



IIM Lucknow Casebook 2024

The Consulting & Strategy Club



Foreword



Picture Credits: Right Angles, IIM Lucknow

The Consulting & Strategy Club, IIM Lucknow (Batch of '24 & '25)

Batch of '24: Pranav Murthy, Aditya Tripathi, Kripi Badonia, Nityam Bagga, Chintala Anvesh, Samridhi Grover, Katya Dua, Samriddhi Nahata, Vibha Kapoor

Batch of '25: Aakriti Gupta, Aarushi Doomra, Anadi Aggarwal, Jatin Varshney, Manav Sehgal, Nandita Johari, Sakshi Baheti, Saurabh Jain, Swasti Arya

This casebook has been created by the 38th and 39th batch of the Consulting and Strategy Club of IIM Lucknow. This casebook aims to provide a comprehensive overview of the case interview process conducted by consulting companies and should be of help to anyone who is interested in consulting as a career.

The Consulting and Strategy Club of IIM Lucknow has been at the forefront in helping students of IIML prepare for their consulting interviews. In 2020, we became the first consulting club in India to launch a mobile application: **CSC Briefcase**. It covers what consulting is, brief about renowned consulting firms, process overview for a typical case interview, along with a whole lot of resources to practice such as frameworks, sample cases, mock case videos, industry insights, interview transcripts & even datasheet for guesstimates. It is one of a kind unique initiative undertaken by the Consulting and Strategy Club of IIM Lucknow. The app is available for download on Google Playstore. We also have an active **YouTube channel** where you can find videos on mock cases & guesstimates.

We would also like to thank everyone from the 38th and 39th PGP and PGP-ABM batches of IIM Lucknow who volunteered to document their case interview experiences and share it as part of this casebook. Lastly, a big thank you to our readers, without whose feedback and inspiration this document would not have been possible.



The Consulting & Strategy Club

Indian Institute of Management Lucknow

Table of Contents

| | |
|---|-----------|
| Consulting Overview | 03 |
| | |
| Case Frameworks | 10 |
| Profitability..... | 14 |
| Market Entry..... | 18 |
| Market Sizing..... | 20 |
| Pricing..... | 21 |
| Mergers & Acquisitions/Due Diligence..... | 22 |
| Growth Strategy..... | 25 |
| | |
| Case Examples | 26 |
| Profitability..... | 27 |
| Market Entry..... | 38 |
| Pricing | 44 |
| GTM..... | 46 |
| Growth Strategy..... | 48 |
| M&A/DD..... | 52 |
| Business Abstract/Abstract..... | 55 |
| | |
| Case Transcripts (Summers) | 63 |
| Alvarez & Marsal | 65 |
| Accenture Strategy..... | 73 |

| | |
|--|------------|
| Arthur D Little | 98 |
| Auctus Advisors..... | 101 |
| Avalon Consulting | 108 |
| Bain & Co | 110 |
| BCG..... | 119 |
| Deloitte | 137 |
| EY | 144 |
| EY Parthenon..... | 151 |
| Kearney... | 157 |
| KPMG | 169 |
| Landmark Group..... | 171 |
| Mastercard Advisors..... | 173 |
| McKinsey & Co | 183 |
| Miebach Consulting..... | 197 |
| PwC | 200 |
| Redseer | 208 |
| Samagra | 213 |
| Visa..... | 217 |
| | |
| Case Transcripts (Finals) | 219 |
| | |
| Industry Primers | 238 |
| | |
| Appendix | 254 |





Consulting Overview

The Consulting & Strategy Club of IIM Lucknow is proud to present the IIM Lucknow Casebook for the year 2024. Through this casebook, we have made an attempt to bring to you a consolidated preparation guide which is an amalgamation of commonly asked case frameworks and most recent case interview experiences – as communicated by candidates who sat through the placement process of consulting firms recruiting from IIM Lucknow.

Preparing for consulting interview can be daunting especially, if you are doing it for the very first time! Here is our take on what the process typically looks like and what you should anticipate. We hope this helps those reading the book to better understand if they want to make a career in consulting or not. If your answer is yes, then we hope the book helps you better prepare yourselves for the process.

Who should use this book?

- Students who wish to familiarize themselves with the typical interview process followed by major consulting firms across the globe
- Students across Indian B-schools and undergraduate colleges who are preparing for consulting roles on campus
- Students who want to practice cases closest to actual interview scenarios

Insight into the Process

1. The Shortlist

The first step towards landing your dream job is preparing your CV, on the basis of which the interview shortlist is released by different firms. Making the perfect CV is a task in itself and should be taken very seriously. It is important to get your CV reviewed on five things – impact, language, structure, highlighting & formatting.

- **Impact:** Typically, you are encouraged to show the impact created by you in every possible point and also quantifying the impact wherever possible.

- **Language:** Once your points have been finalized, you should check if each point conveys your role/contribution in a crisp and clear manner to the evaluator. If you have worked in a very technical role, try to use less jargons and simplify the language for the person on the other side of the table.
- **Structure:** After freezing your final CV points, it is important that you order the boxes in your CV tactfully (The most generic boxes in a CV being – education, academic achievements, work experience, extra-curriculars and positions of responsibility).
- **Highlighting:** Highlighting of key points is crucial to attract the evaluator's attention to the points that you want him/her to read first. This is especially significant since companies have to evaluate a huge number of CVs before coming out with the shortlist.
- **Formatting:** Lastly, your CV must be well formatted. Presentation skills matter and any flaw here puts you in negative light.

Top consulting firms are known to shortlist candidates whose CVs show 3-4 ‘spikes’. Spikes can be any noteworthy achievements in the sphere of academics, extra-curriculars, work-experience or PORs that make your CV stand out from the rest. Try to keep this at the back of your mind while making your CV.

2. Buddy Process & Company Interactions/Dinner

Some companies have a month-long buddy process. One buddy is assigned to each shortlisted candidate. Buddies are typically your college alumni in the firm who have 0-3 years of experience in the firm. This process aims to serve the following purposes depending on the company:

- **Support & guidance for the final interview:** Buddies practice cases with you over the one month and provide feedback for the final interview. They also help you prepare for HR answers. Any queries about the process can be routed through them. Interactions with them are meant to be less formal than a professional setting.



- **Opportunity for candidate to evaluate the company:** Buddies are also your means of getting an insight into the company. There may be multiple interactions and workshops scheduled in this one-month period where company representatives and buddies will visit campus to take a pulse check on your prep. This is an ideal time to ask questions about firm culture, get to know the people and try to gauge if the firm is a good fit for you.
- **Pre-interview evaluation of candidates:** Some companies may have a pre-interview evaluation of candidates either through the cases done with buddies or through interactions during workshops and dinners. It is important to be proactive throughout the process and maintain visibility. However, your performance on the day of your final interviews is the most important criteria for your selection.

In most cases, the buddy process is what you make of it. Thus, you should try to maximize your gains out of this process.

3. Final Interviews

On the final day, you will have 2-3 case interviews back-to-back. While they maybe eliminative for some firms, others may hold the same number of interviews for all candidates before rolling out offers. Each interview typically lasts for 45 mins for final placements while the summers process may have shorter interviews lasting for around 20 mins. It comprises of a case and HR questions.

Case:

For this component of the interview, you are evaluated on your communication skills (clarity of thought, articulation & crisp communication), problem solving skills (scoping the problem, reaching the solution using a structured approach and asking the right questions) and numeric skills (comfort with numbers, business sense, speed & accuracy). In addition to this, the interviewer may want to evaluate your presence & personality in general while you are interacting with a client.

HR:

It is extremely important to know your CV inside out. You can be asked anything related to your CV. In fact, there are times when you are asked cases based on themes/sectors in your CV. The questions that you must prepare for are – basic introduction, your reasons for wanting to join consulting and why you want to join the particular firm you are interviewing with. How the job fits into your short-term and long-term plans may also be important questions to reflect on. All in all, through this component of your interview, the interviewer tests how good a fit you are for the firm.

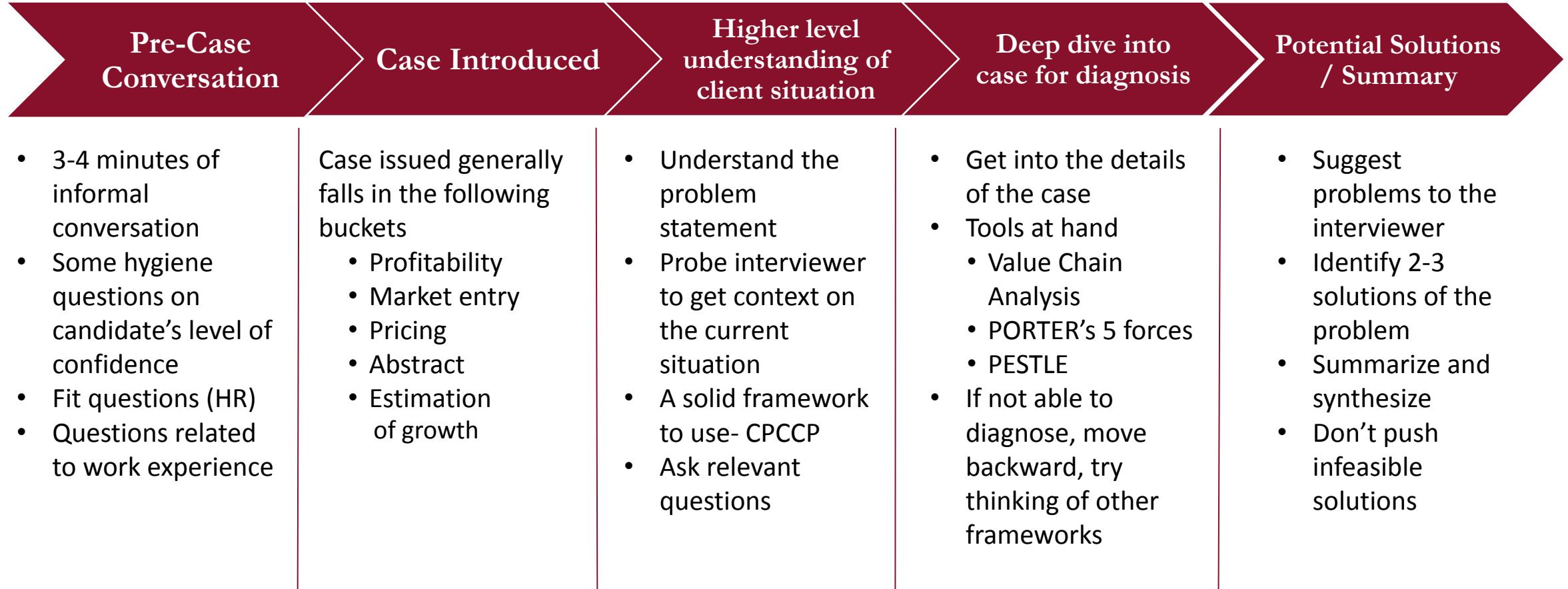
4. Virtual Interview Process

In the current COVID-19 scenario, most firms have shifted their hiring processes online and are conducting interviews digitally. In light of this, it becomes all the more important to keep the interviewer engaged throughout the interview process and communicate the approach well. Unlike a physical interview, interviewers do not have access to the sheet of paper where the interviewee makes his/her case structures. As a result, the role of communication becomes all the more crucial.



Introduction to Case Interviews

Case Interview Helicopter View



“Personality”, “Fit”, “Work Experience” Related Questions

Personality

- Questions to gauge a higher-level understanding of candidate's skills-communication, knowledge and experience related
- Sample questions:
 - Tell me about yourself? – (Ice breaker. Your chance to take the interviewer to your strengths)
 - Things that you are passionate about? (Your ability to deep-dive into your interests)
 - Situational questions- Handling a crisis, negotiating with colleagues and others

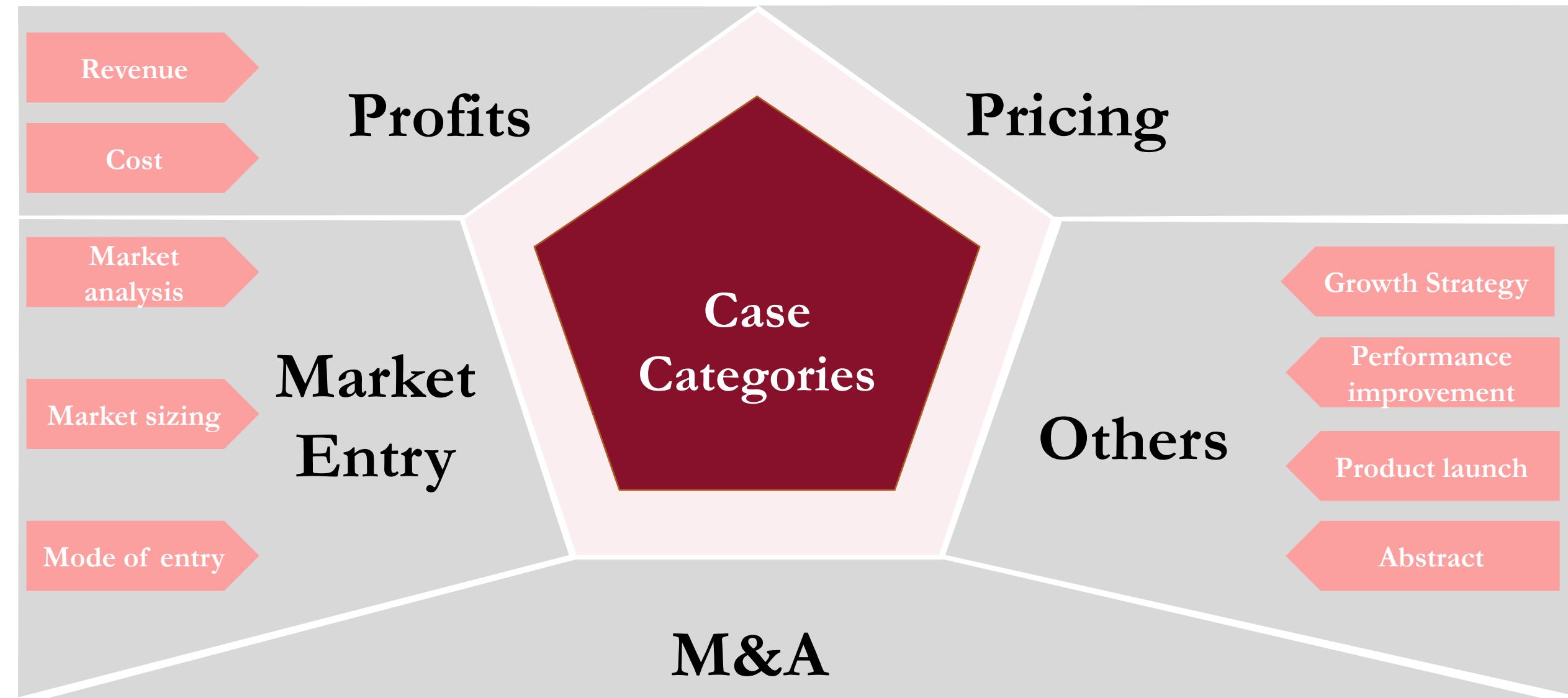
Fit for the firm

- Questions to assess if the candidate can fit in the culture of the firm. Since consulting firms put high emphasis on their culture, this area is a make or break
- Sample questions:
 - Why firm “X”? (To understand your knowledge about the firm's culture)
 - How do you solve a problem? (Assessing how you approach problems- 70% of early career)
 - What is your greatest achievement? (To assess how you measure impact)

Work experience

- Questions around candidate's work experience/internships- assessment of overlapping areas of work with the interviewing firm, responsibilities handled, and impact delivered
- Sample questions:
 - Things that you liked about your previous firms? (Identifies your optimism about workplace)
 - Most interesting project? (Knowing your expertise in the area of work)
 - Why did you leave your previous job? (Triggers that reduce your motivation about workplace)

Major Case Interview Categories





Solving a Case: Frameworks

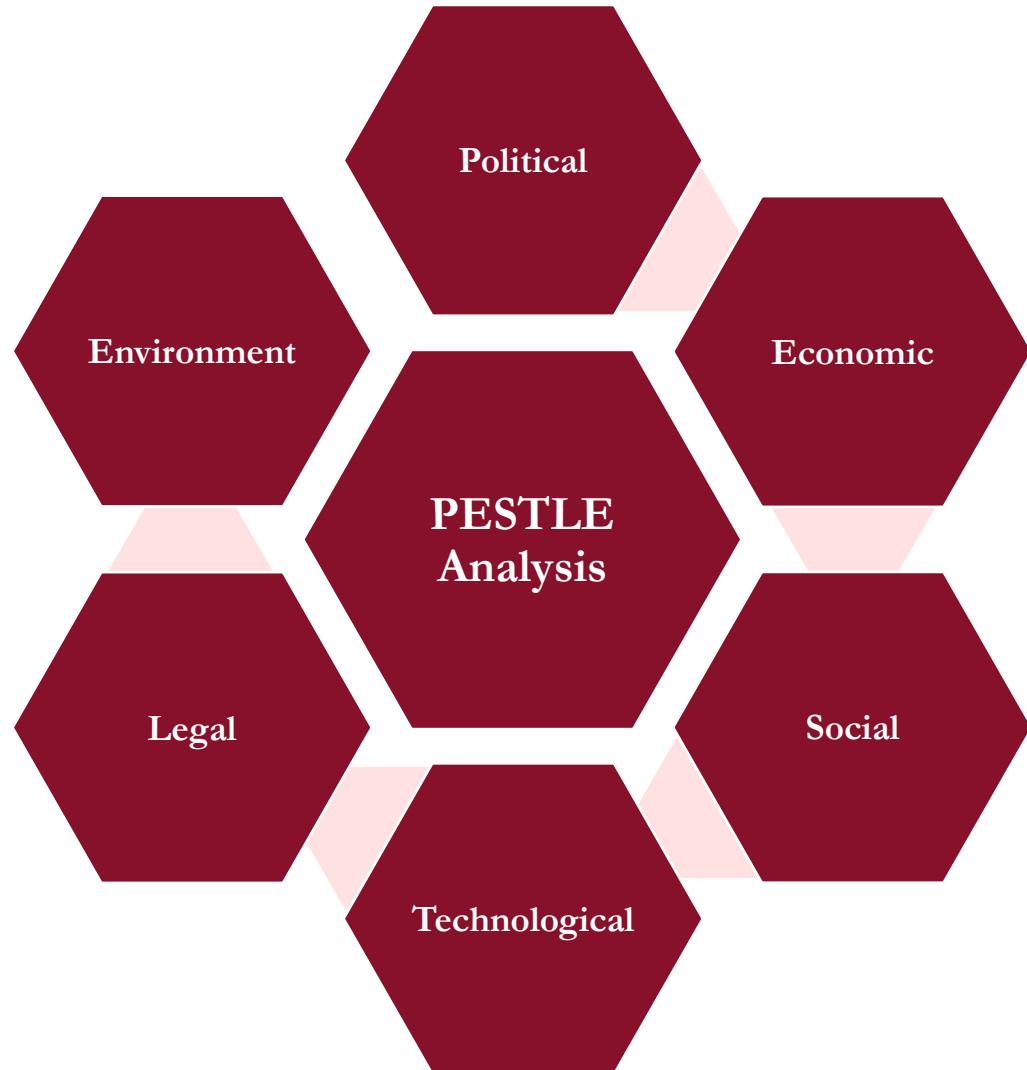
Irrespective of case type, the problem statement can generally be probed by deploying “CPCC”

| Problem Formulation | Company | Product | Customer | Competition |
|---|--|--|--|---|
| <ul style="list-style-type: none"> SMART objectives (constraints priorities) Scope of the problem Since when are you facing the problem? Magnitude of the problem Why certain decisions being taken now? (Market Entry Cases) Geography specific? | <ul style="list-style-type: none"> Business lines & revenue segments Locations – Plant, Sales Business Model & Distribution model Scale of operation Type of player – Low cost or differentiated How old is the company? | <ul style="list-style-type: none"> SKUs – types, variants, sizes USP of the product Revenue share by product Is the problem specific to a product? | <ul style="list-style-type: none"> How are the customers segmented Customer segments served? Different customer and consumer? Revenue contribution of channel partners Is the problem specific to a customer segment? | <ul style="list-style-type: none"> Who are the competitors and what are their market shares? Who are the indirect competitors? Fragmented vs concentrated industry Are competitors also facing the issue? |

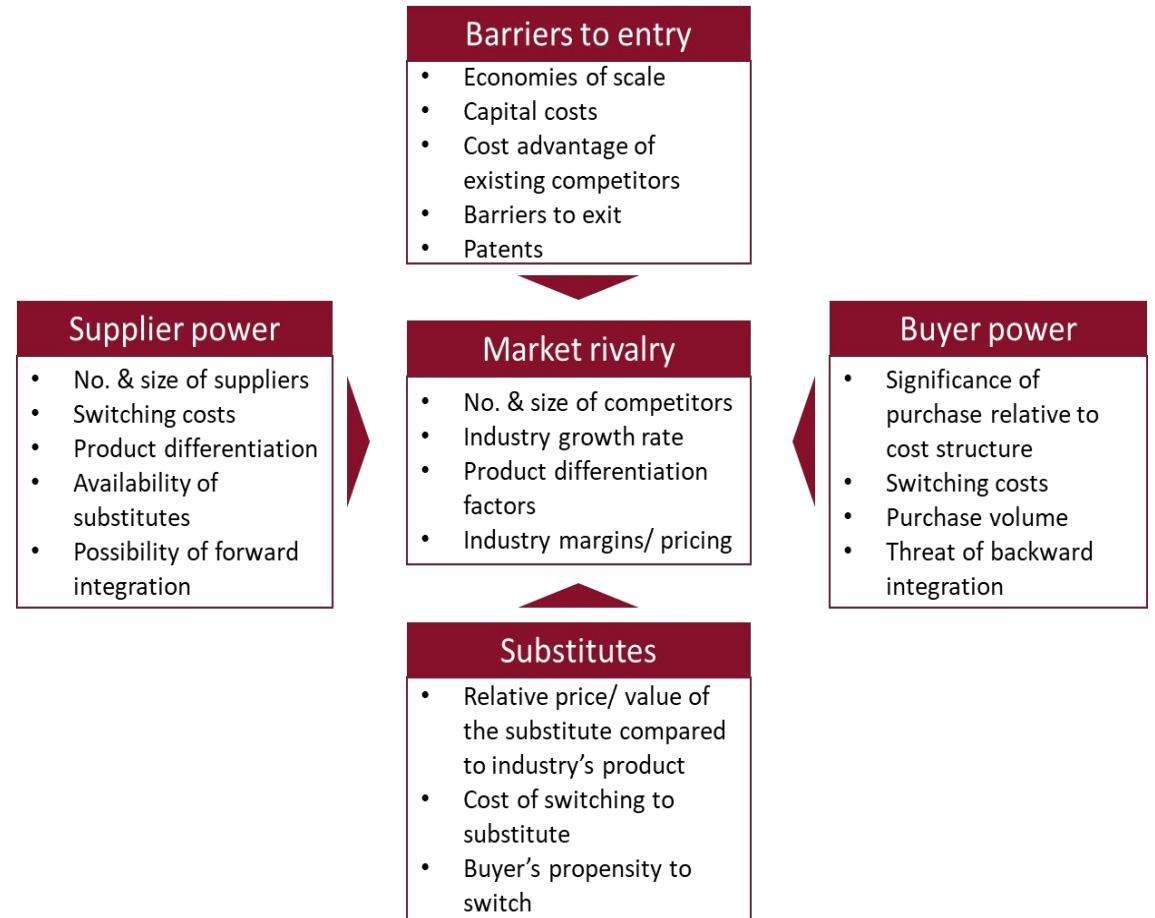
| | | |
|--------------------|--|--|
| Points to remember | <p>Why clarifying questions are important?</p> <ul style="list-style-type: none"> Better understanding about the client & industry Scoping and segmenting the problem Generating inferences from the information gathered. Accordingly, customize further questions and case solving structure | <p>To-Dos</p> <ul style="list-style-type: none"> Contextualise the questions as per the case (product, industry etc.) If you have any prior understanding, always state it and get it validated, rather than asking a question. |
|--------------------|--|--|

Frameworks to conduct Industry Analysis

PESTLE- Macroeconomic analysis



Porter's 5 forces- Microeconomic analysis

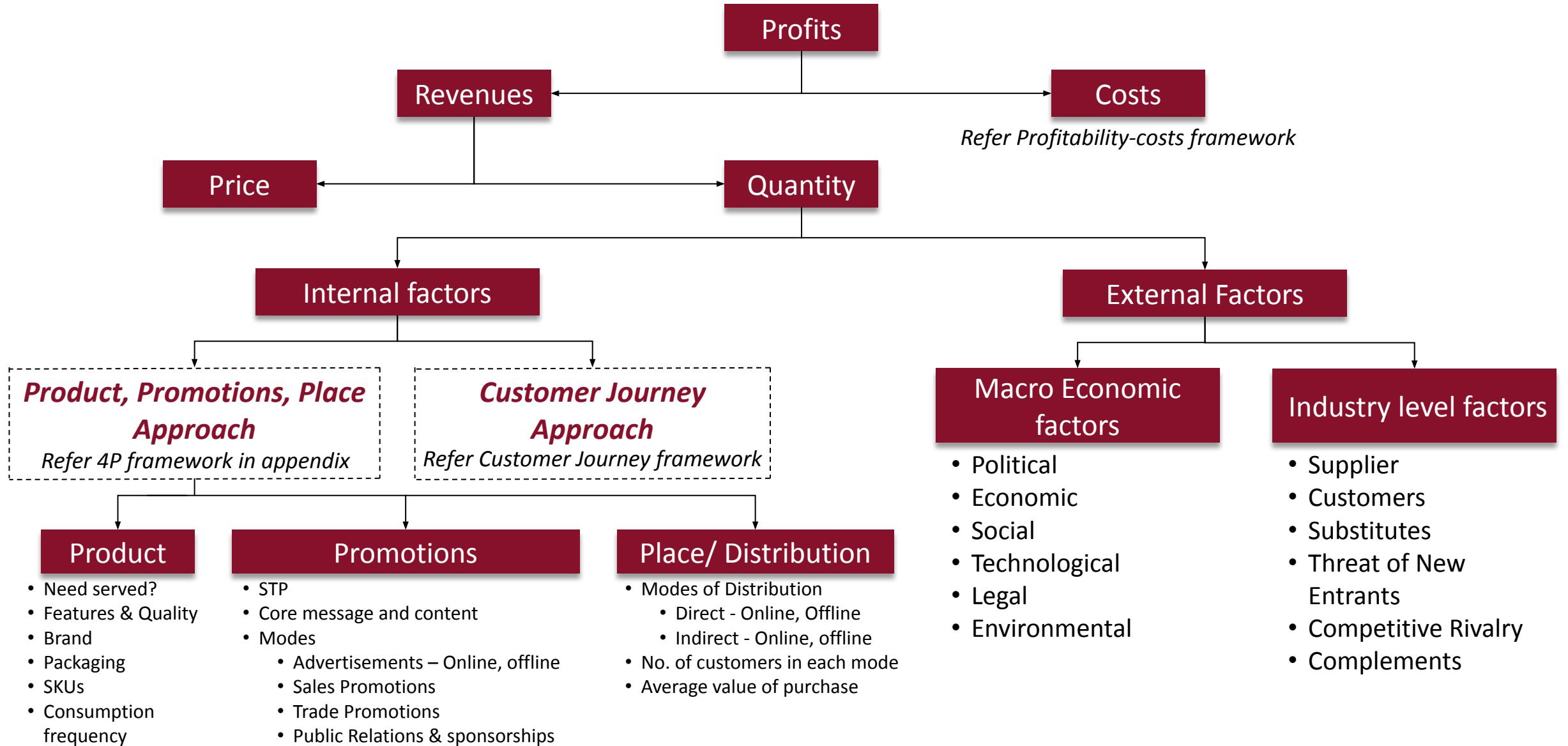


- Refer to the appendix for detailed PESTLE analysis

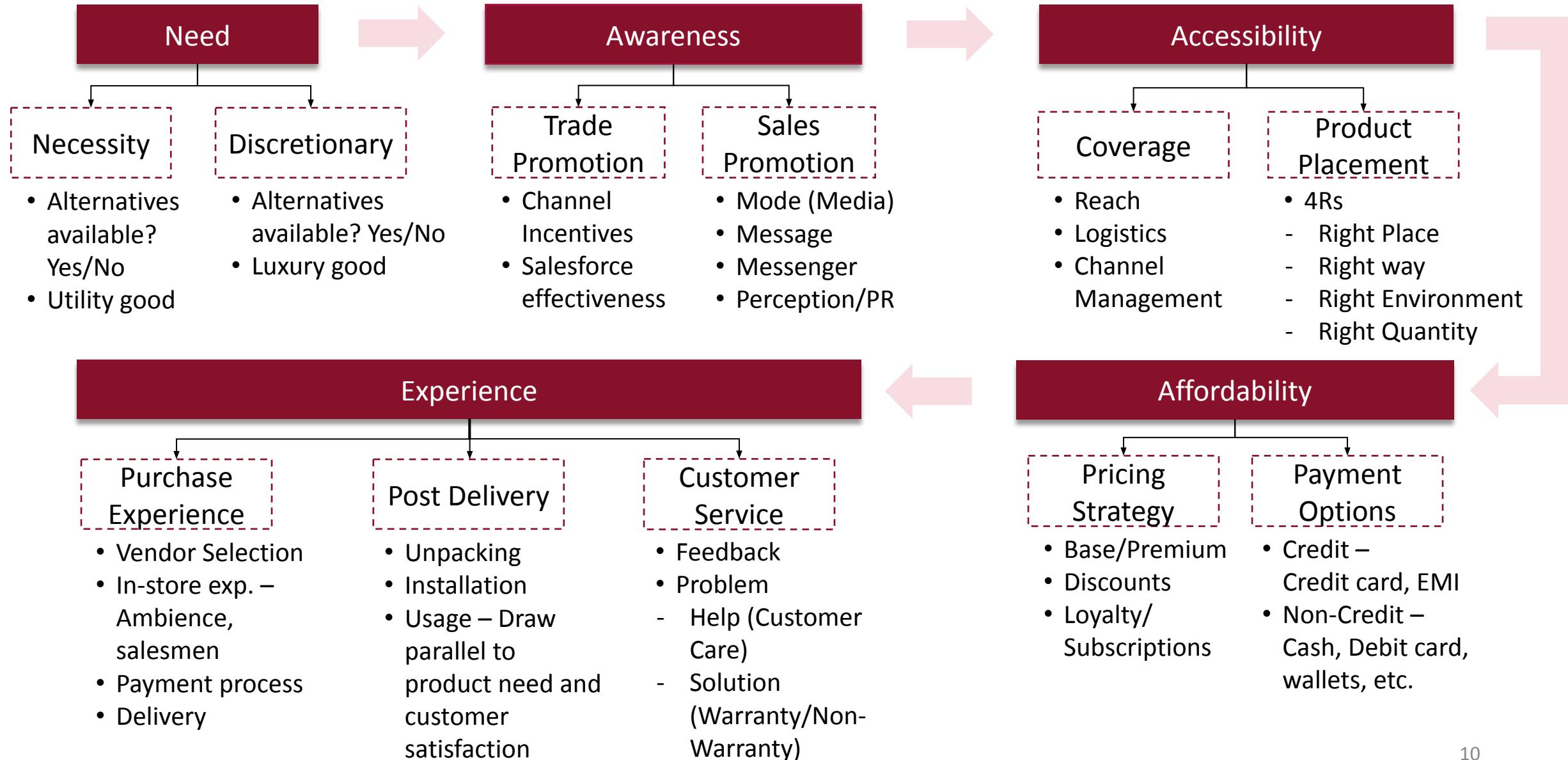
The 4P framework – generally applicable across all business cases

| Product | Place | Promotion | Price |
|--|---|---|---|
| <ul style="list-style-type: none"> • What are the product's differentiating attributes? • Why does the consumer purchase the product? <p style="text-align: center;">↓</p> <ul style="list-style-type: none"> • Features • Quality • Packaging • Brand • Support services (installation, after sales support) | <ul style="list-style-type: none"> • How is the product distributed to consumers? • What is the distribution supply chain? (distributor, wholesaler, retailer) – Commissions, product push, time to transport etc. • What new methods of distribution are available? • Product placement at retail outlet (Right place, right way, right environment, right quantity) | <ul style="list-style-type: none"> • What promotions are being used – advertisements, sales/trade, PR? (Mode, Message, Messenger) • Any negative PR recently • What is the most effective way of “getting word out”? • Evaluate each promotion mechanism by reach, frequency, impact • How it helps in creating brand loyalty, preferences <p style="text-align: center;">↓</p> <ul style="list-style-type: none"> • Sales & Trade promotion • Advertising – ATL/ BTL/ TTL • Personal Selling | <ul style="list-style-type: none"> • How is the product priced? • How are its competitors priced? • What pricing strategy? • How the customers pay (channels, payments modes)? • Discounts, loyalty schemes <p style="text-align: center;">↓</p> <ul style="list-style-type: none"> • Cost based, value pricing, competitor based • Premium pricing • Skimming pricing • Penetration pricing |

