Case Study - Data Analytics Manager @Careemplus

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Current Situation:

- Careem launched its food delivery service in 2019 followed by groceries, Quik groceries (ultra fast delivery), bike, home cleaning, washmen (laundry), Pay and DineOut
- Careem plus is Careem's flagship subscription program that offers benefits across different services on the super app

The Ask:

- Our objective is to increase adoption across various services and maximize LTV thereby enabling the super app value proposition
- We want to ensure maximum number of Careem plus members use Food Delivery service and engage more on Food

Assumptions:

- There can be two aspects of acquisition: subscription enrollment and food related transactions. Our focus will be on users doing Food transactions (enrollment is assumed)
- Not considering DineOut food services
- All numbers are randomly generated and illustrations

Please Note:

- Prepare a presentation (3-5 slides only) on how would you solve this problem including but not limited to the following:
    1. What indicators would you look for to determine a baseline for this challenge
    2. How would this factor into your solution?
    3. If the solution is implemented, how would you track the results on a recurring basis? A mock dashboard will be a plus
- Please do not limit the solution to only data and analytics. Prepare a full 360 view on the same and how you would leverage the different functions (product, research, marketing, growth and analytics)to drive this initiative

Customer Lifecycle

- Acquire: new customers to enroll for Careem plus and transact for food
- Engage/Retain: active customers(that are not new users and attrited)
- Re-Engage/Activate: churned customers that are subscribed and make them transact again for food

Acquire	Engage/Retain	Re-Engage/Activate
Existing Careem users ● Non-Careem plus ● Non-Food Careem plus Guest Users	Active Careem plus Users: with at least 1 Food transaction (that are not new users and have not attrited)	Churned/Attrited Customers Newly Enrolled customers that have not yet made any transactions

Measurement:

Cplus Dashboard:

- Summary View: Total Active Users: %New users, %Existing users, %Re-engaged users
  Revenue related metrics: Avg. rev. Per user, Avg. txn. Per user
  No. of services per user, Service Affinity, CAC vs. LTV by channel of acquisition
- Channel Performance View: performance of marketing channels like Email, Mobile Push, Paid Media,Search(Organic and Paid), Referrals, etc.
  Metrics: Delivered/Impressions, Opens, Clicks, CTR, CTOR
- Audience View: Demography Cuts of audience by Age, Gender, Profession, Household Income grp, Education Level, #of Children, # Members in Household

Note: * based on data availability

Acquire

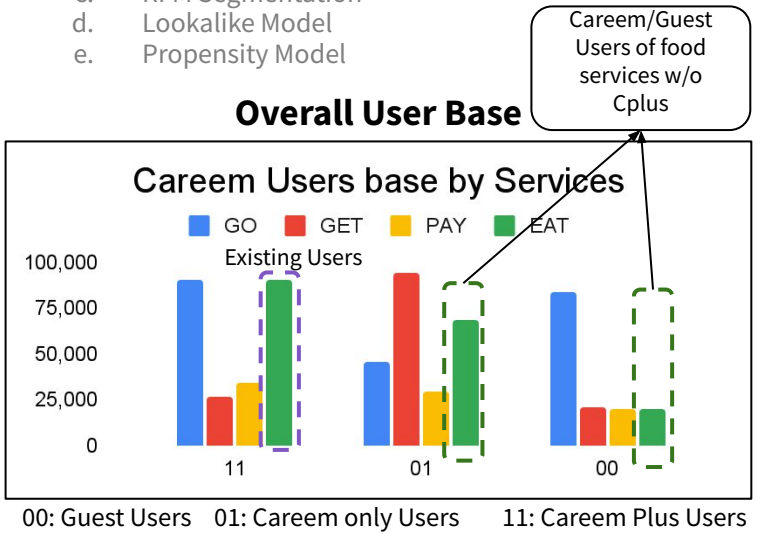
%new users MoM from past can be considered as baseline

a. New users that have subscribed to Careem plus
b. Careem plus users doing 1st food transaction (our focus)

Analytical Solution

Identify Customers: find the right target audience

a. Careem users/Guest users of food services without Careem Plus (Cplus) subscription
b. Services Affinity: cross tab of Cplus users using different services
c. RFM Segmentation
d. Lookalike Model
e. Propensity Model



