



Hindu Consulting Group | Grad Partners



Presents

# CASEBOOK

2021-2022 Edition

— For success, choose the best —



# About the Casebook

## What is this casebook all about?

This is the very first edition of the casebook published by Hindu Consulting Group in collaboration with Grad Partners. It is a compilation of nine sections, namely, about consulting, company specific analysis of nine major firms, commonly used concepts, fundamental frameworks, industry specific analysis of ten most crucial industries, twelve guesstimates, fifteen case studies along with repository of resources and knowledge booster. An outcome of coordinated, congruent and stalwart efforts, this casebook is prepared in accordance to Indian Consulting market, aiming to provide an insightful guide to the students preparing for consulting interviews. It contains a pool of literature and few important case studies taken from IIM Ahemdabad Casebook which makes it a wholesome array of information.

<b>9</b> <b>Sections</b>	1. <i>About Consulting</i>	3. <i>Fundamental Concepts</i>	5. <i>Industry Analysis</i>	7. <i>Case Solving</i>	9. <i>Knowledge Booster</i>
	2. <i>Know Your Company</i>	4. <i>Commonly Used Frameworks</i>	6. <i>Guesstimates</i>	8. <i>Repository of Resources</i>	

## How to use the casebook?

This casebook has a pool of frameworks, concepts, cases and analysis. Before reading, keep a few tips in mind. Never try to remember a case or a framework since frameworks need to be moulded from case to case and are mere guidelines for approaching the problem statement. Always be flexible with the framework and think to incorporate different aspects of the problem statement in it. One of the most effective and efficient ways to practice cases and guesstimates is to work in groups of two or more since it enables to put forward different aspects and views of the problem statement, benefiting the readers to deal with varied approaches of a single problem statement. Another important tip is to be Mutually Exclusive Collectively Exhaustive in your approach whenever you are structuring a case statement. Being MECE enables you to list down possible alternatives under a given situation so that it is easier for you to understand the interviewer's expectations. Moreover, the company specific analysis has been specially prepared to help one tailor their resume in accordance to the targeted firm.

# About the Collaboration

## Hindu Consulting Group

Established in 2019, Hindu Consulting Group is a pro-bono consulting society from Hindu College, University of Delhi aspiring to provide proficient assistance to various clients in designing pitch decks, evaluating highly efficient business plans, performing consumer and competitor analysis, constructing financial projections, helping the organization in its marketing strategy, and other technicalities. It is an inclusive, supportive, and value-driven group aiming to maximize the members' individual learning capacity accompanied by individual responsibility and accountability sustained by each one of us towards the project and clients.

**22**  
***Projects***

**100+**  
***Consultants Appointed***

**7**  
***Events***

**Established**  
***Indian Consulting Network***

## Grad Partners

Formerly known as AcetheCase, Grad Partners is a one-stop platform for students, organisations and professionals to connect and engage through various skill based workshops, competitive events, mentorship and many more. They help students to accelerate their career growth in different aspects of campus life, become corporate ready while organisations can benefit with branding among the student community and in identifying exceptional talents. Within a year of establishment, they are proud of the fact that many of their subscribers have aced multiple corporate & b-school case competitions, and have immensely benefited from their personalized mentoring.

**10000+**  
***Members***

**25+**  
***Workshops***

**500+**  
***Subscribers***

**3000+**  
***Mentees***

# Message from Teacher-in-Charge



Hindu College has continuously strived to achieve excellence in academics and co-curricular activities. Founded in 1899, Hindu College encompasses a storied past that binds it closely to the nation and to the city of Delhi. It has produced many notable alumni in diverse industries and fields across the world.

I extend my heartiest congratulations to Hindu Consulting Group for their relentless efforts in publishing the first casebook. Within the span of two years, the group has worked diligently showing utmost dedication and zeal in all their endeavours and have streamlined their efforts to harbour a culture for consulting enthusiasts along with inculcating holistic problem-solving skills among the members.

It has been an enriching experience being the Teacher-in-Charge at Hindu Consulting Group. Working with enthusiastic and conscientious students gives me immense delight. I am sure that the casebook will prove to be a comprehensive and insightful guide for the consulting aspirants. With different sections covering a wide literature relating to consulting, it is a one stop solution for acing placement interviews. I wish the team all the best for their future endeavours.



**Mr. Atul Gupta**

*Teacher-in-Charge, HCG  
Associate Professor, Hindu College*



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# ABOUT CONSULTING

HINDU CONSULTING GROUP | GRAD PARTNERS



## What is Consulting?

Consulting is the business of providing expert advice to a specific group of people or an organisation in a matter in exchange for a fee. The service may involve either advisory or implementation services. Consulting is a sociable profession with plenty of networking opportunities.

## Who is a Consultant?

A consultant is a person who provides expert advice to either an organisation or individual to help them improve their business performance in terms of operations, profitability, management, structure and strategy, in exchange of a fee, operating independently from the client.

### Types of Consultant

**HR  
Consultant**

**Management  
Consultant**

**Operations  
Consultant**

**IT  
Consultant**

**Financial  
Advisory  
Consultant**

**Environmental  
Consultant**

### Objectives of Consulting

**Defining the  
Problem**

**Collecting  
Information**

**Making a  
Diagnosis**

**Drafting  
Strategies**

**Implementing  
Recommendation**

**Permanently  
Improving  
Organisation**

## Key Skills in a Consultant

Commercial awareness

Good oral and written communication skills

Information & Technological skills

Good numerical & Analytical skills

Excellent interpersonal & Team Working skills

Professional and geographical flexibility

Tact and persuasive ability

Intellectual curiosity



# KNOW YOUR COMPANY

HINDU CONSULTING GROUP | GRAD PARTNERS





# Bain & Company

## Overview

1. Bain was established in the year 1973.
2. With offices and operations in more than 38 countries, Bain complements tailored, integrated expertise with a vibrant ecosystem of digital innovators to deliver better, faster and more enduring outcomes.
3. They have their headquarters situated in Boston.
4. There are 10,500 employees working at Bain globally.

## Functions

### • Agile

Bain helps to scale Agile across the entire organization to improve time-to-market, boost quality, raise employee morale, and become a truly adaptive organization.

### • M&A

Bain helps to achieve consistently higher returns with a systematic and repeatable approach through improving the odds of success, taking due diligence to next level, capturing maximum value and attaining the highest possible return from diversities.

### • Marketing & Sales

They help clients in branding, customer strategy, marketing, product and portfolio management, pricing optimisation, B2B go to the market, customer sales and ecosystem, customer experience by putting the customers first to power their client's growth.

### • Operations

Bain helps their clients to develop an unconstrained, end-to-end program to transform their operations. They ensure that their clients focus on the opportunities that maximize competitive advantage and strengthen the connection between operations and strategy.

### • Strategy

Bain offers creative solutions that have helped thousands of companies across all geographies and sectors develop and execute winning strategies by bringing unrivaled capabilities, tools, technologies, and talent to every engagement, augmented by an ecosystem of best-of-breed partners that provide specialized expertise.

### • Transformation

Bain Transformation helps clients by changing the trajectory of their business and achieve extraordinary results by providing the expertise, tools, and materials needed to align their leadership on a shared vision of what the future can be and mobilize the organization to achieve it.

### • Digital

Bain works closely with the World Economic Forum and senior executives from 40 global companies and has developed an end-to-end approach to transform the digital enterprise.

## Sustainability Value Promise

Certified carbon neutral since 2012 and regularly ranked as one of the best places to work, Bain strives every day to reduce our environmental footprint, enhance employee well-being, practice the highest levels of ethics and procure supplies and services sustainably. Bain has been credited with A- Climate change score from CDP and has been carbon neutral for past 10 years consecutively. Ranked No. 1 place to work by Glassdoor, Bain has committed \$1.1 billion to pro bono consulting teams by 2025.

## Industries Served

- Aviation
- Aerospace & Defense
- Automotive & Mobility
- Financial Services
- Healthcare
- Consumer Products
- Energy & Natural Products
- Transportation
- Infrastructure & Construction
- Machinery & Equipment
- Media & Entertainment
- Private Equity
- Telecommunications
- Public & Social Sector
- Real Estate
- Retail

63

Offices Worldwide

63%

clients from  
Global 500

## Mission

to complement our tailored, integrated expertise with a vibrant ecosystem of digital innovators to deliver better, faster and more enduring outcomes

## Services

- Advanced Analytics
- Customer Experience
- Cost Transformation
- Diversity, Equity & Inclusion
- Enterprise Technology
- Innovation
- Automation
- Manufacturing
- Service Design & Operations
- Performance Improvement
- Product & Experience Innovation
- Business Strategy
- Corporate Strategy & Finance
- New Business Innovation
- Customer Value Management
- Operating Model & Organisation Design

## Career Path

Partner

Associate Partner

Manager

Associate Consultant

Analyst



## Overview

1. Deloitte was established in the year 1845.
2. With offices in over 150 countries and territories around the world. Deloitte is one of the Big Four accounting organizations and the largest professional services network in the world.
3. It has its headquarters situated in London, England.
4. There are 30,000 employees working at Deloitte globally.

## Departments

### • Audit & Assurance

Deloitte Audit & Assurance services help a multi-trillion dollar capital markets system function with greater confidence through Audit Innovation, Accounting Standards and Accounting Events & Transactions.

### • Consulting

By looking more deeply into your business, Deloitte Consulting helps bring bold strategies to life in unexpected ways. Through disruption and innovation, their clients are able to transform from market followers to market leaders.

### • Risk Advisory

Deloitte offers risk advisory by analysing Strategic & Reputation Risk, Regulatory Risk, Financial Risk, Operational Risk and Cyber Risk for their clients to minimise risks and maximise performance.

### • Financial Advisory

They help clients by providing Forensic and Dispute Services, Corporate Finance Advisory, Restructuring Projects, Valuation and Modeling, Mergers and Acquisitions Transaction Services.

### • Tax

Deloitte is a leader at transformation. They offer clients a broad range of fully integrated tax services, combining insights and innovation with business and industry knowledge to help the company excel globally.

## Quick Facts

1. Deloitte LLP and its subsidiaries recorded \$23.2 billion in U.S. revenues in the fiscal year end May 30, 2020.
2. Deloitte in India ranked among Top 10 Best Companies for Women, fourth time in a row.
3. Deloitte Opens Deloitte University Asia Pacific in Singapore to Develop World's Best Leaders.

## Sustainability Value Promise

Business needs to change to meet higher expectations of sustainability and Deloitte is well-equipped to guide organizations through this transition. Addressing climate change, Deloitte has published few articles relating to leading a low carbon footprint life, building credible climate commitments, a new business paradigm to address climate change and utility decarbonization strategies under insights section. Deloitte strongly believes that together we can rewrite the playbook on authentic business responsibility.

## Industries Served

- Automotive
- Consumer Products
- Retail, Wholesale & Distribution
- Transportation, Hospitality & Services
- Industrial Products & Construction
- Mining & Metals
- Oil, Gas & Chemicals
- Power, Utilities & Renewables
- Banking & Capital Markets
- Insurance
- Investment Management
- Real Estate
- Technology
- Civil Government
- Defense, Security & Justice
- Health & Social Care
- International Donor Organizations

**4/5**

Fortune Global 500 companies

**150+**

years

## Mission

to help the clients and our people excel

## Services

- Audit & Assurance
- Complex Accounting Assurance
- Accounting Operations Assurance
- Strategy, Analytics and M&A
- Customer Marketing
- Core Business Operations
- Mergers & Acquisitions
- Restructuring Services
- Legal Management Consulting
- Legal Advisory Services
- Legal Managed Services
- Cyber and Strategic Risk
- Human Capital
- Enterprise Technology & Performance

## Career Path

Partner

Associate Partner

Engagement Manager

Associate

Analyst

# Accenture

## Overview

1. Accenture was established in the year 1989, formerly known as Anderson Consulting.
2. With offices and operations in more than 200 cities in 55 countries, Accenture serves clients across more than 40 industries and in over 120 countries.
3. It has its headquarters situated in Dublin, Ireland.
4. There are 569,000 employees working in Accenture as of 2021.

## Departments

### • Accenture Strategy

Accenture Strategy combines deep industry expertise, advanced analytic capabilities and human-led design methodologies to help their clients shape their business strategies and drive growth.

### • Accenture Interactive (formally Digital)

Accenture Interactive provides digital marketing, analytics and mobility services.

### • Accenture Consulting

Accenture Consulting provides technology, business and management consulting.

### • Accenture Technology

Accenture Technology focuses on technology software, implementation, delivery, and research & development, including its Technology Labs for emerging technologies.

### • Accenture Operations

Accenture Operations focuses on an "as-a-service" model of service delivery. This includes business process outsourcing, IT services, cloud services, managed operations and security.

## Quick Facts

1. HRC Retail Advisory to become a part of Accenture.
2. Accenture has been named a leader in digital strategy consulting services in a new IDC MarketScape.
3. In 2021, the firm was ranked No. 2 in the Top 50 Companies for Diversity by Diversity Inc.
4. In 2021, Ethisphere Institute recognized Accenture for the 14th time.
5. In 2021, Accenture was ranked No. 258 on the Fortune Global 500 list.
6. In 2021, Fortune magazine named it as the world's most admired Information Technology Services company.
7. Accenture is working to optimise Artificial Intelligence and enhance Sustainability in future.
8. Fortune named Accenture one of the 100 Best Companies to Work For from 2009 to 2021.

## Sustainability Value Promise

One of the greatest responsibility at Accenture is to embrace sustainability. Their approach includes Sustainability by Design (infusing sustainability into every aspect from the start with sustainability in mind), Sustainability Services (offerings consider sustainability as integral to helping achieve business goals), Responsible Company (adhering to the highest ESG standards while maintaining performance at scale) and Responsible Citizen (creating impact and offer solutions for all communities where they work).

## Industries Served

- Aerospace and Defense
- Automotive
- Banking
- Capital Markets
- Chemicals
- Communications and Media
- Consumer Goods and Services
- Energy
- Health
- High Tech
- Travel
- Insurance
- Life Sciences
- Natural Resources
- Public Service
- Software & Platforms
- Utilities
- Retail

158

Partners in Ecosystem

7,900

Patents Worldwide

## Purpose

is to deliver on the promise of technology and human ingenuity

## Services

- Application Services
- Artificial Intelligence
- Automation
- Business Process Outsourcing
- Business Strategy
- Change Management
- Cloud
- Customer Experience
- Data & Analytics
- Digital Commerce
- Ecosystem Services
- Industry X
- Finance Consulting
- Infrastructure
- Marketing
- Mergers & Acquisitions
- Operating Models
- Security
- Supply Chain Management
- Sustainability
- Technology Consulting
- Technology Innovation
- Zero Based Budgeting

## Career Path

Managing Director

Senior Manager

Manager

Associate Consultant

Analyst



# LEK

## Overview

1. L.E.K was established in the year 1983.
2. L.E.K. Consulting is a global management consulting firm that uses deep industry expertise and rigorous analysis to help business leaders achieve practical results with real impact.
3. It has its headquarters situated in Boston.
4. There are 1600 employees working at L.E.K globally.

## Functions

### • Data & Analytics

L.E.K. provides organizations with effective ways to analyze and model business events using internal and external data. They do so by applying advanced analytics capabilities through the lens of our extensive strategy and industry experience.

### • Digital

L.E.K helps clients assess and then act on digital opportunities in six key areas: digital strategy and transformation, digital evaluation, channel strategy, customer experience, supply chain and production (Industry 4.0), and digital ways of working.

### • M&A

L.E.K has advised corporate and private equity clients on how to create value from a business acquisition, combination or separation. They also help clients plan joint ventures, alliances and other alternative structures. Their approach is research-intensive, unbiased and confidential.

### • Marketing & Sales

L.E.K. Consulting helps companies optimize their marketing and sales strategy to drive profitable growth. They do this by drawing together insights from the customers, markets, business environments and internal organization.

### • Strategy

L.E.K provides insights that help their clients make integrated strategic choices, achieving exceptional results. In all cases, they work closely with clients to collaboratively design solutions that fit their needs and fulfill their strategic ambitions.

### • Transformation

Their suite of consulting capabilities allows them to serve clients in a comprehensive manner, whether their needs are strategic, organizational, performance related or otherwise. They can support from initial conceptualization through development of practical solutions and mobilization of the execution effort.

## Sustainability Value Promise

The L.E.K. Sustainability Centre of Excellence draws together the expertise, best practices and strategic insights necessary to support your approach, address the challenges and capitalize on the opportunities that sustainability brings. They support clients across a broad range of sustainability issues like developing net zero strategies, commercial assessment of new technologies, growth strategy and corporate strategy development for new products and services to address climate change and commercial due diligence on ESG issues for transactions.

## Industries Served

- Business Services
- Consumer Products
- Education
- Energy
- Environment
- Financial Services
- Healthcare Services
- Industrials
- Life Sciences & Pharma
- Media & Entertainment
- MedTech
- Private Equity
- Technology
- Travel
- Transportation
- Retail

21

offices worldwide

30+

years in Consulting

## Edge Strategy®

Registered Trademark of L.E.K

## Services

- Value Activation
- Private Equity
- Disruption Management
- Edge Strategy
- Organization & Performance
- Performance Improvement
- Post-Merger Integration
- Sustainability
- Analytics
- Transformation

## Career Path

Partner

Principal

Manager

Consultant

Associate

# Dalberg

## Overview

1. Dalberg was founded in the year 2001.
2. Dalberg has worked in over 90 countries with over 400 clients including governments, foundations, international agencies, non-governmental organizations, and Fortune 500 companies.
3. Dalberg partners with and serve communities, governments, and companies throughout the world, providing an innovative mix of services.

## Functions

### • Advisors

Dalberg Advisors is a strategic advisory firm that combines the best of private sector strategy skills and rigorous analytical capabilities with deep knowledge and networks across emerging and frontier markets.

### • Data Insights

Dalberg Data Insights builds bridges between private data and important social problems, by creating tools to interpret data and uncover solutions in international development, humanitarian action, and social impact.

### • Design

Dalberg Design engages people, communities and organizations to foster creative solutions to enhance economic opportunity and human potential by combining the best skills in human-centered design, rapid prototyping and systems thinking to accelerate positive change in underserved communities around the world.

### • Implement

Dalberg Implement takes strategy recommendations and works alongside their clients to bring them to life.

### • Media

Dalberg Media is a mission-driven communications and experience consultancy, which seeks to empower and mobilize people to solve global development challenges by collective, sustained action. They design and deliver communication products to build awareness and push agendas.

### • Research

Dalberg Research provides research and analysis that offers clients actionable solutions to their problems. They specialize in the inventory, collection, and analysis of primary research data for businesses, NGOs, governments and other institutions.

## COVID-19 Response

Dalberg is working rapidly with a diverse range of partners and communities to mitigate the most serious effects of the Covid-19 pandemic for vulnerable communities around the globe, balancing the urgent need to address immediate health risks alongside the broader socio-economic disruptions related to the pandemic. In all their engagements, they aim to enable communities to come together in action across sectors, capabilities and regions.

## Industries Served

- Agriculture & Food Security
- Health & Nutrition
- Education to Employment
- Energy
- Climate & Environment
- Financial Services
- Healthcare Services
- Public Policy
- Water & Sanitation

**58+**

nationalities represented

**57%**

women employees

## Mission

to raise living standards in developing countries and mobilize effective responses to the world's most pressing issues

## Services

- Analytics
- Strategy
- Research
- Conflict Management
- Gender Inclusion
- Design
- Implementation
- Information & Communication Technology
- Monitoring, Evaluation & Learning

## Career Path

Partner

Associate Partner

Manager

Consultant

Associate



# McKinsey & Company

## Overview

1. McKinsey was established in the year 1926.
2. With offices and operations in more than 65 countries, McKinsey combines global expertise and local insight to help their clients turn their ambitious goals into reality.
3. They partner with clients to transform their organizations, embed technology into everything they do, and build enduring capabilities.
4. There are 30,000 employees working at McKinsey globally.

## Functions

- **Accelerate**

McKinsey Accelerate helps clients achieve and sustain transformational impact over time and, post COVID-19, prepare for the next normal.

- **Digital**

McKinsey Digital helps clients harness the power of data and artificial intelligence, modernize core technology and capitalize on new technology, optimize and automate operations, fuel digital growth, create stunning digital experiences, and build digital talent and culture.

- **M&A**

McKinsey partners with clients to maximize the success of their M&A activity by bringing unrivaled transaction and integration expertise, deep industry knowledge and focus on building institutional and executive M&A capabilities—to strengthen M&A programs long term.

- **Marketing & Sales**

They help clients in branding, digital marketing, customer and shopper insights, pricing, customer experience, sales and channel management and marketing return on investment through meaningful growth transformations so that companies can deliver substantial value today and tomorrow.

- **Operations**

McKinsey's Operations sits at the intersection of strategy, technology, and transformation and connects boardroom strategies to the frontline, infusing technology where and when it matters, and rapidly delivering lasting transformations enabled by capability building.

- **Strategy & Corporate Finance**

McKinsey Strategy helps clients by building enduring value through bold strategies.

- **Transformation**

McKinsey Transformation helps clients by changing trajectories through holistic interventions in performance, capabilities, and health.

## Sustainability Value Promise

Environmental sustainability is part of McKinsey's purpose, public commitments, and practices. They aim to remove carbon from the atmosphere through mainly nature-based solutions—and reach net-zero climate impact by 2030. They have reduced 19% of emissions per employee (2017-19) and aim to reduce absolute Scope 1 and 2 GHG emissions 25 percent by 2025. Nearly two-thirds of their global office space has achieved green-building certification. In more than 100 offices, Green Teams led by over 1,000 colleagues are driving environmental initiatives to build awareness about environmental sustainability.

## Industries Served

- Advanced Electronics
- Aerospace & Defense
- Agriculture
- Automotive & Assembly
- Chemicals
- Consumer Packaged Goods
- Electric Power & Natural Gas
- Travel, Logistics & Infrastructure
- Oil & Gas
- Financial Services
- Healthcare Systems & Services
- Metals & Mining
- Semiconductors
- Public & Social Sector
- Real Estate
- Retail

**38K**

graduates of Generation

**90+**

years in Consulting

## Aim

Change that Matters

## Roles

### Client Serving

- Consulting
- Client Capabilities Network / Research
- Analytics
- Implementation
- Turnaround
- Digital
- Design

### Internal

- Technology & Digital
- Visual Graphics & Media
- Global Administration
- Communications
- Finance
- Risk & Compliance
- People & Human Resources
- Legal
- Procurement
- Real Estate, Events & Travel

## Career Path

Partner

Associate Partner

Engagement Manager

Associate

Analyst

# Boston Consulting Group

## Overview

1. Boston Consulting Group was established in the year 1963.
2. BCG works closely with clients to embrace a transformational approach aimed at benefiting all stakeholders—empowering organizations to grow, build sustainable competitive advantage, and drive positive societal impact.
3. There are 22,000 employees working at BCG globally.

## Functions

### • Zero-Based Budgeting

BCG's zero-based budgeting consultants help clients anchor this approach in a culture of cost-consciousness, delivering clear benefits including spend-baseline reductions of as much as 30%.

### • Digital

BCG creates long-lasting value and growth by investing in their clients' digital and human capabilities. They work shoulder-to-shoulder with organizations to unlock human potential and meet the challenges of continual disruption.

### • Marketing & Sales

BCG helps clients focus their efforts the marketing and sales consultants at BCG are supported by unique solutions, methodologies, and expertise to navigate an ever-increasing array of choices.

### • Operations

BCG's operations consulting teams help clients unlock value from every aspect of their operations to drive transformational change—and impact—in key areas of operations management.

### • Strategy

BCG Strategy looks both outside and inside to define an innovation strategy that best supports the overall business strategy. The strategy enables the innovation system to gain traction by pinpointing the most important areas for investment.

### • Business Transformation

BCG's business transformation consultants work with clients to help change their companies' trajectories—no matter where they are on their transformation journeys.

### • International Business

BCG help companies absorb the shock of global volatility by building capabilities and structures that enable data integration, flexibility, and agility across borders and businesses.

## Sustainability Value Promise

BCG's commitment to sustainability is at the core of corporate purpose. BCG is also on an ongoing mission to strengthen sustainable and ethical business practices within BCG, working day by day to help build a sustainable and inclusive future and make a difference in society. With 100% renewable electricity used to power their offices and a 70% reduction in total greenhouse gas emissions (against 2018 baseline), BCG has taken—both through our client work and through the transformation of our own operations—to address important societal and environmental sustainability challenges.

## Industries Served

- Aerospace and Defense
- Automotive Industry
- Consumer Products
- Travel and Tourism Industry
- Education
- Financial Institutions
- Health Care
- Transportation and Logistics
- Industrial Goods
- Insurance
- Oil and Gas
- Retail
- Power and Utilities
- Principal Investors & Private Equity
- Public Sector
- Technology & Media

**90%**

global business from repeat clients

**50+**

Countries around World

## Aim

to benefit all stakeholders

## Services

- Business and Organizational Purpose
- Business Transformation
- Corporate Finance and Strategy
- Customer Insights
- Digital, Technology, and Data
- Marketing and Sales
- M&A, Transactions, and PMI
- Operations
- International Business
- Innovation Strategy and Delivery

## Career Path

Partner

Associate Partner

Engagement Manager

Associate

Analyst



# ZS

## Overview

1. ZS was established in the year 1983.
2. ZS is a global professional services firm that leverages deep industry expertise, leading-edge analytics, technology and strategy to create solutions for clients that work in the real world.
3. They have their headquarters situated in Boston.
4. There are 10,000+ passionately committed employees working at ZS globally.

## Functions

### • Life Sciences R&D & Medical

ZS brings business impact to the science of R&D, improving cost management, RWE-based value strategies and customer understanding through scientific engagement.

### • Portfolio & Pipeline

ZS manages their client's portfolio, pipeline and product launches more effectively with the right strategy, analytics and technology tools and expertise.

### • Value & Access

To help clients develop winning pricing, value and access strategies, ZS takes a multidisciplinary approach powered by analytics and founded on real-world evidence.

### • Technology & Operations

ZS helps clients to increase their commercial organization's efficiency and effectiveness with smarter sales strategies, team structures and performance management solutions. They partner with clients to drive enterprise-wide transformation through our cutting-edge technology and operations solutions.

### • Strategy & Advisory

From portfolio management and growth strategy to customer experience and digital transformation, ZS helps clients improve performance and deliver lasting value.

### • AI & Analytics

ZS pairs advanced analytics with user-centered design and deep domain expertise to help their clients generate insights, increase automation and make better business decisions.

### • Marketing

ZS helps clients from launch planning to sales forecasting and on through promotion planning and execution, taking a new product to market, which today is fraught with challenges.

### • Sales

ZS helps to increase their client's commercial organization's efficiency and effectiveness with smarter sales strategies, team structures and performance management solutions.

## ZS Cares

Through ZS Cares, their global offices are empowered to localize how they contribute to the greater good—from philanthropy and volunteering to pro bono consulting. ZS treats people right, get it right and do the right thing through world-positive economic, environmental and social practices. They aim to reduce their carbon footprint on the environment by making more efficient use of physical space, limiting business travel by leveraging technology and working in close proximity to their clients, and reducing waste.

## Industries Served

- Pharmaceuticals
- Biotech
- Media Technology
- Health Plans
- High Technology
- Consumer Goods
- Industrial Services
- Business Services
- Travel & Hospitality
- Private Equity
- Retail
- Private Equity
- Telecommunications
- Financial Services

# 28

Offices Worldwide

# 97%

Of 2019 work came from repeat clients

## Mission

to work side by side with the clients to help develop and deliver products that drive customer value and company results. That's impact where it matters.

## Products

ZS software products enable success with leading-edge analytics and domain expertise. They are:

- **JAVELIN:**  
It is a Sales Strategy Management Platform.
- **REVO:**  
It is an Integrated Analytics Platform.
- **VERSO:**  
It is an Intelligent Execution Software.
- **Software Support:**  
It is a Dedicated Technical Support Software.

## Career Path

Partner (Principal)

Associate Partner (Associate Principal)

Manager

Associate Consultant

Analyst

# ATKearney

## Overview

1. Kearney was established in the year 1926.
2. Kearney is a leading global management consulting firm working in more than 40 countries. They work with more than three-quarters of the Fortune Global 500, as well as with the most influential governmental and non-profit organizations.
3. There are 3,600 employees working at Kearney globally.

## Functions

### • Analytics

From procurement and supply chain to marketing and growing your business, Kearney's advanced analytics team has the diverse experience, skills, and means to deliver tangible solutions.

### • Digital

Kearney work with clients on transforming their business model and establishing a future-proof digital operating model where technology and IT become an enabler for enterprise success.

### • M&A

Whether the clients need help sourcing their next acquisition, managing the process, reviewing what they already have, or preparing for sale, Kearney's experience ensures the process runs smoothly with lucrative and lasting results.

### • Global Business Policy Council

The Global Business Policy Council is a strategic service of Kearney. Through exclusive global forums, public-facing thought leadership, and advisory services, the Council helps to decipher sweeping geopolitical, economic, social, and technological changes and their effects on the global business environment.

### • Strategy & Top-Line

Kearney helps their clients surface the major transformational issues related to their strategy, future development, and how they're organized to make decisions and carry them out.

### • Operations & Performance

Kearney has been operations and performance specialists since the origins of management consultancy and are intimately familiar with the workings of most industries. They understand their clients' needs and use their experience to collaboratively develop solutions that generate tangible results.

## Sustainability Value Promise

Kearney is dedicated to creating opportunities for everyone to engage with sustainability through their clients, local office initiatives, social impact externships, volunteering, and beyond. Their ambition is to help companies shift from viewing sustainability as an obligation to an opportunity, tapping the long-term societal, as well as commercial, benefits of this approach. They seek to create social impact in three key areas- Economic Development, Energy & Sustainability, Education and Workforce.

## Industries Served

- Aerospace and Defense
- Automotive
- Chemicals
- Communications, Media, and Technology
- Energy
- Financial Services
- Consumer & Retail
- Health
- Infrastructure
- Private Equity
- Transportation & Travel
- Industrial Goods & Services
- Public sector
- Metal & Mining

21

offices worldwide

30+

years in Consulting

## Aim

to be the difference of purpose for our clients, people, communities, and the planet

## Services

- Leadership, Change & Organization
- Procurement
- Product, Design & Data Platforms
- Sustainability
- Strategy
- Performance Improvement
- Analytics
- Transformation
- Mergers & Acquisition Integration

## Career Path

Partner

Principal

Manager

Consultant

Associate



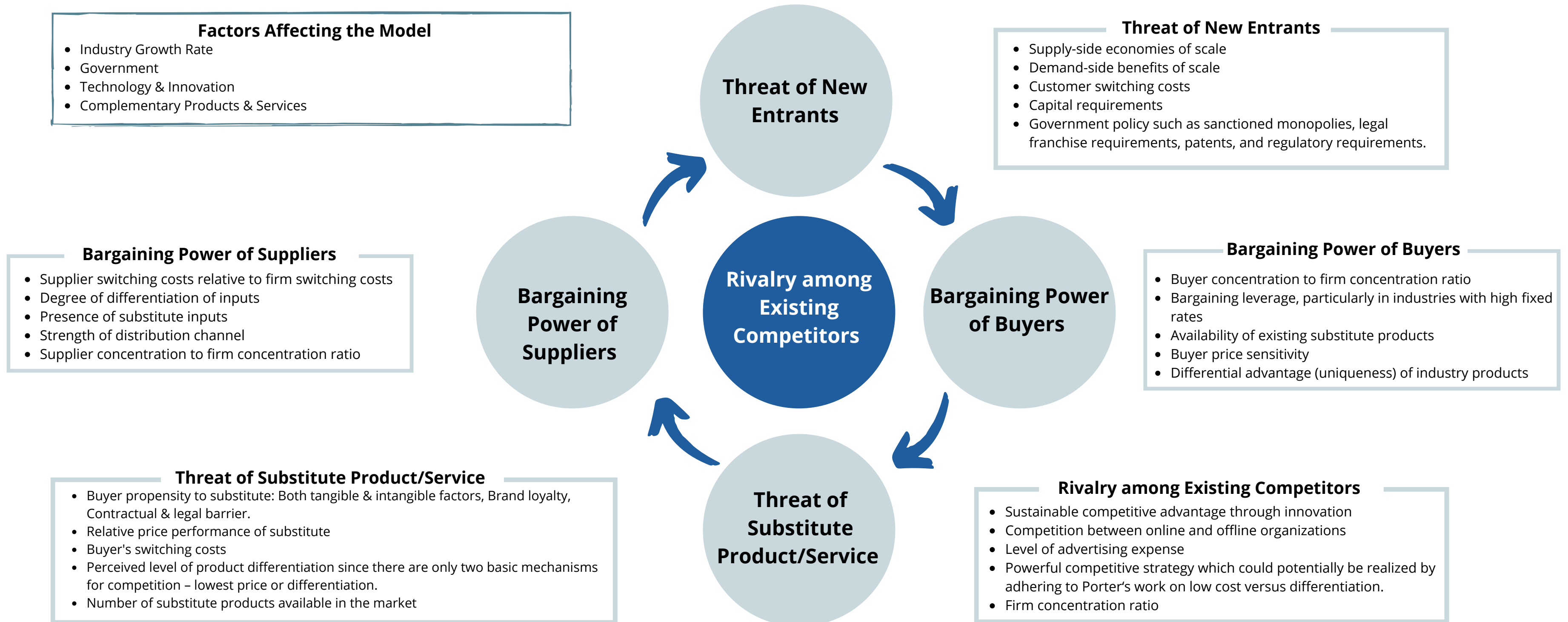


# FUNDAMENTAL CONCEPTS

HINDU CONSULTING GROUP | GRAD PARTNERS

# Porter's 5 Forces

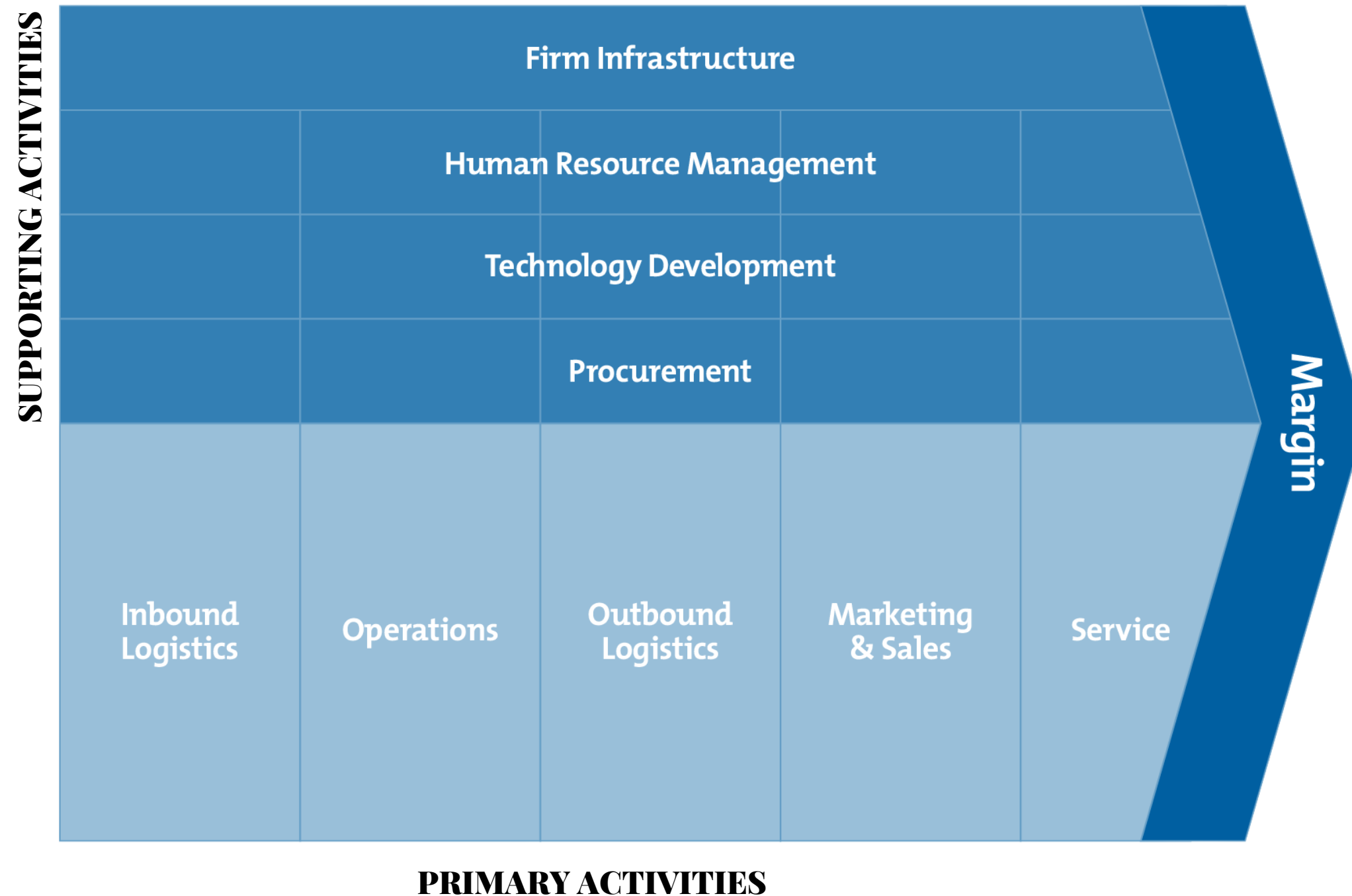
Porter's Five Forces is a framework for analyzing a company's competitive environment and used to guide business strategy to increase competitive advantage. The Five Forces model can help businesses boost profits, but they must continuously monitor any changes in the five forces and adjust their business strategy.





# Value Chain

Value chains help increase a business's efficiency so that the business can deliver the most value for the least possible cost. The end goal of a value chain is to create a competitive advantage for a company by increasing productivity while keeping costs reasonable.



Elements	
<b>PRIMARY ACTIVITIES</b>	
<b>1. Inbound Logistics</b>	<ul style="list-style-type: none"> <li>• Receipt of inputs and raw materials</li> <li>• Warehousing of inputs</li> <li>• Inventory Management</li> </ul>
<b>2. Operations</b>	<ul style="list-style-type: none"> <li>• Processing raw materials into semi-finished or finished goods.</li> </ul>
<b>3. Outbound Logistics</b>	<ul style="list-style-type: none"> <li>• Selection of distribution channel</li> <li>• Distribution &amp; Transportation of goods</li> </ul>
<b>4. Marketing &amp; Sales</b>	<ul style="list-style-type: none"> <li>• Advertising &amp; Promotional Activities</li> <li>• Sale of goods</li> </ul>
<b>5. Services</b>	<ul style="list-style-type: none"> <li>• Customer Care &amp; Grievance Services</li> <li>• Refund</li> <li>• Repairs &amp; Exchange</li> </ul>
<b>SUPPORTING ACTIVITIES</b>	
<b>1. Infrastructure</b>	<ul style="list-style-type: none"> <li>• Machinery and Fixed inputs</li> <li>• Accounting &amp; Finance team</li> <li>• Planning team</li> <li>• Quality control team</li> </ul>
<b>2. HR Management</b>	<ul style="list-style-type: none"> <li>• Hiring &amp; Retaining Employees</li> <li>• Training &amp; Career Advancement Sessions</li> <li>• Rewards &amp; Recognition</li> </ul>
<b>3. Technology Development</b>	<ul style="list-style-type: none"> <li>• Research &amp; Development</li> <li>• Product Designing</li> <li>• Automation Process</li> </ul>
<b>4. Procurement</b>	<ul style="list-style-type: none"> <li>• Obtaining raw materials and inputs</li> </ul>

# 3 C's

The 3C Analysis suggests a business focuses on three key factors for success – company, customer, and the competitors. The strengths of the 3C Analysis lie in its simplicity, practicality, and emphasis on efficiency to reduce wastage. Customers are crucial to the success of any company, dictating the strategies formulated by competitors and company.

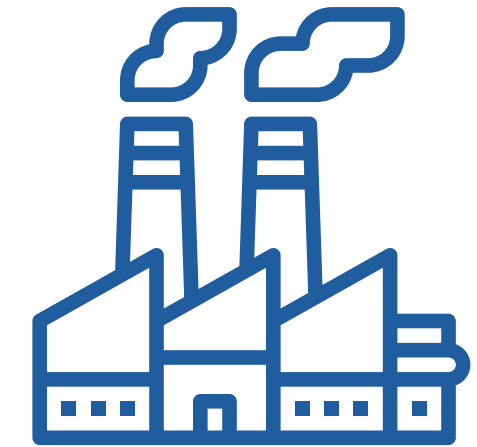


## GOVERNMENT

Compliance with Government Regulations

- How is the market where the company competes?
- What is the mission and vision of the company?
- What are the strengths and weakness of the company?
- What is company's specialization that gives it a competitive advantage?

## COMPANY



## INDUSTRY

Work under Industry Norms & Compliance with Industry Standards

- Who are the customers? What are their demographics?
- How many customers does the company have in the present and future?
- What is their decision-making process?
- Who are the most valuable customers for the brand?



## CONSUMERS



## COMPETITORS

- Who are those competitors?
- What value proposition they offer and we don't?
- What are the competitor goals and accomplishments?
- What are the strengths and weaknesses in terms of competitive advantages?



# 4 P's of Marketing

The concept of 4 P's is quite useful in case studies related to market entry and go-to-market strategy. In market entry, specifically in cases related to product diversification, new product launch, revenue related questions, distribution related problems and marketing strategies.



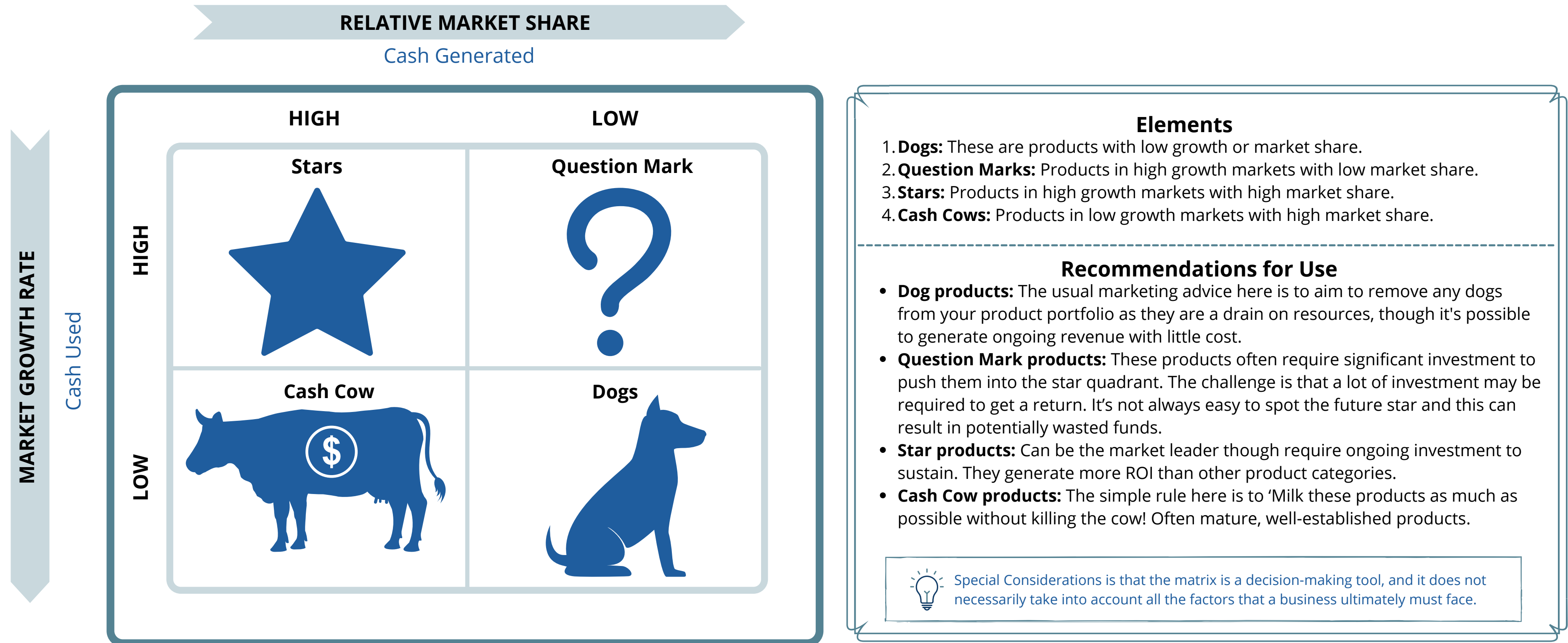
# SWOT Analysis

**SWOT analysis is a strategic planning technique that provides assessment tools. It works best when diverse groups or voices within an organization are free to provide realistic data points rather than prescribed messaging.**



# BCG Matrix

BCG Matrix is quite useful in case studies based on cost analysis and establishing a new business or diversification of business. It is a tool used internally by management to assess the current state of value of a firm's units or product lines.



