

Hindu Consulting Group

*Presents*

# CASEBOOK

*2nd Edition* —

*Your one-stop Consulting Encyclopaedia*

*Even sky is not the limit!*



# About the Casebook

## What is this casebook all about?

This is the second edition of the casebook by Hindu Consulting Group which consists of nine sections covering a variety of topics. These include insights about consulting, detailed company-specific analysis of nine major firms, commonly used concepts, fundamental frameworks, industry-specific analysis of ten crucial industries, ten guesstimates, and eighteen case studies. It also includes a repository of resources and a knowledge booster section. Created through coordinated and dedicated efforts, this casebook is tailored to the Indian consulting market, offering valuable guidance to students preparing for consulting interviews. It draws from a range of literature and significant case studies, including those from the IIM Ahmedabad Casebook and other notable sources, which makes it a comprehensive source of information.

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

## How to use this casebook?

This casebook offers a wide range of resources including frameworks, concepts, cases, and analysis. Before delving into it, keep a few important points in mind. Rather than attempting to commit everything to memory, think of these tools as adaptable instruments that can be tailored to suit the specifics of each unique problem. Flexibility is key—be open-minded and willing to incorporate different aspects of the problem into your analysis. Collaborating with others, particularly in small groups, can enrich your understanding by presenting diverse perspectives and approaches. When structuring your analysis, strive for a clear and comprehensive approach that considers all possible alternatives. This can be achieved through a Mutually Exclusive Collectively Exhaustive (MECE) framework, ensuring thorough coverage without redundancy. Additionally, there's guidance available on how to tailor your resume to align with the requirements and expectations of specific companies. By keeping these tips in mind, you'll be better equipped to navigate the contents of the casebook effectively and approach each problem with confidence and versatility.

# About Us

## Hindu Consulting Group

Established in 2019, Hindu Consulting Group is a 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 a 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.

Hindu Consulting Group has a proven track record of providing proficient assistance and high-quality consultancy services across diverse industries and domains, including evaluating business plans, performing coherent consumer and competitor analysis, constructing financial projections, etc. Having successfully executed 35+ live projects, the Hindu Consulting Group marches forward as an inclusive, supportive, and value-driven organisation ignited by the goal of empowering our clients to thrive and grow.

We are committed to building a legacy that marries excellence with social responsibility, transforming student consultants into exceptional business leaders. Our inclusive and value-driven culture celebrates diversity and empowers every member through mentorship and practical experience. Guided by integrity and a relentless pursuit of excellence, we focus on making a positive societal impact through every project we undertake. By fostering personal and professional growth, we aim to inspire future generations to uphold these ideals and create a brighter, more equitable future. Since our inception, we have consulted companies like OLL, Wright Research, Sploot India, Vitto Money, Unstop, Zomato Feeding India and many more.

**35+**  
***Projects***

**180+**  
***Consultants Appointed***

**20+**  
***Events***

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

# Disclaimer

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# 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 second casebook. Within the span of four 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 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





## 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



# 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 the Top 10 Best Companies for Women, fourth time in a row.
3. Deloitte Opens Deloitte University Asia Pacific in Singapore to Develop the 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
- Defence, 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 and 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
- Technology
- 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

# L.E.K. Consulting

## 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 & Defence
- 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 Defence
- 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 Associates

## 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 origin 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 Defence
- 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

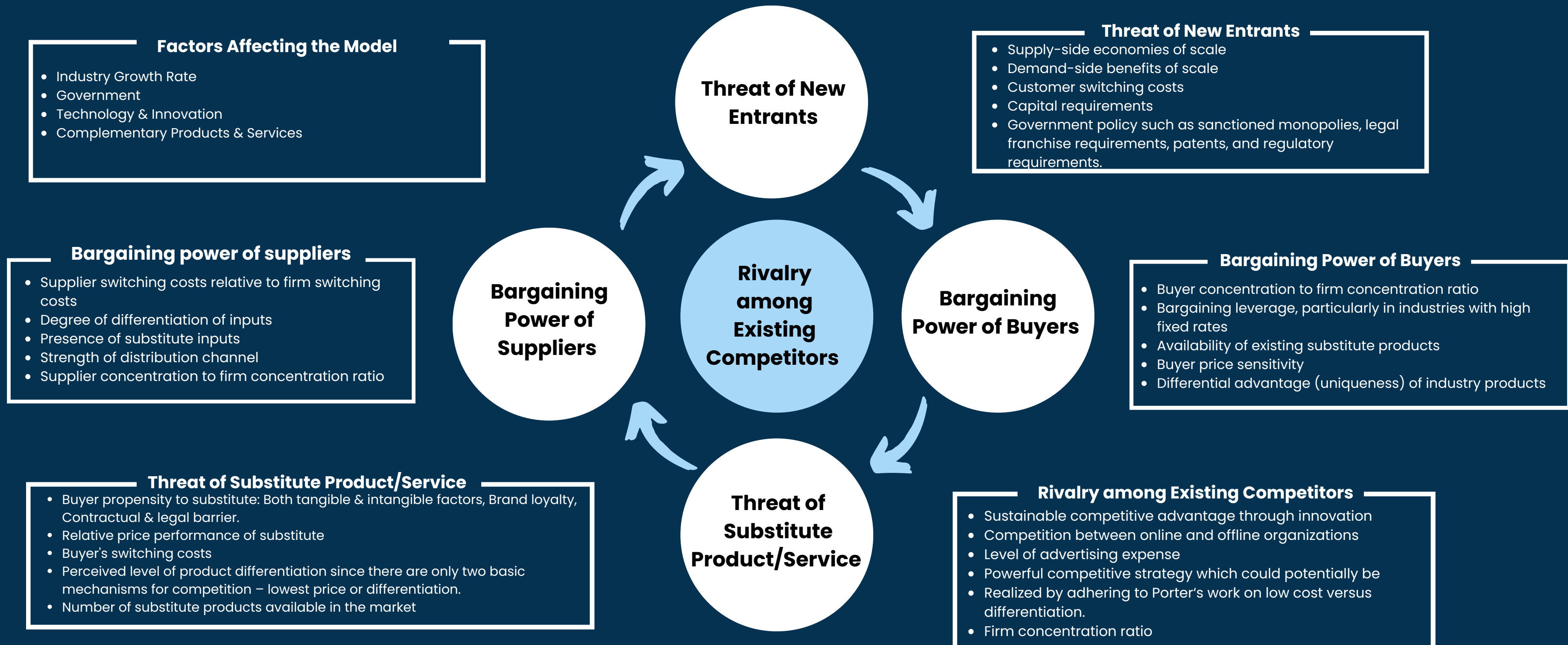


# FUNDAMENTAL CONCEPTS



# 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 that a business focuses on three key factors for success – company, customer, and the competitors. The strengths of the 3C Analysis lies 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.

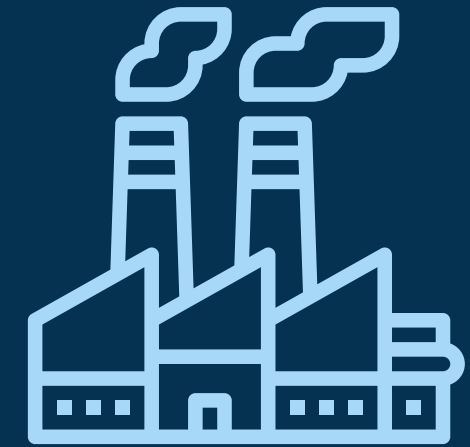


**GOVERNMENT**

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**

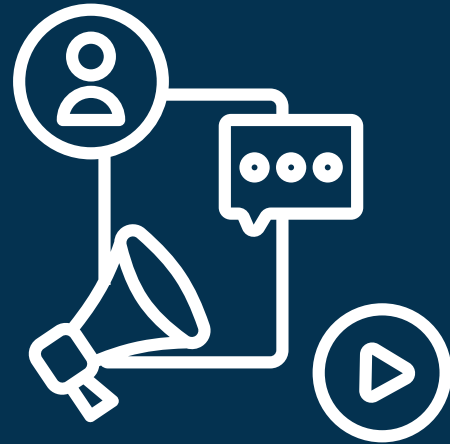


**COMPETITORS**

- 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.



- Where do buyers look for your product or service?
- Which distribution channel will you adopt?
- How will you access the right distribution channel?
- Do you need to use a sales force? Or attend trade fairs? Or make online submissions? Or send samples to catalog companies?



- What is the value of the product or service to the buyer?
- Are there established price points for products or services in this area?
- What discounts should be offered to trade customers or to other specific segments of your market?
- How will your price compare with your competitors?



- Which promotion strategy will you use?
- Where and when can you get your marketing messages across to your target market?
- How do your competitors do their promotions and how does that influence your choice of promotional activity?

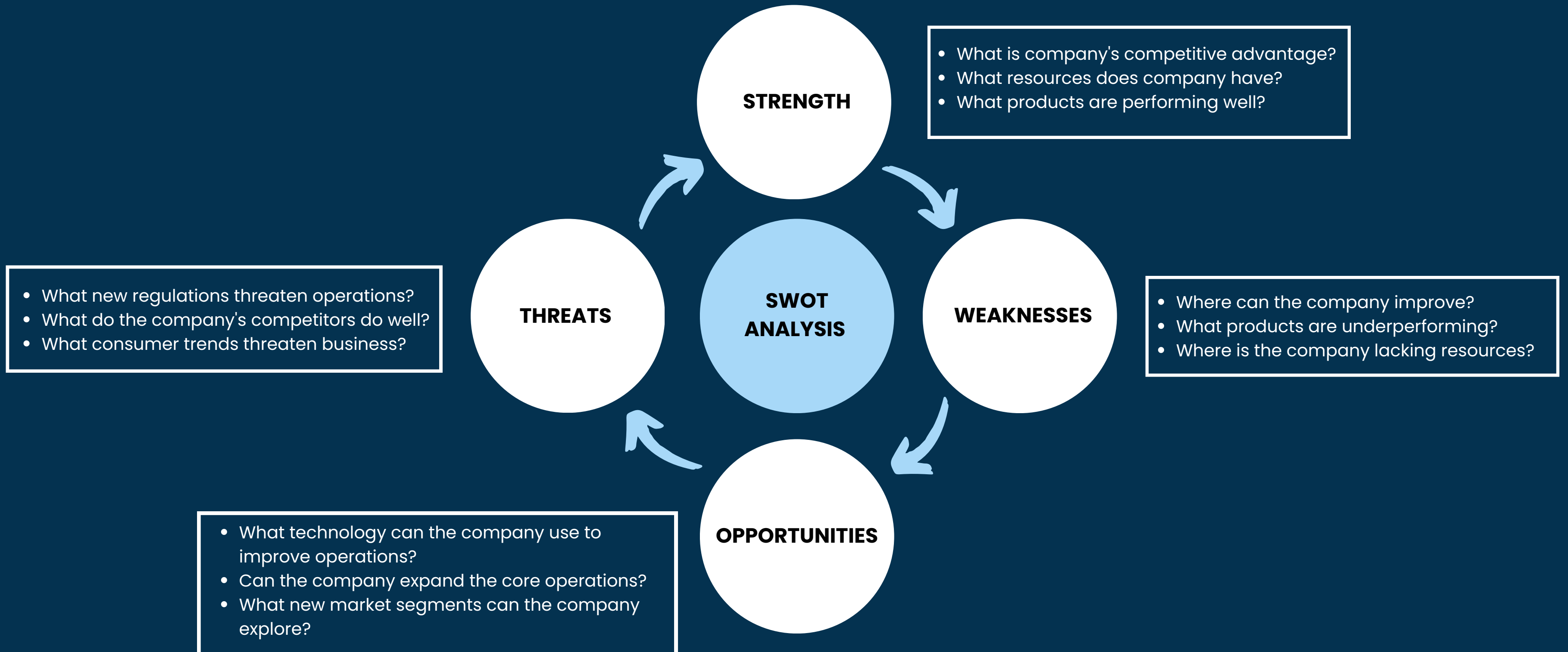
- What are the features of the product? What needs does it satisfy?
- How is it branded?
- How is it different from the products of competitors?
- How and where will the customer use it?





# 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

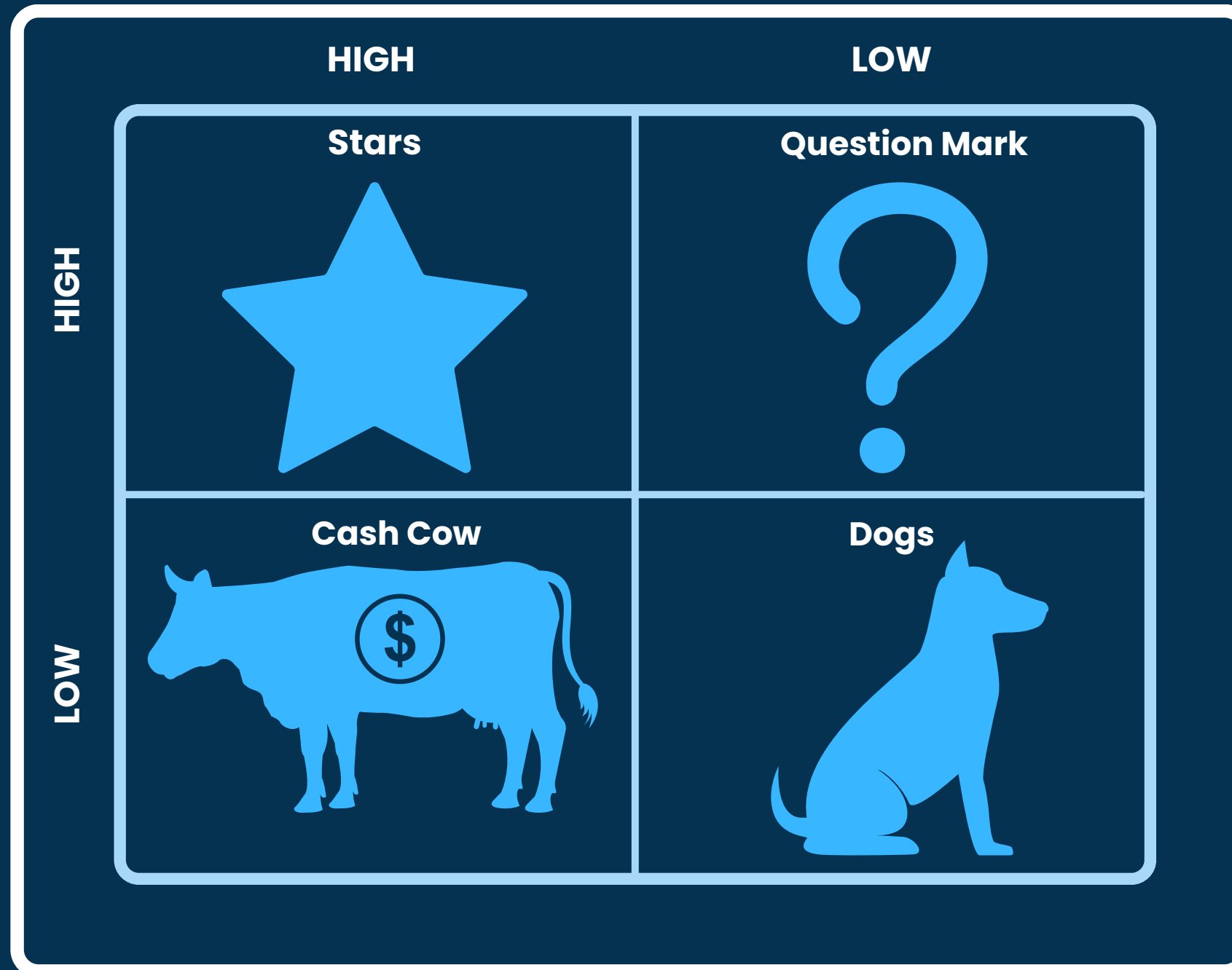
BCG Matrix is quite useful in case studies based on cost analysis and establishing a new business or diversification of business. It is a tool used internally by management to assess the current state of value of a firm's units or product lines.

← RELATIVE MARKET SHARE →

Cash Generated

↑ MARKET GROWTH RATE ↓

Cash Used



## Elements

1. **Dogs:** These are products with low growth or market share.
2. **Question Marks:** Products in high growth markets with low market share.
3. **Stars:** Products in high growth markets with high market share.
4. **Cash Cows:** Products in low growth markets with high market share.

## Recommendations for Use

- **Dog products:** The usual marketing advice here is to aim to remove any dogs from your product portfolio as they are a drain on resources, though it's possible to generate ongoing revenue with little cost.
- **Question Mark products:** These products often require significant investment to push them into the star quadrant. The challenge is that a lot of investment may be required to get a return. It's not always easy to spot the future star and this can result in potentially wasted funds.
- **Star products:** Can be the market leader though require ongoing investment to sustain. They generate more ROI than other product categories.
- **Cash Cow products:** The simple rule here is to 'Milk these products as much as possible without killing the cow! Often mature, well-established products.



Special Considerations is that the matrix is a decision-making tool, and it does not necessarily take into account all the factors that a business ultimately must face.

# 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

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

### 1. Market Penetration

- Decreasing prices to attract new customers
- Increasing promotion and distribution efforts
- Acquiring a competitor in the same marketplace

### 2. Product Development

- Investing in R&D to develop new products to cater to the existing market
- Acquiring a competitor's product and merging resources to create a new product that better meets the need of the existing market
- Forming strategic partnerships with other firms to gain access to each partner's distribution channels or brand

### 3. Market Development

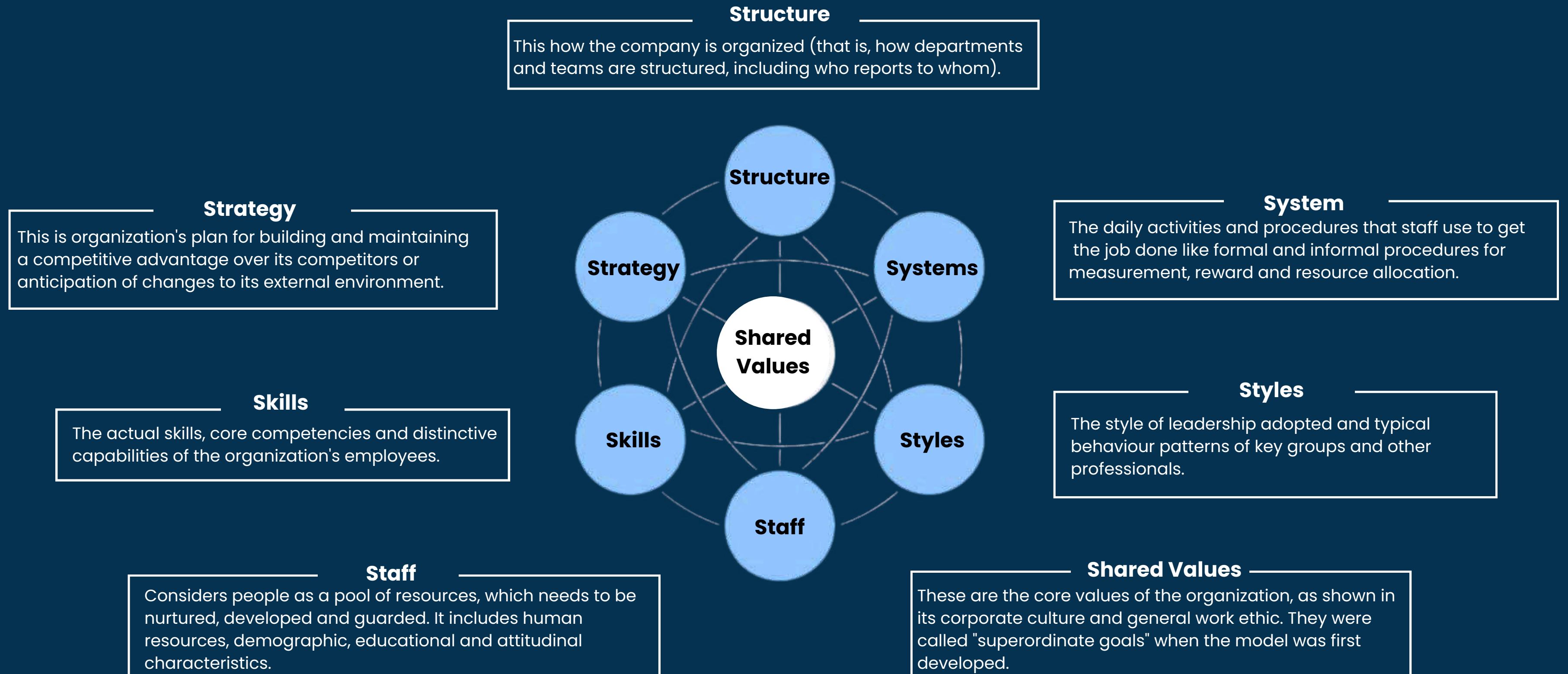
- Catering to a different customer segment
- Entering into a new domestic market (expanding regionally)
- Entering into a foreign market (expanding internationally)

### 4. Diversification

- **Related diversification:** There are potential synergies to be realized between the existing business and the new product/market.
- **Unrelated diversification:** There are no potential synergies to be realized between the existing business and the new product/market.

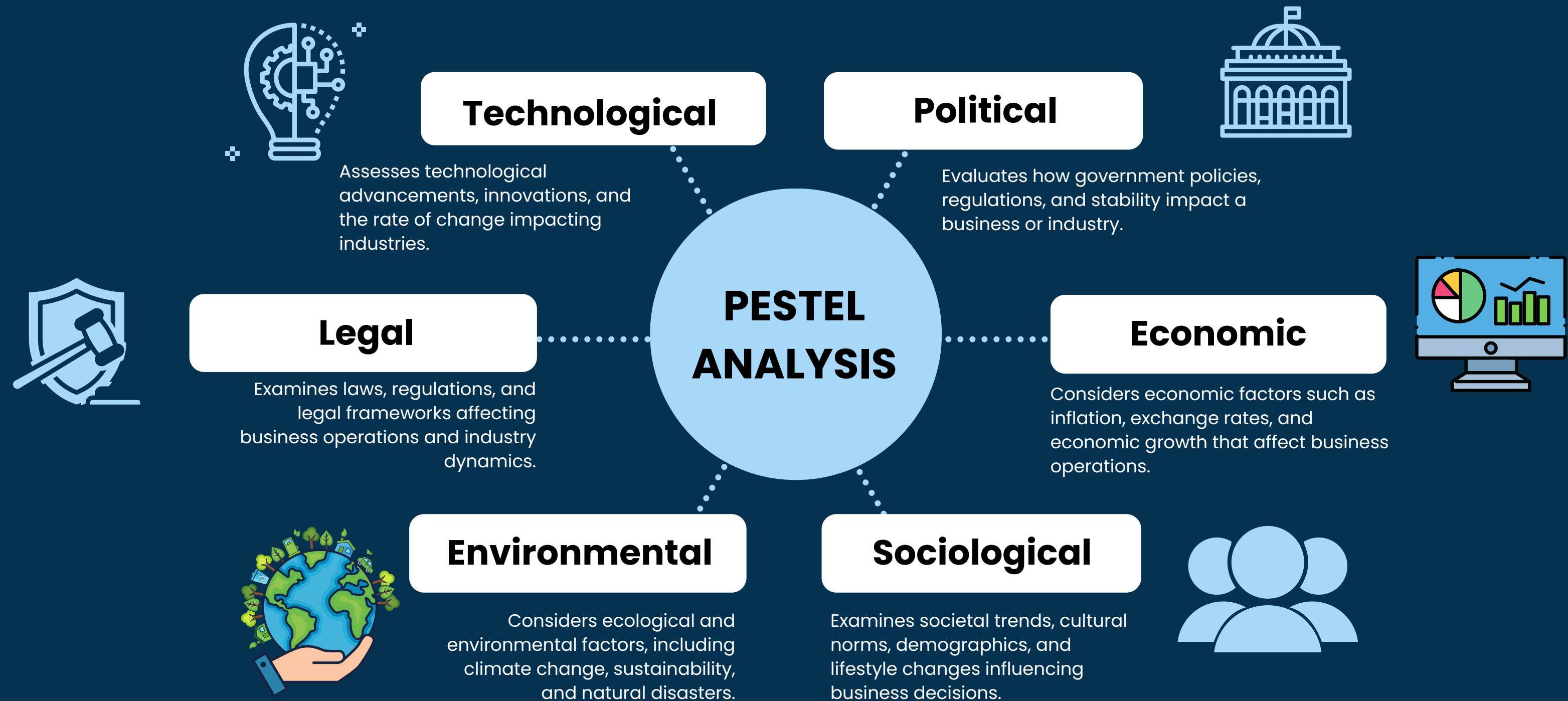
# 7 S's of McKinsey

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.

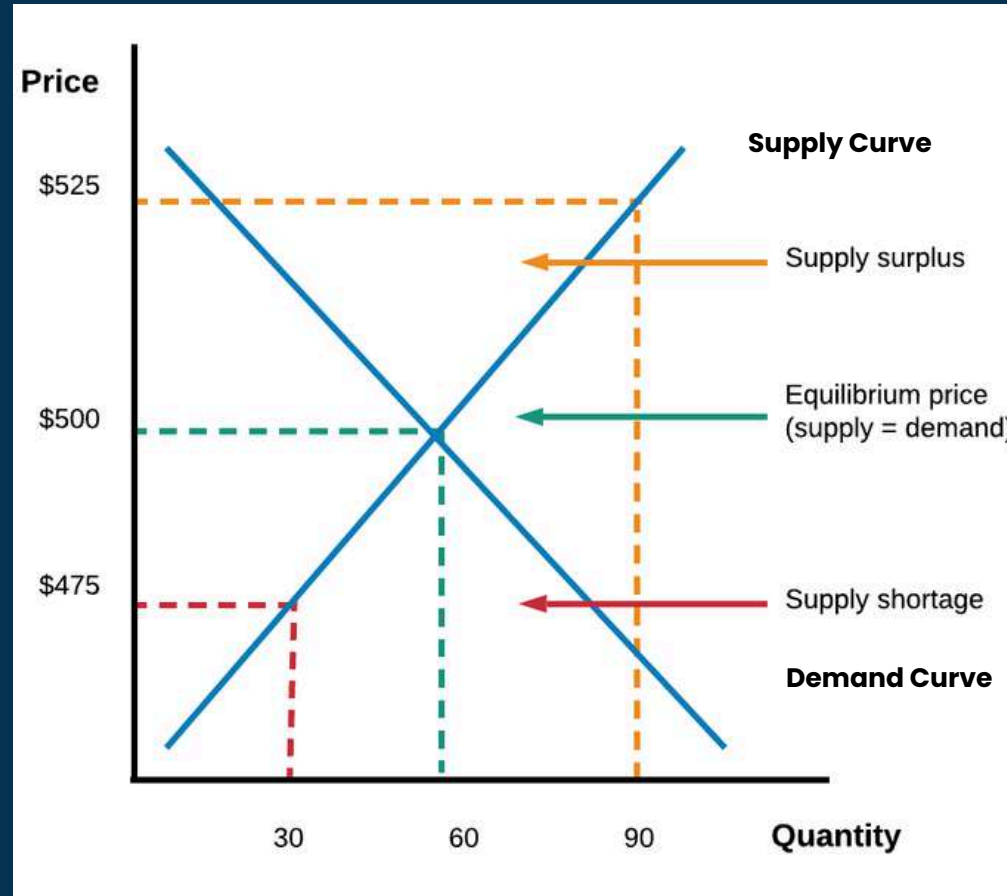


# PESTEL Analysis

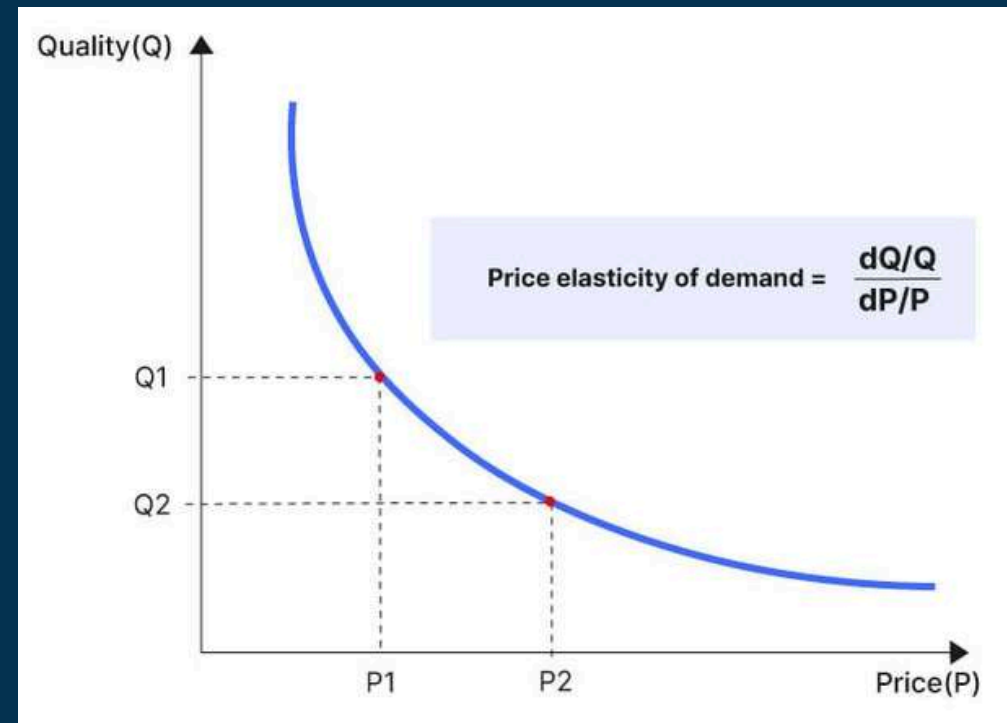
**PESTEL Analysis is a strategic framework used to evaluate the external environment of a business and is an effective tool used in Corporate Strategy Planning and for identifying the pros and cons of a Business Strategy.**



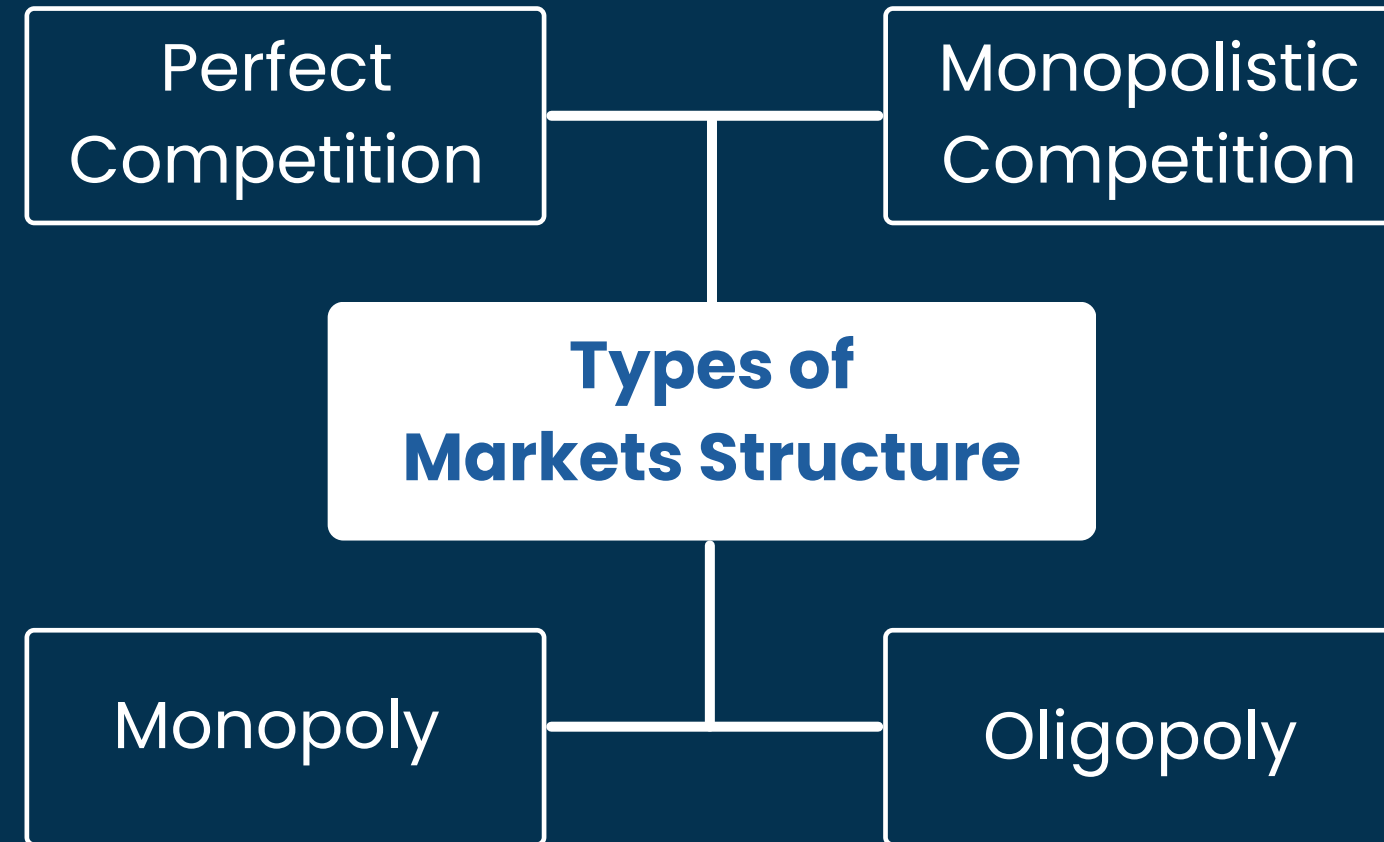
# Basic Concepts of Economics



**Demand-Supply Curve**

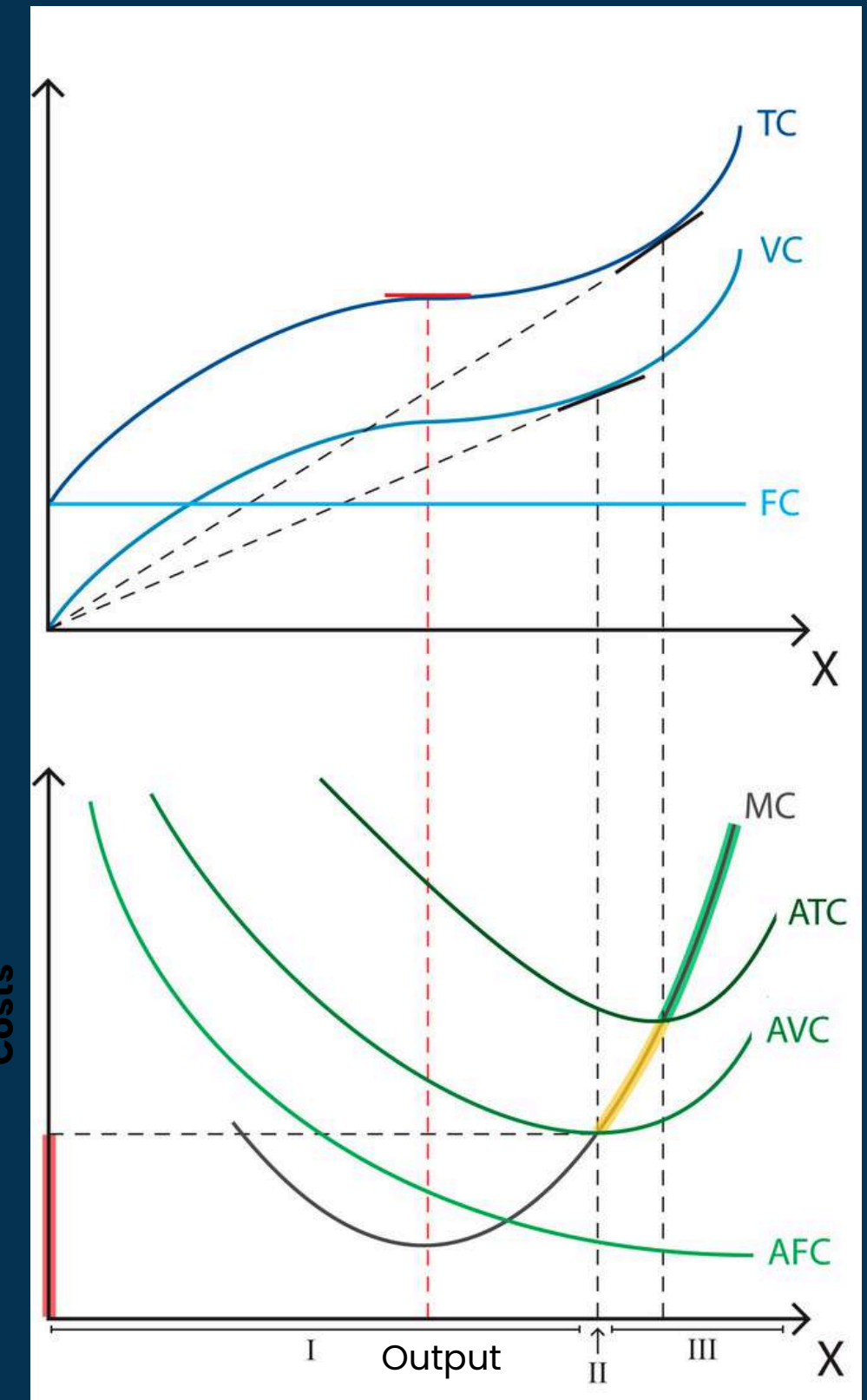


**Price Elasticity Curve**



## 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

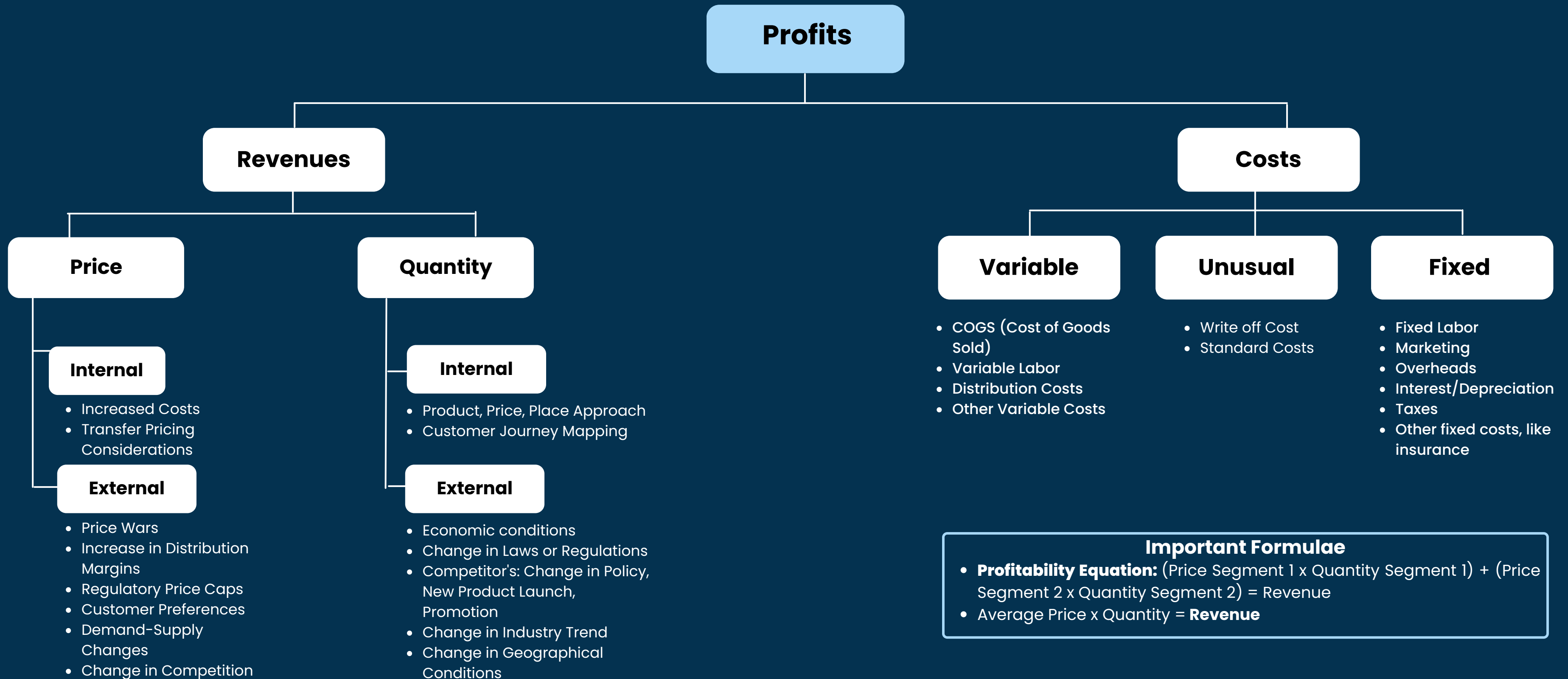
KEY	
TC - Total Cost	ATC - Average Total Cost
VC - Variable Cost	AVC - Average Variable Cost
FC - Fixed Cost	AFC - Average Fixed Cost
MC - Marginal Cost	



