INDEX

ACE. See analytic center of excellence
Adjusted Line Yards, 50
Adjusted Net Yards Per Attempt
(ANY/A), 50
Adjusted Plus/Minus, 49
analysis phase: metrics, 69–71; Player Efficiency Rating, 70–71
analytic center of excellence (ACE), 121; benefits of, 122; as default, 122; downsides of, 122
analytic models: adjusted statistics through, 8; core function of, 7; for draft selection, 7–8
analytics: coaching, 10–11; components, 4; defining, 4–5; framework, 5; goals of, 5–6; inventory, 109; investment in, 12; in organization, 10–12; other functions of, 12; player development, 12; player evaluation, 11; as process, 63–64; strategic plan and, 19, 20, 21
ANY/A. See Adjusted Net Yards Per Attempt
assists (basketball), 126n1; percentage, 76
Base Running Runs (BRR), 49
batting average, 48–49, 71–72
Beech, Roland, 122–23
Belichick, Bill, 52
Berra, Yogi, 44
Blair, DeJuan, 68, 71, 73–75
Boston Celtics, 7–8
box-score data, 25
brainstorming, 110–11; framework, 111
BRR. See Base Running Runs
Bryant, Paul “Bear,” 104
build phase, 97–99
centralization, 24, 25, 27–30, 99–100; benefits of, 28–29; data quality and, 29; SAUS responses, 14, 15
centralized models: advantages and disadvantages of, 22; downsides of, 122; isolation and, 122; of personnel, 121, 122; resources use of, 22; smaller organizations
centralized models (continued)
gravitating towards, 23;
standardization and, 122
Cho, Rich, 33
Clarke, Arthur C., 79
Cleveland Indians, 32–33
coaches: analytics and, 10–11;
background, 53; grading scale, 54;
hiring, 52–55; risk and, 52–53;
success of, 52, 53, 54
Collison, Darren, 77, 78
communication phase, 71–75
competitive advantage, 1, 4; clarity of,
102; leadership and, 102–3;
opportunities for, 21
creative phase, 94–95
Cuban, Mark, 31
Cutler, Jay, 125n3
Dallas Mavericks, 123
dashboard: design, 86; information
system, 84–85, 86; overview, 85;
personnel, 85
data: box-score, 25; centralization
and quality of, 29; delegating
collection of, 27; flow, 4;
information differentiated from,
36; medical, 39–40; multimedia, 6;
play-by-play, 30; qualitative, 6, 36,
38–40, 42–43; quantitative, 6,
36–38, 42–43; salary, 82; scouting
reports as raw, 36; silos, 39,
99–100; types, 6; unstructured,
38, 40–41
database programmers:
qualifications, 18; SAUS
responses, 18; sport side, 17, 18
database systems, 117–18
data dependency: on one person, 15,
16, 28; SAUS responses, 16
data management, 4, 6–7; best
practices, 100; human resources,
17; implementation, 32–34, 99–100;
leadership and, 34; principles, 24,
25; resources, 34; role of, 7
data sources, 6; describing, 26;
different information from
different, 25; identifying, 26;
locating, 26; SAUS responses, 14;
standardization and, 25–26;
vendors defining, 27
decentralized models: advantages of,
22; benefits of, 123; disadvantages
of, 22; larger organizations
gravitating towards, 22–23; of
personnel, 121, 122–23
decision making: consistency in, 9; in
innovation, 99; long-term
philosophy, 19; novel insight for, 6;
results informing process of,
60–61; Saint Louis Cardinals and,
103; time saving and, 5–6
Defensive Rebound Rate (DRR), 49
depth charts, 81
Douby, Quincy, 8
Doyle, Arthur Conan, 35
draft: analytic models for selection
in, 7–8; board, 81; failures, 125n3;
projection models, 106; Saint
Louis Cardinals and, 103; Seattle
Supersonics and, 51; as starting
point, 125n3
DRR. See Defensive Rebound Rate
Drucker, Peter, 65
Dunlap, Mike, xi
Durant, Kevin, 36; shooting
percentage of, 37
engagement phase, 96–97
errors: automatically correcting, 30;
checking for, 15, 16, 17, 30; high
quantity of, 29; identifying, 30; in
play-by-play data, 30; SAUS
responses, 16
failure, 114
flexibility, 87, 89
Foye, Randy, 8
game charters, 25
Gates, Bill, 1
