

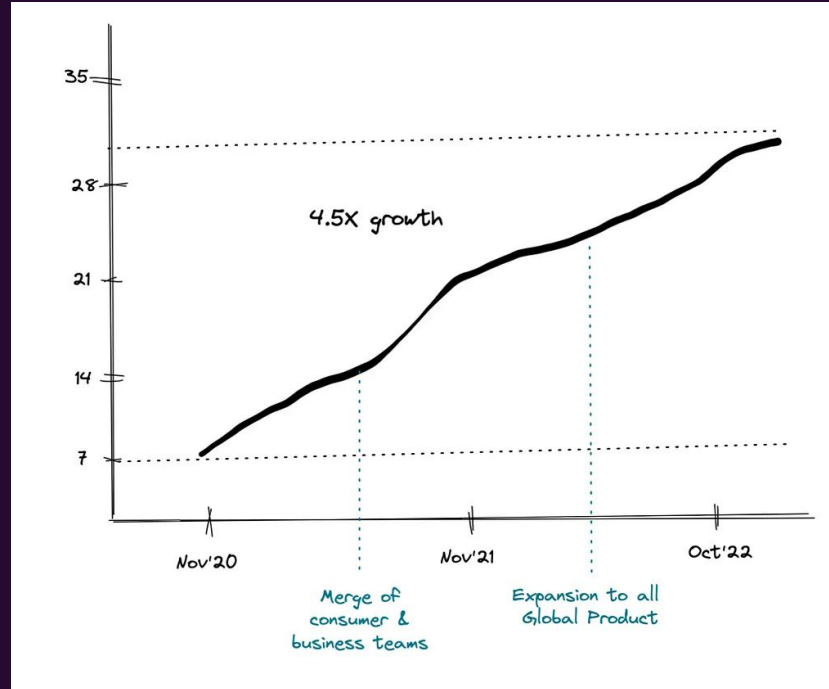


Data Driven Decision Making

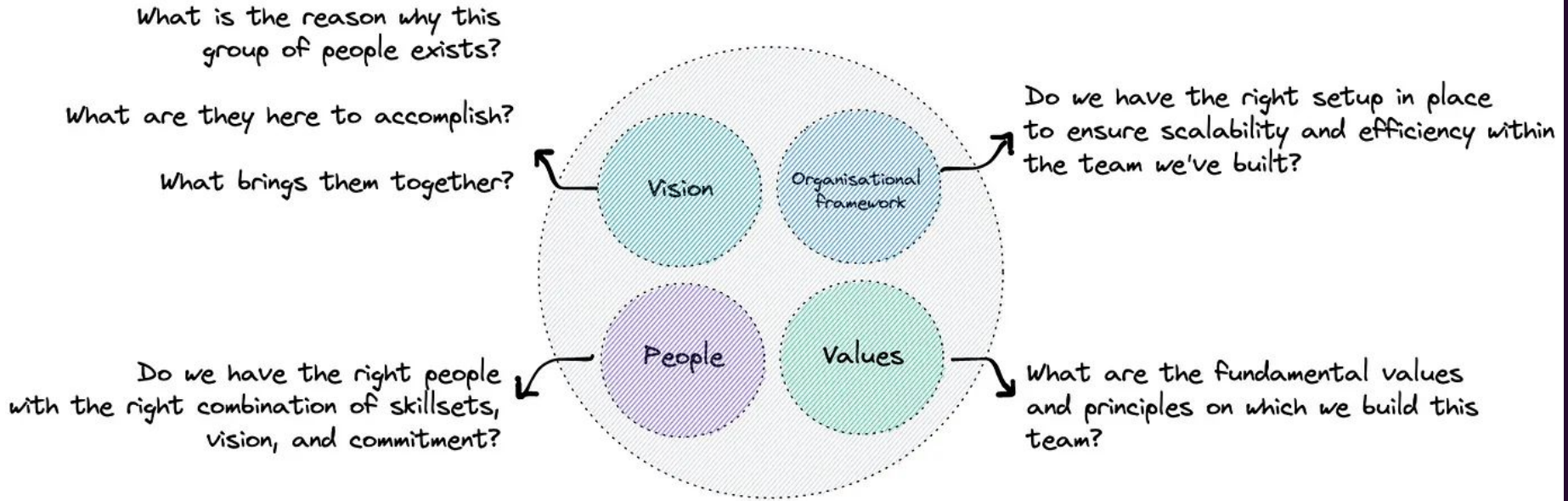
Myths and how it really works

A bit about me and my journey

- 10 years in data
- Started as an IC, moved to management at LinkedIn
- Join Wise 4 years ago to build out the Analytics function



