

注意事项 作答环境测试

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2. 为保证您顺利作答，建议您点击“作答环境测试”进行测试。
3. 请认真阅读每一部分指导语，并按照指导语的要求作答。
4. 计时测验没有暂停或离开功能，点击“正式答题”计时开始，若中途离开，依然计时，倒计时为0时系统会自动收卷；不计测验需手动交卷。
5. 如在线作答期间遇到问题，请将问题发送至邮箱：rencaiguan@zhiding.com.cn，或致电：400-006-7005（9:00-24:00）。



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本人自愿参加本次在线测评，现郑重承诺：

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2. 测评过程中独立作答，不用他人代答，不与他人合作答题，不使用互联网搜索题目答案。
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4. 测评过程中，按照提示中的要求进行操作及作答。

☐ 我承诺在本次测评中严格遵守以上要求，并承担违反要求所造成的一切后果

Phillips, Sarah 你好

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Guidelines

Welcome to the first step of the recruitment process at Bain & Company, Inc. You are about to get firsthand experience on practical Bain casework. The test is based on modified Bain cases and is designed to assess your approach to problem solving using strategic thinking and deductive reasoning. At Bain, we are more interested in 'how you think' rather than 'what you've learnt'. We work on diverse complex situations spanning across multiple industries and sectors, but present only concise, relevant information to our clients. In order to do the same, we understand the data, interpret the insights, and finally present what we infer in an organized manner. This test is designed to simulate the same experience for you!

While attempting this paper:

- Understand: Read the case studies carefully and identify the underlying problem. Make sure you do not leave out any inputs or key data points
- Interpret: Focus on details in the text and charts. Pay attention to the period of analyses and units used
- Structure your approach: Manage your time by answering the questions smartly. For instance, some questions do not require calculations but only involve simple elimination of choices. Always do a quick check before answering.

Instructions

- This booklet consists of 25 questions with multiple choices. Each question has a single correct answer.
- It's not necessary to answer all questions. You may attempt these questions according to your strengths and time. Read the question extremely well and attempt it only when you have fully understood what is to be done.
- Use of any electronic devices (calculators, mobile phones, etc.) is strictly prohibited while answering the test.

You have 60 minutes to complete the test. Keep your composure and best of luck!

正式答题

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即将进入正式测评，中途离开，计时不会暂停。
确定开始吗？

确定

取消

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正式答题

前程无忧

面试系统

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00:00:00

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确定

Questions 1 to 6 are based on the case study 1. You must choose the best answer.

第1题:

Case study 1: Grocery Co

Grocery Co is a US based grocery retailer with operations in USA and France with around 1000 stores across major cities. The company mainly operates in the following business segments:

- Specialty stores: Provides maternity, kids, baby products and also offers company-owned brand products for these product lines
- Department stores: Provides apparel, luxury goods, cosmetics, specialty products and food items
- Superstore stores: Offers daily necessities

Grocery Co has witnessed a decline in profitability and a loss in market position in the past 2 years. The CEO has approached Bain to understand the reasons behind the decline and help build strategic initiatives to improve profitability in the next 5 years. The CEO stated, "bottom line is feeling the pressure as we are a high variable cost business and the company spend is rapidly increasing."

The government also imposed trade restrictions with India, further increasing the cost of materials for company-owned brand products. She also mentioned that the brand image has diluted due to 2 recent articles reporting the falling quality of food products.

Q1. What best explains why the CEO approached Bain? ()

- ☐ CEO believes that company needs to increase revenues to improve profitability
- ☐ CEO believes that product portfolio can be optimized by allocating costs to each business segment efficiently
- ☐ CEO believes that company needs to control costs to improve profitability
- ☐ CEO believes that company needs to explore attractive market segments for creating a new offering

第2题:

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Q2. What is the least relevant driver Bain needs to analyze to understand the reasons of declining profitability? ()

- ☐ Investment in advertising as a new European player has entered the US market
- ☐ Change in organization structure post hiring of new CEO
- ☐ Negative publicity from the 2 articles leading to negative brand equity and a huge product recall
- ☐ Setting up of stores in second tier cities like Des Moines, Albany of US

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第3题:

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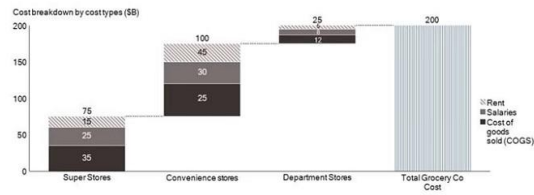
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The government also imposed trade restrictions with India, further increasing the cost of materials for company-owned brand products. She also mentioned that the brand image has diluted due to 2 recent articles reporting the falling quality of food products.

