Beyond Metrics: Building Deep and Sustained Analytical Capability in Your Company

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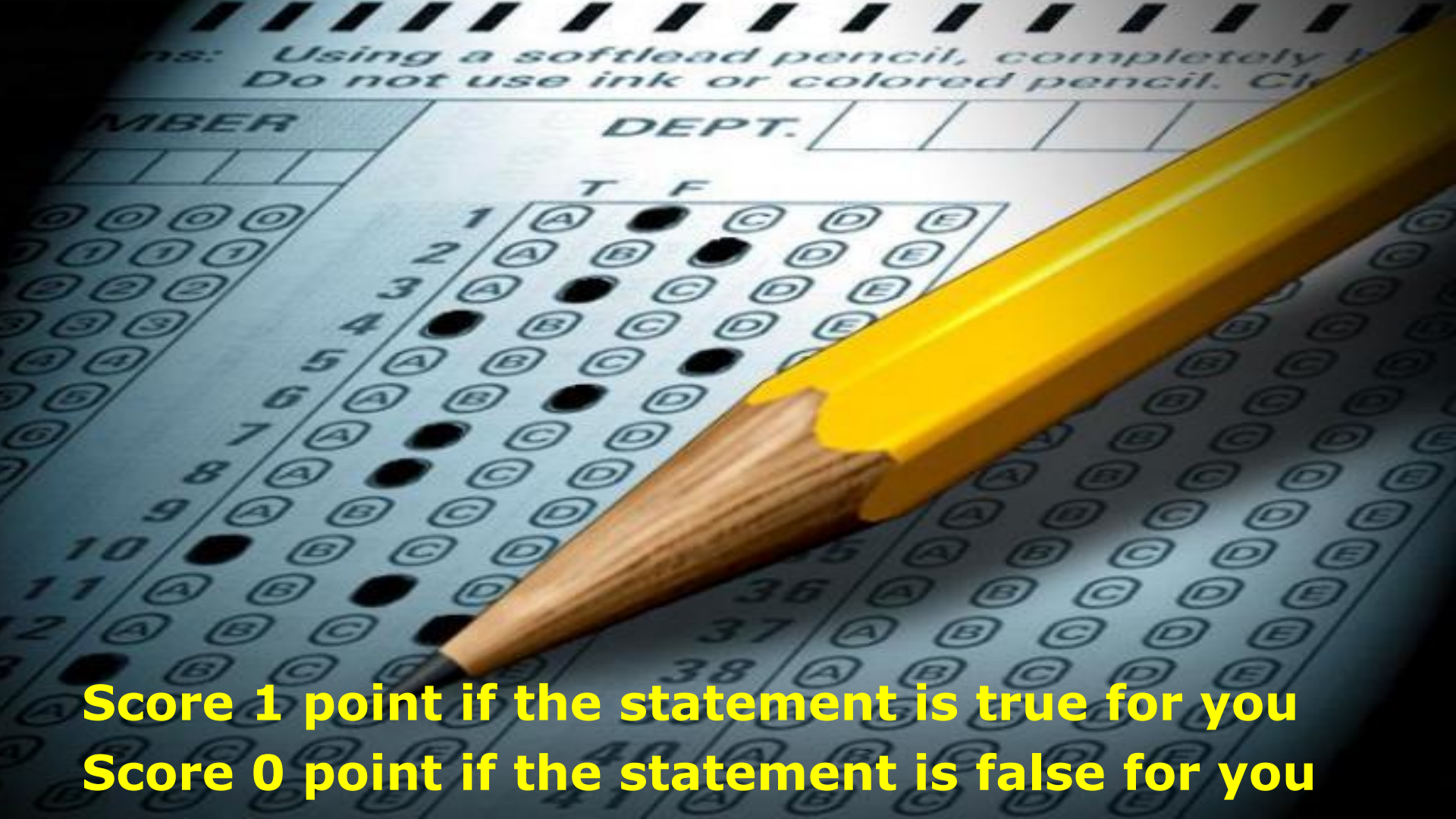
Score 1 point if the statement is true for you
Score 0 point if the statement is false for you

1

All of our producers look at their key game metrics on a daily basis

2

Running A/B Testing and understanding statistical significance is a core competency of most of our producers and marketers

3
We match marketing acquisition data with monetization data on a segmented and cohorted basis

4

We understand Lifetime Value of our customers at a granular level (country, traffic source, demographic, etc.)

