



## Team Lead Business Analytics - Case Study

### **Objective:**

We will use this challenge to understand your approach to prioritizing high impact initiatives, structuring problems, driving impactful changes and working with teams and stakeholders.

### **On the day:**

You will present to a panel of peers, your manager, and/or direct reports. The presentation will last 20 minutes, followed by a panel discussion of 20 minutes. Afterwards, you will have a 20 minutes interview with two peers.

Note: During times of Covid-19 remote working, we will use Google Meet. Please, select a format that can be presented in such a setting.

The information contained in this case is confidential. Please do not share.

## **Case Study:**

### Background

Babbel is at large a Marketing & Sales driven business, primarily dependent on revenue growth generated by new subscription sales.

The Performance Marketing Team, whose responsibility it is to generate leads (registered users) and subscription sales (with revenue), consists of approximately 50 Marketeers. They represent different marketing disciplines, namely Content Marketing, Search Engine Marketing, TV & Offline, Search Engine Optimization and Display Sales. All activities and channels are run full throttle throughout the year, with January being the busiest month. Controlling and Performance Marketing have a very close relationship, with Marketing Controlling for cost efficiency representing one of the major use cases data is needed for.

You are responsible for a finite number of resources, which can not support all initiatives every marketer and business manager will be working on at any one time. As in many other businesses, stakeholders will tend to push towards initiatives that impact revenue directly, short-term, with limited regard for long term effects. Your stakeholders also prefer to work on many smaller, low-risk initiatives at the same time, rather than pooling resources to fewer bigger impact, higher risk initiatives.

### Marketing Controlling Use Case

Imagine the Marketeers measure the performance of their activities across channels/disciplines with an attribution model that assigns conversions (leads, sales) to touchpoints (session on the website or in the app, after the customers clicks on an advertisement) in a way that the last touchpoint wins, across web and app. It is based on clickstream data from a robust events pipeline, streaming detailed, real-time data about pre- and post-purchase events, throughout the customer lifecycle.

The calculation logic (attribution model) is implemented in the legacy data warehouse, which's inner workings of the legacy DWH are poorly documented and people who implemented it have left the company. From the legacy database, tables are copied to Snowflake and accessed by Tableau. Various, frequently used Tableau reports are based on this data and logic. Also, the business impact of the attribution model is quite high, since Marketing budget per channel and month is defined based on the historical performance according to this model.

Now, a new model to measure marketing performance (and to assign leads and sales to touchpoints) has been developed by the Business Analytics and Data Engineering team over the last months, in Snowflake. It is based on the same source data, but bypassing the legacy DWH, using a linear distribution of conversions to touchpoints (aiming for more fairness between Marketing channels when measuring their performance, reflecting a multichannel reality and being well documented). The model is ready to be used in reporting (includes all data and features), but Marketeers are reluctant to switch, not sure which changes to expect from the new model and how to plan their budget based on it. In general, Marketing also would like to increase their Data affluence and insight-based decision-making with more data exploration possibilities for Marketeers.

### **Questions:**

1. How would you approach the transition to a new attribution model for Marketing Controlling and budgeting? What would be important considerations and risks, when planning the next steps?
2. Babbel started to work with OKRs recently. Company key results are broken down to team objectives; projects are represented as team key results at a pretty high level. One of your tasks is to make sure the realisation of the objectives and key results works well. Which opportunities and challenges do you see for a BI team working with multiple stakeholders (such as Marketing, Controlling and Business Development)?
3. How would you create & communicate a reliable roadmap for the team that also takes the OKR topic and the other team challenges into account?