Case Study Presentation

[Dataset] [Raw data]

Case Study Presentation

You're an Analyst for a new company called Marañón (similar to Amazon), and you've been asked to prepare a presentation for both Sales & Operations that summarizes sales and operations thus far. The summary should include (at the very least) an overview of the company's current state, current customer satisfaction, and a proposal for 2-3 areas where the company can improve.

Here are some additional Facts:

- Pretend it is currently Sep-18, so you can ignore all data after this date.
- The company was founded in Jan-17, so you can ignore all data prior to this.
- The company is based in the USA, but it was founded in Brazil.
- You can presume that all orders have been delivered - so ignore the order state field.
- All available data can be download from this hyperlink

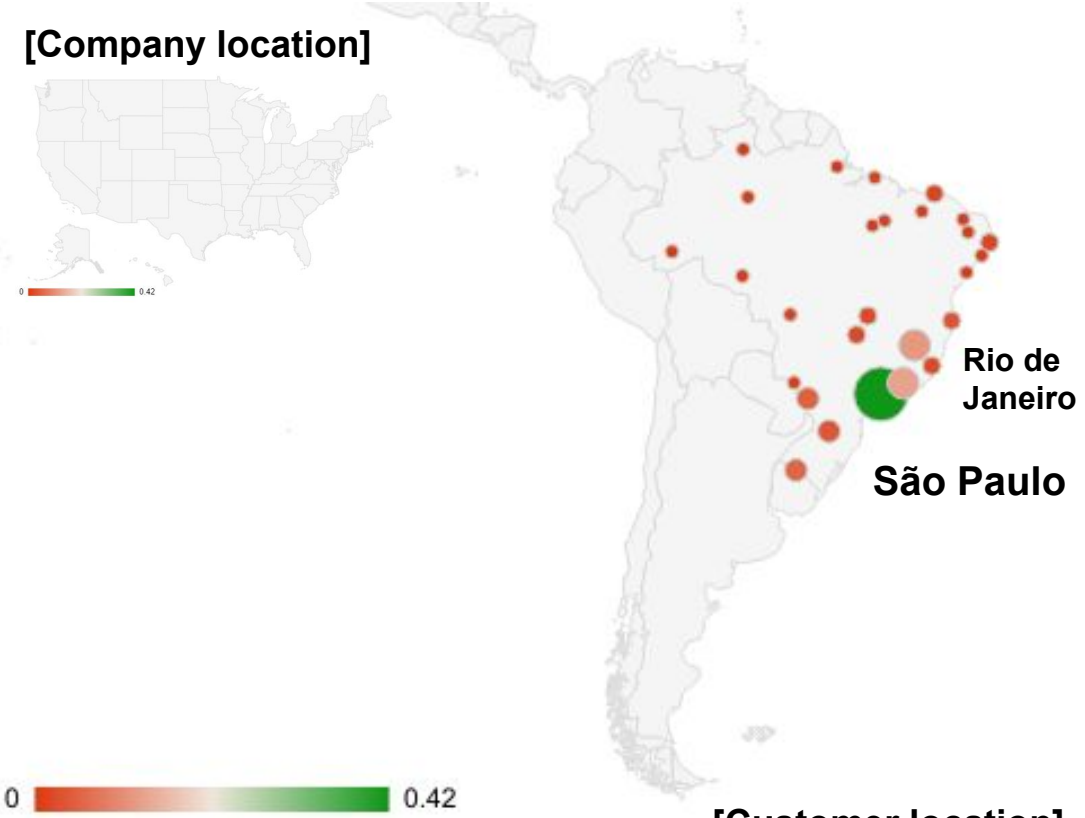
Your presentation should include no more than 10 slides of material, should last no longer than 20 minutes as well as contain a 5-10 Minute for Question & Answers slot.

Tip: Create a structure for answering the questions. If you're not sure what questions to ask, make some up for yourself. It dramatically simplifies the task of digging for data.