5

We have a dedicated Business Intelligence (BI) department that provides extensive automated analytics tools across all of our games

6

Our CEO and other key leaders in the organization believe BI and analytics are an essential capability and a key point of competitive differentiation

Bonus Point

Our producers are trained in the Poisson probability distribution and its practical applications in low volume hour by hour probabilistic determination of the likelihood of systemic game issues that may have been recently introduced.

What's your Score?

0=
"Math is Hard"

⟷

7=
Data Driven

Analysis of Presentations

- Average of 32 pages, with the longest being 64 pages
- Average of 10 graphs
  - Standard Deviation of 7
- Metrics was the most popular word
- "ARPU" was the most popular word appearing in 80% of presentations an average of 8.4 times
- "Lifetime Value" was the next most popular

Analysis of presentations

"Organization Design" X

"Cultural Norms" X

"Executive Sponsorship" X

Today...

Disclaimers
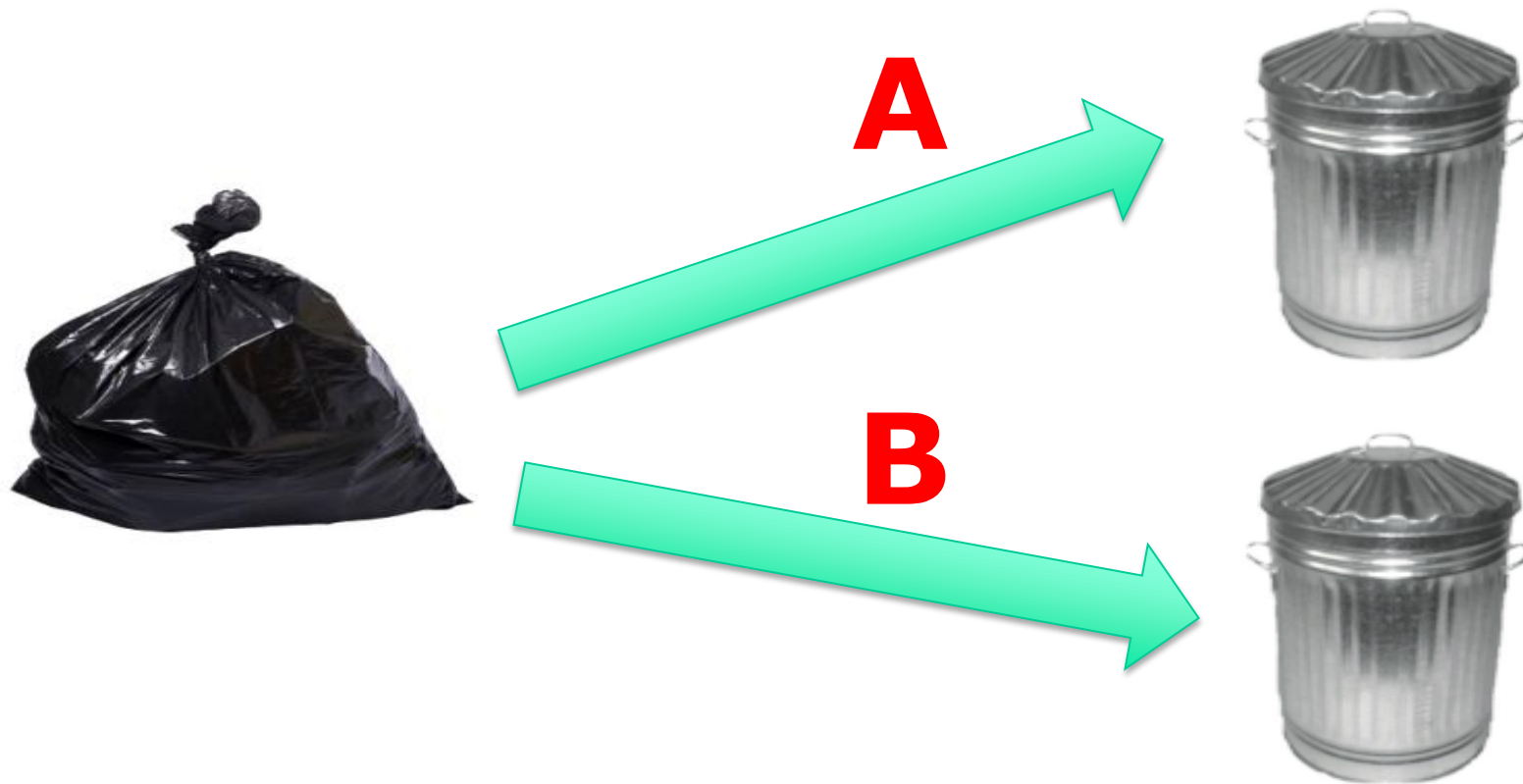
Building Capabilities

Wrap & Q&A

DISCLAIMERS

There's more than one way to skin a cat
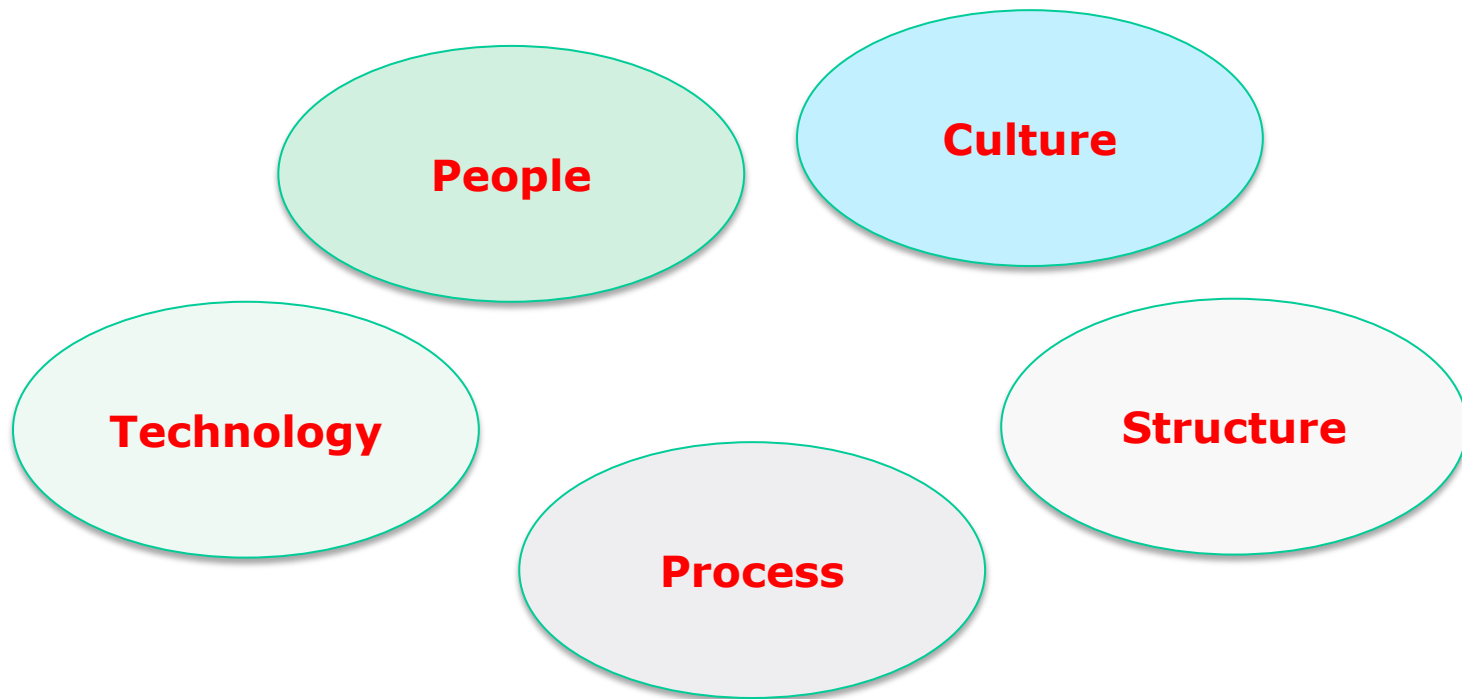
Garbage In, Garbage Out

