**Data Science at Target**

**Question 1**: What were the key steps in deciding that a large-scale analytics investment at Target was a good idea?

The key steps in deciding that a large-scale analytics investment at Target was a good idea included recognizing the value of customer data and understanding the potential impact that data-driven insights could have on the business. This involved investing in data analytics tools and infrastructure, hiring talent with data science and engineering expertise, and building out a team focused on delivering actionable insights to business leaders.

**Question 2**: What were the costs / risks associated with a large scale analytics investment?

The costs/risks associated with a large-scale analytics investment included the financial investment required to build out the necessary infrastructure, hire top talent, and develop customized analytics tools. There were also risks associated with data privacy and security, as well as the possibility of investing in the wrong technology or talent and not achieving the expected ROI.

**Question 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?

The tension between a “test and learn” philosophy with the goals of providing relevant and curated content to customers and needing to show analytics success to get managerial buy-in can be reconciled by setting clear goals and metrics for success, and regularly communicating progress and insights to stakeholders. By starting small and testing and iterating on new ideas, companies can gradually build momentum and support for data-driven initiatives while also staying focused on delivering a quality customer experience.

The tension between a "test and learn" philosophy and the need to provide relevant and curated content to customers while also showing analytics success can be reconciled by setting clear goals and metrics for both short-term testing and long-term business success. It's important to balance the desire to learn quickly with the need to provide a quality customer experience and build trust with stakeholders.

**Question 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?

The data scientists and data engineers could build out exactly what they needed. The challenge comes with communication.

It was a good idea to set up EDABI as an equal partnership between data engineers and data scientists because it fostered collaboration, innovation, and diversity of thought. Challenges that could make this partnership difficult include differences in skill sets, communication styles, and priorities, as well as conflicts over resource allocation and project ownership.

**Question 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?

The pros of defining success as whether a customer searched for and purchased a product in a given online “session” include a clear and measurable metric for evaluating the impact of personalized digital experiences. However, this narrow definition of success may not capture the full range of benefits that personalized experiences can provide, such as increased engagement, loyalty, and customer lifetime value.

**Question 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?

Desai felt compelled to demonstrate the value of analytics to the business teams because he recognized that data-driven insights could help drive growth and improve the customer experience. He went about it by building a team of data scientists and engineers, partnering with business leaders to identify key priorities and opportunities, and delivering insights that were actionable and relevant to specific business units. It was effective in that it helped build momentum and support for data-driven initiatives, but ongoing communication and collaboration were needed to maintain this momentum.

**Question 7**: Should EDABI be centralized or decentralized within various product departments (such as Apparel, Electronics, etc.)?

Whether EDABI should be centralized or decentralized within various product departments depends on the company's goals, structure, and culture. Centralizing the team can help ensure consistency and alignment across the organization, while decentralizing it can enable greater agility and responsiveness to specific business needs. The key is to strike a balance between centralized and decentralized approaches, leveraging the strengths of each while mitigating the risks and challenges of each.