Agenda

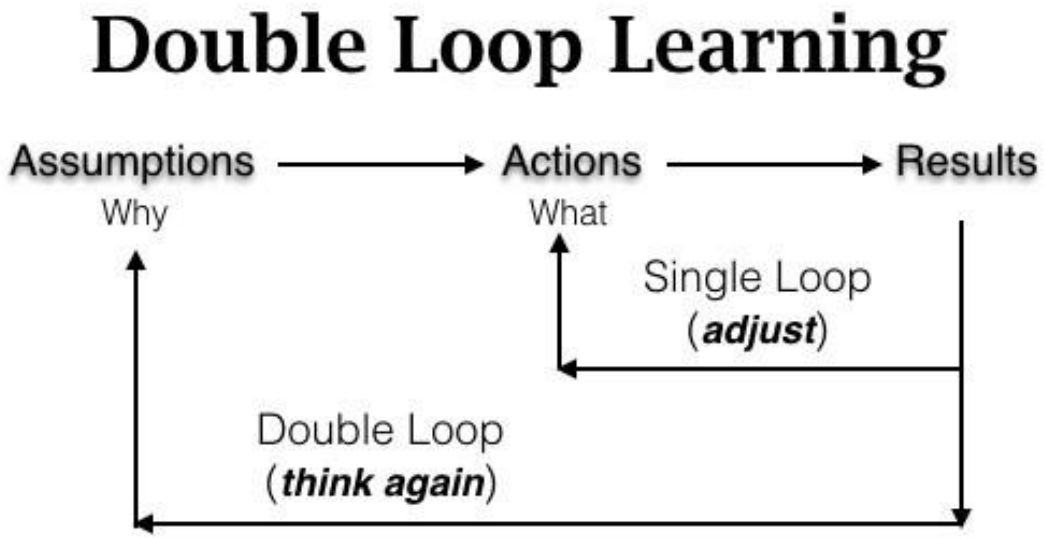
1. Introduction
2. Overview
3. Before the analysis
4. During the analysis
5. After the analysis
6. Summary
7. Q&A

About Me

- MBA, Schulich School of Business
- CPG, Retail, Market Research Industry
- Food, Beverage, Beauty, Personal Care, Health and Wellness Attributes
- Ecommerce vs Convenience vs Natural vs Pharmacy
- India, Canada, USA

Why Am I Here?

- "Why people buy what they buy"
- Results-Driven
- Double loop thinking



Analysis Process

BEFORE

- Framing the business question

DURING

- Organizing the information

AFTER

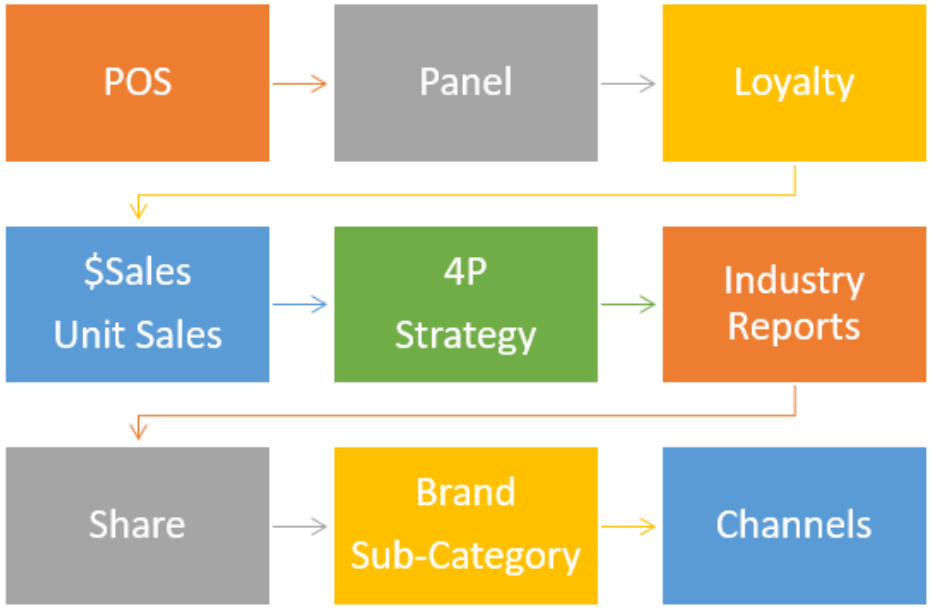
- Having a point of view on the analysis

Q. Why is our board games business declining?

Rabbits and Cappuccino Inc.