Q3. Which of the following statements is not true (~ refers to approximation): ()

Bain conducted an interview with Chief Financial Officer to understand the cost breakdown. The graph below exhibits the cost breakdown of Grocery Co for Fiscal Year (FY19) across different business segments. Bain has estimated that the total cost base of Grocery Co will reduce by 8% in FY20 once Grocery Co pulls different savings levers. The total savings are expected to arrive from the different business segments in the ratio of 1:2:1 (Super: convenience: department). Owing to the new automation levels proposed by Bain, 70% of the savings in each business segment are estimated to come from 'COGS'.



- ☐ FY20 COGS for Super stores (as % of FY20 Super stores cost) is ~25% percentage points greater than FY20 COGS for Convenience stores (as % of FY20 Convenience stores cost)
- ☐ FY20 COGS for Super stores is ~55% of COGS segment of total Grocery Co cost in FY20
- ☐ FY20 cost of salaries + rent for Department stores (as % of FY20 Department stores cost) is ~15 percentage points greater than FY20 cost of salaries + rent for Convenience stores (as % of FY20 Convenience stores cost)
- ☐ FY20 COGS for Department stores is ~45% of FY20 Department stores cost

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056:31

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第4题:

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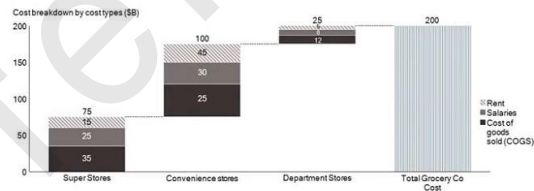
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The government also imposed trade restrictions with India, further increasing the cost of materials for company-owned brand products. She also mentioned that the brand image has diluted due to 2 recent articles reporting the falling quality of food products.

Q4. If the total FY19 cost of Grocery Co was reduced by 5% per year over the next 4 years then what is the maximum cost reduction % in convenience store cost such that convenience store cost is greater than half of total Grocery Co cost at the end of 4th year? ()

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- ☐ 2.5%
- ☐ 4%
- ☐ 5%
- ☐ 6%

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第5题:

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While understanding the breakdown of COGS, Bain realized that COGS was highest for company-owned brand products. Within the different product lines, it was found that the inventory cost for the beverages product line was a major contributing factor for these higher costs. To further deep-dive into the data, Bain needs to calculate the following:

Q5. The company manufactured 1,000,000 cartons of beverages per month from 1st January to 31st April 2019. On the first of each month from May to December 2019, it sold 500,000 of its production every month. At the beginning of 1st January, 2020, the company had no beverage inventory. If storage costs were \$5 per month per carton, how much (approximately) did the company pay for storage from May 2nd to December 31st? ()

- ☐ \$15,000,000
- ☐ \$20,000,000
- ☐ \$25,000,000
- ☐ \$70,000,000

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Q6. Which of the following statements, if true, concludes that purchasing the machine is financially beneficial for Grocery Co? (Assume Grocery Cooperates 350 days in a year) ()

Over the course of the case, Bain also proposed to automate the packaging process by setting up a machine operated using conveyor belt system. To finalize whether or not this decision should be taken, the following metrics were considered:

Key metrics	Values
Purchase price of machine	\$18,000
Life of machine	3 years
Labor cost per hour	\$12 (same for both manual and machine based process)
Packaging time per product	10 minutes manually and 6 minutes using machine

- ☐ Packaging minimum 20 products per day using the machine is financially beneficial
- ☐ Packaging minimum 21 products per day using the machine is financially beneficial
- ☐ Packaging minimum 22 products per day using the machine is financially beneficial
- ☐ Packaging minimum 24 products per day using the machine is financially beneficial

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Questions 7 to 16 are based on the case study 2. You must choose the best answer.

第7题:

Case Study 2: Ministry of Travel & Tourism

The Travel & Tourism industry of Country X has achieved scale. It contributed 7% to Gross Domestic Product (GDP) of the country in 2019 (vs. global average of 9.8%). The ministry wants to focus on increasing consumer's spending in this sector and to make Travel & Tourism a substantial part of the country's GDP.

