

## EXAMPLE BROCHURE BY NUWE TEAM

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## Main recommendations for executive summary:

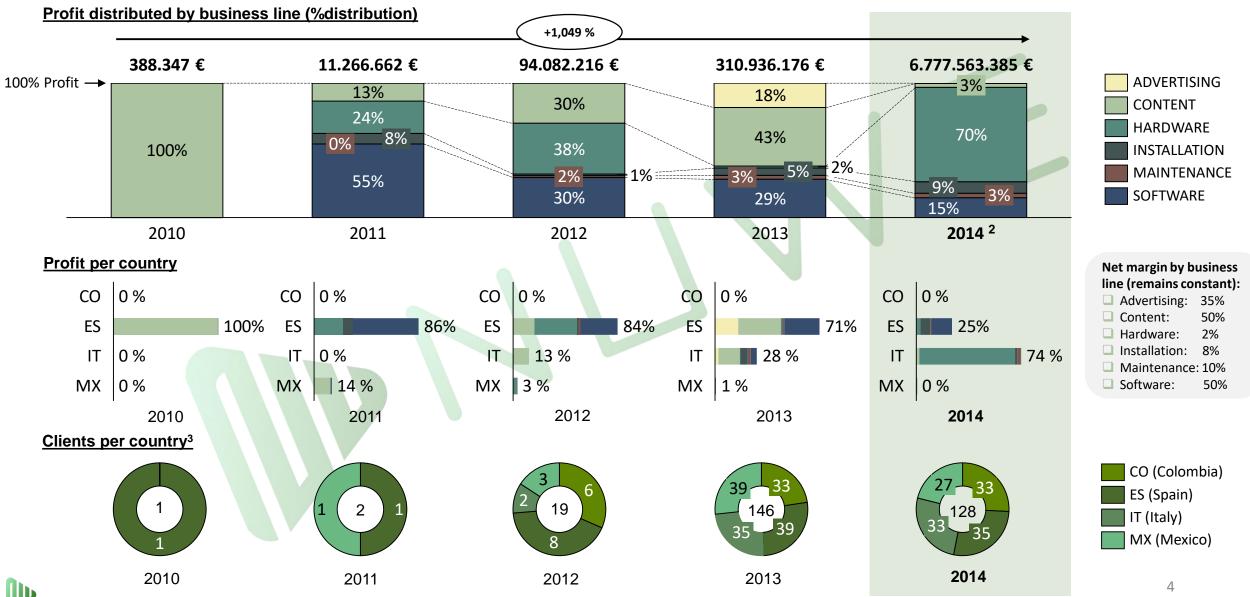
- Creating an effective and persuasive presentation requires a comfort with uncertainty combined with a slightly delusional belief that you can figure anything out.
- Before doing the work, time should be spent on defining the actual problem. Too often, people are solutions focused when they think about fixing something. Let's say a company is struggling with profitability. Someone might define the problem as "we do not have enough growth." This is jumping ahead to solutions the goal may be to drive more growth, but this is not the actual issue. It is a symptom of a deeper problem.
- Have "MECE" Ideas for max persuasion. "MECE" means mutually exclusive and collectively exhaustive meaning all points listed cover the entire range of ideas while also being unique and differentiated from each other.
- Approach the problem, First is top-down. This is what you should start with This involves taking the problem statement and structuring an approach. This means developing multiple hypotheses key questions you can either prove or disprove. Once you establish the structure you may shift to the second type of analysis: a bottoms-up approach. This involves doing deep research around your problem statement, testing your hypotheses, running different analysis and continuing to ask more questions. As you do the analysis, you will begin to see different patterns that may unlock new questions, change your thinking or even confirm your existing hypotheses. You may need to tweak your hypotheses and structure as you learn new information.



## **EXAMPLES OF A REAL PRESENTATION FOLLOW**



Consolidated profit <sup>1</sup> increase YoY despite lower margins due to focus in low yield business lines, Italy providing for the first time the highest profit share (74%). Spain and Italy being the top market performers. Low performance of Colombia and Mexico with almost no profit coming from them.



<sup>&</sup>lt;sup>1</sup> Profit calculated as Revenue minus cost from financial data provided. <sup>2</sup> Q4 2014 pending, financial data not complete. <sup>3</sup> Clients are duplicated if they operate in multiple markets.

Italy and Spain consolidated with NUWE top costumers. Highest client retention in the Spanish market (37%) in 2014, with an average retention rate for the full network of 23% and increasing YoY. Client value increasing in all markets, Italy as Highest performer.