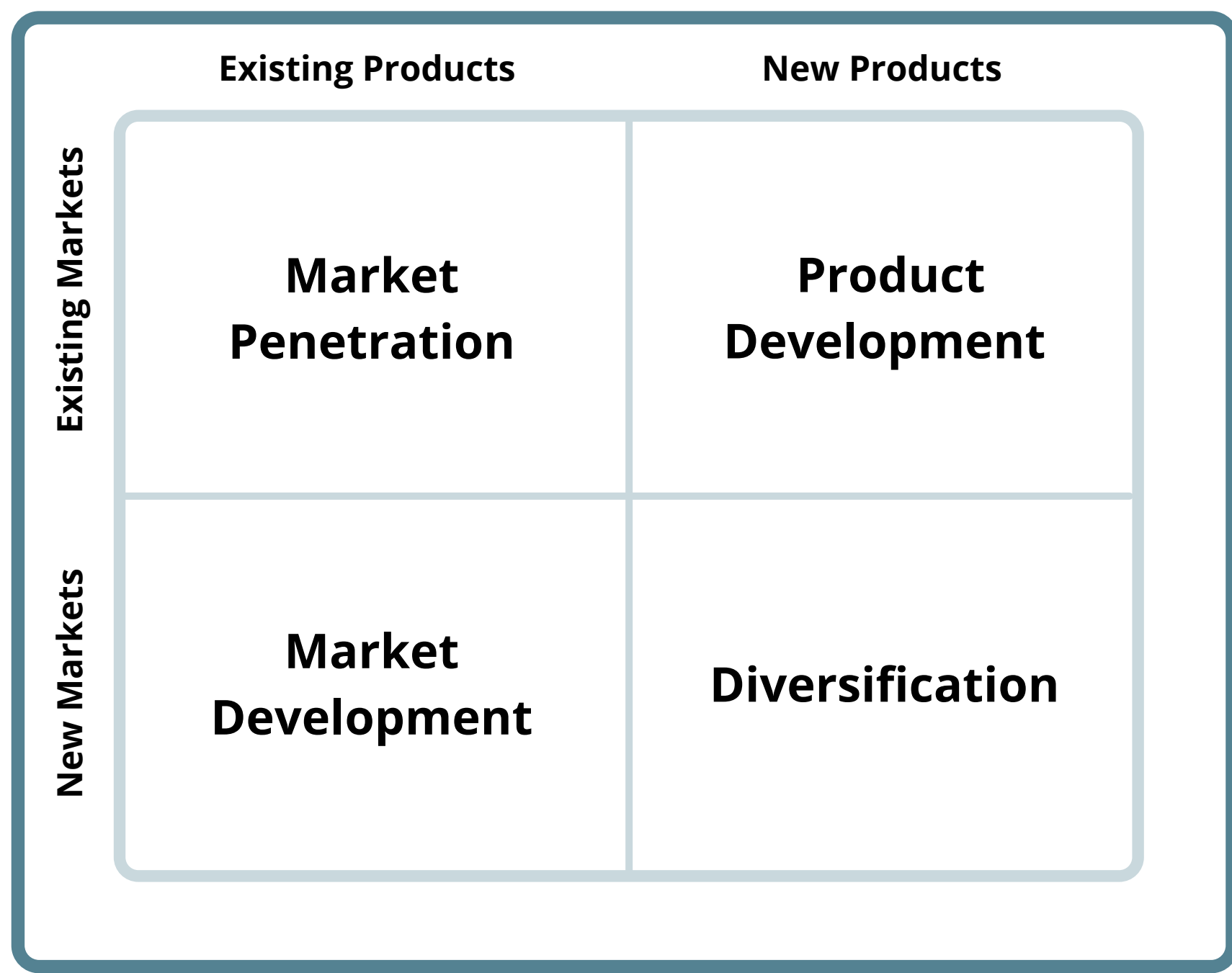


# Ansoff Matrix

Ansoff Matrix is quite useful in case studies based on market entry, growth strategy, expansion of revenues, etc. It is a tool used by marketers and executives to better understand the risks inherent in growing their business.

INCREASING RISK

INCREASING RISK



### Elements

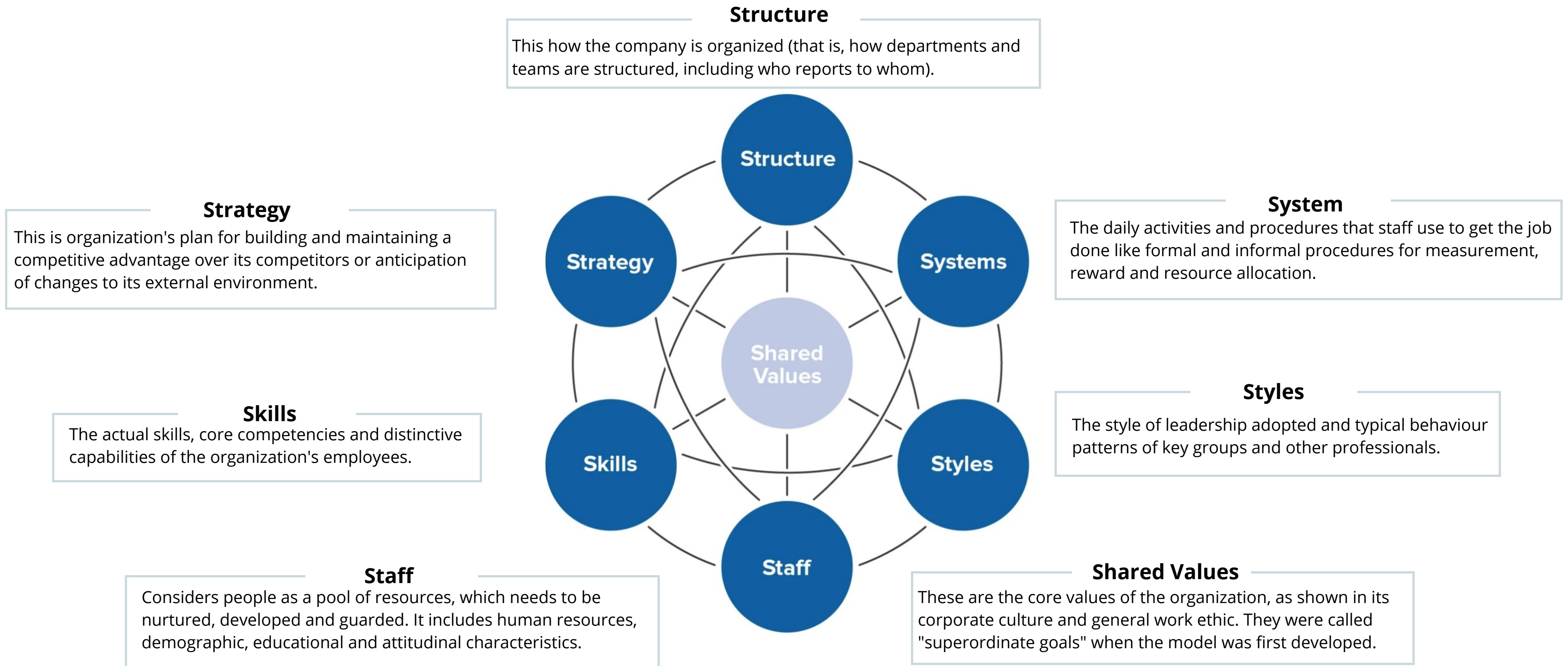
- Market Penetration:** This focuses on increasing sales of existing products to an existing market.
- Product Development:** Focuses on introducing new products to an existing market.
- Market Development:** This strategy focuses on entering a new market using existing products.
- Diversification:** Focuses on entering a new market with the introduction of new product.

---

<b>1. Market Penetration</b>	<ul style="list-style-type: none"> <li>Decreasing prices to attract new customers</li> <li>Increasing promotion and distribution efforts</li> <li>Acquiring a competitor in the same marketplace</li> </ul>
<b>2. Product Development</b>	<ul style="list-style-type: none"> <li>Investing in R&amp;D to develop new products to cater to the existing market</li> <li>Acquiring a competitor's product and merging resources to create a new product that better meets the need of the existing market</li> <li>Forming strategic partnerships with other firms to gain access to each partner's distribution channels or brand</li> </ul>
<b>3. Market Development</b>	<ul style="list-style-type: none"> <li>Catering to a different customer segment</li> <li>Entering into a new domestic market (expanding regionally)</li> <li>Entering into a foreign market (expanding internationally)</li> </ul>
<b>4. Diversification</b>	<ul style="list-style-type: none"> <li><b>Related diversification:</b> There are potential synergies to be realized between the existing business and the new product/market.</li> <li><b>Unrelated diversification:</b> There are no potential synergies to be realized between the existing business and the new product/market.</li> </ul>

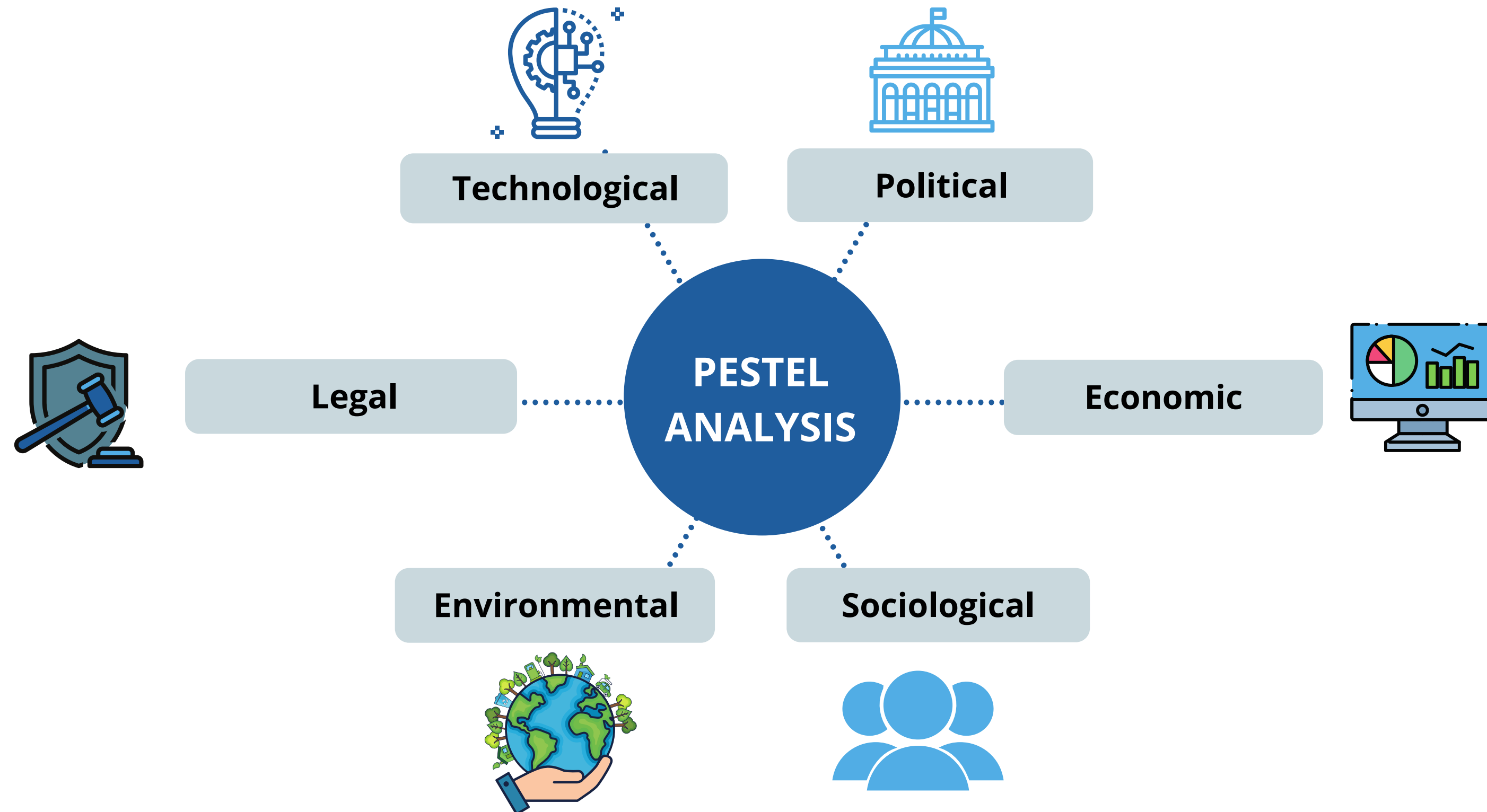
# 7 S's of McKinsey

The model categorizes the seven elements as either "hard" or "soft". The three "hard" elements are strategy, structures and systems which are relatively easy to identify, and management can influence them directly. The four "soft" elements are staff, style, skills, and shared values which can be harder to describe, less tangible, and more influenced by the company culture. But they are just as important as the hard elements for the organization to be successful.



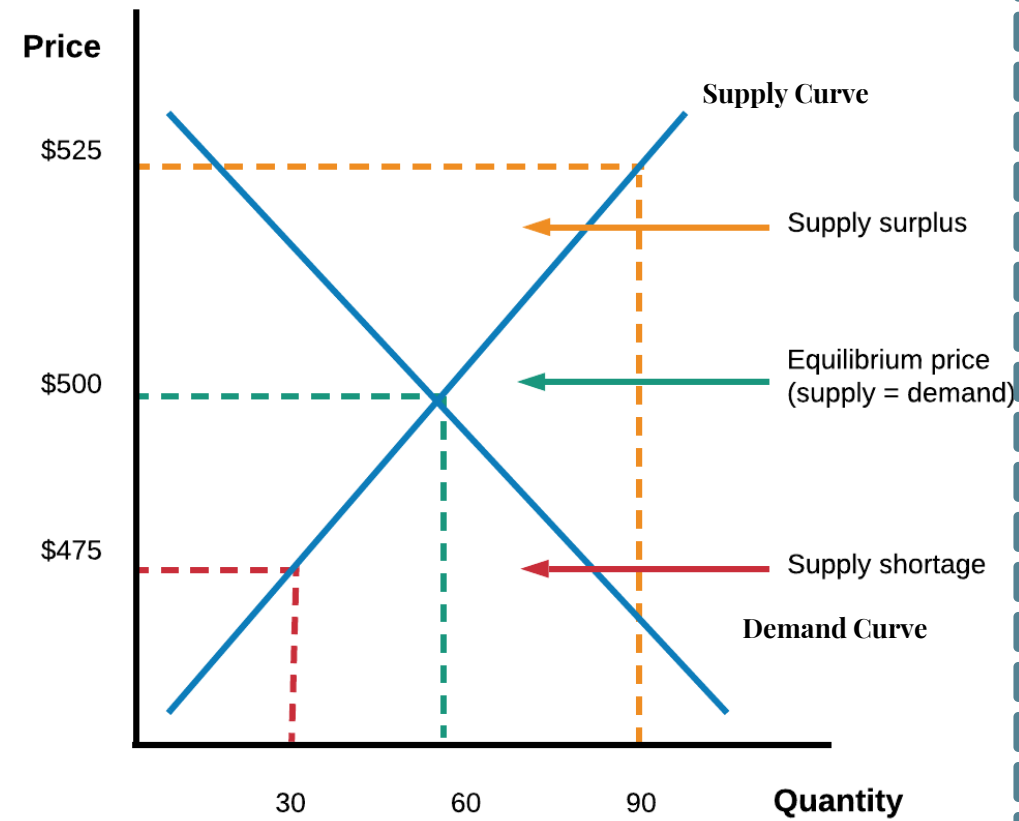
# PESTEL Analysis

PESTEL Analysis is a strategic framework used to evaluate the external environment of a business and is an effective tool used in Corporate Strategy Planning and for identifying the pros and cons of a Business Strategy.

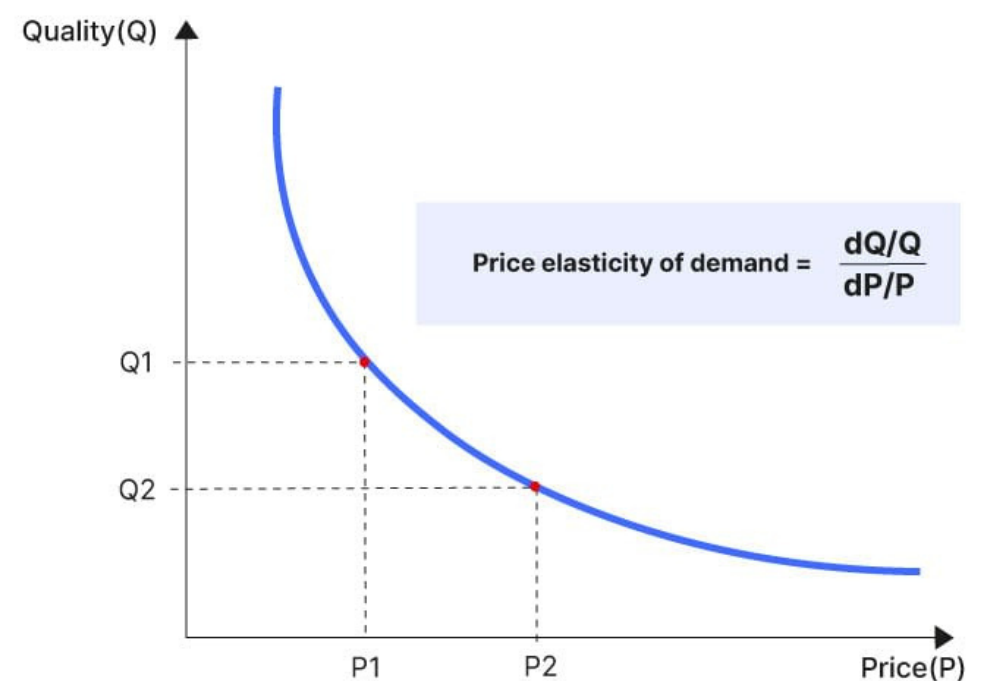




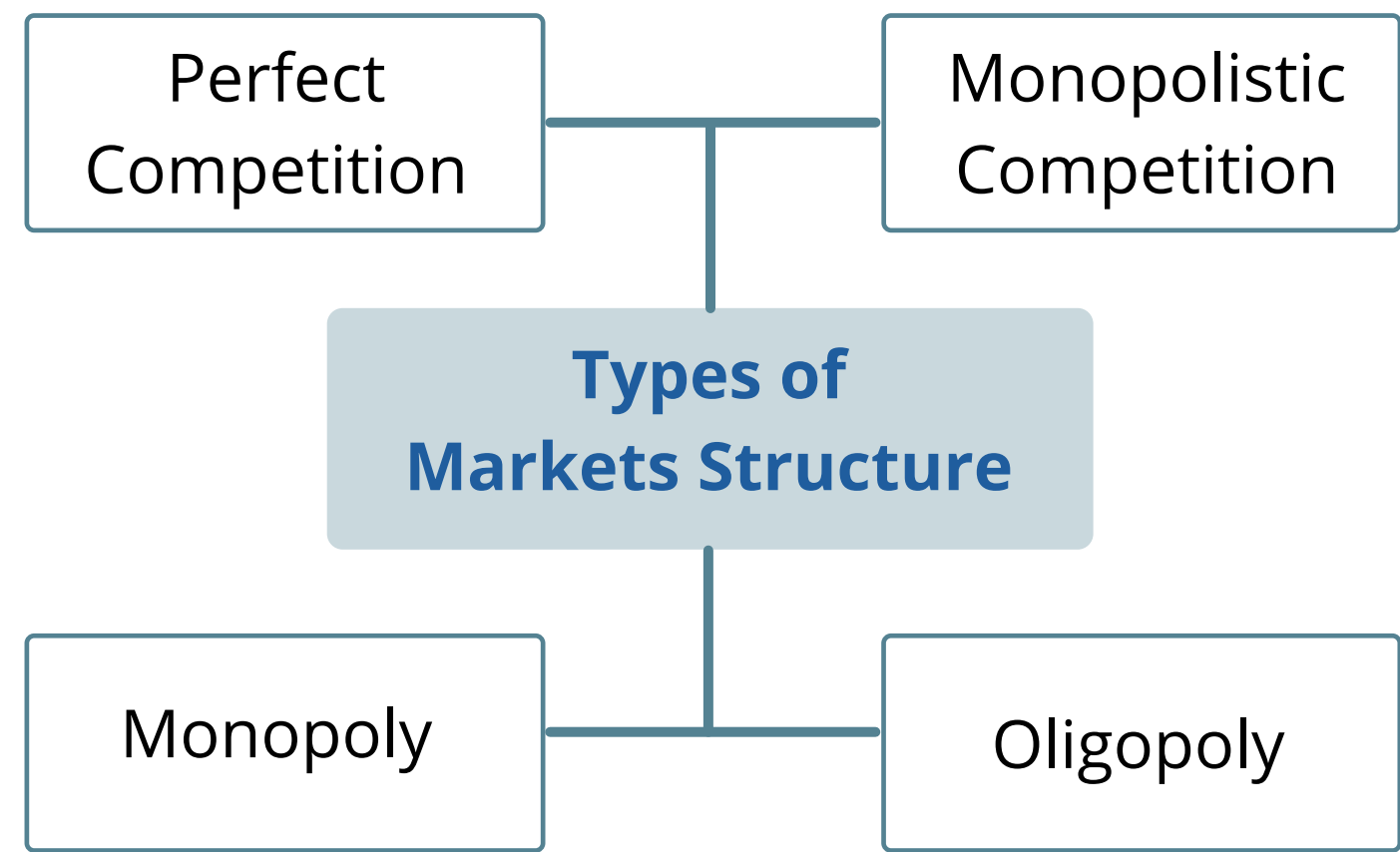
# Basic Concepts of Economics



**Demand-Supply Curve**

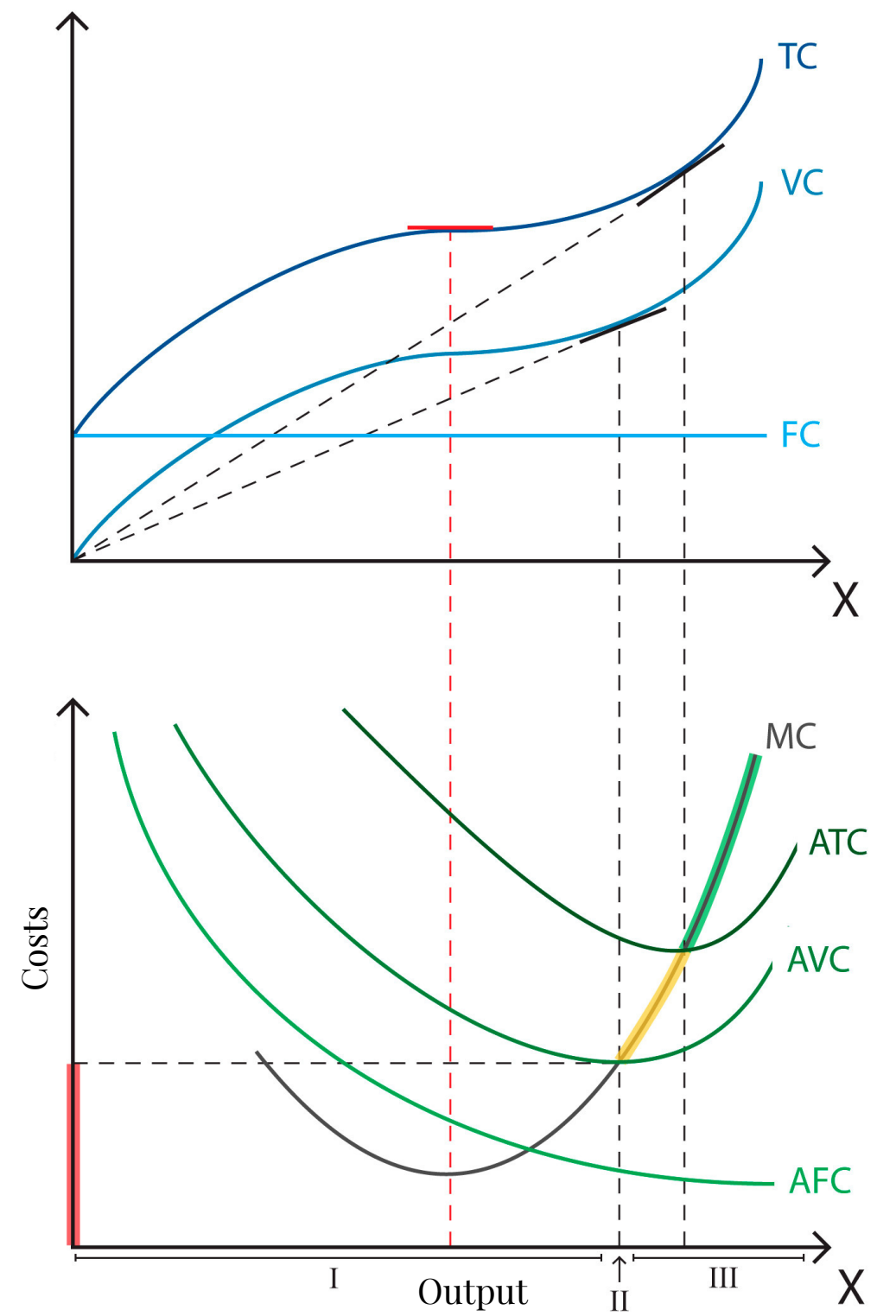


**Price Elasticity Curve**




## Demand Forecasting

- It is a technique for estimation of probable demand for a product or services in the future, based on the analysis of past demand for that product or service in the present market condition.
- Demand forecasting reduces risk related to business activities and helps to take efficient decisions.
- Significance of Demand Forecasting are fulfilling objectives of the business, preparing the budget, taking management decision and in evaluating performance.
- It can be based on economy or on the time period. Based on economy, it can be Macro-level, Industry-level and Firm-level forecasting and on the basis of time, short term and long term forecasting.



**Marginal Cost Curve**

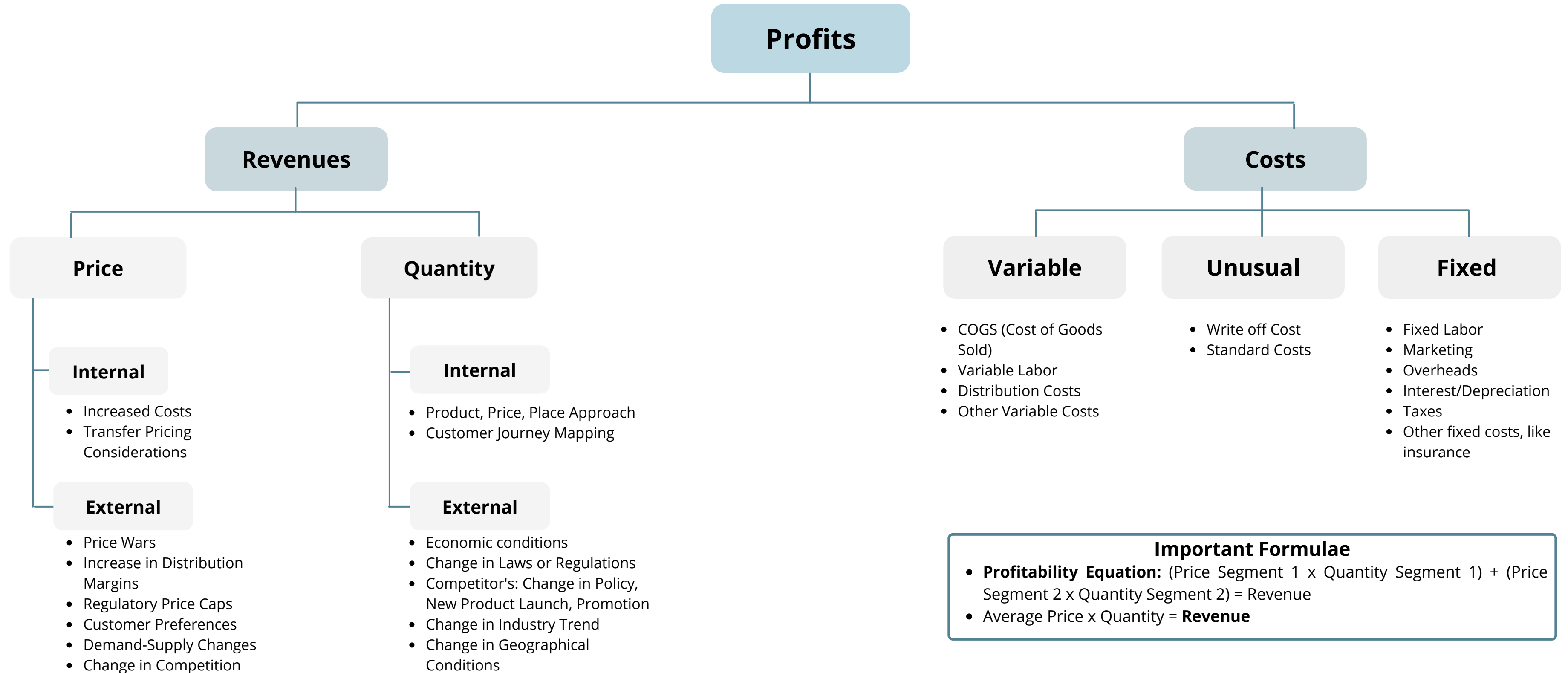
KEY	
TC - Total Cost	ATC - Average Total Cost
VC - Variable Cost	AVC - Average Variable Cost
FC - Fixed Cost	AFC - Average Fixed Cost
MC - Marginal Cost	



# **COMMONLY USED FRAMEWORKS**

HINDU CONSULTING GROUP | GRAD PARTNERS

# Profitability

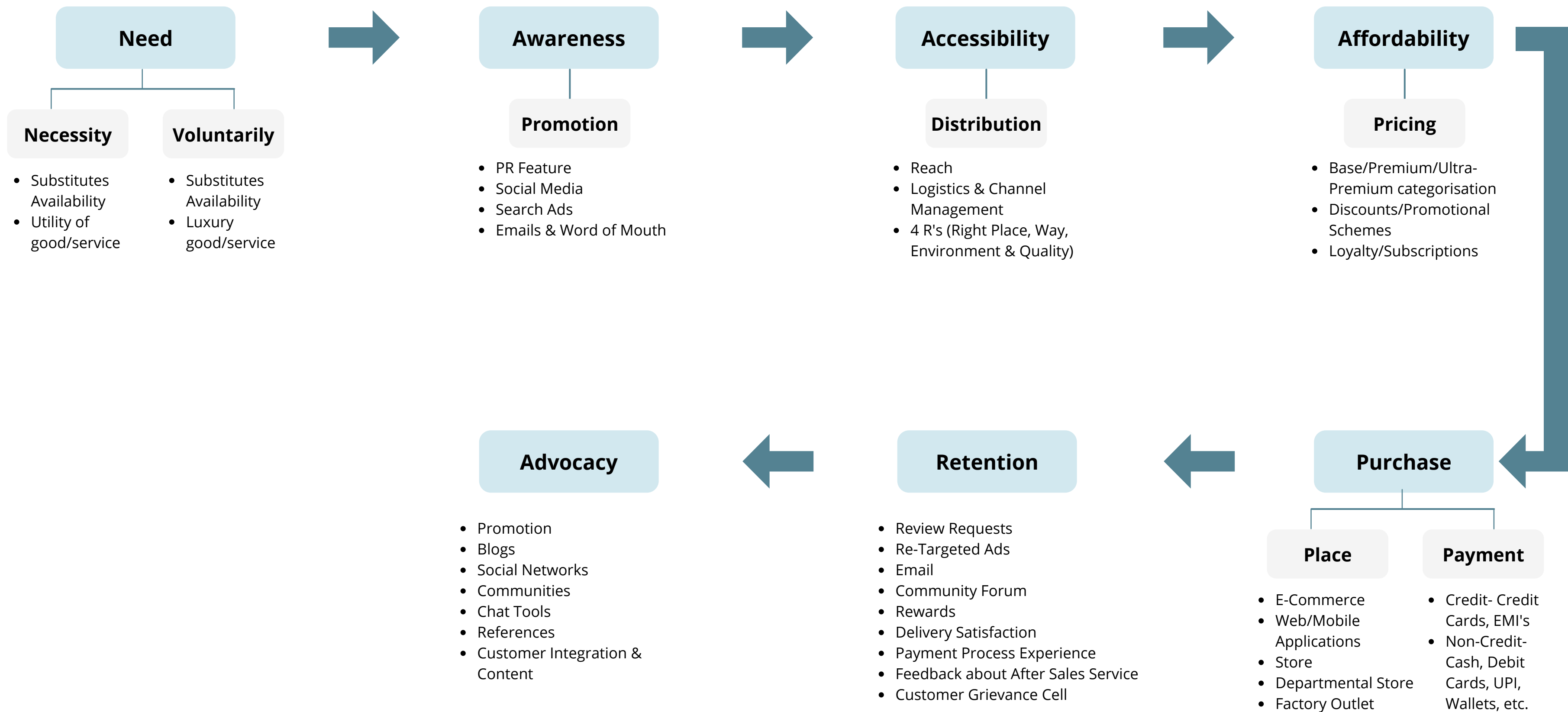


1. In some cases, fixed and variable costs may not be MECE. So leverage the value chain in such cases.

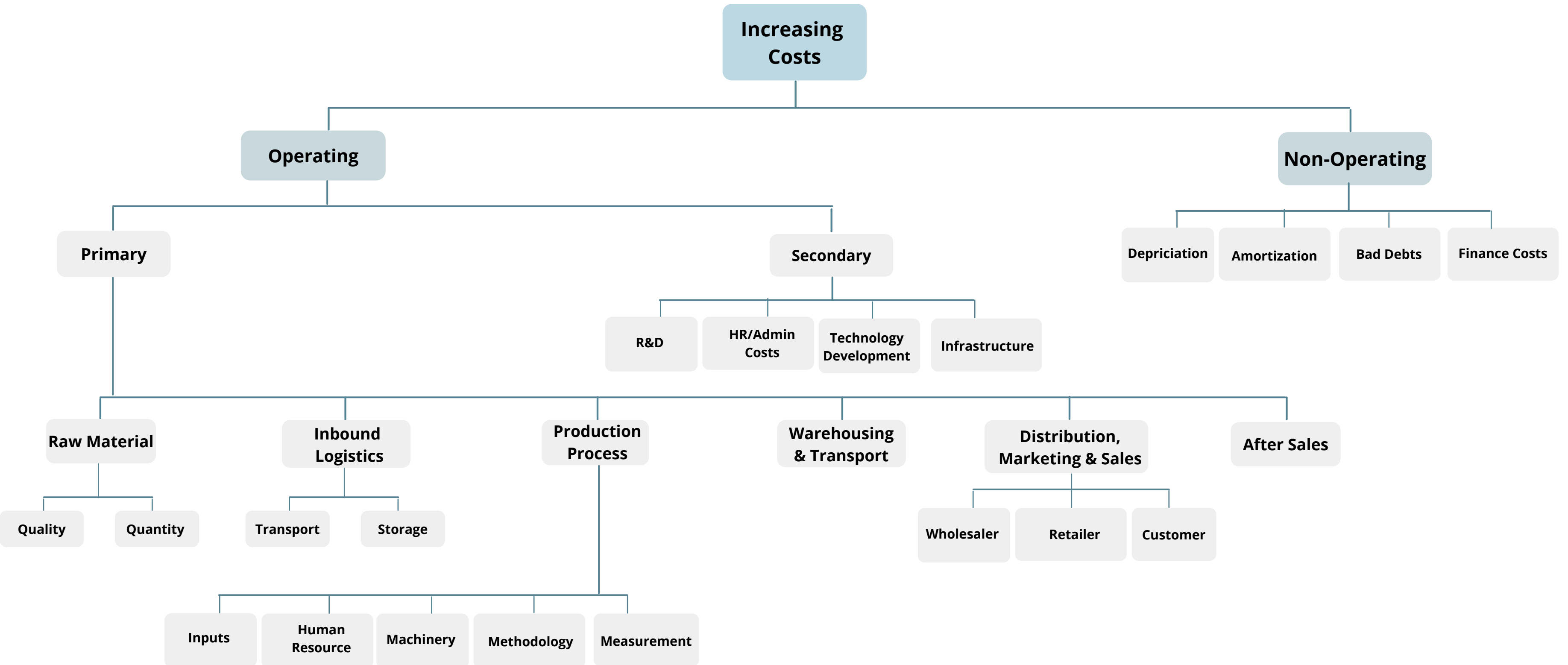
2. Always have a clear understanding of the case, use 3 C's framework to analyse the company, customer and competitor's aspect and remember to identify what the case is talking about- is it about profits or profitability.



# Profitability-Customer Journey Map

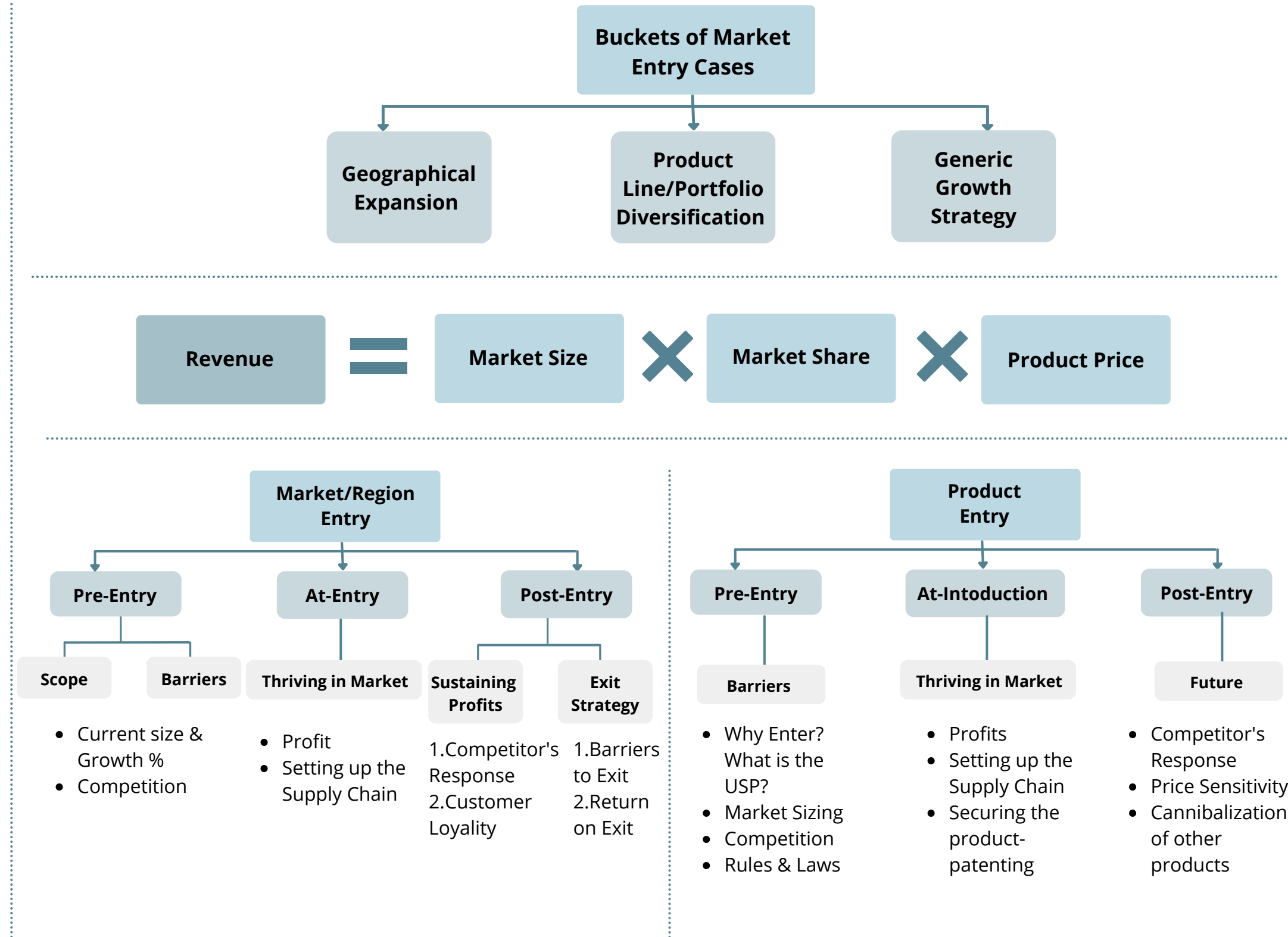
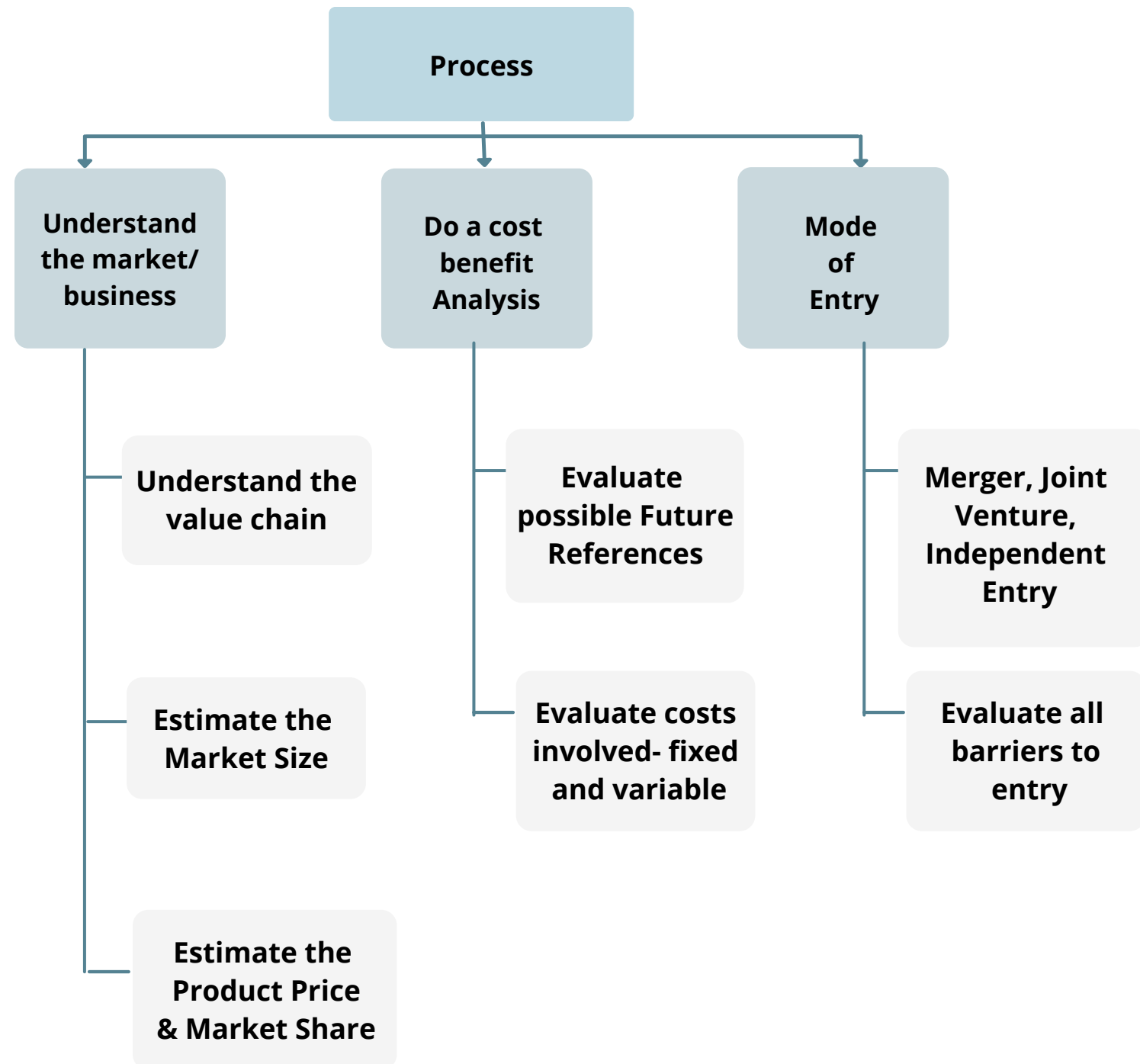


# Profitability-Increasing Costs



1. This is a standard classification which may change from industry to industry.
2. This strategy used only to analyse the reasons behind increase in costs. Always remember to structure your approach in this manner in order to analyse the reasons behind increase in costs.

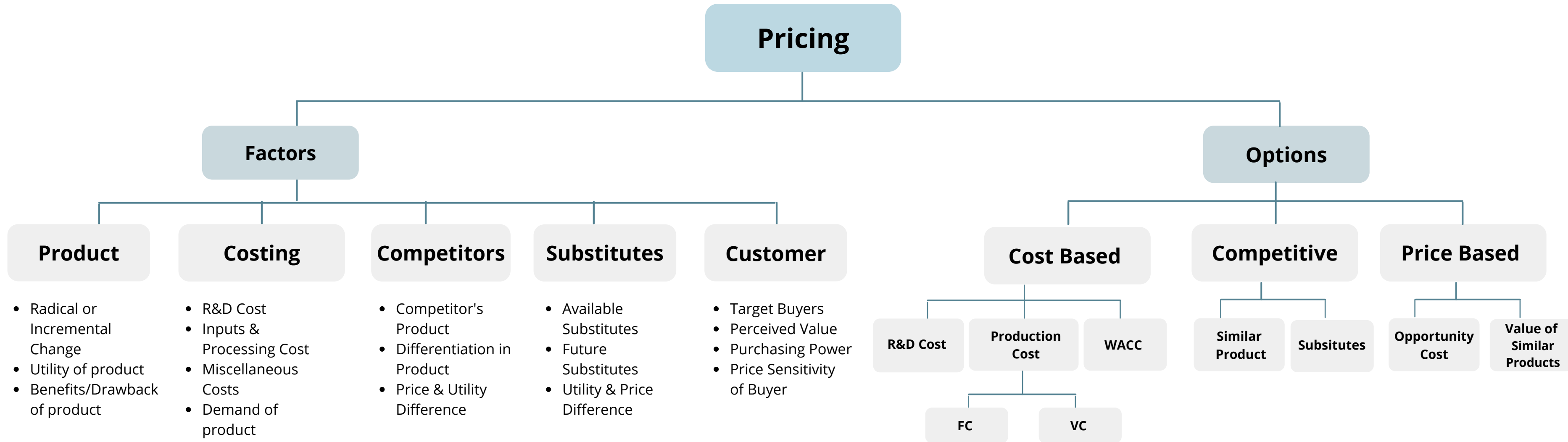
# Market Entry Framework



- The market entry framework is a tool to assess whether a company should enter a particular market or introduce new products in existing markets, by assessing growth opportunities, capabilities and challenges.
- There are three different types of market entry cases- entering a new geography, targeting a new customer segment and entering a new product or service category.