Profitability Framework- Revenues are declining



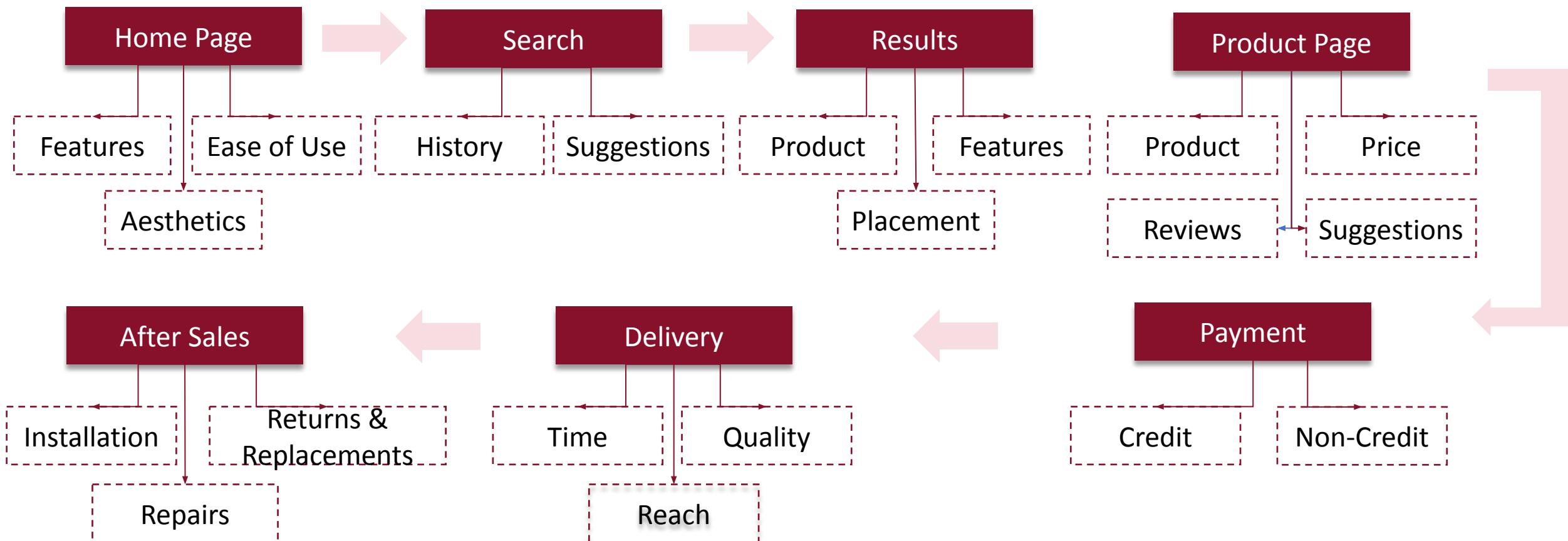
Profitability Framework- Customer Journey Approach



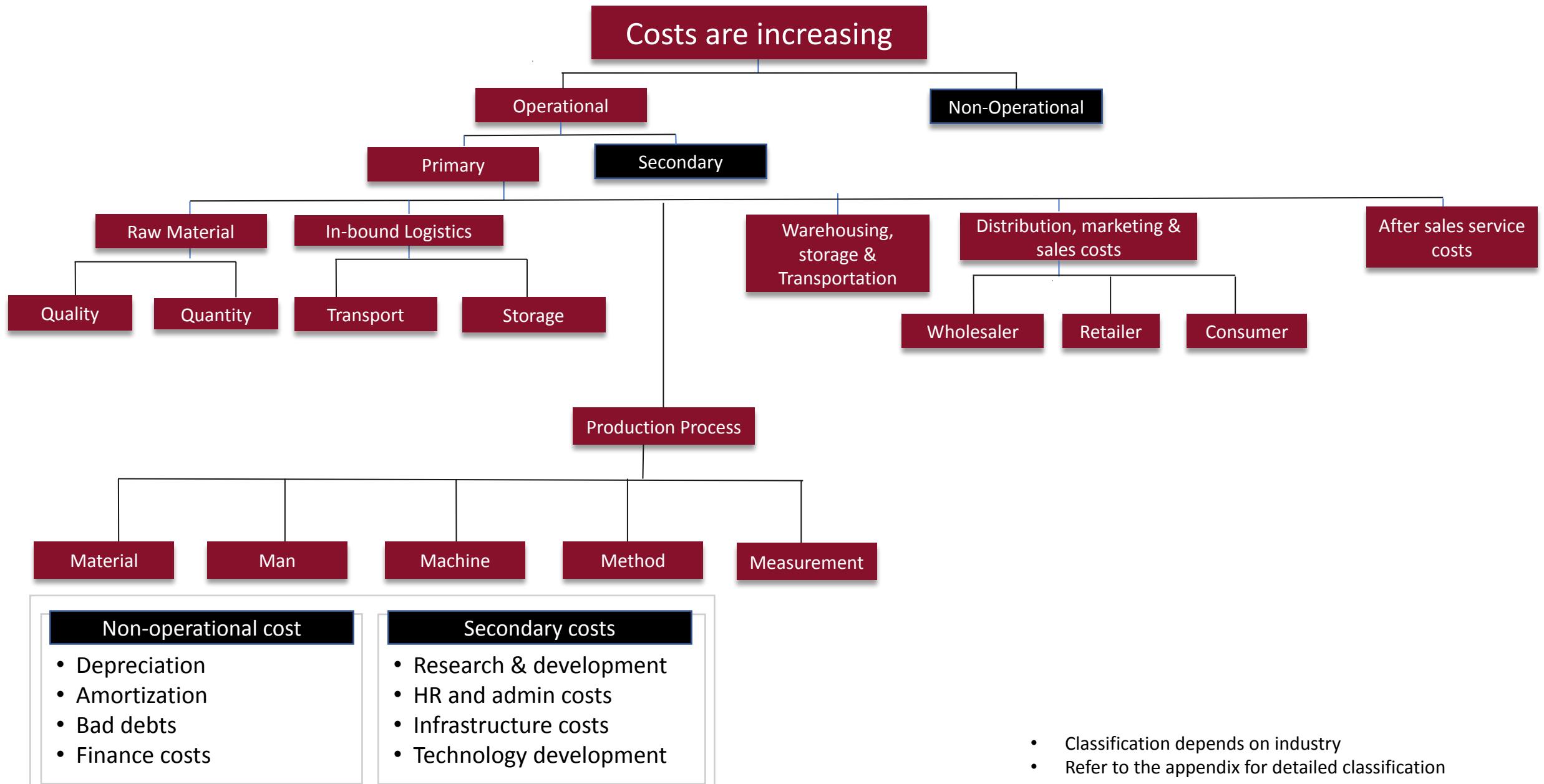
Customer Journey Approach in practice

It is not always necessary to follow the standard buckets while mapping the customer journey
 The candidate should step into the shoes of the customer and solve it through first principle

Example: Mapping the customer journey on an e-commerce platform



Profitability Framework- Costs are increasing*

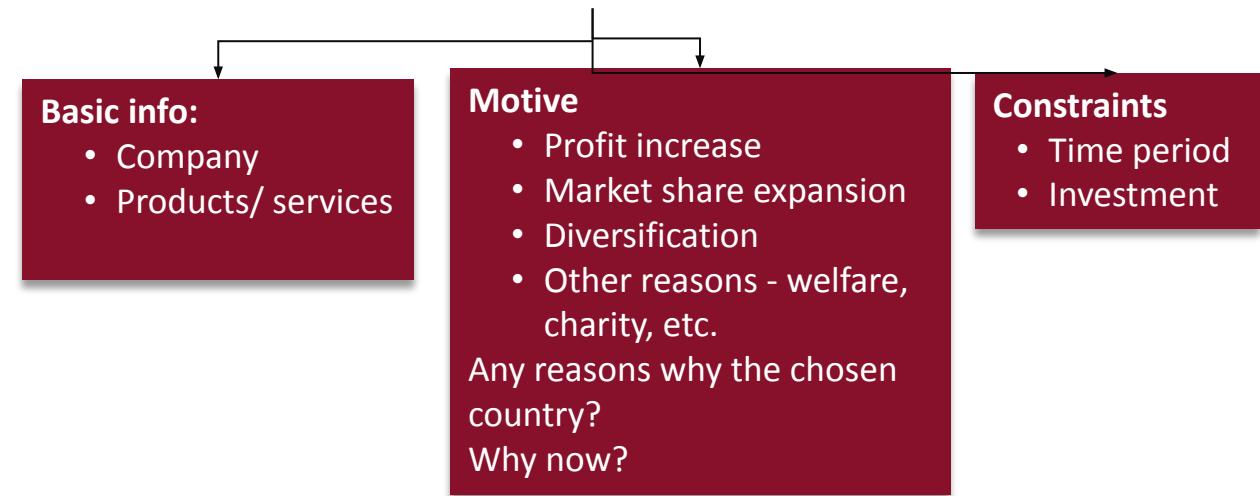


Market Entry Framework (1/2)

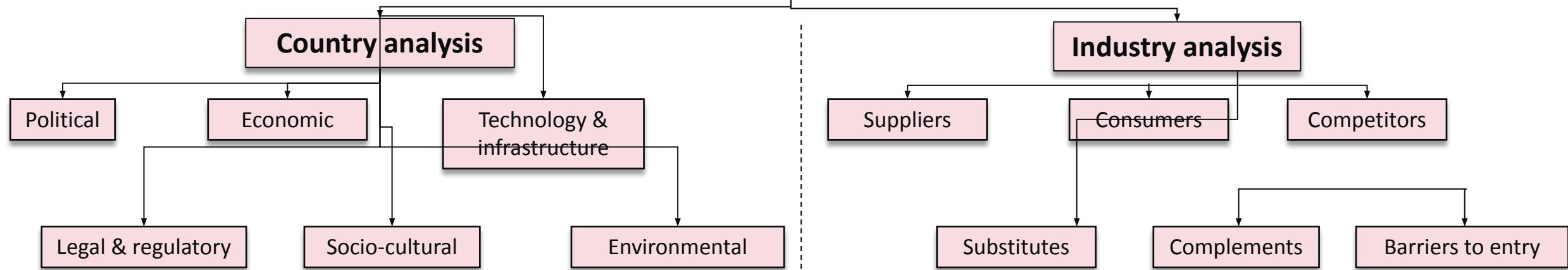
Proposed framework for market entry:

- A. Understanding context - Qualifying questions
- B. Decision to enter –
 - Market attractiveness
 - 1. Quantitative Analysis
 - 1. Market Size & Growth
 - 2. Breakeven Analysis (NPV, IRR, Payback period)
 - 2. Qualitative Analysis
 - 1. Country (macro) & Industry analysis (micro)
 - Need-gap analysis & STP
- C. Mode of entry
- D. Operationalizing (optional)

A. Qualifying questions



B. Entry decision - Market attractiveness[#]



[#]Quantitative – Market Size & Growth, Breakeven Analysis (NPV, IRR, Payback Period)

Market Entry Framework (2/2)

B. Entry decision - Need-gap analysis & STP

Identify segments on the basis of:

- Geography
- Demographic
- Behavioural
- Psychographics

Perform need-gap analysis

- Define product/ services
- Identify USP
- Target segments whose needs are met

For each target segment, identify

- Market Size (potential guesstimate)
- Growth
- Lifecycle

C. Framework for market entry mode

Rate comparatively for each factor on 3-level scale: **High, Mid and Low**

| Factors for various options | Organic growth | M&A | JV | License/ Franchise |
|-----------------------------|----------------|-----|----|--------------------|
| Costs | | | | |
| Time to profitability | | | | |
| Autonomy/ control | | | | |
| Risks | | | | |

D. Operationalizing

Setup the business for the firm:

1. Establish value chain
 - Sourcing
 - Manufacturing
 - Logistics (Transportation & Storage)
 - Distribution
 - Marketing
 - Customer service
2. Product/ services related¹⁴: (4 P Approach)
 - Product/ Service
 - Pricing
 - Promotion plan
 - Place
3. Identifying Risks & Synergies

Market Sizing / Guesstimates

A. What do interviewers look for in guesstimates?

1. Approach (Reduction factors, assumptions made) – Most important
2. Market/ consumer/ industry specific insights
3. Calculations – Speed, correctness
 - Perform approximate calculations to save time & reduce chances of error

C. Does the final answer matter?

- The final answer need not be accurate
- Try not to arrive at numbers with large deviations (10x, 100x) (validating final answer through any other ball-park estimation). In case of error, don't hesitate to go back to the approach & include any other factor or review the numbers taken

B. Types (Decide based on constraints/ limiting factor)

Demand Side:

- Example – Mobile phones sold, Ketchup consumed etc.
- ‘**Consumer Centric**’ approach –
 - Imagine yourself as a consumer of the product and identify consumer insights
- Usual reduction factors –
 - Population (Or any other consumer)
 - Age, Gender, Income
 - Religion, Ethnicity
 - Urban/ Rural or location wise
 - Consumer usage related factors
 - Units per person
 - Substitutes & other options
 - Complements
 - Replacement Rate
 - Competition

Supply Side:

- Example – No. of flights landing in an airport
- Usual Reduction Factors –
 - Production capability
 - Infrastructure facility
 - Time, Resource, Capital
 - Units per facility
 - Competition
 - Substitutes & Complements

D. Process

Scoping & Clarification

Define the approach (reduction factors), draw issue tree & get buy-in from interviewer

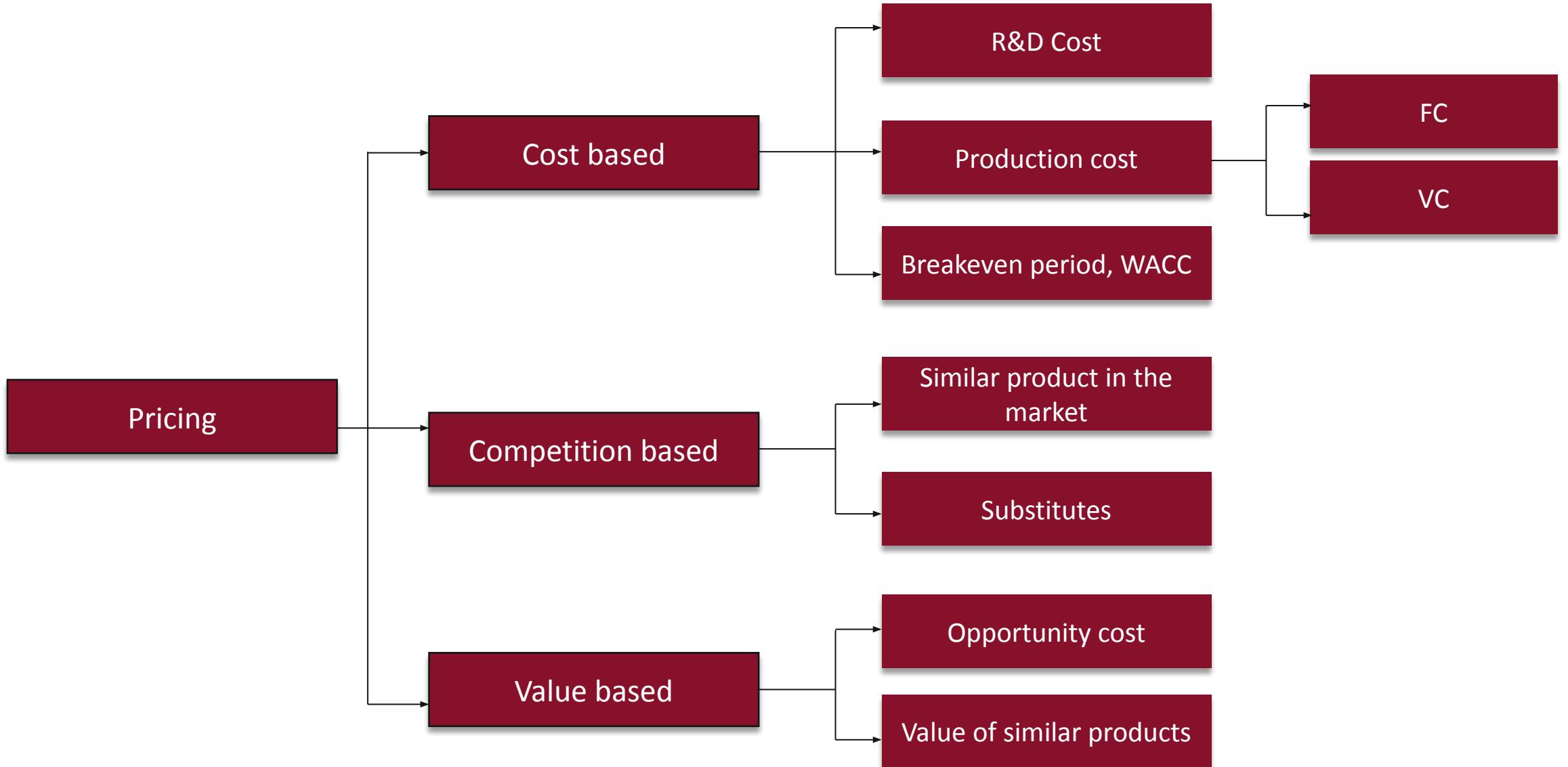
State all the numbers and back it up with any suitable rationale

Apply 80/ 20 Rule – Only proceed with major segments

Perform calculation & adjust minor segments ignored

Validate the answer through other approach/ benchmark (ball-park estimation works)

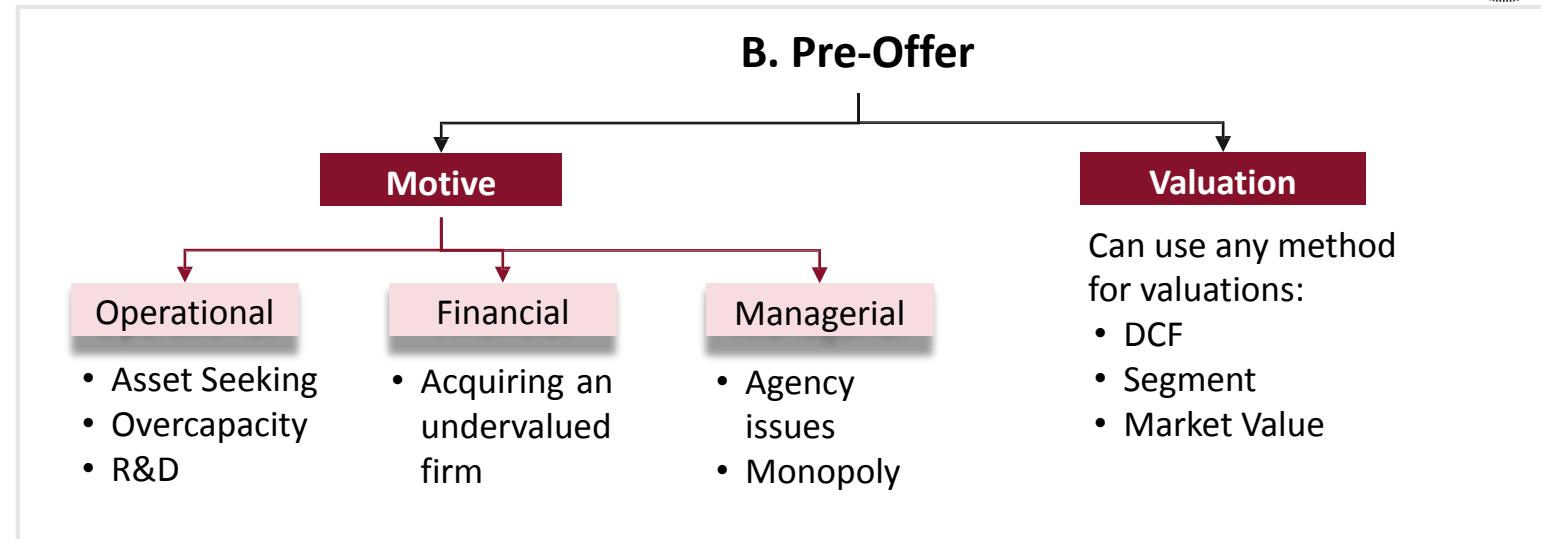
Pricing Framework



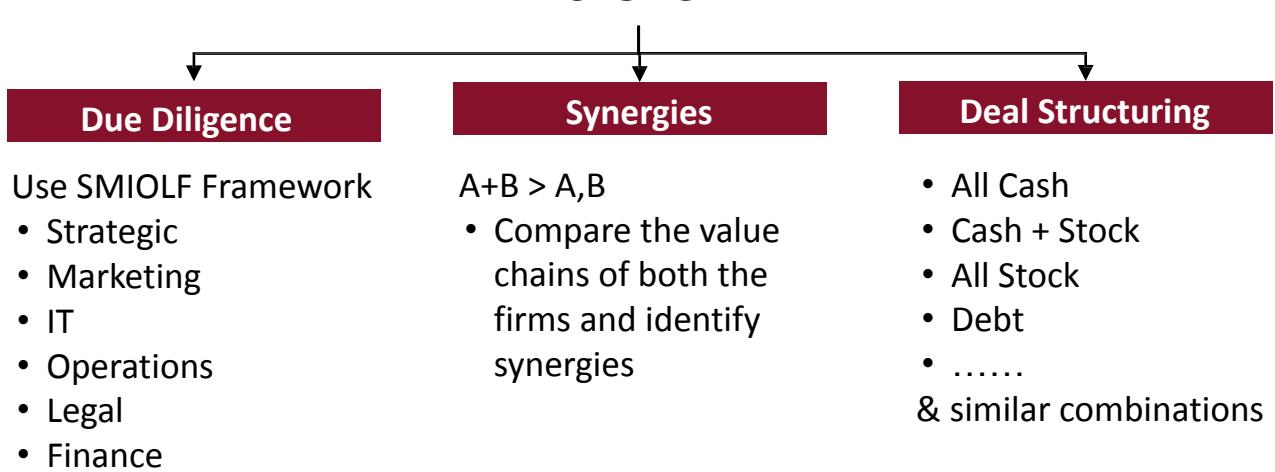
Mergers & Acquisitions, Due-Diligence

Proposed framework:

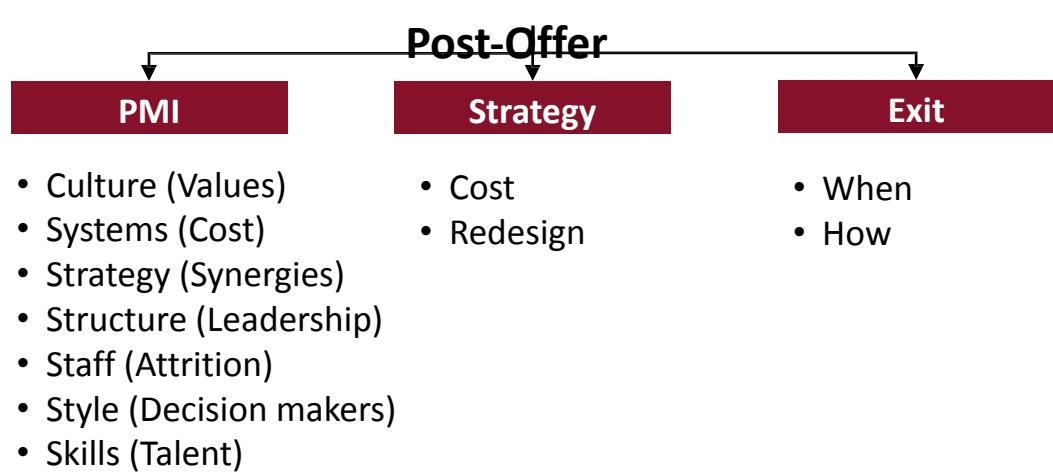
- A. Type of merger – Horizontal, vertical, conglomerate
- B. Pre-Offer
 - Motive for merger and valuations
- C. Offer
 - Due-Diligence
 - Synergies
 - Deal Structuring
- D. Post-Offer
 - PMI
 - Strategy & Exit



C. Offer



D. Post-Offer



Due Diligence (Do DD of heads relevant to the case)

DD is an extensive process undertaken by an acquiring firm to assess target company's business, assets, capabilities, & financial performance.

| Organization | Product | Customer | Competition | Operational | Marketing |
|--|--|---|--|---|--|
| <ul style="list-style-type: none"> • Structure • Ownership • Divisions • Business Units • Strategy • Comp. advantage • VRIO | <ul style="list-style-type: none"> • Offerings • Variants • Stage in Lifecycle • Change in product mix | <ul style="list-style-type: none"> • STP & Stickiness • Change in customer mix • Demographics-geographic, psychographic, behavioural | <ul style="list-style-type: none"> • Market structure • Market share • Growth • Offerings • Valuation | <ul style="list-style-type: none"> • Value chain • Suppliers • Distributors • Innovation • R&D | <ul style="list-style-type: none"> • Customer mix • Channel mix • Communication • Brand Image |
| Financial | Management | IT | Legal | HR | Environment |
| <ul style="list-style-type: none"> • Audit of FS • Earning Quality • CAGR of KPIs- Sales, profit • Cash flows • Working capital cycle | <ul style="list-style-type: none"> • Experience & Qualification • Promoters stake • Strategy • Culture • Belief and Vision • Integrity | <ul style="list-style-type: none"> • Systems • Processes • Integration | <ul style="list-style-type: none"> • Patents • Licenses • Agreements • Regulations | <ul style="list-style-type: none"> • Policies • Professional HR Team • Feedback mechanism • EE survey | <ul style="list-style-type: none"> • Emission • Pollution • Reuse • Recycle • Refurbish |

Synergies

Synergy is an interaction or cooperation giving rise to a whole that is greater than the simple sum of its parts.

- It Identifies potential synergies across value chain:
R&D->
Suppliers->
Operations
->Product ->
Distribution
->Marketing
->Customer
- Other areas of synergies-
Finances, HR etc.

R&D/ Resource

- Sharing knowledge, tech, labs, machinery & scientists
- Access to patents, licenses, spectrum, etc

Suppliers

- Dec. number
- Retain quality
- Bulk Orders- Dec. order & transport costs
- Bargaining power

Operations

- Economies of scale/scope
- Higher capacity utilization
- Higher productivity

Product

- Wider range
- More variants
- Better pricing- due to better quality & lower competition

Distribution

- Scale/Scope
- Salesforce rationalization
- Incr. penetration- more channels
- Bargaining power

Marketing

- Scale and reach
- Customer data
- Knowledge sharing
- Co- Branding

Customer

- Better product
- Same STP
- Cross selling
- Bundling
- Upselling (Ability to sell more)

Financial

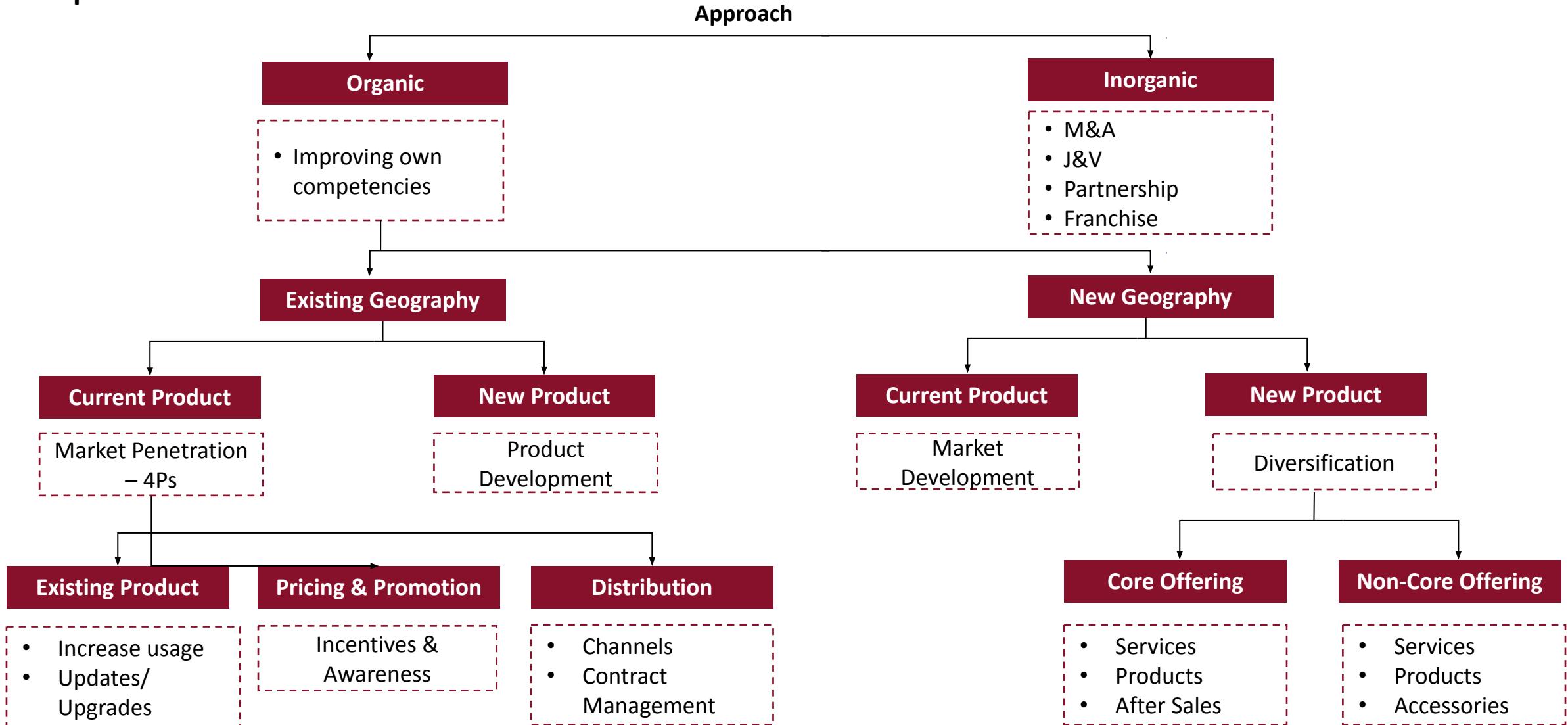
- WACC decreases
- Deprn. tax shield
- Tax savings
- Bankruptcy costs
- Agency costs
- Information asymmetry

HR

- Productivity increase
- More diversity
- EEs with special competencies
- Labour cost rationalization

Growth Strategy

Proposed framework:





Case Examples

Profitability- Interview Transcript

An Oral Hygiene Products Manufacturer facing declining profits in India

Case Transcript

Your client is an Oral Hygiene Products manufacturer. They have observed declining profits. Help find the solution to their problem.

I would like to begin by confirming the problem statement, and asking some clarifying questions from our client. As per my understanding our client manufactures oral hygiene products, and has faced declining profits. Is that correct? How long has the client been facing this problem?

That is correct. The client has been facing declining profits since the inception of the firm 2 years ago.

Thank you. What all products does the client manufacture? Also, where does the client operate?

The client manufactures two products toothbrush, and mouthwash. They are present only in the Indian market.

What are the competitors faced by the client, and where is the client situated in the competition?

Since they have established their operations recently, the client is still market follower, and is placed 4th in terms of national market share for oral hygiene products.

What is the sales split of the two products manufactured by the client? Further, have both of seen a decline in profits?

The client manufactures one standard type of Toothbrush (A) and Mouthwash (B) each, which contribute 75% and 25% of the total sales, respectively. Both are being hit in terms of profitability.

Does the client operate across the value chain or in a specific part? Also, will it be safe to assume that the end consumers of the client's products are majorly households?

Yes, the client operates across the entire value chain; and, could you elaborate which households?

Sure. Assuming the client is competing nationally, I believe the toothbrush sales should be majorly driven by middle-income households. Whereas, Mouthwash demand emanating largely from upper-middle to high-income households. Is this assumption fair?

Fair, you may proceed further.

Since there are two products with their respective sales contributions, I will begin with toothbrush since it has greater contribution, and then proceed to mouthwash

Sure, go ahead.

So, Profits can be broken down to revenues and costs. Since profits are declining, it could either be revenues declining, costs increasing or costs increasing greater than the revenues. Which option would you like me to proceed with?

Let's focus on the Revenues for Toothbrush.

Now Revenue issue can be a market share issue where your firm is facing declining revenues whereas the industry is performing well, or a market value issue, where the market itself is not performing to the par. Where do you think the issue is here?

I think it's a Market Share issue, the Toothbrush market has maintained its growth levels otherwise.

Thanks, now Revenues can further be broken down into Price, and Volumes. Has there been a decline in the volume of the product being manufactured or has there been some change in the prices?

The prices have remained constant focus on the volumes here.

Ok. So if there has been a fall in volumes, it could be because of supply side issues, where the demand exists but the client has not been able to meet it, or a demand side issue with the problem at the consumer's end. Could you help me understand, on which side the issue could be?

The client believes that there has been a fall in demand.

Alright then. This fall in demand can then further be attributed to internal factors innate to the client's product such as branding, product specifications, and after sales service or external factors that have emerged from outside the client's control, like substitutes, complements, with taste and preferences. Is there any segment you would like me to focus on specifically?