The industry is also witnessing a major shift in customer trends from offline to online as internet penetration is increasing. To reap the benefits of increasing online spending, it is important to understand the influence of online channels across the customer purchase journey.

Travel & Tourism ministry has engaged Bain to study the current market scenario, to analyze market trends and to offer solutions to further develop this industry.

Q7. Given the aim of the Travel & Tourism ministry, which would be the least relevant question for the Bain team to answer? ()

- ☐ How can the businesses improve the customer's online purchase journey?
- ☐ What are the structural trends that are creating fundamental shifts in the Travel & Tourism market in Country X?
- ☐ How to improve the potential of the Travel & Tourism industry to become a large employment generator?
- ☐ How to increase the proportion of disposable income that people spend on tourism?

上一题

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055:53

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第8题:

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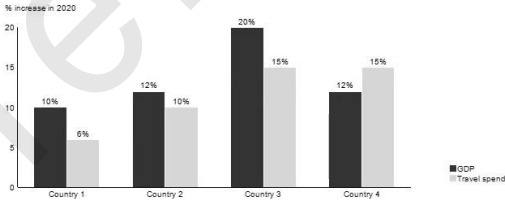
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Q8. Which of the following country is represented as Country 1 in the bar graph? ()

For understanding the Travel & Tourism industry in Country X, Bain analyzed spend on travel & tourism across 4 other developing countries in 2019 and collected the following data:

Countries	GDP (\$B)	Spend travel (\$B)
Country A	1400	300
Country B	2000	500
Country C	6000	1550
Country D	3000	780

Bain gathered GDP and spend on travel projections of these 4 countries for 2020. Though the data for % increase for 2020 was available from the report, the country names were disguised as Country 1, 2, 3, 4 (not necessarily in the same order). It is known that spend on travel is less than one-fourth of total GDP for 2020.



- ☐ Country A
- ☐ Country B
- ☐ Country C
- ☐ Country D

上一题

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第9题:

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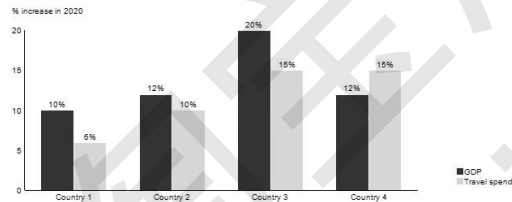
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Q9. What is the range of spend on travel Country D in 2020? ()

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- ☐ \$810 - 825 Billion
- ☐ \$830 - 845 Billion
- ☐ \$860 - 875 Billion
- ☐ \$885 - 910 Billion

上一题

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第10题:

Case Study 2: Ministry of Travel & Tourism

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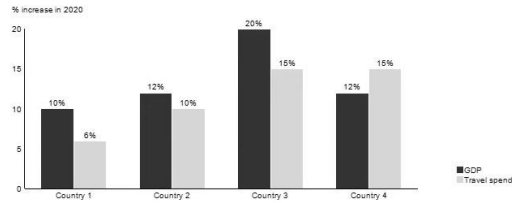
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Q10. For which country, spend on travel as a % of GDP is lowest in 2020? ()

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- ☐ Country A
☐ Country B
☐ Country C
☐ Country D

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05:18

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第11题:

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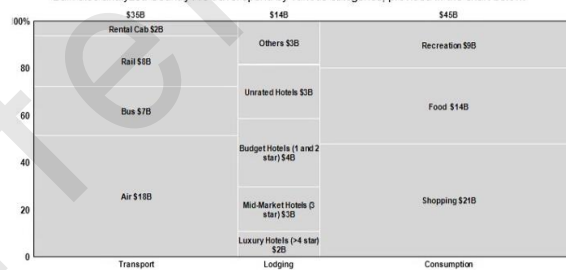
Travel & Tourism ministry has engaged Bain to study the current market scenario, to analyze market trends and to offer solutions to further develop this industry.

Spend on travel is majorly categorized under 3 broad segments: Transport, Lodging and Consumption. Based on research, following facts were found out:

- Air transport is a major contributor to transport spend as most people prefer to cover maximum destinations during a given time duration. A plan to establish 15 new airports has also been sanctioned by the government. Road transport segment is going through a slowdown majorly due to the government's taxation policy.
- High share of spend in mid-market, budget and unrated hotels is enabled by low-cost online bookings and proliferation of aggregators. Increasing trend of both domestic and international travelers booking luxury hotels for leisure trips is also seen.
- Demand by an emerging segment of experience-oriented travelers for local experiences and activities constitutes a major part of recreation spending.