Where I've spent my time



**“What is the biggest problem
you’re trying to solve?”**

Data Driven ≠

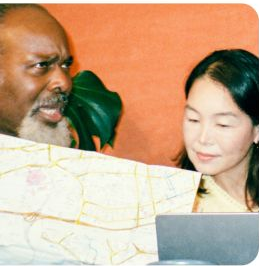
Taking something external and implementing it into your business.

Data Driven

An organization that prioritizes data in its decision-making processes.



Solutions



Problems



- **Get clear on the problem**
 - Know why the problem is happening
 - Know who is affected by this problem
- **Develop the right solution for the right customers**
- **Build/create the solution**
- **Look back and measure to see the solution works as intended**

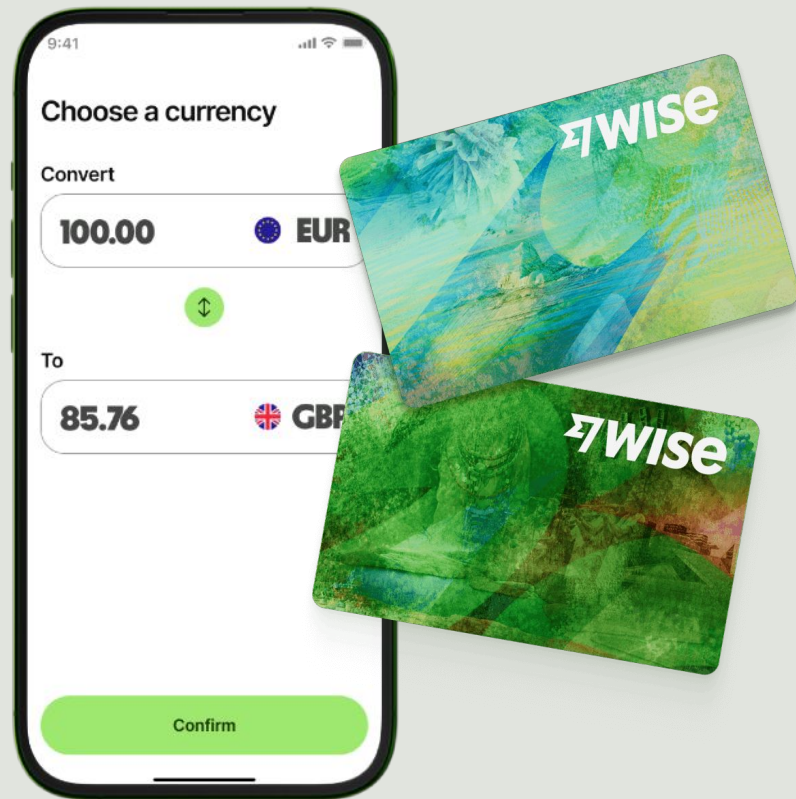


ASSUMPTION

Free digital cards for loyal senders will increase spend adoption

Why it seemed like a good idea: Many active send customers in card eligible countries didn't have the card

Result: very little actually converted



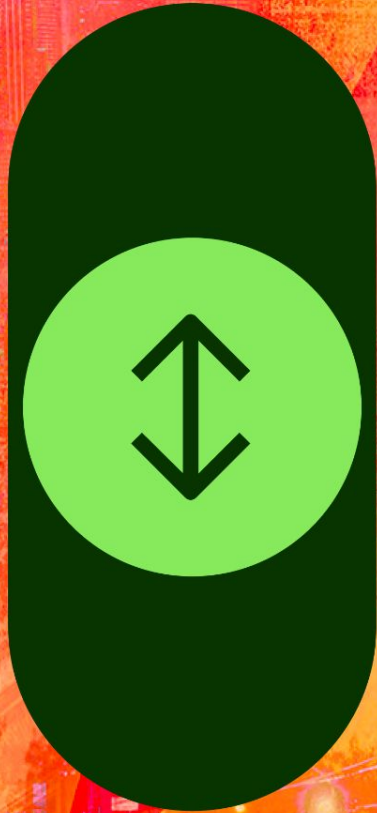
LEARNING

No matter how cheap (in this case, free) or convenient a product is, customers need to have a use case



Missing ingredient 🍷: We never actually spoke to customers who didn't have a card

Action: Rely on **more powerful signals**



We want to increase cross-currency spend.