goals: of analytics, 5–6; defining, 112–14; long-term, 112; for new metrics, 65, 70; roadmap, 113; short-term, 112; strategic, 112; technical, 112, 113
heart-rate monitors, 26
Hinkie, Sam, 119
hiring: coaches, 52–55; personnel, 117, 118–20
hitter identification, 106, 106–7
hitting ability, 48–49. See also batting average; on-base percentage
Hollinger, John, 66
Houston Rockets, 25, 119
Hudl, 4
human resources investment, 17; data management, 17; time saving through, 17. See also personnel
hybrid models, 22; benefits of, 123; of personnel, 121, 123–24
ICE. See Interactive, Collaborative, and Evaluation system
implementation, 99–103; basic principles, 108; of data management, 32–34, 99–100; leadership for, 99
information: data differentiated from, 36; data sources and different, 25; flexibility of, 87, 89; flow design, 85; interaction and, 87–90; levels, 83–85; multiple sources of, 84; player, 83; presentation of, 87; risk trade-off, 51; sets, 82–85; visualizing, 88
information systems, 8–10; advanced, 10; building blocks of, 84; complete integration of, 101–2; components of, 79; consistency in, 101; constructing, 79; dashboard, 84–85, 86; designing, 17; efficiency of, 79–80; estimations, 9–10; at high school level, 10; interactive component of, 9; magnet board, 80–82; prioritizing, 84; resources, 90
injuries, 31
innovation: actual use of, 97–98; build phase, 97–99; creative phase, 94–95; decision making role in, 99; engagement phase, 96–97; feedback loop, 98; four-phase approach to, 94; investment in, 98; prototyping phase, 95–96
intangibles, 47
integration, 7, 24, 25, 30–32, 41–43, 42; of information systems, 101–2; injuries and, 31; of metrics, 92; synergy from, 31
Interactive, Collaborative, and Evaluation system (ICE), 82
Internet, ix–x
interns, 27–28
interviews, 50
inventory, 26; analytics, 109; constructing, 26; definitions laid out in, 26; standardization, 26
Johnson, Jimmy, 52
Karl, George, xi
key performance indicators (KPI), 84, 107
Krossover Intelligence, 4
leadership, 5; competitive advantage and, 102–3; data management and, 34; for implementation, 99; limits, 114
Leinart, Matt, 125n3
Levitt, Theodore, 91
Lewis, Carl, 126n1
Lombardi, Vince, 52
long-term goals, 112

Ma, Jeff, x
magnet board: grouping on, 80; limits of, 80–81; maintaining, 80; privacy and, 81; replacing, 81–82; setting up, 80
Mangini, Eric, 117
medical data, 39–40; as unstructured data, 40
metrics: analysis phase, 69–71; communication phase, 71–75; context of, 72; creation model, 69; descriptive, 70; documentation, 70; evaluating, 70; example, 49–50; four-phase process of, 65, 66; goal established for new, 65, 70; integration of, 92; interpreting, 71; opportunity phase, 66–67; passing, 75–78; predictive, 70; previous attempts at, 67; private, 66; public, 66; questions about, 66; refining, 66; scale of, 72; successful, 66; survey phase, 67–69; testing, 69–71; value of, 71. See also innovation; specific metrics
MIT Sloan Sports Analytics Conference, 37
Morey, Daryl, 31, 119
multimedia data, 6

name repetitions, 27
New England Patriots, 7

Oakland A’s, 1–2
OBP. See on-base percentage
obstacles, 2
Offensive/Defensive Efficiency Rating (OER/DER), 49
offensive rebounding, 56
Oklahoma City Thunder, 33
Oliver, Dean, 47–48
on-base percentage (OBP), 48
one version of truth, 9, 29, 101
opportunity phase, 66–67
organizational structures, 21–23, 111–12; personnel and, 117, 121–24
Orlando Magic, 80
pass-blocking ability, 57–58
passing metrics, 75–78
pedometers, 26
PER. See Player Efficiency Rating
personnel: centralized models of, 121, 122; dashboard, 85; decentralized models of, 121, 122–23; embedded, 122–23; evaluating, 117, 119, 120–21; hiring, 117, 118–20; hybrid models of, 121, 123–24; organizational structures and, 117, 121–24; recommendations, 119; skill sets, 117; training, 118; verification process, 119; vision for, 119