# COMMONLY USED FRAMEWORKS



# Profitability



**Important Formulae**

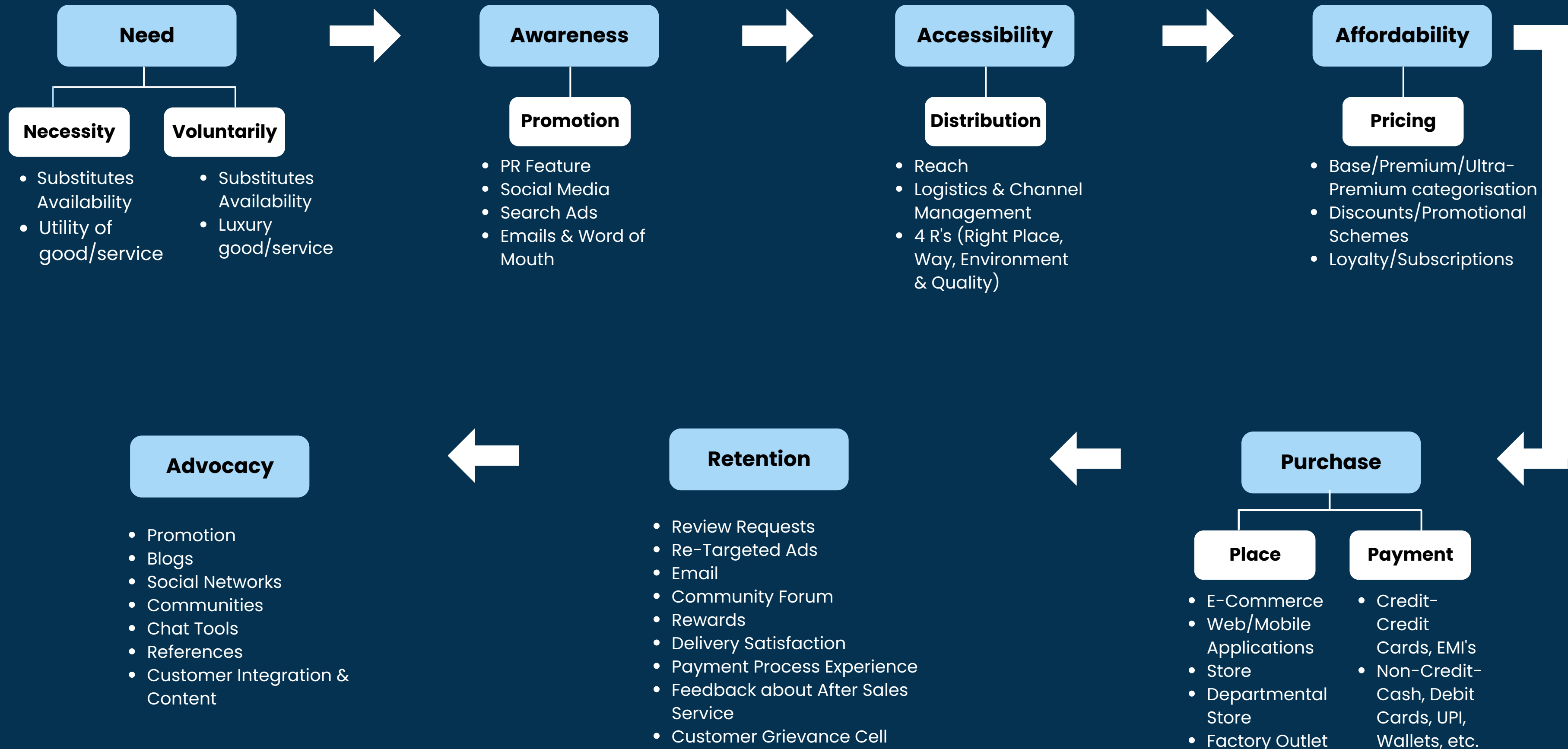
- Profitability Equation:** (Price Segment 1 x Quantity Segment 1) + (Price Segment 2 x Quantity Segment 2) = Revenue
- Average Price x Quantity = **Revenue**



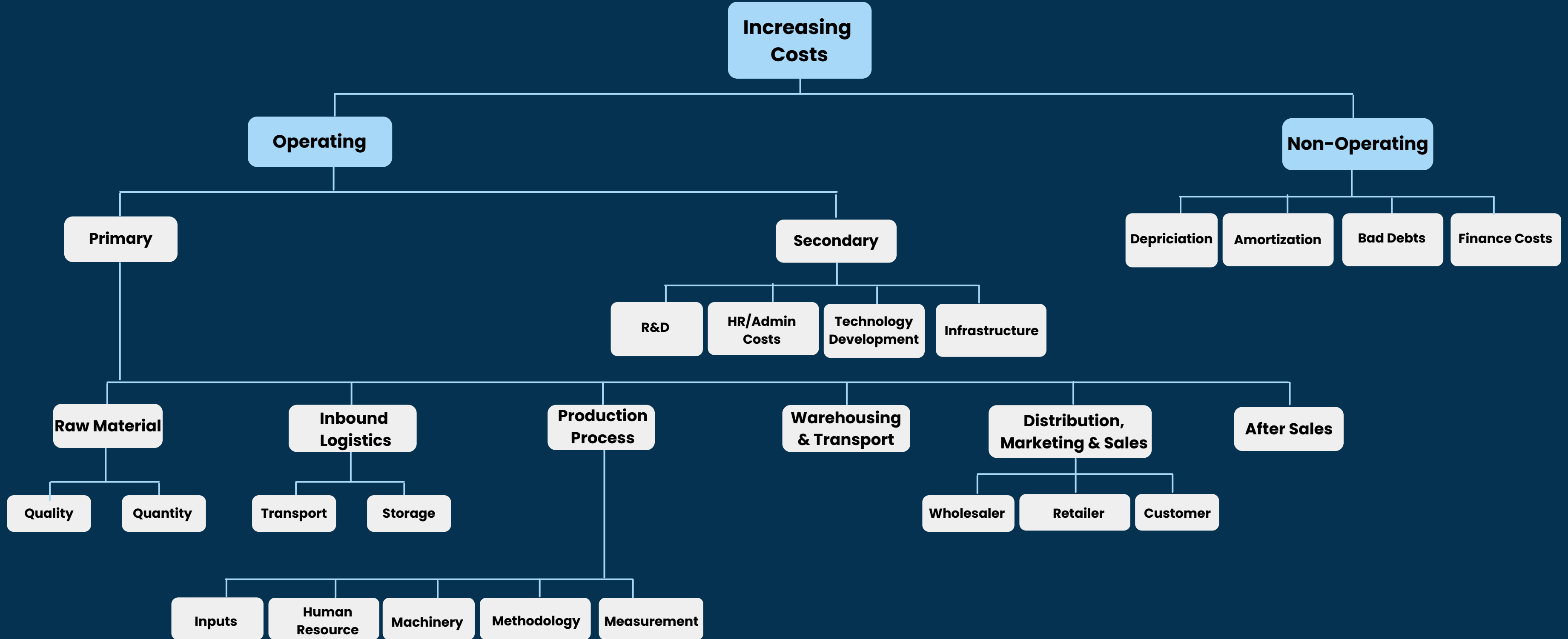
- In some cases, fixed and variable costs may not be MECE. So leverage the value chain in such cases.
- Always have a clear understanding of the case, use 3 C's framework to analyse the company, customer and competitor's aspect and remember to identify what the case is talking about- is it about profits or profitability.



# Profitability - Customer Journey Map

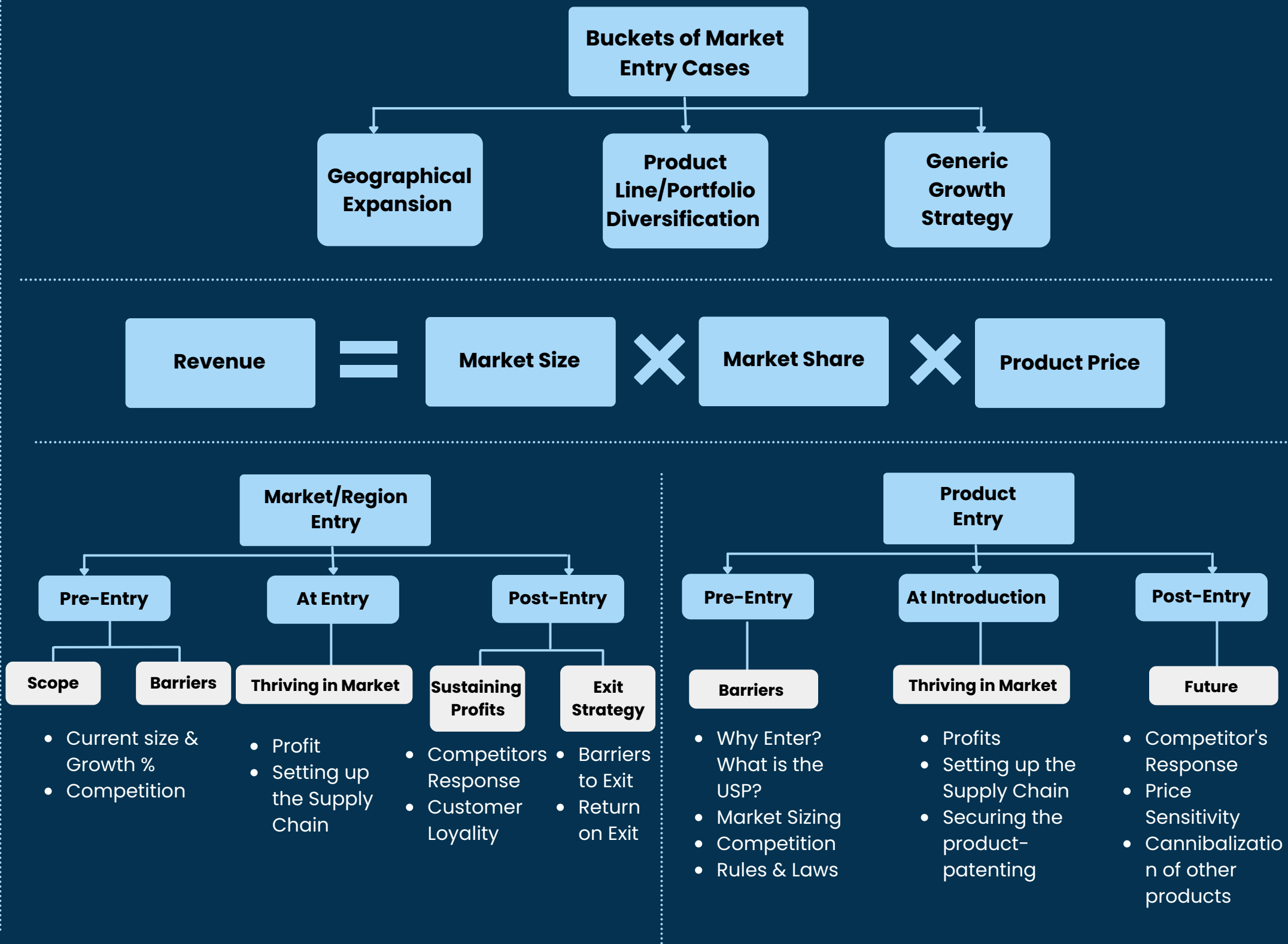
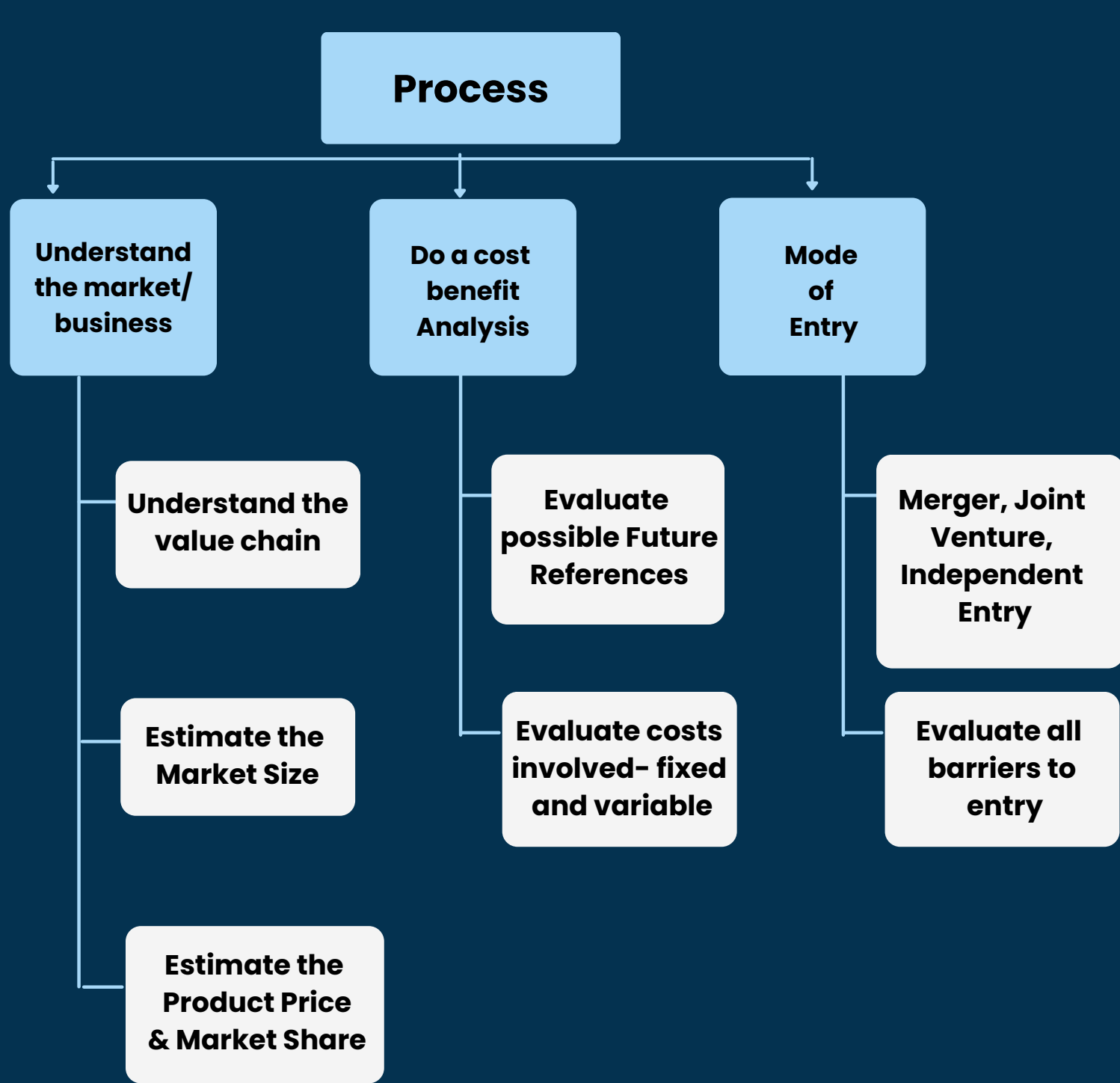



# Profitability-Increasing Costs



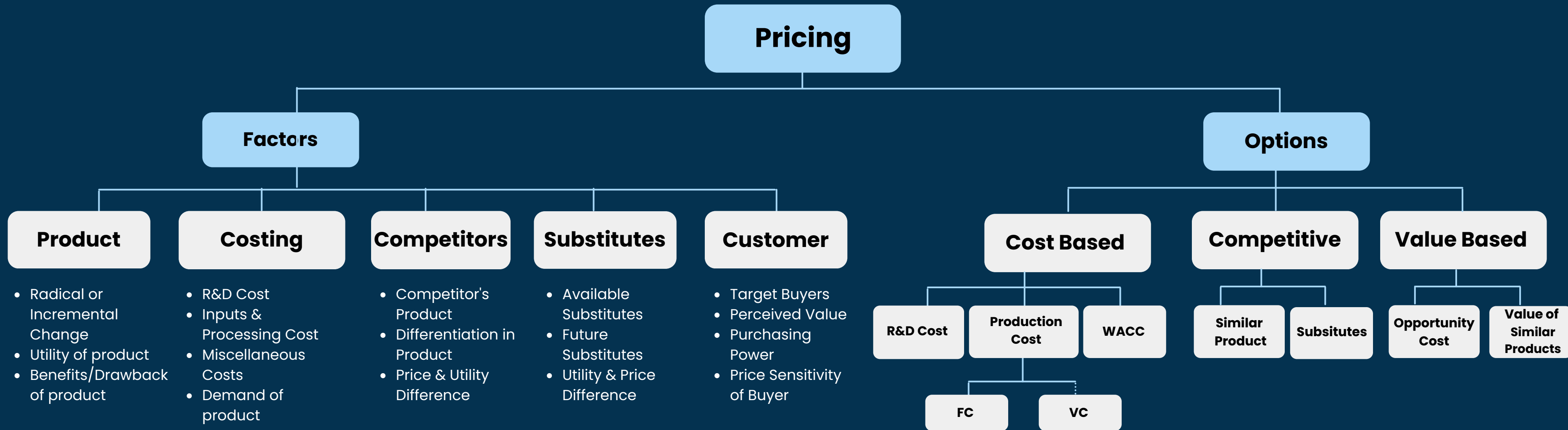
1. This is a standard classification which may change from industry to industry.
2. This strategy used only to analyse the reasons behind increase in costs. Always remember to structure your approach in this manner in order to analyse the reasons behind increase in costs.

# Market Entry Framework



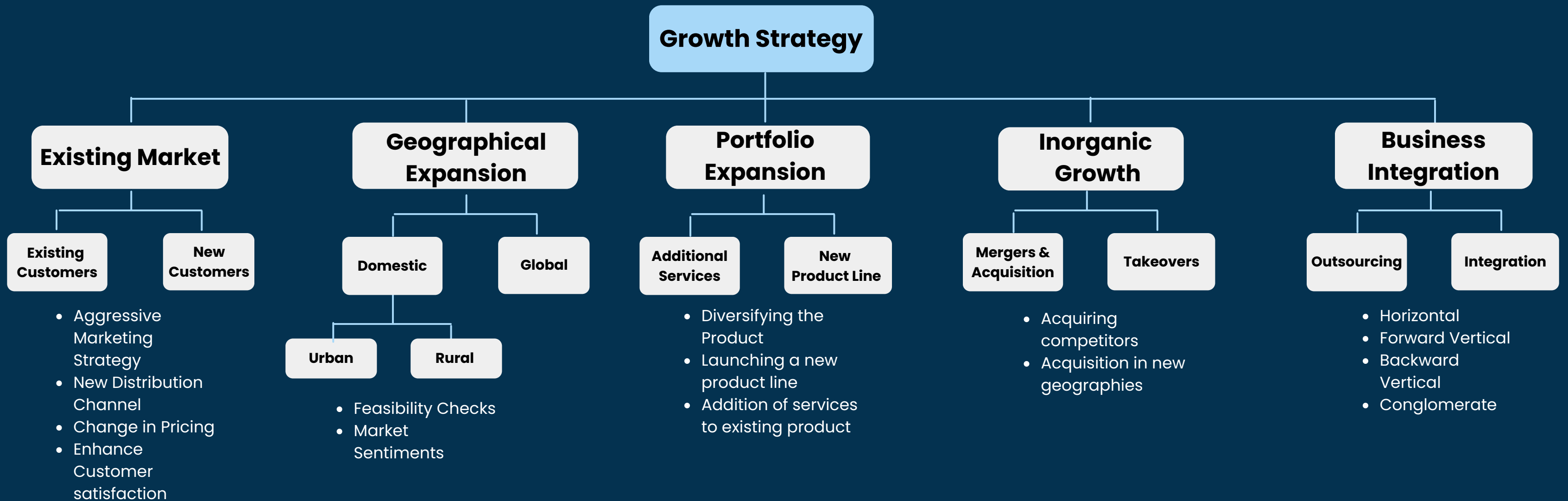
 1. The market entry framework is a tool to assess whether a company should enter a particular market or introduce new products in existing markets, by assessing growth opportunities, capabilities and challenges.  
 2. There are three different types of market entry cases- entering a new geography, targeting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



- 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.**
- 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



# AVIATION INDUSTRY

**5%**

Share in GDP

**~\$35 Billion**

Revenue Generation

**25.5%**

Expected CAGR Growth (2022-27)

**2,50,000+**

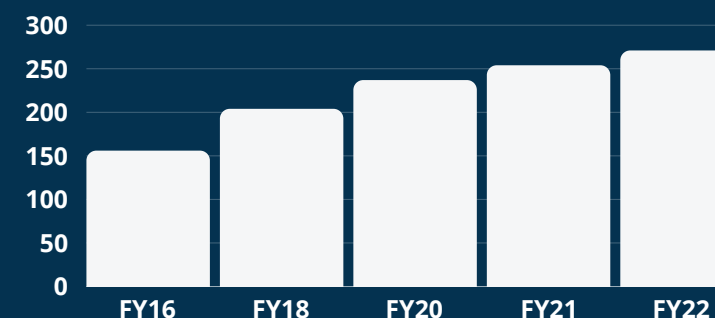
Employment Generation

## Sector Overview

- India is currently the **3rd largest civil aviation market** in the world and is expected to become the third-largest civil aviation market within the next 10 years.
- India has become the **third largest domestic aviation market** in the world and is expected to overtake UK to become the **third largest air passenger market** by 2024.

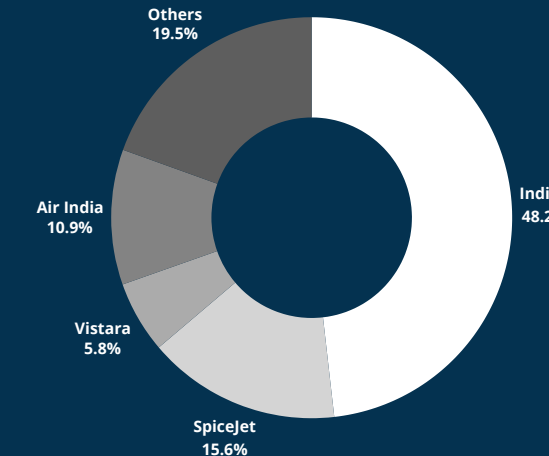


## Market Size (in '000 Crores)



## Market Share of Key Players

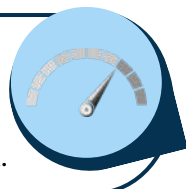
As on July, 2020



## Key Performance Indicators

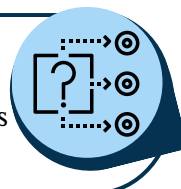
### Available seat miles (ASM)

It is calculated by taking the number of seats available and multiplying by the distance flown.



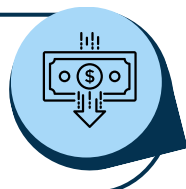
### Load factor

A measure of utilization, it is the number of Revenue Passenger Miles expressed as a percentage of ASMs



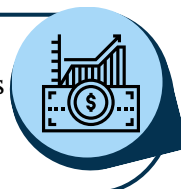
### Revenue passengers miles

It is calculated by taking the number of passengers and multiplying by miles of flight.



### Total revenue per ASM (RASM)

Calculated by dividing the airline's total revenue by its total available seat miles.



## Value Chain

### Inbound Logistics

- Route Selection
- Yield Management
- Fuel
- Flight/Crew Scheduling
- Aircraft Acquisition
- Aircraft Lease

### Operations

- Ticket Counter/ Kiosk
- Gate & Aircraft Operations
- Onboard Services

### Outbound Logistics

- Baggage System
- Flight Connections
- Rental Car & Hotel
- Reservation System

### Marketing & Sales

- Promotion/ Advertising
- Frequent Flyer
- Travel Agent Programs

### Service

- Lost Baggage Service
- Complaint Follow-up
- Support Centre

## Product Type/ Revenue Generating Streams

- Aeronautical revenue
- Other supporting services
  - Parking, ground transportation, rental cars
  - Concessions and Retail
  - Commercial Development, Advertising and More

## Trends

- According to the data released by the Department for Promotion of Industry and Internal Trade (DPIIT), **FDI inflow** in India's air transport sector (including air freight) reached **US\$ 3.54 billion** between April 2000-March 2022.
- The government has allowed **100% FDI** under the automatic route in scheduled air transport service, regional air transport service and domestic scheduled passenger airline. However, **FDI over 49% would require government approval.**
- India's aviation industry is **expected to witness Rs. 35,000 crore (US\$ 4.99 billion) investment in the next four years.** The Indian Government is planning to invest **US\$ 1.83 billion** for development of airport infrastructure along with aviation navigation services by 2026.
- India aims to have **220 new airports** by 2025, said Mr. Jyotiraditya Scindia, Minister of Civil Aviation.

## Impact of Covid-19

- Significant reductions in passenger numbers have resulted in flights being cancelled or planes flying empty between airports, which in turn massively reduced revenues for airlines and forced many airlines to lay off employees or declare bankruptcy.
- According to CRISIL, **passenger traffic at airports dropped significantly at a rate of 65 to 70% in fiscal year of 2021 with around 110 to 120 million, parallelly to fiscal 2009 to 2010 levels, due to COVID-related restrictions.**



# AUTOMOBILE INDUSTRY

**7.1%**

Share in GDP

**US\$32.84Bn**

FDI Inflow (2002-22)

**4.71**

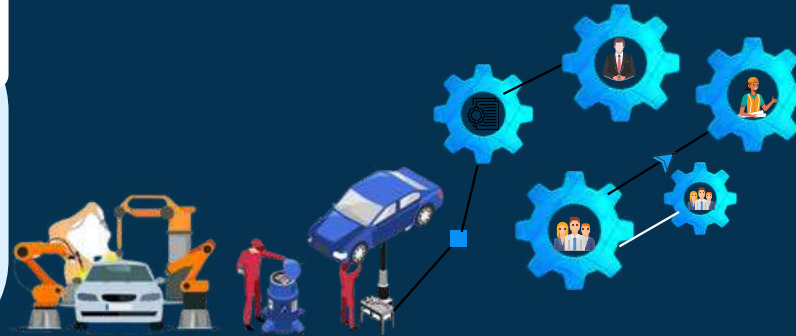
CAGR Growth (2024-29)

**37 Mn**

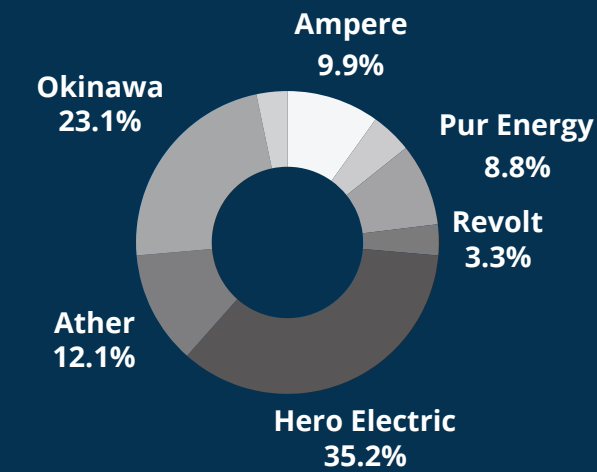
Employment Generation

## Sector Overview

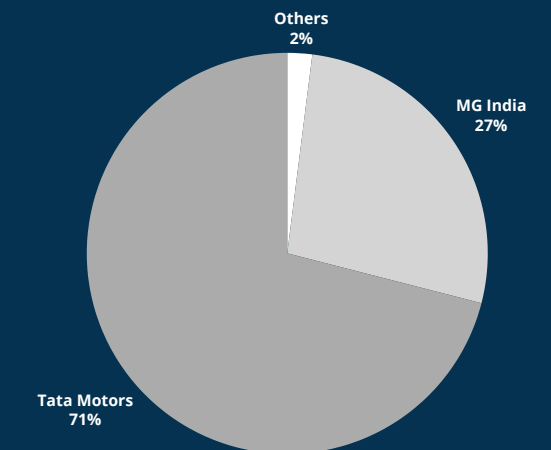
- India enjoys a strong position in the global heavy vehicles market as it is the **largest tractor producer, second-largest bus manufacturer, and third-largest heavy trucks manufacturer** in the world.
- India's automobile sector is split into four segments, i.e., two-wheelers, three-wheelers, passenger vehicles and commercial vehicles, each having a few market leaders.



## Electric Two Wheeler Market Share in India (2021)

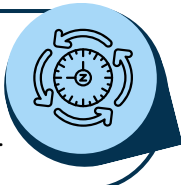


## Electric PV Market Share in India (2021)

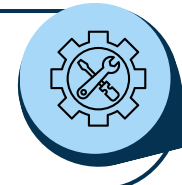


## Key Performance Indicators

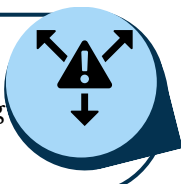
**Average Downtime-** Since downtime is costly for automotive producers, one must take special care to track downtime accurately and take actions.



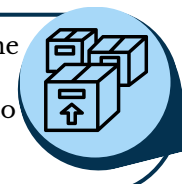
**Utilization Rate-** It is vital for automotive companies because it allows them to see how well they are using their time and labor.



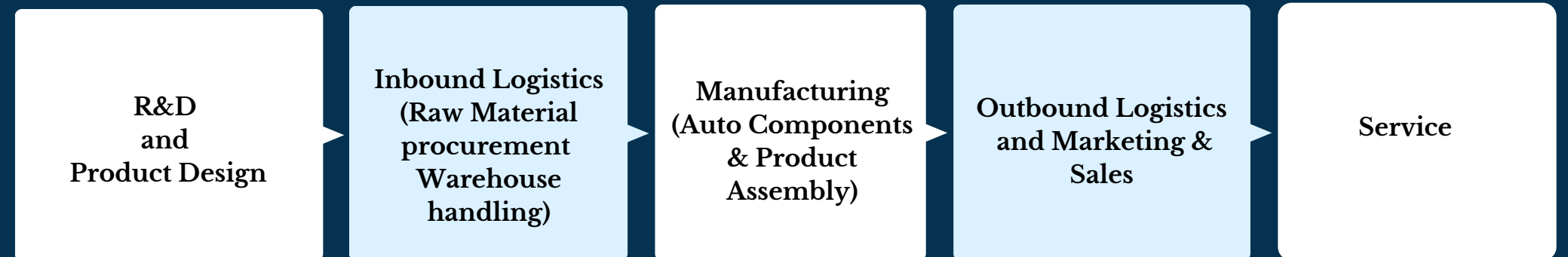
**Safety Incidents per Employee-** Safety incidents help in keeping the workers safe and also help in detecting equipment malfunctions.



**Inventory Turns-** It helps to determine how much time is required to sell the company's inventory, for companies to gauge their competitive advantage.



## Value Chain



## Trends

- In April 2022, **Tata Motors announced plans to invest Rs. 24,000 crore (US\$ 3.08 billion)** in its passenger vehicle business over the next five years.
- In March 2022, MG Motors, owned by China's SAIC Motor Corp, announced plans to raise US\$ 350-500 million in private equity in India to fund its future needs, including EV expansion.
- In February 2022, **Tata Power and Apollo Tyres Ltd announced a strategic partnership** for the establishment of 150 public charging stations across India.
- Two-wheeler EV maker HOP Electric Mobility, a diversified business venture of Rays Power Infra, is looking at investing Rs. 100 crore (US\$ 13.24 million) over the next two years to expand manufacturing capacity for its EVs.

## Impact of Covid-19

- Shortage of raw material and semi conductors
- Shifting of production to other countries,
- Liquidity crunch
- Preference for private ownership of vehicles
- Shrinkage in consumer demand due to WFH
- Starving R&D funding for advanced technology initiatives and other discretionary projects

## Product Type/ Revenue Generating Streams

- Product Types- 2 wheelers, Passenger vehicles, Commercial Vehicles, 3 wheelers
- Revenue- Automobile Sales, After Sales Service, Financing services

# BANKING INDUSTRY

**2,19,513**

No. of ATMs

**\$2.67 Trn**

Revenue Generation  
(Total Assets)

**9.9%**

CAGR Growth (2015-22)

**33,638**

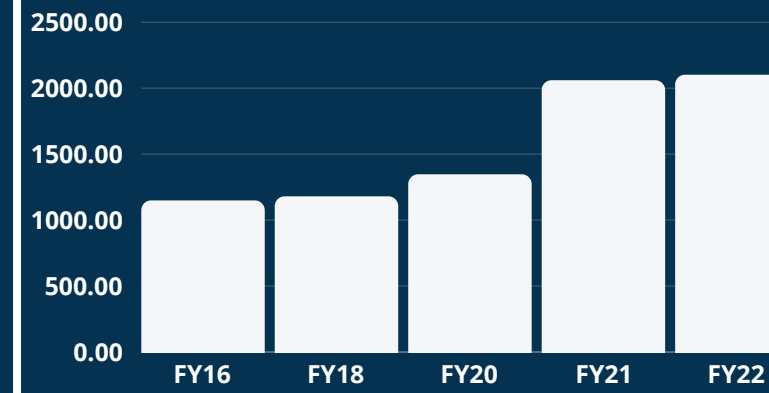
Employment Generation

## Sector Overview

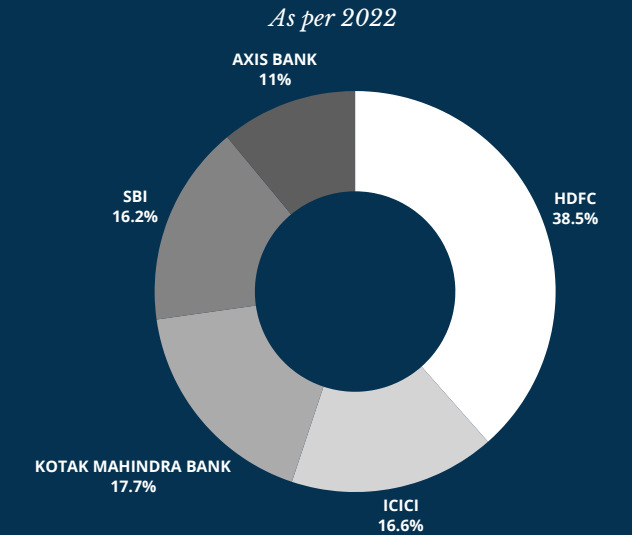
- Banks play a key role in the entire financial system by mobilizing deposits from households spread across the nation and making these funds available for investment, either by lending or buying securities.
- Today the banking industry has become an integral part of any nation's economic progress and is critical for the financial wellbeing of individuals, businesses, nations, and the entire globe.