[Everything you would have to know to be true for the conclusion to actually hold up.]

Send new users a free Wise card.

Problem

Did I detect the wrong issue?

Did I misjudge its prevalence, size
and importance?

Solution

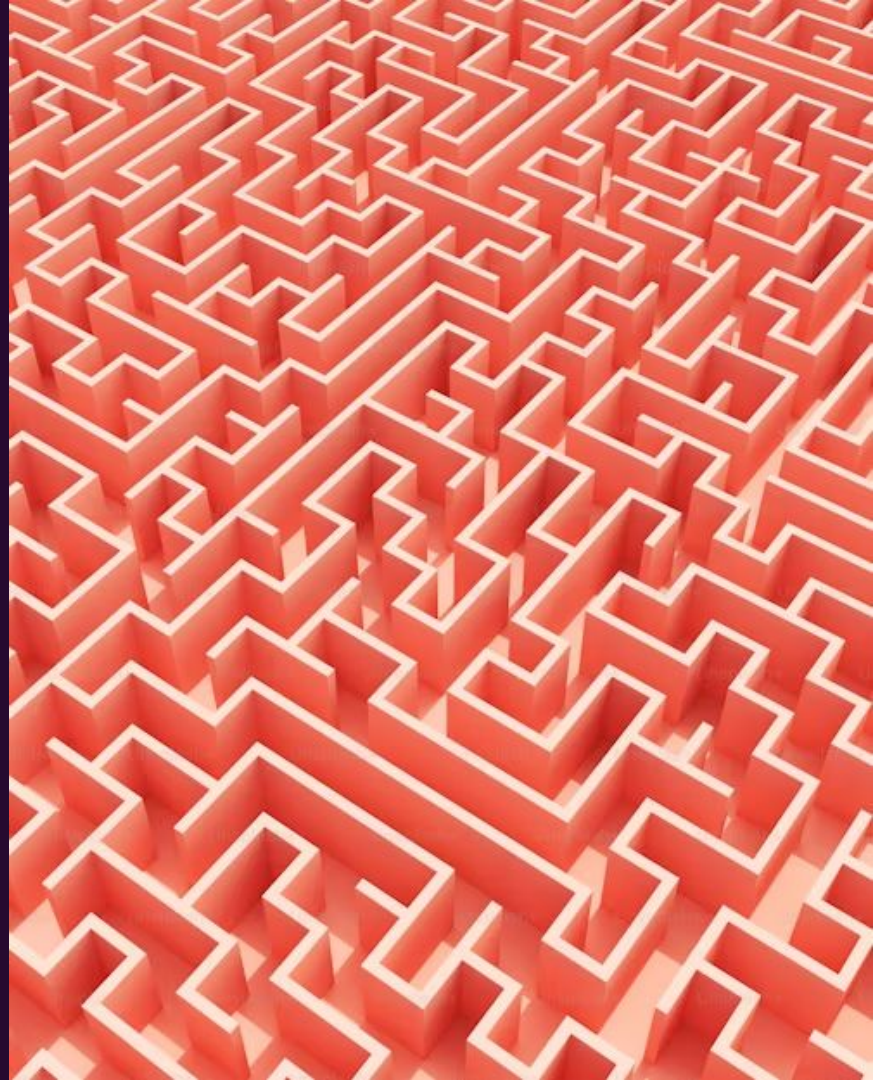
Did I misunderstand what is causing
the problem?

Did I solve this problem poorly?

Did I underestimate the complexity of
the problem? Did I solve it partially?

Challenges in Building a Data-Driven Organization

- Data Silos
 - Overcoming the challenge of fragmented data sources.
- Data Privacy and Ethics
 - Navigating the complexities of data security and ethical considerations.
- Change Management
 - Ensuring smooth transitions and adoption of data-driven practices.



