

25. ESTUDO DE CASO I

Seção 8: Juntando Tudo

ESTUDOS DE CASO REAIS



- DADOS
- CONTEXTO
- COMUNICAÇÃO
FINAL



aplicar tudo o que
aprendeu a adicionar
inspiração



ESTUDO DE CASO 1



DADOS FORAM ALTERADOS



CRIANDO UM
RELATÓRIO MENSAL
COM MAIS VALOR



A EMPRESA TEM 7 LOJAS QUE VENDEM
DIVERSOS PRODUTOS DIFERENTES E A
CADA MÊS UM RELATÓRIO É
CONSTRUÍDO PARA O GERENTE COM
RESUMOS DO MES E KPIS



Monthly Report - March

Highest Rev Store
Store 4

Lowest Rev Store
Store 7

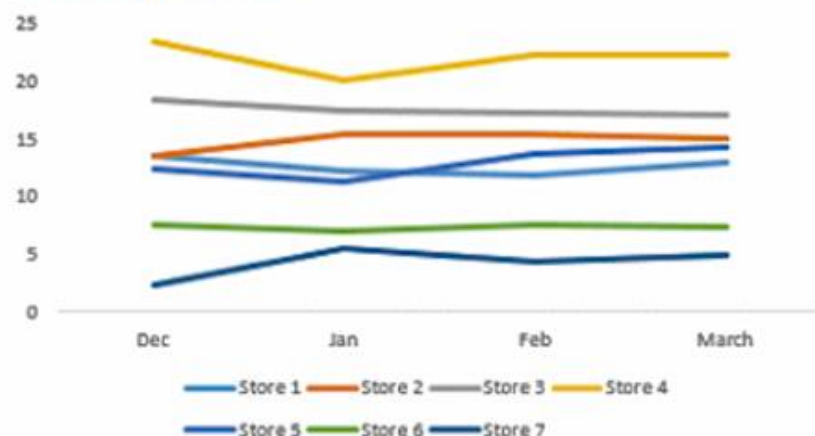
Total Products
19102

Total Loyalty Cus
27102

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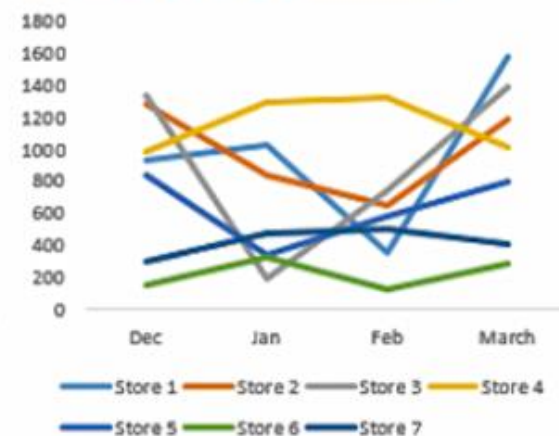
Monthly Revenue



Monthly Sales

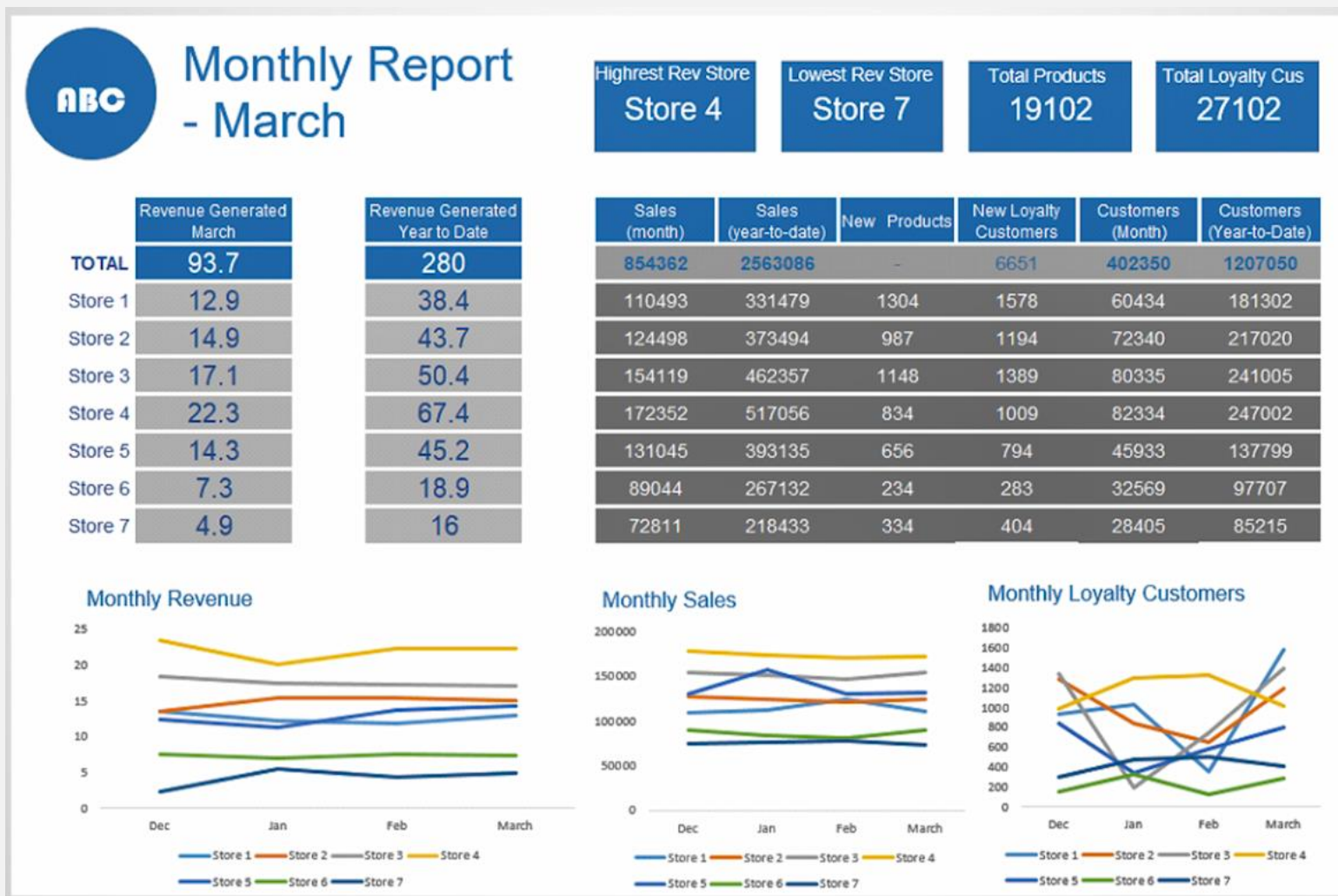


Monthly Loyalty Customers



Resumo de Março

- Faturamento
- Vendas
- Produtos
- Total de Clientes
- Novos Membros



O Gerente sênior gosta deste relatório e insiste no esquema de cores, pois são as mesmas cores da marca da empresa



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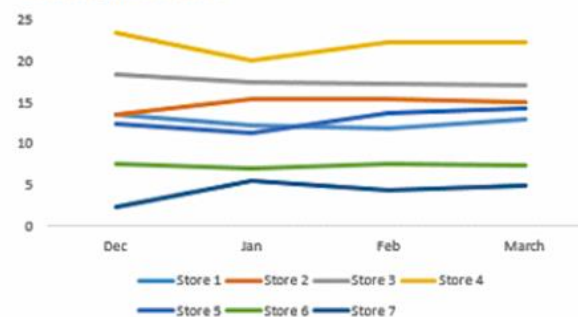
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Monthly Sales

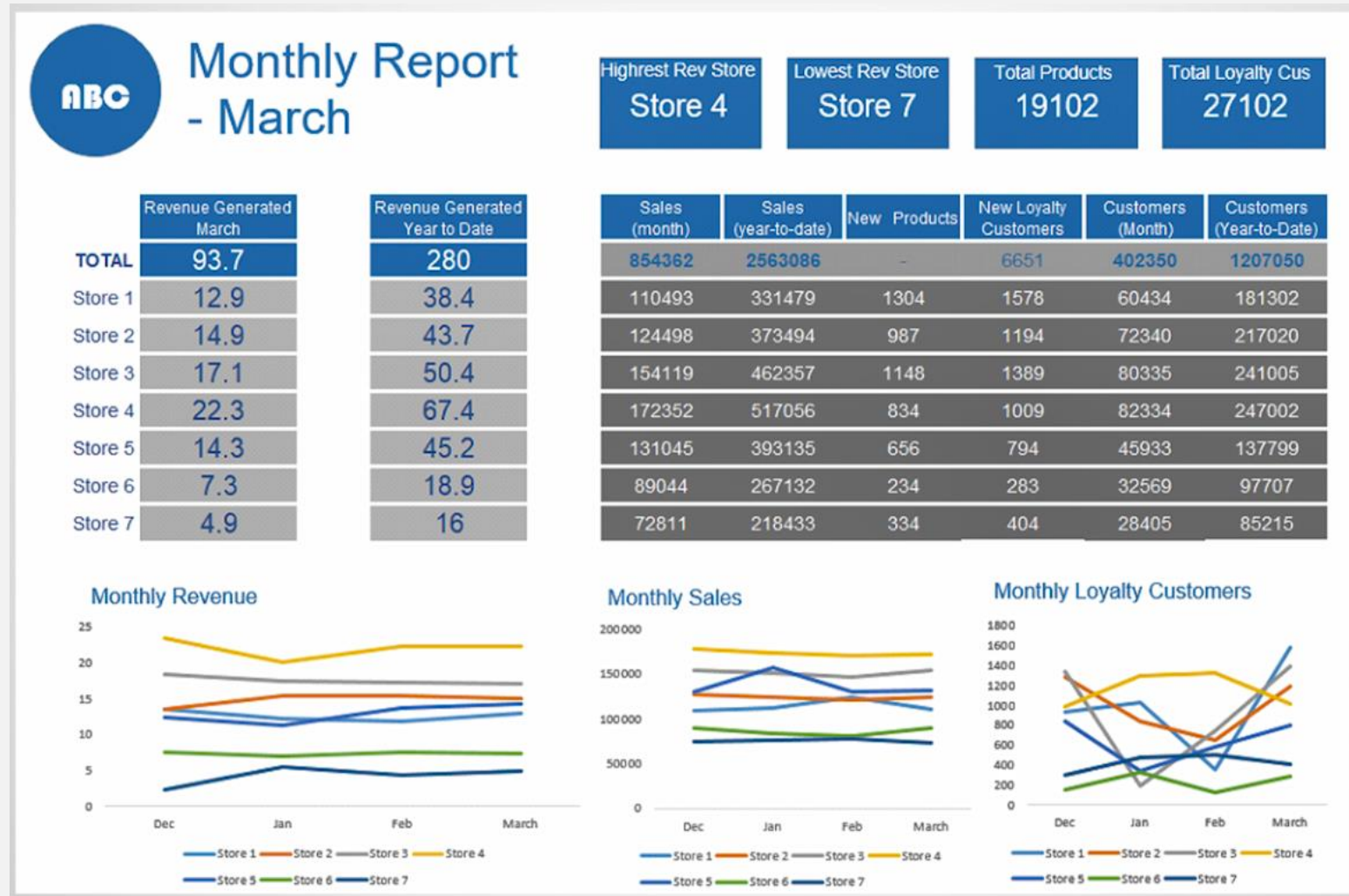


Monthly Loyalty Customers



TAREFA

- tornar este relatório mais significativo sem fazer muitas mudanças



MUITOS DADOS
E NÃO PRODUZ
MUITO IMPACTO



Monthly Report - March

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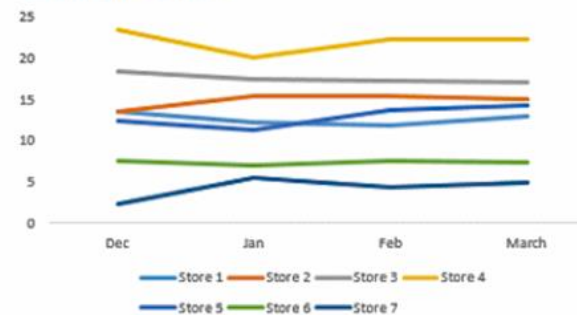
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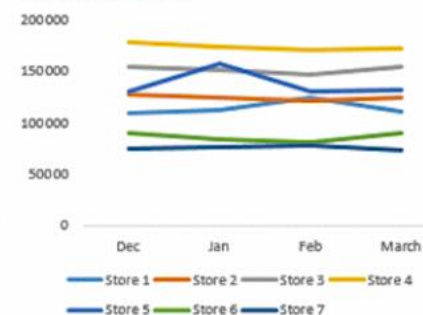
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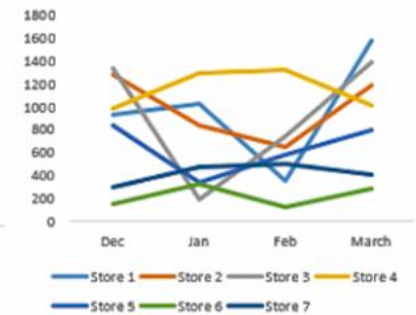
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Monthly Loyalty Customers



feito todo mês e os usuários se acostumaram, e resistem a mudanças



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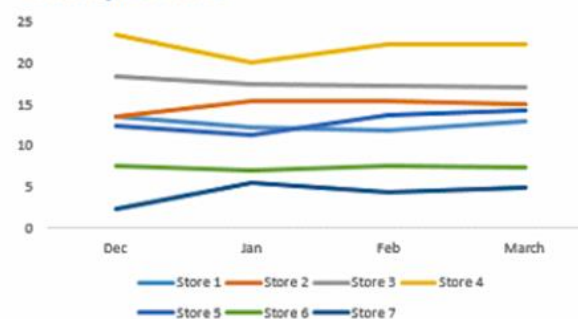
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Monthly Loyalty Customers



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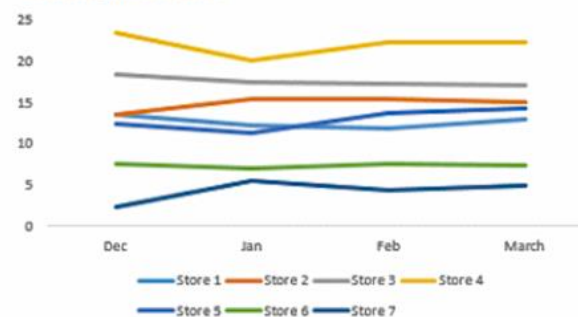
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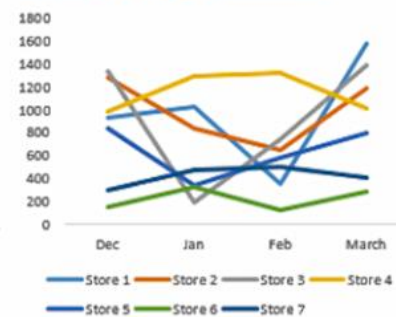
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Monthly Loyalty Customers