Q11. Which of the following statements would best explain an increase in travel spend? ()

Bain also analyzed Country X's travel spend by various categories, provided in the chart below.



- ☐ Travelers have started to opt for luxury hotels over mid-sized hotels
☐ Government is actively planning to boost the airline industry
☐ Experience-oriented travelers are an emerging addition to the tourism industry
☐ Online platforms boost demand of mid-market, budget and unrated hotels

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第12题:

Case Study 2: Ministry of Travel & Tourism

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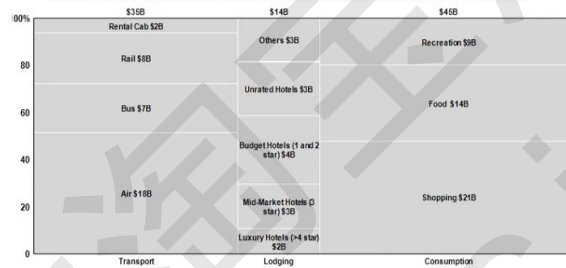
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- Demand by an emerging segment of experience-oriented travelers for local experiences and activities constitutes a major part of recreation spending.

Q12. Which among these would be the least possible reason for a slowdown in the road transport segment? ()

Bain also analyzed Country X's travel spend by various categories, provided in the chart below.



- ☐ Government's policy to increase road tax rates
- ☐ Decline in per capita income of country X's citizens
- ☐ Poor road conditions have become a deterrent for road commuters
- ☐ Public transport options in country X have improved significantly

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第13题:

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The industry is also witnessing a major shift in customer trends from offline to online as internet penetration is increasing. To reap the benefits of increasing online spending, it is important to understand the influence of online channels across the customer purchase journey.

Travel & Tourism ministry has engaged Bain to study the current market scenario, to analyze market trends and to offer solutions to further develop this industry.

Spend on travel is majorly categorized under 3 broad segments: Transport, Lodging and Consumption. Based on research, following facts were found out:

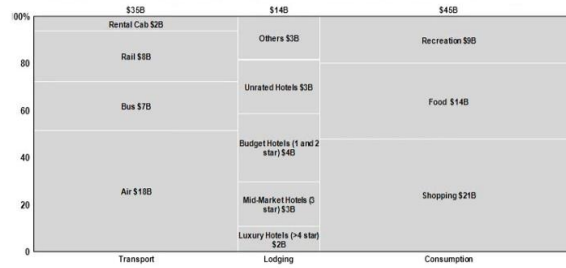
- Air transport is a major contributor to transport spend as most people prefer to cover maximum destinations during a given time duration. A plan to establish 15 new airports has also been sanctioned by the government. Road transport segment is going through a slowdown majorly due to the government's taxation policy.
- High share of spend in mid-market, budget and unrated hotels is enabled by low-cost online bookings and proliferation of aggregators. Increasing trend of both domestic and international travelers booking luxury hotels for leisure trips is also seen.
- Demand by an emerging segment of experience-oriented travelers for local experiences and activities constitutes a major part of recreation spending.

Q13. While deep diving into different high-level segments, Bain came up with a targeted growth rate (constant for all years) as provided below, applicable for all sub-segments under a particular segment:

Transport – 15%; Lodging – 8%; Consumption – 12%

Following this trend, which of the following statements is the most appropriate? ()

Bain also analyzed Country X's travel spend by various categories, provided in the chart below.



- ☐ Spending on luxury hotels segment needs to constantly increase for 2 years to meet the growth of air transport segment in a year
- ☐ Spending on recreation and bus transport shall be equal after 1 year
- ☐ Increase in spend after 1 year for shopping segment shall be the highest out of all segments
- ☐ Rental cab spend after one year shall be similar to the growth value on lodging spend after 2 years

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0/25题

第14题：

Case Study 2: Ministry of Travel & Tourism

The Travel & Tourism industry of Country X has achieved scale. It contributed 7% to Gross Domestic Product (GDP) of the country in 2019 (vs. global average of 9.8%). The ministry wants to focus on increasing consumer's spending in this sector and to make Travel & Tourism a substantial part of the country's GDP.

