**VCA GROUP PROJECT ANALYSIS**

VCA (the firm) has given us a lot of data, a wide variety of things to explore.

We have two years of transactions (including products / services purchased, (net) amount spent, number of units, time between purchases, etc.) by customer (called client). This can be rolled up to the store (clinic) level.

We also have results of a satisfaction survey. This includes important attitudes clients have in terms of their experiences at a clinic.

There is a dataset with clinic statistics, including marketing spend, number of competitors, various demographics around the tread area, etc.

So the first choice, in terms of data aggregation, is will you focus on the client or clinic level.

Ultimately the firm is really only interested in one thing: net revenue. HOW you get to explanations of what moves net revenue is up to you. You MUST supply a strategy, suggest implementations, etc.

Things to consider: Are you looking at a YOY change or a change by clinic or a change by client? Any analytics can be by segment (either by client or by clinic).

YOUR POSSIBLE QUESTIONS TO ANSWER

WHAT MOST IMPACTS NET REVENUE?

Price, satisfaction, demographics, marketing spend, etc.

WHICH PRODUCT / SERVICE STRATEGY MOST DRIVES NET REVENUE?

Think about market basket, elasticity / bundling, targeting, etc.

WHAT IS MOST IMPACTFUL IN EXPLAINING / MOVING LIFETIME VALUE?

Have to use time between purchases as a proxy for survival modeling.

WHAT MOST EXPLAINS MOVEMENT IN SATISFACTION?

Is it price or demographics or number of competitors, etc.?

WHAT MOST EXPLAINS YOY CHANGES IN NET REVENUE?

Either by clinic or by client

SUGGESTIONS:

You should think of these questions (or others) from the firm’s POV--what do they need to know? There needs to be actions they can take, levers they can pull.

Design a story, with a beginning, a middle and an end.

Think of data visualizations, NOT just tables of numbers and statistics.

Do NOT go into the detailed tables and variables of the dataset, etc. Do NOT show programming of any kind.

Make SURE there are financial implications / ROI, risk / probability measures included in your recommendations.