Monthly Report - March

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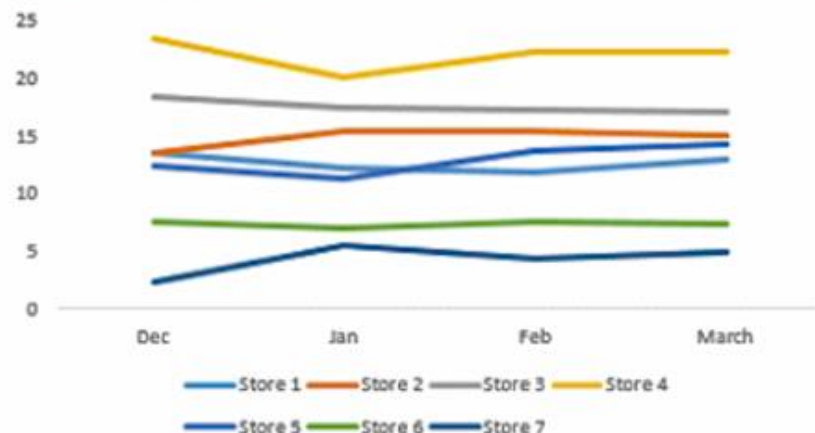
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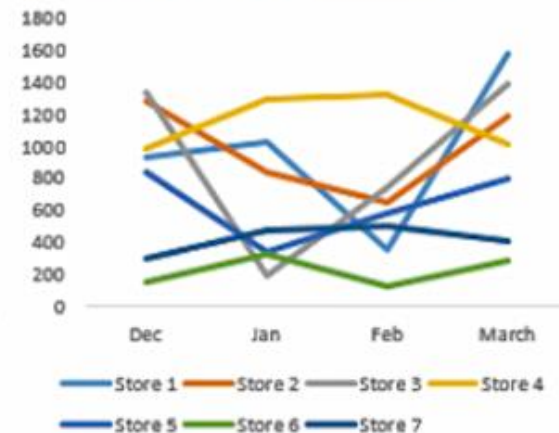
Monthly Revenue



Monthly Sales



Monthly Loyalty Customers



relatórios como
este não entregam
tanta informação
quanto poderiam



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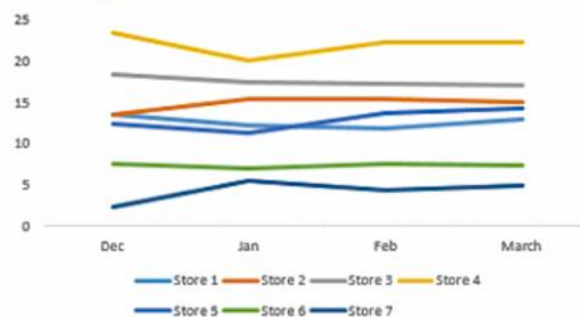
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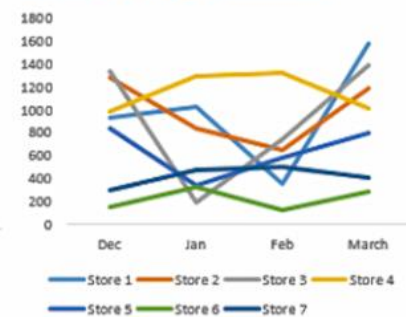
Monthly Revenue



Monthly Sales



Monthly Loyalty Customers



relatórios mensais
são fantásticos
pelo o que
entregam, e de
certa forma não
podem ser
substituídos



Monthly Report - March

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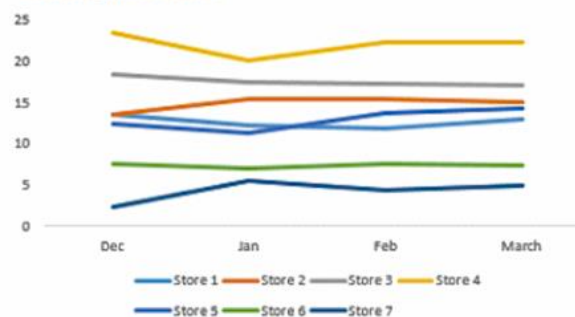
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Monthly Revenue



Monthly Sales



Monthly Loyalty Customers



este relatório
entrega toda a
informação
necessária para a
tomada de
decisão



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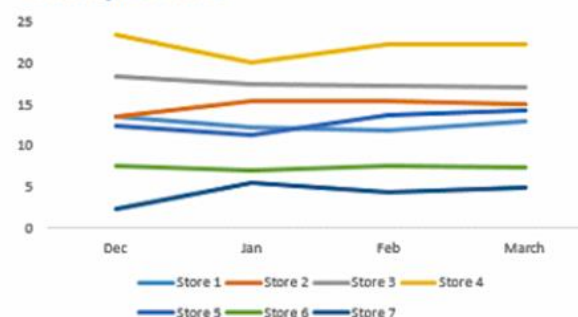
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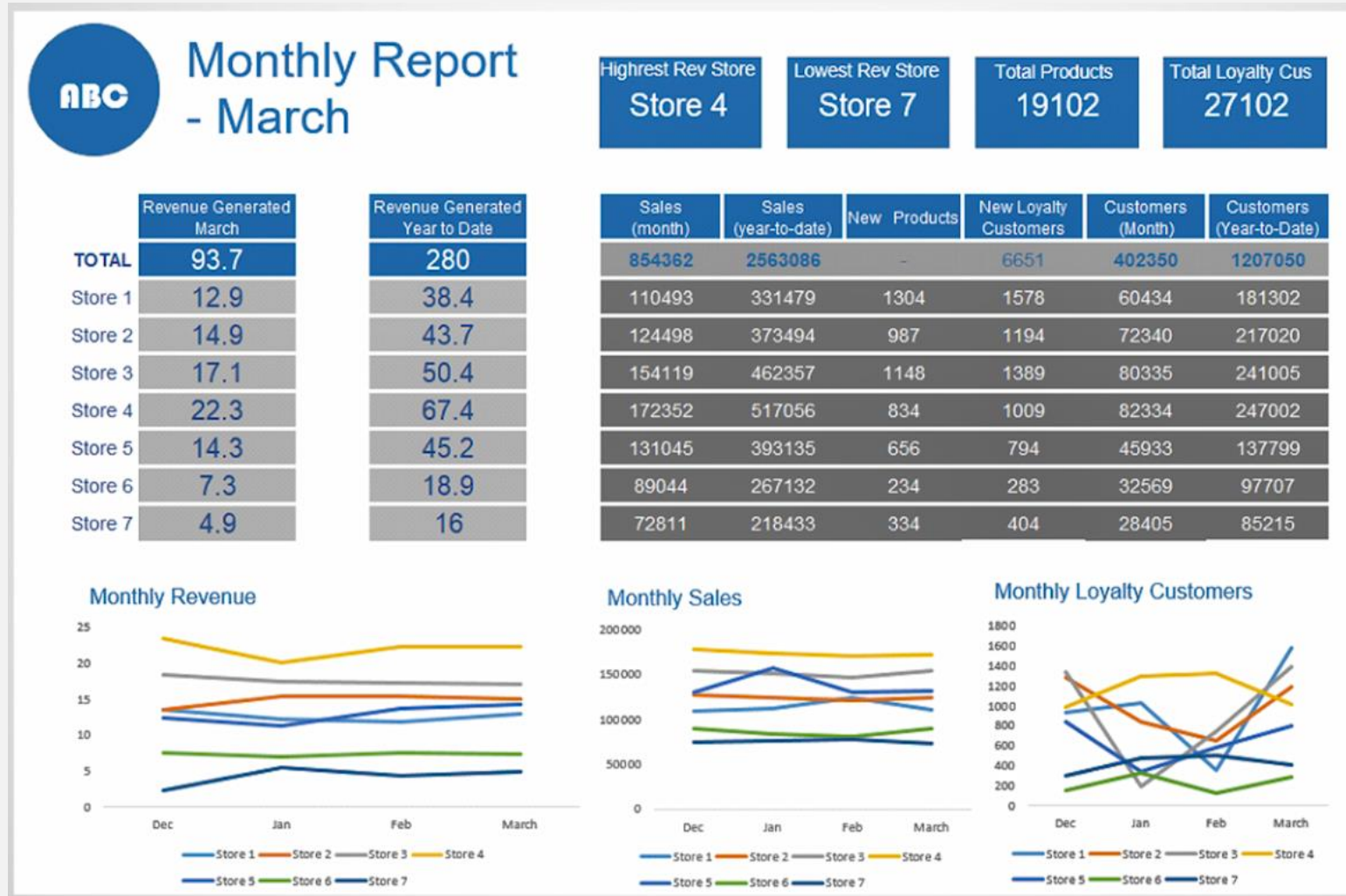
Monthly Sales



Monthly Loyalty Customers



formato pode ser
entendido
facilmente



INTENÇÃO



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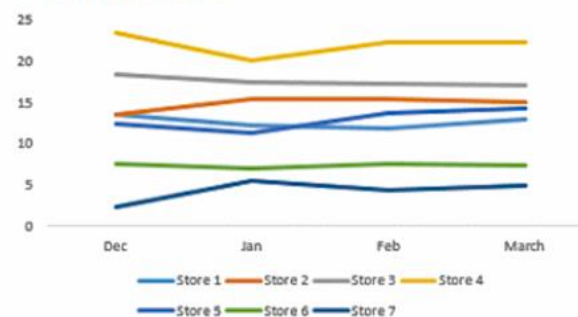
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RELATÓRIOS MENSAIS COMO ESTE NÃO SÃO FEITOS PARA CONTAR UMA HISTÓRIA



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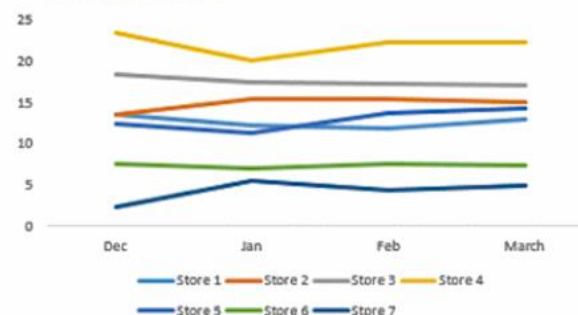
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NOVELA DE DADOS NÃO É UMA HISTÓRIA DE DADOS



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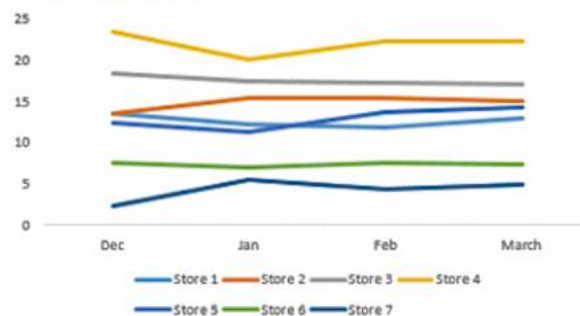
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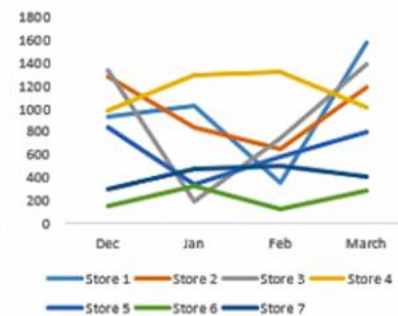
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Monthly Loyalty Customers



RESISTÊNCIA
DEVE SER
ESPERADA



Monthly Report - March

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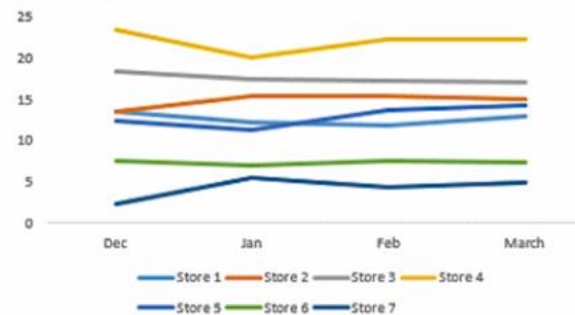
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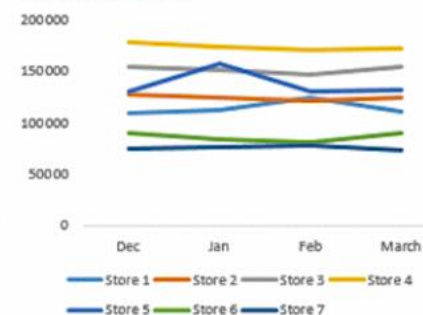
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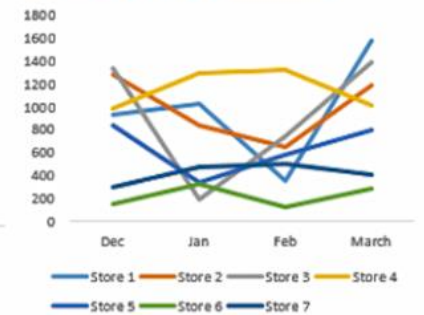
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você não precisa
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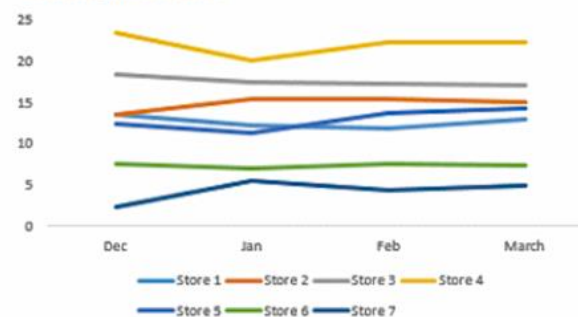
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COMPLEMENTE O RELATÓRIO COM UMA HISTÓRIA



