled sales throughput of the website and the correct measures to deliver higher sales and correct decision making.

## **Problem Description:**

Sales from online presence have never met expectations or required levels for Return on Investment.

The level of training intake is not consistent throughout the year and numbers have not reached expected levels.

There is no process for the introduction of new products and training to the market.

Hypothesis I: Increased traffic to website(s) and direction of traffic to purchase of online training and products will increase the level of sales and sales online.

Hypothesis II: Increased organisation of scheduling of training, customer satisfaction follow up (organizational and individual), targeted training requirements and aligning materials and assessments with national and international competencies and certifications will increase the level of participation in training and organizational alliance for training delivery.

Hypothesis III: A process of introduction of new products to the market will deliver an upfront and sustainable audience (individual and organizational) and leverage and uplift Hypothesis I and Hypothesis II

## **Objectives:**

Measures to be decided on baseline figures:

- An increase of 15-25% on website traffic
- An increase of 10-20% on purchase
- An increase of 10-20% on training uptake and organizational alliance.

General objectives are:

- To increase the volume of traffic on Australian websites
- To increase the volume of traffic to [qaيسةonline.com](http://qaيسةonline.com)
- To increase the purchase of online training through web marketing and standard marketing
- To increase online completion rates (queries)
- To increase the purchase of standard training and consulting as a follow on from online completion

- To increase the purchase of standard training and consulting from web based marketing, trade show marketing, cold mail outs and advertising.
  - Update of general objective at Define Tollgate
    - To increase the purchase of standard training and consulting from web based marketing
- To introduce a new style of learning via correspondence to capture small and medium enterprises in the market.
- To create avenue for new products to enter the market
  - To introduce, market, sell and deliver Financial FMEA
  - To introduce, market, sell and deliver SEO
  - To introduce, market, sell and deliver Curriculum Blueprints suite
    - Business Curriculum Blueprint
    - Industry Curriculum Blueprint
    - Professional Curriculum Blueprint
  - Update to objective at Measure Analyse Tollgate
    - Remove and place in separate project

### **Baseline Measures:**

- Sales
- Sales Enquiries
- Web Data
  - Hits
  - Visits
  - Unique Visits
  - Page Views
  - Time on Site
  - Average Stay Length
  - Bandwidth
- Page Rank
  - Targeted Pages

Measures can be obtained from;