## Market Size (in US \$ Billion)



## Market Share of Key Players

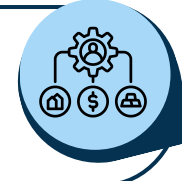


## Key Performance Indicators

**Earning asset yield** – A popular financial solvency ratio that compares interest income to its earning assets. It indicates how well assets perform by looking at income they bring in.



**Return on Average Assets (ROAA)** – an indicator used to assess the profitability of a firm's assets, and used as a means to gauge financial performance.



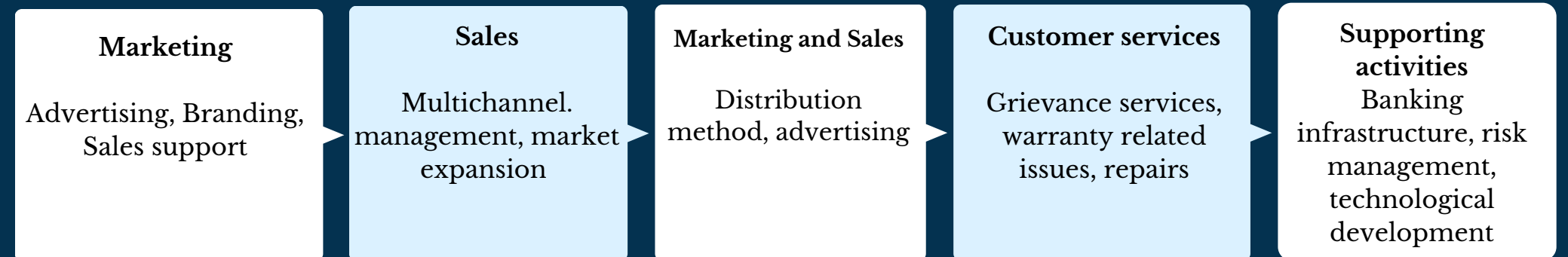
**Return on average equity** – A financial ratio that measures performance based on its average shareholders' equity outstanding.



**Cost of funds** – A reference to the interest rate paid for the funds used. The difference between the cost of funds and the interest rate charged to borrowers is one of the main sources of profit.



## Value Chain



## Product Type/ Revenue Generating Streams

- Interest Income**  
Interest income is the primary way that most commercial banks make money. It is completed by taking money from depositors who do not need their money now. In return for depositing their money, depositors are compensated with a certain interest rate and security for their funds.
- Capital Markets Income**  
Banks often provide capital markets services for corporations and investors. Banks facilitate capital markets activities with several services, such as sales and trading services, underwriting services etc.
- Fee based Income**  
Banks also charge non-interest fee for their services such as credit card fees, custodian fees, investment management fees etc.

## Trends

- Digital Push**  
Mobile banking internet banking, neo-banking and rise in digital products and solutions by private and Government of India support: **93% digital payments** (by volume) done via mobile (2021) and over 1 Bn cards are in circulation.
- Buy Now Pay Later as a form of consumer lending**  
With the rise in fintech companies, the concept of Buy Now Pay Later [BNPL] has revolutionized the banking ecosystem in India. Banks have understood the importance of effectively leveraging this concept to improve customer experience and build positive sentiment.
- Rural Digitization**  
Digital adoption continues to be propelled by rural India – clocking an 8% YoY growth to 333 Mn internet users (37% of rural population). Rural consumption accounts for 45% of all data consumption in India. Now there are 7 Rural Internet Subscriber, for every 10 Urban Internet Subscribers.

## Impact of Covid-19

- Digitization and a fast-emerging new ecosystem
- Revolutionizing talent hiring with automation (hybrid or remote working)
- The volume of bank fraud has **increased by 19.6%** to 5064 cases.
- Staff shortages, inadequate digital maturity, and pressure on the existing infrastructure .
- Banking stocks were affected particularly adversely as markets priced in future asset quality deterioration, affecting shareholder wealth and confidence

# ED-TECH INDUSTRY

**3-3.1%**  
Share in GDP

**~2 bn**  
Revenue Generation

**13.7%**  
CAGR Growth (2023-28)

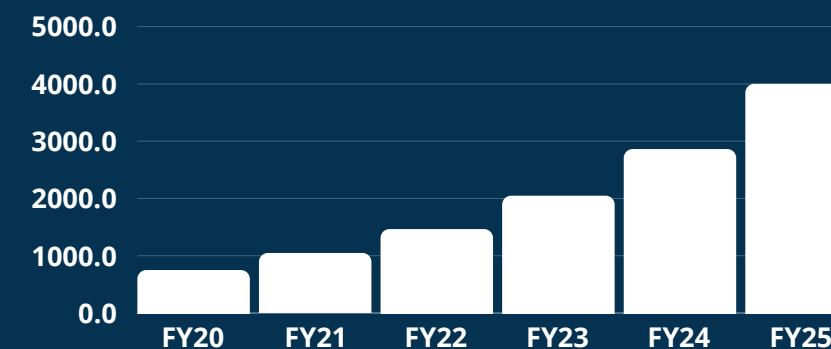
**75,000**  
Employment Generation

## Sector Overview

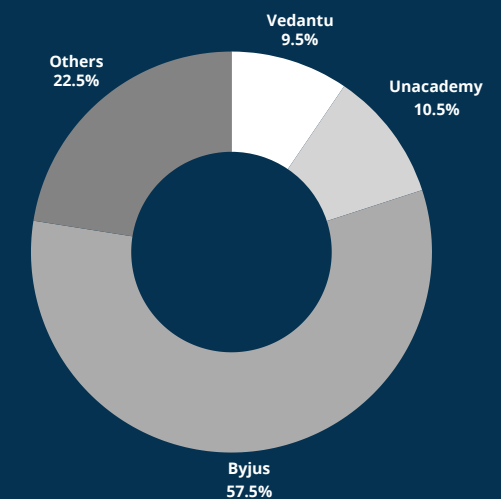
1. Edtech -Educational technology comprises the whole world of computer-aided education and training.
2. In 2022, the Indian edtech market had a value of US\$6.4 billion. the market will develop at a compound annual growth rate (CAGR) of 13.7% from 2023 to 2028, reaching US\$ 14.1 billion



## Market Size (in US \$ Millions)



## Ed-Tech Funding In India (As on July, 2020)

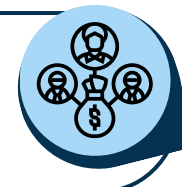


## Key Performance Indicators

**Active Users:**  
Represent the number of unique visitors that perform activities on an EdTech app or webpage.



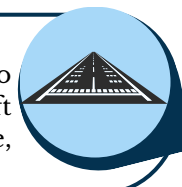
**Customer Acquisition Cost:**  
Shows the average expenses required to acquire a new customer. Typically include sales and marketing expenses.



**Conversion Rate:**  
An indicator which is used to determine the rate of conversions of the final customers concerning the total call in action.



**Runway:**  
A key performance indicator used to show the time your company has left until there is no money left anymore, usually expressed in several months.



## Product Type/ Revenue Generating Streams

1. **Ad Sponsored model:** Start-ups can offer ads during their courses to generate revenue and cover up the costs.
2. **Top-down model:** In this model, Companies target school, educational institutions. Here, the estimated market is sized and then targets, based upon the penetration rate.
3. **Freemium:** In this, they offer courses at free (freemium) or offer a free trail. This could work in two ways, either through feature limitations (freemium) or through time limitations (free trial).
4. **Marketplace model:** When a company doesn't have their own content, they open up their space for creators and teachers to make content and generate revenue from it.

## Value Chain

### Cloud Delivered Services

1. Systems and platform infrastructure.
2. Application management
3. Network infrastructure

### State and local selection and management of ED t tech

1. Personal Computing devices
2. Assessment & procurement
3. Student access and use of Ed tech services
4. Assessment of student learning and progress

### K-12 Production/Delivery of ED tech Services

### K-12 Implementation & Integration of ED tech Services

1. Teacher training & development
2. Ed tech system integration & innovation

### Assessment & Feedback

Assessment of Ed tech K-12 initiative & reforms

## Latest Government Initiatives

- The government introduced the PM eVIDYA programme in May 2020 to make e-learning more accessible. It includes initiatives such as DIKSHA, SWAYAM, and SWAYAM Prabha, offering free access to educational content and resources.
- National Education Policy (NEP) 2020 is comprehensive policy emphasizes the use of technology in education, promoting EdTech adoption across various levels.
- Government initiatives like "Digital India" and "BharatNet" aim to improve internet connectivity in rural areas, facilitating access to online learning platforms.

## Impact of Covid-19

- Government's initiative to promote e-learning under the scheme of SWAYAM with a vision to connect students digitally who were unable to access e-mnode of education during lockdown.
- Forced to adapt with a virtual space of learning.
- The lockdowns and pandemic disruptions forced parents and educational institutions forced to adapt with a virtual space of learning and made Edtech the most funded space

# PHARMACEUTICAL INDUSTRY

**1.72%**

Share in GDP

**US\$ 19.41 Bn**

FDI Inflow(2002-2022)

**9.43%**

CAGR Growth

**5.5-5.7 lakh**

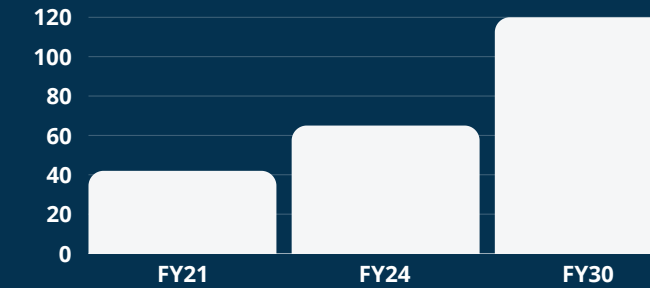
Employment Generation

## Sector Overview

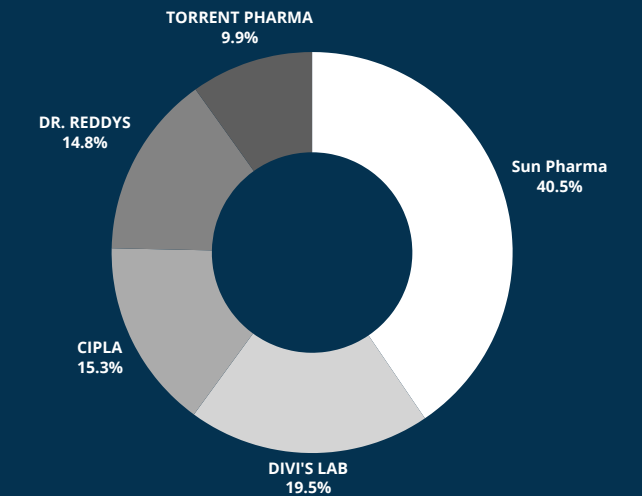
- The Indian pharmaceutical sector contributes about 2 per cent to India's GDP and around 8 per cent to the country's total merchandise exports.
- In terms of overall revenue, the Indian pharmaceutical market **increased by 13.9%** in January 2022. Indian Pharma sector has grown steadily by CAGR of 9.43%



## Market Size (in US\$ Billion)



## Market Share of Key Players



## Key Performance Indicators

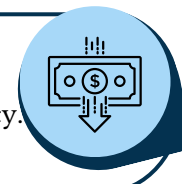
### Operating cashflow

Measures the amount of cash generated by the daily business of the pharmacy.



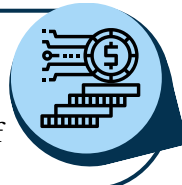
### Average Revenue per Customer:

Measures the amount of money that each customer brings to the pharmacy.



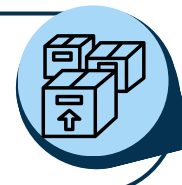
### Gross Profit Margin

Highlights the profitability of a pharmacy and Average Sale per Transaction highlights the amount of revenue per transaction.



### Inventory Turnover:

Shows how many times the pharmacy has sold and replaced its inventory.



## Value Chain



## Trends

- Production: Ranked 3rd:** For pharma production by volume and 14th by value. A strong network of 3,000 drug mfg. companies and ~10,500 manufacturing units
- Industry Size:** Estimated at \$42B in 2021 and likely to reach \$65B by 2024 and \$120-130B by 2030. Growth of 22.4% CAGR is expected in the future.
- Exports:** Stood at \$ 20.70B in FY20 and \$ 24.44B in FY21
- Healthcare expected to reach \$372B** by 2022
- R&D Spend:** The average R&D spend of Indian companies is ~8% of turnover. As per Union Budget for FY22, Rs 2,663 Crores has been allocated for research
- Manufacturing:** ~33% lower manufacturing cost than the USA enabling India to produce high-quality medicines at competitive prices. India supplies 40% of generic demand in the US and 25% of all medicines in the UK

## Impact of Covid-19

- The overall revenue of the pharmaceutical industry has increased by approximately 14% since the pandemic
- 18.7% year-on-year export growth** was seen in FY 21 - 22, indicating the positive effects of the pandemic on the industries' trade balance.
- The top line of all pharma companies benefited from increased spending on consumer pharma products.

## Growth Drivers

- Government Support** - Government incentives including an outlay of INR 21940 for PLI 1.0 and PLI 2.0
- Medical tourism** - Quality services at marginal costs compared to US, Europe, and South Asia.
- Infrastructure development** - India has the highest number of US-FDA compliant plants outside the US
- Strong drug manufacturing** - Expertise in low cost generic patented drugs as well as end-to-end manufacturing

# REAL ESTATE INDUSTRY

**\$477 bn**

Share in GDP

**~930 mn**

Revenue Generation

**25%**

CAGR Growth (2023-28)

**71 mn**

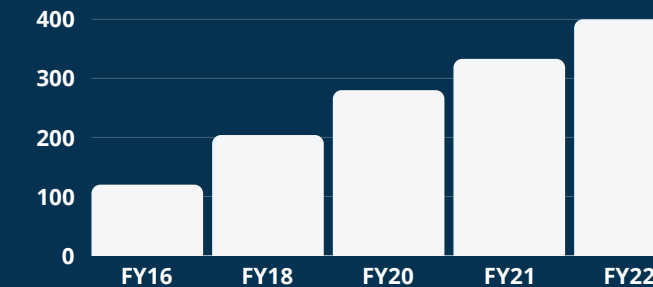
Employment Generation

## Sector Overview

- The real estate sector is one of the most globally recognized sectors. It comprises four sub-sectors - housing, retail, hospitality, and commercial.
- Real estate sector in India is **expected to reach US\$ 1 trillion by 2030**. By 2025, it will contribute 13% to the country's GDP.

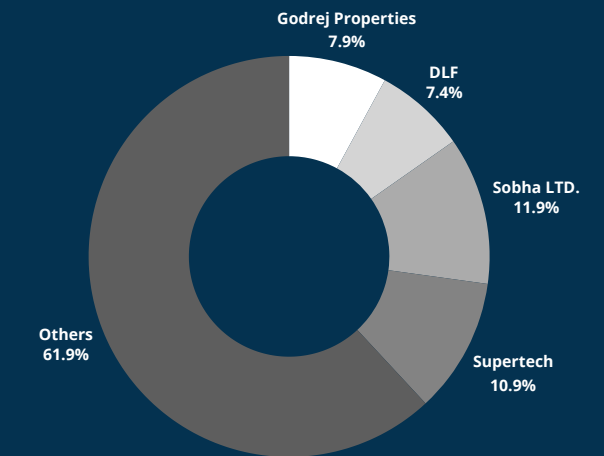


## Market Size (in '000 Crores)



## Market Share of Key Players

As on July, 2020



## Key Performance Indicators

Payback Period determines the number of years it will take for a property to pay back the initial investment amount.



Average Rent Price Per Property determines the average monthly rental price to help compare quarterly or annual changes.



Average Mortgage Rate can be compared to the current index mortgage rate to assess if properties should be refinanced.



A low turnover rate is desirable as it means that your property is occupied and making you money.



## Value Chain

### Initiation

- Business appraisal
- Initial Financing
- Negotiations

### Compliances

- Investments
- Funding
- Shareholding

### Sales

- Marketing
- Agreements
- Contracting

### Asset development

- Construction
- Contracting
- Approvals

### Asset Management

- Utilization
- Maintenance
- Administration

## Product Type/ Revenue Generating Streams

- Residential Space:** India's real estate sector saw over 1,700 acres of land deals in top 7 cities in one year.
- Commercial space:** Few players with a presence across India.
- Retail Space:** FDI in multi-brand retail to boost demand.
- Hospitality space:** Hotel room supply in the country increased 5.4% y-o-y in FY19, totaling 133,359 rooms at the end of FY21.
- Office Space:** Developers expect demand for office spaces in SEZs (special economic zone) to shoot up after the replacement of the existing SEZs act.

## Trends

- In India, the real estate sector is the **second-highest employment generator**, after the agriculture sector.
- Real estate sector in India is **expected to reach US\$ 1 trillion by 2030**. By 2025, it will contribute 13% to the country's GDP.
- Rapid urbanisation bodes well for the sector. The number of Indians living in urban area.
- It is expected to reach \$542.7 million by 2025.
- Construction is the third-largest sector in terms of FDI inflow.** FDI in the sector (including construction development & activities) stood at US\$ 54.17 billion from April 2000 to March 2022.

## Impact of Covid-19

- Increase the importance of digital customer interface for transactions due to social distancing and lockdowns.
- Less funding of residential projects; dependent on customer payments to fund the projects.
- Discount on sale price to increase the sales
- Work force reduction due to mass exodus of migrant laborers during the lockdown and the real estate sector is one of the largest employers of migrant laborers.

# INSURANCE INDUSTRY

**\$81.3 bn**

Total Written Premium (Life Insurance)

**57**

Number of insurance companies in India

**9.9%**

CAGR Growth (2024-28)

**3.8%**

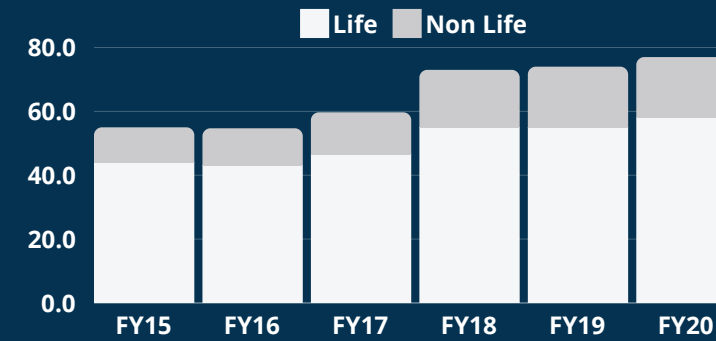
Overall insurance penetration (premiums as % of GDP)

## Sector Overview

- India's Insurance industry is one of the premium sectors experiencing upward growth. This upward growth of the insurance industry can be attributed to growing incomes and increasing awareness in the industry.
- India is the fifth largest life insurance market in the world's emerging insurance markets, **growing at a rate of 10%** each year. Foreign Direct Investment (FDI) in the industry under the automatic method is allowed up to 74%.

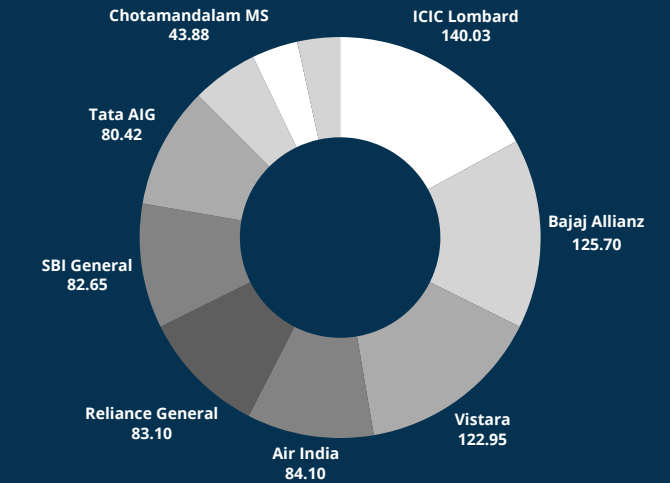


## Insurance Density (Premiums Per Capita) (in US\$)



## Market Share of Key Players

As on July, 2021



## Key Performance Indicators

**Retention Rate** – This key insurance metric tracks the percentage of policies that are renewed against the number of new policies issued.



**Bind Rate** – The bind rate insurance KPI measures individual performance of staff, showing who has the skills to close a deal.



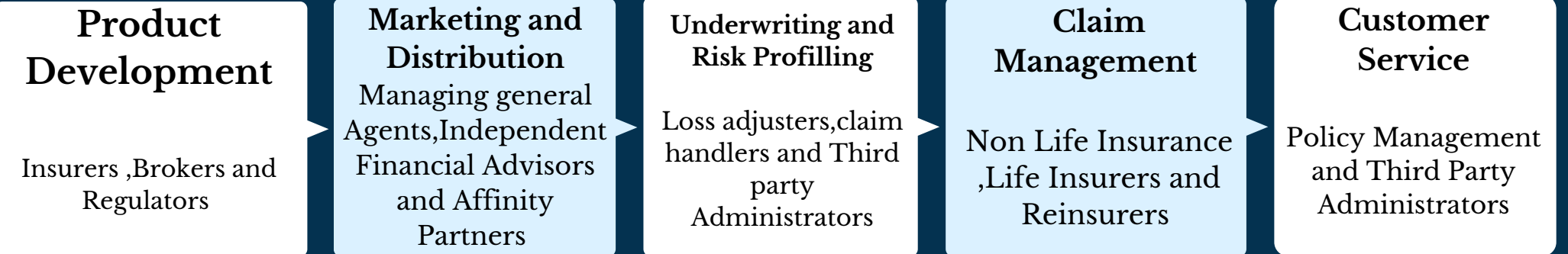
**Contract Rate** – The contract rate insurance metric is straight forward. This KPI measures how many leads a staff member was able to contact vs. the total number of leads they reached



**New Policies per Agent** – This metric helps companies keep track of who their star performers are, as well as bringing about some healthy competition between agents.



## Value Chain



## Product Type/ Revenue Generating Streams

- Premiums collected from insured individuals
- Investment income
- Cash value cancellations
- Coverage lapses

## Trends

- ICICI Lombard and Airtel Payments bank have entered into a partnership for providing cyber insurance in February 2022.
- In FY21, LIC achieved a record first-year premium income of Rs. 56,406 crore (US\$ 7.75 billion) under individual assurance business with a 10.11% growth over last year.
- In India, gross premiums written of non-life insurers reached US\$ 26.52 billion in FY21 (between April 2020 and March 2021), from US\$ 26.49 billion in FY20 (between April 2019 and March 2020), driven by strong growth from general insurance companies.
- In August 2021, ICICI Prudential Life Insurance tied up with the National Payments Corporation of India (NPCI) to provide a unified payments interface autopay.

## Impact of Covid-19

- Impact on health insurance :** Although the health insurance industry faced a major decline during the initial phase of the pandemic, the industry is likely to witness an increase in demand in the coming years.
- Impact on life insurance :** With products like a pure term life insurance policy offering individuals substantial sum assured amounts for relatively lower premiums, the demand for the same has been on a rise ever since the pandemic hit Indian shores.

# FMCG INDUSTRY

**2.5%**

Share in GDP

**~\$110 B**

Revenue Generation

**14.9%**

CAGR Growth (2016-22)

**3 Million**

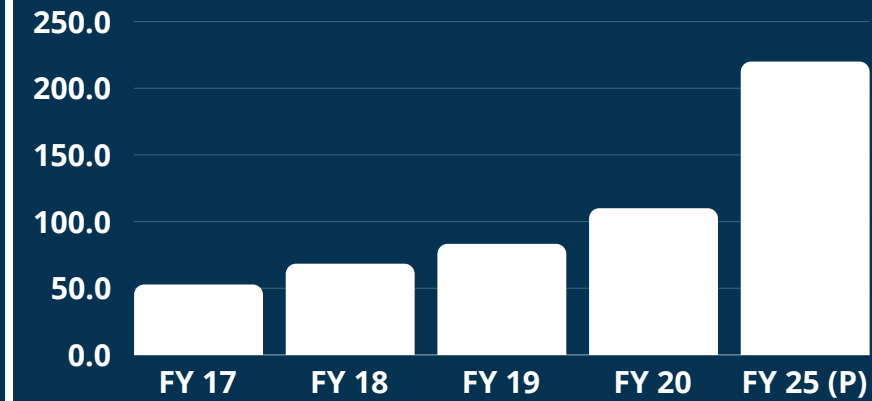
Employment Generation

## Sector Overview

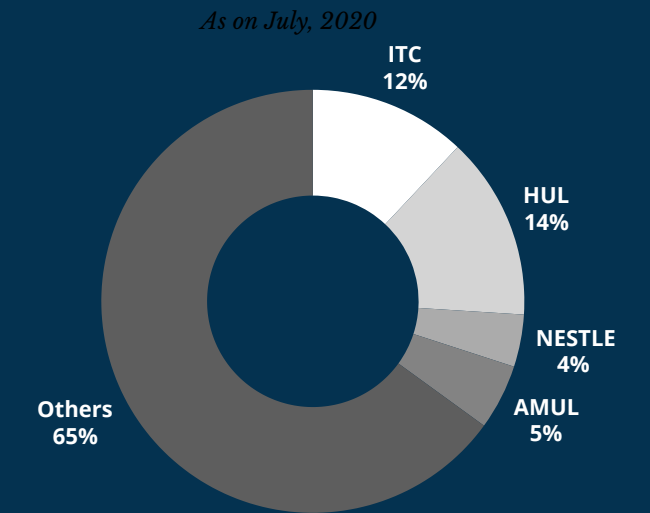
1. FMCG is the fourth-largest sector in the Indian economy.
2. India's household and personal care is the leading segment, accounting for 50% of the overall market. Healthcare (31%) and food and beverages (F&B) (19%) comes next in terms of market share.
3. Real household spending is projected to increase at 9.1% YoY in 2021.



**Market Size**  
(in '000 Crores)



**Market Share of Key Players**



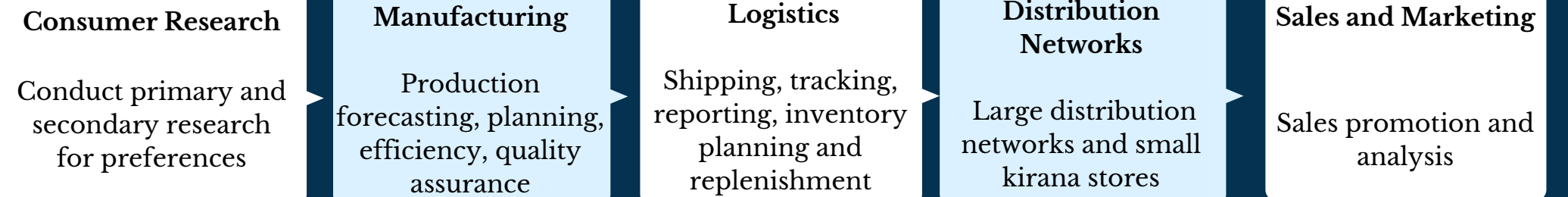
## Key Performance Indicators

- Out of Stock Rate:** Measure your ability to meet customer demand
- Delivered On-Time & In-Full:** Monitor the delivery performance
- Average Time To Sell:** Track how long you need to sell your products
- Sold Products Within Freshness Date:** Take care of expiration dates
- Cash-to-Cash Cycle Time:** Analyze your cash cycle time in detail
- Supply Chain Costs:** Understand supply chain costs by category
- Carrying Cost of Inventory:** Assess the costs your inventory holds
- On-Shelf Availability:** Measure the impact on your sales
- Margin by Product Category:** Identify your most profitable products

## Growth Drivers

- The share of organised FMCG sector is rising with increased level of brand consciousness.
- Rural consumption has increased, along with the demand for branded products, led by a combination of increase in income and higher aspiration levels. This is a huge untapped market.
- Internet has made the availability of products has become way easier and more convenient at required time and place. Online grocery stores and online retail stores like Grofers, Flipkart, and Amazon are making FMCG products more readily available.
- Indian and multinational FMCG players can leverage India as a strategic sourcing hub for cost-competitive product development and manufacturing to cater to international markets.

## Value Chain



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

## Latest Government Initiatives

- The government's production-linked incentive (PLI) scheme gives companies a major opportunity to boost exports with an outlay of US\$ 1.42 billion.
- In November 2021, Flipkart signed an MoU with the Ministry of Rural Development of the Government of India (MoRD) for their ambitious Deendayal Antyodaya Yojana – National Rural Livelihood Mission (DAY-NRLM) programme to empower local businesses and self-help groups (SHGs) by bringing them into the e-commerce fold.
- Companies are counting on recent budget announcements like direct transfer of 2.37 lakh crore (US\$ 30.93 billion) in minimum support payment (MSP) to wheat and paddy farmers and the integration of 150,000 post offices into the core banking system to expand their reach in rural India.
- The Government of India has approved 100% FDI in the cash and carry segment and in single-brand retail along with 51% FDI in multi-brand retail.

## Advantage India

- **Robust demand:** The Indian processed food market is projected to expand to US\$ 470 billion by 2025, up from US\$ 263 billion in 2019-20. Rural India is witnessing increased demand for quality goods and services driven by upgraded distribution channels of FMCG companies. Rising digital connectivity in cities and rural areas is driving the demand for FMCG (through e-commerce portals).
- **Attractive Opportunities:** Disposable income in rural India has increased because of the direct cash transfer scheme

# IT INDUSTRY

**\$253.6 bn**

Share in GDP

**\$250 bn**

Revenue Generation

**10.49%**

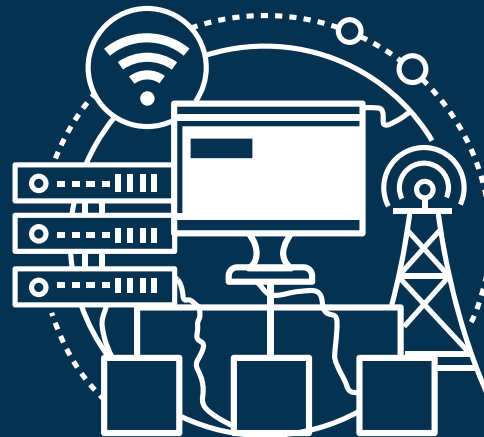
CAGR Growth (2024-29)

**5.43 MN**

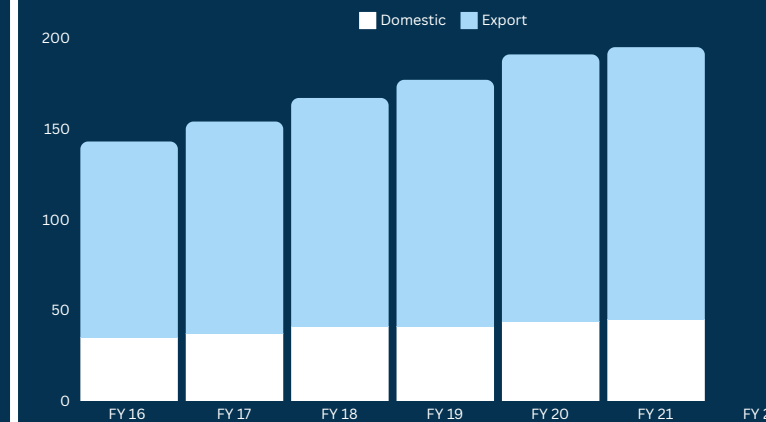
Employment Generation

## Sector Overview

- The IT and BPM market accounts for 9.3% of India's GDP and 56% of the global outsourcing market.
- FY23, the top four Indian IT companies, TCS, Wipro, Infosys and HCL Technologies are expected to see a rise in hiring by 5-6% due to the increasing demand for talent and skill. India's IT and business services market is projected to reach US\$ 44.02 billion by 2029.

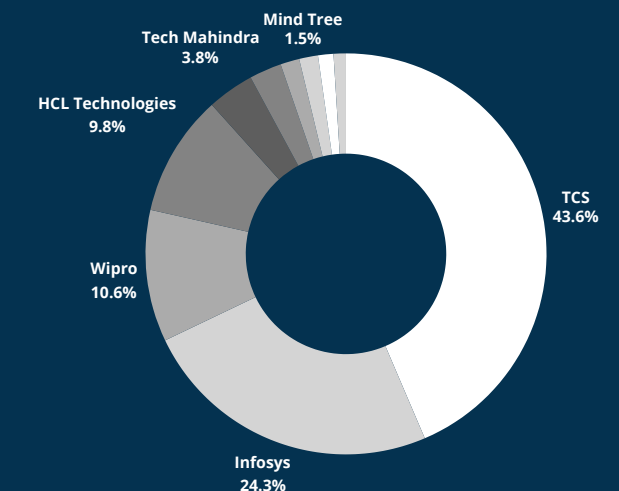


## Market Size (in USD bn dollars)



## Market Share of Key Players

As on July, 2021



## Key Performance Indicators

**IT ROI**, which defines the returns in comparison with the investments in the sector. Higher the ROI, better the company is.



**IT SPEND VS. PLAN** - This metric compares the expected IT budget against its actual IT spending.



**RECOVERY POINT OBJECTIVE** refers to the maximum data, measured by time, that you can afford to lose after recovering from a disaster



**IT SUPPORT EMPLOYEES PER END USERS** - The number of IT support employees divided by the number of end users per day



## Value Chain

### Strategy to Portfolio

Receiving Stock, Warehousing, Infrastructure for Outlets

### Requirement to Deploy

Outlet Management, Stock Management

### Request to Fulfil

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

## Growth Drivers

- Emergence of New Technologies:** New avenues for innovation are continually being opened up by disruptive technologies such as blockchain, machine learning, and artificial intelligence (AI). The development and application of these solutions are being led by IT companies, which is driving the expansion of the sector.
- Growing Internet Penetration:** As more and more individuals, particularly in emerging nations like India, connect to the internet, the need for IT services and goods is rising. As a result, more people may use online collaboration platforms, e-commerce, and other IT-driven solutions.
- Changing Business Models:** Cloud-based business models such as Software-as-a-Service (SaaS) and Platform-as-a-Service (PaaS) are replacing traditional on-premise solutions in the IT industry. This subscription-based strategy accelerates growth even further by making technology more inexpensive and accessible for companies of all sizes.

## Trends

- Disruptive technologies such as cloud computing, blockchain, social media and data analytics are offering new avenues of growth across verticals for IT companies.
- In July 2021, Tata Technologies partnered with Stratasys, a 3D printing technology company, to provide advanced additive manufacturing technologies to the Indian manufacturing ecosystem.
- In May 2021, HCL Technologies (HCL) announced a multi-year contract with Hitachi ABB Power Grids to build a new greenfield digital foundation as part of a global transformation programme. Through this engagement, HCL will help Hitachi ABB Power Grids establish a new, efficient and modern independent IT organisation.
- Key players are focussing on differentiated cloud products/platforms to avail a competitive advantage over other industry players.
- Artificial Intelligence and Machine Learning have the potential to change the future world and have been making headlines among the emerging information technology trends in recent years.

## Impact of Covid-19

- Increased consumption of software such as Google Meet, Zoom, Microsoft Teams became a silver lining.
- A lot of companies were forced to ask their employees to work remotely keeping in the account the public health concerns. Due to this, there was a massive loss in opportunity for many companies who have international dealers.



# TELECOMMUNICATION INDUSTRY

**1.47%**  
Share in GDP

**~11.38 Billion**  
Revenue Generation

**9.4%**  
CAGR Growth (2020-25)

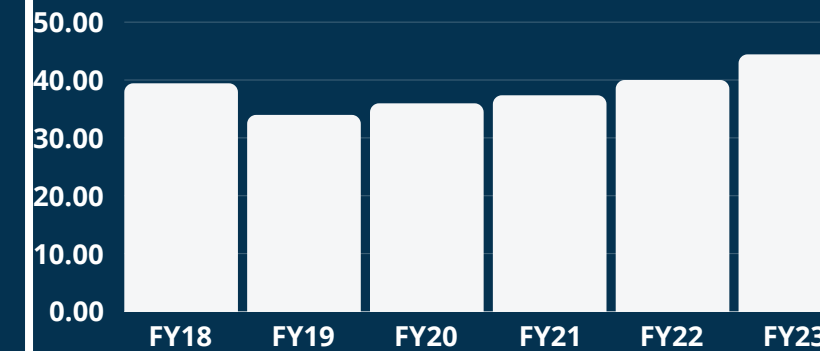
**4 MN**  
Employment Generation

## Sector Overview

1. India has the second-largest telecom network in the world.
2. In India, the total subscriber base stood at 1.09 billion (as of March 2024) Domestic production increased at 9.4% CAGR from 2020 to 2025.
3. The Indian telecom sector's gross revenue declined from US\$ 40—billion in FY16 to US\$ 37.36 billion in FY21.