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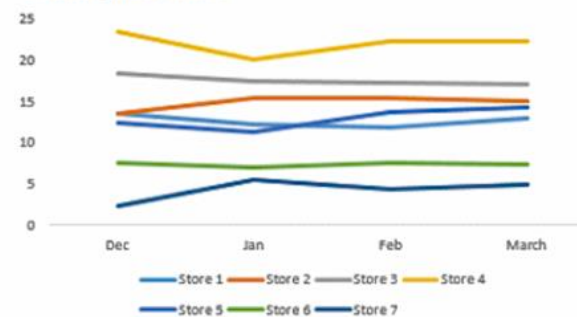
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Store 1	12.9	38.4
Store 2	14.9	43.7
Store 3	17.1	50.4
Store 4	22.3	67.4
Store 5	14.3	45.2
Store 6	7.3	18.9
Store 7	4.9	16

Sales (month)	Sales (year-to-date)	New Products	New Loyalty Customers	Customers (Month)	Customers (Year-to-Date)
854362	2563086	-	6651	402350	1207050
110493	331479	1304	1578	60434	181302
124498	373494	987	1194	72340	217020
154119	462357	1148	1389	80335	241005
172352	517056	834	1009	82334	247002
131045	393135	656	794	45933	137799
89044	267132	234	283	32569	97707
72811	218433	334	404	28405	85215

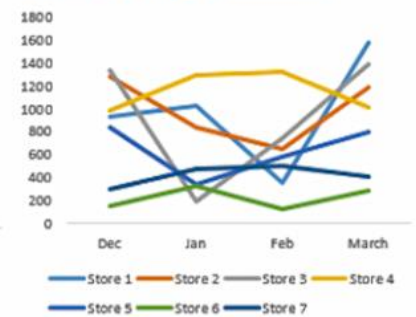
Monthly Revenue



Monthly Sales



Monthly Loyalty Customers



Se a história tiver sucesso, o gerente vai ficar

- **menos** resistente a um grande relatório cheio de números
- **mais** interessado em comunicação que conta histórias

CRIE UMA PARTE SEPARADA QUE CONTA A HISTÓRIA



Monthly Report - March

Highest Rev Store
Store 4

Lowest Rev Store
Store 7

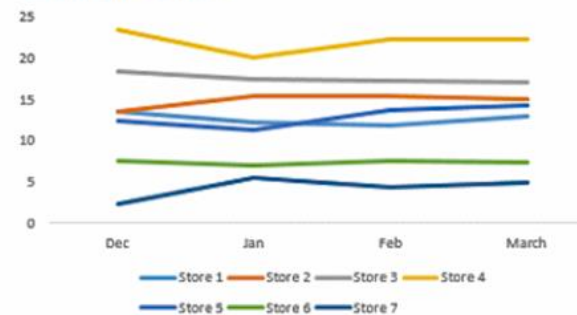
Total Products
19102

Total Loyalty Cus
27102

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Store 1	12.9	38.4
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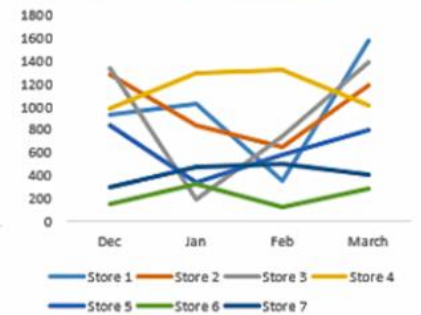
Monthly Revenue



Monthly Sales



Monthly Loyalty Customers



MÊS DE MARÇO



Monthly Report - March

Highest Rev Store
Store 4

Lowest Rev Store
Store 7

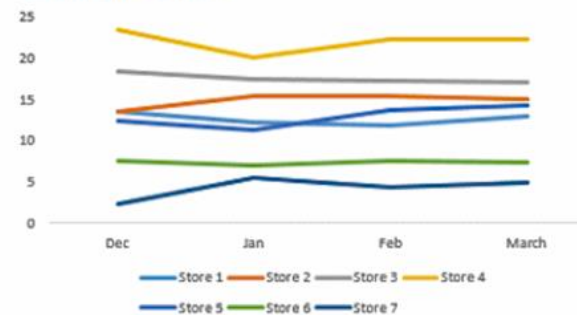
Total Products
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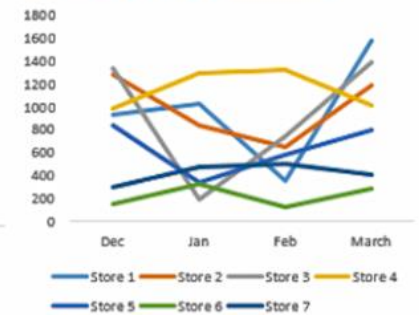
Monthly Revenue



Monthly Sales



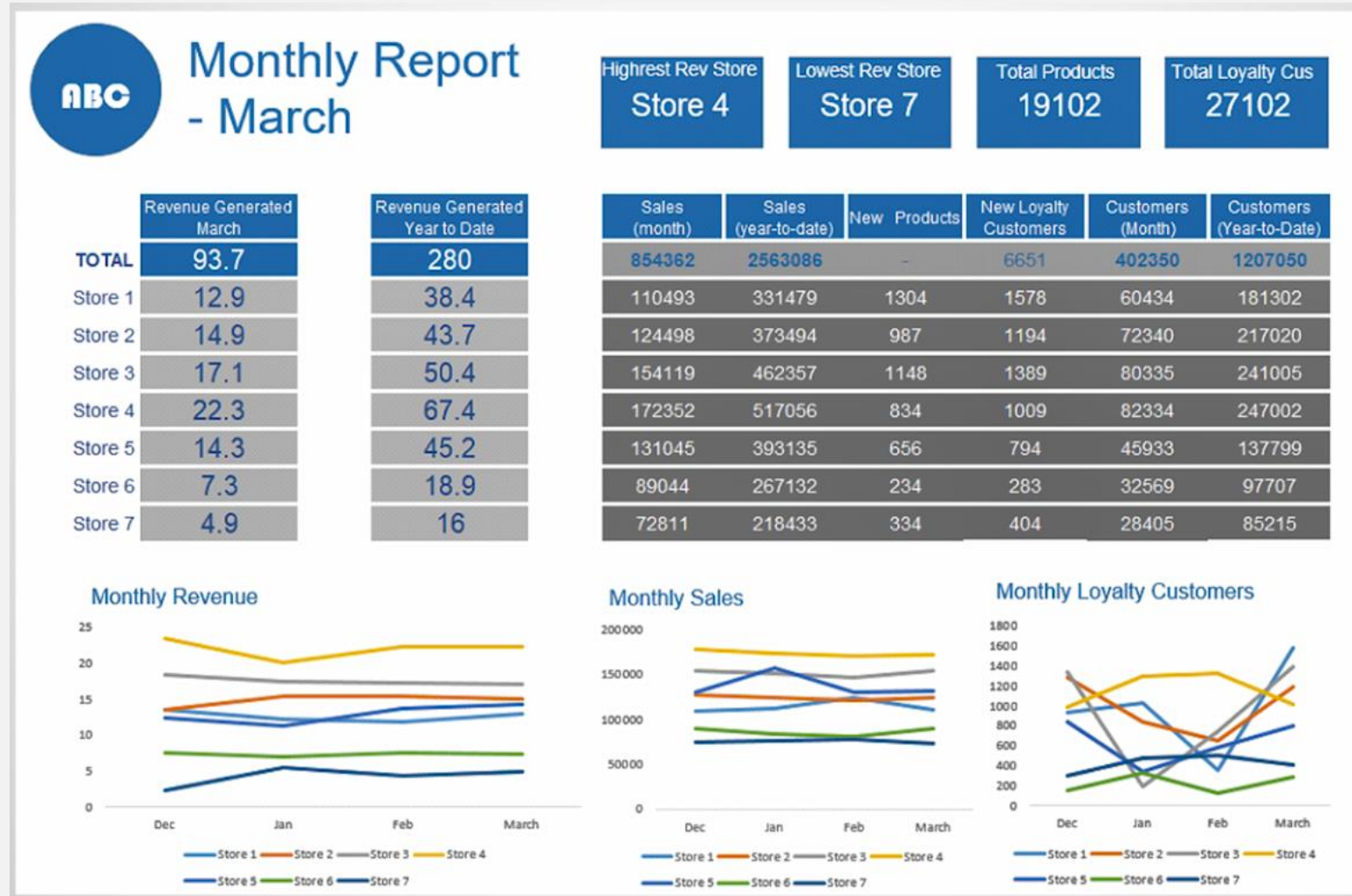
Monthly Loyalty Customers



2 COMPONENTES

1. Mostra o sucesso do programa de fidelidade

2. Mostra loja 7 abertas a poucos meses, mas que não estão indo bem



Como incluir estes
elementos da
história no relatório
mensal, sem mudar
muito?



Monthly Report - March

Highest Rev Store
Store 4

Lowest Rev Store
Store 7

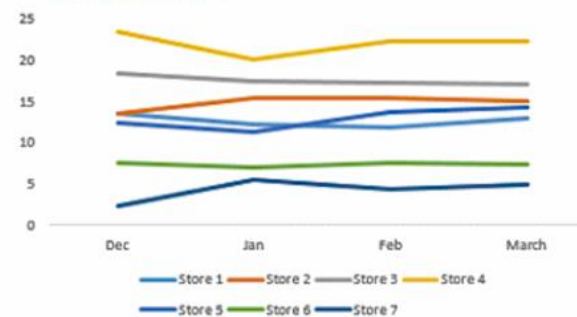
Total Products
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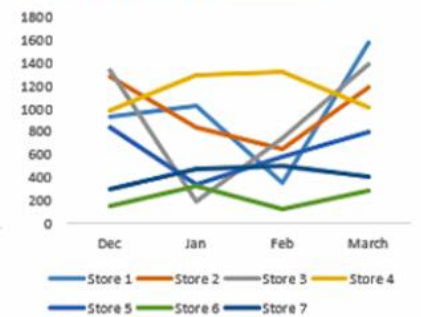
Monthly Revenue



Monthly Sales



Monthly Loyalty Customers



MANTENHA ELE
FAMILIAR COM OS
USUÁRIOS



Monthly Report - March

Highest Rev Store
Store 4

Lowest Rev Store
Store 7

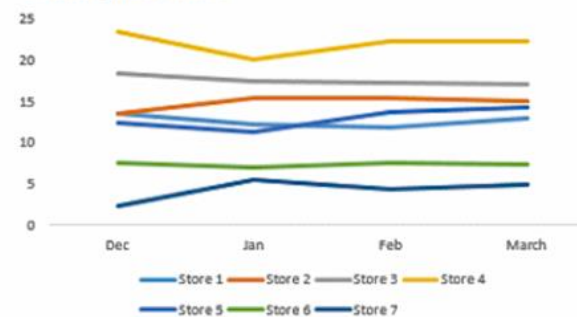
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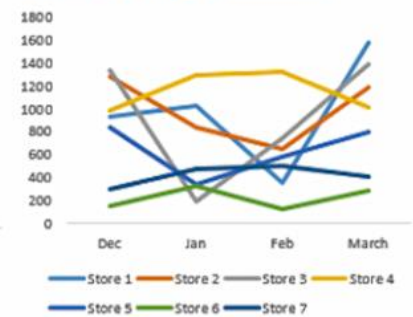
Monthly Revenue



Monthly Sales



Monthly Loyalty Customers



RELATÓRIO MENSAL

- NÃO DEVE SER ALTERADO OU SUBSTITUIDO
- MAS COMPLEMENTAR COM UMA BOA HISTÓRIA DE DADOS



Monthly Report
March

At a Glance

New monthly high for Loyalty
Programme Sign-ups

Growth of Store 7 lacks momentum

Lowest Rev Store

Store 7

Highest Rev Store

Store 4

Total Products

19102

Total Loyalty Cus

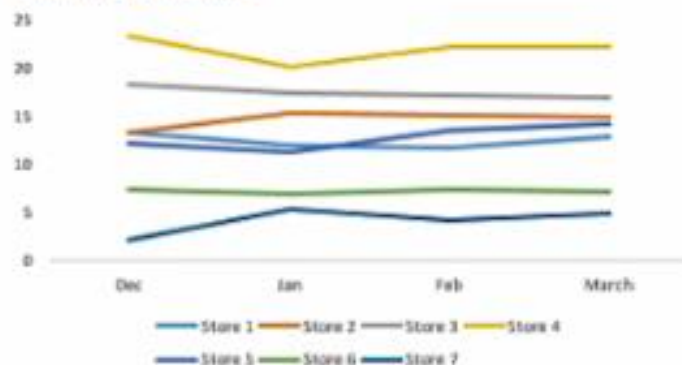
27102

Store 7 Revenue
remains low

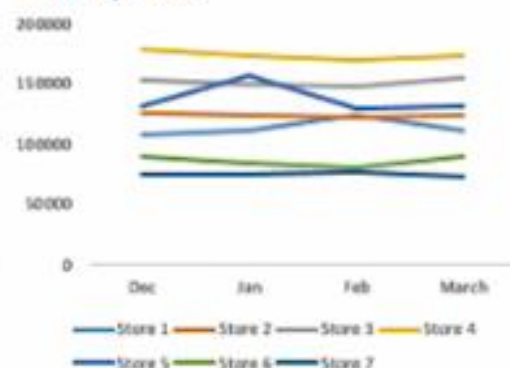
6651 new Loyalty
Customers

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TOTAL	93.7	280	854362	2663086	-	6651	402360	1201690
Store 1	12.9	38.4	110493	331479	1304	1578	60434	181302
Store 2	14.9	43.7	124498	373494	987	1194	72340	217020
Store 3	17.1	50.4	154119	462357	1148	1389	80335	241095
Store 4	22.3	67.4	172352	517056	834	1009	82334	247002
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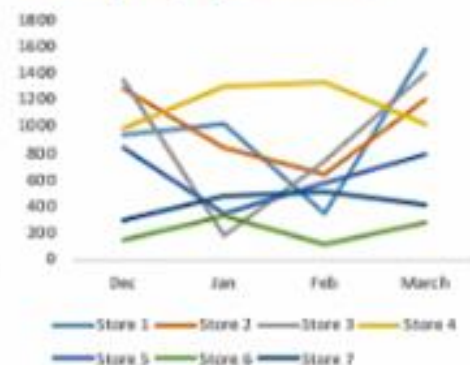
Monthly Revenue



Monthly Sales



Monthly Loyalty Customers





Monthly Report March

At a Glance

New monthly high for Loyalty
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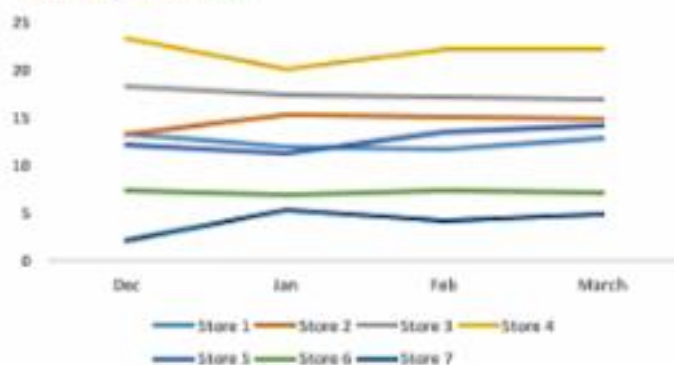
27102