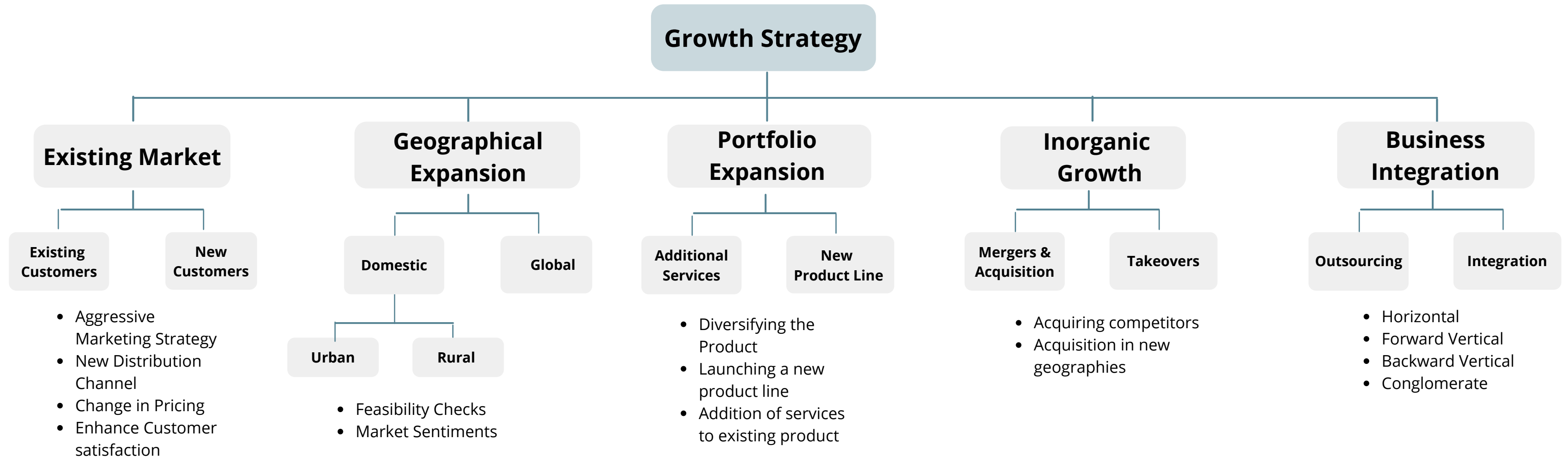


# Pricing Strategy



1. Pricing decision should be taken keeping in context the fact to maximize revenue through analysing the product competitiveness in the market, competitive and substitute products, price elasticity, price sensitivity, cost structure and customer value.
2. Always have a clear understanding of the case and try to set up context by asking clarifying questions related to product characteristics, its utility, capital investments, competitors and substitutes, customer value, price elasticity in market.

# Growth Strategy




1. Growth decision should be taken after understanding the current state of business in the market and then by analysing the feasibility of the growth opportunities in terms of potential impact, financial and practical feasibility.
2. Try to set up a context by evaluating the type of business, current and past performance, competitiveness, growth targets, capabilities, bottlenecks and then come up with feasibility checks in financial and practical avenues.

# Go To Market Strategy



1. A go-to-market (GTM) strategy is a step-by-step plan created to successfully launch a product to market. A good GTM strategy generally identifies a target audience, includes a marketing plan, and outlines a sales strategy.
2. Always remember to refer 4 P's framework along with GTM strategy, set context by identifying and asking preliminary clarifying questions regarding the objectives, capabilities of the client along with the market situation, analysis of competitor's (number, market share, growth rate, policies), customer sentiments and then assess the product accordingly.





# **INDUSTRY ANALYSIS**

HINDU CONSULTING GROUP | GRAD PARTNERS

# Automobile Industry

## Sector Overview

1. India is fifth largest automobile market by volume with ~3.49 MN units sold.
2. Domestic production increased at 2.36% CAGR between FY16-FY20 .
3. Domestic sales increased at 1.29% CAGR between FY16-FY20 .

## Trends

### Government Initiatives

1. Government Schemes for the welfare of automobile industry include NATRIP, Production Linked Incentive Scheme, the Automobile Mission Plan 2016-26, Voluntary Vehicle Scrappage Policy and FAME Scheme.
2. FAME scheme plans to cover all vehicle segments and all forms of hybrid and pure Electric Vehicles with an approved fund requirement of ₹10,000 crores.
3. The AMP 2026 aims a four-fold growth which includes manufacturer of automobile, auto components and tractors over next decade.

### Key Consideration of Consumers

1. Increase in Disposable Income
2. Electrification of vehicles and increased awareness about safety installations.
3. Commodity cost inflation due to rising price of domestic steel, other auto parts.

### Businesses Response

1. Increased investments directed towards electric components and technology, owing to increase demand for electric vehicles.
2. Automobile manufacturers invested US\$ 501 million in India's auto-tech start-ups to gain market share during backlash caused by the pandemic.

### Future Prospect

1. EV market is expected to grow at CAGR of 44% till 2027 and will create ₹5Cr. jobs.
2. Expected local and foreign investment-US\$ 8-10 billion.
3. India's passenger vehicle sector to post a growth of ~25% in FY22.

## KPI's

### 1. Overall Equipment Efficiency

(An indicator calculated as a product of availability, performance and quality of equipment.)

### 2. Production volume

(An indicator used to know the number of units manufactured in a time period.)

### 3. Mean time to repair

(An indicator used to know the average time to repair failure and return to production.)

## Key Players

### 3 Wheelers

- Bajaj Auto Ltd
- Piaggio Vehicles Private Ltd
- Mahindra & Mahindra Ltd

### 2 Wheelers

- TVS Motors
- Honda Motorcycle
- Bajaj Auto

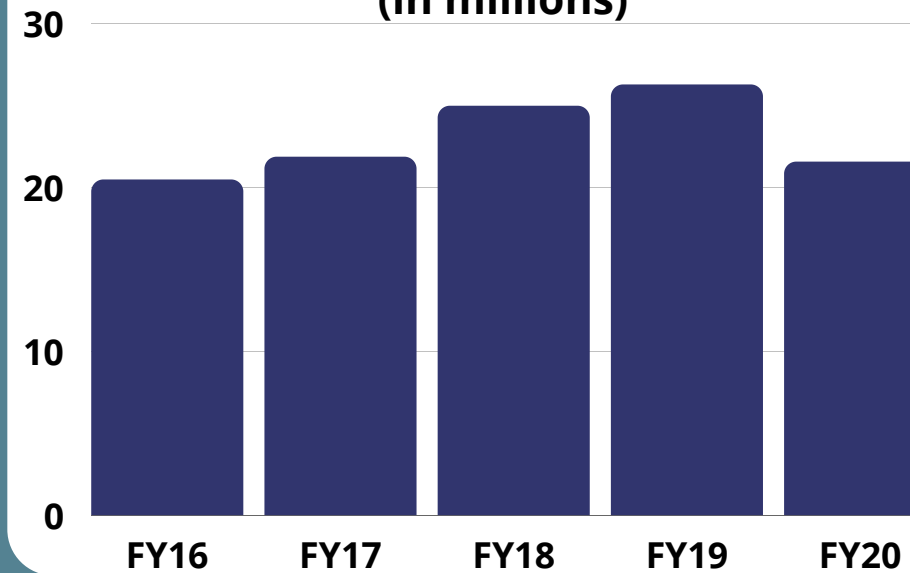
### Passenger Vehicles

- Maruti Suzuki
- Hyundai Motor India
- Kia Motors

### Commercial Vehicles

- Tata Motors
- Ashok Leyland
- VE Commercial Vehicles

## Number of Automobiles Sold (in millions)



**7.1%**

Share in India's GDP

**35 mn**

Employment Generation

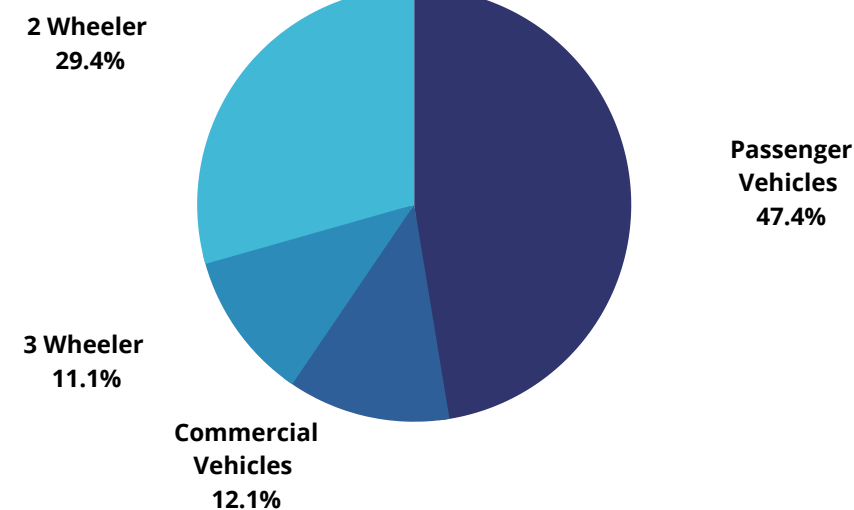
**40%**

Share in Global R&D

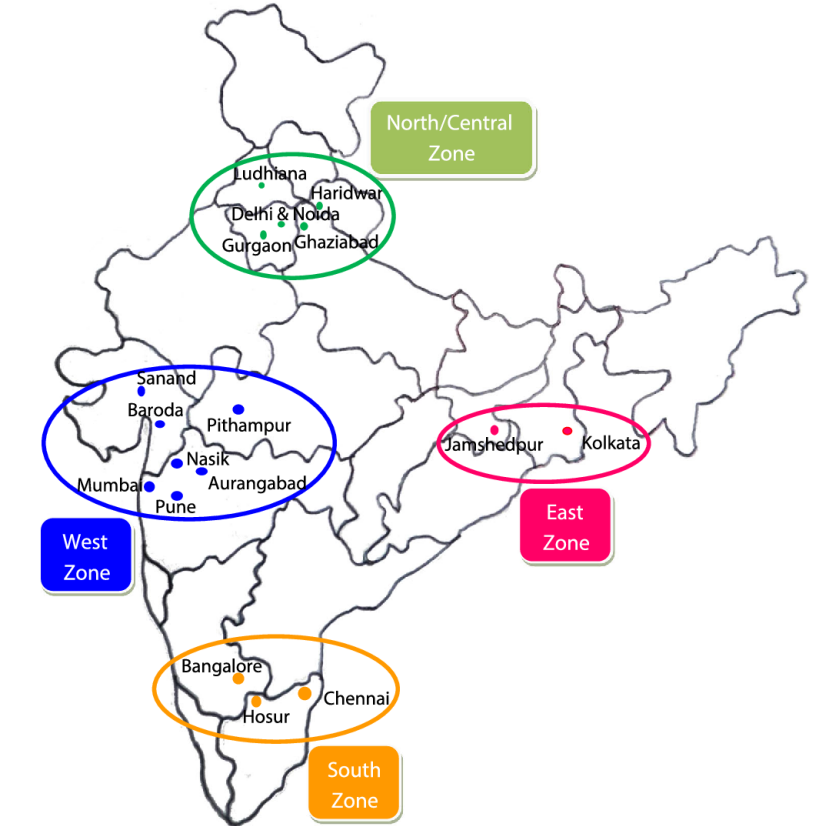
**4.3%**

Share in India's Export

## MARKET SHARE



## Production Clusters



## Value Chain

### Inbound Logistics

Raw Material, Storage, Internal Distribution

### Operations

Manufacturing, Assembling, Testing

### Outbound Logistics

Warehousing, Distribution to Outlets

### Sales & Marketing

Advertising, Pricing

### After Sales Services

Customer Support, Warranties, CRM

Supporting Activities  
Infrastructure, R&D, Human Resource Management, Procurement

# Aviation Industry

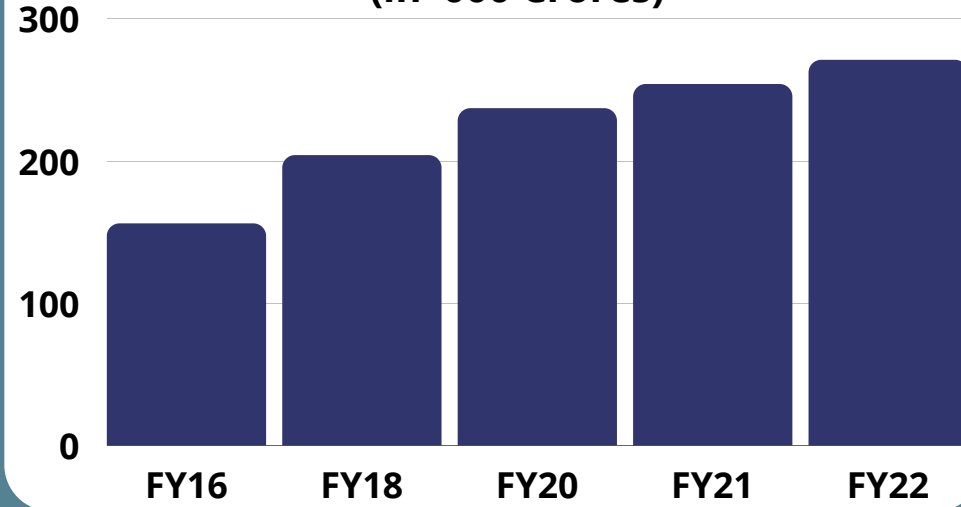
## Sector Overview

- 1. As of 2020, India had 153 operational airports and has envisaged to increasing the number of operational airports to 190-200 by FY40.
- 2. Aircraft movement grew at a CAGR of 9.56% from 1.60 million in FY16 to 2.59 million in FY20.

## Trends

- Government Initiatives**
  - 1. Government schemes for the welfare of aviation industry include Nation Civil Aviation Policy, UDAN scheme, NABH initiative.
  - 2. National Civil Aviation Policy, 2016 plans to take flying to the masses by enhancing affordability and connectivity.
  - 3. NextGen Airports for Bharat initiative aims to expand airport capacity more than five times to handle a billion trips a year, in the next 10-15 years.
  - 4. Ude Desh ka Aam Naagrik (UDAN) is a regional airport development and "Regional Connectivity Scheme" (RCS) with an aim of letting the common citizen of the country fly and making air travel affordable and widespread.
- Businesses Response**
  - 1. Public-Private Partnerships (PPP): 3 bn investments in green-field airports – Navi Mumbai and Goa.
  - 2. Introduction of loyalty membership to gain extra share in market in response to travel customizations demand by consumers.
- Key Considerations of Consumers**
  - 1. Increase in Disposable Income resulted in increased passenger traffic showing positive impact.
  - 2. Changing customer preferences due to various substitute airline carriers available.
- Future Prospects**
  - 1. The number of airplanes is expected to reach 1,100 planes by 2027.
  - 2. India's aviation market is expected to become the 3rd largest (by value) by 2024.
  - 3. Number of operations airports is likely to increase to 230 by 2030.

## Market Size (in '000 Crores)



## Impact of COVID-19

- 1. The civil aviation infrastructure reported a 92 percent fall in its revenue from Rs 2,973 crore in 2019 to Rs 239 crore in 2020.
- 2. Job losses including compulsory leave without pay and reduction in employment.
- 3. Negative demand and supply shocks create uncertainty for airline companies.

## KPI's

- 1. Departure on Time (DO%)**  
*(An indicator used to calculate the percentage of scheduled flights that depart on-time or early in accordance to scheduled departure time.)*
- 2. Completion Factor (CF%)**  
*(An indicator calculated as percentage of scheduled flights that operated and weren't cancelled.)*
- 3. Block Time Performance (BO%)**  
*(An indicator calculated as percentage of flights that operate within their scheduled gate-to-gate flight time.)*

**11.13%**

CAGR Growth (2016-20)

**~341 mn**

Passenger Traffic

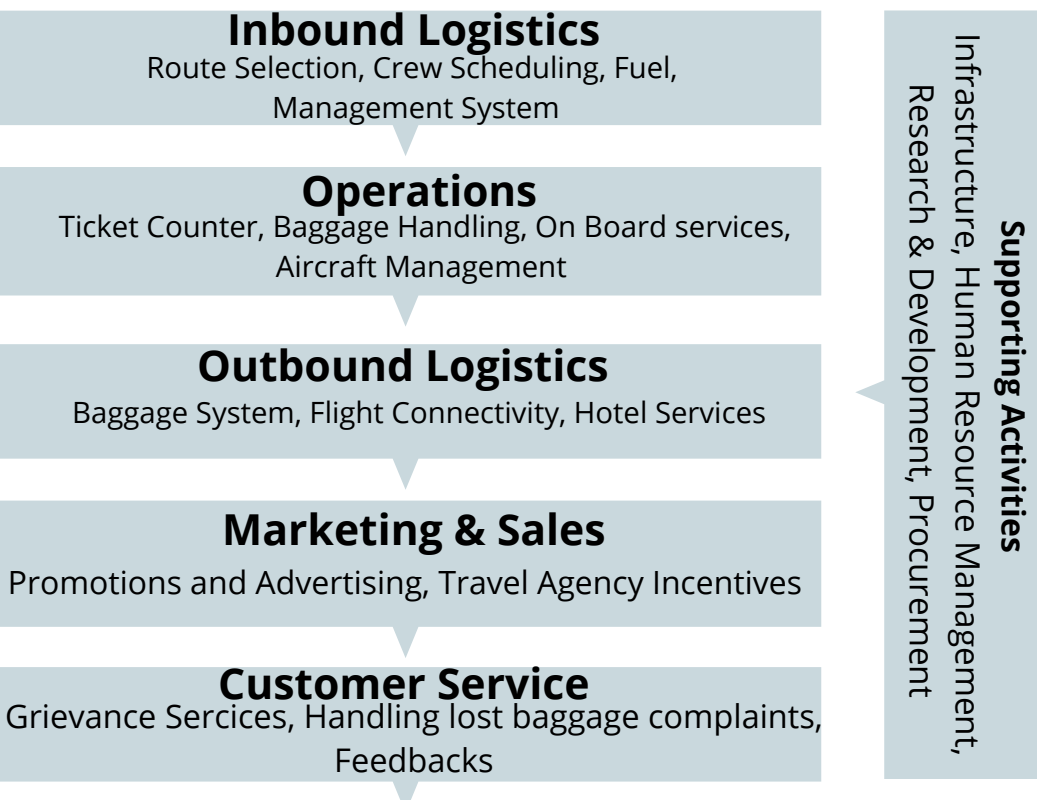
**3.33 MT**

Freight Traffic

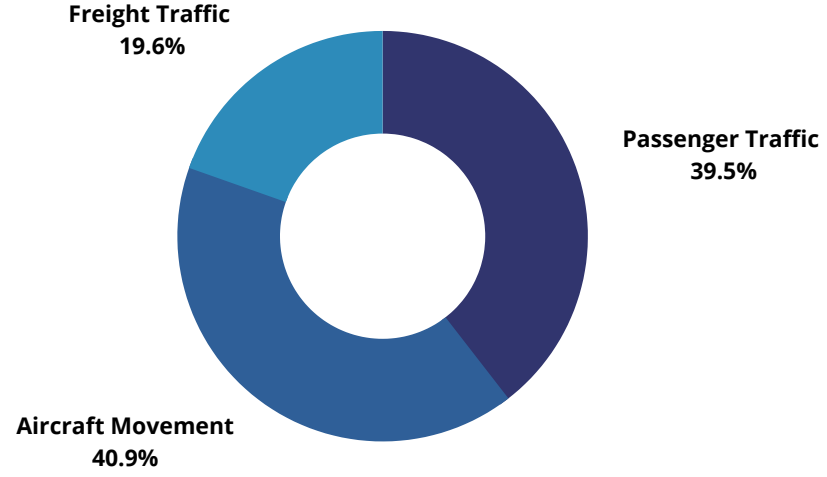
**\$72 bn**

Share in GDP

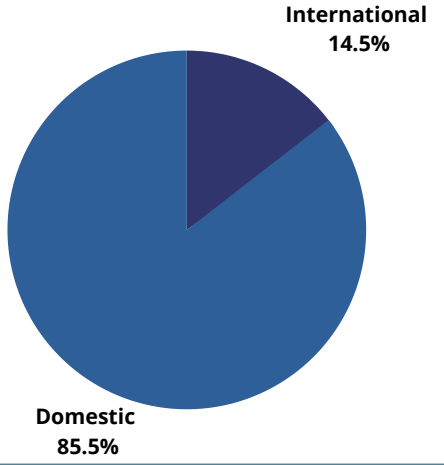
## Value Chain



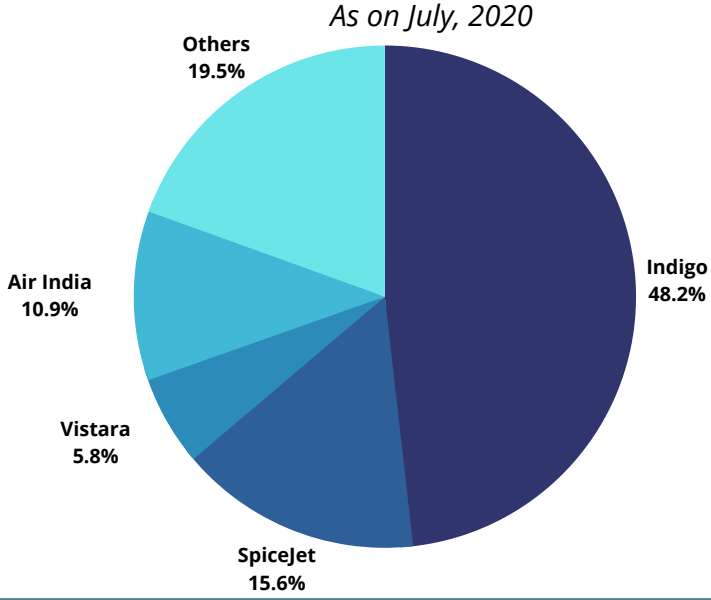
## Activities in AAI Airports



## Market Segmentation



## Market Share of Key Players



# IT Industry

## Sector Overview

1. In FY20, the IT industry employed over 4 mn personnel directly.
2. In 2020, the IT industry recorded 138,000 new hires.
3. The IT Industry's total revenue stood at \$175 bn in FY2020.
4. Between 2000-2021, the IT Industry attracted over US\$ 71 billion.
5. Largest market share in global service outsourcing industry.

## Trends

### Government Initiatives

1. Government schemes for the welfare of IT industry include Information Technology (Intermediary Guidelines and Digital Media Ethics Code) Rules, 2021, Simplified Other Service Provider (OSP) guidelines, and various schemes that have benefited IT industry include Digital India, Skill India and Atal Innovation Mission.
2. Information Technology Rules, 2021 includes the requirement to appoint a resident grievance officer as part of a larger grievance redressal mechanism, active monitoring of content on the platform by various social media platforms.

### Business Response

1. Leading IT firms are diversifying their offerings & showcasing leading ideas in blockchain & artificial intelligence to clients using innovation hubs, R&D centres to create differentiated offerings.
2. Shift to Cloud computation which allows offload data management, backend development & design.

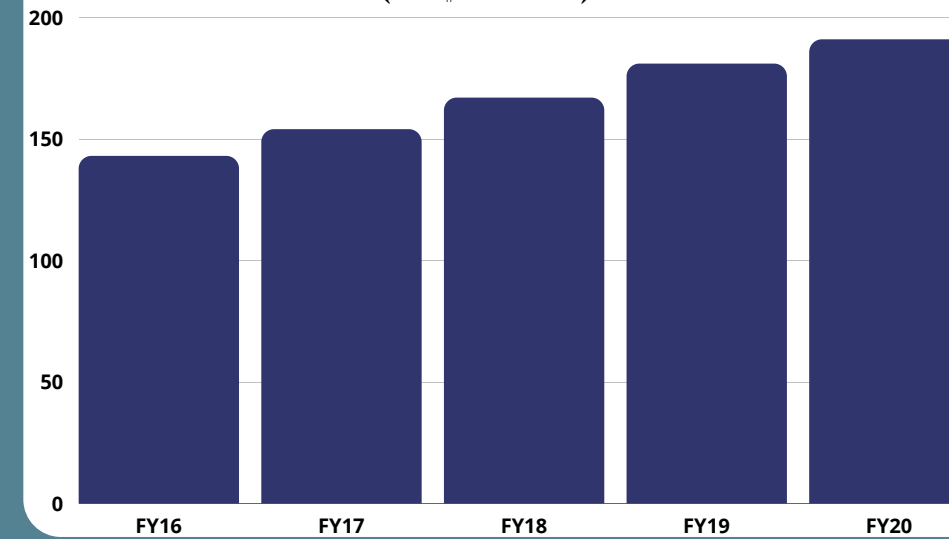
### Key Considerations of Consumers

1. Adoption of Digitisation trend has increased the demand tremendously impacting the sector in a positive manner.

### Future Prospects

1. The industry is expected to grow to US\$ 350 billion by 2025 and BPM is expected to account for US\$ 50.55 billion of the total revenue.
2. India is projected to have 900 mn active Internet users by 2025 compared to 750 mn+ in 2020.
3. It is estimated that per capita data consumption will hit 25GB/month by 2025.

## Market Size (US\$ billion)



8%

Share in GDP

>55%

Global Outsourcing

8.1%

Growth in Export Revenue

>45%

Indian Services Export

## Impact of COVID-19

1. Increased consumption of software such as Google Meet, Zoom, Microsoft Teams became a silver lining, and the revenue increased at 7.7% y-o-y basis in FY2020.
2. Remote working (work from home) have given a boost and stimulus to the IT Industry with 98% organisation having >90% workforce using teleconferencing tools.

## KPI's

### 1. Average Handle Time

(An indicator used to measure agent efficiency and provide better customer service.)

### 2. Server Downtime

(An indicator used to calculate the frequency of server outages to analyse the cause behind it.)

### 3. IT ROI

(An efficiency indicator used to know the true return on investment.)

## Value chain

### Strategy to Portfolio

Receiving Stock, Warehousing, Infrastructure for Outlets

### Requirement to Deploy

Outlet Management, Stock Management

### Request to Fulfill

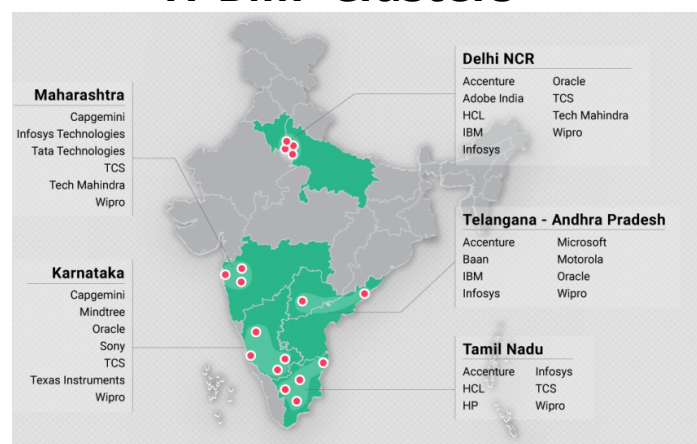
Shipping & Dispatching, Delivery, Invoicing, Cash Memo

### Detect to Correct

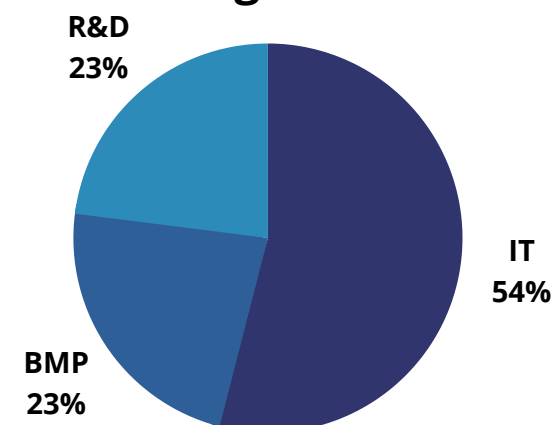
Promotion, Advertising, Incentives

Supporting Activities  
Governance Risks & Compliance, Sourcing & Vendor, Intelligence & Reporting, Finance & Assets, Resource & Project

## IT BMP Clusters



## Market Segmentation



## Key Players

## Revenue 2020

Tata Consultancy	Rs 152,497 Cr
Infosys	Rs 87,371 Cr
HCL Technologies	Rs 65,643 Cr
Tech Mahindra	Rs 35,119 Cr



# Ed-Tech Industry

## Sector Overview

1. The Indian Online Education Market stood at US\$ 1.96 billion in 2021.
2. The paid user base is estimated at ~\$9.6 million in 2021.
3. Out of 1400 Ed-Tech companies in the world, India has the second-highest number with 327 companies (10%).
4. The Indian Market has witnessed the launch of 4450 ed-tech startups.

## Trends

### Government Initiatives

1. Government schemes for the upliftment for online-education industry includes E-Pathshala Initiative by NCERT, NFOER, SWAYAM portal, and the National Digital Library of India.
2. E-Pathshala was developed by NCERT to promote and disseminate educational e-resources including 3334 audio and video, 698 e-pubs, 504 flipbooks available on online portals and mobile apps.
3. SWAYAM (Study Webs of Active Learning for Young Aspiring Minds) is an online portal with classes from high school to undergraduate and graduate levels. NIOS offers 44 online courses on SWAYAM portal to promote education through e-learning method.

### Business Response

1. Shift from remote mode to online mode using various video-conferencing tools like Google Meet, Zoom, MS Teams in response to the pandemic.
2. Increase in expenditure on IT services and E-Assessment tools to enable E-Learning platform for students.

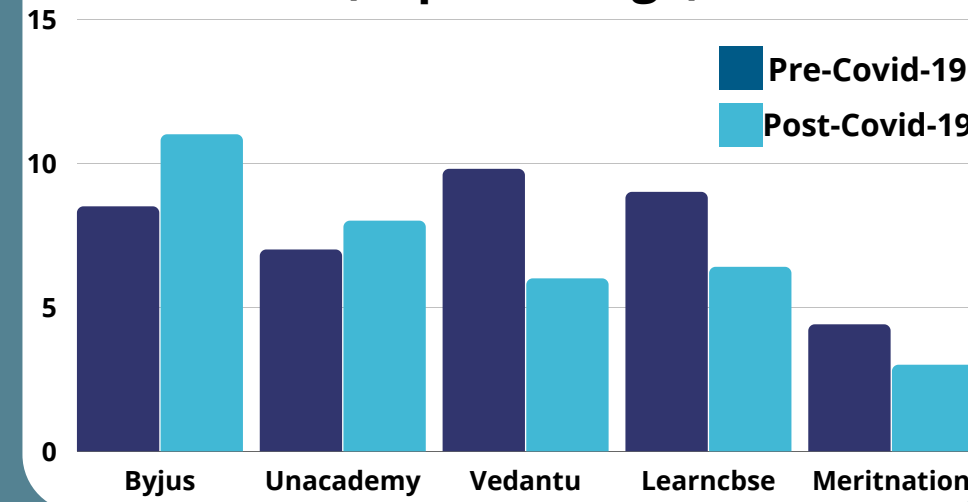
### Key Considerations of Consumers

1. Increasing Digitisation and shift to personalized learning is showing positive impact on the sector.
2. Due to COVID-19, E-Learning has emerged as a preferred study method in contrast to physical mode of learning.

### Future Prospects

1. The Indian Education industry aims to combine training methods that involve online learning and games, and is expected to grow 38% in the next 2-4 years.
2. India's ed-tech industry is poised to become \$30 billion in size in the next 10 years.
3. It will be among the top five countries in the world in terms of research output with an annual R&D spend of US\$ 140 billion.
4. Online education offerings for classes 1 to 12 are projected to increase 6.3X by 2022 from the base of 2019.

## Traffic Share of Top 5 Companies (in percentage)



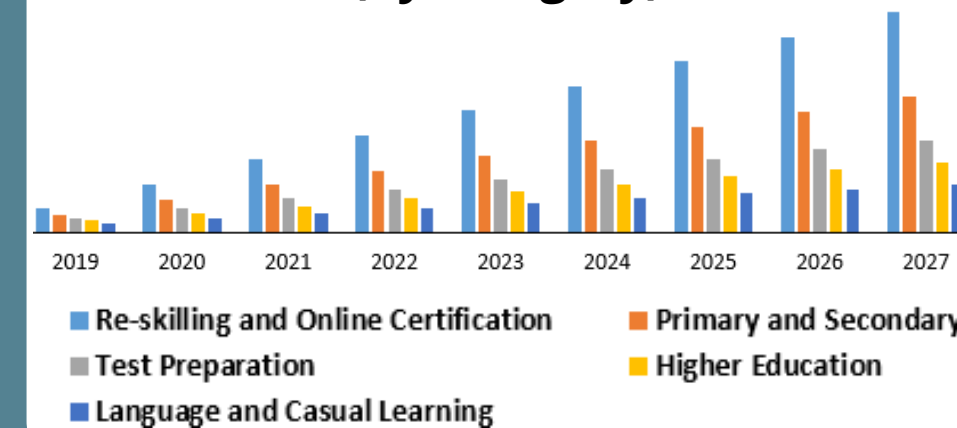
**52%**

CAGR Growth (2016-21)

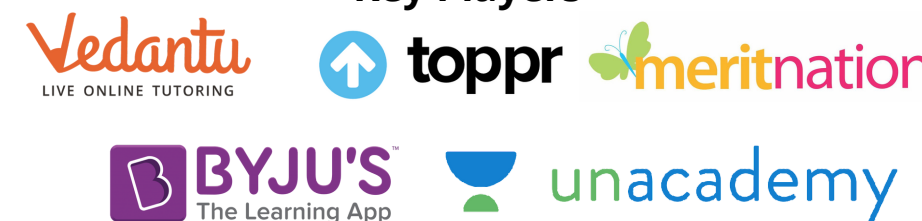
**~3000**

Ed-Tech Startups Operational

## Indian Education Industry Forecast (by category)



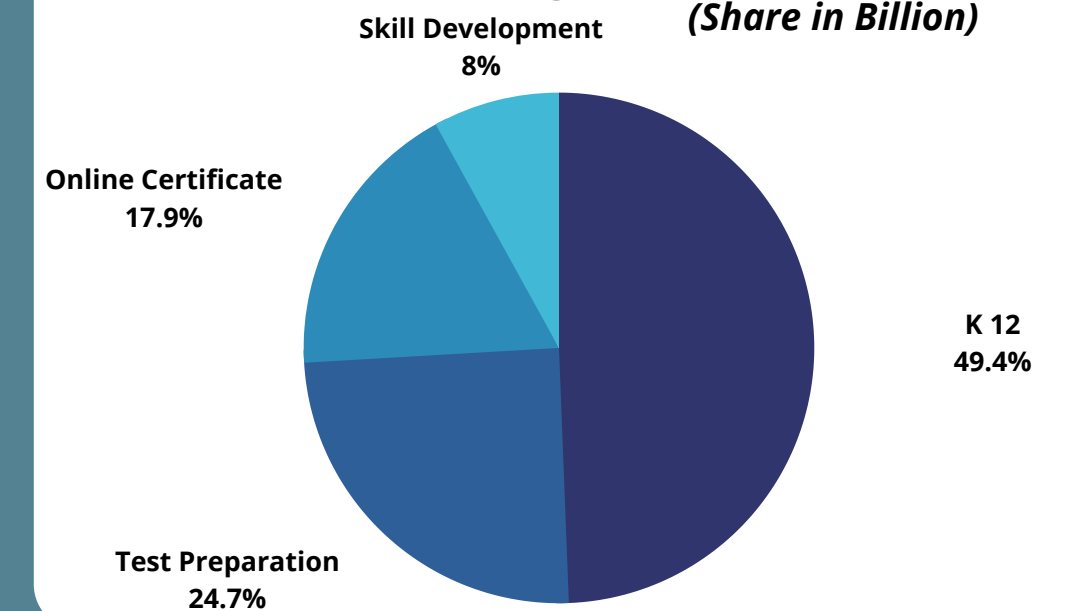
## Key Players



## Impact of COVID-19

1. Shift from offline mode of education to online mode to contain the spread of virus.
2. Increased trend of personalised education has proven to be a silver lining for various e-learning companies like byjus, toppr, vedantu.
3. Increase in traffic share of most prominent e-learning companies.

## Market Segmentation (Share in Billion)



## KPI's

### 1. Administrative Costs per Student

(A financial indicator to understand how much an institution is spending on administrative services on a per-student basis.)

### 2. Student Financial Aid Percentage

(A financial indicator used to track the number of students receiving scholarships or government aid.)

### 3. Student to Faculty Ratio

(An indicator used to know the number of students per faculty member.)

### 4. Admin Rate

(An indicator used to measure the percentage of those who applied to the university and who were offered acceptance to study.)

### 5. Revenue Growth

(An indicator used to know the revenue earned by an institution in an academic year.)

# FMCG Industry

## Sector Overview

1. The Indian FMCG industry grew 9.4% in the January-March quarter of 2021, with rural market registering an increase of 14.6%.
2. The industry witnessed healthy FDI inflows of US\$ 18.03 billion from 2000-2020.
3. The Indian FMCG sector is currently estimated to be the 4th largest sector in the country, with household and personal care products accounting for about 50% of the total FMCG sales.

## Trends

### Government Initiatives

1. Government schemes for the welfare of FMCG industry include Production Linked Incentive Scheme, 2021, Introduction of GST, changes in FDI policy.
2. The Production Linked Incentive Scheme, 2021 in 10 key sectors (including electronics and white goods) aims to boost India's manufacturing capabilities, exports and promote the 'Atmanirbhar Bharat' initiative.
3. The Government of India has approved 100% FDI in the cash and carry segment.

### Business Response

1. Increase in FMCG companies expenditure cost for sales promotions and advertisements by 10-20%.
2. FMCG companies are looking to invest in energy efficient plants to benefit the society and lower cost in the long term.

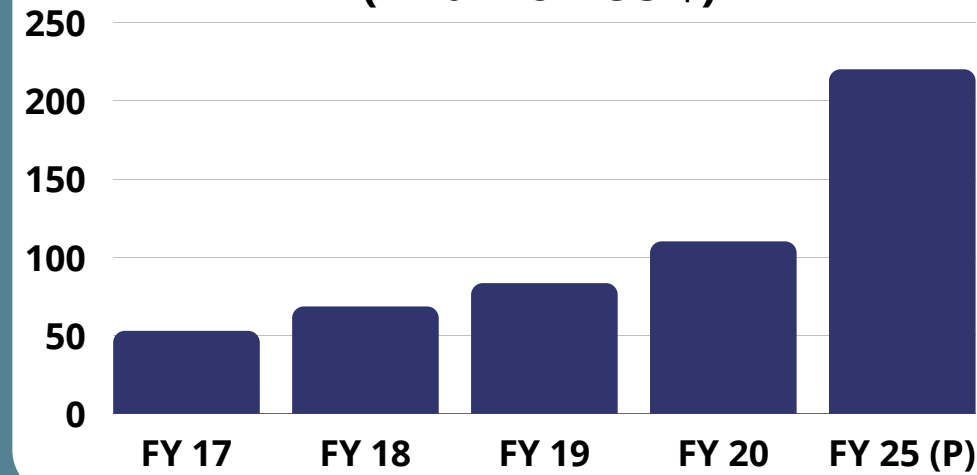
### Key Considerations of Consumers

1. Change in lifestyle and traditional culture is showing a positive impact.
2. Shift from essential goods to premium quality goods in urban areas.
3. Increase in brand consciousness among consumers has positively benefited the sector.

### Future Prospects

1. The Indian processed food market is projected to expand to US\$ 470 billion by 2025, up from US\$ 263 billion in 2019-20.
2. The rural FMCG market in India is expected to grow to US\$ 220 billion by 2025.

## Market Size (in billion US \$)



**27.9%**

CAGR Growth (2016-20)

**>Rs.60,000Cr.**

Market Share

**4th**

Largest Sector in Economy

**100%**

FDI Allowed In Cash

## Impact of COVID-19

1. Partnership with major e-commerce websites like Flipkart, Groffers, Bigbasket, Amazon to deliver products to consumers has increased their revenue by 4.5%.
2. Changed consumer behavior towards hygiene and health due to pandemic has given a boost to the industry.
3. Crimped demand and severely disrupted trade channels for micro and small enterprises.

## KPI's

### 1. Inventory Carrying Cost

(An indicator used to know the amount a business spends on holding inventory over a period of time.)

### 2. Cash-to-Cash Cycle Time

(An indicator used to know the time between a payment to supplier and receipt from customers, usually expressed in days.)

### 3. Out of Stock Percentage

(An indicator used to know the number of items that are out of stock at the time a consumer places an order.)

## Value chain

### Inbound Logistics

Procurement of raw material, Supply Schedules, Warehousing

### Operations

Manufacturing, Processing, Quality Control, Packaging, Maintenance

### Outbound Logistics

Shipping & Dispatching, Delivery, Invoicing, Cash Memo

### Marketing & Sales

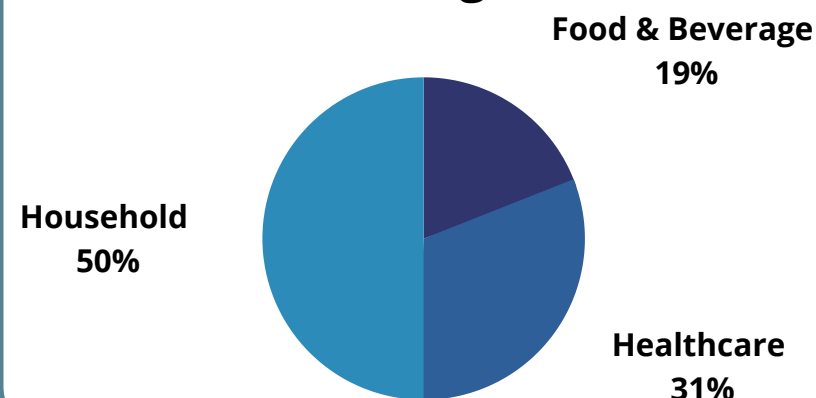
Promotions and Advertising, Sales Analysis

### Customer Service

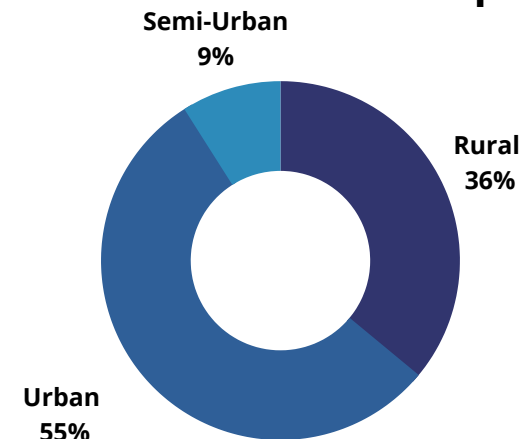
Grievance Services, Warranty related Issues, Repairs

Supporting Activities  
Infrastructure, Human Resource Management, Research & Development, Procurement

## Market Segments

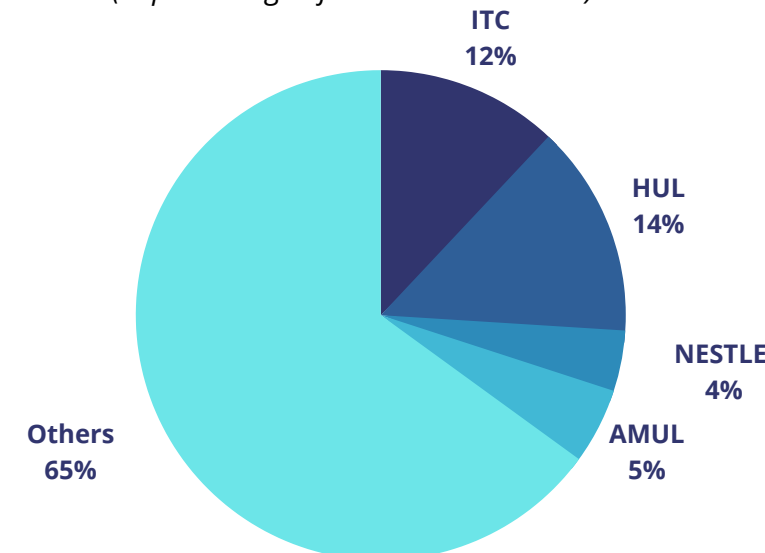


## Rural-Urban Breakup



## Market Share of Key Players

(in percentage of Revenue Generated)



# Banking Industry

## Sector Overview

1. The Indian banking system consists of 12 public sector banks, 22 private sector banks, 46 foreign banks, 56 regional rural banks, 1485 urban cooperative banks and 96,000 rural cooperative banks.
2. Asset of public sector banks stood at US\$ 1.52 trillion in FY20.
3. According to the RBI, bank credit and deposits stood at Rs.108.34 trillion (US\$ 1.48 trillion) and Rs. 151.67 trillion (US\$ 2.08 trillion), respectively, as of June 04, 2021.

## Trends

### Government Initiatives

1. Government schemes for the welfare of Banking industry include Pradhan Mantri Jeevan Jyoti Bima Yojna, Atal Pension Plan, Pradhan Mantri Jan Dhan Yojna.
2. The Government of India planned to inject US\$ 5.99 billion in public sector banks by March.
3. Government of India made Pradhan Mantri Jan Dhan Yojana (PMJDY) scheme an open-ended scheme, aiming to expand affordable access to financial services such as bank accounts, remittances, credit etc.

### Business Response

1. Digital Lenders' Association issued a revised code of conduct for digital lending.
2. State Bank of India (SBI), India's largest lender, raised US\$ 100 million in green bonds through private placement.
3. Increased expenditure on Digitisation of banking services owing to Digitisation trend.

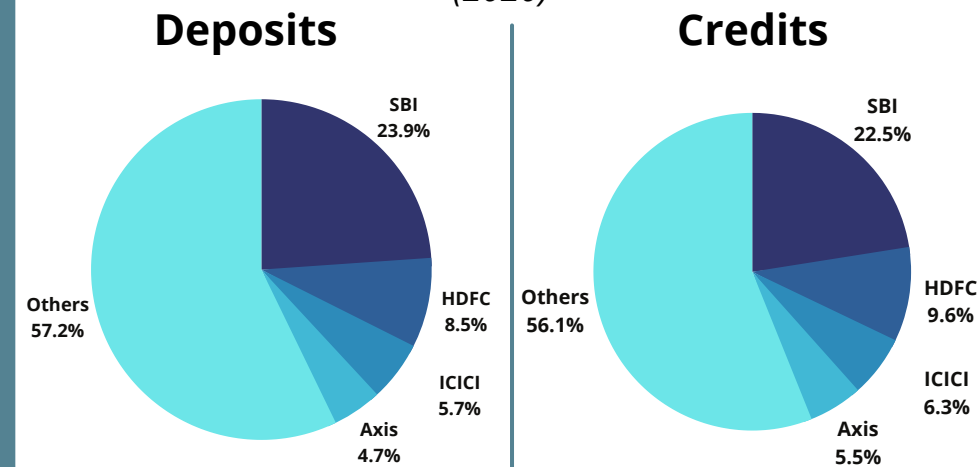
### Key Considerations of Consumers

1. Increase in working population and growing disposable income has resulted in spike in demand.
2. Increase in Digitalisation trend has increased demand for digital payments platforms.

### Future Prospects

1. India's digital lending is estimated to reach US\$ 1 trillion by FY23 driven by the five-fold increase in the digital disbursements.
2. India set to become the third-largest domestic banking sector by 2050.

