HSNC UNIVERSITY MUMBAI

CONSULTING CASE BOOK 2024-25

180Degrees
CONSULTING
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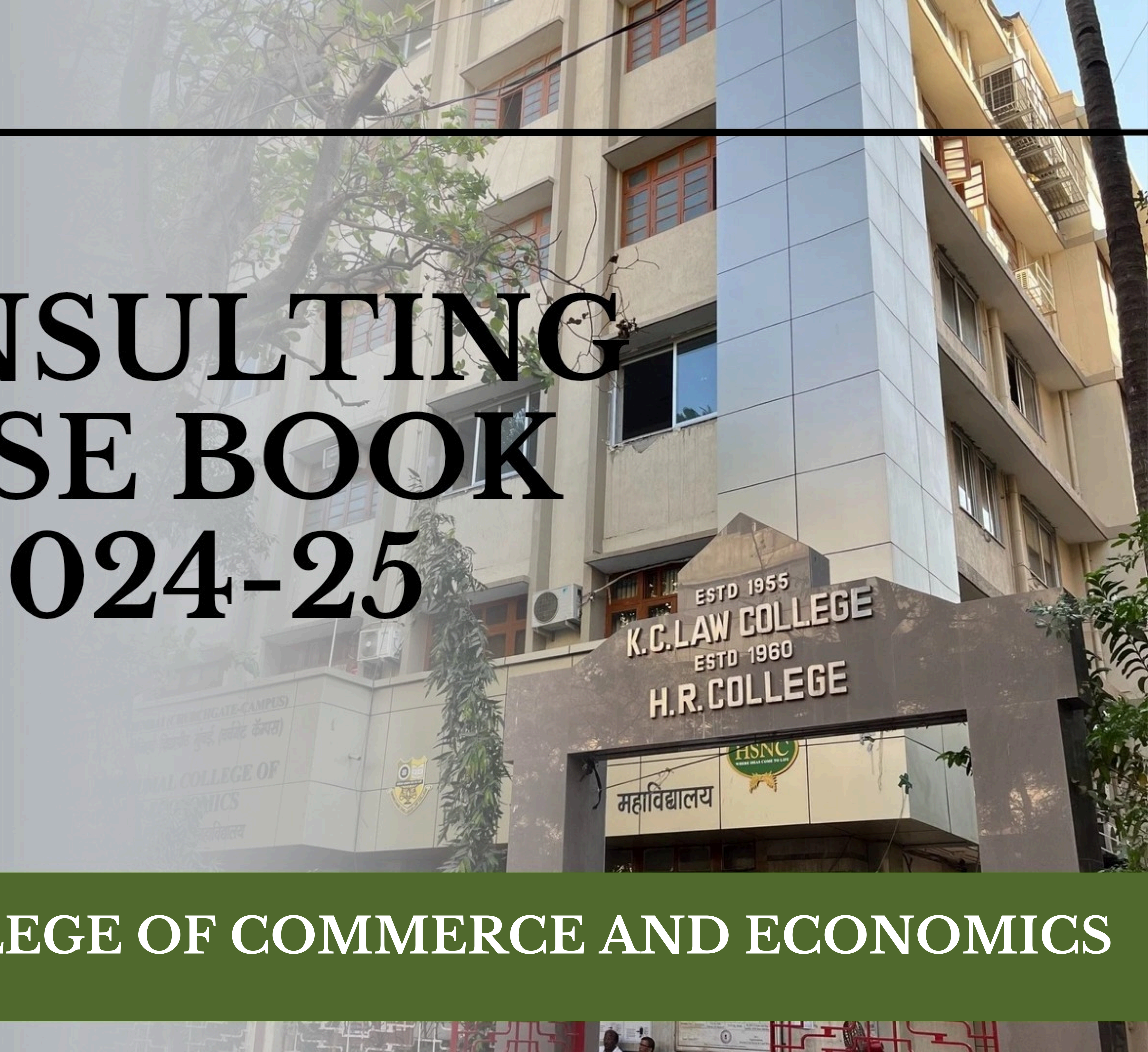

H.R. COLLEGE OF COMMERCE AND ECONOMICS

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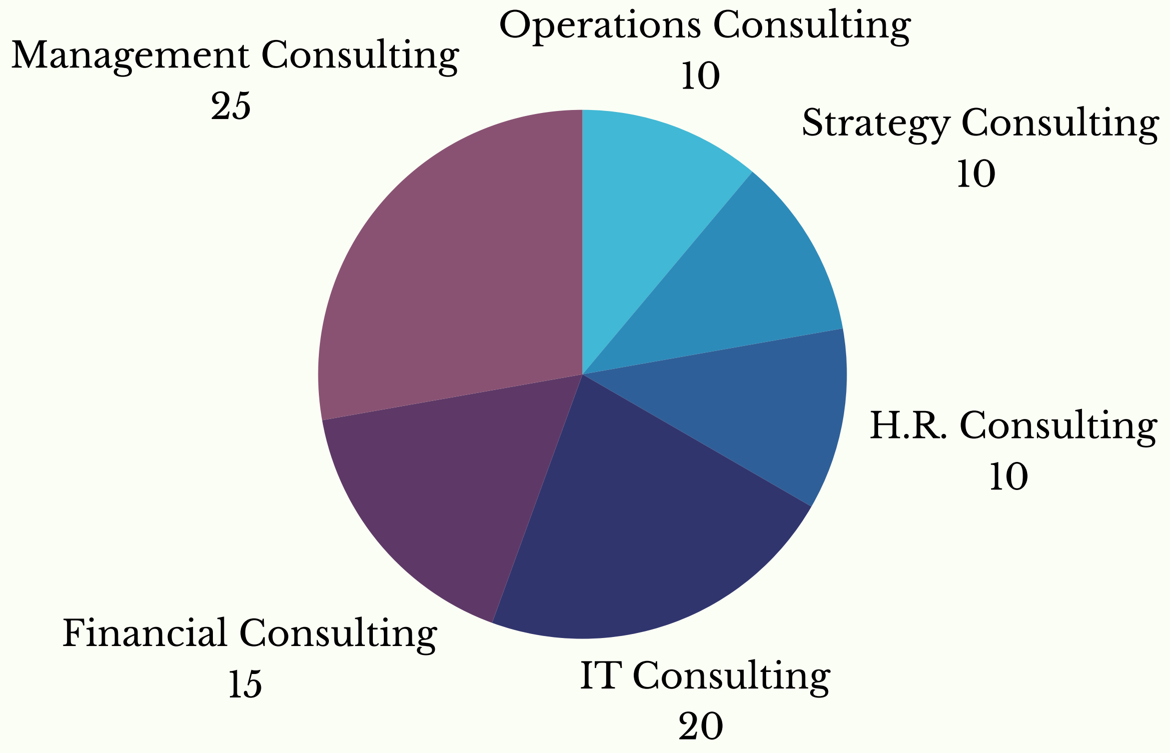
What is consulting and what is the role of a consultant?

Consulting is a professional service where experts, known as consultants, provide advice, solutions, and strategies to organizations or individuals to address specific challenges, improve performance, or achieve goals. Consulting is the innovative combination of expertise and experience.

A consultant is a problem-solver, strategist, and trusted advisor. They analyze complex challenges, provide expert insights, and craft tailored solutions to help organizations achievetheir goals. From optimizing operations to driving innovation, consultants bridge gaps between problems and possibilities, turning ideas into actionable results.

Different types of Consulting (in %)

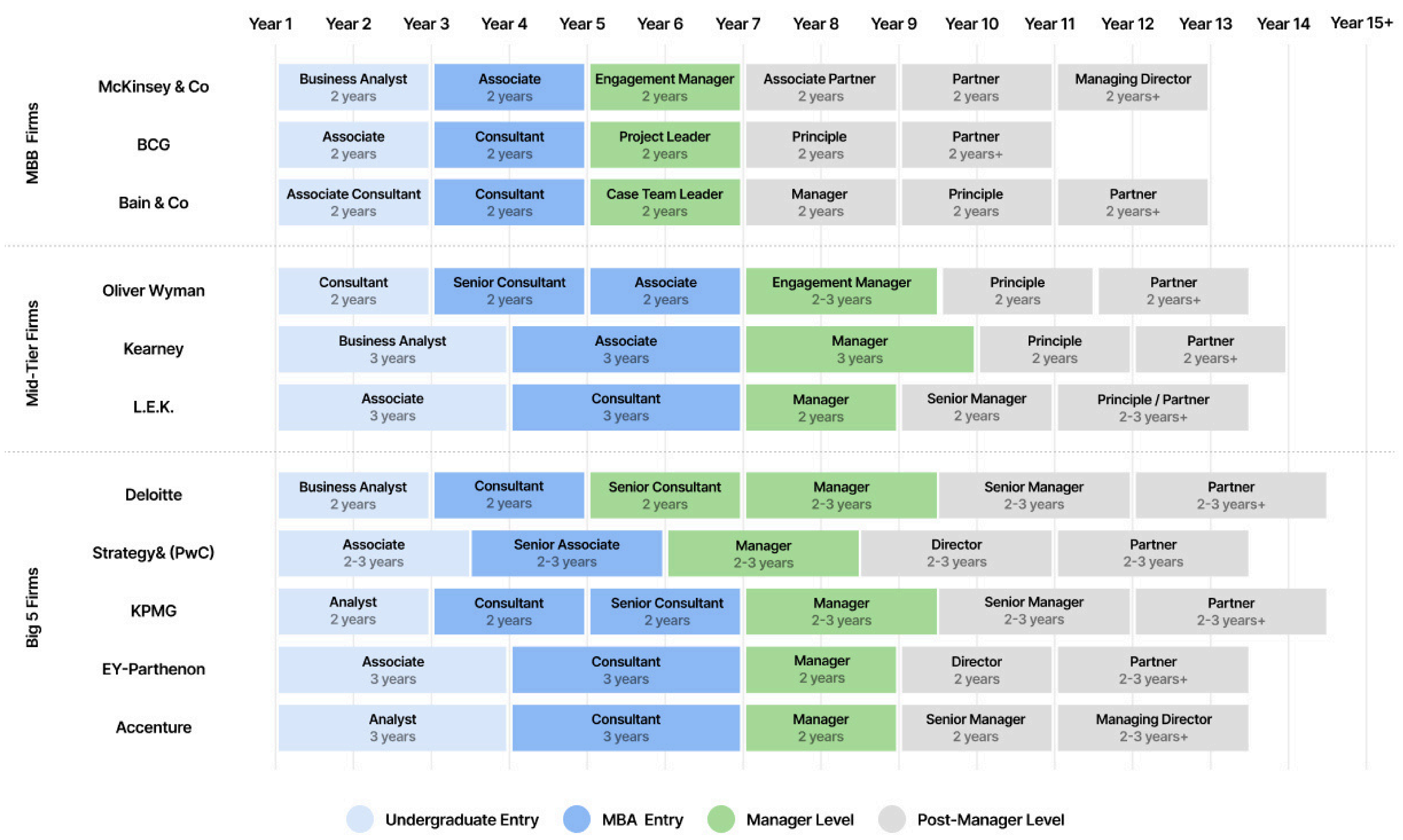


What really makes a consultant the 'real deal'?

A consultant's perspective

A consultant brings an outsider's perspective by approaching a problem or situation without pre-conceived notions or internal biases. This fresh viewpoint is valuable because it allows the consultant to see things that individuals within the organisation might overlook due to their personal connection to the problems.

Management Consulting Levels and Career Paths



Important Frameworks and tools used by Consultants :

1) SWOT Analysis

2) Pestel Analysis

3) BCG Matrix

4) McKinsey 7s Framework

5) GE McKinsey Matrix

6) Porters 5 Forces

7) Anoff Matrix

8) Business Model Canvas

9) Blue Ocean Strategy

SWOT Analysis

SWOT analysis evaluates the strategic position of organizations and is often used in the preliminary stages of decision-making processes to identify internal and external factors that are favorable and unfavorable to achieving goals. SWOT has been described as a "tried-and-true" tool of strategic analysis,but has also been criticized for limitations such as the static nature of the analysis, the influence of personal biases in identifying key factors, and the overemphasis on external factors, leading to reactive strategies.

PESTEL Analysis

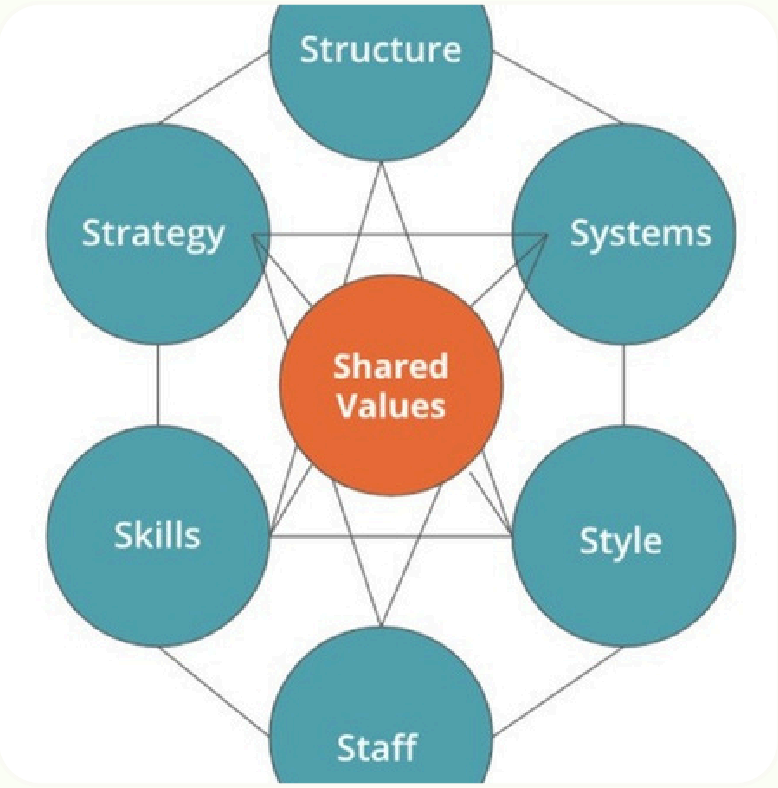
PEST analysis was developed in 1967 by Francis Aguilar as an environmental scanning framework for businesses. PESTEL analyses give an overview of the different macro-environmental factors to be considered by a business, indicating market growth or decline, business position, as well as the potential of and direction for operations.

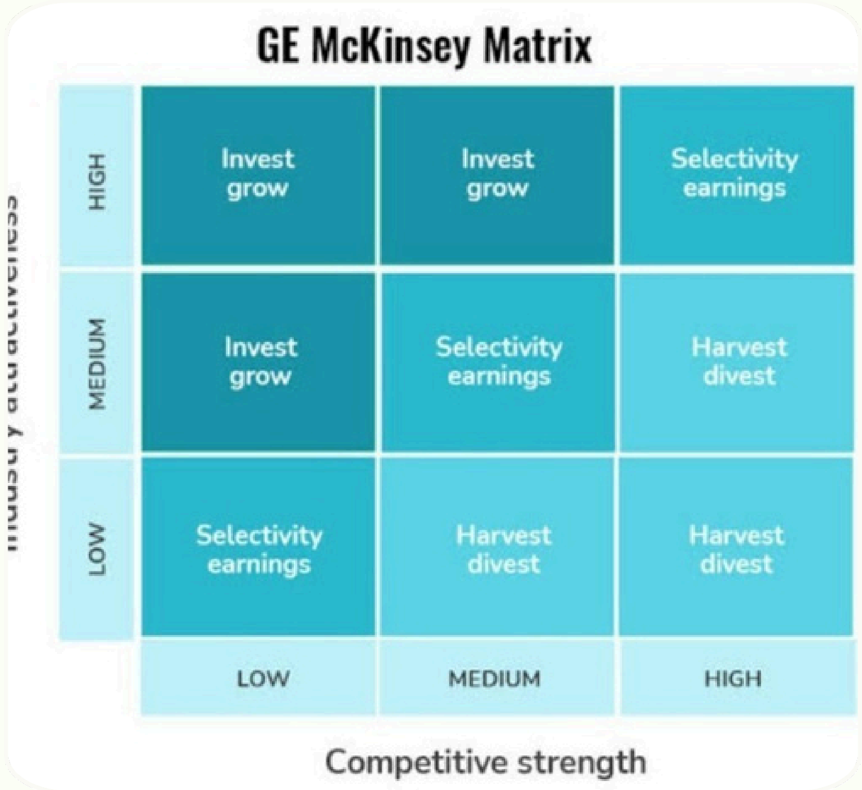
BCG Matrix

The growth–share matrix also known as the product portfolio matrix, Boston Box, BCG-matrix, Boston matrix, Boston Consulting Group portfolio analysis and portfolio diagram is a matrix used to help corporations to analyze their business units, that is, their product lines. The matrix helps a company to allocate resources and is used as an analytical tool in brand marketing, product management, strategic management, and portfolio analysis.

McKinsey 7s Framework

The 7s Framework is a model that uses a network of related factors that can be used to access the nature of change in an organization. The seven areas are seen as equal importance with no heirarchy and changing one area effects the others too. Shared value is placed in the middle as company's core values are central to everything that they do.





GE McKinsey Matrix

The GE McKinsey framework was developed in the 1970 after General electric asked it's consultant McKinsey to develop a portfolio management tool. This matrix is a strategy tool that provides guidance on how an organization should prioritize it's investment among its business units leading to these possible scenarios : invest, protect, harvest, divest.

Porter's 5 Forces

A model that identifies and analysis 5 competitive forces that shape every industry and helps determine an industry's weakness and strengths.

Ansoff Matrix

The Ansoff Matrix, often called the Product/Market Expansion Grid, is a two-by-two framework used by management teams and the analyst community to help plan and evaluate growth initiatives. In particular, the tool helps stakeholders conceptualize the level of risk associated with different growth strategies.

Business Model Canvas

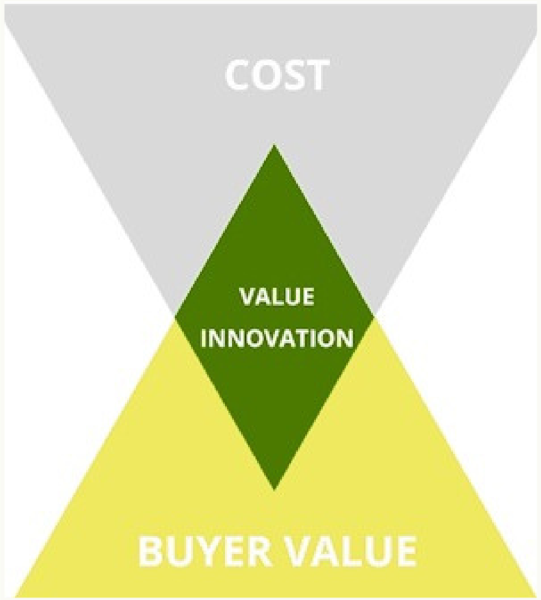
The Business Model Canvas were initially proposed in 2005 by Alexander Osterwalder. The Business Model Canvas is a strategic management template used for developing new business models and documenting existing ones.It offers a visual chart with elements describing a firm's or product's value proposition, infrastructure, customers, and finances, assisting businesses to align their activities by illustrating potential trade-offs.

9. Blue Ocean Strategy

The term was coined by Chan Kim and Renee Mauborgne in the book ‘Blue Ocean Strategy’: How to Create Uncontested Market Space and Make the Competition Irrelevant. BLUE OCEAN STRATEGY is the simultaneous pursuit of differentiation and low cost to open up a new market space and create new demand. It is about creating and capturing uncontested market space, thereby making the competition irrelevant. The Blue Ocean strategy is based on the idea that firms can restructure market boundaries, and yet it lacks clear parameters to determine what constitites the boundaries of each market.

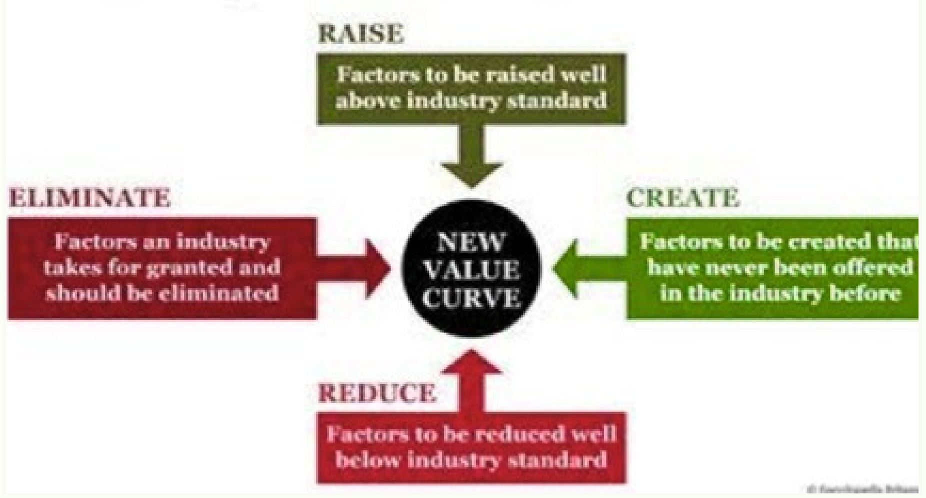
(i) Value innovation :

Value Innovation is the simultaneous pursuit of differentiation and low cost, creating a leap in value for both buyers and the company.



(ii) Four actions Framework :

The Four Actions Framework is mostly used to create a product's sales and marketing strategy. It refashions the buyer's values by concentrating on four distinct actions—reduce, eliminate, raise, and create. Ultimately, it cuts the overall cost of the product and sales and marketing efforts while increasing buyer value.



(iii) Six Path Framework :

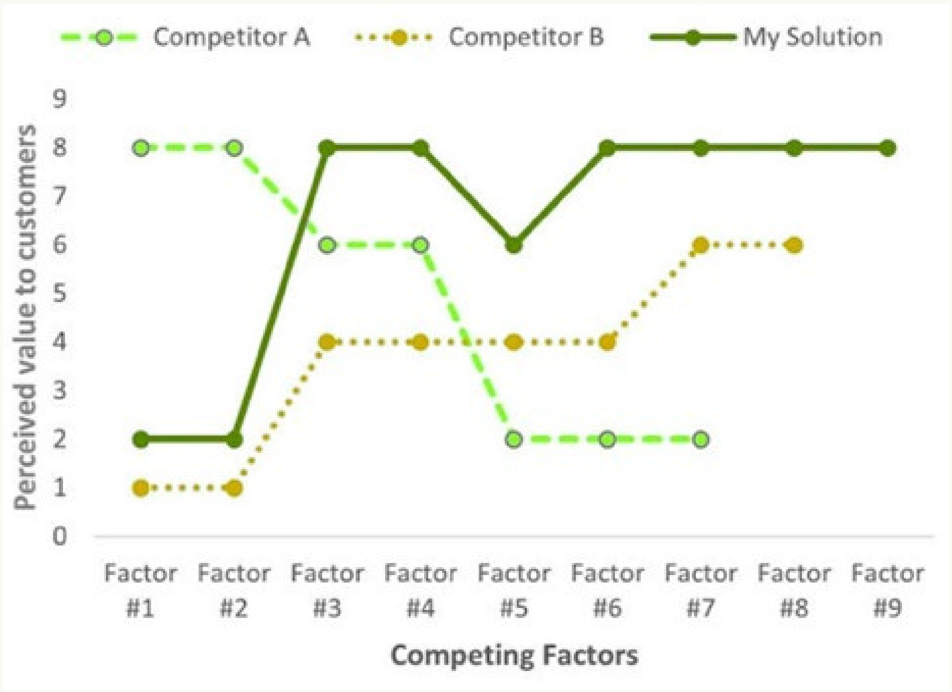
The Six Paths Framework, part of the Blue Ocean Strategy toolkit, aids in uncovering new market prospects by questioning conventional industry beliefs. These six paths include :

- Exploring other industries
- Examining different strategic groups within industries
- Assessing the entire chain of buyers
- Considering complementary product or service offerings
- Evaluating functional or emotional appeal to buyers
- Investigating opportunities over time.

(iv) Strategic Canvas :

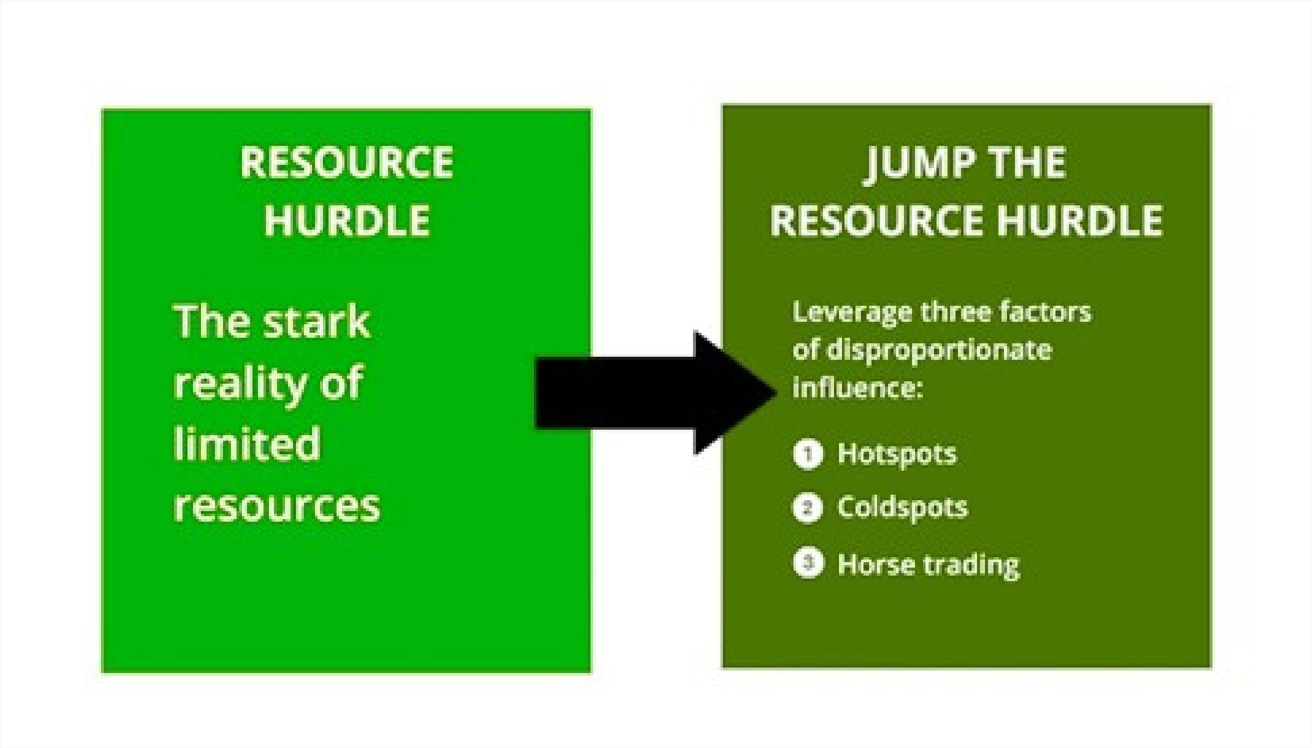
The strategy canvas is a one-page visual analytic that depicts the way an organization configures its offering to buyers in relation to those of its competitors. The strategy serves 2 purposes :

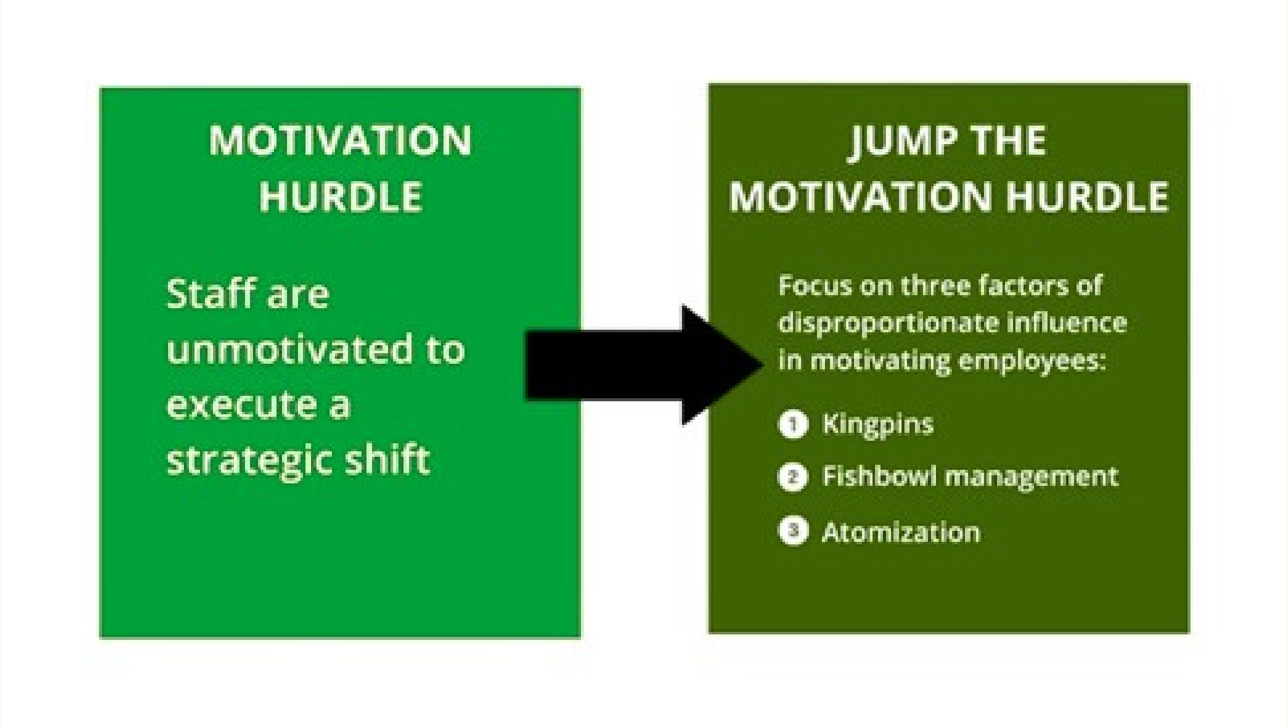
- It captures the current state of play in the known market space, which allows users to clearly see the factors that an industry competes on and invests in, what buyers receive, and what the strategic profiles of the major players are.
- It propels users to action by re-orienting their focus from competitors to alternatives and from customers to non-customers of the industry and allows you to visualize how a blue ocean strategic move breaks away from the existing red ocean reality.

