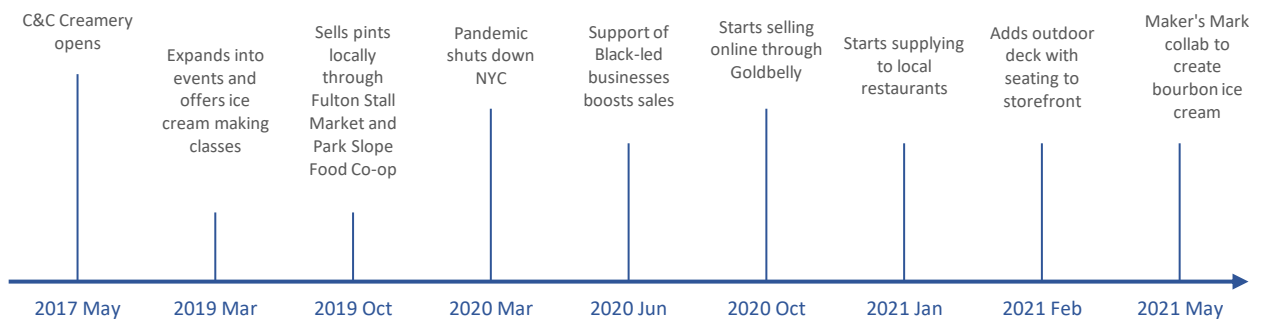


## Handout 2: Practicing Data Extraction Using Evidence and Analysis to Create Strategic Recommendations

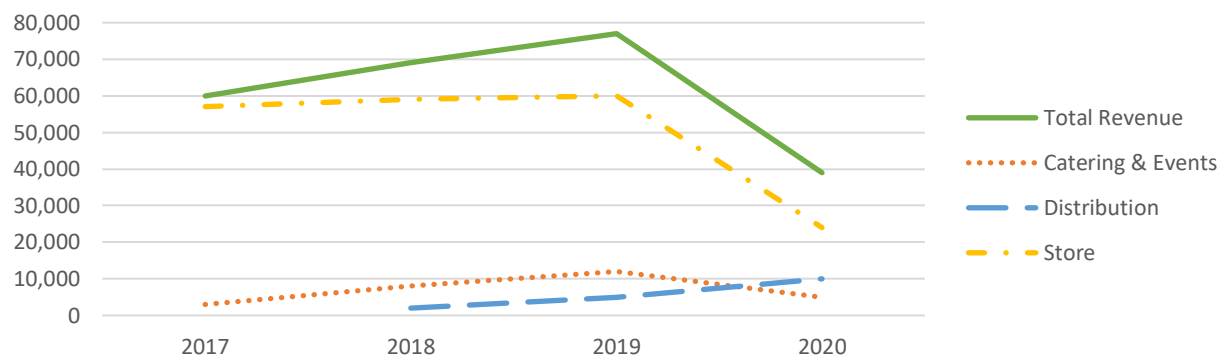
### Background

In 2017, Astrid and Omar Thorpe opened Crème and Cocoa Creamery, a small ice cream shop known for its Caribbean-inspired flavors in Prospect Lefferts Gardens, a largely Caribbean- and African-American neighborhood in Brooklyn. The business grew slowly but steadily, allowing them to expand into catering, corporate events, and distribution. When the city shut down in March 2020, events were cancelled, and 60% of their sales quickly vanished. They saw a boost in customers in the summer of 2020 when the Black Lives Matter movement stirred an interest in supporting Black-owned businesses, but it tapered off and then winter arrived. The Thorpes made sales through delivery apps, shipped their product online, and sold pints through local retailers. Heading into the summer of 2021, amid the rollout of vaccinations and with a product perfect for takeaway consumption, they are optimistic that there are better days ahead.

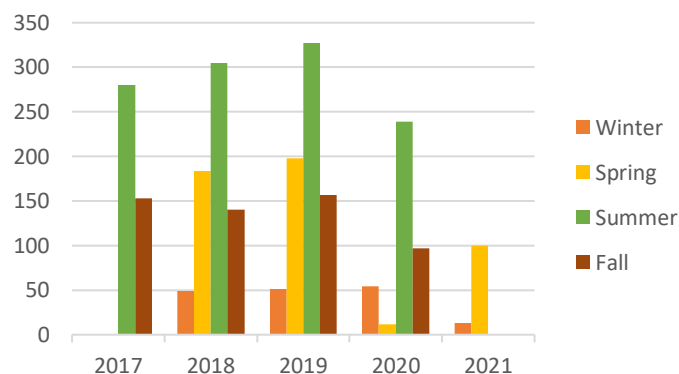
### Timeline of Major Events



### Revenue History



### Average Daily Storefront Customers



Imagine you've been hired by Crème and Cocoa to identify the central challenge facing their company and to make a strategic recommendation in a one-page memo to the company's owners.

Draft at least two possible recommendations that you could see making in response to the challenge we've identified together.

**Use this worksheet to draft your recommendations and the evidence and reasoning that supports them.**

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Recommendation #1:

What evidence supports this solution?

How does it address the central challenge?

How else could we solve the problem?

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Recommendation #2:

What evidence supports this solution?

How does it address the central challenge?

How else could we solve the problem?