- Website Statistics – automated
- Google Rankings
- Web CEO

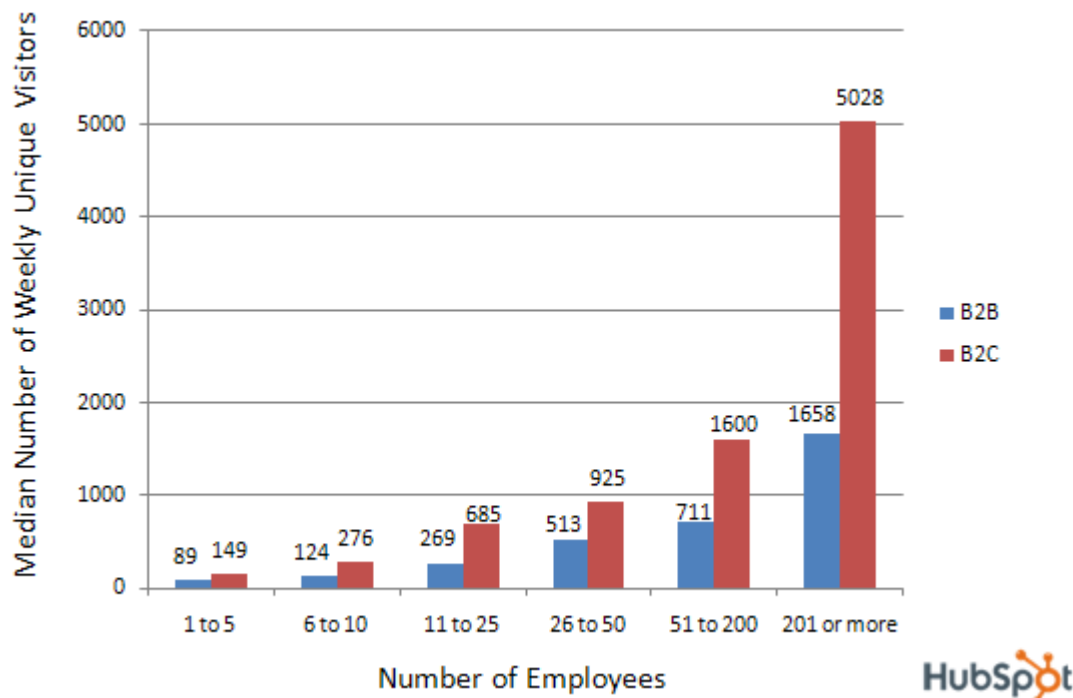
### **Benchmarking**

<http://blog.hubspot.com/blog/tabid/6307/bid/5092/How-Many-Visitors-Should-Your-Site-Get.aspx>

Marketers and small business owners we speak with at HubSpot often ask how many visitors their site should be getting.

The answer depends on several variables including size of company, industry, and the type of product or service the company is selling. To provide a general benchmark, I pulled together some aggregate data on website traffic based on company size and type.

The chart below shows the median weekly unique website visitors for 1,324 HubSpot customers for the 7 days ending September 10, 2009. So, if you're a 6-10 person B2B company and you're getting 124 unique visitors a weekly you're about average for similar companies.



A few notes on the data: The median was used as opposed to the average since a few sites with large numbers of visitors skewed the average up in each category. Therefore, the median serves as a better benchmark for typical companies in each segment.

I broke out the data by size of company based on number of employees and also by whether the site is for a B2B or B2C company. Not surprisingly, companies with more employees tend to have more website visitors. Also, B2C companies have more visitors than B2B companies regardless of size. However, it's interesting to note that the difference in visitors between B2C and B2B sites seems to be more pronounced in larger companies:

- B2C companies with over 200 employees had 203% more unique visitors than the B2B with over 200 employees.
- B2C companies with 1 to 5 employees had only 67% more unique visitors than the B2B with 1 to 5 employees.

Two groups of customers were filtered out of the analysis:

- Customers with less than five unique visitors per week were filtered out of the analysis since those customers often have not fully launched their websites or have not installed the HubSpot tracking software.

<http://www.thatsjustbrilliant.com/posts/brilliant-marketing-campaigns-ideas/benchmarking-web-traffic-analytics.html>

Being able to see how many visitors my sites receive is one of the biggest motivating factors for me to continue improving my websites. Some of the stats that I like to look at are the number of visitors, how many pages each view on average, the average time spent on the site, the conversion rate, and how many visitors are new vs. returning.

All of these numbers are interesting by themselves but are much more interesting when compared against the competition.

Based on Google's Benchmarking stats, here are the averages for medium sized websites for a 30 day period, which is the category that most websites fall into:

- 3,722 visits per month
- 48.07% bounce rate (people that don't view a 2nd page)
- 12,164 pages viewed
- 2 minutes and 22 seconds spent on the site per visit
- 3.27 pages viewed per visit
- 62.92% first time visitors

From what I've seen, repeat visitors view many more pages than new visitors, so if your new visit percentage is high, then chances are that your pages viewed per visit is lower than the average. Also, new visitors bounce much more than repeat visitors. New visitors are also much more apt to click on your ads, but repeat visitors tend to end up as your subscribers.

Potential Measurement Action – investigate google analytics for effectiveness in measurement and benchmarking.



## Targets:

Measure	Current State	Benchmark	Measure Type	Crit	Target	Notes
Sales	No Sales (\$0)	Management meeting set this at as an aim \$2K per month based on current sales. 45-50K annual	Manual	Y	\$2000/month average within 12 months	Stratification potentially required
Sales Enquiries	Minimal – Not tracked	Management meeting set this at 10 per month to deliver \$4K in sales	Manual Web based form Queries	X	10 per month within 12 months. Increasing beyond the life of the project	Stratification potentially required
Hits	Low Skewed by Angus and Robertson use of website Adjusted to 527 average after removal of skew data.	20,000 per month. Measure is not considered key critical X to queries and sales.	Automated Web Statistics Package	X	10,000-15,000	Stratification potentially required
Visits	Low Skewed by Angus and Robertson use of website Adjusted to 123 average after removal of skew data.	3722 per month	Automated Web Statistics Package	X	Initial target 1500-2500 per month Secondary Target 3000-4000 per month	Stratification potentially required