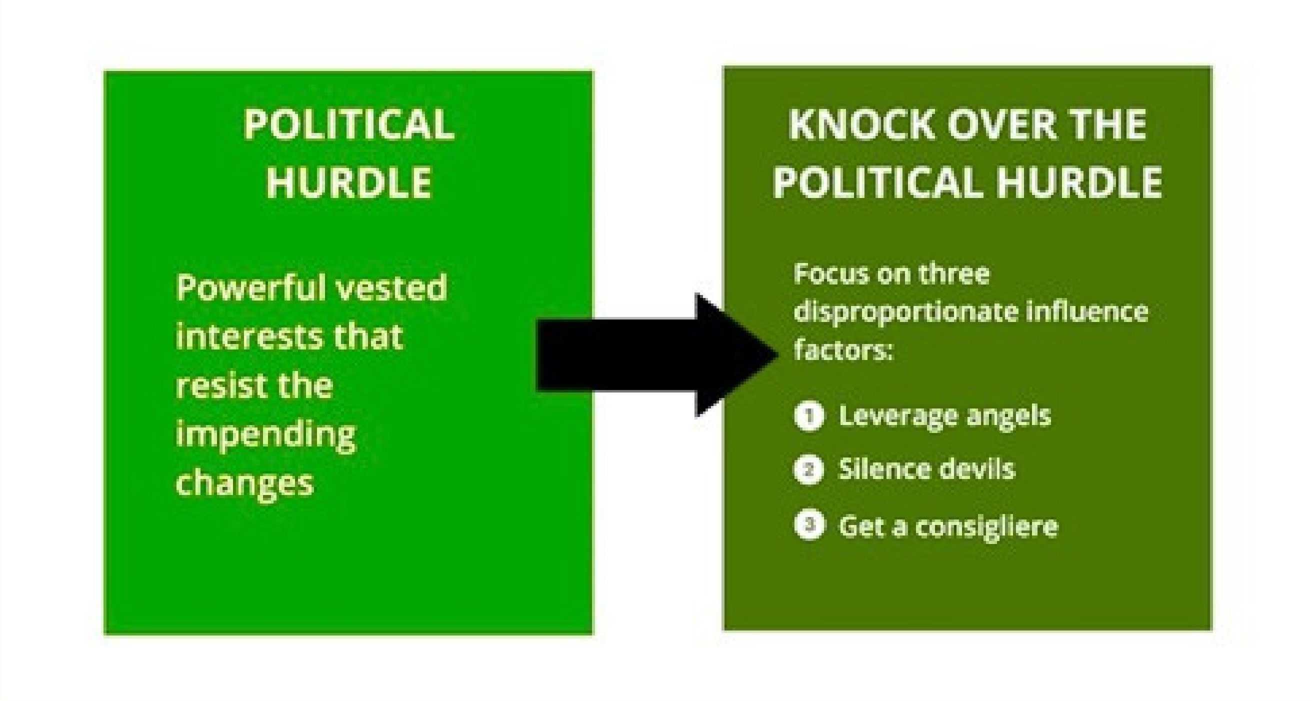


(v) Focus on execution :

Effective implementation entails aligning the organization, inspiring employees, and ensuring the clear communication of the value proposition to customers.



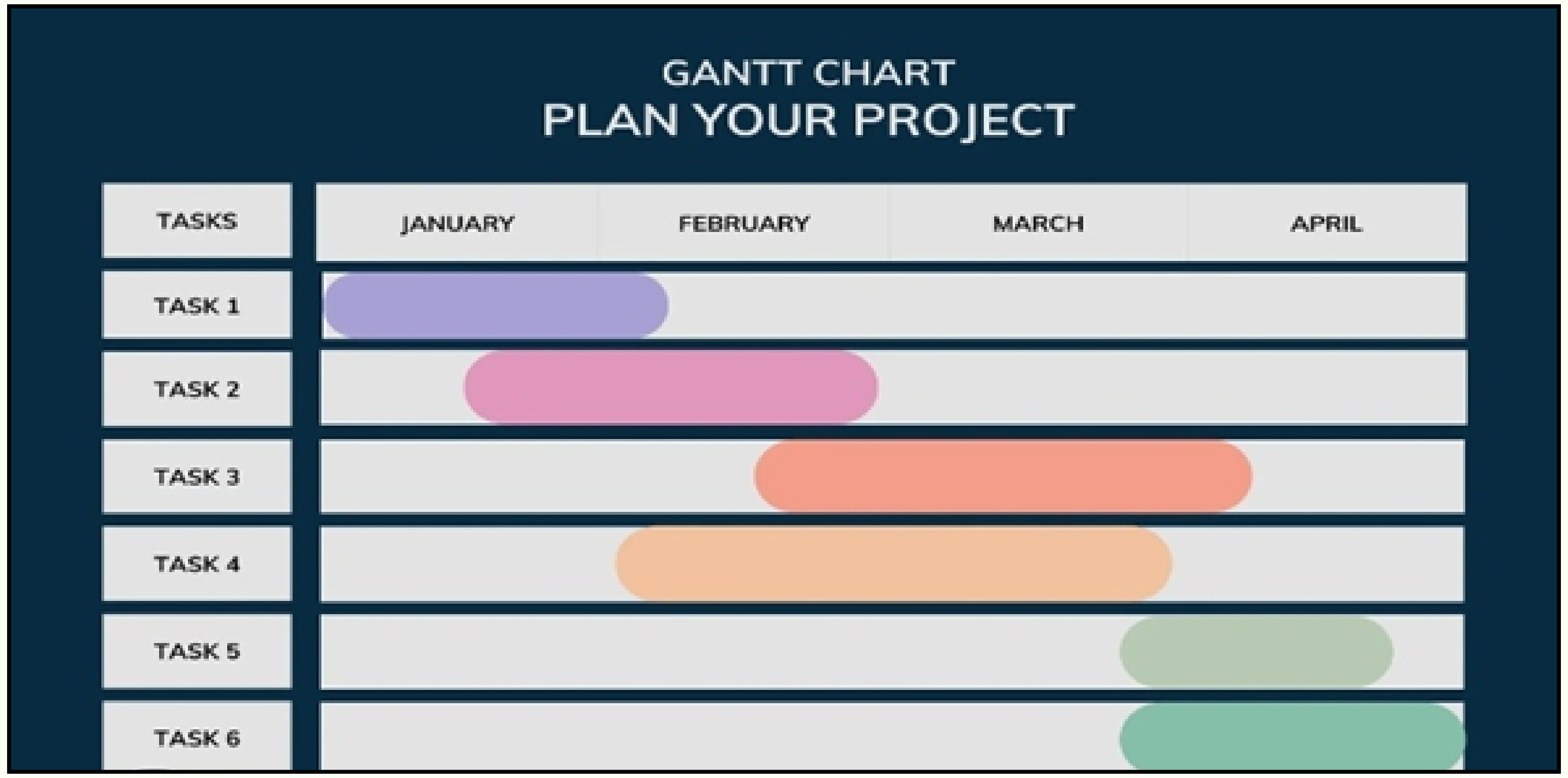


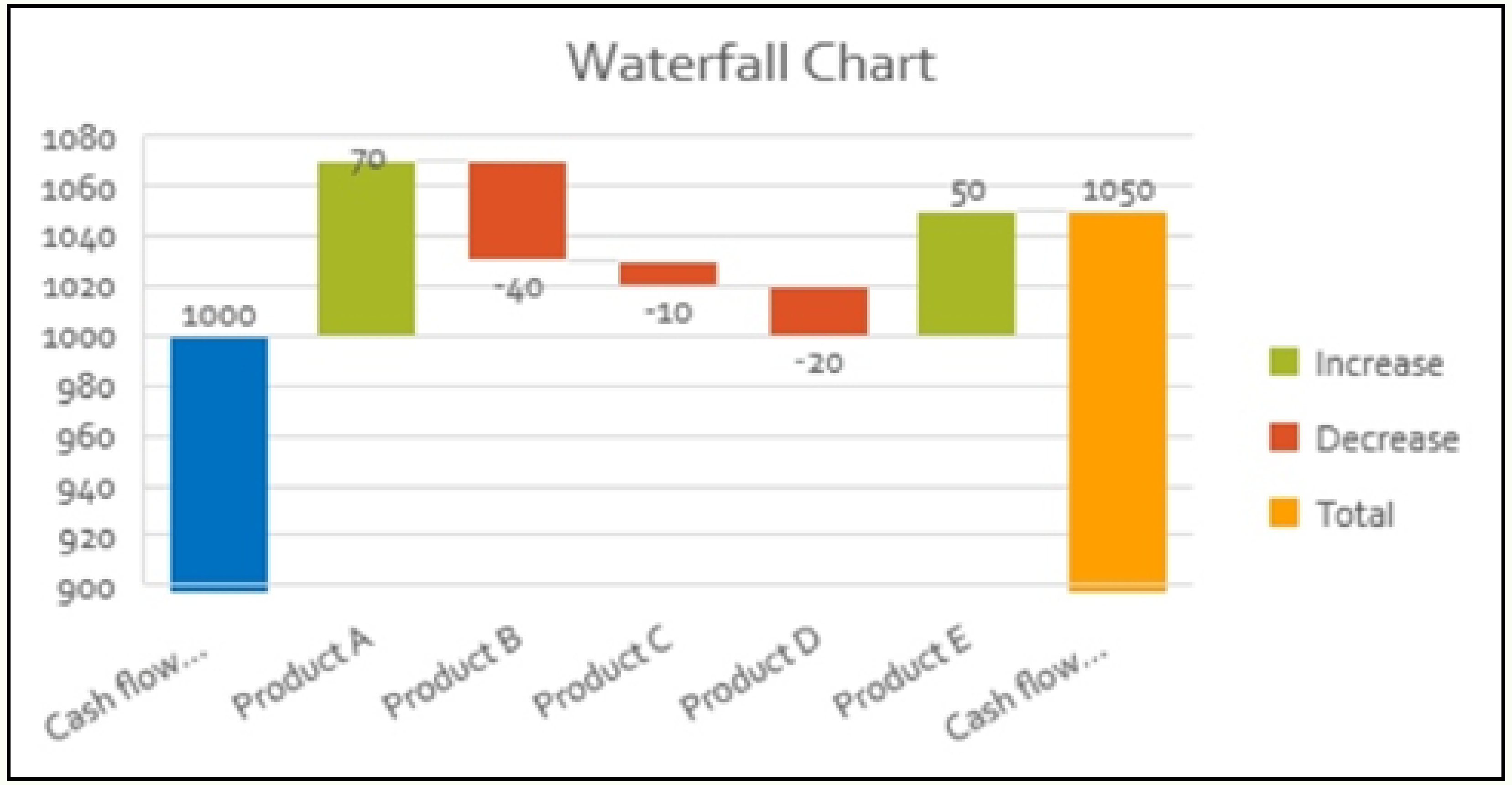


Key Charts

Gantt Charts

Gantt charts are used to illustrate project timelines and schedules. It helps in tracking project progress and ensuring milestones are met on time





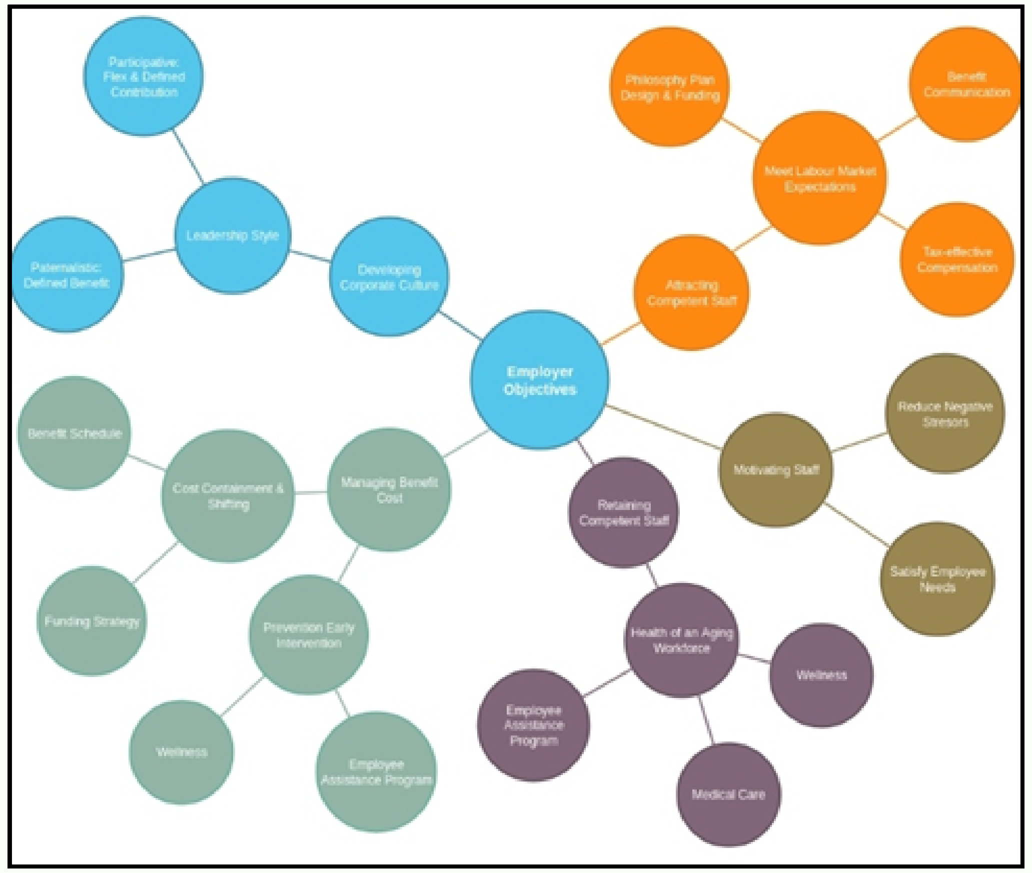
Waterfall Charts

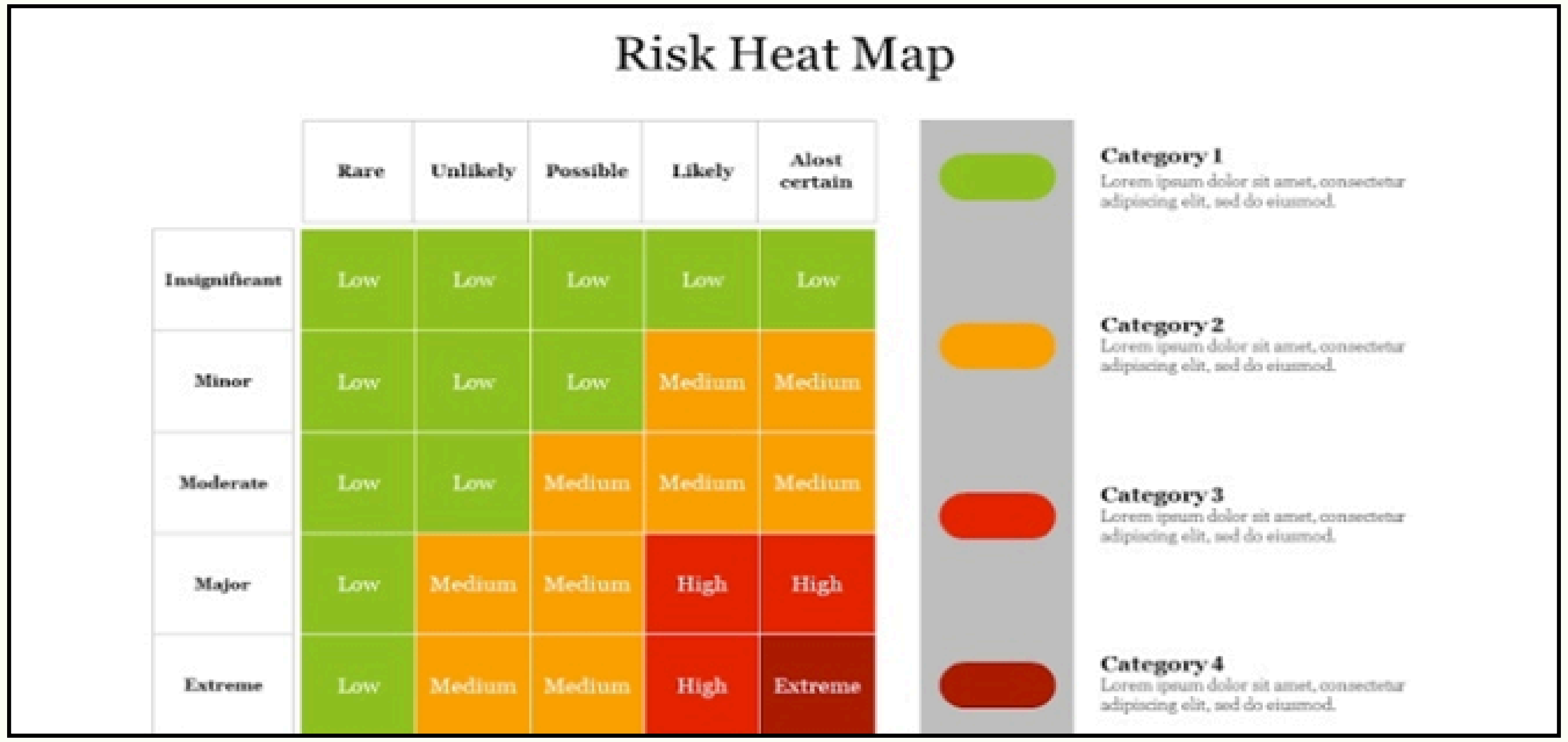
It is used to show cumulative effects of sequential data, like breakdown of profits from revenue to net income by showing deductions. It is useful when showing a step by step breakdown of financial data or project phases

Key Charts

Bubble Charts

It is used to represent 3 dimensional data points with each bubble size representing a third variable. It is useful in situations where 2 primary variables are analysed within third providing additional context.





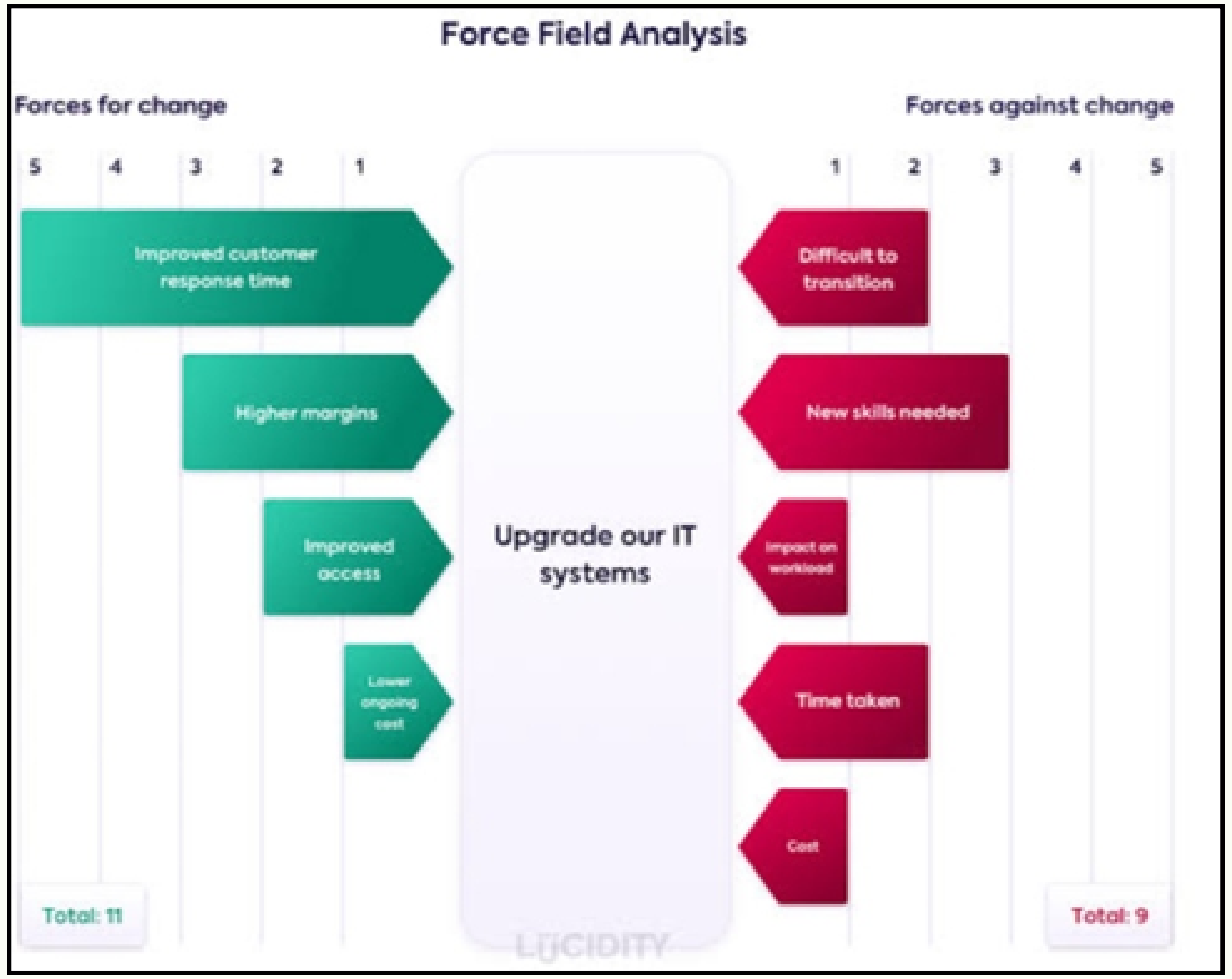
Heat Maps

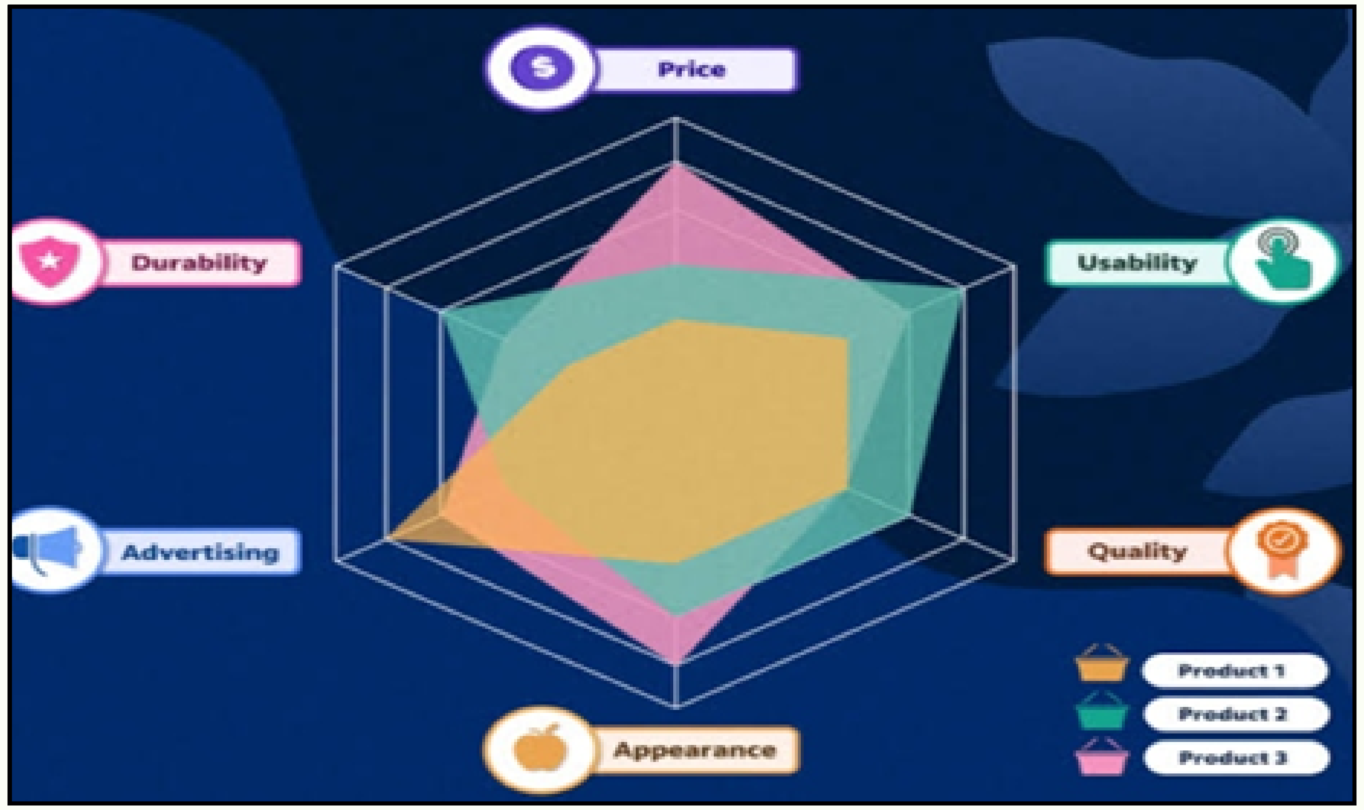
It is used to represent data intensity or concentration within a specific area. It is beneficial as it quickly highlights high and low points within data sets often by color coding. Eg : Sales by region, customer density.