Philadelphia Eagles, 7, 120
pitcher development, 106
Pitch F/X, 2
play-by-play data, 30
player: capabilities, 12; development, 12; information, 83; intangibles, 47
Player Efficiency Rating (PER), 66; analysis phase, 70–71; distribution for centers and guards, 74; improving, 73; scale of, 73; survey phase, 67
player evaluation, 21; analytics, 11; standard, 11
point guard, 51
Pollard, William, 24
Portland Trailblazers, 7
predictive models, 106–7
Presti, Sam, 33
privacy, 81
prototyping phase, 95–96
QBR. See Total Quarterback Rating
qualitative data, 6, 38–40; forms of, 36; general attitude towards, 39; handling, 39; processing, 39, 40; quantitative data combined with, 42–43; quantitative data separated from, 38; as unstructured data, 38
quantitative data, 6, 36–38; forms of, 36; qualitative data combined with, 42–43; qualitative data separated from, 38
quarterback time to throw, 58
question asking, 46–52; analyses, 55–63; at beginning, 56–57; context of result, 57–58; metrics, 66; thought process, 56–57; uncertainty, 58–60
Reid, Andy, 52
review board, 119–20; evaluations by, 121; as sounding board, 120
risk: hiring a coach and, 52–53; information trade-off, 51; reducing, 50; scouting reports and, 50. See also uncertainty
Rondo, Rajon, 8
Rose, Derrick, 77, 78
sack rates, 87, 87–88, 88, 89
SAFE. See Spatial Aggregate Fielding Evaluation
Saint Louis Cardinals, 7; decision making and, 103; draft and, 103; tension within, 103
salary data, 82
sample size, 58
San Antonio Spurs, 1–2
San Diego Padres, 7
San Francisco 49ers, 122
SAUS. See Sports Analytics Use Survey
scouting reports, 25; comments in, 47; nuances in, 41; as raw data, 36; risk and, 50; standardizing, 40; structured, 38
Seattle Supersonics, 32–33; draft pick, 51
short-term goals, 112
shot value, 126n4
Spatial Aggregate Fielding Evaluation (SAFE), 49
Splitter, Tiago, 68, 71, 73, 74–75
Sports Analytics Use Survey (SAUS), 2, 3, 13–14; centralization responses, 14, 15; database programmers and, 18; data dependency responses, 16; data source responses, 14; error responses, 16; results of, 21; statistical analysts and, 19, 20; strategic plan responses, 20
SportVu, 37
sprinter, 44–45; medal-winning time, 45; progress of, 45, 45–46
standardization, 24, 25; centralized models and, 122; challenges, 26–27; data sources and, 25–26; inventory, 26; player evaluation, 11; of scouting reports, 40
statistical analysts: evaluating, 18–19, 20; qualifications, 18; role of, 17; SAUS responses, 19, 20; on sport side, 17–18, 19
Stats LLC, 37, 82
Stokes, Sean, 10
strategic goals, 112
strategic plan: analytics and, 19, 20, 21; SAUS responses, 20; supporting, 21. See also team strategy
survey phase: metrics, 67–69; Player Efficiency Rating, 67
Tampa Bay Rays, 1–2, 24
TAv. See True Average
team chemistry, 47–48
team strategy, 104; blueprint, 108–16; foundation of, 109–10; informing, 105–8; monitoring, 105–8; supporting, 106
technical goals, 112, 113
technology investment, 32–33
time saving, 91, 104–5; decision making, 5–6; through human resources investment, 17; new metrics for, 65
Total Quarterback Rating (QBR), x, 50
training, 118
True Average (TAv), 49
true value, 59
uncertainty: questions about, 58–60; reducing, 61–63; types, 58
United States Olympic Committee (USOC), 44–46
universal adoption, 101
unstructured data: analysis of, 40–41; medical data as, 40; qualitative data as, 38; structure imposed on, 40–41; time investment with, 40
USOC. See United States Olympic Committee
Van Exel, Nick, 126n1
variability: comparison of, 59; importance of including, 60; measuring, 58–59; sample size and, 58
video, 25; context level in, 57; structuring, 40–41
Westbrook, Russell, 75–78
Woolner, Keith, 33