BUILDING CAPABILITIES
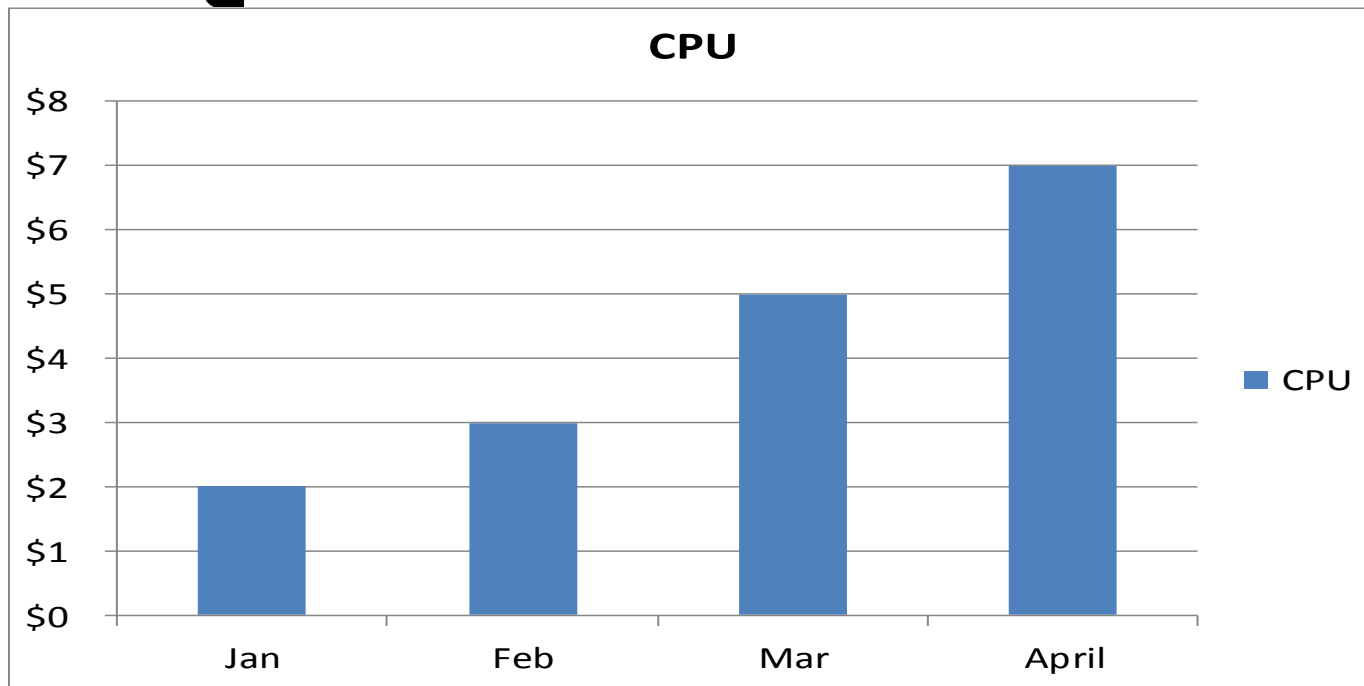
5 Key Organization Levers

BUILDING CAPABILITIES – PEOPLE

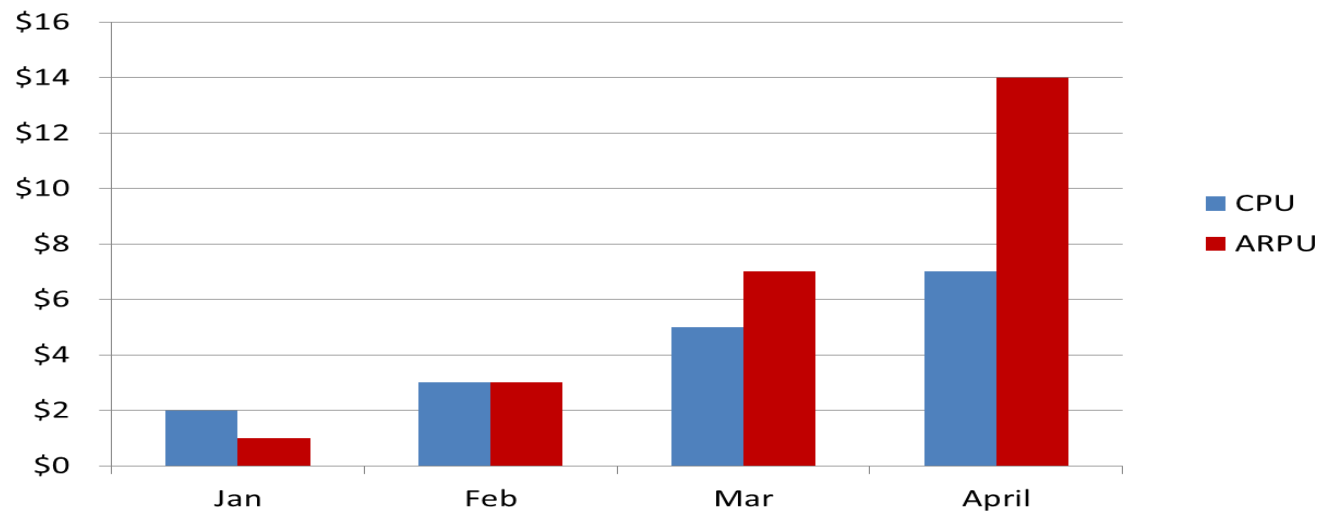# Our world relies on this...