Key Charts

Force Field Analysis

This map us used to evaluate factors driving and restraining a change or initiative. It supports change management by weighing positive and negative forces impacting a goal.





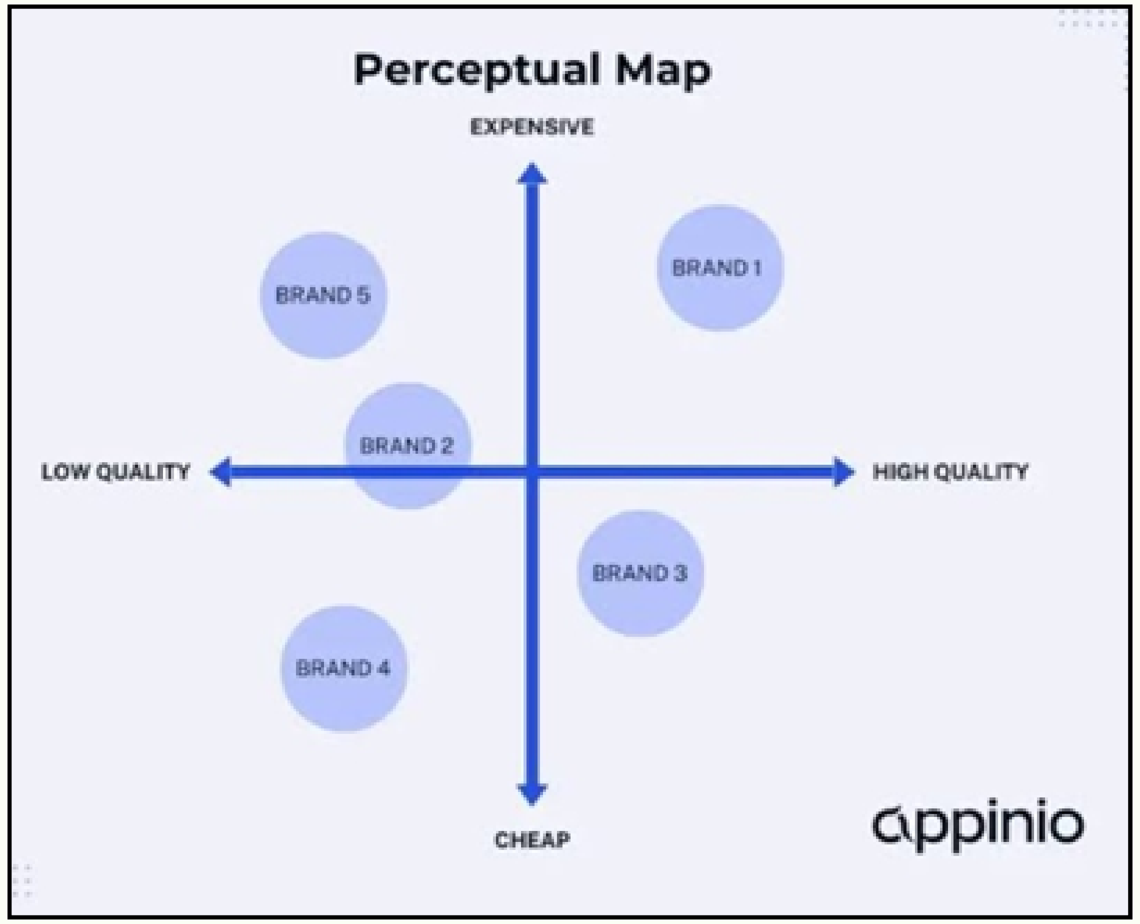
Radar Chart

It compares multiple variables across several entities. It helps providing a quick visual comparison especially useful when evaluating multiple factors. Eg : competency levels or customer satisfaction metrics.

Key Charts

Perceptual Map

It is used to display customer perceptions of brands and products on any 2 dimensions like price vs quality.



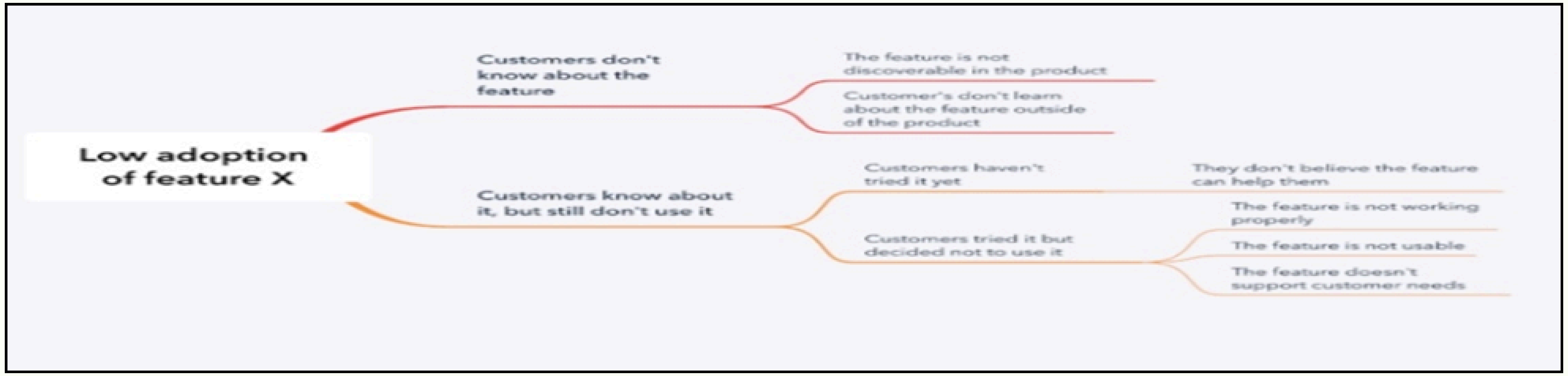
Marimekko Chart

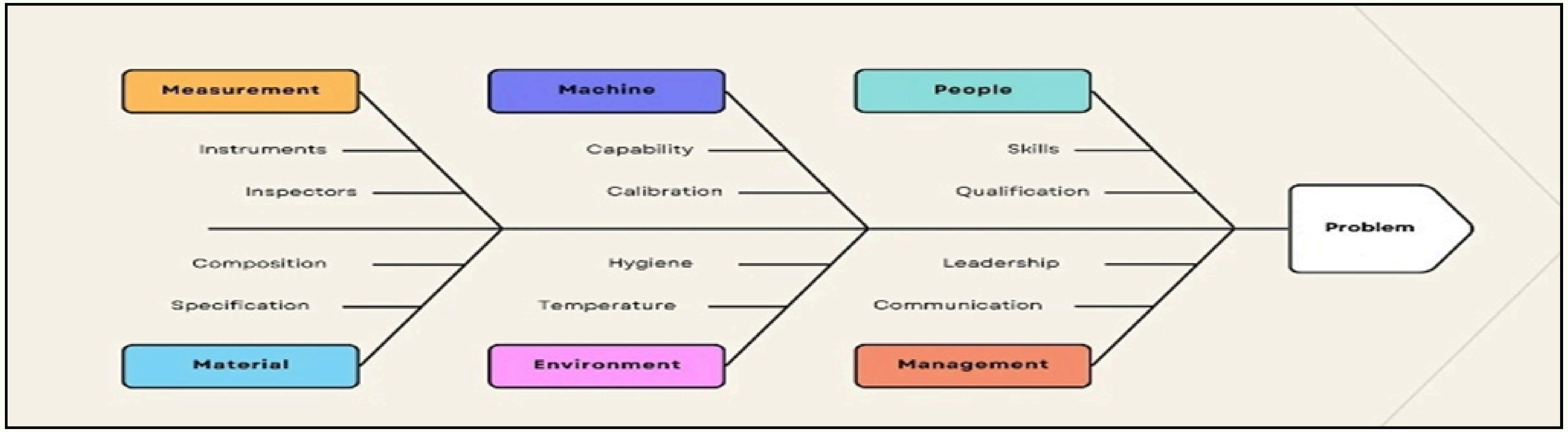
It is used to display 2 dimensions. Useful when doing market segmentation, showing how different categories contribute to overall business or analyzing competitive positioning

Key Charts

Hypothesis Tree

It is used to breakdown complex problems into hypothesis, then test each hypothesis with supporting evidence.





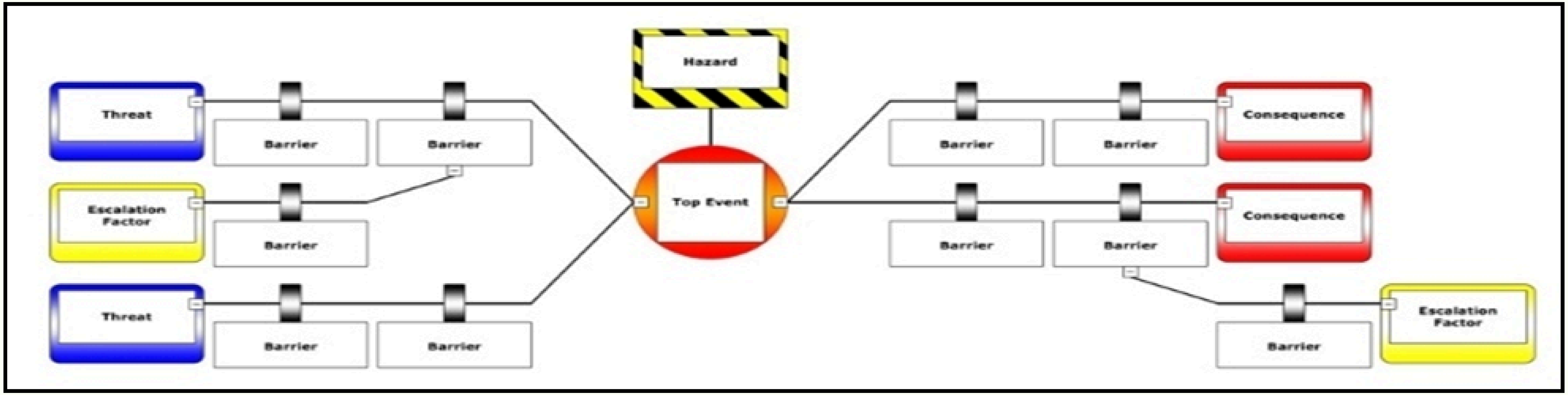
Ishikawa (Fishbone) Chart

It is used to analyze root causes of a problem by organizing potential causes into categories.

Key Charts

Bow Tie Chart

It is used to visualize risk management by showing pathways of potential risks and mitigation measures.



Case Interview

A case interview is a type of job interview commonly used in consulting and finance, where candidates are given a business problem or scenario to analyze and solve. The goal is to assess analytical, problem-solving, and communication skills.

Case Interview Type

Candidate driven

Here, the whole control of how to handle the case is in the hands of the candidate, he makes assumptions, frameworks, etc.

Interviewer driven

Here, the whole control of how to handle the case is in the hands of interviewer; he gives data and assumptions and lays rules or flow.

Case Interview Process

- Understand the question being asked
- Ask pertinent questions and use information from the interviewer to form hypotheses about the problem and explore potential options.
- Summarise your case interview conclusion in a persuasive manner.

Mistakes made and Tips to Guide

Not addressing the right case objective

Before applying the framework and maths, it is better to give a summary of the problem the company is facing and state the objectives of the flow and what is expected.

Using Generic Framework

- Memorise 8–10 framework elements.
- Mentally run through all the list and select the most relevant elements.
- Brainstorm missing elements and add if any.
- Frame questions based the selected elements.

Not structuring an approach to Quantitative question

- Layout your structure first, then perform Maths.
- Demonstrate logic and structure
- Avoid making unnecessary calculations.
- Avoid going back to Maths.

Not structuring an approach to Qualitative question

Give your answers suitable headings or segregate them into two broad types.
Examples-

- Economic and non-economic
- Short-term and Long-Term
- Internal and External

Not delivering a consise recommendation

It is better to give a summary of your recommendations to the company than a single point at the end, to avoid confusion.

Do's and Don'ts during case interview

Do's	Don'ts
Understand the Problem statement.	Don't dominate the conversation by talking excessively and interrupting the interviewer.
Organise the approach and make a framework before delving into specifics.	Don't display fear on your face when you are stuck or can't grasp the information provided by the interviewer.
Communicate your ideas clearly and explain the interviewer how are you thinking.	Avoid guessing and speculating about the existence of information.
Effectively utilize the data provided and explain how you used them in decision making.	
Practice case interviews and be ease with numbers.	

PROFITABILITY

PROFITABILITY

A profitability case explores the rationale and reasons behind the decline in profits for a company. The case can hence be explored via looking into Revenue and Costs separately or exploring both the aspects to find the root cause of decline. The goal is to identify opportunities for increasing revenue, reducing costs, and ultimately enhancing overall profitability.

PRELIMINARY QUESTIONS

1. What product/services does it offer?
2. What geography does it cater to?
3. Is our client controlling the entire distribution/ where does he stand?
4. Whether this is a company specific problem or an industry-wide phenomenon?
5. Since when have declines in profits been observed?

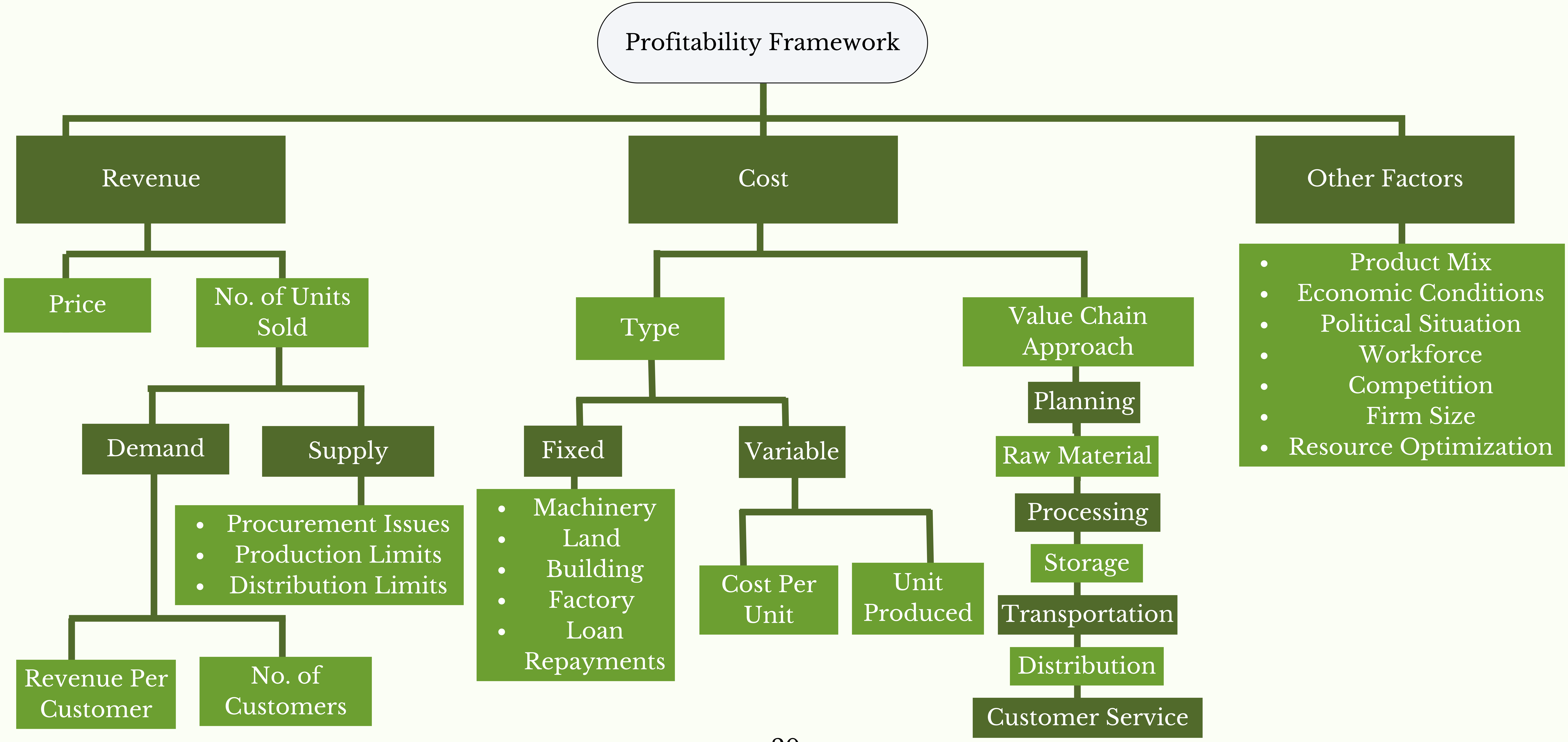
VALUE CHAIN

Value chain approach is an exhaustive way of looking at costs involved in a product/service.

The idea is to split costs from the time of raw material procurement to customer service.

This level of analysis can be done for both products & services.

PROFITABILITY FRAMEWORK



Case 1 :

Your client is a quick-service restaurant and is experiencing high manpower operating costs. Find reasons and give recommendations.

Solution :

Interviewee: Just to ensure we are on the same page, our client, a quick-service restaurant, is looking to cut down on its operating costs.

Interviewer: Yes, go ahead.

Interviewee: Certainly. Before delving into solutions, could I clarify a few points? What exactly is a quick-service restaurant,
where is it located, and what does it offer? Is it a stand-alone establishment or part of a chain?

Interviewer: Think of it as a fast-food chain, specifically a burger chain spread across India.
They primarily focus on making and delivering burgers.

Interviewee: Thank you for clarifying. Now, about the issue at hand – when did the restaurant start facing this problem? Is it localized to a specific region, and are our competitors facing similar challenges?

Interviewer: They have been grappling with this for the past 2-3 years, and it is prevalent nationwide, but more concentrated in Metro and Tier-1 cities. Competitors seem to be dealing with a similar situation.

Interviewee: Got it. How is the competitive landscape and have there been any recent changes in government regulations impacting the industry?

Interviewer: No significant changes in labour laws. The industry is fragmented, with a few major players and numerous smaller ones. We hold a 30% market share in Tier-1 and Metro cities and 40% in Tier-2 cities.

Interviewee: Thanks for the overview. In terms of services, besides making and delivering burgers, what else does the restaurant offer?

Interviewer: They provide dine-in, drive-by, and delivery services. Anything else you would like to know?

Interviewee: No, thank you. Allow me a moment to gather my thoughts and analyse the problem.

Interviewee: Sir, considering a store, manpower costs can be broken down into chefs, servers, managers, billing, delivery, maintenance, and security. Should I focus on a specific area?

Interviewer: Let us assume the issue is at the store level, and I would like you to delve into delivery costs. What factors contribute to these costs?

Interviewee: Delivery costs encompass wages, insurance, spillage, and potential vehicle maintenance. Have there been any changes in these areas?

Interviewer: Do you firmly believe that vehicle maintenance falls under manpower costs? Also, there has been an increase in employee wages.

Interviewee: My apologies. Vehicle maintenance might not fall under manpower costs. Regarding the wages, has the pay structure undergone any changes?

Interviewer: Yes, it used to be a fixed pay model, but now it is a combination of fixed and variable pay. Why do you think this change occurred?

Interviewee: Possibly due to shifts in the industry model, competition introducing new pay structures, or the entry of food aggregators. The change may have been necessary to retain employees.

Interviewer: Correct. Due to the entry of food aggregators, delivery employees were leaving for better pay, prompting the increase. I would like you to analyse this change.

Interviewer: Additionally, they receive ₹5 per delivery and can complete up to 30 orders a day. Earlier we used to give fixed ₹10000. Let us hear your thoughts on reducing costs.

Interviewee: Certainly. The fixed pay would be based on the number of working days, working hours, and the hourly rate. The variable pay would depend on the number of deliveries. Do we have specific data on this?

Interviewer: Yes, on average, a delivery employee works 24 days a month, has an 8-hour workday, and is paid ₹50 per hour.

Interviewee: Understood. Earlier, the pay was ₹10,000 per month, and with the new structure, it is ₹13,200, marking a 32% increase. As for solutions, we could consider outsourcing the delivery activity to platforms like Swiggy and Zomato. This might help save on delivery charges. Alternatively, introducing a loyalty bonus or adjusting delivery charges could be explored to offset the increased costs.

KEY TAKEAWAYS

Asking clarifying questions gives you time to think on your thoughts and structure it.

As the QSR is facing a high manpower cost, it is necessary that we understand how the manpower costs are in that industry and prepare a rough flow-chart of various costs.

As delivery costs are getting affected, after doing cost-benefit analysis, it can be outsourced.

Rates can be a bit lower to customers who take the delivery from the store itself, as it can encourage customers to plan their orders accordingly.

Case 2:
You have been approached by an oil distributor facing a profitability problem in one of the 4 petrol pumps owned by them. Diagnose the problem and recommend appropriate solutions.

Solution :

Interviewee: I would like to start with some clarifying questions about
our client. From what I understand, the client owns these petrol pumps, and the issue is specific to one of them. Is that correct?

Interviewer: Yes, go ahead.

Interviewee: Is the client a national or regional distributor?

Interviewer: Whether the client is a national or regional distributor is not relevant here; the issue is specific to the client's petrol pump.

Interviewee: Given the profitability problem at the petrol pump, I would like to delve into the profit structure, breaking it down into revenues and costs, the two components of profit.

Interviewer: Fair enough. For now, you can assume that costs are not a concern, and we can begin by analysing the revenues.

Interviewee: In that case, let us break down the revenue sources into fuel and non-fuel categories. Do we sell only petrol among the fuel sources, or are there other products?

Interviewer: Currently, only petrol is sold.

Interviewee: And among the non-fuel sources, we have the convenience store and value-added services. Are there any other revenue streams to consider?

Interviewer: No, you can proceed.

Interviewee: Let us start by examining revenue from fuel sources, breaking it down into the number of daily customers, ticket size per customer, petrol price, and distributor margins. Do we have data on these from current operations?

Interviewer: As of now, we have an average of 100 customers per day, a ticket size of 1 litre per customer, petrol priced at Rs 100/litre, with distributor margins at 10%.

Interviewee: Alright. To improve profits, we need to consider increasing at least one of these factors. How do these numbers compare with our competitors?

Interviewer: Assume that prices, margins, and ticket sizes are competitive across all players. The number of customers depends on various factors.

Interviewee: Understood. So, customer numbers depend on location, price, and service. How do we compare in terms of location and service with our competitors?

Interviewer: We are in a city like Mumbai, and location is not an issue. Our services are also top-notch.

Interviewee: Great. Now, we need to explore the possibility of either increasing or decreasing prices and evaluate their impact on customer numbers. Do we have any projections for this?

Interviewer: Based on market research, for every 10% increase in price, customer numbers decrease by 20%, and for every 10% decrease in price, customer numbers increase by 5%.

Interviewee: This suggests that changing prices alone may lead to an overall revenue reduction. Are there other avenues to increase customer numbers, such as advertising and marketing?

Interviewer: Given that petrol is a commoditized product, advertising may not be effective.

Interviewee: So, in this scenario we cannot see any scope of such isolation. Alright, then. Let us explore non-fuel sources and their relation to customer numbers at the petrol pump.

Interviewer: Exactly. About 30% of people visiting the petrol pump also visit the convenience store. Other non-fuel revenue sources can be disregarded for now.

Interviewee: So, we can consider increasing customer numbers and assess the net effect on revenue, factoring in both decreased prices and increased revenue from the convenience store. Do we have data on revenue per person from the convenience store?

Interviewer: Yes, currently, the revenue per person from the convenience store is Rs 100. Assuming prices decrease by x%, resulting in a change to revenue per person as y, can you derive the condition for increasing net profit?

Interviewee: (Writes the equation) This indicates that reducing prices alone is not sufficient; we also need to explore ways to increase revenue per person or the percentage of people visiting the store. What products are being sold at the convenience store?

Interviewer: Currently, we sell general consumption items like chips, biscuits, and other FMCG products. Our product range is not extensive. Any suggestions for increasing revenue from the convenience store?

Interviewee: As per my knowledge,

1. **We can stock a wider variety and volume of items to cater to customer preferences.**
2. **Expand the range of items related to vehicles.**
3. **Consider advertising the store.**
4. **Explore the option of allowing petrol payment at the store counter, encouraging all customers to visit, potentially leading to additional purchases. (Trade-off considerations needed for those averse to visiting the store)**

Interviewer: This sounds good. Thank you.

KEY TAKEAWAYS

It is necessary that we first have a rough idea about the revenue streams of any petrol pumps and their operations so that we can structure it in a better way.

Reducing the prices of the petrol was not an effective strategy here as it will lead to overall reduction in revenues which is already a key concern which we are solving.

Try to cross- check with the Interviewer in humble manner that whether you are moving in right direction or not, doing on everything own might indicate the rudeness behaviour during interview which is red flag.

Case 3:
Your client is a renowned clothing firm in India. It has seen a decrease in return on capital recently. Could you evaluate why?

Solution :

Interviewee: Absolutely, I'd like to start by learning more about the business and its offerings. Which regions does the business serve? Could you please inform me more about its product offerings?

Interviewer: Via retail stores, the client offers a variety of men's and women's undergarments. Most of their outlets are located in Tier-1 cities, however they are spread out across India.

Interviewee: Okay. That suggests that the customer purchases clothing from wholesalers and resells it to customers via retail stores, is that correct? Does the decrease apply to a specific store or region?

Interviewer: Yes, the client purchases from vendors and sells to end users. Every store in India is seeing a decrease.

Interviewee: Noted. Is there any information available on the scale and duration of the decline?

Interviewer: In the past year, there has been a 5% decline.

Interviewee: Do others in the industry have the same problem?

Interviewer: No. It appears to be an issue specific to the client's company.

Interviewee: Right. Do we take into account the total return to the company or simply the returns to the equity shareholders?

Interviewer: The decline is based on total long-term capital.

Interviewee: Great! In order to solve the issue, I would now want to go into the case and organise it. To start, I shall breakdown Return on Capital into two different parts: Capital Employed and Operating Profits. Subsequently, I will determine which of them are problematic and investigate additional variables that could have changed to affect any of these. Do you want me to continue in this manner?

Interviewer: Yes, it seems like a nice place to start. Please proceed?

Interviewee: Given that ROC is a function of capital and profits, I'd like to know if capital has increased, if earnings have decreased, or both.

Interviewer: The capital employed by the company has grown.

Interviewee: Alright. if I understand this well, that the company needs more capital than it did the previous year in order to generate the same operational profitability, is this correct?

Interviewer: Yes, that is correct.

Interviewee: I would like to break down capital into its component parts and investigate why more capital is being utilised to produce the same returns. We can split the capital into fixed capital and working capital based on the assets that are being financed. The capital that is used to finance long-term assets like land, buildings, machinery, and other similar ones is known as fixed capital. Conversely, working capital is utilised to cover the company's ongoing operating cash needs. Is it possible for us to compare the current balance sheet with the previous year's to determine if one or both of these components has increased?

Interviewer: That's a prudent choice. We can see that there has been an increase in working capital invested in the firm by comparing the two balance sheets.

Interviewee: Right. Working capital is calculated as current assets minus current liabilities. It may be further broken down by analysing current assets and liabilities individually. Current assets include cash, bank balances, inventory, trade receivables, prepaid costs, short-term investments, and advances. Additional components may exist, but these are the primary ones. Is this a valid assumption?

Interviewer: Yes, you may proceed.

Interviewee: Great. Similarly we can divide current liabilities into trade payables, short-term loans, accumulated costs, bank overdrafts, and unearned income. The next stage is to determine if any current assets or liabilities have significantly changed from the previous year. Alternatively, minor changes in multiple elements might lead to a significant overall change. Is there any numerical evidence that can confirm either assumption?

Interviewer: Again based on the balance sheets, we could say that the trade payables for the two years varied significantly.

Interviewee: Given the previously established link, trade payables would have to decline for the working capital demand to have increased. We can now explore potential reasons for the decline in the company's creditors. Can I use this approach going forward?

Interviewer: Yes, you may proceed.