The industry is also witnessing a major shift in customer trends from offline to online as internet penetration is increasing. To reap the benefits of increasing online spending, it is important to understand the influence of online channels across the customer purchase journey.

Travel & Tourism ministry has engaged Bain to study the current market scenario, to analyze market trends and to offer solutions to further develop this industry.

Q14. In how many of the given years was the offline booking value more than the online booking value for both Country A and Country B? ()

Bain also concluded that Country X's online lodging (hotel booking) market is only 10% of the overall lodging market. In order to analyze this issue, Bain compared Country X's pace of online lodging penetration to two other emerging countries, Country A and Country B.

The following chart shows ratio of offline to online hotel booking value of the three countries over 6 years.



- ☐ 2
- ☐ 3
- ☐ 4
- ☐ None of the above

上一题

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第15题:

Case Study 2: Ministry of Travel & Tourism

The Travel & Tourism industry of Country X has achieved scale. It contributed 7% to Gross Domestic Product (GDP) of the country in 2019 (vs. global average of 9.8%). The ministry wants to focus on increasing consumer's spending in this sector and to make Travel & Tourism a substantial part of the country's GDP.

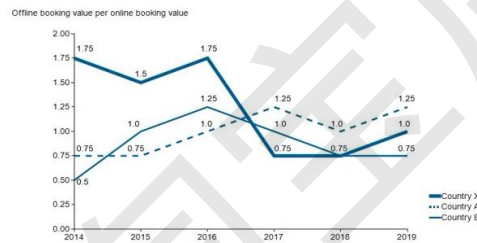
The industry is also witnessing a major shift in customer trends from offline to online as internet penetration is increasing. To reap the benefits of increasing online spending, it is important to understand the influence of online channels across the customer purchase journey.

Travel & Tourism ministry has engaged Bain to study the current market scenario, to analyze market trends and to offer solutions to further develop this industry.

Q15. In 2014, the offline booking value of Country X was double that of Country A. If the online booking value of Country X during the year was \$180 Million, what was the approximate value of online bookings of Country A during that year? ()

Bain also concluded that Country X's online lodging (hotel booking) market is only 10% of the overall lodging market. In order to analyze this issue, Bain compared Country X's pace of online lodging penetration to two other emerging countries, Country A and Country B.

The following chart shows ratio of offline to online hotel booking value of the three countries over 6 years.



- ☐ \$190 Million
- ☐ \$210 Million
- ☐ \$225 Million
- ☐ Cannot be determine

上一题

下一题

第16题:

Case Study 2: Ministry of Travel & Tourism

The Travel & Tourism industry of Country X has achieved scale. It contributed 7% to Gross Domestic Product (GDP) of the country in 2019 (vs. global average of 9.8%). The ministry wants to focus on increasing consumer's spending in this sector and to make Travel & Tourism a substantial part of the country's GDP.

The industry is also witnessing a major shift in customer trends from offline to online as internet penetration is increasing. To reap the benefits of increasing online spending, it is important to understand the influence of online channels across the customer purchase journey.

Travel & Tourism ministry has engaged Bain to study the current market scenario, to analyze market trends and to offer solutions to further develop this industry.

Q16. Travel Co is a major player of online booking segment in Country X. In 2019, share of Travel Co in the online bookings segment of country X was 25%. What impact would it cause on the expected offline to online ratio in 2020 if the share of Travel Co's booking segment was reduced by 20% assuming that no other player picks up that share? ()

Bain also concluded that Country X's online lodging (hotel booking) market is only 10% of the overall lodging market. In order to analyze this issue, Bain compared Country X's pace of online lodging penetration to two other emerging countries, Country A and Country B.

The following chart shows ratio of offline to online hotel booking value of the three countries over 6 years.



- ☐ Increase by 5%
☐ Increase by 20%
☐ Decrease by 5%
☐ Decrease by 20%

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Questions 17 to 25 are based on the case study 3. You must choose the best answer.

第17题:
Case study 3: Coffee Co

Coffee Co is an international coffee and tea company headquartered in Canada, which runs coffeehouses and supplies coffee related products in 20 countries. Largest business segments include Retail, Instant Coffee and Packaged Food. The coffee market is dominated by large scale US and Asian players.