Full Stack Product Analysts

End to end Ownership

- Data Engineering
- Data Visualisation
- Analytics
- Testing
- (some) ML work

Required Skills

- Data Engineering
- Communication
- Analytical thinking
- Collaboration
- Influence
- Focus on impact

Core skills required

Meta Skills	Problem solving
	Communication
	Partnering/Collaborating
	Domain knowledge
Technical Skills	Data Visualisations
	Spreadsheets
	SQL
	Programming
	Stats

What this practically means...

Data ownership

All data assets in the teams are created and owned (clear data pipelines, core tables, monitoring dashboards)

Funnel Analysis

Teams have end to end understanding of how the customers go through the product and where the biggest issues are.

KPIs + Decision Trees

Teams have clear sets of KPIs that are actionable and closely monitored. Any changes are proactively investigated. There are frameworks in the team to understand the relationship between leading indicators and KPIs.

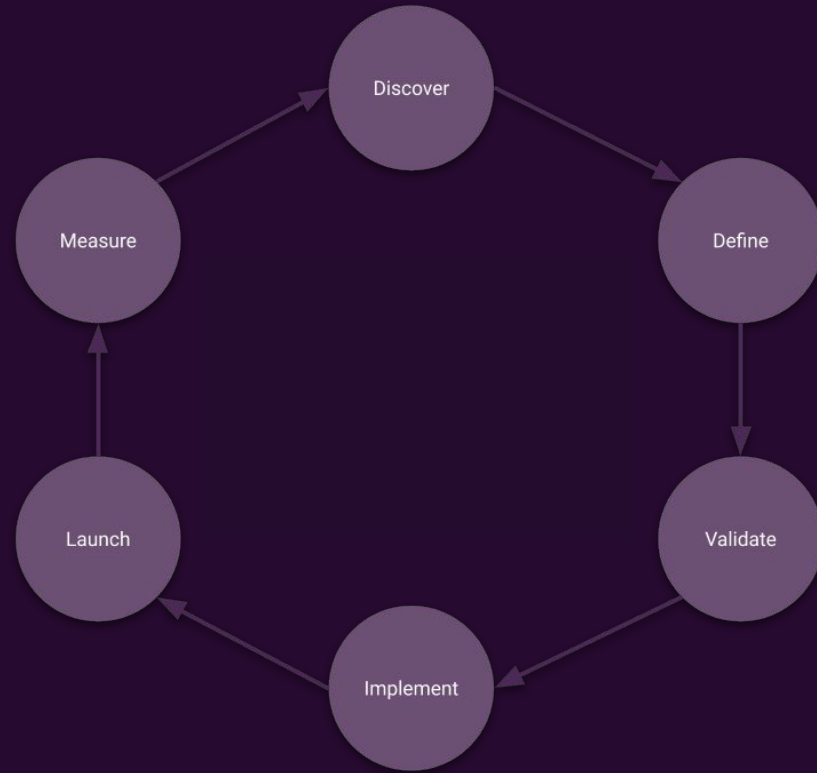
Impact Sizing

Teams have measurable hypotheses on the impact they can expect post launch and have the retroactive measurement in place to assess progress against target based on their KPIs and decision trees.

Testing + Iteration

Teams have the right measurement mindset and practices in place to understand the change in customer behavior due to a launch.