Interviewee: The following are a few possible explanations for this: Firstly, the company's suppliers may have changed, and the new ones may have granted a shorter credit period than the previous ones. That being said, this could have affected the profit margin as well as the cost of goods sold, unless suppliers' prices are very close. Secondly, it is possible that the current suppliers have modified their conditions of credit, leading to a reduced credit duration and thus lower payables. Have any of these things happened?

Interviewer: Not really. Do you know how credit conditions are often structured in these kinds of contracts? That can help you identify the problem.

Interviewee: According to what I understand, suppliers often give retailers a window of time, say 10 days, in which they must pay for the items they supply. The retailer could be qualified for a cash discount, which is often expressed as a percentage of the purchase price, if he pays before then.

Interviewer: Correct. So, what could've occurred here?

Interviewee: It's possible that the client modified its payment terms to the providers. In the past, the customer would have been making payments past the agreed-upon deadline. However, the client may have shortened the credit term in order to receive the cash reduction this year. It's quite likely that the higher working capital needed as a result of the suppliers' shorter credit terms exceeded the advantages of the cash discount.

Interviewer: Right. That makes sense. Let's conclude now. Thank you.

KEY TAKEAWAYS

NOTES

1) It's crucial to identify if the decline is caused by profits or capital.

2) The focus should be on the balance sheet structure and purchase contracts tailored to the retail industry.

3) The decline is possibly related to increased working capital requirements.

4) Because of a shift in the business's position on supplier credit terms, trade payables have decreased.

RECOMMENDATIONS

1) Reach an agreement with clients to minimise trade receivables or to prevent sales prior to payment (zero-debtor policy). This would free up part of the working capital.

2) Return to the previous extended credit system policy in place of taking advantage of the cash discount.

3) Bargaining with the vendors to extend the time frame for claiming the cash discount is an additional option.

MARKET ENTRY

MARKET ENTRY

Market entry includes all the activities involved in bringing a product or service to a new market—whether that market is a new country, demographic or customer segment.

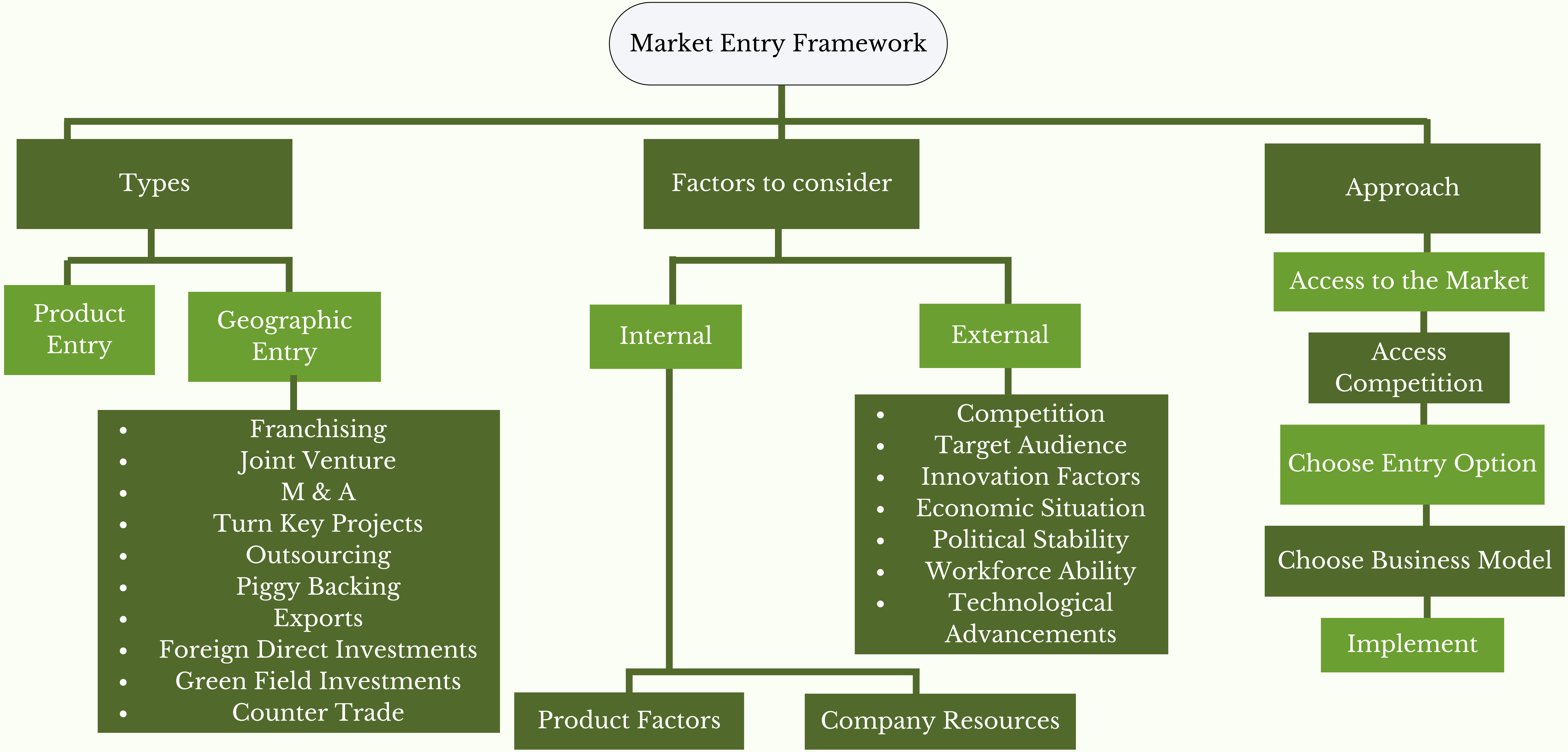
PRELIMINARY QUESTIONS

- WHERE: Define which region or market you are planning to enter.
- WHY: Describe the purpose of entering the market.
- WHAT: - Know the size of your potential market.
- WHO: - Identify who is your target audience & competition.
- HOW: Know about your market entry options.

TYPES OF MARKET ENTRY

- Geographical Entry: Expanding business operations into new regions or countries to access new markets and customers.
- Product Entry: Launching new products or services into existing or new markets to diversify offerings and attract customers.

MARKET ENTRY FRAMEWORK



Case 1:
The foreign insurance firm claims that some home insurance has been advertised in India. Life and health insurance are its current areas of presence in the Indian market. It plans to enter the residential insurance sector. You have to think of a go-to-market plan for the client.

Solution :

Interviewee: Could you please provide me with some more case details? What are the main goals of joining the house insurance market?

Interviewer: According to the client, there is a real estate boom occurring throughout India, and as a result, there is a potential market that is anticipated to increase significantly in the upcoming years.

Interviewee: Alright, so their focus is on the expansion of the real estate industry. Which goods are they? Intending to make sales in this market?

Interviewer: Their home insurance policies would apply to both newly constructed homes and homes that are being renovated.

Interviewee: Thus, in an ideal world, we would also be examining those who intend to purchase new homes in addition to those who already own them. Could you elaborate a little bit on the current competition in this area?

Interviewer: There is little penetration because few businesses have dabbled in this market

Interviewee: That's fantastic. Therefore, we can increase our share without fighting with competitors. Our clientele is something we can start from zero. Could you tell me the types of customers we intend to sell our goods to?

Interviewer: The business is interested in hearing your opinion on this as it hasn't made a decision yet.

Interviewee: To begin with, I would divide the Indian population into rural and urban income categories. Since there is a low rate of home ownership in rural areas, the corporation can first overlook this demographic in its efforts to join the home-insurance market. I would divide this market into income-based segments based on the population living in cities.

Interviewer: Yes, it is correct. Which market niche ought the clients to aim for?

Interviewee: It is rare for someone in the lower income bracket to own a home, but it is a dream for someone in the middle class. Thus, a sizable percentage of people in this market sector will be considering buying a home. Furthermore, the people in this category are more risk adverse and would want to have insurance to protect their home. Our products would also be of interest to individuals in the higher income bracket. The customer should so focus on the middle-class and upper-class demographics.

Interviewer: Let's now presume that the client has made the decision to join this market. How would you introduce the goods to the target market?

Interviewee: The client would have insurance because it is currently active in the life and health insurance market Therefore, in the first several months, I would start by educating the agents about our products through training sessions held in major cities. We can start with the current agents and look to hire more specialized ones later on.

Interviewer: Although it's a wonderful idea to train sales people, how can one guarantee that clients will purchase these things if they aren't interested in them in the first place?

Interviewee: There are two possible explanations for a low house insurance penetration rate: either individual don't trust these things or are unaware of it. Therefore, we must inform them of the value of having home insurance. With the help of contractors and home builders, we can connect with these clients. We can also collaborate with banks, who can provide house loans to customers and tell them about home insurance.

Interviewer: Alright. Do you foresee any more obstacles or mistakes in your roll-out strategy?

Interviewee: The roll-out would go gradually and slowly. Our present sales team needs training on home insurance products because they are qualified to market health and life insurance. Furthermore, given that in addition to teaching the general public, we also educate our rivals. People in this market would therefore choose the competitors even if their prices were only slightly lower since they are price sensitive.

Interviewer: : What kind of analysis could you undertake to support the CEO in acting with much more decisiveness?

Interviewee: By taking into account the acquisition cost and the revenue generated per customer over the course of their lifetime, we can perform a "customer lifetime value analysis." This will provide a clue We also have the option of looking into the possibility of purchasing any current player. To better understand the difficulties facing this market, we will also look at any prior forays into it made by any of our rivals. In addition, we must examine the regulatory environment to determine whether any laws are impeding the growth of this market.

KEY TAKEAWAYS

Offer home insurance policies for newly constructed and renovated homes and target both new home buyers and existing home owners.

Divide the Indian population into rural and urban income categories.

Consider acquisition cost and revenue generated per customer- Market entry includes all the activities involved in bringing a product or service to a new market—whether that market is a new country, demographic or customer

Consider purchasing any current players then examine the regulatory environment to identify any laws impeding market growth.

Case 2:
Your client is Australian private equity firm looking to invest in an Indian technology consulting and advising company. Give a suggestion on how to proceed?

Solution :

Interviewer: Your client is Australian private equity firm looking to invest in an Indian technology consulting and advising company. Give a suggestion on how to proceed?

Interviewee: Sir, if my understanding is correct, our customer is a private equity firm based in Australia that want to engage in an Indian IT consulting and advising business. For the same, I must come up with a plan of action.

Interviewer: You are correct. Kindly proceed!

Interviewee: First and foremost, I needed to fully understand the purpose of making this Investment. Is it their first investment in India, is it done from a growth view point and to complement existing holdings or something entirely different?

Interviewer: The client has no prior experience with investing in India and has opted to enter the industry. The main goal is to take advantage of the expanding Indian IT business and exit within 10-12 years.

Interviewee: OK! Since the decision to enter has been made, I would like to begin by learning about the growth drivers and trends in the Indian IT business. After that, I would discuss our alternatives by assessing several businesses and identifying the ideal one.

Interviewee: In addition, I'll set up a research on competitors. I'll offer some exit strategies for the same at the conclusion. Is this satisfactory or do you have any suggestions for improvements??

Interviewer: That sounds great. Please continue. Determine the criteria by which you will assess each of the previously mentioned headings.

Interviewee: Of course. The industry analysis will come first. To be well-informed about the sector, I believe I need to be aware of the market's size, growth rates, and any recent efforts and investments made by both public and private participants.

Interviewer: What crucial element are we ignoring in this situation?

Interviewee: Yes, we should also look at the forecast for the decade to come, as the exit is in 10-12 years.

Interviewer: : Yes, exactly. Kindly proceed.

Interviewee: - I believe I'll set the criteria immediately to identify our client's preferred business. The most important factors, in my opinion, are sales, income sources, financials, management, and development potential. Do you believe that this is a complete list, or should I consider any other criteria as well?

Interviewer: This seems good enough, please continue.

Interviewee: As mentioned in the problem statement, our two income streams will be software services and tech consulting. Three important criteria should be used to analyze both parts: market share, growth rates and their projections, and share of revenues.
Four important financial criteria are profitability, EV/EBITDA, margins, and ratios. These will outline the company's financial health and support the qualitative evaluation with quantitative data

Interviewee: Since management plays a major role in the investment's future, I propose three important criteria for evaluation: management quality (innovation and openness to new technology), experience (prior experiences support in understanding the company's vision), and average age (because this is a relatively long-term investment, it is crucial that the team remains together and has sufficient experience).
The initiatives in progress, an innovative attitude, and forward and backward tech integration, all influence the IT sector's potential growth in the future.
The same criteria may be used to assess rivals.

Interviewer: This analysis is really detailed. Could you provide an effective exit plan for the company?

Interviewee: Absolutely. There are various possibilities, including secondary sales, IPOs, and strategic acquisitions.

Interviewer: Alright. I appreciate your thorough evaluation, we can wrap up the case here.

KEY TAKEAWAYS

NOTES

1) The decision to enter this market has been made.

2) No prior experience making investments in India.

3) Goal: The goal is to take advantage of the growing Indian IT sector and exit after 10-12 years.

APPROACHES

1) Analyze the industry thoroughly and lay out the findings to your client in the beginning.

2) Define all the sources of revenue in the Industry.

3) Give your insights on how to evaluate financials and management of a company in this Industry.

4) Conclude with future growth aspects and an exit strategy (if applicable).

Case 3:
Your client is considering a new business model where they train engineering graduates and send them as freelance workers to various organizations, charging for their services. Let's discuss the viability of this approach.

Solution :

Interviewer: Your client is considering a new business model where they train engineering graduates and send them as freelance workers to various organizations, charging for their services. Let's discuss the viability of this approach.

Interviewee: Thank you for providing the case. Before proceeding further, I have some initial inquiries regarding the client's existing business model. I'd like to understand the location of the startup, its operational framework, and the primary sources of revenue at present.

Interviewer: They are situated in a second-tier city, and they operate physical training centers where individuals enroll for industry-specific training lasting 3-6 months, coupled with interview preparation sessions. Additionally, they offer training programs tailored for individuals with prior work experience. Let's explore potential sources of revenue for them.

Interviewee: Their potential revenue streams can be categorized into two segments: core and non-core revenues. The primary source of revenue stems from the enrollment/course fees charged to students. Additionally, as a training center, organizations seeking to recruit skilled Interviewees without undergoing extensive hiring processes can engage our services, generating supplementary non-core revenue.

Interviewer: Certainly. Let's discuss some cost categories that the client may be incurring.

Interviewee: As a physical training center, the client is likely to face substantial infrastructure requirements, constituting a significant portion of their fixed costs. This encompasses expenses such as leasing or renting training facilities, setup costs, acquiring computer devices for establishing learning labs, instructor fees for courses, as well as administrative and maintenance costs. Moreover, a considerable portion of their budget is allocated to marketing activities.

Interviewer: What factors do you believe are motivating this startup to reconsider its business model?

Interviewee: - Before addressing your question, I'd like to clarify if I understand the new business model correctly. So, the client plans to deploy their trained individuals to various organizations as freelance workers, specifically for particular projects. Essentially, these trainees would function as contracted employees, correct? The client intends to bill the organization based on the evaluation of the project's scope, as well as the number and proficiency of the trainees assigned to it.

Interviewer: Does this concept pique your interest?

Interviewee: - We can approach the idea of reconfiguring the business model by discussing the market opportunity, associated risks and benefits, and evaluating the financial feasibility of the new approach.

Let's start by considering the current scenario: IT firms typically hire a large number of employees and invest significant resources in training them. However, there is often high turnover among new hires, and many employees exhibit a lower level of competency. Our startup aims to alleviate these challenges by offering pre-trained employees, thus reducing the burden of hiring and training costs for IT firms while ensuring the competence of their workforce.

Moreover, IT firms frequently engage in project-based work and require flexible staffing solutions. Adopting a contractual employment model allows them to save costs by paying for resources only when needed for specific projects, rather than maintaining a full-time workforce throughout the year. From the perspective of these firms, the proposed model appears appealing. If our client pursues this new business model, it is likely to be well- received in the market due to its ability to address common pain points faced by IT companies.

Interviewer: Certainly. Let's discuss some cost categories that the client may be incurring.

Interviewee: - There are several associated risks:
1. Due to the diverse and evolving nature of industries, ongoing training is essential to maintain the competence and quality of our talent pool, resulting in consistently high training costs.
2. There's a risk that trainees might opt to pursue independent job opportunities after completing their initial training, rather than remaining available for gig work through our platform.
3. Not all individuals within our talent pool will consistently secure gig assignments, leading to potential instances of idle time where we still incur costs without generating revenue.
4. Competing firms may attempt to recruit our top-performing employees, potentially undermining our position in the market and leading to the loss of our most talented resources.

Interviewer: Sure, let me outline our approach to pricing this service.

Interviewee: - Certainly. Our pricing strategy will be flexible, tailored to the specific needs of each firm based on the skill level and experience required for their projects. We'll adopt a customized pricing approach.
To establish a baseline, let's consider the industry standard for entry-level engineering positions. We can assume that an IT firm typically allocates around 5 LPA (lakhs per annum) for an employee's salary, with a potential 10% increase in compensation as the level of experience grows. Additionally, for the sake of simplicity, we'll assume that firms will require resources for project durations shorter than a year.

Interviewer: Understood. Let's consider that we have a talent pool comprising 1000 individuals, distributed as follows: 600 fresh graduates, 300 with 1-1.5 years of experience, and 100 with 2-3 years of experience.
It's important to note that regardless of whether our resources are engaged by a firm or remain unassigned, we are responsible for compensating them for the entire year.

Interviewee: Certainly. Let's summarize the fixed costs that the client will incur in terms of salaries. With packages of 5 LPA, 5.5 LPA, and 6 LPA for different experience levels, the total salary cost amounts to 52.5 Crores annually.

Interviewee: Additionally, there will be other associated costs such as infrastructure, training, administrative expenses, and maintenance. Do we have an estimate for these costs? Moreover, considering that not all employees will be engaged in projects simultaneously, do we have any insights into resource utilization as a percentage?

Interviewer: Understood. In addition to the salary costs, other expenses such as infrastructure, training, administration, and maintenance are estimated to be 7.5 Crores annually. Furthermore, at any given time, we anticipate that only 60% of our talent pool will be actively appointed to jobs

Interviewee: Understood. With fixed costs totaling 60 crores and considering that only 600 people will be employed at any given time, our breakeven point would require charging 10 lakhs per resource for project work. To ensure profitability, we can add a reasonable margin of 10-15% as profit. This results in a pricing range of 11 lakhs to 11.5 lakhs per resource.

Interviewer: Do you believe this pricing is justified, and what course of action would you recommend for our client?

Interviewee: The proposed pricing exceeds double the amount typically paid by firms to their employees through conventional hiring and training channels. Opting for this pricing model would effectively mean that firms could hire and train two resources for the cost of one through their usual approach. Given this substantial disparity, it's unlikely that firms would readily agree to such pricing. Moreover, firms might also be hesitant due to the desire for longer-term commitment from employees who have invested significant time in understanding the company's business and project intricacies. Transitioning to a contractual work model could potentially disrupt team dynamics and synergies built over time.

Interviewer: What are the concluding notes you want to suggest the client?

Interviewee: Our client should reconsider their decision regarding this business venture, primarily due to the pricing concerns. Achieving a viable price point would necessitate nearly full utilization of the talent pool, a scenario that is overly optimistic given the challenges of maintaining high appointment rates even with extensive training efforts. Furthermore, scaling up the talent pool could compromise the quality of the employees.

Instead, the client should focus on optimizing their current practices. Exploring avenues such as expanding into online or hybrid training programs could help reduce infrastructure and training costs. Additionally, offering hiring and training services to firms where they are not directly responsible for employee salaries could be a more sustainable approach.

Interviewer: Thank you, it was really nice having you.

KEY TAKEAWAYS

Market Dynamics Understanding: Thoroughly assess market dynamics, including customer needs and industry trends, before contemplating a new business model.

Business Model Evaluation: Scrutinize the strengths and weaknesses of the current business model to uncover opportunities for growth or restructuring.

Revenue Streams and Costs: Clearly identify revenue streams and associated costs to gauge financial feasibility and sustainability.

Risk Assessment: Conduct a comprehensive risk analysis to identify and mitigate potential challenges inherent in the new business model.

Pricing Strategy: Develop a competitive and sustainable pricing strategy to entice customers while ensuring profitability.

PRICING

PRICING

Pricing is the process by which a business sets the price at which it will sell its products and services, and it may be part of the business's marketing plan.

PRELIMINARY QUESTIONS

1) What is product's unique selling point?

2) What benefits does this product provide to the customer?

3) How does our product compare to the competitor's product?

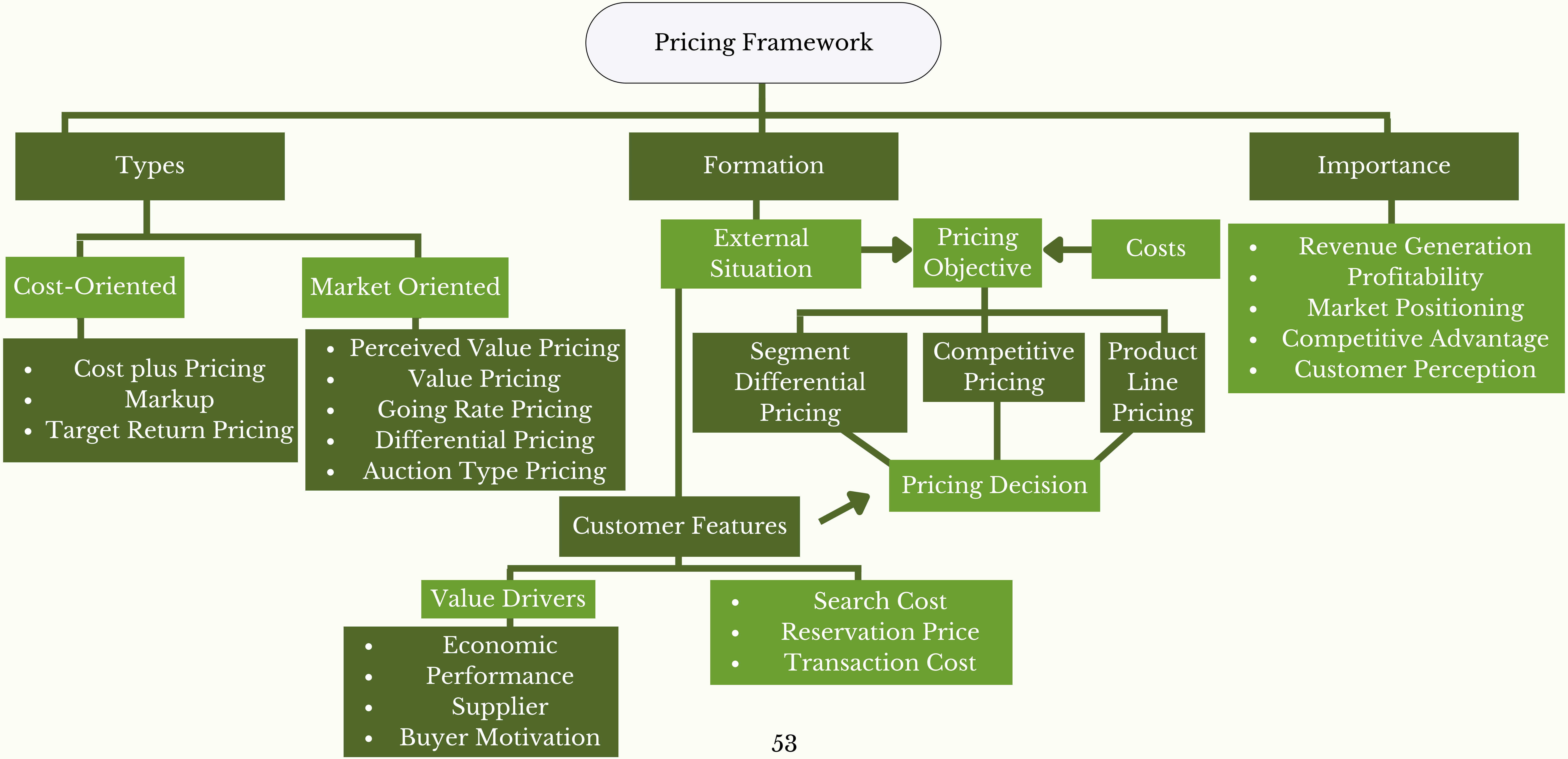
THREE KEY STRATEGIES

Competitive Benchmarking: This is the gold standard in pricing. Knowing where similar products and services are priced is the foundation for pricing your own.

Cost Analysis: Think of cost analysis as uncovering the minimum price you can afford to charge.

Willingness to Pay: To the extent that cost analysis dictates the minimum price, determining customer willingness to pay can set the ceiling for maximum price.

PRICING FRAMEWORK



Case 1 :

Tamana Electrical Company has invented a new bulb that never burns out. It could burn for More than 500 years and would never blink. The director of marketing calls you into her office and asks her something.

Solution :

Interviewer: "How do you price this." What would you tell her?

Interviewee: Okay. So, before we start figuring out the appropriate price, I would like to ask a few questions about our client, the product, the potential consumers and the market competition.

Interviewer: Yes, sure.

Interviewee: What's the company's aim for the light bulb?

Interviewer: To maximize profit.

Interviewee: I would like to get more data about the product. Is the product patented?

Interviewer: Our patent is currently pending, and I strongly believe no one else is working on anything quite like it. This innovative idea can potentially revolutionized the industry, and we are confident in its Success.

Interviewee: Could you tell me if the product has any delimitations Does it require more energy?

Interviewer: No, it is a safe product, ready to be launched in the market. I was thinking we could either price the product at a price comparable with the competition and we can also take a glance at the price the consumers are willing to pay.

Interviewee: Ok go on. What's our R&D spend so far?

Interviewer: ₹100 Cr. for this light bulb. For this bulb it costs us 5 rupees to manufacture, we sell it to the distributor for 15 rupees, the distributor sells to the retailer for ₹ 18, and he sells it to the customer for ₹25.

Interviewee: However, we have spent ₹100 Cr on the project, and it is an advantageous invention. Let us broaden the scope of the product a little and think more about the customers. There may be around 3000 street lamps and another 1000 bulbs at various Stations, hospitals, etc.

Interviewer: So, what are you proposing to me?

Interviewee: These customers incur additional Costs of Maintenance and changing of the light Bulbs etc. If we can sell this product to them, they will save.

Interviewer: On these supplementary expenses. Even if they estimate that the city will receive these bulbs for ₹550, after which they will have to pay ₹150 every worker for labor, for a total of ₹700 per bulb, three times a year. We have to turn healthy profit on this.

Interviewee: Thank you.

KEY TAKEAWAYS

The company aims to maximize profit from the light bulb.

The product is sold to distributors, retailers, and customers.

The product could save customers from additional costs of maintenance and changing bulbs.

Case 2 :
Your client is an upcoming real estate investor in Bangalore. He has recently built a housing complex and wants to figure out how to price the complex.

Solution :

Interviewer: How would you help him decide a price?

Interviewee: Let's get started, but first I would like to make a few clarifications. I'd like to know a few things about apartment complexes. Where is the residential area located?

Interviewer: The complex is situated outside of the city, nowhere nobody knows about and unexplored by other builders.

Interviewee: Why did you decide on this location?

Interviewer: In addition to the government-announced metro project, a few workplaces are being built nearby. People who work in these offices may be drawn to this, as well as those who like to vacation and hunt for less expensive apartments.

Interviewee: What is the gestation period and investment?

Interviewer: The constructor anticipates a gestation period of 11–13 years, having invested 280 crores.

Interviewee: Alright, so what is the minimum size needed for a single flat?

Interviewer: The average size of a single flat is 2000 square feet.

Interviewee: Alright, let's examine the three pricing models and determine which one is best for our needs. 1) Based on cost; 2) Based on competitors 3) value-based pricing; in that instance, let's start with cost-based.

