India GMCE
Digital Analytics

Case Study
07/19/2024

Agenda

Key Questions

 India GMCE COE is expanding to support end to end Digital analytics.
As a Centre of Excellence, endeavour is to perform best in class digital and web analytics and provide insights to our stakeholders.

As the manager responsible for the Global Digital Analytics function, you will be leading a team of 8-10 skilled analytics professionals with diverse scope of responsibilities and multiple stakeholders in centre and regions (EU, AMEA).

In addition to managing the business-as-usual work, you should also be instrumental in transforming the current regional strategic digital vision to provide better customer experience for our customers

Key Questions:

1.   Provide us your vision to build team of digital analytics?
2.   What will be your approach to set the right expectations with team and stakeholders and how will you collaborate to develop the roadmap (e.g. 30-60-90 days plan)? How will you prioritize it?
3.   How will you deliver business value and how will you measure its success?
4.   What will you do to develop a highly engaged and motivated team?
5.   Why are you best suited for the role? What do you bring to the table?

Guidelines:

Prepare a short presentation (no more than 20 minutes) to crisply outline your strategies. Your presentation should not exceed 5-6 content slides (excluding the title slide)

Note: This is an individual assignment to be worked after your normal work hours and you are NOT allowed to seek help from any friends / colleagues at FedEx. At best, you may use secondary information available freely in the public domain (such as the internet, trade journals and publications).

Vision

To become one-stop shop/go to team for all digital initiatives' measurement, planning and optimization by supporting business teams driving digital transformation over time

Analytical Support

Building Team

Digital CoE

Stakeholder Management
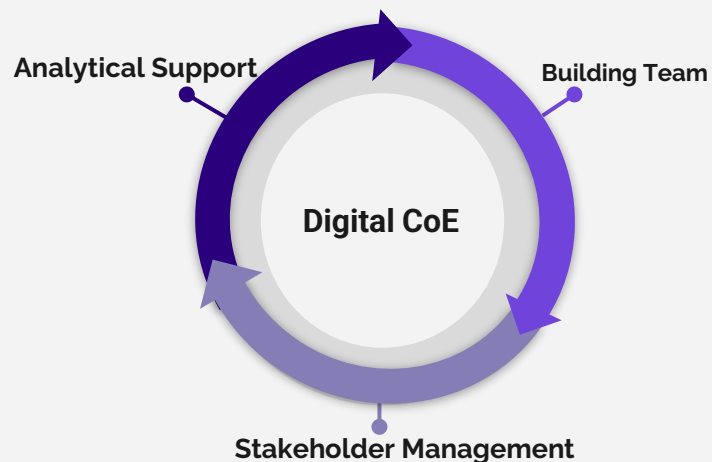
Analytical Support for digital initiatives by helping in measurement, planning and optimization of initiatives/campaigns
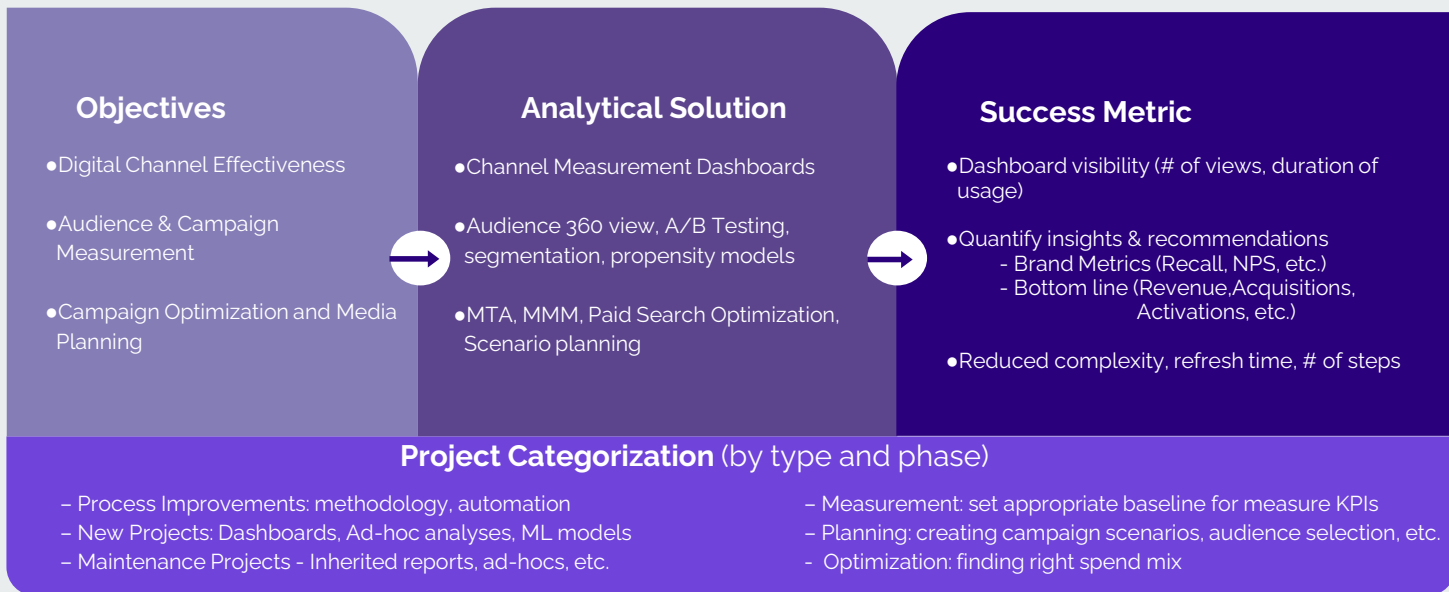
Develop a strong and dynamic **Team** with focus on championing data, building solutions and upgrading skills while developing/maintaining org culture

