



# Zen and the Art of Analytics

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Digital Strategy and Product Delivery



# Overview

- Me
  - Intro
  - Why
  - Case Study: Toronto Life
  - Case Study: TVO\*
  - Case Study: Heart and Stroke Foundation\*
  - Let's talk!!



# Andrew Wallace



- Executive Editor/  
Executive Producer,  
torontolife.com
- Product Manager  
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Producer, TVO
- Delivery Manager,  
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# Intro

## Beliefs

1. Strategy > Data
2. Strategy > Platforms



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## Assumption

Digital media is drowning in data



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## Beliefs

1. Strategy > Data
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## Assumption

Digital media is drowning in data

## Conviction

Understanding analytics should make your life easier, not harder



# Intro

## **Belief #1**

Strategy > Data

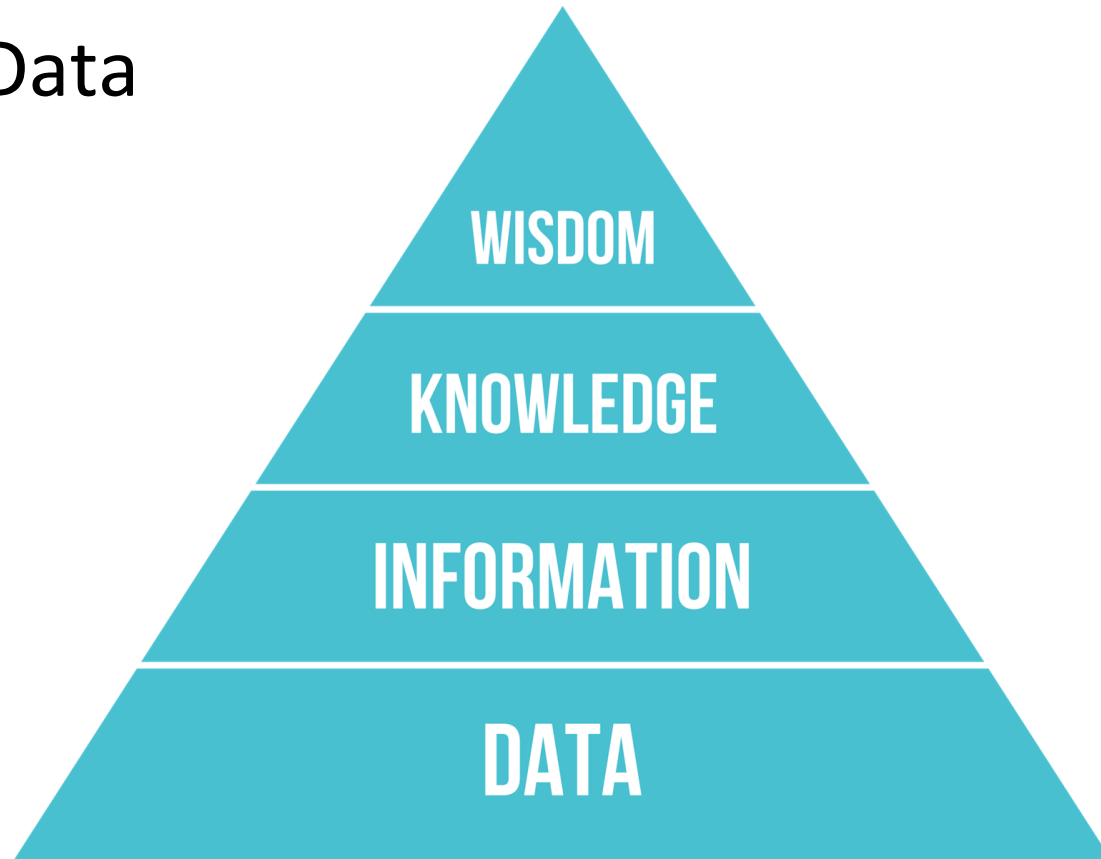
*Data is not an end in itself; it needs context to be meaningful*



# Intro

## Belief #1

Strategy > Data







# Intro

## **Belief #1**

Strategy > Data

### Data

Data is the raw fact(s) out of context.