#1 Board Game Brand in North America

Earlier, my over-enthusiastic problem-solving brain…



Pitfalls of Jumping Into Analysis

Missing the Objective

Conflicting Insights

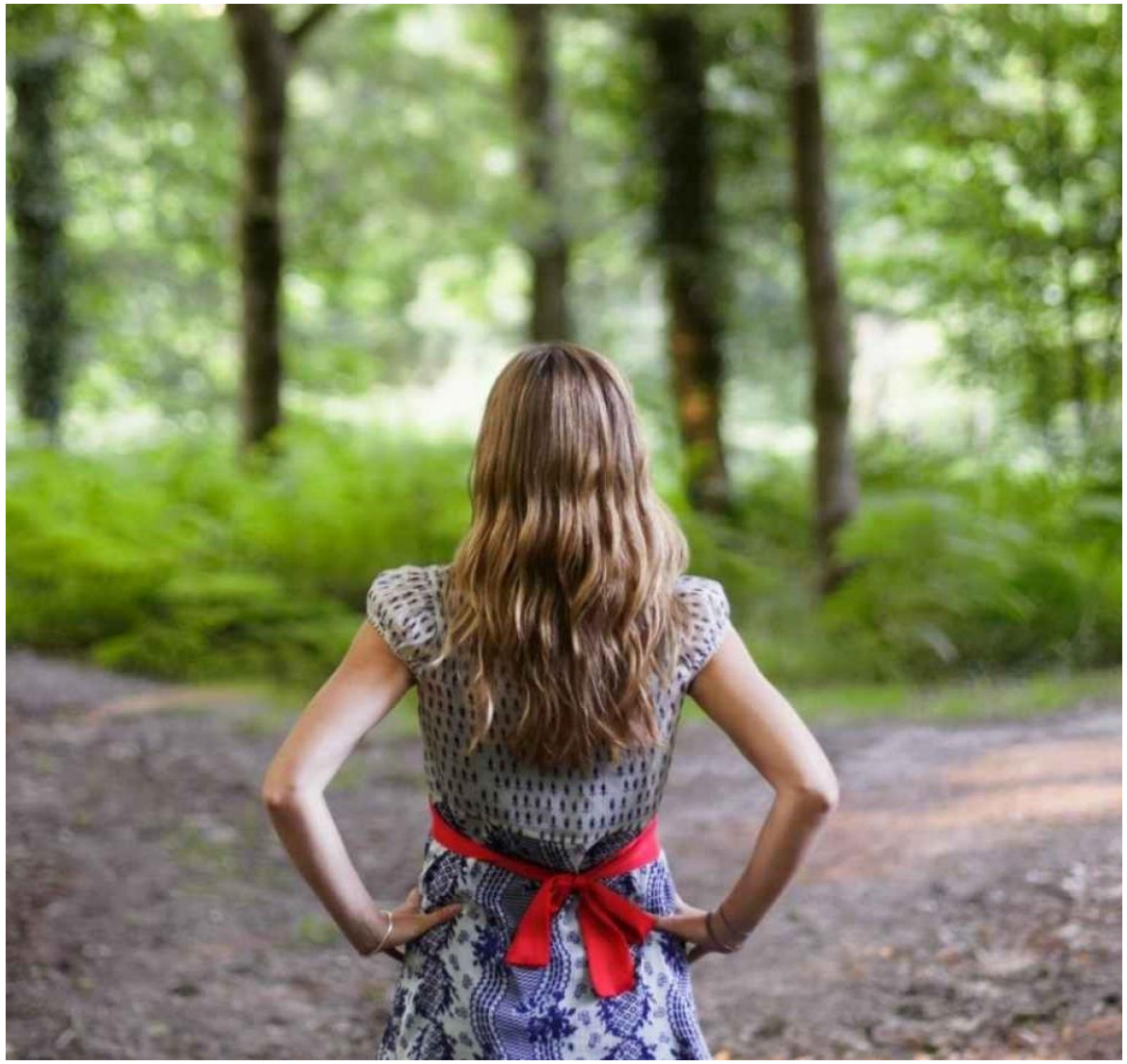
Re-Work

Two roads diverged in a yellow wood…

1. **DEEP DIVE** immediately into possible reasons and present back.