Key areas

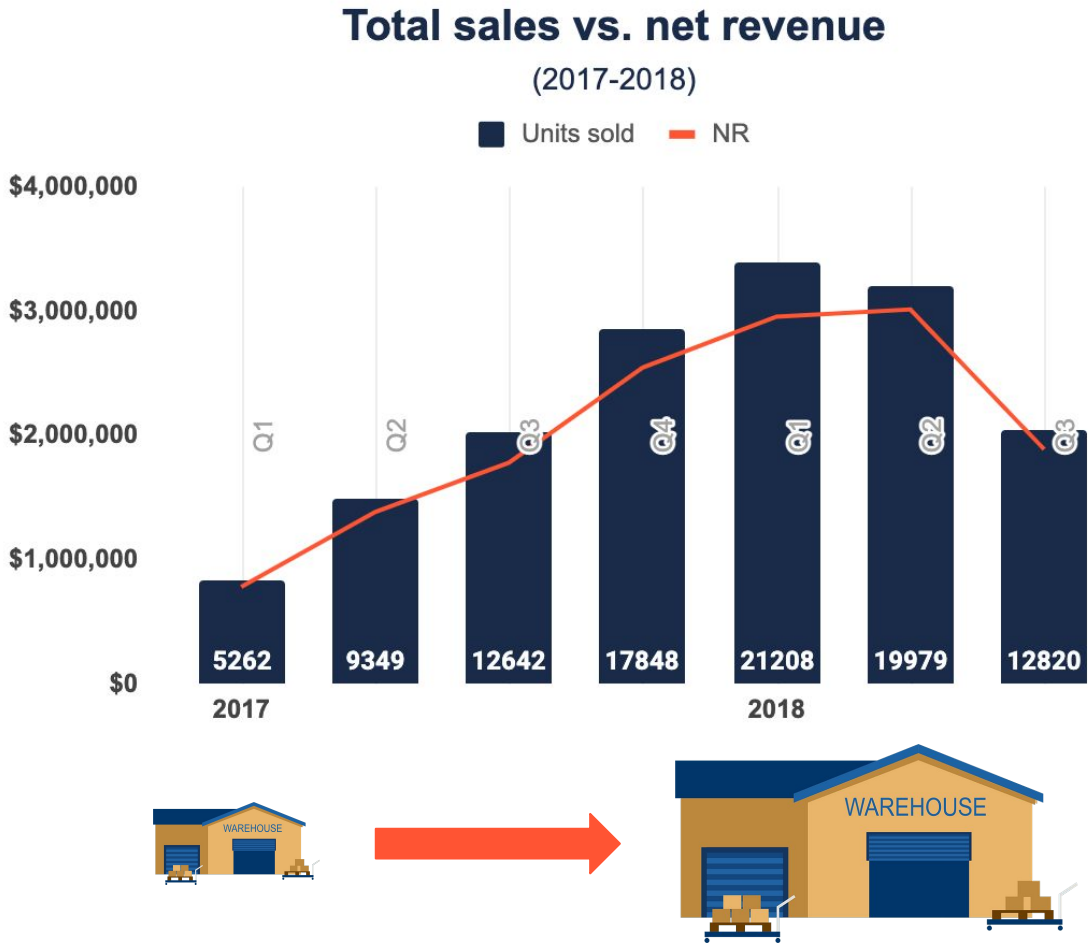
Question: Where are the company's customers located?

[Company location]