Begin with product specifications

The Product specifications can further be broken down into functional aspects (i.e. the bristles, grip, length of the toothbrush etc.) and experiential/symbolic factors like colours, packaging, unique features. Could there be a reason for us to believe that the client's product is different from the industry in the above factors?

Yes, it has been found that the bristles and the length the toothbrush has not been satisfactory. Can you highlight what issues could there be?

Sure, Indians are known to brush their teeth rigorously, and mostly in the morning for freshness. I believe there could be an issue with the quality of the bristles or the area of bristles that could either make the experience hurtful, or not allow adequate toothpaste to get a satisfactory brushing experience. For the length, due to the brushing pattern as stated above, rigorous strokes are made. If the length is longer than expected, it could either damage the gums, or not make the toothbrush flexible enough to provide the experience the customers are looking for.

Profitability- Interview Transcript

An Oral Hygiene Products Manufacturer facing declining profits in India

Case Transcript

These could certainly be plausible issues; but changing product specifications is a lengthy process, and requires research. What would you recommend the client?

Alright. The decline in revenues for toothbrush is largely coming from product where the client may have difficulties in finding immediate solutions. In that case I would recommend fringe benefits to customers in the short run to make the product more lucrative until specifications can be met with. These could be:-

1. Explore bundling of products to make the bundle attractive and drive sales in both products
2. Niche promotion that could address this myth, or make the brush look like a differentiated offering

The recommendations seem feasible. Now explore the mouthwash segment. Focus on external factors, and it is a market share issue.

Thank you. Since it is an external issue, it implies, the client's product is facing issue in the business environment. Would it be safe to assume that the issue with Mouthwash being faced, at the same time as Toothbrush too?

No, it is a more recent phenomenon.

Sure, since it is a customer driven (demand) issue, external factors could be Affordability, Availability, Accessibility, or Likeability. Is there any specific factor you would like me to consider first?

Explain what you mean by likeability?

Likeability are the factors that would affect the customer's propensity to buy the product provided it is available, affordable and accessible. These could emerge of substitutes, tastes and preferences, or complements.

Yes, it has been found that our mouthwash brand is endorsed by a famous Hollywood actor who is also endorsing a tobacco brand in a significant country, and has faced global criticism for it, which may have affected preferences here. This was a constructive interaction, thank you and all the best!

Profitability- Case Structure

An Oral Hygiene Products Manufacturer facing declining profits in India

| Qualitative Information | Case Framework | Quantitative Data & Analysis |
|---|--|------------------------------|
| <p><u>Case background:</u></p> <p>Oral Hygiene Products manufacturer facing unsatisfactory revenues</p> <p><u>Case facts:</u></p> <ul style="list-style-type: none"> • 2 Products – Toothbrush (A) (75%) and Mouthwash (B) (25%) • Customers – Middle Income Households for A and Middle to High for B • Placed 4th in the Market • Problem since inception, 2 years ago | <pre> graph TD Profits[Profits] --> Revenue[Revenue] Profits --> Costs[Costs] Revenue --> Price[Price] Revenue --> Volumes[Volumes] Price --- Demand[Demand] Volumes --- Supply[Supply] Demand --- Internal[Internal] Demand --- External[External] Internal --- Promotion[Promotion] Internal --- Distribution[Distribution] Internal --- Product[Product] Product --- Functional[Functional] Product --- Experiential[Experiential] External --- Likeability[Likeability] Likeability --- Availability[Availability] Likeability --- Accessibility[Accessibility] Likeability --- Affordability[Affordability] Availability --- Substitutes[Substitutes] Accessibility --- Complements[Complements] Affordability --- TastesAndPreferences[Tastes and Preferences] </pre> <p>The diagram illustrates the Case Framework. At the top is 'Profits', which branches into 'Revenue' and 'Costs'. 'Revenue' further branches into 'Price' and 'Volumes'. 'Demand' (grey box) is connected to both 'Price' and 'Volumes', and it also branches into 'Internal' and 'External'. 'Internal' connects to 'Promotion', 'Distribution', and 'Product'. 'Product' connects to 'Functional' and 'Experiential'. 'External' connects to 'Likeability', which then branches into 'Availability', 'Accessibility', and 'Affordability'. 'Availability' connects to 'Substitutes', 'Accessibility' connects to 'Complements', and 'Affordability' connects to 'Tastes and Preferences'.</p> | <p>None</p> |

| Problems and recommendations | Interviewee feedback |
|--|--|
| <p>Toothbrush – Product Specifications Issue in Bristles and Length. Niche promotions and bundled sales until product redesign</p> <p>Mouthwash – Taste and Preference Issue because of Brand Ambassador</p> | <p>The case assesses the ability to extend and structure a revenue side issue in the most extensive way. The key is to cover most filters first, and then explore the breadth before depth while searching for the issue. Structure is prioritized over recommendation</p> |

Profitability- Interview Transcript

Our client is a biscuit retailer. Of late, they have experienced a decline in profit. Why is this happening?

Case Transcript

(After clarifying the problem statement) I would like to understand more about the retailer. Where is our client's business based out of? Where are the retail shops located? How long has the retailer been facing this issue?

Good. The retailer is based out of India. The shops are located in the residential areas of Lucknow. It's a well-known shop. The client has been facing this issue since last 3 months.

Alright. I would like to understand more about operating model of the client. Does our client manufacture the biscuits as well?

Interestingly, our client procures the biscuits from the manufacturer. He stores it in the warehouse and then sends it to the respective retailers.

Okay. Could you please elaborate a bit on the competition faced by the biscuit retailer? And are the competitors also facing this issue?

There are no major competitors in Lucknow. People heavily rely on our client's products. No, the competitors are not facing this issue.

Now, I would like to know more about the different types of biscuits being sold by the retailers? And does our client serve only households?

As of now, our client sells only one type of biscuits. It is being consumed by the middle class families.

(Asked for a few seconds to develop my structure) Based on our discussion, the client is facing issues in the profits. Profits can be declined because of two reasons: a) decline in revenues b) increase in costs. Do you want me to focus on any particular area?

Yes, I would like you to explore costs first.

For costs, I would like to see what are costs being incurred by the retailer at each point of the value chain of the retailer. As per my understanding, the client will first procure the biscuits from the retailer. For which, some inbound logistics will be required. After unloading, the biscuits will be stored at a warehouse. From there, they will be transferred to the retail shops. Is there anything I am missing out?

Great. I think you have covered all the points. You may start with your this structure.

Sure. I would like to start with the procurement of biscuits from the wholesaler. Has there been any change in the price charged by the wholesaler or any other terms and conditions?

We get our supplies from the same wholesaler for last 5-6 years. There has not been any major change in any of these. You may move ahead.

Sure. I would like to understand the modes of transportation used by the retailer to procure the biscuits from the retailer.

The retailers own a few trucks. There have been a few structural changes like increase in fuel costs but it has impacted the overall industry. Go ahead.

Now, next step is to unload the biscuit packets. There could be issues related to mishandling during the process.

No, I don't think there is any mishandling at this stage. What else?

Next, I would like to understand how the storage of the packets takes place?

Good. We own a warehouse nearby the city. We are using the same warehouse for last 8 year. What kind of problems can you think here?

There could two possible problems in storage. A) Human issues B) Non-human issues

Interesting, can you walk me through the possible issues under each head.

Sure. Under human issues, there could 3 possible problems:

- i) Mishandling which includes damage due to the labour
- ii) Stealing of the packets by the labour
- iii) Management of the inventory i.e., using LIFO for a perishable product may affect the old packets

Absolutely. Inventory management is one issue due to lack of training in new employees. Can you think of some non-human issues?

Under non human issues, there are two possible issues:

- i) Spoilage due to climatic conditions ii) Damage due to rodents

Yes, there has been a lot of damage due to this monsoon season. Great, can you recommend some possible steps to combat this issues observed?

Sure. In short term, we can: i) Employee training in inventory management ii) undertake regular pest controls to prevent the damage from rodents.

In long term: i) installation of CCTVs to keep a check on workers ii) renovate the warehouse to make it water proof.

Certainly. It was a great discussion. Do you have any questions for me?

Profitability- Case Structure

Our client is a biscuit retailer. Of late, they have experienced a decline in profit. Why is this happening?

| Qualitative Information | Case Framework |
|---|--|
| <p><u>Case background:</u></p> <p>Biscuits retailer facing issues due to increasing costs</p> <p><u>Case facts:</u></p> <ul style="list-style-type: none"> • Located in residential areas • One product and no competitor • Middle class families • Problem since last 3 months | <pre> graph TD Profit[Profit] --> Revenue[Revenue] Profit --> Cost[Cost] Revenue --> Procurement[Procurement from warehouse] Revenue --> Inbound[Inbound Logistics] Cost --> Unloading[Unloading] Cost --> Storage[Storage] Storage --> Load[Load on Shelf] Load --> Transfer[Transfer to shop] Transfer --> Purchase[Purchase by customer] Purchase --> AfterSales[After sales service] subgraph ValueChain [Value Chain] direction LR Procurement --- Inbound Inbound --- Unloading Unloading --- Storage Storage --- Load Load --- Transfer Transfer --- Purchase Purchase --- AfterSales end Human[Human issues] --- Mishandling[Mishandling] Human --- Stealing[Stealing] Human --- InvMgmt[Inventory Management] NonHuman[Non Human issues] --- Spoilage[Spoilage] NonHuman --- Damage[Damage] </pre> <p>The diagram illustrates the relationship between Profit, Revenue, and Cost. Profit is composed of Revenue and Cost. Revenue is derived from Procurement from warehouse and Inbound Logistics. Cost is composed of Unloading and Storage. Storage leads to Load on Shelf, which then leads to Transfer to shop. Transfer to shop leads to Purchase by customer, which finally leads to After sales service. The Value Chain is detailed as follows: Procurement from warehouse, Inbound Logistics, Unloading, Storage, Load on Shelf, Transfer to shop, Purchase by customer, and After sales service. Within the Storage stage, there are two categories: Human issues (Mishandling, Stealing, Inventory Management) and Non Human issues (Spoilage, Damage).</p> |
| Problems and recommendations | Interviewee feedback |
| <p>i) Human issues: Poor inventory management by personnel ii) Non-human issues: Spoilage due to the monsoon season Recommendation: i) Training in inventory management techniques ii) Make the warehouse water resistant.</p> | <p>The case revolves around the back-end work of the retailer. It is not always necessary for a retailer to face customer related issues. Therefore, it is a recommended step to clarify the operating model. Using the value chain can help in identifying the problems easily at each stage.</p> |

Profitability- Interview Transcript

Client is an NBFC. Its sales have been declining for the last few months. Help identify the reason.

Case Transcript

Client is an NBFC. Its sales have been declining for the last few months. Help identify the reason

Okay. Since the problem only occurs with you, I am going to start from the broker. Are we offering the brokers competitive commissions ? Are our checks stricter?

Could I know more about the client? Where is it operating, for how long, how are sales defined, which customer profiles it serves and is the competition facing a similar issue?

Both our commission and checks are competitive.

The client has been operating in India since 2000. It's HQ is in Mumbai. As an NBFC, it offers loans which have seen a decline. My competition, which includes other private NBFCs and banks, are not facing the problem. We provide both retail and corporate loans, both of which are facing the decline.

Okay. So, then there is a problem with the final conversion of customers. And since the brokers are neutral, are we taking a lot of time to get back?

How do we provide loans to our customers?

That's correct. Our competitors have upped their process of verification, that has significantly reduced their get-back time and covert the customers. That's good, we can end the case here.

We provide loans directly and through DSEs which are like brokers for banks.

Thank you.

Has there been a decline in the DSE channel?

Yes. Significantly.

Has there been a fall in the applications? Could you tell me how this channel works?

The number of applications has been the same and yes, the product is still competitive. The DSE channel works like this – customer goes to broker – broker shows them all the options, including ours – broker sends back applications – we review the applications – get back to broker – broker conveys to customer – deal is signed

Profitability- Case Structure

Client is an NBFC. Its sales have been declining for the last few months. Help identify the reason

| Qualitative Information | Case Framework | | | | | | |
|---|---|------------------------------|---------------------------------|----------------|----------------|----------------|-------------|
| <u>Case background:</u> | | | | | | | |
| NBFC facing declining revenues in DSE (independent) channel | Customer approaches DSE | Broker presents loan options | Broker sends back forms to NBFC | Loans reviewed | NBFC gets back | Client accepts | Deal signed |
| <u>Case facts:</u> | | | | | | | |
| <ul style="list-style-type: none"> • Problem specific to client • Here, sales mean loan sales • Loans provided by client are competitive | | | | | | | |
| | | | | | | | |
| Problems and recommendations | Interviewee feedback | | | | | | |
| Clients' loan application verification process time is significantly slower than the competition and is having trouble converting customers. | It is always good to ask for value chains of a business you have less knowledge about. The case did not follow any conventional structure, hence it is extremely important to solve cases using first principles. | | | | | | |

Profitability- Interview Transcript

Our client is an automotive manufacturer and has been facing a decline in profits. Help us find out why.

Case Transcript

Since when have the profits been declining and by how much?

The client has been facing this issue since the past 1 year and the quantum of fall has been 10%

I would like to understand the company's business model and how long it has been in business for?

The company is 50-60 years old. It typically procures parts, assembles it and sells the final product in markets across India

Where are the company's manufacturing plants located? And where does it procure parts from?

It has 5 manufacturing plants. One each in Pune, Kolkata and Lucknow and two in Chennai. Distribution happens from all across India while procurement sites are aggregated closer to Chennai

Does the company have its own stores or does it distribute through third parties? What is the share of online and offline distribution?

We distribute through our own stores as well as through third party distributors. The share of offline sales is around 95% and rest is taken up by online sales.

What is the type of automobiles that you manufacture? And what is the share of revenues you get from each of these product segments?

The client manufactures commercial vehicles, passenger vehicles and is also in the business of spare parts. The revenue mix is around 50%, 50% and 5% respectively

And what is the kind of clientele we are targeting with the products?

With the passenger vehicles, the client is targeting the middle income group and the typical clientele for commercial vehicles is trucking aggregators and other businesses

Alright, in terms of competition, who are your major competitors in the market and where are you placed among them? Have they been facing a similar issues?

We are among the top 3 players in the market and you can assume all three of us have equal market share. I am not aware if our competitors are facing similar issues or not.

I'd now like to delve into the case and identify reasons for decline in profitability. So since you said your profitability has been declining, it could either be a function of decline in revenues or increase in costs.

There has been an increase in costs

Okay, I would like to break down the costs into Primary and Secondary costs. Primary costs will include costs related to R&D, procurement of raw materials, in-bound logistics, warehousing of raw materials, processing, warehousing of finished goods, outbound logistics, marketing etc.

That sounds exhaustive. I would like you to begin with procurement, our R&D costs haven't had an impact on profitability

Okay, I would like to know if there has been any major change in the location of the manufacturing plants / suppliers you're procuring from / product mix / target customers in the recent past that could have led to a change in procurement costs for the firm?

Yes, we have recently changed our suppliers owing to a change in procurement policy which aims to localize procurement closer to Chennai plants.

Okay, so one of the reasons for lower profitability be the additional transportation costs you are bearing to transport the parts from Chennai plants to other manufacturing facilities located pan-India?

Yes, that is correct. But at the same time we are lowering raw material procurement costs for Chennai plants. The transportation cost as a proportion of total costs has gone up from 5% to 8% while the raw material cost has gone down from 15% by 17%

Okay, that means that the change in raw material cost has been ~1.73% of total costs and so the net increase in costs has been $3\% - 1.73\% = 1.27\%$. So this is one of the reasons for a spike in costs and decline in profitability.

Right, now I would like you to tell me how the findings so far can impact warehousing costs.

Warehousing costs could be further divided into human and non-human costs. Human costs include any changes in number of employees, skill level of employees, wages of employees in the warehouse. Non-human costs will include costs associated with inefficiencies in inventory management (inventory carrying cost) or related to general maintenance/security of warehouse

There has been no change in human costs. However, the inventory carrying cost has been impacted. Could you suggest why?

Is it because the number of days taken for the inventory to reach your Lucknow, Pune and Kolkata plants has increased, thereby increasing the number of days that the inventory is in transit?

That is right. Now, we have also been facing a lot of complaints post-purchase of vehicles. How could this be having a cost implication?

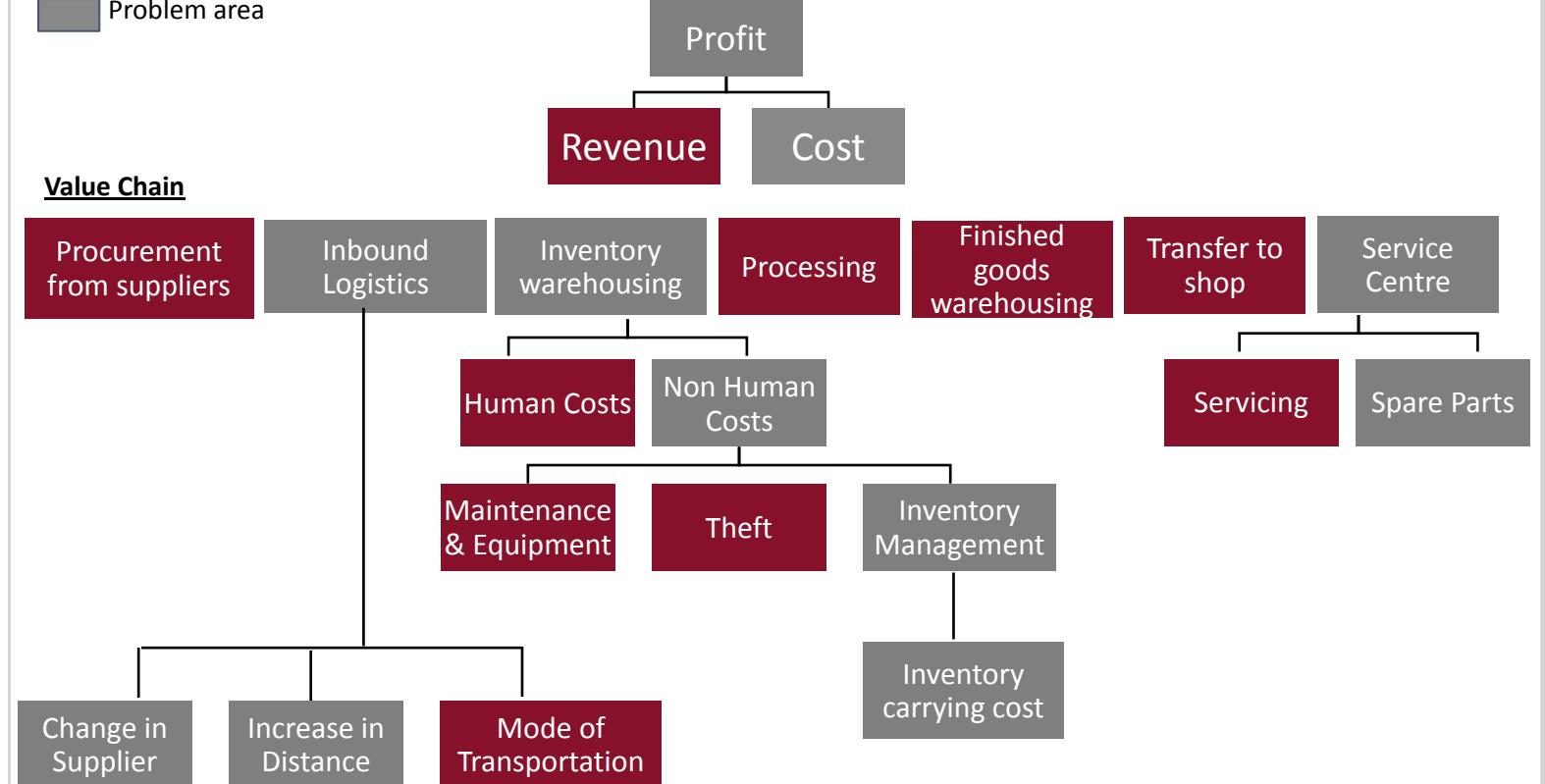
Okay, so complaints could be of two types, one, that requires only servicing and doesn't require additional spare parts, the other can be where spare parts are required. The implications of these can again be two fold - one, increase in manpower costs for handling these complaints and second, cost of storing/transporting spare parts on demand (Depending on how your model works)

Yes, so there has been an increase in the costs related to transporting the spare parts to these service centres since earlier the anticipated demand for spare parts was lesser than what it has been over the past year. The new supplier seems to be providing more defective parts. Could you summarize the case for me?

Sure. We were trying to ascertain why an automotive company is facing declining profits and we found out that one, there has been a change in procurement policy of parts which is leading to an increase in inbound logistics costs, second is the increase in inventory carrying costs because inventory in transit is taking longer now and lastly, servicing costs have gone up due to the new

Profitability- Case Structure

Our client is an automotive manufacturer and has been facing a decline in profits. Help us find out why.

| Qualitative Information | Case Framework | Quantitative Analysis |
|--|--|---|
| <p>Case background: Automotive manufacturer is facing an increase in costs primarily due to a change in procurement policy of the company</p> <p>Case facts:</p> <ul style="list-style-type: none"> • 5 manufacturing plants located in Lucknow, Kolkata, Pune and 2 in Chennai • Makes Commercial vehicles, passenger vehicles and in the business of spare parts as well | <p>Problem area</p>  <pre> graph TD Profit[Profit] --> Revenue[Revenue] Profit --> Cost[Cost] Revenue --- Procurement[Procurement from suppliers] Revenue --- Inbound[Inbound Logistics] Cost --- Inventory[Inventory warehousing] Cost --- Processing[Processing] Cost --- FGW[Finished goods warehousing] Cost --- Transfer[Transfer to shop] Cost --- Service[Service Centre] Inventory --- HC[Human Costs] Inventory --- NH[Non Human Costs] HC --- Maintenance[Maintenance & Equipment] HC --- Theft[Theft] NH --- IM[Inventory Management] IM --- ICC[Inventory carrying cost] Transfer --- Servicing[Servicing] Transfer --- SP[Spare Parts] Inbound --- CS[Change in Supplier] Inbound --- ID[Increase in Distance] Inbound --- MT[Mode of Transportation] </pre> | <p>Raw material costs (previous) = 15% of costs Decrease in raw material procurement costs = 17% Thus, change in raw material costs = 1.73%</p> <p>Transportation costs (previous) = 8% Transportation costs (new) = 5% Thus, change in transportation costs = 3%</p> <p>Net increase in costs = 3% - 1.73% = 1.27%</p> |

| Problems and recommendations | Interviewee feedback |
|--|--|
| <p>Change in Procurement Policy has resulted in:</p> <ol style="list-style-type: none"> 1) Net increase in inbound logistic costs 2) Inventory carrying costs has increased 3) Servicing costs increase due to more defective parts | <p>The case requires you to link one problem to another and arrive at multiple cost implications of a change in procurement policy of the organization. Being exhaustive in asking preliminary questions and laying down the entire value chain helps the interviewer to lead you in the right direction, otherwise the case can get extremely messy and lengthy</p> |

Cost Optimization Problem- Interview Transcript

Our client is a major IT company. They want to optimise their costs. Help them

Case Transcript

(After clarifying the problem statement) Firstly, I would like to understand what the client means exactly by optimizing their costs.

The client here wants to cut costs wherever possible by 10%

Okay, does the client have a timeline within which they want to achieve this?

2 years.

So, I would like to better understand this IT company in terms of their scale and services

The IT company is based out of 15 cities in India. They provide maintenance support for software as well as are into product development. You can think of them like any big IT firm you are aware of.

Then I am looking at a firm like a Wipro, Cognizant, TCS etc. Is it a correct assumption that most of their clients would be based in the US and Indian operations would be their offshore business?

Yes, that's a correct assumption. 90% of their clients are US based.

Moving to the IT competitive landscape, as per my understanding there are numerous firms in the industry and all of them offer pretty much standardised services.

Fair enough. Our client is one of the biggest players, however, the management feels that cost optimization will help them grow at a faster rate.

Sure, I would like to now move into breaking down the costs so as to exactly pinpoint areas wherein we can cut costs. For this I would be splitting the costs into operational and non-operational costs. Since, I understand that the major cost driver in the IT industry is the employee costs (part of operational costs) I would like to start there.

That's a good observation. You may proceed.

I would like to express employee costs as the number of employees multiplied by the cost incurred per employee.

But, how would you proceed from there?

As I understand cost per person could be calculated easily when we look at teams. I would further express the cost per person as the product of the number of teams, average cost per team and number of persons per team.

Good.

First, taking the number of teams, as I understand this would be determined by the number of projects? Or am I misinterpreting the structure of the organization?

The number of teams is not the same as the number of projects, as there are certain large projects with sub teams and smaller projects with just a few members. Why do you need this information?

Well, I would look at the following factors here. Firstly, introduce adaptive staffing as per the SDLC requirements on projects. As per my experience, when projects near 'go live' periods they require more manpower, however, during more relaxed phases this man power may be billing hours to the client without putting in enough work as they have more idle time. So, possibly we could look at an adaptive staffing system which would ensure that there are firstly minimum number of people on the bench at a time, optimum number of people per project and lastly we could look into the performance evaluation system. Strict monitoring and improving accountability in terms of hours billed to client and actual work done through a tracking system can be introduced. Lastly, if I were to try to reduce the number of hours billed per team, I would also look at upgrading from legacy systems using outdated software to more recent software systems.

Ok.

In terms of the average cost per team, I would look into the team compositions in terms of work done at each hierarchical level. Increasing the number of junior employees while reducing the number of senior employees, will help optimize costs especially, if the technical skills required are similar across lower and middle level employees.

Any other factor that you would look into while tweaking team composition?

I would look into the number of onshore and offshore employees. Onshore employees will tend to be more expensive to maintain for the company as compared to offshore employees. Hence, firing one onshore employee will be almost equivalent to let's say firing 10 offshore employees. However, I am unsure of how the labour laws work for onshore employees. Within India also, I could look at hiring as well as relocating more employees to Tier 2 cities where the cost of living is less. This would not only help in decreasing salaries for employees possessing the same competency and skill set but also decrease my other operating expenses.

Fair point. What else?

I would next like to move into the number of people at a time per team. As the IT sector sees large attrition rates, training costs will increase if the client's attrition rates are higher than that of competitors. Hence, if possible having lock-in periods in line with project completion timelines will help. Secondly, especially in areas such as testing, increasing automation testing and decreasing manual testing will help improve time, quality and costs for project delivery.

Do you think you are missing out on any important factor?

I would look into the pay structure of the employees to optimize fixed & variable components of the salaries.

I think we have covered sufficient ground in terms of employee costs. Can you briefly list a few other areas where costs can be significantly reduced?

Sure. Firstly, I would look into the sales team, in terms of efficiency, number of clients converted (retention of old clients and generation of new business) and look at any reductions there. Next the infrastructure costs in terms of rent paid, options of co-working spaces, work from home etc.

Cost Optimization Problem- Case Structure

Our client is a major IT company. They want to optimise their costs. Help them

| Qualitative Information | Case Framework |
|---|--|
| <p><u>Case background:</u></p> <p>Major IT company looking to reduce costs by 10% in the next 2 years.</p> <p><u>Case facts:</u></p> <ul style="list-style-type: none"> • Works on a typical offshoring model like a TCS • Optimising of costs directly linked to future growth • Operates out of 15 cities in India • 90% of clients are based in the US | <pre> graph TD Costs[Costs] --> Operational[Operational] Costs --> NonOperational[Non-Operational] Operational --> Infrastructural[Infrastructural Costs] Operational --> Sales[Sales & Marketing Costs] Operational --> Employee[Employee Costs] Operational --> Finance[Finance Costs] NonOperational --> BadDebts[Bad Debts] NonOperational --> Depreciation[Depreciation/Amortization] Employee --> Employees[Number of employees] Employee --> CostPerEmployee[Cost incurred per employee] Employees --> Teams[Number of teams] Employees --> AvgCost[Average cost per team] Employees --> EmpPerTeam[Number of employees per team] Teams --> Staffing[Change in staffing system] Teams --> EmployeesBench[Change in employees on bench] Teams --> Billing[Change in time billing system] AvgCost --> CompositionSkill[Change in team composition (skill)] AvgCost --> CompositionLocation[Change in team composition (location)] EmpPerTeam --> LockIn[Introduction of lock-in periods] EmpPerTeam --> Automation[Introduction of more automated methods] </pre> |

| Problems and recommendations | Interviewee feedback |
|---|--|
| <p>The major cost driver in the IT Industry is employee costs. Recommendations:</p> <ol style="list-style-type: none"> 1) Increase automation, upgrade software systems 2) SDLC adaptive staffing, decrease attrition through lock in periods 3) Increase team efficiency, employee efficiency - review of appraisal system & pay structure, tracking systems for monitoring client billed hours | <p>Cost Optimization problems can be easily solved if there is a prior understanding of the major cost driver of that particular industry, in the case of IT, it would be the employee costs. It is advised to clarify with the interviewer beforehand, if the emphasis should be on the major cost driver. Secondary cost drivers can then be touched upon at a later stage. Competitive benchmarking can also help</p> |

Market Entry- Interview Transcript

A global investment bank wants to enter India. Help it out.

Case Transcript

I am the MD of a global investment bank. My bank wants to enter India. Help me out

I will need to understand more about the investment bank. Can you tell me which country it is headquartered in, what geographies does it cover and why does it want to enter the Indian market?

Good question. I am a US based top 20 investment bank. I am strongly present in US and European markets and have small presence in Asian markets. US and European markets are slowing down while Indian markets are picking up so we want to expand our business in India.

That's interesting. Can you help me in understanding your revenue sources, their break-up and your customers.

Definitely. We have four major products- ECM, DCM, M&A and FX markets. We also do private IB advisory. Our major revenue drivers are M&A, DCM and FX. Our customers range from fortune 1000 companies to mid size multi-million dollar firms. We also cater to high net worth individuals. Further, though there is competition, we expect to gain a good market share.

I understand. Looking at the situation, I will base my decision on the following factors:

- i) Macroeconomic outlook for India: India is in a strong growth phase. Over the next 10-20 years, the same is expected as well.
- ii) Banking regulations and environment: Banking regulations are reasonably liberal and the fin-tech innovations have made the financial sector more efficient.
- iii) Further, number of HNIs, fortune 1000 firms, multimillion firms are also increasing significantly.

To conclude, the market appears welcoming.

Yes, the overall market is great. What other things should I look at?

Based on our discussion, we understand that Indian market is attractive. Now I will like to focus on IB business. We need to identify what market shares will we be able to capture across our product mix. Will the growth in each of these businesses be sustainable? Given that there are potential clients- Firms etc. present, what are the resources available to

capture them. What will be my break-even period, expected revenues, costs, ROE etc.? Above analysis will help me quantify the investment decision.

Interesting. Anything else that you will like to look at.

Two more things:

- i) Overlap between our current operations: Will a entry into India be able to leverage our existing operations? Do we already have an existing office that can cater to the Indian demand?
- ii) Mode of entry: Since we are a US bank and may lack local market understanding, we can either partner with a another player through merger/acquisition. Or we can also enter directly, given we have a background with the market/government and our prior experience of entering other geographies.

Great. Can you help me in estimating my expected revenues in the first year of operations

Definitely. Your total revenues for the first year of operations will be:

Revenue earned per deal* Number of deals.

Given that there are multiple products, we have to calculate the above based on each product.

We can calculate the number of deals per product based on- Total number of deals in that country* Expected market share. To identify revenue earned per deal, we can identify deal size and multiply it with the margin per deal.

You are right, Let me give you some information. I want to do business in M&A, DCM and ECM. I expect to do 3 M&A deals, 4 DCM deals and 10 ECM deals in the first year. Expected deal size for M&A is \$5 bn., DCM is \$2 bn. And for ECM is \$1 bn. Our margins on each are 5%, 3% and 2%.

Sure. Given this information We can simply calculate the revenue as:
Margin*deal-size*Number of deals per product.

Makes sense. Thanks for having this discussion. You have any questions for me?

