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## **Prep Questions for Case: “Data Science at Target”**

Please come to class prepared to discuss these questions and related variations:

1. What were the key steps in deciding that a large-scale analytics investment at Target was a good idea?
2. What were the costs / risks associated with a large scale analytics investment?
3. What is the tension (if any) between a “test and learn” philosophy with the goals of 1) providing relevant and curated content to customers and 2) needing to show analytics success to get managerial buy-in? How can you reconcile those tensions?
4. Was it a good idea to set up EDABI as an equal partnership between data engineers and data scientists? What challenges might make this sort of partnership difficult?
5. In testing the effectiveness of a personalized digital experience, the EDABI team defined success as whether a customer searched for and purchased a product in a given online “session.” What are the pros and cons of such a narrow definition of success?
6. Why did Desai feel compelled to demonstrate the value of analytics to the business teams? How did he go about it? Do you think it was effective?
7. Should EDABI be centralized or decentralized within various product departments (such as Apparel, Electronics, etc.)?