(ARPU – CPU) x Users = Profit
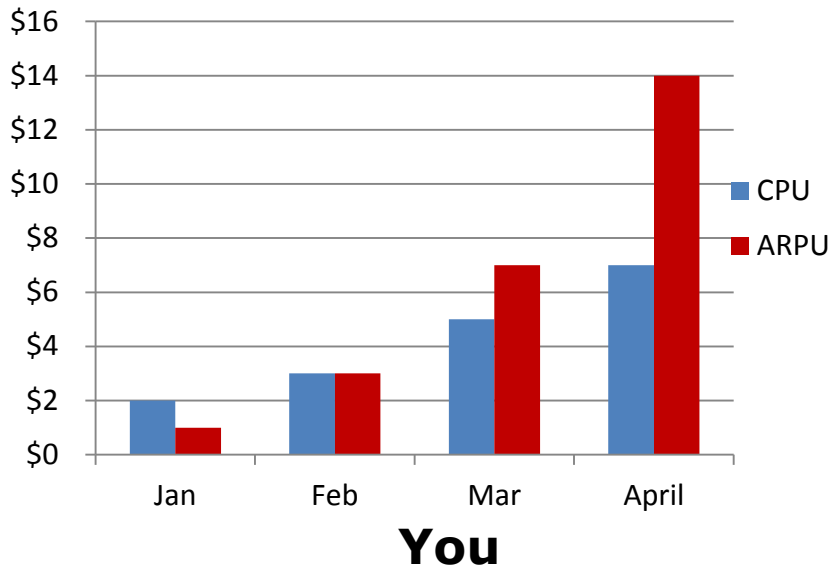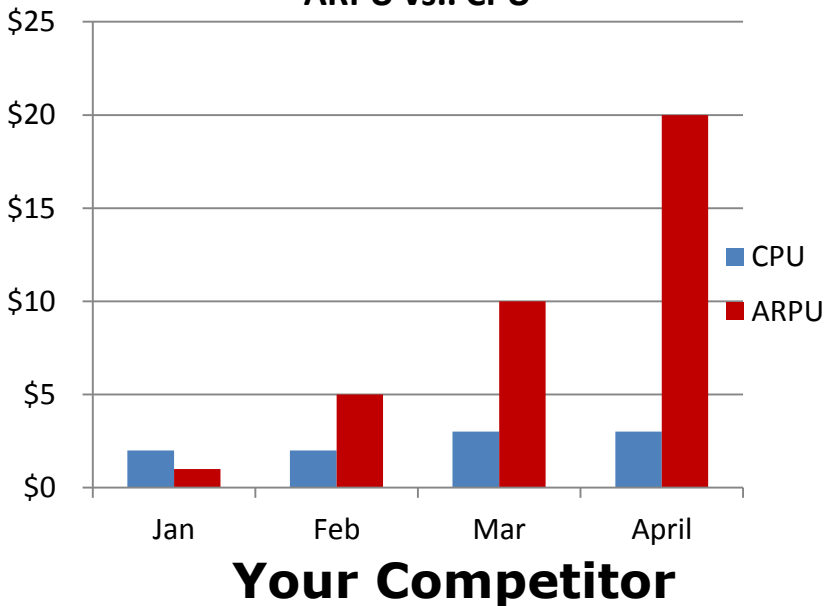
Quiz Question

Good or Bad?

ARPU vs. CPU

Good or Bad?

ARPU vs. CPU (Competitive)

You

Your Competitor

Good or Bad?

Profit (Competitive)

Profit $

$8,000,000			
$7,000,000			
$6,000,000			
$5,000,000			
$4,000,000			
$3,000,000			
$2,000,000			
$1,000,000			
$0	Jan	Feb	Mar	April
($1,000,000)			
($2,000,000)			
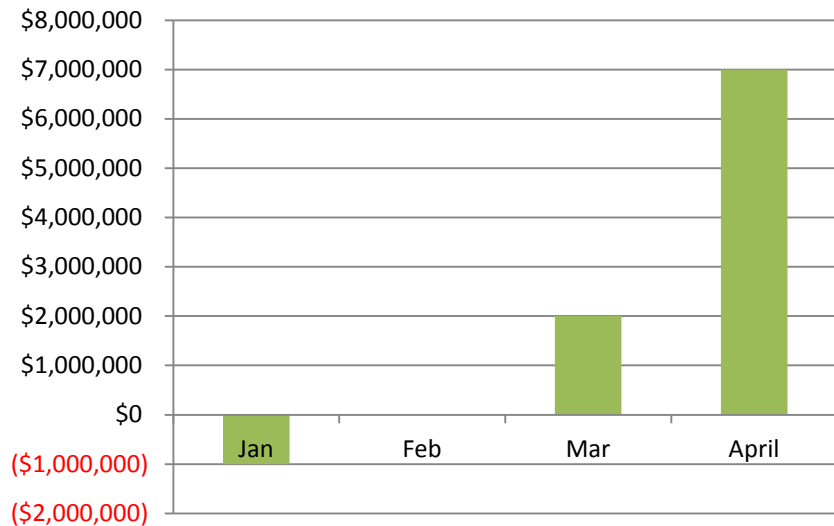
1,000,000 Users /Month