## Market Share (2020)



**3.6%**

CAGR Growth (2016-20)

**2,09,282**

Number of ATMs

**\$2.52 Tn**

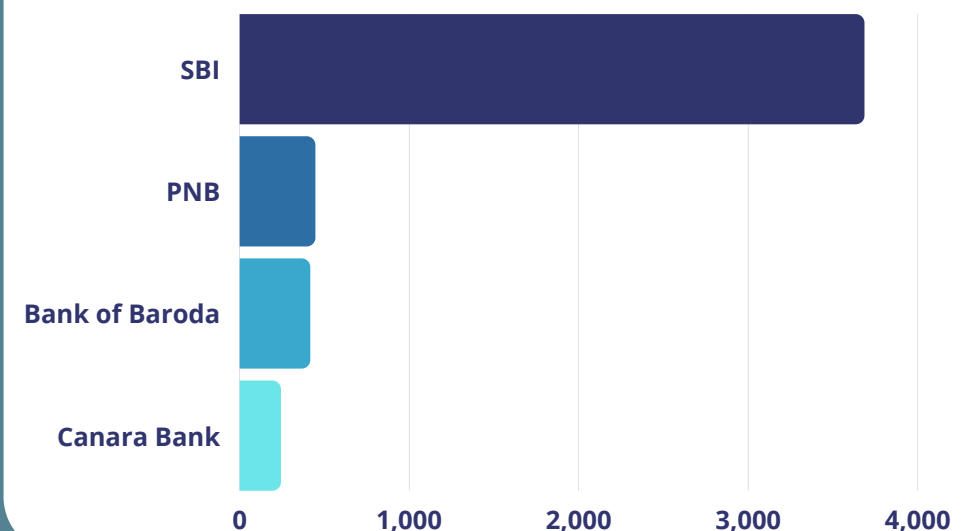
Total Banking Assets

**~14% CAGR**

Deposits (2016-21)

## Market Share of Key Public Sector Banks

(in billion Indian Rupees)



## Impact of COVID-19

1. Banks are negatively affected as bonds and other traded financial instruments have lost value during lockdowns.
2. Banks faced lower non-interest revenues, as there is lower demand for their different services like less transactions related to securities.
3. Low loan recovery as many households have lost members who are the only earners in the family and delayed payments by business due to imposition of lockdowns.

## KPI's

### 1.Assets Under Management (AUM)

(An indicator used to know the total dollar value of assets being managed by the bank.)

### 2.Return On Equity

(An indicator calculated as total income the bank generates divided by the total equity owned by shareholders, shown as a percentage.)

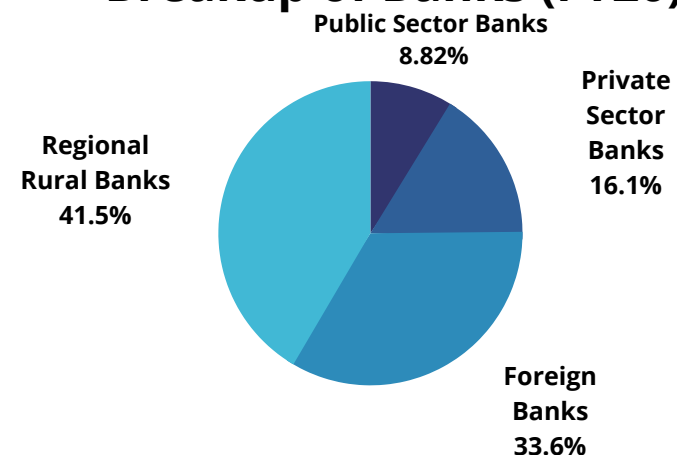
### 3.Return On Assets (ROA)

(An indicator calculated as the total dollar amount of net income generated by the bank divided by the total assets, shown as a percentage.)

### 4.AUM Per Employee

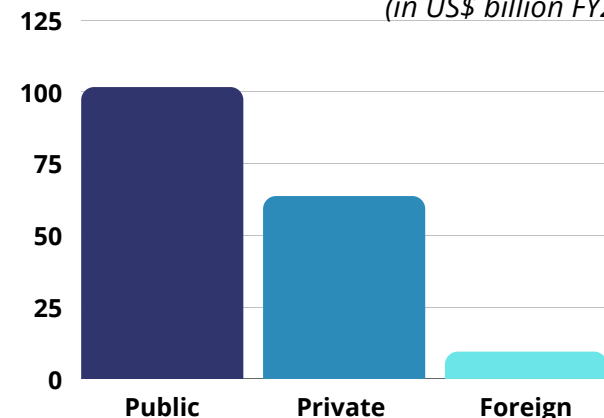
(An indicator calculated as the total dollar value of assets being managed by the bank divided by the number of employees.)

## Breakup of Banks (FY20)



## Interest Income Growth

(in US\$ billion FY20)



## Value chain

### Marketing

Advertising, Branding, Promotion

### Sales

Sales Support, Market Expansion Techniques

### Marketing & Sales

Distribution Method, Advertising

### Customer Service

Grievance Services, Warranty related Issues, Repairs

Supporting Activities  
Bank Infrastructure, Risk Management,  
Technological Development, HR



# Real Estate Industry

## Sector Overview

1. The Indian real estate attracted US\$ 5 billion institutional investments in 2020.
2. FDI in the sector (including construction development & activities) stood at US\$ 50.8 billion between April 2000 and March 2021.
3. Investments from private equity (PE) players and VC funds reached US\$ 4.06 billion in 2020.
4. Housing launches were 86,139 units across the top eight Indian cities in the second half of 2020.

## Trends

### Government Initiatives

1. Government schemes for the welfare of Real Estate industry include Real Estate Regulatory Act, Goods and Services Act, Benami Transaction Act, Housing for All Initiative.
2. In October 2020, the Ministry of Housing and Urban Affairs (MoHUA) launched an affordable rental housing complex portal.
3. The Atmanirbhar Bharat 3.0 package includes income tax relief measures for real estate developers and homebuyers for primary purchase/sale of residential units of value up to Rs. 2 crore.
4. Government of India's Housing for All initiative is expected to bring US\$ 1.3 trillion investments in the housing sector by 2025.

### Business Response

1. To revive demand amid pandemic, developers are offering low mortgage rates and incentives to buyers.
2. Increased investments by developers to meet increase in demand.

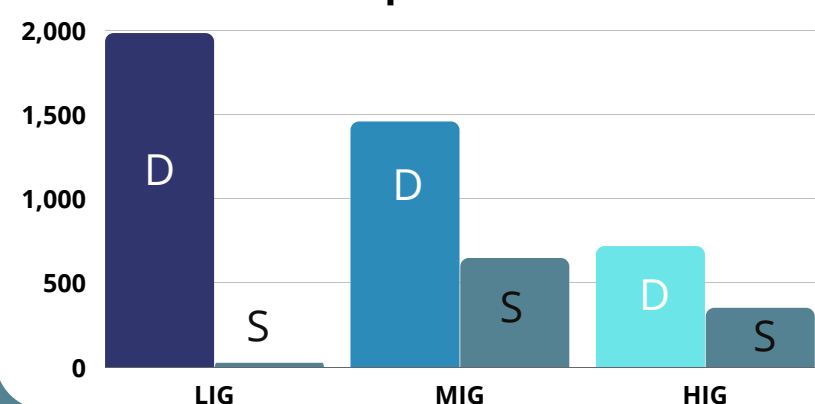
### Key Considerations of Consumers

1. Increase in number of nuclear families has benefited the sector.
2. Rising Disposable income and rapid urbanisation has resulted in migration to urban centres, thereby leading to robust demand.

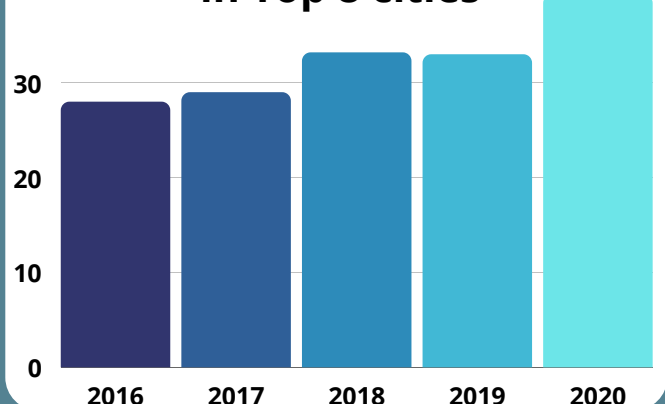
### Future Prospects

1. By 2040, real estate market will grow to US\$ 9.30 billion.
2. Real Estate sector is estimated to contribute 13% to the country's GDP by 2025.
3. Real estate demand for data centres is expected to increase by 15-18 million sq. ft. by 2025.

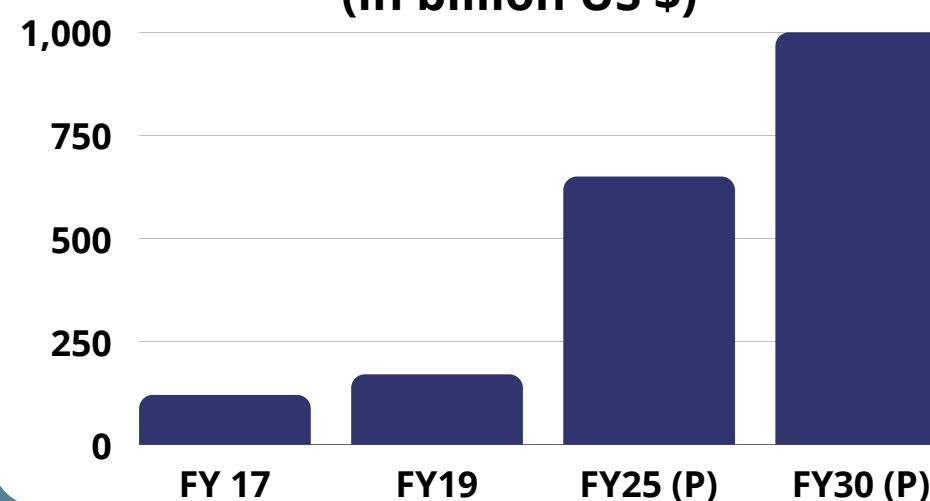
## Cumulative Housing Demand-Supply in Top 8 cities (2016-20)



## Demand for Commercial Space in Top 8 cities



## Market Size (in billion US \$)



**30 mn sq ft**

Expected net absorption in 2021

**US\$113.0 bn**

Exports from SEZs

**61,593 units**

Home sales volume (2020)

**425**

Number of SEZs

## Key Players In Real Estate Industry



## Impact of COVID-19

1. The pandemic has brought property transactions to a near-halt during lockdowns.
2. The net leasing of office spaces declined to around 35 lakh sq ft in 2021.
3. The net leasing of office spaces declined to around 35 lakh sq ft in 2020.
4. Owing to the partial lockdowns and curfews across cities, the retail mobility has declined by 55-60 percent across India.

## KPI's

### 1. Payback Period

(An indicator used to calculate the number of years it will take for a property to pay back the initial investment amount.)

### 2. Average Rent Price Per Property

(An indicator used to determine the average monthly rental price to help compare quarterly or annual changes.)

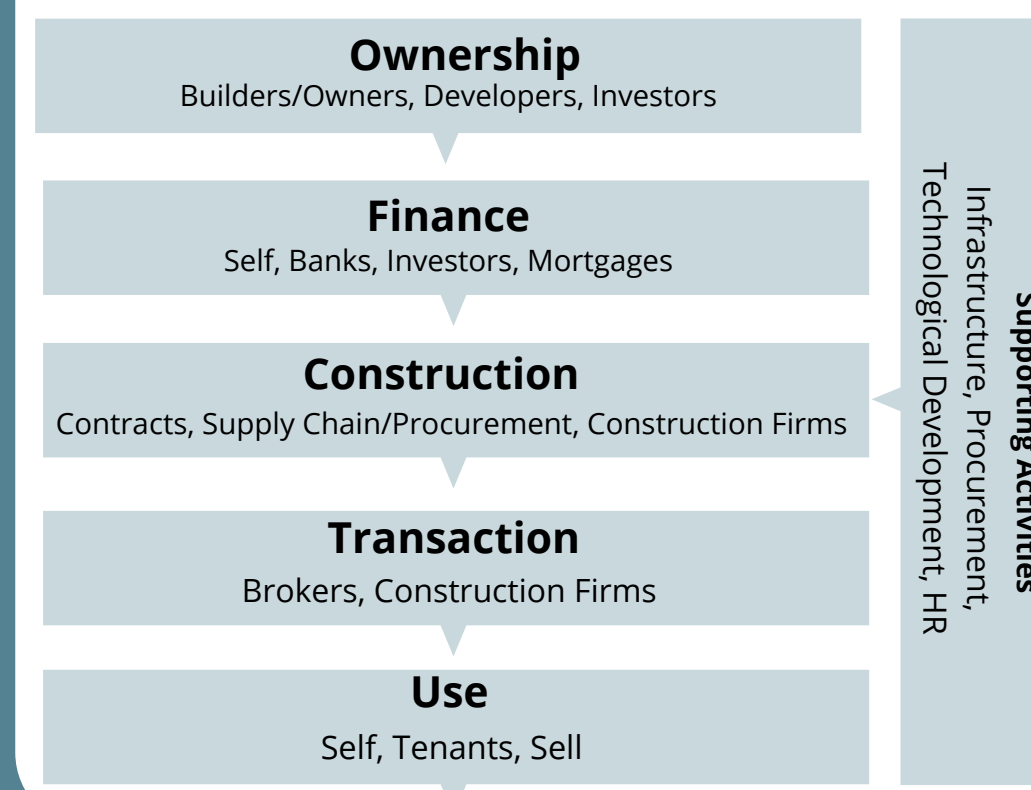
### 3. Loan to Value (LTV) Ratio

(An indicator used to know the how much required as down payment on a mortgage application.)

### 4. Equity to Value Ratio

(An indicator used to know the how much required as down payment on a mortgage application..)

## Value chain





# Tele-Communication Industry

## Sector Overview

1. The Indian Telecom Industry is the 2nd largest telecom market globally; 1st largest growing app market; 2nd largest number of telecom subscriber base.
2. The number of internet subscriptions stand at ~745M, with a ~21% CAGR.
3. The total usage of wireless data was ~23,00,000 TB in FY '20 and the total Smartphones Userbase is about 444 Mn in FY '21.

## Trends

### Government Initiatives

1. Government schemes for the welfare of Tele-Communication Industry include Spectrum Assets Expansion, Infrastructure Enhancement, increase Technology Adoption, Production Linked Incentive Scheme, NOFN.
2. 100 Mbps connectivity to 250,000 Gram Panchayats under the National Optical Fibre Network project.
3. Production-Linked Incentive (PLI) Scheme in Telecom & Networking Products sector for enhancing India's manufacturing capabilities and enhancing exports – Atmanirbhar Bharat.

### Business Response

1. Introduction of 4G and 5G ecosystem has enabled companies to provide services at low latency, high reliability and low energy consumption.
2. Increased investments in automation and data exchange with technologies including IoT, VR, AR and cloud computing.

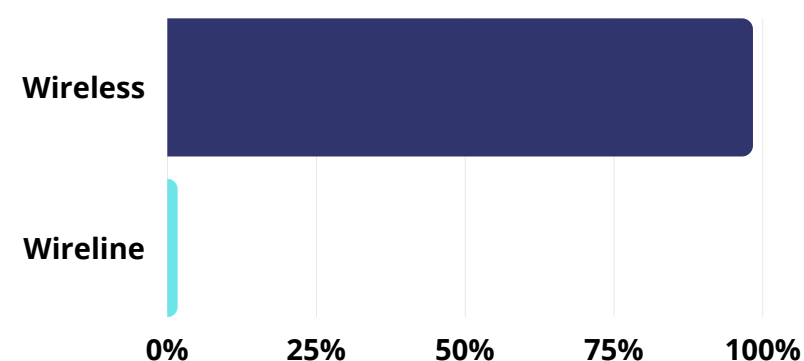
### Key Considerations of Consumers

1. Change in payment methodology towards digital payments using apps like Paytm, BHIMpay, UPI has resulted in robust demand.
2. Increasing number of Non-traditional telecom service like digital content, e-banking, e-education, e-health.

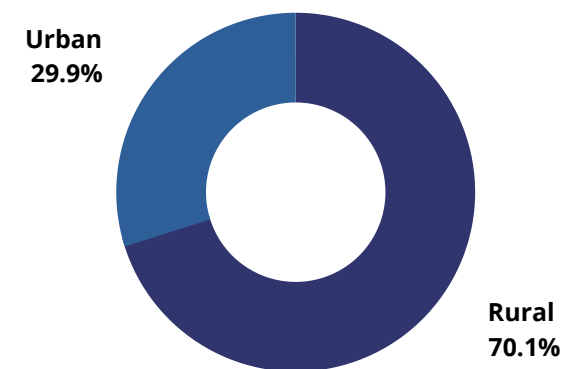
### Future Prospects

1. India is expected to become the fastest-growing telecom advertisement market, with an annual growth rate of 11% between 2020 and 2023.
2. The sector is expected to contribute 8% to India's GDP in 2022 from ~6.5% currently.

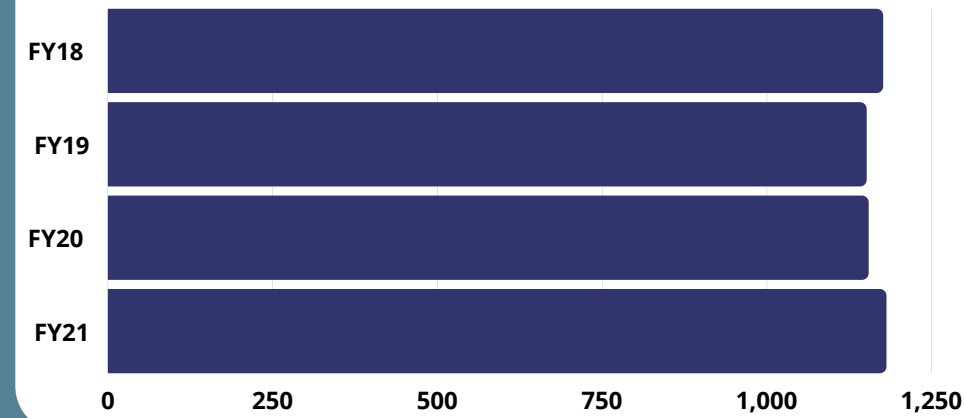
## Market Segments



## Rural-Urban Breakup



## Wireless Subscribers (in Millions)



**6.5%**

Share in GDP

**100+**

Number of Smart Cities

**~9.8 GB**

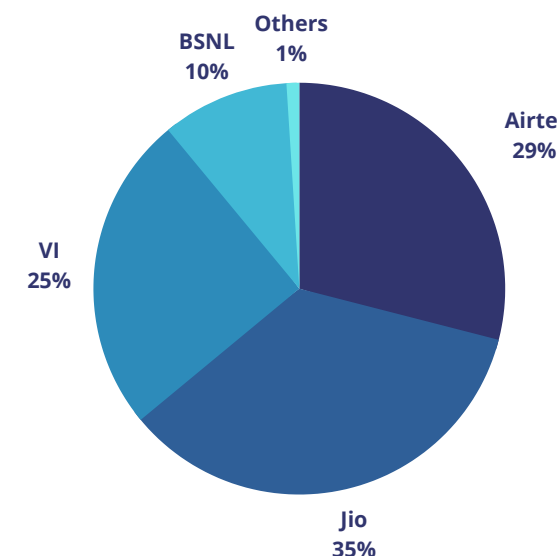
Average Monthly Data Usage

**100%**

FDI Allowed

## Market Share of Key Players

(As per subscriber market share FY21)



## Impact of COVID-19

1. Increased demand of internet services due to consumer preference shift towards digital entertainment platforms, e-health, digital payments.
2. Surge in the traffic of data and voice has demonstrated increased reliance on connectivity and digital services, benefiting the sector.
3. Slight decline in revenue resulting from decline in creditworthiness of high-value enterprise consumers due to imposition of lockdowns and loss incurred by businesses and consumers in the period.
4. The manufacture and delivery of network equipment is likely to be delayed, slowing 5G and fiber network builds.

## KPI's

### 1. Average Revenue Per User (ARPU)

(An indicator used to assess the revenue-generating capabilities at the per-customer level.)

### 2. Call Setup Success rate

(An indicator used to know the percentage of calls which results in a connection to the dialed number.)

### 3. Drop Call Rate

(An indicator used to measure the fraction of calls that were cut off before one participant had hung up because of technical difficulties.)

## Value Chain

### Equipment Providers

Network Component Providers, End-User & Distribution Equipment Providers, Test Equipment Providers

### Implementers

Software & Hardware Integrators, Network Maintenance Support

### Application Providers

Basic Application Platform Providers, User Application Providers

### Content Providers

Content creators, Content distributors, Content Aggregators

### Network Operators

Providing Services to End-Consumers, Providing basic network for data transmission

Supporting Activities  
Infrastructure, Human Resource Management, Research & Development

# Pharmaceutical Industry

## Sector Overview

1. India ranks 3rd in terms of pharmaceutical production by volume and 14th by value.
2. The domestic pharmaceutical industry includes a network of 3,000 drug companies and ~10,500 manufacturing units.
3. Largest producer of vaccines and largest manufacturer and exporter of generic medicines in the world.
4. Indian pharma industry generates over \$11 billion of trade surplus every year.

## Trends

### Government Initiatives

1. 'Pharma Vision 2020' by the Government's Department of Pharmaceuticals aims to make India a major hub for end-to-end drug discovery.
2. The National Health Protection Scheme, provides an insurance cover of up to Rs. 5 lakh per family per year.
3. Government of India is planning to set up mega bulk drug parks in order to reduce the industry's dependency on raw material imports (APIs in particular).
4. Three supporting schemes have been initiated to increase domestic manufacturing-
  - a. Production Linked Incentive Scheme for bulk drugs
  - b. Production Linked Incentive Scheme for Pharmaceuticals
  - c. Bulky Drugs Parks Scheme

### Key Considerations of Consumers

1. Change in consumption pattern induced by COVID-19.
2. Increased consumption of immunity boosters and multi-vitamins leading to sudden increase in demand benefitting the sector.

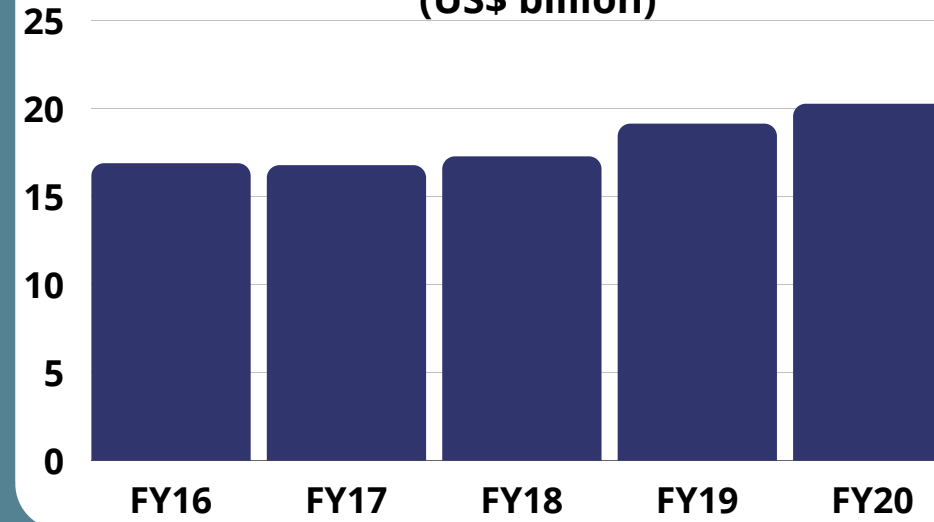
### Businesses Response

1. Companies are investing in R&D to explore opportunities in biosimilars and NCEs, and expand beyond the generics.
2. Companies are trying to achieve cost leadership via vertical integration.
3. High M&A activity in the biotech/genomics space.

### Future Prospects

1. Pharmaceutical spending in India is projected to grow 9-12% over the next 5 years.
2. The pharma industry is expected to reach \$65 bn by 2024 and \$120 bn by 2030.
3. Increasing lifestyle diseases in India is likely to boost the sale of drugs.
4. The medical device industry in India market is expected to grow US\$ 25 billion by 2025.
5. The average growth rate of India's biotechnology industry is expected to be 30 per cent and to reach US\$ 100 billion by 2025.
6. Relaxation of regulatory norms and regulations by government is likely to boost the industry in the coming decade.

## Drugs & Pharmaceutical Exports from India (US\$ billion)



**\$24.44 bn**

Share in India's Exports

**\$17.99 bn**

FDI flow (2000-2020)

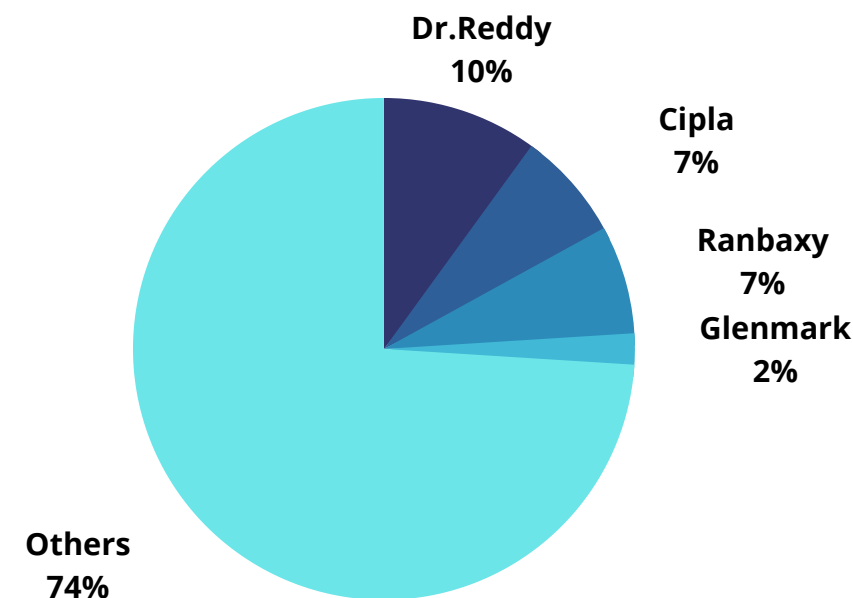
**\$45 bn**

Revenue Generation

**70%**

Generic Drugs Revenue Share

## Market Share of Key Players



## Impact of COVID-19

1. Shortage of medications due to sudden increase in demand induced by COVID-19 treatments and shortage of supply of API and finished products.
2. Shift towards self-reliance and self-sufficiency in Pharma goods.
3. Communication shift towards tele-medications induced because of COVID-19 lockdowns.
4. Changes in consumption pattern among consumers have led to increased demand of immunity boosters.

## KPI's

### 1.R&D Expense per New Drug

(A cost related indicator calculated as R&D expense/Number of Drugs developed.)

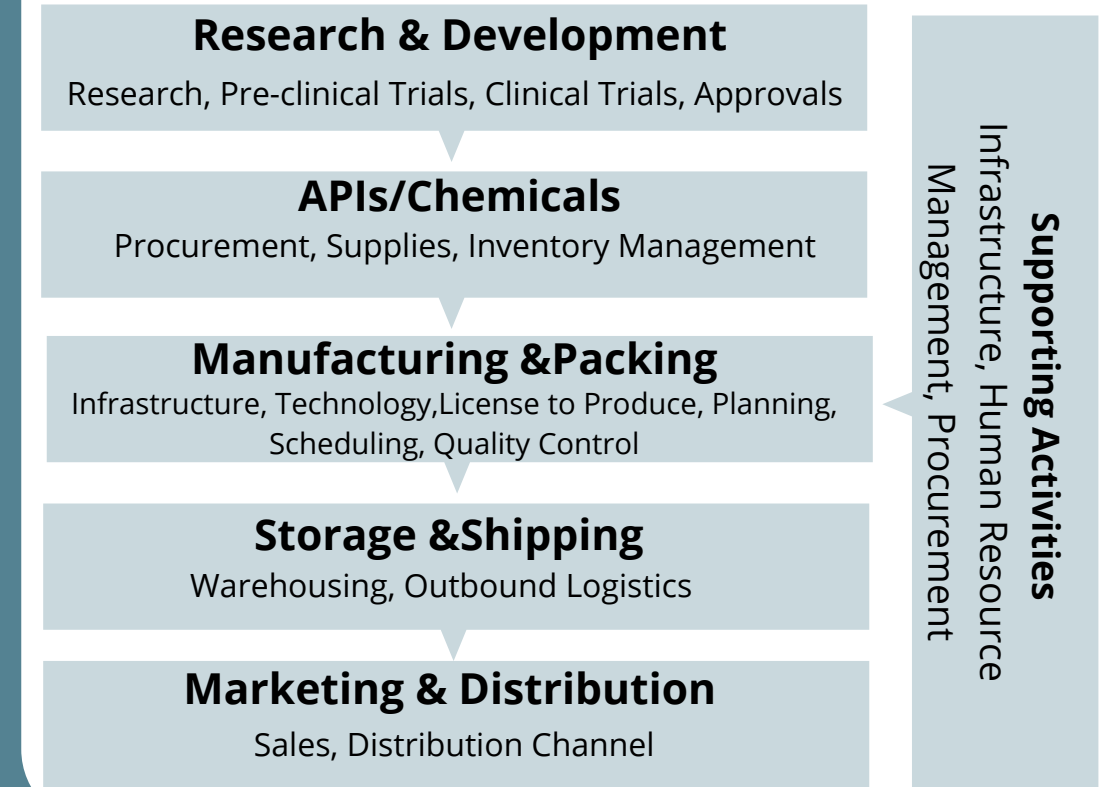
### 2.TAKT Time

(A productivity indicator calculated as total production time/Average Consumer Demand.)

### 3. Number of New Drugs Developed

(A volume indicator used to calculate the number of new drugs developed by the company over a period of time.)

## Value Chain



# Agriculture Industry

## Sector Overview

1. India is the 2nd largest producer of agriculture products, accounting for 7.39% of the total global agricultural output.
2. In FY21, food grain production reached a record of 296.65 million tonnes.
3. The sector is likely to grow at an approximate rate of 2% on a year on year basis.
4. Indian food processing industry has cumulatively attracted a Foreign Direct Investment (FDI) equity inflow of about US\$ 10.24 billion between April 2000 and December 2020.

## Trends

### Government Initiatives

1. Government schemes for the welfare of agriculture industry include PM-Kisan Scheme, Pradhan Mantri Kisan Maandhan Yojana, Pradhan Mantri Fasal Bima Yojana (PMFBY), Kisan Credit Card (KCC) Scheme, Pashu Kisan Credit Card Scheme, National Agriculture Market (e-NAM) and Soil Health Card Scheme.
2. PM-Kisan Scheme, one of the most pivotal, includes income support of Rs 6,000 per year in three equal instalments will be provided to small and marginal farmer families having combined landholding/ownership of up to 2 hectares.
3. PM Fasal Bima Yojana aims to reduce the premium burden on farmers and ensure early settlement of crop assurance claim for the full insured sum.

### Key Considerations of Consumers

1. Change in consumption pattern induced by COVID-19 including shift towards healthy & nutritious alternatives.
2. Increase in demand for organic farming outputs.

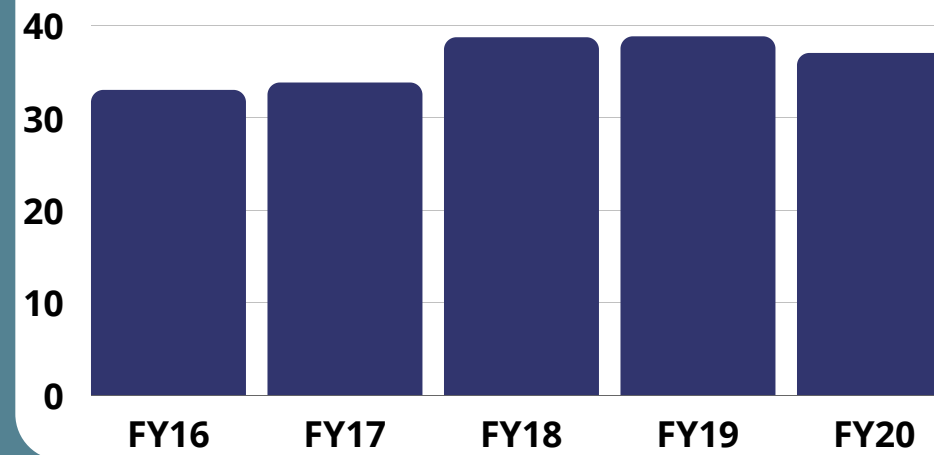
### Businesses Response

1. Increased expenditure in irrigation and infrastructure to increase productivity aided with artificial intelligence.
2. Shift from quantitative aspect to qualitative aspect due to change in consumer preferences.
3. Shift towards BIOSAT (Biochar based organic Soil Amendment Technology), reducing dependency on fertilizers.
4. Increase in use of Air blast sprayers used to add hormones that help the growth of crops, thereby reducing the expenditure on manual labour.
5. Adoption of CropIn, a cloud-based platform, which aids farmers in adopting global agricultural practices and improves productivity by offering productivity insights and harvest forecasts.

### Future Prospects

1. The Indian agriculture industry is expected to reach a value of INR 125350 Billion by 2026, exhibiting a CAGR of 12% during 2021-2026.
2. India is expected to achieve the ambitious goal of doubling farm income by 2022.
3. Indian Agriculture exports are likely to reach US\$ 60 billion by 2022.
4. The organic food segment in India is expected to grow at a CAGR of 10% during 2015-25.
5. The Indian food processing industry is expected to reach US\$ 535 billion by 2025-26.

## Agriculture and allied products Exports-India (US\$ billion)



**\$35.09 bn**

Share in India's Exports

**~16%**

Share in India's GDP

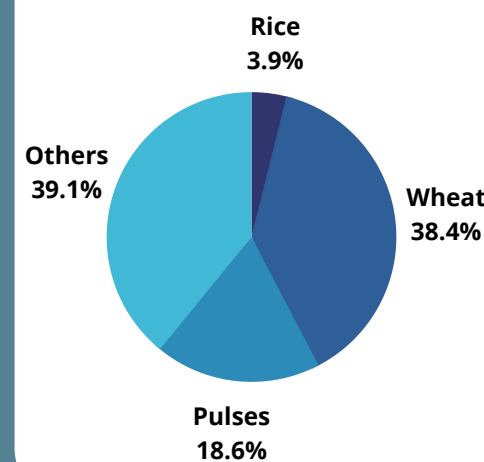
**58%**

Employment Generation

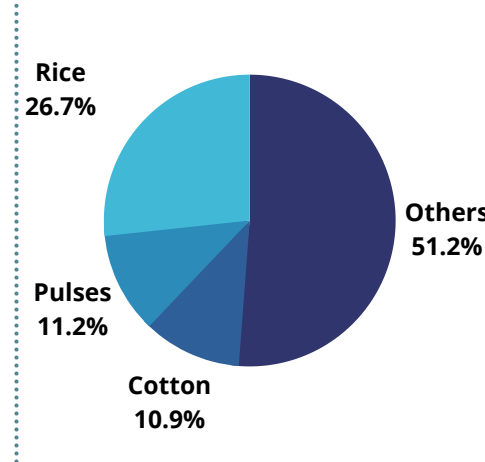
**4%**

Share in GVA

### Rabi Area Sown in 2019-20 (million hectares) (as on January 29, 2021)



### Kharif Area Sown in 2019-20 (million hectares) (as on January 29, 2021)



## Impact of COVID-19

1. The only sector to clock a positive growth of 3.4 per cent at constant prices in 2020-21, during the first wave of the novel coronavirus disease (COVID-19).
2. The major drivers of the industry include rising disposable incomes, increasing population, rising health consciousness and consumer spending on health and wellness products due to the pandemic.
2. Uncertainty imposed by the crisis, restrictions on inter-state movements, labour shortage and absence of transportation disrupted the food supply chains, spiked food prices and affected farm operations.

## KPI's

### 1. Yield of Stock

(An indicator used to know how efficiently the assets have been utilized in production of crops.)

### 2. Revenue to Wages

(A productivity indicator used to know how productive the workforce is.)

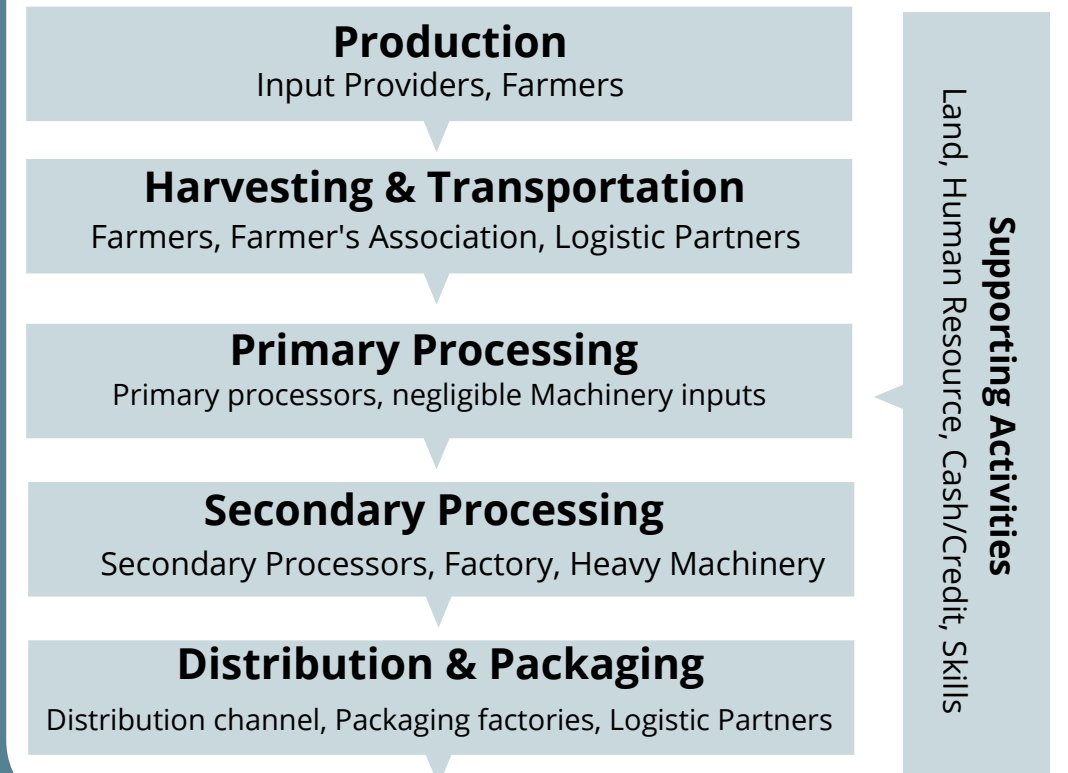
### 3. Loan to Value

(A cost indicator calculated as total liabilities/total assets.)

### 4. Farm Output

(A cost indicator calculated as Total output+Total subsidies-Short term loans-Total input.)

## Value Chain





# **GUESSTIMATES**

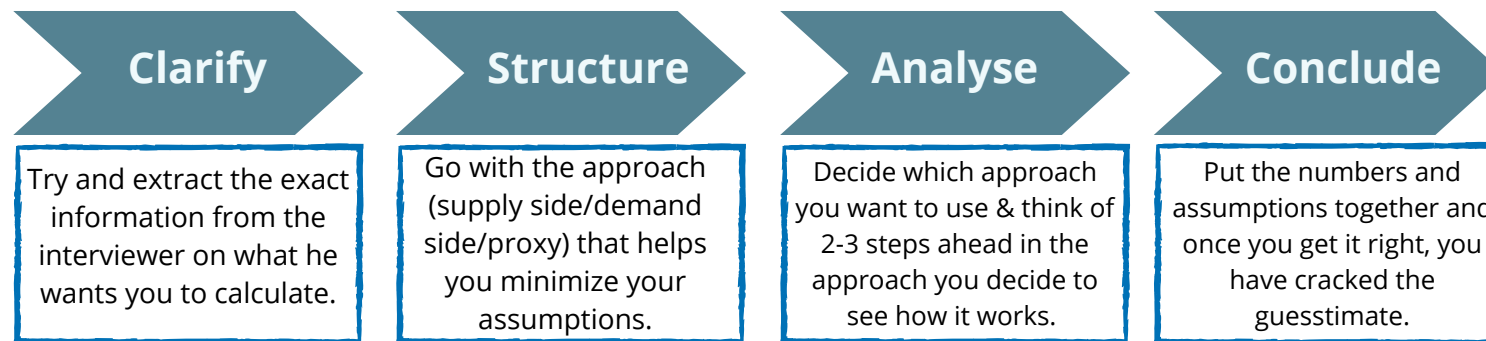
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## What is a Guesstimate?

A Guesstimate is an estimate based on a mixture of assumptions and calculations.  
**Guess + Estimate = Guesstimate**

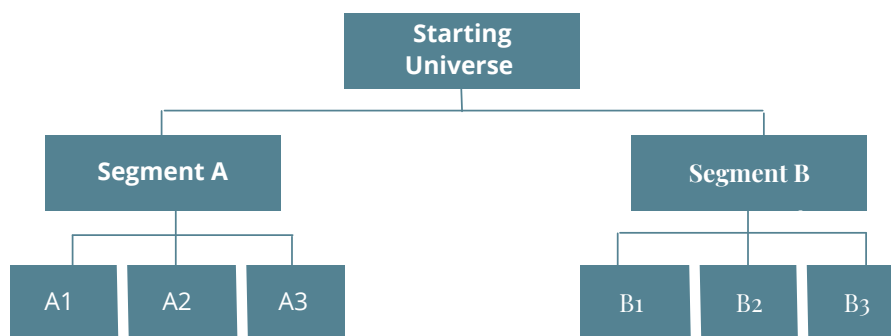
## Methodology



## Approach

### Demand Side Approach

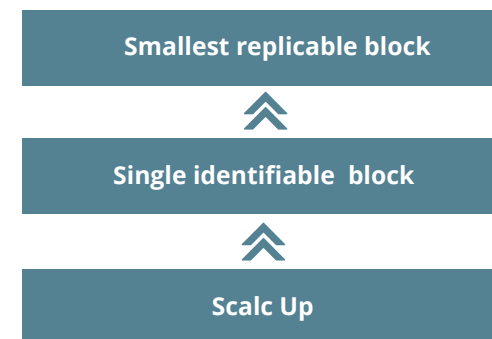
Identify a starting universe and break it down until you reach the final answer by appropriately applying filters and adding segments.



Factors to Use : URBAN RURAL SPLIT | INCOME SPLIT | GENDER SPLIT | EMPLOYMENT SPLIT | AGE DIVIDE | INTERNET PENETRATION | HOUSEHOLD SIZE | LITERACY RATE

### Supply Side Approach

Start from the bottom - some low-level statistic that doesn't change the universe and scale up to reach the final answer.

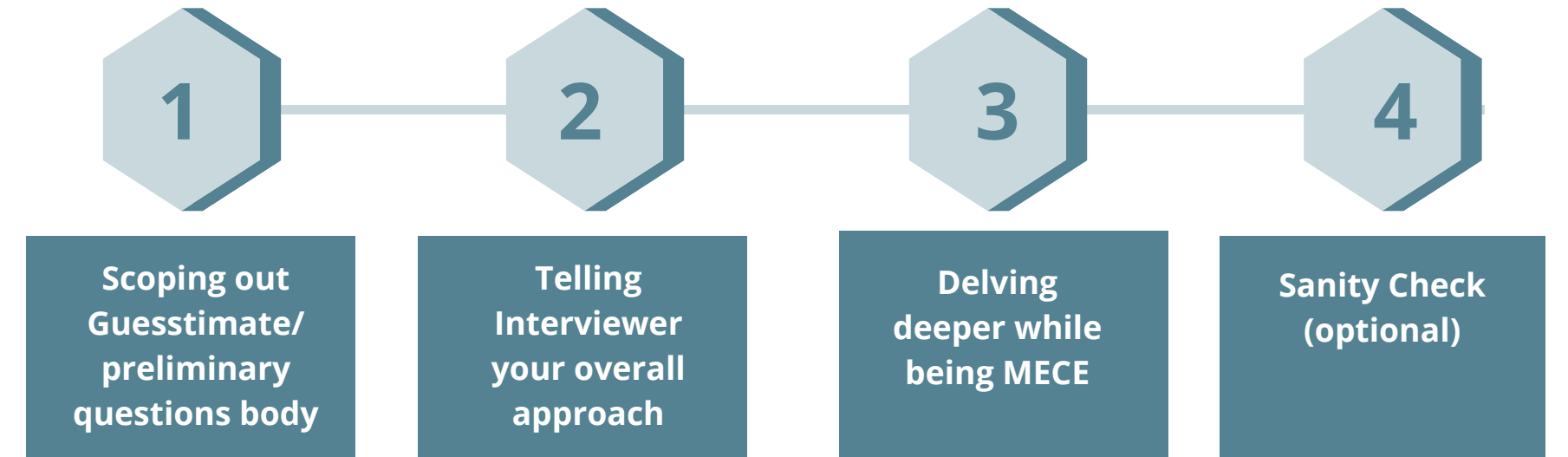


Factors to Use : MAXIMUM CAPACITY | NO. OF HOURS OF OPERATION | PEAK & NON PEAK HOURS | AVERAGE OCCUPANCY | NUMBER OF UNITS

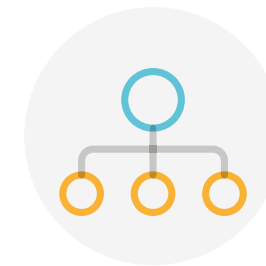


Keep in mind, it is incredibly important to correctly identify whether to approach the problem through the supply or demand side. An intuition that becomes better with more and more practice. Guesstimates can be asked in 2 ways: a standalone estimate or part of a market entry case. Remember that guesstimates, like cases, also involve elements of creativity and out of the box problem-solving.

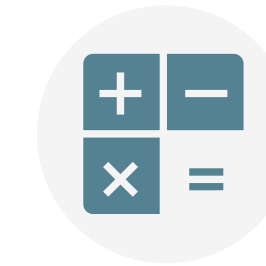
## Overall Flow



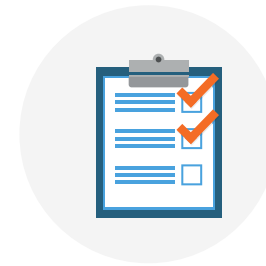
## What Interviewers look for?



