



Pinnacle Career

# 应对 Business Case Question 的常用套路！

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“Read not to contradict and confute;  
nor to believe and take for granted...  
but to weigh and consider.”

*Francis Bacon, English philosopher and statesman*

很多同学 business case 频频败下阵来，非常苦恼。他们问我：‘有什么书可以帮我提升逻辑思维以及批判性思维的能力吗？’

我也曾积极帮他们上网寻找这样的书，网站或者训练方法，但是至今也没有找到。

This really piqued my curiosity as to why thinking critically is so difficult. 思考良久，我终于发现了原因！首先批判性思维需要你进入到对一个现象深层次的思考，而这就需要你对一个 subject matter 能精确以及完整地掌握一套知识体系，否则你的思维只能是肤于表面的，因为你的认知本来就被局限了。

其次批判性思维需要你灵活运用学到的知识体系来解决从来没有碰到过的，看上去是新的，其实有共通性的问题。

而这还没完。最难的一步是：批判性思维需要你从方方面面和自己辩论: Why, Why not? How so? 这让大多数同学更是无所适从。

那到底有什么解决方案呢？在过去的四年内，我和很多同学合作过，并且和他们非常深入地讨论各种商业问题。我发现逻辑和批判性思维非常强的同学有一个共同特点，就是：她们很会读书！她们会一段一段不停地总结并且带着问题读书，这样别人可能只学到皮毛，但是她们学会了如何正确思考一个问题，她们学到了作者的思维，并且能够举一反三。请试着学会正确读书，也许对你的思考能力有很大帮助！

用英国哲学家 Francis Bacon 的话来做结束语：读书不是不加思考地全盘接受，你必须权衡左右。

Becky Pang  
Founder | Pinnacle Career



## It is Not What You Think. It Is How You Think

Business Case 是最让大多数同学头疼的，但它又是你拿到offer之前，二面以及终面必考无疑的。

公司为什么要考 Business Case? 答案是：逻辑思维以及批判性思维。They want to know HOW you think.





## What Not To Do

### Don't

Focus on the external factors, e.g. competition or economic environment.  
这对 Consulting 之类的工作适合，但是 Data Analyst 我们注重的是 actionable insight.

Offer an answer right away. Remember, they care about how you think, how you arrive at the answer, not the answer itself.

Be afraid of retracting an answer. No need to be apologetic as nobody expects you to arrive at the perfect answer right away.

Blurt out a question without thinking. Slow down, ask thoughtful questions.

### Do

Take the time to make sure you understand the question. Ask clarifying questions. 切记。这是你唯一可以多问些问题的时候。不要等到后面卡壳了才问，那时就已经晚了。

Repeat the question and verify it with the interviewer. This will allow the interviewer to correct any misunderstandings you might have. Doing this will also buy you precious thinking time.

Carry out a conversation and interact with the interviewer. It is an explorative process.

Take the time to build a framework before answering.







## 如何搭框架

# If it is a user acquisition or revenue problem

Sample Business Case Question: Our revenue went down, what do you think is going on?

切入点：可以先问 year over year 有没有变化，这样可以揣摩一下下行态势是否由于 seasonality 导致的。然后可以从 product category 着手，看是哪一类产品拉低了 revenue. 锁定有问题的产品之后，可以再做一些 YoY or MoM comparison, 可以看一些 metrics, 比如，% change in orders, % change in average order value & units, as well as if there are changes in pricing that might led to the decrease in revenue.

最后还可以做一下更进一步的细分。我给大家做了张图，可能要根据公司产品 and revenue model 做些调整。细分到哪个部分，要挖掘多深，到时 hiring manager 会指导你的，跟着他的思路走就可以了。





## 面试中的这些常用字你听懂了吗？

### Back of the envelope analysis:

An informal, quick and dirty analysis. 你可以粗糙一些 and cut some corners, 但是基本框架要搭建好。他们想看一下你能不能在头脑里很快地做一些基本算术

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### Benchmark:

A standard that is set up to enable comparison to gauge performance. Benchmarking 一般是用来做一些 go/no-go 之类的决策的

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### Cannibalize:

公司的新产品侵蚀了现有的，价位更高的产品。如果新产品的价位低于现有的类似产品，then it will lead to a decrease in revenue

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### Cost Benefit Analysis:

A very common decision making mechanism by comparing the cost and benefit of a new initiative, e.g. new product launch, customer acquisition campaigns, etc.

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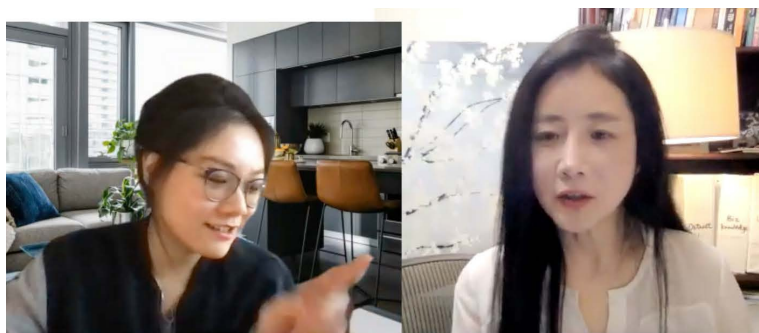


听别人的经历你也可以学到很多

Webinar Replay:

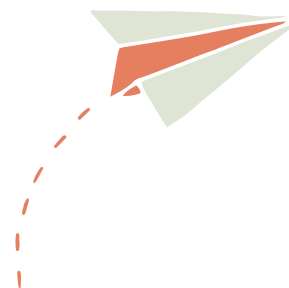
Jessica 和大家分享 | 从搞不定 Business Case 到5个月内完成 \$90k-->\$135k 的飞跃

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