Interviewer: Alright, so before I start, I have a few questions. I'm interested in learning about the anticipated profit margins, maintenance costs, anticipated sale schedule, and pricing strategy for various apartment types. Assume that maintenance costs are yearly and not included in the apartment's pricing, and that profit margins represent 15% of the total cost incurred. Within the following seven years, the client anticipates selling 25% of the apartments annually. Assume floor 1 to 7 to be priced 15% higher than 8-12.

Interviewee: Our pricing should be set up to cover both the client's expenses and the project's anticipated profit. 12% of the project's initial investment is assumed to constitute the profit. A total of 290 crores in revenue are anticipated. Number of units*price/square feet*square feet equals expected revenue. Given that certain apartments will be more expensive than others, the price per square foot for units on floors 1 through 5 would be 1467 INR, while units on floors 6 through 10 would be 1333 INR. We can raise the price of the apartment in subsequent years to allow for growth, improvements to the surrounding area, and inflation since not all of the apartments would be occupied in the first year.

Interviewer: Okay, now tell me about the questions you would ask about the competitors.

Interviewee: To determine their margins, I would look up the costs and prices of the rivals in the economy category. In addition, I would contrast their offers with ours to determine if they provide a better or worse unit price. Next, using the competitor's apartment pricing as a baseline, I will price it.

Interviewer: One more to go. Value-based costing: what about it?

Interviewee: Well, presuming the competitors don't offer this advantage, proximity to Metro and office spaces would undoubtedly be a reason to add a premium to the competitor-based pricing I had previously suggested. In order to examine the pricing approach that builders have adopted, we can also examine proxies located in different areas of the city. As a result, I would price the flats higher than my rivals, with the general restriction being that pricing must be higher than or equal to the calculated cost-based rate.

Interviewer: That's fair. In this situation, what advice would you give?

Interviewee: We should stick with cost-based pricing until the area is fully developed because it is an emerging region and metro services are not currently provided. Competition and value-based pricing would not be very helpful in this regard.

KEY TAKEAWAYS

The location is chosen due to proximity to a government-announced metro project and nearby workplaces.

Each of the ten towers has ninety flats.

The builder invested 280 crores and expects a gestation period of 11–13 years.

Case 3:
The client is a toothbrush manufacturer. It has recently come up with a toothbrush that can last forever. The client has hired you to suggest a price for this toothbrush.

Solution :

Interviewer: How would you help him price the newly designed toothbrush?

Interviewee: Alright, let me start by asking a few questions about the product. Would you kindly elaborate on the features and functionality of the product?

Interviewer: It is designed to resemble a regular toothbrush, but it is made to last a person's entire lifetime. Its usage is identical to that of a standard toothbrush.

Interviewee: How much does it cost to manufacture a product like this?

Interviewer: The business invested $10 million in R&D. Currently, it costs about 50Rs to produce one brush.

Interviewee: How is this product going to be distributed by the company? Is a certain region in mind for the product's launch?

Interviewer: Our initial sales channels will be OTC medicine shops and retail grocery stores. We intend to offer it in important Indian cities.

Interviewee: Are there any comparable products on the market right now?

Interviewer: No, there isn't a product like that which lasts a lifetime.

Interviewee: Does the business intend to use its pricing strategy to recoup its R&D expenses?

Interviewer: No, you can consider the expense of research and development to be sunk.

Interviewee: I would want to disregard the competitor as there aren't any at the moment, depending on cost. I want to move forward with value- and cost-based pricing.

Interviewer: Yes, that makes sense.

Interviewee: Does the customer have a specific margin in mind for the product?

Interviewer: An optimum margin over revenue would be 50%.

Interviewee: Alright. Given that the brush costs 50 rupees to create, be priced at Rs. 100 in order to yield a 50% sales margin. This device appears to be quite innovative for its pricing.

Interviewer: Okay, that sounds fantastic.

Interviewee: Now let me discuss value-based pricing. I want to figure this out by comparing the product's lifespan functionality to that of regular toothbrushes.

Interviewer : Proceed now.

Interviewee: Assuming a person is 70 years old on average and excluding newborn and elderly, we can conclude that an individual has been using a toothbrush for 60 years, with modern toothbrushes typically needing to be replaced every two to three months.

Interviewer: It's reasonable to assume that. You can proceed assuming two months.

Interviewee: This indicates that an individual uses approximately 6 * 60 = 360 toothbrushes during their lifetime. The optimal value of our product, assuming a price of Rs 50 per toothbrush, is
360 * 50 = Rs 18000.

Interviewer: Alright. Which elements, in your opinion, will affect this price?

Interviewee: I want to divide the components into two categories. elements that will drive up the price and elements that will drive down the price.

Interviewer: Yes, that does sound wonderful. What is it going to be?

Interviewee: I believe that inflation, the time value of money, and the ease of making a single purchase will raise this value, whereas elements that will lower it include fear of losing money and being bored with a single item for the rest of one's life.

KEY TAKEAWAYS

The product is designed to resemble a regular toothbrush but lasts a lifetime.

The product will be distributed through OTC medicine shops and retail grocery stores in key Indian cities.

The pricing strategy will not recoup R&D expenses.

The product's lifespan functionality can't be compared to regular toothbrushes.

The optimal value of product is determined by inflation, time value of money, ease of single-purchase.

GROWTH STRATEGY

GROWTH STRATEGY

A growth strategy is an organization's plan for overcoming current and future challenges to realize its goals for expansion. A growth strategy is a purposeful, forward-looking plan for a company to achieve its long-term goals. It's critical to have both a long-term vision and a near-term focus on execution, so you can unlock new opportunities with each milestone and stage you hit.

PRELIMINARY QUESTIONS

1) What is the competitive landscape?

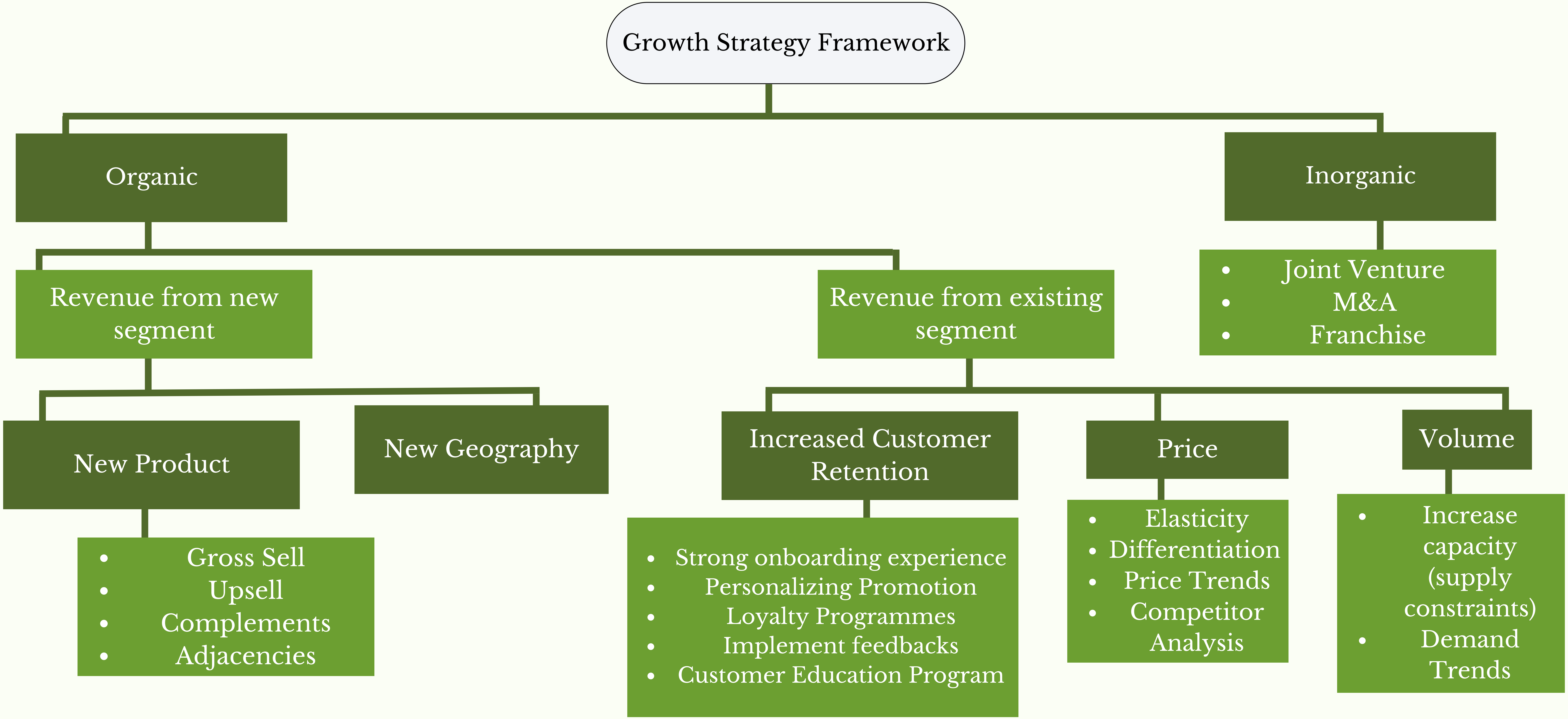
2) What is the product mix?

3) Where does the firm lie in the value chain? What are its revenue streams and distribution channels?

MAIN GROWTH STRATEGIES

- Market Penetration: Evaluates how much a product or service is used compared to its total market potential.
- Market Development: Focuses on expanding existing products into new markets for business growth.
- Product Development: Defines the direction for new products or improvements to existing ones.
- Diversification: Helps businesses expand by introducing new products or entering new markets.

GROWTH STRATEGY FRAMEWORK



Case 1 :
WPay, a digital payment service, holds 0.3% market share and aims to reach 5% in two years. Analyze the challenges and suggest strategic initiatives to achieve this goal.

Solution :

Interviewer: WPay, a digital payment service, holds 0.3% market share and aims to reach 5% in two years. Analyze the challenges and propose strategic initiatives.

Interviewee: Interesting case, could you tell me about the current competitors and their market shares?

Interviewer: Sure, the main competitors are JPay with 31%, Paymoney with 45%, and PP with approximately 10% market share.

Interviewee: Great. For our client, WPay, can we assume that it currently offers only peer-to-peer transaction services?

Interviewer: Yes, that's correct.

Interviewee: Are there any budget or resource constraints on the client's side?

Interviewer: There are no budget restrictions.

Interviewee: Thank you for the information. I'll take 30 seconds to draft my approach.

Interviewer: Certainly, take your time.

Interviewee: To grow market share, we can either acquire competitors or boost app usage. Given intense competition, raising fees is difficult, so the focus should be on expanding the user base and increasing transaction frequency per customer.

Interviewer: With the current limited offerings of WPay, how would you plan to increase transactions per customer?

Interviewee: Since WPay only offers transactions, I think we should implement a rewards system. Instead of issuing coupons, we could credit small amounts directly back to users' bank accounts. This way, people would see real savings rather than just discounts they might not use. Additionally, offering bonus rewards for frequent users could encourage more transactions and build customer loyalty.

Interviewer: Now, how would you suggest increasing the customer base for WPay?

Interviewee: We can leverage our parent company's 2 billion users base with onboarding prompts and rewards. If budget allows, a standalone WPay app with bookings and bill payments can further boost growth.

Interviewer: If you were to prioritize a recommendation to achieve the target of 5% market share by the end of 2026, which strategy would you choose?

Interviewee: Given WPay's unique integration with W, I would recommend enhancing features within the existing platform and incentivizing users to use WPay for transactions. This approach would likely be more cost-effective and help achieve the target without requiring significant additional investment.

Interviewer: Great, we can close the case now.

KEY TAKEAWAYS

Market Analysis: WPay's current market share is very small at 0.3%, while competitors have significant shares (JPay at 31%, Paymoney at 45%, and PP at 10%).

Current Offerings: WPay currently only provides peer-to-peer transaction services.

Objective: Increase WPay’s market share to 5% within the next two years.

Strategy Focus: (i) Boost Engagement – Rewards System
(ii) Expand User Base – Leverage Parent Company & Add Features

Reccomendation: Prioritize enhancing features within the existing WPay platform and leverage the existing user base of the parent company to increase adoption. This approach is cost-effective and aligns with the goal of achieving 5% market share by the end of 2026.

Case 2 :

Your client is an G Phone manufacturer based out of America. Post Covid they are facing a huge spike in demand and are not able to meet it with the current demand capacity. What should they do to ensure that demand is met as soon as possible?

Solution :

Interviewer: Your client is an G Phone manufacturer based out of America. Post Covid they are facing a huge spike in demand and are not able to meet it with the current demand capacity. What should they do to ensure that the demand is met at the earliest?

Interviewee: Alright, I get it. I only have a few inquiries about the business. I'd want to learn more about the business. The client's worth in the marketplace? Does the company supply other countries or just America?

Interviewer: The client ships their goods all over the world.

Interviewee: Alright. What is each plant's maximum capacity and how many plants does it own?
1. Establish units in the United States 2. Production in China 3. Produced in Japan. Could you perhaps explain these three possibilities to me?

Interviewer: The following items need our attention: 1. Regulatory standards 2. Suitability financially 3. The process. Please provide the three options the company is searching for ranked in order.

Interviewee: China ought to be the top choice, in my opinion. First and foremost, I think about the economy and how simple it is to establish manufacturing facilities with no intervention from the government.

Interviewee: Japan would be the second choice due to the nation's advancement in technology, and America would be the last due to the rising value of the dollar, which would raise all costs and boost demand for the good.

Interviewer: What would be your ultimate choice, then?

Interviewee: First things first, we should rule out Japan and America because of their strict laws. After analysing all the information, we can conclude that China is the best and most relevant location for manufacturing facilities because of its lower costs, more labour options, larger market share, and potential for maximum profit.

Interviewer: Indeed, said. Regards.

KEY TAKEAWAYS

The company owns multiple plants.

Key Considerations: (i) Regulatory Standards (ii) Financial Suitability (iii) Process

Potential Locations for Production: (i) United States (ii) Japan (iii) China

Priority List: (i) China - Easy establishment without government intervention (ii) Japan - Technological advancements (iii) America - Rising dollar value, affecting costs and demand.

Conclusion: China is the most relevant location due to lower costs, more labour options, larger market share, and potential for maximum profit.

Case: 3
Your Client is a telecommunication Company. They are experiencing stagnant growth for the past 1 year. They need your help in improving their growth.

Solution :

Interviewer: Our client, TechCom, has hit a bit of a roadblock with stagnant growth over the past year. They've approached us because they believe you're the consultant who can help turn things around. What would be your initial approach to understanding and tackling this challenge?

Interviewee: Alright, let's start by gathering some crucial information. First, I'd want to understand the current market conditions and competitive landscape. What are the trends in the telecommunications industry, and how is TechCom positioned compared to its competitors?

Interviewer: Excellent point. Knowing the lay of the land is crucial. TechCom primarily operates in a highly competitive market, with several players vying for market share. Now, as you dig deeper, you discover that customer satisfaction has taken a hit lately. What steps would you take to identify the root causes of this decline?

Interviewee: I'd kick off by analyzing customer feedback, conducting surveys, and possibly even talking directly to a sample of customers. It's crucial to understand their pain points, expectations, and where TechCom may be falling short. Additionally, I'd want to review internal processes, looking for any bottlenecks or inefficiencies that might be impacting the overall customer experience.

Interviewer: Fair. It seems like you're really honing in on the customer-centric aspect, which is key. Now, as you investigate, you find out that TechCom has been slow in adopting new technologies compared to its competitors. How would you address this issue and leverage technology for their growth?

Interviewee: Given the tech-centric nature of the industry, it's crucial for TechCom to stay at the forefront of technological advancements. I'd recommend a comprehensive technology audit to identify areas where they can upgrade or innovate. This might involve implementing AI-driven customer service, optimizing network infrastructure, and exploring new solutions to enhance their service offerings.

Interviewer: Tech upgrades can give them a competitive edge. Moving on, let's talk about the internal culture at TechCom. How would you assess and potentially reshape their organizational culture to foster innovation and growth?

Interviewee: Culture plays a significant role in driving innovation. I'd initiate employee engagement surveys and feedback sessions to gauge the current culture. If needed, I'd recommend leadership workshops to instil a culture of innovation, encouraging employees to share ideas and take calculated risks. Collaborative spaces and cross-functional teams could also be established to break down silos and boost creativity.

Interviewer: You've got a holistic approach here. Last but not least, how would you measure the success of your consultancy efforts in turning around TechCom's growth?

Interviewee: Culture plays a significant role in driving innovation. I'd initiate employee engagement surveys and feedback sessions to gauge the current culture. If needed, I'd recommend leadership workshops to instil a culture of innovation, encouraging employees to share ideas and take calculated risks. Collaborative spaces and cross-functional teams could also be established to break down silos and boost creativity.

Interviewer: You've got a holistic approach here. Last but not least, how would you measure the success of your consultancy efforts in turning around TechCom's growth?

Interviewee: Success metrics would vary, but key performance indicators (KPIs) such as increased customer satisfaction scores, a boost in market share, and revenue growth would be essential benchmarks. Regular progress reviews and adjustments to the strategy based on the evolving market dynamics would ensure we stay on the right track.

Interviewer: Alright. Your approach is comprehensive and strategic. It looks like TechCom would be lucky to have you on board. Any final thoughts or questions on the case?

Interviewee: I appreciate the opportunity to dive into this scenario. It's clear that a multi-faceted strategy is necessary to address the challenges and propel TechCom towards growth. If there are any specific details or nuances about TechCom that I should be aware of, please feel free to share.

Interviewer: I appreciate the opportunity to dive into this scenario. It's clear that a multi-faceted strategy is necessary to address the challenges and propel TechCom towards growth. If there are any specific details or nuances about TechCom that I should be aware of, please feel free to share.

KEY TAKEAWAYS

Client: TechCom, a stagnant telecommunications company seeking growth.

Initial Approach: Analyze market conditions, competitive landscape, and industry trends.

Customer Satisfaction Decline: Investigate root causes through customer feedback, surveys, and process analysis.

Technology Adoption: Propose a technology audit for upgrades, AI-driven customer service, and innovation.

Organizational Culture: Assess and reshape culture through employee engagement, leadership workshops, and cross-functional teams.

Success Metrics: Measure success through increased customer satisfaction, market share, and revenue growth.

MERGERS & ACQUISITIONS

MERGERS & ACQUISITIONS (M&A)

Merger

A merger is a business transaction that unites two companies into a new and single entity. Typically, the two companies merging are roughly the same size. After the merger, the two companies are no longer separately owned and operated. They are owned by a single entity.

Acquisition

An acquisition is a business transaction in which one company purchases full control of another company. Following the acquisition, the company being purchased will dissolve and cease to exist. The new owner of the company will absorb all of the acquired company's assets and liabilities.

MERGERS & ACQUISITIONS (M&A)

There are two types of M&A cases you'll see in consulting case interviews:

1. A company acquiring or merging with another company

2. A private equity firm acquiring a company

PRELIMINARY QUESTIONS

1) What is the strategic rationale behind the potential M&A?

2) What are the key metrics or financial details available for the target company?

3) Are there any specific synergies that the client is targeting?

4) Are there any major risks or challenges associated with the deal that we should be aware of?

2) What is the current market and competitive environment?

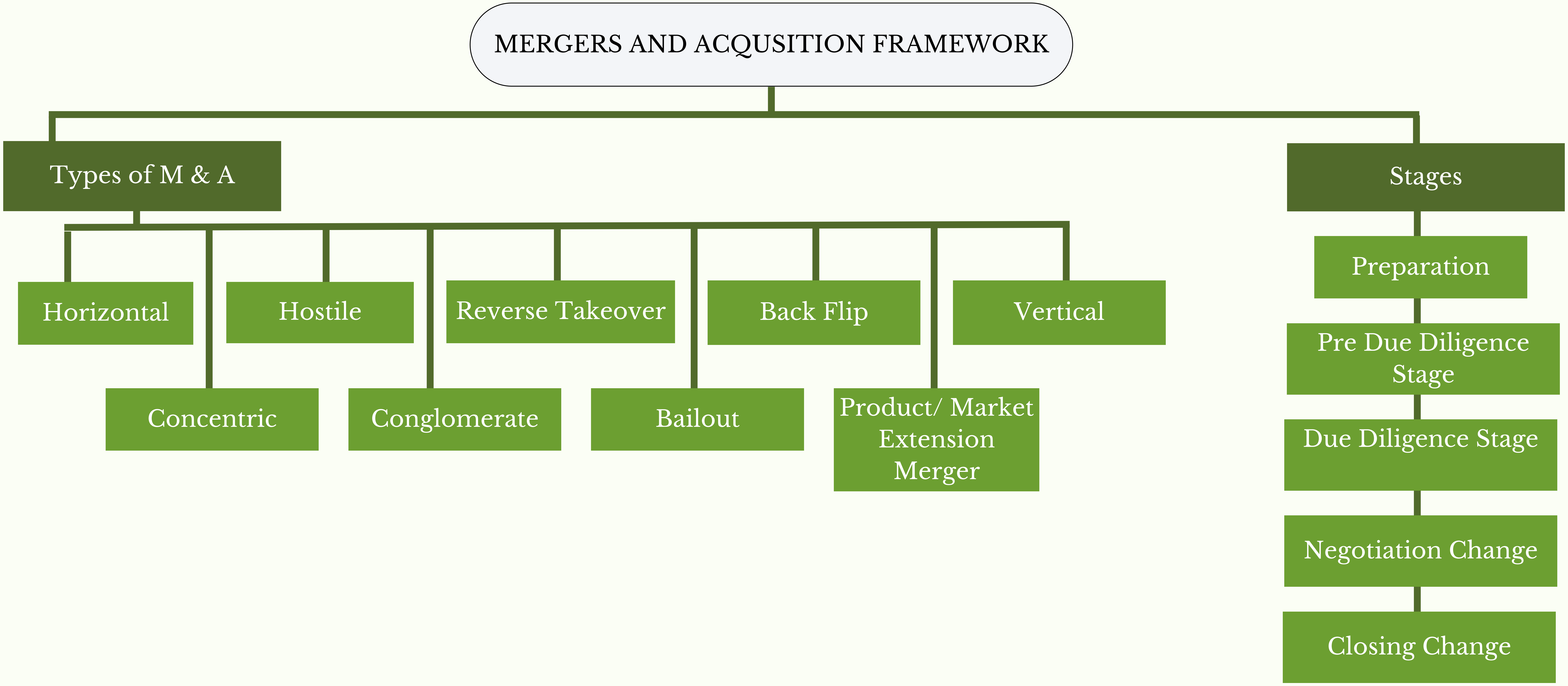
MERGERS AND ACQUSITION FRAMEWORK

MERGERS AND ACQUSITION FRAMEWORK

Should our client acquire the target company?

- **Costs**
  - **Acquisition Premium**
    - Acquisition Price
    - Target Valuation
  - **Integration Costs**
    - Offices
    - Common Departments
- **Synergies**
  - **Costs**
    - Fixed Costs
    - Variable Costs
    - Investment Costs
  - **Other**
    - Diversification of Market Portfolio
    - Financial Stability
    - Competitive Advantage
    - Access to new technology
  - **Revenue**
    - Brand
    - Geography
    - Customer Segmentation
    - Capital Investments
    - Managerial Knowledge
- **Risks**
  - Overvaluation Risk
  - Integration Risk
  - Financial Risk
  - Regulatory Risk
  - Reputation Risk
  - Cultural Risk

MERGERS AND ACQUSITION FRAMEWORK



Case 1 - Disney and Pixar

Let's go back in time, we are now in 2005 or 2006. Your client is Disney, the world's leading entertainment company whose mission is to entertain, inform and inspire people around the globe through the power of unparalleled storytelling, reflecting the iconic brands, creative minds and innovative technologies. They are planning to acquire Pixar, investors' belief that the combined company could use the animation character of Pixar to expand its network market. Disney seeks your advice of whether it should acquire or not?

Solution :

Interviewer: Your client is planning to acquire Pixar, investors' belief that the combined company could use the animation character of Pixar to expand its network market. Disney seeks your advice of whether it should acquire it or not?

Interviewee: Interesting Case, before I proceed I would love to confirm the information and the objectives of the case. Walt Disney is one of the leading media conglomerates in the world, while Pixar is an American animation studio based in Emeryville, California, known for its critically and commercially successful computer-animated feature films.

Interviewee: The main reason for this acquisition is that Disney wants to maintain its technological products and believe that this decision would also enhance the revenue of Disney as well as enable the company to maintain high market share in the film distribution industry. Some other pieces of information that I would add is that both the company's have previously worked together in 1991 and have produced 3 CG animated movies which were successful. Please add something if I have missed.

Interviewer: Impressive, you have now got the case, how are you planning to solve it?

Interviewee: As it is a very strategic decision I would take help from the porters framework, perform swot analysis, list potential synergies and risk for the proposed acquisition.

Interviewer: Great going, you can now start solving the case with the above framework.

Interviewee: I'll begin with porters 5 forces for both Disney and Pixar. When it comes to Disney the theaters and retailers are those individuals that bring movies in the course of Blue-ray, DVD, and showings, and etc. The decision of buying the movies was based on the willingness of the theaters and retailers , they even evaluated the distribution scale customer base and brand loyalty during purchase decision while in case of Pixar the distributors are the real buyers of the filmmaker industry. In this industry, the power of buyers is high due to the availability of an enormous number of movies for the distributors. Next is the suppliers power. For Disney the power of supplier is low as the company requires high capital supports from distributors. Moreover, the distribution and marketing strategies play a vital role in the success of the film industries, while for Pixar it is moderate.

Interviewee: When it comes to threat of new entrants Disney is safe because this industry requires high capital investment while Pixar has high risk from this factor due to evolving technologies. Threat of substitutes is moderate for both while Competition is moderate for Disney and high for Pixar

Interviewer: Great this gives me a context of the positions of both the companies you can now perform the swot analysis for Pixar.

Interviewee: The main strength of Pixar is its technological successes and its 3D leadership in PC animations. The company also has numerous software and programs which assist it to achieve success in the market. The company also gets the benefit from its fast production process and the management team of Pixar is skillful . The company faces economic challenges due to lack of financial resources and uncertain economy. On the other hand, the main weakness of the business is that it is still in the developing stage and does not have enough resources to maintain its standard. The company has tremendous opportunities for growth in the market. However, the company may face intense competition from its competitors, which give tough challenge to the company.

Interviewer: Got it now state possible synergies generated from this acquisition.

Interviewee: Sure sir, there are many internal and external synergies generated with this acquisition. Increased revenues and market share being the most dominant ones. Access to technology, skilled workforce, availability of capital for Pixar so that innovation can be done etc are some others.

Interviewer: Great, now please suggest me some other alternatives to this acquisition and some things to consider in case this merger happens.

Interviewee: Some of the possible alternatives should be that Disney can outsourse it's technology innovation part of it to stay in race or if it has capital can build it inhouse by acquiring equipments and hiring workforce. It can also form a strategic alliance with its competition and build a strong relationship with animation houses if it is not aquring Pixar.

Interviewee: On the other hand if it is acquiring it some things to consider are:

- Merge the production entity of pixar and Disney into in single unit where the creation and animation responsibility mainly lies within Pixar and with minor-major contributions to story- board is given by Disney to ensure cooperative competitive advantage over rivals like Dreamworks, etc.
- No change of positions of direct leadership in pixar, jobs and lasseter should withhold maximum capacity of leadership and decision while considering mutual discussion and co-operative strategic planning with the leaders and board of Disney in regard to film quality production.
- Non-change of pixar's three governing principles which has laid the foundation and fostered its success: “everyone must have freedom to communicate with anyone”, “it must be safe for everyone to offer ideas”, and “stay close to innovations happening the academic community”

Interviewer: Great recommendations we can end our case here.