Market Entry- Case Structure

A global investment bank wants to enter India. Help it out.

| Qualitative Information | Case Framework | Quantitative Data & Analysis | | | | | | | | | | | | | | | | |
|--|--|--|---------|------|-----|-----|--------------|---|---|----|---------------------|---|---|---|--------|----|----|----|
| <p>Case background: US based top 20 global investment bank wants to enter Indian due to slow-down of US/European markets</p> <p>Case facts: Four products: DCM, ECM, FX, M&A Key customers: Fortune 1000 firms, other multimillion \$ firms and HNIs</p> | <p>IB entering India</p> <pre> graph TD A[IB entering India] --> B[Indian market conditions] B --> C[Macroeconomic factors] B --> D[IB industry factors] B --> E[Expected market share and key financial metrics] B --> F[Mode of entry] E --> G[Product-wise market share] E --> H[Financial projections] E --> I[Expected share and projections] E --> J[Revenue and cost projections] E --> K[Revenue break-up by each product] E --> L[ROE and break even analysis] E --> M[Synergy with bank's current market portfolio] E --> N[Risk ratios-Vary, Car, Capital ratios] F --> O[Direct entry] F --> P[JV/Acquisition] F --> Q[On-shore/Off-shore operations] F --> R[Niché player acquisition/Partnership with local bank] </pre> | <p>Expected 1 year revenue: Number of deals by product: M&A:</p> <table border="1"> <thead> <tr> <th>Product</th> <th>DC M</th> <th>M&A</th> <th>ECM</th> </tr> </thead> <tbody> <tr> <td>No. of deals</td> <td>4</td> <td>3</td> <td>10</td> </tr> <tr> <td>Average size (\$bn)</td> <td>2</td> <td>5</td> <td>1</td> </tr> <tr> <td>Margin</td> <td>3%</td> <td>5%</td> <td>2%</td> </tr> </tbody> </table> <p>Revenues=</p> $4*2*0.03 + 3*5*0.05 + 10*1*0.02 \text{ bn. \$}$ $= \$ 1.19 \text{ bn}$ | Product | DC M | M&A | ECM | No. of deals | 4 | 3 | 10 | Average size (\$bn) | 2 | 5 | 1 | Margin | 3% | 5% | 2% |
| Product | DC M | M&A | ECM | | | | | | | | | | | | | | | |
| No. of deals | 4 | 3 | 10 | | | | | | | | | | | | | | | |
| Average size (\$bn) | 2 | 5 | 1 | | | | | | | | | | | | | | | |
| Margin | 3% | 5% | 2% | | | | | | | | | | | | | | | |
| Problems and recommendations | Interviewee feedback | | | | | | | | | | | | | | | | | |
| <p>Since we discussed the factors that will drive entry into the market, we can say that the decision will be contingent on the result of the proposed analysis in the case.</p> <p>Recommendation: Conduct the mentioned analysis quickly to converge to a decision</p> | <p>Though the case statement may appear complicated and might give the impression that a knowledge of Investment banking industry is required, the fundamental mechanics of the case is very simple. Probing the interviewer with right set of questions and ability to handle difficult jargons can be very useful.</p> | | | | | | | | | | | | | | | | | |

Market Entry- Interview Transcript

Ratan Tata returned from Germany where he observed 3rd party authorized car service. He wants to see if he can start the same in India. Help him.

Case Transcript

Could you please explain what 3rd party authorized car service means?

Sure. A 3rd party authorized car service is an independent car service provider. It provides all services provided by car OEMs (Other Equipment Manufacturers) to their customers, providing a suitable alternative to car owners.

Does this mean this provider offers car services for different brands and is adequately adept at dealing with issues belonging to different cars such as hatchbacks, sedans, SUVs or vans?

Yes. The provider can service any car brand or type as it has professionals and experts that have worked in service department of various car brands. Additionally the provider has contacts with various suppliers for repair parts and refurbishments.

Great. Thanks for the information. Now I would like to understand the objective of Ratan Tata for setting up such a similar car service in India?

Ratan Tata is primarily looking for profitability and revenues through this venture.

Are there any constraints that I should have in mind while analysing the problem? Any profitability targets, time period or investment constraints?

No. There are no constraints as such. The venture is funded well, although we would like to see profitability as soon as possible.

Sure. Now I would like to explain you my approach. I would like to break the analysis as follows: Market attractiveness Need-gap analysis & STP Mode of entry Operationalizing the firm.

Interesting. How will you evaluate the market attractiveness in India?

To analyze the market attractiveness, we must break down the analysis into macro factors affecting the country & then the micro factors that affect the industry. The idea is to look for factors that enhance and/ or limit our entry into the car service market.

I think the macro factors are taken care of as TATA group is well established in India. You may begin with micro analysis.

Sure. I would like to first understand the current car service market in India through the following aspects: Customer demands + Supplier availability + Competitors + Substitutes + Complements + any other Barriers to Entry. Could you tell me a little bit about the consumer demands?

So currently the car customer are served equally by organized segment (serviced by brand OEMs) and unorganized segment (roadside car fixers).

Could you please explain the difference in the two segments? What are the benefits of each? If my understanding is correct, then, organized sector would be primarily driven by customers who have car insurance and want authentic repair/ service. While the unorganized sector is usually for cheap, time-saving service.

That's correct. Although you should also know unorganized players provide very poor service leaving customers frustrated with multiple service for same problem.

Sure. This means customers ideally would like to have the following in their car service: insurance that covers their service, authentic service, cost-effective and time-saving.

Yes. That's correct. Let's look at the supplier aspect.

Sure. In my opinion, firstly we will need repair parts suppliers from various car brands OEMs. Do the OEMs that manufacture the car also manufacture the repair parts?

Yes that's correct. However, we do not have a lot of control over them. Car brand OEMs drive a major part of their revenue through services and would see our operation as threat to their operations.

I see. That means the car brand OEMs cannot be relied on as suppliers for parts. Correct?

No. The car brand OEMs can supply to us. But they will charge higher price.

There are two aspects. Either the customer will come to us through insurance or through their own pockets. The insurance won't support us because we will be charging higher service cost. Similarly, the customers won't spend higher because they have cheaper and authentic option available through car brand OEMs service centres. Either way, we will not be cost-effective.

That's right. We will provide more expensive service.

What about other 3rd party suppliers that we can source parts from? Additionally, can we manufacture the parts ourselves?

We do have 3rd party suppliers but their quality is not reliable. Producing in-house is not an option.

Okay. Since producing in-house is not an option, it appears our only source of repair parts are 3rd party suppliers. Since their quality is not so good, are their prices lower than car brand OEMs?

Yes their prices are lower.

So, since we can't compete with the organized retail segment on price, we can perhaps compete with the unorganized sector through 3rd party supplies. Could you tell me the quality differentiation between the repair parts from these 3rd party suppliers and from unorganized players? Also what is the price difference?

The quality is the same actually. Prices however will be expensive at our end.

Oh. Then we will not be beneficial to our consumers again as our prices will be higher and quality wouldn't have any difference.

So what do you think?

Since we can neither compete with organized segment nor with unorganized segment because of suitable supplier that can provide better quality at lower cost, we shouldn't enter this market.

Market Entry- Case Structure

Ratan Tata returned from Germany where he observed 3rd party authorized car service. He wants to see if he can start the same in India. Help him.

| Qualitative Information | Case Framework | Quantitative Data & Analysis |
|---|---|---|
| <p>Ratan Tata wants to start 3rd party authorized car service in India</p> <p>Case facts:</p> <ul style="list-style-type: none"> • 3rd party authorized car service is an independent car service provider • Provides all services offered by car brand OEMs service centre • Service has professionals from various car brands to deal with all car problems | <pre> graph LR A[Market attractiveness] --> B[Need-gap analysis & STP] B --> C[Mode of entry] C --> D[Operationalizing the firm] A --> E[Macro analysis] A --> F[Micro analysis] E --> G[Customer demands] E --> H[Supplier availability] F --> G F --> H G --> I[Insurance] G --> J[Authentic] G --> K[Cost-effective] G --> L[Time-saving] H --> M[Car brand OEMs] H --> N[3rd party suppliers] M --> O["Competes with the car brands OEMs directly Seen as threat to car brands OEMs business Expensive for insurance companies and consumers"] N --> P["Offers low quality car part repairs Similar quality to roadside car fixers but more expensive than them"] </pre> | <p>50-50% market split between organized and unorganized car segments in India.</p> |
| Problems and recommendations | | Interviewee feedback |
| <p>Broke down the micro analysis into suitable components. Deeply studied customer demands and then delved deeper into supplier availability. Identified that lack of suitable supplier is not conducive to market entry as customer demands won't be met</p> | | <p>The interviewee/ candidate carefully analyses the market entry operations into several segments and then further breaks down the problem for micro analysis. Based on the analysis, the interviewee identifies the crucial reason why the market entry won't be sustainable and hence recommends against it.</p> |

Market Entry- Interview Transcript

Client is a Football club owner. Its planning to enter China. Help identify whether it should enter or not.

Case Transcript

Client is a Football club owner. Its planning to enter China. Help identify whether it should enter or not.

Could I know more about the client? Where is it based out of, which other geographies does the club has its presence in and why does it want to enter China?

The client is based out of USA. It has previously participated in the European Premier League and Singapore Premier League. It wants to enter China because it thinks the market in China is lucrative and untapped. It wants to gain broadcasting rights, look for new players and earn through ticket and merchandise sales.

What are the timelines and are there any financial constraints?

The Chinese premier league is scheduled within the next 6 months and our client wants to participate in it. There are no major financial constraints.

I would first like to analyze the country level macro factors, then the sports industry particularly Football in China, then estimate the market size and if everything is suitable, I would further delve into the team specific dynamics, potential risks and mode of entry.

Sounds good. Go ahead.

So first I would like to analyze whether China, being a closed economy, is open to foreign clubs entering their country. Also, the FDI options along with legal requirements need to be considered. Next, the overall GDP of China and growth in the sports industry would be important. Also, how US players are treated in China, the perception of US clubs in China and the performance of Chinese players needs to be considered. Suitable technology and infrastructure for broadcasting, compatibility with US standards are a few other factors.

China has recently allowed entry of foreign clubs and the sports industry in booming in China. Also no major difference in perception of players exist in China and the technology is compatible to US standards. However, the club is owned by the same client which has a legal case pending in China.

This is a potential risk. Is the client willing to take such a risk?

As of now, consider the client is willing to proceed. Let's move ahead.

Next, I would like to look at the football industry, starting with the competitors both direct and indirect. Direct would include International and Domestic teams along with their USPs. Indirect would include local clubs. Next, we need to analyze the availability of Chinese football players and club's own players. Also, the possibility of other sports such as Table Tennis substituting interest in football should be considered. Football stadiums and merchandise suppliers are important complements along with the people's interest in football as compared to other sports.

The client's players are used to playing on synthetic grounds. However, in China grass grounds exist.

This might affect the performance of US players in China and raise safety concerns as well. However, this can be overcome by practice as we still have 6 months before Chinese Premier League

Good. Now estimate the market size.

The market size can be estimated as the total number of football viewers in China. Do we have any data on the percentage viewership?

It is estimated that a total 35% viewership exists out of potential 1.5 cr people.

As such the total market size comes to be approximately 50 lacs. What is the clients international benchmark in terms of market size?

The client has entered where the market size is greater than 40 lacs.

So, it is feasible to enter. Next, we can consider the team dynamics such as number of Chinese and US players in a team, coaches and practice sessions in Chinese grounds.

That is sufficient. We can end here. Thanks

Market Entry- Interview Transcript

Client is a Football club owner. Its planning to enter China. Help identify whether it should enter or not.

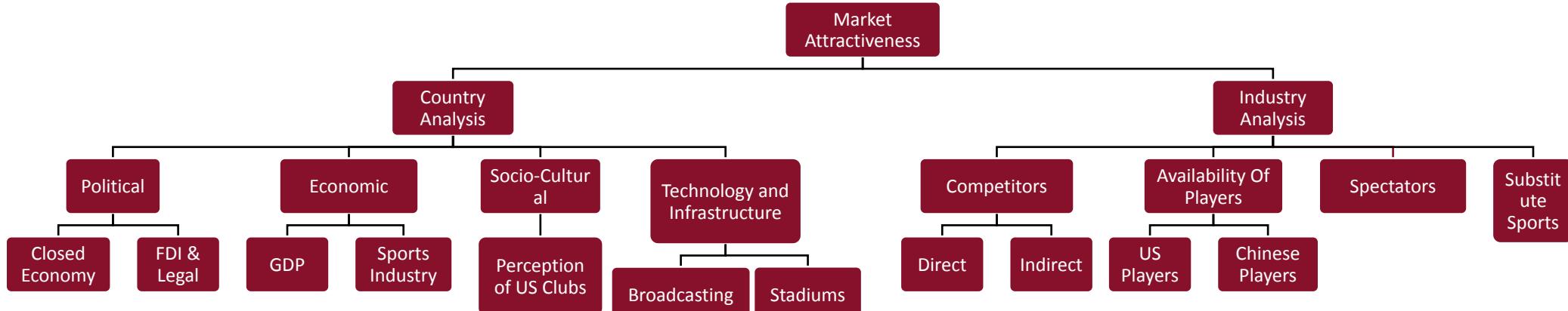
Case Framework

Case background:

US based football club
wants to enter China

Case facts:

- Prominent club of US
- Wants to look for new players apart from earning revenues
- Major competitors are 3 International teams and 5 domestic teams.



Problems and recommendations

Problems: a) The club is owned by the same client who has a legal case pending in China. b) The client's players are used to playing on synthetic grounds. However, in China grass grounds exist.

Recommendation: Since a lot of factors are to be analyzed in Market Entry case, always list the various factors and ask then the interviewer which area to focus .

Interviewee feedback

The case looked different but followed any conventional market entry case framework. Hence, it is extremely important to stick to basics and seek help from the interviewer wherever required.

Pricing- Interview Transcript

A pharmaceutical company has recently developed an Anti tobacco pill. Assess whether you should launch the product or not.

Case Transcript

(Clarified the problem statement) I would like to understand more about the company first. Where is it based and what type of pharmaceutical company is it?

The company is a leading Generic Drug manufacturer operating pan-India. It has been in operations since 15 years and caters to a wide variety of diseases.

What is the current business model of the company? Is it similar to a usual pharma company's value chain – where the manufacturer sells its products through sales representatives

Yes. The company operates as a typical pharma company

Could you please elaborate a bit on the competition in the pharma industry and specifically in the anti tobacco pill

There are 2-3 major competitors in the industry. 60% of the market is organized. For the Anti tobacco pill, there is no direct competition since it is the first of its kind pill

Since it's first of its kind, do we also have patents for the same?

Yes, it is a patented pill

I would also like to understand the product better. Is it a OTC or prescription drug? How should it be consumed? What is the suggested consumption pattern?

It is a prescription drug that is to be taken once a day for 4 months. It needs to be simply taken with water. Our research shows that the success rate is 50%

Lastly, I would like to clarify the objective of launch. Is the firm looking for capturing market size or profit maximization? What is the time frame?

The firm is interested in maximizing market size and profits, both in a span of 2 years

I would like to breakdown the problem into assessment of Market size & opportunity, Macro Analysis, Micro/Industry Analysis, Launch strategy

Interesting. Let's explore the Market Size & Opportunity

Sure. I would start by breaking down market size into Price and Quantity. Do we have any data on either.

No. We don't have any data. But I would like to understand that how can I price my product.

We can price the products in three ways – Value based, Cost based and based on any substitutes

Great. Can you walk me through each of these

Sure. Starting with the cost based, I we would first understand the variable costs and fixed costs. In variable costs, I'll look at costs across the value chain – raw materials, manufacturing, sales and distribution. The long term costs such as R&D for the product will be spread over multiple years and would have to be factored in. Based on the above analysis, we can get per unit cost. After getting a per unit cost, we would decide on a margin to price the product.

Good. What about the substitute based pricing?

Although there are no direct competitors, there might be some de-addiction courses that help in stopping tobacco. We can evaluate the time frame for such courses and fees for the same before pricing our product

Alright. We feel that exploring value based pricing might be better. Can you walk me through that

Under this method, I would like to understand the benefits and the costs. Starting from the basic, a person would first save the price of the tobacco packet that they consume. Second, they would benefit from the positive effect on health - they would have lower chances of life threatening diseases such as lung cancer, heart attacks. Also, there would be a lower number of general physician visits because improved immunity. Lastly, they would also save on the price of the mouth fresheners that they buy

Interesting. How can we work out the numbers here?

So starting with the cost of tobacco, on an average my friends consume 2 tobacco units a day which roughly costs Rs. 10 each. Thus, over an year, they consume tobacco worth $2 \times 30 \times 10 \times 12$ i.e. Rs. 7200. With each tobacco packet, they need 1 mouth freshener of Re 1. Thus cost of mouth freshener for an year would be $2 \times 30 \times 1 \times 12$ i.e. Rs. 720. Total comes out to be around Rs. 8000 a year. We should also include long-term cost savings.

Go ahead

Smokers have a higher chance of chronic diseases. For such a disease, they might incur expenses nearing 3 lakh. Considering that the probability of contracting such disease is 10%, we need to factor 30,000 into the calculation. So the total cost per year would be Rs. 38,000. We would have to divide by the total amount into the Total number of pills. Total number of pills are $1 \times 30 \times 4$ i.e. 120. Thus, the total amount per pill would be around Rs. 300.

Doesn't this number seem significantly high?

Yes, this is high since this is the maximum that the consumer would be willing to pay considering he takes into account in all the above factors. Since the customers do not think of long term effects at once, they might not be willing to pay this. In case we just want to include the short term savings, we would divide 8000 by 120 i.e. Rs. 66. We can use these figures in addition to figures from the other two methods to price our product

Pricing- Case Structure

A pharmaceutical company has recently developed an Anti tobacco pill. Assess whether you should launch the product or not.

| Qualitative Information | Case Framework | Quantitative Data & Analysis |
|--|--|---|
| <p><u>Case background:</u> Pharmaceutical company which has recently developed an anti-tobacco pill.</p> <p><u>Case facts:</u> Generic drug manufacturer based in India First of its kind pill – prescription drug with 50% success rate Gain maximum market share and profit in 2 years</p> | <pre> graph TD A[Price of anti-tobacco pill] --> B[Cost Based] A --> C[Substitute Based] A --> D[Value Based] D --> E[Cost of tobacco] D --> F[Cost of mouth freshener] D --> G[Cost of treatment of chronic disease] </pre> | <p>Cost savings on tobacco per year = (# of tobacco packets per day x days x price of tobacco packet) = $2 \times 30 \times 12 \times 10 = 7200$</p> <p>Cost of additional mouth freshener per year = $2 \times 30 \times 12 \times 1 = 720$</p> <p>Cost of treatment in case of chronic disease = 3 lakh Chances of contracting = 10% Expected Cost = 30,000</p> <p>Total number of pills to be taken = $1 \times 30 \times 4 = 120$</p> <p>Price per pill (based on long-term consideration)= $38000/120 \sim \text{Rs. } 300$</p> <p>Price per pill (based on short term consideration)= $8000/120 \sim \text{Rs. } 66$</p> |
| Problems and recommendations | Interviewee feedback | |
| Identified the pricing approaches through cost based, substitute based and value based methods. In value based methods, derived prices by specifically looking at long term and short term considerations of customers | Although this appears to be a market entry and launch strategy case at start, the interviewer is primarily looking to grill on pricing and wanted to drive to value based approach specifically. | |

GTM Strategy- Interview Transcript

Client is an Alcohol manufacturer. It has recently developed a readymade cocktail line. Help them take the product to the market.

Case Transcript

Client is an Alcohol manufacturer. It has recently developed a readymade cocktail line. Help them take the product to the market.

Could I know more about the client? Where is it operating, for how long, what products is it known for, competition that the client is facing?

The client has been operating in India for 25 years. It is known to operate in the whiskey and rum market under popular brands. The cocktail is a new and only product in the market. It is ready to launch.

What are the objectives and constraints of the client?

The client wants to maximize revenues as soon as possible. There are no major constraints.

As a part of the analysis let us understand the product. Could you describe the composition, taste (flavours), USP, SKUs and packaging?

The product is a pre-mix cocktail which comes in a 250ml bottle in four flavours, mojito, screw driver, LIIT and Bloody Mary. It has preservatives, hence doesn't taste as fresh as actual cocktails. However, our product can be stored for 3 months. The alcohol content is the same as a strong beer, comes in a same looking glass bottle. The bottle is transparent to show the colour of the cocktail with a white label.

So, our product is trying to be a substitute to both fresh cocktails and a strong beer. So we should identify potential customers on the basis of this. Fresh cocktails are mostly consumed in high end restaurants by women of the upper middle class. Similarly, strong beer is consumed mostly by pub going youth. Hence, we can target these customer profiles and place our product in pubs, restaurants and direct retailers.

Sounds fair. Can you help us determine a price basis this?

Sure. There are three methods of Pricing – competitor based, cost based and value based method. Since there are no competitors and the product is unique, we shall be using the value based method. We are indirectly competing with the strong beer and readymade cocktails, hence we have a range. A strong beer comes at around Rs. 70, since our product tastes better at the same content and we have a brand name, our cocktail should be priced above this. The product is closer to a fresh cocktail (avg. price of Rs. 330) but lacks the freshness because of preservative which also give it a longer life. Hence the product should be priced at around Rs.220.

Alright, what next.

I would like to discuss available distribution channels and the promotional strategy.

The client has an existing network of distributors, i.e. restaurants, supermarkets and clubs. Give me some brief campaign ideas and we'll close the case.

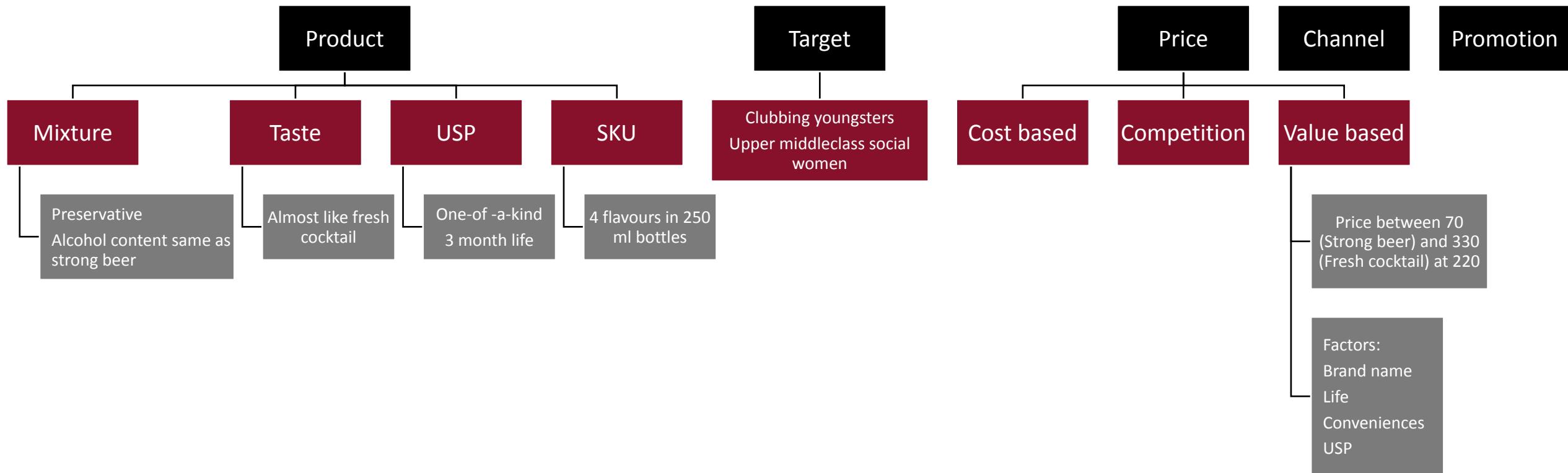
Sure, we'll target the clubs and supermarkets first, as there our products will not be cannibalizing the sales of fresh cocktails like in the restaurants. We can host parties, offer free samples, drive social media campaigns with youtubers etc.

These ideas sound good. We can end here. Thanks

GTM Strategy- Case Structure

Client is an Alcohol manufacturer. It has recently developed a readymade cocktail line. Help him take the product to market.

Case Framework



Qualitative information

Client has been operating for 25 years with two strong brand names. It faces indirect competition from the beer and fresh cocktails. It is a unique product

Interviewee feedback

To come up with the strategy it is important to know about the product, competition and target. Based on this you come to the price, channel and promotion strategies. The target can be determined in more detail by doing market sizing.

Growth Strategy- Interview Transcript

Client is a media service provider- Netflix . Help him increase its market share in India

Case Transcript

Client is a media service provider- Netflix . Help him increase its market share in India

Could I know more about the client? Is it the Netflix we know? What are the timelines and constraints of the client? What is its current share?

Yes, it is the Netflix we know. The client wants to increase its market share by 20 % in one year. They are no major constraints. There are two other major competitors, and the current share of Netflix can be taken to be around 25 percent.

As per my knowledge Netflix entered India two years ago and caters mainly to college students and young professionals. Its differentiating factor is its in-house produced local content and is positioned as a Premium offering. Is this a current assumption? Also can you let me know about the current subscription plans?

Yes, it is true. Currently the company has three subscription plans, single screen for Rs 500, two screen for Rs 650 and four screen for Rs 800.

So, I would like to break the problem in two parts. First I would like to analyze the new offerings possible in terms of products, promotions, price and channels. Then I would like to analyze which offering would be suitable for which geography.

Sounds good. Go ahead.

So, in terms of products, Netflix should focus on in-house production and diversify into regional languages and create content for kids also. This would help attract a new customer segment. It can also include cooking and dance sessions. Netflix could license TV series and movies which are all time classics. It could also purchase rights to broadcast any sport such as football and develop a niche in it. Since the overall internet speed is low in India, Netflix can upgrade to a low speed platform something like 'Netflix lite' so that streaming can be done without buffering. In terms of promotion Netflix could offer loyalty programs, tie up with schools, offices, airlines, hotels, etc. and follow a referral strategy. They can also offer a first episode free of various TV series so that people have an option to try and then subscribe.

Okay. What about pricing and channels?

As far as pricing is concerned, Netflix can come up with customized bucket options where price sensitive customers can subscribe to a few TV series and movies. Also, it can offer a limited subscription model in terms of languages or content. In terms of channel, Netflix can launch an application for android and IOS. It can also come up with something similar to a Firestick which can be plugged into any TV or a device similar to Kindle designed for Netflix.

What can be the possible drawbacks of customised bucket options?

Since, generally people watch one or two TV series at a time, it is possible that majority of the subscribers shift to the customized bucket option.

Fair point. Do you think a Netflix only device can compete with the already existing tablets and mobiles?

Depends on how it is positioned and priced. It can be a major attraction for those who prefer to binge watch content on the platform. Some videos can be pre-fed and users can have an option to download videos later and watch them later as per their convenience.

Good suggestion. Go on.

Next I will look at geographies and product combinations. Since the majority of its current subscribers are from Metro and Tier I cities, Netflix needs to follow a penetrative strategy in these areas. Here tie ups, loyalty programs and sports content might help. However as Netflix expands to Tier II and III cities, it needs to focus on Netflix lite and regional app based content.

These ideas sound good. We can end here. Thanks

Growth Strategy- Case Structure

Client is a media service provider- Netflix . Help them increase their market share in India

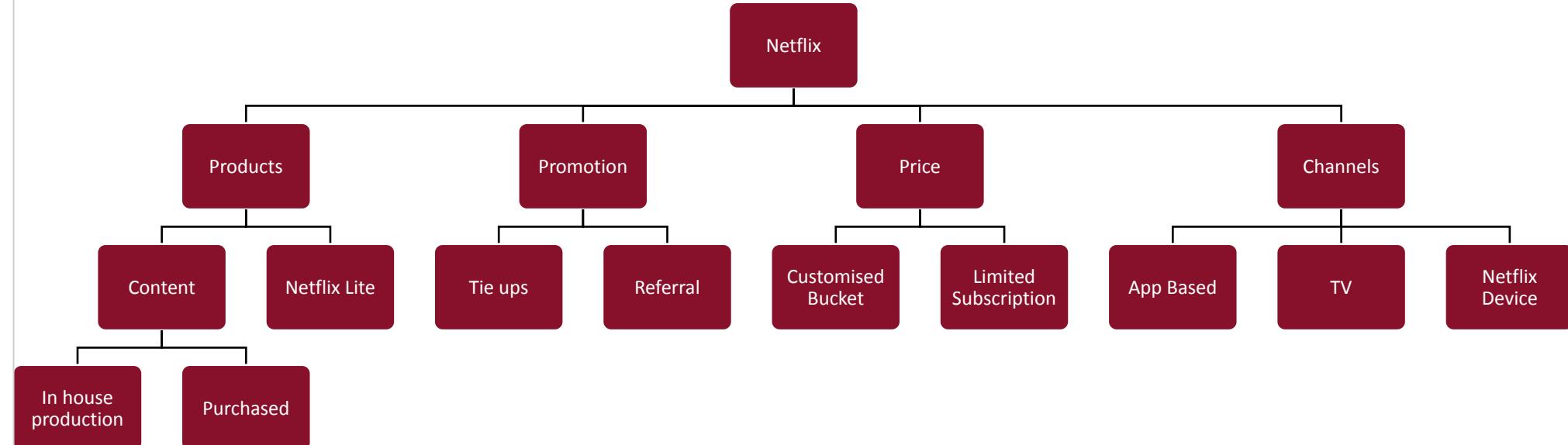
Case Framework

Case background:

Netflix wants to increase market share in India

Case facts:

- Launched two years ago in India
- Struggling to gain market share
- Faces direct competition from Hotstar and Amazon Prime.



Problems and recommendations

Identified the various new offerings in terms of products, promotions, price and channels to attract new customers and increase retention in existing ones. Subsequently analyzed which offering would be suitable for different geographies.

Interviewee feedback

This case can also be structured with the Ansoff Matrix in the following way:

- 1) How to acquire new customers
- 2) How to increase retention in existing customer segments
- 3) How to enter new geographies and develop new technology.

Growth Strategy- Interview Transcript

Client is a Cement Manufacturer. Devise a growth strategy to increase both revenue growth as well as margins.

Case Transcript

The client is a promotor driven cement manufacturer operating in India since last 3-4 decades. The industry is growing at 14% p.a. while the client's revenues are growing at only 12% p.a. In addition, the margins are also 2 %age points less than the industry average. You are required to devise a growth strategy to increase both revenue growth as well as margins.

Let me just reiterate the problem statement. The client is growing less than the industry which means it is losing market share every year. In addition, the profitability of the client is also 2 % points less than the industry average. This means we have to focus on both revenues as well as costs.

Yes, you are right.

Before diving into the problem, I would like to understand more about the company, its products, customers, competitors and a bit about the industry.

This is all the information that you have. I am not sharing any other information

Okay! Let me have a minute to structure my thoughts and then we can start diving deep into the problem.

Sure

Profit is essentially a function of Revenues and Costs. In this case, we need to focus on both revenues and profits. Which one should I focus on first?

It is totally up to you. I am interested in knowing your approach to the problem

Sure. Let me start with revenues first and then, if time permits, I will move on to costs. Revenues are essentially average price into number of units sold. I am assuming we have only 1 size of SKU. Let us focus on quantity sold first. In quantity, I want to look at majorly 3 things i.e. Product, Distribution & Communication/ marketing strategy

Sure

Within product, I want to look at the Design, quality and customer experience aspects. In design, I don't have much clue about the industry but as far as I know, there are broadly 2 types of cement: Grey & White. Maybe we can enter the other category or alter our portfolio mix to include more proportion of the higher margin product. Another aspect of the design can be granularity of the product. If more granular cement is desired by the customer or not. If yes, we should make necessary changes. Looking at the quality, I think some of the measures of measuring quality of cement is quickness to dry and strength. If we are not placed at par with the competitor here, I would like to make necessary changes in the product to make our product better than the competition. Under customer experience, I believe that masons are our customers. So, maybe we can speak to them and do some research and come up with a product which offers better experience. Should I move to distribution now?

Totally up to you. If you feel you have covered everything, we can move on to the next point

I think I broadly had only this in mind as of now. Let me switch to distribution. Under distribution there are mainly 2 aspects we can look at, our existing distribution and whether we can increase distribution or not, this can be either in the same geography or a new geography.

Increased reach is a good point. How do you plan to look at the existing distribution?

I would like to look at the trade promotion schemes here. What is the margin we are paying vis-à-vis competition? What margin structure are we following? Can we improve the same to provide more incentives to distributors?

And this is an industry where purchases are influenced by influencers. We can tie up with the contractors so that they can recommend our products over the others. In addition, we can also go for institutional sales by directly tying up builders and firms like L&T, DLF, etc.

Okay. Let's move on to the next.

Sure. Under communication, there are three things that we need to focus on, Mode, Message and Messenger. By mode I mean the channels we are using for communication. Message refers to what are we conveying, and messenger stands for whom are we conveying the message through. I would like to explore options like celebrity endorsements, endorsements through architects or bigger builders, etc.

Makes sense, we can end the case here. Thank you!

Growth Strategy- Case Structure

Client is a Cement Manufacturer. Devise a growth strategy to increase both revenue growth as well as margins.