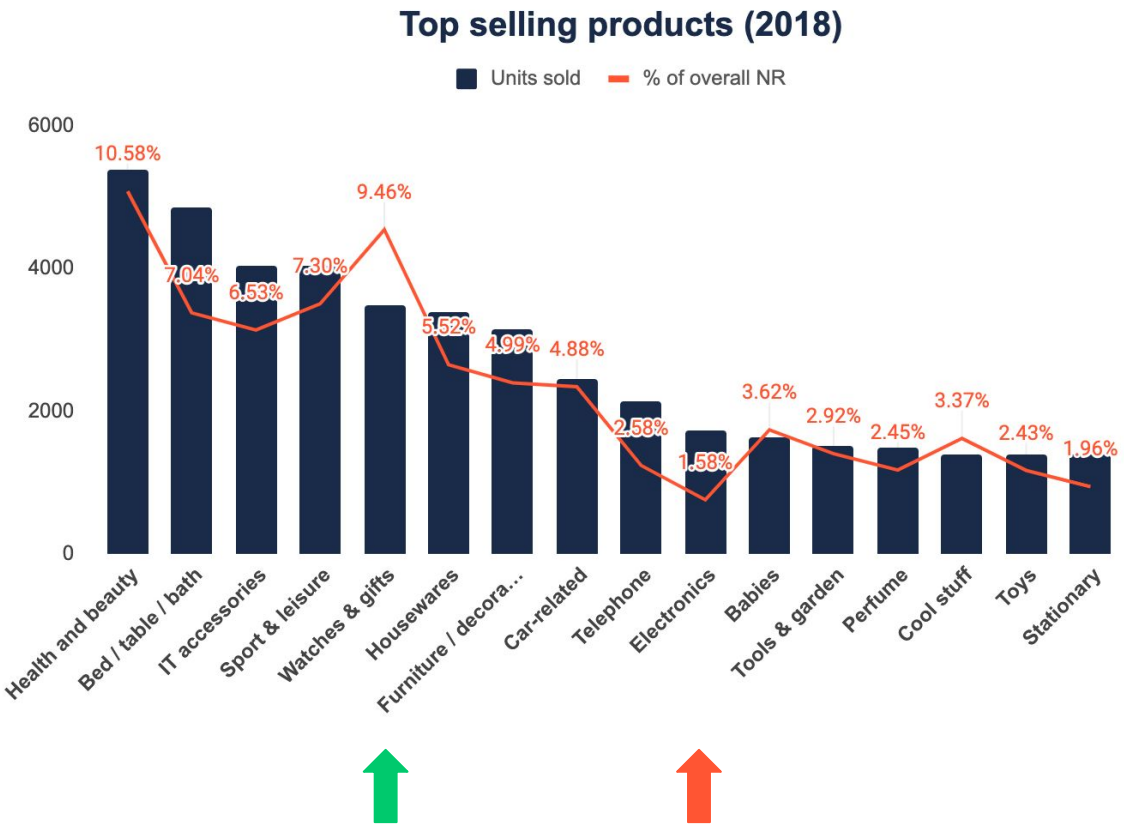


[Customer location]

Question: How are the company's sales?



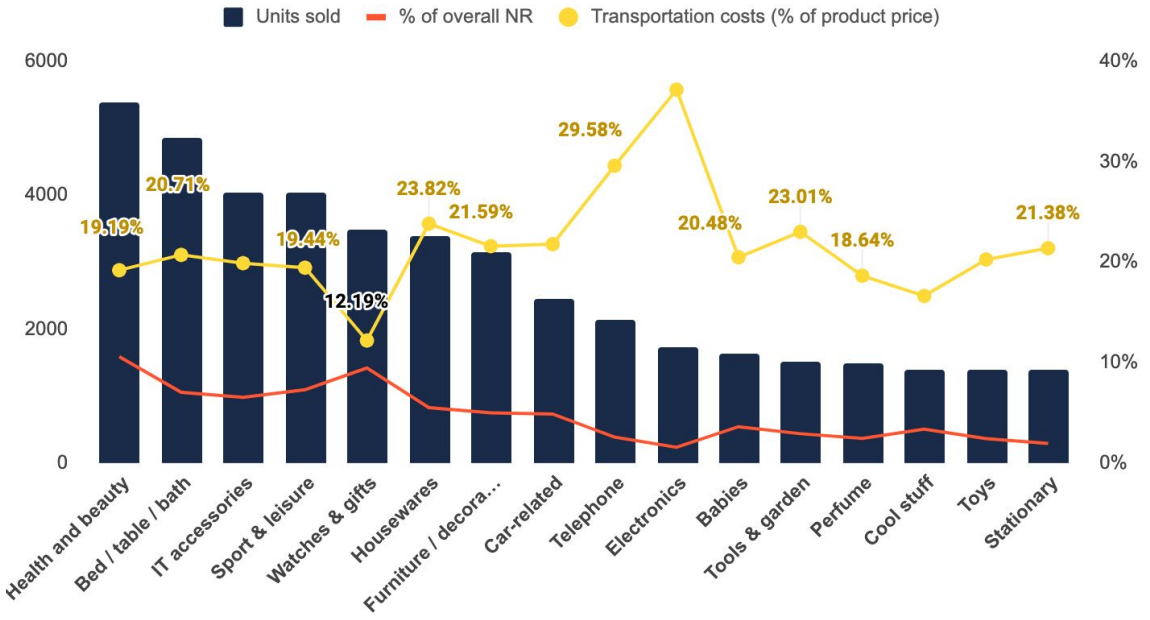
Question: Which products sell best?