KEY TAKEAWAYS

Objective of Acquisition: Growth and staying in competition with technological products and also state some past connections of the 2 companies.

As it was a very strategic decision you applied Porter's 5 forces framework to understand both the parties involved in the deal followed by swot analysis of pixar.

The synergies possible with this transaction and also suggested some alternatives if acquisition was not done.

Case 2:
Our client is a private equity firm and is planning to invest in a taxi service in Delhi. The target company is taxi love. They are seeking your feedback of whether or not to invest in the firm. So can you please state the steps you will follow to address this problem.

Solution :

Interviewer: Our client is a private equity firm and is planning to invest in a taxi service in Delhi. The target company is taxi love. They are seeking your feedback of whether or not to invest in the firm. What steps you will follow to address this problem?

Interviewee: The objective of this case is to provide feedback about the acquisition of a taxi service business operational in Delhi.

Interviewer: Correct, what is the framework you will follow to give the apt feedback to our client?

Interviewee: An interesting situation, to begin with I'll understand the taxi landscape in Delhi- it's market size, growth rate and active players.

Interviewee: When it comes to company analysis I will look into profitability it's revenue models, cost structure and also the present value of growth options. We can also look at asset to liability ratio of the target. We have to do analysis of expected returns from investment and current valuation of company.

Interviewer: Good job You have listed them all. Start by estimating the market size.

Interviewee: To estimate the market size, I'll need 2 pieces of information i.e. population of country and out of it% of population using taxi. To calculate the total value I'll also require revenue per taxi ride per year which can be calculated as total miles per person per year *fare per mile.
Market size = population * % of using taxi * miles used taxi per person per year * fare per mile

Interviewer: Impressive answer, now could you please state some factors that influence the frequency of people using taxi in a particular area?

Interviewee: Some of the reasons I can think of are availability and affordability of public transport, income of the individual, traffic in the area and no. of private vehicles.

Interviewer: Ok, Now observe the information provided below and draw some conclusions from the same.

EXHIBIT 1: CUSTOMER SEGMENTATION

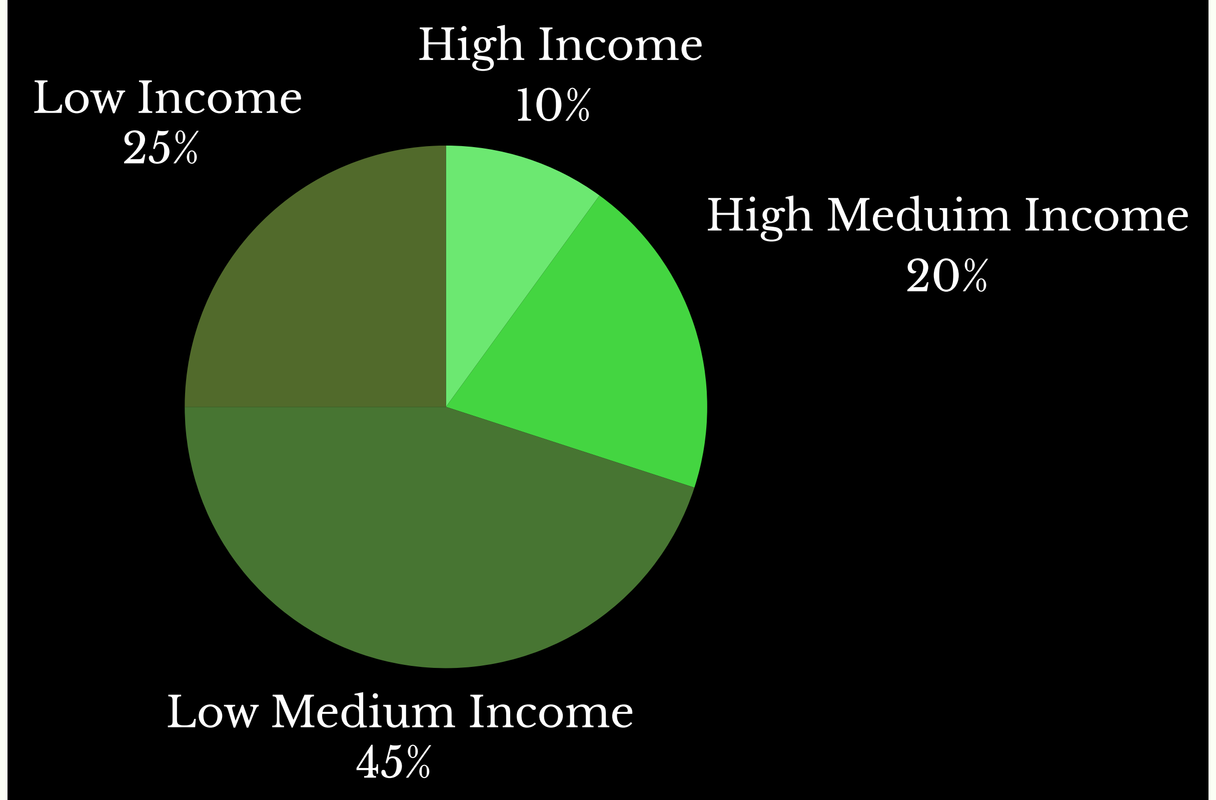


EXHIBIT 2: PROBABILITY AND FREQUENCY OF TAXI USUAGE BY CUSTOMER SEGMENT

Income level	Probability of using taxi service (%)			
	Home- Shopping	Home- Work	Home- Sports	Work- Shopping
High	15	20	20	15
High- Medium	10	35	35	20
Low- Medium	10	20	15	10
Low	5	5	0	5
Income level	Frequency of using taxi service (month)			
	Home- Shopping	Home- Work	Home- Sports	Work- Shopping
High	20	40	30	10
High- Medium	20	40	30	20
Low- Medium	15	40	10	20
Low	10	40	0	10

EXHIBIT 3: DISTANCE AND FARE OF TAXI SERVICE BY CUSTOMER SEGMENT

Income level	Distance travelled per taxi ride (miles)			
	Home- Shopping	Home- Work	Home- Sports	Work- Shopping
High	10	12	12	10
High- Medium	10	15	12	12
Low- Medium	8	10	8	12
Low	7	10	8	5
Income level	Fare ($/mile)			
	Home- Shopping	Home- Work	Home- Sports	Work- Shopping
High	1	1	1	1
High- Medium	1	1	1	1
Low- Medium	1	1	1	1
Low	1	1	1	1

Interviewee: From 1st image I could see that low medium is the largest customer segment whereas high income forms the smallest segment of all. From 2nd conclusion can be drawn that home and work has the highest frequency of taxi use while the 3 rd image provides us the insight that high medium and low medium customer segment generate majority of revenue per customer.

Interviewer: Assume the population of the country to be 30 million, use exhibit 1,2&3. Which segment will generate maximum revenue when it comes to home to work commute.

Interviewee: Ok, so the segment of high medium and low medium can give high possibility of revenue and if I put the numbers in the formula i. e
Revenue per segment= population* % population in segment * probability of taxi use * rides /month * 12months/year * miles ride * fare/ mile
we get the result of 12.96 billion from low medium and 15 . 12 billion for high medium making it the highest revenue generating segment based on the facts provided.

Interviewer: Let's say taxilove is the second largest player in Delhi and has a market share of 33%. You are about to enter the room of our client who is eagerly waiting to listen to your advice what would you say to him.

Interviewee: I would tell the client that the company is operating in a high growth market we can expect the company to grow in the next years if it focuses on home-work commute and maintains it's position. Currently the company is close to 10 billion revenue per year. Nevertheless we have to also look into company financials, solvency, leverages taken to come to a conclusion.

Interviewer: Said well. We end the case here

Case -3

Our client is Pnut Co., a Pune-based snack company specializing in peanuts. They are planning to acquire another company (Company A) that specializes in snacking almonds. Company Pnut is the market leader in snacking peanuts, but segment growth is slow, so the company is planning to diversify. They have hired us to tell us whether it's a good idea or not.

Solution :

Interviewer: Company Pnut is the market leader in snacking peanuts, but segment growth is slow, so the company is planning to diversify. They have hired us to tell us whether it's a good idea or not to acquire Company A.

Interviewee: It's an interesting case I just want to make sure that I've got it correctly. Our client is Pnut Co., a market leader in the peanut snacking industry, planning to acquire A Co., a company specializing in almond snacks, because they see slow growth in their segment and plan to diversify.

Interviewer: Yes, correct, you can now proceed.

Interviewee: Ok, I want to ask certain questions before I proceed.

Interviewer: Go ahead.

Interviewee: What is their business model? Are they vertically integrated? Also, do they operate in any other segments or merely peanuts?

Interviewer: They focus only on peanuts & manage the retail, distribution, and manufacturing sides; the supply side is commoditized and pretty standard.

Interviewee: Is the slow growth only relevant to the peanut snacking industry or the snacking industry as a whole?

Interviewer: Only peanuts.

Interviewee: What exactly is the company looking at for revenue growth or profits?

Interviewer: What exactly is the company looking at for revenue growth or profits?

Interviewee: To answer the question, I would look at 4 different things: the almond market, profitability, synergies, and acquisition terms. I'll begin with markets & would like to get insights about their size and trends, competition, the company's market share, supplier dynamics, and regulations. For profitability, we would look at its pricing, margins, costs, and operations. When it comes to synergies, I would love to know how we can leverage both the company's capabilities and opportunities for portfolio expansion.

Interviewer: Great, how will you estimate the market size?

Interviewee: First, I would start with US consumers of almonds, then multiply that by the number of packets they consume per week or year, & then multiply that by the price of the packet based on heavy and light users.

Interviewer: Proceed by putting some numbers.

Interviewee: I believe 25% of the US population consumes almonds—10% light, 10% moderate, and 5% heavy users—and the price is $2. Casuals may consume 25 packets per year; moderates may consume 60 packets, while frequents can go up to 120 packets.

Interviewer: Valid assumptions.

Interviewee: The population of the US is around 300 million, so 25% will be 75 million people: 30 million casuals, 30 million moderates, and 15 million frequent users. The number . of packets consumed per year will be 30 million * 25+ 30 million * 60 + 15 million * 120, so it totals 4350. To make it easier, we can round it to 5, so the price per packet * the number of packets consumed per year totals 10 billion. Can you please provide me with some information on A Co.'s market share and profit margins?

Interviewer: Its market share is 10% and margins are 50%.

Interviewee: So the revenue will be 1 billion and profit will be 500 million approximately.

Interviewer: Which are some of the assumptions you would love to test?

Interviewee: The valuation methods the A Co. has used and also revisit the constant share of market year assumption since the snacking industry is growing rapidly.

Interviewer: Great. Now as we move into the room of the CEO, what are your recommendations to him?

Interviewee: I would recommend him to acquire A Co. because we can benefit from a lot of synergies and we can have a lot of opportunities, such as increased consumer base and innovations like new flavor development, etc.

KEY TAKEAWAYS

The case revolves around Pnut Co., a peanut snacking company, which plans to acquire A Co., an almond snacking company, in order to diversify it's business.

To analyse the situation, we begin by estimating the market size of almonds, which came out to be 10 billion, and then look into company specifics and find it to be worth acquiring.

Some of the things to keep in mind while acquiring are validating our assumptions and the term sheet.

UNCONVENTIONAL CASES

UNCONVENTIONAL CASES:

Unconventional cases are non-traditional case interviews that do not fit into normal frameworks or have unexpected characteristics. These cases may involve unique industries, non-profit organizations, or government agencies, and may require creative solutions.

PRELIMINARY QUESTIONS

Understand the Context: Ask questions to understand the context of the unconventional case, such as the industry, specific challenges, and any unique factors that may be at play.

Gather Data and Assumptions: In unconventional cases with limited data, ask about the available information and the key assumptions that can be made. This will help you make informed decisions and structure your analysis.

Clarify the Objective: Seek clarity on the objective of the case and what the desired outcome looks like. Understanding the end goal will help you structure your approach effectively.

Explore Alternative Perspectives: Consider asking open-ended questions that encourage alternative perspectives or creative thinking, especially in cases where traditional frameworks may not apply.

A case can be unstructured or non-traditional in one or more of the following parameters:

The Situation

The case's circumstances challenge conventional wisdom and understanding. A non- traditional scenario has the potential to catch applicants off guard. Before proceeding to their hypothesis, applicants must first get a fundamental understanding of the circumstances.

The analysis

Applicants must be able to think quickly and apply first-principle thinking to quickly design a unique solution for the given situation. There's no set formula for this, but to analyse and adapt to the situation as soon as you're into the conversation.

The Problem

It's possible that the issue raised in the case prompt isn't one that arises in most businesses, like falling profitability, rising sales, cutting expenses, or breaking into a new market. Alternatively, some circumstances could provide special and unusual issues that call for a more imaginative and out of the box approach.

The Solution

The solution to a case in a non-traditional setting might not always be clear-cut or conventional. It often requires a greater comprehension of the particular circumstance and issue at hand. It is common for an unstructured or non-traditional analysis to result in an equally unconventional answer.

Case 1 :
Consulting firm expenses

Solution :

Interviewer: Your client is a reputable consulting firm aiming to trim their travel expenses. What recommendations can you offer?

Interviewee: Okay, before delving into specifics, could you clarify if there's a predefined cost reduction goal or timeline for achieving these targets?

Interviewer: They're looking at a 6-month to 1-year period without a specific target. Feel free to proceed with your assumptions and brainstorm on possible solutions.

Interviewee: Understood. Considering the consultants' travel costs, let's categorise them into four main areas: inter-city travel, intra-city travel, accommodation, and miscellaneous expenses.

Interviewer: That sounds comprehensive. Let us start with inter-city travel. What suggestions do you have? Also mention the broad categories of expenses within this.

Interviewee: Okay, starting with inter-city we can break-down costs on following points;

1. Mode of travel
2. Frequency
3. No. of tickets per trip
4. Price per ticket

Let me first know whether I am on the right track and can I proceed with these assumptions?

Interviewer: Yes, you are good to go with these assumptions, but right now focus on other parameters except the mode of travel as we will not be able to change it.

Interviewee: To reduce travel frequency, the firm could align project timelines with clients early on, facilitating advanced bookings at potentially lower group fares. Additionally, leveraging corporate discounts by booking directly with airlines or through select travel agents could yield savings. Also, optimising team size and mandating economy class for junior staff and only Partners allowed to take business class could trim expenses.

Interviewer: Good. Now, let us discuss intra-city travel. What strategies would you propose?

Interviewee: Analysing local cab rates versus rideshare services like Uber or Ola can ensure competitive pricing. Encouraging carpooling among team members can further cut costs.

Interviewer: Alright. How about accommodation expenses?

Interviewee: Certainly. The firm could explore semi-premium options for junior staff while reserving luxury accommodations for senior members. Long-term corporate partnerships with hotels could secure better rates, and booking in advance based on project timelines can offer savings. Also, optimising room occupancy and capping in-hotel expenses like food orders can contribute to cost reduction.

Interviewer: Sounds good. Lastly, what about food and other expenses? For now, the client is reimbursing up to Rs 4,000 per day for food. Any suggestions over here

Interviewee: Adjusting reimbursement caps based on seniority levels and city tiers could be beneficial. Lowering the cap for Tier 2 cities compared to Tier 1 cities can align with regional cost variations. For example, spending an average of Rs 4,000 in a city like Bangalore is reasonable, but not the same if the client base is present in Gandhinagar.

Interviewer: Thank you for your thorough recommendations. We can end the case over here.

KEY TAKEAWAYS

The client was the consulting firm looking down to trim their costs with respect to travelling, so the Interwiewee should understand this and develop his analysis with respect to that.

There is no standard framework over here, Interwiewees need to have a general sense of how an organisation works and their various expenses. Interwiewee could state the possible suggestions and cross-check with the interviewer whether to move on or need any improvement.

Case 2 :

Mumbai City Governance Authority (MCGA) has appointed you as a consultant on a study to prepare a report on the city's traffic congestion. The report should include recommendations in addition to an analysis, and it should have both a short and long-term perspective. Discuss how you would handle this situation.

Solution :

Interviewer: Good day! Thank you for joining us today. We have a case for you. Mumbai City Governance Authority (MCGA) has hired you as a consultant for a study on the city's traffic congestion. They expect a report with both short and long-term perspectives, including recommendations. Can you walk me through how you would approach this situation?

Interviewee: Thank you for the opportunity. I would start by conducting a thorough analysis of the current traffic situation in Mumbai. This involves studying traffic patterns, peak hours, key congestion points, and the existing infrastructure.

Interviewer: How would you gather this data?

Interviewee: I would leverage a combination of sources, including traffic surveillance data, GPS data from transportation apps, and collaborate with local authorities for any available information. Additionally, public surveys and interviews with commuters can provide valuable insights into the daily challenges faced.

Interviewer: Interesting. Once you've collected this data, what's your next step?

Interviewee: The next step would be to identify the root causes of the traffic congestion. This involves analysing factors such as inadequate road infrastructure, public transportation issues, population density, and urban planning.

Interviewer: How would you approach the short-term perspective of the report?

Interviewee: For the short term, I would focus on immediate, actionable measures to alleviate congestion. This could include optimizing traffic signal timings, implementing temporary traffic management solutions, and promoting ridesharing or public transport during peak hours.

Interviewer: And for the long-term perspective?

Interviewee: In the long term, my approach would involve proposing infrastructure development projects, such as expanding road networks, improving public transportation systems, and incorporating smart city technologies. Sustainable urban planning and policies to manage population growth also play a crucial role.

Interviewer: What about community engagement?

Interviewee: Community engagement is key. I would organise town hall meetings or online forums to gather input from residents, businesses, and other stakeholders. Their perspectives can provide valuable insights and help in creating a more inclusive and effective plan.

Interviewer: Excellent. Finally, how would you present your findings and recommendations.

Interviewee: I would structure the report with a clear overview of the current situation, followed by a detailed analysis of the causes. Recommendations for short-term solutions and long-term strategies will be presented separately, supported by data visualisations and case studies from other cities that have successfully addressed similar issues.

Interviewer: Thank you for walking me through your approach. We'll be in touch regarding the next steps.

Interviewee: Thank you, I look forward to the opportunity to contribute to the improvement of Mumbai's traffic congestion challenges..

Case 3 :

Your client is the Tennis Association of India. Their goal is to compete in the 2025 Olympics and win an Olympic gold medal. They are seeking your assistance in order to help them map out a course of action to reach this goal.

Solution :

Interviewee: Firstly, I would need more information on the Tennis Association of India, including its composition and role in choosing athletes to represent India in the Olympics.

Interviewer: - Let's assume that the operations are a lot like those of the BCCI. It is the state boards' primary body for tennis. The association oversees all state and national tennis competitions and is in charge of tennis's worldwide presence in different athletic events.

Interviewee: Well, that's interesting! To continue, is it reasonable to believe that the government and some sponsors provide the board with funding?

Interviewer: That's a reasonable assumption, just that the funding level is far lower than that of BCCI, additionally you may assume that the sponsorship is little.

Interviewee: Understood. I thus want to clarify the purpose a little more thoroughly. Could you kindly assist me with the Indian team's current status, compared to the other teams, and if I should concentrate on any particular category or whether we are talking about all the men's and women's singles and doubles?

Interviewer: Good. As a result, we are only paying attention to the women's singles and doubles division. We usually lose before the semifinals, and the top competitors are South Korea, China, the United States, and New Zealand.

Interviewee: That is really helpful. Before I continue with the structure, one final question. Which timeline do we now exist in? Do I need to set out a four-year plan because the Olympics are in 2025, or is there another requirement?

Interviewer: Indeed, let's say that the year is 2021 and you need to provide a four-year strategy.

Interviewee: I see. I think I understand the issue description quite well, and I would want a moment to put together my thoughts.

Interviewer: Sure.

Interviewee: In order to make plans for the next four years, I would first divide the issue into three categories:
1. Recognising the appropriate talent
2. Olympic Training
3. Olympic Performance.

I'll begin by going over the scouting procedure. Do you think the structure is fair?

Interviewer: Yes, please continue

Interviewee: Okay, so can you please explain the present functioning of the scouting mechanism? My prediction is that there will be district competition, state competition, and finally national competition. Do you have any information on how often these tournaments occur and how many players make it through each selection?

Interviewer: The mechanism functions precisely as you described. The issue is that not enough girls play tennis, thus the frequency is just once a year.

Interviewee: Yes, that's what I was trying to say. I appreciate the information you provided. Therefore, I'll start by concentrating on the total number of participants and then check to see whether selection frequency affects selection quality. Does this seem reasonable?

Interviewer: Yes, it does. For the sake of simplicity, you can suppose that we are unable to really change the frequency. Why don't you concentrate just on the number right now?

Interviewee: Observed. I'll now analyse the poor engagement in the female society further into three categories: awareness, motivation, and capacity.

1. Awareness: Checking to determine whether children or parents understand the full extent of a game like tennis and whether contests are well-publicized.

2. Motivation: Are the families aware of the sport's opportunities for personal and professional development? Examine the reasons behind their willingness or unwillingness to invest time and energy in this game.

3. Capability - Ensuring that girls who possess the knowledge and enthusiasm for the activity can obtain the necessary infrastructure or training to participate.

Do you think this is fair, and is there a particular bucket you would like me to fill?

Interviewer: Yes, it does seem fairly exhaustive. Why don't you focus on the awareness part and give recommendations on increasing it?

Interviewee: Yes. The best strategy is to focus on students and instructors in both public and private educational institutions. We request that the Tennis association's state organisers team up and visit schools, discussing the advantages of the game and the field's prior successes. Additionally, pamphlets must be given out so that children may review the concept when the association's representatives visit. It would also be beneficial to have a few local channel advertising on the upcoming games to generate interest. The second one would depend on our available funds and would have to be distributed to the states with the highest anticipated conversion rates.

Interviewer: Alright, let's move on to the training section. Assuming that the squad has been chosen, we now need to concentrate on the training component in order to enable the team to compete for the gold medal.

Interviewee: Yes, training may be divided into two categories: infrastructure and skills. The Skills may be divided into three categories: technical, mental, and physical.

1. The physical skills are the fitness part, that can be divided further into exercise and diet plans. Every athlete has different dietary needs, so working with a nutritionist to monitor what they eat can help them develop healthy bodies. A personal trainer assisting each of them in maintaining their fitness.

2. Technical skills will include agility, speed, and hand-eye coordination. A qualified coach would be required to impart the skills, assist the top players in India with their areas of weakness, and help them develop their strengths.

3. Mental skills are their capacity to handle stress; it would be beneficial to have a licenced psychiatrist encourage them on a weekly basis.

Infrastructure would guarantee that athletes have access to a specialised sports facility that satisfies global standards for practice. Fitness and the gym are also featured in this. Is there anything else you want me to address before moving on?

Interviewer: No, I believe you can keep going

Interviewee: Let's go on to the performance that day. I notice that there are four strong competitors, and we are unable to get to the finals. I think that every player and every nation have a very distinct approach to playing a game. A few are defensive, while others are aggressive. It would be beneficial to research the player's approach used to arrange the match before each game and adjust the game plan accordingly. We may also benefit from the fact that our rivals will likely underestimate us and show not much prepared.
It would also relieve some of the mental weight of the game to have a professional motivator for them. Would you like me to cover anything else?

Interviewer: I suppose you have addressed each aspect of the strategy in great detail. As you can see, there was no right or wrong response in this example. It was intended more to lead you in the direction of analysis.

My major goal was to discover how you can break down a brief topic and make sense of it. We may end the case now.

NOTES

Make the time frame clear.

Describe the duties and role of the Indian Tennis Association.

Concentration on the kinds of events that will be the primary focus of the 2025 Olympics.

Determine your current Olympic standing.

RECOMMENDATIONS

Raising awareness: distribute brochures, run ads in local media, and target educators and students in both public and private institutions.

Olympic performance: a professional to maintain team motivation and research rivals' tactics before to games

Funding and Sponsoring

GUESSTIMATES

GUESSTIMATES

Guesstimates are estimates or educated guesses made when faced with incomplete information or ambiguous situations. They are often encountered in interviews, problem-solving scenarios, or decision-making processes where there's a need to approximate an answer based on logical reasoning and available data.

FRAMEWORK

1. Clarify the Problem:
2. Break Down the Problem:
3. Make Reasonable Assumptions:
4. Use analogy or benchmarking
5. Communicate clearly
6. Range of Estimates

1) How many I-Phones are currently used in India?

Clarification & Assumption: The estimate considers iPhones currently in operation, not total sales. India's population is ~1.4 billion, with varying income levels affecting affordability.

Market Affordability: Not everyone can afford an iPhone, as it remains a premium product. It is assumed that 20% (~280 million people) fall into the category of potential iPhone buyers.

Given Apple has a strong brand reputation and aspirational value in India. Based on this, 35% of the 280 million segment is estimated to be using an iPhone.

Final Calculation: Applying the penetration rate, the estimated number of iPhones in use is ~98 million. However, this number may vary based on market trends and competitive dynamics.

Verification of Estimate: The accuracy of this estimate can be verified using Apple's annual reports, telecom data, and market research. Industry reports provide insights into iPhone sales and user penetration in India.

2) What is revenue for the Board Game Monopoly sold in India per year?

Clarification & Assumption: The Indian version of Monopoly has been available since 2006. The question focuses on estimating the annual revenue of the children's version for ages 8-15.

Target Market Size: India's population is ~1.4 billion, and 15% (180 million) are aged 8-15. Of these, 50% live in areas where the game is sold, reducing the market size to 90 million children.

Consumer Behavior: Among this segment, 20% play board games, and each child purchases 2 board games per year. Monopoly holds a 10% market share in this category.

Revenue Calculation: Applying these factors, annual sales = 180M × 50% × 20% × 2 × 10% × Rs 600. This results in an estimated annual revenue of Rs 2.16 billion.

USD Conversion & Accuracy: At an exchange rate of $1 = Rs 80, total revenue is $27 million per year. The estimate depends on assumptions like market reach, purchase behavior, and game popularity, which may vary significantly.

3) Estimate the number of windows.

Clarification & Assumption: The estimate includes all types of windows (residential, institutional, and vehicle windows) and in which geography. In Lucknow, UP, the total population is ~4 million.

Residential Windows: Assuming 4 people per household, there are 1 million households. 70% (7 lakh homes) live in proper houses, with 2 rooms per house and 1 window per room, totaling 14 lakh windows.

Institutional Windows: Institutions (shops, schools, hospitals) are 20% of 7 lakh homes (~1.4 lakh buildings). With 10 rooms per institution and 1 window per room, this adds 14 lakh windows.

Vehicle Windows: 20% of households own cars (~2 lakh cars), each with 4 windows, contributing 8 lakh windows. Public transport includes 20,000 vehicles, each with 4 windows, adding 80,000 windows.

Final Calculation: Summing all windows: 14L (residential) + 14L (institutional) + 8L (personal vehicles) + 0.8L (public transport) = ~36.8 lakh windows in Lucknow.

4) Estimating the market size of Amazon Prime in India.

Clarification & Assumption: The goal is to estimate annual revenue from Prime Video subscriptions in India. Other revenue sources like ads are excluded.

Target Audience: India has ~700 million people (ages 20-60). Internet penetration is 60% (420 million), and OTT penetration is 50% (210 million). Amazon holds a 40% market share (~84 million users).

Paid Subscriber Base: Since one Prime account is shared by 3-5 people, assume every 4th person is a paid user, leading to ~21 million paid users (rounded to 20 million for calculation ease).

Subscription Segmentation: Monthly users are 10% of 20M, paying ₹300 twice a year (₹1.2B). Quarterly users are 10% of 20M, paying ₹600 twice a year (₹2.4B). Annual users are 80% of 20M, paying ₹1500 once (₹24B).

Final Calculation: Total estimated Amazon Prime Video revenue in India = ₹27.6 billion per year.

UNSOLVED CASES

Unsolved Cases

1

Your client is a mom-and-pop store owner. Recently, it has been experiencing a decline in its profits. They want you to analyse the causes and recommend solutions that can result in a turnaround.

