**Spotify strategic Dashboard (2017-2023) final Closing Report.**

The idea of the project was to summarise data for the company performance in three main directions: growth, revenue and operational costs. Main aim was to provide information which will help high executives (Board of Directors namely from Marketing and Sales, Finance and Product Management and Operation and Logistics) to perform correct strategic decisions, which can help to improve company performance in the next six years.

The project included several stages such as: communication with stakeholders, sets of designing of mock-dashboard, finalizing of mock dashboard, building the dashboard, dashboard optimization and recording final dashboard presentation for the stakeholders as replacement of final meeting with them. Taking into account the urgency of the clients request, the project was realized within less than one week (four working days).

At the first stage my colleagues and I addressed several questions to each department, in order to ensure that we understand the needs of stakeholders correctly and in order to avoid wrong assumptions.

After we received answers from stakeholders, I built an initial mock-up for the dashboard and sent it again to the client, in order to ensure that I understood their questions correctly. Response from client, helped me to modify my dashboard model at this earlier stage and rearrange it accordingly with clients feedback.
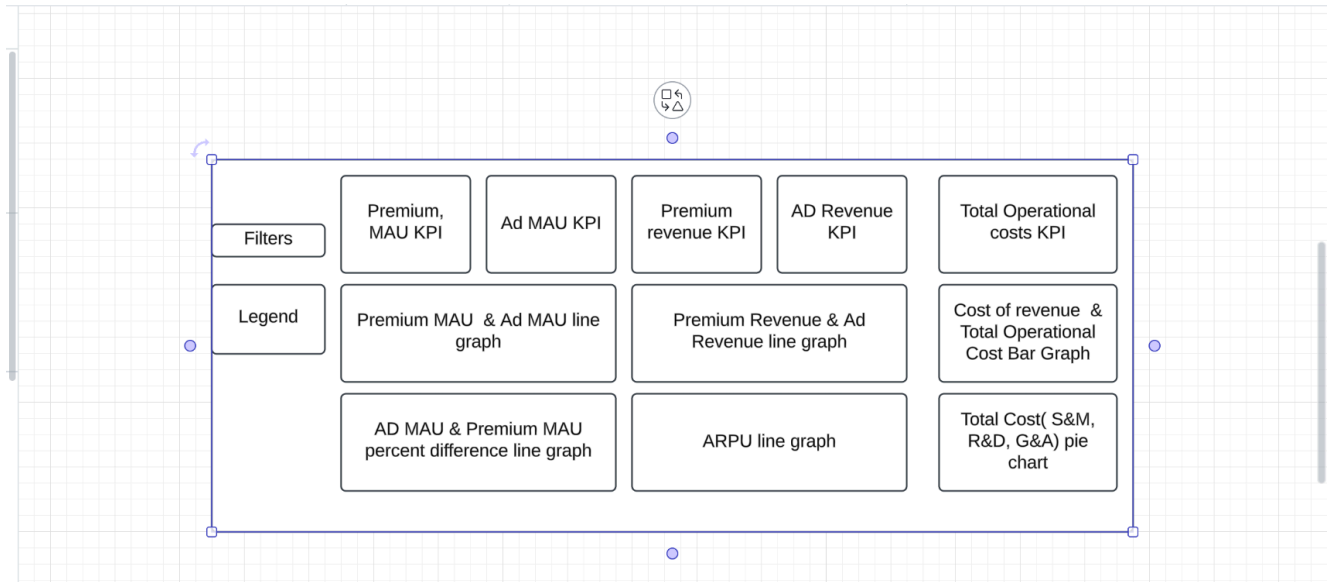
In the next stage, I built my dashboard and consulted with my colleagues, how to adapt the functionality of pie-chart, as using only one current data set does not allow me such possibility. From two possible solutions, either transferring the data to another format (vertical instead of horizontal) or creating a separate pivot table as another data set, I decided to approach the second variant.

My final dashboard consists of three layers of visualisations: KPI on the top, line graphs (in the middle and bottom layers) , combined bar graphs (in the middle) and pie chart in the bottom.
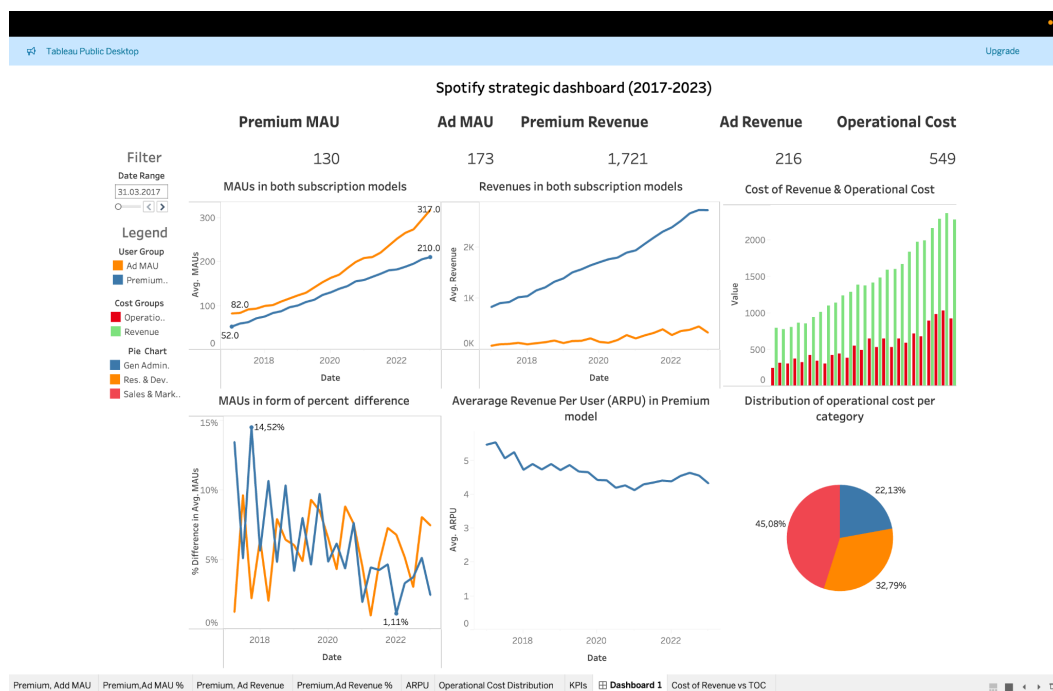
During dashboard building I struggled with the intent to put as many visualisations as possible in my dashboard as possible in order to give stakeholders answers to all their questions. As I am aware that making the dashboard too complex makes it almost useless I removed several visualizations from the initial dashboard and used combined visualisations in it.

Conclusions
- Using aggregate data does not always allow us to answer all requested questions unambiguously because of low level of granularity (currently quarterly aggregate data was used).
- Decreased percent of difference of MAU in the premium group could be market saturation indicator, as company currently already found long time on market (since 2006).
- Decreased ARPU, could serve as a negative sign of financial performance of the company and could have several reasons such as price reduction, increased level of discounts and promotions, constant introduction of family or group plans.

- I would definitely recommend taking several steps in order to address decreased ARPU issues such as customer segmentation, and improve upselling in order to motivate more users to change their subscription plan to premium. Customer retention data analysis would be also helpful in monitoring and resolving this important issue.
- Current data showed significant increase of indirect operating costs with the analyzed period. Splitting the data per categories (pie chart), should hopefully help the Operations team to decide whether and how operational costs can be decreased without significant or any compromise in the quality of the service.
- Performing a short debrief meeting with a client will be strongly appreciated.