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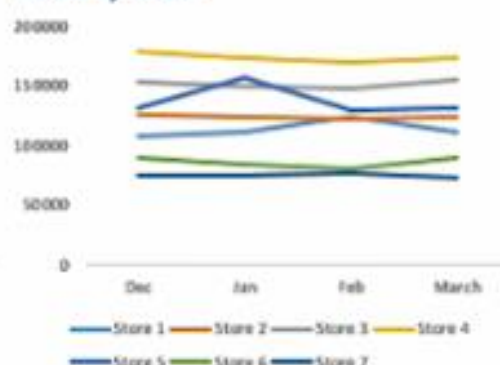
6651 new Loyalty
Customers

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Store 1	12.9	38.4	110493	331479	1304	1576	60434	181302
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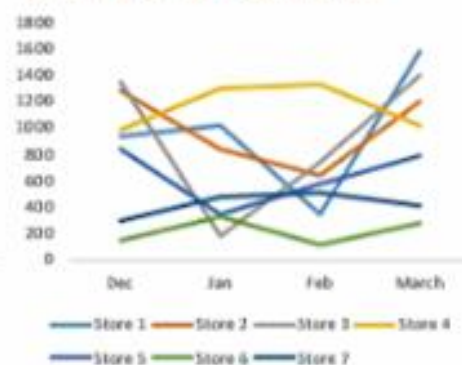
Monthly Revenue



Monthly Sales



Monthly Loyalty Customers





Monthly Report March

At a Glance

New monthly high for Loyalty
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Lowest Rev Store

Store 7

Highest Rev Store

Store 4

Total Products

19102

Total Loyalty Cus

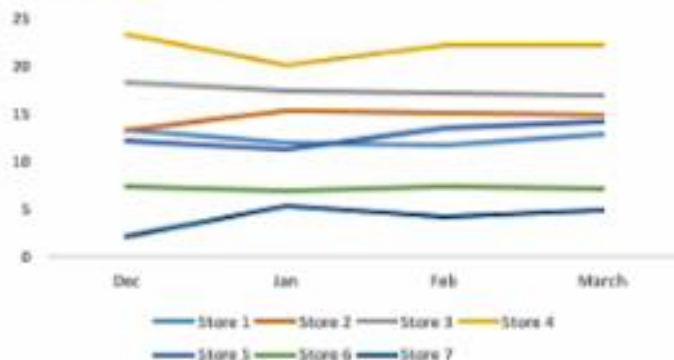
27102

Store 7 Revenue
remains low

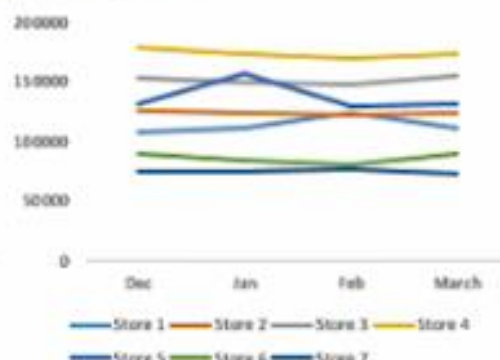
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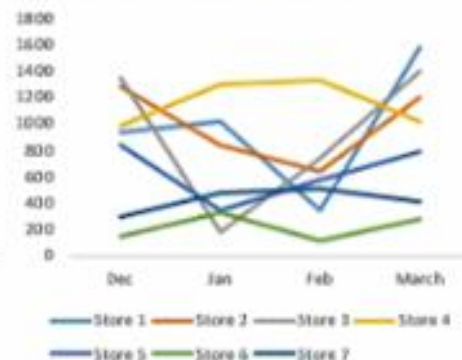
Monthly Revenue



Monthly Sales



Monthly Loyalty Customers





Monthly Report March

At a Glance

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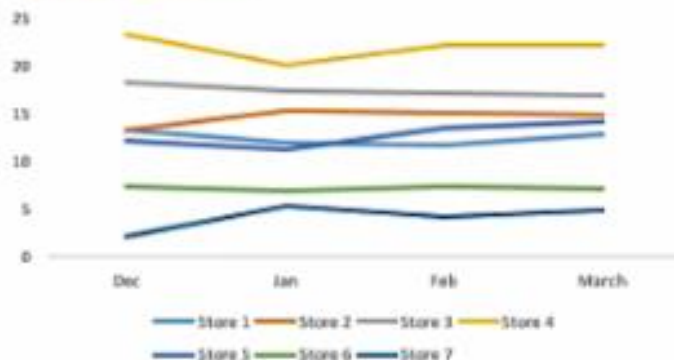
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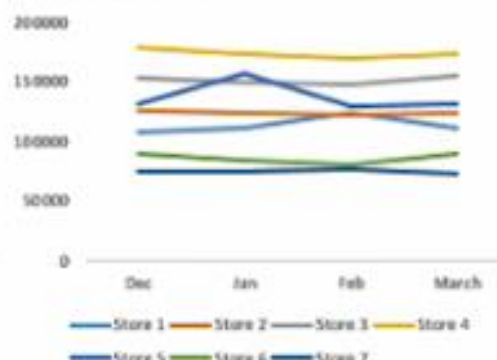
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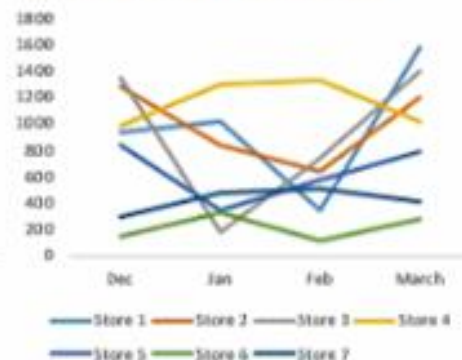
Monthly Revenue



Monthly Sales



Monthly Loyalty Customers



ESCOLHAS DE DESIGN:

- menos espaços
- comunicação sob medida
- resume grandes conjuntos de dados
- Incorpora o tema da história



COMO PODEMOS COLOCAR UMA HISTÓRIA SOB MEDIDA
PARA ESTA HISTÓRIA

SEGUIR OS 6 PASSOS DE UMA HISTÓRIA DE DADOS



PASSO 1

Onde você quer chegar?



1. Loja 7 está crescendo como o gerente esperava
2. O programa de fidelidade é realmente um sucesso, conseguindo um novo recorde mensal



SUPOSIÇÕES DO GERENTE:

- Loja 7 cresceria mais rápido do que esperado
- O mercado é mais difícil do que se imaginou



ELES ACREDITAM QUE
A LOJA VAI AUMENTAR
SEU FATURAMENTO E
VENDAS EM BREVE



FIDELIDADE MENSAL DOS CLIENTES



Razões do sucesso:

1. os bons benefícios que oferece
2. promoções de cada loja



FRACASSO DA LOJA 7



ALGUM MODELO DE
NARRATIVA SE
ENCAIXA NESTA
HISTÓRIA



FORMATAÇÃO E ESTRUTURA



LOJA 7 NÃO ATINGIU
AS VENDAS
ESPERADAS, ISSO É
NEGATIVO



O gerente vai continuar
com os esforços na loja
7 e acredita que vai
conseguir



AMEAÇA

- Algo com potencial ruim no futuro



ARCO DE NARRATIVA: traição

- destacar quando algo
põe em perigo o negócio



PASSO 2

ESCOLHA A SUA
VISUALIZAÇÃO

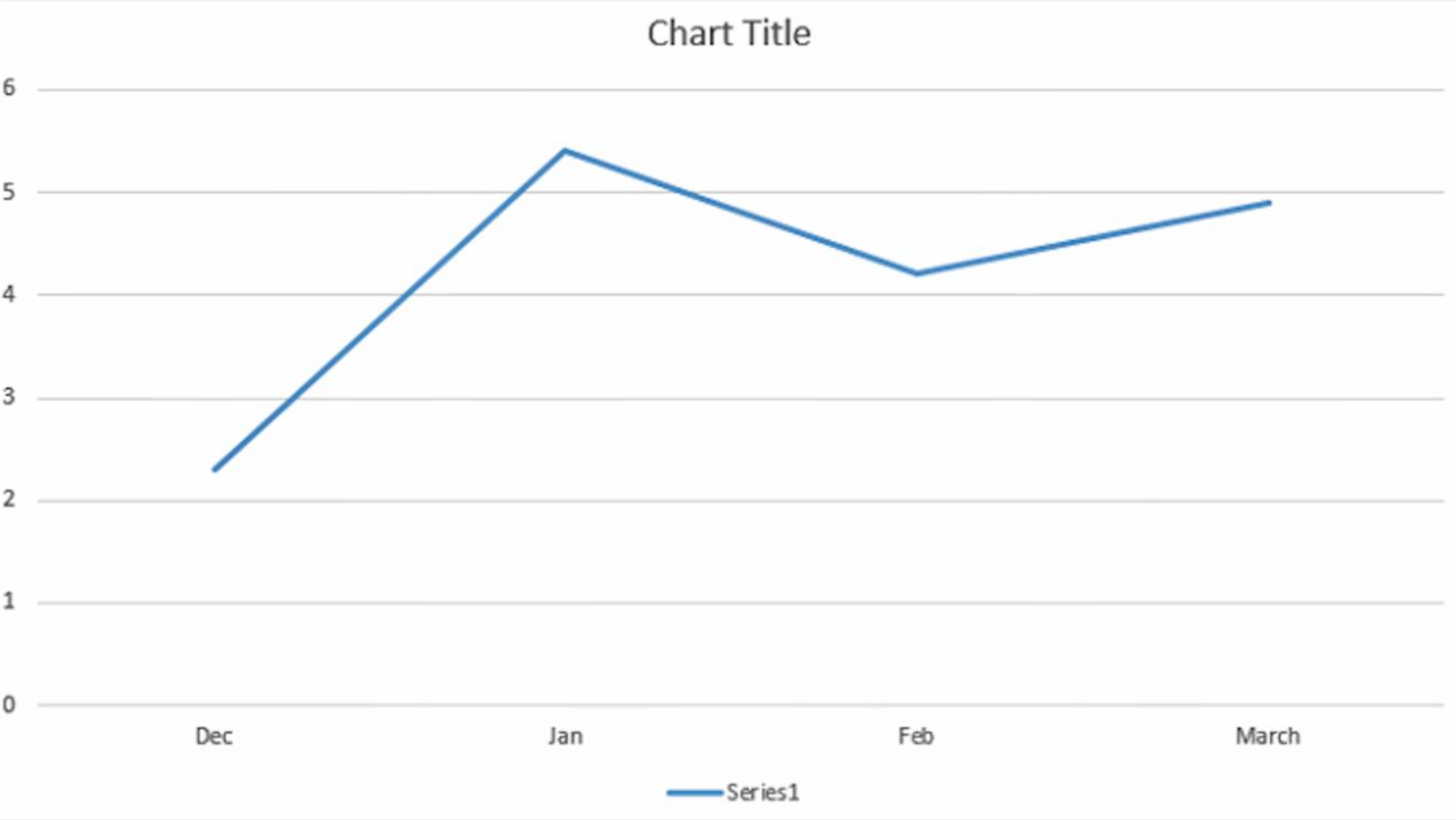


ALGO MUDOU AO
LONGO DO TEMPO

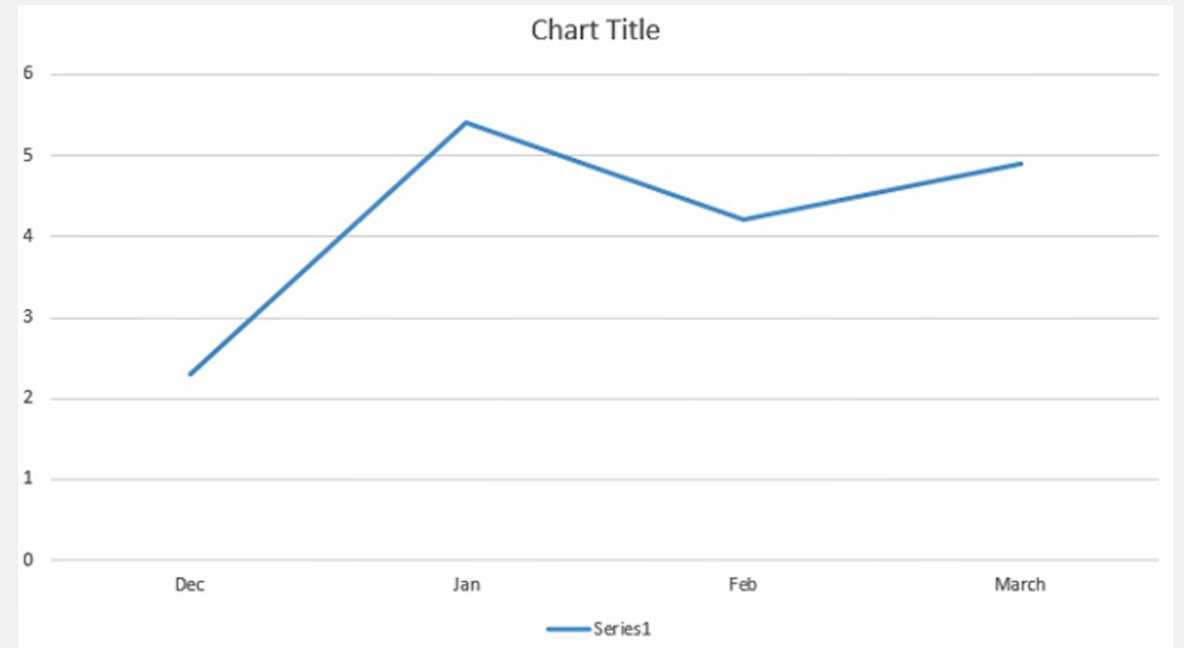


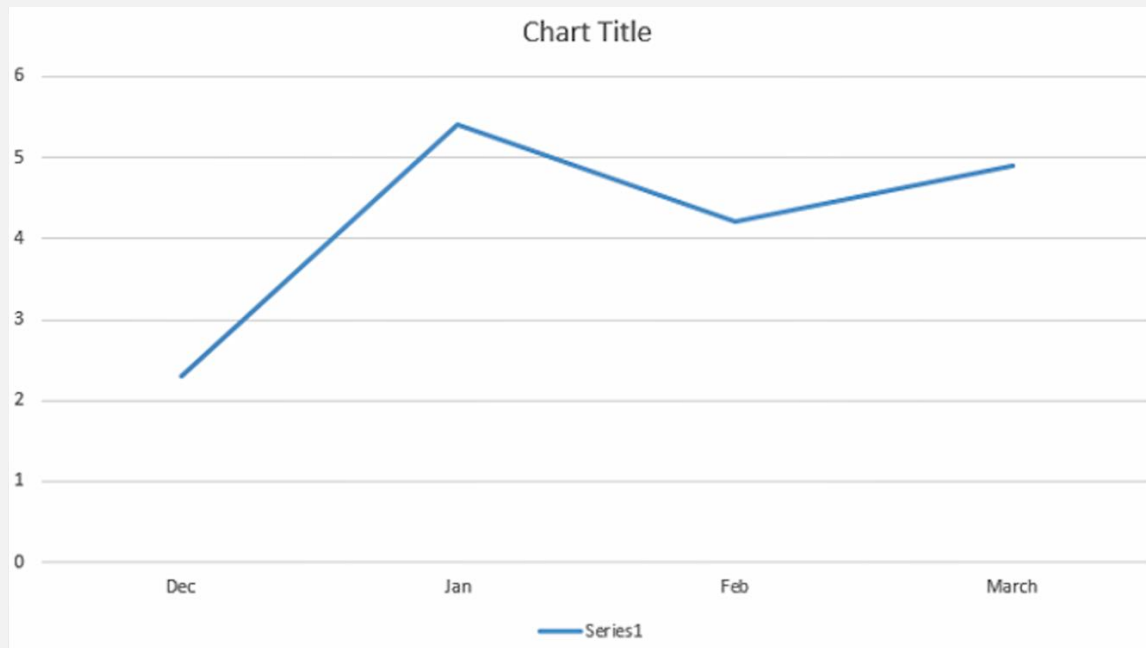
GRÁFICO DE LINHAS





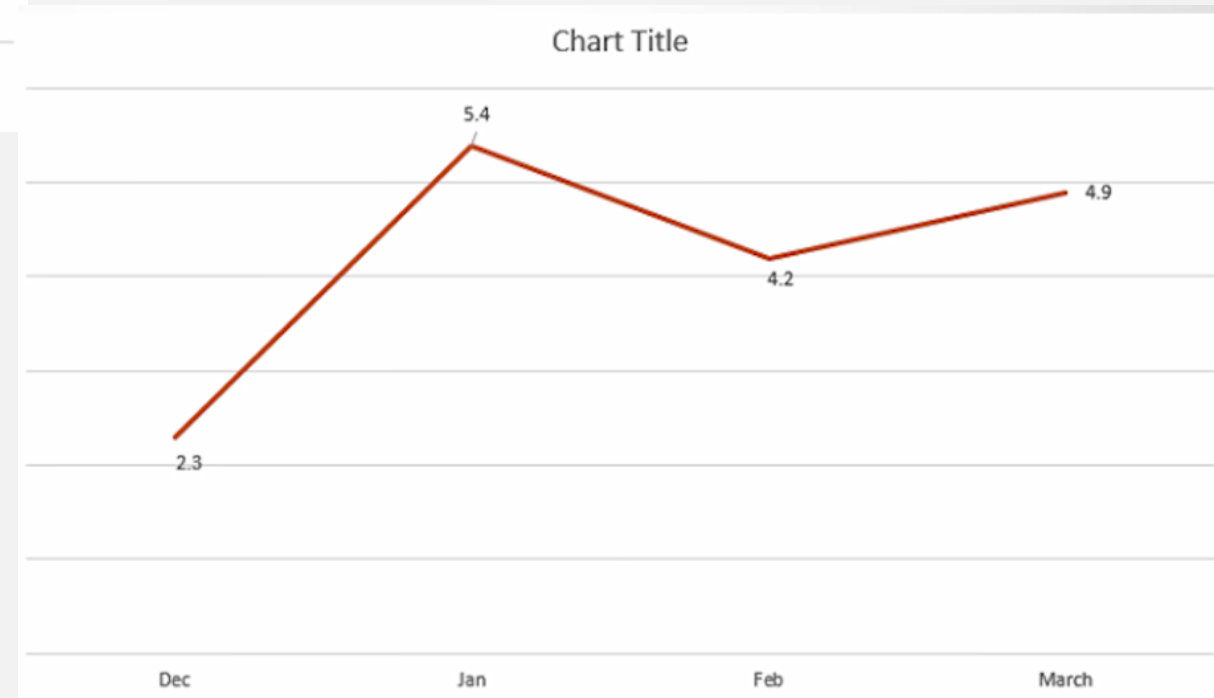
Remove todos os
elementos distrativos



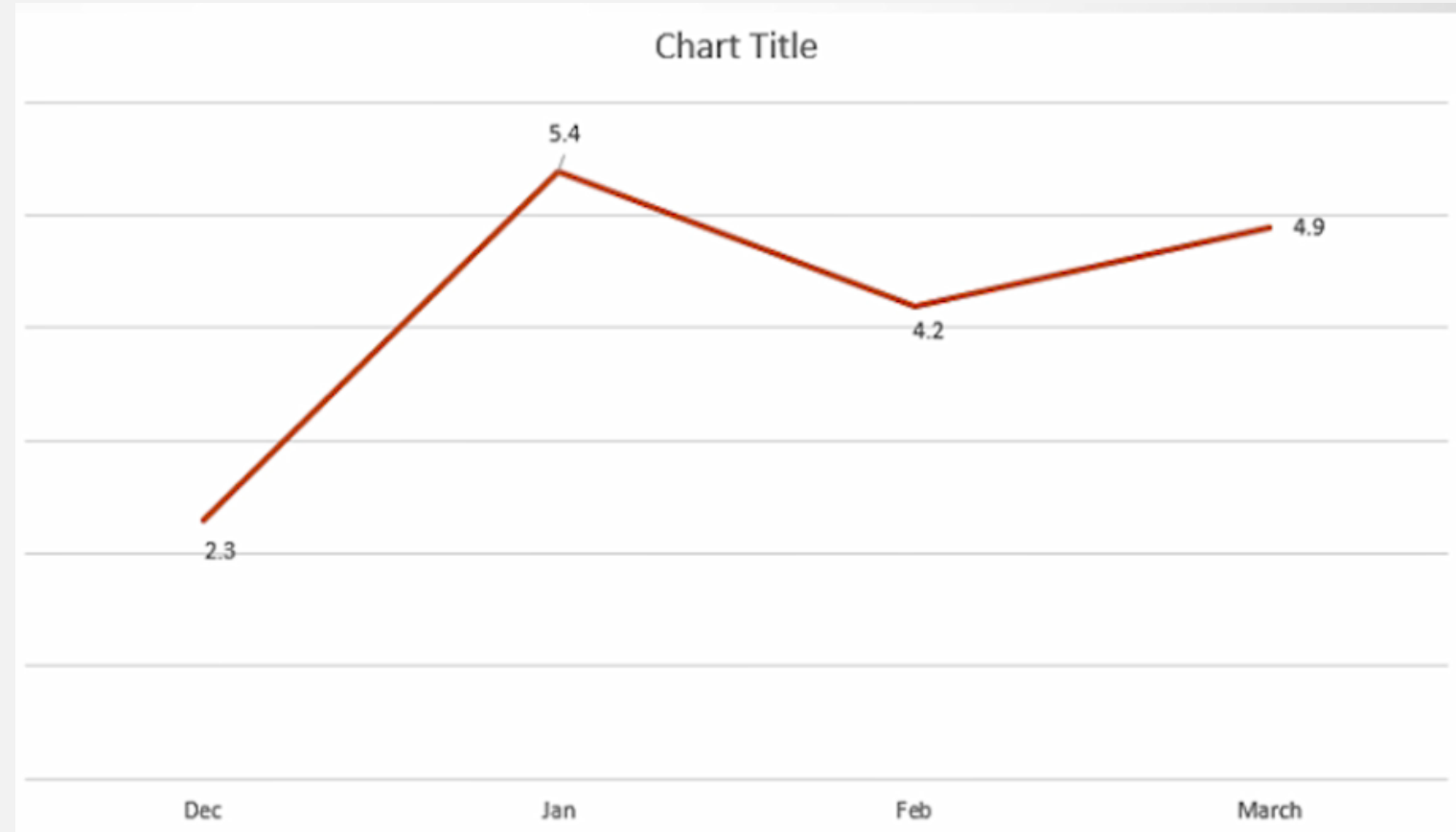


MUDANÇAS:

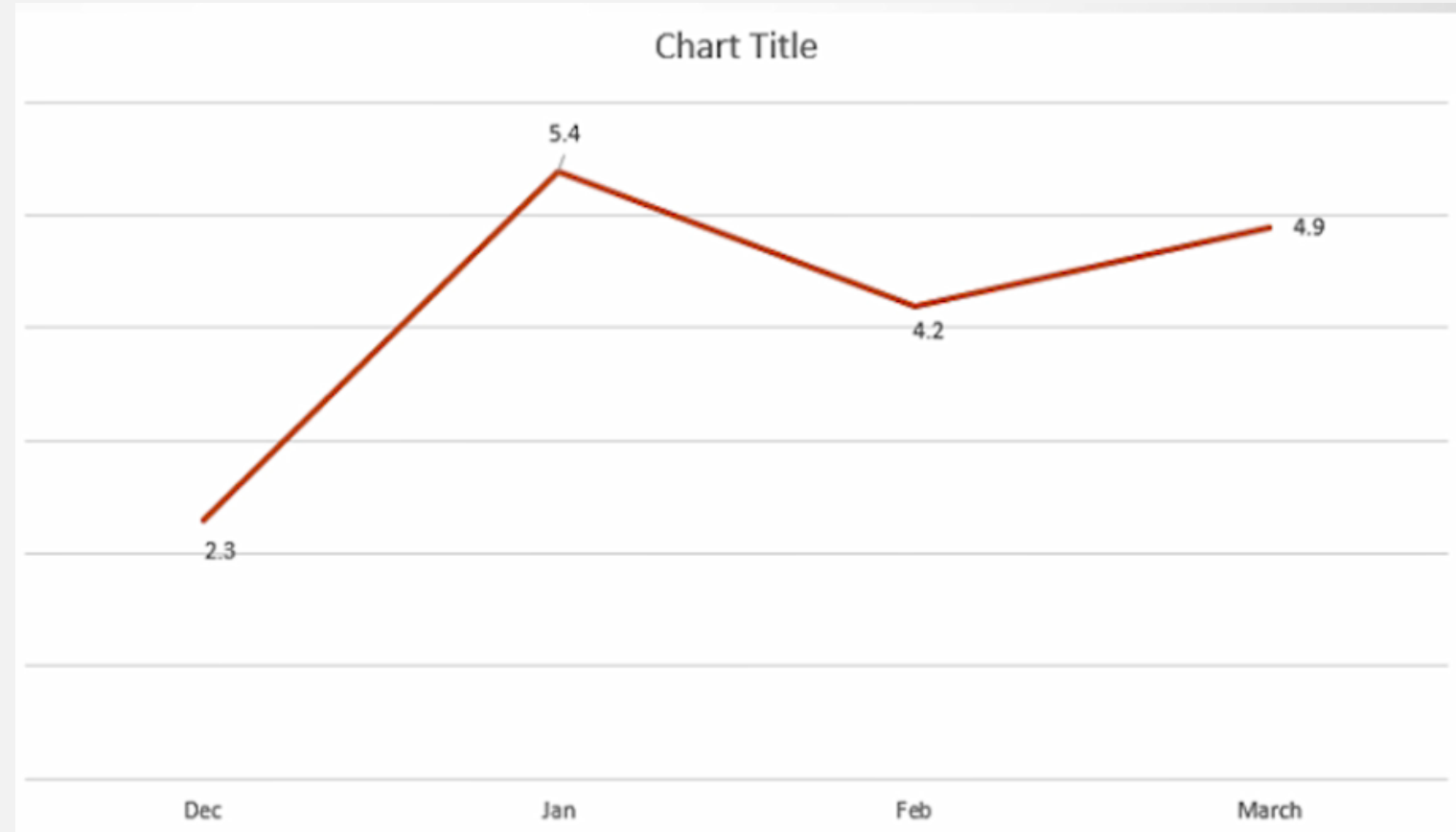
- Remove o eixo vertical
- Aplica-se rótulos de dados diretamente na linha
 - Remove a legenda
- Muda a cor da linha para vermelho



