Goal 1: Reduce time-to-causal-insight from weeks to days

Type: [Output]

SMART Goal
Reduce end-to-end turnaround time for standard causal studies (e.g., W+ benefits, promos, lifecycle interventions) from **4–6 weeks to ≤5 business days** for at least **80% of recurring use cases** by end of FY27.

Why this is a "top goal"
This directly addresses the biggest business pain you've heard repeatedly: slow, non-iterable analysis that misses decision windows (MBRs, launches, quarterly planning).

High-level initiatives

- Standardized causal templates for top W+ and Marketing use cases
- Automated data prep, confounder construction, and diagnostics
- One-click re-runs for time window / cohort changes

Deliver by
Q4 FY27

Impact

- Faster decision cycles for benefit launches and promos
- Higher adoption by business teams due to responsiveness
- DS capacity freed up for higher-order analysis

Goal 2: Enable consistent, apples-to-apples causal measurement across programs

Type: [Output]

SMART Goal
Establish **a single standardized causal measurement framework** used across **≥5 programs** (e.g., Fuel, Cash, RX, LTO, Fashion) such that results are **methodologically consistent and directly comparable** by end of FY27.

Why this matters
Leadership frustration today isn't lack of data—it's **conflicting answers** and inconsistent methodologies across decks, quarters, and teams.

High-level initiatives

- Program-level causal templates with locked definitions
- Canonical confounder sets and outcome definitions
- Versioned, auditable study history

Deliver by
Q3 FY27

Impact

- Increased trust in causal outputs
- Ability to prioritize investments across benefits using comparable ROI
- Reduced re-litigation of "why is this different from last year?"

Goal 3: Scale causal analysis capacity without scaling headcount

Type: [Output]

SMART Goal
Increase causal studies completed per quarter from **~5 to ≥25** while keeping **data scientist involvement flat**, by shifting recurring analyses to a **self-serve, governed workflow** by end of FY27.

Why this resonates with leadership
This is an efficiency and leverage story—classic Walmart framing. More output, same cost.

High-level initiatives

- Guided self-serve study builder for analysts
- Human-in-the-loop DS approval workflow
- Reusable study cloning and scheduling

Deliver by
Q4 FY27

Impact

- 5× increase in insight coverage across teams
- Reduced backlog of unanswered causal questions
- Better utilization of DS for novel / complex problems

Goal 4: Make causal insights actionable, not just explanatory

Type: [Output]

SMART Goal
Ensure that **≥50% of completed causal studies** directly inform a downstream action (e.g., targeting rule, benefit prioritization, promo design, or leadership decision) within **one planning cycle** by end of FY27.

Why this is critical
This prevents Causal Lab from being perceived as an "insight generator" instead of a **decision engine**.

High-level initiatives

- Segment-level (HTE) outputs by default
- Exportable causal weights and segment recommendations
- Clear "So what?" summaries aligned to decisions

Deliver by
Q4 FY27

Impact

- Tangible ROI attribution to causal work
- Stronger pull from Product, Marketing, and Personalization teams
- Executive confidence that causal informs action, not just analysis

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(Optional) Goal 5: Establish Causal Lab as the default fallback when A/B is infeasible

Type: [Input → Output hybrid]

SMART Goal
Formalize Causal Lab as the **recommended measurement path** for at least **3 categories of non-experimentable initiatives** (e.g., broad rollouts, concurrent promos, retrospective analysis) with documented guidance and adoption by end of FY27.

High-level initiatives

- Decision tree: A/B vs Causal vs Analytics

- Validation studies comparing Expo A/B results with causal estimates
- Stakeholder education and playbooks

Deliver by
Q2–Q3 FY27

Impact

- Clear positioning relative to experimentation
- Reduced political friction with analytics and PA teams
- Stronger enterprise legitimacy