OR

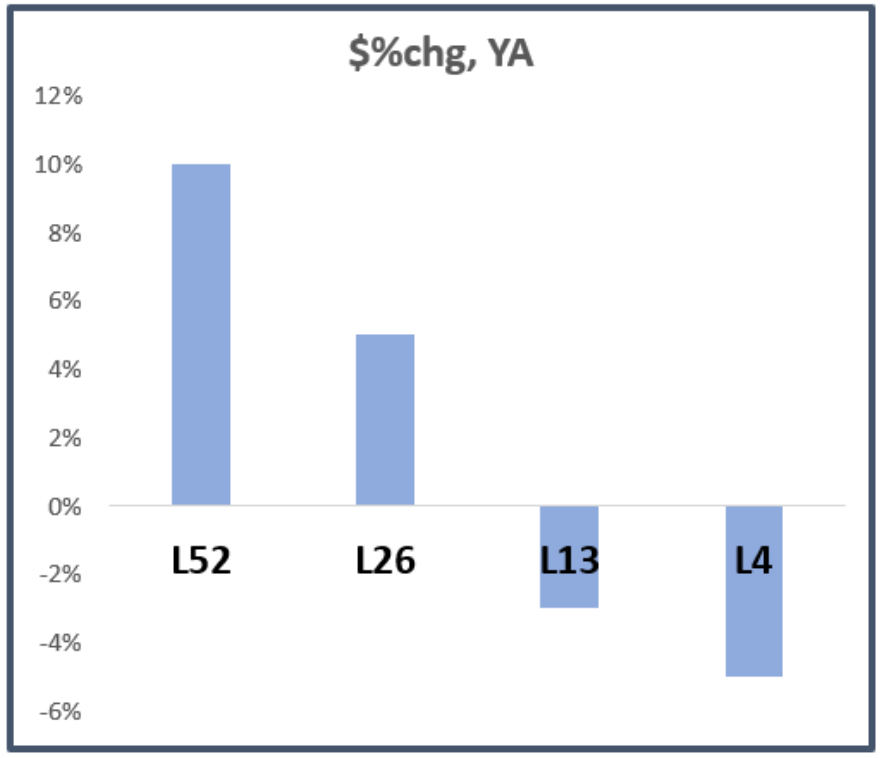
2. **ASK QUESTIONS** before you even start the analysis.



Examples: Timing and Success Metric

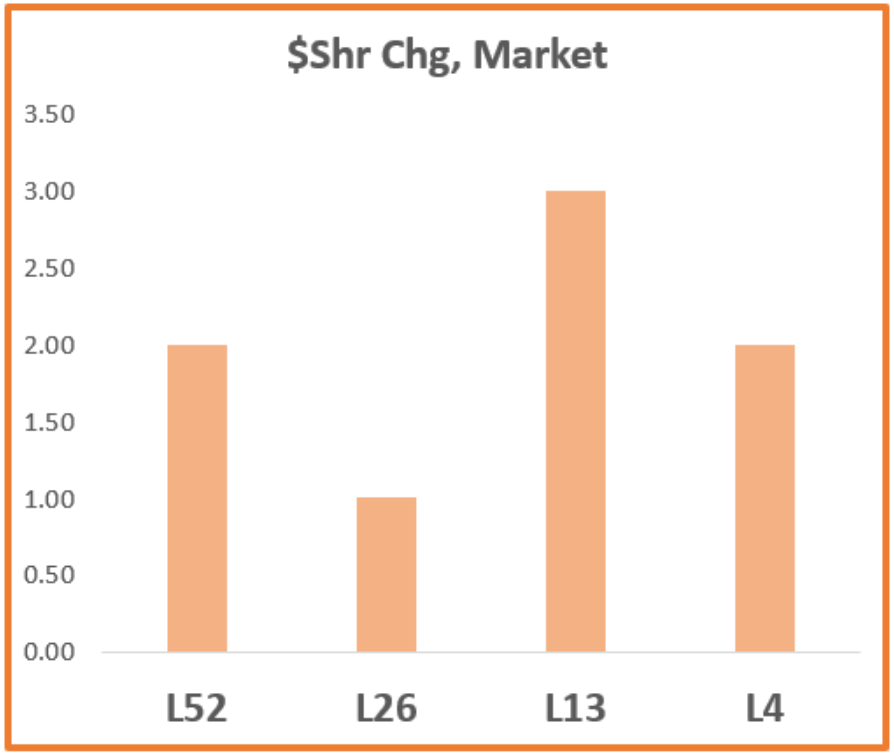
Q. Why is our 'Board Games' business declining?