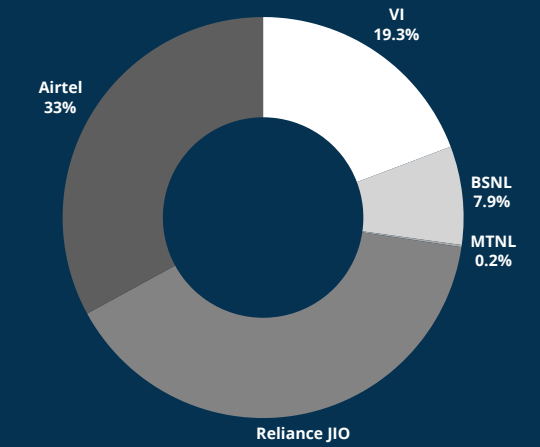


## Market Size (in US\$ Billion)



## Market Share of Key Players

As of December 31, 2023,



## Key Performance Indicators

**Availability**  
Tracks if the network is suitable or ready for users to use its services.



**Average return per user**  
Tracks how much money the MNO makes for each person using its service.



**Network operating cost**  
This tracks how much your network costs to operate.



**Retainability**  
Measures if the network can hold and provide the network service promised to users.



## Value Chain

Product and service offering design

Sales generation and Pre-sales support

Sales support at purchase time

Delivery and activation

Customer Support and account management

Billing and Collection

Tracking and Follow-up

## Product Type/ Revenue Generating Streams

- 1. Mobile (wireless)**  
Comprises establishments operating and maintaining switching and transmission facilities to provide direct communication via airwaves
- 2. Fixed-line (wireline)**  
Consist of companies that operate and maintain switching and transmission facilities to provide direct communication through landlines, microwave or a combination of landlines and satellite link-ups
- 3. Internet Service**  
Include Internet Service Providers (ISPs) that offer broadband internet connections through consumer and corporate channels

## Trends

- Department of Telecommunication launched 'Tarang Sanchar' - a web portal sharing information on mobile towers and EMF Emission Compliances.
- Payments on unified payments interface (UPI) hit an all-time high of 3.65 billion (by volume), with transactions worth ~Rs. 6.54 trillion (US\$ 87.11 billion) in September 2021.
- Over 75% increase in internet coverage—from 251 million users to 446million.
- In August 2021, Tata Group company Nelco announced that the company is in talks with Canadian firm Telesat to sign a commercial pact for launching fast satellite broadband services in India under the latter's Lightspeed brand,
- In the first quarter of FY21, **customer spending on telecom services increased 16.6% y-o-y**, with over three-fourths spent on data services.
- India had over **500 million active internet users** (accessed the Internet in the last one month) as of May 2020.

## Impact of Covid-19

Post-COVID-19-related lockdown, work from home may become a new normal for many organizations, thus creating opportunities for different telecommunication services across the spectrum- fixed line, broadband, and enterprise solutions besides pure mobile connectivity.

# OTT INDUSTRY

**7-9%**

Market Share in M&E Industry

**~\$3 Bn**

Revenue Generation

**7.43%**

CAGR Growth (2024-29)

**34%**

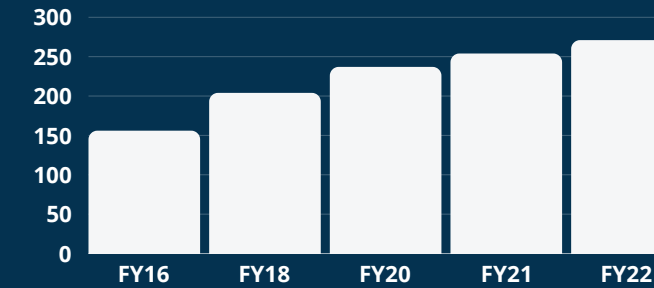
User Penetration

## Sector Overview

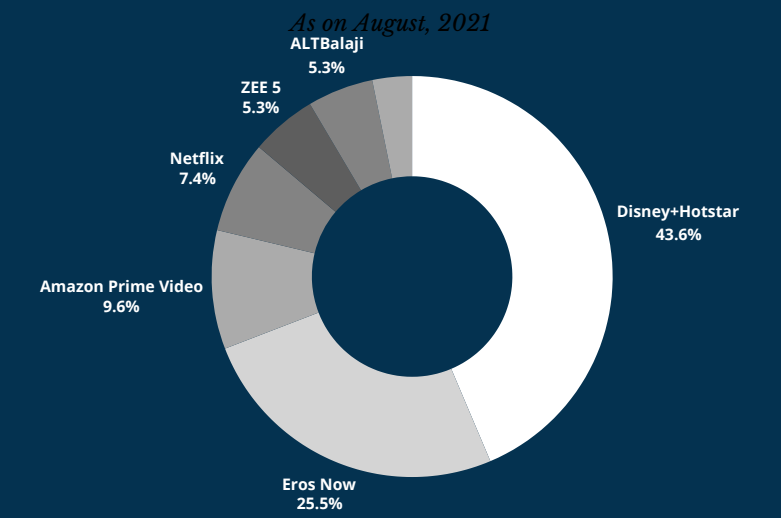
1. The global OTT Market was valued at \$121.61 billion in 2019 and projected to reach \$1039.3 billion by 2027.
2. Rise in demand for subscription-based services has been a facet that's driving the OTT market.
3. The inability to supply high speed internet is one of the factor which is restraining the growth of the market in terms of value sales.



## Market Size (in '000 Crores)

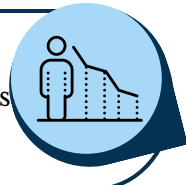


## Market Share of Key Players

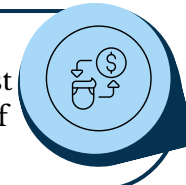


## Key Performance Indicators

**Subscriber Churn**  
(Lost Customers ÷ Total Customers at the Start of Time Period) x 100



**Subscriber Acquisition Cost**  
Customer Acquisition Cost = (Cost of Sales + Marketing) / Number of New Customers Acquired



**Subscriber Return on Investment**  
(Money gained - Money spent) / Money spent x 100 = ROI



**Subscriber Lifetime Value (LTV)**  
LTV = Average value of sale x Number of Transactions x Retention Time Period



## Value Chain

### Network operating cost

- Premium rights
- Professional content
- User generated content.

### Online Services

- Gaming
- Streaming
- Social Media
- Search services
- Cloud services
- e-Retail

### Enabling technologies and services

- Web design & hosting
- Payment platforms
- Advertising
- Managed bandwidth & content delivery

### Connectivity

- Mobile access
- Fixed access
- Satellite access

### User Interface

- Access devices (smartphone PCS etc)
- Operating systems and software apps

## Product Type/ Revenue Generating Streams

- There are primarily 4 OTT business/ monetization models available for professional broadcasters;
- 1) **Monetising with Advertisements:** The Ad-based Video on Demand or AVOD model generates revenue with ads.
  - 2) **VOD Subscription based:** SVOD businesses charge a recurring fee weekly, monthly, quarterly, or yearly for full access to their video platform.
  - 3) **Transactional based content:** Customers buy or rent videos one at a time based on their needs. This OTT model is sometimes also known as pay per view (PPV) or pay per download (PPD).
  - 4) **Hybrid (SVOD+TVOD+AVOD)**

## Trends

- As part of the expansion to include all digital platforms and digital (OTT) players under a single roof, in May 2021, the Indian Broadcasting Foundation (IBF) announced the move to be renamed as the Indian Broadcasting and Digital Foundation (IBDF).
- As per the Information Technology (Intermediary Guidelines and Digital Media Ethics Code) Rules, 2021, IBDF would also form a selfregulatory body (SRB) soon.
- The code of conduct finalized by the Internet and Mobile Association of India's (IAMAI) digital entertainment committee in February 2021 remains relevant.
- Endorsed by major OTT platforms like Netflix, Amazon Prime Video, Disney+ Hotstar, ZEE5, and Voot, this code provides a framework for self-regulation of OTT content.

## Impact of Covid-19

Approximately, 43.75% of people preferred to use OTT platforms at night, before the lockdown. During the lockdown, approximately 44.29% of people prefer to use OTT platforms late at night. Also, there is an increase in viewership of OTT platforms from 5.71% to 21.43% during the afternoon.



# GUESSTIMATES



## What is a Guesstimate?

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

## Methodology

### Clarify

Try and extract the exact information from the interviewer on what he wants you to calculate.

### Structure

Go with the approach (supply side/demand side/proxy) that helps you minimize your assumptions.

### Analyse

Decide which approach you want to use & think of 2-3 steps ahead in the approach you decide to see how it works.

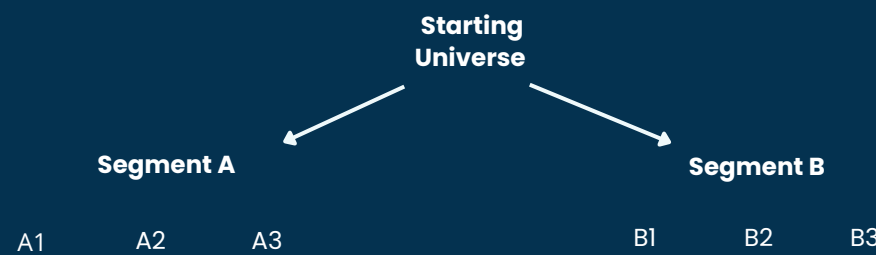
### Conclude

Put the numbers and assumptions together and once you get it right, you have cracked the guesstimate.

## 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

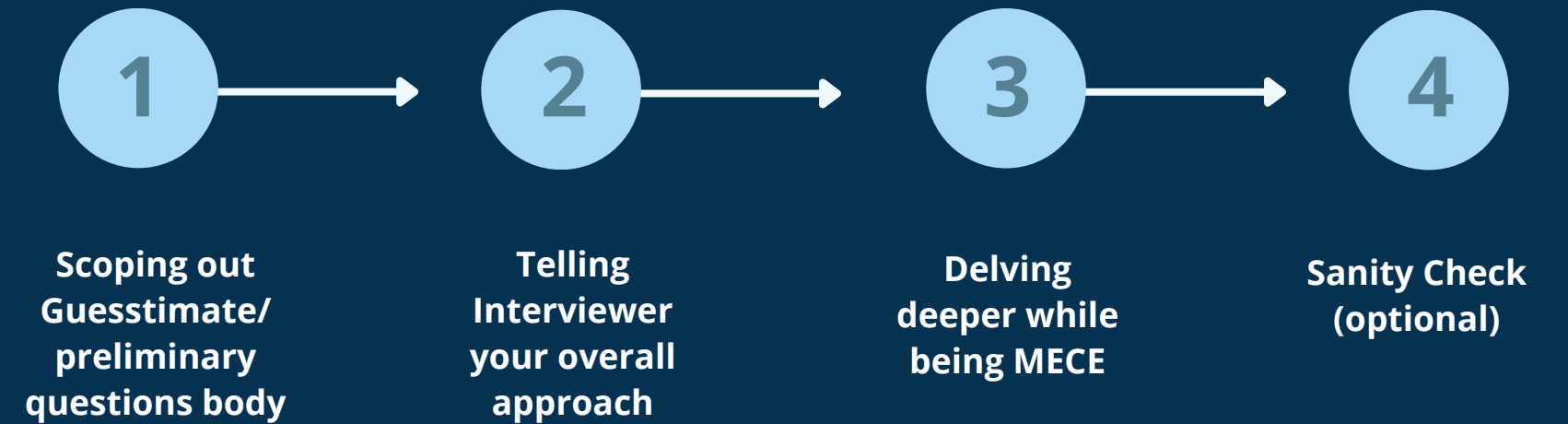
Start from the bottom - some low-level statistic that doesn't change the universe and scale up to reach the final answer.

- **Smallest replicable block**
- **Single identifiable block**
- **Scale Up**

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 on an 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 the 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%

### 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%

### Distribution by Religion

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

### Approximate Population for Indian Cities

Mumbai	20 Million
Delhi	16 Million
Hyderabad	10 Million
Lucknow/Patna/Bhopal	3.5 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

## Company

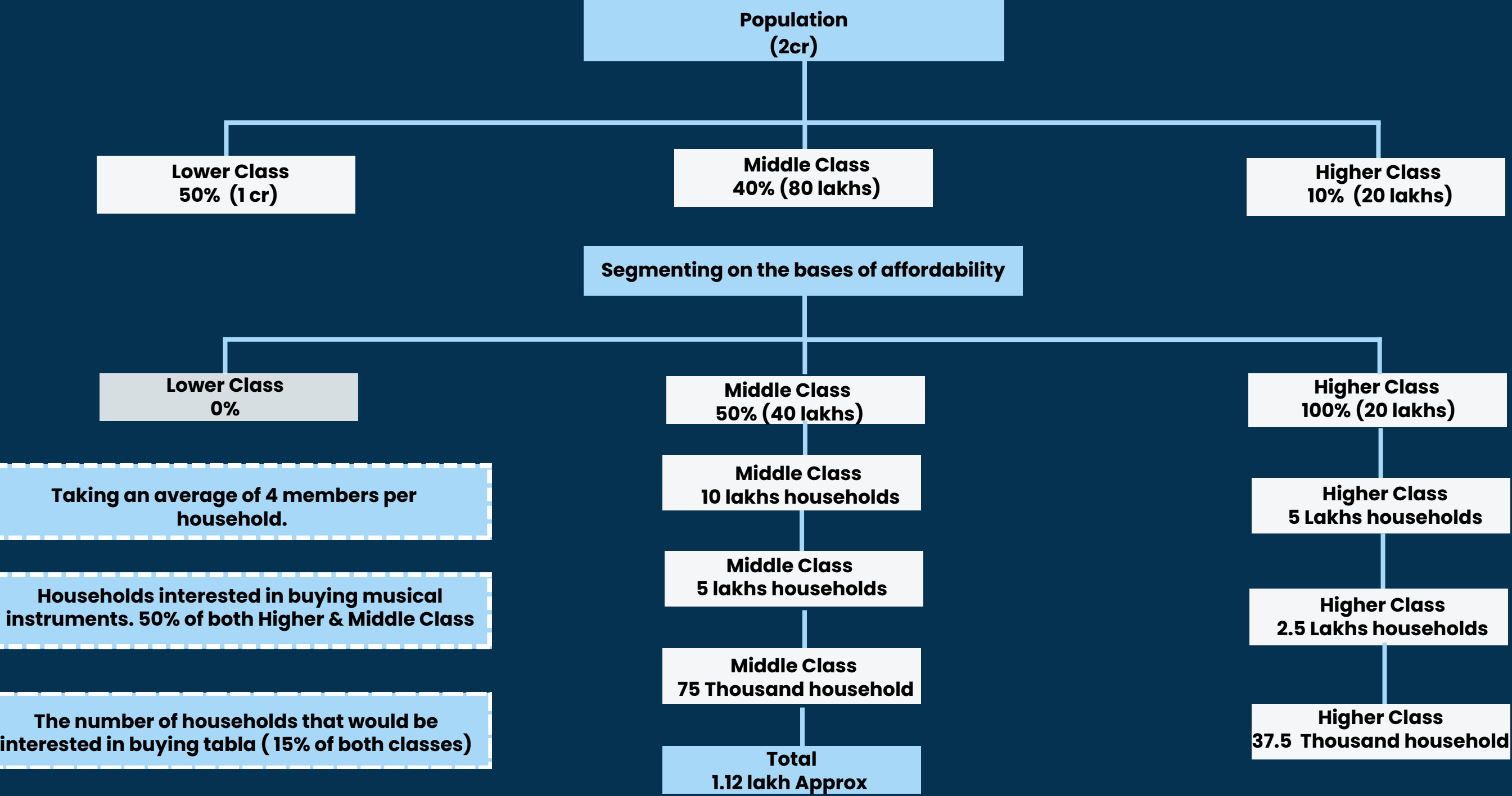
BOD Consulting

## Statistics/Assumptions

### Facts

- (Every assumption was clarified by asking the interviewer) Population is divided into lower class (50%), middle class (40%) and higher class (10%)
- Lower class won't be able to afford a tabla due to low per capita income.
- 50% of middle class and 100% of upper class will be able to afford a tabla.
- Average of 4 members per household.

## Number of tabla sold from a particular outlet in a day in Delhi



- 70% of the total will prefer to go to a class, so divided by 5 as usually one tabla shared by different students  $78,000 \text{ tablas} / 5 = 15,600 \text{ tablas}$
- 30% are private players out of which 50% (17k) will rent and 50% (17k) will buy.
- the total demand of tabla in a day =  $17+78 = 95k / 365 = 3 \text{ Approx tablas}$

# Interview Transcript

**Interviewer:** Can you estimate the number of Tablas sold from a particular outlet in a day ?

**Interviewee:** Yes, let's employ a demand-side approach.

**Interviewer:** You may begin.

**Interviewee:** Delhi has a total population of 2 crore people, which can be divided into lower class, middle class, and higher income class. As a percentage of the total population, the lower class makes up 50%, the middle class 40%, or 80 lakh people, and the higher class 10%, or 20 lakh people.

**Interviewer:** I think everything is fine, so you can go on.

**Interviewee:** Sure, I would like to divide the population into groups based on affordability. Where the Lower Class is concerned, we can observe that there are fewer opportunities for those who can afford it.

While for the Middle Class, assuming 50% of the population can afford it, that is 40 lakhs, and similarly for the Higher Class, assuming 100% can afford it, that is 20 lakhs.

**Interviewer:** Yes, that seems to be the fair number.

**Interviewee:** Okay, so we'll assume each household has 4 people on average.

**Interviewer:** Sure, go ahead

**Interviewee:** Now, dividing the population by 4 in each segment to get the exact number of households wherein we have for Middle class, the population as 10 lakhs while for Higher Class- it would be 5 Lakhs and lastly for Lower Class is 0 (as no one can afford).

**Interviewer:** That appears to be the number, yes.

**Interviewee:** As we move on to the following stage, we count the number of households that would be interested in purchasing musical instruments. For this reason, we can assume that 50% of people from both income groups are interested in purchasing them. For the Middle class, it would be 5 lakhs while for Higher Class it would be 2.5 Lakhs .

**Interviewer:** Seems fine to me, you can continue.

**Interviewee:** Proceeding to the number of households that would be interested in buying tabla. So that would be 15% of both income classes. Calculation for that as follows:- For Middle class we have 75 thousand ,while for Higher Class- 37.5 thousand. The Total of the same would be 1.12 lakh (approx).

**Interviewer:** I think that seems to be a fair allocation of the numbers, you may proceed.

**Interviewee:** Proceeding forward it is generally observed that 70% of the total population will prefer to go to a coaching class, seeing the class structure it is seen that usually one tabla shared by different students. Therefore assuming that 5 students share one tabla. Hence moving forward with the calculation , we divide with 5 the desired population as  $78,000 \text{ tablas} / 5 = 15,600 \text{ tablas}$

**Interviewer:** Yes, that is bringing down the structure. Please proceed

**Interviewee:** It is generally observed that the rest 30% of the desired population are private players generally out of which 50% that is 17,000 will rent while the next 50% that is 17k will buy. So from this, the total demand of tabla in the year that is  $17000 + 78000 = 95000$  tablas can be determined.

**Interviewer:** I think that seems to be a fair allocation of the numbers, you may proceed.

**Interviewee:** Now moving forward ,to get the desired number for a particular Store Are we looking for stores in New Delhi ?

# Interview Transcript

**Interviewer:** Yes, you can go ahead with stores in New Delhi.

**Interviewee:** Sure assuming there are 100 showrooms in New Delhi with equal market share. Therefore we will divide the total number of tablas by 100 to get number of tablas for particular outlet that is  $95,000/100 = 950$  tablas. Similarly this data is calculated for a year, calculating the same for a day, it would be  $950/365 = 3$  approx.

**Interviewer:** I think we have a fair estimate here. We had a great time communicating with you. Thanks .



### Company

Bain and Company

### Statistics/Assumptions

#### Facts

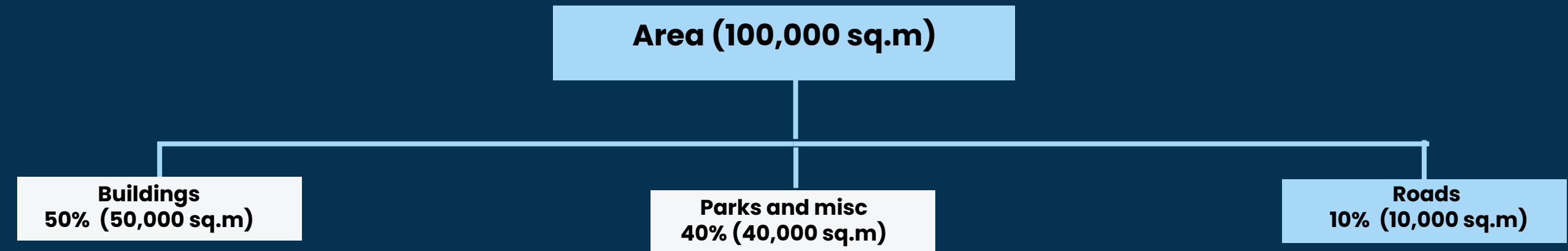
(Every assumption was clarified by asking the interviewer)

**Area division in Hindu-** 50% Buildings, 40% parks and misc, 10% paths.

**Roads** - Rectangular Strip with a width of the road strip to be 4 meters.

Assume the **street light** illuminates the road in a radius of 4M around it.

### Number of street lights in Hindu College



$$\begin{aligned} \text{Area of Road} &= \text{Length} \times \text{Width} \\ 10,000 &= L \times 4 \\ \text{Length of Road} &= 2500 \text{ M} \end{aligned}$$

**As a street light illuminates the road in a 4M radius,  
Hence two Consecutive Street Lights would be placed at 8M Distance  
from each other.**

$$\text{No. Of street lights} = \frac{\text{Length of Road}}{\text{Distance between two consecutive street lights}}$$

$$\begin{aligned} \text{No. Of street Lights in one row} &= 2500 / 8 \\ &= 312 \text{ Street Lights in one Row.} \end{aligned}$$

**Since street lights are there on single side of the roads in Hindu college,  
Total no. Of street Lights in Hindu College = 312 \*1**

$$= 312 \text{ Street Lights.}$$

# Interview Transcript

**Interviewer:** Hi, can you tell me how many street lights would be needed for Hindu College?

**Interviewee:** Sure, I can help with that. I'll need some information to make some assumptions. What's the total area of Hindu College?

**Interviewer:** It's 25 acres.

**Interviewee:** Okay, that's equivalent to 100,000 square meters. Can you tell me how the area is divided among buildings, parks/misc, and roads?

**Interviewer:** Yes, about 50% of the area is covered by buildings, 40% is covered by parks/misc, and 10% is covered by roads.

**Interviewee:** Got it. For the roads, can you tell me the width of the road strip?

**Interviewer:** The width of the road strip is 4 meters.

**Interviewee:** Okay, great. And can we assume that the street lights illuminate the road in a radius of 4 meters around it?

**Interviewer:** Yes, that's correct.

**Interviewee:** Perfect. Based on these assumptions, I can calculate the number of street lights needed for Hindu College. First, we can calculate the area of the roads, which is 10% of the total area, or 10,000 square meters. We can find the length of the road by dividing the area by the width of the road strip, which gives us 2,500 meters.

**Interviewer:** That makes sense.

**Interviewee:** Next, since the street lights illuminate a radius of 4 meters, we'll need to place them at a distance of 8 meters from each other to avoid any dark spots. So, the number of street lights in one row would be the length of the road divided by the distance between two consecutive street lights, which is 2,500 divided by 8, giving us 312 street lights.

**Interviewer:** Okay, so that's the number of street lights needed for one side of the road. But aren't the street lights on both sides of the road ?

**Interviewee:** Since the roads of Hindu College have street lights on single side, we assume the street lights to be on one side and hence total no. of street lights is 312 street lights.

**Interviewer:** Alright, that's a comprehensive calculation. Thanks for walking me through it.

**Interviewee:** You're welcome. I'm glad I could help.

## Company

ZS ASSOCIATES

## Statistics/Assumptions

### Facts

#### Segmenting on the basis of Age

- 0-14: 25% of the population
- 14-18: 8% of the population
- 18-30: 32% of the population
- 30-60: 30% of the population
- 60+ : 5% of the population

#### Segmenting on the basis of Income

- Lower class - 30
- Middle class - 60
- Upper class- 10

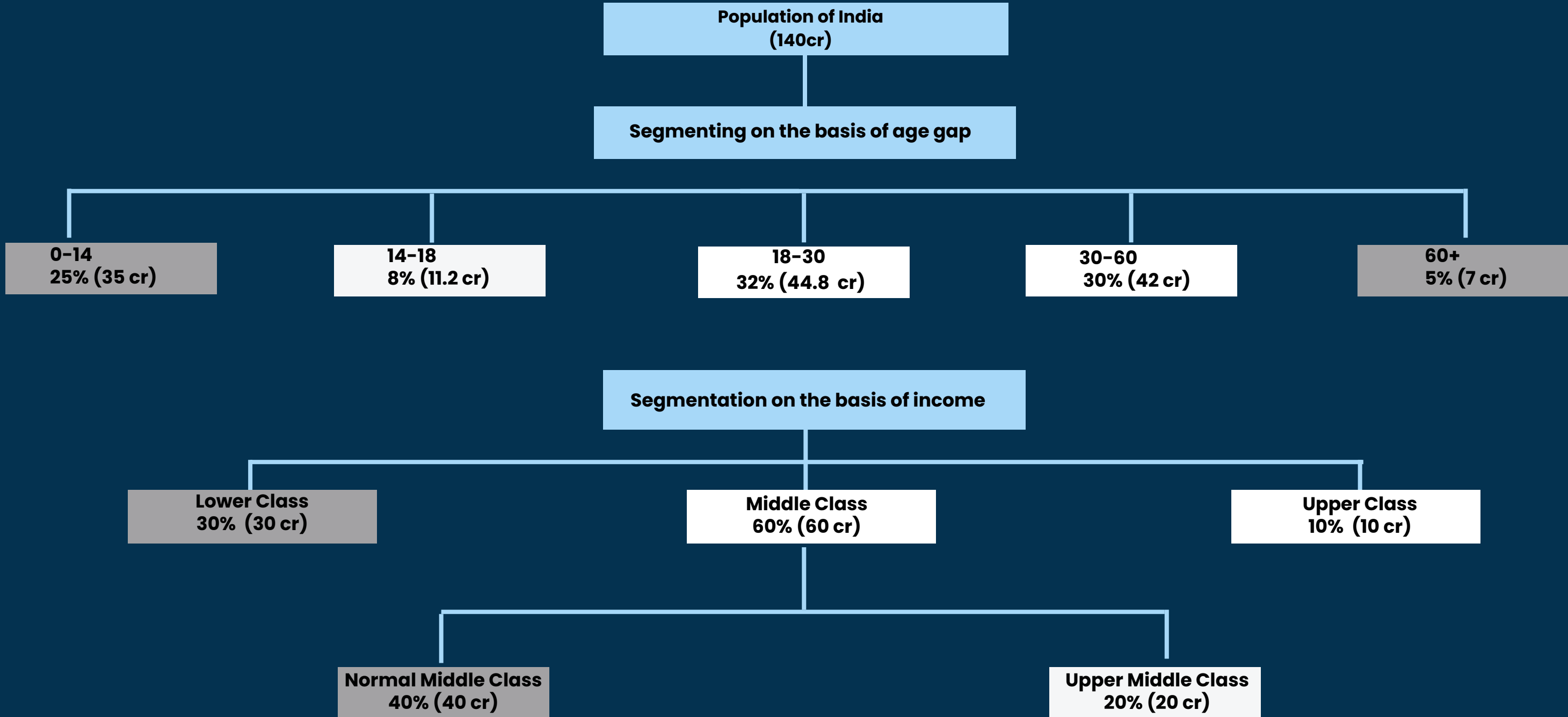
#### Income

- Lower class - 5LPA
- Middle - 5 to 20LPA
  - Normal - 5-10
  - Upper- 10 - 20
- High class - 20LPA+

#### Clarifying questions:

- 1) Which package or subscription are we considering as the main revenue source?
- 2) Who are our main customers?

Estimate the number of iPhones sold in India



On the basis of Affordability, we are only targeting the Upper Middle class and Upper class.

# Interview Transcript

**Interviewer:** Can you estimate the number of iPhones sold in India.

**Interviewee:** Sure. Can I take a minute to structure my thoughts and come up with an approach?

**Interviewer:** Is there any particular approach you will be following?

**Interviewee:** Yes, I am taking the Top-Down approach from the demand side.

**Interviewer:** Sure, you can start.

**Interviewee:** Right, so we know that the population of India is approximately 140 crores. Now, we shall separate millennial population by applying the age split. Therefore, we get;

- 0-14 : 25% of the population
- 14-18 : 8% of population
- 18-30 : 32% of the population
- 30-60 : 30% of the population
- 60+ : 5% of the population

**Interviewer:** Alright, go ahead

**Interviewee:** Now, we will neglect the 0-14 and 60+ population as they comprise a very small number of our target estimation and will focus on only rest 70% of population. After this, we will apply the Income split:-

- Lower class - 30%
- Middle class - 60%
- Upper class- 10%

**Interviewer:** Seems fine to me, you can continue.

**Interviewee:** We shall now segment the Middle class into - Upper Middle class (20%) and Normal Middle class (40%). Due to the expensive range, only the Upper Middle class and Upper Class own iPhone, so we will neglect the Normal Middle class as well. So, now we are focusing on just 30% of the population which is around  $(100 \text{ Crore} * 30% * 70%)$  21 crores.

**Interviewer:** Looks good. Go ahead.

**Interviewee:** Now, according to statistics, the percentage of people who own an iPhone in the age group of 14-18; 18-30; 30-60 is 10%, 50% and 30% respectively.  $(21 \text{ Crore} * (\% \text{ of } 14-18 \text{ population} * 10\%) + (\% \text{ of } 18-30 \text{ population} * 50\%) + (\% \text{ of } 30-60 \text{ population} * 30\%))$   
We will get a value of around 7.58 crore after calculation. We know that the Lifetime is 4 years, so we will divide by 4 to get the final number, which is 1.89 crores.

**Interviewer:** I think we have a fair estimate here. Thanks.

### Estimate the revenue of Netflix in India

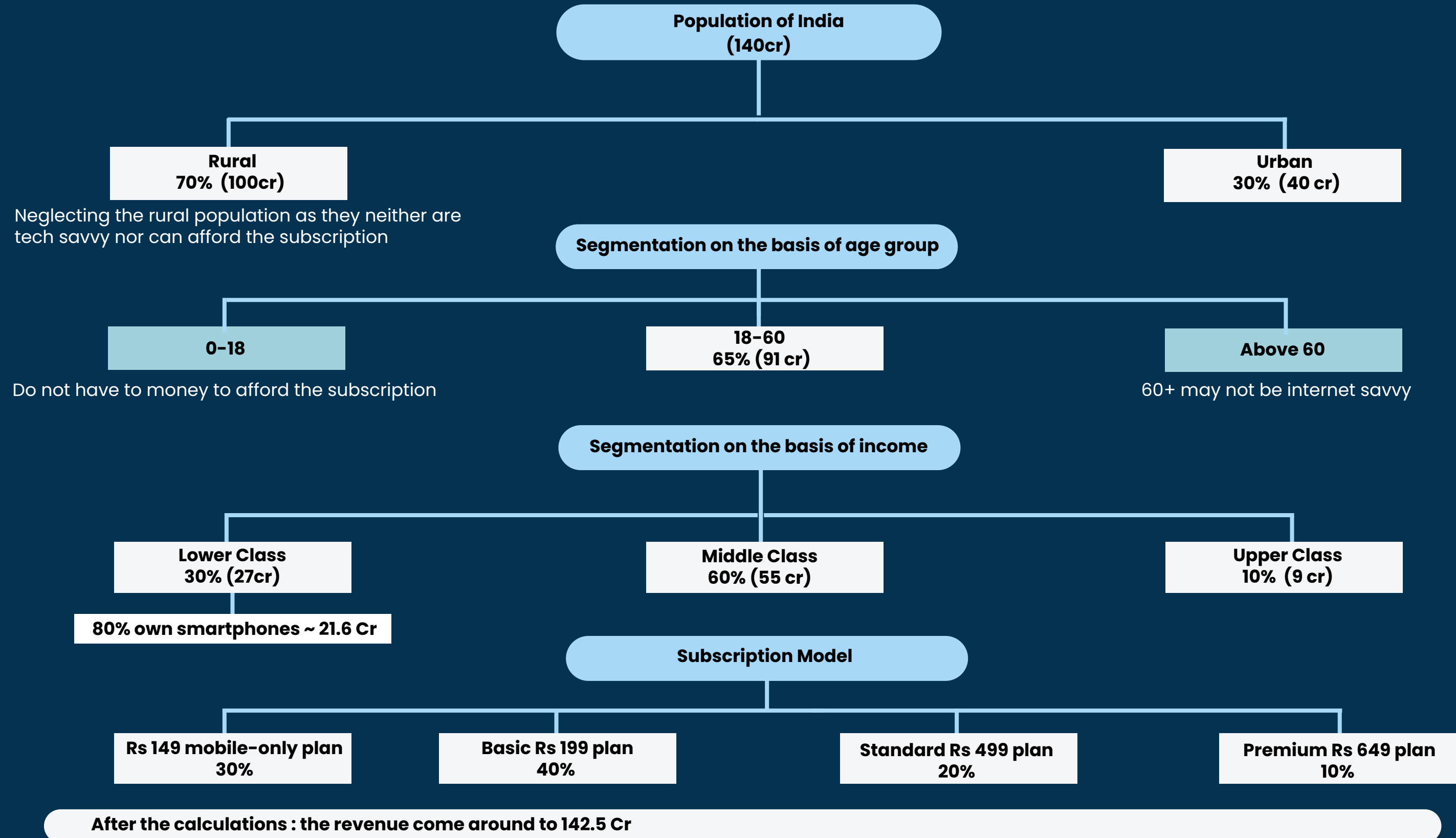
#### Company

Bain and Company

#### Statistics/Assumptions

#### Facts

- Only 15 % people pay for OTT platforms i.e.  $15\% \times 14 \text{ Cr} \sim 2 \text{ Cr}$
- Only 25% prefer Netflix over other OTT platforms i.e.  $25\% \times 2 \text{ Cr} \sim 50 \text{ Lakh}$
- **Mobile only plan**  
 $30\% \times 50 \text{ lakh} \times 149 \sim 22.5 \text{ Cr}$
- **Basic plan**  
 $40\% \times 50 \text{ lakh} \times 199 \sim 40 \text{ Cr}$
- **Standard plan**  
 $20\% \times 50 \text{ lakh} \times 499 \sim 50 \text{ Cr}$
- **Premium plan**  
 $10\% \times 50 \text{ lakh} \times 649 \sim 30 \text{ Cr}$



# Interview Transcript

**Interviewer:** Your client is Netflix, a huge player in the streaming industry. You have to estimate the revenue of Netflix in India.

**Interviewee:** Alright, so I would like to ask some preliminary questions before beginning with the guesstimate. Which package or subscription are we considering as the main revenue source and who are our main customers?

**Interviewer:** Ok, so the basic Netflix plan (Rs. 199) has the highest share of subscriptions and the youth population is our target market.

**Interviewee:** Thanks for the clarification. I would like to start the case by splitting the population of India into urban and rural categories. Assuming the total population to be 140cr; I will take a 3:7 ratio for the urban-rural divide and thus we get the urban population as 40 crore and the rural population as 100 crore.

**Interviewer:** Okay, that seems to be a pretty fair allocation of numbers. You can move ahead.

**Interviewee:** I will neglect the rural population and then move on to the age filter. Since most of the population under 0-18 years do not have the money to afford the subscription and people above the age of 60 may not be internet savvy, so that limits our age group to 18-60 years. Now taking the 18-50 age limit which makes about 35% of the population, it will roughly estimate to 15 crores

**Interviewer:** That seems fair, you can proceed.

**Interviewee:** Then, I will consider the income split. 30% is the lower class in which 80% of people own smartphones which will be around 3.5 crore. 60% of the middle class of the 15 crores will give 9 crores and 10% of the upper class will make 1.5 crore. Summing it all up, we get a total of 14 crore people. Assuming only 15% of people pay for OTT platforms, we get 2 crores, and assuming only 25% prefer Netflix over the other platforms we will get 50 lakh people.

**Interviewer:** Ok, that's fine. You can proceed

**Interviewee:** I will now look after the various subscription plans offered by Netflix. Considering that 30% of the population has Netflix's Rs 149 mobile-only plan, we get approximately 22.5 crore (30% of 50 lakh) of revenue from this stream. Netflix Basic's Rs. 199 plan has the highest share of 40% and generates 40 crores of revenue.

**Interviewer:** Yes absolutely valid, please move ahead.

**Interviewee:** Okay, So 20% of people have Netflix Standard Rs 499 plan which makes 50 crore and 10% of people who have Netflix premium Rs 649 plan subscription model will convert into 30 crore of revenue. After all these calculations, total revenue comes to around 142.5 crore.