There's something happening with **watches and gifts** & **electronics**

Question: What's the relationship between units sold and delivery cost?

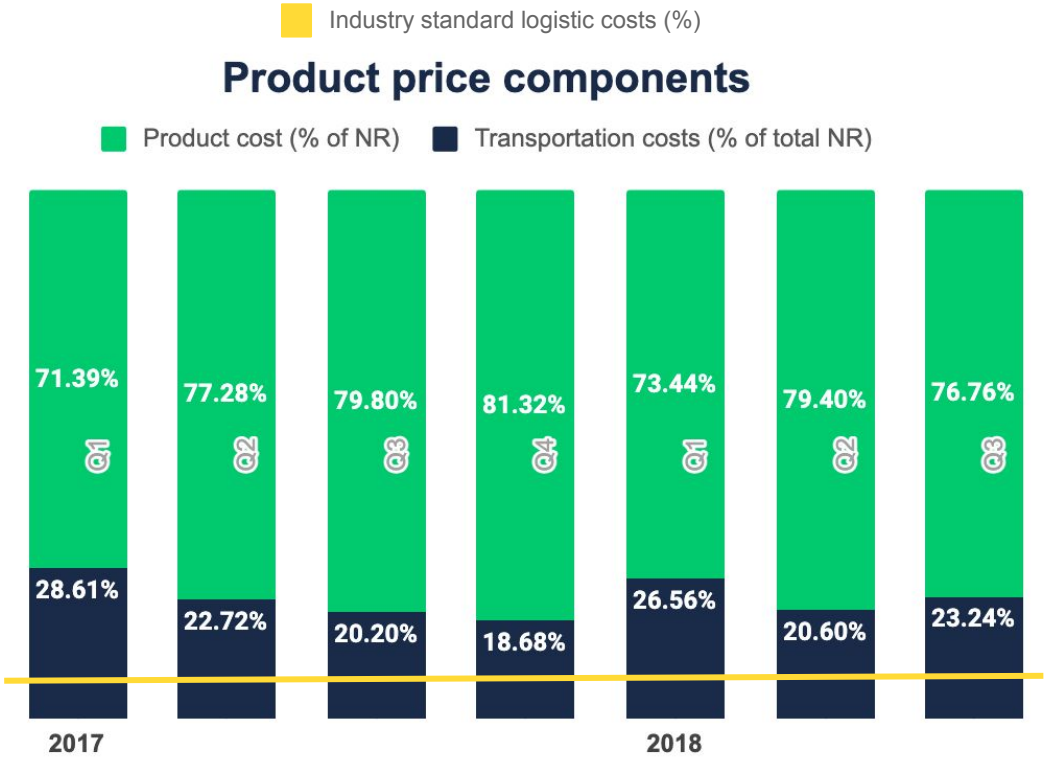
Top selling products vs transportation costs



Watches and gifts have **low transportation** costs

Electronics have **high transportation** costs

Question: What percentage of a product expenses is transportation costs?

