

Metrics, BI and so on

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Источники:

- Lean Analytics: how to build startups faster;
- Отдельные моменты из [школы продактов Яндекса](#)

Вводные:

- Хороший стартап - **data-driven** стартап
- **Data-driven** стартап - не всегда хороший стартап
- “Усталость” от метрик
- Не понимание направления

AARRR

- Acquisition
- Activation
- Retention
- Revenue
- Referral

AARRR

Что: Acquisition

Про-что: How do users become aware of u?

Инструменты: SEO / SEM / widgets / email / PR / campaigns / blogs

Функция: Генерация внимания и трафика, органического и не-очень

Метрики: Traffic / mentions / cost-per-click/ search results / cost of acquisition / open rate

AARRR

Что: Activation

Про-что: Подписываются ли приведенные пользователи?

Инструменты: Features - design - tone - confirmations

Функция: Превратить привлеченных пользователей в так-или-иначе вовлеченных -

Метрики: Вовлечения, регистрации, заверченный onboarding, использовали сервис хотя бы раз

AARRR

Что: Retention

Про-что: Возвращаются ли пользователи?

Инструменты: notifications, alerts, reminders, emails, updates, game mechanics

Функция: Побуждает пользователей вернуться, «навязчивое поведение»

Метрики: engagement / time since last visit / DAU_MAU / churns

AARRR

Что: Revenue

Про-что: Зарабатываем ли мы деньги?

Инструменты: Transaction, clicks, subscriptions, DLC, analytics

Функция: Баблосики (зависят от бизнес-модели)

Метрики: Customer lifetime value, conversion rate, shopping cart, click-through revenue

AARRR

Что: Referral

Про-что: Промоутируют ли пользователи ваш продукт?

Инструменты: email/ widgets / campaigns / likes / RTs / affiliates

Функция: Виралочка или сарафанное радио, насколько пользователи склонны вовлекать других в свое приложение

Метрики: invites / viral coefficient / viral cycle time

One Metric that Matters

- It answers the most important question you have
- It focuses the entire company
- It inspires a culture of experimentation

One Metric that Matters

Эта метрика:

- Простая
- Внезапная (знаете каждый день)
- Легко подвинуть
- Легко сравнить
- Фундаментальная

One Metric that Matters

Выводы:

- Трафик это хорошо, теперь - отсутствие конверсии
- Увеличили количество подписок на издание до максимума - оптимизируйте cost per customer (revenue vs profit)
- Достаточное количество посетителей в кофейне - заставьте их покупать больше кофе

Business model

- The **acquisition channel** как люди узнают о вас
- The **selling tactic** - Как вы конвертируете посетителей в пользователей/покупателей.
- The **revenue source** - как вы получаете деньги - напрямую / косвенно
- The **product type** - что вы предлагаете в замен прибыли
- The **delivery model** - как вы доставляете продукт