**Interviewer:** I think we have a fair estimate. Thank you.

## Company

Bain and Company

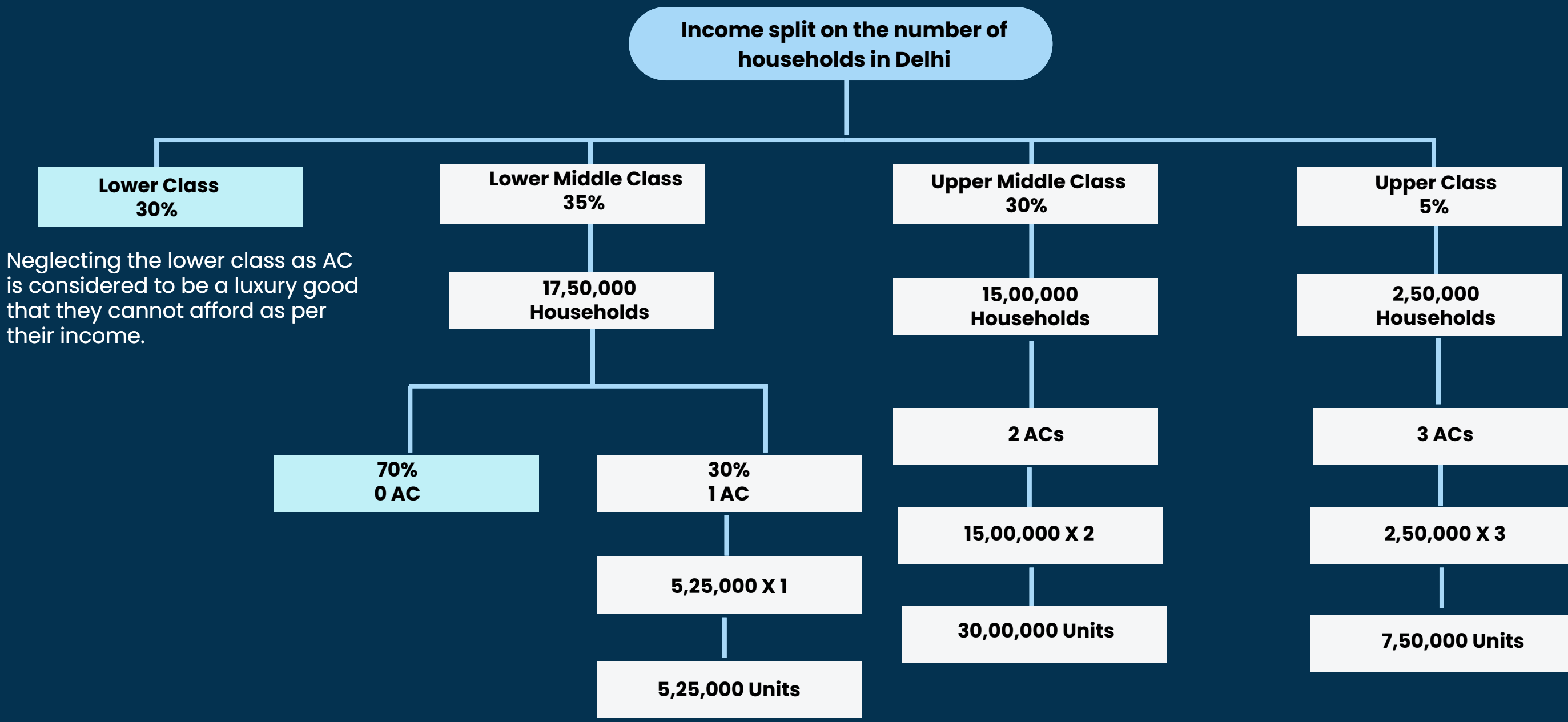
## Statistics

- Calculation is done only for the residential ACs.
- We are focusing on the sales of only new ACs.

**Using HOUSEHOLD APPROACH**  
 Population of Delhi = 2 crore (approx.)  
 Average family size = 4  
 Average no. of households in Delhi =  $2 \text{ cr} / 4 = 50,00,000$  (50 lakhs)

- Clarifying questions:**
- Do we need to calculate for the residential ACs or the commercial ones (offices and buildings) or both?
  - Are we Calculating Only new ACs or Second Hands or both ?

### Number of ACs sold in Delhi in a year



**Total no of ACs =  $(5,25,000 \times 1) + (15,00,000 \times 2) + (2,50,000 \times 3)$**   
 $= 5,25,000 + 30,00,000 + 7,50,000$   
 $= 42,75,000$

**Average lifespan of an AC = 10 years**  
**Total no of ACs =  $42,75,000 / 10 = 4,27,500$**

# Interview Transcript

**Interviewer:** Can you estimate the number of ACs sold in a year in Delhi?

**Interviewee:** Sure, I just have a couple of clarifying questions to begin with. Would you mind clearing them up?

**Interviewer:** Sure.

**Interviewee:** Are we considering residential ACs only, or ACs used for commercial purposes, or both of them?

**Interviewer:** For the sake of this problem, you can consider the residential ones.

**Interviewee:** Sure, and do we have to estimate the number of new ACs sold, or include second hand ones as well?

**Interviewer:** Only the new ACs sold in Delhi in a year.

**Interviewee:** Alright, that's pretty much all the questions I had. I'll just take a minute to structure my thoughts and come up with an approach.

**Interviewer:** Sure, no worries.

**Interviewee:** Right, so, we know that the population of Delhi approximately is 2 crores and assuming that the average size per family is 4 people/family, we have the total number of households in Delhi to be equal to 50,00,000.

**Interviewer:** Yes, that seems to be the number.

**Interviewee:** As AC can be a luxury good for some part of the population or that might not be the case, so we divide these households further into various income groups. I shall be assuming that 30% of the population lies in the lower class, 35% in the lower middle class, 30% in the upper middle class and 5% in the upper class.

**Interviewer:** Seems fine to me, you can continue.

**Interviewee:** Alright. As AC is a luxury good for the lower class, we shall not be taking them into account while estimating the number of ACs. Additionally, we assume that 70% of the lower middle class does not own an AC and the rest 30% owns one for each household. Furthermore, we assume that upper middle class households own 2 ACs per household and upper class households own 3 ACs per household. If this seems alright with you, can I proceed further with the calculations or would you like to propose any changes?

**Interviewer:** I think that seems to be a fair allocation of the numbers, you may proceed.

**Interviewee:** Right, so by calculating the number of households and then multiplying them with the allocated number of ACs and summing them up for all income groups, we arrive at the number 42,75,000. Now, as the lifespan of 1 AC can be taken as 10 years, we divide this number by 10 to get our final number as 4,27,500. This seems to be a good estimate of the number of ACs sold in Delhi in a year.

**Interviewer:** I think we have a fair estimate here. Thanks.



## Company

Accenture

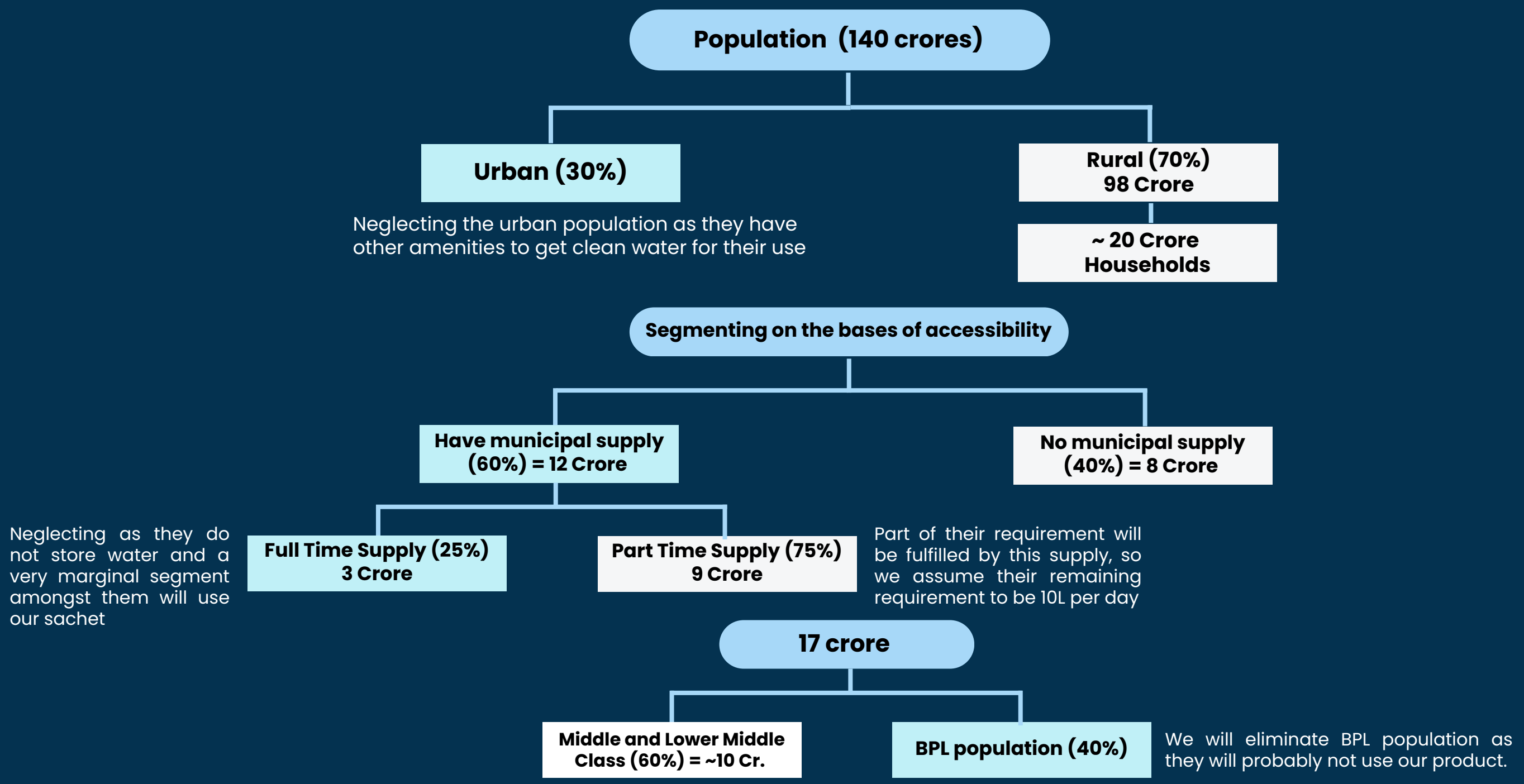
## Statistics

• Using HOUSEHOLD APPROACH.

Rural Population = ~ 98 crore  
 Average family size = 5  
 Average no. of households = 98 crore/5  
 = ~20 crore Households

• Average consumption per family is assumed to be **15 litres/household/day** (to fulfil their drinking and cooking needs) (15 L has been calculated assuming that every person drinks 1.5-2L of water and rest is used for cooking purposes)

**Question: Tappable Market Size of Rs. 10 Water Purification Sachet (serves 10 Ltr. water)**



Neglecting as they do not store water and a very marginal segment amongst them will use our sachet

Now, Average water consumption per family (to fulfil their drinking and cooking needs)= **15 Litres/Household/Day**

Therefore, 1.5 sachet will be used by every household every day. (1 sachet by households with part time municipal supply of water.)  
 Number of sachets used in 1 day = (1\*5.3 crore) + (1.5\*4.7 crore) = **12.35 crore sachets/day**  
 Number of sachets per year = 12.35\*365 = **4507.75 crore sachets/year**

# Interview Transcription

**Interviewer:** A Pharmaceutical Company has launched an Rs.10 Water Purification Sachet wherein 1 packet is to be added to 10 litres of water. Can you estimate the market size and tappable market share of the same?

**Interviewee:** Sure!

**Interviewer:** Is there any particular approach you will be following?

**Interviewee:** Yes, I am taking the Top-Down approach from the demand side.

**Interviewer:** Sure, go ahead.

**Interviewee:** Right, we know that the population of India is approximately 140 crores. So, dividing the population into two broad segments urban, that is, 30 per cent of the population and rural, that is, 70 per cent.

**Interviewer:** Yes, that seems to be the number.

**Interviewee:** Firstly, taking the rural population because they are a lucrative market segment for our product as the urban population already has other amenities to get clean water for their use. The rural population comes out to roughly 98 crores. Assuming there are 5 members in a household, the number of households is approximately 20 crores.

**Interviewer:** Seems fine to me, you can continue.

**Interviewee:** Segmenting the households on basis of accessibility to water, which is 60% households have municipal supply and 40% of households do not have such Connection. Further dividing the municipal water supply into Full Time Supply (25%) and Part-Time Supply (75%). Neglecting the households who have full-time Supply as generally they do not store water and a very marginal segment amongst them will use the sachet. The targetable number of households comes to be 17 crores. If this seems alright with you, can I proceed further with the calculations or would you like to propose any changes?

**Interviewer:** I think that seems to be a fair allocation of the numbers, you may proceed..

**Interviewee:** Further, dividing them into 2 segments; Middle and Lower Middle Class (60%) and BPL population (40%). We may eliminate BPL population as they will probably not use the product. Hence, we get 9 crore households. Assuming a household uses 15 litres of water on average every day, 1.5 sachets will be used by every household every day. Also, assuming that households with Part-Time Supply from the municipality utilise the same to fulfil part of their requirements, their sachet usage comes down to 1 sachet/household/day. The number of sachets used in 1 day comes out to be 12.35 crore sachets and the number of sachets per year comes out to be 4507.75 crore sachets per year.

**Interviewer:** I think we have a fair estimate here. Anything else?

**Interviewee:** Yes, considering the rise in number of leisure hikers in India, this product would be very lucrative to this population as a safety product, especially since it consists mostly of middle to high income groups who would not mind the Rs. 10 per sachet price tag. However, at this moment it would not contribute significantly to the overall sales due to the niche nature of said population and hence should not be focused upon.

**Interviewer:** Great point! We can end the guesstimate here.

## Company

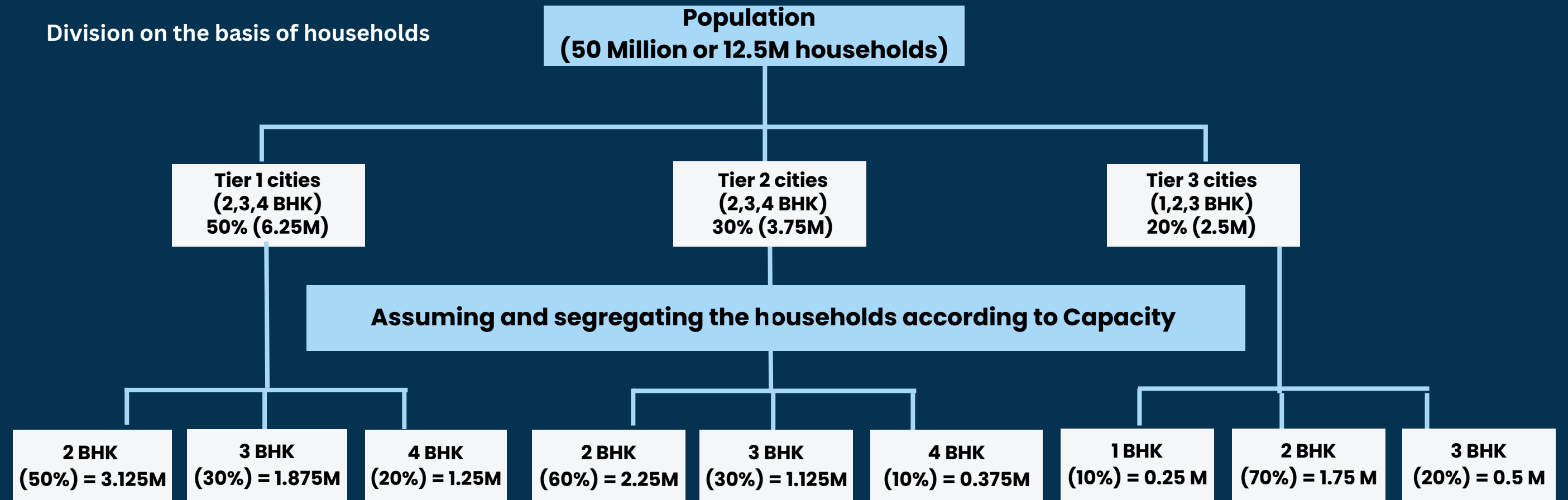
LEK ROUND 1

## Statistics/Assumptions

### Assumptions

- Assume each house has 4 people on average. So, the number of households comes out to be  $50\text{ M}/4 = 12.5\text{M}$
- Calculate the number of walls in each residential complex by assuming, a:
  - 2 BHK house has 25 walls (bedroom-8, common space 8, terrace -5, misc: 4)
  - 3 BHK house has 30 walls
  - 4 BHK house has 35 walls
  - 1 BHK house has 20 walls
- Assume each wall is of the size 10mtrs x 10 mtrs and requires  $\frac{1}{2}$  bucket to paint it. (standard bucket size 20 litres)
  - 1 BHK - 10 buckets
  - 2 BHK - 12 buckets
  - 3 BHK - 15 Buckets
  - 4 BHK - 17 buckets

Calculate the litres of paint used in all residential complexes in the South Korea.



NOTE: The calculations are approximated to the nearest numbers

**Total Paint in litres used**

**Tier 1** =  $(3.125\text{ M} * 12) + (1.875\text{M} * 15) + (1.25\text{M} * 17) = 87\text{ M buckets approx}$

**Tier 2** =  $(2.25\text{M} * 12) + (1.125\text{M} * 15) + (0.375\text{M} * 17) = 50\text{ M buckets approx}$

**Tier 3** =  $(0.25\text{M} * 10) + (1.75\text{M} * 12) + (0.5\text{M} * 15) = 31\text{ M buckets approx}$

**Total** =  $(87+50+31) * 20\text{litres} = 3360\text{ M litres}$

# Interview Transcription

**Interviewer:** Can you estimate the litres of paint used in all residential complexes in the South Korea?

**Interviewee:** Sure. Can I take a minute to structure my thoughts and come up with an approach?

**Interviewer:** Yes, Sure.

**Interviewee:** I will start by taking the population of the South Korea and taking an average number of people in a house to calculate the number of households in the country.

**Interviewer:** That sounds right.

**Interviewee:** Assuming that the population of South Korea is 50 Million and there are 4 people in a house we calculate the number of households by using the formula- Number of Households = Total Population / Average number of people in a house which is  $50/4 = 12.5$  Million.

**Interviewer:** Yes, that seems to be the number.

**Interviewee:** Next I will be calculating total number of walls by making an assumption that a 1 BHK House has 20 walls, 2 BHK has 25 walls, 3 BHK house has 30 walls and a 4 BHK house has 35 walls. Next, assuming that the size of a wall is 10 metres x 10 metres and it requires 1/2 bucket to paint it, we get that 1 BHK requires 10 buckets, 2 BHK requires 12 buckets, 3 BHK requires 15 Buckets and a 4 BHK house requires 17 buckets of paint.

**Interviewer:** That seems to be correct. You can proceed.

**Interviewee:** We can now divide households on the basis of different Tier areas. Assuming that Tier 1 cities constitutes of 50% of the households i.e. 6.25M and consists of 2,3 and 4 BHK houses and 50%, 30% and 20% population lives in it respectively which gives us 3.125M, 1.875M and 1.25M. Similarly, Tier 2 constitutes 30% of households i.e. 3.75M and consists of 2,3 and 4 BHK houses 60%, 30% and 10% population lives in it respectively which gives us 2.25M, 1.125M and 0.375M.

For Tier 3 cities which consists of 20% or 2.5M households consisting of 1,2 and 3 BHK houses and 70%, 20% and 10% population lives in it respectively which gives us 1.5M, 0.5M and 0.25M.

**Interviewer:** Go ahead.

**Interviewee:** We can now proceed with calculating the total buckets of paint of used for each Tier by using the formula size of house x number of buckets of paint.

For Tier 1 = (for 2 BHK -  $3.125 \text{ M} * 12$ ) + (for 3 BHK-  $1.875 \text{ M} * 15$ ) + (For 4 BKH-  $1.25 \text{ M} * 17$ ) = 87 M buckets approx.

Tier 2 = (for 2 BHK-  $2.25 \text{ M} * 12$ ) + (for 3 BHK-  $1.125 \text{ M} * 15$ ) + (For 4 BKH-  $0.375 \text{ M} * 17$ ) = 50 M buckets approx.

Tier 3 = (for 1 BHK-  $1.5 \text{ M} * 10$ ) + (for 2 BHK-  $0.5 \text{ M} * 12$ ) + (for 3 BHK-  $0.25 \text{ M} * 15$ ) = 31 M buckets approx.

**Interviewer:** Makes sense

**Interviewee:** Proceeding with the final step for calculating the total litres of paint, I will now add the number of buckets for each Tier and multiply it by litres of paint in 1 bucket i.e.  $(87 \text{ M} + 50 \text{ M} + 31 \text{ M}) * 20 \text{ litres} = 3360 \text{ M litres}$ .

**Interviewer:** That seems to be the right estimate. Thank you for your time.

### Company

NATION WITH NAMO

### Statistics/Assumptions

#### Facts

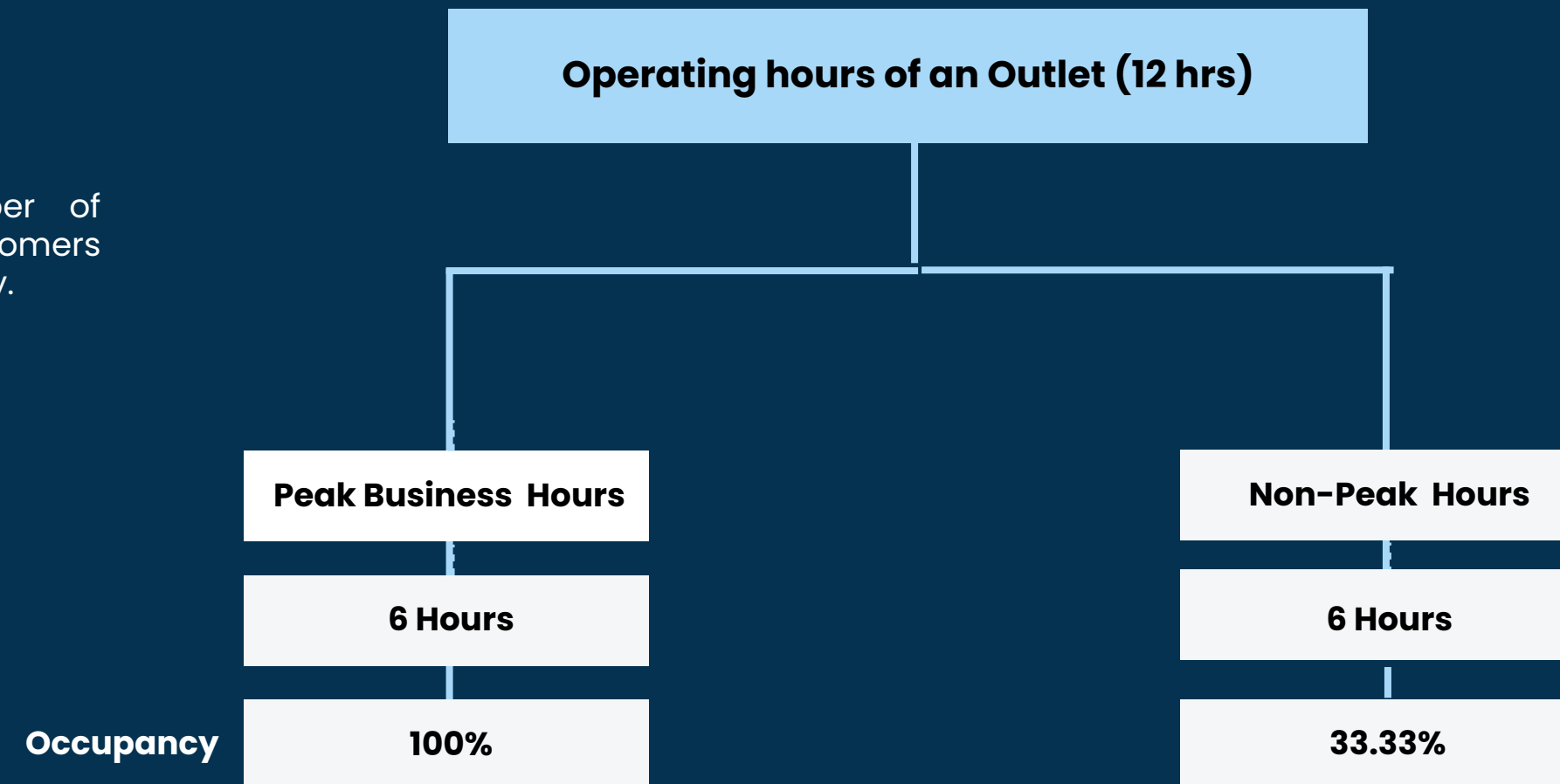
- The outlet has **twenty tables with a seating arrangement** of two people per table. Thus, the seating capacity of one outlet would be **40 people**.
- **Operating hours of the outlet are 12 hours**. Segmenting further, we get:
  - Peak hours: 6 hours (50%)
  - Non-peak hours: 6 hours (50%)
- **The Operating capacity during peak hours is 100%** vis-a-vis 33.33% during non-peak hours.
- **Time taken to complete one order is 20 minutes**.
- **Each order** would constitute the purchase of **one burger** for the sake of simplicity.

Estimate the number of burgers sold in an outlet on a given day.

#### Bottom Up Approach

#### Clarifying Questions:

Focus on the number of burgers sold to customers using the Dine-in facility.



**Total Burgers sold in dine-in an outlet per day =**  
**(No. of seats X % operating capacity) X (No. of Hours X No. of Orders per Hour X No. of burgers per order)**

1. **Peak Hours:**  $(40 \times 100\%) \times (6 \times 3 \times 1) = 720$

2. **Non-Peak Hours:**  $(40 \times 33.33\%) \times (6 \times 3 \times 1) = 240$

**TOTAL = (a) + (b) = 960 Burgers**

# Interview Transcript

**Interviewer:** Estimate the number of burgers sold in an outlet on a given day.

**Interviewee:** Sure, I just have a couple of assumptions to begin with. Would you mind clearing them up?

**Interviewer:** Sure.

**Interviewee:** Could you tell me if it is the outlet of an MNC or a regular diner selling burgers?

**Interviewer:** For now lets consider it to be the outlet of one of the major market share holders.

**Interviewee:** Sure. Where the outlet is located ?

**Interviewer:** It is located in Chandigarh, Punjab.

**Interviewee:** Right, So moving ahead with that, Do you want me to consider the portion of Dine in or even the take away's ?

**Interviewer:** For now lets work upon dine in part.

**Interviewee:** Right, So the outlet is located in what kind of neighborhood ?

**Interviewer:** Consider it to be located in a student neighbourhood.

**Interviewee:** Certainly. As you had mentioned the outlet to be of one of the largest market share holder in the market, I'll assume it to be that of McDonalds. Having taken that assumption, we know for a fact that they mainly sell burgers with some side dishes unlike a varied range of geographically appealing food items like it's competitors. In addition to this the outlet also provides Veg, Non-Veg and Jain options so it has a greater appeal to people.

**Interviewer:** Yes, that seems to be a fair assumption. Go ahead.

**Interviewee:** The total population of Punjab is 3.3 crore. We assume that in Chandigarh and the surrounding localities it is 5% of the total population, (5% of 3.3 crore= 17 Lakhs). Further, we would consider the college students demographic to be 47% of 17 Lakhs = 8 Lakhs and remaining to be non-student body.

**Interviewer:** Seems fine to me, you can continue.

**Interviewee:** Using the Pareto Principle or the 80/20 principle we will focus mainly on the teenagers, young adults and adults upto the age of 36 as the main amount of consumption would be derived from them. Non-Student Adults upto the age of 36 would be 18% of 17 Lakhs = 3 lakhs. From which we would eliminate 45% of the population as they might not be a part of our consumer base due to reasons like Different Taste and Preferences, Unwillingness to consume burgers, etc. Therefore, the total majority customer base amounts to 55% of 11 Lakhs  $(8+3)= 6.05$  Lakhs

**Interviewer:** Seems valid, you may continue

**Interviewee:** The outlet has twenty tables with a seating arrangement of two people per table. Thus, the seating capacity of one outlet would be 40 people and Operating hours of the outlet are 12 hours. Segmenting further, we get: Peak business hours: 6 hours (50%) and Non-peak business hours: 6 hours (50%). Non-Peak hours being from 10am-12noon and 6pm-10pm while the peak hours would be 12noon-6pm keeping in mind the Lunch Break and snack timings of Students. Customer Turnover rate is 20minutes. We would assume the outlet operates on 100% efficiency.

**Interviewer:** Seems valid, you may continue

**Interviewee:** Total Burgers sold in dining-in an outlet per day =  
(No. of seats X % operating capacity) X (No. of Hours X No. of Orders per Hour X No. of burgers per order)

- Peak Hours:  $(40 \times 100\%) \times (6 \times 3 \times 1) = 40 \times 18 = 720$
- Non-Peak Hours: We assume that the operating capacity is 1/3rd of that during peak hours.  $(720 \times 1/3) = 240$

TOTAL= ((a) + (b)) = 960 Burgers

### Company

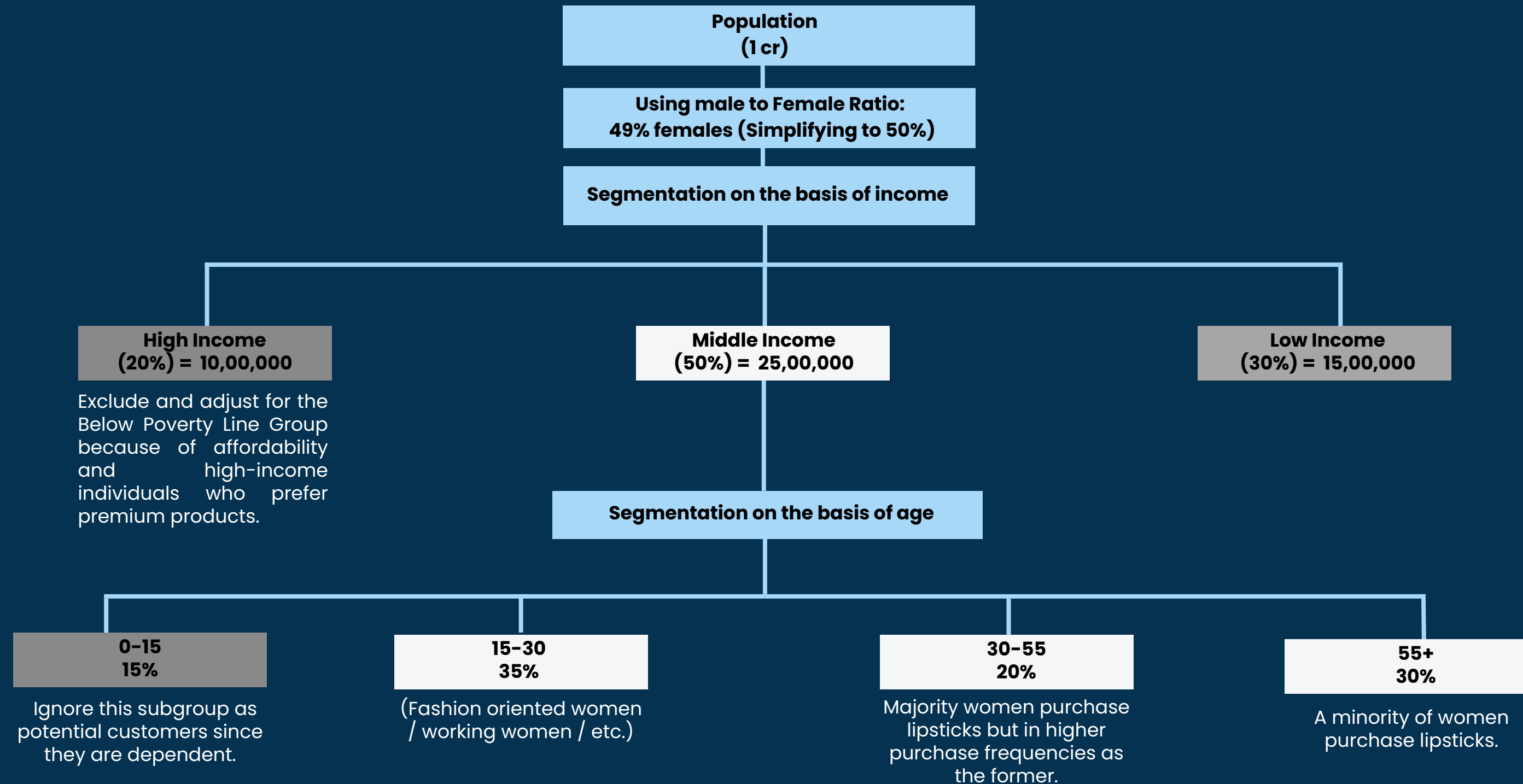
BAIN AND COMPANY

### Statistics/Assumptions

#### Assumptions

- Only household consumption is being accounted for.
- Male Female Ratio is 50%.
- The low-income group is excluded due to the **affordability factor**.
- The high-income group is **excluded because of a preference for premium products**.
- Each age group owns **3 shades** of lipsticks each.
- People belonging to the age group **0-15 are ignored** because they are dependent.

Calculate the numbers of ₹500 lipsticks sold in your hometown in a year



- 35% of the population, i.e the 15 -30 age group purchase 2 lipsticks in a year =  $8,75,000 * 2 = 17,50,000$
- 20% of the population, i.e the 30-55 age group purchase 3 lipsticks a year =  $5,00,000 * 3 = 15,00,000$
- 30% of the population, i.e the 55+ age group purchase 1 lipstick a year =  $7,50,000 * 1 = 7,50,000$
- Expected Sales/year =  $17,50,000 + 15,00,000 + 7,50,000 = 40,00,000 * 3$  (factoring in different shades) =  $1,20,00,000$

# Interview Transcript

**Interviewer:** Can you estimate the market size of lipsticks in terms of numbers sold in your hometown in a year?

**Interviewee:** I have a couple of clarifying questions, to begin with.

**Interviewer:** Sure.

**Interviewee:** Is there any particular lipstick segment we are targeting? Should we include premium lineups as well?

**Interviewer:** No need to consider premium lipstick lineups. We need an overall outlook in the affordable segment basically lipstick under the price range of ₹500.

**Interviewee:** –Alright. Assuming a population of 1 crore in a Tier-2 city where the average price per lipstick is 200 rupees, our first filter should be the male-to female ratio. We can keep it to 50% for simplicity. Our next filter must be to segregate potential demand in terms of income groups. We take the high-income group as 20% of our population, middle-income 50% and low-income 30%. We also exclude and adjust for the Below Poverty Line Group because of affordability and high net worth individuals who prefer premium products.

High Income – 20; Middle Income – 50; Low Income – 30

**Interviewer:** I think this assumption is fair, carry on.

**Interviewee** – Now we add an age group filter over this. We can ignore the subgroup of ages 1-15, about 15% of the population. We are considering teenagers dependent customers here. For ages 15-30 comprising 35% of the total population, we can safely assume everyone in the category purchases 2 lipsticks a year.

In the age group, 31-55 majority of women purchase 3 lipsticks a year. And then finally the age group 55-65 we assume a minority of women purchase lipsticks: 1 lipsticks a year. Does the reasoning seem valid?

**Interviewer:** Yes seems valid, you can continue.

**Interviewee:** – So our expected sales per year should be  $17,50,000 + 15,00,000 + 7,50,000 = 40,00,000 * 3$  (factoring in different shades) = 1,20,00,000.

**Interviewer:** I think we have a fair estimate. Thank you.



## Company

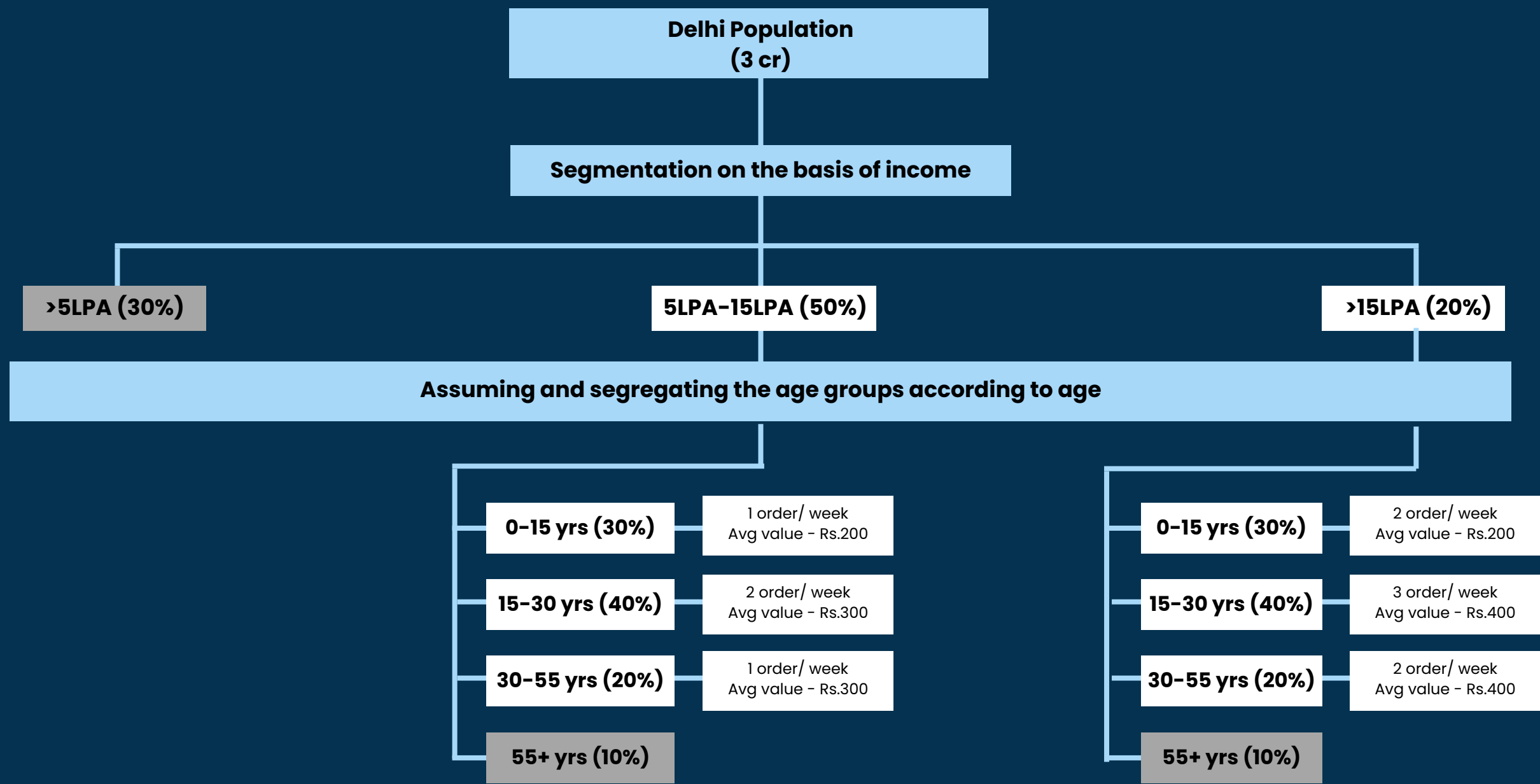
BAIN AND COMPANY

## Statistics/Assumptions

### Assumptions

- We will **eliminate the lower-income class population** as they **cannot afford** to order brand's food and rather prefer other low-price alternatives.
- Further **income groups can be divided into age groups** and on the basis of their order frequency and average order value we can estimate the total number of orders.
- **Ruling out the 55+ age segment as ordering food requires the ability to use smartphones** and place an order from the app.