Build trust among **Stakeholders** by delivering relevant and accurate solutions consistently

Setup: Analytical Support

Provide analytical support by helping during various phases of business initiatives/campaigns like measurement, planning and optimization
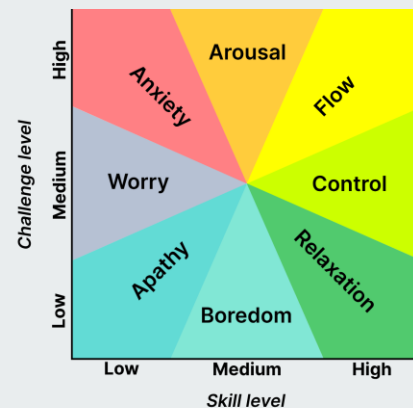
- Develop strong understanding of data by knowing its business alignment, sources, table structure
- Align business objectives with relevant analytical solutions and tie them to analytical success metrics

Objectives

- Digital Channel Effectiveness
- Audience & Campaign Measurement
- Campaign Optimization and Media Planning

Analytical Solution

- Channel Measurement Dashboards
- Audience 360 view, A/B Testing, segmentation, propensity models
- MTA, MMM, Paid Search Optimization, Scenario planning

Success Metric

- Dashboard visibility (# of views, duration of usage)
- Quantify insights & recommendations
  - Brand Metrics (Recall, NPS, etc.)
  - Bottom line (Revenue,Acquisitions, Activations, etc.)
- Reduced complexity, refresh time, # of steps

Project Categorization (by type and phase)

– Process Improvements: methodology, automation
– New Projects: Dashboards, Ad-hoc analyses, ML models
– Maintenance Projects - Inherited reports, ad-hocs, etc.

– Measurement: set appropriate baseline for measure KPIs
– Planning: creating campaign scenarios, audience selection, etc.
– Optimization: finding right spend mix

Setup: Building Team

Develop a strong and dynamic **Team** with focus on championing data, developing solutions and upgrading skills while developing/maintaining org culture

