

Proposal – Product Team Metrics Wallboards

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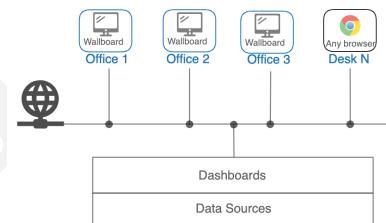


Figure 1: Architecture Overview

Overview

SHARED METRICS HELP TEAMS FOCUS AND TEAMS ALIGNMENT.

This document is a proposal to implement *Wallboards* for Sirion – a multi-office, multi-country, hybrid work environment.

It is also part of the overarching effort to promote data literacy^{1,2} and data driven decisions in the company.

Overall Design

ONE KEY FIXTURE OF THIS PROPOSAL IS TO USE WALL-MOUNTED TV DISPLAYS with a HDMI 2.0 port to connect a Raspberry Pi PC or other recommended small PCs such as a MeLE PC Stick³ or a Raspberry PI⁴ in high-traffic places (e.g. kitchen, water cooler, etc.)

The dashboard automatically runs on all connected displays.

Dashboard Loops are a great way to display several dashboards on a single screen. For example, we might want to display some company-wide metrics alongside our team's existing dashboard, have a project-specific dashboard we need to keep an eye on, in addition to our day-to-day metrics, or have several teams who share a single screen. They are also accessible via a web browser⁵.

¹ Including awareness about statistical fallacies – the common tricks data can play on us, which lead to mistakes in data interpretation and analysis.

² Geckoboard. Data Fallacies (infographics). URL <https://www.dropbox.com/scl/fi/24lmqv8k9s4548k9rpfdk/Geckoboard-Data-Fallacies-Poster.pdf?rlkey=a2j82r1q70t897nujq8hb3h6s&dl=0>

³ Amazon.com: MeLE PCGo2 Fan-less Mini PC Stick Windows 11 Pro Celeron. URL <https://www.amazon.com/MeLE-J4125-128G-PCG02-GLE/dp/B08LYRQZ59?th=1>

⁴ Raspberry Pi Ltd. Buy a Raspberry Pi 5. URL <https://www.raspberrypi.com/products/raspberry-pi-5/>

⁵ Behind the company's single sign on (SSO).

Project Phasing

WE WANT TO USE AN ITERATIVE APPROACH FOR THIS PROJECT TO SUCCEED – OR TO FAIL FAST! The first phase – or proof-of-concept (POC) – will need approximately 2-month time from end to end.

Phase 1

1. Source Hardware and Software for 1 Display and Workstations access.
2. Build one dashboard with 3 key performance indicator (KPI).
3. Test it.
4. Communicate with team members and run the experiment for 10-day.
5. Get feedback.
6. After Action Report.

Phase 2

1. Extend to new metrics, and possibly to additional cross-functional Dashboards.
2. Add new Displays and Workstation access.
3. Kick-Off the official Launch.
4. Measure. Evaluate. Adjust. Repeat.

KPIs

We recommend to start with 3 simple specific, measurable, achievable, relevant and time-bound (SMART) KPIs such as

- Engagement & Stickyness: Evolution of monthly active users (MAU), daily active users (DAU) and $\frac{DAU}{MAU}$ ratio.
- User Satisfaction: Evolution of the net promoter score (NPS)⁶
- Feature Focus: for example
 - A feature's activation funnel
 - An A/B testing experiment

⁶ The set-up of a NPS campaign generation tool will have to be specifically addressed.

Key Success Factors

- Get senior leadership team (SLT) buy-in.
- Set a responsible, accountable, consulted and informed (RACI) matrix.
- Once the POC is successful, institutionalize the project within the company (possibly hosted by a new team, have a standard operating procedure (SOP) and documentation written-up.)
- Revisit the program and re-evaluate its return over investment (ROI) once a year.

Budget Estimation

- Phase 1 (approx. \$1,000)⁷
 - Software Subscription \$300
 - Display \$400
 - Small PC \$150
- Phase 2 (approx. \$8,000)⁸
 - Software Subscription \$6,700
 - +2 Displays w/PCs \$1,200

⁷ Does not include time spent; Assumes 3-month POC.

⁸ For 2 additional displays and 12-month run.

What Next?

Once the above is successfully executed, and there is a wide adoption within the company, the suggested next phase is to implement a more rigorous approach in the use of data and the analysis of the evolution of KPIs.