TIMING OF THE ANALYSIS



Q. Why did our 'Board Games' business decline in last quarter?

SUCCESS METRIC



Q. Why did our 'Board Games' business decline in last quarter?

Q. How did we gain share in 'Board Games' business while sales declined last quarter?

How to frame business question before analysis?

1. ASK
2. CO-FRAME
3. END DECISION
4. PRELIM ANALYSIS

Other Questions Before the Analysis

- What is the timing of the analysis?
- What is the success metric?
  Sales vs Share vs Units vs Customers
- What is the intended use of this analysis?
- What is the business decision to be made?
- Is this for a meeting?
- Is this for a business review process?
- Who is the audience of this analysis?

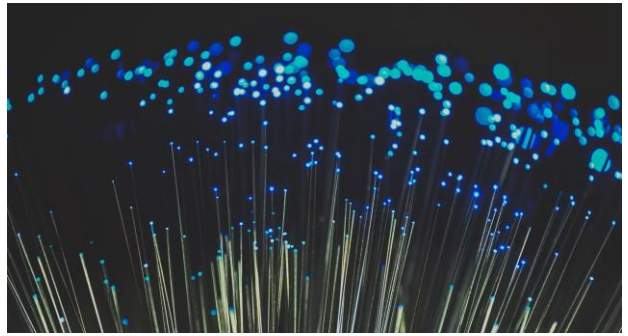
During the Analysis

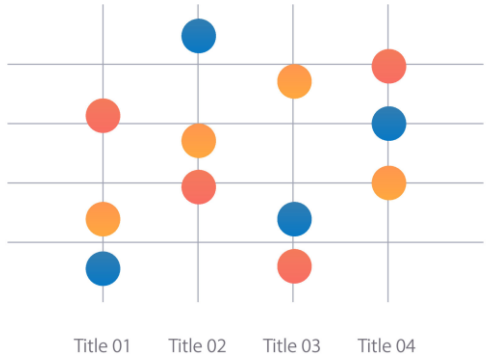
Raw Data Points

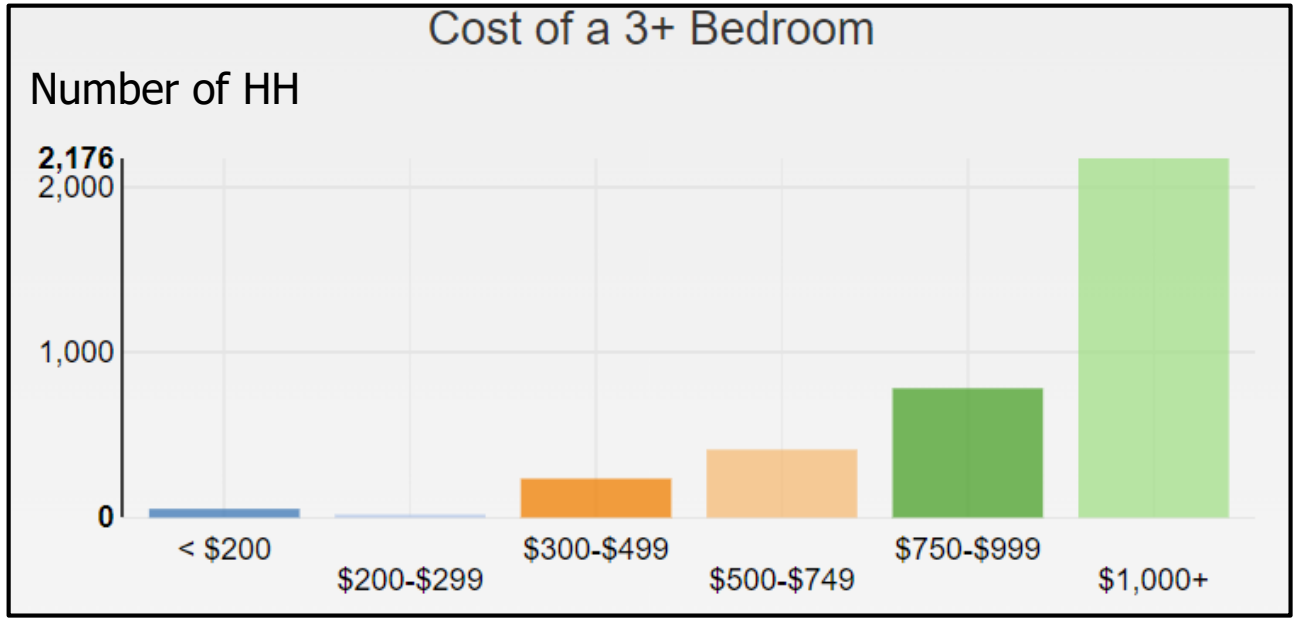
Organized Data

Insights

Recommendations







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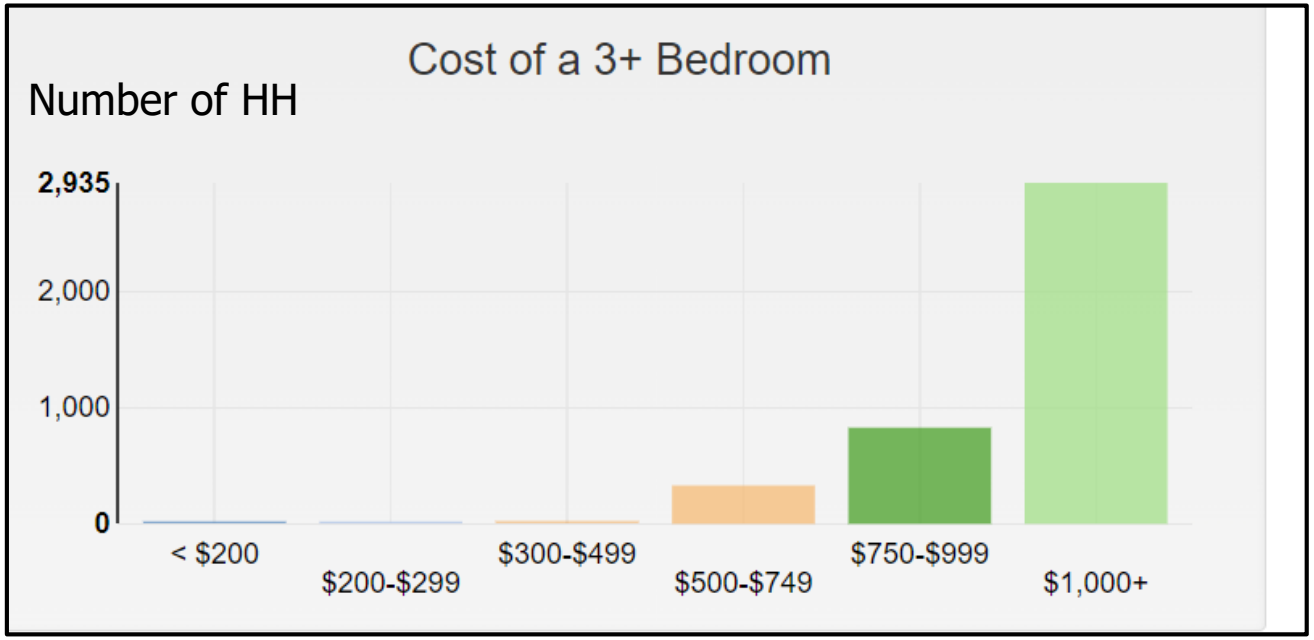