**How we should
work together**

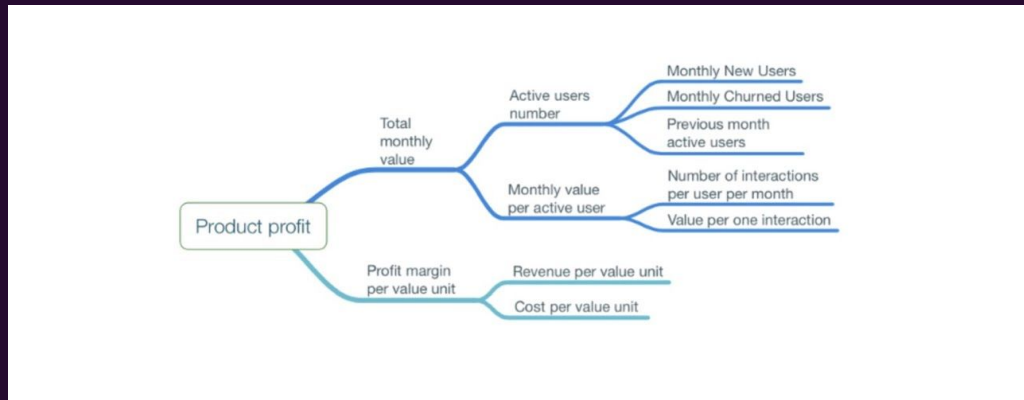
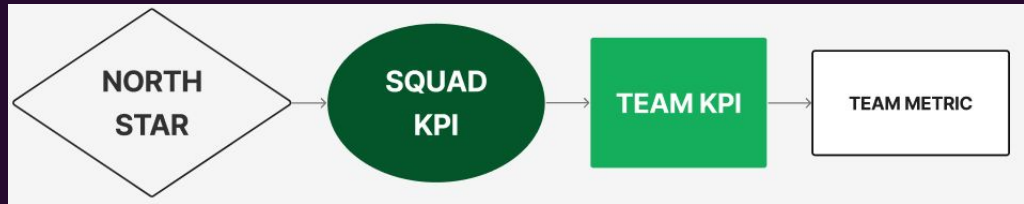




