

Plan:

Bisnis case

Univever is a company with two main product clusters: cosmetics and food/beverages. Since 2018, Univever has partnered with E-commerce to expand its marketing, activation, and improve customer acquisition. However, after three years, its performance on E-commerce has been poor and has not yet reached the target..

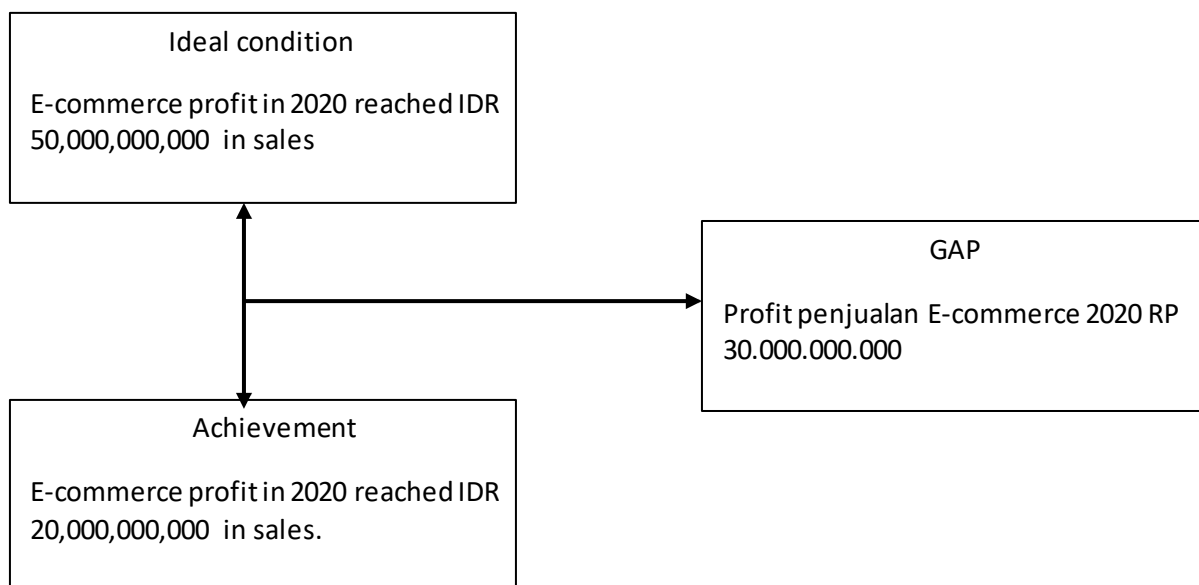
Data Requirementment

1. Target & achievement of sales profit through e-commerce
2. Target & achievement of performance for each product segment
3. Conversion rate on customer channels
4. Survey data for hypothesis validation

Steps for planning

1. Identify the problem

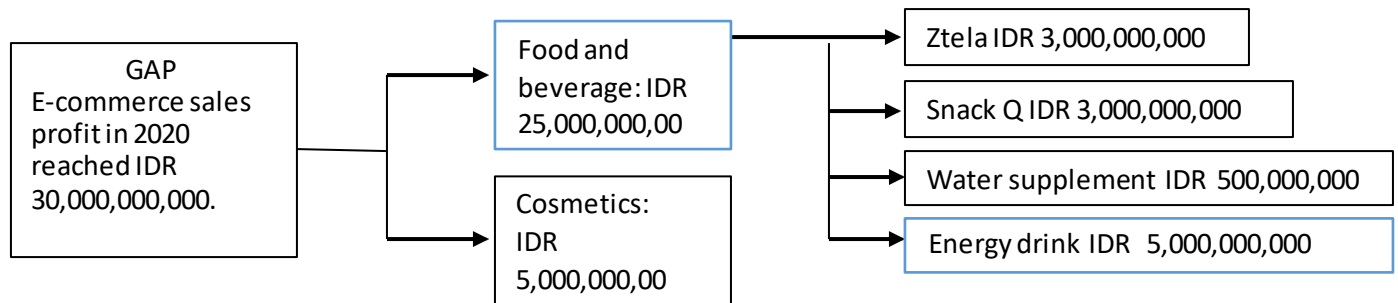
Create a depiction of the ideal condition, the current condition, and the gap between them.



