

Case Study: Manager Growth & Enablement

Markets and Channels Central marketing

Interview Structure: what to expect?

- **Case study presentation by candidate:** 20 minutes
 - **Questions on Case Study:** 15 minutes
 - **Recruiter additional questions:** 15 minutes
 - **Candidate questions & Next Steps:** 10 minutes
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Orientation – About Us

The LEGO Group

The LEGO Group is a privately held company based in Billund, Denmark. Founded in 1932 by Ole Kirk Kristiansen, it remains family-owned and is committed to inspiring and developing the builders of tomorrow. Our iconic LEGO® brick is at the heart of a global brand that promotes creativity, learning through play, and innovation. Today, we employ more than 31,000 people in over 40 countries and deliver play experiences to children and families worldwide.

Markets and Channels (M&C)

Markets & Channels (M&C) is the LEGO Group's **commercial organisation** responsible for delivering LEGO products to shoppers and consumers worldwide. It brings together **all Business Units and sales channels** to manage **go-to-market execution across every touchpoint**—from our Branded Channels to third-party retailers—creating seamless experiences and driving strong commercial results.

M&C Central Marketing

M&C Central Marketing is Markets and Channels global marketing organisation, responsible for connecting the brand with consumers and shoppers worldwide. It drives commercial impact by creating integrated campaigns and asset toolkits, delivering retail experiences, and enabling markets with activations and insights. M&C Central Marketing is structured around **seven specialist functions**, each focused on a critical area of expertise:

- **Audience Management & Planning (AMP):** Influences the portfolio of product based on the needs of markets and channels. Ensures future marketing plans align with audience priorities and commercial opportunities.
- **Marketing Investments Planning (MIP):** Ensures our marketing budgets deliver the best return by using data and modelling to guide spending.
- **Integrated Marketing (IM):** Translates commercial goals into fullfunnel activations that drive brand, consumer groups, and active base growth.
- **Global Media Activation (GMA):** Plans and manages where and how the LEGO group appears in media, making sure advertising reaches the right people effectively and efficiently worldwide.
- **Trade & Shopper Marketing (TSM):** Provides differentiated retail activation toolkits, trade solutions and fixtures across physical and digital channels to deliver commercial impact through shopper engagement.
- **Membership & Personalisation (M&P):** Builds long-term relationships through our LEGO Insiders loyalty program, CRM and personalisation.
- **Growth & Enablement (G&E):** Accelerates transformation and improves ways of working.

Case Study

Background

You are being considered for the role of Manager Growth & Enablement in the Markets & Channels Central Marketing team at the LEGO Group. As part of the interview process, we'd like you to work through a realistic scenario you might encounter in this role.

Context

In your role within the Growth & Enablement team, you will need to support the multiple needs that may arise in various M&C Marketing teams. We will explore a hypothetical scenario related to our Media processes.

The Global Media Activation (GMA) team is entering a pivotal year, driven by the strategic decision to **insource media buying operations** across key markets. This shift brings increased control, but it also significantly raises the complexity and operational load on the team. GMA will now be responsible for **monitoring, pacing, and adjusting media spend in real time**, across multiple platforms, campaigns, and market conditions—without the buffering layer previously provided by external agencies.

In this new operating model, even small pacing deviations can have outsized commercial consequences. Teams must detect issues early, react fast, and maintain absolute precision in spend allocation across channels.

Today, pacing relies on manual monitoring, fragmented dashboards across platforms, and inconsistent data refresh cycles. Teams lose time reconciling discrepancies between agency reports, internal dashboards (e.g., Campaign dashboard, GMA spend trackers, Live Media stock tracking), and raw platform data. This results in:

- Delayed reactions to over- or under-spend
- Increased pressure during peak trading periods
- Limited ability to run “whatif” simulations
- Reduced consistency across Market Groups

On top of that, the team isn't staffed around the clock — no night coverage and no weekend coverage — which means issues can go unnoticed for long stretches of time and increases the operational risk.

As part of the transition, GMA has expressed the need for a **fully autonomous AI Pacing Agent** that can continuously monitor spend, identify anomalies, and take action.

The expectation is **not** limited to producing recommendations: the agent should be able to **determine whether a human needs to be involved**—or, if the deviation is severe enough, **autonomously halt transactions** to protect budgets and prevent financial or performance risks. This would represent one of the first truly agentic AI workflows deployed within M&C, setting a precedent for how AI can take on operational responsibility with human oversight at the right moments.

Scenario

You have just joined the Growth & Enablement team as the Manager focused on AI, automation and productivity acceleration.

The VP of Global Media Activation has asked our team to **explore how an AI agent could take over the first layer of daily media pacing workload**—reducing manual intervention and improving consistency and response times. You are expected to act as the **bridge between business needs, data availability, and technical possibilities**, translating ambiguity into a structured prototype concept.

This presentation is meant to demonstrate how you think, structure complex problems, and design practical AI solutions anchored in real operational needs.

Case Study – Your task

You are asked to prepare a **3–5 slide presentation** to the Global Media Activation (GMA) leadership team.

Your goal is to outline a **Minimum Viable Product (MVP)** for an **AI-powered Pacing Agent** that could meaningfully reduce manual workload and tighten operational control during the transition to insourced media buying.

a. MVP Scope & Purpose

Define the role of the initial Pacing Agent within the current operating model.