# Intro

## **Belief #1**

Strategy > Data

## Information

Information is data in context.



# Intro

## **Belief #1**

Strategy > Data

Knowledge

Knowledge is synthesized information.



# Intro

## **Belief #1**

Strategy > Data

### Wisdom (Insight)

Insight is understanding the principles underpinning knowledge



# Intro

## Belief #1

Strategy > Data

## Outcome

Use insights to define and implement *action*



# Intro

## Belief #2

Strategy > Platforms

*The platform (i.e. Google Analytics, Omniture, Domo, etc.) doesn't matter. It's a tool that works for you--not the other way around.*



# Intro

## Assumption

Digital media is drowning in data



# Intro

## Conviction

- *Understanding analytics should make your life easier, not harder*

Analytics is a means by which to help you do the *right* things.





# Why?

**Digital analytics** is the *analysis* of qualitative and quantitative data from your *business* and the *competition* to drive a *continual improvement* of the online experience that your customers and potential customers have which *translates to your desired outcomes* (both online and offline)

--

**Analytics** is the discovery, interpretation, and communication of *meaningful* patterns in data. Especially valuable in areas rich with recorded information, analytics relies on the simultaneous application of statistics, computer programming and operations research to *quantify performance*. Analytics often favors data visualization to *communicate insight*.



# Why?

*“What gets measured gets managed”  
-- Tim Ferris*



# Why?

A thought:

Analytics is a *tool* to help you understand what success looks like



# Why?

- Objectives

You should have some!

(At least one, but not too many...)



# Why?

- Objective
  - Real (i.e. concrete)
  - Achievable
  - Actionable
  - Shared



# Why?

## Outcome

1. Have conversations



# Why?

## Outcome

1. Have conversations
- 2....about the same things



# Why?

## Outcome

1. Have conversations
- 2....about the same things
- 3....in order to make decisions





# Why?

## Outcome

1. Have conversations
- 2....about the same things
- 3....in order to make decisions (preferably the *right* ones)



# Why?

- Hard
- Vision
- Mission
- Communicate
- Translate



# Why?

- Interesting
- Productive
- Shared understanding
- Happy





# Case Study #1: Toronto Life

- What is Toronto Life?



# Case Study #1: torontolife.com

- Magazine = magazine
- Web = website
  
- Ken Hunt
  - VP, Digital
  - Publisher

***“Audience”***



# Case Study #1: torontolife.com

- Context
  - History of success

It worked until it didn't...

- Subscriptions + newsstand sales = advertising
- Aggregate impressions = advertising



# Case Study #1: torontolife.com

- Context
  - Bottom fell out of the display advertising industry
  - Creating “larger” audiences but making less money



# Case Study #1: torontolife.com

- Re-Think

Why?

*If we know why...*

What is success?

*Success looks like...*





# Case Study #1: torontolife.com

- Re-Think

Success isn't subscriptions; success isn't display advertising

*"I didn't get into publishing to become advertising agency." --Ken Hunt*



# Case Study #1: Toronto Life

## Brand Mission:

*Toronto Life* is the destination for people who care about Toronto, the country's most vibrant city, and want to get the most out of it. We provide insight into the personalities and events that shape the landscape, and help readers make smart choices about everything from restaurants and shopping to real estate and culture. Through in-depth reporting, intelligent analysis and quality writing, *Toronto Life* offers an exciting, essential and entertaining guide to life in Toronto.



# Case Study #1: Toronto Life

## Metrics

### *What we measured*

- Audience
  - Reach
  - Engagement
    - Website
    - Social
    - Mobile/Tablet
    - Magazine



# Case Study #1: torontolife.com

- Content
  - What do they want (subject)
  - How do they want it (form)



# Case Study #1: torontolife.com

- Aggregate impressions
- Targeted advertising
- Branded content
- Strategic partnerships
- Engagement metrics