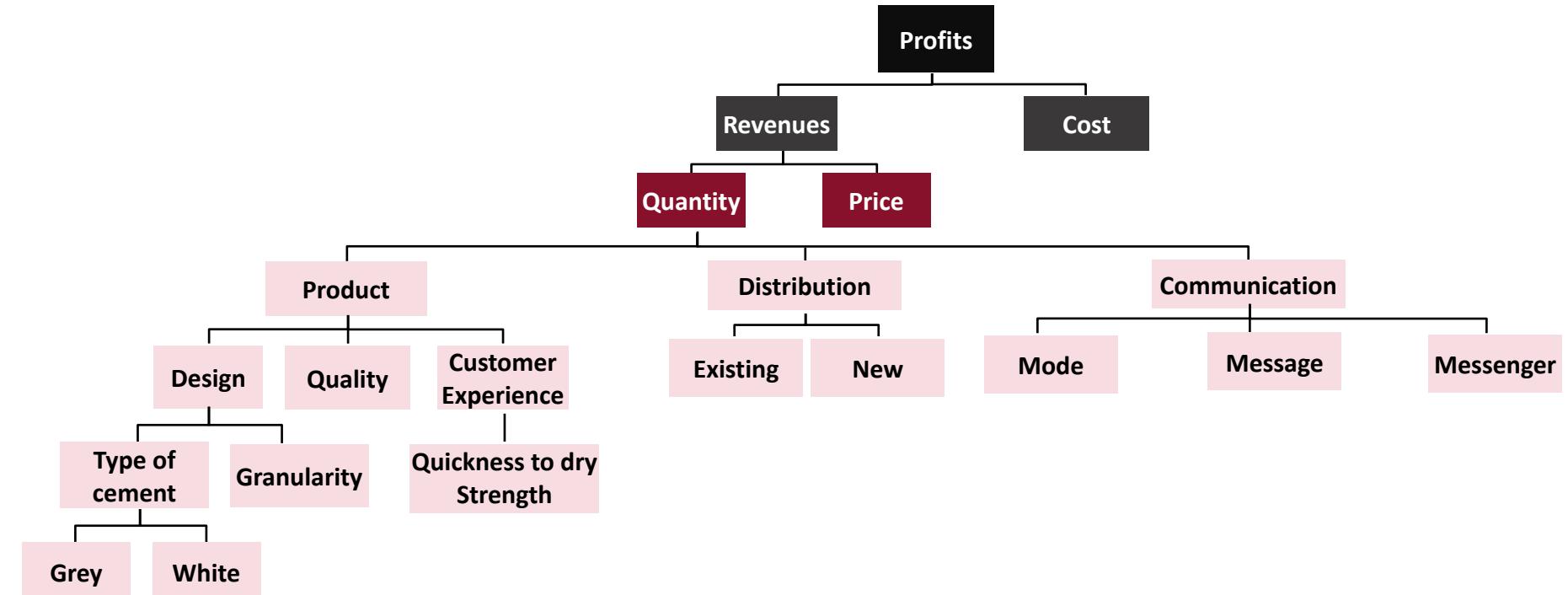
Case Framework

Case background :

Company wants to increase revenue share and margins

Case facts:

- Operating in India for 3-4 years
- Industry revenue growth at 14% v/s client's 12%
- Margins 2% points lesser than industry



Problems and recommendations

Identified the objective and structured the problem. Divided revenues into its components. The quantity sold was further broken down into product, distribution and communication related aspects. Each of these heads was further broken down into subheads.

Interviewee feedback

This case can also be structured with the Ansoff Matrix in the following way:

- 1) How to increase sales and margins in existing customer segments
- 2) How to enter new geographies

Since the question was about margins, should have moved faster to analyze ways to reduce costs

M&A- Interview Transcript

A traditional pharma company wants to acquire a biologicals startup. How should it go about it?

Case Transcript

Our client is OldPharma, a major pharmaceutical company with revenues \$10bn. Its corporate HQ and primary R&D centres are in Germany with regional sales offices worldwide. It has had a successful history developing and selling small molecule drugs (which is the major variety of drugs today).

It wants to enter a new rapidly growing segment of drugs called “biologicals”, that can treat conditions not treatable with traditional drugs. Since competitors are way ahead of OldPharma, it wants to jumpstart its biologicals program by acquiring Biofuture, a leading biologicals startup based in San Francisco area. Biofuture was founded 12 years ago by prominent scientists and employs over 200 people. It is publicly traded and is valued at \$1bn.

What factors should the team consider whether the team should acquire BioFuture?

1. Value of Biofuture's current pipeline - # drugs in development, likelihood of success, revenues and profits
2. Future drug pipeline – R&D capabilities (scientific talent, IP – patents)
3. Marketing/sales capability – Relationships with physicians KOLs
4. Acquisition price
5. Existing partnerships with pharma companies
6. OldPharma's capability gaps in biologicals, R&D, sales and marketing
7. Other potential targets

What issues should the team consider while evaluating the existing drug pipeline?

1. Market size, share, Costs – manufacturing and selling
2. Perception in the medical community
3. Likelihood of clinical trials, winning regulatory approval, side effects and legal exposure
4. Emergence of substitutes – Time to market, Loss of exclusivity time
5. Strength of patents – How likely is it a competitor can copy BioFuture's drug?

1. Scientists do not have overlapping disease interests
2. Integration into process driven OldPharma culture may hinder the entrepreneurial culture that is key to its success
3. Language barriers hinder communication and sharing of information
4. Key scientific talent may leave Biofuture after acquisition

Post acquisition, OldPharma believes it is necessary to consolidate all biologicals R&D into one centre either Germany or San Francisco. It currently does not have any biologicals R&D practice in Germany.

Germany – Overall better integration of OldPharma and Biofuture

1. Better coordination with non-biologicals R&D
2. Better coordination with other business units like sales/marketing
3. Easier transfer of scientists in biologicals and traditional R&D

San Francisco –

1. Less likely to see flight of talent – Relocating to Germany could be tough
2. Easier to retain entrepreneurial spirit at Biofuture at SFO
3. No need to rebuild manufacturing plants, research facilities etc.

A week into the engagement, the VP of business development meets you in the cafeteria. He asks your team's perspective on the acquisition and next steps you are planning to take. How would you respond?

(Summarize the case)

Due Diligence- Interview Transcript

Your client is a PE Firm. It wants to take up a stake in a chain of restaurants. Diagnose and recommend whether it should go ahead with the acquisition

Case Transcript

(After clarifying the problem statement) I want to understand the client's business. What is the average portfolio, the expected growth rate and exit time?

The company has a mixed portfolio of different sized investments and is looking for a 30% growth rate on this investment. It wants to make a quick exit in about 4-5 years.

Alright. I would like to know why the firm is considering a chain of restaurants for investment?

Interestingly, our client does not have any investments in the hospitality sector and this investment may help us complement a future investment.

Okay. So, can I know some details about the restaurants? Exactly how many restaurants are being run as of now and where?

There are 6 restaurants in different metropolitan and Tier-1 cities as of now.

Okay. I would like to know more about the cuisine served by the restaurants and their experience in food service.

The restaurants provides quick service and authentic Spanish and Italian cuisine. They've been in the market for the last 5 years adding one new city each year.

Thanks. Now, I will move on to the supply and demand aspect. Is there a significant demand for these cuisines in the cities this restaurant chain is operating?

Yes, there is significant demand from consumers towards food and cuisines they haven't tried before.

Alright, now I'd like to know the number of competitors serving a similar cuisine in the locations served by the restaurant chain. I'd also like to know their market share.

Yes, I would like you know that there are only 4-5 competitors serving authentic cuisine in these cities with equal market share.

Is there a significant difference in pricing of these restaurants?

The competitors also serve in the same price segment. Going ahead, I would like to know how would you value the investment?

Sure. I can value the company by analysing the current performance of the restaurant chain and what is the future growth expected. I can find the NPV of the profits by guesstimating the revenue and cost figures. Further I can try to come up with an annual growth rate and compare it to our expected growth rate to check feasibility.

That sounds reasonable. Lets focus on revenue as of now. How will you compute the

Okay, from the demand side, revenues will depend on the accessibility to restaurant, affordability of food and experience. In terms of the accessibility, the focus is chains currently present in Metros and Tier I cities. Hence, our consumer base would primarily be middle class and above segments.

For affordability, there would be different dishes available according to customer budget; the consumers who could afford it would depend on the price available.

Assuming that the average price of a dish at INR 150, I can estimate demand in a month through the price per meal*potential market*frequency of visits. The potential market would be about 20% of the population of Delhi(20 million) i.e. the high income & middle income in service sector. In order to estimate the frequency of visits I could split the customers into three groups; 1) 10 visits per month, 2) 5 visits per month, 3) 1 visit per month

Okay, can you evaluate the risks associated with the investment?

The biggest risk comes from food delivery services such as Zomato, Swiggy etc. Since this gives the customers the easy of ordering food from anywhere at a discounted price . Therefore, it could result in less demand for quick service food and reduced margins..

Additionally, there is traveling expense associated with going out to eat. So, customers would be less willing to travel to one of these restaurants frequently unless located nearby.

An added risk for quick service restaurant is the changing perception of consumers towards healthy food. Consumers are moving away from processed food to healthier options like salads.

Great. Can you tell me what due diligence should be done?

For due diligence, we'll discuss the various levers involved in the restaurant functions or operations. These would be:

Financial: Which stores are the most and the least profitable? Is each store maintaining its gross profits, or are increasing revenues and profits the result of reducing prices or adding stores that are unprofitable or only marginally profitable?

Operational: Revenues at restaurants are tied closely to location, so determine the risk to profitability if something about the location changes.

Legal: Such as a landlord unwilling to extend the lease on a highly profitable store

HR: Is the current management operating the stores at sustainable personnel levels? Has there been a recent change in salaries or benefits of employees or any change has been promised?

Strategy: How would the deal fit in with the client's overall growth strategy? Are there any past or future investments from which synergies can be leveraged?

Yes, well done. How would you finally come to the investment decision? Also, conclude the case for me now.

The one last thing that is left is comparing the estimated growth rate of the NPV with our estimated growth rate. The former would basically be our estimates of the restaurant's organic growth and how much we can add to it through inorganic growth. If the sum of these two is not less than 30%, and the NPV of the recurring profits seem adequate, the PE firm should go ahead with the acquisition.

Due Diligence- Case Structure

Your client is a PE Firm. It wants to take up a stake in a chain of restaurants. Diagnose and recommend whether it should go ahead with the acquisition

| Qualitative Information | Case Framework | Quantitative Data & Analysis |
|--|--|--|
| <p><u>Case background:</u> The client specifically looking to invest in a restaurant chain</p> <p><u>Case facts:</u></p> <ul style="list-style-type: none"> Investment fund – 30% growth rate in 4-5 years Explore viability by estimating revenues (demand side, supply side) Identify risks associated with the investment Explore potential due diligence steps | <pre> graph TD Revenue[Revenue] --- SupplySide[Supply Side] Revenue --- DemandSide[Demand Side] SupplySide --- NoOfCities[No. of cities] SupplySide --- RestaurantCity[Restaurant/city] DemandSide --- PricePerMeal[Price per meal] DemandSide --- PotentialMarket[Potential Market] DemandSide --- VisitFrequency[Visit frequency] NoOfCities --> GrowthRate[Growth rate] </pre> | <p>Population of Delhi = 20 MN Target customer segment (20-50 years) = 50% Middle and higher income segment = 60% Population employed in service sector = 70% Potential market = $50\% * 60\% * 70\% = 21\% (\sim 20\%)$ of population Visit frequency = $20\% * 10 + 40\% * 5 + 40\% * 1 = 4.4$ visits/month Total market potential = $250 * 4.4 * (20\% * 20 \text{ MN}) = 2,640 \text{ MN/month} = \text{INR } 2.6 \text{ bn/month}$ Italian/Spanish cuisine = 2-3% of market potential = INR 66 MN/month</p> |
| Problems and recommendations | Interviewee feedback | |
| <p>Identified the valuation of the company using Supply and Demand approaches. Identify indirect competition while exploring risks associated with the investment by specifically looking at long term and short term consumer behaviour. Always remember the original motive of the client (in this case, 30% growth rate) while identifying risks, synergies and different levers for Due diligence.</p> | <p>The case had a wide number of things that could be analysed; key was in understanding the interviewer's questions one at a time and focusing on the available information for that question.</p> | 49 |

Business Abstract- Interview Transcript

Our client is a low cost airline carrier. It has been facing an increase in turn around time at the Mumbai airport. Find out why

Case Transcript

(After clarifying the problem statement) I would like to understand the magnitude of the problem better. Since when has the TAT increased and by how much?

The client has been facing this issue since the past 3 months. TAT has increased from 30 to 45 mins

What exactly do you mean by turnaround time?

It is the time that a plan takes after landing to the next take off.

How many flights does the airline operate at the Mumbai airport? And since when have you been present at the Mumbai airport?

The client operates 10 airplanes and has been present at the airport for the past 10 years

And do you operate domestic or international flights or both?

Only domestic flights

Is this problem being faced only at the Mumbai airport or other airports as well? And by our airlines only or by other airlines operating at the Mumbai airport as well?

Only Mumbai airport. Only our airline as far as I am aware.

Alright. I would like to take a few minutes to lay down the entire journey of a plane from the time it lands at the airport till the time it takes off again and then try to ascertain where the problem lies

Sure

Please let me know if my understanding is correct. The plane first lands on the runway, goes on to its parking spot. After this the passengers deplane and the ground staff helps in offloading the luggage. The maintenance staff possibly cleans the plane. The plane is fuelled. Once the plane is ready for the next flight, passengers on-board, luggage is on-loaded again, there is also some time for crew change. After this the plane goes to the runway from where it finally takes off. Am I missing anything?

I think this is an exhaustive process. We'll figure out if anything is missing as we go deeper into the case. You can start exploring all buckets post landing.

Okay, after the plane lands it reaches its parking spot. Has there been any change in this because of which the time taken to reach the parking spot from the runway and subsequently the time taken to go to the runway from the parking spot has increased?

Yes. The parking spot has changed, but it is now closer to the runway and the boarding gates. Because of this actually we are saving 5 mins of our time in total

Okay, is it then fair to assume that then whatever is causing this increase in TAT is because of a delay of 20 mins and I need to ascertain what it could be?

Correct.

Okay, once the aircraft reaches the parking spot, the passengers deplane. Has there been any change in the seating capacity of the plane because of which deplaning is now taking time? Or has the airline rolled out some schemes for the aged or disabled because of which deplaning is taking time?

No, we have not changed the plane capacity since the past 10 years. There has been no increase in the time taken to deplane as such.

Alright, so as the passengers deboard, the ground staff is also engaged in offloading the baggage. There could have been a possible increase in this due to increase in freight/baggage allowance or delays by the staff due to lack of training or experience

There is no increase in off-loading time. The ground staff and maintenance staff has remained more or less the same. Any hire/fire doesn't impact TAT significantly

Sure, in that case I'm assuming there hasn't been any change in the cleaning time before the aircraft is ready for the next set of passengers to board?

Yes, you may proceed further.

Now before the plane finally takes off there are three more things that are to be done. One is fuelling and second is crew change and then finally getting the passengers for the next flight on board. Has there been any increase in the time taken to fuel the aircraft?

Yes. What could be the possible reasons for this?

Well, there could be either an increase in tank capacity or the speed of fuelling could have reduced.

The tank capacity has remained the same and the speed of fuelling is also the same. Could you think of something that also links to the previous finding of yours?

Previously we had discovered that the parking spot had changed. So the possible effect it could have on the duration is that it could be taking the oil tanker longer to reach the plane in its new parking spot because of which the time was increasing.

Correct. Now if you could do some quick math for me, if the speed of the tanker is 3 km/hr and the distance of the plane from the tanker is around 1 km then what is the delay time?

If the tanker is covering 3 km in 1 hr, it'll cover 1 km in 1/3rd of an hour which is 20 mins. Since we had figured out earlier that the time saving due to the changed parking spot is 5 mins, the overall increase in the TAT is 20-5=15 mins.

That is right. Thank you, we can end the case here.

Business Abstract- Case Structure

Our client is a low cost airline carrier. It has been facing an increase in turn around time at the Mumbai airport. Find out why

| Qualitative Information | Case Framework | Quantitative Analysis |
|--|--|--|
| <p>Case background: Low cost airline carrier facing high turn around time at the Mumbai airport</p> <p>Case facts:</p> <ul style="list-style-type: none"> • Been facing increased TAT since the past 6 months • Increase of 15 mins in TAT • Ideal TAT should be around 30 mins, thus its total turn around time at the moment is 45 mins | <p>Problem area</p> <pre> graph TD TAT[TAT] --> Landing[Landing] TAT --> Deplaning[Deplaning] TAT --> Baggage[Baggage offloading] TAT --> Cleaning[Cleaning] TAT --> Fuelling[Fuelling] TAT --> StaffChange[Staff Change] TAT --> Onboarding[Onboarding/Onloading] TAT --> Takeoff[Take-off] Cleaning --> ChangeInTankSize[Change in tank size] Cleaning --> DecreaseInSpeed[Decrease in speed] Baggage --> IncreaseInFreight[Increase in freight/bags] Baggage --> IncreaseInTime[Increase in time due to human delays caused by ground staff] Fuelling --> IncreaseInDistance[Increase in distance of tanker from plane] Fuelling --> ChangeInParking[Change in airline's parking spot] subgraph " " ChangeInTankSize DecreaseInSpeed IncreaseInDistance ChangeInParking end </pre> <p>Increase in seating capacity Increase in older /disabled passengers</p> | <p>Decrease in TAT because of reduction in distance from boarding gates = 5 mins</p> <p>Increase in distance of fuel tank from plane's parking spot = 1 km</p> <p>Speed of fuel tank = 3 km/hr</p> <p>Therefore, increase in fuelling time $= 1\text{hr}/3 = \frac{1}{3} * 60 \text{ mins} = 20 \text{ mins}$</p> |
| Problems and recommendations | Interviewee feedback | |
| <ol style="list-style-type: none"> 1) Inform the fuelling department in advance to cut down on the time taken for the tanker to reach the parking spot 2) In the longer term - try to quantify the losses vs savings of retaining the new parking spot | <p>The value chain approach seems to be the most exhaustive in this case. Also try to understand if the problem of change in parking spot is temporary or for a longer duration and why it was changed in the first place - after that give suitable recommendations</p> | |

Abstract Case- Interview Transcript

Our client is the Ministry of Shipping. They have less than 1% market share in the global ship repairs industry. Help them identify the reasons why for such a low share and suggestions to increase the same.

Case Transcript

I'd like to understand the client and the concerned industry better. Can you describe where do they operate out of, what all do they do under the purview of ship repair, and what competition is the client facing?

The client has been operating out of a dry dock in Gujarat. It provides ship repair services on dock, which broadly encompasses wear and tear maintenance (major operations) and basic breakage (minor operations). They serve ships travelling through South East Asian routes, so they usually compete mainly with ship repair service providers in Sri Lanka and Bangladesh.

Do we have any data on what are the crucial service factors in this industry? How are we doing on these parameters relative to competitors?

Yes, the time it takes to repair the ship is the most important criteria. Currently, the client takes 4-5 more days than competitors for providing comparable services. Distance from the port and price of services are secondary factors which may become relevant. One of the other important factors client is not doing well on is port space utilisation.

Okay. Let's try to see which parts of the ship repair process create this time lag, given these may provide insights as to how market share can be increased. As per my understanding, the process should entail ship's docking on the port, paperwork (given international borders), the process of carrying out the repairs once the ship is docked and ship's exit from the port. Is there anything I'm missing in this process?

This sounds fine. You may go deeper into the process and try to understand where our problem originates.

Sure. When the ship enters the port, docking needs to be time efficient. Once the ship has entered, is the time taken to obtain necessary approvals/paperwork at par with competitors? How is this process different from theirs? What about the immigration process for people onboard the ship? Does dry docking increase the time taken to provide these services? Finally, the method of doing ship repair- is that labour intensive or tech intensive?

That's a good list of factors. Documents for immigration arrive much slower than they do in other nations. Apart from this, the client uses labor intensive processes, but this is true for competitors' processes too. Our processes just take longer.

Okay. Addressing the paperwork issue first, I'd like to understand how this documentation is dealt with at our end and at the government's end. I'm assuming this process is carried out through online means for reasons of viability. Is that correct?

This could be because of multiple reasons- because of our labour based processes lacking efficiency, or because of them having efficiency but lack of enough quality leading to lower repeat business over the years.

Yes, that's correct.

Okay. Then the problem could be due to the systems at either end or the red-tapism originating inside the system on account of bureaucracy. Now, addressing the second part, there could be multiple reasons- labour based processes lacking efficiency, or because of them having efficiency but lack of enough quality leading to lower repeat business over the years.

You're right about quality of workers causing inefficiency. Most of the workers employed in these ports are unskilled or not specifically trained for the job. Can you suggest some measures that will help address these issues?

Sure. There are two sets of issues we need to address. To address the inefficiency in the current business, we can try moving to using skilled workers. We can employ people with similar experience, who are technical specialists in the field. In terms of long run efforts, the Government should aim to simplify the procedural clearances in case of ship repair customers. They could go for an improved IT and clearance system to facilitate faster relay of clearances as well. Finally, the Government should aim to increase port utilisation by increasing the range of its services, quantum of its services or using it for domestic ship related services

These ideas sound good. We can end here. Thanks

Abstract Case- Case Structure

Our client is the Ministry of Shipping. They have less than 1% market share in the global ship repairs industry. Help them identify the reasons why for such a low share and suggestions to increase the same.

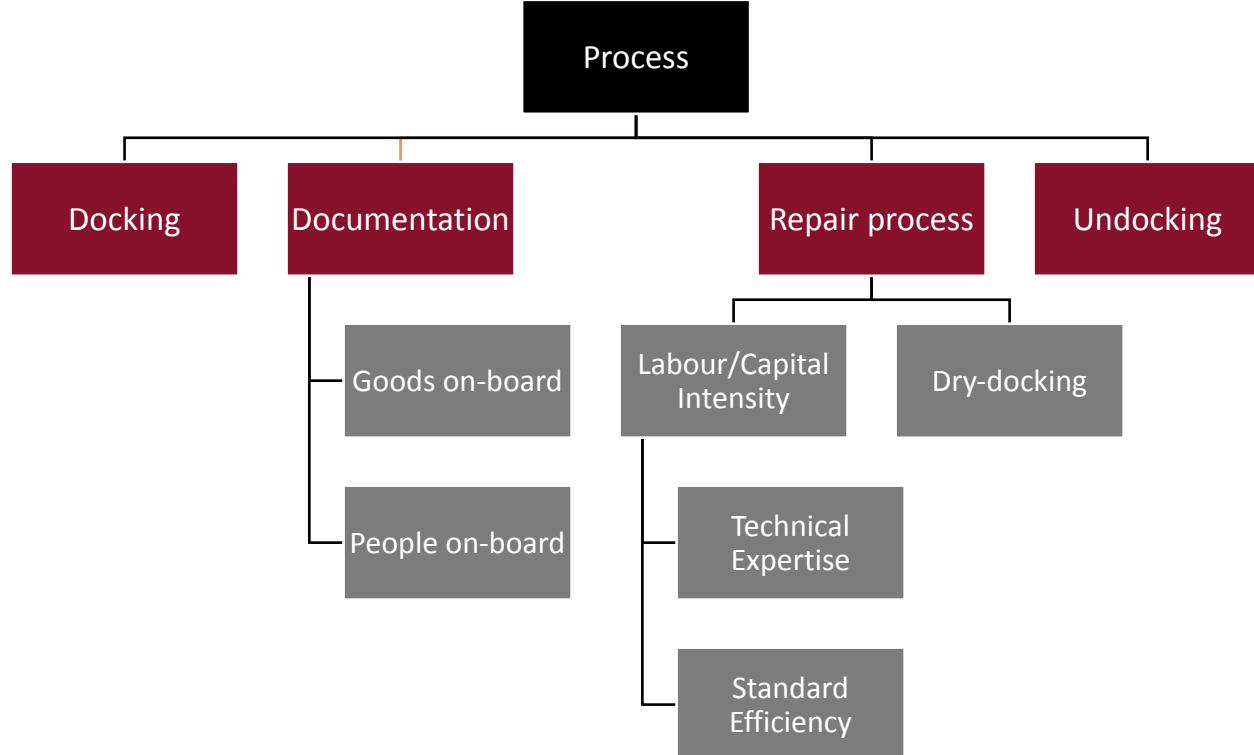
Case Framework

Case background:

Low market share in the global ship repairs industry

Case facts:

- Current market share – 1%
- Slower ship repair process than competitors (by 4-5 days)
- Prioritisation criteria for service takers is time taken for ship repair



Qualitative information

Client is the Ministry of Shipping. You have been appointed to increase the client's market share in the global ship repairs industry. Time to repair the ship is the most important criteria, client takes 4-5 more days than competitors for providing comparable services.

Problems and recommendations

Process approach followed, with key recommendations for these steps:

- Paperwork for goods and people on board > Improved clearance system
- Repair process > recruitment of specialised labour

Additionally, to address Port Utilisation, they should consider up-selling additional services or rent the space out to private service providers as well

Abstract Case- Interview Transcript

Our client is the State Government of Maharashtra. They want to improve the traffic conditions in the state. Help them

Case Transcript

(After clarifying the problem statement) I would like to understand how the client defines traffic conditions. Also, is the client targeting any particular cities/towns in the state?

Traffic conditions is defined as the number of vehicles per unit time, a measure of road congestion as well as their implications. The client wants to decrease this by 15% from the current levels in each of three metro cities and five Tier 2 cities that the government is focussing on.

I would next like to understand the current road conditions in the metro cities and Tier 2 cities respectively.

Metro cities are connected with the following types of roads- National highways, State Highways, Existing 2,4, 6 and 8 lane roads. All these are 90% concretised with seasonal pothole issues requiring maintenance. Tier 2 cities are connected again with national, state highways and the internal 2, 4 lane roads are 60% concretised.

So, as I understand, the stakeholders in both the Tier 2 and metro cities would be the same but the issues to be addressed may differ slightly. Hence, I would like to break the issues down depending on the stakeholder to be liaised with.

Yes, this approach should be fine.

I have 2 more questions before I step into solving the case. Firstly, what is the timeline that our client is looking at to achieve these targets. Secondly, I am assuming that there are no budgetary constraints

Yes, that's a correct assumption. Regarding the timeline, the government has a tight 2 year target to achieve the reduction in congestion

Thank you for the clarification. I will now like to list down the 4 major stakeholders that I can identify namely- The citizens , the municipal corporations, the traffic police and lastly the construction lobbies. Would you want me to look into any particular stakeholder first?

Fair enough. You can explore each of these one by one.

Sure. Starting with the citizens of each of these cities, I would like to divide the issues possibly contributing to congestion on the basis of transportation type i.e. public and private modes of transport.

Ok. Identify the issues and the possible solutions also.

Alright. In the private modes of transportation, I would look at two wheelers and four wheelers separately. As I understand, two wheelers would be more predominant in Tier 2 cities. From my observations, illegal two wheeler registrations, unlicensed drivers and environmentally non-compliant vehicles are some of the issues. Four wheeler congestion would be more a problem in metros, possible issues arising out of peak office hours, increasing disposable income & hence an increase in car ownership while possibly the capacity of city roads have not increased proportionately.

Well, that would still increase the traffic congestion due to private taxis such as Olas & Ubers. I believe there should be laws around the number of vehicles per cab operator allowed to operate on non-share basis per locality per city at a time.

Fair enough. You may continue

Some solutions would be- tighten the regulations to procure a license, increase the PUC check points with frequent checks by the traffic police and set up a checks system for the sale of non compliant second hand vehicles which are environmentally non compliant. To decrease four wheeler congestion, offices in a pin code could if possible stagger their discharge times, incentivise workers to car-pool, borrow the odd-even policy implemented in NCR , have more restrictions regarding roads and timings after which heavy vehicles such as trucks, lorries can enter. Also, streamline traffic, by creating one ways during peak hours on 2 lane & 4 lane roads, such as those implemented in certain parts of Mumbai

I think we can move onto the other stakeholders you mentioned.

Sure. Moving on to the police, I would like to break this down into centralised systems and decentralised systems. Within centralised systems I would look into infrastructural and environmental factors. Infrastructural issues could be lack of proper sign boards, CCTV cameras, improper functioning and inadequate signals, improper lighting etc. In the environmental factors, I would look into the AQI monitors, noise pollution control systems etc. Decentralised systems would include the traffic police functioning at every signal/intersection. Are they equipped with speed sensors, quick response systems to decongest roads due to accidents, stalled vehicles, processions etc to prevent bottlenecks.

That sounds exhaustive. I would like you to now move onto how the conditions of the roads and the seasonal factors mentioned will be dealt with.

I will look into these under the Construction Lobbies stakeholder bucket in my structure. As construction of roads is mainly given on contractual basis to construction companies, I would look at increasing the concretised roads for the Tier 2 cities as there are currently just 40% of concretised roads. In the metro cities ensuring that construction companies finish existing projects on time as per deadlines as also providing suitable diversions due to the construction work so as to not create further congestion. Undertaking construction of more expressways and broadening of existing lanes would also fall here.

Ok. But, what are the duties of the Municipal Corporations then?

Agreed. The last stakeholders, the Municipal Corporations would have the responsibilities of identifying these new infrastructure projects, executing them and most importantly addressing seasonal issues such as potholes before the monsoons arrive. To increase accountability by the municipal corporations to the people, we could look at a partnership with the local communities to identify locality wise road issues causing congestion. Also, have a citizen portal where with the help of Google Maps.

Sure. I hope your suggestions help improve the traffic conditions of our client. We can end

Abstract Case- Case Structure

Our client is the State Government of Maharashtra. They want to improve the traffic conditions in the state. Help them

| Qualitative Information | Case Framework |
|--|---|
| <p><u>Case background:</u></p> <p>The State Government of Maharashtra is looking to decrease the traffic congestion by 15% in 3 metro cities and 5 Tier 2 cities.</p> <p><u>Case facts:</u></p> <ul style="list-style-type: none"> Congestion is the number of vehicles per unit time on the road Metro cities have 90% concretised roads while Tier 2 cities have only 60% concretised roads Seasonal issues such as potholes causing congestion in metros | <p style="text-align: center;">Stakeholders</p> <pre> graph TD Stakeholders[Stakeholders] --- Citizens[Citizens] Stakeholders --- Police[Police] Stakeholders --- ConstructionLobbies[Construction Lobbies] Stakeholders --- MunicipalCorporations[Municipal Corporations] Citizens --- PublicModes[Public modes of transport] Citizens --- PrivateModes[Private modes of transport] Police --- CentralisedSystems[Centralised systems] Police --- DecentralisedSystems[Decentralised systems] ConstructionLobbies --- ExistingProjects[Existing projects] ConstructionLobbies --- NewProjects[New projects] MunicipalCorporations --- ExistingProjects MunicipalCorporations --- NewProjects PublicModes --- TwoWHEELERS[Two wheelers] PublicModes --- FourWHEELERS[Four wheelers] PrivateModes --- CabsTaxis[Cabs, taxis] PrivateModes --- PrivatelyOwnedCars[Privately owned cars] CentralisedSystems --- InfrastructuralCosts[Infrastructural Costs] CentralisedSystems --- EnvironmentalCosts[Environmental Costs] DecentralisedSystems --- Tier2Cities[Tier 2 cities] DecentralisedSystems --- MetroCities[Metro cities] </pre> <p>The diagram illustrates the stakeholder analysis for traffic improvement. It starts with 'Stakeholders' at the top, which branches into four main groups: 'Citizens', 'Police', 'Construction Lobbies', and 'Municipal Corporations'. 'Citizens' further divides into 'Public modes of transport' and 'Private modes of transport', which then lead to 'Two wheelers' and 'Four wheelers' respectively. 'Two wheelers' leads to 'Cabs, taxis'. 'Four wheelers' leads to 'Privately owned cars'. 'Police' branches into 'Centralised systems' and 'Decentralised systems'. 'Centralised systems' leads to 'Infrastructural Costs' and 'Environmental Costs'. 'Decentralised systems' leads to 'Tier 2 cities' and 'Metro cities'. 'Construction Lobbies' and 'Municipal Corporations' both contribute to 'Existing projects' and 'New projects'.</p> |

| Problems and recommendations | Interviewee feedback |
|--|---|
| <p>Stakeholder approach, with following recommendations:</p> <ol style="list-style-type: none"> 1) Citizens : Carpooling, limited taxis per city, stricter licence checks 2) Police force: Provision of quick response systems 3) Municipal Corporations: Existing projects speed-up, citizen inclusion 4) Construction Lobbies: Concretisation in Tier 2 cities | <p>The case requires the interviewee to come up with the maximum number of problems and their respective solutions. Idea generating cases require depth as well as breadth. In very open ended abstract cases wherein there is a requirement of a long term plan, the stakeholder approach helps being exhaustive and looking at the case from multiple points of view.</p> |

Abstract Case- Interview Transcript

A Hollywood film producer has called in a consultant to develop a successful film. Help it out.

Case Transcript

A Hollywood film producer has called in a consultant to develop a successful film. Help it out.

I would like to know more about the producer. Can you tell me how old they are and where they're based out of?

It is an old production house with 90% success rate, based out of Los Angeles.

Can you define the parameters of success for me?

Two objectives:

a) Break even in 3 years.

b) Receive critical appreciation

Does the producer have a theme in mind? Also, is there a Director and have other cast and crew members already been signed?

The theme revolves around a teenager who committed suicide. They don't have a director in mind yet, and the cast & crew will be selected by the director, although we may choose to give opinions.

To start off our analysis, I would like to begin by discussing how to achieve critical appreciation, first. We can divide this timeline into three major phases- Pre-production, production and post-production.

First, in the pre-production phase, we need to develop a good story and script around our theme. Hire a director who has made such successful films before and allow him to choose the cast and crew best suited for the film.