Your slide(s) should address:

- What the MVP will do (and what it will explicitly *not* do)
- Which part of the pacing workflow it aims to improve first
- The specific pain points the MVP targets
- The success criteria you would propose for this first iteration

Note: We don't expect you to address all pain points. We're more interested in how you prioritize, make trade-offs, and define the MVP.

b. System Diagram of the MVP

Create a clear diagram that shows **how the Pacing Agent operates from start to finish**.

Your diagram should include, at minimum:

- **What inputs/signals the agent uses**
- **How the agent processes these signals** (logic, steps, checks, branches — at a high level)
- **How the agent decides** between normal monitoring, issuing a recommendation to a human or taking autonomous action (e.g., pause/stop)
- **What outputs are produced**, and **who receives them**

This is not a technical architecture — it is a conceptual operating diagram.

c. Phased Approach & Next Steps

Explain how you would move from MVP to a more capable agent over time.

Include:

- What you would test and validate in the MVP
- A high level timeline including key milestones
- The key dependencies (teams, data, tools) to move forward
- Any risks or considerations GMA should plan for early on

Case Study – Discovery Findings

You have been given the following findings from early discovery discussions with GMA, analysts, and platforms:

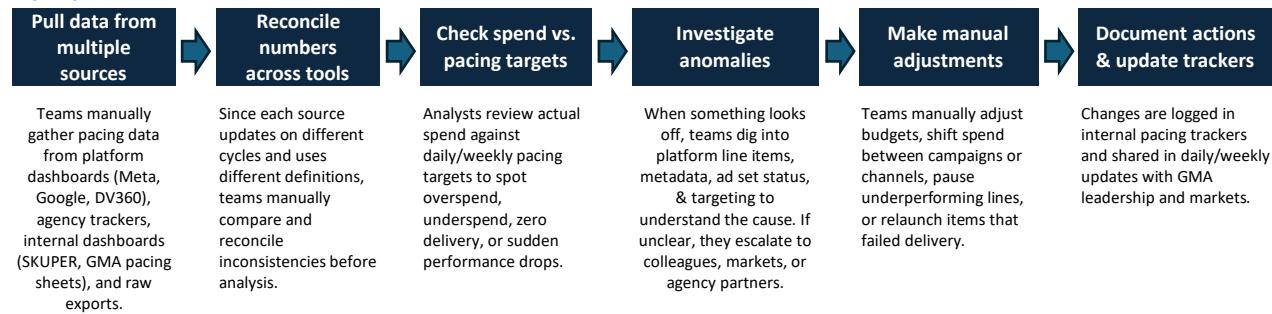
Media Buying SIPOC

Suppliers	Inputs	Process	Outputs	Customers
Global Media Activation (GMA) Business Units marketing teams (campaign brief & budget) External platforms (Meta, Google, DV360, YouTube, TikTok, partners) Analytics teams (MMM team, Analytics enablement, etc.) Marketing Investment Planning team (budget controls, monthly phasing) Internal Marketing Agency	Media budget allocations (annual → quarterly → weekly) Campaign brief (objectives, KPIs, audiences, timing) Platform data : spend, pacing, performance signals Creative assets (approved by IM / creative teams) Targeting parameters and media plans Forecasts (MMM outputs, historical performance, demand signals) Compliance requirements (brand safety, platform restrictions)	Campaign Setup: Receive campaign brief and budget + Define targeting, bidding strategy, placements, KPIs Platform Activation: Upload assets + Build campaigns/ad sets/line items + Launch flights Monitoring: Track spend vs pacing targets + Check performance indicators + Identify anomalies (overspend, underspend, zerodelivery, etc.) Optimisation & Issue Management: Adjust budgets, bids, audiences or placements + Pause underperforming lines + Reallocate spend between channels or markets + Escalate issues if they exceed thresholds Reporting & Governance: produce pacing reports and performance summaries + Share updates with Markets, Finance, and MG stakeholders Close the campaign with learnings and documentation	Live media campaigns correctly configured and delivering/ed Updated pacing dashboards, audit trails and alerts Optimisation actions taken (or escalated) Budget adjustments documented End-of-campaign reports and learnings Data that feeds into MMM and future planning cycles	Global Media Activation leadership Market Groups & Business Units marketing teams Integrated Marketing (IM) Marketing Investment Planning team Finance partners Senior leadership reviewing performance and budget efficiency

A **SIPOC** is a quick, high-level way to describe how a process works from start to finish. The name comes from its five parts: **Suppliers, Inputs, Process, Outputs, and Customers**. It helps teams see who provides what goes into the process, the main steps involved, what comes out at the end, and who receives it.

Current Pacing Process

Workflow



Pain Points

- Time lost due to switching between tools and reconciling numbers
- Difficulty spotting anomalies across markets/campaigns in real time
- No automated recommendations (e.g., shifts between channels, pausing underperforming lines)
- Lead time between issue discovery and remediation
- No single “source of truth” for pacing context
- Reliance on individuals' judgment for interpreting signals

Data Availability & Quality

Although pacing depends on platform level data, the current data ecosystem is fragmented:

- **Different refresh rates across platforms** (ranging from several hours to more than a day)
- **Data discrepancies** between internal dashboards, platform interfaces, and agency trackers.
- **Incomplete or inconsistent metadata** (campaign names, naming mismatches)
- **API limitations** (rate limits, sampling, missing fields)