

Take Home Assignment

Business Operations Manager



12/12/24

Purpose

The Business Operations Manager's first major project will require:

- **[Analysis]** of game sale performance
- **[Intuition]** to make decisions based upon your analysis
- **[Experimentation]** to improve your intuition

The purpose of this assignment is to give you a chance to show off your analysis, intuition, and experimentation skills.

Time Limit

We know a take home assignment is *a lot* to ask. We're asking this of you because:

- this is critical to evaluating your success in this role.
- this enables us to reduce your interview process by several steps.
- we believe you are a strong candidate. We're filtering aggressively, so if you've made it this far then we believe you have the potential to fill this role.

Please don't spend more than 3-4 hours on this assignment.

Assignment

We're providing you with our real 1) Steam sales data (.xlsx attached) and 2) discount calendar, with each game title anonymized. Your assignment is to analyze the performance of one of our Steam "portfolio sales" - a period when we put our entire portfolio on discount. This particular sale was run from May 21st, 2024 through

May 27th, 2024. To keep the scope narrow, we're asking a series of specific questions. Some will have correct quantitative answers while others will test your intuition. If you have any questions about this assignment, you may send them as a list in [1] email to sara.mcmanigal@atari.com and jmccarthy@atari.com.

This assignment will have 2 outputs:

1. Your analysis spreadsheet (.xlsx or google sheets). Come prepared to dive into the details of your analysis and intuition with Justin during your next interview.
2. An email to our CEO summarizing your **[Analysis]**, **[Intuition]**, and #1 **[Experiment]**. In this case, send the email 1-2 business days before your next interview to sara.mcmanigal@atari.com and jmccarthy@atari.com as if we were co-CEOs.

Questions

1. **[Analysis]** Analyze the impact of this sale:
 - a. How much revenue above baseline did we make as a result of this sale?
 - b. Which publisher performed best?
 - c. Stack rank the games based upon performance - which performed best as a result of this sale?
 - d. Discounts often result in a "hangover" where sales drop below baseline after the discount ends. Which games had the worst hangovers?
2. **[Intuition]** We want you to plan our next "portfolio sale"!
 - a. On Steam, each game is required to have a 30-day cooldown between discounts. How frequently should we put our games on discount?
 - b. We have a really large and rapidly expanding catalog of games. Assuming this type of sales data is your only data source - how would you go about deciding the appropriate discount depth for each game?
3. **[Experiment]** Our discount system is still young - we believe many best practices will still be learned through experimentation!
 - a. List 3-5 experiments that you'd like to run and prioritize them from most impactful to least impactful.
 - b. For your #1 experiment, provide a brief explanation of how you would design, run, and analyze the experiment to ensure reliable learnings.