Secondly, in the production phase, we need to look at developing a convincing set by hiring a good art director. The cinematography and screenplay will also be a key aspect into developing a good film. This will be taken care of by the direction team, cameramen and the actors. We shall also need good soundtracks, both background and main, for which we shall need good music directors, lyricists, singers. Finally, a good editor, who shall finalize the film.

Alright, what next.

Lastly, I want to look at the post production phase. This shall serve two purposes. First, to promote the movie to the audiences, and in a way to gather some funds to reach our break even objective. We can look at endorsements, promotions in target audience areas like malls, universities etc., and a good trailer and music launch to generate interest for the film.

Okay, this seems good. Let's quickly look at the factors you want to consider for the break even part.

Sure. Considering that critically acclaimed films may not be box office successes, I would want to divide my approach into 3 buckets. 1) Maximize revenue from sales, 2) Other avenues of portraying idea, 3) Ancillary sources

1) We should look at maximizing distribution to theatres, pay-per-view services, online mediums and through CDs and DVDs. 2) We should aim for film festivals worldwide and look at options to convert our story into a play or even a novel. 3) Finally, we can use ancillary sources like merchandise and goodie sales. Also, we can organise suicide awareness camps, as it connects to our theme directly.

These ideas sound good. We can end here. Thanks

Abstract Case- Case Structure

A Hollywood film producer has called in a consultant to develop a successful film. Help it out.

| Qualitative Information | Case Framework |
|--|---|
| <p>Case background: Production company with 90% success rate. Based out of LA.</p> <p>Commercial Objective: Break even in 3 years.</p> <p>Non-commercial Objective: Critical appreciation.</p> <p>Case facts: Story line: Teenager commits suicide. Appointment of cast and crew to be done by director on recommendation of production house (if any).</p> | <pre> graph TD SF[Successful Film] --> CA[Critical Appreciation] SF --> BE[Breaking Even] CA --> PP[Pre-Production] CA --> P[Production] CA --> PP[Post-Production] BE --> FD[Film Distribution] BE --> OA[Other Avenues] BE --> Anc[Ancillary] PP -.- S[Story & Script] PP -.- DW[Director & Writer] PP -.- CS[Cast (Lead and Support)] PP -.- C[Crew] P -.- SL[Set/Live Location] P -.- CS[Cinematography & Sound] P -.- P[Performance] P -.- E[Editing] PP -.- D[Distribution] PP -.- BE[Brand Endorsement] PP -.- TL[Trailer/Music Launch] PP -.- P[Promotions] FD -.- T[Theatres] FD -.- PPV[Pay-per-view] FD -.- CDs[DVDs] FD -.- OS[Online streaming] OA -.- FF[Film Festivals] OA -.- LP[Live Plays/Shows] OA -.- N[Novel] Anc -.- M[Merchandise] Anc -.- SA[Suicide Awareness] </pre> <p>The diagram illustrates the Case Framework. At the top center is a box labeled "Successful Film". Two arrows point downwards from "Successful Film" to two main categories: "Critical Appreciation" on the left and "Breaking Even" on the right. From "Critical Appreciation", three arrows point to three sub-categories: "Pre-Production", "Production", and "Post-Production". From "Breaking Even", three arrows point to three sub-categories: "Film Distribution", "Other Avenues", and "Ancillary". Each of these six sub-categories contains a list of specific factors, some of which are enclosed in dashed red boxes, indicating they are key focus areas.</p> |
| Problems and recommendations | Interviewee feedback |
| <p>We need to target the different areas as mentioned in order to maximize our objectives. Since we have a 3 year break even period and a critically acclaimed film might not be a box office success, we should look at converting the film into a novel or a play as well.</p> | <p>It is important to concentrate on both aspects of the case. In the short time we have, one generally tends to forget one of the two aspects. Listing down factors is a key for abstract cases. For break even analysis, the candidate can choose to do a quick guesstimate of the number of viewers and of revenues & costs.</p> |



Case Interview Transcripts

CASE INTERVIEW EXPERIENCES (SUMMERS 2023)

How to make best use of Interview Experiences?

- o The interview experiences are categorized as per different companies. This will give readers a chance to understand and differentiate the type of cases asked by each company, the depth into which they want you to go and what domains companies tend to focus on.
- o There are instances when the same problem statement was given to multiple candidates and thus different approaches to the same case have been written down. This will enable students to get diverse perspectives on approaching the case.
- o The case experiences have been provided in a format that is closest to the actual conversation that went down on the day of interviews and hence students can go over the case transcripts to set their expectations of the case interviews right so that there are no last-minute surprises.
- o This book can also be used to create a bank of HR related questions that can be asked. Since the background of each candidate has been provided alongside the HR questions asked, you can find candidates with similar profiles as yours.
- o Names of candidates and their profiles have been provided so that readers, if need be, can reach out to the relevant person to be able understand the case better or for any other assistance that they may require with respect to placement preparation.

Note – All mentions of ‘C’ refer to Candidate while ‘I’ refers to Interviewer in this book.



ALVAREZ & MARSAL

Aviral Sharma

| | |
|------------------------------------|--|
| Undergraduate College | Delhi Technological University |
| Field of Graduation | Mathematics & Computing |
| Professional Qualifications | NA |
| Work Experience | Deloitte- Management Consulting - Strategy & Analytics - 33 Months |

HR & Conversation Questions

Why Consulting?

What was your work at Deloitte? You barely have any PORs from college, any reason? Tell us more about your transshipment model you had built for Goldman Sachs.

How has your day been going? (We had a small discussion over Lucknow and its cuisine.)

Can you elaborate on your research on predicting bankruptcy using machine learning?

Any specific reason for choosing Alvarez & Marsal over the other shortlists you have?

Tell me about your last project at Deloitte. How did you come to know about A&M?

Case Interview 1

Your client is a hair-care company. They have developed a hair-growth solution which grows hair back when applied on the scalp. The client wants to know the market size of this product in India.

C - Is the client looking for a market-entry strategy as well?

I - Nope, just focus on the market sizing for now.

C - Okay, before I proceed - I want to know about this product - is it prescribed by a doctor?

I - Nope, it is available on the counter, planning to launch across India.

C - Okay, the way I would solve this problem is from the demand side. I will split the country's population in Urban and rural, and find out the number of people experiencing hair loss - who are willing to grow their hair back. This should give us our market.

I - Fair enough, can you elaborate more on your approach?

C - I will focus on the urban population first - and divide them into age groups of less than 18, 18-25, 25-40, 40-55, 55+. Now, I am considering hairfall to occur by either a disease, or by stress. For groups less than 18, I am considering only disease to play a role. For 18-25, stress starts to build up, which increases considerably in 25-40, and even more in 40-55. For people in age group 55+, natural hair fall occurs, and stress can be ignored. Do you want me to calculate the numbers?

I - Nope, for the time being, I want you to expand further on your levels

C - Now, I would consider how many people suffering from stress-related and disease related hair loss would actually consider regrowing their hair. I consider this to be inversely proportional to age. The age group 18-25 would be extremely keen, which the interest on

regrowing hair would decrease as we progress with age groups. Also, the rural population would prefer using their traditional methods of regrowing hair - and our target market would be extremely small - and hence I am not considering it at the moment.

I - I like your approach. You can skip the calculations.

Interview Experience

| | |
|------------------------------------|---|
| What worked well for you? | My guesstimate was structured, and there was no awkward pause during calculating numbers. I tried to elaborate on my approach as much as possible before I jotted down the numbers. |
| What could you have done better? | I could not arrive at the final number of the guesstimate. This is something I could improve upon. |
| Questions asked to the Interviewer | I had asked about the director's most impactful case, and how her journey has been at A&M. |

Case Interview 2

Your client is a distressed fabric manufacturer. They have been facing a cash crunch, and had to shut down one of their factories last year. They also have considerable debt of \$1 Million. The company wants to revive itself, and restart its factory, but no bank is willing to lend them at present. Devise a plan for the firm to get back on track, and restart its factory within 6 months.

| | |
|---------------------------|----|
| What worked well for you? | NA |
|---------------------------|----|

| | |
|---|--|
| What could you have done better? | I could have asked more scoping questions at first. I ended up asking them as the case progressed. |
| Questions asked to the Interviewer | I had asked regarding the A & M private equity team, and the nature of projects that they work on. |

Case Interview 3

Your client is a fan manufacturer. They've invented a new soundless fan, which does not use a DC motor, but rather a chip which rotates the fan. It is a premium fan - but they're uncertain on how to price the fan. They've hired us to figure out the fan's pricing, and how their market share will look over the next decade. (He had provided the numbers on competitor's share, fan prices, and current market shares)

| | |
|---|---|
| What worked well for you? | Rather than diving into the numbers, I gave the logic and approach I would use to solve this problem. As the case was too large to solve, this move worked to my benefit as we were able to cover more aspects of the case. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Always communicate anything you are thinking at the moment, rather than solving it on paper to avoid the awkward pause during online interviews. Always maintain a positive attitude, and speak confidently.

Rohit Shrivastava

| | |
|------------------------------------|--------------------------------------|
| Undergraduate College | Birla Institute of Technology, Mesra |
| Field of Graduation | B.E. (Mechanical Engineering) |
| Professional Qualifications | NA |
| Work Experience | Tata Steel (47 months) |

HR & Conversation Questions

Tell me something about yourself

Why consulting?

Questions on Case comp mentioned in the CV and the problem statement solved for

Top learnings during work ex

Work ex with Tata Steel and responsibilities

Case Interview 1

HR Round

Interview Experience

| | |
|------------------------------------|---------------------------|
| What worked well for you? | Positivity and confidence |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Case Interview 2

PE looking to invest into a distressed glass bottle manufacturing company. What factors will improve the bargaining power of the glass bottle manufacturer with respect to customers? Factors to look for in the outlook of the next 2 years for the manufacturer.

C - Reiterated the problem statement and confirmed the objective; also asked if there were any other objectives to consider.

I - Let's focus on the factors that could improve the bargaining power for now.

C - Asked about the company, competitors, and the products they sell.

I - The main products are glass bottles, which generate 90% of the revenue. The company has been facing declining profits due to increased competition and higher raw material costs.

Competitors include both local and international players, but our client has a strong presence in the regional market.

C - Profits depend on revenues and costs. Is it primarily a cost-side problem or a revenue problem?

I - Let's look at revenues first.

C - Revenues depend on the price sold and the quantity sold. Was there any change in either of these two factors?

I - The price has been under pressure due to surplus capacity in the market. Both our company and competitors added capacity when the market was growing, but demand didn't keep pace, leading to oversupply.

C - Understood. So, it's primarily a supply-side issue. Can you tell me more about the competitors and the market?

I - There are several local and international competitors. The market was growing, prompting many to increase production capacity. However, the anticipated demand did not fully materialize, resulting in excess supply and driving prices down.

C - That's a clear picture. Let's analyze the cost side. Were there any increases in raw material costs or other operational costs?

I - Yes, the cost of raw materials, particularly silica and soda ash, has increased significantly. Additionally, energy costs have risen, impacting production expenses.

C - What strategies have been employed to mitigate these costs? Any innovations or efficiency improvements?

I - The company has invested in more energy-efficient furnaces and is exploring the use of recycled glass to reduce raw material costs.

C - Let's focus on the bargaining power with customers. What are the current terms of negotiation with major clients?

I - Contracts are typically long-term, but customers are pushing for lower prices due to the surplus supply and competitive alternatives.

C - To improve bargaining power, let's consider a few factors:

1. **Product Differentiation:** Can the company offer unique or higher-quality products?
2. **Customer Dependency:** How reliant are customers on this manufacturer?
3. **Market Conditions:** What's the outlook for demand in the next 2 years?
4. **Alternative Suppliers:** How easy is it for customers to switch suppliers?
5. **Customer Relationship Management:** How strong are the relationships with key customers?

I - The company has started to offer customized bottle designs and eco-friendly options, which are gaining traction. Major clients in the pharmaceutical sector are particularly dependent due to strict quality standards and certification requirements.

C - That's promising. What's the demand outlook for glass bottles in the next 2 years?

I - The demand is expected to remain relatively stable, with no significant growth anticipated. This means the surplus capacity issue will likely persist unless addressed.

C - How about the competitive landscape? Any new entrants or major shifts expected?

I - A few new entrants are anticipated, but the high capital investment and stringent regulatory requirements create significant entry barriers.

C - Excellent. Lastly, let's discuss customer relationships. How does the company manage its key accounts?

I - The company maintains dedicated account managers and regularly engages with customers to understand their needs and secure long-term contracts.

C - Given the surplus capacity issue, improving bargaining power will require addressing both supply and demand sides. Here are a few strategies:

1. **Capacity Management:** Optimize production schedules to align better with actual demand, possibly by reducing excess capacity or diversifying into other glass products.
2. **Market Expansion:** Explore new markets where demand might be higher, reducing dependency on saturated markets.
3. **Strategic Alliances:** Partner with competitors to control supply, or explore mergers and acquisitions to consolidate capacity.
4. **Value-added Services:** Offer services like design customization, faster delivery times, or integrated supply chain solutions to differentiate from competitors.
5. **Cost Leadership:** Further reduce costs through technological advancements and efficiency improvements, allowing the company to be more competitive on price.

I - These strategies seem actionable. How would you prioritize them?

C - I would prioritize capacity management and market expansion first, as these directly address the surplus issue. Strategic alliances and value-added services should follow to enhance differentiation and market position. Cost leadership should be a continuous effort to maintain competitiveness.

I - Thank you. This gives a clear roadmap to potentially turn around the company's bargaining position.

Interview Experience

What worked well for you?

Just being calm and answering with clarity and structure

| | |
|---|----------------------------------|
| What could you have done better? | Asked more preliminary questions |
| Questions asked to the Interviewer | NA |

Case Interview 3

Improve Profitability of Coaching Centers

C - Reiterated the problem statement and confirmed the objective.

I - Let's focus on factors to improve profitability.

C - Asked about the company, competitors, and the services offered.

I - The centers offer preparatory courses for competitive exams. Competitors include both large chains and local centers. There's also competition from online platforms.

C - Profits depend on revenues and costs. Is it primarily a cost-side or revenue problem?

I - It's a revenue problem. Prices are stable, but student enrollments have declined slightly.

C - Why the decline in enrollments?

I - Increased competition and the popularity of online learning platforms.

C - Have there been any increases in operational costs?

I - Yes, faculty salaries and rental costs have increased. Investments in online infrastructure are also a factor.

C - What are the current strategies for attracting and retaining students?

I - The center uses scholarships, discounts, marketing campaigns, and feedback-based course improvements.

C - Factors to consider for improving profitability:

1. **Revenue Growth:** Increase enrollments and potentially adjust pricing.
2. **Cost Management:** Better manage operational costs.
3. **Product Differentiation:** Differentiate offerings from competitors.
4. **Market Expansion:** Target new markets or segments.
5. **Customer Relationship Management:** Improve student satisfaction and retention.

I - We've started offering hybrid learning models, personalized coaching, and career counseling.

C - For revenue growth, focus on increasing marketing efforts, implementing competitive pricing strategies, and forming partnerships with schools.

I - Agreed. We should also expand scholarship programs to attract more students.

C - For cost management, consider optimizing faculty costs, negotiating better rental terms, and leveraging technology to reduce operational expenses.

I - Agreed. We should also consider outsourcing non-core activities to further reduce costs.

C - For differentiation, we could offer specialized courses and enhance our online platform to stand out from competitors.

I - Agreed. We can also introduce unique study materials and more interactive sessions to add value.

C - For market expansion, we could target tier-2 and tier-3 cities and offer courses tailored for working professionals.

I - Agreed.

C - For customer relationships, focus on enhancing teaching quality and offering personalized support to improve retention.

I - Agreed.

C - To summarize the strategies:

1. **Enhance Marketing and Partnerships**
2. **Optimize Costs**
3. **Differentiate Offerings**
4. **Expand Markets**
5. **Improve Customer Relationships**

I - We should prioritize marketing, partnerships, and cost optimization first.

C - Agreed. Differentiation and market expansion should follow.

I - Thank you.

Interview Experience

| | |
|------------------------------------|---------------------------|
| What worked well for you? | Positivity and confidence |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Case Interview 4

HR Round

Interview Experience

| | |
|------------------------------------|----|
| What worked well for you? | NA |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Not restricting to any set framework helps. Being confident in answers and making a logical framework

Vishesh Prakash Srivastava

| | |
|-----------------------|-------------------|
| Undergraduate College | IIT Roorkee |
| Field of Graduation | Civil Engineering |

| | |
|------------------------------------|----|
| Professional Qualifications | NA |
| Work Experience | NA |

HR & Conversation Questions

What was your role during the internship at NITI Aayog and what did you do?

What do you write about on Quora?

Case Interview 1

A PE-VC firm wants to invest in a ketchup company. The company primarily operates in Ketchup market but is also present in the Mayo segment. How will you go about and perform the commercial due diligence and conclude if it's a good investment or not?

I - A PE-VC firm wants to invest in a ketchup company. The company primarily operates in Ketchup market but is also present in the Mayo segment. How will you go about and perform the commercial due diligence and conclude if it's a good investment or not?

C - Asked a few clarifying questions like the segments the company is present in, the geography it operates in all the segments mentioned, the SKUs it sells, major competitors, any constraints it is looking for, the intention with which the PE-VC firm is looking to invest etc.

I - Answered in detail all the questions and wanted me to just list down the factors I would look into to come to a conclusion.

C - Given the company was in the Ketchup and Mayo segment and both had different presence, I analyzed both segments and their growth potential in terms of market share. For

market growth potential in segments I asked if a guesstimate is required to which the Interviewer said that only factors would suffice.

I - Basis the growth potential and the intention of the PE-VC firm was to stay long, I recommended that its a good investment.

Interview Experience

| | |
|---|---|
| What worked well for you? | The structuring and clarifying questions. Also, listing out all the factors related to the case |
| What could you have done better? | The clarifying questions could have been more crisp as they took a lot of time. |
| Questions asked to the Interviewer | NA |



A Ajith Kumar

| | |
|------------------------------------|-------------------------|
| Undergraduate College | NIT Trichy |
| Field of Graduation | Production Engineering |
| Professional Qualifications | NA |
| Work Experience | Deloitte USI -11 months |

HR & Conversation Questions

Tell me about yourself?

Case Interview 1

Your client is a manufacturer of Linen and Towels based out of Germany and facing decline in profit. The client approached us for cost cutting.

C - Started by asking initial scoping questions (the Interviewer mention that she wants to see the cost side alone)

Does the client face decline in both Linen and Towels?

I - Only towels

C - what are all the SKUs?

I - The client has 4 different sizes. Small, Medium, Large and Extra Large.

C - Does the client face decline in a particular size?

I - No, they face decline across all sizes.

C - Started with the value chain of the manufacturing process and explained each head - Suppliers, Raw Materials, Inbound Logistics, Process, Storage & Distribution. Asked which one I should focus on first.

I - Process

C - Explained general textile manufacturing process - Materials, Processing, and Dying

I - Gave an Exhibit (Exhibit 1: Costs of producing towels) and mentioned packing cost is same for all sizes. Now, the client reduces \$1 in Refining/Decorating across all SKUs and reduces \$0.50 in small and \$0.25 in medium, what is the cost reduced? Gave another Exhibit (Exhibit 2: Number of towels produced and profit margins)

C - Did calculations and answered \$2800

I - Asked a few recommendations to increase sales.

C - Answered on different sales channels, selecting multi-brand stores, bundling different sizes for families etc.

Interview Experience

| | |
|------------------------------------|--|
| What worked well for you? | Practicing cases |
| What could you have done better? | Should have taken time to analyze the case before jumping into it. |
| Questions asked to the Interviewer | NA |

Interviewer

Case Interview 2

I am residing in an apartment with 40 flats in Mumbai and I am planning to open a coffee shop inside the apartment. Estimate the number of coffees sold per day and suggest whether I should open or not.

Solved the guesstimate and the Interviewer gave information on fixed cost, variable cost and average price per coffee. After calculation, he will incur loss if he starts the coffee shop and suggest not to.

| | |
|------------------------------------|--|
| What worked well for you? | Well-prepared CV-HR answers and prior work experience in tech consulting |
| What could you have done better? | NA |
| Questions asked to the Interviewer | Learning opportunities for interns and involvement of tech in projects |

CV/HR Interview 3

Tell me something about yourself?

You have worked at Deloitte USI previously. Why Accenture and why not Deloitte USI?

Situation where you took initiative to solve a problem.

Challenges you faced in IIML in the last 3 months?

Questions related to previous work experience, projects, sector, ERP and how AI can be used in ERP systems?

Difference between Cloud and On-premises ERP.

What all steps need to be carried out while shifting from On-premises to cloud?

Questions related to the energy sector, Net zero carbon emission and how data analytics can be used here.

Upstream and Downstream productions in energy sector (UG background)

Question on Gen AI.

| | |
|---|--|
| Questions asked to the Interviewer | Learning opportunities for interns and involvement of tech in projects |
|---|--|

Tips for Future Candidates

Know your CV inside out and practice cases with CSC/consult platforms

Arpita Saxena

Undergraduate College

Gargi College

| | |
|------------------------------------|----------------------------------|
| Field of Graduation | B. Com (Hons.) |
| Professional Qualifications | NA |
| Work Experience | Deloitte USI - Audit (21 months) |

HR & Conversation Questions

Why consulting?

Why do you want to join Accenture?

Give a brief overview of what work you did at Deloitte? What is your opinion of the current selection criteria in the Indian Cricket Team and what learnings from cricket would you apply in a leadership role in consulting? (since i mentioned in my intro that I am an avid fan of cricket)

Case Interview 1

Guesstimate the number of lightbulbs at IIML Campus.

Approached the guesstimate by the number of buildings (including hostels, Bodhigrah, mess and streetlights). He did not want an exact answer instead focused more on the approach.

Interview Experience

What worked well for you?

He asked me a couple of situation based questions

e.g. what would you do if the client does not agree with your recommendations, what would be your response if the client

| | | | |
|---|--|---|--|
| | says that you are charging double than the competitor is charging. While answering these questions I tried to focus on understanding the customer, focus on conveying value, to take a step back and re-evaluate ourselves and maybe let go of the client rather than offering low quality services. | What worked well for you? | Not immediately rushing to the recommendations, going step by step, stating all my assumptions and asking the right questions along the way. |
| What could you have done better? | Towards the end, he asked me a question based on my interests. During my intro I mentioned that I am interested in cricket, so he asked me about the controversies of ICT selection and what learnings from cricket would I be able to apply as an employee and leader at Accenture. That was a little unexpected, so it took me some time to gather my thoughts but I was able to manage. | What could you have done better? | I focused more on long term recommendations, and could have incorporated short term recommendations as well. |
| Questions asked to the Interviewer | What would the mentorship look like during the internship period? | Questions asked to the Interviewer | How has business sustainability evolved and what are the future prospects of the same? |

Case Interview 2

Your client is a chemical manufacturer and wants to incorporate sustainable business practices. Give recommendations.

I started with basic CPCC questions like where is the client located, how many plants, how many products does it manufacture, who are the customers. Then since it was an abstract there was no specific framework that occurred to me. So I proceeded with the manufacturing process and how we can conserve energy along it. For e.g. we can switch to better raw materials if available, we can collate our supplies to save on transportation, switch to LED lights, etc.

Tips for Future Candidates

Be confident, prepare well, ask the right questions, and know your CV inside out.

Ashini Najeena Jaleel

| | |
|------------------------------------|---|
| Undergraduate College | Indian Institute of Technology Palakkad |
| Field of Graduation | Electrical Engineering |
| Professional Qualifications | NA |
| Work Experience | Target Corporation - Software Engineering (22 months) |

HR & Conversation Questions

Introduce yourself.

Why Accenture Strategy? What do you believe sets Accenture Strategy apart from other consulting firms, and why do you want to work here?

Questions particular to work done by me at Target Corporation

Why would someone with a software engineering background opt for the consulting domain over product management?

Do you think there is any relationship between technology and sustainability?

Is there a specific industry or service area within Accenture Strategy that particularly captures your interest or aligns with your career aspirations?

Case Interview 1

What are the key metrics that you would use to measure the growth and success of Target Corporation? In the current climate of market uncertainty, what strategies can be employed to effectively drive revenue growth for Target Corporation? How should Target Corporation evaluate potential mergers or acquisitions with other companies? What key factors should Target consider before engaging in an M&A deal?

I - What are the key metrics that you would use to measure the growth and success of Target Corporation?

C - Explained in detail about revenue growth, customer acquisition & retention, same-store sales, new outlet openings, foot traffic, online platform metrics - user engagement, conversion rate, bounce rate, DAU, etc.

I - In the current climate of market uncertainty, what strategies can be employed to effectively drive revenue growth for Target Corporation?

C - Customer centricity (personalized recommendations, geo-targeted marketing, omnichannel retailing), product diversification (e.g. re-commerce), data-driven decision making.

I - How should Target Corporation evaluate potential mergers or acquisitions with other companies? What key factors should Target consider before engaging in an M&A deal?

C - Synergies, Due Diligence, Risks, Brand Perception, Regulatory Compliance

Interview Experience

| | |
|---|--|
| What worked well for you? | I believe structuring my responses & ensuring a clear and logical presentation of my ideas was to my advantage. A thorough knowledge about the company and its values also helped me align my answers accordingly. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Case Interview 2

You are a chips manufacturer. Considering the surge in demand during the Cricket World Cup, outline a production strategy to scale up production effectively to meet the increased market demand. It is basically a guesstimate of the chips demand increasing during the cricket season.

| | |
|------------------------------------|----|
| What worked well for you? | NA |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

NA

Ashutosh Rajput

| | |
|-----------------------------|--|
| Undergraduate College | Indian Institute of Technology, Tirupati |
| Field of Graduation | Computer Science and Engineering |
| Professional Qualifications | NA |
| Work Experience | MAQ Software -22 months |

HR & Conversation Questions

| |
|---|
| Why Consulting? |
| Explain in brief - what was your role as a Software Engineer at MAQ Software? More detailed questions on Work Experience. |
| What was the topic of the Research paper you published? |

Case Interview 1

Devise an incentivization strategy for the chip-selling division of Intel?

C - What is the objective behind providing incentives?

I - To reward the employees and partners generating good revenue for Intel.

C - Is it same to assume that Incentives will be provided to the Sales division and 3rd party brokers?

I. Yes

C - What is the role of 3rd party brokers?

I - They act as a medium of communication and distribution channel between us and smaller clients.

C - Does our Sales division handle the larger clients like Dell and HP?

I - Yes

C - Do we need to incentivize our Customers?

I - No

C - Are the incentives monetary in nature?

I - Yes

C - Ok, so I would like to have separate incentivization policies for our Sales division and the 3rd party brokers.

Firstly, for the Sales division the primary criteria to judge the performance would be the amount of sales achieved within a quarter or a year. But we would also have more parameters to judge our inner department ass compared to the 3rd party brokers. Since our Sales department would be the liaison between us and the big clients, we can judge them on how efficiently they handled clients' concerns, how efficiently they understood the client requirements and how they worked with other divisions within the company to come up with the best possible solutions for the client. I would assign appropriate weights to each factor and then derive the incentives based on a cumulative score. The cumulative score can further be divided into different Tiers (Silver, Gold, Platinum). Their rewards could be decided based on the Tier of the performance. An additional factor to consider is the consistency in the performance. If a Sales person continuously performs in the Platinum Tier, additional rewards can be provided to the person.

For the 3rd party brokers, we can mostly judge them on the basis of the Sales they bring in. The sales can be from existing clients and the new clients. I feel that more reward should be provided to bringing new clients as it helps us gain market share.

The quality and low prices of Intel ensures that we can retain existing customers. For these brokers as well, we can divide the performance into different tiers.

C - Would you like me to go into depth and draft the reward system?

I - No, this seems fine

Interview Experience

| | |
|---|--|
| What worked well for you? | I felt that the case solution could have gone better for me. So, I needed to cover that up. |
| What could you have done better? | I feel I could have been more structured while solving the case. I also did not narrow down the scope of the problem that well. |
| Questions asked to the Interviewer | At the end, I proceeded with a lot of questions related to the Interviewer's project. Somehow I was able to divert the conversation towards AI/ML which is one of my stronger points. We had a fruitful discussion on this topic and concluded the interview on a positive note. So, I think my curious nature really helped me proceed to the next round. |

CV/HR Interview 2

Why Accenture? Explained to me the entire Organisational structure of Accenture and asked regularly if I had any questions?

Talk me through your entire CV.

| | |
|---|--|
| What worked well for you? | Curious nature again helped me here. During the intial part of the interview I asked a lot of relevant questions around cross-collaborations within the verticals, the different clients, the nature of projects. The interviewer looked impressed by the details asked in the question. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | Questions about the role of an intern, flexibility to choose the industry vertical. |

Tips for Future Candidates

Even if you do not perform too well in your cases/guesstimates, don't lose heart. There is still scope to showcase your skills.

Atmik Pandey

| | |
|-----------------------------|---|
| Undergraduate College | Institute of Science - Banaras Hindu University |
| Field of Graduation | Statistics |
| Professional Qualifications | NA |
| Work Experience | NA |

HR & Conversation Questions

Walk me through your CV.

Why MBA directly after MSc?

How have the three months in IIML been like?

What bucket in your CV are you most proud of and why?

Tell me about yourself?

What makes you interested in consulting?

He asked about my freelance projects, after which we had a detailed discussion about my master's thesis which was in the healthcare sector.

Case Interview 1

Guesstimate the market size of the health insurance sector in India.

Your client is a well-known chain of hospitals. They have recently started getting bad reviews on social media. Identify the cause and give solutions.

Interview Experience

| | |
|------------------------------------|---|
| What worked well for you? | Being confident and having faith in your problem-solving skills. |
| What could you have done better? | At some points, I was trying to rush through the problem. I think that could have been avoided. |
| Questions asked to the Interviewer | NA |

Case Interview 2

Guesstimate the number of tyres sold by Ceat in a year in Lucknow.

| | |
|----------------------------------|---|
| What worked well for you? | Knowing my CV well and being confident. |
| What could you have done better? | Could have shown more enthusiasm. |

Questions asked to the Interviewer

Asked about the general work culture and the kind of projects that Accenture overtakes.

Tips for Future Candidates

Practice a variety of cases and leverage resources provided by CSC and other clubs.

Divya Singh

| | |
|-----------------------------|------------------------------------|
| Undergraduate College | Miranda House, University of Delhi |
| Field of Graduation | B.Sc. Chemistry |
| Professional Qualifications | NA |
| Work Experience | NA |

HR & Conversation Questions

Why accenture?

Internship experience?

How would your knowledge of chemistry contribute to the firm?

Questions on Publications

Internship related Questions

Case Interview 1

The client is a promoter driven cement manufacturer operating in India for the last 3-4 decades. The industry is growing at 14% p.a. while the client's revenues are growing at only 12% p.a. In addition, the margins are also 2%age points less than the industry average. You are required to devise a growth strategy to increase both revenue growth as well as margins.

C - Let me just reiterate the problem statement. The client is growing less than the industry which means it is losing market share every year. In addition, the profitability of the client is also 2 % points less than the industry average. This means we have to focus on both revenues as well as costs.

I - Yes, you are right.

C - Before diving into the problem, I would like to understand more about the company, its products, customers, competitors and a bit about the industry.

I - This is all the information that you have. I am not sharing any other information

C - Okay! Let me have a minute to structure my thoughts and then we can start diving deep into the problem.

I - Sure

C - Profit is essentially a function of Revenues and Costs. In this case, we need to focus on both revenues and profits. Which one should I focus on first?

I - It is totally up to you. I am interested in knowing your approach to the problem

C - Sure. Let me start with revenues first and then, if time permits, I will move on to costs. Revenues are essentially the average price into the number of units sold. I am assuming we have only 1 size of SKU. Let us focus on quantity sold first. In quantity, I want to look at majorly 3 things i.e. Product, Distribution and communication/ marketing strategy

I - Sure

C - Within the product, I want to look at the Design, quality and customer experience aspects. In design, I don't have much clue about the industry but as far as I know, there are broadly 2 types of cement:

Grey & White. Maybe we can enter the other category or alter our portfolio mix to include more proportion of the higher margin product. Another aspect of the design can be the granularity of the product. If more granular cement is desired by the customer or not. If yes, we should make necessary changes. Looking at the quality, I think some of the measures of measuring quality of cement is quickness to dry and strength. If we are not placed at par with the competitor here, I would like to make necessary changes in the product to make our product better than the competition. Under customer experience, I believe that masons are our customers. So, maybe we can speak to them and do some research and come up with a product which offers a better experience. Should I move to distribution now?

I - Totally up to you. If you feel you have covered everything, we can move on to the next point

C - I think I broadly had only this in mind as of now. Let me switch to distribution. Under distribution there are mainly 2 aspects we can look at, our existing distribution and whether we can increase distribution or not, this can be either in the same geography or a new geography.

I - Increased reach is a good point. How do you plan to look at the existing distribution?

C - I would like to look at the trade promotion schemes here. What is the margin we are paying vis-a-vis competition? What margin structure are we following? Can we improve the same to provide more incentives to distributors? And this is an industry where purchases are influenced by influencers. We can tie up with the contractors so that they can recommend our products over the others. In addition, we can also go for institutional sales by directly tying up builders and firms like L&T, DLF, etc.