- Align the team based on business priorities eg. channel wise or growth functions (acquisition, activation, retention, etc.)
- Set appropriate expectations on a regular basis while working on projects
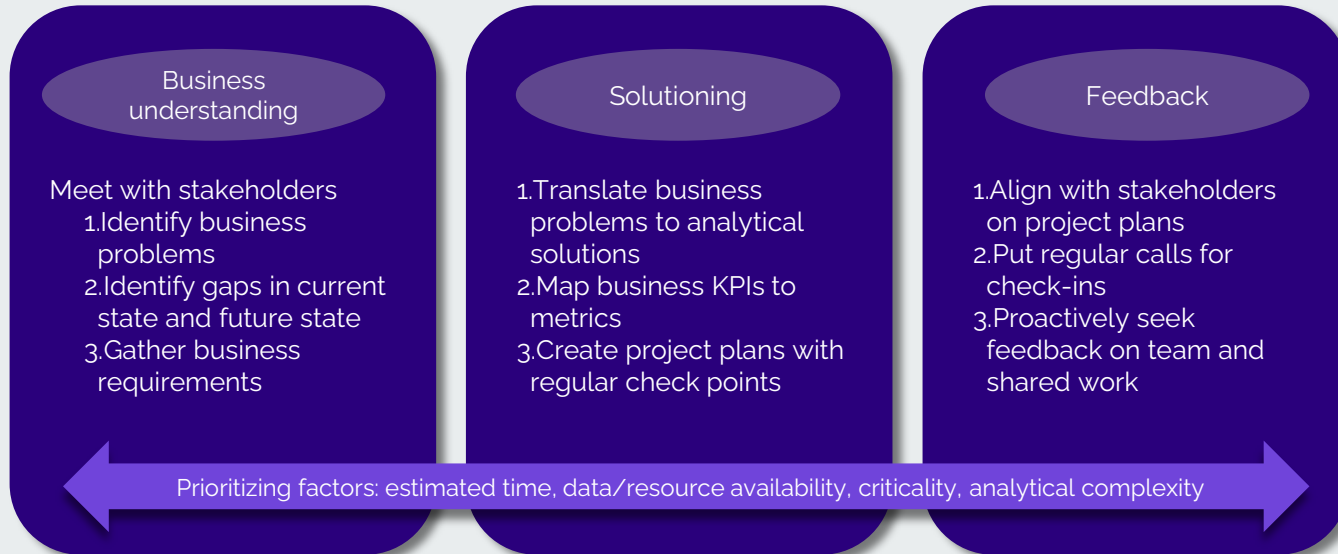- Share detailed executional plan with defined ownership for the tasks

01	Hire/Develop People	- List right skill sets for hiring across levels - Create learning plan and track them regularly - Map people based on skills to relevant projects
02	Team Engagement	- Keep regular 1-on-1s - Understand their state i.e. challenge vs. skill set - Team huddles, Team lunches/outings - Keep ~80% utilization through quarter to avoid burnout
03	Goal Setting	- Create *SMART goals/outcomes - Track/Adjust these goals based on quarterly feedback - Promote people based on merit and cultural fit
04	Conflict Management	- Set appropriate expectations during team huddles - Try to avoid surprises, proactively highlight escalations (if any) - Ensure proactive communication among stakeholders

Challenge level: High / Medium / Low
Skill level: Low / Medium / High

Anxiety, Arousal, Flow, Worry, Control, Apathy, Relaxation, Boredom

*SMART: Specific, Measurable, Achievable, Relevant, and Time-bound

Setup: Stakeholder Management

Build trust among stakeholders by delivering relevant solutions consistently

- Create short term wins to develop initial relationships
- Identify champions among stakeholders to develop long term relationships
- Set clear expectations and prioritize deliverables to avoid conflicts

Business understanding

Meet with stakeholders
1. Identify business problems
2. Identify gaps in current state and future state
3. Gather business requirements

Solutioning

1. Translate business problems to analytical solutions
2. Map business KPIs to metrics
3. Create project plans with regular check points

Feedback

1. Align with stakeholders on project plans
2. Put regular calls for check-ins
3. Proactively seek feedback on team and shared work

Prioritizing factors: estimated time, data/resource availability, criticality, analytical complexity

Roadmap

Delivering consistent and relevant analytical solutions by developing strong data understanding while aligning with business goals for digital initiatives

- Gather requirements like cadence, duration of support, mode of delivery (tableau dashboard/excel/dataset), etc.
- Understand and share data challenges, FTE reqs, timelines with detailed execution plan
- Allocate/align resources based on above points, create detailed execution level plan to share with team
- Schedule regular check-ins, divide projects into task based sprints depending on length of duration