Estimate the market size for premium food delivery companies like Behrouz Biryani in Delhi



- **50% of the population, i.e. the 5LPA- 15LPA income group:**  $0.5 \times 3,00,00,000 = 1,50,00,000$   
 $\Rightarrow 1,50,00,000 (0.3 \times 1 \times 200 + 0.4 \times 2 \times 300 + 0.2 \times 1 \times 300) = \text{Rs.5,40,00,00,000}$
- **20% of the population, i.e. the 15+ LPA income group:**  $0.2 \times 3,00,00,000 = 60,00,000$   
 $\Rightarrow 60,00,000 (0.3 \times 2 \times 200 + 0.4 \times 3 \times 400 + 0.2 \times 2 \times 400) = \text{Rs.4,56,00,00,000}$

**TOTAL ORDER VALUE = Rs. 5,40,00,00,000 + Rs.4,56,00,00,000 = Rs. 9,96,00,00,000**

# Interview Transcription

**Interviewer:** Estimate the market size for premium food delivery companies like Behrouz Biryani in Delhi

**Interviewee:** Sure, I just have a couple of clarifying questions to begin with. Would you mind clearing them up?

**Interviewer:** Sure.

**Interviewee:** May I know their objective to enter the market?

**Interviewer:** They expect a certain number of orders per day and if the number exceeds the expected number then the company will enter.

**Interviewee:** Okay, and are they planning to enter only a specific area of Delhi or the complete state?

**Interviewer:** Their services are for all the areas of Delhi.

**Interviewee:** Alright, that's pretty much all the questions I had. I'll just take a minute to structure my thoughts and come up with an approach.

**Interviewer:** Sure, no worries.

**Interviewee:** Right, so, we know that the population of Delhi approximately is 3 crores and now dividing the population according to the income levels, we can estimate the number of orders per day.

**Interviewer:** Yes, go ahead.

**Interviewee:** Now, the population of Delhi has 30% lower class people, 50% middle class people and 20% upper class people. Here, we will eliminate the lower class population as they cannot afford to order food online, rather prefer cooking it on their own.

**Interviewer:** Seems fine to me, you can continue.

**Interviewee:** I would now like to divide the population into four age segments, 0-20 (30%), 20-40 (40%), 40-60 (20%) and above 60 (10%). Here, I consider ruling out the 60+ age segment as ordering food requires the ability to use smart phones and place an order from the app.

After ruling out the lower class, we get 70% of the population which is 21 lakhs.

**Interviewer:** I think that seems to be a fair allocation of the numbers, you may proceed.

**Interviewee:** Right, now all the age groups can be further divided into the income segment and on the basis of their order frequency and average order value we can estimate the total number of orders. Can we now assume that the income segments as Less than 5LPA (30%), 5LPA-15LPA (50%), More than 15LPA(20%)? And according to my knowledge, we could just focus on 5-15 LPA and more than 15LPA.

**Interviewer:** I think this assumption is fair, carry on.

**Interviewee:** So for age group 0-15, people with 5-15LPA income have 1 order per week with an average value of 200 whereas, with more than 15LPA income people have an order frequency of 2 orders with 200 average order value.

For age group 15-30 people with 5-15LPA income order 2 times per week with average order value as 300 and people with more than 15LPA income order 3 times per week with average order value as 400.

For age group 30-55 order frequency for people with 5-15 LPA income is 1 and for people with more than 15LPA income is 1.5, whereas avg order value for them is 300 and 400 respectively.

**Interviewer:** I believe the estimates are quite well structured. We can wrap this up now.

# Unsolved Guesstimates

## Guesstimate Questions for Practice

Question 1: Estimate the number of auto rickshaws in Delhi.

Question 2: Estimate the number of subscribers of Mint newspaper in India.

Question 3: Estimate the number of official jerseys of Indian Cricket team sold in a year.

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

Question 5: Estimate the number of Rs.1 coins that will fit in a standard size room.

Question 6: 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?



# CASES



### Company

LEK

### Approach/Framework

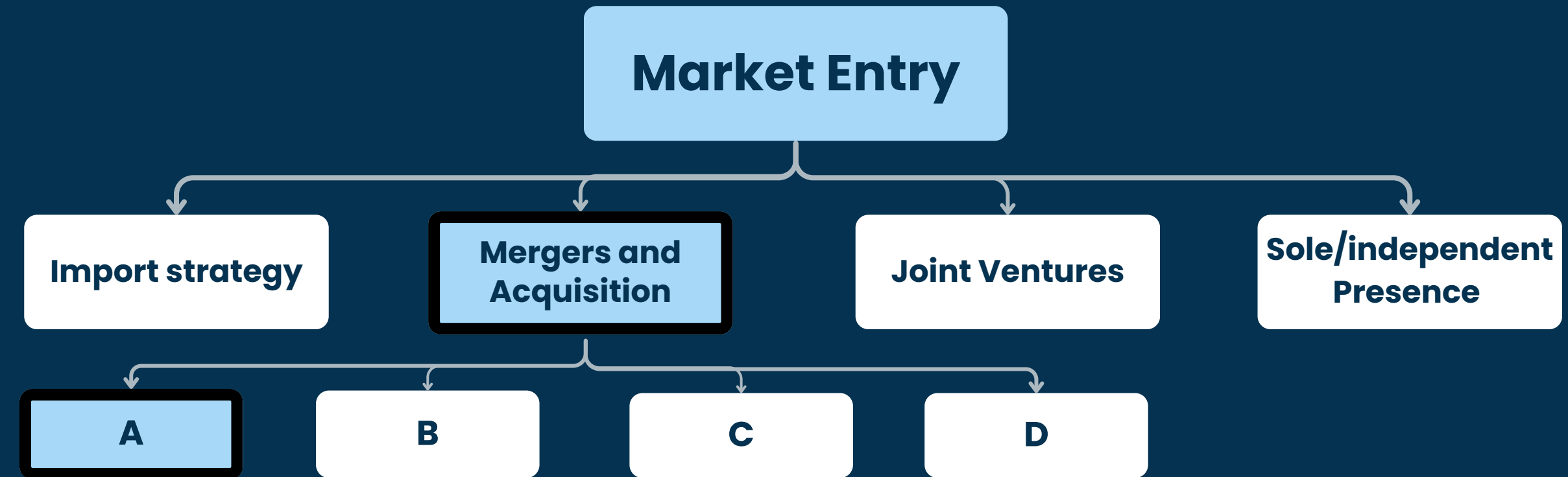
#### Case Facts & Notes

- Client is a global motorcycles manufacturer
- The client plans to enter Indian motorcycle market
- There are four companies imagined with assumed figures
- These four companies have been compared on the basis of seven metrics essential to the criteria of the choice for a company.

#### Case Recommendations

- Royal Enfield should go for a merger or an acquisition with an already existing company in the segment
- After conducting an EBIT-EPS analysis of four suitable options, we recommend Company A as the most suitable choice.

Royal Enfield is a global Bike manufacturer which wants to enter into the Indian Market and wants to explore its potential market entry routes.



# Company

**Royal Enfield**

## Approach/Framework

### Facts

- Client is a global motorcycles manufacturer
- The client plans to enter Indian motorcycle market
- There are four companies imagined with assumed figures
- These four companies have been compared on the basis of seven metrics essential to the criteria of the choice for a company.

### Interviewee's Notes

- Royal Enfield should go for a merger or an acquisition with an already existing company in the segment.
- After conducting an EBIT-EPS analysis of four suitable options, we recommend Company A as the most suitable choice.

**Royal Enfield is a global Bike manufacturer which wants to enter into the Indian Market and wants to explore its potential market entry routes.**

## COMPANY ANALYSIS

Company	A	B	C	D
<b>Target Market</b>	<b>Mid/Upper</b>	<b>Upper</b>	<b>Mid/Upper</b>	<b>Lower</b>
<b>Synergy</b>	30%	20%	35%	15%
<b>Market Share</b>	20%	10%	25%	35%
<b>Revenue</b>	1500	750	1875	2625
<b>Expenses</b>	1200	675	1406	2494
<b>EBT</b>	300	75	469	131
<b>Taxes</b>	90	22.5	140.7	39.3
<b>PAT</b>	210	52.5	328.3	91.7
<b>FCF</b>	105	15.75	180.565	18.34

Out of the companies analysed, we select two companies for EPS analysis

## EPS analysis

Company	A	C
<b>EBT</b>	300	469
<b>Taxes</b>	90	140.7
<b>PAT</b>	210	328.3
<b>Preference Dividend</b>	63	65.66
<b>Profit for EPS</b>	147	262.64
<b>Number of shares</b>	100	250
<b>EPS</b>	1.47	1.05056

# Interview Transcript

**Interviewer:** Co – Royal Enfield is a global Bike manufacturer which wants to enter into the Indian Market and wants to explore its potential market entry routes.

**Interviewee:** I would like to have few clarification questions –What are the locations Royal Enfield located in and what kind of bike does it offers to its customers. What is the Target market of the company and objective of the firm?

**Interviewer:** The company has its operations in Europe and northern America with around 60% market share in the high end bikes. Its target market has been richer segments of the urban society however in India it is focusing in Mid and Upper end segments. The objective of the company is to enhance the market share to 20% in the bike sector in India within next 5 years.

**Interviewee:** Okay so according to the information provided we can get a jist that since company wants to expand in Indian region as part of its global campaign it should focus more on the Mid Tier segment due to larger population to cater to. Moreover the pricing of the products had to be taken care of because of the purchasing power in the Indian market. The richer section of the society should be able to get their needs catered in respect of quality and performance.

**Interviewer:** Yes this seems appropriate, you may move forward with the market entry strategies.

**Interviewee:** So in order to expand in the Indian market the company can come through the following 4 routes–

- 1.Import strategy
- 2.Mergers and Acquisition
- 3.Joint Ventures
- 4.Sole/independent Presence

The company should focus on last three routes as importing would lead to huge freight costs and custom duties which in turn would result in higher cost of the bikes and it wont be able to compete in the Indian market due to the competition and the purchasing power of the Mid tier segment in India.

**Interviewee:** The company can go for M and A or Joint ventures of a leading manufacturer in the Indian market as it can use the concept of the economies of scales and distributions networks of the existing firm while it can deliver enhanced qualities vehicles with more technological benefits to the Indian customers. This can cater to the expansion plan of the company.

However if it wants to enter the market directly it can lead to legal complications and other manufacturing issues in the beginning along with setting up of new distribution channels and analysis of the market in a deeper sense shall lead to more costs for the company. Although it may has its own merits as the Indian government supports setting up of Industries and tax benefits if set up in SEZ – make in india.

**Interviewer:** The inference is quite extensive and you can select M and A as the potential method. Can you list the factors the company would take in mind while choosing the relevant domestic partner and the market?

**Interviewee:** Sure thing. The company should focus on the following things – Market share of the company, Distribution segments and networks, Target market of the companies, Synergy in the manufacturing models, Cash flow of the company, Maximum tax benefits, Maximum setup benefits, Diversification of the domestic company.

**Interviewer:** These factors are right. Following is the table of the domestic companies that can act as potential collaborators; suggest 2 companies that suits best for the company considering the company is facing cash flow issues. (*Refer to Framework*)

**Interviewee:** According to my inference, the company can see A and C as potential domestic partners as the company has cash flows issues and these are solved with the A and C along with catering to other main objectives of the business regarding market share and meeting synergy models.

**Interviewer:** This conclusion stands right, just form an EBIT- EPS analysis using the financial provided and state the company that should be chosen as the domestic partner. (*Refer to Framework*)

# Interview Transcript

**Interviewee:** According to the EBIT EPS Analysis we should chose the company with highest EPS and hence company A should be chosen. Following are the calculations behind the conclusions. (*Refer to Framework*)

**Interviewer:** Great. This seems as an exhaustive analysis, we can now conclude the case.



## Company

LEK Consulting

## Approach/Framework

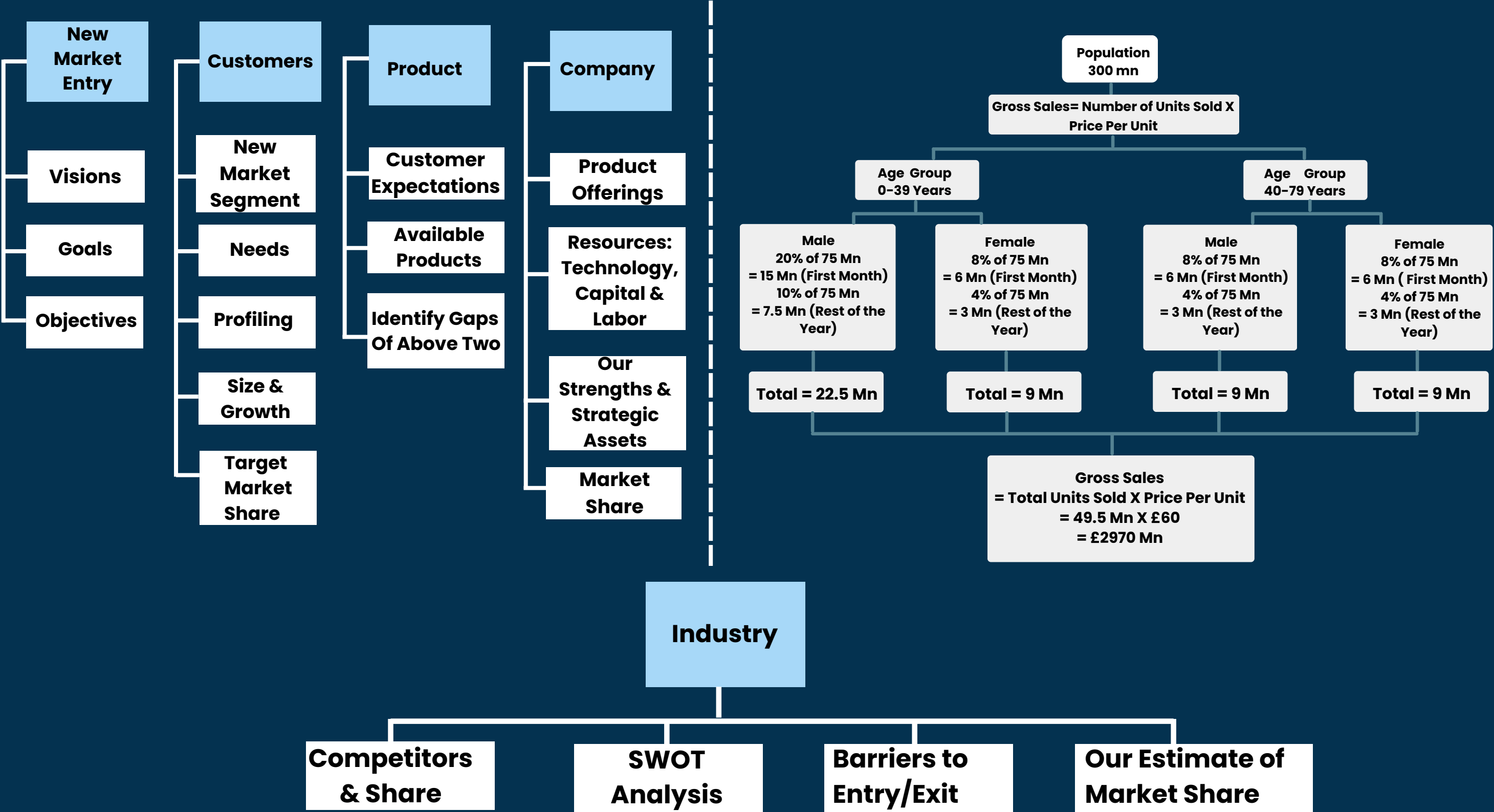
### Facts

- Understand the vision/objective of entering the market along with product characteristics and pricing.
- Determine expected Revenue taking into Consideration the Performance of Part 1. Identify the Target Market and Analyse the Sales for the 1st Year.

### Interviewee's Notes

- Client is going to Launch a New Game "BAD GUY 2" in The US.
- The Game is a sequel to "BAD GUY" which was released 3 Years ago.
- The Genre of the Game is Action Thriller and the Price Set is £60.

The Client is a Gaming Company which is going to launch a New Game "BAD GUY 2" in The US. You need to analyse the Gross Sales after One Year of Release.



# Interview Transcript

**Interviewer:** Our Client is a Gaming Company and is going to launch a game by the name "BAD GUY 2" in The US. You have to calculate the gross sales after one year of release.

**Interviewee:** Ok, so to reiterate, our client is a Gaming Company that is going to Launch a new game in The US and I need to calculate the gross sales after one year of release. So before beginning, I would like to ask some questions for a better understanding of the game.

**Interviewer:** Sure, Please go ahead.

**Interviewee:** When was the company established? Also, as the name of the game is "BAD GUY 2", did the company release a Part 1 also?

**Interviewer:** The Company was Established 10 Years ago. Yes, the company also Released its part 1 "BAD GUY" 3 years ago.

**Interviewee:** Thanks, So what is the genre and price of the Game?

**Interviewer:** The Genre of the Game is the Action Thriller and the Price Set is £60.

**Interviewee:** What is the population of the region, the target audience of the game, and in which season the company is planning to launch the game because it will have a great influence on sales?

**Interviewer:** The population of the region is 300 Million, and The target audience of the game is youngsters. Season is definitely a really important factor, good job identifying it. However, for this case let's just assume that season is not important.

**Interviewee:** Great, as the company also released Part 1 of the game three years ago, I would like to know how well did it perform and what was its demand among various age groups?

**Interviewer:** Yeah, so the sales of part 1 of the game within 1st month of launch were double than what it was in the whole year. Our Previous Data for the First month has Shown that the Demand for Our Game among the Age Group of 0-39 Years is 28% Out of Which 20% are Male and 8% are Female and in the Age Group of 40-79, the demand is 8% for Both Male and Female.

**Interviewee:** Ok, Since the Demand was half in the Rest of the Year, it can be concluded that The Demand for the Game among the Age Group 0-39 Years is 14% Out Of Which 10% are Male and 4% are Female. Similarly, for the Age Group of 40-79 Years, the Demand is 4% for both Males and Females. Here, it is assumed that the median age is 39 years.

**Interviewer:** Correct. I believe now you can Begin with your Calculations.

**Interviewee:** Yes coming to that as the Total Population is 300 Million and Assuming that the Population is Equally Divided among Both Genders and Age Groups. Hence, the number of Males and Females in Both Age Groups is 75 Million. Can I move ahead with this Approach?

**Interviewer:** Sure.

**Interviewee:** So, as the Population of Males of the Age Group 0-39 years is 75 Million and the Previous Data shows that the Demand for the Game by Males of the Age Group is 20%, we can Derive that the Demand of the Game will be 15 Million for the First month. Similarly, the Demand for the Game by all the Other Remaining Age Groups will be 6 Million Each. The Total Units Sold will be 33 Million. Talking about the Rest of the Year, as the Demand gets Halved for Each Age Group, Hence, the Units Sold among Males of Age 0-39 will be 7.5 Million and that of Females in the Same Age group will be 3 million and in the Age Group of 40-79 years it will be 3 Million for Males and Female each. Here the units sold will be 16.5 M

**Interviewer:** Impressive, Please Continue

**Interviewee:** So the Total Units Sold will be 49.5 Million . We know that Gross Sales= Number of Units Sold \* Price Per Unit i.e. £60. Hence, Gross Sales =  $49,500,000 * £60 = £2,970,000,000$ .

**Interviewer:** The Number is Quite Overhyped but a Good Approach is used. We can close the case here.

### Company

Nomura

### Approach/Framework

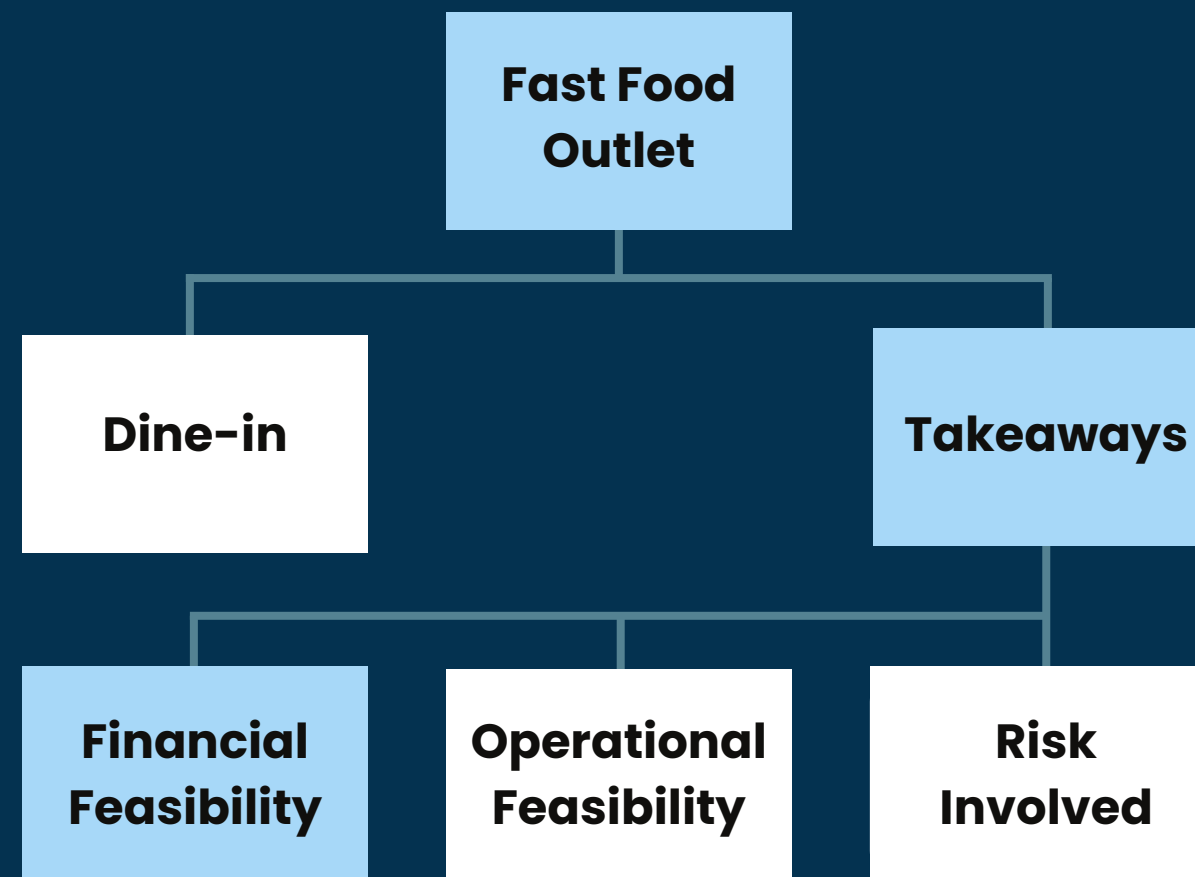
#### Facts

- Client is well known fast food chain owner.
- The client plans to set up a medium sized outlet that sells only takeaway.
- The outlet will be set up in a large IT Hub.

#### Interviewee's Notes

- Ascertaining feasibility of opening the outlet based on financial feasibility, operational feasibility, and risk involved.
- Competition - The IT hub has multiple fast food joints.
- Product categories - The different products offered by the outlet.
- Size and type of the outlet - Medium sized takeaway outlet.

The client, a well-known fast food chain wants to establish an outlet. You have been approached to find the financial feasibility of them entering the market.



#### Assumptions

- 80% of the order is for 1 burger, 20% for 2 burgers
- Average per person = 1.2 burgers
- Assuming 180 people visit on weekdays, no. of burgers sold =  $180 \times 1.2 = 216$
- 80 more burgers on weekends
- Average order value is Rs. 100

Days	Weekdays	Weekends
No. of Burgers Sold	216	(216 + 80) 296
Order Value	Rs. 100	Rs. 100
Revenue	(216 * 100) Rs. 21,600	(296 * 100) Rs. 29,600
Total Weekly Revenue	$= 21,600 \times 5 + 29,600 \times 2$ $= 1,08,000 + 59,200$ $= 1,67,200$	
Total Monthly Revenue	$= 1,67,200 \times 4$ $= 6,68,800$	

# Interview Transcript

**Interviewer:** Your client is planning to establish a fast food outlet.

**Interviewee:** Sure, before going ahead I'd like to clarify some of the questions. Is the client's burger chain well known, and does it carry a great recall value?

**Interviewer:** Yes the brand is very well known and carries a great recall value.

**Interviewee:** Does the client serve Dine-in and Takeaway both? From where do the majority of the orders come from?

**Interviewer:** The client is serving takeaway orders.

**Interviewee:** What will be the size of the outlet?

**Interviewer:** It will be a medium-sized outlet.

**Interviewee:** In terms of location, is it in an urban area or a sub-urban area?

**Interviewer:** The client wishes to establish their outlet in a large IT hub.

**Interviewee:** Is the IT hub strictly commercial or does the hub have frequent tourists and sightseeing as well?

**Interviewer:** The IT hub offers multiple areas of interest and is a center of sightseeing in the metropolitan as well.

**Interviewee:** And in terms of competition, are there any similar outlets around?

**Interviewer:** The IT hub has multiple fastfood outlets.

**Interviewee:** Do they offer anything else other than burgers? What is the price range of these items?

**Interviewer:** Yes the client also offers wraps and salads on a similar price range.

**Interviewee:** We can outline the outlet's success through its Financial Feasibility, Operational Feasibility, and the Risk involved. (*Refer to Framework*)

**Interviewer:** Yes, Please go ahead.

**Interviewee:** Now beginning with the calculations, I am assuming that all orders are Burgers on a weekday.

**Interviewer:** Sure.

**Interviewee:** Some other assumptions are that the outlet operates in a 12 hour shift (10 AM-10 PM), the peak Hours are 11 PM-2 PM & 5-8 PM. Also 80% Orders are for 1 Burger and 20% for 2 Burgers, so 1.2 Burgers is the Average per Person. Is it fine so I can move ahead?

**Interviewer:** Yes, please proceed ahead.

**Interviewee:** So based on my calculations (*Refer to Framework*), total burger sales in a weekday= 216 Burgers. For weekend we can add roughly 80 Burgers more i.e. 296 Burgers.

Let's consider the Order Value to be Rs. 100. Weekdays-  $21600 \times 5 = \text{Rs. } 1,08,000$  Weekends-  $29600 \times 2 = \text{Rs. } 59,200$  Weekly Revenue= Rs. 1,67,200 Monthly Revenue= Rs. 6,68,800

Yes, the client should enter the market given our assumptions and calculations.

**Interviewer:** I think we have a fair estimate here. We can conclude the case.

### Company

#### Nation with Name

#### Approach/Framework

##### Facts

- No. of units sold = (Market Share\* Total Market)
- Profit per unit = (Avg Price - Avg Cost)
- Total Potential Profits = (Profit per unit\* No. of units sold)
- Compounded Profits = (Profit\* (CAGR/100+1)<sup>n-1</sup>)

##### Interviewee's Notes

- The client is concerned with profit maximization only.
- The Population is divided into two categories i.e., people above and below the age of 35 years.

Our client is a sunglasses manufacturing company and wants to expand his business to other countries.

#### Demographics of countries

Country	Brazil	Australia	South Africa
YoY Growth	15%	20%	10%
Market Share to be captured	30%	20%	25%
Total Market (on the basis of Units sold)	5000000	10000000	4800000
Average Price	\$550	\$650	\$600
Average Cost	\$400	\$450	\$450

#### Calculations

Country	Brazil	Australia	South Africa
No. of units sold	1500000	2000000	1200000
Profit per unit	\$150	\$200	\$150
Total Potential Profits	\$225,000,000	\$400,000,000	\$180,000,000
Fixed Costs	\$1,500,000	\$1,000,000	\$700,000
Profits (Deducting FC)	\$224,850,000	\$399,000,000	\$179,300,000
After 3 years (through compounding)	\$341,968,744	\$689,472,000	\$238,648,300

# Interview Transcript

**Interviewer:** Your Client is a Manufacturer and Seller of Luxury Sunglasses and is the third largest player in the current market. He is now looking to expand his business to other countries.

**Interviewee:** Okay, I'd like to know which country our client operates from.

**Interviewer:** Our client operates from France.

**Interviewee:** Okay, what is our target segment and who are our major customers?

**Interviewer:** We target the youth/young population. Currently, 80% of our customers are under the age of 35 Years.

**Interviewee:** I would need a few more details. What is the current revenue, the price of the product and the company's market share?

**Interviewer:** The current revenue is \$750,000,000, the price of the product is \$500 and the client has a 15% market share.

**Interviewee:** Do they have their own production unit or do they source it? Additionally, if they produce themselves, do they import the raw materials?

**Interviewer:** They have their own production facility. Manufacturing takes place in France itself while the raw material is imported from China.

**Interviewee:** Is there any specific objective for expansion or is it just the profits?

**Interviewer:** The client wants to maximize profits only.

**Interviewee:** Alright, is there any specific geography where the client is looking to expand?

**Interviewer:** We have 3 countries among which he wants to choose - Brazil, Australia and South Africa. Begin the case by analyzing the current market.

**Interviewee:** Great. I'll begin by doing the current market analysis.

No. of customers = Revenue/Price = 1,500,000

80% of people are under 35 years = 1,200,000

20% of people are above 35 years = 300,000

The total market of luxury glasses in France = Revenue/Market Share =  $\$750,000,000/15\% = \$5,000,000,000$

No. of units sold = Market Size/Avg Cost of the Product =  $\$5,000,000,000/\$500 = 10,000,000$

Therefore, 80% of 10,000,000 = 8,000,000 (35 years or less)

20% of 10,000,000 = 2,000,000 (above 35 years)

May I know what is the current population of France and what is the relevant age-wise split?

**Interviewer:** France's population is 70,000,000 and 30% of people are 35 years or less while 70% are above 35 years.

**Interviewee:** Okay so,

30% of 70,000,000 = 21,000,000

70% of 70,000,000 = 49,000,000

Percentage of population who are our customers (35 years or less) =  $8,000,000/21,000,000*100\% = 38.10\%$

Percentage of population who are our customers (35 years above) =  $2,000,000/21,000,000*100\% = 4.08\%$

To compare the aforementioned countries, I would require the following information since I am unfamiliar with the demographics of the 3 countries Market Share that we can capture, Market growth rate, Total Market, Average price of the product, Average cost of the product.

**Interviewer:** Sure, have a look at the table. (Refer to Framework)

# Interview Transcript

**Interviewee:** Great. Now I can calculate the profit per unit. I am assuming South Africa has comparatively lower average cost due to the availability of cheap labour as a result of which it has the same profit as Australia despite the lower average price. Is that correct?

**Interviewer:** Spot on! Nice observation. You may continue solving the case

**Interviewee:** Before proceeding, May I please know the fixed costs for the 3 countries?

**Interviewer:** Sure, Fixed Costs are \$1,500,000 , \$1,000,000 , and \$700,000 for Brazil, Australia and South Africa respectively.

**Interviewee:** Great. Now, using the Total Market and Market Share, I can also calculate the No. of units sold thereby calculating the Total Potential Profits (= Profit per unit\* No. of units sold) not accounting for fixed costs.

After deducting the fixed costs, I can calculate the Profits and the Profit after 3 years  
[=Profits \*(CAGR/100 +1)<sup>3</sup>]

Here are my calculations: (*Refer to Framework*)

Brazil has high Fixed Costs due to licensing while South Africa has comparatively lower fixed costs due to lower cost of maintenance. Considering the profits in the upcoming years, Australia should be a clear choice for the client to expand their business in.

**Interviewer:** Great, why don't you quickly sum up the risk factors involved too?

**Interviewee:** Sure, there would be:

- General Risks - Adjusting to the Australian landscape and business environment.
- Labour related - Getting the right people with required competence.
- Barriers - Presence of big players who would not want to concede market share
- New entrant risks.

**Interviewer:** Perfect. That should be all.

### Company

Bain & Co.

### Approach/Framework

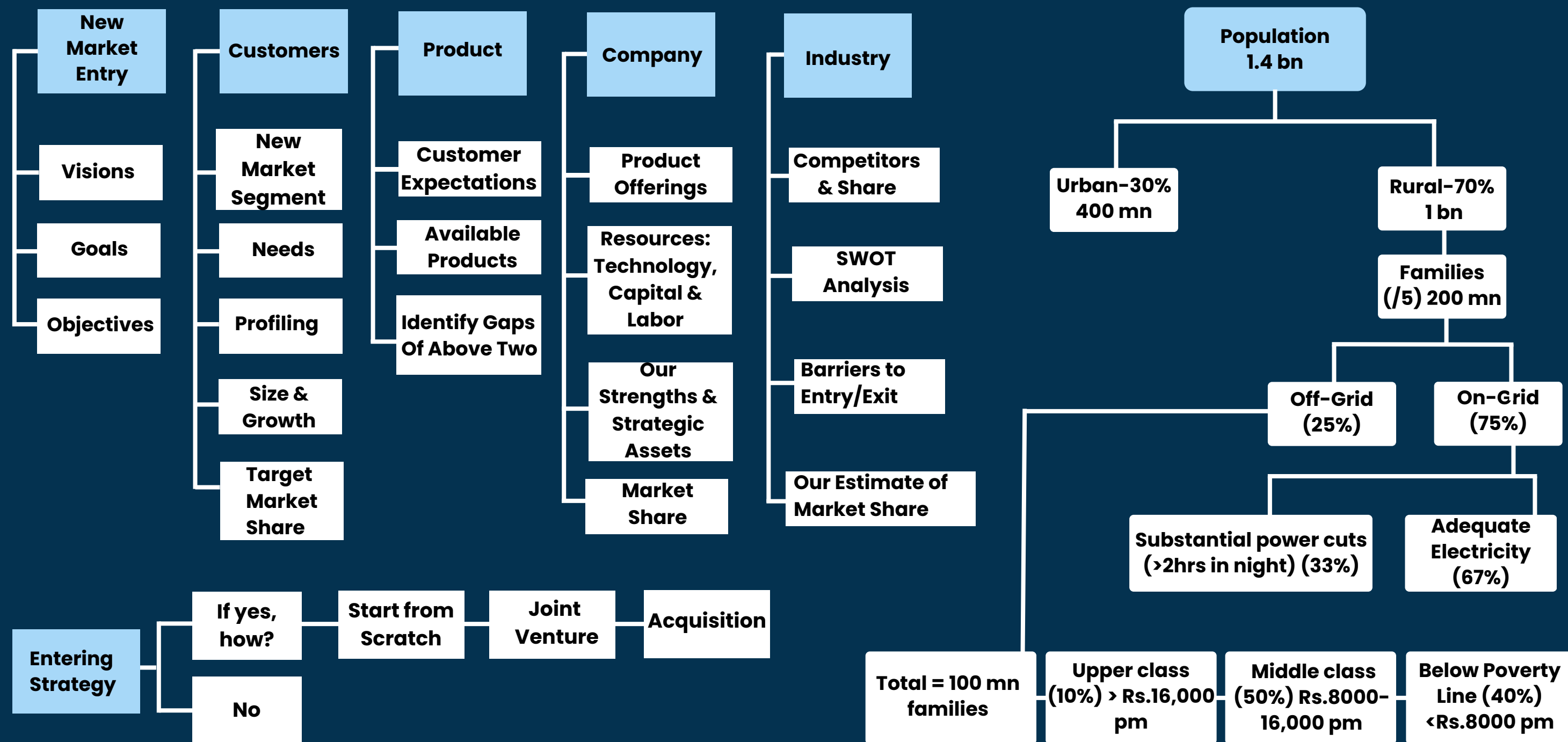
#### Facts

- Client is a Singapore based Solar Bulb Manufacturer, looking to enter Indian Rural market.
- Price is Rs. 500 and cost is Rs. 500.
- Life of the bulb is 5 years.
- There are no competitors, hence, the client has the first-mover advantage

#### 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.

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



- 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.



# Interview Transcript

**Interviewer:** 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.

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

**Interviewer:** Yes, the client wants to maximize the profits only.

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

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

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

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

**Interviewee:** 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?

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

**Interviewee:** 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 operational feasibility, risk, distribution challenges and marketing challenges.