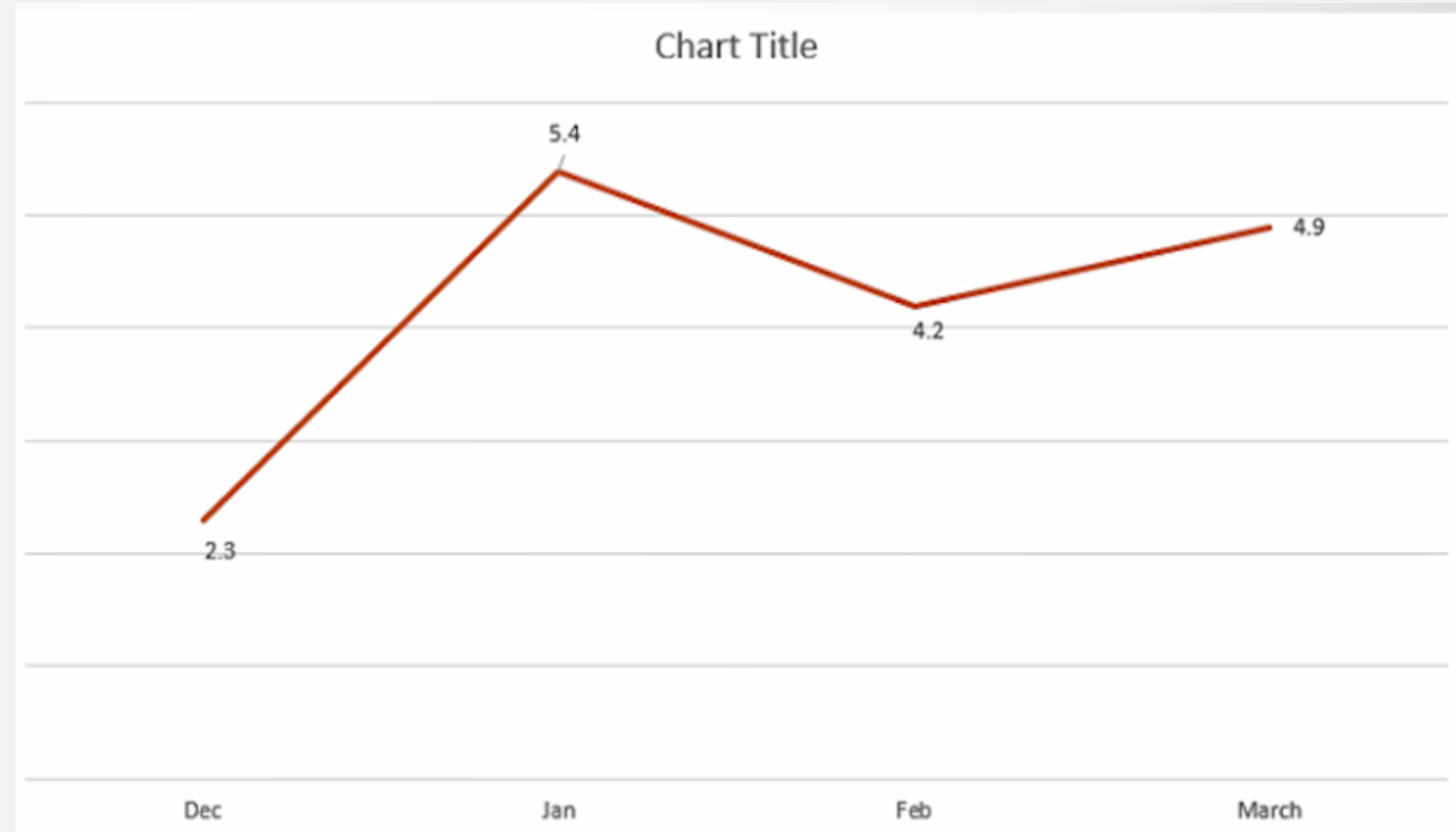
FORMATAÇÃO PARA CAUSAR IMPACTO

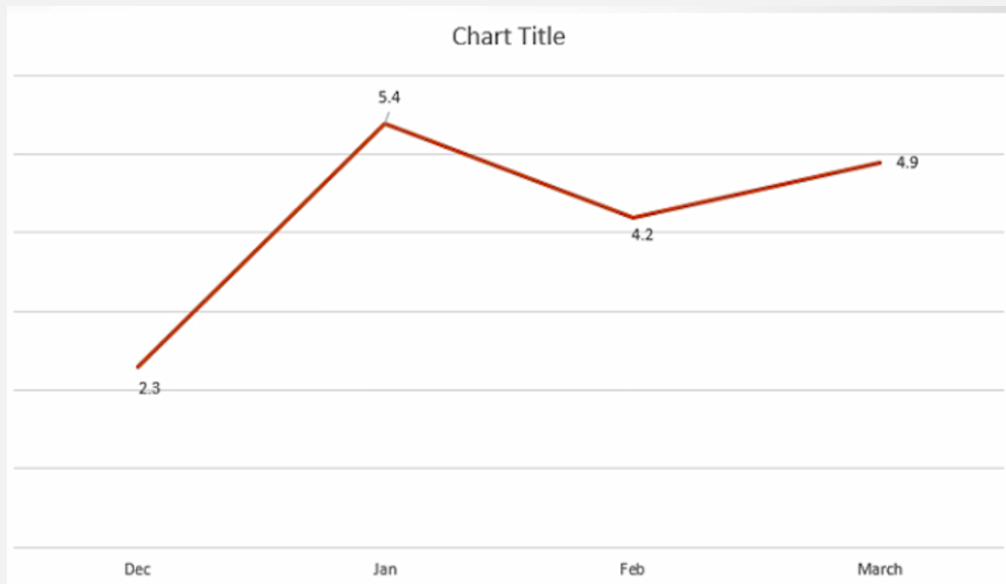


AMEAÇAS FUTURAS PARA O NEGÓCIO



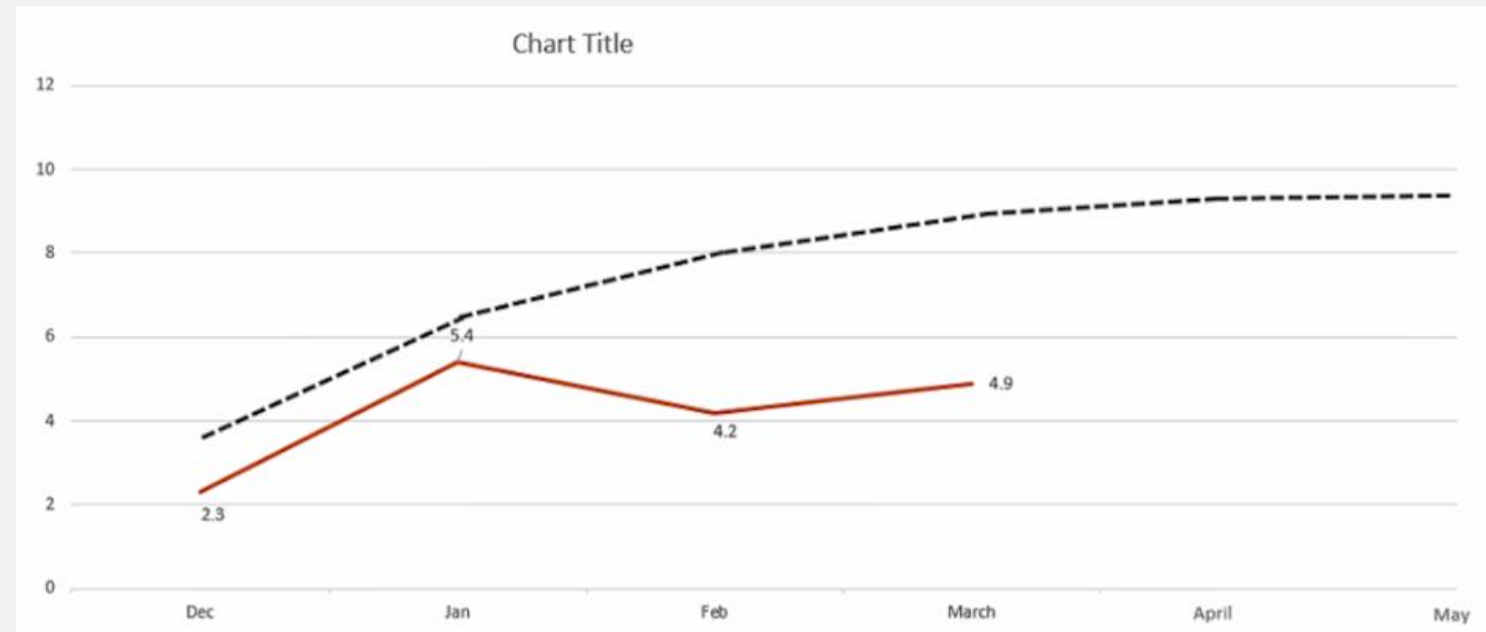
LOJA 7
PERMANECER
ABAIXO DAS
ESPECTATIVAS



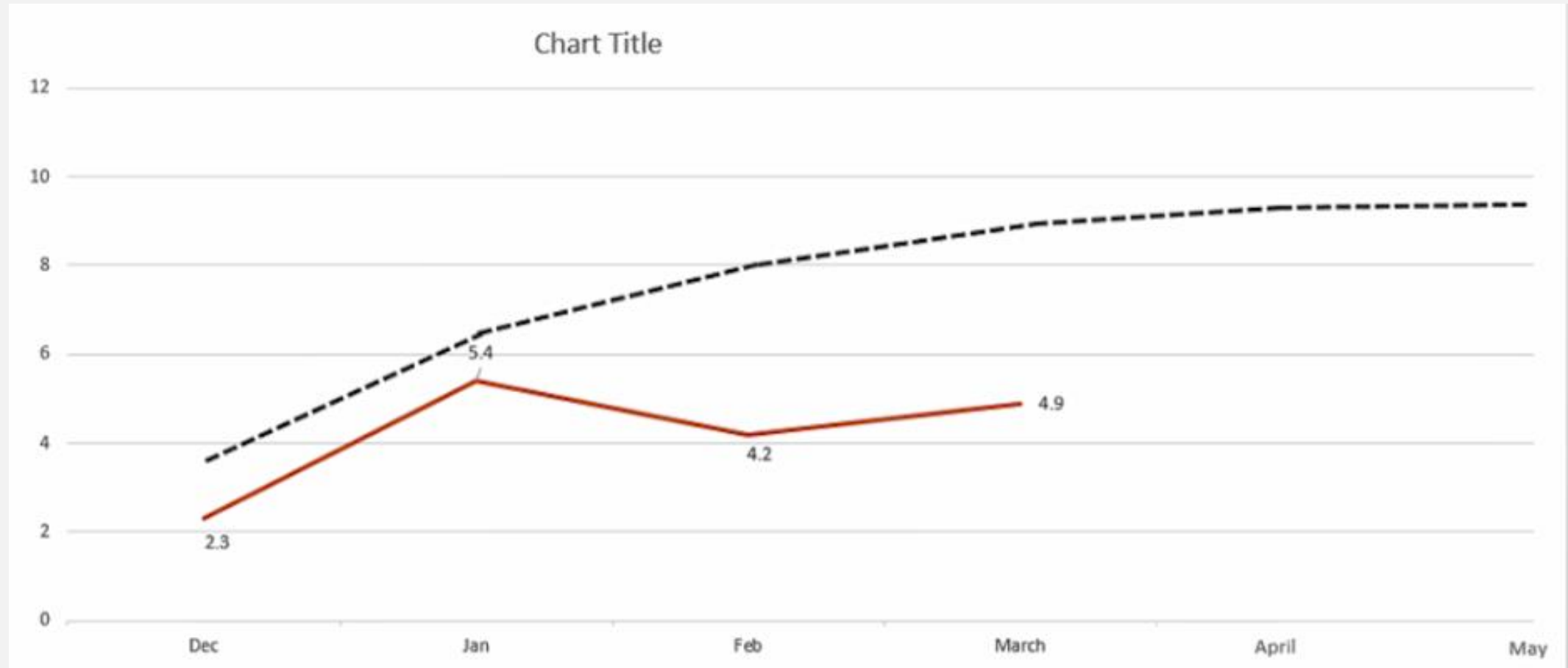


MUDANÇAS

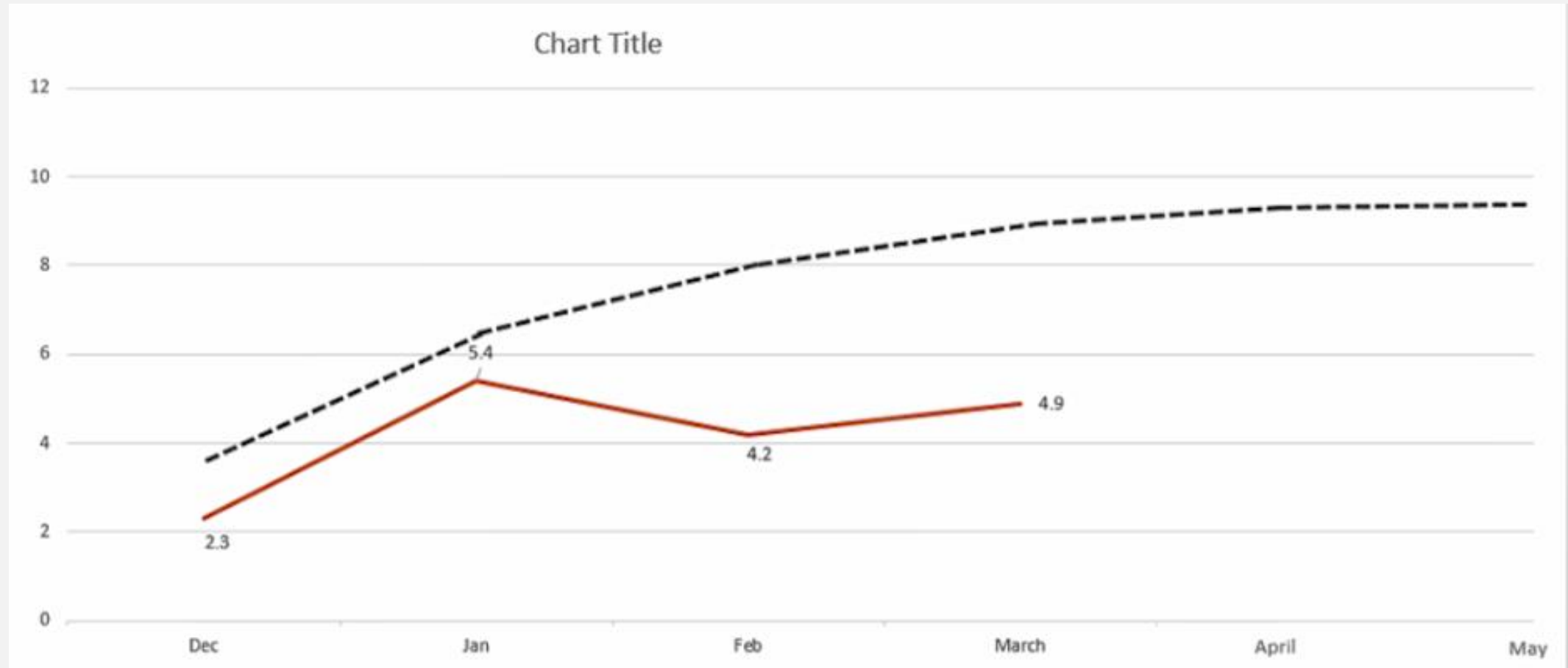
- Aumentou o eixo horizontal
- Aumentou o eixo vertical
- Adicionou-se uma linha com metas de vendas