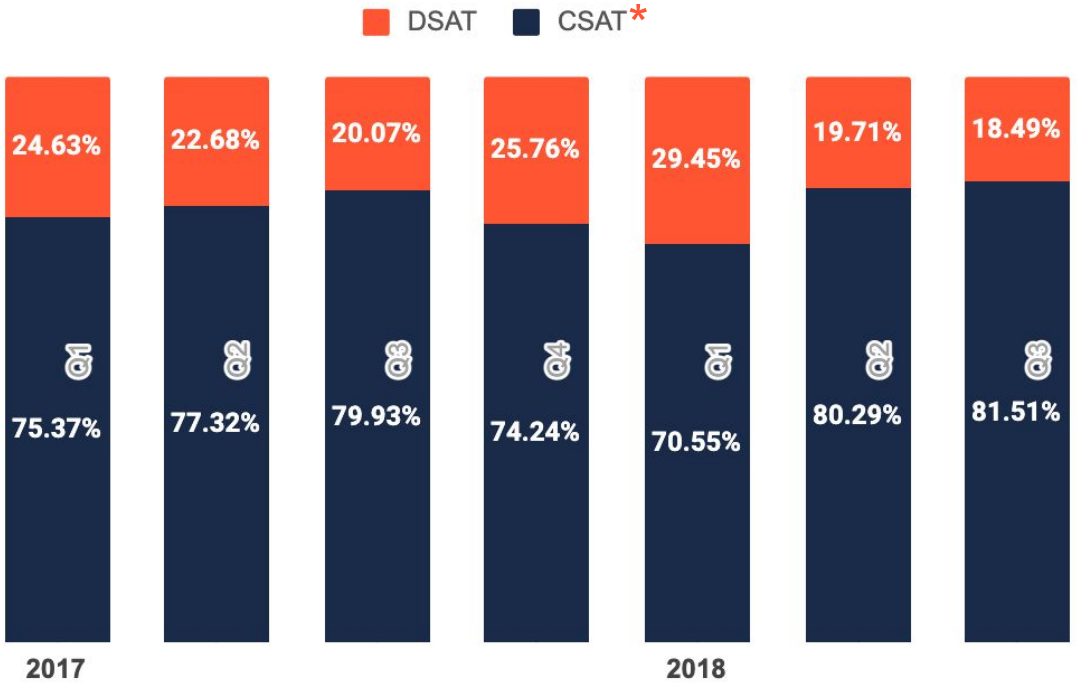


Company average logistic costs:
22.42%

Industry standard transportation costs:
11% - 20%

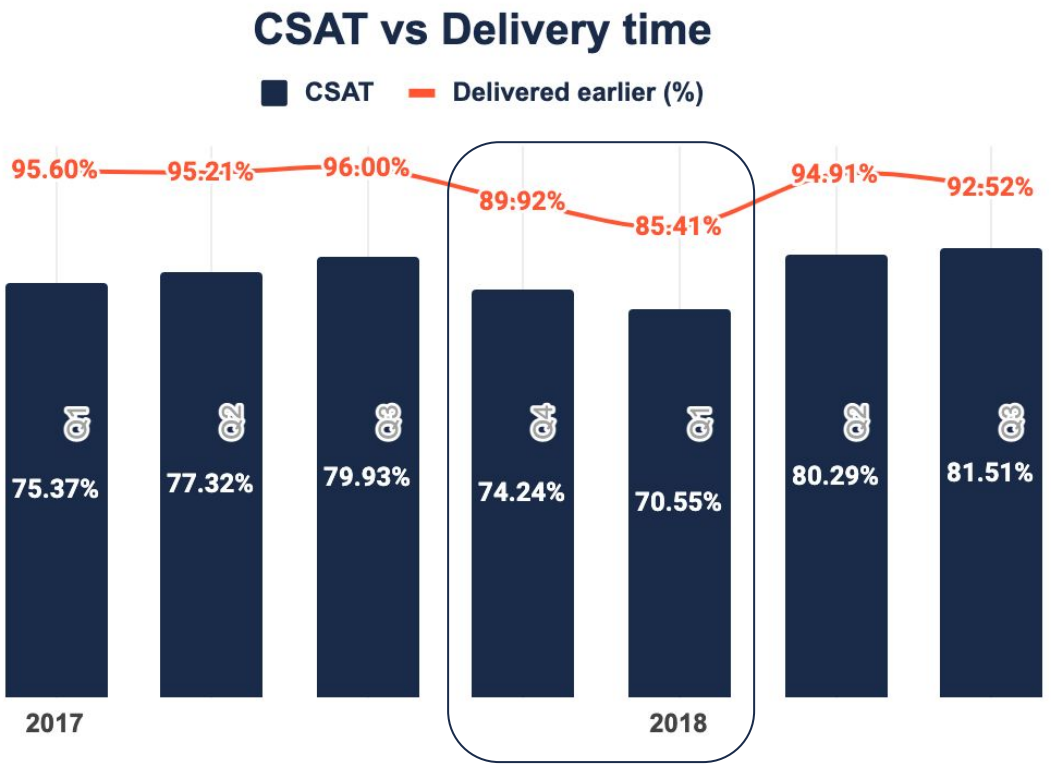
Question: How satisfied are the customers?