The market is witnessing changing consumer behavior in the coffee segments including increasing focus on health/nutrition and rising interest in multi-cultural cuisines. Managing Director (MD) of Coffee Co wants to take advantage of this changing trend and improve its position in the US market. She asked Bain to help her understand whether and how the company can leverage the changing trends and increase sales. She also stated 'I am not sure which segment can take advantage of these changing trends.'

Q17. Based on the opinion of the MD, which of the following is the most valid conclusion? ()

To understand the current situation of the market, Bain charted out the following:

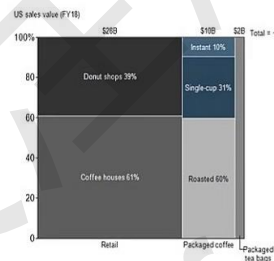


Exhibit A

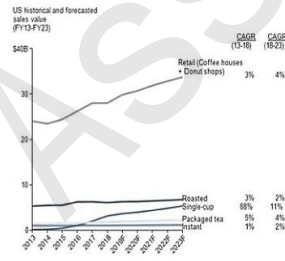


Exhibit B

CAGR stands for Compounded Annual Growth Rate, which is calculated using the following formula:

CAGR stands for Compounded Annual Growth Rate, which is calculated using the following formula:

$$CAGR = \left\{ \frac{\text{Ending Value}}{\text{Beginning Value}} \right\}^{\frac{1}{\text{Number of Years}}} - 1$$

- ☐ MD thinks that requirements for healthier options and multicultural cuisine will drive growth in the global coffee market sales
☐ MD wants to invest more in coffee segments than other food and tea segments
☐ MD thinks that company's future growth should be driven by providing healthier options and multicultural cuisine
☐ MD thinks that Coffee Co can improve its market position in the US

上一题

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第18题:

Case study 3: Coffee Co

Coffee Co is an international coffee and tea company headquartered in Canada, which runs coffeehouses and supplies coffee related products in 20 countries. Largest business segments include Retail, Instant Coffee and Packaged Food. The coffee market is dominated by large scale US and Asian players.

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Q18. Based on Exhibit B, what is the approximate market CAGR for FY18-23? ()

To understand the current situation of the market, Bain charted out the following:

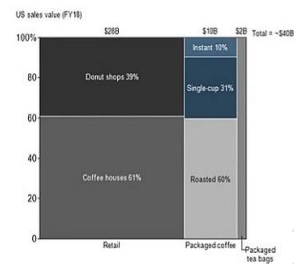


Exhibit A

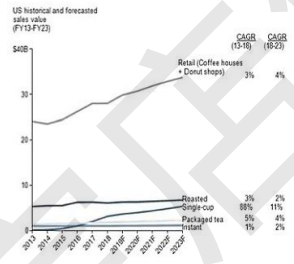


Exhibit B

CAGR stands for Compounded Annual Growth Rate, which is calculated using the following formula:

CAGR stands for Compounded Annual Growth Rate, which is calculated using the following formula:

$$CAGR = \left\{ \frac{\text{Ending Value}}{\text{Beginning Value}} \right\}^{\frac{1}{\text{Number of Years}}} - 1$$

- ☐ 2%
- ☐ 4%
- ☐ 5%
- ☐ 11%

第19题:

Case study 3: Coffee Co

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Q19. Based on interviews with industry experts, Bain has revised its FY18-FY23 CAGR estimate for Single Cup category to 3%. Assuming FY19's absolute sales value needs to be the same as previous estimates, how much more sales value (approximately) will the industry have to generate in FY18 for Single Cup category? ()

To understand the current situation of the market, Bain charted out the following:

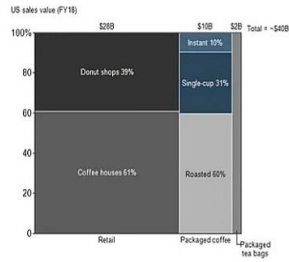


Exhibit A

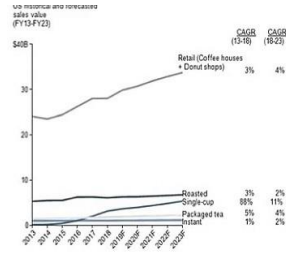


Exhibit B

CAGR stands for Compounded Annual Growth Rate, which is calculated using the following formula:

CAGR stands for Compounded Annual Growth Rate, which is calculated using the following formula:

$$CAGR = \left\{ \frac{\text{Ending Value}}{\text{Beginning Value}} \right\}^{\frac{1}{\text{Number of Years}}} - 1$$

- ☐ \$230,000,000
- ☐ \$260,000,000
- ☐ \$3,000,000,000
- ☐ \$3,200,000,000

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第20题:
Case study 3: Coffee Co

Coffee Co is an international coffee and tea company headquartered in Canada, which runs coffeehouses and supplies coffee related products in 20 countries. Largest business segments include Retail, Instant Coffee and Packaged Food. The coffee market is dominated by large scale US and Asian players.