I - Okay. Let's move on to the next.

C - Sure. Under communication, there are three things that we need to focus on, Mode, Message and Messenger. By mode I mean the channels we are using for communication. Message refers to what we are conveying, and messenger stands for whom we are conveying the message through. I would like to explore options like celebrity endorsements, endorsements through architects or bigger builders, etc.

C - Makes sense, we can end the case here. Thank you!

Interview Experience

| | |
|---|---|
| What worked well for you? | Confidence and the fact that I was confident about my CV, though you might have bragged a lot of things- just try to articulate everything confidently. Also do read the previous year transcripts, they more or less ask the same cases and guesstimates |
| What could you have done better? | I could have worked more on pricing cases/ guesstimates |

Questions asked to the Interviewer

I did ask a couple of questions when given an opportunity. I generally asked about projects the interviewer was working upon and his experience so far. Then try to listen to him carefully and ask some chain questions from whatever he/she speaks.

Why Accenture? Why Strategy?

Tell us about your MBA experience

What is the most significant achievement in your life?

What is the most difficult challenge you have faced in your life?

What are your hobbies?

Which specialization are you aiming at?

Brief about your previous work experience?

Gaurav Sharma

| | |
|-----------------------------|---|
| Undergraduate College | NIT Jalandhar |
| Field of Graduation | Mechanical Engineering |
| Professional Qualifications | NA |
| Work Experience | Honda Cars India Ltd - Supply Chain (47 Months) |

HR & Conversation Questions

Tell me about yourself

Brief about your previous work experience?

Why consulting?

How do you think your work-ex will help in consulting?

Case Interview 1

Design an end to end supply chain of quick delivery platforms like blinkit, Zepto etc. and how will you compete with them?

I started by asking clarifying questions based on the CPCC framework.

Next, I framed the case framework starting with the procurement of products based on strategic sourcing strategies, then moving to the various possible warehousing strategies like centralized warehouses or multiple small warehouses, at the same time noting down pros and cons of both.

Then, how can we leverage the data-driven approach for product placement in warehouse storage based on the shelf life of the product, following FIFO for perishable items? For low inventory control cost, how can we follow JIT procurement wherever possible.

Once procurement and warehousing was sorted, then I moved on to quick delivery to households. For that, I suggested following a data-driven approach based on which we can forecast the order even before it is placed. This will help in reducing the delivery time.

Also, the delivery partners can be provided with electric vehicles as it will have the same delivery cost as well as be sustainable in the long run. Delivery partners can be provided with specialized containers for delivering dairy items to maintain the freshness of the product.

So, this was my approach towards the case and this was more of a discussion-based case where the interviewer was asking about different scenarios at each step and was also providing hints wherever necessary.

Interview Experience

| | |
|---|--|
| What worked well for you? | So, my pre-knowledge about this industry worked in favour of me. |
| What could you have done better? | I could have asked more clarifying questions which would have narrowed down the scope of the case. |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Just be thorough with the frameworks and stay updated with recent happenings in your domain.

Gouri

| | |
|------------------------------------|--|
| Undergraduate College | Walchand College of Engineering, Sangli |
| Field of Graduation | B. TECH. Electrical |
| Professional Qualifications | NA |
| Work Experience | Bharat Petroleum Corporation Ltd.- Oil & Gas (38 months) |

HR & Conversation Questions

Introduction

Tell me something about yourself that is not mentioned on your CV

Why did you choose to pursue an MBA, and why do you prefer the consulting domain?

Tell me more about your work-ex roles and responsibilities

Describe one incident from your workplace where you had to handle a challenging situation on your own.

Asked specific questions about my work in the planning department.

Asked about my experience dealing with outside stakeholders like contractors/vendors.

Current trends in the oil and gas industry and how they are adjusting to the new energy realities.

If an oil and gas refinery wants to increase production capacity what factors should it consider?

What petroleum products do Indian refineries export and to which countries?

The interviewer narrated her own experience, discussed her work areas, and asked whether I would be comfortable working there

Interview 1

HR Round

Interview Experience

What worked well for you? Being confident and honest during the conversation

What could you have done better? NA

Questions asked to the Interviewer NA

Case Interview 2

Suggest measures on how to increase the profitability of an Oil refinery

I - What measures can we suggest to the director of an oil refinery, to increase the refinery's profitability?

C - Suggested the following measures on the lines of 'increasing revenue' and 'reducing operating costs':

1. Process modifications to add more value-added products (Gave examples related to BPCL refinery where similar projects were undertaken.)
2. Capacity addition to increase the throughput of the refinery (depending upon capital and time constraints).
3. Cost reduction by implementing energy-efficient measures.

Again gave examples of how BPCL took measures like electrical heat tracing, converting conventional lighting systems to LEDs all across the refinery, reducing steam losses, etc.

What worked well for you?

The interviewer asked further questions based on my responses. Since I was directly involved with some of the projects mentioned in the transcript, I was able to answer those questions.

What could you have done better?

NA

Questions asked to the Interviewer

During his introduction, the interviewer mentioned the project he was working on in the refining sector, and I asked about the same

Interview 3

HR Round

Interview Experience

What worked well for you?

The following things helped me clear the interview:
1. Being clear and confident about all the things mentioned in your CV.
2. Knowing about the industry where you have worked before.
3. Maintaining calmness, confidence, and a positive attitude during the interaction

| | |
|---|----|
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

| HR & Conversation Questions |
|-----------------------------------|
| Introduction |
| Why consulting? |
| Work experience related questions |

| Tips for Future Candidates |
|---|
| Talk to the people who have gone through a similar process. |
| Be comfortable with your CV. |
| Know about the industry you have worked in. |
| Be confident and clear in your communication. |

| Case Interview 1 |
|---|
| Tesla wants to enter the Indian Market. Is it feasible? |
| C - Asked him all the routine initial questions of Market entry case - like if they want to establish production or import the cars in India, whether I should go with quantitative or qualitative analysis |

Interviewer asked to first determine the market size which i did using guesstimates
Then performed PESTEL analysis for qualitative aspect and determined that it is feasible to enter the market

| | |
|------------------------------------|----------------------------------|
| Undergraduate College | Hansraj College |
| Field of Graduation | B.com Hons. |
| Professional Qualifications | NA |
| Work Experience | EXL- Risk Consulting (48 Months) |

| Interview Experience | |
|---|---|
| What worked well for you? | HR and CV questions were pretty standard but during the case I was constantly talking to the interviewer, relaying my thoughts and taking his buy in. I think that worked well. |
| What could you have done better? | Could have asked more questions during case solving |

| | |
|---|---|
| Questions asked to the Interviewer | Employee upskilling programs at Accenture |
|---|---|

Interview 2

HR Round

| | |
|----------------------------------|---|
| What worked well for you? | Interview was very light, just basic HR and CV questions, which I was prepared for so nothing exceptionally well. |
|----------------------------------|---|

| | |
|---|----|
| What could you have done better? | NA |
|---|----|

| | |
|---|---|
| Questions asked to the Interviewer | Extent of involvement of AI in consulting |
|---|---|

Tips for Future Candidates

Confidence is the key

Tips for Future Candidates

Try to put new and different points and perspectives while solving a case. I mainly talked about sustainability.

Khushboo Agarwal

| | |
|------------------------------------|--|
| Undergraduate College | Shri Ram College of Commerce, Delhi University |
| Field of Graduation | B. Com (Hons.) |
| Professional Qualifications | NA |
| Work Experience | Svamaan Financial Services, ZS Associates |

HR & Conversation Questions

Introduce yourself

Asked few questions about academic achievements and related to my work experience

Case Interview 1

Market size of credit cards in India

I - Can you please estimate the market size of credit cards in India? Take 30 seconds and think and walk me through your approach.

C - Market size of credit cards = # of credit cards * % active cards * average card limit * avg % limit usage

I - That is correct, please go ahead

C - First, I will estimate the number of credit cards. After removing people belonging to BPL and lower income groups (total 50%), we have 65 crore people (50% of 130 crore). If we ignore the population below 18 years and above 60 years (assuming credit cards won't be issued below legal age and retired personnel [40%]) -> 40 crore (approx). Assuming 90% of these have bank accounts (36 crore).

Dividing 36 crore eligible population into Tier 1 (30%), Tier 2 (30%) and Tier 3+ (40%). Assuming a credit card penetration of 30% in Tier 1 cities, 15% in Tier 2 and 5% in Tier 3+. We have 5.5 crore (approx) credit card users.

I will assume 50% are active credit card users and the average total credit limit is Rs 2 lakhs. The average credit utilization rate in India is 20%. So the market size of credit cards will be 1100 billion.

Interview Experience

| | |
|---|---|
| What worked well for you? | I think clearly communicating my approach in a structured manner really helped. |
| What could you have done better? | Could have thought of more factors |
| Questions asked to the Interviewer | Feedback for the interview |

Tips for Future Candidates

NA

Pullabhatla Meghana Priyamvada

| | |
|------------------------------------|---|
| Undergraduate College | NIT Calicut |
| Field of Graduation | Civil Engineering |
| Professional Qualifications | NA |
| Work Experience | Larsen & Toubro, Construction - 23 months |

HR & Conversation Questions

Tell me about yourself

Asked me what my role was in the company I worked with

Case Interview 1

Guesstimate the number of canvases used in Hyderabad every year (based on my hobby)/ An e-commerce company is facing problems in providing fresh fruits and vegetables to its customers. What can be done?

It was more of question and answer based rather than a case

I - An e-commerce company is facing problems in providing fresh fruits and vegetables to its customers, what can be done? He asked me to think about it in line with icecream transport

C - My answer was to purchase the vegetables in a stage where they are not completely ripe and provide them in such a way that by the time it reaches the customer it stays fresh

I - How does blinkit or Zepto work

C - They have dark stores for each location and they send the items as and when ordered

I - What if there is no stock in the warehouse what is to be done?

C - We can purchase the product from nearby store

I - What kind of store is it? A supermarket or a kirana store or what kind of store that would be give us benefits

(Hint: what will you do if there is no sugar in your house and started making tea already)

C - To borrow from your neighbors. So, we can take it from another warehouse nearby or from our competitors at a higher price but at a lower profit

I - Now assume there are few societies where the e-commerce platform has to deliver and all the societies are nearby. Then how do you serve them?

C - We have dark stores at each location near a society and send the materials from them

I - What if there is a shortage in a situation like COVID?

C - We keep a reserve beforehand and send the materials from that in case of emergencies so that the need is served

I - Correct, that store is called master warehouse. Thankyou great interacting with you

Interview Experience

| | |
|---|--|
| What worked well for you? | Keeping my calm. Don't panic if you don't know anything and if they give some hints include it in yours answer |
| What could you have done better? | Penning down my thoughts |
| Questions asked to the Interviewer | NA |

Raghav Mehta

| | |
|------------------------------------|---------------------------------------|
| Undergraduate College | DTU |
| Field of Graduation | B.Tech (Civil Engineering) |
| Professional Qualifications | NA |
| Work Experience | McKinsey & Company, Fractal Analytics |

HR & Conversation Questions

Tell me about yourself

Questions on work experience projects

Case Interview 1

Case on hotel and rental car cancellation

I - Tell me about yourself

C - *Gives Intro*

I - Have you worked on insurance industry projects during your tenure at McKinsey?

C - No, but I have worked extensively for banking clients and have a keen interest in working for insurance clients as well

I - What exactly did you do for the Indian client you worked with?

C - *Explains client situation and impact delivered*

I - *Some cross questioning*

C - *Answered*

I - Let's do a short case. Our client is a hotel chain owner and they feel their cancellation charges are higher according to the feedback they have received. They are looking at ways to cut these. Hint: you can take innovative ideas from the rental car industry as well.

C - Prepared structure with KPIs that affect cancellation charges such as time of cancellation (gap between cancellation and stay), demand of hotel room, etc. Also, drew parallels with the rental car industry on how opportunity cost due to cancellations can be minimized.

Interview Experience

| | |
|---|--|
| What worked well for you? | Previous consulting experience, communication skills, good case discussion |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Rano Roy Kavanal

| | |
|------------------------------------|-----------------------|
| Undergraduate College | IIT Madras |
| Field of Graduation | Chemical Engineering |
| Professional Qualifications | NA |
| Work Experience | Sterlite Technologies |

HR & Conversation Questions

Tell me about yourself. Why Accenture Strategy?

What drives you?

Describe your work experience - explain in detail my job role, the major projects I have worked on, and my role in them.

Focused on my career aspiration in consulting on lines of my background - education and experience

Difference between ML, AI and data science (I had mentioned it while explaining my background)

Case Interview 1

Number of Mercedes Benz cars in Lucknow

C - I divided demand into two sections of personal and corporate use, and used a demand side approach to solve.

I - Good work. But one relevant section, the hospitality (tourism, hotels) sector was missed.

I - Last question. What drives you?

C - Gave an answer based on my previous experiences and prepared answer for why consulting and why Accenture.

Interview Experience

| | |
|---|--|
| What worked well for you? | My interview was largely based on my work experience, and I was very thorough in it. |
| What could you have done better? | Could have anticipated the interviewer domain and done better research on the same. |
| Questions asked to the Interviewer | NA |

Case Interview 2

| | |
|---|---|
| What worked well for you? | The final round primarily focused on HR and work experience, and I answered with great confidence. Also I read through the company website related to my domain after my first interview, which helped me align my answers. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | Asked questions on their latest developments in the digital transformation of industries. |

Tips for Future Candidates

Be thorough with your resume, and back it up with strong instances. Case prep is important in having a structured thought process. Use the buddy rounds wisely to build a strong answer for why that company and that role.

Sarthak Gupta

| | |
|------------------------------------|-----------------------|
| Undergraduate College | St. Stephen's College |
| Field of Graduation | Economics |
| Professional Qualifications | NA |

| | | | |
|--|---|---|---|
| Work Experience | NA | What could you have done better? | Know more about the interviewer and practice more set of guesstimates |
| HR & Conversation Questions | | Questions asked to the Interviewer | NA |
| Introduce yourself | | | |
| Why Consulting? | | | |
| Why should we select you? | | | |
| Why Accenture Strategy? What will you do if you get offers from MBBK? | | | |
| Explain your UPSC experience. What were your major learnings from UPSC experience? | | | |
| Your strengths and weaknesses relative to this job | | | |
| Why should we hire you especially when you dropped out of UPSC after few failed attempts | | | |
| How comfortable are you with marketing rated projects? | | | |
| How did you plan marketing tactics for the products you sold under Enactus? | | | |
| Case Interview 1 | | | |
| Guesstimate: Number of operating petrol 4 wheelers in Delhi at a particular point in time | | | |
| Interview Experience | | | |
| What worked well for you? | Well- articulated answers and clarity of thought demonstrated through better understanding of organization and the role | What worked well for you? | NA |
| What could you have done better? | | | |
| Practice similar cases to better your delivery of solutions to these problem sets | | | |
| Questions asked to the Interviewer | | | |
| Tips for Future Candidates | | | |
| NA | | | |

Siddhi Gcharge

| | |
|-----------------------------|---|
| Undergraduate College | Veermata Jijabai Technological Institute |
| Field of Graduation | B.Tech in Electronics |
| Professional Qualifications | NA |
| Work Experience | Deloitte Touché Tohmatsu India LLP- IT Consulting - 30 months |

HR & Conversation Questions

Tell me about yourself.

Asked in depth about work experience at Deloitte as a consultant.

Why consulting?

Why Accenture Strategy IMU?

Asked about my work in detail about business strategy implementation work done for a global FMCG company. As I had also worked for a cloud based digital transformation project for a health insurance client, I was given a live case scenario and was asked to provide suggestions. (Growth Strategy case)

Case Interview 1

Estimate the number of petrol stations in Lucknow.

I solved the question with the demand side approach using mathematical equations at each stage taking relevant approximations. The interviewer's major focus was on logic rather than quantitative figures.

Expectation was to solve the guesstimate using supply side approach as well.

Interview Experience

| | |
|------------------------------------|--|
| What worked well for you? | Case preparation, Clarity on work experience, Confidence |
| What could you have done better? | I should have mentioned both the supply and demand side approaches at the start. |
| Questions asked to the Interviewer | How has generative AI affected and transformed traditional consulting practices? |

Tips for Future Candidates

Be thorough with your case preparation and make sure that you go through your CV very well.

Shubhangi Choudhary

| | |
|-----------------------|--|
| Undergraduate College | NIT Jamshedpur |
| Field of Graduation | Electrical and Electronics Engineering |

| | |
|------------------------------------|--------------|
| Professional Qualifications | NA |
| Work Experience | TATA Hitachi |

HR & Conversation Questions

Tell me about yourself.

The interviewer, hailing from the Natural Resource department, displayed a keen interest in the application of machinery within mining areas. Inquiring about my professional background, he prompted a detailed narrative of my involvement in production processes and past projects. I had mentioned Six Sigma Black Belt on my CV, he asked about a project on it. Since I had undertaken variable cost reduction, employing the DMAIC approach, I told him about my project. As our conversation concluded, he delved into the tools and software utilized, to which I responded with proficiency in Minitab.

I mentioned traveling as my hobby. She asked me to suggest a place where she can travel next month.

Asked me to describe 2 projects that I have done in my company. What were the problems I faced and what were the learnings.

Interview Experience

| | |
|---|---|
| What worked well for you? | Thorough preparation of CV points. Since my whole interview revolved around my work experience and he checked whether I had project management skills. |
| What could you have done better? | At the end he said whether I had any question or not for which I asked a very common question that since you belong to the natural resource department how are the projects related to it. I could have asked a better question at the end. |

| | |
|---|--|
| Questions asked to the Interviewer | A very common question about the natural resource department and how projects related to it. |
|---|--|

Tips for Future Candidates

A thorough preparation on the projects done in the company.

Tanushmita Narang

| | |
|------------------------------------|--|
| Undergraduate College | Sri Venkateswara College, Delhi University |
| Field of Graduation | BSc. (Hons) Statistics |
| Professional Qualifications | NA |
| Work Experience | Aon Consulting |

HR & Conversation Questions

4-5 situational questions to check culture fit in the second interview.

I - Eg: Suppose you are stuck with a deliverable which you've no idea about and no research is helping you figure out the way, what would you do?

C - My answer revolved around the importance of accepting and taking help from others without being shy at all which completely aligns with the highly collaborative culture at Accenture.

In-depth conversation about my experience - consulting projects, clients, FMCG sector in India.

Conversation about my diverse ECAs etc.

Case Interview 1

There's an FMCG organization whose CEO has to decide whether to continue or to exit the Indian market. It's a very popular FMCG organization and one of its popular product lines has been bleeding money. What would you suggest?

C - (Started doing CPCC - wanted to understand more about the product line, the organization - its inception, competitors, revenue, market share etc.)

I - Use the information given in the case statement and tell me the strategic factors that you'll consider to make the decision.

C - I'd like to divide the factors into 3 major buckets -

1) Macroeconomic factors 2) Product Market Size & Market Growth Rate 3) Organization's Financial & Operational Factors.

(I elaborated on the relevance of all the factors and gave further headers under each. Also gave references from the current macroeconomic scenario and situation of businesses in the FMCG sector to explain better)

Interview Experience

| | |
|---|--|
| What worked well for you? | Being energetic and showing genuine interest in the firm is the key! I was praised by the partner itself for my energy and attitude. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | Asked about the different projects, teams - didn't ask this separately but drove the conversation towards these questions towards the end. |

Interview 2

HR Round

Interview Experience

| | |
|---|--|
| What worked well for you? | It was quite conversational and we talked about some interesting projects from my work apart from the situational questions that were asked. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Be thorough with your CV, work ex projects and be enthusiastic while talking about yourself and the work you've done. Make the conversation interesting (but don't forget to mold the conversation as per the interviewer's mood :)

Tanya Mishra

| | |
|-----------------------------|----------------------|
| Undergraduate College | NIT Rourkela |
| Field of Graduation | Chemical Engineering |
| Professional Qualifications | NA |
| Work Experience | Vedanta - 47 months |

HR & Conversation Questions

Tell me about yourself.

Work Profile

What Challenges I Faced as a Female Employee in a Steel Plant?

What would be an incident where I was bestowed with a responsibility? What would my manager improve about me?

What is the supply chain of the steel plant?

What was your role in the Dept?

How can you improve upon the processes currently existing in your department?

If given a chance to work here in SCM, would you be interested?

Case Interview 1

Took a figure from my CV and asked how I reached that figure.

Interview Experience

| | |
|------------------------------------|---|
| What worked well for you? | Case preparation, confidence, articulation |
| What could you have done better? | I should have been a bit calm as I faced technical glitch during the interview process. |
| Questions asked to the Interviewer | About CN and IMU and how can one shift from CN to IMU |

Case Interview 2

The Revenue of Zoom Car is decreasing since 6 months

No. of pairs of shoes sold on Flipkart in Delhi

I - Have you practiced any profitability case before?

C - Yes.

I - The revenue of zoom cars has been decreasing for six months. Find the cause.

C - Relevant scoping questions about problems specific to the company, about the operations model, and how the rent is charged.

I - The rent has a fixed and variable component.

C - The revenue is determined by the number of cars *price* frequency. Which factor has been affected?

I - The price has decreased.

C - Went into the supply side and demand side factors.

I - Demand has decreased

C - Explained the entire value chain of booking and driving a Zoom car. Segmented into pre-service, service, and post-service.

I - The problem lies in the post-service part

C - Gave some post-service activities. Went to customer feedback and refund policy.

I - It's somewhat related to a refund. Think of initial payments.

C - Security deposit. There might be a delay in returning security deposits which upsets user experience

Case closed. Added some feedback on how scoping could have been better.

Guesstimate- No. of pairs of shoes sold on Flipkart in Delhi

C - Asked relevant scoping questions like what is the duration, if it is sale season or not?

I - 1 day, normal time of year, no sale

C - Took a population assumption of 2 cr, branched with respect to online offline sales, internet penetration, and age groups. asked about relevant assumptions, like adults buying certain

percent shoes for kids and elders. Put the income filter and next gender. Asked for relevant assumptions while solving the guesstimate.

I - Please calculate the final answer

C - Told.

I - Feedback: to speak up your mind while solving. Not to go mum even while calculating. Take percentages that give you easy value. Most assumptions need not be accurate. Approach matters.

| | |
|---|--|
| What worked well for you? | Preparation of cases. |
| What could you have done better? | I had not prepared an Introduction, It should be crisp. I went a bit too long. |
| Questions asked to the Interviewer | About IMU and CN, the Roles offered, project types undertaken. |

Tips for Future Candidates

Prepare cases well, buddy round is critical for hot calls. Prepare a short, crisp introduction.

Kotni Tirumala Sai Akhil

| | |
|------------------------------------|---|
| Undergraduate College | National Institute of Technology, Tiruchirappalli |
| Field of Graduation | B. Tech (Hons.) in EEE |
| Professional Qualifications | NA |
| Work Experience | Indian Oil Corporation Limited - Operations & Maintenance (47 months) |



HR & Conversation Questions

Tell me about yourself

Questions about past work experience

Questions about my experience in the field of Wind farm business. Also asked me about the major challenges being faced by the Indian companies to achieve the net zero targets.

Case Interview 1

Conduct net zero feasibility analysis for a truck manufacturing company.

I have asked preliminary questions about the truck manufacturing company and about the manufacturing process. After the preliminary questions, I have started my case by dividing emissions in terms of Scope1, Scope2, Scope3 emissions.

I have identified these emissions related to truck manufacturing and tried to provide different options to cut these emissions. Also I have performed the feasibility analysis to set up a solar power plant inside the company to achieve net zero.

I - You have missed one thing in your analysis.

C - Is it about emissions from the manufactured trucks?

I - Yes

C - I have not considered it as I have only focused on emissions of manufacturing plants.

I - Consider this area as well and do the analysis.

C - I have talked about complying to BSVI norms to reduce emissions and talked about manufacturing EV trucks in the long term. I have also informed that EV vehicles contribute to more emissions than conventional vehicles in the manufacturing stage which needs to be considered.

I - Good

Tips for Future Candidates

Be confident and have a clear idea about past work ex and project works if any.

Lankipalli Sajjala Bhanu Rekha

| | |
|------------------------------------|---|
| Undergraduate College | Andhra University |
| Field of Graduation | B. Com |
| Professional Qualifications | CA-IPCC |
| Work Experience | Gurumanoj & Co. Chartered Accountants, Account Tree Pvt Ltd. - 49 months |

Interview Experience

| | |
|---|--|
| What worked well for you? | My knowledge in the field of Net Zero from my previous work ex and mainly my confidence while solving the case. |
| What could you have done better? | I should have talked about emissions from trucks manufactured as well under scope 1 or 3 emissions, even before the interviewer pointed out. |

HR & Conversation Questions

How is IIM Lucknow treating you?

What are your hobbies?

Why MBA, why consulting, why ADL?

What is the best contribution in your work experience?

How would you handle the rigor in ADL?

CV questions on project finance

What is Micro finance and elaborate models of institutions engaged in financing businesses?

What is your best project work in your 3 months of MBA? (I mentioned my marketing project). Discuss the A to Z of your model. (Discussed about service offering, environmental analysis, USP, Pricing, Promotion, Competitors)

Case Interview 1

Guesstimate the consumption of milk in Hyderabad per day.

Give a pitch presentation for a startup dealing in products manufactured from agri-waste. Ideate the nature of product, business model, environmental analysis, growth plan and investment.

Interview Experience

| | |
|---|--|
| What worked well for you? | Confidence, strong HR answers. |
| What could you have done better? | Better knowledge on financing institutions. |
| Questions asked to the Interviewer | I've visited your company's website, delving into articles discussing business perspectives and prospects in industries such as space exploration and agri-tech. I've also taken note of your services, particularly your involvement in handling the Bhopal gas tragedy to aid the Indian government. In such |

situations characterized by visionary goals without a predefined path, how does a consultant initiate and go around the process?

Tips for Future Candidates

Understand yourself, your motivations, and what you want to achieve. Almost half of it were HR questions.

Be very open-minded in solving guesstimates and cases as they might not be looking for an answer but a holistic perspective of practical issues. Frameworks help in approach, structure and presentation but ensure that your own ideas shine through, especially in scenarios involving abstract or unconventional issues.



Karan Sejpal

| | |
|-----------------------------|---|
| Undergraduate College | Narsee Monjee College of Commerce and Economics |
| Field of Graduation | Commerce |
| Professional Qualifications | CA |
| Work Experience | Morgan Stanley, Audit - 27 months |

HR & Conversation Questions

Tell me about yourself; Work experience in brief, did not touch on extra-curriculars.

Case Interview 1

Your client is a procurement manager in a retail mall. His/her job is to anticipate demand in the market and order the product to stock for 1 year in the right quantity. The product he/she is concerned about is a luxurious perfume. The demand could be higher or lower than normal due to external reasons like an e-commerce boom etc. You have to help him/her for the correct estimation of the product's demand in order to minimize losses/maximize profits."

C - Started by asking about the previous round cases, what were the problem statements, how they went, what was your approach in brief etc. Then, started with the case

I - Your client is a procurement manager in a retail mall. His/her job is to anticipate demand in the market and order the product to stock for 1 year in the right quantity. The product he/she

is concerned about is a luxurious perfume. The demand could be higher or lower than normal due to external reasons like e-commerce boom etc. You have to help him/her for the correct estimation of the product's demand to order in a way to minimize losses/maximize profits.

C - We can have three cases that he/she orders thinking that in the market, the : 1- Demand is lower than normal 2- Demand is higher than normal 3- Demand is normal Do we know the amount of perfume they will be able to sell in all three cases?

I - Yes, we do. Normally, they can sell 25,000, in higher demand, 40,000 units and in lower demand 15,000 units.

C - Fair enough. So, in each case, again three probable events can happen that the 1- Demand is actually higher 2- Demand is actually lower 3- Demand is actually normal
And if we have the probability of all three events, we can calculate the losses/profits they will make in each of the cases.

I - Okay, so I will tell you the probabilities. The chances for the demand to be higher are 30%, for lower, or it's 30%, and for normal 40%. Do you want any more information?

C - Yes, I want to know the CP and SP of the product, and if they are not able to sell it, do they return it to the company or do they have to throw it away?

I - Fair question Aakriti. So, they purchase one unit of perfume in 8000. They sell it to the customers in 12,000 and throw it away if they can't sell it.

C - Okay, I think I got enough information, and I can get into the calculations now. My approach will be to calculate the expected value of profits they will earn in all the three cases.

I - Start with the case when they ordered thinking that the demand will be higher than normal
C - Okay sure.

The way to solve the case is to make a 3x3 grid and try out each permutation and combination.

Interview Experience

| | |
|------------------------------------|---|
| What worked well for you? | Being confident and clear communication |
| What could you have done better? | Practicing similar sort of cases |
| Questions asked to the Interviewer | Their experience at the firm |

Case Interview 2

Your client is a residential real estate developer currently present in Chennai and Bangalore. Now they want to enter Hyderabad. Should they? Interviewer went on to explain how the residential real estate market works and then we started with the case.

C - Started with CPCC questions. How long has our client been in business? Why do they want to expand now? Why Hyderabad?

I - Client has been in the business for time. Hyderabad has a supply growth and inventory is high.

I - The client wants to do an IPO in the next 5 years and hence wants to expand.

C - How did the client establish themselves in the previous market (Bangalore)?

I - Interviewer answered

C - What is the type of residential property built by the client?

I - Luxury, affordable and ultra cost saving (Gave an estimation of how the inventory might move in the future)

C - Started the case with how to enter the market, organic or inorganic? Inorganic since timeline of 5 years for IPO.

I - Makes sense

I - Asked about how the sales will move, where and how will you raise money for the projects, how much money will we need to raise? (Detailed discussion)

Interview Experience

What worked well for you? Being confident and clear communication

What could you have done better? Better structure

Questions asked to the Interviewer NA

Tips for Future Candidates

Be confident, clear with your communication, it is okay if you don't know something you can always ask, practice as many cases as possible

Kartikey Vij

| | |
|------------------------------------|------------------------------|
| Undergraduate College | Shri Ram College of Commerce |
| Field of Graduation | Commerce |
| Professional Qualifications | NA |
| Work Experience | Dabur India Ltd. |

HR & Conversation Questions

General introduction, questions on family business and why consulting?

What happened in the last round?

Work-ex related questions

What were your 3 learnings during your stint at Dabur?

Case Interview 1

Our client is the CEO of a packaging company; he has an exclusive contract with whiskey brand X to supply cardboard packaging. X is in talks with IPL for a marketing tie-up. If the tie-up happens the demand will be much higher. The CEO says he does not have the capacity to cater to such high demand. He has two solutions.

- 1. R&D can upgrade the line with new tech which can cater to new capacity and cost of production will also decrease however there is a chance of delay and might not be able to meet demand. The investment cost is quite huge.
- 2. Outsource the demand overflow, the cost will increase but we can cater to the demand. Order is to be given now, i.e. in advance if timely delivery is required.

(Reiterated the problem to make sure I had understood the problem correctly and made sure no data or information was missed by me because it was a big case problem. Solved the case using the Decision Tree approach explaining all the calculations and steps that I was doing.)

C - I would like to know some information regarding the problem-

Normal Demand - 10 million units

High Demand - 20 million units

SP - Rs. 30

CP(normal) - Rs. 25

CP(new tech) - Rs. 15

CP(outsource) - Rs. 27

Probability of Normal Demand - 40%

Probability of High Demand - 60%

Probability of Delay (new tech) - 75%

Probability of Normal Demand - 25%

Cost of New tech - 90 million

There are two possibilities - either we go for new tech or outsourcing.

I - There is also another option of not doing anything, don't you think.

C - Yes, there are 3 possibilities.

First I will calculate the profit in case of new tech -

In this case, either there will be a delay or no delay and in both cases there can be normal demand or high demand.

we will calculate the expected profit in case of delay first
What are the units that can be supplied in case of delay?

I - 8 million units

C - expected profit in case of delay = $40\%(8 \text{ mil} * 15) + 60\%(8 \text{ mil} * 15) = 48 + 72 = 120 \text{ mil}$
expected profit in case of no delay = $40\%(10 \text{ mil} * 15) + 60\%(20 \text{ mil} * 15) = 60 + 180 = 240 \text{ mil}$
so, expected profit in case of NEW TECH = $75\%(120 \text{ mil}) + 25\%(240) = 90 + 60 = 150 \text{ mil}$
final profit in case of NEW TECH = $150 - 90 \text{ mil}$ (Fixed cost for new tech)=60 mil

Now, I will calculate the profit in case we outsource-

Since we need to order in advance we will order 10 million units(I assumed we can produce only 10 million but 10 mil was normal DD and not our capacity)

I - Why did you take this no. as 10 mil?

C- (Explained my assumption and then asked) how much can we produce? What is our capacity?