ACQUISITION CHANNEL	How the visitor, customer, or user finds out about the startup	<ul style="list-style-type: none"> • Paid advertising • Search engine mgmt. • Social media outreach • Inherent virality • Artificial virality • Affiliate marketing • Public relations • App/ecosystem mkt. 	<ul style="list-style-type: none"> • Banner on Informationweek.com • High pagerank for ELC in kids' toys • Active on Twitter (i.e., Kissmetrics) • Inviting team member to Asana • Rewarding Dropbox user for others' signups • Sharing a % of sales with a referring blogger • Speaker submission to SXSW • Placement in the Android market
SELLING TACTIC	What the startup does to convince the visitor or user to become a paying customer	<ul style="list-style-type: none"> • Simple purchase • Discounts & incentives • Free trial • Freemium • Pay-for-privacy • Free-to-play 	<ul style="list-style-type: none"> • Buying a PC on Dell.com • Black Friday discount, loss leader, free ship • Time-limited trial such as Fitbit Premium • Free tier, relying on upgrades, like Evernote • Free account content is public, like Slideshare • Monetize in-app purchases, like Airmech
REVENUE MODEL	How the startup extracts money from its visitors, users, or customers	<ul style="list-style-type: none"> • One-time transaction • Recurring subscription • Consumption charges • Advertising clicks • Resale of user data • Donation 	<ul style="list-style-type: none"> • Single purchase from Fab • Monthly charge from Freshbooks • Compute cycles from Rackspace • PPC revenue on CNET.com • Twitter's firehose license • Wikipedia's annual campaign
PRODUCT TYPE	What the startup does in return. May be a product or service; may be hardware or software; may be a mixture	<ul style="list-style-type: none"> • Software • Platform • Merchandising • User-generated content • Marketplace • Media/content • Service 	<ul style="list-style-type: none"> • Oracle's accounting suite • Amazon's EC2 cloud • Thinkgeek's retail store • Facebook's status update • Airbnb's list of house rentals • CNN's news page • A hairstylist
DELIVERY MODEL	How the product gets to the customer	<ul style="list-style-type: none"> • Hosted service • Digital delivery • Physical delivery 	<ul style="list-style-type: none"> • Salesforce.com's CRM • Valve purchase of desktop game • Knife shipped from Sur La Table

Media site model

Что вас парит, когда у вас веб-сайт:

- **Auditory:**
 - the time visitors spend on the site
 - the number of pages they see
 - the number of unique visitors
- **Revenue(Ads):**
 - display banners
 - sponsorships
 - number of clicks
 - kickback of affiliates

Auditory

Traffic	Example	Notes
Unique visitors per month	20,000	
Sessions per month	12	
Pages per visit	11	
Time on site per visit (m)	17	
Monthly minutes on site	4,080,000	
Monthly page views (inventory)	2,640,000	

Ads/Sponsorship

Sponsor revenue	Example	Notes
Monthly sponsorship rates	\$4,000	From your signed contract
Number of sponsored banners	1	From your web layout
Total sponsorship contribution	\$4,000	

Ads/display banners

Display ad revenue	Example	Notes
Display ad rates (per thousand views)	\$2	Whatever you negotiate
Banners per page	1	From your web layout
Total display ad contribution	\$5,280	Page views \times display rate / 1,000

Ads/pay-by-click

Click-through revenue	Example	Notes
Click-through ads per page	2	From your web layout
Total click-through ads shown	5,280,000	Page views \times ads per page
Ad click percentage	0.80%	Depends on ad effectiveness
Total ad clicks	42,240	Ads shown \times click-through rate
Average revenue per click	\$0.37	From the auction rate for your ads
Total click-through contribution	\$15,628.80	Ad clicks \times revenue per click

Ads/affiliates

Affiliate revenue	Example	Notes
Affiliate ads per page	1	From your web layout
Affiliate ads shown	2,640,000	Ads per page \times page views
Affiliate ad click percentage	1.20%	Depends on ad effectiveness
Total affiliate ad clicks	31,680	Ads shown \times affiliate ad clicks
Affiliate conversion rate	4.30%	Ability of the affiliate partner to sell stuff
Total affiliate conversions	1,362.24	Ad clicks \times conversion rate
Average affiliate sale value	\$43.50	Shopping cart size of the affiliate partner
Total affiliate sales	\$59,257.44	Revenue the affiliate made
Affiliate percentage	10%	Percentage of affiliate revenue you get
Total affiliate contribution	\$5,925.74	Affiliate sales \times affiliate percentage

Media Site Model

- Audience and churn:
 - Как много пользователей вы можете привлечь и какие они лояльные.
- *Ad inventory*
 - Количество всякого стафа на сайте можно продать и как его можно монетизировать
- *Ad rates*
 - Как дорого это можно продать
- *Click-through rates*
 - Эффективность вышеозвученного
- *Content/advertising balance*
 - Баланс между первым и вторым