You

Profit $

$8,000,000			
$7,000,000			
$6,000,000			
$5,000,000			
$4,000,000			
$3,000,000			
$2,000,000			
$1,000,000			
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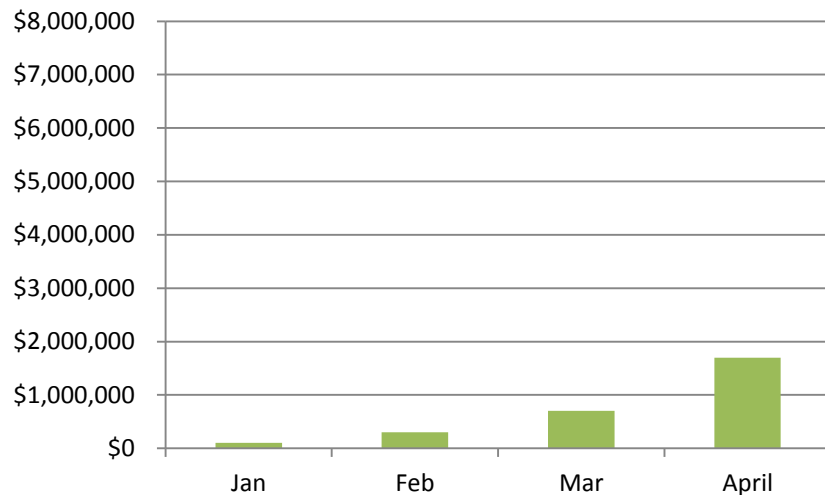
100,000 Users /Month

Your Competitor

Good or Bad?

Hire Analytic Experience

Stop worrying about domain game experience and "love of games" for every position
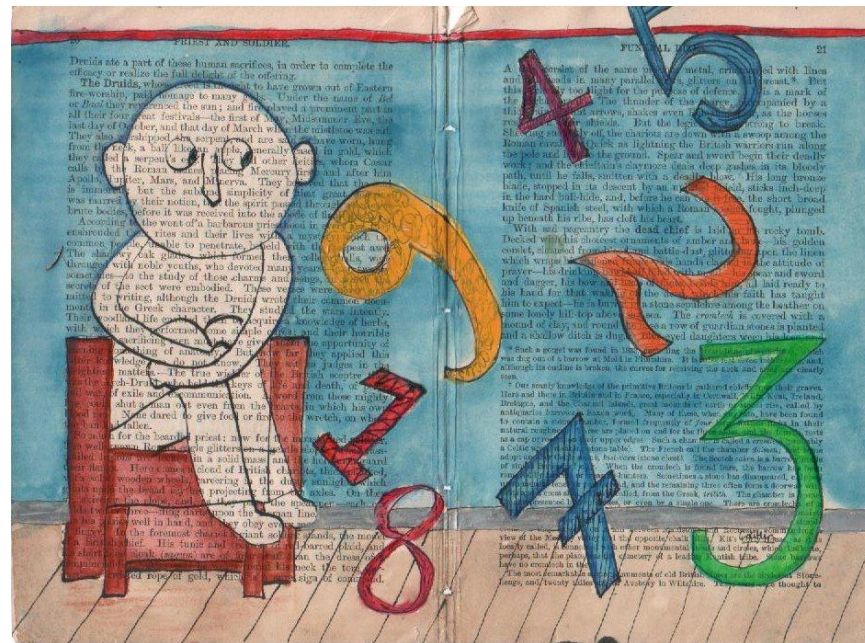
Ensure Influence

Not just technical analytic experience, but Communication and Influence

Ensure Minimal Competency

Don't hire people who are scared of numbers

Train

Training by the line for the line

Short, bite size, relevant, frequent

BUILDING CAPABILITIES – CULTURE

Stop Worthless Information

Information is worthless …

<u>unless</u> it has the power
to change a decision

Kill "Seeking confirming evidence"

