Evaluation of Full-Funnel Growth Opportunities for eBay

BACKGROUND PROBLEM

eBay had historically prioritized lower-funnel performance over brand growth, weakening equity and limiting category gains. After a full-funnel pilot produced mixed results, leadership needed to identify the strongest audiences and investment opportunities.

APPROACH PROCESS

- Integrated consumer journey, brand, campaign, sales, and media-spend data to assess funnel performance.
- Benchmarked awareness, consideration, and conversion against competitors.
- Modeled consumer movement and growth headroom to identify the highest-impact investments.

KEY FINDINGS / OUTCOME

- Consideration was the main constraint: approximately 75% of purchases came from consumers' initial shortlist, while eBay's aware-to-consider performance was roughly 20% below average.
- Aficionados were the highest-value audience, spending 2–2.3 times more annually and strengthening eBay's buyer-seller ecosystem.
- eBay should operate the funnel as one system and focus awareness investment on audiences predisposed to convert.