Audience and churn

	Jan	Feb	Mar	Apr	May	June	July
Unique visitors	3,000	4,000	5,000	7,000	6,000	7,000	8,000
Change from last month	N/A	1,000	1,000	2,000	(1,000)	1,000	1,000
New (first-time) visitors	3,000	1,200	1,400	3,000	1,000	1,200	1,100
Churn	N/A	200	400	1,000	2,000	200	100

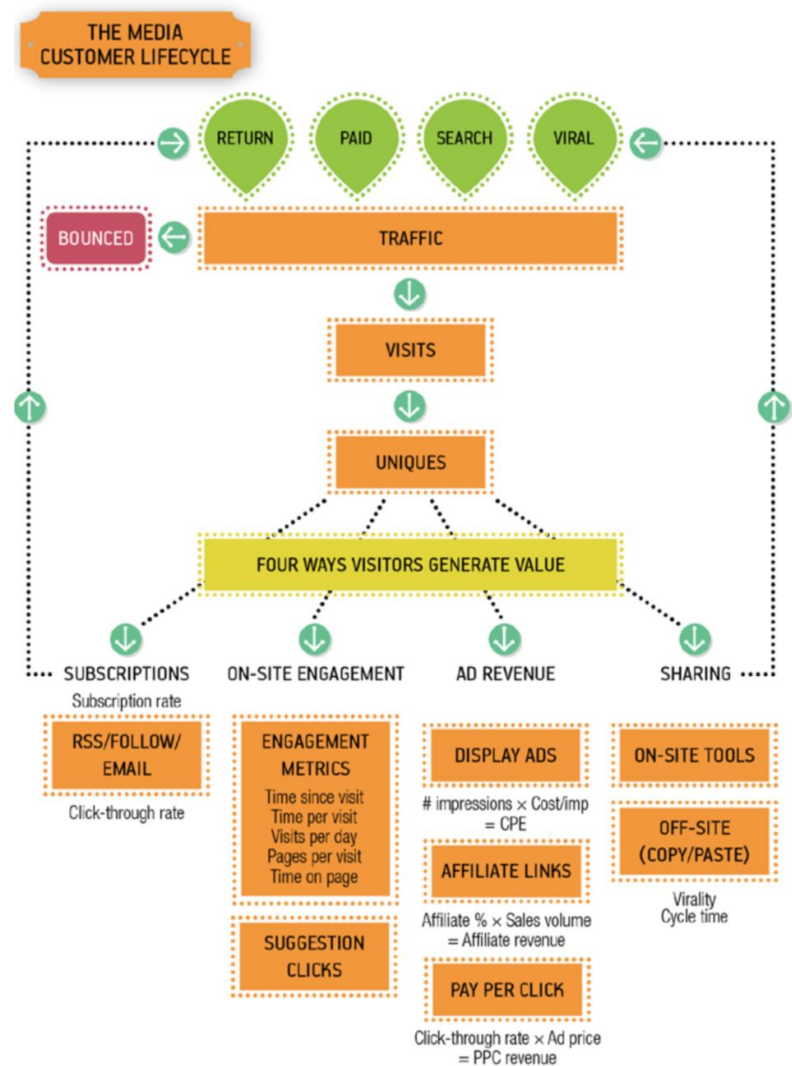
Inventory

	Jan	Feb	Mar	Apr	May	June	July
Unique visitors	3,000	4,000	5,000	7,000	6,000	7,000	8,000
Pages per visit	11	14	16	10	8	11	13
Page inventory	33,000	56,000	80,000	0,000	48,000	77,000	104,000

Ad and content

- Ad rates
- Content/Advertising trade-off
- Adequately test
- Hidden affiliate models
- Background noise
- Ad blockers

Visualizing the Media Business



Keytalks

- For media sites, ad revenue is everything
- Media sites need inventory
- It's hard to strike a balance between having good content and enough ads to pay the bills.