No more numbers just to back up my hunch

Stop Hand Waving

Stop meetings if the data is not there

Call out worthless information

Get Sponsorship

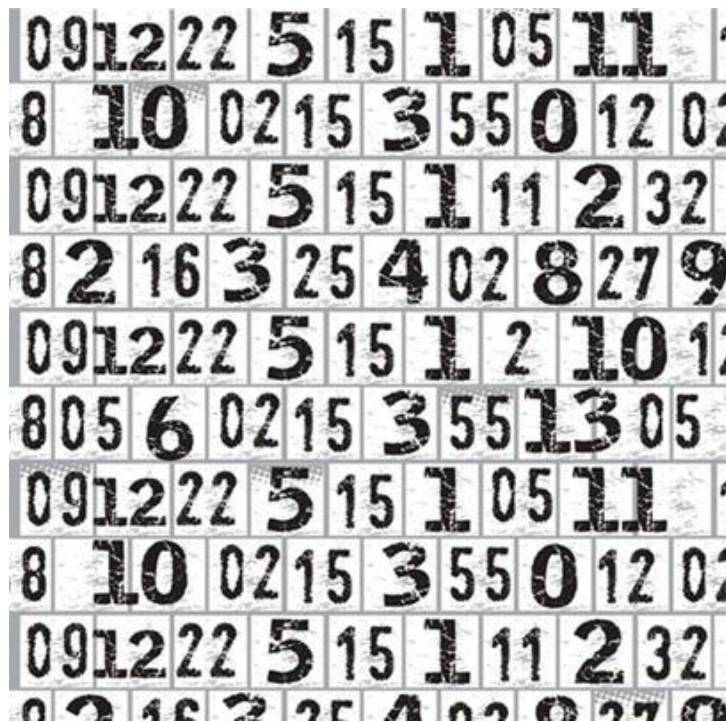Get an executive sponsor or better still more than one

Make it fun

Think about prediction markets, competitions, prizes

Push Transparency

Free your data to your employees

Stop worrying "our competitors might see the numbers"

BUILDING CAPABILITIES - STRUCTURE

Make it everyone's job

Make analysis part of everyone's job description

© John Brian Silverio

Make the BI group Elite

Right Sized, High Powered

Not a substitute for analytic capability in the line

Eliminate Silos

Groups should not optimize in a vacuum
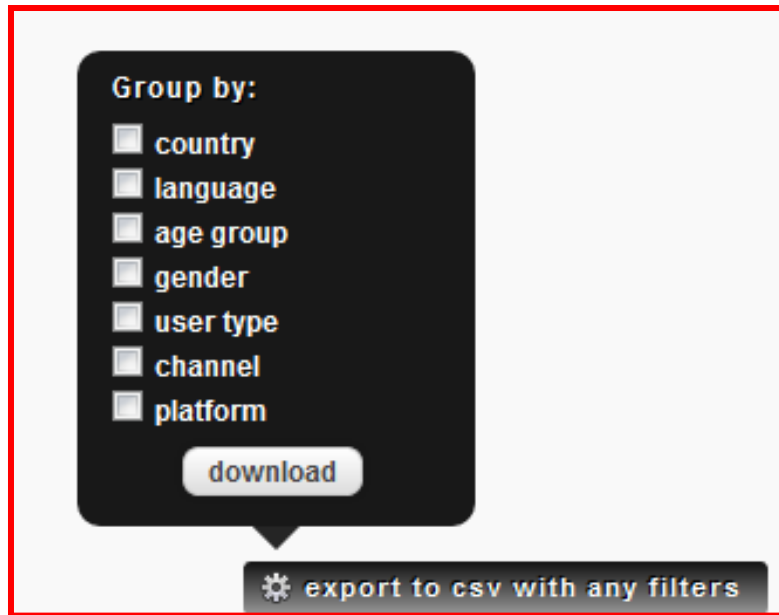
Make people work together