90 Days

- Align existing team members regarding team goals
- Create project plan basis team goals
- Categorize projects based on short term, mid-term and long term duration
- Onboard stakeholders, team members with the project plan details
- Create quick wins for the team to develop trust with stakeholders
- Build 1-2 PoCs based on the plan and present to *internal stakeholders for feedback and comments
- Present PoCs to the **external stakeholders for buy-ins

60 Days

-Regular connects with stakeholders
- Create team structure aligned to business (e.g. channel wise or digital funnel wise)
- Define roles and responsibilities for lead, senior and data analysts
- Work closely with HR team to create hiring requirement, assessments, etc.
- Deliver regular reports, ad-hocs in an error-free manner
-Identify pockets of process improvement
- Create business requirement documents to align and track analytical requests
- Create iterative documents with learnings from stakeholders, data understanding, challenges, process flows

30 Days

- Develop data understanding
- Identify various data sources (e.g. SenseAware ID)
- Understand tech stack
-Stakeholder introduction, organization structure, team alignment and goals
- Understand existing reports, ad-hocs and models
- Identify challenges, data related, process related, etc.

*Internal Stakeholders: Reporting Managers, India team
**External Stakeholders: Business managers, US teams, EU and AMEA teams

Team Structure (tentative)

Depending on the Project Mix and budget we can create scenarios

Roles, Responsibilities & Skillsets/competencies (not limited to)
Lead Data Analyst: business understanding, project execution, project planning, storyboarding, mentoring (tenure: 7-10 years)
Skillset/competencies: Stakeholder management, Project management, GA or AA tool experience, Databricks/AWS, python, sql, ML models, Tableau/Power BI, Brand Measurement, Digital Data experience
Senior Data Analyst: business understanding, project execution, storyboarding (tenure: 4-6 years)
Skillset/competencies: Stakeholder management, Project management, GA or AA tool experience, Databricks/AWS, python, sql, ML models, Tableau/Power BI, Brand Measurement, Digital Data experience
Data Analyst: project execution, learning tools (tenure: <4 years)
Skillset/competencies: python, sql, Tableau/Power BI
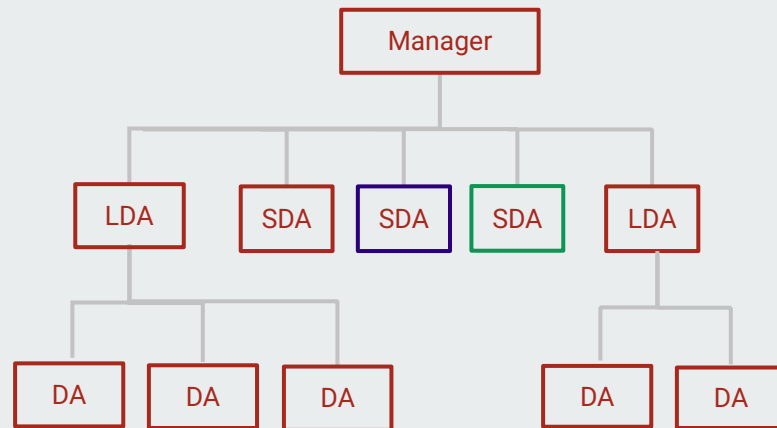
Project Mix: BI vs. Modeling
Estimated Package : Leads: xxx LPA; SDAs: zzzz LPA; DAs: yyyy LPA
Scenario I 50%-50%
2 Leads, 3 SDAs, 5 DAs
1 team, BI related : Tableau/Power BI developer, SQL and Python, Google Analytics, Adobe Analytics
1 team, ML related: Python, Databricks/AWS, SQL, GA/AA data knowledge
Additionally, 1 person purely dedicated to dashboard development
1 person with GA or AA tagging experience

Manager
— LDA — SDA — SDA — SDA — LDA
LDA → DA, DA, DA
LDA → DA, DA

Questions

1. What are some of the challenges you have faced so far in terms of,
    1. Data availability and support
    2. Stakeholders
    3. Tech Stack
    4. Hiring
2. What are some of the initiatives you have in mind?
3. What is the strategic vision of GMCE?

Appendix

Reference Links

1. [Digital Analytics](#)