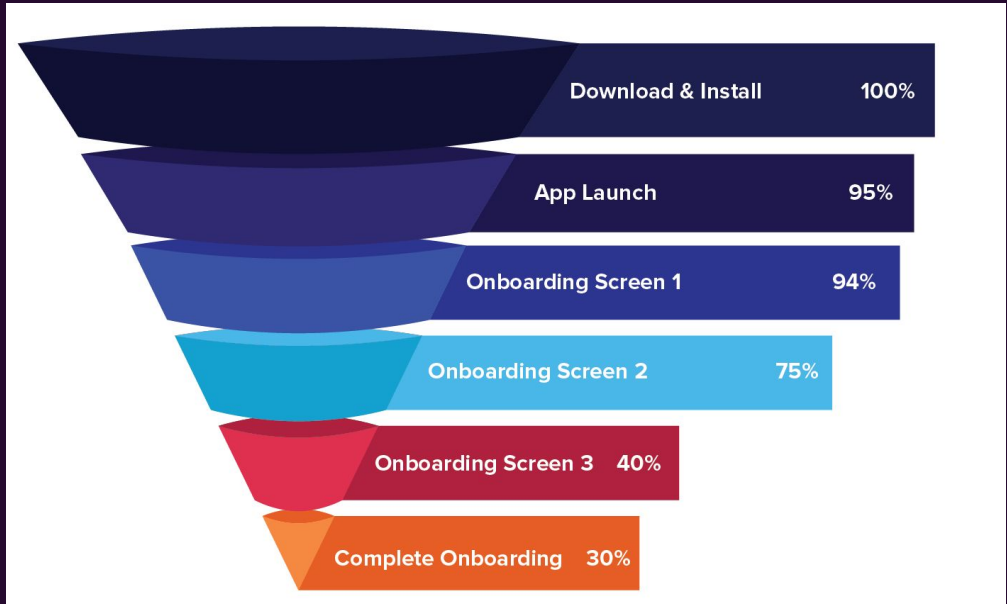


**Why this is
key for
customer
value**

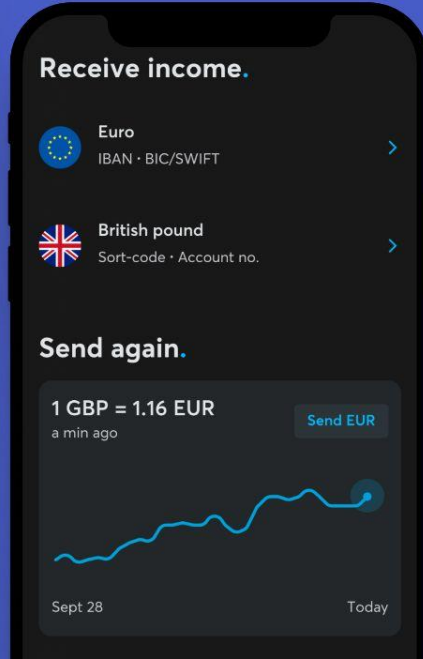
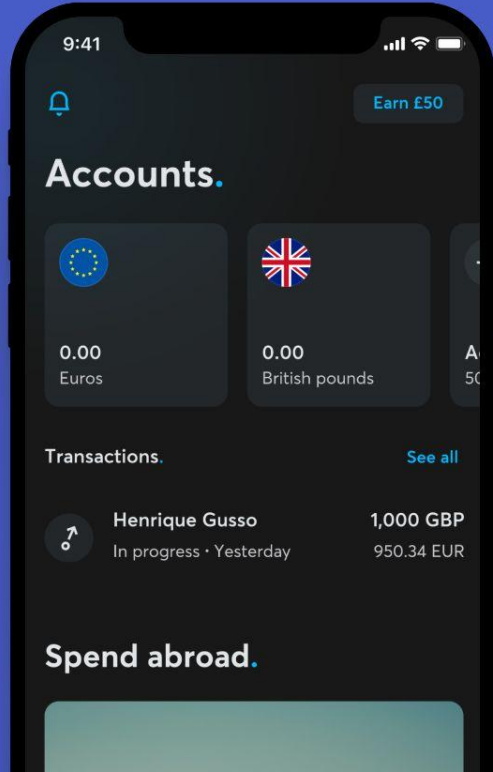
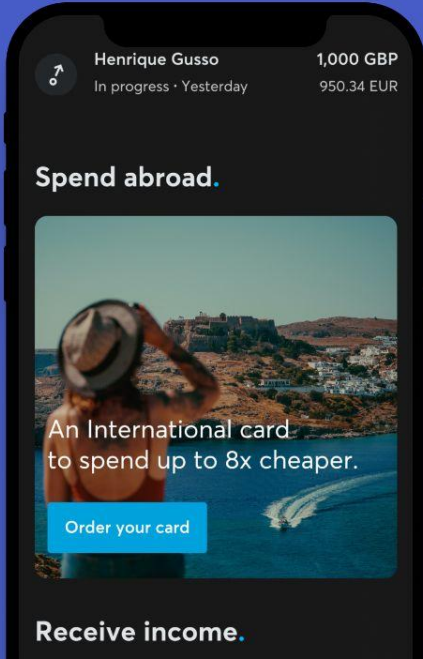
How we help do the right work

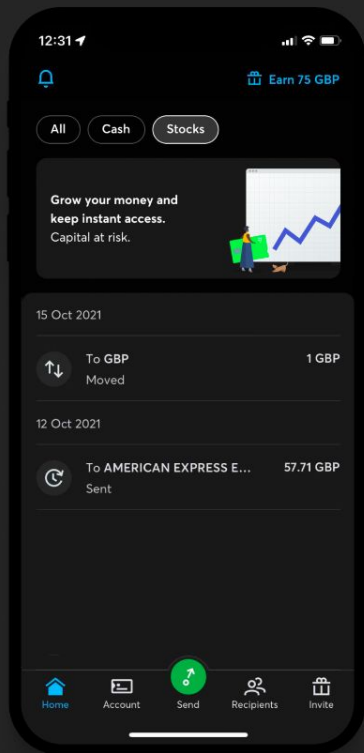


Funnel Analysis



Launchpad

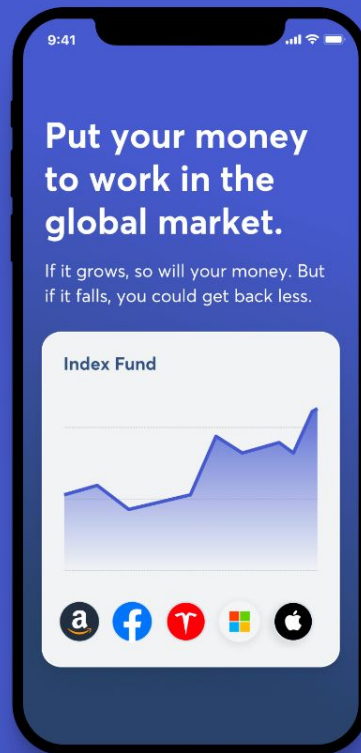




Improved discoverability.

3x

increase in organic adoption of Assets by launching filters.



Guided promotion to onboarding.

+21%

of Asset customers onboarded via push notification to story.