Measure	Current State	Benchmark	Measure Type	Crit	Target	Notes
Unique Visits	Low Skewed by Angus and Robertson use of website. Adjusted to 35 average after removal of skew data.	149 per week	Automated Web Statistics Package	X	500-700 per month	Stratification potentially required
Page Views	Low Skewed by Angus and Robertson use of website. Adjusted to 243 average after removal of skew data.	12164 per month	Automated Web Statistics Package	X	5000-10000	Stratification potentially required
Time on Site/Ave Stay Length	Low Skewed by Angus and Robertson use of website. Current data skewed and is ignored. Baseline at start of data collection.	2:22	Automated Web Statistics Package	X	1:30-3:00	Stratification potentially required

Measure	Current State	Benchmark	Measure Type	Crit	Target	Notes
Bandwidth	Low Skewed by Angus and Robertson use of website. Current data skewed and is ignored. Baseline at start of data collection.	Unknown	Automated Web Statistics Package	X	100-200MB	Stratification potentially required
Page Rank	Not Measured All Initial Benchmark beyond first 3 pages in Google with the exception of QAISEA search.	Top 20 as per reference 2 page 7	Manual Web CEO Google Tests	X	1-20 for selected searches	Stratification potentially required Specific data searches may be part of the data for the control area in this project.
Bounce Rate	Not Measured	48.07%	Automated Web Statistics Package	X	40-60%	Stratification potentially required

## Y=f(x)

Initial investigations have yielded the following critical success factors and measures. These may change throughout the life of the project and in the control phase of the project.

Sales = Enquiries + Visits + Unique Visits + Page Views + Hits + Time Stay + Bounce Rate + Page Rank

Search phrases may also be considered here but may be considered out of scope for this project based on time restrictions.

## Project Scope & Dependencies

Business Area	Description of Dependency	Target	Impacts
Online training systems (Memotrainer)	Reliance on Memotrainer for set up of sites and training in development of online training.	Set up of all courses on both qai and qaisea sites.	Dave Kelly Marten DePrez Stefan van den Tol John Vernier
Web Development (KEY)	Development of websites dependent on Australian Development Team	Australian Website and ancillary websites fully developed for easy update and review.	Dave Kelly Ben Townsend
Search Engine Optimization – Web Development (KEY)	Dependent on timeframes of search engines and web crawlers to develop consistent data.	Reporting on and action plans based on SEO principles and results.  Reporting on conversion rates to sales.	Dave Kelly  Google, Yahoo – all designated search engines.
New Course Development – Research and Development	Six sigma lead dependant on the development of new courses as Dave Kelly is the SME in these areas.	Financial FMEA, BCB, ICB, PCB, SEO	Dave Kelly (All)
Marketing Products	Dependant on marketing team and US Office sign off	Develop capacity in Australia to create marketing on new and existing products	Dave Kelly Ben Townsend

Business Area	Description of Dependency	Target	Impacts
Trade Conference Review	Location, cost and appropriateness of trade shows	2 Trade Conferences per year  Set up measurement of website post trade show spike	Dave Kelly
Marketing – Cold Mailing	NA. Due to lack of resource	NA. Due to lack of resource	NA. Due to lack of resource
New Product Process - Process Management	Existing SOP and Process Mapping	Develop Process Maps and Product Embed with Marketing Processes	Dave Kelly  Lee Dawson  Dave Worley

## Project Metrics

<b>Costs</b>	Web Development SEO Research and Development Administration of Queries and Sales (potential for successful process change in web development)	<b>Drivers</b>	<ul style="list-style-type: none"> <li>• Page Rank</li> <li>• Increase Web Queries</li> <li>• Increase Web Sales</li> <li>• Increase Visits</li> <li>• Increase Page Stay</li> <li>• Increase Unique Visits</li> <li>• Increase Page Views</li> </ul>
<b>Bus. Plan</b>	Outlined in Business Case and Project Plan	<b>Drivers</b>	<ul style="list-style-type: none"> <li>• Outlined in Business Case and Project Plan</li> </ul>