Identify Channel: find the right communication channel

a. A/B Testing
b. Channel performance dashboard: delivery, opens, clicks, link clicks, ctr, ctor, open rate, CAC vs. LTV. e.g.: Email, mobile push notifications, paid media, referrals

Response Rate by Channel

Channel	Targeted	Responded	Response Rate	Lift (vs. None)	Statistical Significance*
Email Only	64,494	10,424	16.16%	7.74%	Not Significant
Paid Media Only	96,147	9,384	9.76%	1.33%	Significant
Both	57,747	15,927	27.58%	19.15%	Significant
None	59,334	5,000	8.43%	0.00%	

Services Affinity

Verticals	GO	GET	PAY	EAT
GO	43.67%	17.72%	6.36%	32.26%
GET	14.02%	30.98%	31.09%	23.92%
PAY	9.21%	56.90%	13.23%	20.65%
EAT	26.53%	24.87%	11.73%	36.87%

Single Service Users

Engage/Retain

of customers with recurring transactions, avg. txn per user

- Monthly retention rate from past 12 months as baseline
- Avg. no. of txn per user in a month from past 12 months as baseline

Analytical Solution

- Identify high value customers:
  - Create a score based on RFM analysis and decile them based on this score; label these customers as High, Med, Low value (Latent users)
  - Using the above def. Identity occasional high value, freq. High value customers, etc.
- Compute LTV of customers and measure customer's opportunity to spend
  - Identify lookalike customers and compare LTV to find $ opportunity; create HML buckets for these set of customers
- Retargeting Customers:
  - Based on the conversion funnel: Browse/Search, Abandoned Cart identify customers to retarget by push notification, message/email
  - Same can be applied to purchase of subscription
  - E.g. Subscription renewal reminder before 7 days
- Identify bottlenecks in the app flow: total app opens, no. of feature browsed, avg. time spent on app, no. of crashes, android vs. iOS, referral clicks, no. of active app users(daily/monthly), uninstals, push opt-ins, scroll depth
- Over time monetary benefits: # customers by saving $ amount

Re-Engage/Activate

of Users initiating food txn using Careem plus

- Past 12 months %age of re-engage customers can be taken as baseline

Analytical Solution

- Identify customers that are inactive:
  - Based on previously created RFM score, identify customers that are inactive/churned
  - Create an activation model based on no. activity after days of enrollment
  - Overlay any competitor spend or other services spend data and create target groups based on response rate of past data

Customer Segment: Rev. X Transactions

Non-Food Services (Food Services only- *for engage users*)			Revenue/Sales		
			High	Medium	Low
No. of Txns	High	No. of users	70,000	400,000	100,049
		Total Txns	4,200,000	14,400,000	9,004,410
		Total Revenue	$70,000,000	$240,000,000	$4,001,960
		Avg. txns per user	60	36	90
		Avg. Rev. per user	1000	600	40
	Medium	No. of users	90,000	675,660	288,608
		Total Txns	1,800,000	12,837,540	8,658,240
		Total Revenue	$78,750,000	$334,451,700	$57,721,600
		Avg. txns per user	20	19	30
		Avg. Rev. per user	875	495	200
	Low	No. of users	40,000	895,168	800,008
		Total Txns	520,000	9,846,848	9,600,096
		Total Revenue	$32,000,000	$380,446,400	$72,000,720
		Avg. txns per user	13	11	12
		Avg. Rev. per user	800	425	90

Acquire:

- Users from High and Medium buckets can be prioritized for targeting for food.