FORMATAR PARA FOCO



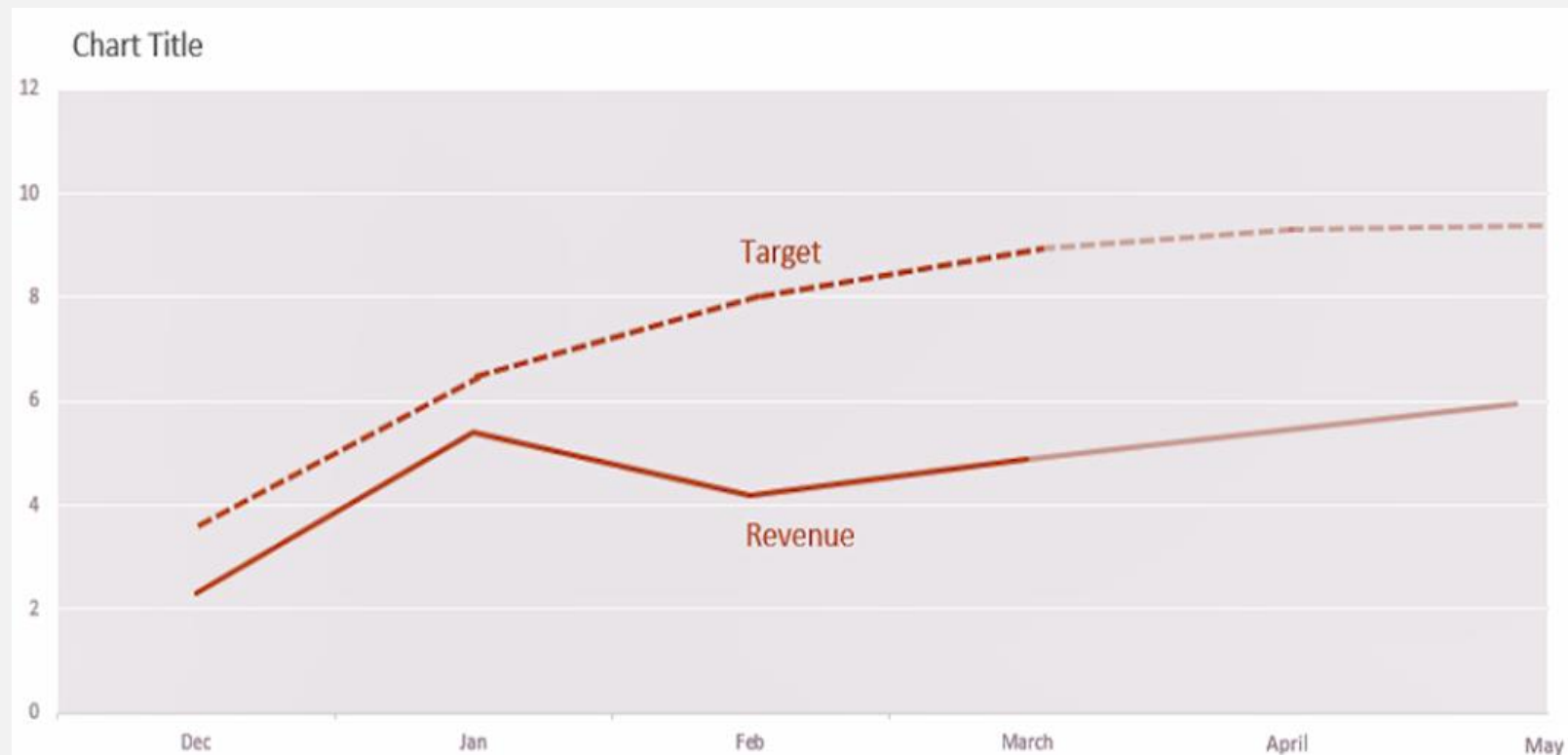
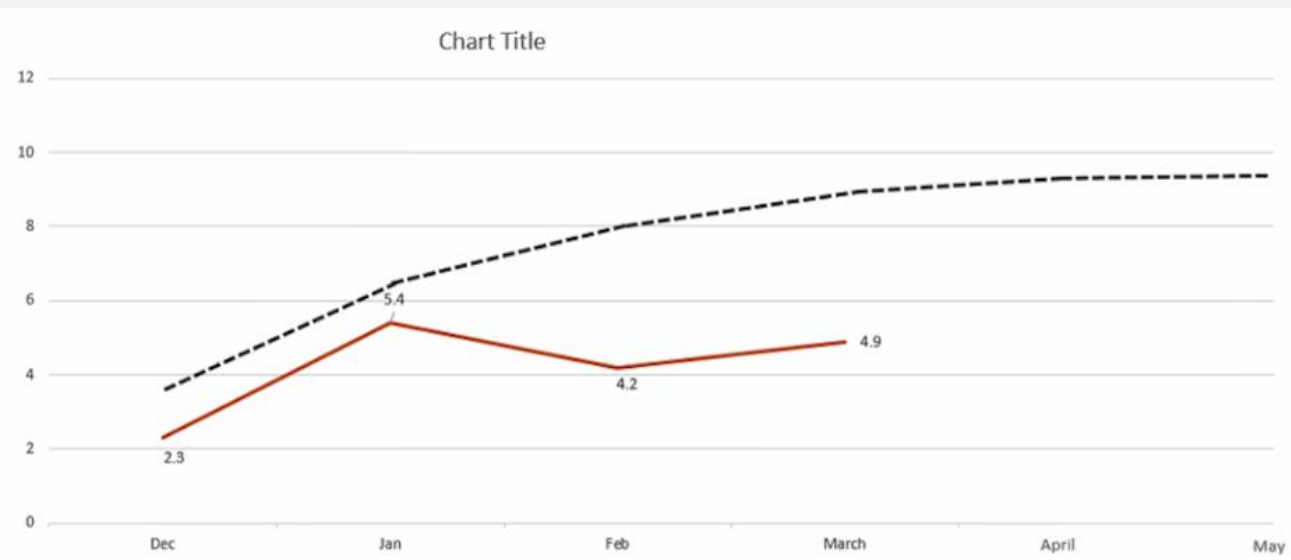
DESTACA O FOCO E O FORMATO DO GRÁFICO



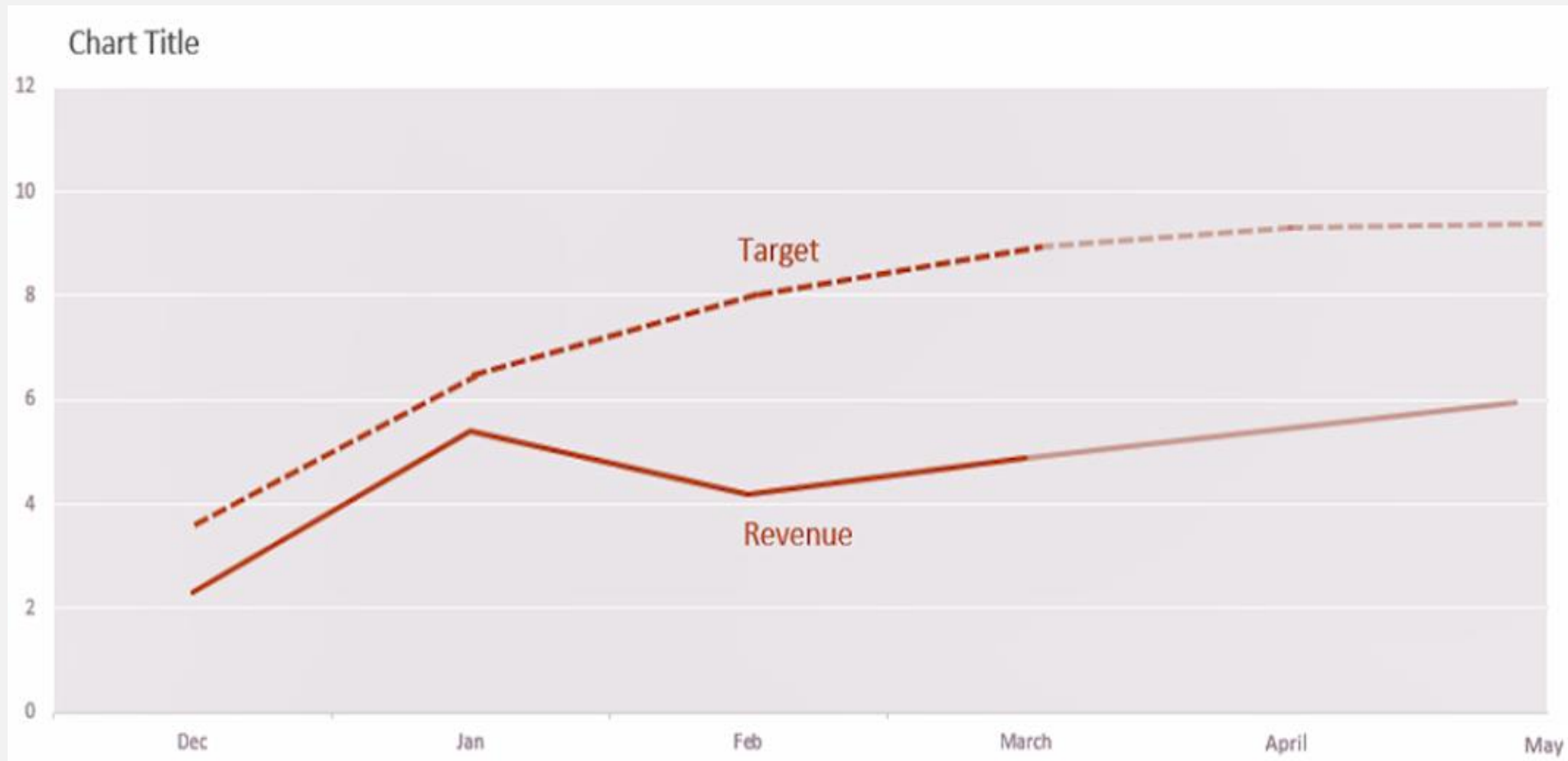
MUDANÇAS:

- Ambas linhas vermelhas
- Linhas sólidas e pontilhadas
- Linhas mais fracas
- Linhas com rótulos
- Cor de fundo suave

- Remove-se os rótulos de dados



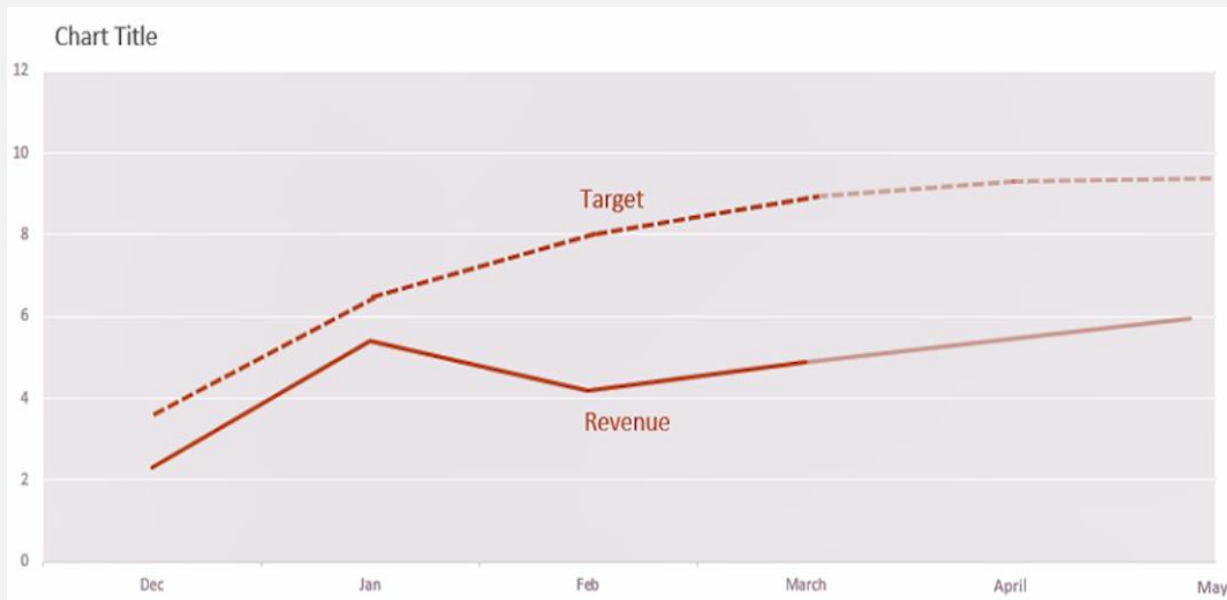
ADICIONA ELEMENTOS DE NARRATIVA AO GRÁFICO