Send money *later*



We're checking your documents

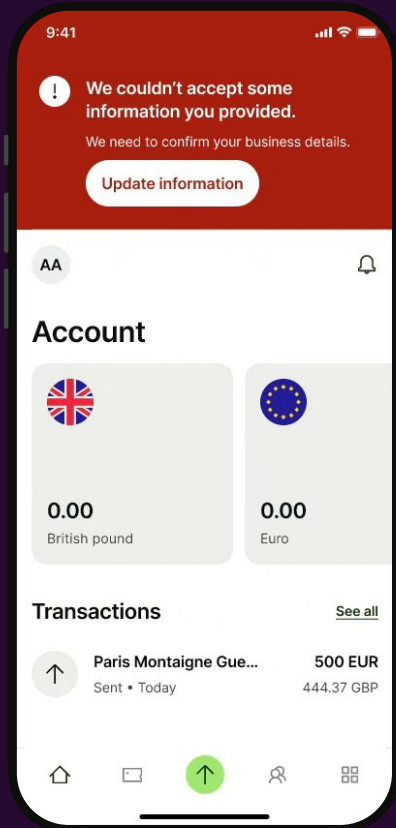
This usually takes 1 to 2 working days. While you wait, get your transfer ready to go.

We'll keep your money safe until everything's approved, then send it on its way.

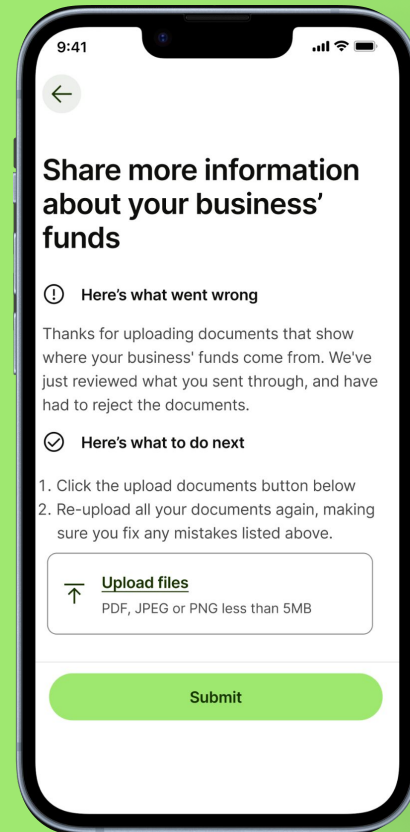
[Continue](#)

[Send money later](#)

Before



After



>24HR Verify

RECOVERY

VERIFICATION HUB

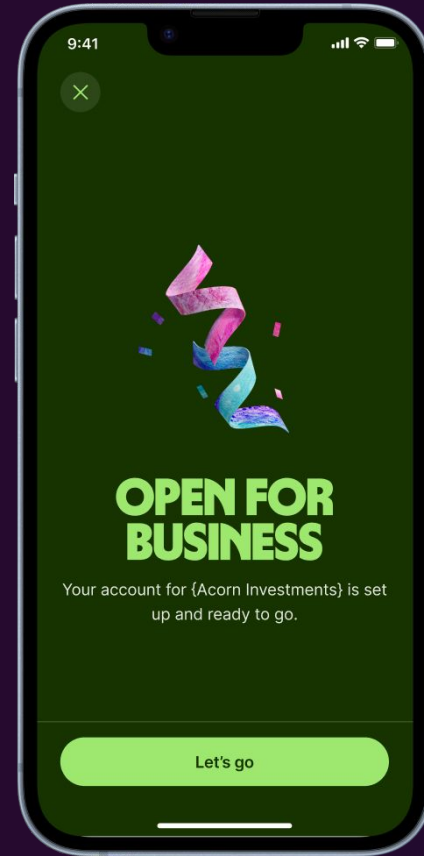
Auto-Verify

What we did: When an agent “verifies” a business at onboarding they click a blue button that informs the customer they are good to go. If the user has evidences in the service which are not marked as verified this will turn them to verified.

Why we did it: Agents were forgetting to update the status and users were receiving misleading information on their account.

Impact: Quality

Status: SHIPPED





**What'
s
next?**

1

RISK



2

SCALING OPERATIONS



3

GROWTH