The data obtained shows that the current sales profit is only 20 billion, while the company's ideal condition is to achieve a profit of 50 billion. Based on these two conditions, a gap or issue of 30 billion is identified

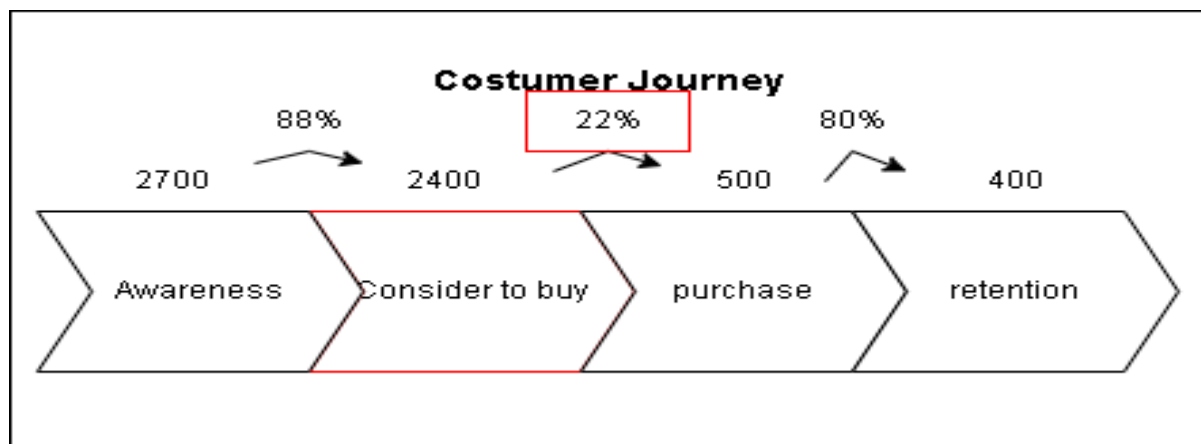
2. Breakdown the Problem

Using the 4W method, the gap can be broken down into more specific details



From the gap or issue that occurred, break it down further to identify what specifically is causing that gap. In this case, there are two issues, focus on the one with the highest frequency or the product that is not selling, namely food and beverages. Then, further break down or classify more specifically which types of food and beverages are causing such a large gap or still hold high value. From the breakdown, it was found that energy drinks have the highest value or are the least popular product, so conduct further analysis on the product with the highest percentage. If there is data that can further assist in this classification, it can be broken down further.

Below is the customer journey data for energy drinks.



From the data, 2,700 people are aware of or know about our product, and then out of those 2,700 people, 2,400 decide to purchase the product. Of the 2,400 people who decide to purchase, only 500 actually make the payment, and only 400 are retained. From this data, the issue is found in the transition from “consider to buy” to “purchase,” where there is a very large drop—resulting in only a 22% conversion rate. Therefore, what needs to be investigated is the transition from “consider to buy” to “purchase.”

3. Target setting.

Target setting: How much and by when. Achieve an energy drink sales target of 15 billion in Q3 2024.

4. Identify the root cause.

. Here, we perform a WHY analysis. You can use the 5P (Price, Product, Promo, Place, People) or the 5M (Man, Machine, Material, Method, Market, Money) approach. In this case,

interviews with the marketing department can help with the analysis.

❖ Price

Is the product price too high? (Validate with marketing.)

For example, marketing data shows that 60% of respondents believe the product price is not too high or is normal.

❖ Product

- Is the taste of the beverage good? (Validate with marketing.)

For example, marketing data shows that 70% of respondents say the product tastes good.

- Is the product difficult to sell online? (Validate with marketing.)

The marketing department does not yet have a solution or answer to this question, so we need to probe further with questions or analysis that can be connected—for instance, whether consumers prefer to purchase beverages online. For that question, marketing data indicates that customers prefer to buy energy drinks offline and believe that purchasing energy drinks online is not worth it due to the shipping costs.

❖ Promotion

- Has the promotion been communicated effectively?

The product ads are not well conveyed; they target the wrong audience, and the product SEO is not effective.

5. Develop countermeasure

Based on the analysis, two problems were identified in the product and promotion sections.

Then, develop the solutions.

Problem	Alternative countermeassure	feasibility	cost
The product is not worth it when purchased online if shipping fees or vouchers are applied.	Pair with a snack promotion.	√	√
	Provide a discount on the product or create a product package discount.	√	×
	Collaborate with brands or delivery service providers in the Jabodetabek area.	√	√
Ads do not reach the target or are targeting the wrong audience.	Review the digital ads location to target the regions of Java, Sumatra, and Bali.	√	√

	Increase ads on various social media platforms.	√	×
	Review the target again with an improved call to action.	√	√

For the next process, the Do, Check, and Action steps will be easier.

DO

Analyse the proposed solutions—or simply implement the ones that have been developed. For example, if five solutions have been identified, proceed to apply all of them.

CHECK

Based on the analysis conducted with other divisions, out of the five solutions, solutions 1 and 2 are the most viable for implementation.

ACTION

The final solution options to be implemented are options 1 and 2.