Structure of your approach



Comfort level with numbers and quick calculations



Ability to make back of the mind checks to validate the numbers

### Importance

'Guesstimates' form an integral part in interviews, not just for consulting firms, but across industries, to evaluate the candidate's reasoning ability. For consulting domain companies, market sizing questions are an antecedent to the case problems in the interview.

### DO's ✓

- Take about a minute to gather your thoughts & decide approach
- Relate your assumptions to facts and logic
- Think out loud
- Round up and Estimate
- Think of a funnel
- Segmentation is must

### DONT's ✗

- Do not panic
- Ask too many clarifying questions
- Start solving before discussing approach
- Guessing the numbers
- Solving without explanations
- Bulky texts & unreadable handwriting
- Doing hasty calculations

# Data Points

## World Data

World Population : 7.8 Billion

Gender	
Male	50%
Female	50%

Continent Population	
Asia	60%
Africa	17%
Europe	9.5%
S.America	8%
N.America	5%
Australia	0.5%

Urban-Rural	
Urban	55%
Rural	45%

Continent Median Age	
Asia	31 yrs
Africa	19 yrs
Europe	42 yrs
S.America	31 yrs
N.America	35 yrs
Australia	33 yrs

Population Density (per sq.km)	
Asia	150
Africa	45
Europe	34
S.America	25
N.America	28
Australia	5

## India Data

India's Population : 1.30 Billion

Gender	
Male	50%
Female	50%

Urban-Rural	
Urban	30%
Rural	70%

Distribution by Religion				
Religion	Hindu	Muslim	Christian	Others
Population	80%	15%	2%	3%

Age Distribution	
0-15	30%
15-35	40%
35-60	25%
60+	5%
Median Age = 25 years (50% population)	

Land Distribution (in thousand sq.km)	
Total Area = 3300	
Land	70%
Water	10%
Forest	20%

Approximate Population for Indian Cities	
Mumbai	20 Million
Delhi/Kolkata/Bengaluru	10 Million
Chennai/Hyderabad	10 Million
Lucknow/Patna/Bhopal	3 Million
Ahmedabad	8 Million

Income Division	
Upper Class	20%
Upper Middle Class	25%
Lower Middle Class	25%
Lower Class	30%

Miscellaneous Data	
Avg. Literacy Rate	77%
Birth/Death Rate*	22/7.5
Internet Users	50%
Smartphone Users	40%
Life Expectancy	70 yrs.
Pop. Growth Rate	1.25%

\*Annual no. of birth/death per 1000 total population

# Guesstimate 1

**Question : Estimate the total household consumption of masks in Mumbai.**

## Clarifying Key Questions

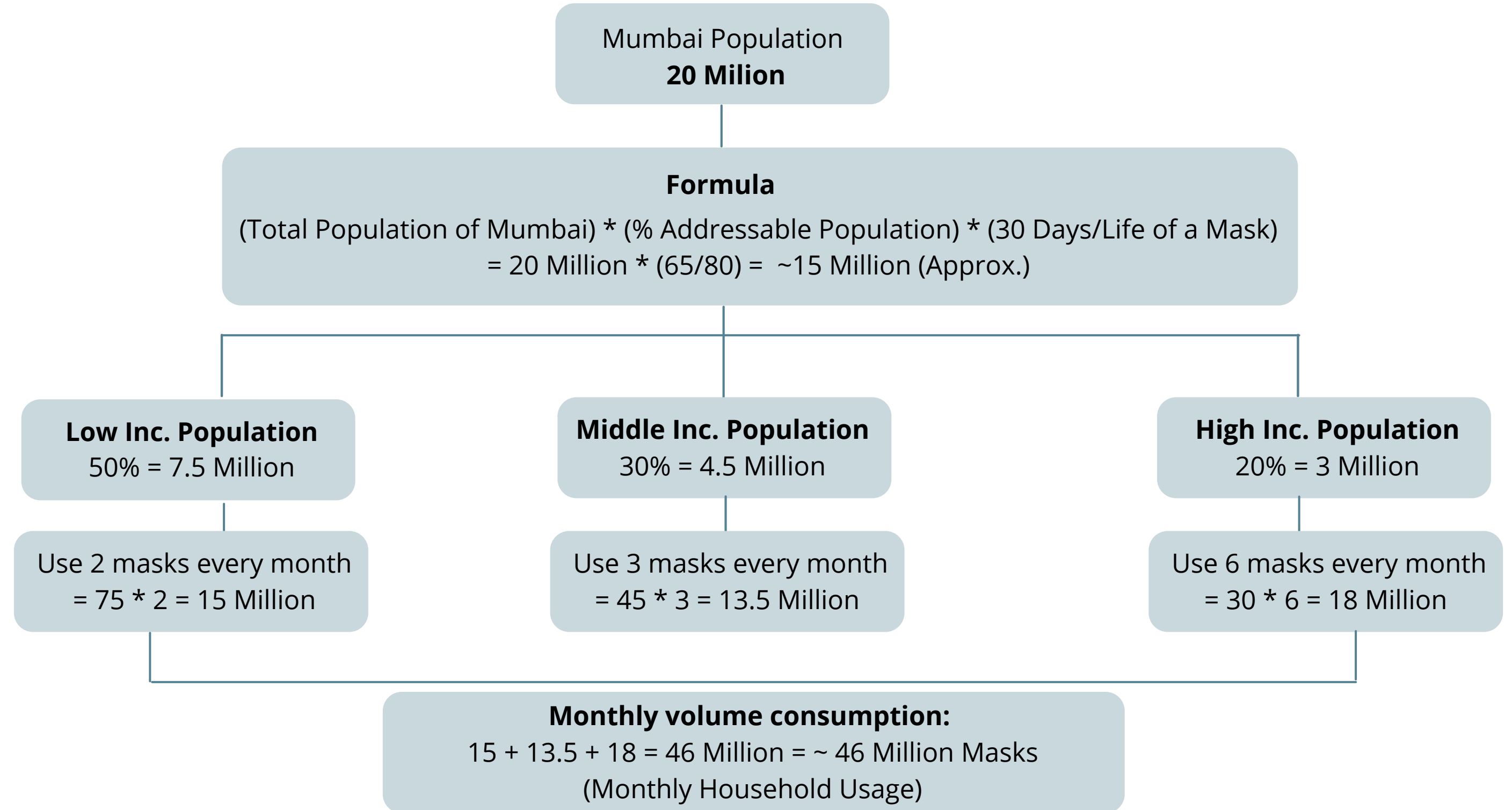
- Clarify whether the total consumption being asked is over a week/month/year, etc. For the question at hand, let's assume this is a month.
- Mask – means “purchased masks” and not handkerchiefs, dupattas, etc.

## Assumptions

- Uniform distribution of population across ages
- Average Life Expectancy: 80 years
- Masks are not inter-changeable
- Average mask life: Lower Inc.- Middle Inc.- Higher Inc: 15 days – 10 days – 5 days

## Abbreviations

1. Inc. - Income
2. Approx.- Approximate



## Caveats

Does not include industry/hospital/airports, etc.; Minor proportion of children in the 0 – 15 yrs. shall also use masks – ignored in our calculations as these kids will generally stay at home

# Guesstimate 2

**Question :** Estimate the total cost to vaccinate India's entire population between 18 and 44 years of age.

## Clarifying Key Questions

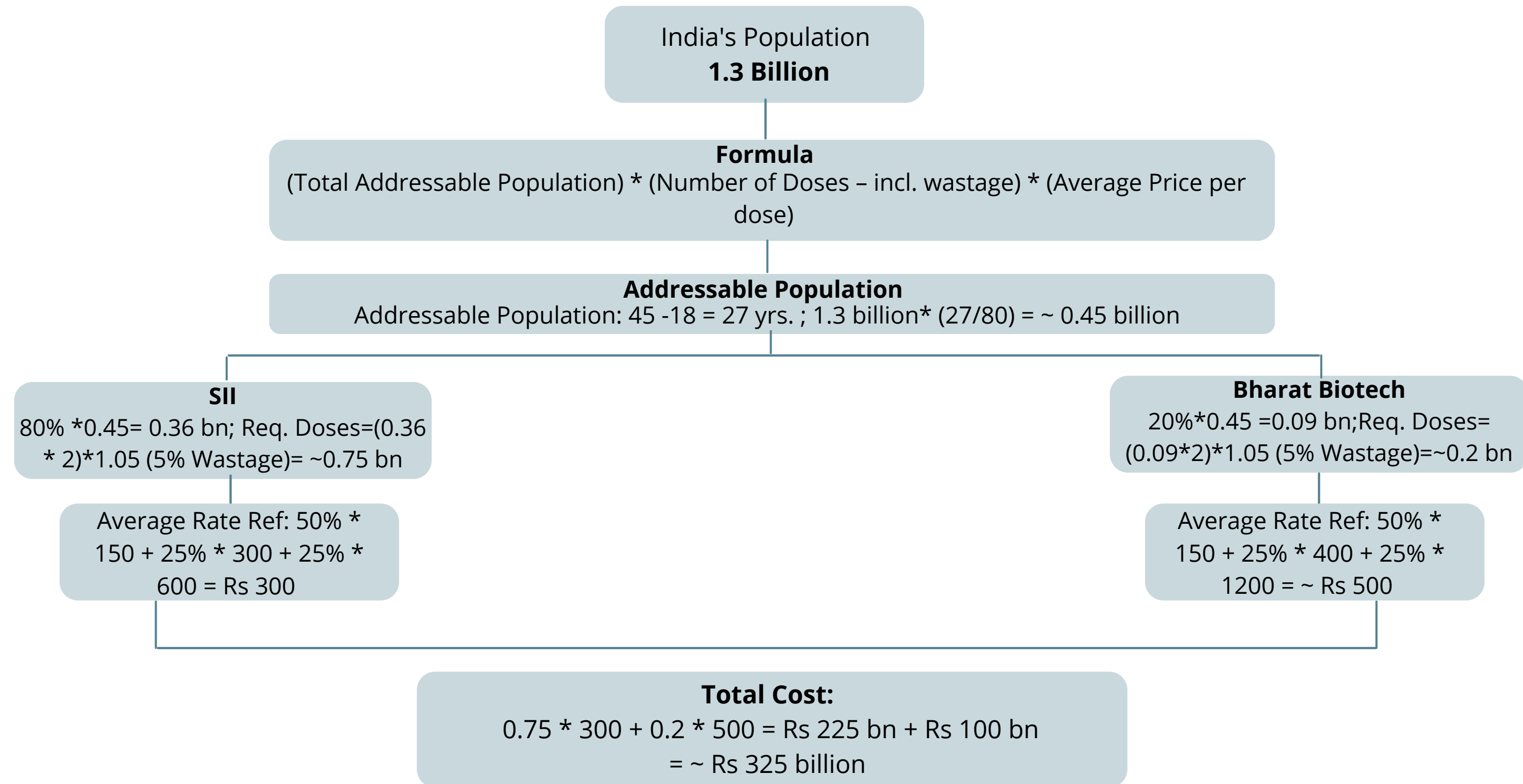
- Clarify if 2 vaccine manufacturers have to be considered- SII & Bharat Biotech.
- Whether every patient would get 2 doses each to be qualified as "fully vaccinated".

## Assumptions

- Uniform distribution of population across ages
- Average Life Expectancy: 80 years
- Supplier Split: SII – Bharat Biotech: 80% – 20%
- Customer Split: Centre – States – Pvt. Hosp: 50% - 25% - 25% (SII & BB)
- Rate Ref. – SII – Centre – States – Pvt. Hosp.: Rs 150 – Rs 300 – Rs 600
- Rate Ref – BB – Centre – States – Pvt. Hosp.: Rs 150 – Rs 400 – Rs 1200

## Abbreviations

1. SII - Serum Institute of India
2. Pvt. Hosp.- Private Hospital
3. Ref.- Reference



## Caveats

Additional cost of INR 325 bn to vaccinate 18 – 44 age group people; which is the "cost of procurement" and not the "cost of production" by the respective manufacturers which can potentially be 70% - 80% of the total cost, assuming 20% - 30% margins.



# Guesstimate 3

**Question : Estimate the total market size of 4-wheeler electric vehicles in India.**

## Clarifying Key Questions

- Clarify whether both personal as well as commercial usage need to be considered.
- For the purpose of simplicity for calculating market size – if it is okay to consider a single variant of 4-wheeler EV and agree upon a tentative price for the same.

## Assumptions

- Average Population in top 10 cities – 10 million each
- Average Household Size: 5
- Average Price of 4-wheeler EV in India: INR 2 million
- Average Replacement Demand: Middle – High: 10 yrs. – 5 yrs.
- Proportion of Addressable Population keen on EV:
- Conservative Estimate: Middle – High: 5% - 10%
- Optimistic Estimate: Middle – High: 10% - 20%

## Abbreviations

1. EV - Electric Vehicle
2. Mn- Million

Total Population of 10 cities  
**100 million**

### Formula

(Total Addressable Population in top 10 Indian cities using 4-wheeler vehicles) \* (Average Annual Replacement Demand) \* (Proportion of Addressable Population keen on EV vehicles) \* (Average Price for 4-wheeler EV)

**Total Households in top 10 Indian Cities:**  $100 \text{ mn}/5 = 20 \text{ Mn}$  (as 4-wheeler is a household good) ; Population in Middle & High Income:  $50\% * 20 \text{ Mn} = 10 \text{ Million}$

**Total 4-W holdings by Middle & High Inc.:**  $20 \text{ Mn} * 30\% * 1$  (Middle Income) +  $20 \text{ Mn} * 20\% * 2$  (High Income) = 14 Million

**Total Annual Replacement Demand:**  $6 \text{ Mn} * (1/10) + 8 \text{ Mn} * (1/5) = 0.6 \text{ Mn}$  (Middle Income) +  $1.6 \text{ Mn}$  (High Income) = 2.2 Million

**Conservative:**  $0.6 \text{ Mn} * 5\% * 20 \text{ Lakhs} + 1.6 \text{ Mn} * 10\% * 20 \text{ Lakhs} = 60,000 \text{ Mn} + 3,20,000 \text{ Mn} = \text{INR} \sim 4,00,000 \text{ Million}$

**Optimistic:**  $0.6 \text{ Mn} * 10\% * 20 \text{ Lakhs} + 1.6 \text{ Mn} * 20\% * 20 \text{ Lakhs} = 1,20,000 \text{ Mn} + 6,40,000 \text{ Mn} = \text{INR} \sim 8,00,000 \text{ Cr Million}$

## Caveats

The market share of each player will be a fraction of the number calculated above ; Does not include airport shuttle and corporate tie-ups in major tech parks.

# Guesstimate 4

**Question :** A service-based technology startup which is planning to explore the salon market in Bengaluru has reached out and asked for your guidance on estimating the total market size of online beauty salon market in Bangalore – i.e. customers who would like to order these services online and avail these at home.

## Clarifying Key Questions

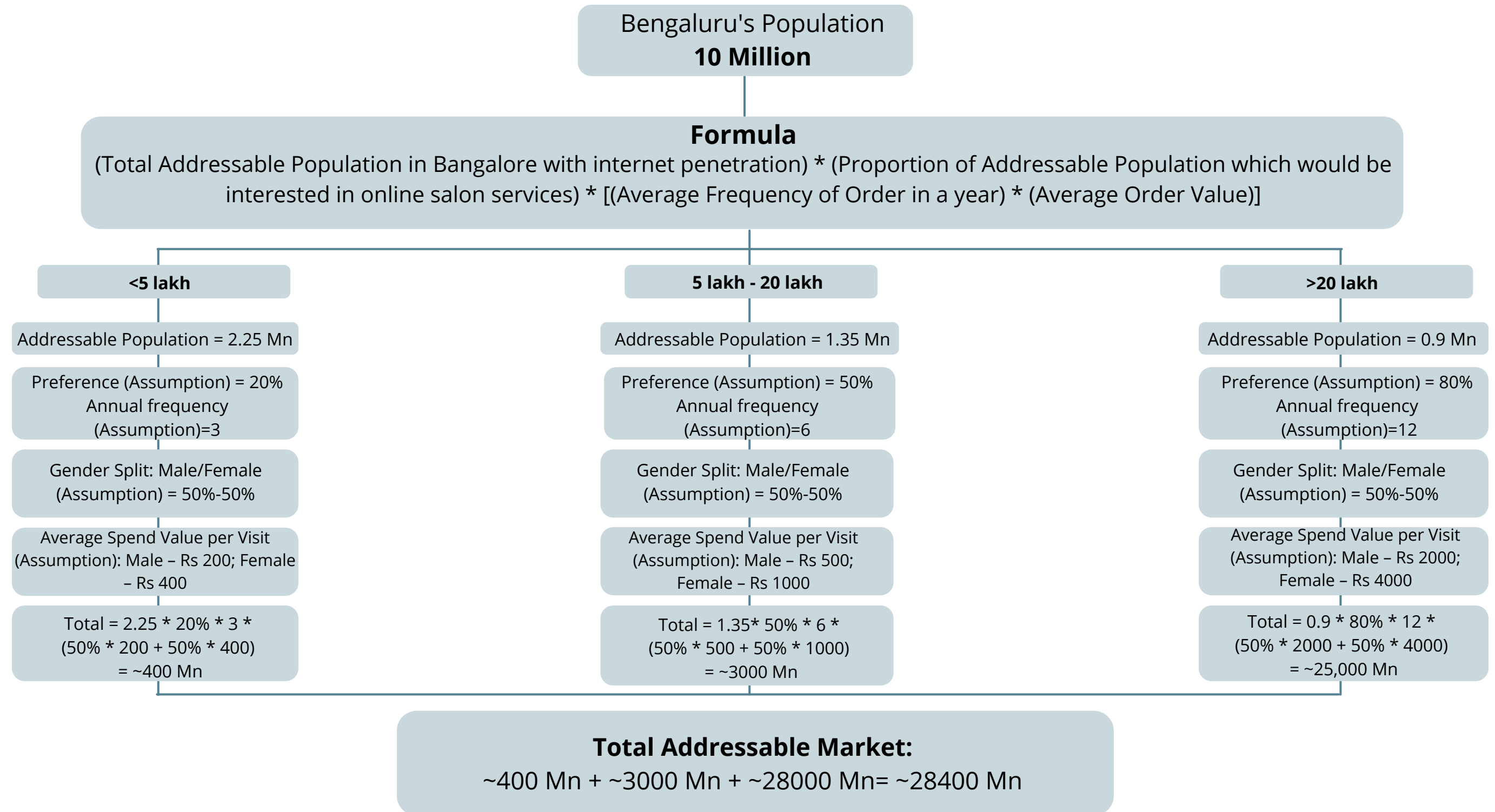
- Understand the specific online salon service that the client is interested in exploring – hair-cut, facial, pedicure.
- Understand and clarify whether it is okay to assume different services and expenses for males and females respectively.

## Assumptions

- Internet Penetration: 60%
- Average Life Expectancy: 80 years; Uniform Age Distribution
- Income split : Lower Income Group: < 5 lakhs a year: 50% = 2.25 Mn; Middle Income Group: 5 lakhs – 20 lakhs per year: 30% = 1.35 Mn; High Income Group: > 20 lakhs per year: 20% = 0.9 Mn
- Target customer group for online hair salon will include males/ females in the age group: 10 – 70 years = 6 Mn\* (60/80) = 4.5 Mn

## Abbreviations

1. Mn - Million



## Caveats

To estimate the market size we would look at the “total addressable market” (TAM) assuming the key enabling factors are present; Include gender split as the spend preference for males and females are different.

# Guesstimate 5

**Question : Estimate the number of auto rickshaws in Delhi.**

## Clarifying Key Questions

- Clarify whether to use demand-side or supply side approach.
- For the purpose of simplicity for solving, whether to consider auto rickshaw users for commuting to office or for occasional household needs.

## Assumptions

- Office commuters = 80%
- Average Distance for Office Commuting: 20 kms daily.
- Average auto fare: Rs 15 per km
- People earning less than Rs 60,000 per month and people in the higher income bracket are filtered out from the analysis.
- 30% Middle and 20% High Income population earn >Rs. 60,000 per month.
- Out of 30% population in middle income; 50% use auto rickshaw in age group (20 years – 60 years) who are middle income (50%).
- An auto trip on an average caters to 2 travelers.

## Abbreviations

- 1.No.- Number
- 2.Mn- Million

Population of Delhi  
**10 million**

## Formula

**No. of auto rickshaws** = (Total No. of Auto Passenger Trips to be travelled per day in Delhi) / (No. of Trips/Auto/day) \* (No. of Passengers/Trip) \* Utilization factor

**Total Distance covered by office commuters in a month** = 20 \* 20 = 400 kms  
**Average Monthly spend on auto** = 400 km \* Rs 15/km = Rs 6000 / month

**People in the age bracket 20 – 60 years** = 50% \* 10 Mn = ~ 5 Million  
30% of ~5 million will fall in middle income = ~1.5 Million

**Total number of daily trips in Delhi:** ((1.5 million) \* (20 / 30)) / 2 = 0.5 Million Daily Trips  
No. of trips by auto driver having utilisation time of 10 hrs; average of 1 hr. trip = 10 trips

**Total number of autos in Delhi** = Total number of required auto trips in Delhi daily / Trips catered per Auto = 0.5 Million / 10 = 50,000 autos

## Caveats

Average utilisation time of auto rickshaw driver is must, average passenger per trip, number of daily trips, deciding Income Group and purpose of travel.

# Guesstimate 6

**Question :** Estimate the number of subscribers of Mint newspaper in India.

## Clarifying Key Questions

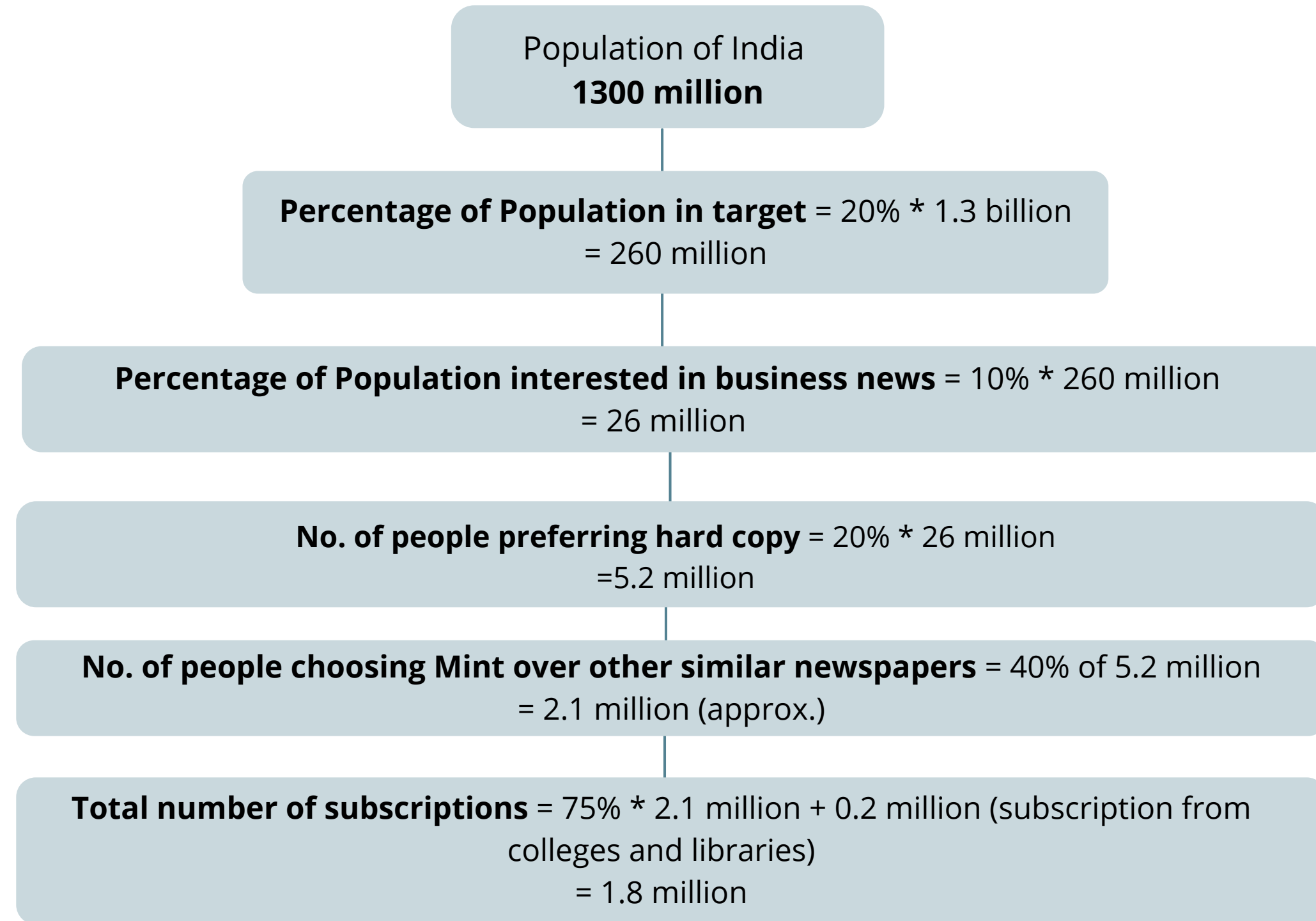
- Clarify whether to use demand-side or supply side approach.
- For the purpose of simplicity of solving, whether to consider the subscriptions of hard copies or the subscriptions of e-version or both.

## Assumptions

- Target Population - 20% assuming that only educated urban people read it.
- More than 1 person using a single subscription.
- Percentage of population interested in business news = 10% (approx.)
- Consider the subscriptions of colleges and libraries = 0.2 million
- People preferring Mint in comparison to similar prints = 40%
- People preferring hard copies of the newspaper = 20%

## Abbreviations

- 1.Approx.- Approximately
- 2.No. - Number



## Caveats

Percentage of educated people preferring business news, subscriptions of colleges and libraries, more than 1 person using a single subscription.



# Guesstimate 7

**Question : Estimate the total number of burgers sold at a Burger King's outlet in a day.**

## Clarifying Key Questions

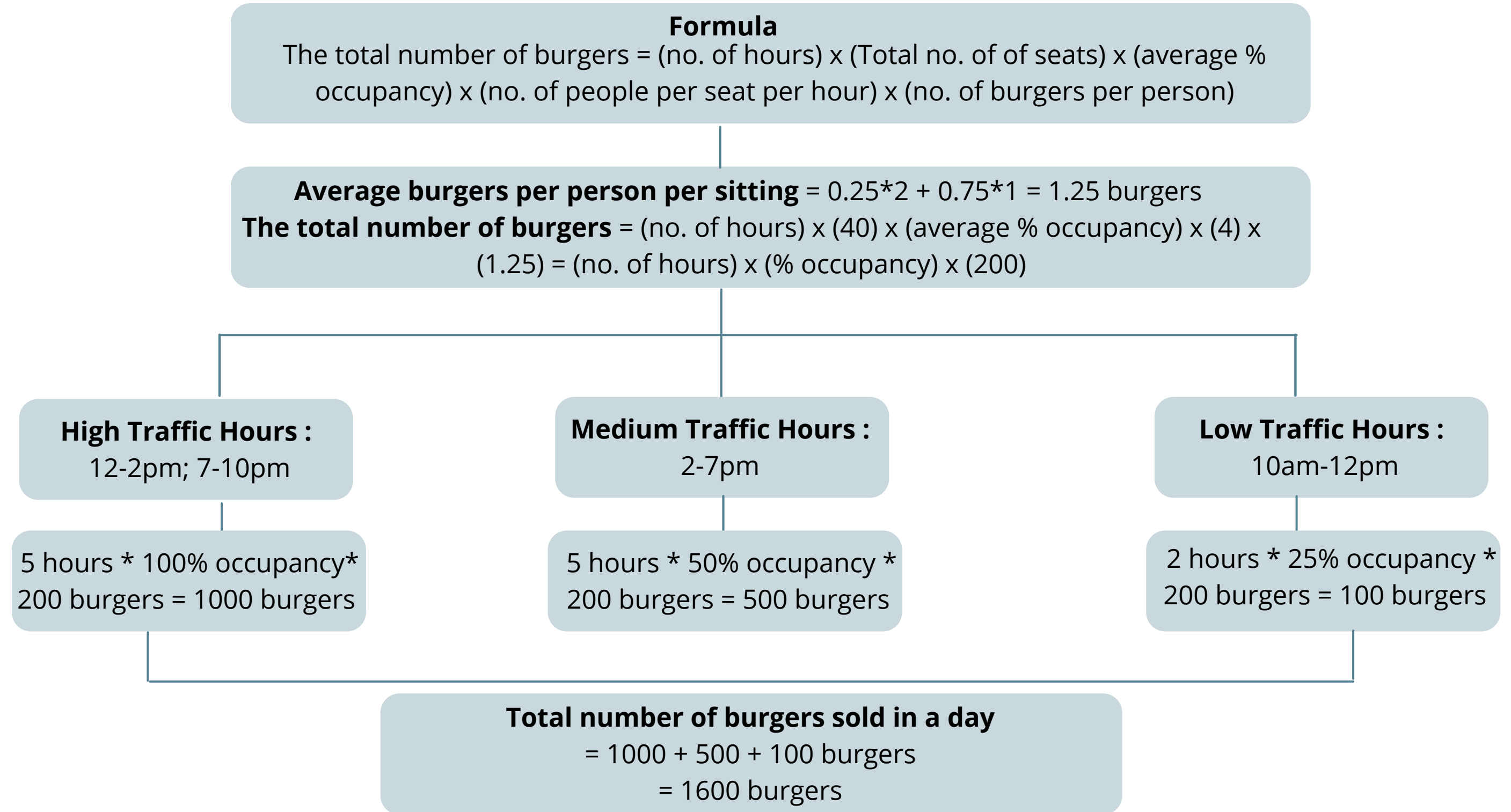
- Clarify whether to consider the sale of burgers in restaurant or in takeaway or both.
- Clarify whether the outlet is situated at a special location, eg, mall.

## Assumptions

- Average occupancy is 40 seats and outlet is open from 10am - 10pm.
- Every person eats for 15 mins. So 4 people eat per hour.
- 25% of the people eat 2 burgers and 75% of eat 1 burger.
- In-dining burger sales included.

## Abbreviations

- 1. Mins. - Minutes
- 2. No. - Number



## Caveats

Does not include takeaway orders and other items sold at an outlet; Average location is considered; Supply side approach is considered here.

# Guesstimate 8

**Question : Estimate the number of ATMs in Delhi.**

## Clarifying Key Questions

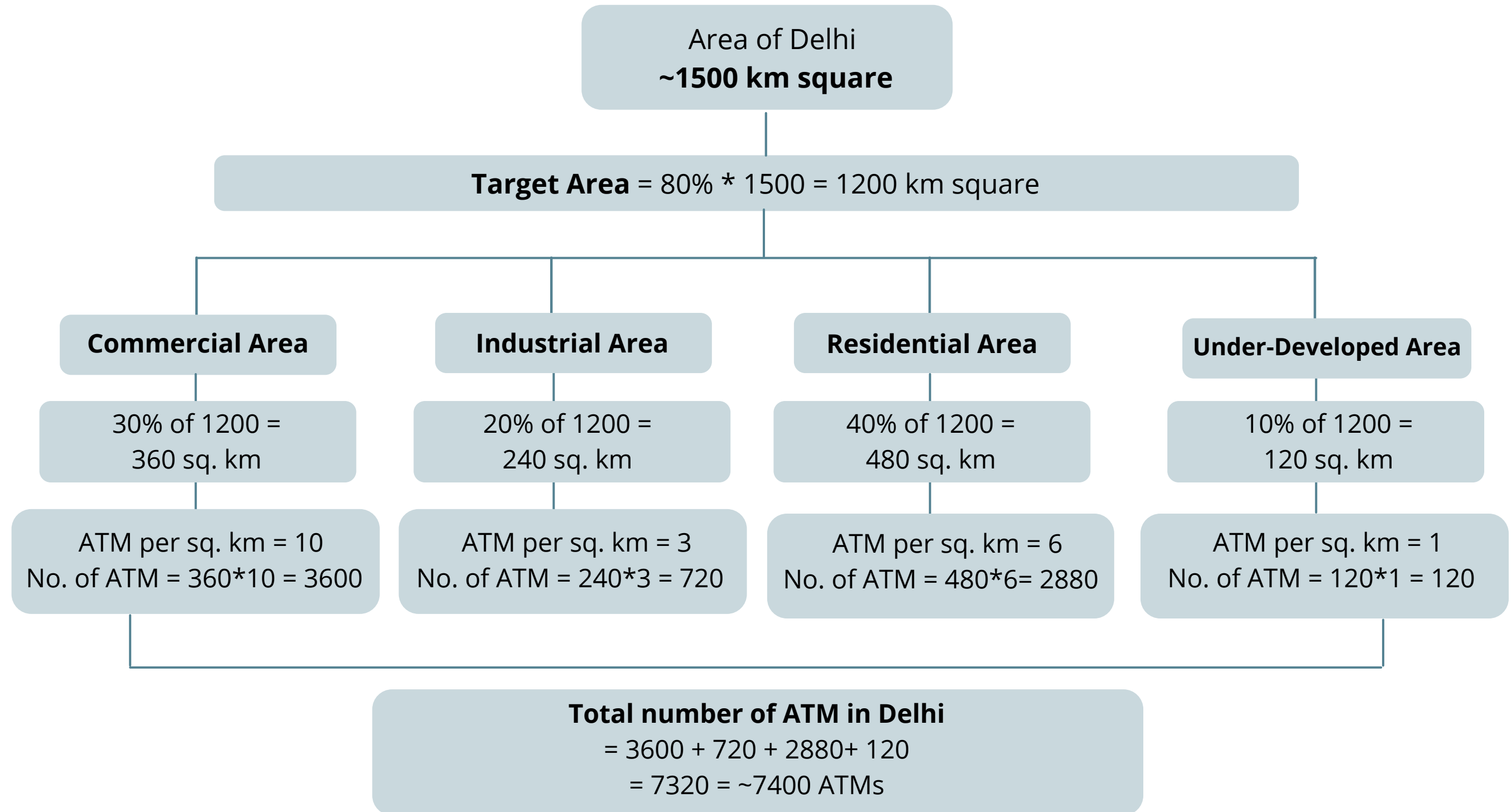
- Clarify whether to use demand-side or supply side approach.
- Clarify whether to include government ATM or private ATM or both.

## Assumptions

- Area which is not in human use= 20%
- Division= Commercial area (30%) with highest number of ATMs followed by industrial (20%), residential (40%) and under-developed area (10%).
- Demand side approach

## Abbreviations

1. Sq. Km - Square Kilometer
2. No. - Number



## Caveats

Division of area in use and barren: classification of area as per use as commercial, residential, industrial and under developed.

# Guesstimate 9

**Question : Estimate the number of passengers travelling daily in the Delhi metro.**

## Clarifying Key Questions

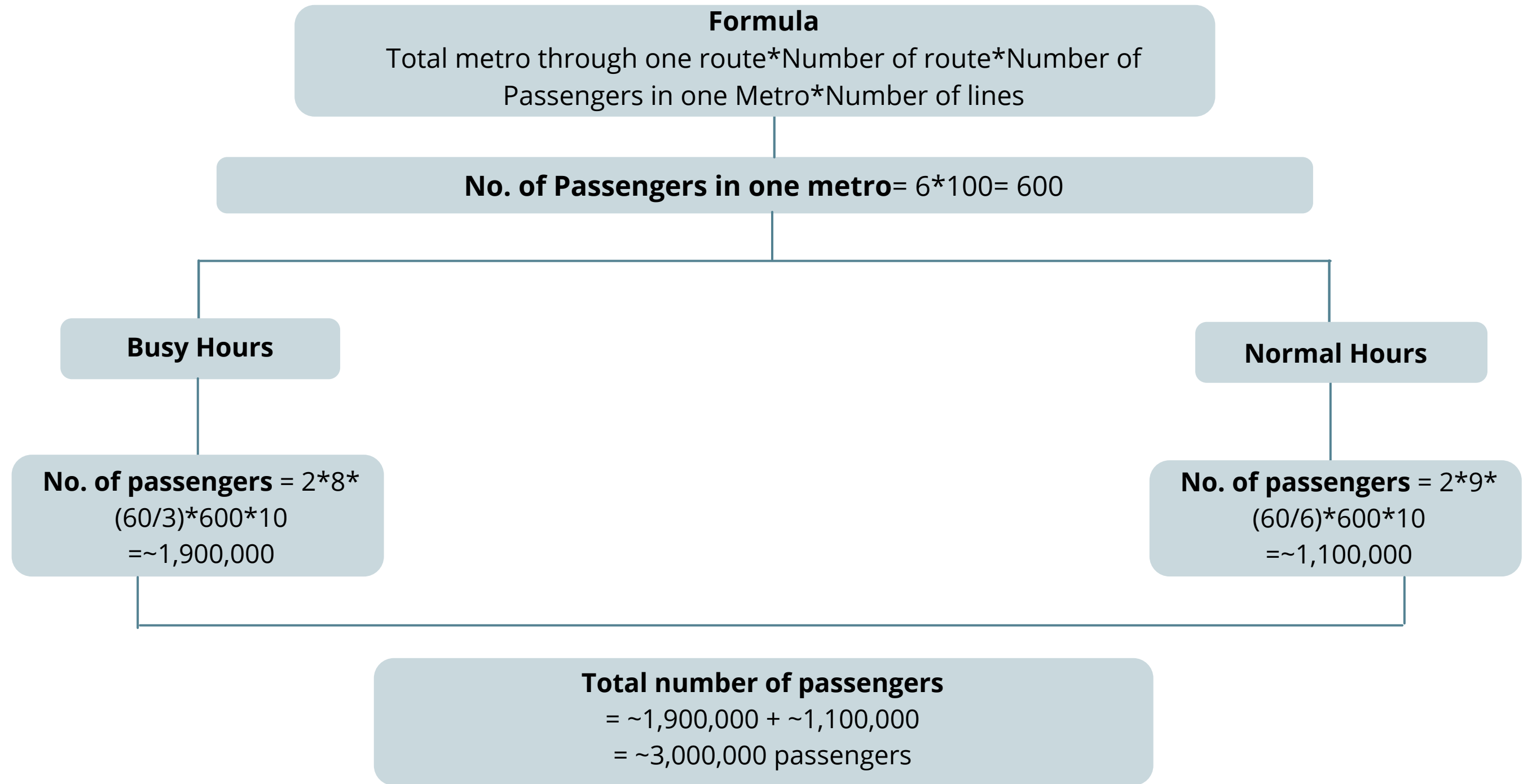
- Clarify whether to consider working day or holiday.
- Clarify whether to classify routes based on traffic.

## Assumptions

- No. of boxes in 1 metro = 6
- No. of passengers per box = 100
- Division= Busy hrs- 8 - 11 in morning & 5 - 10 in evening = 8 hrs; normal hrs- 6 - 8 in morning, 11 - 5 in afternoon & 10- 11 in night = 9 hrs.
- Frequency of metro = 3 mins (Busy hrs), 6 mins ( normal hrs)
- 10 metro lines.

## Abbreviations

- 1.Hrs. - Hours
- 2.No. - Number



## Caveats

Classification of routes on basis of traffic of passengers; Division of hours on basis of footfall; number of boxes in 1 metro train.

# Guesstimate 10

**Question : Estimate the number of credit card holders in India.**

## Clarifying Key Questions

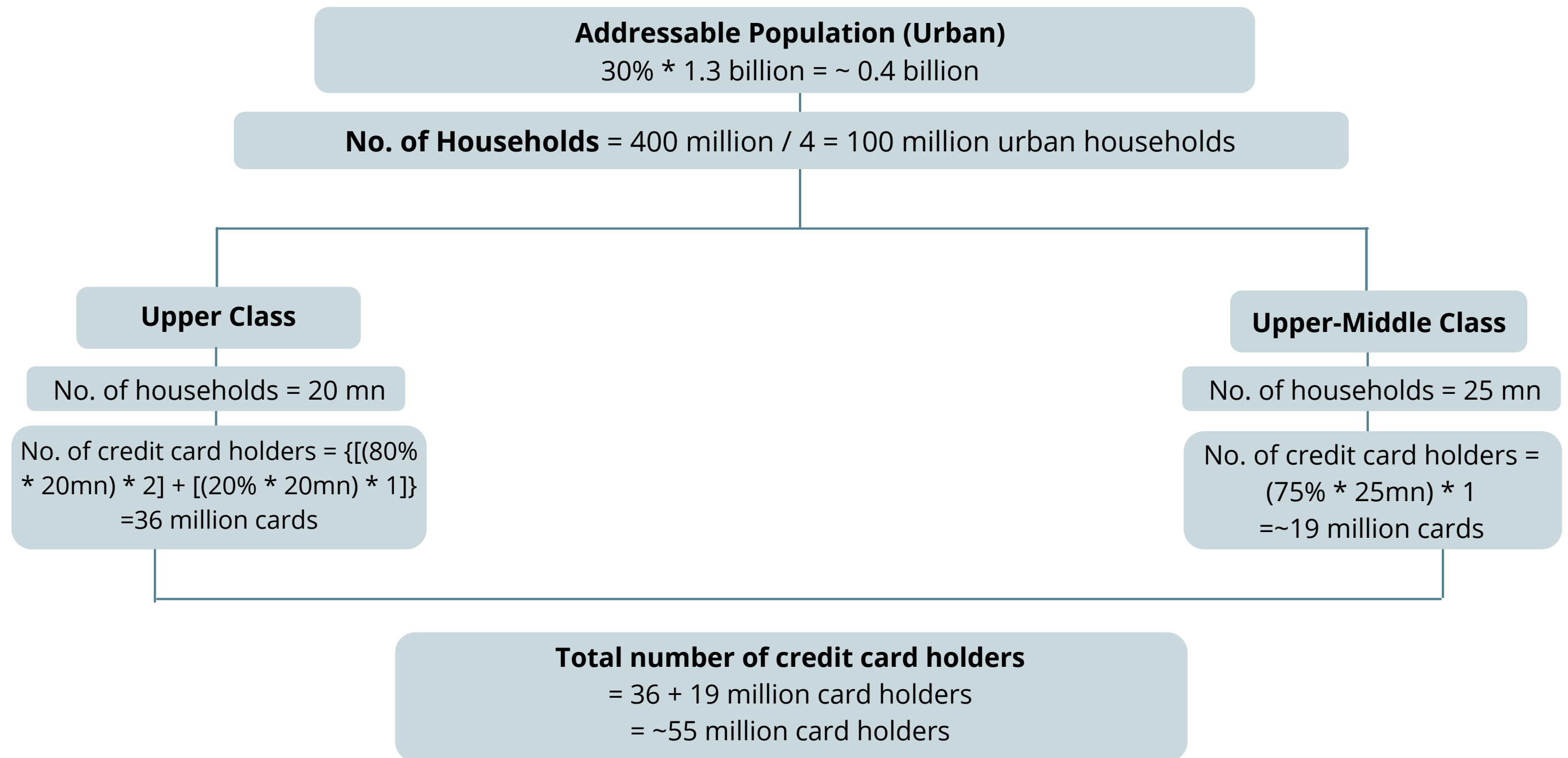
- Clarify whether to include government or private bank credit cards. Is it a household or individual good?
- Clarify whether to take into account the different types of credit cards, eg, platinum, gold etc.

## Assumptions

- Urban population (30%) is considered.
- No. of people per household = 4
- Division = Upper class (20%), Upper-Middle class (25%), Lower-Middle class (25%), Lower class (30%)
- Excluding lower and lower middle class as they will not hold a credit card.
- It is assumed to be a household good; Upper Class = 80% hold 2 cards, 20% 1 card; Upper-Middle class = 75% hold 1 card.

## Abbreviations

- 1. Mn - Million
- 2. No. - Number



## Caveats

Classification of urban households as per income level; Exclusion of lower and lower-middle class since they will not hold a credit card.



# Guesstimate 11

**Question :** Estimate the no. of breakfasts to be prepared by Indigo Airlines for flights out of Delhi on a weekday.

## Clarifying Key Questions

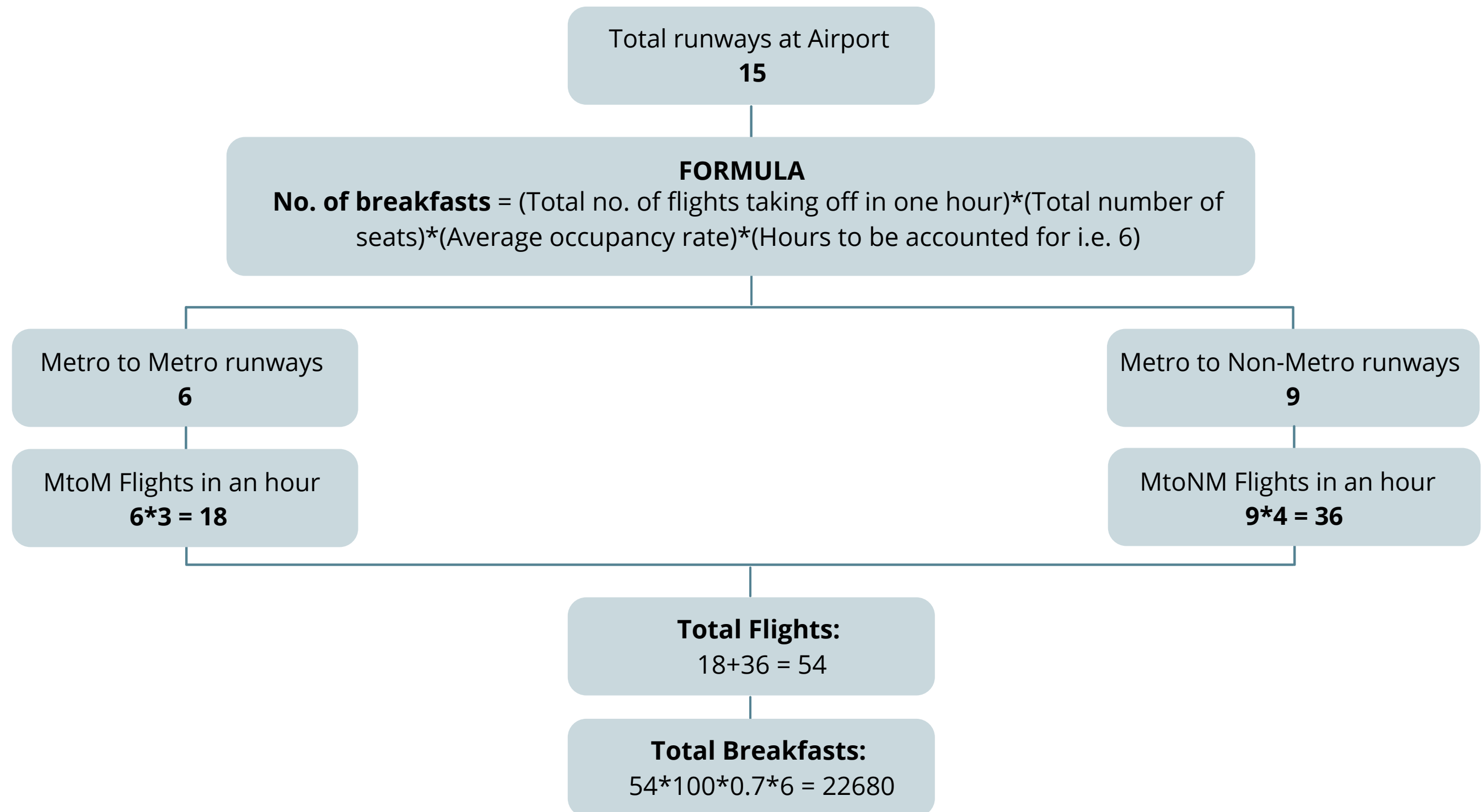
- Clarify the category & timings in which breakfasts are served.
- Are the meals included in tickets or separately served?
- Is it pre-pandemic or post pandemic? Domestic or International?