**Interviewer:** The structure looks comprehensive, start with calculating the expected profits and market size.

**Interviewee:** 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.

**Interviewer:** Sure, go ahead with this approach.

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

**Interviewer:** We are pricing it at Rs.500/bulb with a life of 5 years and the cost of maintenance is almost negligible. Also, there is no other direct player in this segment.

**Interviewee:** 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.

**Interviewer:** Sure.

**Interviewee:** 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.

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=  $50\% * 50 * 1.5 = 37.5$  mn which is equivalent to 38mn

Upper class=  $70\% * 10 * 1 = 7$  mn , I would like to know the cost per unit.

**Interviewer:** It is 350.

**Interviewee:** Okay. so this means that profit per unit will be Rs. 150. Hence our expected profits are=  $45\text{mn bulbs} * \text{Rs}150 = \text{Rs. } 6750$  mn. Since the lifespan of the bulbs is 5yrs, 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.

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

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

**Interviewer:** No its fine. We can close the case here.

### Company

Bain & Co.

### Approach/Framework

#### 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

#### Interviewee's 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

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.

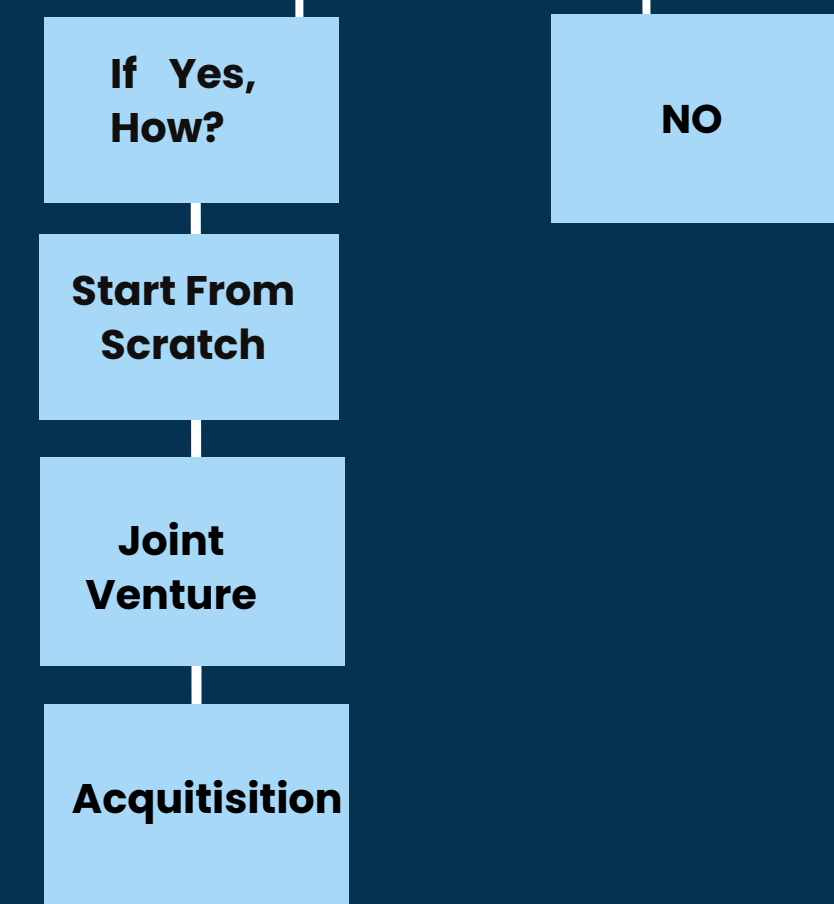
### SWOT Analysis

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



- 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.

### Entering Strategy



# Interview Transcript

**Interviewer:** 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:** 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.

**Interviewer:** 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?

**Interviewee:** 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.

**Interviewer:** Sounds fine to me.

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

**Interviewer:** 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.

**Interviewee:** 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.

**Interviewer:** 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.

**Interviewee:** 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.

**Interviewer:** 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.

**Interviewee:** 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?

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

**Interviewee:** 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?

**Interviewer:** 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.

**Interviewee:** (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.

# Interview Transcript

**Interviewee:** 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.

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

**Interviewee:** 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.

**Interviewer:** Very good. We may end the case here.

### Company

ZS Associates

### Approach/Framework

#### Facts

- Client is a pharmaceutical company aiming to expand in grooming sector, mainly shampoo.
- Confirmed launch of new platform.
- Market research has been conducted.
- Competitor's ROI calculated.

#### Interviewee's Notes

- Company location - Brazil.
- Product USP - Medicinal benefits.
- Already existing tie-ups.
- Initial launch format - Bottles.
- Profit per unit - Rs 50.
- Investment of Rs 18,25,000 - 10% Market share.
- Investment of Rs 25,10,000 - 15% Market share.
- Discuss Risk & Marketing strategy.

Our client is a pharmaceutical company and wants to expand in the grooming industry

### Calculating ROI using the data provided

	Market Size (in people)	Market Share of the Company	Profit Per Unit	Investment (Fixed + Variable Costs)	Revenue	Profit	ROI
A	5,00,000	10%	50	18,25,000	25,00,000	6,75,000	37%
B	5,00,000	15%	50	25,10,000	37,50,000	12,40,000	49%

### Data provided to calculate the risks

<b>New Entrants</b> (In people)	4 - 9
<b>Existing Competitors</b> (In people)	15 - 20
<b>Price Range of the Product</b>	100 - 550
<b>Profit Margin</b>	15 - 30%

Analysing the risks using the Matrix

Assumption: Our product is of high quality

		High	Quality	Low
Price	High	Nobody would shift if the same quality of the product is available at a high price		Nobody would shift if low quality of the product is available at a high price
	Low	Majority of the people would shift if the same quality as our product is provided at a lower price		Only price sensitive people will shift with decreasing price despite low quality of the product

# Interview Transcript

**Interviewer:** Our client is a pharmaceutical company and wants to expand in the grooming industry.

**Interviewee:** Which country is the company based in?

**Interviewer:** The company is based in Brazil.

**Interviewee:** Okay, which products are we aiming to produce in the grooming sector?

**Interviewer:** Mainly Shampoo

**Interviewee:** So, the platforms that we use to market our pharmaceutical products, would the same be used for shampoo as well?

**Interviewer:** No, we will be launching new platforms for this. Everything will be done from scratch, be it building new factories and place of raw materials from production to marketing, everything will be created new. However, you can still use the brand name for the new product, but if it depicts that the product has medicinal properties, they can change it as well.

**Interviewee:** Okay. How will we be selling it? In sachets or in bottles?

**Interviewer:** Initially, we will be going for bottles.

**Interviewee:** Does this product have any USP (Unique Selling Point) ?

**Interviewer:** This product has medicinal benefits which serve as the USP given that nowadays people are moving towards organic products.

**Interviewee:** Does the company entered into any partnership for distribution of the product?

**Interviewer:** The company does have a few tie-ups with stores such as ABC Mart, XYZ megamart, etc.

**Interviewee:** Alright. I will proceed by checking the financial feasibility to check if it's even profitable or not. I'd begin by calculating the market size first. To get the market size, we need to look for the target audience therefore we will be doing a guesstimate for the same.

**Interviewer:** It is not required. We have already conducted our market research for the same. The market size is 5,00,000 people.

**Interviewee:** Okay and what is the profit per unit?

**Interviewer:** The profit per unit is 50

**Interviewee:** Alright. May I also know the fixed costs and market share that the company can acquire?

**Interviewer:** Based on our market research, we have concluded that if we invest 18,25,000 , we can acquire 10% of the market. However, if we invest 25,10,000 , we can acquire 15% of the market

**Interviewee:** I am assuming that Investment includes both Fixed and Variable Costs. Fixed Costs may be accounted for the money used to purchase buildings needed to carry out the production activities whereas variable costs may be accounted for the salary to be given to the workers.

**Interviewer:** Yes, exactly. Keep going.

**Interviewee:** Now, using the data provided by you, I am going to calculate the revenue, Net profit and ROI for both cases. Revenue can be calculated by  $(\text{Market Size}) * (\text{Market Share}) * (\text{Profit Per Unit})$  Profit = Revenue - Investment, Here Investment = Fixed Cost + Variable Cost ROI = Net Profit/Investment.

What is the average ROI of the competitors in the market?

**Interviewer:** It's somewhere in 40 % - 45 %

**Interviewee:** Okay, since via proposition A and B, we get 37% and 49% ROIs respectively, my recommendation would be to adopt proposition B.

**Interviewer:** Great, can you now quickly sum up the risks for me?

**Interviewee:** Sure. Before that, I have a few questions to ask.

- What are the possibilities/scope of new entrants in the field?
- What is the price that they are charging for the product?
- Do the customers have loyalties towards the brand?

# Interview Transcript

**Interviewer:** Sure, have a look at the table. *(Refer to framework page)*  
Please note that Switch rate in females is seen lower as compared to males.

**Interviewee:** Assuming that our product is of high quality, the scenarios in which customers may or may not shift to other brands are summed up in the form of this matrix.

*(Refer to framework page)*

As a result, customers' loyalties are subject to change as per the changing quality and price of the product. Statistically, the Switch rate in females is less because females are usually rigid about changes in their skin and hair care products.

The percentage of price sensitive people and quality sensitive people is very low due to which majority of our customers will be retained. This covers the risks and threats involved.

**Interviewer:** Great. Let us quickly discuss the marketing strategies as well.

**Interviewee:** Okay we could advertise the product either on Television or on Social Media. We may also hire a brand ambassador with a significant following and creates content along similar lines. As for distribution channels, keeping long-term profitability in mind, we could use a mix of both online and offline distribution channels. Also, I believe the company would already have its offline distribution channels such as medical stores, etc. Initially, the same can be used and later on the company can slowly expand and penetrate into grocery stores or supermarkets.

**Interviewer:** Great work. We may wrap the case now.

### Company

McKinsey & Co.

### Approach/Framework

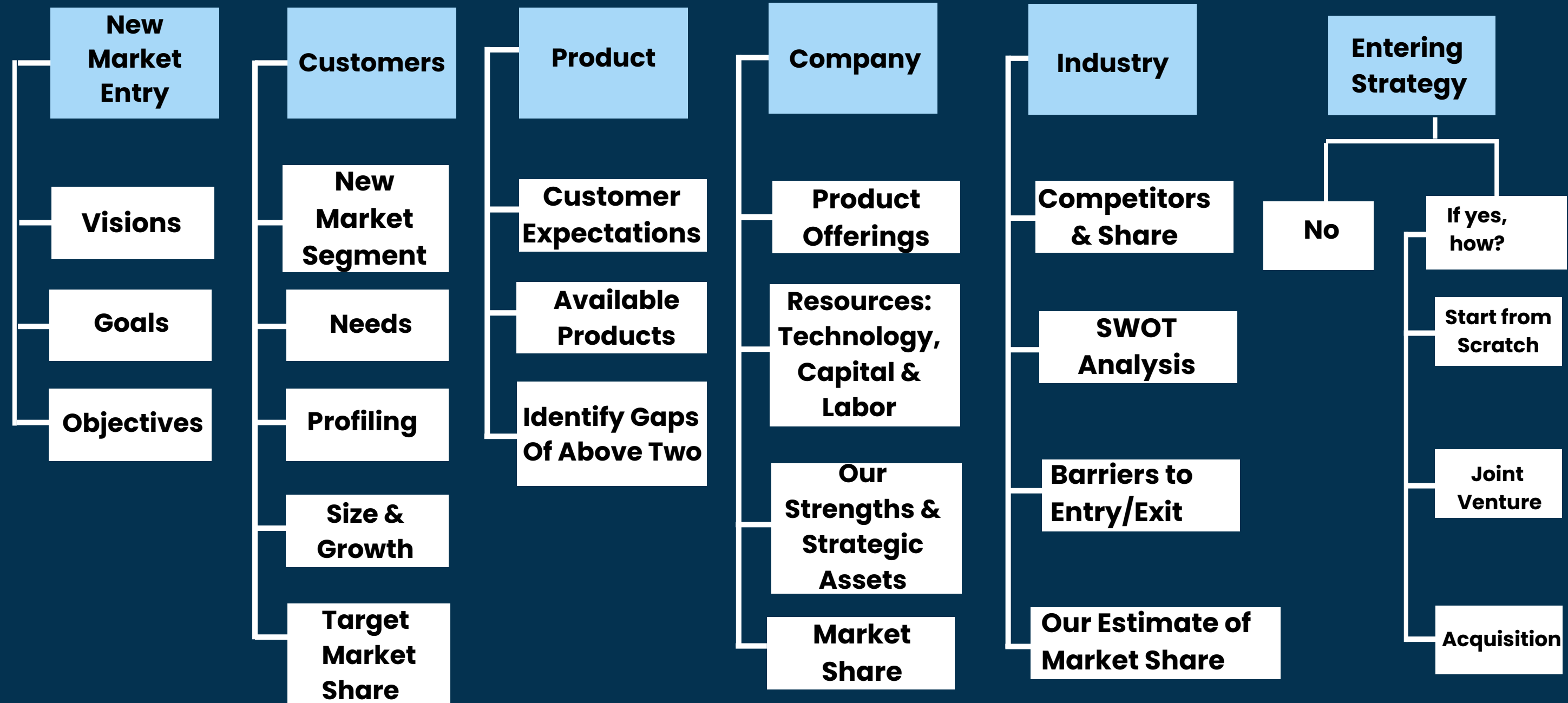
#### Facts

- 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

#### 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

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.





# Interview Transcript

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

**Interviewer:** 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.

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

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

**Interviewee:** 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?

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

**Interviewee:** 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?

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

**Interviewee:** 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.

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

**Interviewee:** 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.

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

**Interviewee:** 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.

**Interviewer:** 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?

**Interviewee:** 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.

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

**Interviewee:** 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.

# Interview Transcript

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

**Interviewee:** 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.

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

### Company

Redseer

### Approach/Framework

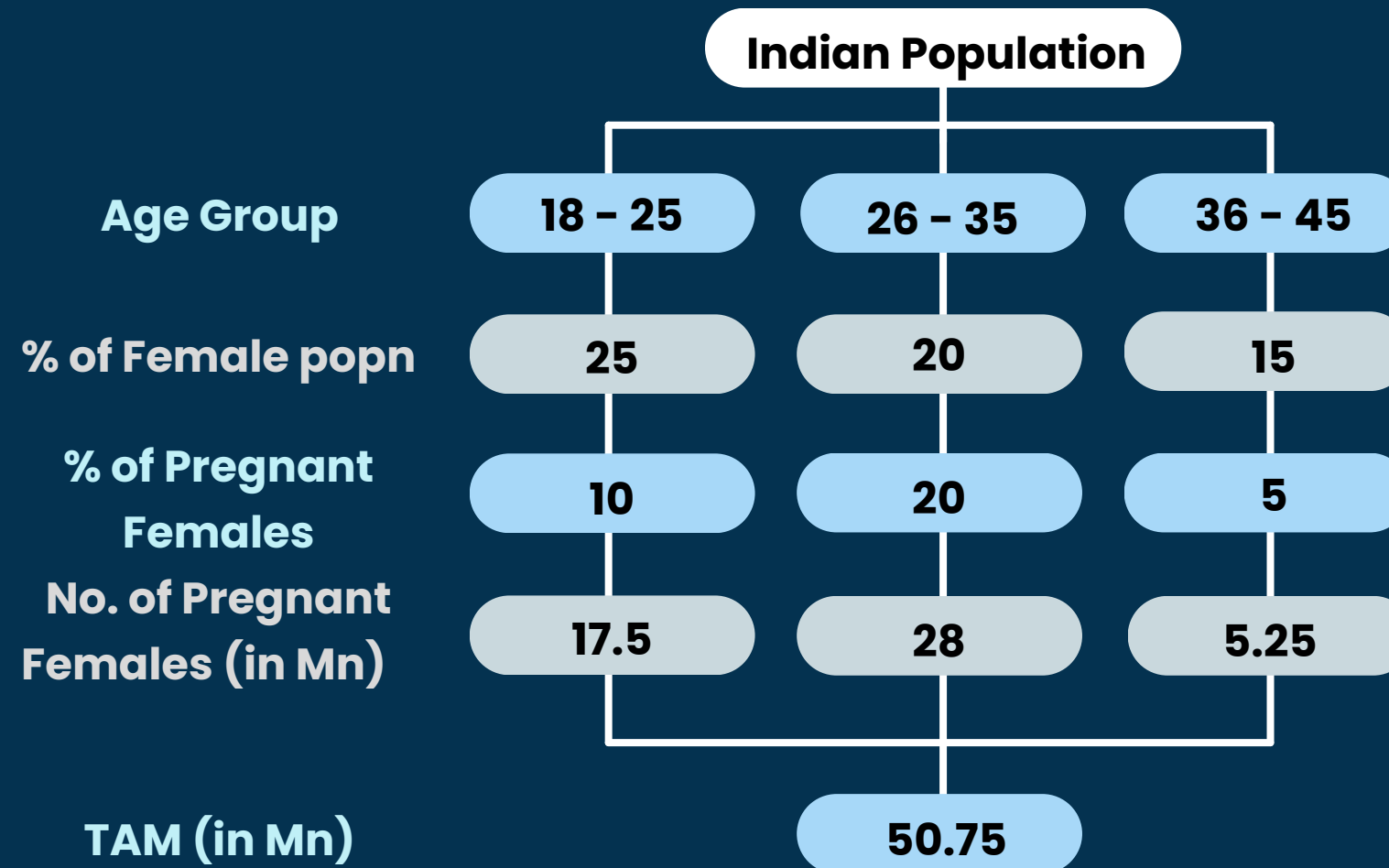
#### Facts

- The client sells apparel and clothing for pregnant women
- The client already has a 20% foothold over the market in the US

#### Interviewee's Notes

- Company wishes to penetrate the Indian market through M&A
- Divided the female population into multiple income, age categories and further analyzed them to get an estimate of % of pregnant women in each income category
- Took fertility cycles into account

Your client is an apparel brand in US & planning to enter the apparel and clothing industry for pregnant women in India. Shall they do the same?



#### Calculations

Total Market = 16 Mn

Growth = 10%

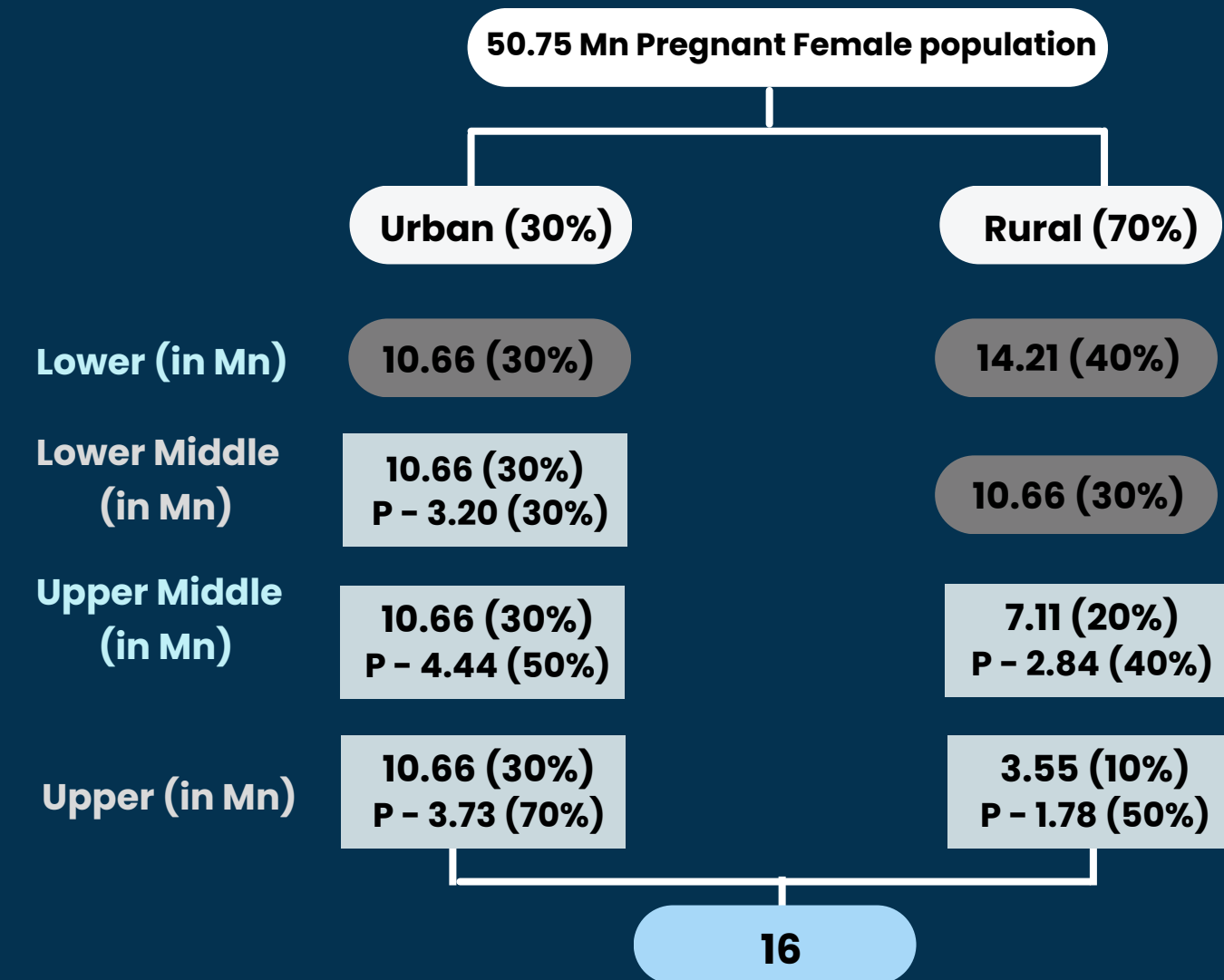
Next Year Market = 10% \* 16 = 17.6 Mn

Market Share = 20%

Customers = 20% \* 17.6 = 3.52 Mn

Price of the Product = 1000 INR

Revenue = 1000 \* 3.52 = 3.52 Bn



P → Penetration

**Total Market Size = 16 Mn**

# Interview Transcript

**Interviewer:** Hi! How are you doing?

**Interviewee:** I am doing good. What about you?

**Interviewer:** Doing amazing. Lets jump into the case?

**Interviewee:** Sure. Quite excited to be here.

**Interviewer:** Your client is an apparel brand in US & planning to enter the apparel and clothing industry for pregnant women in India. Shall they do the same?

**Interviewee:** Sounds interesting! I'd like to get a better understanding of the problem. What kind of clothes does our client sell in terms of target population & price? How has he fared in US?

**Interviewer:** Our client sells clothes that are customised for pregnant women starting from 1000 INR. US Market was very quick in accepting the brand and the client acquired 20% market share in the first year itself thanks to the fragmented market & they predict same in India.

**Interviewee:** Great. Could you let me know why client has chosen to enter India? What time frame are we looking at? Do we have any financial or other constraints to keep in mind?

**Interviewer:** India is a huge market considering the large population & population growth rates. Also the market is growing at a rate of 10% due to more & more people accepting it in India and that looks lucrative. We plan to enter immediately. No, you can assume no constraints in terms of budget.

**Interviewee:** Awesome! Since we have already figured out way of entry, I would like to see if the market is attractive financially. For that I would be calculating the revenue our client can make in 1st year. If the number is attractive enough, we can jump to the risks.

**Interviewer:** Alright. Considering we need to enter immediately and acquire 20% market in 1 year, we would probably enter through a JV or M&A? Also, what is the main parameter to decide whether we enter or not?

**Interviewee:** Nice Observation. Yes, we will be acquiring an Indian brand which has already penetrated into both the urban & rural segment of India. We would only enter if revenues after 1st year are more than 1 Billion

**Interviewer:** Sounds great.

**Interviewee:** Assuming an equal gender split, we get Indian female population as 700 Mn. However not every woman can get pregnant due to fertility being age dependent. Fertility period typically starts from age 15, peaks at age 20~35 and finally ends at age 49. Though pregnancies before 18 or after 45 are very rare. Hence, we will ignore that. Does that sound good?

**Interviewer:** Yes. You may proceed.

**Interviewee:** Dividing the female population into 18-25, 26-35 & 36-45 and then we will consider how much population would be pregnant. Since peak fertility lies in 26-35 age group, we can assume 20% fertility. For 18-25, we can take it to be 10% and the last age group has declining fertility so around 5%, do the numbers look good to you?

**Interviewer:** Sounds good.

### Company

LEK Consulting

### Approach/Framework

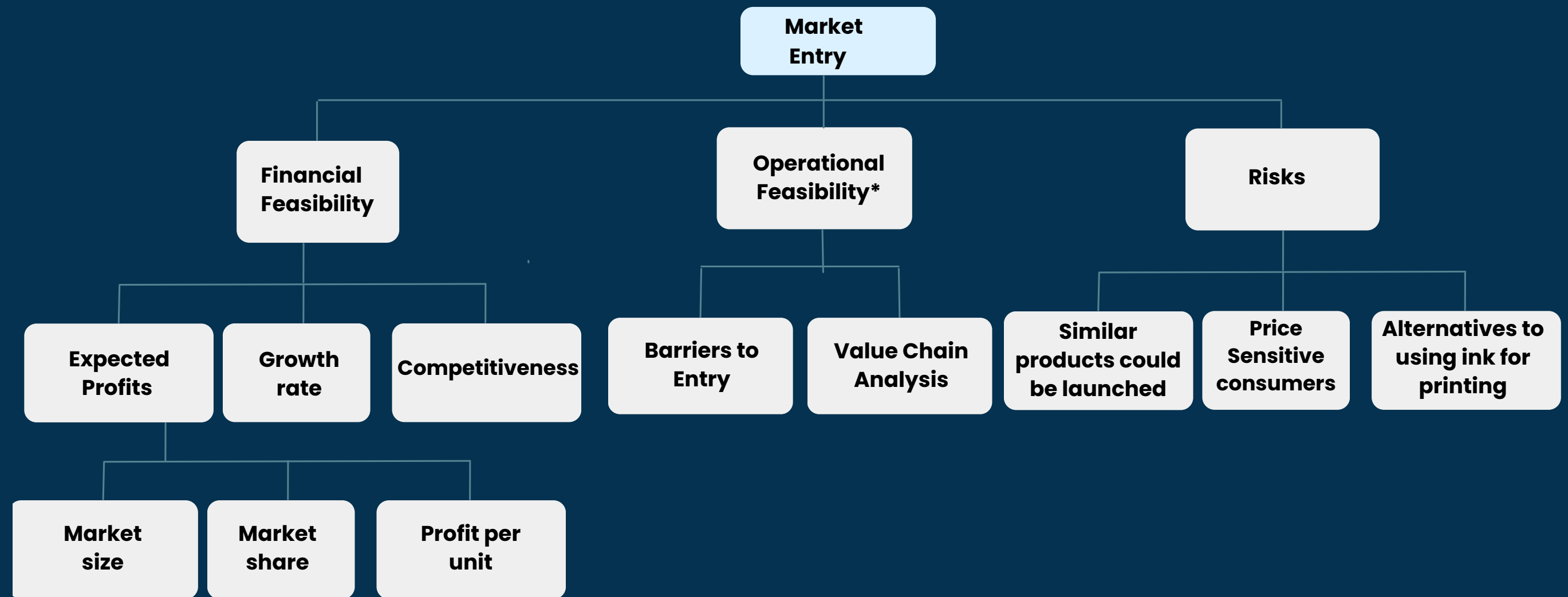
#### Facts

- The client already has well established electronic brand.
- The product gives 10 times productivity compared to substitutes
- Cost of producing is 3 times high compared to other normal cartridges.

#### Interviewee's Notes

- Objective of launching the product
- Cost of product compared to substitutes
- When to launch the product

The client, a well established electronic brand have come up with a new innovative product. You have been approached to find out whether they should launch this product in the Indian market.



\* Operational feasibility is not analyzed in the case so only pointers are mentioned.

# Interview Transcript

**Interviewer:** Hi! Hope you are fine.

**Interviewee:** Yes. I am fine and very excited to solve the case.

**Interviewer:** Okay. Let us proceed then.

**Interviewee:** Sure.

**Interviewer:** The client is a CFO of a well-established electronic brand well-known in the printing industry. They have come up with a new innovative product which gives 10 times productivity as compared to regular ink cartridges. The client wants to know whether they can launch this product in the Indian market or not.

**Interviewee:** I would like to reiterate this just to make sure I am on the same page. The client has come up with a new product that gives 10 times more productivity when compared to normal ink cartridges. The client already has a reputed electronic brand well-known in the printing industry and now the client wants to know if they should launch the product in India or not.

**Interviewer:** I think you are good to go!

**Interviewee:** What is the motive of the company for entering the market? Is it some specific purpose or earning profits?

**Interviewer:** Earning profits.

**Interviewee:** When are they planning to launch the product?

**Interviewer:** Immediately, as soon as possible.

**Interviewee:** Is this technology patented?

**Interviewer:** Yes, this is a new development by our client only.

**Interviewee:** Can you please tell me more about the product like what is the cost of producing this ink cartridge?

**Interviewer:** The cost of producing this ink cartridge is 3 times more than a normal ink cartridge.

**Interviewee:** Okay so now I would like to begin the case. We will be considering three factors for the analysis – Financial feasibility, Operational feasibility, and Risks. Would you like me to begin with financial feasibility?

**Interviewer:** Sure. You may proceed.

**Interviewee:** In financial feasibility, we can look into expected profits, growth rate, and competitiveness. Let's begin with the expected profits. Total profits are the product of market size, market share, and profit per unit. Let's start with finding the profit per unit. Can you provide me with data related to the net profit percentage and selling price of a normal ink cartridge?

**Interviewer:** The normal ink cartridge costs Rs 500 to the consumers and the net profit percentage of the producers is 30%.

**Interviewee:** Okay. So the cost price of a normal cartridge is 500–30% of 500 which equates to A possible risk involved is as soon as we enter the market, competitors will start 350. Since the cost price of our product is 3 times that of a normal ink cartridge, looking for new similar types of products. Another risk involved is since Indian the cost price of our product is  $350 * 3 = 950$ . Now, we need to assume something to customers are price sensitive, a large price might affect their decision to buy the calculate the SP. Since the brand name is good and it gives 10 times productivity so product. But considering various factors like it is 10 times more productive, the we can charge up to 10 times the cost but since we are new in the market and this industry is going to grow, the net profit is also higher and even if we lower the selling won't be beneficial for consumers so we can charge somewhere between 5-10 times price the company will still make lucrative profits, the client can definitely consider the SP of a normal ink cartridge. Since we don't have any competitors we don't have to worry about competitive pricing while entering the market. As per cost-based pricing, we can charge anything above 1050 which is our cost and we have to maintain our 30% NP. I liked the way can charge 1500 but since consumers are in an advantageous position with this you can approach the case.

Being an innovative product, we can even charge 2000 rupees which will increase our NP to 47.5%. So the profit per unit comes out to be  $2000 - 1050 = \text{Rs } 950$ . So now, is there some data related to market share and market size?

# Interview Transcript

**Interviewer:** Yes, the market size is 40%. You can proceed with the risks to the product.

**Interviewee:** So since Total Profits = Market size × market share × total profit so,  
Total Profits = 10 million × 40% × 950 = 380 crores .

**Interviewer:** Perfect!

**Interviewee:** Now, considering the growth rate, since India is one of the fastest growing economies and people are skilled and work more on computers, this industry will definitely grow in the future. And since this is a patented technology, there are no competitors as of now but there is always a risk of the technology being copied so our client has to maintain a competitive edge going ahead. So now let's delve into the operational feasibility of the product.

**Interviewer:** There is no need to look into operational feasibility since the main aim is to find profits. Thanks a lot for your time. We can stop here.

### Company

McKinsey & Co.

### Approach/Framework

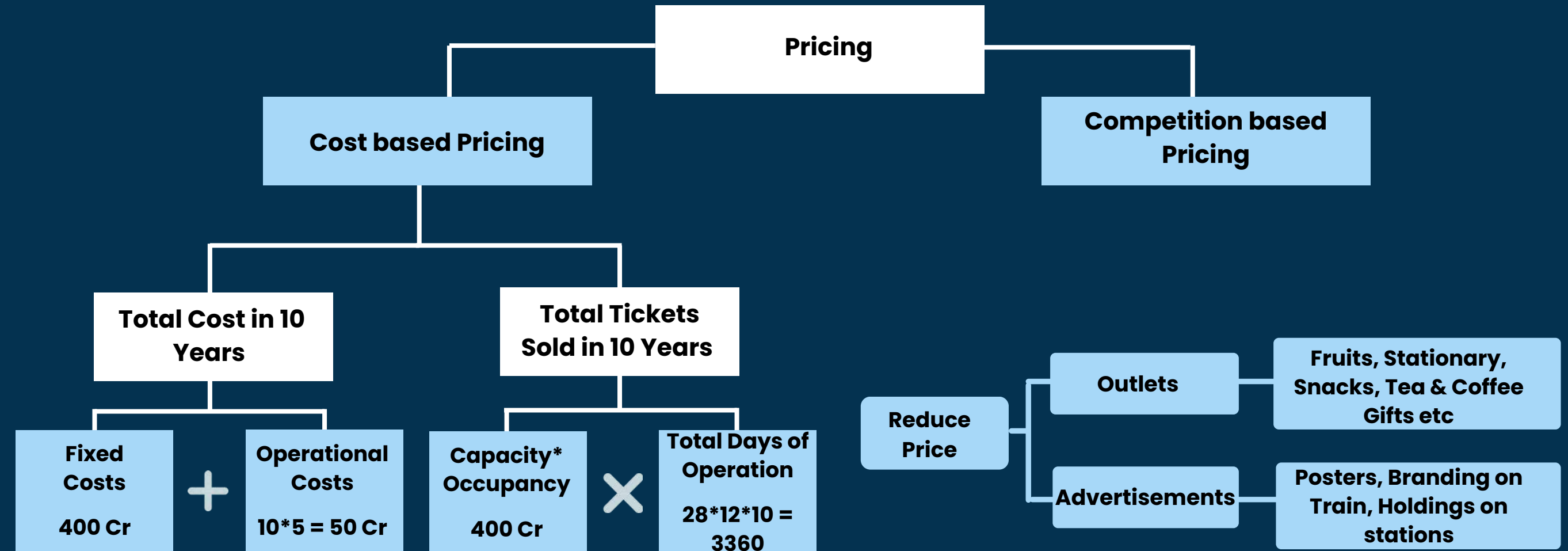
#### Facts

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

#### Interviewee's Notes

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

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



- Clarify the end goal from the interviewer before delving deeper into the case.
- Incorporating own traveling 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.

#### Final Calculation:

- Total Costs = 400+50 = 450 Cr
- Total Tickets Sold = 75\*3360 = 252000
- Price of Ticket = (450/25200) Cr = 17860 INR



# Interview Transcript

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

**Interviewee:** 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?

**Interviewer:** Yes that's correct. Go ahead.

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

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

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

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

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

**Interviewer:** Yes. That's a fair assumption.

**Interviewee:** 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?

**Interviewer:** 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.

**Interviewee:** 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?

**Interviewer:** Yes, that is correct.

**Interviewee:** 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.

**Interviewer:** 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?

**Interviewee:** 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.

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

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

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

# Value in the Views

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

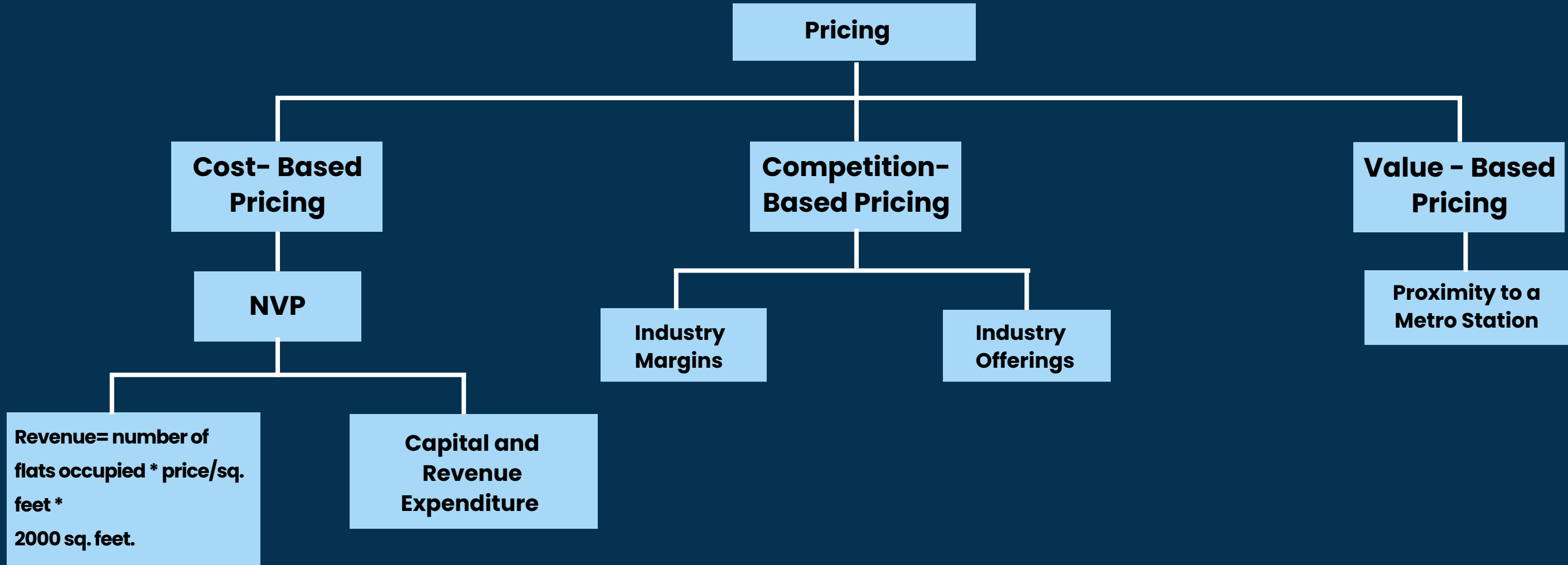
- Company**
- Nation with Name**
- Approach/Framework**

**Facts**

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

**Interviewee's Notes**

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



- 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.