Profitability

- Knowing whether high costs or low revenues are causing the decline is crucial.
- Analyse fixed and variable costs to identify areas where expenses can be reduced without compromising quality.
- Look for opportunities to renegotiate contracts with suppliers.
- To keep your current clientele, think about introducing loyalty programmes. Reward loyal customers with exclusive discounts, promotions, or other incentives.

2

Your client is a pan-india video streaming OTT platform like Hotstar, Netflix, etc. Due to the competitive industry, their growth has stagnated. It wants you to devise a growth strategy.

Growth

- Assess Current Situation: Evaluate content, user experience, audience demographics, and financials.
- Analyze Market Competition: Identify competitors, compare features, and find gaps.
- Explore Growth Opportunities: Expand content offerings, upgrade technology, consider geographic or international expansion, form partnerships, and explore new monetization models.
- Leverage Past Records

Unsolved Cases

3

A fast-casual restaurant offering healthy meals with a social responsibility focus faces higher costs. How much should they charge per meal to stay profitable?

Pricing

- Assess Costs: Calculate costs, including higher costs for social responsibility.
- Analyze Market Pricing: Research competitor prices and determine a suitable price range.
- Define Value Proposition: Consider the added value of social responsibility and how much customers might pay for it.
- Determine Pricing Strategy: Look up for pricing strategy that best suits the case eg. cost-plus or value-based pricing to cover costs and reflect the brand's premium values.

4

Zec, a multinational automotive company, plans to enter India by acquiring Cam, known for its India-specific designs. What are your views on this acquisition?

M&A

- Start by confirming the objective of acquisition in this case it is entry to a new geography.
- Proceed by understanding the market - size, growth, challenges.
- Then analyze the company like it's profit, revenue, mainly product innovation and associated patents, grants and leverages taken, product lines, etc.
- Analyze the terms of the contract of acquisition and based on the findings present your solution.

Unsolved Cases

5

Salesforce is a software company that provides customer relationship management tools. Salesforce is considering expanding their customer base by also targeting small- and medium-sized businesses. Should they do this?

Market Entry

- Understand why the company wants to serve the new consumer segment (possible reasons could be : increasing revenue, diversifying the business and more)
- Quantify the specific target or goal
- Understand the market :- Competitive landscape, company capabilities, financial implications, etc
- Decide on whether it's a good decision to enter the new segment
- Deciding on how to enter the market (assessing alternatives)

6

Estimate the total weight of all the coins currently in circulation in India.

Guesstimate

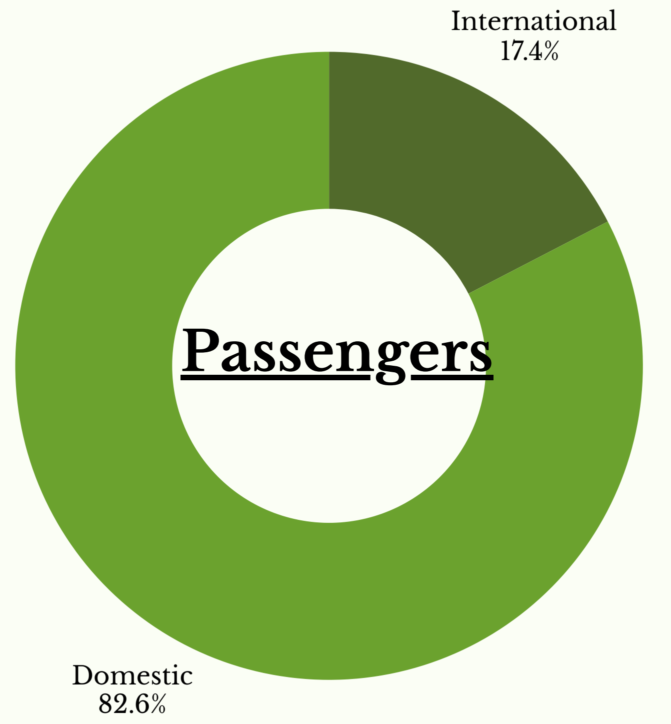
- Estimate India's Population
- Estimate the Average Number of Coins per Person
- Estimate the Total Number of Coins in Circulation
- Estimate the Average Weight of a Coin
- Calculate the Total Weight of Coins in Circulation

INDUSTRY

KPI TERMS

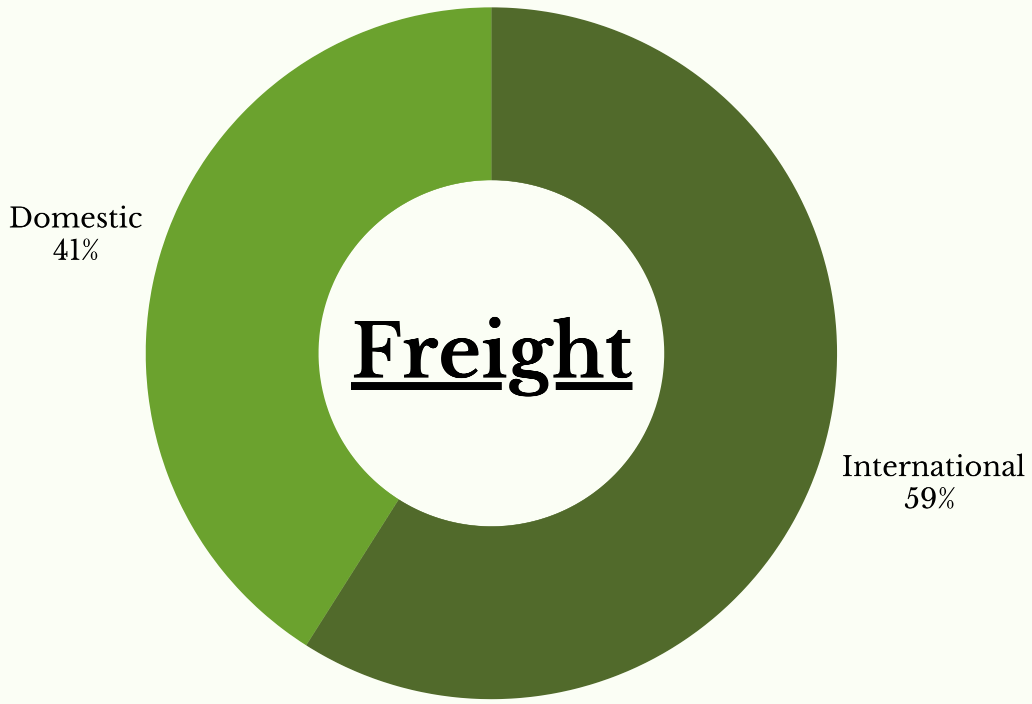
- Available Seat Miles (ASM)
- Cost per Available Seat Mile (CASM)
- Revenue per Available Seat Mile (RASM)
- Passenger Load Factor

INDUSTRY DYNAMICS



GROWTH DRIVERS

- Indian carriers are projected to increase their fleet size to 1,100 aircraft by 2027.
- **Increase in demand** - Demand for Maintenance, Repair and Overhaul (MRO) services (MRO) facilities are increasing in India due to consistent double-digit growth in the aviation sector.
- **SEZ**- Indian airports are emulating the Special Economic Zone (SEZ) Aerotropolis model to enhance revenues.
- **Public Private Partnerships**
- **Government ambitions** - GOI's vision is to make India one of the top air sports nations by 2030.



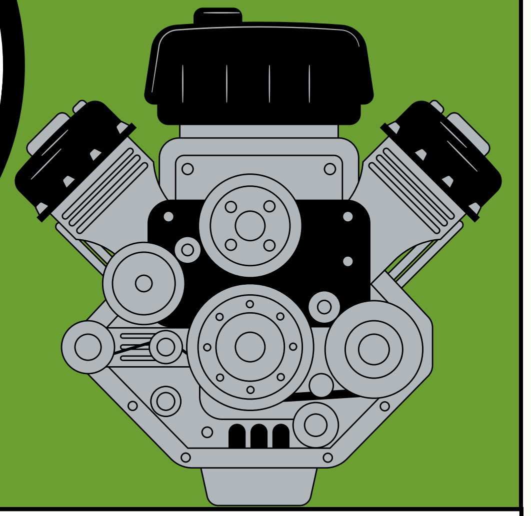
CHALLENGES

- Lack of infrastructural development.
- Lack of Skilled workforce .
- Environmental concerns like global warming, Government regulations.
- Fluctuations in fuel prices due to global conditions like Russia-Ukraine war.
- Threat of Cyber attacks

KEY TERMS

- Climb
- Communicate
- Confess
- Comply with instructions.
- Cabin crew
- Flight attendant

AUTOMOTIVE INDUSTRY



GROWTH DRIVERS

- Atmanirbhar Bharat Abhiyaan - Self Reliant India
- Special economic and comprehensive package of INR 20 lakh Cr towards promoting manufacturing in India.
- Growing income - India's per capita Net National Income (NNI) rose by 35.12% from INR 72,805 in 2014-15 to INR 98,374 in 2022-23.
- Rise in the penetration of EVs
- Expanding R&D Hub - The automotive industry accounts for 8% of the nation's R&D spending.

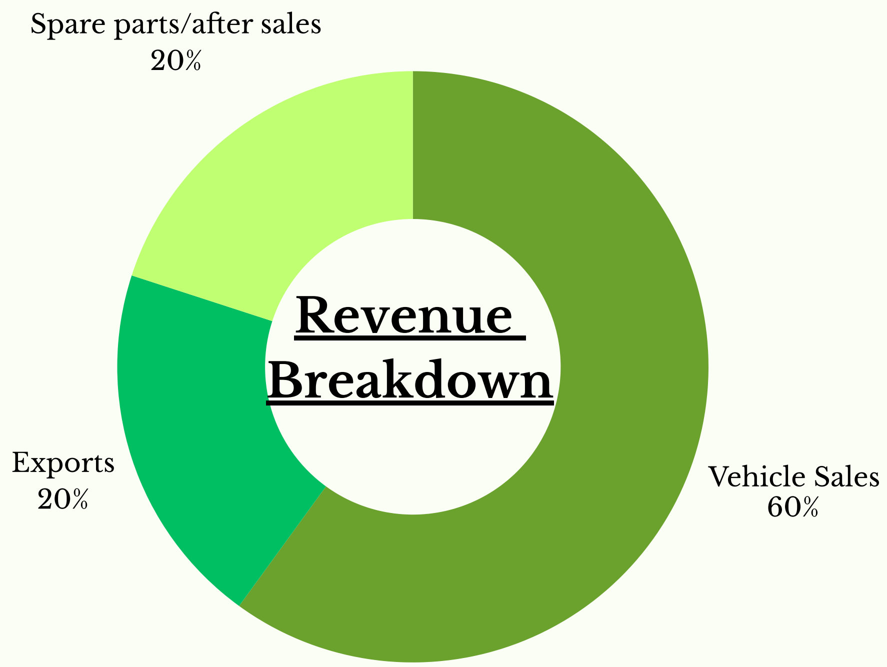
KPIS

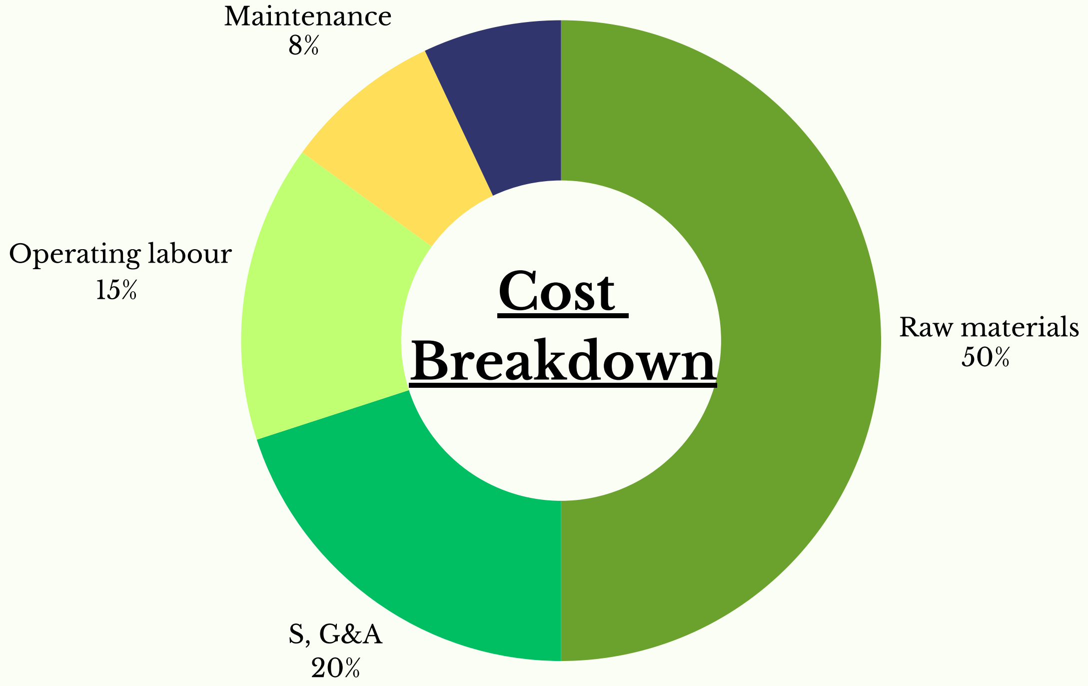
- EBITDA
- Utilisation Rate - Utilisation rate shows how much a company is able to produce compared to how much it could potentially produce.
- Inventory Turnover Ratio
- Average Production Downtime - It is the average time during which a production system or equipment is not operating in accordance with the schedule.
- Safety Incidents per Employee - This metric measures the no. of work-related injuries that occur within a specific period of time.

CHALLENGES

- Supply Chain Disruptions: Problems with the worldwide supply chain, such as shortages of essential parts, affecting logistics and production.
- Customer Preferences: The constantly evolving tastes of consumers, particularly with regard to design, fuel efficiency, sustainability, etc.
- EV Adoption
- Stricter Environmental Standards and Guidelines: The industry still needs to tackle problems like Gas emissions and air quality, resource depletion, waste management and pollution, etc.

INDUSTRY DYNAMICS





KEY TERMS

- Bharat stage emission standards
- Alternative fuel vehicle
- After sale market
- 4WD – 4 wheel drive
- CAM (Computer Aided Manufacturing)

TYPES OF BANKS

- Public sector Banks
- Private sector banks
- Foreign sector banks
- Non-banking financial Companies
- Community Development Banks

KPIs

- Return on Assets (ROA) and Return on Equity (ROE)
- Gross Non-Performing Assets (GNPA)
- Net interest margin (NIM) and non-interest income ratio
- Cost-to-Income ratio (CIR)

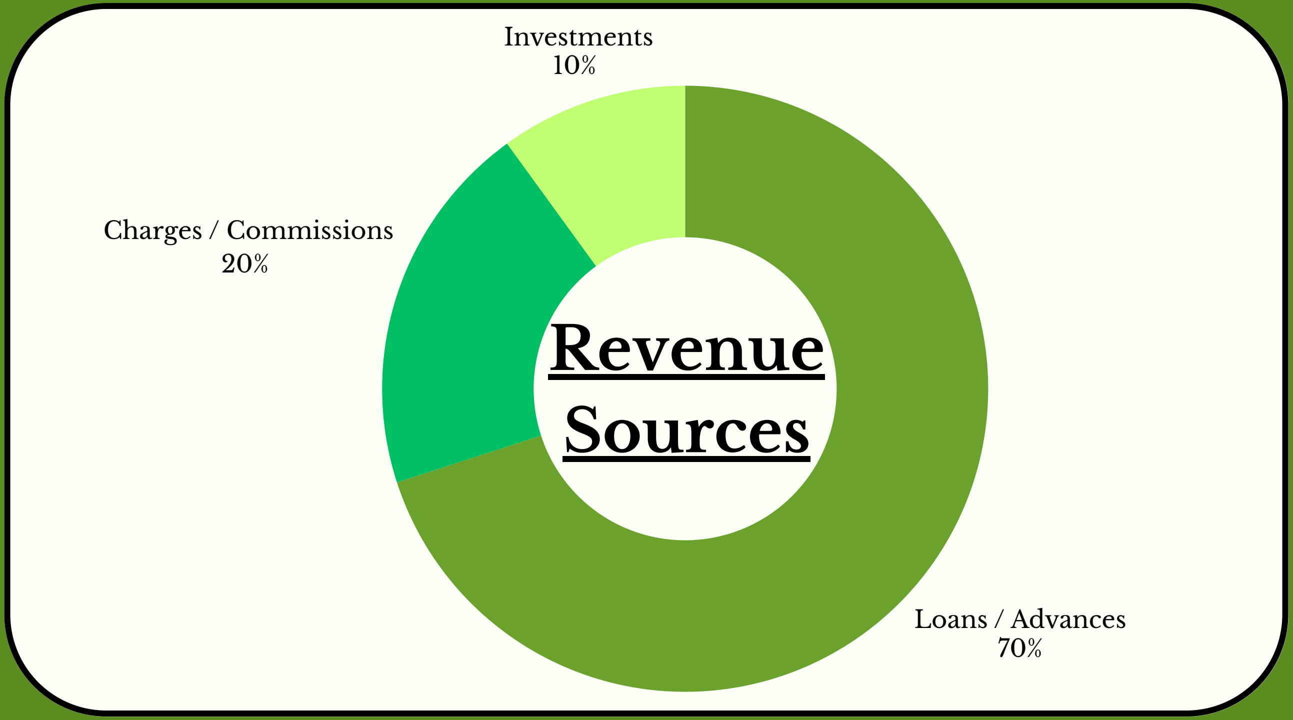
CHALLENGES

- **Cyber security threats**- Cyber security threats and data breaches- Due to upgrades, the banking sector faces many cyber security issues.
- **Customer retention** - Managing customer expectations in a digital world- It becomes difficult to satisfy the changing
- High non-performing assets and unpaid debts

GROWTH DRIVERS

- **AI** - Application of artificial intelligence (AI) and machine learning
- **Customer-centric solutions** - Focus on customer-centric solutions
- **Fintech partnership** - Collaboration and partnerships with fintech firms
- Increased working population and overall income in the economy.

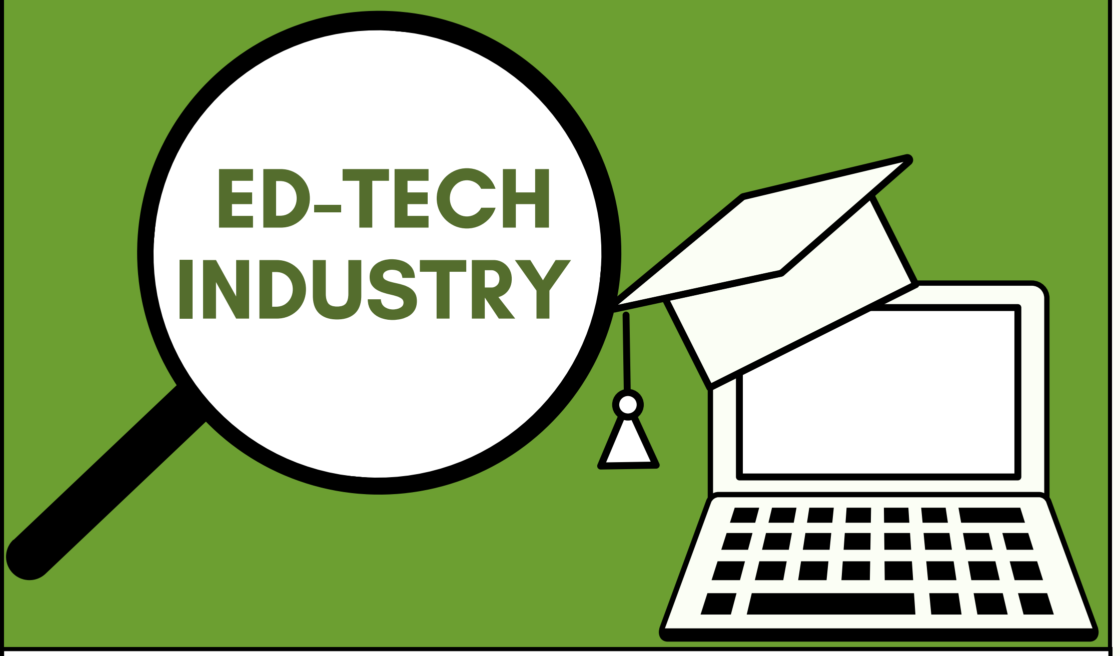
INDUSTRY DYNAMICS



Cost breakdown includes - employee salaries and benefits, technology investments, interest expenditure costs, marketing and advertising expenses, premises and infrastructure costs, etc

KEY TERMS

- CIBIL SCORE
- ROLE OF RBI / SEBI
- REPO RATE: Collateral and Basis Points



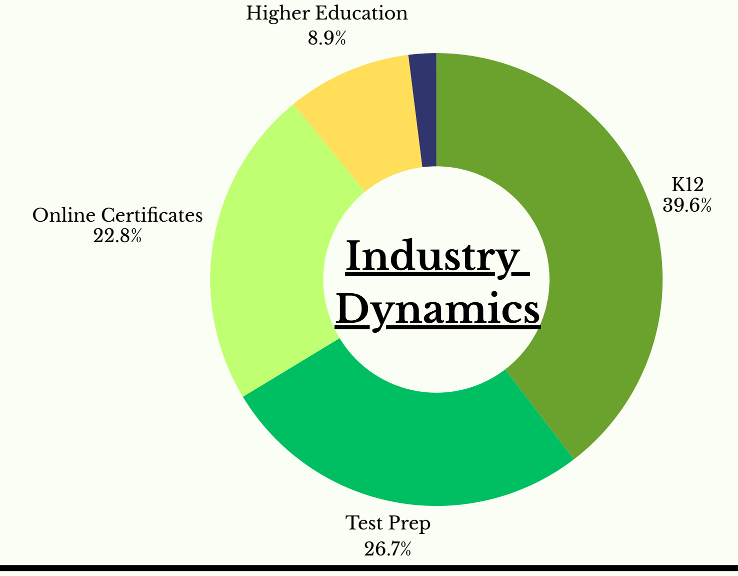
GROWTH DRIVERS

- **Education Sector**: The Indian government has made education a priority, they have increased their initiative in the field and are actively spending for the same.
- **Increase in online content consumption**: Revolutionary move by the telecom giant ‘RELIANCE JIO’ industries drove a lot of business to India and also gave rise to the ‘EDTECH INDUSTRY’.
- **Increase in demand for flexible learning**: In this dynamic and ever changing world, flexible and personalised learning has become a must for professionals who want to upskill.
- **Young employable population**: The majority of ed-tech start-ups in India today have a line of working population in the age group of 15 to 64. As of 2021, the working population made up more than 68% of the total population in the country.

KPIS

Tracking these KPIs and metrics enables companies to proactively manage customer issues, thereby providing a smoother learning process and enhanced customer satisfaction.

- **Net Promoter Score (NPS)**: It is a simple score between -100 to 100 that helps organizations rank themselves within their industry and independently.
- **Payment Success Rate**: 'Payment success rate' refers to the percentage of attempted payments that are successfully processed.
- **New Demo Booking Rate**: This refers to the number of students who join classes after a taking a demo.
- **Customer Acquisition Cost**: A business' CAC is calculated by dividing all sales and marketing costs by the number of new customers gained within a specific period.
- **Converting Admits to Enrolls**: This is the ratio of the number of customers who were enrolled to a course by the number of students who were placed/admitted to their desired jobs/university etc.

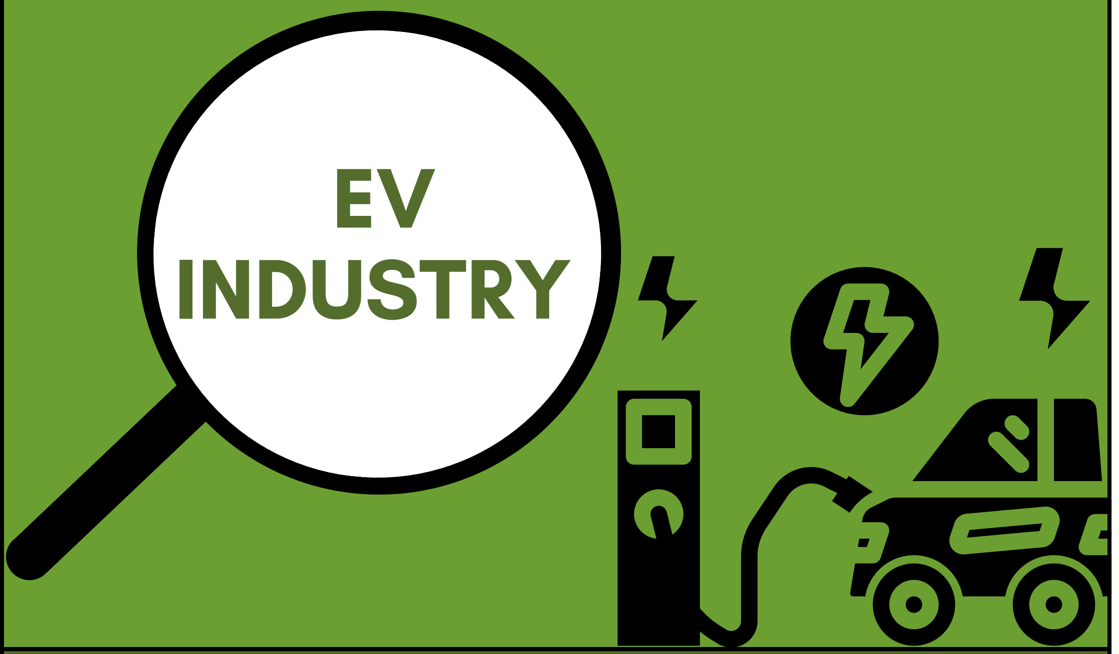


CHALLENGES

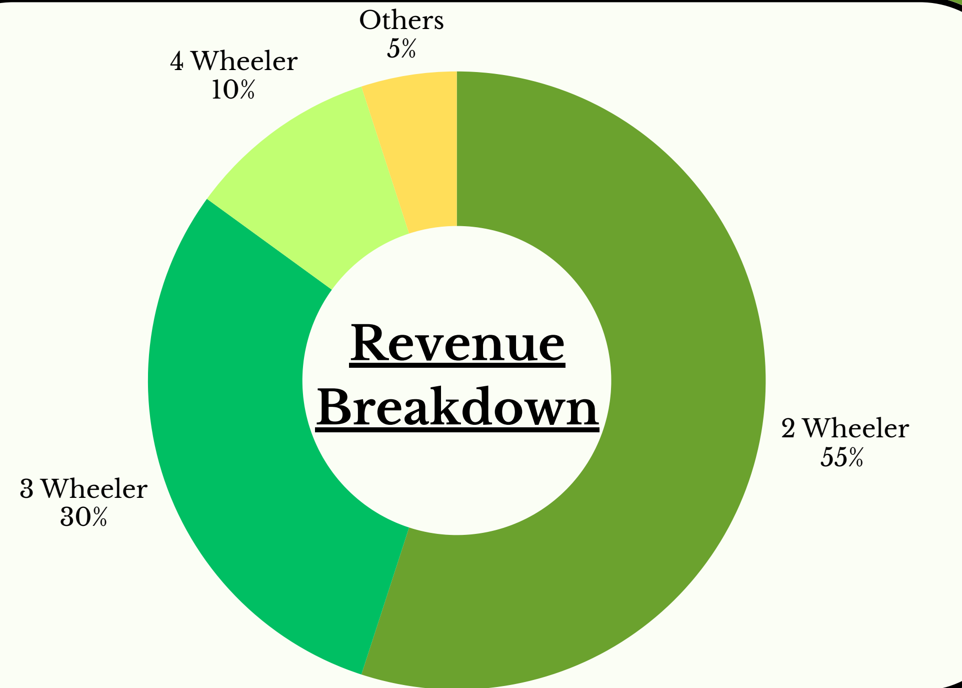
- **High market competition**: The demand for online education has been steadily increasing in India, driven by factors such as increased internet penetration, smartphone usage, and the need for flexible learning solutions.
- **Lower adoption rate**:This is one of the biggest challenges among businesses about how they should enforce consumers to adopt their products.
- **Cost crunching**: When you invest in most technological advancements it will cost high, and the education sector’s constant need for technical breakthroughs is no exception. Financing the infrastructure required for online or blended learning is one of the most difficult that education providers and facilitators face.
- **Issue with privacy and data protection**: Poorly protected software can represent severe risks for virtual classrooms, especially when there are a lot of connected devices. And the main problem is that many startups try to save their money on security.