## Assumptions

- The breakfast is included in tickets
- Timings served: 6 am to 12 pm.
- Only Domestic flights included.
- An airport has 3 terminals & each terminal has 5 runways i.e.15 total.
- 40% terminals are for metro to metro travel & 60% for metro to non-metro travel.
- Metro to metro flights take 20 mins to take off while metro to non-metro takes 15 mins.
- No. of seats in a plane is 100
- It is pre-pandemic scenario so occupancy rate is 70%.

## Abbreviations

1. MtoM - Metro To Metro
2. MtoNM - Metro To Non-Metro



## Caveats

Consider the number of terminals and runways; breakfast price as included in the ticket or not; occupancy per plane; duration and frequency of flights, domestic or international flights.

# Guesstimate 12

**Question :** Estimate the number of official jerseys of Indian Cricket team sold in a year.

## Clarifying Key Questions

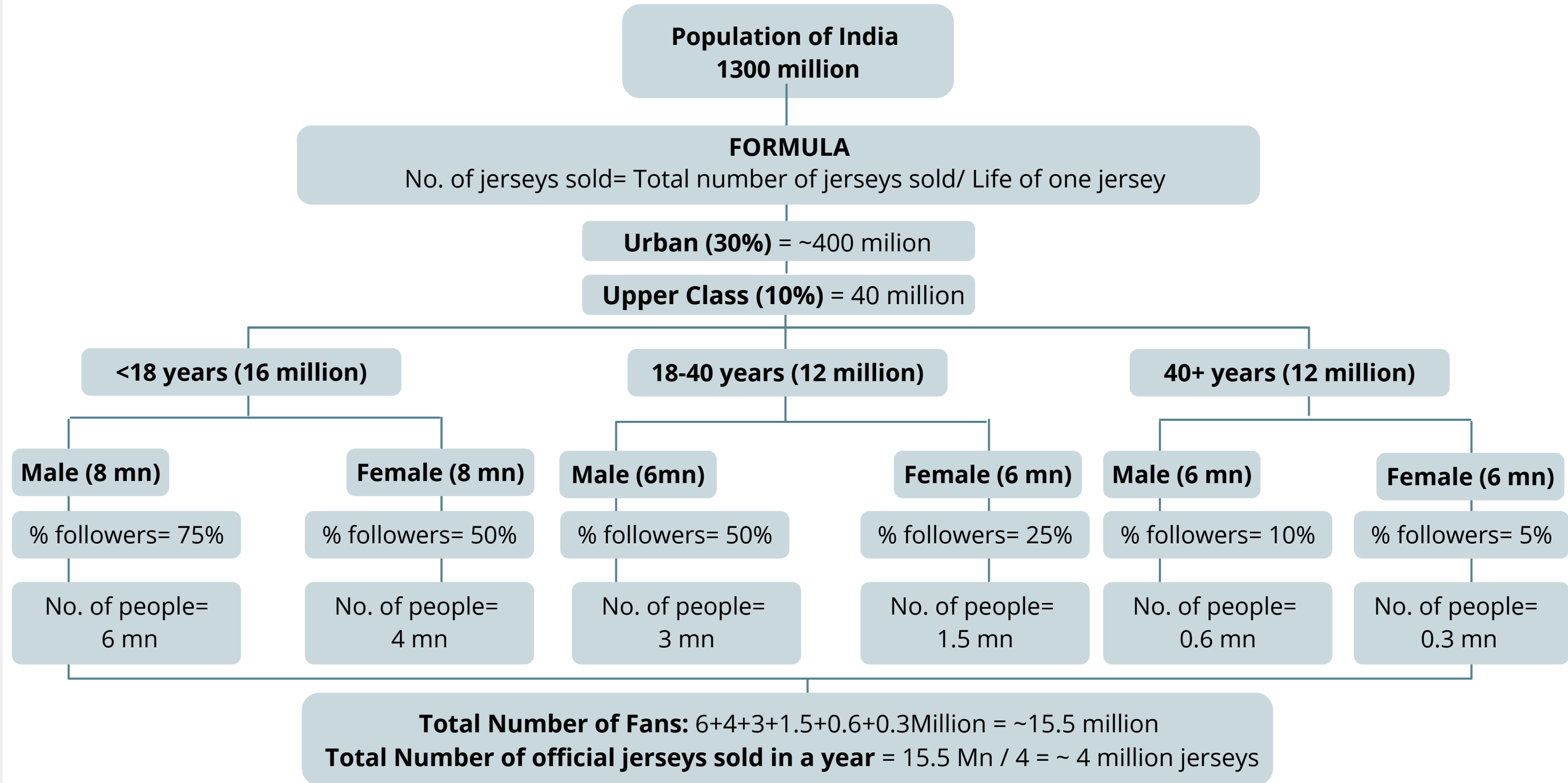
- Clarify whether to include original or replicate jersey.
- Clarify whether to consider for current year or previous year.

## Assumptions

- Considering urban areas (30%) as in rural areas, demand is negligible due to lower income and exposure.
- Only upper class (>Rs. 8000/month) will be able to afford.
- Average life of jersey: 4 years
- Male:Female = 1:1
- Age division : <18 years:40% , 18-40 years: 30% , 40+; 30%
- Males are more interested in cricket than girls.

## Abbreviations

1. Mn - Million
2. % - Percentage



## Caveats

Consider the urban-rural, income and age divide; Draw insights from personal experience.

# Unsolved Guesstimates

## Guesstimate Questions for Practice

Question 1: Estimate the number of subscribers of The Indian Express in India.

Question 2: Estimate the market for bicycles in India.

Question 3: Estimate the amount of petrol used in Delhi daily.

Question 4: Estimate the cups of coffee consumed in Kerela in last month.

Question 5: Estimate the weekly revenue of Vistara for Delhi-Mumbai leg.

Question 6: Estimate the number of Sony Bravia televisions sold in Kolkata in past 6 months.

Question 7: Estimate the number of Rs.1 coins that will fit in a standard size room.

Question 8: A global ATM manufacturer wants to enter India and is sure that they can capture 10% of the growth in market. They want a revenue of at least 2 Million rupees in 1st year. Should they enter?



# CASE SOLVING

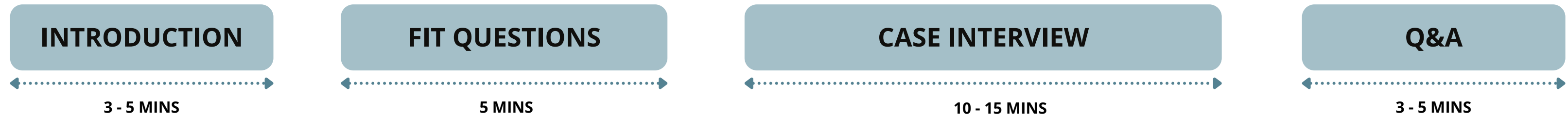
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# Case Interviews

## What is a Case Interview?

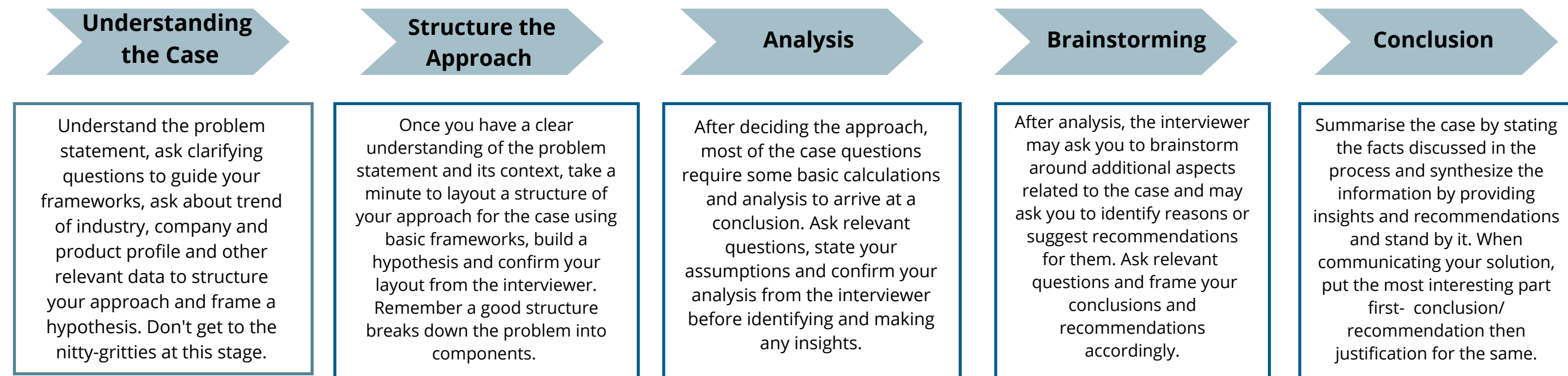
A case interview is a hypothetical business situation that is presented during an interview process wherein the interviewee is put in the shoes of a consultant and is evaluated on his/her display of core consulting skills. Asking the right questions to seek information from the interviewer, developing initial hypotheses, quantitative evaluation, brainstorming, and finally communicating the recommendations are some common aspects of a case interview. It replicates all of the stages of a three- to six-month engagement in approximately twenty to thirty minutes.



### Skills Required

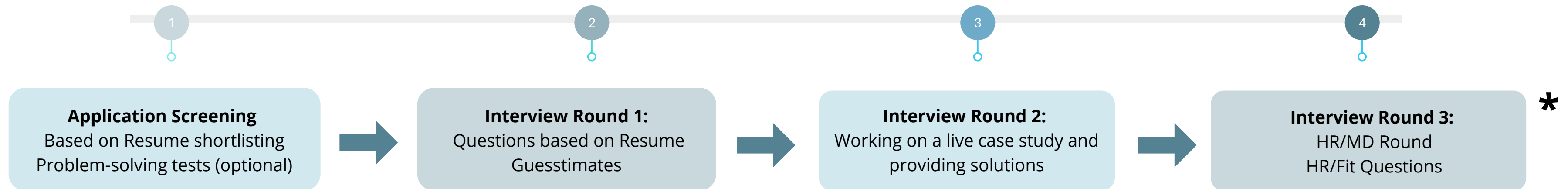
- 1 **Problem Structuring**
- 2 **Logical Reasoning**
- 3 **Analysis**
- 4 **Ability to Draw Conclusions from Data**
- 5 **Ability to Synthesis or Communicate your Conclusions**

### Flow of the Interview



- Take notes throughout the case solving exercise and be sure you understand the case question.
- Ask clarifying questions and develop, articulate a framework and state the initial hypothesis that you intend to explore through the process of case solving.
- Take time to compose your thoughts—don't just start talking and guess the numbers without thinking and layout a structure of your analysis into a clear and logical manner.
- Walk the interviewer through your thinking and explain your assumptions and don't panic.

# Selection Procedure



\*This is an ideal selection process which may vary from company to company.

## DO's ✓

- Listen carefully and interact with the Interviewer.
- Develop a layout to structure your approach using frameworks and discuss your approach with the interviewer before commencing.
- Remember to focus on high impact issues and explore variety of aspects of the problem statement.
- Try to make quick and accurate calculations supported by assumptions.
- Suggest good recommendations/ solutions.
- Always do the background check of the company and be clear with the phrases and words mentioned in your CV.
- Always brush up on some important and commonly used Quant concepts.
- Make sure that you communicate your strengths to the interviewer in a concise, factual and sincere manner.
- Remember to be thorough in your responses, while being concise in your wording.
- Always try to exhibit a positive attitude and make sure to keep eye contact.

## DONT's ✗

- Don't act as though you would take any job or are desperate for employment.
- Don't be unprepared for typical interview questions.
- Don't speak poorly about your present or former employers.
- Never falsify information.
- Try to never interpret the case objectives incorrectly. In case of any confusion, ask clarifying questions.
- Never jump straight to conclusions or guess the numbers.
- Never make hasty calculations and take time to structure your answer.
- Don't panic if the answer is not appearing apparent. Ask the interviewer for feedback and never answer in hurry.
- Try not to strongly defend your solution/recommendations if the interviewer is constantly hinting you to recheck your approach.
- Never stick yourself to a framework. Try to navigate and explore different aspects of the problem statement and be flexible with the framework chosen.
- Never be rude or arrogant in front of the interviewer.

# Case 1: Profitability- Declining Revenues- Food Delivery Platform

## Interview Transcript

Your client has a food delivery business and is facing a decline in profits since the past 6 months. Diagnose the problem and recommend a few marketing strategies for your client.

Okay. So to reiterate, the client has a food delivery platform facing decline in revenue and we need to identify the reasons and recommend marketing strategies. I would like to begin with a few clarifying questions. What is the business model of the client?

The client has a similar business model like that of Zomato.

In which geography is the company operating? Should I consider a specific geography?

It caters to pan India.

Okay. Is this decline related to few restaurants and is this a company specific problem?

The company, as a whole, is facing a decline and it is related to all restaurants.

Okay. The decline in profits could be due to a decline in revenues or an increase in costs. What has been the recent trends in revenue and cost?

The revenue has gone down while the costs have remained unchanged.

Okay. Now, I would like to analyse the reasons behind the decline in revenue. I would like to look at Internal and External factors.

Sure. You may proceed.

In terms of internal factors there could be a problem due to production, distribution or the customer pull. Has there been any change here?

The customer demand has declined for our client.

Okay. So the decrease in consumer demand could be due to decrease in marketing efforts, change in consumer preference or due to some problems in the app itself.

Why don't you look into the app and marketing strategy?

Has there been any recent changes in the app? What are the marketing techniques adopted by the company?

No changes have been made in the app. The company has been promoting itself through email marketing, word of mouth and through sponsoring events.

Now, I would like to benchmark our product with respect to the competitor on various parameters to understand why the demand for our product might have gone down.

Sure. Go ahead.

What are the customer loyalty programs that our client offers?

Their customer loyalty program includes offering discounts and rewards points to our customers. We also offer a premium membership program where the delivery charge is waived off.

Okay. So I would like to know the reasons behind the decline in customer demand which is due to changed customer preferences. Is there a problem with your customer retention program and the customer service or is there a problem with the app?

Lately, we have been receiving complaints of late delivery from our customers. Also, customers complain that the app is showing issues, namely, although they place their orders, the app does not show it or shows after a long time, the server crashes down most of the times and some of our competitors provide the feature of reservation of seats in various restaurants through their app, as an additional feature to online ordering of food.

Okay. So there is an issue with the app which is a plausible reason behind the decline. I have few recommendations for our client. Firstly, working on the issues highlighted can solve our problem. Secondly, the client can opt for promotion of their app and website through commercial advertisements on Television, through Spotify and similar apps. Thirdly, the client can get into strategic partnership with few renowned restaurants at a reasonable price, and hire some quality employees to deliver food on time along with some professional technicians who can manage the website and application. The client should make use of employment benefit programs to incentivise the employees to increase their productivity. The client can make use of any cloud platform to avail the opportunity of collaborative marketing with different brands all around India to expand outreach and to provide the opportunity of redeeming the rewards of your customers, for buying from you, while purchasing from your collaborators. This will provide the customer a star treatment, will make the customer loyalty program hyper-personalized and increase customer retention. Making use of a good CRM software to maintain a database of the customers which can remember their birthdays and other important dates if any and provide them special discounts on those days. It will personalize the user experience. Lastly, introduction of some new UX features and making your UI more user-friendly can be done.

Good recommendations. We may end the case here.

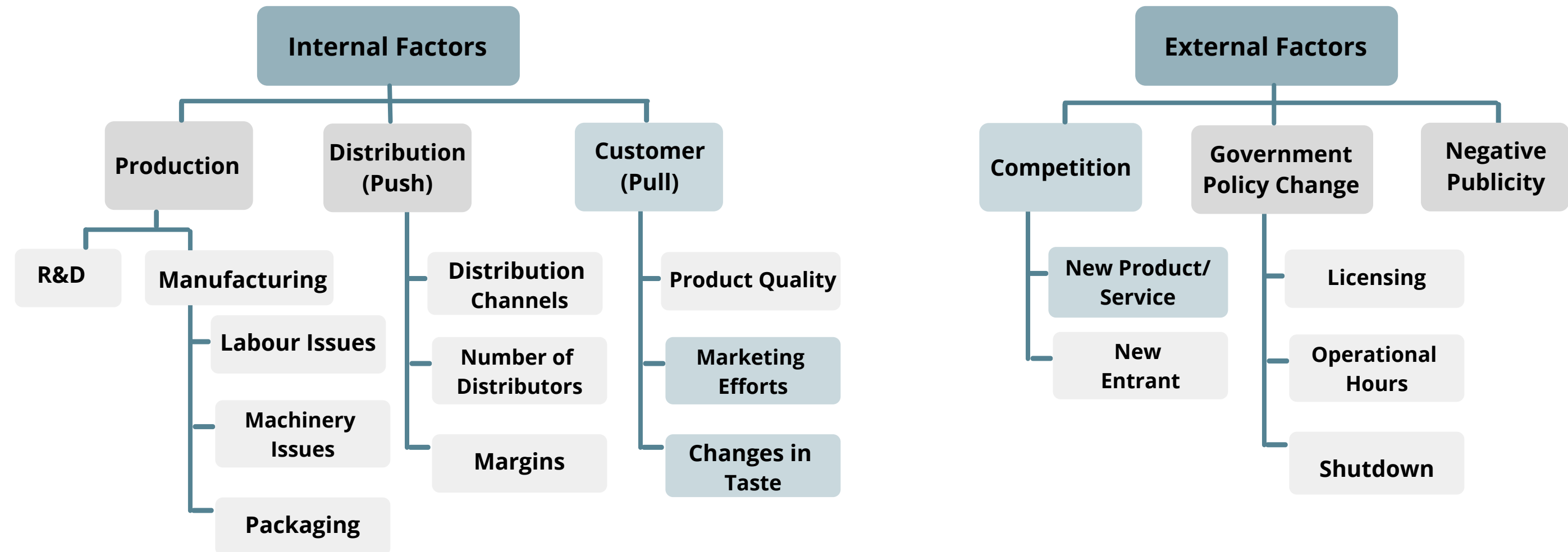
# Profitability- Declining Revenues- Food Delivery Platform

The client has a food delivery business and is facing a decline in profits since past 6 months. The client wants you to identify the reasons for the decline in profits and give recommendations for improvement along with few marketing strategies.

## Interviewee's Notes

- Food delivery platform operating pan India.
- Decline in revenue or increase in cost
- Issue in app
- Need for extensive and aggressive marketing strategies.
- Customer Loyalty Membership

## Approach/Framework



- To increase customer demand, marketing and application innovation is must.
- Change in policy by competitors play a vital role in consumer demand.
- Profitability framework applied while taking into account the internal and external factors.
- List could have been more exhaustive in some cases for example, with factors affecting distribution.



# Case 2: Profitability- Declining Revenues- Beer Manufacturer

## Interview Transcript

The Client is a beer manufacturer in India. They have been facing a gradual decline in profits from last 3-4 months. The client wants you to identify the reasons for the decline in profits and give recommendations for improving the situation.

Okay. So to reiterate the client is a beer manufacturer and is facing profitability issues from past 3-4 months and I need to identify the reasons and suggest recommendations. Could you please tell me the product portfolio? Is the decline related to all product categories?

The beer manufacturer makes several types of beer; however, the decline in profits is faced by their Premium Beer Brand.

In which geography is the company operating? Should I consider a specific geography?

It caters Pan India and some foreign markets like Nepal and Bangladesh. You may focus on India only.

Okay. I would now like to delve deeper into the case and structure it to get to the bottom of the problem. I will begin by breaking down profits into Revenues minus Costs. Next, I will identify where the problem lies and further will delve into Internal and External Factors that may have changed, altering the revenue or the cost structure. Would you like me to proceed in this way?

Yes, that sounds like a good start. You may go ahead with this approach.

I would like to know whether the cost has increased or the revenues have decreased since profits are a function of revenues and cost.

A decline in revenues is observed whereas the costs have remained the same.

Okay. Now, I would like to break down revenues into quantity sold times price per unit. Have we seen a decline in quantity sold or a decrease in price per unit or both?

The price of units has remained the same. However, the units sold has decreased.

Okay. So far, I know that the decline in profits is due to a decrease in quantity sold. Now, I would like to analyse why the quantity sold has been declining over the period of time. I would like to look at Internal and External factors now.

Sure. You may proceed.

Firstly, I would like to start with problems that could have reduced quantities sold due to internal factors. I would like to divide the factors into production, distribution push and consumers pull. Would you like me to explore all options or look into any one of them specifically?

Why don't you explain me your framework a little and I will be able to tell you more as we go along?

Okay. There may be a problem with production wherein we are not producing enough. This could be because of lack of investment in R&D, decrease in manufacturing capacity due to labour issues or machinery issues, packaging issues. Apart from this, there could be a change in distribution strategies wherein the push of products towards the market has reduced. This could be because of two reasons – either a change in choice of distribution channels or a change in the number of distributors or change in the margins given to distributors. Lastly, there is a decrease in consumer demand due to – decrease in marketing or change in taste, demographics, age or location preference.

You may focus on the consumer demand and change in demographics and state why do you think this can be a reason?

Sure. Due to a younger generation entering the market, they do not identify themselves with a Premium brand of Beer, and they may be more willing to spend on inexpensive brands. Further, I suspect that a change in demographics has also led to an increase in small bars and pubs where Premium Beer may not be offered for sale. Price sensitivity could be another added factor for the lack of demand.

Yes, you are on right path. The problem lies in the changing ideology of consumer and their preference in Beer. The current market does not value a premium Beer in the same way, and the shift towards pubs is making it difficult for people to enjoy Beer for the taste. Why do you think there was a steeper drop in profits recently?

I would now like to analyse the external factors: the introduction of new beer category by a competitor, negative publicity of our beer brand, and other government policy reforms.

That's a comprehensive list. I would like you to think about possible government policies that could have impacted our sales.

Sure. The government policy changes could be – reform in the drinking age in the country, the shutdown of several bars, wine shops and pubs due to legal or political reasons, renewal of licensing for all beer manufacturers.

Great! You are close to the answer. The government recently passed a law where all bars at a distance of 500 meters of a national highway were no longer allowed to sell alcohol causing further damage to our sales figures. What recommendations do you have for the company?

I have two recommendations. First, to address the changing preferences due to demographic change – I would recommend that the company invests in product innovation to launch a non-premium label of beer and indulge extensively in marketing the product. Further, the premium beer should be placed in upscale locations such as sports bars, hotel lounges, and high-end restaurants. This way its perception as a premium remains and the value is not diluted. My second recommendation deals with the change in law – the company can look into lobbying with the government since all companies would be faced with the problem and there is no scope to find a way around the law.

Good recommendations. We may end the case here.

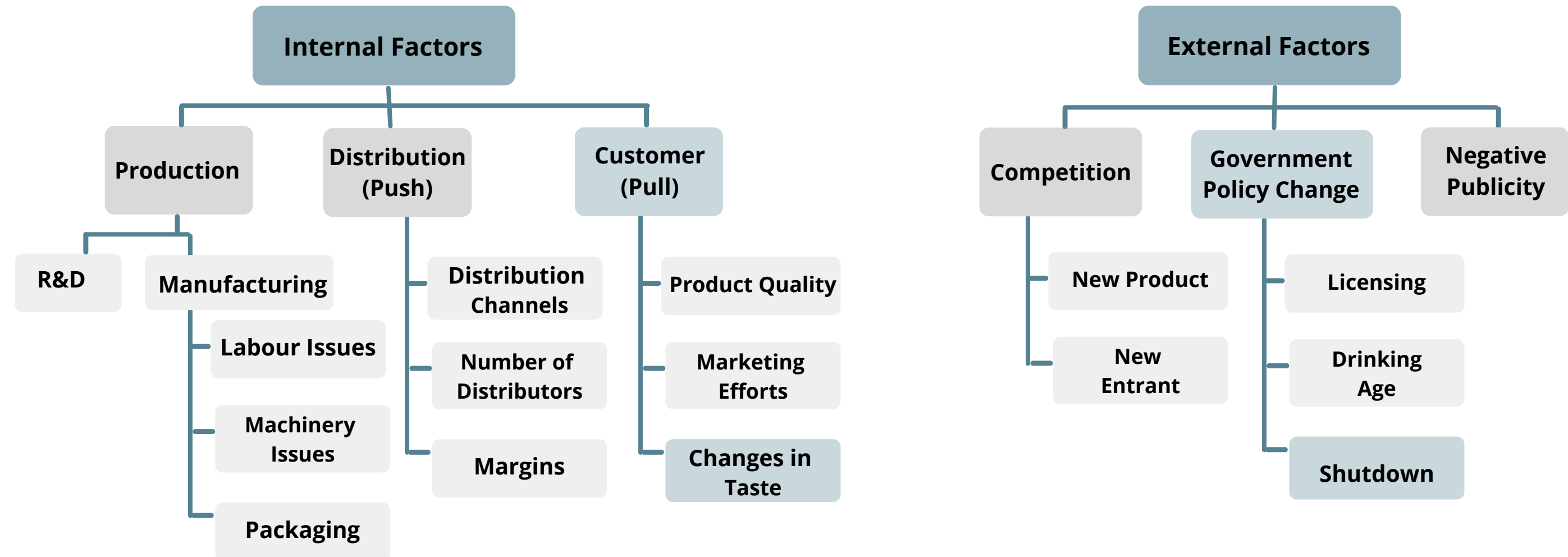
# Profitability- Declining Revenues- Beer Manufacturer

The client is an experienced beer manufacturer in India. They have been facing a gradual decline in profits recently. The client wants you to identify the reasons for the decline in profits and give recommendations for improvement.

## Interviewee's Notes

- Product Variety & Geography: Premium beers: Pan-India
- Beer industry is governed by several external factors like laws, licensing due to use of alcohol.
- Decline in revenue or increase in cost

## Approach/Framework



- For change in consumer invest in product innovation to launch a non-premium brand to cater to the changing demographics who prefer cheaper alcohol and are not keen on the brew and taste. This new product can be positioned where the current target population is most likely to visit.
- Firm can lobby with the government to negotiate with rules.
- Profitability framework applied while taking into account the internal and external factors.
- List could have been more exhaustive in some cases for example, with factors affecting distribution.

# Case 3: Probability- Declining Revenue - Restaurant

## Interview Transcript

Our client is a restaurant chain owner and has been facing decline in profits for a year now. You have been approached to determine the reasons behind the decline.

So, before starting with the analysis, I would like to ask a few clarifying questions to get a better understanding about the problem and our client. Is that okay?

Yes! You can proceed further.

As I understand, we are facing declining profitability. I wanted to understand if the problem is specific to our client or whether it is an industry-wide problem.

The problem is specific to our client.

In which geographies does our client operate? What are the products being produced?

So, our client operates in India. Their product classification is similar to that of Dominos.

Alright, so, profit can be broken down into revenue and cost. I would like to understand if the declining profits is due to declining revenues or increasing costs?

We have seen a decline in revenues whereas the costs have remained the same.

So, revenue from the restaurant can be thought of as avg. price of the meal x avg. no of customers visiting the restaurant. I will look at each of these components individually to understand the problem area. Has there been a decline in customer footfall or has there been some pricing changes?

The price has remained the same. However, the customer footfall has decreased.

Great. So far, I know that the decline in profits is due to a decrease in customer footfall. Now, I would like to analyze why the customer footfall has been declining over the year.

Sure. Go ahead.

There could be three major factors responsible for the decline of customer footfall.

1. Quality of the dishes offered by our client is reduced.
2. There wouldn't be enough staffs to serve the customer.
3. There could be problem with the sitting arrangements made at our client's restaurants.

Are the tables completely engaged or vacant during the working hours?

Our client is known for his food and services. Tables are completely engaged during the working hours of all the restaurants.

Okay. So since the tables are completely engaged during the working hours then the quality of dishes offered, sitting arrangements and the number of staff is not the issue. A possible reason can be the average time spent by the customers at the restaurant. Has the time spent by the customers increased for our client?

Yes, previously on an average, each customer spent 1 hour at the restaurant which has now increased to one and half hours.

Okay. The reasons behind this can be increase in the time interval between placing of order and its arrival, additional facilities offered by the restaurant like television or complimentary wifi or it can be the case that the customers are eating slow which is increasing their time spent at the restaurant.

Yes, the facility of complementary wifi can be a possible reason. I would like you to explore this further.

Okay. So I would like to know whether complementary wi-fi is provided by our competitors?

No, it is only client's restaurants that provide complementary wi-fi service.

Alright. Then I think we got the reason behind the declining profits. As we provide complementary wi-fi services it has increased the average time spent by each customer which in turn has led to the decrease in number of customers visiting the restaurant per hour.

Okay, So what recommendations do you have for the client to tackle this issue?

Okay. Since providing complementary wifi facility provides a competitive edge to our client, what I will suggest is that the client can limit the facility of complementary wifi for 1 hour post which charges will apply. This will help in increasing the customer footfall.

Thank you for your time. It was nice interacting with you.

# Profitability- Declining Revenue - Restaurant

Our client is a restaurant chain owner and has been facing decline in profits from a year now. You are approached to find the reason behind the decline.

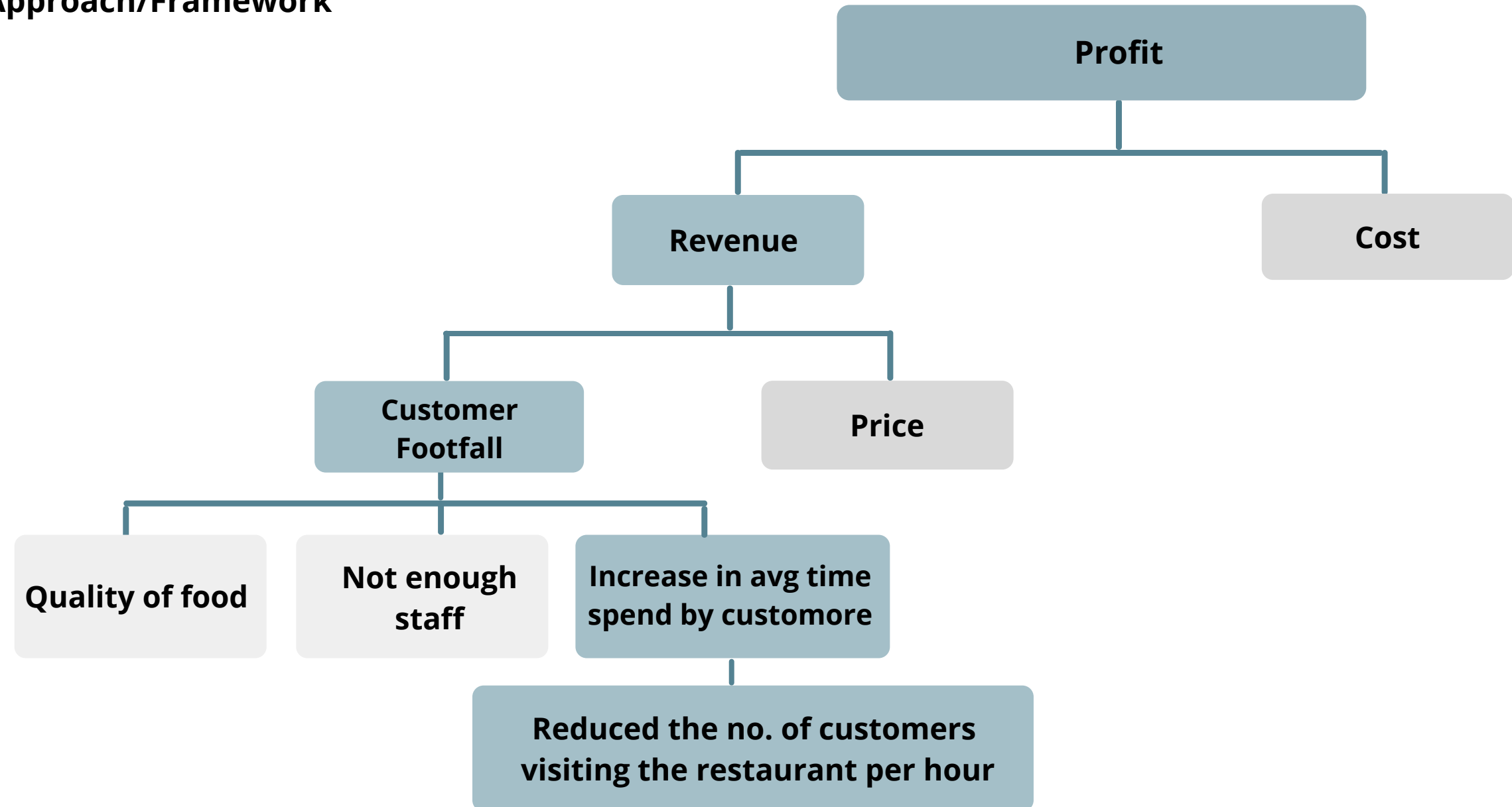
## Interviewee's Notes

- Issue with revenue
- Decline in customer footfall
- Customers are spending more time than expected
- Restaurants are providing free wi-fi
- Decreased the number of customers visiting the restaurant per hour.

## Facts

- Declining revenue
- Problem is with the all the restaurants in the chain
- No new competition
- Customer footfall is decreasing

## Approach/Framework



- Limit the use of free wi-fi for 1 hour and after that charges would be applied.
- Declining costs are majorly due to less number of customers visiting the restaurant per hour. This is due to the free wi-fi services provided by the restaurant owner.
- Once the problem is identified, it is important to figure out the reasons for the same to give recommendations.



# Case 4: Profitability- Declining Revenues– OTT Player

## Interview Transcript

Our client is an OTT player and they have recently been facing a decline in profits. You have to identify the reason for the same.

I would like to understand a bit more about the client's business. How does their business model look like? Is it similar to that of Netflix or Prime? Also, does our client also offer Originals?

Yes, their business model is quite similar to that of Netflix and they do have Originals as well.

Okay and since when are they facing decline in profits?

They have been facing the decline for last 3 months.

Is our client the only one facing this issue or the whole industry?

Only our client is facing this issue. Profits are actually increasing for our competitors.

Now, I would like to delve deeper into the case and identify reasons for decline in profits. So, decline in profits can be due to decline in revenue or increase in costs.

Let's focus on the revenue part. Costs have been pretty much the same.

Revenue can be further broken down into average price per user and number of users. Have any of these changed for our client or the competitors in the last 3 months?

The number of users has actually gone down for our client and for our competitors the number has been rising.

Okay, I would further break it down to awareness, affordability, accessibility and quality of content. Awareness will include lack of awareness about our platform which can be if the marketing budget of our competitors is significantly higher than ours. Affordability will include our pricing strategy and discounts offered by us or our competitors. Accessibility includes the user experience of our app/ website and lastly, quality of content will include the quality of web series/ movies being uploaded on our platform compared to that of our competitors. Has there been any changes here?

Yes. So, from past one month one of the competitors has offered 50% discount for users in the age group of 18-24 years which is the main target market.

Okay. Since you mentioned that this has been implemented by one of our competitors from past one month and the client has been facing decline in profits from last 3 months. There must be some other factors influencing the decline in profits. Do you want me to explore some other factors as well?

Good observation. I would like you to explore the accessibility part further.

Okay. I would like to explore the customer journey here. First of all, the user downloads our app/ visits our website so, there can be issues like size of the app maybe too large or the website might be taking too long to load, then the next step for the user is to login/sign up for an account so there can be issues like we might be asking too much details here, then the next step is the discounts & trials we offer. This would include the features, duration & various perks of the trial and then the last step for the customer is to browse through the content so there might be issues like too much buffering and the recommended content might not be according to users preferences. Has our competitor made some policy changes or is there any issue reported by customers in the application/website?

Actually, one of our competitors has increased the duration of free trials from 7 days to 14 days from last 3 months due to which a lot of users have shifted to their platform. No complaints have been highlighted.

Okay. So I believe that increased duration of free trials is definitely a cause behind decline in revenues. Do you want me to explore other aspects as well.

No. This sounds good. We may end the case here.

# Profitability- Declining Revenues- OTT Player

The client, an OTT player, has been facing declining revenues for sometime. You have been approached to find the reasons behind the decline.

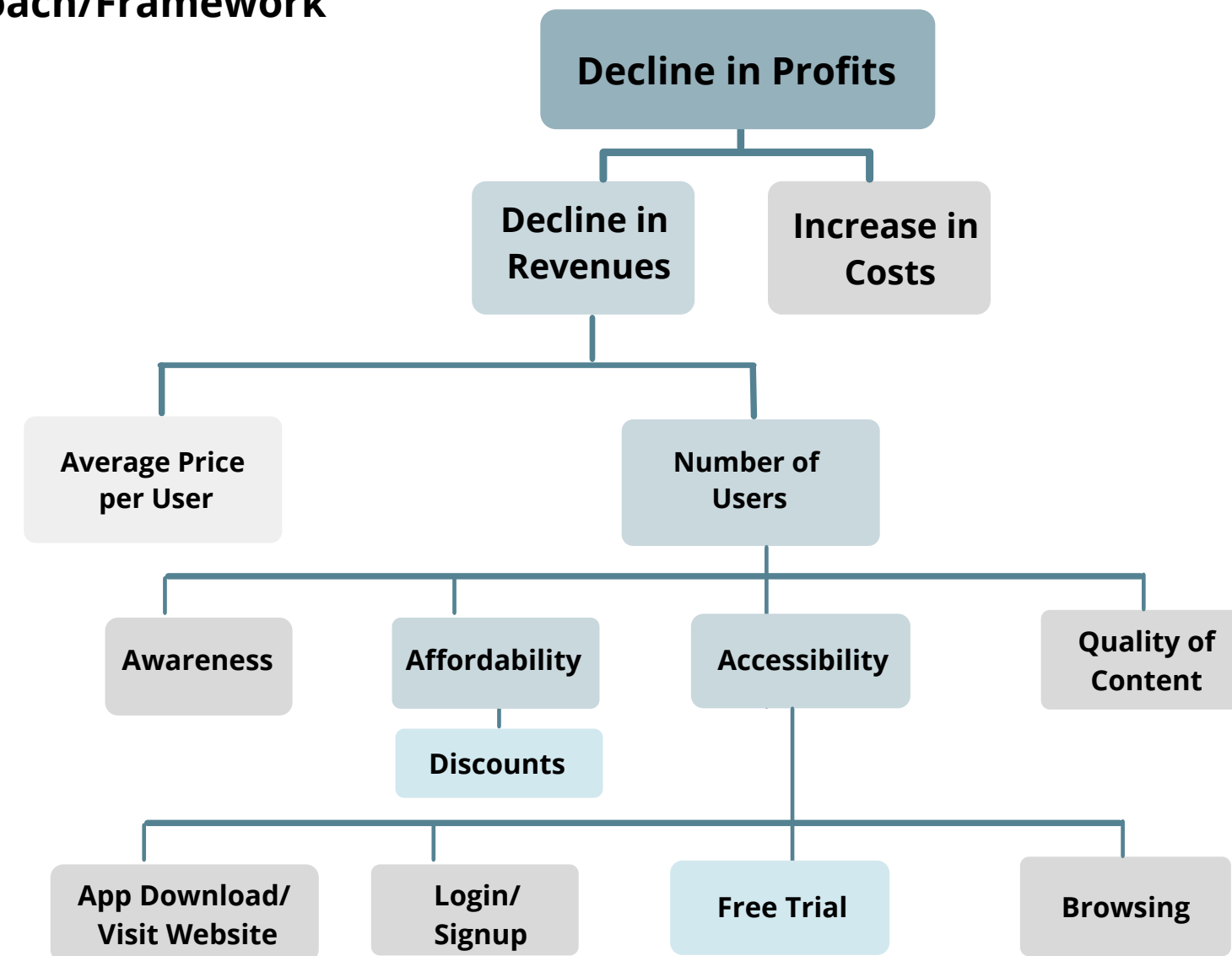
## Interviewee's Notes

- Find reasons behind declining profits.
- Business model type?
- Company specific or Industry wide?
- Decline in revenue is due to decline in profits or increase in costs.
- Awareness, Accessibility, Affordability, Quality of content
- Customer journey.

## Facts

- Major decline in 3 months in profits.
- Business model similar to Netflix and offers originals.
- Decline in respect to company.
- 50% discount to users in age group of 18-24 years.
- Competitor has increased free days trial to 14 days from 7.

## Approach/Framework



- Try to figure about the cause of decline in profits and be MECE in your approach.
- While accessing decline in revenues, always remember to analyse the accessibility part and take into account the customer journey process.

# Case 5: Profitability- Declining Revenues– Airport

## Interview Transcript

The client is a major city airport that has been facing declining revenues. Identify the major reasons for this and suggest how to improve the same.

So to reiterate, our goal is to diagnose the root cause for the declining revenues at the airport, and recommend ways to overcome the same. Any other objectives I should keep in mind?

No, please proceed.

Okay, so I would like to look at the various sources of airport revenues. They can be broadly identified as – airline domestic and cargo fees, revenues from shops and outlets in the premises, advertisement hoardings and other miscellaneous streams like parking fees and entry tickets. Is there anything else you would like to add to this list?

No, that is all about it.

Any particular segment where there is a major decline in revenue for the airport in question for me to focus on?

Yes, major problem of the declining revenues is because of shops and outlets at the airport.

Great, I would breakdown the revenue from the shops and outlets as the product of the number of shops at the airport multiplied by the total revenue per shop. Has there been any decline in the number of shops at the airport?

No, they are the same.

I will then focus on the total revenue per shop. It can be further broken down as the fixed rental plus the percentage of sales which is charged by the airport. Has there been any change in the fixed rental charged by the airport?

No, there aren't any such charges.

Was the percentage of sales as fees charged by the airport changed?

No, they were the same..

So, the issue is that the total sales of the airport shops is going down. Is that so?

Yes, it is. Why would that be?

Is it specific to any category such as food or apparel?

Consider it across all shops and stores at the airport.

Considering that it is affecting all shops, I would further break down the sales of an outlet as the product of the operating time, average waiting time per person at the airport, number of people at the airport and the average spending per person. Have the operating hours of the airport changed?

No, they are the same. Neither has the traffic at the airport or the average spending capacity changed.

So, the key issue here seems to be that the average time spent by the customers at the airport has reduced automatically leading to less time and money spent on airport shops.

Why would that happen though?

There can be three major reasons why this can happen. First, the customers are all coming in late. Second, there is an increase in the time to enter the airport due to ID check / luggage check in. Third, time spent at the security checks and boarding has gone up.

You are correct, the main issue was that there were continuous complaints that people were spending a lot of time at the security. Very good. Can you suggest on how it can be improved?

Well, I think we need to open up new security check in counters, or man the already existing ones in case they are understaffed. Temporary manpower can be used for the same till the final solution is reached.

Very well, that will be all. We may end the case here.

# Profitability- Declining Revenues- Airport

The client, a major city airport has been facing declining revenues for sometime. You have been approached to find a solution to the problem.