Engage:

- Users from HH,HM, MH buckets are high value targets
- Users from ML,LM, MM buckets need to be grown to increase spend
- Users from LL buckets could be latent users on the verge of attrition

Cplus Dashboard - Summary

Channel View | Audience View

All the data cuts/Filters will be drop down functionality

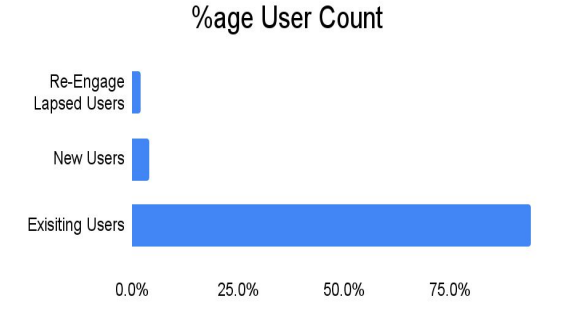
Comparison Type | Same Period Last Year | Rolling 12 months | YTD | Comparison Type | Dubai | Jordan | Channel Type | EMAIL

From | May'23 | To | Oct'23 | Service Type | GO | GET | PAY | EAT | Platform Type | iOS | Android | WEB

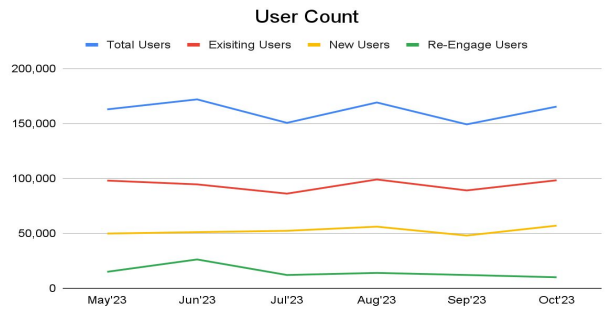
Total Users	Existing Users	New Users	Re-Engage Users
2.0M ▲ +10%	1.5M ▲ +10%	0.4M ▲ +10%	0.1M ▲ +10%

Total Revenue	Total Transactions	Cost of Acquisition	Avg. No. of services per User
$10M ▲ +10%	3.0M ▲ +10%	$200 ▼ -10%	1.3 ▲ +10%

%age User Count | Revenue ($) | Transactions



User Count | Revenue ($) | Transactions



Service Affinity

	GO	GET	PAY	EAT
GO	43.7%	17.7%	6.4%	32.3%
GET	14.0%	31.0%	31.1%	23.9%
PAY	9.2%	56.9%	13.2%	20.7%
EAT	26.5%	24.9%	11.7%	36.9%

Cplus Dashboard - Channel Performance

Summary View | Audience View

Comparison Type	Same Period Last Year	Rolling 12 months	YTD	Comparison Type	Dubai	Jordan	Channel Type	EMAIL

From	May'23	To	Oct'23	Service Type	GO	GET	PAY	EAT	Platform Type	iOS	Android	Web

Delivered/Impressions	Opens	Clicks	CTR
2.0M ▲ +10%	1.5M ▲ +10%	0.4M ▲ +10%	0.2% ▲ +10%

Total Revenue	Total Transactions	Cost of Acquisition	Avg. No. of services per User
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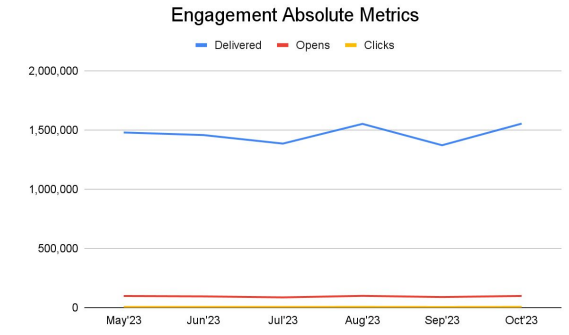
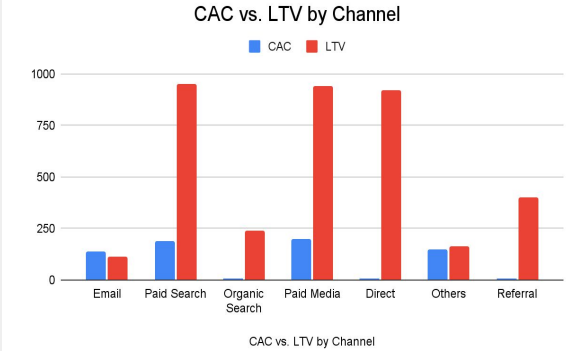
Engagement Absolute Metrics | Engagement Rate Metrics | Revenue Metrics