KEY TERMS

- COURSE MANAGEMENT SYSTEM
- E-BOOKS
- E-LEARNING
- VIRTUAL CLASSROOM
- GAMIFICATION
- HYBRID LEARNING



Electric vehicles are the key technology to decarbonise road transport, a sector that accounts for over 15% of global energy- related emissions. Recent years have seen exponential growth in the sale of electric vehicles together with improved range, wider model availability and increased performance.



GROWTH DRIVERS

- **Government Policies and Incentives**: There are schemes such as the Faster Adoption and Manufacturing of Electric Vehicles (FAME) scheme, which provides subsidies for EVs.
- **Environmental Concerns**: EVs produce fewer emissions compared to traditional engine vehicles.
- **Technological Advancements**: Ongoing advancements in EV technology have led to improvements in battery efficiency, range, and charging infrastructure.
- **Rising Fuel Prices**: Fluctuating fuel prices have made consumers more cost-conscious and interested in alternatives like EVs.

KPIS

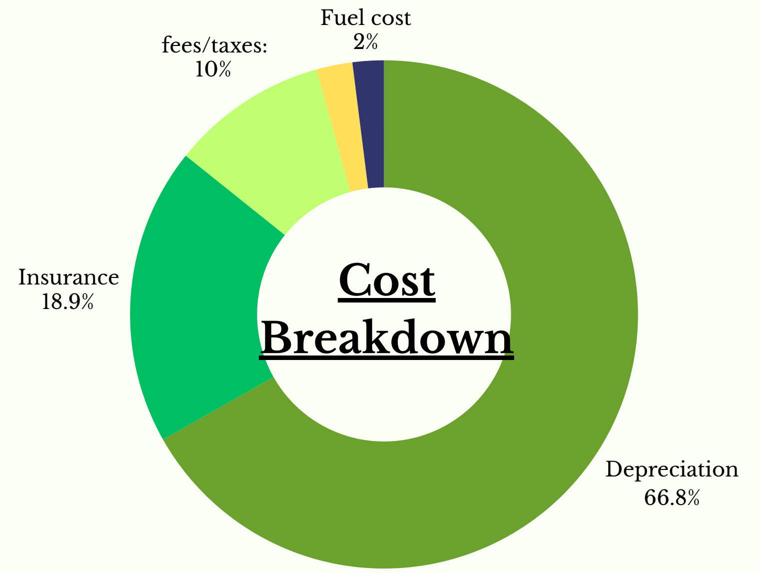
- **Charging Time**:The reduced charging time is a major attractive factor for the customers.
- **Vehicle Range**:The driving range of EVs on a single charge is an essential factor influencing consumer adoption.
- **Battery Cost Reduction**: Monitoring the cost of EV batteries is critical as it directly impacts the affordability and competitiveness of electric vehicles.
- **Market Share of EVs**: Understanding the percentage of EVs compared to total vehicle sales in the automotive market provides insights into the penetration and growth rate of EVs.

CHALLENGES

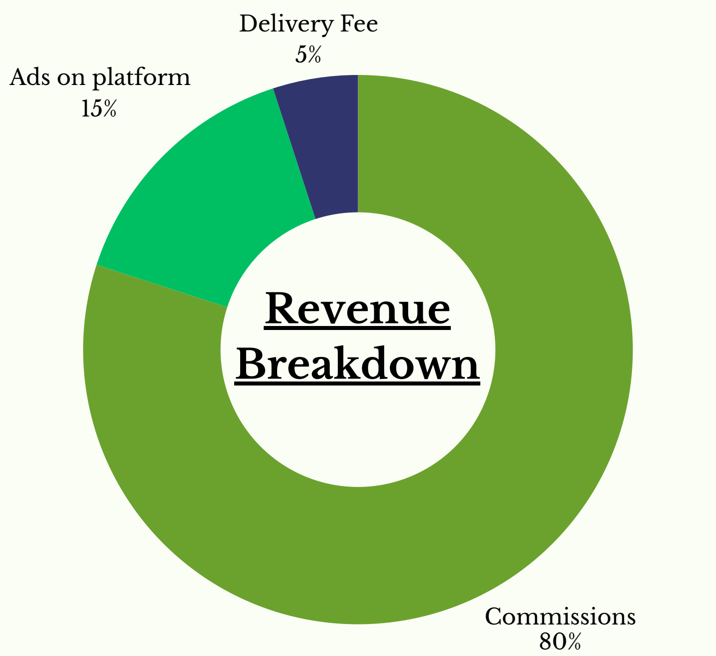
- **High Initial Cost**: EVs generally have a high upfront cost as the initial purchase price remains a significant barrier for many consumers.
- **Charging Infrastructure**: The availability and accessibility of charging stations are critical for EV adoption.
- **Supply Chain Challenges**: The supply of key components for EVs, such as batteries and rare-earth materials, can face constraints due to geopolitical factors, resource availability, or production limitations.
- **Vehicle Variety and Market Choices**: The availability of diverse EV models across different vehicle segments (e.g., sedans, SUVs, trucks) remains limited compared to traditional vehicles.

KEY TERMS

- BEV: Battery Electric Vehicle
- HEV: Hybrid Electric Vehicle
- ICE: Internal Combustion Engine
- Regenerative Braking
- ZEV: Zero Emission Vehicle
- Range Anxiety

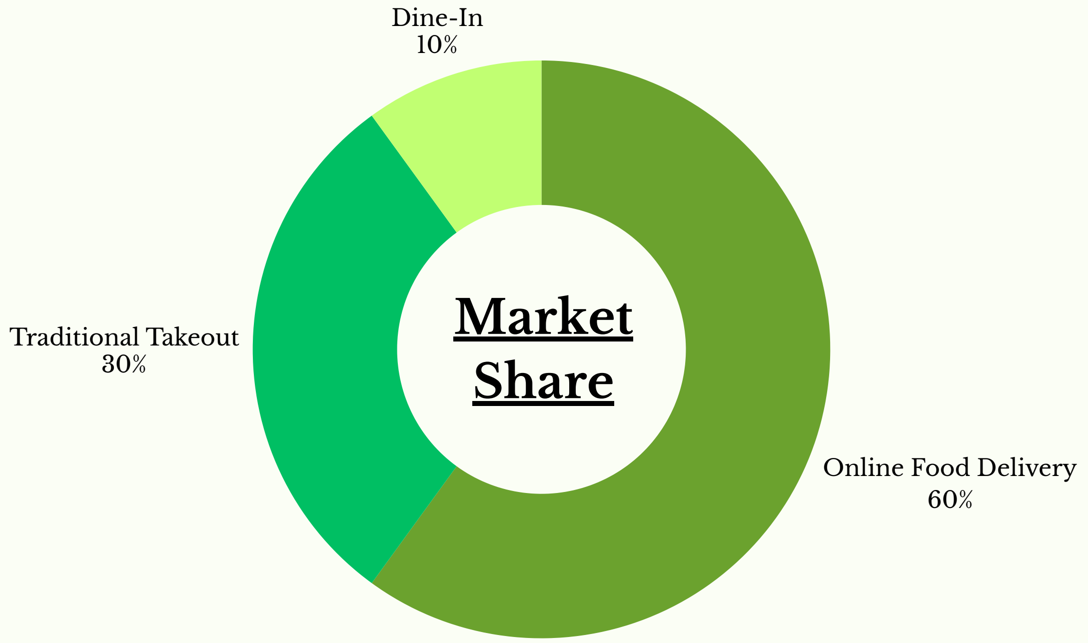


The food delivery industry has transformed the way consumers access meals, offering convenience, variety, and speed through online platforms and mobile apps. Driven by urbanization, changing lifestyles, and digital adoption, the sector has seen rapid growth, with major players leveraging technology to enhance efficiency.



GROWTH DRIVERS

- **Digitalization**: 45% YoY growth in online orders.
- **Changing Consumer Habits**: 20% increase due to the demand for convenience.
- **Expansion of Delivery Platforms**: 15% growth from new market penetration.
- **Pandemic Effect**: 10% boost in demand for contactless services.



KPIS

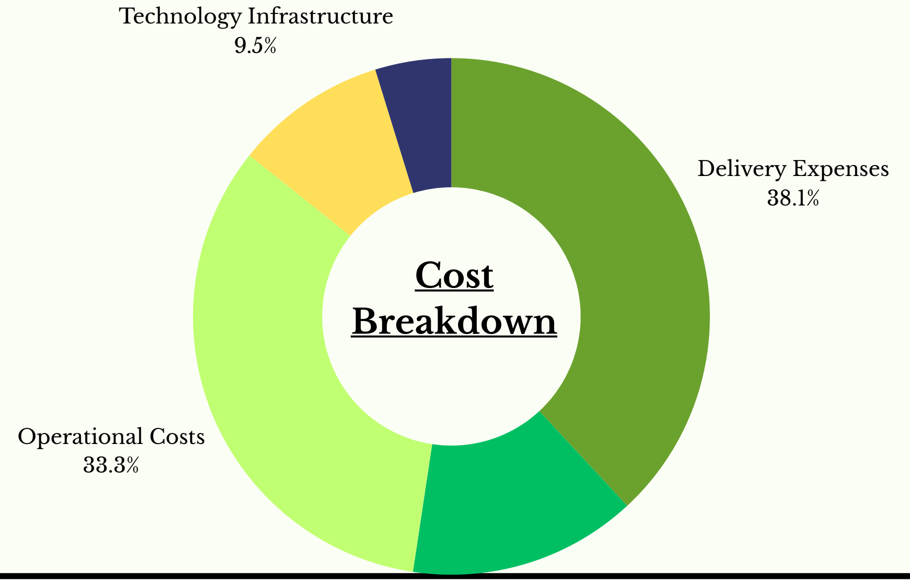
- **Customer Acquisition Cost (CAC):** $5 per new user.
- **Order Fulfillment Time:** 30 minutes on average.
- **Customer Retention Rate:** 70%.
- **Average Order Value (AOV):** $25.
- **Platform Reliability:** 99.5% uptime.

CHALLENGES

- **Delivery Logistics**: 30% delayed orders due to transportation challenges.
- **High Competition:** 25% market saturation affecting profit margins.
- **Regulatory Hurdles**: 20% compliance issues with local food safety laws.
- **Quality Assurance**: 15% are concerned about food quality during delivery.

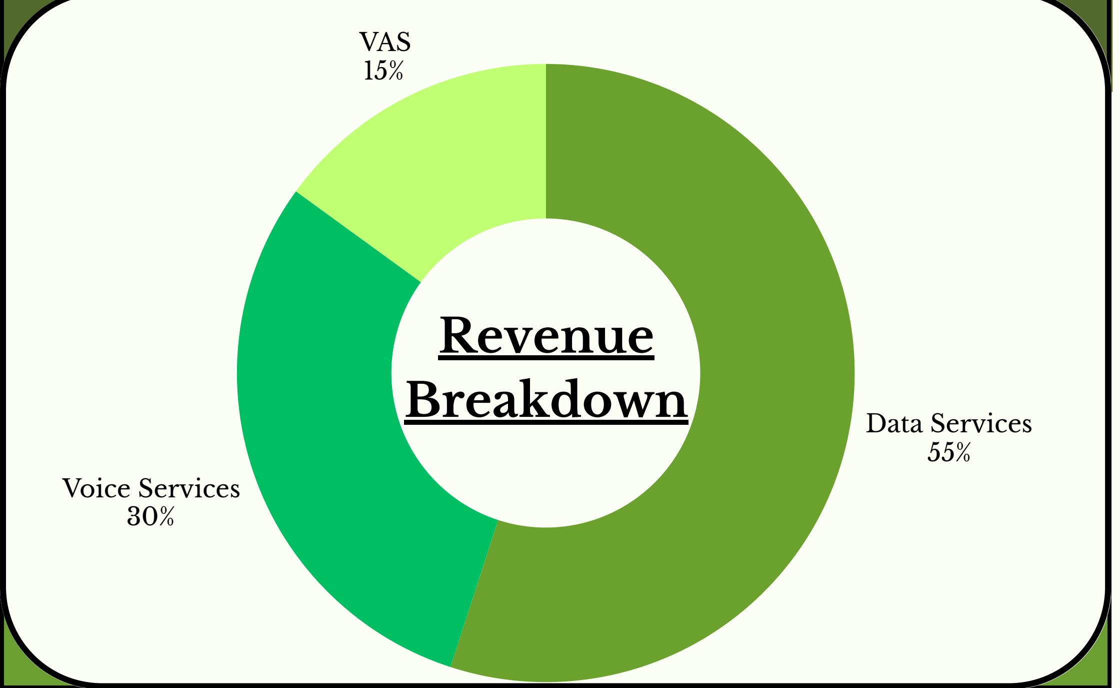
KEY TERMS

- **Gross Merchandise Volume (GMV)**
- **Last-Mile Delivery**
- **Cloud Kitchen**
- **Dark Stores**
- **Dynamic Pricing**



POWER INDUSTRY

The power sector is the backbone of economic growth, providing electricity for industries, businesses, and households. It encompasses generation, transmission, and distribution, using diverse energy sources like fossil fuels, renewables, and nuclear power. With rising demand, technological advancements, and policy support, the sector is rapidly evolving.



GROWTH DRIVERS

- **Rising Electricity Demand**: India's power demand continues to increase, with peak demand reaching 243.3 GW in 2024.
- **Government Policies & Investments**: Renewable energy incentives aim to meet the projected 817 GW power requirement by 2030.
- **Technological Advancements**: Smart grids, energy storage, and efficiency improvements enable better power management.
- **Sustainability & Climate Goals**: India targets 40% non-fossil fuel capacity and a 35% reduction in carbon intensity by 2030.
- **Infrastructure & Industrial Growth**: Increased manufacturing activity, household electrification, and capacity additions.
- **Market Liberalization**: Increased competition, new financing models, and policy-driven investments.

KPIS

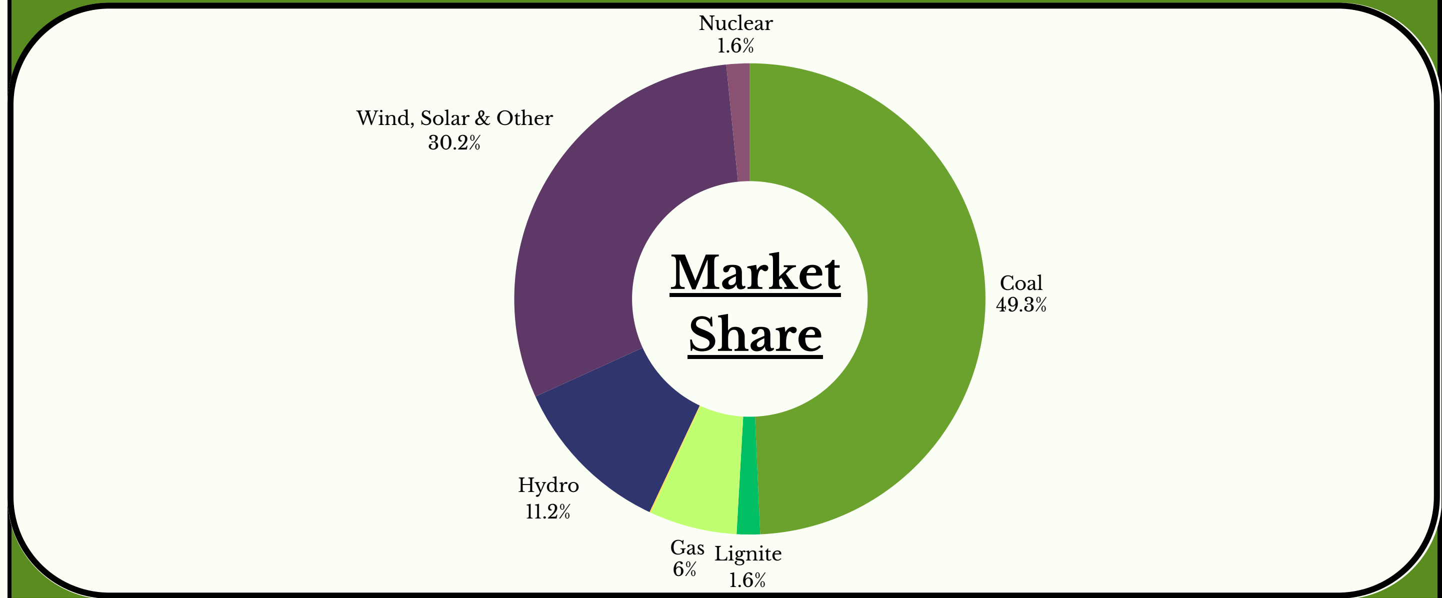
- **Capacity factor**: Utilization rate of a power plant over a year reflects its effectiveness in producing electricity, calculated as a percentage of total generation divided by maximum potential output.
- **EV/EBITDA**: compares a company's overall value to its operating profit before accounting adjustments.
- **Fuel cost**: expense incurred for the fuel source used to produce electricity.
- **Average Selling Price**: average revenue earned per unit of electricity sold by the power plant.

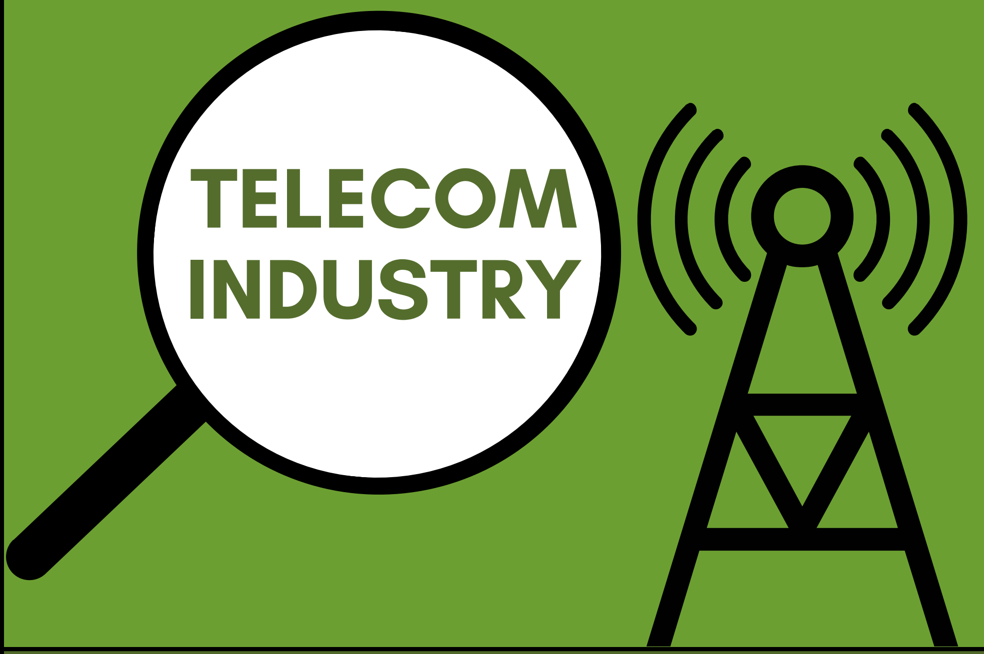
CHALLENGES

- **Financial stress of DISCOMs:** Their high debt levels hinder investments in infrastructure and efficiency improvements, impacting overall sector health.
- **Coal dependence and supply issues**: Reliance on coal for power generation
- **Transmission and distribution losses**: High losses translate to wasted energy, increased costs, and reduced efficiency.
- **Grid integration challenges**: Integrating large-scale renewable energy requires significant investments and modernization to ensure smooth grid operations.
- **Policy and regulatory hurdles**: Complex regulations, tariff uncertainties, and land acquisition issues can discourage investments and slow down progress.

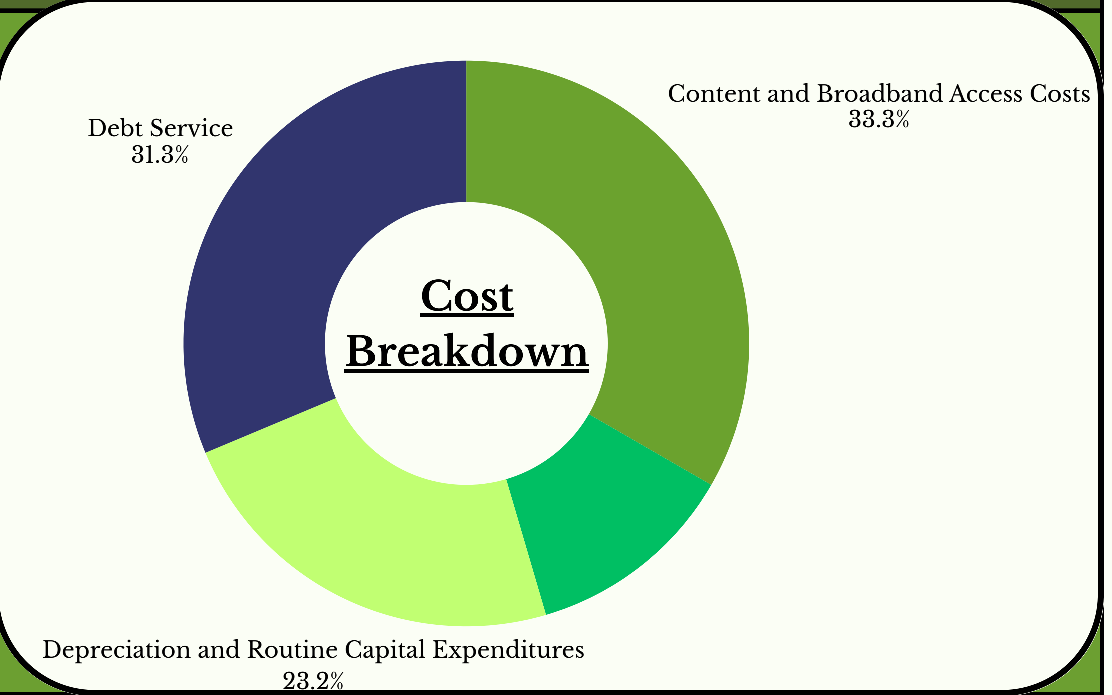
KEY TERMS

- Renewable energy
- Non-hydro renewable energy
- Distribution system
- Distribution loss
- Carbon-neutral
- Clean energy





The telecom industry is the backbone of global connectivity, enabling communication through mobile networks, broadband, and satellite services. With increasing data consumption, expanding mobile penetration, and government initiatives for digital inclusion, the sector continues to evolve.



GROWTH DRIVERS

- **Population Growth**: Increasing global population and rising demand for communication services.
- **Market Adoption**: Growing adoption of smartphones and mobile internet.
- **Digital Adoption**: Expansion of e-commerce, digital payments, and online streaming platforms.
- **New Markets**: Emerging markets offering untapped opportunities for telecom services.
- **Digitization of Industries**: Demands for advanced communication technologies in industries like healthcare, transportation, and manufacturing.

KPIS

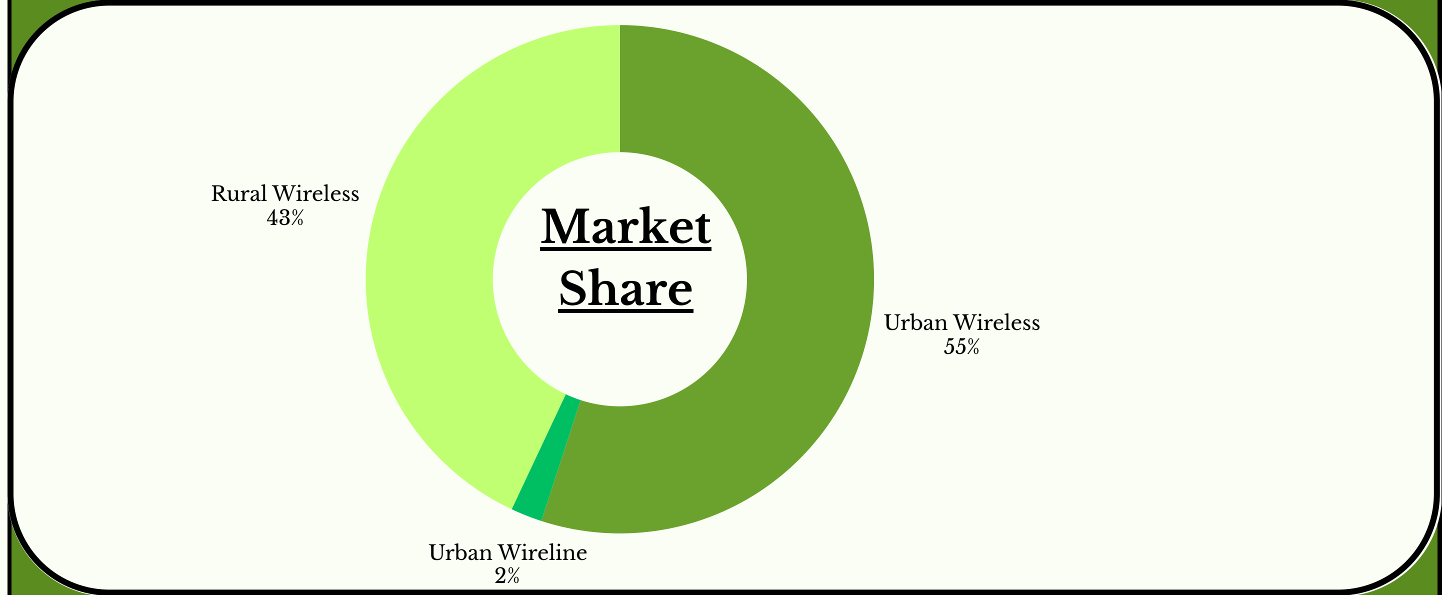
- **Average Revenue per Minute (ARPM)**: The average revenue generated per minute of call usage.
- **Network Quality Indicators**: Metrics that measure network performance and reliability,
- **Market Share**: The percentage of total telecom subscribers or revenue.
- **Return on Investment (ROI)** The profit generated relative to the amount invested.
- **Subscriber Growth Rate:** The percentage increase in a telecom operator's customer base.

CHALLENGES

- **Price Wars**: Intense competition and price wars affecting revenues and profitability.
- **Changing Consumer Preferences**: Rapidly evolving consumer preferences and increasing demand for personalized experiences.
- **Regulatory Hurdles**: Regulatory complexities and compliance requirements.
- **Huge Capital Requirements**: Infrastructure investment challenges, particularly in rural and remote areas.
- **Data Security**: Security threats, including cyber-attacks and data breaches.

KEY TERMS

- 5G
- OTT
- Roaming
- VoLTE
- VoIP
- Network Congestion



MEET THE TEAM

President	Parth Arora
Vice President	Rishabh Shah
Consulting Director	Moksha Jain
Heads	• Sejal Vigirya • Nandini Agarwal

Members

Pragya Toppo	Bhavika Jhawar	Stuti Jhunjhunwala	Bhavyaa Chudgar
Urzin Pardiwalla	Anirudh Negi	Reva Modi	Devendra Chaudhary
Nishkka Ahuja	Dhanashree Chavan	Anushk Vijayvargiya	Devansh Malpani
Vrinda Badiyani	Krish Jain	Dipti Dhameja	Mahek Sadhwani