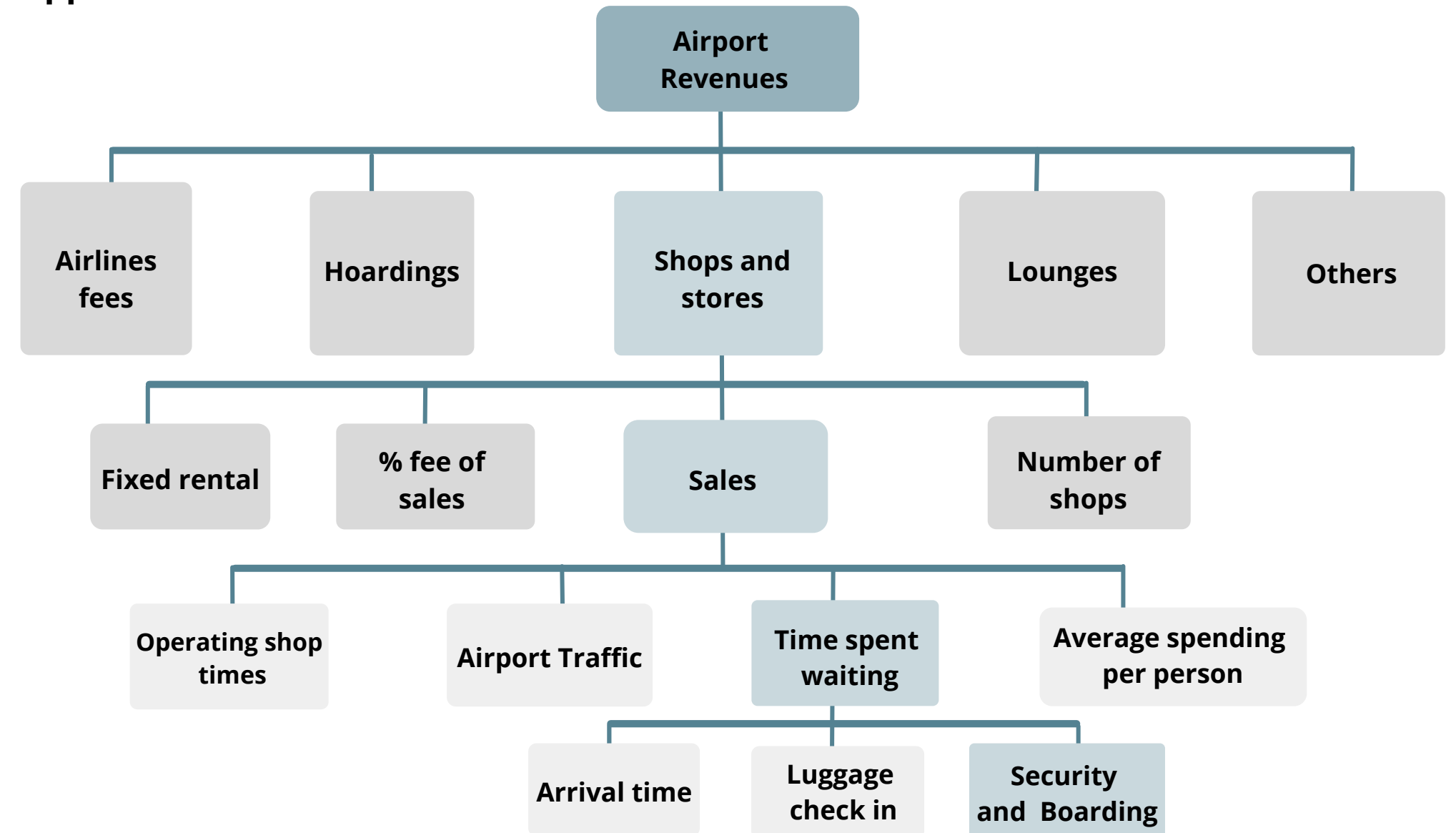
## Interviewee's Notes

- Find solution to declining airport revenues'
- Major decline is in revenue from the shops and outlets at the airport
- No change in fixed rental per shop, number of shops or the percentage fee charged for sales
- Sales declining across shop categories
- No change in airport traffic or shop operating times

## Facts

- Major decline is in airport revenues for a metro airport
- No changes in fees accrued from airlines or marketing hoardings.
- No change in accessibility to the airport to reduce traffic

## Approach/Framework



- Man the existing security checkpoints with temporary labor.
- Increase the infrastructure to accommodate the future traffic
- It is essential to figure out the key revenue streams for the airport.
- Once it narrows down to shops and stores, interviewee needs to break the revenue down into chunks for efficiently solving the problem.



# Case 6: Cost Reduction – Auto Insurance Company

## Interview Transcript

Your client (IA) is an auto insurance company operating in India and has been facing reducing profitability in the last 2 years. They have come to you for help to identify the reasons and explore possible solutions. You can ignore reinsurance for the purpose of the analysis.

Can you tell me a little bit more about the industry, and the position of IA? The kind of competition, the growth?

Sure. IA is one of the 5-6 major players who dominate the industry and hold around 95% of the market. The market has been growing steadily at around 10% p.a.

Okay. And how is the company growing? Is it in line with the industry?

The market is growing at around 10% p.a, and the company's market share is growing in almost the same proportion to that of the industry.

Alright, is this reduction in profitability only being faced by the company or by competitors as well?

We do not have very accurate data of competitors, however, reliable estimates indicate that most of them have maintained profitability levels and some have even increased profitability. What do you think are the possible causes for this?

It can either be due to higher revenues, or due to lower costs.

The industry is fairly competitive, and none of the players can get away with charging higher prices without losing out on market share. And as for number of customers, there has not been any major change as such. So you can move on from revenue.

Okay. Then I will move on to the costs side. There will be fixed costs and variable costs. Fixed costs in such a company would generally include salaries, administrative expenses, etc., and the main variable costs would be the claim costs. Am I missing anything here?

No, please proceed.

Do we have any data about these costs? Any increase in a particular cost head?

Fixed costs have been growing as per normal trends.

And what about claim costs?

IA has been seeing a rise in the claim costs over the past few years, faster than revenue growth.

Right, so would it be fair to say that it may be a major reason for the decline in profitability.

Probably yes.

Okay, then I would like to understand the possible causes of the rising costs, and why competitors are not incurring this cost. But before I go into a deeper analysis, I would just like to ask, is it possible that competitors have implemented stringent policies for claim approvals, or somehow provide lesser cover using fine print in the policies due to which the costs are lower for them?

I do not think that is the case. This would result in unnecessary loss of goodwill for the company. Further, the industry is highly regulated and all players have similar policy terms and claim processes. Hence, this is not practical.

Alright, then I would like to look at the claim costs in greater detail. Before I do that, is there any other significant cost item I am missing?

No, you can focus on claim costs.

Okay. So with claim costs, it is possible that the difference may be arising out of the difference in the customer portfolios of the company as compared to competition?

Okay, that may be a possible reason. But how will you analyse the portfolio?

We can segment customers into buckets based on :

- a. Age group
- b. Income bracket
- c. Geography and terrain
- d. Traffic in the area.

That would give us an idea of the risk, based on the general profile of the customers. So do we have any data regarding this?

Yes, so although there is a fair mix in all the buckets, the portfolio is generally dominated by people of relatively younger age groups (less than 25 years). In terms of income, IA has a large base of lower and middle level income groups. It has its operations in all major cities –Delhi, Bangalore, Mumbai, etc.

That explains a lot. You mentioned that the company has more number of customers who are young. They can be considered more risky, as they tend to be more rash while driving, increasing risk of accidents, when compared with middle aged people having families. Further, you mentioned that they do not have too many customers in the higher income brackets. Higher income groups can be considered less risky as they use expensive cars, usually have professional chauffeurs who are generally more careful. Also, it has a lot of clients in cities with extremely high and aggressive traffic like Delhi, which have higher incidents of accidents. Thus, the company should either focus on improving the portfolio mix, or should adjust premiums more appropriately to factor in the risks.

That sounds good to me. We may end the case here.

# Cost Reduction – Auto Insurance Company

You are approached to increase profitability of an auto insurance provider.

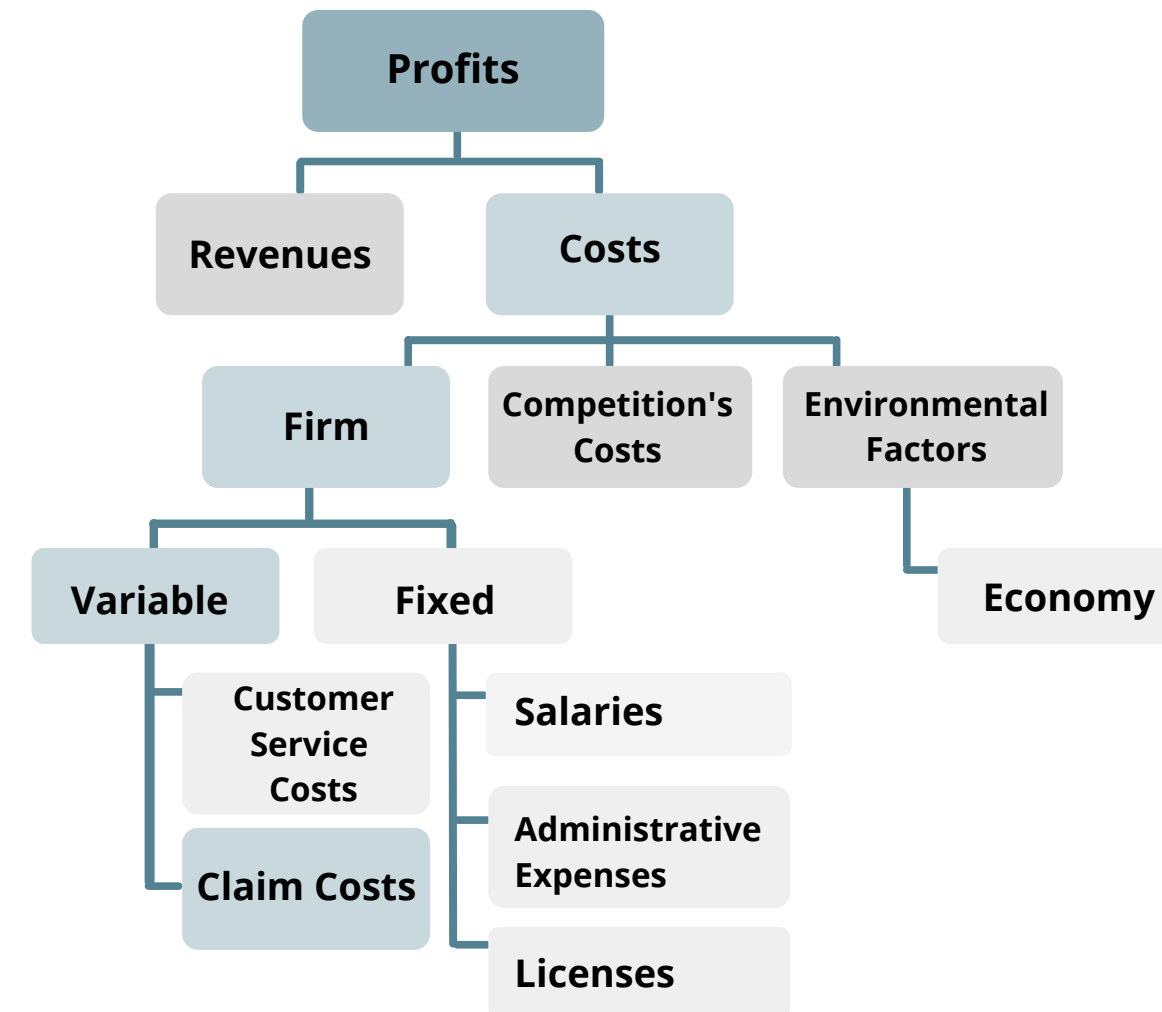
## Interviewee Notes

- Profitability changes can be due to both revenue and costs
- Since revenues have been growing in line with industry, declining profitability must be due to rising costs
- Problem is also specific to the client (not an industry-issue)
- Analyse variable and fixed costs of the client

## Case Facts

- Client is a top 6 player in a concentrated auto insurance industry in India
- Client has experienced falling profitability but competitors haven't
- Revenues have been growing in line with industry

## Approach/Framework



- The problem arises due to high claim costs. High claim costs arise due to an unfavorable customer profile mix. Thus, the company should either focus on improving the portfolio mix, or should adjust premiums more appropriately to factor in the risks. Device a structure to figure out a way to combine or coalesce the three prices found through the three methods.
- Have a clear approach.
- Look for questions before pinning down claim costs as the root cause.
- Always be MECE in your approach.

# Case 7: Cost Reduction- SBI

## Interview Transcript

SBI is our client who is facing declining profits and is unable to compete. You have been approached to find the problem and suggest changes.

Okay, so the key problem I need to focus on is finding the issue with declining profits of our client i.e. SBI. Is there any other objective I need to keep in mind?

No, please go ahead.

I'll start with a few clarifying questions. Is the problem specific to a particular branch or common to all the branches of the bank?

The problem is being faced by a specific branch located in Delhi.

Given the problem is specific to a particular branch, it is fair to assume that the problem is not faced by the banking industry in general? Are the competitors located in that region also facing similar issues?

No, the problem is only being faced by our client.

Since the client is facing declining profits, I'll analyse the profit structure of the bank and break it down into revenue and costs. Do we have any information on how our revenue and costs have been in the recent past?

Our revenues have been fairly constant. However, we have been facing the issue of increasing costs.

Okay, so the issue is on the costs side. I'll like to break the cost further into fixed costs and variable costs. The fixed costs will constitute the cost of rent, employees salaries, maintenance costs(including water, electricity etc). The variable costs would include the cost of bad debts, customer handling costs. Is there anything else I need to consider?

No, you may proceed.

Okay, do we have any information of where the costs have been increasing specifically or any comparison with our competitors?

Our rent is fairly similar to other banks, maintenance costs have also been the same. We don't have significant bad debts. In fact, our employee salaries are higher than our competitors and our customer handling costs are also increasing.

So looking first into the employee salaries, are we paying more to the employees or the number of people are more as compared to competitors?

The salary per employee is similar to the others, however, we are employing a higher number of people.

Are we catering to higher number of customers?

No, it is the same.

Then this means that we are having a higher number of employees per customer served. Can't this be reduced? Do we have employees who remain idle for most of their time?

No, the employees have been observed to be working continuously.

This means that the efficiency of our employees is less as compared to other banks. Is there any specific reason behind this?

Can you elaborate on how you'll define the employee efficiency?

Employee efficiency will comprise a number of customers served per employee which will depend on the time taken by the employee per customer and the total non-working hours.

Yes, correct. So it has been observed that the time taken by the employee per customer is high. Can you think of the possible reasons for the same?

- 1.) The employees may not be competent enough or they may be lacking the required training to cater to the demands of the customer.
- 2.) The functioning may not be divided and the customer may have to visit multiple people for performing any task.
- 3.) The employees may not be incentivised enough to work and they may be taking longer breaks.

Yes, the bank was actually facing a similar issue. The customers had to come multiple times for opening a bank account or getting an ATM card due to lack of information by the employees. We may end the case here.

# Cost Reduction- SBI

Our client is a major retail bank i.e. SBI facing declining profits and is unable to compete. You have been approached to find the problem and suggest changes.

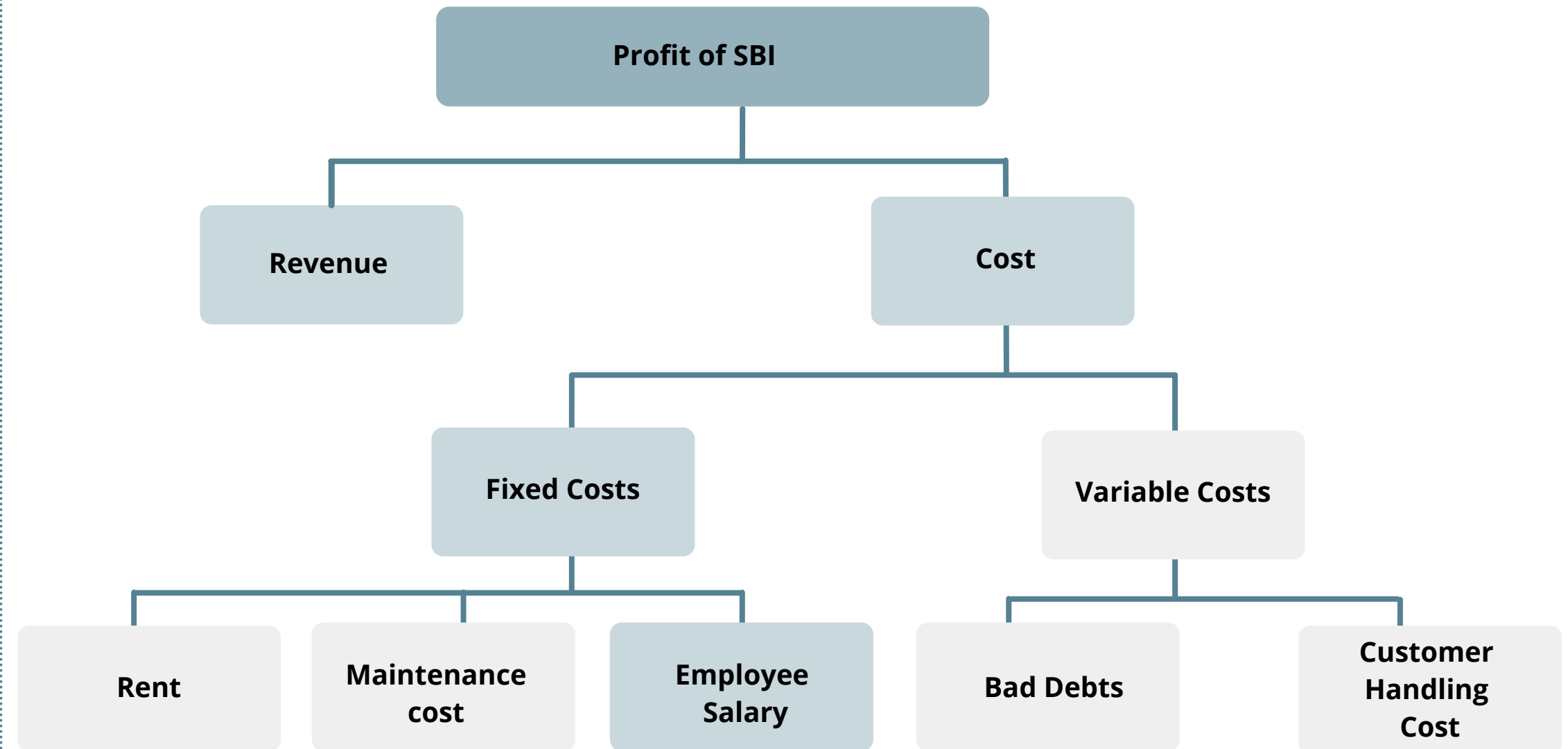
## Interviewee's Notes

- Issue with costs
- Fixed cost of employee salary higher than competitors
- Low efficiency of employees
- Multiple visits by customer for any service

## Facts

- Increasing costs
- Problem specific to a particular branch
- No new competition
- Employee salaries increasing

## Approach/Framework



- Improve the systems in place to ensure customer service is improved and time devoted by an employee decreased.
- Give proper trainings to employees and find the redundant tasks being currently performed.
- Declining costs are majorly due to higher employee salaries. This can also be figured through higher customer handling charges.
- Once the problem is identified, it is important to figure out the reasons for the same.



# Case 8: Market Entry – Solar Bulb Manufacturer

## Interview Transcript

Your client is a solar bulb manufacturer based in Singapore and wants to launch the product in India. They have hired you to suggest if they should enter the market in India.

Is there any specific objective for entering the market or is it just profits?

Yes, the client wants to maximize the profits only.

What part of the value chain are we looking to enter?

We have not decided but we would be primarily working as a manufacturer and use third parties to distribute and retail.

I would like to know in which geography are we looking to sell in?

Anywhere in India where there is a market but we expect to enter rural areas mainly.

Alright, to gauge the situation, I want to understand the product better. From what I know, Solar bulbs are charged by sunlight and do not require electricity for working. I want to know if there are different types of bulbs offered?

Your understanding is correct and for the simplicity of this case, let's assume there is only single type of bulb.

Sure, sounds good. We can analyse the situation in two parts:

- 1) Expected profits by calculating market size, market share and profit per unit.
- 2) Achieving expected profits by analyzing production challenges, distribution challenges and marketing challenges.

The structure looks comprehensive, start with calculating the expected profits.

Thank you. In terms of determining the target market, I believe the rural part of India would serve as a lucrative market for this product primarily because of lack of electricity. And as you have mentioned that we are focusing on rural market, so I will not be taking urban areas into consideration.

Sure, go ahead with this approach.

Do we have information on the price of the product offered, cost of maintenance and the competition in this segment?

We are pricing it at Rs.1000/bulb with a life of 2.5 years and the cost of maintenance is almost negligible. Also, there is no other direct player in this segment.

Okay, since the price of our product is considerably low and can easily be afforded by the families living in rural areas. But I would like to calculate the number of households and make certain assumptions based on income groups.

Sure.

**\*Refer the chart in the hypothesis section.**

Below poverty line: They have an average income of Rs.3000 with almost no savings. So they won't be able to afford the product.

Lower Middle: Assuming avg. income of Rs.10000 pm with considerable savings to meet some long term needs, we can assume that 40% will be willing to buy. (Lets assume that they can afford only 1 bulb)

Middle Class: I'll assume average income of Rs.20,000pm and savings of around 30%. 70% of them would be interested. They can potentially even buy two bulbs, say 50% of the families.

$(50\%) \times (1) + (50\%) \times (2) = 1.5$  bulbs per family

Total bulbs

Middle class=  $70\% \times 22.5 \times 1.5 = 23.625$  which is equivalent to 24mn

Lower middle class= 12mn (40% of 30mn)

Total= Middle class+ Lower middle class = 36mn

I would like to know the cost per unit.

It is Rs. 800.

Okay. so this means that profit per unit will be Rs. 200.

Hence our expected profits are= 36mn bulbs\*Rs200= Rs. 7200mn

Since the lifespan of the bulbs is 2yrs, we can look to achieving this number in 2-3 years and then get re-buyers subject to improving electricity outreach and changing income groups.

That's okay you don't need to analyze the re-buyers bit.

Alright. Now should I see the prospective ways to achieve these profits.

No its fine. We can close the case here.

# Market Entry – Solar Bulb Manufacturer

A solar bulb manufacturer based in Singapore wants to enter Indian market. Should they enter?

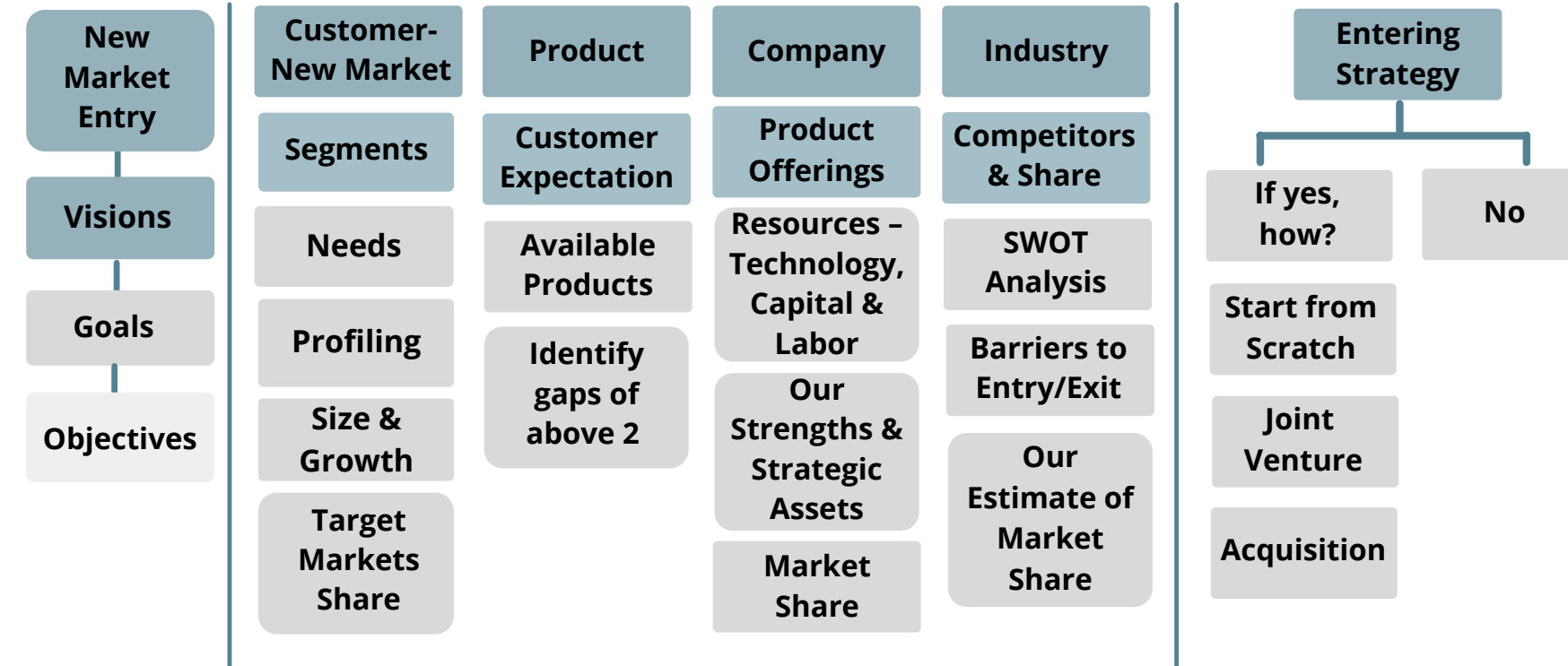
## Interviewee's Notes

- Understand the vision/objective of entering the new market along with product characteristics and pricing.
- Determine Target Geography; based on this decide and analyse the feasibility.
- Identify potential problems/barriers that company may face while entry.

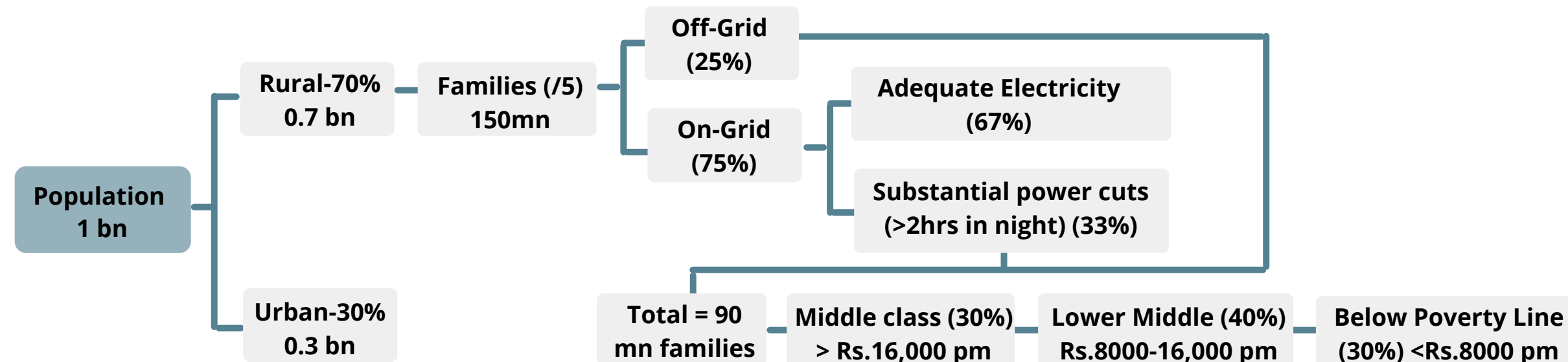
## Facts

- Client is a Singapore based Solar Bulb Manufacturer, looking to enter Indian Rural market.
- Price is Rs.1000 and cost is Rs.800.
- Life of bulb is 2.5 years.

## Approach/Framework



- Identifying electricity availability is an important factor.
- Calculation of revenue for maintenance and price can be done separately.
- Alternative available products (like torches, candles, etc) can also be taken into consideration because there was no direct competitor.
- The client should enter the Indian market in this case.



• For simplicity in calculation, population of India is taken as 1 billion instead of 1.3 billion.

# Case 9: Market Entry – Electric Bus

## Interview Transcript

The client is an international manufacturer of Electric Buses and has a substantial presence in the European market. The client is impressed by the initiatives taken by the Government of India (GoI) to promote the usage of Electric Vehicles (EVs). You have been hired to find out if the client should introduce these buses in India.

I would like to confirm if I have understood all the critical aspects of the client's situation. Our client is an electric bus manufacturer who has a substantial presence in other markets, so I am assuming that their buses are beyond the technical feasibility stage and are compliant with the stringent European environment laws. We need to see if this product can be feasibly launched in India and evaluate the market characteristics to analyze if this would be a good move.

That's correct. The client does not face any regulatory barriers to entry in India. You've understood the situation well, how do you propose going about the solution?

Since this is a new product in a new market, I would like to structure my discussion around the product characteristics (development and customization) for the Indian market. If the introduction of the product is feasible, I'll move on to the launch (competition, challenges, distribution and promotion) part of the case.

This sounds fine to me.

To start with, can you tell me something more about these electric buses? How are they different from traditional fuel-based buses?

There are quite a lot of differences between these buses, but to help you out, I'll point out a few major ones – the major difference is that these buses produce less than 90% greenhouse gases as compared to traditional buses. These buses also run on electric batteries, which means that these buses can run 150-200kms in one charge.

That is good. It gives us the advantage to position our product as an environmentally-friendly alternative that can be used for an extended period of time. I would also like to understand how has our client priced these buses in their existing markets.

They are selling these buses at approx. 1.6 times the price of fuel-based buses; however due to the presence of heavy environment taxes, many companies prefer to buy these buses in the long-run.

That might be a problem for us. Since these are short-to-medium distance buses, they would be used mostly for intra-city travel, and private/public bus-operators won't accept a more costly option until they don't have a similar incentive.

That's a fair point. Assume that the government is providing a 5-year tax holiday to companies investing in the electric vehicle industry and would give special tax breaks to private operators who promote environmentally-friendly buses.

Ok, this means that our major target customers – both in the public and private sector - are receptive to the product. Can you also tell me if there are existing EV bus operators in India?

No, the client would be the first-company to introduce such buses.

That does play for and against us. Its good for us since we would have the first mover advantage and will be able to capture more market, but it might play against us because the infrastructure required to support these buses may not be present and awareness of the EV buses might be low. Can you also tell me what is their target region or cities in India?

Assume that the company will initially operate only within Ahmedabad, and has the capital and resources for this. Given this information, can you suggest some company and market specific strengths and possible problems that the company might face.

(Draws and discusses SWOT table) To summarize, the company has the requisite experience to manufacture and customize these buses, and the environment-friendly policies of the government, and the associated financial incentives, are a good reason to expand into India. The growing urbanization in India, and the large population that uses public transport, also justify the need for a product that can meet demand without compromising the environment. However, there are certain major problems/barriers as well – oil is currently at its lowest price in over a decade, which may make it difficult to convince operators to switch to these electric buses. Also, the high-price of these buses, the lack of charging infrastructure and operability for a short distance (before being put to charge again) are some other problems that the company might face. One other major problem that I foresee is that tenders in the public sector are often offered to lowest-bidders, and if the client can't match the prices of its competitors, then it won't get business from the public sector companies operating in the transport sector.

Ok, that sounds like a detailed analysis. Based on this, what is your recommendation?

My final recommendation would be not to introduce these buses in India since current industry landscape and market conditions are not favorable for such a move. However, in the near future, once the government policies become more supportive and the market conditions change to favour EVs, the company may reconsider its position on entering the market.

Very good. We may end the case here.

# Market Entry – Electric Bus

The client is an international manufacturer of Electric Buses and has a substantial presence in the European market. The client is impressed by the initiatives taken by the Government of India (GoI) to promote the usage of Electric Vehicles (EVs). You have been hired to find out if the client should introduce these buses in India.

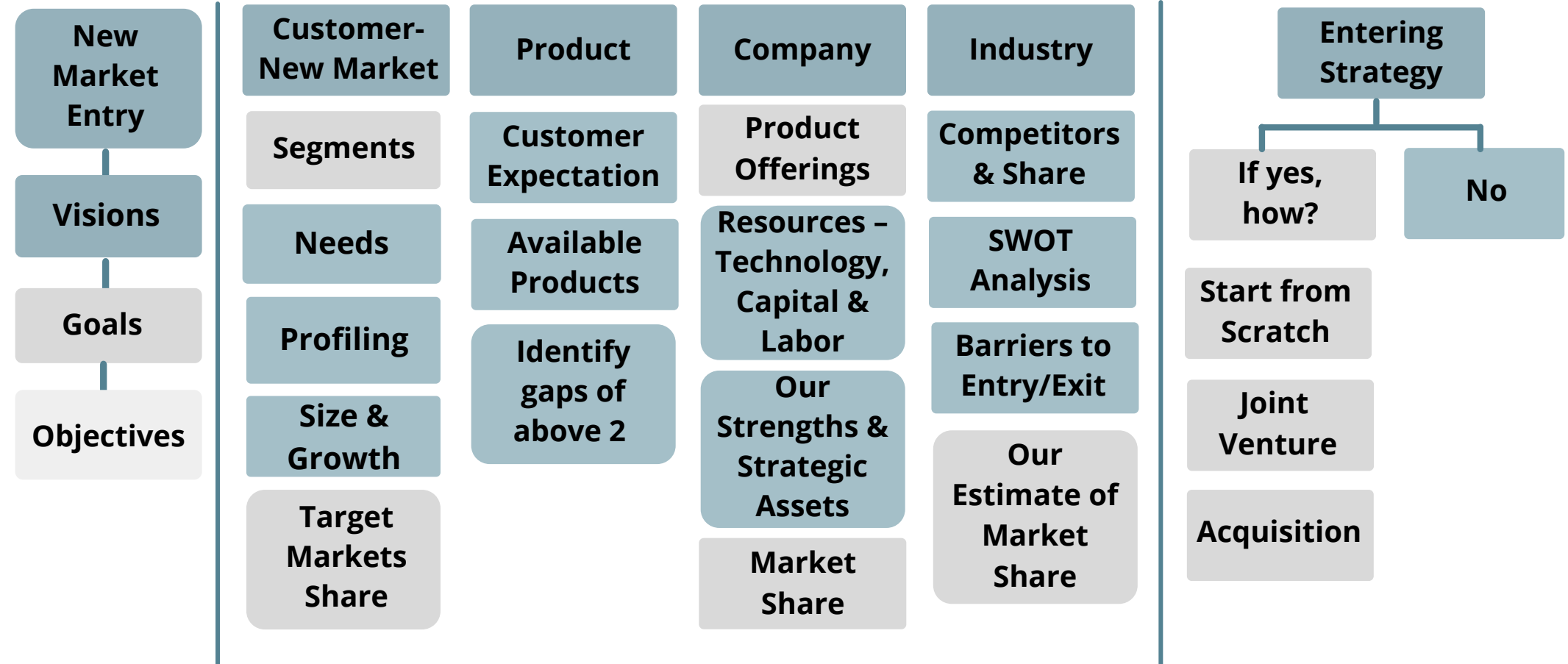
## Interviewee Notes

- **Customers** – Target customers may be receptive of the Electric buses due to financial incentives promised by government
- **Competitors** – There are no other direct competitors – first mover advantage but that means proper infrastructure to support these buses is also missing
- **Industry** – Lowest prices of oil in over a decade; tenders often offered to lowest bidders in public/transport industry

## Case Facts

- Client is a manufacturer of Electric Buses and has a substantial presence in Europe – product is beyond technical feasibility stage
- These buses produce less than 90% greenhouse gases as compared to traditional buses
- Buses run 150-200km on one charge
- Client is currently selling buses at approx. 1.6 times the price of fuel based buses

## Approach/Framework



- The client should not enter the Electric Bus market.
- While the government has introduced various incentives to promote these vehicles, the current business environment and market conditions don't support entering into India.
- In the near future, once the government policies become more supportive and the market conditions change to favour EVs, the company may reconsider its position on entering the market.

## SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Technical Expertise / First mover advantage	Lack of charging infrastructure	Large population using public transport	Other Foreign/ Domestic Players
Saving on Fossil Fuel costs / pollution	High Price of Electric Buses	Increased Urbanization and Acceptance of EV/Buses	Growth of other Public Transport solutions
Government Policies	Short-Medium distance use only	BRTS Infrastructure	Global Crude Prices – all time low



# Case 10: Market Entry-Insurance Company

## Interview Transcript

Written problem statement handed to interviewee.

Could you give me some additional information regarding the case? What is the primary objective for entering the home insurance segment?

The client believes that there's a real-estate boom happening across India, and hence a potential market that is expected to grow substantially in the coming years.

Okay, so they're concentrating on the growth of the housing market. What products are they planning to sell in this segment?

Their home insurance products would not only be limited to new houses but would also be relevant for renovation of existing houses.

So ideally we'll be looking at not only people who own houses, but also people who are planning to buy new homes. Can you tell me a bit more about the current competition in this segment?

There is low penetration; not many companies have ventured into this segment.

That's great. So we don't have to fight competitors to grow our share. We can build our customer base from scratch. Can you tell me what kind of clients are we planning to sell our products to?

The company hasn't decided this yet and would like to know your thoughts on this.

I would start by segmenting the Indian population in terms of their income groups in the rural and urban market. Since the company wants to enter the home-insurance market, initially, it can ignore the rural population since home ownership among this population is low. In terms of the urban population, I would segment this market according to income groups.

That's right. What segment should the clients target?

Very few people in the low-income segment would own a house, whereas for a middle-class person, buying a house is a dream. So there would be a large portion of the population in this segment who would be thinking about purchasing a house. Also, the individuals in this segment are more risk-averse and would want to protect their house with insurance. People in the high-income segment would also be interested in our products. Therefore, the client should target the middle-income and high-income groups.

(The interviewer questioned the assumptions for each segment)

Moving on, assume that the client has decided to enter this market. How would you roll out the products to their intended customers?

As the client is already present in the life and health insurance segment, it would have insurance agents on the ground. So, my first move would be to educate the agents about our products through training programs in main cities in the first couple of months. Initially, we can go ahead with the existing agents then over the period we would look to hire specialized agents.

Training the sales people is good, but how would that ensure that customers buy these products if they aren't interested in them in the first place?

If the penetration of home insurance is low then either the people don't know about these products or they don't trust them. So, we need to educate them about the importance of getting their home insured. We will reach out to these customers through home builders and contractors. We can also tie-up with banks, who can inform clients about home insurance while giving out home loans.

Okay. Do you see any other roadblocks or pitfalls of your roll-out plan?

The roll-out would be slow and gradual. Since our current sales force is trained to sell health & life insurance products, they would need training regarding the home insurance products. Also since we are educating the masses, then we are also educating them for the competitors. So even if the competitors have marginally better prices, then people would go for them as people in this segment would be price sensitive.

What analysis can you do that would help the CEO to take much more decisive action?

We can do the "customer lifetime value analysis" by taking into account their acquisition cost and the revenue earned per customer over their lifetime. This will give an indication to CEO if this segment is worth entering. We could have also explored the option of acquiring any existing player.

I think we can stop here. Thanks a lot for your time. I liked the way you approached the case.

# Market Entry- Insurance Company

A foreign insurance company has observed very low penetration of home insurance in the Indian market. It already has its presence in the health insurance and life insurance segment in the Indian market. It is planning to enter the home insurance category. You have to build a go to market strategy for the client.

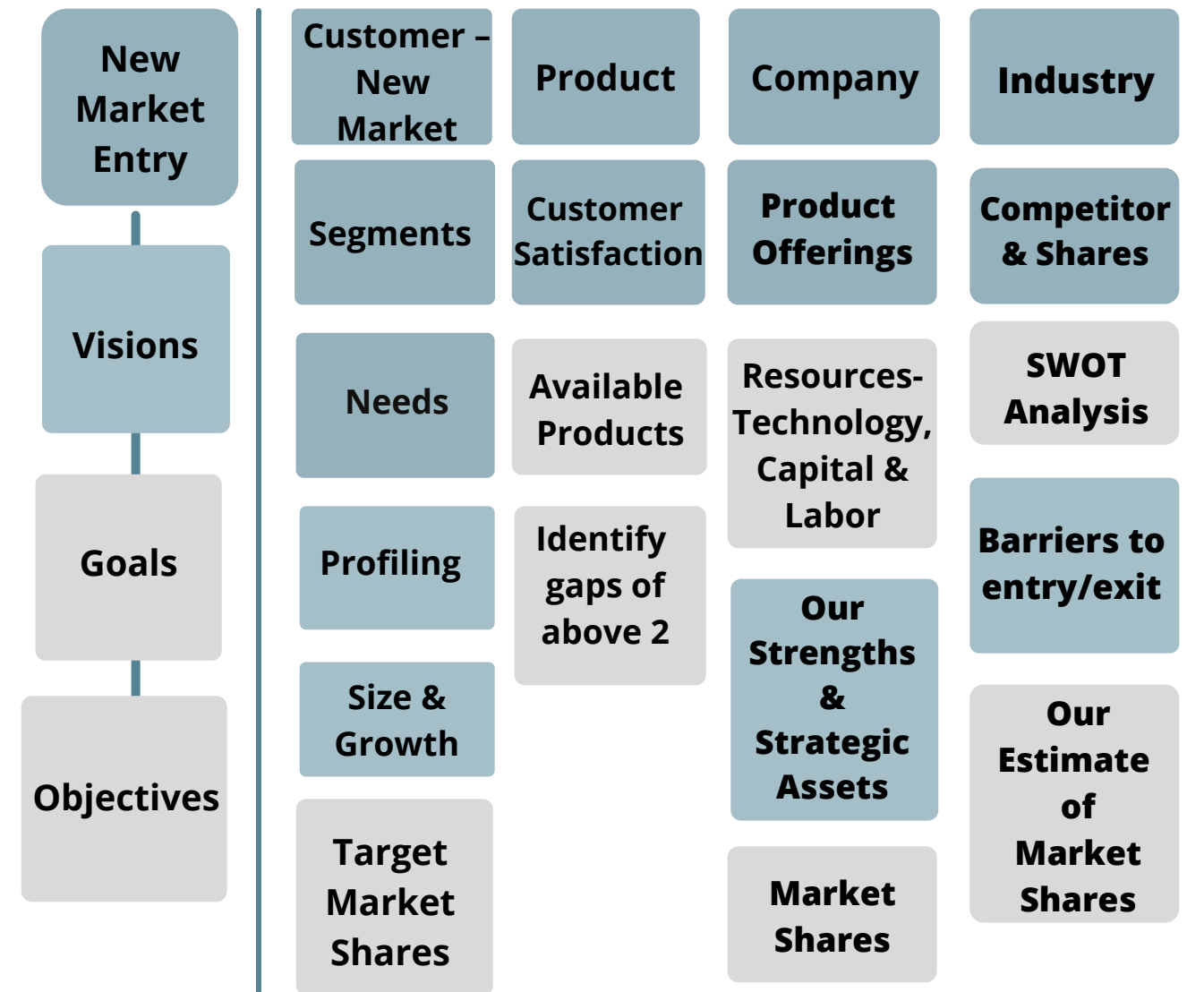
## Interviewee's Notes

- Understand the vision/objective of entering the new market
- Determine Target Segment; based on this try to determine how to plan for a successful product offering using the 4 P's of marketing: Price, Product, Promotion and Place
- Analyse how to use current strengths (industry presence)/resources (sales people) to expand into the new market
- Identify potential problems/barriers that company may face while entry

## Facts

- Client is a foreign insurance company, and is already present in the health and life insurance segment in the Indian market
- Low penetration in the home insurance segment

## Approach/Framework



- The client should enter the home-insurance segment.
- They are already present in the health and life insurance segments, and can leverage their existing salesforce to introduce home insurance products to their clients.
- The real-estate industry is projected to grow; also the home products cover both new and existing houses, thus making the Urban Middle and High-Income group as the preferred target segment.
- Training their sales people and customers, developing a specialized sales team and collaborating with builders and banks is essential to the successful rollout of home-insurance.

# Case 11: Pricing- Train Ticket

## Interview Transcript

How would you price an express train seat ticket running from Mumbai to Ahmedabad?

To reiterate the statement, we have to determine the cost of a Train Ticket running from Mumbai to Ahmedabad. Is that right? May I ask a few preliminary questions?

Yes that's correct. Go ahead.

What is our end objective while pricing the train ticket? And how much time does the train take to make a trip?

We have to recover the total costs in 10 years of operation. The train makes a one side trip in 1 day.

Interesting! Is the train operational on all days of the month? Also how many seats are there in the train?

The train will run for 28 days every month with 75 total seats.

From my personal experience, I have noticed that trains are usually full. Especially the express ones. So we can assume occupancy rate to be 100%. Is it fair to assume that?

Yes. That's a fair assumption.

Okay. The total cost in 10 years that we will have to account for is Total Cost = Fixed one time cost + Total operational costs. Could you tell me how much these costs would be?

The cost breakdown is fine. It would cost around INR 400 crores to get the train ready and INR 5 crores per year to operate it.

Alright! So the total cost that we need to recover is Fixed Cost + (Time\*Operational Cost);  $(400 + 10*5)$  crores i.e. INR 450 crores in 10 years. The price of the ticket would be = Total Cost to recover/(Seats\*No. of operating days in time) Is that correct?

Yes, that is correct.

Alright! So the price of the ticket comes out to be  $450/(75*10*12*28)$  crore INR which is nearly equal to 17,860 INR.

Yes. But the price is a little costly as compared to other options that people have. Could you tell me some strategies to reduce the ticket price?

Sure! We could look into 2 broad categories: Outlets & Advertisements.

We could allow food, stationery & other shops and charge them for it. Advertising brands through banners on station and train could also help in reducing the price.

Great! How would you price if we aren't sure about costs?

We could benchmark the train against our major competitors i.e. Buses & Airplanes and price accordingly. Do you want me to look into that?

No, That's good enough. Thank you for your time. We may end the case here.

# Pricing- Train Ticket

You have been approached to decide the price of an express train ticket running from Mumbai to Ahemdabad.