Response Rate by Channel

Channel	Targeted	Responded	Response Rate	Lift (vs. None)
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Cplus Dashboard - Audience Profile

Summary View | Channel View

Comparison Type	Same Period Last Year	Rolling 12 months	YTD	Comparison Type	Dubai	Jordan	Channel Type	EMAIL
From	May'23	To	Oct'23	Service Type	GO	GET	PAY	EAT	Platform Type	iOS	Android	Web

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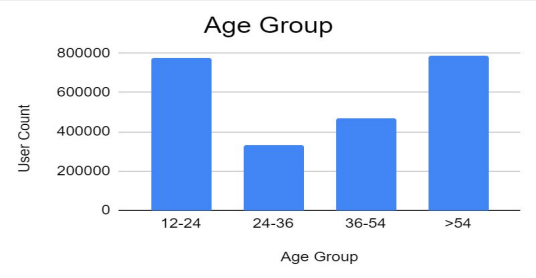

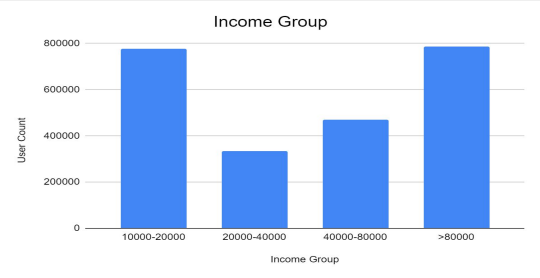

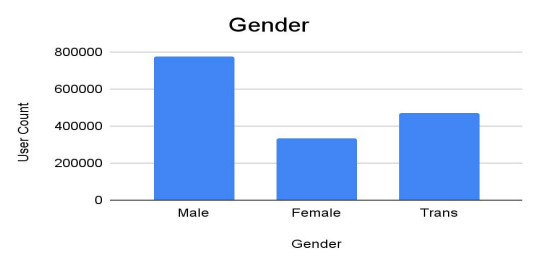

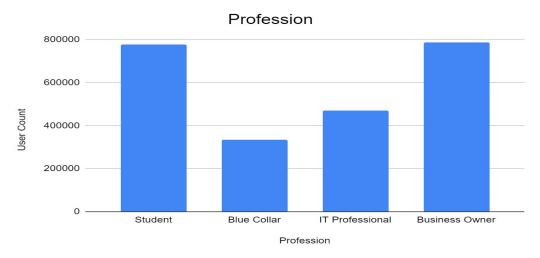

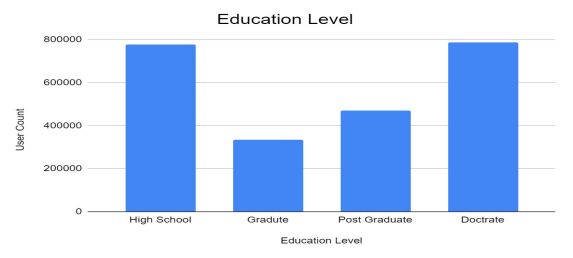

NEXT STEPS

- Add app related metrics to enrich data for Engage and Re-Engage Users:
  - Total app opens,
  - no. of feature browsed,
  - avg. time spent on app,
  - no. of crashes,
  - push opt-ins,
  - scroll depth
  - android vs. iOS,
  - referral clicks,
  - no. of active app users(daily/monthly),
  - uninstalls

Appendix

Data Requirements

Demography:

- Age,
- Gender,
- Income Group,
- education lvl,
- #member in household,
- profession

Customer Preference:

- tech adoption,
- # of subscriptions,
- travel preferences: Leisure/Business,
- eating preferences,
- price sensitivity,
- gamer behaviour: coupon subscriptions,
- frequent traveler vs. occasional traveler

Competitor Info.:

- Competitor subscriptions,
- spend @ competitors,
- # txns at competitors
- Brand perception/CSAT scores

App Usage Data:

- Total App Opens,
- No. of browsed features
- Avg. time spend on App
- No. of app crashes
- Push Opt-ins
- Scroll depth
- Referral Clicks
- No. of active app users(Daily, Monthly)
- No. of App uninstalls
- Android vs. iOS

THANK YOU