Amazon led the way on how to effectively use metrics in their business. The last chapter of "Working Backwards"⁹ describes precisely the methodology used at Amazon. Some highlights can be found on the CommonCog website¹⁰.

⁹ C. Bryar and B. Carr. *Working Backwards: Insights, Stories, and Secrets from Inside Amazon*. St. Martin's Press, 2021. ISBN 9781250275714. URL <https://books.google.com/books?id=jdHSzQEACAAJ>

¹⁰ Book Summary: Working Backwards, April 2021. URL <https://commoncog.com/working-backwards/>

Caveat

Given that we are in a business-to-business type of software industry, the number of datapoints can range in the hundreds or thousands vs. millions for business-to-consumer activities. Hence one must remain attentive about the statistical significance of our data.

Other Resources

- Metrics that Matter to Product Managers (website)¹¹
- Lean analytics: use data to build a better startup faster (book)¹²
- Although considered outdated or overkill by some people, I believe SixSigma – or its lighter version Lean SixSigma – is a very good methodology, training & certification to understand key statistical concepts and put them in practice.

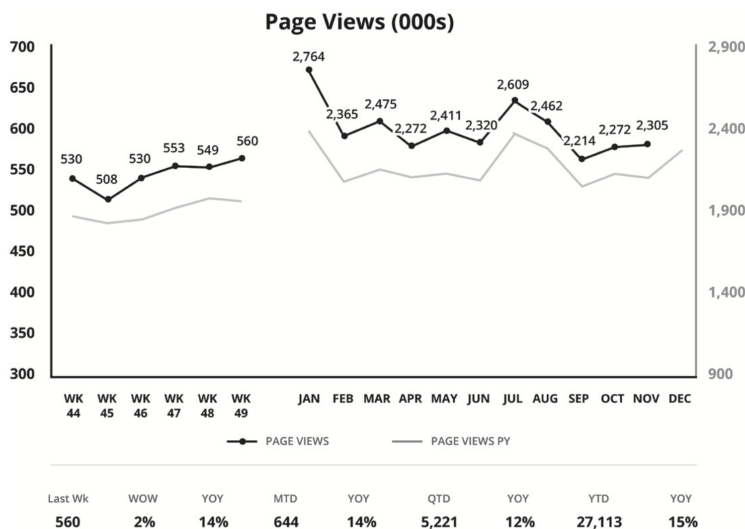
¹¹ Richard Holmes. Metrics that Matter to Product Managers, May 2017. URL <https://www.departmentofproduct.com/blog/metrics-matter-product-managers/>

¹² Alistair Croll and Benjamin Yoskovitz. *Lean analytics: use data to build a better startup faster*. The Lean series. O'Reilly, Beijing Cambridge Farnham Köln Sebastopol Tokyo, first edition edition, 2013. ISBN 978-1-4493-3567-0

Guide to Product Metrics

CATEGORY	METRIC
Acquisition	Number of new signups and/or qualified leads Customer acquisition cost (CAC)
Activation	Activation rate Time to activate Free-to-paid conversions
Engagement	Monthly, weekly, and/or daily active users (MAU, WAU, DAU) Stickiness (DAU/MAU) Feature usage
Retention	Retention rate Churn rate Customer lifetime value (CLV)
Monetization	Net revenue retention (NRR) Monthly recurring revenue (MRR) Average revenue per user (ARPU)
North Star	North Star Metric

Example of Chart used at Amazon



This graphic¹³ measures page views for a business, and conveys a lot of data in a small space:

- The gray line is prior year, the black line is current year

¹³ C. Bryar and B. Carr. *Working Backwards: Insights, Stories, and Secrets from Inside Amazon*. St. Martin's Press, 2021. ISBN 9781250275714. URL <https://books.google.com/books?id=jdHSzQEACAAJ>

- The left graph, those first 6 data points, shows the trailing 6 weeks
- The right graph, with 12 data points, shows the entire trailing year month by month
- This built-in “zoom” adds clarity by magnifying the most recent data, which the 12-month graph puts into context.

At the bottom of the chart, we call out additional key data points, most of which compare one period to another.

References

Amazon.com: MeLE PCGo2 Fanless Mini PC Stick Windows 11 Pro Celeron. URL <https://www.amazon.com/MeLE-J4125-128G-PCG02-GLE/dp/B08LYRQZ59?th=1>.

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