BUILDING CAPABILITIES - TECHNOLOGY

Enable Self Service

You cannot cover every use case, so self service of detail is critical

Self service has to be part of the strategy

Think about Build vs. Buy
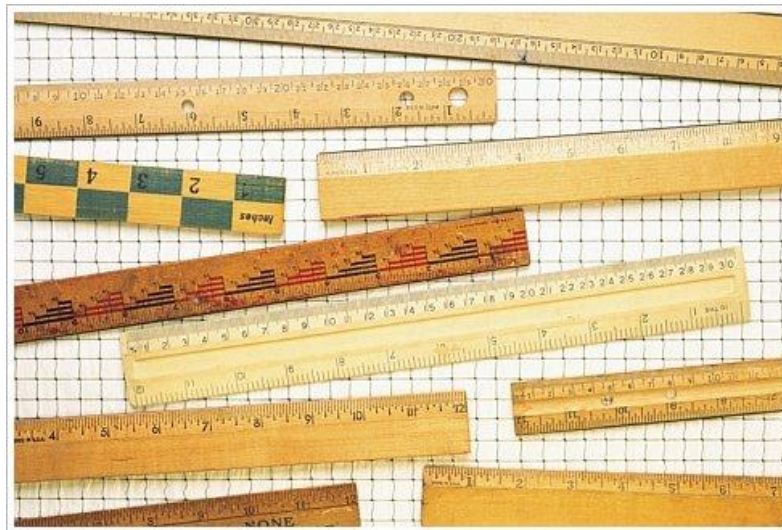
Take Time

Use a proper methodology

Build   VS.   Buy

Force Standards

Your centralized tool is a force for driving consistency across your organization

Make "Push" central to the Tool

Use systems and processes that push data – alerts, reports, via email, sms

Add more data sources
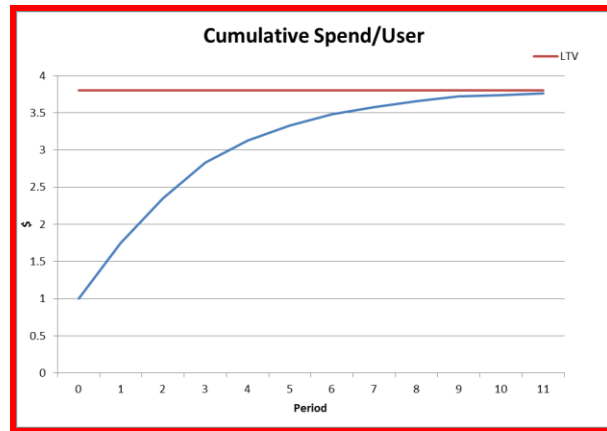
Move beyond just marketing and product data

Product Item Sales	**Industry Data** Trends, Benchmarks
Marketing Acquisition Costs	**Customer Service** Support Tickets
Consumer Research Usage & Attitudes	**Tech Ops** Server Performance

Move from reporting to analytics

Alerts, predictions, etc.

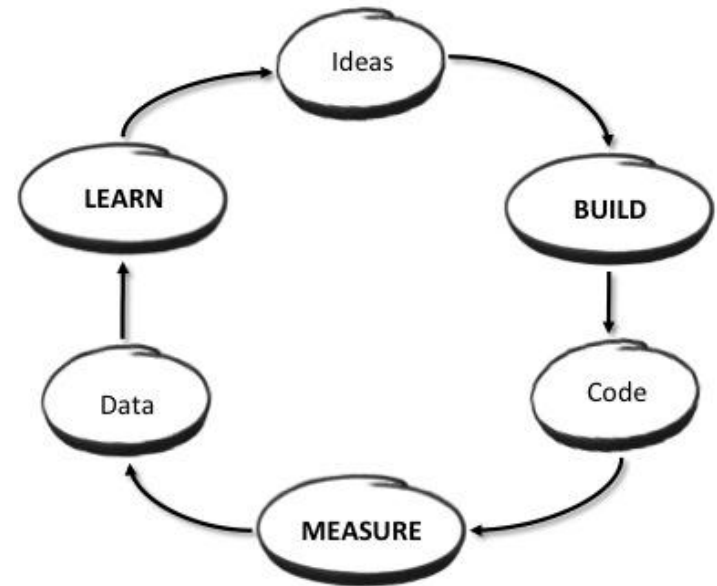Move towards tools that drive decisions

Cumulative Spend/User

BUILDING CAPABILITIES – PROCESS

Treat your BI Tools as a Product

Resource Planning, Sprints, Scrums, Tickets, Roadmaps, Measurement, etc.

Incorporate into Specs and Business Cases

No spec without instrumentation, numerical goals, objectives

No recommendation without supporting data

Integrate Analytics from the beginning

Product does not ship to any user unless it's instrumented

WRAP

Final Thoughts

- Analytics do have their limitations….
- …but being analytical is not the opposite of being creative
- Use these tactics and apply them to your organization….
- ….but custom them to your organization
- Measure your capability

One Final Final Thought

"Checking the results of a decision against its expectations shows executives what their strengths are, where they need to improve, and where they lack knowledge or information."

Peter Drucker

Q&A

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