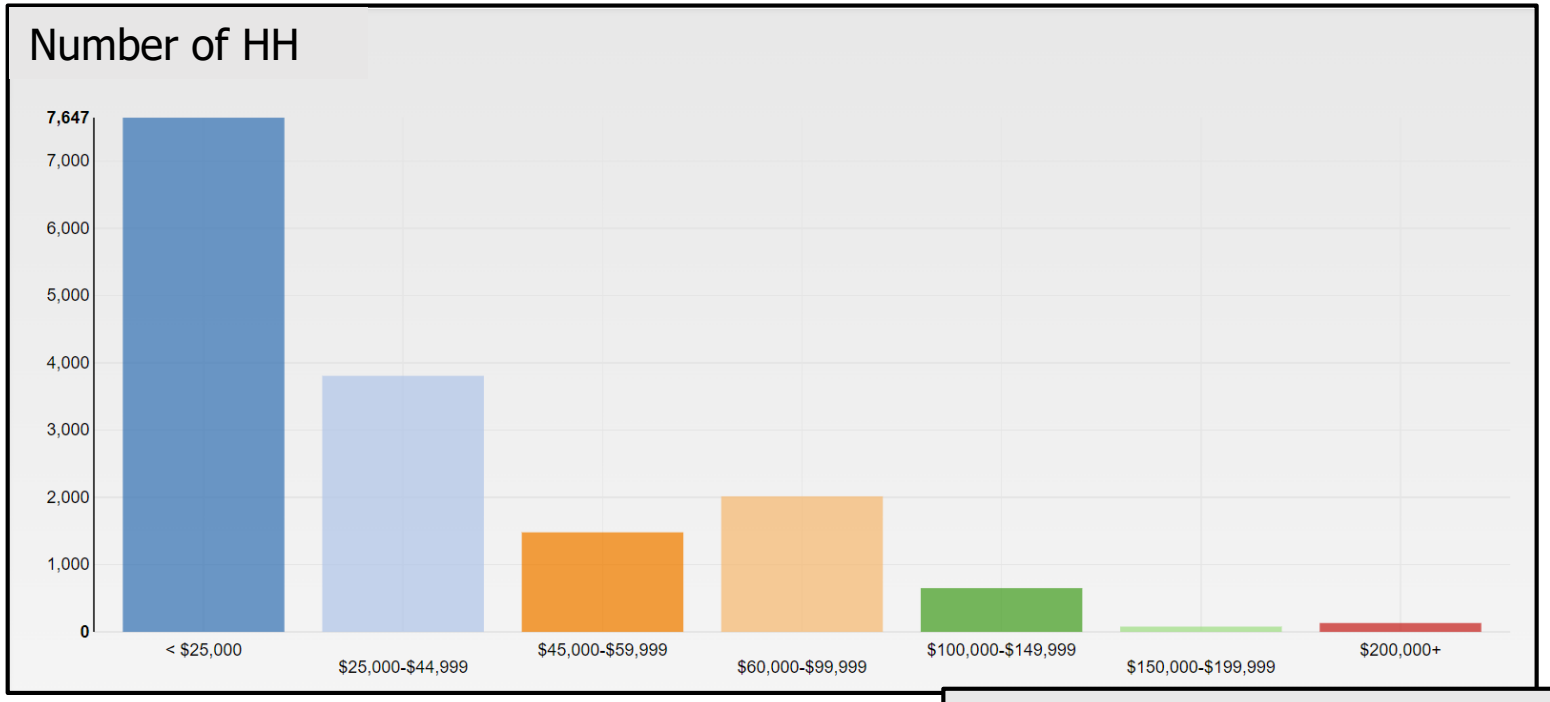

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