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Q20. Another expert mentioned that the Retail segment in the Exhibit A has one category called 'Teahouse' which was completely missed while creating the market chart and its sales was missed from the retail segment. He also mentioned that sales value of Teahouse segment is equal to expected sales value of the Roasted sub-segment in FY19. Post adding the new category within retail, what would be the share of Coffee houses and Donut shops sales as % of total sales value? ()

To understand the current situation of the market, Bain charted out the following:

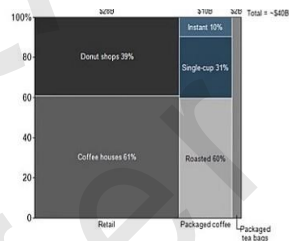


Exhibit A

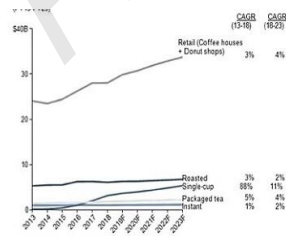


Exhibit B

CAGR stands for Compounded Annual Growth Rate, which is calculated using the following formula:

CAGR stands for Compounded Annual Growth Rate, which is calculated using the following formula:

$$CAGR = \left\{ \frac{\text{Ending Value}}{\text{Beginning Value}} \right\}^{\frac{1}{\text{Number of Years}}} - 1$$

- ☐ 50%
- ☐ 55%
- ☐ 60%
- ☐ 70%

第21题:

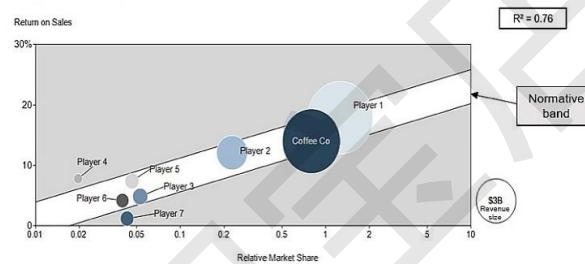
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Q21. If Player 7 were to move towards the normative band, which one of the following will be most effective in achieving the same? ()

The below graph is a diagnostic tool which helps compare a company's actual profitability to its potential profitability. The Normative band depicts the expected profitability range given a company's relative market share. Following data provides comparison of Coffee Co to its competitors (FY18):



Relative market share (RMS, if the player is not market leader) = $\frac{\text{Sales of player}}{\text{Sales of market leader}}$

RMS of market leader = $\frac{\text{Sales of market leader}}{\text{Sales of succeeding player}}$

Return on Sales (ROS) = $\frac{\text{Operating profit}}{\text{Net sales}}$

- ☐ Renegotiating procurement cost incurred for coffee beans
- ☐ Budgeting more marketing spend to increase net sales
- ☐ Acquisition of new company
- ☐ Launching a luxury product for higher margins

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第22题:

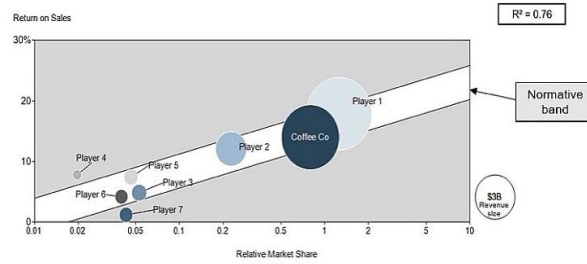
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Q22. With sales remaining constant, which of the following statements would best represent the current coffee market scenario? ()

The below graph is a diagnostic tool which helps compare a company's actual profitability to its potential profitability. The Normative band depicts the expected profitability range given a company's relative market share. Following data provides comparison of Coffee Co to its competitors (FY18):



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RMS of market leader = $\frac{\text{Sales of market leader}}{\text{Sales of succeeding player}}$