## Project Resources

<b>Business Sponsor</b>	Lee Dawson	<b>Hrs. / Wk.</b>	0.5	<b>Duration</b>	6 months
<b>Program Owner</b>	Dave Kelly	<b>Hrs. / Wk.</b>	1	<b>Duration</b>	6 months
<b>Program Manager</b>	Dave Kelly	<b>Hrs. / Wk.</b>	9	<b>Duration</b>	6 months and ongoing in control
<b>Web Developer</b>	Ben Townsend	<b>Hrs. / Wk.</b>	8	<b>Duration</b>	2 months
<b>Web Host</b>	Nathan Fletcher	<b>Hrs / Wk</b>	0.25	<b>Duration</b>	6 months

Total Hours over 6 months is 322 hours based on the base hour rate over the organisation of \$75 is a total potential spend of \$24,150. This is comparable to a 3-6 month campaign in associated press in relation to our business services.

## Project Milestones

<b>Milestone</b>	<b>Target Date</b>	<b>% Benefit</b>
Removed skewed data from website	January 2009	
Transfer Angus & Robertson application to securequality.com	January 2009	
Automatic Data Collection Statistics	January 2009	
Australian Website Design	February 2009	
Australian Website Development	February 2009	
Australian Website Optimization	March 2009	
Website Cutover/Go Live	March 2009	
Ancillary Website Development (securequality.com)	April 2009	

Please see project plan document for more detail on project requirements and milestones.

## Assumptions / Success Factors

<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Websites can be easily accessed and updated</li> <li>• Access to external SEO processes available</li> <li>• Budget available for development section of the project.</li> </ul>
<b>Critical Success Factors</b>	<ul style="list-style-type: none"> <li>• PageRank in Google</li> <li>• High quality material on webpage</li> <li>• SEO written webpages</li> <li>• Increased Web Statistics</li> <li>• Increased Sales</li> </ul>

## Project Risks

<b>Risk</b>	<b>Probability</b>	<b>Mitigating Action</b>	<b>Owner</b>
Traffic to website remains static	5%	<ul style="list-style-type: none"> <li>• Alter web strategy until organic search yields top 20 page rank</li> <li>• Alter products delivered</li> <li>• Deep dive into search criteria by customers to deliver targeted results</li> </ul>	Dave Kelly
Purchase of product remains static	5%	<ul style="list-style-type: none"> <li>• Alter web strategy until organic search yields top 20 page rank</li> <li>• Divert funds into trade shows, print and other media</li> </ul>	Dave Kelly
Contamination of Data by Angus & Robertson use of Website with web application tool.	1%	<ul style="list-style-type: none"> <li>• Remove application and place in another website. Divert webpage for a period of one month then remove.</li> </ul>	Ben Townsend & Dave Kelly
Design and Development Phase runs over estimated allotted time	25%	<ul style="list-style-type: none"> <li>• Contingency of a further 2 weeks development</li> <li>• Run site as developed on key search items</li> </ul>	Ben Townsend & Dave Kelly

# Business Case

## **CODN**

Web Sales remain at zero

No diversification of client base

Marketing requirements remain with local audience and not with region and global requirements.

Impact of GFC and economic downturns directly related to current client base impacts.

Industry diversification not achievable to nullify impact of economic downturns.

## **Costs**

### ***Hours***

Estimated 322 across the board. Cost \$24,150.

### ***Web Hosting***

Current allocated budget \$500

### ***Associated Software***

Dreamweaver \$1,000

Web CEO \$500

SQL Server \$2000

Google Analytics \$0

Total Software Budget \$3500

### ***Total Expected Costs***

\$30,150

25% Development Contingency - \$6,000

### ***Total Costs with contingency***

\$36,150

### ***Returns***

Expected Returns - \$25,000-\$50,000 within 12 months. Increasing over the subsequent years.



## ***ROI***

Expected return within 12 months of project release.

Return point at \$36,150 – Monitor returns on both costs and contingency basis.

## **Reference Documents**

1. MS Project Web SEO Project Plan
2. Get to the top on Google – Viney, D. Nicholas Breasley Publishing ISBN 978-1-85788-502-6
3. Getting Noticed on Google – Norman, B., ISBN 978-1-84078-332-2