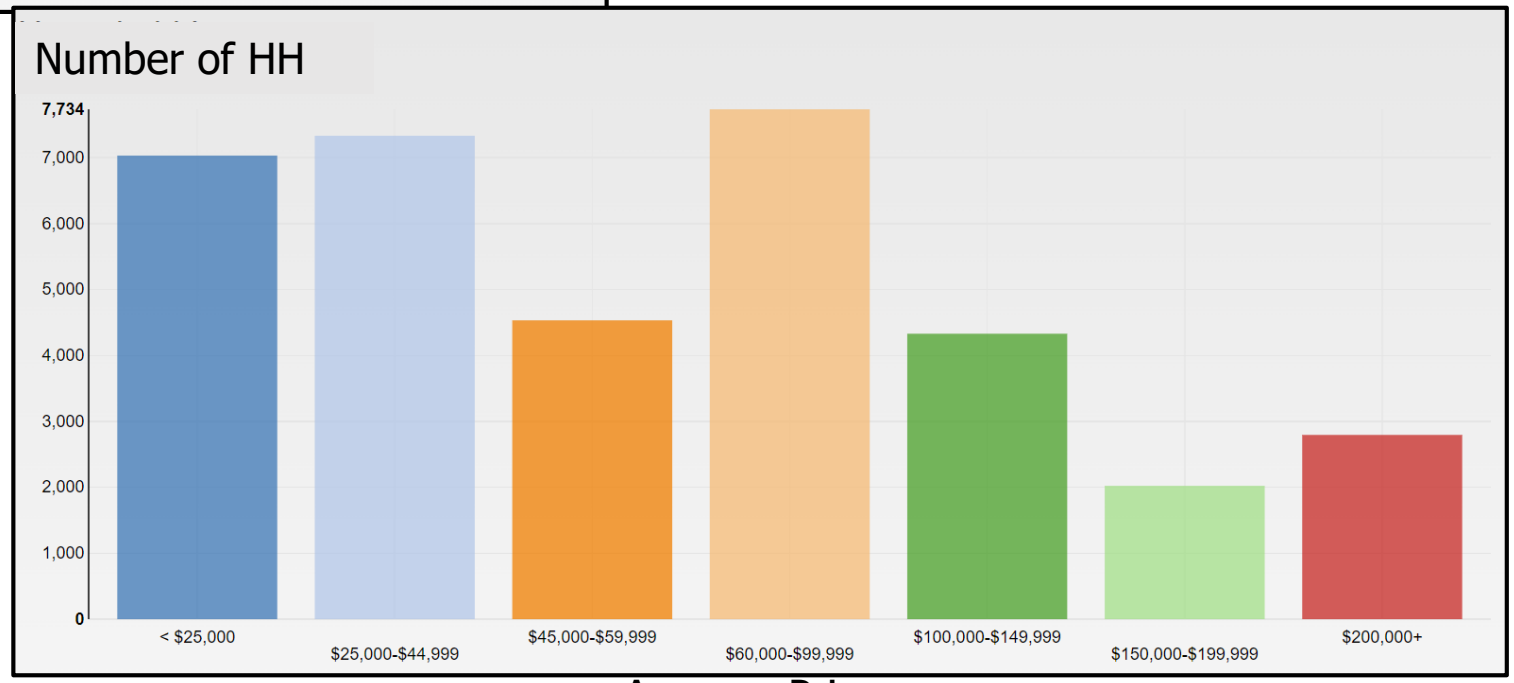
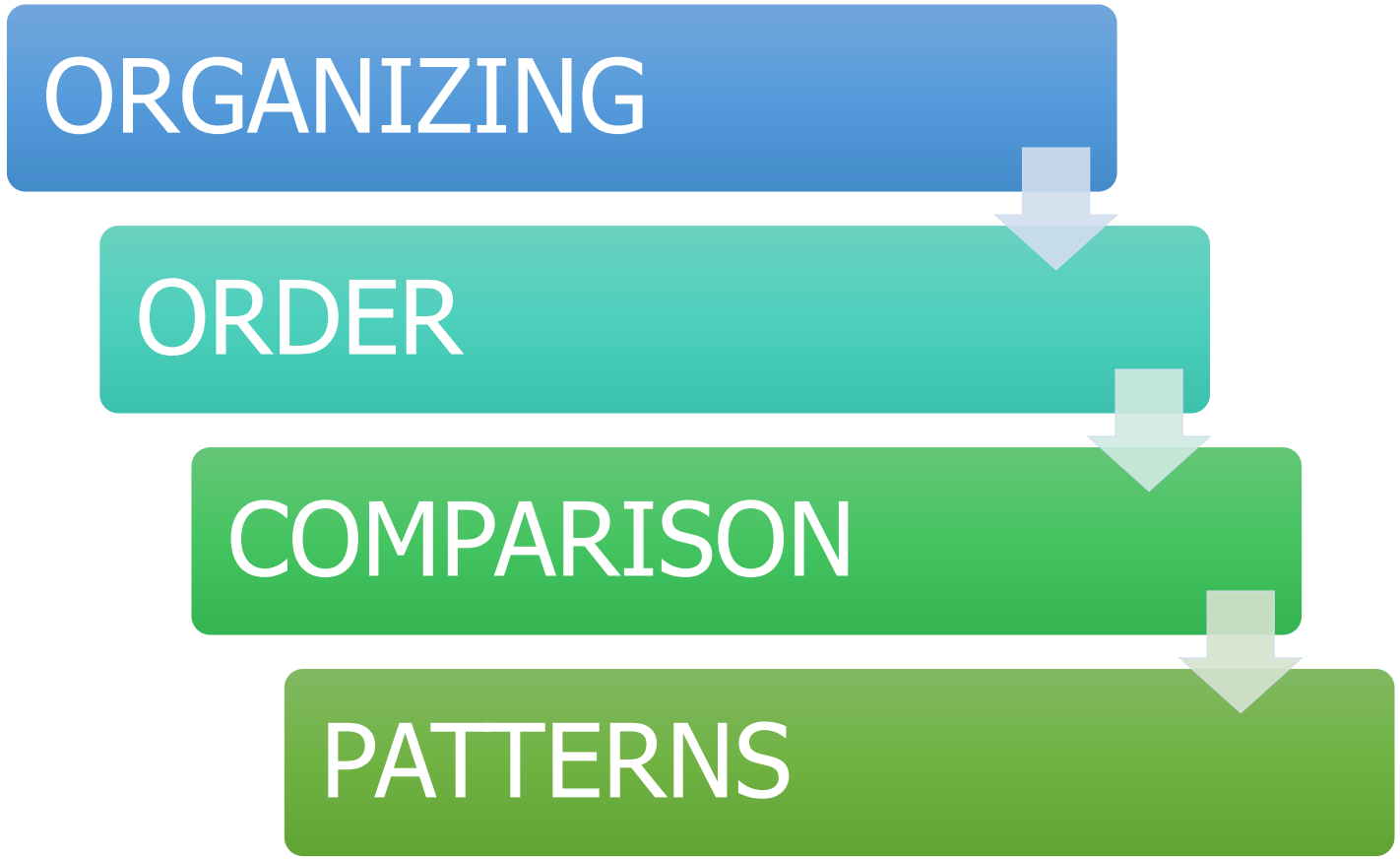