Return on Sales (ROS) = $\frac{\text{Operating profit}}{\text{Net sales}}$

Following table provides sales for all companies in FY18:

Company	Net Sales ('000s,\$)
Client	6,400,000
Player 1	8,038,000
Player 2	1,822,032
Player 3	423,595
Player 4	158,200
Player 5	371,919
Player 6	319,362
Player 7	343,673

After further investigation, Bain realized the following:

- I. Operating profit of client increased by 3 times
- II. Operating profit of player 1 reduced by 20%
- III. Operating profit of player 2 became 30% that of player 1

- ☐ ROS of player 2 would increase by ~5%
- ☐ RMS of the client jumps to 2
- ☐ ROS of player 1 > ROS of client > ROS of player 2
- ☐ ROS of the client company is ~40%

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第23题 :

Case study 3: Coffee Co

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0/25题

Q23. Mentioned above are the costs for a new outlet of Health Café. You are required to calculate the units (approximately) that Coffee Co has to sell in order to breakeven ()

During the course of the case, Bain explored the option that Coffee Co can open health cafes to leverage changing tastes of the customer. The MD wants Bain to test the costs required to open a store. Bain collected the following data:

Metrics	Health Cafe	Coffeehouse
Average price per item	\$20.15	\$10
Average gross margin	30%	25%
Average items per transaction	1.2	2
Staff	\$116,171 per year	\$113,171 per year
Advertising	\$12,000 per year	\$7,500 per year
Utilities	\$7,200 per year	\$8000 per year
Property insurance	\$4,000 per year	\$4,000 per year
Supplies	\$23,000 per year	\$23,000 per year
Rent	\$2,500 per month + 6% of sales	\$2,500 per month + 4% of sales
Data processing charges	\$2.50 per transaction	\$2.50 per transaction

$$\text{Break Even Point (BEP)} = \frac{\text{Fixed costs}}{\text{Selling price per unit} - \text{Variable cost per unit}}$$

- ☐ 67,900 units
- ☐ 69,800 units
- ☐ 77,890 units
- ☐ 82,350 units

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第24题:

Case study 3: Coffee Co

Coffee Co is an international coffee and tea company headquartered in Canada, which runs coffeehouses and supplies coffee related products in 20 countries. Largest business segments include Retail, Instant Coffee and Packaged Food. The coffee market is dominated by large scale US and Asian players.

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Q24. Assuming similar amount of units are sold in both café formats, which of the following statements would be the strongest argument of why health café should be opened? ()

During the course of the case, Bain explored the option that Coffee Co can open health cafes to leverage changing tastes of the customer. The MD wants Bain to test the costs required to open a store. Bain collected the following data:

Metrics	Health Cafe	Coffeehouse
Average price per item	\$20.15	\$10
Average gross margin	30%	25%
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Supplies	\$23,000 per year	\$23,000 per year
Rent	\$2,500 per month + 6% of sales	\$2,500 per month + 4% of sales
Data processing charges	\$2.50 per transaction	\$2.50 per transaction

- ☐ Higher price per unit will lead to higher profit margins
- ☐ Higher margin compensates for higher operating expenses
- ☐ Higher advertising costs will be covered by expected footfall
- ☐ Lower COGS per unit will lead to higher profit margins

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第25题:

Case study 3: Coffee Co

Coffee Co is an international coffee and tea company headquartered in Canada, which runs coffeehouses and supplies coffee related products in 20 countries. Largest business segments include Retail, Instant Coffee and Packaged Food. The coffee market is dominated by large scale US and Asian players.

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Q25. Based on the data presented above and assuming the number of units for both café formats are same, which of the following is a valid conclusion? ()

During the course of the case, Bain explored the option that Coffee Co can open health cafes to leverage changing tastes of the customer. The MD wants Bain to test the costs required to open a store. Bain collected the following data:

Metrics	Health Cafe	Coffeehouse
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Data processing charges	\$2.50 per transaction	\$2.50 per transaction

- ☐ A 10% increase in employee costs of Health café would result in ~10% increase in costs of the outlet
- ☐ A 100% increase in advertisement costs of Coffeehouse will result in ~7% decrease in profit margin
- ☐ Profit margin of Health cafe reduces by 10% if average items per transaction is 2
- ☐ A 50% increase in price per unit of Coffeehouse will result in an overall rise of ~45% in profit margins

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