# Interview Transcript

**Interviewer:** 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.

**Interviewee:** To reiterate, the client has recently built 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?

**Interviewer:** 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.

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

**Interviewer:** There are 7 buildings with 45 apartments each.

**Interviewee:** 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?

**Interviewer:** 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.

**Interviewee:** 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?

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

**Interviewee:** 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.

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

**Interviewee:** 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.

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

**Interviewee:** 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.

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

**Interviewee:** 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?

**Interviewer:** 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.

**Interviewee:** 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.

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

**Interviewee:** 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.

**Interviewer:** Sounds promising. We may end the case here.

## Company

ZS Associates

## Approach/Framework

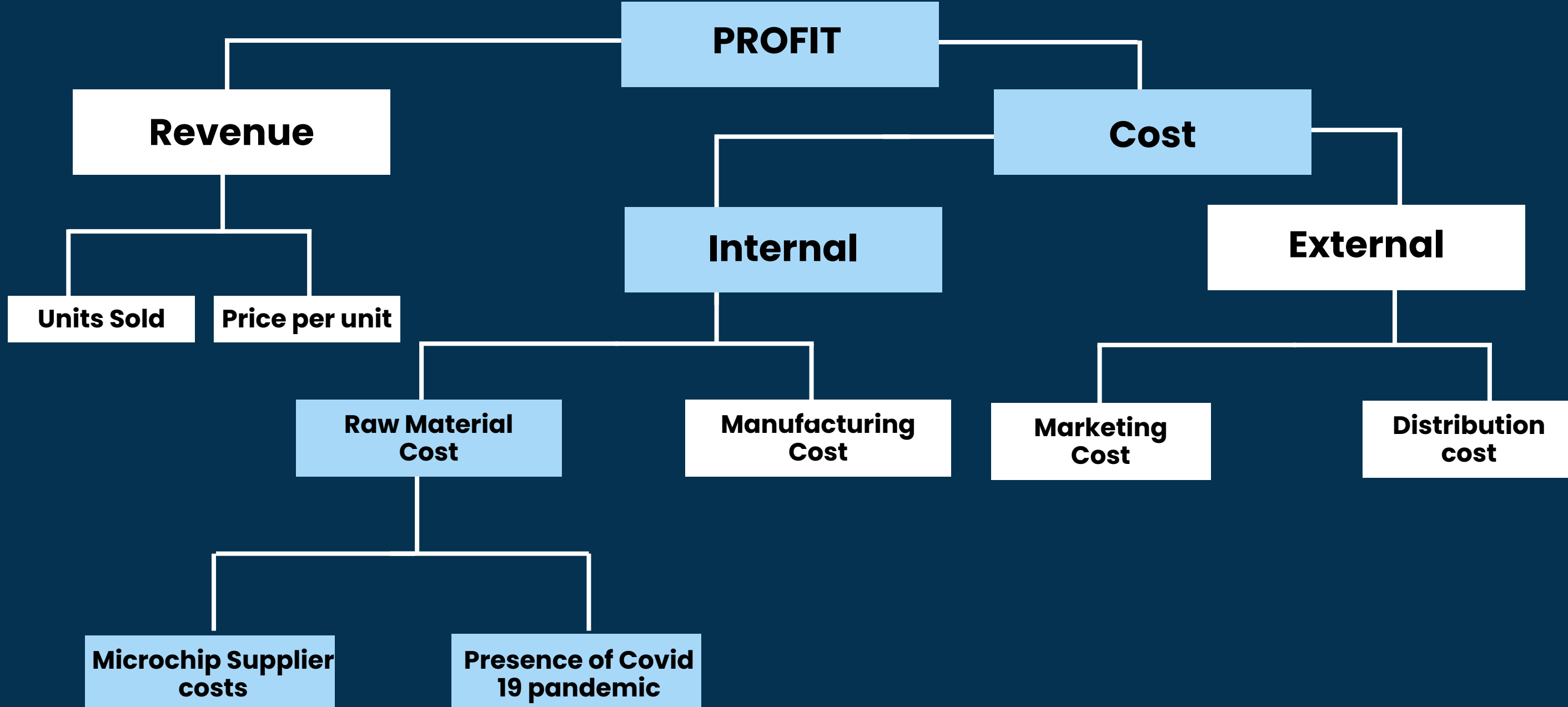
### Facts

- Problem-Major decline in 3 years in profits
- Location-Client is based in Mumbai
- Contractual Obligations- Same supplier of microchips and contract renewed every 4 years

### Interviewee's Notes

- Find reasons behind declining profits
- Company specific or industry wide
- Decline in profits is due to fall in revenue or increase in costs
- Increase in external costs or operating costs

The client, a manufacturer of circuit breakers is facing declining profits for sometime. You have been approached to find a solution to the problem.



# Interview Transcript

**Interviewer:** Your client is a manufacturer of circuit breakers and has been facing a decline in the profits. You need to analyze the reasons for the same.

**Interviewee:** Sure, before going ahead I would like to clarify some of the questions. How long have they been in the industry? Since when have they been facing this decline and where are they exactly located?

**Interviewer:** So, the client has been working here for last 15 years. They made consistent profits for 12 years and since the last 3 years they have been facing this issue. They are based out of Mumbai.

**Interviewee:** Are we well aware about the magnitude of decline? Is this a client specific issue or industry wide problem? I would also want to know if they manufacture any electronic product other than circuit breakers.

**Interviewer:** Well, we don't have exact figures as of now. Additionally, other manufacturers are somewhat facing similar decline but not much is known about their situation. They also manufacture measuring and sensing devices, control products and wiring accessories

**Interviewee:** Interesting! As we know, Profit is affected by revenue and cost. Falling profits indicate falling revenue or increase in costs. Before delving deeper into these factors, I want to know if we have any information about the competitors?

**Interviewer:** They are quite loyal to their customers due to which they have a dominant figure in the industry. So, competitors are not much of a threat

**Interviewee:** Right. Profits are equal Revenues minus Costs. Has there been change in revenue in last 3 years or so?

**Interviewer:** The revenues have remained stable.

**Interviewee:** It seems like declining profits are driven by increasing costs then. Ruling out the fact that we are not in highly competitive market, leaves us with factors like additional costs of goods sold, increased supplier cost, maintenance cost, transportation cost, business operations, changes in industry.

**Interviewer:** Right.

**Interviewee:** I want to understand how we exactly deal in circuit breakers. If there's more information about it.

**Interviewer:** So, we procure microchips from third party suppliers. We have a contract with them which gets renewed after every 4 years.

**Interviewee:** Interesting. I think microchips act as essential component of every circuit breaker. In last three years, the industry has seen massive changes due to presence of Covid-19, and it could be that the suppliers have increased their costs. Since our loyalty has helped us remain a constant figure in the industry, it could be the case that the client didn't increase the price of their products due to which their costs have substantially increased. So, concluding, increase in price of supplier's products and presence of Covid-19 act as major reasons for rising costs and substantial decline in profits alongside other reasons that I stated earlier. Am I missing out on any costs at this stage?

**Interviewer:** No, I think you got to the problem correctly, we can wrap this

## Company

McKinsey & Co.

## Approach/Framework

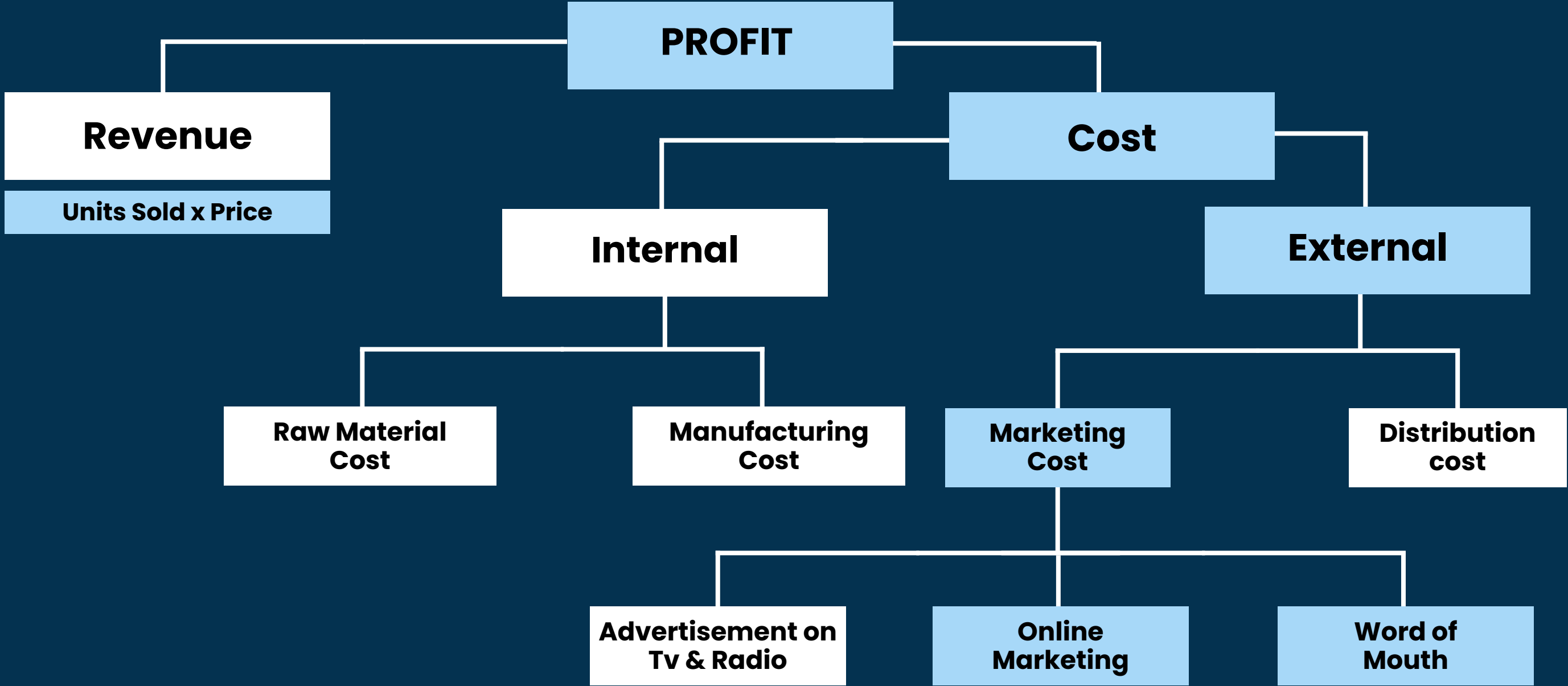
### Facts

- **About Client** - Our client is a drug manufacturer and has developed a new drug in the market.
- **Market** - Indian market of age group upto 9 years. Current market share stands at 18%
- **Competition** - There exists two drugs of similar kind developed by the clients competitors.
- **Objective** - reason for the failure of newly launched drug

### Case Recommendations

- Increase focus on cost-effective online marketing over traditional television advertisements.
- Transition from a two-channel distribution approach to a single-channel approach to reduce distribution expenses significantly.
- Assurance that the company's Research and Development department is active in enhancing the drug's effectiveness.

You have been approached by a drug manufacturer to analyse the reason for the failure of newly launched drug by the client.



# Interview Transcript

**Interviewer** : Our Client XYZ is a drug manufacturer and has developed and launched a new drug in the market. The drug is not getting successful. You have to analyse the causes of the failure.

**Interviewee** : So to reiterate, the client is a drug manufacturer and has developed and launched a new drug in the market and I have to analyse the reason for the failure. Could you please tell me what is the criteria to judge whether a particular drug has proved to be successful in the market?

**Interviewer**: Yes Sure, The criteria for the Success of the Drug is Profitability.

**Interviewee** : Is it only our client that is suffering from profitability issues? or is it an industry wide issue?

**Interviewer**: No, only our client is facing the issue.

**Interviewee** : Alright. Additionally, I'd like to know the Geography and audience our Client is Targeting.

**Interviewer**: Our Client is mainly targeting the Indian market of age group up to 9 Years.

**Interviewee** : Is there any regulatory framework or laws issued by the government that our drug must adhere by? If we aren't following them, doctors might not prescribe our drug.

**Interviewer**: Yes, there are some Norms and Regulations issued by the Government which are fully taken care of.

**Interviewee** : 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 could be the risk. Would you like me to proceed in this way?

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

**Interviewee** : Starting with revenue, it is equal to product of units sold and their price. To know more about the Situation, I would like to ask a few questions. Firstly, What is our pricing objective? Secondly, what is our current market share? And Also, is there any Drug of similar kind already Present in the Market?

**Interviewer** : So the Pricing Objective is to gain Market Share as our Current Market Share stands at 18%. Also, there exists two drugs of similar kind developed by our competitors which are present in the market. Hope this answers your questions.

**Interviewee** : Impressive. Is there demand for our drug in the market?

**Interviewer**: Yes there is a good demand for the dose in the market. Revenue is not the issue.

**Interviewee** : Okay It means our Company would not suffer due to shortage of Sales. So, are the Pharmacists and Doctors receiving complaints regarding our drug? And also how much is our Client indulged in the Research and Development of the Drug?

**Interviewer**: So as of now the Client did not receive any complaint as such regarding the Drug and the Company has an efficient Research and Development Department which is continuously trying to make improvements in the Drug.

**Interviewee** : That's great. Since our market share, demand & prices are on par with the competitors. We are also following all the norms that could affect sales and hence revenues don't seem to be the cause of failure. Should we analyse the cost aspect of it?

**Interviewer**: Sure I think the revenue analysis is pretty comprehensive. Let's analyse the costs further.

**Interviewee** : Ok, so the Cost is further divided into Internal and External Cost. Internal Cost includes Cost of Raw Material, Manufacturing process. Whereas, External Cost Includes the Distribution and Marketing methods.

**Interviewer**: Yeah Right, So the Cost of Raw Material and the Manufacturing Process is Under control but the Distribution and Marketing Expenses are slightly out of control as they are Higher than what we Planned it to be.

**Interviewee** : Okay, so based on the Analysis conducted till now, it's clear that the Revenue Model is going Smoothly and there are no Issues that it is facing, but there are Slight Problems with the Distribution and Marketing aspects. So Could you Please Elaborate it a bit?

# Interview Transcript

**Interviewer:** Yeah, so talking about the Distribution Aspect, the Client is Distributing the Drug through a Two Channel Approach and talking about the Marketing Strategy, the client is using Word of Mouth and Advertisements on Television, Radio and Online Marketing.

**Interviewee :** Okay, so I don't think there is any Problem with the Marketing Strategy particularly. Instead of Marketing Heavily on Television we can Increase Online Marketing as it is Cost Effective and can Reach Out to the Audience in a Better Way. Also, to reduce the Distribution Expenses, instead of using the Two Channel Approach, the Client can adopt One Channel Approach as it will save the Cost tremendously without affecting the sales.

**Interviewer:** Great suggestions. We can close the case here.



### Company

Bain & Co.

### Approach/Framework

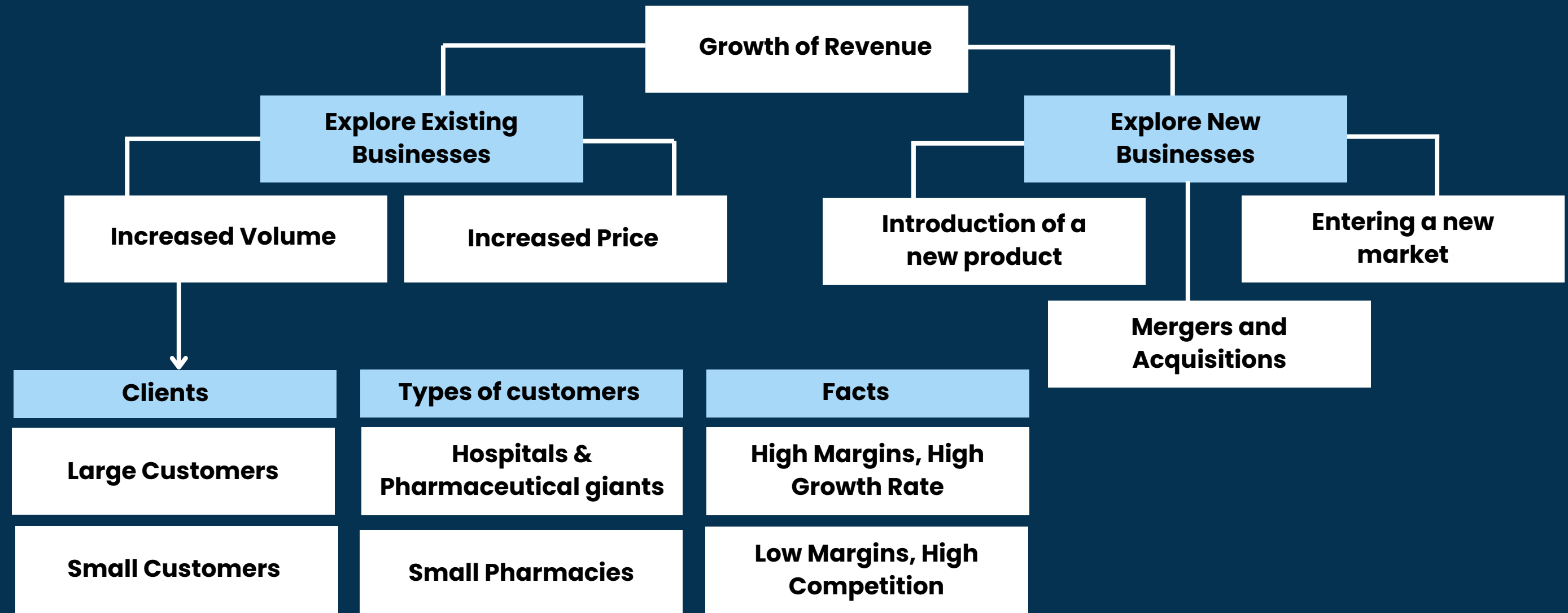
#### Facts

- Insufficient capital for M&A transactions
- 3 possible foreign markets the company can consider:  
 Brazil: size 28 bn, high growth, low competition, medium protected IP laws  
 Russia: Size 15 bn, slow growth, good enforcement of IP laws, relatively fragmented.  
 Poland: Size 7 bn, fierce competition, good IP protection, high growth.
- There are 2 type of customers: Large & Small.

#### Interviewee's Notes

- Pharmaceutical player operating only in India.
- Serves different customer segments.
- Client manufacturers both generic and branded cardiovascular and diabetes medicines.
- Large players have higher profitability.

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?



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.  
 And further -
  - 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.

# Interview Transcript

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

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

**Interviewer :** What can be the product categorisation?

**Interviewee :** They can be producing either generic medicines, medicinal products under their brand name Or medicinal concentrate for other companies

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

**Interviewee :** 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

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

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

**Interviewer :** Yes, since the firm operates in India, a developing country, the customer are price sensitive

**Interviewee :** 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.

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

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

**Interviewer :** 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.

**Interviewee :** Ok, the focus of our growth strategy should thus be on the large customers, as they represent a core 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.

**Interviewer :** Now let's move on to the options related to exploring new business

**Interviewee :** 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?

**Interviewer :** Those are fair suggestions. Coming to your question, the company does not have the capital to acquire another firm and M&A in hence not an option.

**Interviewee :** 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?

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

**Interviewee :** 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 market, the growth, the level of the competition and the enforcement of IP laws in the respective countries?

# Interview Transcript

**Interviewer:** The company is analyzing 3 options, Brazil, Russia and Poland. Brazil is the largest market with 28 billion, a fast growing market. The level of competition is low and there is medium protection of IP laws. Russia, is second largest market with 15 billion, but experiences slow growth. Moreover, the Russia 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.

**Interviewee :** 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.

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

**Interviewee :** 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 dedicate sales force for large players. The customer oriented sales structure should result in an improved customer relation and tailored offering for customer needs. Moreover, the firm should invest in training of the sales force.

**Interviewer:** We may end the case here.

## Company

BOD Consulting

## Approach/Framework

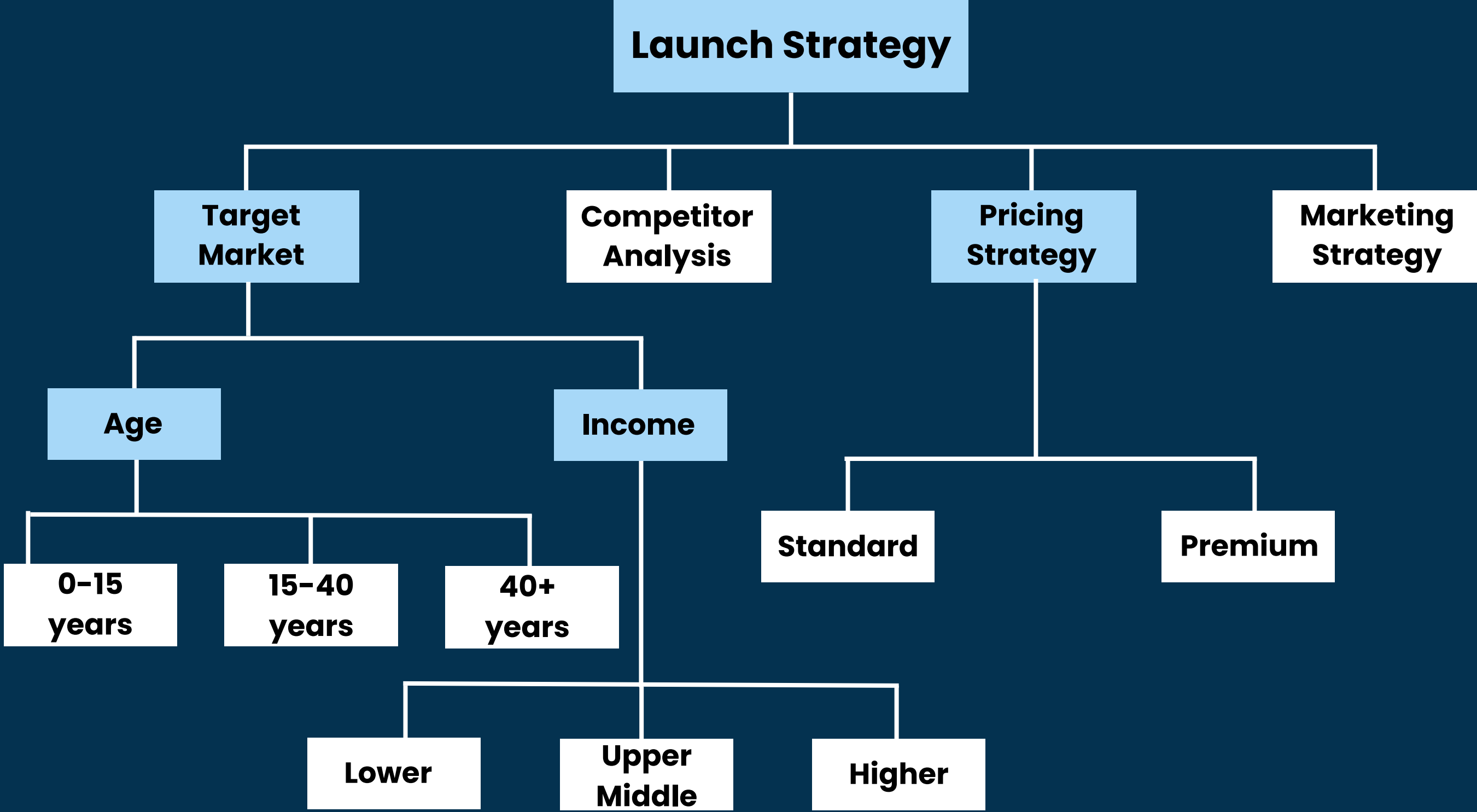
### Facts

- 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

### 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

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



# Interview Transcript

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

**Interviewee:** 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?

**Interviewer:** Sure. You may proceed.

**Interviewee:** 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?

**Interviewer:** 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.

**Interviewee:** 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?

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

**Interviewee:** 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?

**Interviewer:** Yes, go ahead. Analyse the marketing strategy alongside.

**Interviewee:** 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.

**Interviewer:** Sounds great. Please analyse the pricing strategy now.

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

**Interviewer:** 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.

**Interviewee:** Okay. So I believe that there will be a good amount of margin. 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".

**Interviewer:** This seems quite good. We may end the case here. Thank you.

## Company

Nomura

## Approach/Framework

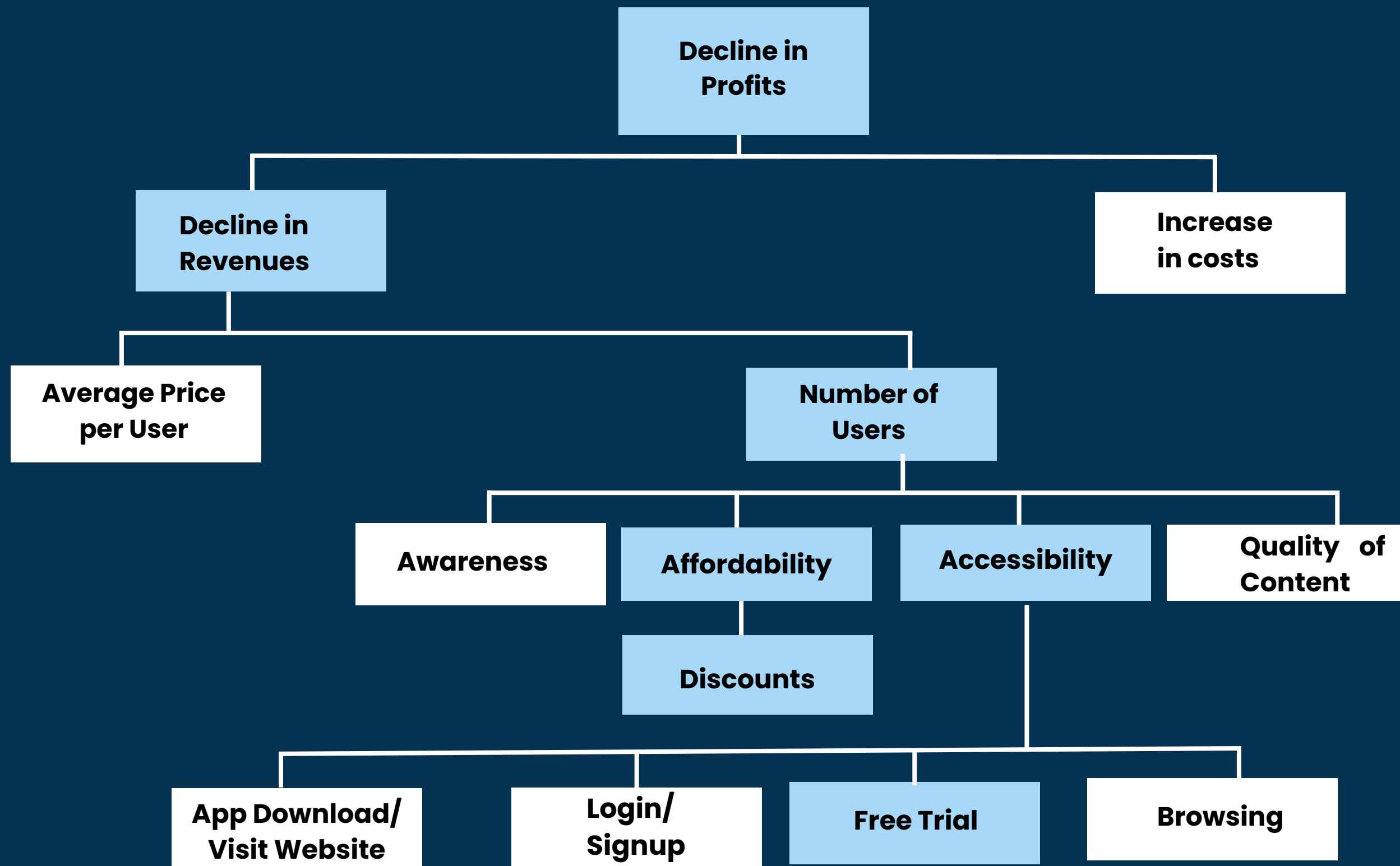
### Facts

- 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.

### 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.

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



# Interview Transcript

**Interviewer:** 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.

**Interviewee:** 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?

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

**Interviewee:** Okay and since when are they facing decline in profits?

**Interviewer:** They have been facing the decline for last 3 months.

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

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

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

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

**Interviewee:** Revenue can be further broken down into average price per user and number of users. Have any of these changed for our client in the past 1 year?

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

**Interviewee:** Okay, I would further break it down to awareness, affordability, accessibility, and quality of content. Awareness will include a 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?

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

**Interviewee:** Okay. Since you mentioned that this has been implemented by one of our competitors from the past one month and the client has been facing a decline in profits from the 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?

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

**Interviewee:** Okay. I would like to explore the customers' journey here. First of all, the users download our app/visit 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 many details here, then the next step is the discounts and 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. Have our competitors made some policy changes is there any issue reported by customers in the application/website?

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

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

**Interviewer:** No, This sounds good. We may end the case here.

### Company

Bain & Co.

### Approach/Framework

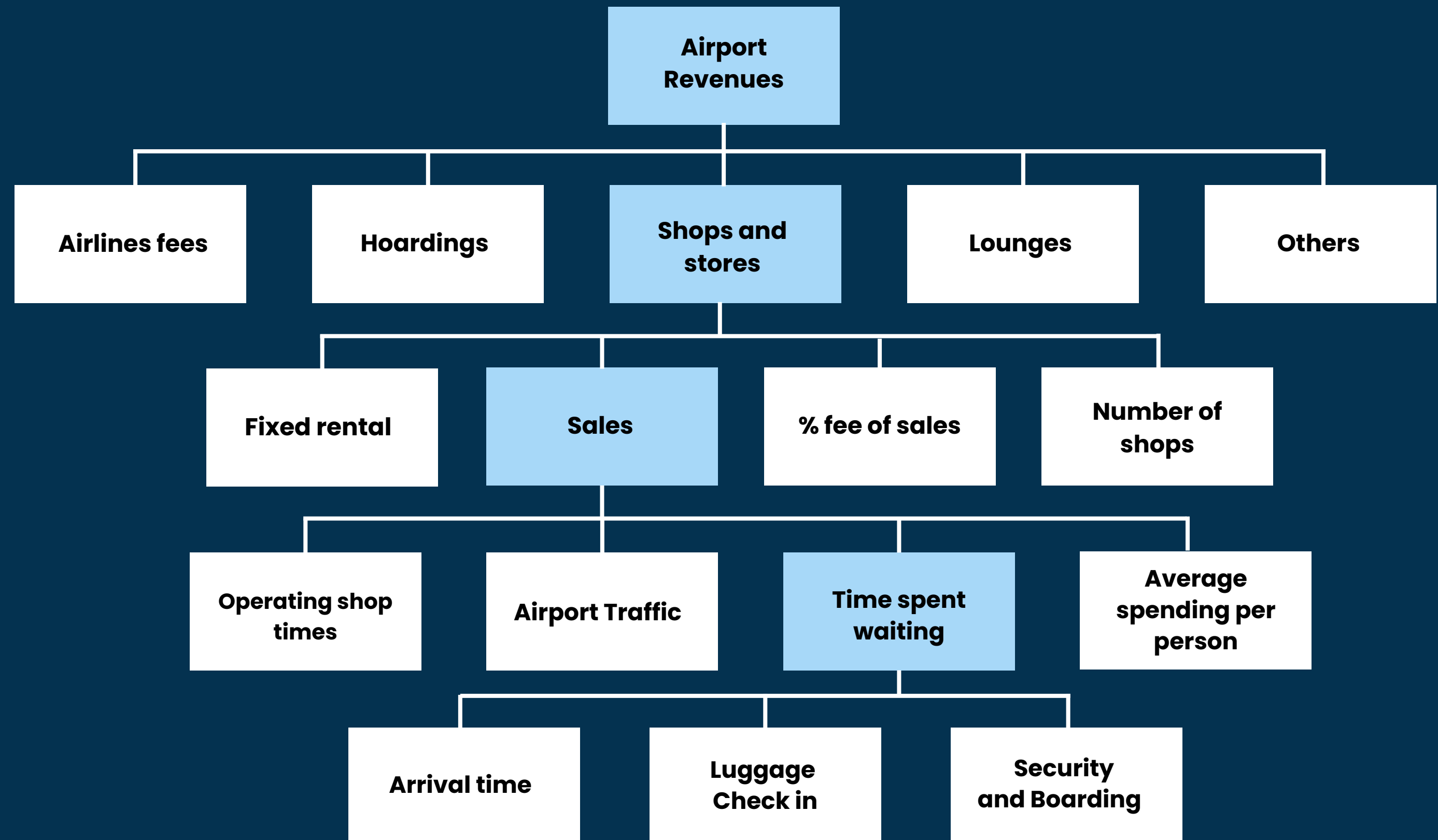
#### Facts

- 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.

#### 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.

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





# Interview Transcript

**Interviewer:** 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.

**Interviewee:** 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?

**Interviewer:** No, please proceed.

**Interviewee:** 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?

**Interviewer:** No, that is all about it.

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

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

**Interviewee:** Great, I would break down 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?

**Interviewer:** No, they are the same.

**Interviewee:** 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 that is charged by the airport. Has there been any change in the fixed rental charged by the airport?

**Interviewer:** No, they were the same.

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

**Interviewer:** No, there aren't any such charges.

**Interviewee:** So, the issue is that the total sales of the airport shops is going down?

**Interviewer:** Yes, it is. Why would that be?

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

**Interviewer:** Consider it across all shops and stores at the airport.

**Interviewee:** 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?

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

**Interviewee:** 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.

**Interviewer:** Why would that happen though?

**Interviewee:** 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.

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

**Interviewee:** 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.

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



# RESOURCES



# Resources

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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 1](#)

## 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](#)
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## Interview Preparation Materials

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4. [MConsulting Prep](#)
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2. [MDA Section of Company Annual Report](#)
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# ***KNOWLEDGE BOOSTER***



# Knowledge Booster

## Key Consulting Terms

**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.

**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.

**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.

**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 hour

**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."

**Drill-down:** Drill-down is a phrase used after a consultant summarizes a project and someone wants to go into the details.

**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.

# Knowledge Booster

## Key Consulting Terms

**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.

**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.

**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.

**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 in writing policies and other tasks not initially included in the project.

**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 things as patents, trademarks, copyrighted technology, and a dominant brand.

**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.

**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.

**Key Performance Indicators:** Key Performance Indicators (KPI) are quantifiable measurements, agreed to beforehand, that reflect the critical success factors (of the company, department, project).

# Knowledge Booster

## 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

# Knowledge Booster

## 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



# Knowledge Booster

## 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?

# Knowledge Booster

## 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 oftenly 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

## 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

## 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

## 1. Page Layout

- Ensure that your CV page layout is in A4 size and margins are set as narrow.
- Use single spacing with a blank line between each section of content.

## 2. Content: Font

- Font size has to be similar across CV (10 or 11). The 9.5 in worst cases is allowed, however should be avoided as far as possible.
- Font Garamond can be used, it gives a professional look.
- Font Colour (Black) has to be similar across CV (Headings are exception).

## 3. Content: Format

- Be very sure of the formatting right from the beginning.
- 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.
- Vertical headings should be avoided.
- 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.
- Use light grey colour for the background of headings and Dark grey/Black colour for headings.
  - a. Rationale: The CV that goes to interviewers from Placement Systems can be faded because of the printer ink being used continuously.
  - b. The actual appearance of the content in the CV should be checked on an actual print out while changing colours in the CV.

## 4. Content: Grouping

- 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 subheadings like extra-curricular. However, don't unnecessarily do it for everything!
- PORs should have consistency. If an individual has too many POR try mentioning a few from all phases of life even if the ones in schools are not that significant.
- Try and avoid unbelievable numbers in sentences even if they are true. It gives the impression that the candidate is bluffing!
- A common style of mentioning all the PORs should be followed in a particular CV. The style may differ from CV to CV.
- PORs 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 PORs in the same phase and sentences under the extra-curricular section can be broken up by semi-colons. One need not write full sentences to convey information.
- The vertical gap between different sections should be the same and uniform across CV.
- 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.
- Maintain consistency in the use of INR/Rs. or Rupee symbol across the CV. Any one of the mentioned options can be used but should be the same across CV.
- A left-oriented CV is preferred which means that almost every sentence in a CV should begin with 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.
- 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+.
- Spell check your CV to ensure that it does not have grammatical or spelling errors.

## 5. Candidate Details

- Do not put << >> around your Name, Age, Gender.
- Candidates name has to be in CAPITAL letters.
- Do not state any personal details such as marital status, DOB, nationality etc. in your CV.

# MEET THE TEAM



Batch of 2023

Batch of 2024

Batch of 2025

Batch of 2026





**All the best!**  
**Happy Learning!!**



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