ADICIONA ELEMENTOS DE NARRATIVA AO GRÁFICO

- ELEMENTOS DE TEXTO E INDICADORES

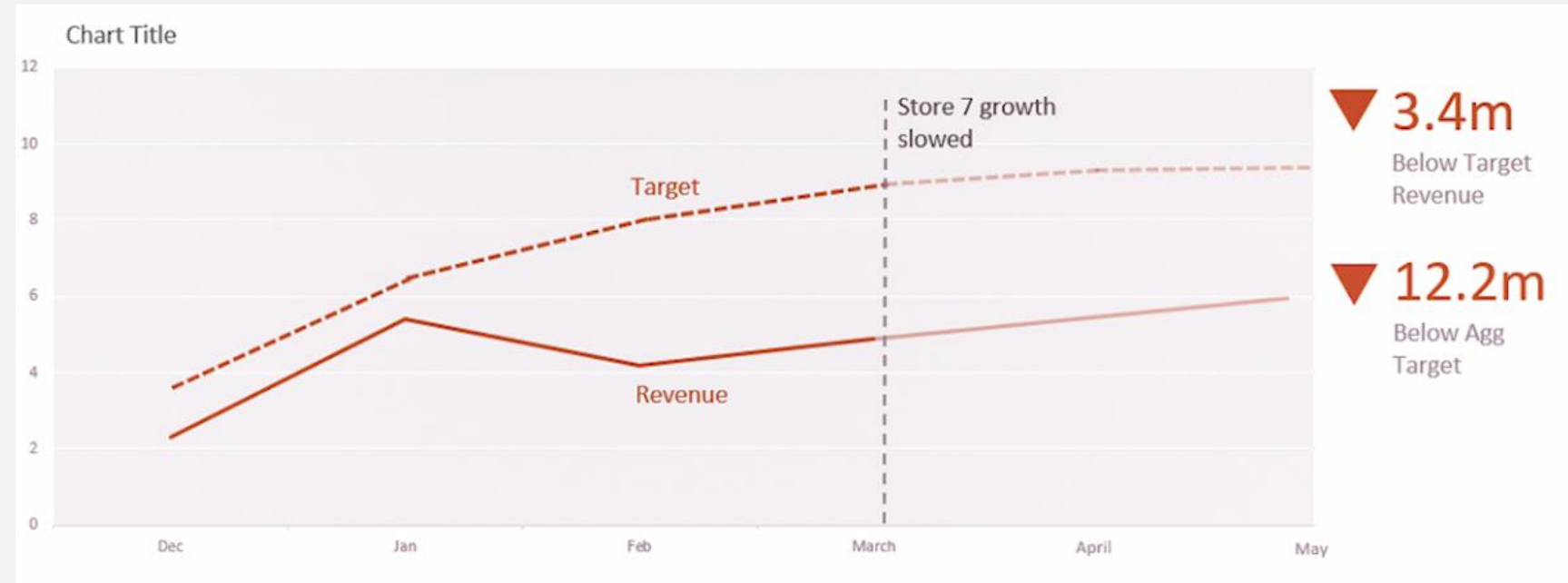
- A HISTÓRIA

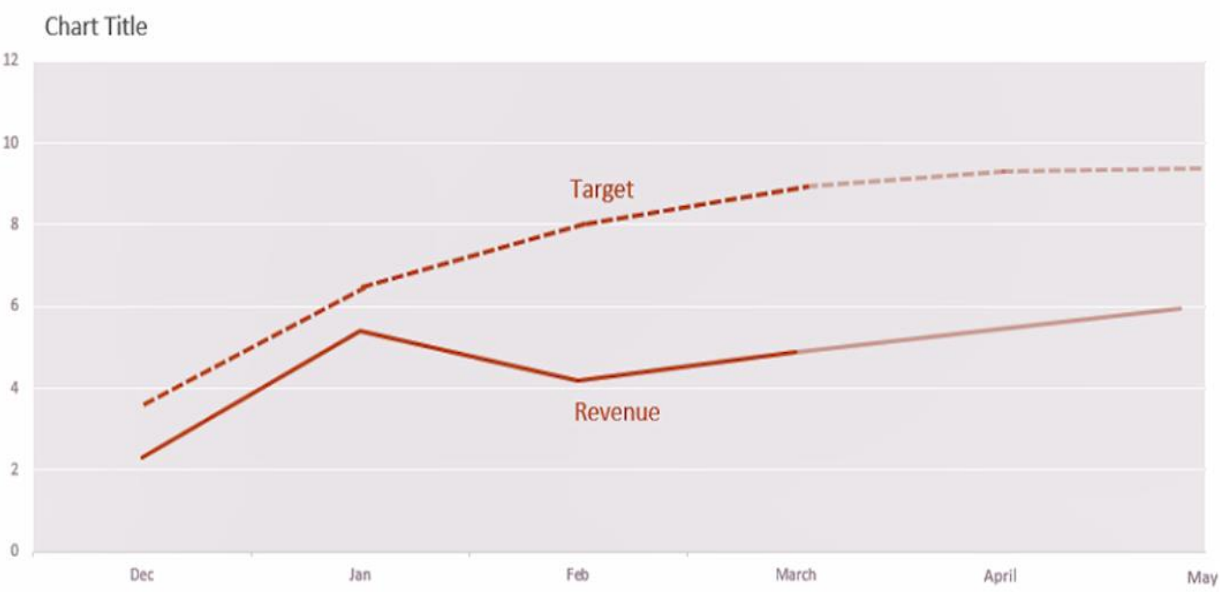


INDICADORES E TEXTO

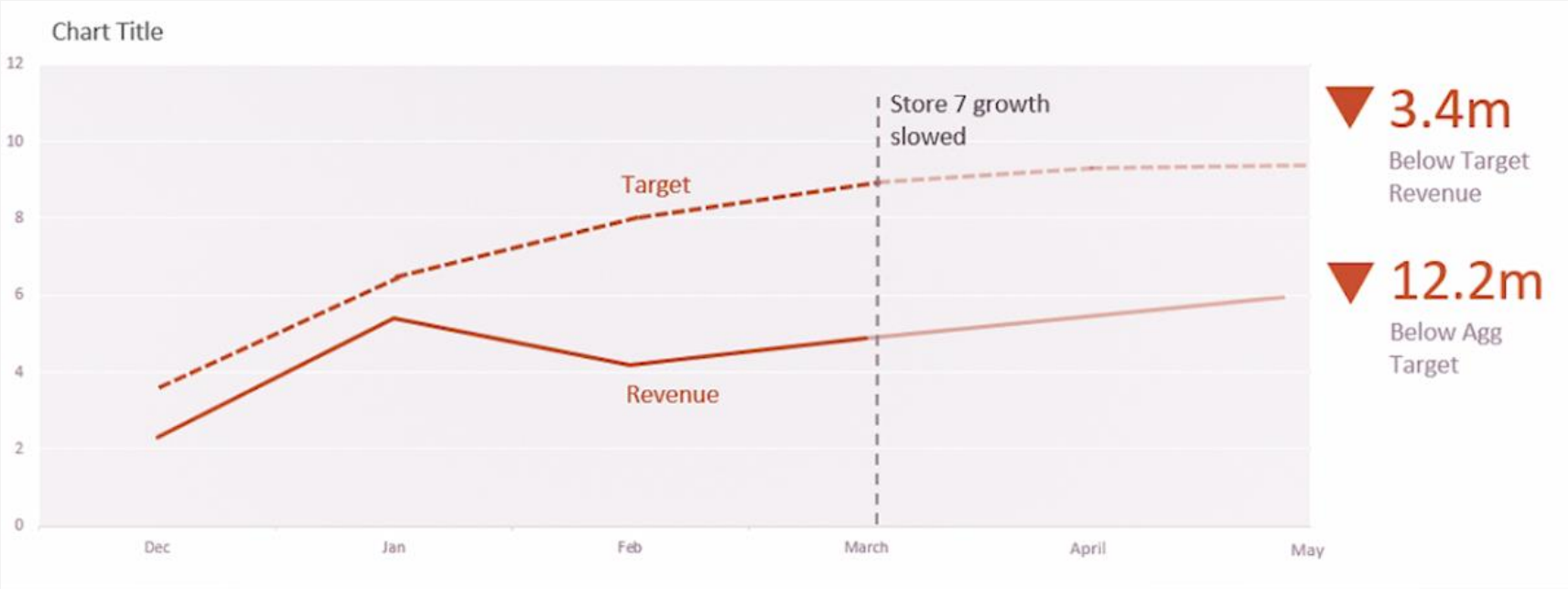
MUDANÇAS:

- Indicadores
- Elementos de texto

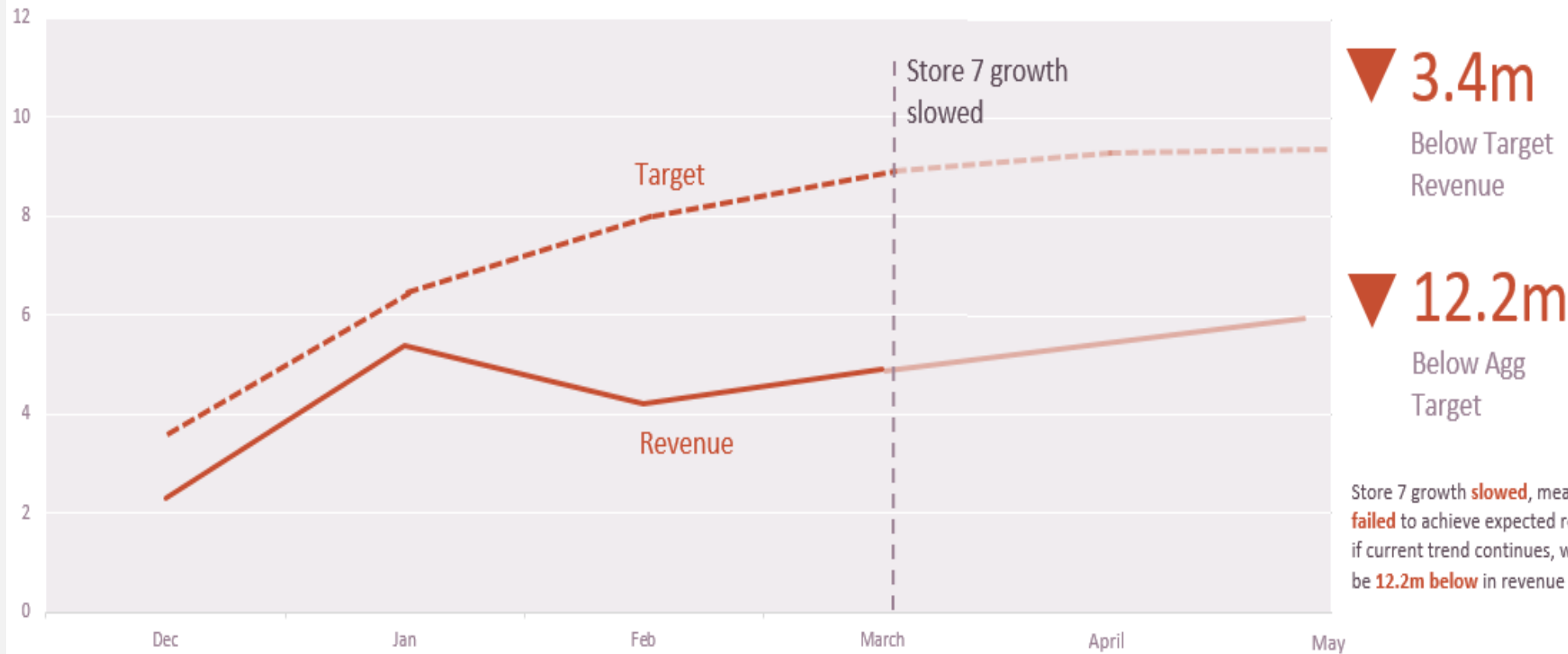




A HISTÓRIA



Store 7 Fails to Achieve Expected Results



▼ **3.4m**

Below Target
Revenue

▼ **12.2m**

Below Agg
Target

Store 7 growth **slowed**, meaning it **failed** to achieve expected results. if current trend continues, we will be **12.2m below** in revenue

O QUE VEM A SEGUIR?



CADEIA DE VALOR ANALÍTICA

- Transformar dados em
ação



VOCÊ NÃO PODE TER UM RESULTADO A NÃO
SER QUE VOCÊ COMPREENDA TOTALMENTE
O CONTEXTO

O gerente tem
esperança que as
vendas vão subir e
exceder a meta



O resultado é analisar futuramente quais fatores influenciaram na loja 7 para não alcançar os resultados esperados



PRECISAMOS DE
RECOMENDAÇÕES
SOBRE DADOS
ESPECÍFICOS



PROMOVA UMA
DISCUSSÃO COM A
AUDIÊNCIA



O SUCESSO DO PROGRAMA DE FIDELIDADE



Monthly Record

New Loyalty Customers

6651

27102

Total

3411

Monthly Average

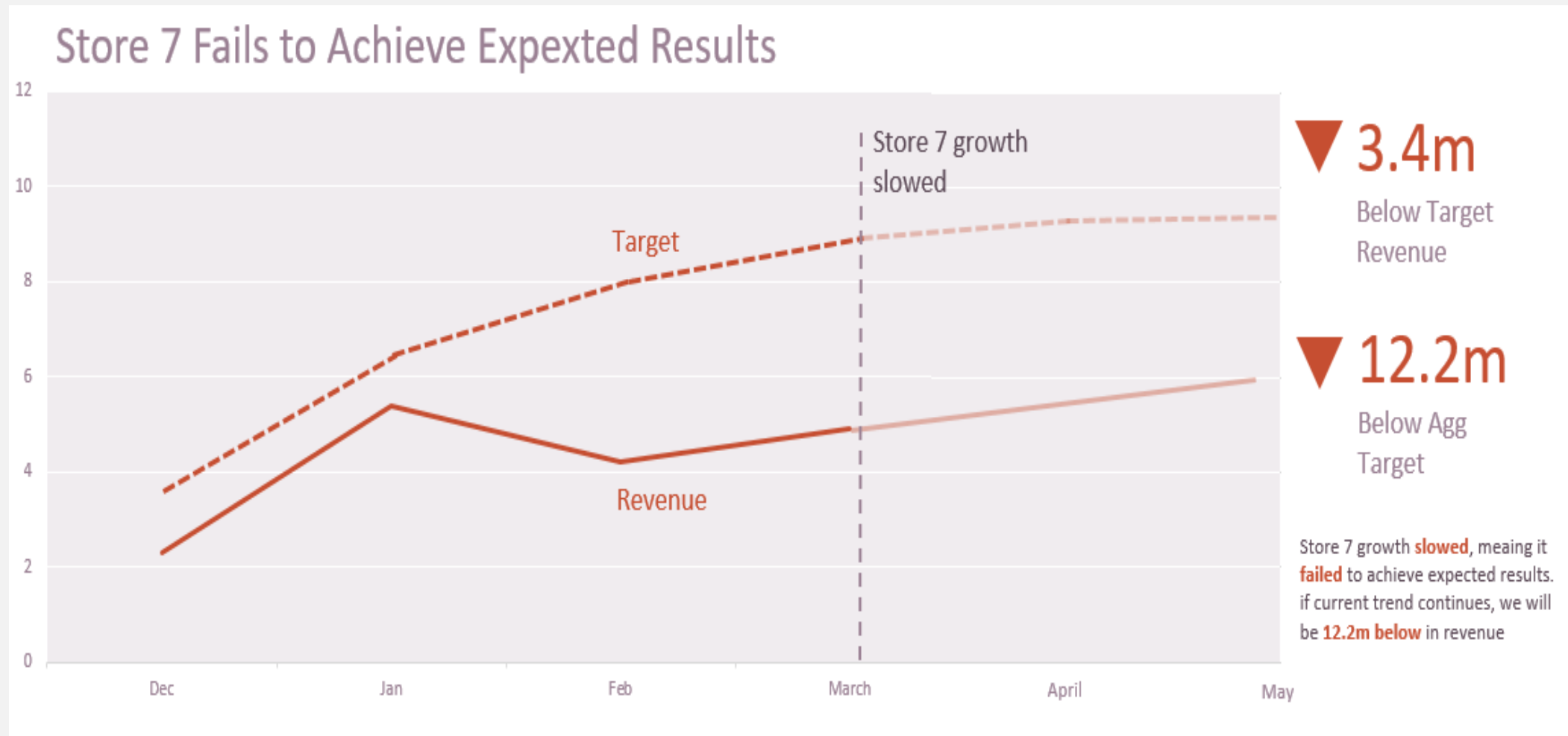
RELATÓRIO ATUALIZADO



ELEMENTOS DE STORY TELLING INCORPORADOS



ELEMENTOS DE STORY TELLING INCORPORADOS



ELEMENTOS DE STORY TELLING INCORPORADOS

Monthtly Record
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27102

Total

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Monthly Average

O gerente sênior começou a acreditar mais e mais em história com dados e decidiu simplesmente substituir a reunião mensal com a nova história

A ÊNFASE DAS REUNIÕES PASSOU A SER A HISTÓRIA E
NÃO APENAS OS NÚMEROS

NARRATIVAS COM DADOS QUE INSPIRARAM AÇÕES
NAQUELE DEPARTAMENTO