What you place next to each other matters.



Why Spend Time Organizing?

- ✓ Relevant Insights
- ✓ Only show data that supports big ideas
- ✓ Analysis often as conversation starter with follow-up questions

50 Data Points

10 Excel Tabs

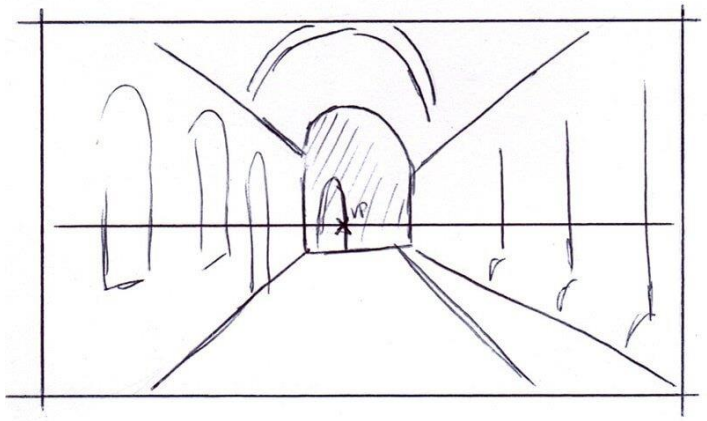
3 Ideas

Having a Point of View on Analysis

Own it!

- ✓You are the one who spent most time with the data
- ✓Connect the raw data points from various sources to form actionable insights
- ✓"Opinions are not recommendations"
- ✓Enough reasons to believe

Why have a point of view?



- Opportunity to elevate the role of Insights
- Builds a conversation and continued discussion
- Enables decision making rooted in insights
- Improves your own credibility

Summary

We all know what it is like to get lost in the data.

I am sharing 3 insights that you can use and guide your analysis -

1. Frame the question before the analysis
2. Organize the data during the analysis
3. Have a point of view on the analysis

THANK YOU!