Customer satisfaction



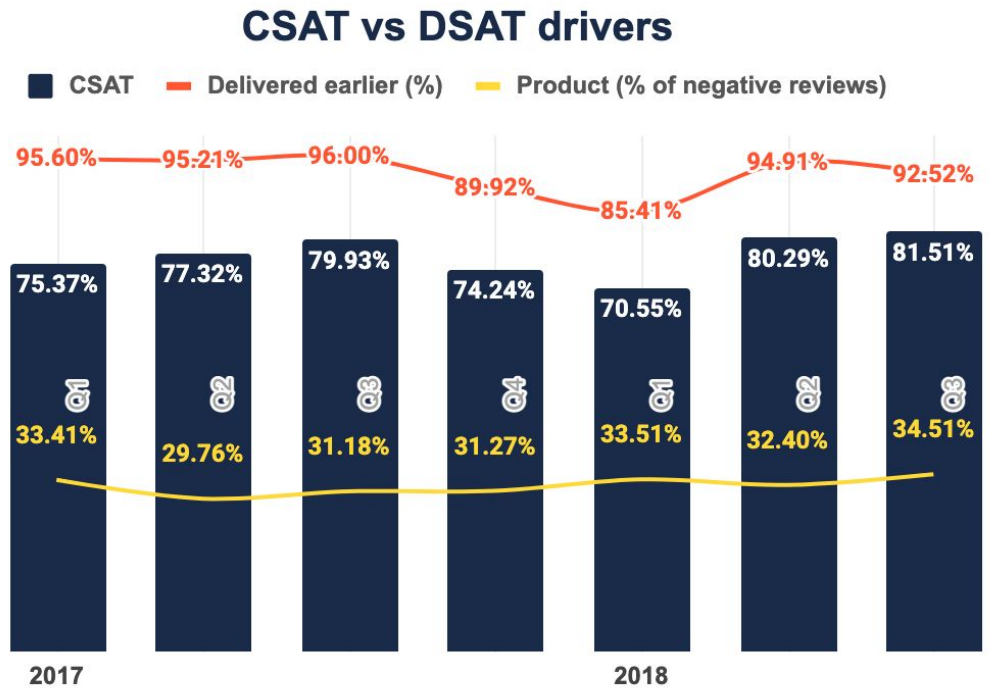
* $\left(\frac{\text{Review rating 4 + review rating 5}}{\text{Total review rating}}\right) \times 100$

Question: Why is there a dip in CSAT in Q4 2017 & Q1 2018?



Question: What explains the average 23% remaining DSAT?

On average **32.30%** of negative reviews are **product related**



(Q3 2018)
81.51 CSAT

Product-related: -6.38pt
Removal: **87.89%** CSAT

SUMMARY

- Company was facing **increased demands of sales** from 2017, quarter on quarter
  - **Source**: Product sales data
- The increased demands lead to **decrease of SLA for on-time deliveries (KPI)**
  - **Source:** Delivery times
- The company **outsourced** deliveries to cope with demands, **reducing overall customer satisfaction (KPI)**
  - **Source:** Delivery times & CSAT data & Customer review comments
- With more logistical overheads, the company worked to improve **delivery SLAs (KPI)**, which **raised CSAT (KPI)**
  - **Source:** CSAT data & Customer review comments
- **Product range** very **diverse:** issues with delivery and quality of product
  - **Source:** Product sales data vs. delivery costs
  - **Source:** Delivery % of total sales
- Company HQ (USA) ≠ customer base (**Brazil) -** resulting in **higher than industry average delivery costs**
  - **Source:** Customer map & Product price components

SUGGESTIONS

- **Set & maintain SLA for on-time deliveries** (suggestion: ~95%).
  - QTD: (Q3 2018): 92.52%
  - Increase FTEs needed to hit the target
  - Example initiative to improve:
    - A/B test to measure if extending the ‘expected delivery’ by X days increases CSAT and delivery SLA.

- **Set target for CSAT** (suggestion: ~85%)
  - QTD (Q3 2018): 81.51
  - Quality control on ~5% of orders leaving warehouse
    - To reduce ~32% product DSAT driver
  - Work with QAs to categorise negative review comments & work to reduce the main drivers
    - Product issues
    - Logistical issues
    - *Etc.*

- **Open a warehouse in Brazil (São Paulo)**
  - 100% of customer base in Brazil
  - 42% of customer base in São Paulo
    - **Aim:** to reduce delivery costs (% of overall order price)

- **Cut products that are not selling & focus on product quality**
  - Investigate the relationship between *categories of product*, *delivery costs*, *return on investment.*