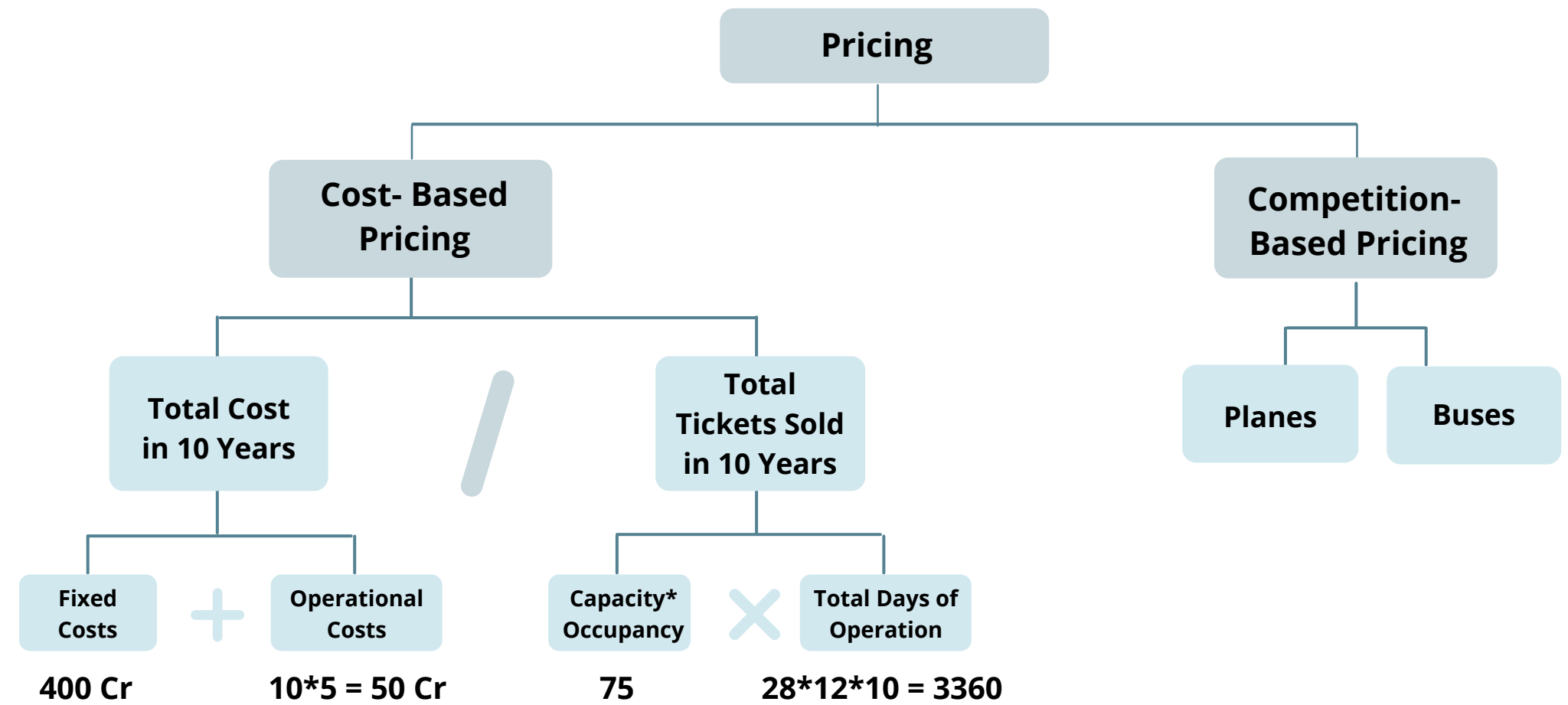
## Interviewee's Notes

- Aim is to break even in 10 years of operations
- It takes 1 day to make a one side trip
- Pricing for back trip is taken same
- Occupancy can be taken 100% for express trains

## Facts

- Fixed cost of Train = 400 Cr
- Operational Cost/year = 5 Cr
- No. of seats = 75
- Operational days/month = 28

## Approach/Framework

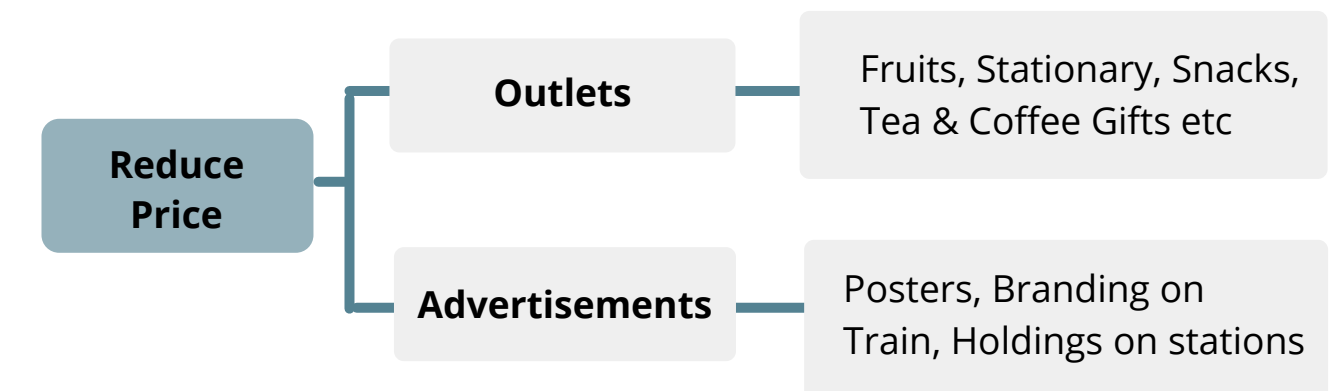


## FINAL CALCULATIONS:

Total Costs = 400+50 = **450 Cr**

Total Tickets Sold = 75\*3360 = **252000**

Price of Ticket = (450/25200) Cr  
= **17860 INR**



- Clarify the end goal from the interviewer before delving deeper into the case.
- Incorporating own travelling experience to make more accurate assumptions
- If the pricing comes out too high, try to look for strategies to reduce it to fetch brownie points.



# Case 12: Pricing-Residential Complex in Mumbai

## Interview Transcript

Your client is an upcoming builder in Mumbai. He has recently built a small housing complex and wants to figure out how to price the apartments. Help him decide a price.

To reiterate, the client has recently build a housing complex and wants to decide the price per apartment. Before beginning, I would like to ask a few clarifying questions. So, I want to understand a few aspects about the complex. What kind of a locality is it located in and how crowded is the market in that region?

The complex is in the outskirts of the city close to the Mumbai-Pune Highway. It is an upcoming region which the client has managed to make headway into before any other builder. There are just a few offices and shops coming up near by, but we are the only housing complex option in that region.

Okay. So, how many apartments and buildings are there in the complex?

There are 7 buildings with 45 apartments each.

Okay. So 315 apartments. I would like to know whether these apartments are segregated into different categories? If yes, what are the kind of facilities offered by each of the categories? And what is the size of each apartment?

There are basically two types of apartments- economic and luxurious. For the sake of simplicity, assume all the apartments to fall into the economy category and that the amenities are at par with the industry standard. A single apartment is on an average 2300 square feet.

Okay. Next I would like to know how much has the builder invested in this project and what is the gestation period he is comfortable with?

The builder has invested 150 crores and expects a 11-12 year gestation period.

Now, I will like to look at three kinds of pricing and then take a decision on which pricing method to go ahead with. I will look at cost based, competitor based and value based pricing.

That sounds good. Let's look at cost-based pricing first.

The price would be such that the profits generated give a 0 NPV when discounted with our desired growth rate. Since the number of flats occupied will increase gradually, for each year, we will essentially take: number of flats occupied \* price/sq. feet \* 2300 sq. feet.

Okay, and what would be the questions you would consider with regard to the competitors?

For this, I would find the competitors' prices and costs in the economy category to gauge their margins. Moreover, I would compare their offerings with ours to see if they offer more or less for unit price.

Alright. What about value based costing? What questions would you want to ask in this regard?

I would like to know the reason for choosing the outskirts for the project? Was the builder expecting any infrastructural facilities or any kind of positive externalities from this area?

Well yes, a metro project along with some commercial complexes has been announced by the State Government, which would make connectivity with the main city quite easy. Moreover, the Metro station would be exactly in front of the housing complex.

Okay. Then that can certainly be a reason to add a premium to the competitor- based pricing I had discussed earlier, assuming the competitors don't offer this advantage. Therefore, I would price the apartments at a premium above the competitors' prices, with an overall constraint of keeping prices above or equal to the cost-based rate that was computed.

That sounds fair. But can you compute how much premium we can add because of the proximity to the metro stations?

Well, I can compute the monetary and non-monetary costs saved by a resident due to the availability of the metro lines, multiply it by the % of people that will actually avail this benefit and then divide this total figure over all the occupied apartments to get the premium per apartment.

Sounds promising. We may end the case here.

# Pricing-Residential Complex in Mumbai

An upcoming builder has approached you to help him decide per apartment price for his housing complex in Mumbai.

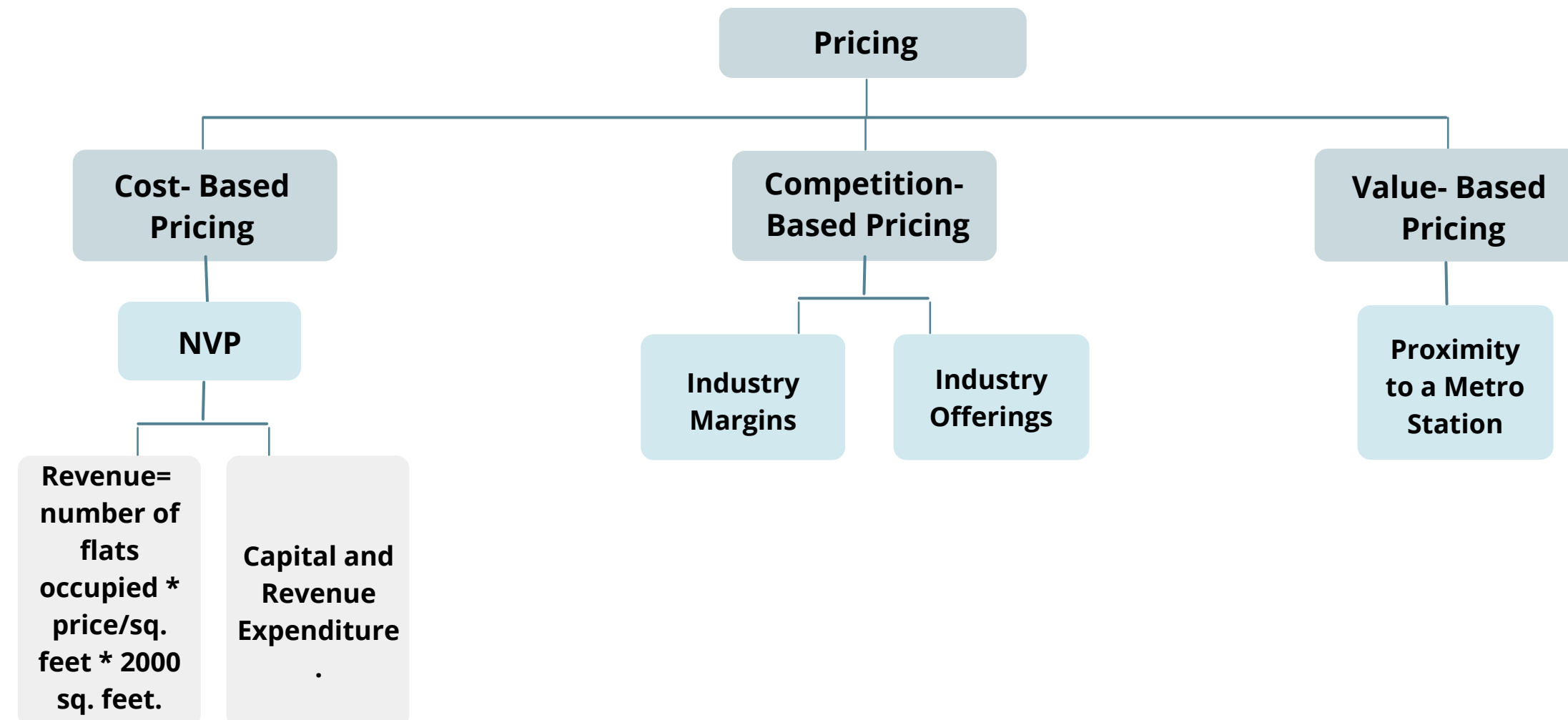
## Interviewee's Notes

- No differentiation in category of apartment
- First movers advantage
- Analyse Cost & Competitor
- Regulatory Concerns : No
- Amenities : Metro Station

## Facts

- 7 buildings x 45 apartments/building =315 apartments
- Located nearby Mumbai-Pune Highway
- 11-12 year gestation period
- Investment 150 crores

## Approach/Framework



- Before beginning the case, try to understand the client's requirement and ask clarifying questions before going on to form a structure.
- Device a structure to figure out a way to combine or coalesce the three prices found through the three methods.
- Delve deeper in the case and try to figure out whether the price is sustainable or not.

# Case 13: Growth Strategy - Pharma company

## Interview Transcript

Your client is a pharmaceutical company in India. You have been approached to increase their sales.

Could you please tell me what is the business model and product portfolio of our client?

What can be the product categorisation?

They can be producing either generic medicines, medicinal products under their brand name or medicinal concentrate for other companies.

Let's consider that the client manufactures both generic and branded cardiovascular and diabetes medicines. How would you proceed with the case?

Ok, so I would split the options to increase sales into exploring existing business or exploring new business. Within existing business I will look at options to increase volume or price and within new business I will consider M&A, entering a new geographical market or introducing a new product.

Yes, this sounds like a good structure. You may start with the options related to the existing business.

To evaluate whether a price increase is possible, I would need information about the price sensitivity of the firm's customers. Do we have information regarding this?

Yes, since the firm operates in India, a developing country, the customers are price sensitive.

Based on this, I conclude that a price increase is not feasible. Let me discuss the options to increase volume. To analyse the options thoroughly, I would require information about the customers or products.

Sure, the pharma company serves two types of customers which are large and small customers. The large customers are hospitals and pharmacy chains while the small customers are small pharmacies.

Thank you for the information. Do we also have information about the profitability, growth and competitive landscape for the 2 type of products?

I don't have information about the competitive landscape, but I can tell you that the large customers have a higher profitability and higher growth than the smaller customers.

Ok, the focus of our growth strategy should thus be on the large customers, as they represent a more attractive segment. To increase sales, I propose to create a dedicated sales force for large players. The customer oriented sales structure should result in an improved customer relations and tailored offerings for customer needs. Moreover, the firm should invest in training of the sales force.

Now let's move on to the options related to exploring new business.

So within new business we can either acquire another pharma company, we could enter a new market or we could introduce a new product. To analyse the first option, I would like to know whether the company has the financial resources to acquire another firm?

Those are fair suggestion. Coming to your question, the company does not have the capital to acquire another firm and M&A is hence not an option.

Ok, let me explore the other options. One thing the company can do is introducing new medicines for other diseases. To determine whether this is an attractive option, I need to know whether the firm is currently considering to introduce a certain new medicine, and if they are how the competitive landscape looks like, whether the industry is growing and whether it concerns a profitable segment?

The only information I have is that competition is fierce for other pharmaceutical products in India.

This leaves us with the option to enter a new geographical market. Is the company currently considering certain markets and how is the size of the market, the growth, the level of the competition and the enforcement of IP laws in the respective countries?

The company is analyzing 3 options, Brazil, Russia and Poland. Brazil is the largest markets with 28 billion and also is a fast growing market. Additionally the level of competition is low and there is medium protection of IP laws. Russia, is the second largest market with 15 billion, but experiences slow growth. Moreover, the Russian market is relatively fragment and there is good enforcement of IP laws. The last option is Poland, which is a market of 7 billion but with high growth. The competition is fierce in this market and there is good IP protection.

That information is very helpful. Taking this into account I would suggest the Pharma company to expand to Brazil, due to the large market, the high growth and the low level of competition.

Great suggestion. Overall what would you suggest the company to do?

The case highlights that there are 2 viable options to boost sales. On the one hand, the company could expand globally by entering the Brazilian market with existing product. On the other hand, the company can increase volume sold to large clients. To increase sales, I propose to create a dedicated sales force for large players. The customer oriented sales structure should result in an improved customer relations and tailored offerings for customer needs. Moreover, the firm should invest in training of the sales force.

We may end the case here.

# Growth Strategy - Pharma company

You have been approached by the CEO of a pharmaceutical company in India. He is looking to grow the sales of the company. How would you go about increasing the firm's topline?

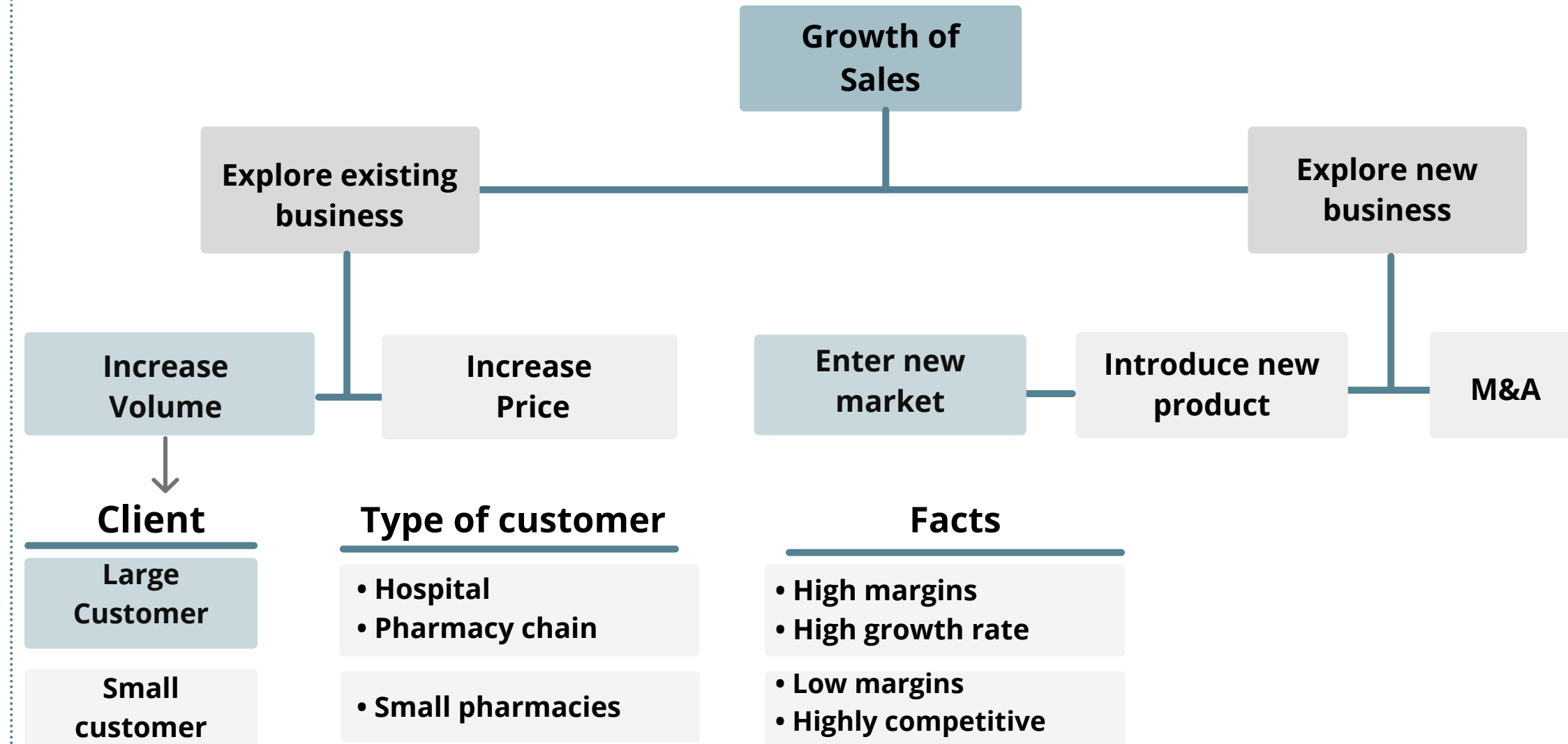
## Interviewee's Notes

- Pharmaceutical player operating in India.
- The client serves different customer segments.
- Client manufacturers both generic and branded cardiovascular and diabetes medicines.
- The firm's global presence is limited to India.

## Facts

- Customers are price sensitive
- The company has insufficient capital for M&A transactions
- Competition is fierce for other pharmaceutical products in India
- There are 3 possible foreign markets the company considers:
  - a. Brazil: size 28 bn, high growth, low competition and medium protection of IP laws.
  - b. Russia: Size 15 bn, slow growth, good enforcement of IP laws, relatively fragmented.
  - c. Poland: Size 7 bn, fierce competition, good IP protection, high growth.
- There are 2 type of customers
  - a) Large customers
  - b) Small customers

## Approach/Framework



- The case highlights that there are 2 viable options to boost sales:
  1. Expanding global footprint by entering the Brazil market with existing products.
  2. Improve sales by expanding volume sold to large clients. To increase sales, it is proposed to create a dedicated sales force for large players. The customer oriented sales structure should result in an improved customer relations and tailored offerings for customer needs. Moreover, the firm should invest in training of the sales force.
- Use the 4C framework to obtain information that will support the analysis of the different revenue options.
- Segment current volume into type of customers to derive different options to enhance sales.



# Case 14: Declining Market Share- Commodity Chemicals

## Interview Transcript

Your client is a commodity chemicals manufacturer. It is facing declining market share. Figure out the reasons.

I would like to ask a few clarifying questions before I begin to analyse the case. I would want to understand the client's business. Where does it lie in the value chain? Is the industry facing similar problems?

The client manufactures and sells commodity chemicals. The industry as a whole is not facing similar issues.

So, it is a company specific problem where our client is losing market share. I will now list down the reasons for decline in market share.

Sure. List down the reasons why you think there would be decline in market share.

The decline in market share is due to two reasons – (i) Drop in actual sales (ii) Less growth rate of company as compared to industry. Has the actual sales dropped?

No, the actual sales have not dropped. However the company is not growing at the same rate as that of industry.

So, I understand that the company is growing less as compared to the industry which had led to decline in market share. So let us focus on the reasons why there can be less growth of company as compared to industry.

Yes, sure. Go ahead.

Okay. So, I will now further segment low growth rate of company into two major heads: (i) Supply and (ii) Demand. On the supply side, I would look into parameters like production capacity, accessibility and Product Mix. On the demand side, I would look into price, competitors and product quality. I would first analyse the supply side and then go to the demand side.

What do you think can be issues on the accessibility scenario?

In terms of accessibility, the products may not be reaching the customers or may not be accessible due to certain constraints. Is the client facing any issues like that?

Yes, so the factories are located quite far off from the client's major customer locations. What problems can this lead to?

Since the factories are located far off, then there would be a large transportation cost associated with the transfer of goods. Apart from that, the products while shipping may get damaged, which would lead to bad reputation of the client among the customers.

It is exactly so. The products are being damaged while shipping.

Okay. Now, I will move on to the production capacity aspect. At how much capacity is the client working as of now? What about the product mix?

The client is working at 70% capacity. The product mix is not an issue.

So, I would now move on to the demand side and figure out the issues there.

Okay. Based on the analysis as of now, why don't you comprehend the case and recommend solutions?

So the client has faced declining market share because the firm has grown less as compared to the industry. The growth has not been that great because of certain key factors. Those are:

1. Production capacity being fully utilised
2. Factories and warehouses being located far away from customer base

Now go ahead with the recommendations.

The client could shift the warehouses to locations which are close to the customer base. This would lead to less damages of products as it would not be required to ship them over large distances. Additionally, the client could go into long term contracts with the customers which would lock in the sales volume. Also, the client should look into increasing production capacity.

We may end the case here.

# Declining Market Share- Commodity Chemicals

To analyze the declining market share for a commodity chemicals manufacturer.

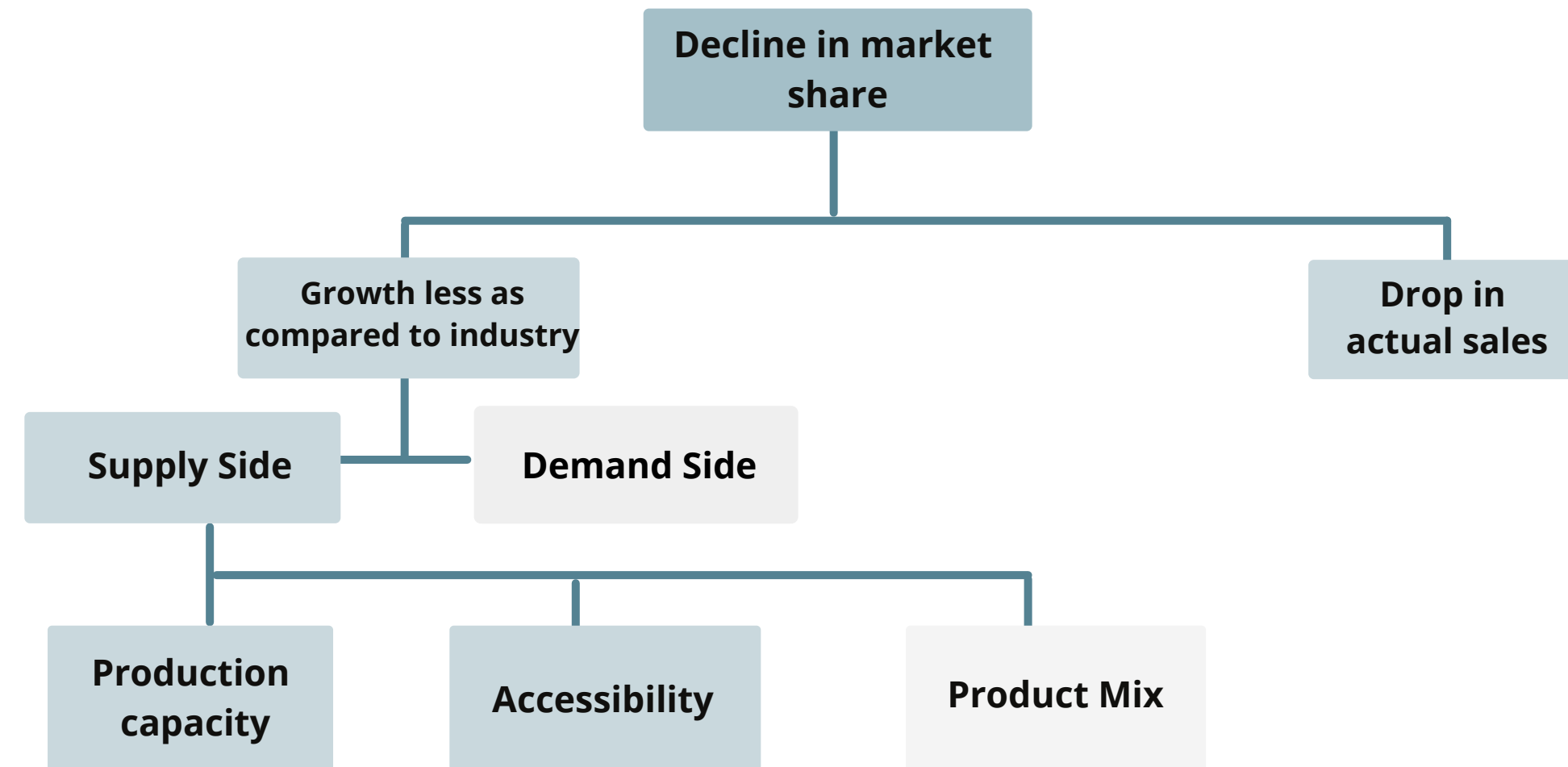
## Interviewee's Notes

- Client currently dealing in commodity chemicals
- Focus on production capacity
- Focus on accessibility

## Facts

- Market share declining.
- Company specific problem.
- Company growing at a rate which is less than the market .
- Production facilities are running at 70% capacity.

## Approach/Framework



- Shift warehouses to locations which are close to the customer base.
- Go into long term contracts with clients to lock in the sales volume.
- Increase production capacity in the factories or look for alternatives to produce more.

# Case 15: Unconventional Case- AI equipped Beauty Product

## Interview Transcript

Your client has an Artificial Intelligence based beauty product business in Delhi. You have been approached to create a launch strategy for them.

Okay. To reiterate, we need to create a launch strategy for our client who has an AI based beauty product business. Before proceeding, I would like to ask a few clarifying questions. Is that fine?

Sure. You may proceed.

What kind of mechanism is used in the product that makes it compatible with Artificial Intelligence? I want to understand their product. Moreover, are there other businesses offering similar products?

So their product is basically a beauty product which gives the applicant a makeup look that can be applied using mobile device. Our client is the first to identify the potential of Artificial Intelligence and Beauty Products.

This sounds quite innovative and interesting. Combining artificial intelligence with beauty products will definitely prove as a competitive edge for our client. Now I would like to delve deeper in the case and would like to know if the client is planning to launch a single product or a series of products?

The client is planning to launch a series of products ranging from kajals to lipsticks and eye shadows.

Great. So as the client plans to launch a series of products, then fixing a launch date for every product in the series will help build a hype during advertising and campaigning period. Moreover, since the product creates a makeup look for the consumer, the target market for the client will be people in the age group of 15-40 years and those belonging to upper- middle and higher income groups. Do you want me to proceed with this approach?

Yes, go ahead. Analyse the marketing strategy alongside.

Sure. Since our target market consists of youth in majority, aggressive and extensive marketing strategy should be done on various social media platforms like Instagram, YouTube, Snapchat and Facebook. Moreover, creating filters that can show how the potential customers will look after the application of the product along with a free virtual trial would serve the purpose.

Sounds great. Please analyse the pricing strategy now.

Okay. So in context to pricing strategy, I would like to know that is the client charging a premium rate for their product?

Yes, since it is a new technological development and to cover the R&D Expense, our client is charging a premium rate for their products.

Okay. So I believe that there will be a good amount of margin.

Yes.

Alright. To increase the publicity and reach of the products, we can either employ schemes like early bird discounts, free sample when a certain cart value exceeds or can have celebrity endorsements regarding the uniqueness of the product or an amalgamation of both. Moreover, to grab more attention, we can highlight the tech-related features of the product for the tech enthusiasts and maintain the hype by advertising the uniqueness of the product in context with how it has "never been seen before".

This seems quite good. Thank you for your time. We may end the case here.

# Unconventional Case- AI equipped Beauty Product

To create the launch strategy for the client having an AI based beauty products business.

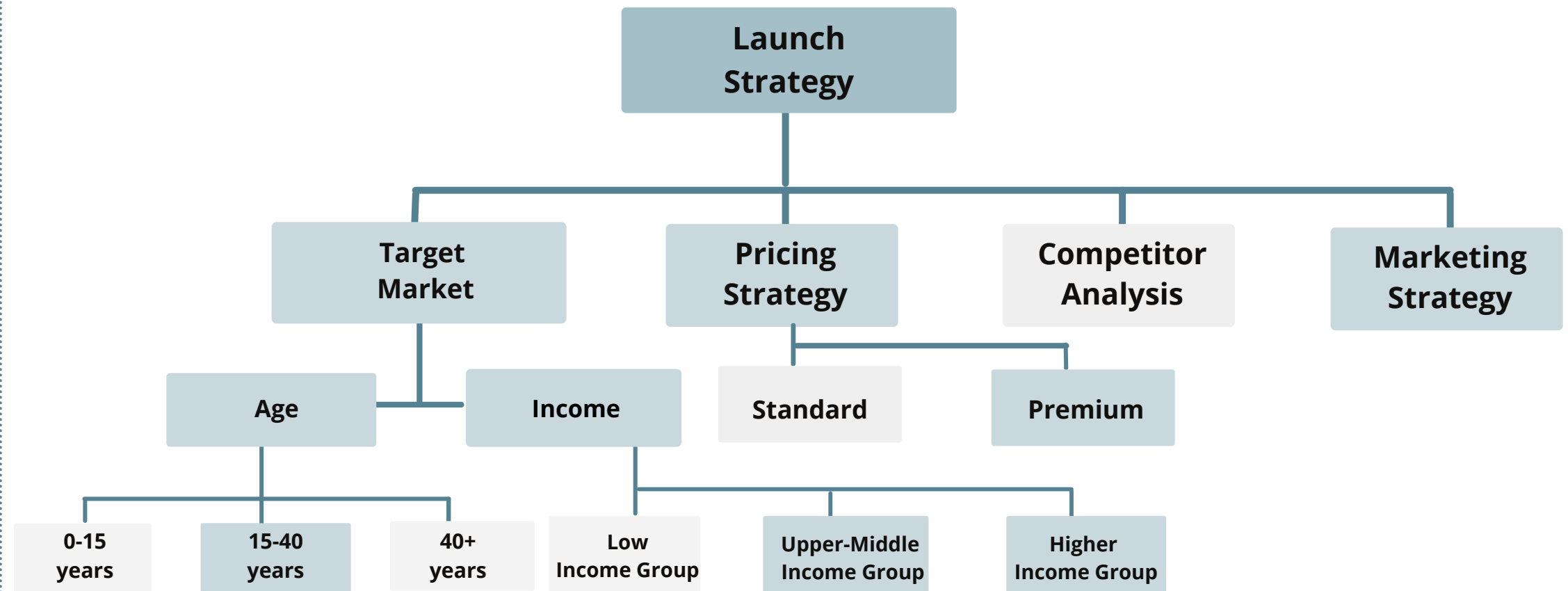
## Interviewee's Notes

- Product features and running mechanism
- Any competition?
- Target market: 15-40 years belonging to upper-middle and high income groups.
- Extensive marketing strategy
- Pricing of product: standard or premium
- Filters

## Facts


- Launch strategy for series of products
- First movers advantage
- Premium rates for products
- Combination of AI and beauty products
- Mobile device as a tool for application

## Approach/Framework



- When confronted with unconventional cases the interviewee should remain calm and define a structured approach to go through the numerous steps.
- It is important in cases like this to be comprehensive, and hence bucketing the problems into different sections helps in structured thinking.
- Understanding the target market and then analysing various marketing strategies is always recommended.





# RESOURCES

HINDU CONSULTING GROUP | GRAD PARTNERS

## Must Watch YouTube Channels

1. [Aaditya Agarwal](#)
2. [Case Interview Cracked](#)
3. [The Consulting & Strategy Club, IIM Lucknow](#)
4. [Hindu Consulting Group, Hindu College](#)
5. [E-Cell, St.Xaviers College Mumbai](#)
6. [Victor Cheng](#)
7. [Bain & Company Careers](#)
8. [Hacking the Case Interview](#)
9. [MConsulting Prep](#)
10. [Chhavi Gupta](#)

## Casebooks

1. Case Interview Secrets (by Victor Cheng)
2. Case in Point (by Marc Cosentino)
3. Case Compendium
4. Case Interviews Cracked
5. IIM Ahemdabad Casebook
6. ICON Casebook
7. IIM Lucknow Casebook
8. IIM Calcutta Casebook
9. FMS Casebook
10. DTU Casebook

## Interview Preparation Materials

1. Accenture
2. Dalberg
3. Bain
4. MConsulting Prep
5. McKinsey
6. Udemy
7. Boston Consulting Group
8. Deloitte
9. Kearney
10. LEK

## Must Listen Podcasts

1. [The Strategy Skill Podcast : Management Consulting](#)
2. [The McKinsey Podcast](#)
3. [Craft of Consulting Podcast](#)
4. [INSEAD Knowledge Podcast](#)
5. [Consulting Success Podcast](#)
6. [Climb In Consulting](#)
7. [Strategy Simplified](#)
8. [CORE: The Management Consulting Podcast](#)

## Industry Insights

1. IBEF Industry Reports
2. MDA Section of Company Annual Report
3. Statista
4. Bain & Company
5. Invest India Research Re
6. SPJIMR Industry Reports
7. Investopedia
8. Economic Times

## Aptitude Test Preparation

1. MConsulting Prep
2. My Consulting Coach
3. Prep Lounge
4. PSI
5. Big4Prep

\*These are few shortlisted trustworthy and reliable resources for consulting interview preparation. The list is non-exhaustive.



# **KNOWLEDGE BOOSTER**

HINDU CONSULTING GROUP | GRAD PARTNERS

## Key Consulting Terms

1. **MECE:** Mutually exclusive, collectively exhaustive, a grouping principle wherein data in a group should be divided into subgroups that comprehensively represent that group (no gaps) without overlapping.
2. **EBITDA:** Earnings before interest, taxes, depreciation, and amortization is a measure of a company's overall financial performance and is used as an alternative to net income in some circumstances.
3. **CAGR:** Compound annual growth rate, depicts the cumulative performance of a particular variable over a significant period of time and is used to measure relative profitability of businesses.
4. **Beach:** Beach describes a consultant who is not actively taking part in any assignments. This means that the consultant is not currently working any billable hours.
5. **Boil the ocean:** Boil the ocean describes a tough situation or task that isn't worth the time it takes to complete. For example, if a consultant or employee is spending too much time calculating how many customers they've gained this quarter when the quarter just started, they might be told that they're "boiling the ocean."
6. **Drill-down:** Drill-down is a phrase used after a consultant summarizes a project and someone wants to go into the details.
7. **Greenfield:** Greenfield is used to describe a new and exciting opportunity for a company. Consultants use this term when they believe the opportunity will be good for the future of the company.



## Key Consulting Terms

8. **Pipeline:** Pipeline describes upcoming projects for consultants or businesses. If a consultant is looking for work, they might ask if there's anything in the pipeline.
9. **Weeds:** Weeds are the details of a situation, project or goal. Though very similar to "drill-down," "weeds" refers to diving straight into the details before the encompassing summary.
10. **Wetware:** The human element of an organisation. It may refer to the minds of an organization, the human resources available to a company in general, or simply a consultant's mind and thought process.
11. **Scope Creep:** A management consultant is brought in to find out why a company's new marketing strategy is affecting workplace productivity. Scope creep sets in when they find out that they're also responsible for assisting on writing policies and other tasks not initially included in the project.
12. **Barriers to Entry:** Barriers to entry are those things that make it difficult for a new company to compete against companies already established in the field. Examples include such things as patents, trademarks, copyrighted technology, and a dominant brand.
13. **CIP:** CIP is the abbreviation for continuous improvement plan, a set of activities designed to bring gradual, but continual improvement to a process through constant review.
14. **Deming Cycle:** The Deming Cycle is a set of activities (Plan, Do, Check, Act) designed to drive continuous improvement. Initially implemented in manufacturing, it has broad applicability in business. First developed by Walter Shewhart, it is more commonly called the Deming cycle in Japan where it was popularized by Edwards Deming.
15. **Key Performance Indicators:** Key Performance Indicators (KPI) are quantifiable measurements, agreed to beforehand, that reflect the critical success factors (of the company, department, project).

## Key Financial Concepts

1. Inventory Turnover = Sales/Inventory

2. Gross Margin = (Revenue - Cost of Goods sold)/Revenue

3. Contribution Margin = Sales - Variable Costs

4. Contribution Margin Rate = Contribution Margin/Sales

5. Return on Investment = (Profits - Cost of Investment)/ Cost of Investment

6. Breakeven Point = Fixed Cost/Contribution Margin

7. Potential Savings by Switching Equipment = (New Profit - Old Profit) or  $\{[(\text{New Capacity} \times \text{Price}) - (\text{New Efficiency} \times \text{Cost})] - [(\text{Old Capacity} \times \text{Price}) - (\text{Old Efficiency} \times \text{Cost})]\}$

8. Net Present Value (NPV) = (Cash Flow)  $\times 1/(1+i)^n$  (n= number of periods)

9. Pack Back Period = Fixed Costs/Contribution Margin

## Key Financial Concepts

10. Customer Acquisition Cost = Marketing Expenses/Newly Acquired Customers (Yearly)

11. Operating Margin = Operating Margin/Net Sales

12. Gross Profit Margin = Gross Profit/Net Sales × 100

13. Number of commodity A sold in a year = Number of A things sold / Life of commodity

## Frequently Asked FIT/Behavioural Questions

### 1. Tell me about yourself.

Answering Tip: Describe one of your key strengths, particularly a strength that relates to the characteristics management consulting firms are looking for, then provide examples from your resume that demonstrate this strength and provide context.

### 2. Walk me through your resume.

Answering Tip: Point out major accomplishments and provide the connective tissue between jobs/positions.

### 3. Why are you interested in management consulting?

Answering Tip: Mention specific interactions with people in the industry during campus information sessions or informational interviews that got you excited about consulting, show that you understand the work that consultants do and the skills the firm is looking for. Show that your achievements demonstrate those skills.

### 4. Why are you interested in working for the company?

Answering Tip: Show that you understand the types of projects the company takes on and the firm's values. The more specific you can be, the better, show that you've done the research on the firm by bringing up stories from other consultants you've met from within the firm.

### 5. How do you approach problems? What's your process?

Answering Tip: Focus on the approach you use to solve problems. How do you break them down into steps in order to solve them? What tools and techniques do you use to work through a problem?



## Frequently Asked FIT/Behavioural Questions

**6. Describe a time when you disagreed with a team member. How did you resolve the problem?**

Answering Tip: Explain how you worked through the issue – show off your communication skills, it's ok if you didn't come out of the disagreement on top, your interviewer is looking for your ability to handle conflict.

**7. Tell me about a time when you failed.**

Answering Tip: Everybody fails sometimes, and it shows humility to admit it. Always highlight the takeaway and what you learnt from the experience.

**8. Tell me about a time when you failed in a team project, and how you overcame it.**

Answering Tip: Be honest and show how you can learn from failures. Don't blame your team members for your failure, focus on the objective reasons that led to team failure and what you learned.

**9. Describe a time when you were able to motivate unmotivated team members.**

Answering Tip: Focus on your team-building skill set. What do you do to inspire those around you?

**10. When did you have to convince someone to change their mind on something important to them?**

Answering Tip: Show that you can relate to differing points of view, build a case for your own point of view, and be persuasive.

# Knowledge Booster: Career Path Snapshots

## 1. Business Analyst

Business Analyst is most often tasked with information gathering, analysis, and creation of presentations. This work is all directly related to the final deliverable of the project, which illustrates how quickly you are given responsibility and high-impact work in consulting. At this level, you are typically less involved in client relationship management and internal strategy.

### Pros:

- Quick ownership and impact
- Learn quickly from experienced experts
- Protected from political conflicts

### Cons:

- Little control over your schedule
- Little decision making power
- Less specialisation

## 2. Junior Consultant

A junior consultant will typically own a functional area. This could be a single work-stream, or a set of implementation requirements. In this role, there is a higher level of ownership compared with a Business Analyst. However, a Junior Consultant still has limited oversight/leadership responsibility.

### Pros:

- Ownership of a functional area
- Greater opportunity for specialisation
- Ability to clearly demonstrate personal impact

### Cons:

- Limited leadership responsibility
- More prone to long-hours vs. Business Analysts

## 3. Senior Consultant

This level is characterised by an increased leadership role, and/or increased specialisation. A Senior Consultant may lead a team of Business Analysts, Junior Consultants, and even other Senior Consultants. In addition, a consultant at this level would be more involved in internal discussions with the consulting team's leadership.

### Pros:

- Significant leadership opportunities
- More control over your work/schedule
- Potentially huge resume-boosting opportunities

### Cons:

- Face pressure from consulting and client managers
- Challenge of balancing leadership/delegation with task-execution

## 4. Manager

A Manager is expected to have broad-knowledge of the process and strategy for effectively completing a project. You will lead multiple teams, and will report to senior client and internal leaders. This level combines elements of project management, team leadership, client relationship management, and strategy.

### Pros:

- Significant control over your work/schedule
- Significant influence on project strategy and decisions

### Cons:

- Often responsible for explaining issues to the client
- Responsible for resolving interpersonal/team issues

## 5. Principal

At the Principle level, you serve a dual purpose. First and foremost, you are responsible for the delivery of an entire project. Second, you will be expected to begin selling new work for the consulting firm, by building relationships with your current and potential client.

### Pros:

- Own entire project, including strategy and final decisions
- Control project budget, invoicing, and spending on internal/external events

### Cons:

- High pressure position between consulting leadership and client leadership
- Ultimate responsibility for major project failures

## 6. Partner

As a partner, you take a step out of the day-to-day execution of projects, and look into high-level strategy. At this level, your primary focus is selling new work and retaining existing clients. It's also critical to have a network of high-performers and specialists within the consulting firm, whom you can recruit to staff your projects.

### Pros:

- Influence on internal firm strategy
- Ownership of a portfolio of multiple projects

### Cons:

- Work and progress are more ambiguous
- Heavy focus on sales and promotion

# Knowledge Booster: CV Checklist

<b>1. Page Layout</b>	<ul style="list-style-type: none"><li>• Ensure that your CV page layout is in A4 size and margins are set as narrow.</li><li>• Use single spacing with a blank line between each section of content.</li></ul>
<b>2. Content: Font</b>	<ul style="list-style-type: none"><li>• Font size has to be similar across CV (10 or 11). 9.5 in worst cases is allowed, however should be avoided as far as possible.</li><li>• Font Garamond can be used, it gives a professional look.</li><li>• Font Colour (Black) has to be similar across CV(Headings are exception).</li></ul>
<b>3. Content: Format</b>	<ul style="list-style-type: none"><li>• Be very sure of the formatting right from the beginning.</li><li>• The standard footer must be used, and the header and footer can be moved up and down respectively to create more space. However, the visibility of the entire content should be confirmed through an actual print out.</li><li>• Vertical headings should be avoided.</li><li>• Try and ensure that no sentence extends into 2 lines. If the problem is unavoidable then try breaking the sentence into 2 sentences and use sub bullets.</li><li>• Use light grey colour for background of headings and Dark grey/Black colour for headings.<ol style="list-style-type: none"><li>a. Rational: The CV that goes to interviewers from Placement Systems can be faded because of the printer ink being used continuously.</li><li>b. The actual appearance of the content in the CV should be checked on an actual print out while changing colours in the CV.</li></ol></li></ul>
<b>4. Content: Grouping</b>	<ul style="list-style-type: none"><li>• Ensure that a consistent achievement in a particular domain (say dance/painting/martial arts/chess championships) is highlighted as a separate box instead of clubbing under generic sub headings like extra-curricular. However don't unnecessarily do it for everything!</li><li>• POR's should have a consistency. If an individual has too many POR's try mentioning few from all phases of life even if the ones in schools are not that significant.</li><li>• Try and avoid unbelievable numbers in sentences even if they are true. It gives an impression that the candidate is bluffing!</li><li>• A common style of mentioning all the POR's should be followed in a particular CV. The style may differ from CV to CV.</li><li>• POR's in a particular phase of life have to be mentioned in order of the POR's strength. It is not necessary to follow a reverse chronological order for different POR's in the same phase and sentences under extra-curricular section can be broken up by semi colons. One need not write full sentences to convey information.</li><li>• The vertical gapping between different sections should be same and uniform across CV.</li><li>• Don't unnecessarily start every important word of a sentence with a CAPITAL letter. In the course of CV preparation, few candidates generally start almost every important word of a sentence in CAPITAL letters.</li><li>• Maintain a consistency in use of INR/Rs. or Rupee symbol across CV. Any one of the mentioned options can be used but should be same across CV.</li><li>• A left oriented CV is preferred which means that almost every sentence in a CV should begin from a Power Verb followed by numbers and other important details and finally ending it with other details that are not so important. Eg. Led 400 students and handled a budget of INR 5 Lac for the functioning of society. It is however not mandatory to frame all your sentences in this fashion.</li><li>• Avoid too much use of the symbol '+'. Instead 'over', 'more than' can be used. Eg. Over 500 students or more than 500 students instead of 500+.</li><li>• Spell check your CV to ensure that it does not have grammatical, spelling errors.</li></ul>
<b>5. Candidate Details</b>	<ul style="list-style-type: none"><li>• Do not put &lt;&lt; &gt;&gt; around your Name, Age, Gender.</li><li>• Candidates name has to be in CAPITAL letters.</li><li>• Do not state any personal details such as marital status, DOB, nationality etc. in your CV.</li></ul>

# Meet the Team



## Hindu Consulting Group

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Shreya Garg

Ekta Kumari

Ananya Debnath

Rahul Swami

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Ameer Iqubal  
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**Special Thanks**

Sneha Mathur

Deepanshi Jindal

Kalptaru Agarwal





All the best!

Happy Learning!!

For any queries, feedback or suggestions, write to us at [hinduconsulting@gmail.com](mailto:hinduconsulting@gmail.com)