I - 15 million units

C - So, we need to order 5 million units in advance
expected profit in case of OUTSOURCING = $40\%(3 * 5 \text{ MIL} + 5 * 5 \text{ MIL}) + 60\%(3 * 5 \text{ MIL} + 5 * 15 \text{ MIL}) = 16 + 54 = 70 \text{ mil}$

Now, I will calculate the profit in case we do nothing-

expected profit in case we DO NOTHING = $40\%(5 * 10 \text{ MIL}) + 60\%(5 * 15 \text{ MIL}) = 20 + 45 = 65 \text{ mil}$

Final answer -

Profit if we go for New technology- 60 million

Profit if we go for Outsourcing- 70 million

Profit if we do nothing - 65 million

Therefore, we should outsource.

I - Well done! Is in case of Outsourcing if we can order at the end moment how much more profit we can get

C - Expected profit in case of OUTSOURCING = $40\%(5*10MIL) + 60\%(3*5MIL + 5*15 MIL) = 20 + 54 = 74$ mil

So we can get 4 mil extra profit(74-70 mil)

I - Okay, now in case of new tech if in case of delay, we can also outsource (it can be done at end moment), then how much more profit can be made than the previous case?

C - (Solved this using the same approach but did a calculation error but he was satisfied that my logic was correct he told me the correct profit - 78 mil after subtracting 90 mil FC so ans. is 4 mil [78-74 MIL])

Interview Experience

| | |
|------------------------------------|--|
| What worked well for you? | Staying calm, taking time to solve and making sure that my approach makes sense and smiling all along. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Case Interview 2

Our client is an HNI sports enthusiast who is not happy with the sports affairs in the country

and he/she wants to know what can be done.

I - Our client is an HNI sports enthusiast who is not happy with the sports affairs in India and he/she wants to know what can be done.

C - (Clarified the problem statement - thought the problem related to professional players and our representation in International sports; which was not the case) I would like to ask a few clarifying questions. What country does the HNI belong to and How much money does the HNI have to invest for this problem?

I - India; HNI is a rich guy with a corpus of 100 Cr for this purpose.

C - (I started directly with what could be done which was not correct) Bifurcated the problem into three parts. What can be done at the Individual player level, with different agencies like NGOs and with the Government?

He kept interrupting me very frequently and then he told me to start again and List the steps that should be taken and clarified that HNI is not happy with the overall sports affairs of the country and not only people playing professionally.

I took some time and broke down the problem into 4 steps-

C - Step 1: Identify the reason through primary and secondary research and expand along the same lines.

Step 2: With whom we can work? (schools, govt., NGOs etc)

Step 3: Owing to the root cause where and at what level the changes be made? - (school, college etc)

Step 4: What can be done? (Broadly incentive and awareness)

He cross-questioned a lot while I answered and explained my approach

I - What can be some of the reasons?

C - (I gave as many as I could think) Busy lifestyle, increased screen time, unhealthy eating habits, materialism, procrastination, the fact that parents ask their kids to focus more on studies, very less chance of cracking it while playing sports etc.

I - (Not satisfied with the previous answer) Okay just tell me what can be done.

C - (Answered as many as I could think of) - Awareness through Govt. & NGOs, encourage sports in schools, encourage sports in corporates and other organizations, organize events to teach different sports and keep monetary prizes etc.

Interview Experience

| | |
|---|--|
| What worked well for you? | I did not lose confidence although there were a lot of interruptions and was asked to come up with different things at different points in time. |
| What could you have done better? | Structured my answer better and come with more reasons and solutions |
| Questions asked to the Interviewer | NA |

Case Interview 3

Case-based on my Work-ex (Performance marketing on E-commerce channels) - How do you go about making an Ad campaign? Explain through a structure.

Guesstimate - Your client is a sports goods company and wants to launch a Tennis ball in a particular large town. You need to estimate the market size

2 logical puzzles at the end

I - (Asked about work-ex - Performance Marketing on E-commerce channels and got interested so gave a case on similar lines) How do you go about planning and making an Ad campaign? Explain through a structure.

C - (this was easy as this is what I did) 1st what e-commerce platform - marketplace, e-pharma, e-beauty, quick commerce etc?

Then what product or range of products

Then what is the objective? - Reach or ROI

What ad types? search or display

Cost associated- dynamic or fixed; if dynamic what bid are we willing to place?

Based on cost and past data we back-calculate the no. of impressions

I - Let us do a market sizing case. Your client is a sports goods company and wants to launch a Tennis ball in a particularly large town. You need to estimate the market size. Just explain the approach.

C - We will start with population, then the urban-rural split, and different sports split- Tennis, cricket, and other sports, then in tennis professional or not professional and the average frequency of usage in all the different bifurcations we can arrive at no. of tennis balls demanded.

I - these are okay but there could be more factors. Can you think of any focussing on people who play tennis?

(While I was thinking, he gave me a hint on no. of courts in the town)

C - No. of clubs in town* Avg no. of courts in a club* Avg no of players /court* no. of matches(avg operational time/time taken for 1 match)* Avg no. of balls used in a match

I - so you are on a planet with no ocean, only land. You start at Point P. You move 10 miles south, then 10 miles right and then 10 miles back up north you land up at Point P. Where is the point P on the planet?

C - North Pole

I - that is the obvious answer, there is one more point can you think of?

C -(I didn't know so I jokingly answered)Is it the South Pole?

I - No, not the South Pole but a little above the South Pole
(he explained the answer but can't recall)

C - There is a cake you have 3 cuts, and you need to make 8 equal pieces. How will you do it?
I was thinking, then he started helping me out and said if you cut the cake into a cross or plus
using two cuts how many pieces do you have?

Then it clicked me and I said 4 and then we would cut the cake horizontally from the middle to
make 8 pieces.

| | |
|---|--|
| What worked well for you? | Keeping the interview more conversational and friendly despite a very bad round 2. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Just stay confident and smile throughout the interview.



Soumavo Ghosh

| | |
|------------------------------------|------------------------------------|
| Undergraduate College | NIT Bhopal |
| Field of Graduation | Electrical Engineering |
| Professional Qualifications | NA |
| Work Experience | Bajaj Auto, Automobile - 32 months |

HR & Conversation Questions

Tell me about yourself

Asked me what my role was in the company I worked with

What are the cost heads of a Satellite project? What are your ideas on Aditya L1? (based on my past experience)

Why consulting?

What do you know about the company?

One LR question based on arrangement and one DI problem based on Allegation and mixture (He shared his screen showing the question).

Suggest 3 parameters which you would like to improve as a PM of the country for growth of economy in the next 5 years?

Case Interview 1

Growth case for a milk company.

Guesstimate question on supply chain.

I - Suppose you are a milk vendor. Recently you hit a lottery and earned 2 crores. You want to expand your daily milk business. Please suggest how you would do it.

C - CPCC questions regarding current location of the company, competitor to the company and are we having any advantage related to product or the price?

I - Location is Delhi. Similar milk vendors exist in the area. The houses are divided based on loyalty. Our product is comparable with other products and the price is also competitive.

C - CPCC question on type of component being sold (Only milk or paneer, etc), What is the current business model, Current market share?

I - Only milk is the current business. The current business model is D2C. The market share is good around 30%

C - Is there any time constraint? Does the milkman have any family person who can take care of the business in case the milkman goes for market exploration?

I - The business should be launched within a year. The milkman is a multi-tasker, he has no such constraint

C - Applied Ansoff matrix to suggest new market exploration. What is the market for milk using industry in the region: Like where do the sweet shops/ paneer shops buy their milk from?

I - The sweet shops/paneer shops buy their milk from milk vans coming from milk organizations like Amul.

C - What is the advantage Amul has over the milkman? Why are they not buying from us?

I - There is no such advantage. Generally the demand in sweet shops is more than what the milkman can cater too.

C - Suggested new market exploration to the B2B sector (shops).

I - Can you suggest a new cost structure?

C - Presented a cost structure (Purchase of new cow/buffalo, Hiring of new people, Marketing cost, etc) to abide by 2 Cr budget. Presented a 6 month cost to profit estimation.

I - Okay, how do you think the milk industry affects the economics of the country?

C - Tried to give some relation between GDP and milk consumption.

Interview Experience

| | |
|---|---|
| What worked well for you? | DI problem solving speed (I was lucky to have solved it fast for which he was impressed). |
| What could you have done better? | Less complicating the guesstimate problem |
| Questions asked to the Interviewer | NA |



Aarushi Doomra

| | |
|-----------------------------|------------------------------|
| Undergraduate College | Shri Ram College of Commerce |
| Field of Graduation | BCom Hons |
| Professional Qualifications | NA |
| Work Experience | NA |

HR & Conversation Questions

Why consulting?

Why Bain?

Questions around my internship at Grant Thornton.

How did I raise sponsorships?

Light discussion on golf.

Case Interview 1

Your client is an IT service provider who is witnessing a decline in revenue, increased costs and an EBITDA decline of 5-7%.

I - Your client is an IT service provider who is witnessing a decline in revenue, increased costs and an EBITDA decline of 5-7%.

C - I would like to know more about the client. What kind of services is the client providing? Is it operating in India or globally? How long has it been established for?

I - It's a small company with a valuation of around \$800mn and was established last year. It mainly provides customised services and is based out of India, however, 70% of its clients are US-based and the remaining 30% are Europe-based.

C - Got it, also is this an industry-wide issue with competitors facing a similar decline in EBITDA or company-specific?

I - It's company-specific. In fact the EBIDTA is 10% lesser vis-a-vis competitors.

C - Okay. Since both revenue and costs are a matter of concern here do you have any data on the same which might give me an idea which is more important so that I can start accordingly.

I - I don't have any data, but let's focus on the cost side.

C - Are we witnessing any rise in operational costs or non-operational costs? Also if it's operational, is the increase in primary or secondary costs? (the interviewer asked me to quote a few examples for both categories and we proceeded with operational & primary costs)

C - I'll lay out the entire value chain to identify the cost head that might be problematic here. Basic R&D and customer profiling → Customer acquisition → Service delivery → Follow ups & after sales → Customer retention.

I - Let's focus on customer acquisition.

C - The major cost heads here would be HR-related costs, infrastructural costs, and other product related costs. Do you want me to focus on any particular cost?

I - HR-related costs are rising.

C - HR costs implies the Number of employees working on a project*avg number of hours each employee work* salary/employee (took a buy-in that in such customised projects salary generally vary on the basis of time)

I - Have you covered every aspect?

C - Oh, maybe a few members of the team are paid for onboarding clients.

I - Yes, let's focus on that cost.

C - The willingness and ability of the sales team might be a problem. Do we have any information on the same?

I - Yes, willingness is the problem

C - Willingness could include monetary & non-monetary benefits that the company might have changed recently. For instance- the commission matters only on the number of clients onboarded and not on the value of clients.

I - Yes, exactly, we recently changed the pay structure which reduced employees' motivation to onboard big clients. I guess we can end the case here.

Interview Experience

What worked well for you?

I feel I was confident and communicated with the interviewer throughout the case. I took constant buy-ins, picked cues which helped me move into the right direction and even agreed with him whenever he pointed out that I might be going wrong.

| | |
|---|--|
| What could you have done better? | I initially got tense because the IT industry was something I was least expecting considering my background. However prior practice of similar cases helped me during the interview. |
| Questions asked to the Interviewer | NA |

Case Interview 2

You are the CEO of a tech company who have recently developed a conversational AI tool and the basis of pilot testing the performance and capabilities of the tool are marked 8/10. Now as a consultant, you need to advise the client regarding the action plan of this AI tool.

C - Great, just to ensure I understood the problem correctly, our client has developed an AI tool which has performed well as per the pilot tests and they now want to understand the future POA.

I - Yes, correct

C - Before moving ahead, I'd like to understand the company and this technology first. Why has the client developed this technology now and what is the long-term objective of the client?

I - We are among the leading tech firms known for innovations and we found a gap in this market, thereby making this device. The objective is to monetise this technology and generate profits.

C - Are there any constraints in terms of time/budget?

I - No, we have adequate resources. I want you to begin by identifying use cases for this tool.

C - Sure, I'd like to divide this on the basis of target customers for the use i.e companies for their business and households. Under B2B this technology can be used for addressing

customer complaints, internal employee support including employee onboarding & training, sales support services etc. For B2C we can think of something like Amazon Alexa wherein a diverse range of services like smart home control, entertainment, learning assistance etc can be provided.

I - Can you think of a few businesses who might need such a device for say handling customer support?

C - Diverse companies like E-commerce platforms such as Amazon, Flipkart, Nykaa or Tech companies like Google, Lenovo, automobile companies like Ford etc

I - Let's say Nykaa approaches us for this technology. How would you charge them?

C - Number of complaints*avg. Duration of one call*price/min (I took a buy-in from the interviewer if we'll be charging basis time or number)

I - Now can you give me an approximate number of complaints that Nykaa would get in 1 day.

C - Did a guesstimate by estimating the total user base of nykaa, then took in a percentage of users who would be frequent buyers and took a buy in to ignore the ones who are occasional buyers. Then took a percentage of people who might be dissatisfied with their purchase and finally a percentage of the ones who use customer care to call and address their complaints.

I - Fine, this looks like a fair estimate. Is it the right decision to launch this technology in India or should the company look for other geographies?

C - I'd like to understand the time period by which the company wishes to achieve its objective.

I - We don't have any timeline in mind.

C - Okay. If the company has adequate time and is willing to wait for a long term to witness results then India might prove to be a good choice. Since 70% of India's population resides in rural areas the tech literacy and accessibility of such e-commerce platforms is low. Therefore it might take time to have a large-scale adoption of similar technology. At the same time, India has a huge market potential in terms of both e-commerce platforms and the target audience. Furthermore, the level of competition in terms of similar technology is low here if compared to developed nations like America.

However, if the company has time constraints then they might explore other geographies like Singapore which has a better percentage of tech literate population and better market opportunity.

I - Great, we can end the case here.

| | |
|---|---|
| What worked well for you? | The case statement was unconventional so I ensured to carry the interview as a conversation rather than just focusing on the standard framework which the interviewer appreciated because he said that frameworks don't work everytime. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Just be confident and keep it conversational. Don't make any assumptions and take constant buy-ins. The interviewer generally gives slight hints so make sure you pick such cues. Lastly, go through past transcripts to get an idea about the case types asked in similar interviews.

Manya Jhamb

| | |
|------------------------------------|---|
| Undergraduate College | Lady Shri Ram College For Women, Delhi University |
| Field of Graduation | B.Com (Hons) |
| Professional Qualifications | NA |
| Work Experience | D.E. Shaw |

HR & Conversation Questions

Tell me about yourself.

Case Interview 1

Client is a steel pipe manufacturer based in Gujarat, it's looking to reduce costs by 150 crores within a year. How can it achieve this reduction?

The Partner introduced himself and asked for my introduction. He started with the following case right after that-

I - Our client is a steel pipe manufacturer in Gujarat, looking to reduce costs by 150 crores within a year.

C - Can I know the geographical location of the client? Who are its major competitors? Who are the major customers of the client?

I - The client is located in Gujarat. There are three plants, but for the simplicity of this case, we'll assume that there's one. It's located near a port city. The supply comes from China. And the customers are in the Middle East. There are four players in the market. We are a market leader with 30-35% market share.

C - Alright. I will start with the analysis. Costs can be divided into operating and non-operating costs. For the purpose of this case, I will focus on operating costs. This can further be divided into pre-manufacturing, during manufacturing, and post-manufacturing costs.

Pre-manufacturing- the major cost would be procurement of raw materials, inbound logistics and storage. Then during manufacturing would involve the cost of production- man and machinery. And a third would be post-manufacturing costs, which would be storage of our finished goods, outbound logistics, distribution, sales and after-sales.

I - Which are the major costs according to you?

C: Procurement of raw materials, inbound logistics and manufacturing would be the major cost drivers.

I - You're spot on, 60% of costs come from procurement. Can you break down procurement costs further and suggest ways to reduce it?

C - Procurement cost can be seen as the price into the volume that we are procuring. We will also add custom charges and import duties to this. (Interviewer suggested ignoring custom charges).

On the price front, we can use these ways to reduce the cost- hedging contracts, diversifying suppliers, and considering local suppliers for raw materials.

I - How can we reduce the cost of procurement based on volume?

C - Procuring in large volumes to reduce cost and using technology for more accurate estimations of required materials.

I - Any other ways that you can think of?

There was a discussion with the interviewer which led me to step into the shoes of a procurement manager and draw out his journey.

C - A procurement manager would typically follow these steps- forecasting the requirement, breaking down requirement into installments, entering into contractual agreements and actual procurement.

I - Yes, this is what I was looking for. Why do you think installments would affect the cost?

C - It creates a trade off between logistics costs of procuring multiple times versus bearing losses because of procuring higher/lower quantities due to incorrect estimations.

I - If you were the procurement manager and you had three options- procuring 2 to 3 times, 5 to 6 times or 10 to 12 times, what would you choose?

C - I'd aim for a middle ground to optimize procurement and logistics costs.

I - Tell me intuitively, if you were given an option, would you procure equal every time or would you procure higher quantity in the beginning, lower at the end or would you procure lower at the beginning and higher at the end?

C - I'd procure more at the beginning to meet higher production targets, then adjust downwards as needed.

Then he gave me a figure of the procurement cost and asked if reducing it by a certain percentage would meet the target. I presented the calculation and he ended the case here.

Interview Experience

| | |
|---|--|
| What worked well for you? | Good communication skills and staying calm throughout worked well for me. |
| What could you have done better? | There was some confusion in between when I wasn't able to reach where the interviewer was directing me. In that case, I could have taken a step back and reiterated the earlier steps to get into the right direction. |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Creating a structure at every level and having a strong reasoning behind every argument you give is the key to cracking the case.

months, indegene 10 months (34 months)

Case Interview 1

Your client is an Indian hair oil manufacturer. 10% market share in FY20. Revenue has been flat over the past couple of years. 1. Calculate the current market share, the industry is growing at 10% YoY 2. elaborate different ways to gain market share.

I - 10% YoY industry growth, but our market share is static at 10% of. the value in 2020. I assumed the total market in 2020 to be 100 cr. thus the company's market share in 2020=10Cr. In 2023, the market size will be $100 \times (1.1) \times (1.1) \times (1.1) = 133$, and the company's share will still be 10 CR. Thus new market share= $10 / 133 = 8.33\%$

This involved no cross questioning, he was happy with how I had solved it. We moved onto the case.

I began with scoping questions.

I - Please stop, I only want to know what broad solutions you would suggest to increase market share. Please focus on organic means to ensure the company's growth.

C - Sure. The company can achieve organic growth via three approaches
Growth in the existing market, growth into a new market and introduction of a new product line.

I - Please elaborate the first approach- the company is not looking to enter new markets or launch a new product

C - There are four ways this can be done- first, we can make slight changes to the product and/or its packaging. Since the company is not looking to develop a new product, i'll skip that suggestion.

Dr. Simran Jha

| | |
|------------------------------------|--|
| Undergraduate College | IPGME&R and SSKM Hospital |
| Field of Graduation | Medicine & Surgery |
| Professional Qualifications | MBBS |
| Work Experience | IPGME&R and SSKM Hospital 12 months, abbott 12 |

I - Continue, and please only give very broad solutions.

C - We can then take a look at the distribution channels- we can first strengthen the existing channels or even establish new channels, like introducing online sales i we are currently only selling offline (mind you, he refused to answer any scoping questions, he was looking for very short answers to judge how quickly i could think of different solutions). Next, we can assess the promotions our company is offering, and lastly we can consider changing the price of the product- either increase or decrease it.

I - What are the factors you need to take into account when talking about promotions?

C - The message, messenger and the media being used to relay the message.

I - You are missing an important factor.

C - The budget?

I - Correct. Thank you, this discussion is now closed.

Interview Experience

| | |
|----------------------------------|--|
| What worked well for you? | It was a very smooth interview, however it did rattle me when he refused to answer scoping questions. I just kept my calm and answered exactly in the way he wanted to hear. |
|----------------------------------|--|

Tips for Future Candidates

It is important to keep calm, smile and show enthusiasm during the interview.

Sristi Bhimrajka

| | |
|------------------------------------|---------------------------------------|
| Undergraduate College | Shri Ram College of Commerce |
| Field of Graduation | B.Com (Hons) |
| Professional Qualifications | CFA L1 |
| Work Experience | JP Morgan Chase & Co., IB - 23 months |

HR & Conversation Questions

Introduce yourself

What do you like about IIML and what do you not like about IIM L

What did you do at JPM?

Case Interview 1

You want to start up and want to venture into the hotel & hospitality industry. Can you estimate the number of hotel rooms in India?

I - Let's do a quick marketing sizing exercise. You want to start up and want to venture into the hotel & hospitality industry. Can you estimate the number of hotel rooms in India?

C - Reiterated the problem statement and asked a few clarifying questions about prior experience, consumer segment, geographical location, investment, and time constraints

I - Consider setting up a business similar to an Airbnb setup aiming to organize the unorganized hospitality market considering the 3-4 stars' properties.

C - Took a supply-side approach, started with the area of India, and divided it into residential, commercial, and areas not available for use. Further, explained that I would consider a certain number of hotels within a particular kilometer-square area and then aim to arrive at the total number of hotels/properties. Finally, multiply with the average number of rooms.

I - Suggested that I could ask for the number of properties within a particular radius in both residential and commercial areas.

Interview Experience

| | |
|------------------------------------|--|
| What worked well for you? | Asking the right questions, helps to get a lot of background on the case. |
| What could you have done better? | Could have asked the available numbers with regards to hotel per certain kilometer square. |
| Questions asked to the Interviewer | NA |

Case Interview 2

A leading education finance company has been losing market share for the last 2 years. Can you please identify the reasons why this might be happening?

I - A leading education finance company has been losing market share for the last 2 years. Can you please identify the reasons why this might be happening?

C - Reiterated the problem statement and asked a few CPCC questions

I - The company is based in India and provides loans for postgraduate education. The company is 4th largest by market share in terms of revenue.

C - Can I please understand more about the product segments to identify the customers?

I - Loan split: 30% Indian Institutes, 70% Foreign Institutes

C: Are we facing a decline in any particular segment? What is the magnitude of the decline?

I - No, the decline is seen in the overall market share across segments. Additionally, we have registered a 30% decline in the market share (1st time low), while two of our primary competitors have seen a 10% and 20% increment in the market share.

C - Understood; please give me a minute to lay out a broad structure. Essentially, the problem can be associated with either a decline in the number of clients served or a decrease in interest rates, but a decrease in interest rates at our end is more likely to attract more clients for us, I would assume that we have been seeing a decline in clients. Is that a correct assumption to make?

I - Yes, that's right, you can go ahead.

C - To understand why there could have been a decline in the number of customers, I laid down the entire loan process: Assessing the need for a loan, evaluating options between a bank or education finance company, application process, and after-sales.

I - Can you list down a few factors on the basis of which you would decide between a bank or education finance company?

C - Went ahead and listed down the following factors and explained them in detail:

- Interest rates
- Trust / Past relationship with the organization

- Ease of payment
- Requirement of guarantee
- Awareness
- Accessibility

I - Great! Can you now talk about the essentials of the application process?

C - Ease of online accessibility, mapping of proper relationship managers taking into consideration the educational institute the applicant is targeting and the amount of loan required, ease of application in terms of having a one-click process by uploading the scanned documents online rather than manually filling out the form, easy access to the relationship managers if someone prefers the offline mode

I - Finally, can we also look at the after-sales essentials?

C - Sure:

Constant check-ins for increased loan requirement

Availability of financing options in terms of connecting the applicant to some alumni to secure some work that could help in repayment of loans, mostly applicable for foreign loans

Customer support: Reminders about payments on call/message/email, updates about new plans with interest rate adjustment, grievance redressal

I - That's all! That was very comprehensive.

The interviewer did not point out a particular reason. He just wanted a comprehensive outlook of the case.

| | |
|---|----|
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Not restricting to any set framework helps.

Interview Experience

| | |
|----------------------------------|---|
| What worked well for you? | Just being calm, taking proper pauses, laying out the broad structure with clarity and focusing on areas where interviewer wanted to help me sail through the round |
|----------------------------------|---|

Aakriti Gupta

| | |
|------------------------------------|--|
| Undergraduate College | Shri Ram College of Commerce, Delhi University |
| Field of Graduation | B.Com.(Hons.) |
| Professional Qualifications | NA |
| Work Experience | NA |



HR & Conversation Questions

Tell me about yourself

How has been your experience in IIM Lucknow till date?

Since you are a fresher and from commerce background, why consulting and not finance?

Since you like traveling (I mentioned in my intro), what is your favorite destination and why?

You mentioned about development of Mobile App for helping the microentrepreneurs, can you please elaborate about them more.

Case Interview 1

The case is related to the digitisation of the supply chain of the auto-component sector to address the issue of vehicle repair workshops using local parts in the vehicles instead of branded ones.

I - Hi, We'll have a very short case discussion. Suppose you go to the workshop for accidental repair of your scooter. What type of parts do you think these workshops use?

C - I don't know much about vehicles. But according to me, it will be either branded parts or local parts.

I - Right, this is what today's case is about. Your client is an automobile manufacturer. They also supply the branded parts to various workshops via distributors and retailers. But these workshops sometimes use local parts in the name of branded parts in customer's vehicles which is affecting the name of the company. So, the client wants to know which part of the value chain they should digitise?

C - I want to know more about the value chain that the client is following currently.

I - They supply to distributors who give it to retailers and workshops buy from these retailers. I just want you to focus on the factors which you will consider while making this decision.

C - The factors that I can think of are: Cost associated with this change, Reach of each individual participant of the value chain, scale of operations, area they are operating in, knowledge and current adoption of technology.

I - Great. These were the factors which I wanted you to think of. Now what all major costs will be associated with this change?

C - I can break the cost into fixed cost and variable cost.

I - I don't want the breakup. Just give me 5 major costs.

C - The major costs will be: cost of acquisition, training of employees, maintenance cost, infrastructure cost and other logistics cost.

I - Right. If all these costs are minimum with digitizing the retailers. Now is there any other factor that you'll focus on before taking the decision?

C - I think we'll compare the change in revenue because of this decision and if it is worth making the change or not. Also we can do the break even analysis for the cost that we'll incur to give us the better picture.

I - Right. Revenue change was something that I wanted you to consider. We can close the case here.

C - Thank you!

Interview Experience

| | |
|---|---|
| What worked well for you? | Being calm, composed. The interviewer was helpful at times if he feels the case is going off path. Being communicative is critical. |
| What could you have done better? | I could have considered more factors while listing for choosing the part of the value chain. |
| Questions asked to the Interviewer | NA |

Case Interview 2

Your client is Hyundai. They manufacture and sell 4-wheelers to dealers who further sell it to final consumers. Dealers currently have 100 service stations pan India but feel the need to expand more due to space issues and most of the service stations are over occupied during peak periods. What should be the ideal number of service stations? What can be done to

improve the situation with the current number of service stations?

I - Hi Aakriti, how was the previous round? What was the case about?

C - Hi, it went pretty well. The case was related to the actual problem that BCG solved for one of its automobile clients. It focussed on digital intervention to address the challenges in the distribution channel by the client.

I - Okay, that's great. Then let's discuss a small case related to the automobile sector only.

C - Sure!

I - Your client is Hyundai. They manufacture and sell 4-wheelers to dealers who further sell it to final consumers. Dealers currently have 100 service stations pan India but feel the need to expand more due to space issues and most of the service stations are over occupied during peak periods. What should be the ideal number of service stations? What can be done to improve the situation with the current number of service stations?

C - I'd like to know a few things about the client first to proceed with the case. Firstly, Are these service stations present in PAN India? Also about the type of vehicles, operational days and operational hours.

I - PAN India itself. There is only 1 type of vehicle and service stations are operational for all 7 days in a week for 10 hours daily. Now I want you to proceed with your analysis with the information you have, and if you have any further question you have, we can take that as you proceed with the case.

C - Okay. I'll just take 30 seconds to structure my thoughts.

I - Sure, just let me know how you'll begin with the solution.

C - Okay, I'll start with calculating the number of on-road cars of Hyundai and number of services they require in a year giving me the total number of services for 1 year and how many

1 service center can cater to. The difference will help in figuring out how many more centers we require. Is this approach okay with you?

I - Yeah it sounds good. What will be the factors that you'll consider while calculating the number of on-road Hyundai cars? (only the factors)

C - I'll take the population of India, then the rural-urban divide, family size, income divide, number of cars people in different income groups can afford...

I - I think these factors are enough. I'll give you the current number of on-road cars, take the number to be 40 lakh.

C - Okay, can you tell me the number of services these cars require in 1 year?

I - 1 service per year.

C - This gives me the total number of services required in a year to be 40 lakh. How many cars can 1 service station cater to?

I - 4 cars at a time and each car takes 2 hours for 1 service

C - Okay, which gives me 4×5 (since 10 operational hours in a day) = 20 cars by 1 service station in 1 day, giving a total of 7,30,000 cars in a year ($20 \times 100 \times 365$). The difference is 32,30,000 cars which are not currently catered which means there is a need for around 450 stations more ($32,30,000 / (365 \times 20)$).

I - That's great. I think the number is on point. Just 1 more question: what will be the major way to improve the situation with the current number of stations.

C - Okay, I'll just take a few seconds to think about the solution.

I - Before giving the solutions, what can be the major reason for the issue of overcrowding. Think about this first and then give the solution based on this.

C - I started with a 5Ms approach to list down the possible issues..

I - *Cuts in between*Wait, I don't want you to give me any framework, just think from personal experience when your family prefers to go to service stations.

C - *I was stuck in the beginning then I realized what the interviewer wanted to point out*We prefer to go on weekends. Okay, I think there will be an issue of overcrowding on weekends.

I - Yeah right. Give me 2 solutions to tackle this issue.

C - Solutions:

1. Incentives for weekdays
2. Pick and drop service on weekdays
3. Coupons and discounts and some minimal free services.

I - Great. We can close the case here.

| Interview Experience | |
|---|---|
| What worked well for you? | I found that a successful approach for me was to engage in a conversation with the interviewer whenever I encountered a challenge. I would articulate my thought process, taking the interviewer through it step by step. This interactive approach proved beneficial, as it allowed me to gather my thoughts and achieve greater clarity in my thinking. |
| What could you have done better? | I was trying to fit in a structure when I was stuck. Instead I should have thought about it from my personal experience. |

| | |
|------------------------------------|---|
| Questions asked to the Interviewer | Asked her if this was a real case and what was the solution they gave. About her experience at BCG |
|------------------------------------|---|

Tips for Future Candidates

Maintaining composure is essential during interviews. Remember, interviewers always assist you when you encounter challenges. You have their support, and it's crucial to take your time rather than hastily pursuing a solution.

Anshula Pandey

| | |
|------------------------------------|---|
| Undergraduate College | IIT (BHU) Varanasi |
| Field of Graduation | B. Tech in Civil Engineering |
| Professional Qualifications | NA |
| Work Experience | Tata Steel Ltd.- Civil Engineer, Steel Industry (23 Months) |

HR & Conversation Questions

How was life at IIM Lucknow till now?

Tell me about yourself

What is the meaning of "Anshula"?

Tell me about the "Women of Mettle" Program at Tata Steel Ltd. (Specific to my CV)

Which batch are you? PGP 30?

Why Tata Steel?

Why MBA?

Why Consulting?

You worked on the EV bit, please tell me what you did in that part of your work experience.

Why BCG when your CV specifically mentions McKinsey? (I had a point written related to a project by McKinsey in my CV)

Case Interview 1

Client is a tyre manufacturer with reducing market share. Help them figure out why.

C - Just to understand my client better, can you please tell me how much has the market share reduced, what kind of vehicles do we cater to, where do we operate from and who are our major competitors?

I - Our market share has reduced from 23% to 20% in the span of 2 years. There are 3 major players, including us, in this industry, and their market share has increased, one increasing from 10% to 15%. We operate PAN India, and cater only to the passenger vehicle segment.

C - Got it. Can you also please tell me about the various distribution channels we use, do we use retailers/wholesalers as our channels, or do we directly cater to the customers?

I - We're a B2B segment, so we have multiple retailers.

C - Right. So is it safe to assume that our revenue only comes from the retailer segment? Or are there any other ways?

I - So 5% of our revenue comes from our own stores, 25% comes from retailers selling only our product and 70% comes from retailers selling multiple brands.

C - And is there a decline in revenues in all the three due to which our market share is reducing?

I - No, only the multiple brand retailer segment is facing a decline.

C - Got it Gurbani. So considering that a decline in market share is largely due to two major factors - one being the macro economic factors such as environmental, legal or political factors and other being the Micro economic, essentially the various barriers to entries present, or maybe there are new entrants into the market, or maybe substitutes or complements might have some issues we're unaware about. Since you've mentioned that our competitors have seen an increase in their market share, is it okay if I focus on the Micro economic factors only? (I said all of this in one breath, which showed my desperation to solve the case :'))

I - Definitely Anshula. Take a breath, it's okay. Since we're behind the schedule, I'd like you to focus on the substitutes part itself.

C - Surely. Since you've mentioned that the revenues from our multi brand retail stores have gone down, is it safe to assume that people have stopped using our products and shifting to different products, once they come into the store?

I - Yes, that's precisely what's happening. Can you figure out why?

C: Absolutely. I'd like to map out the Customer journey, once the customer has entered into the store. Is it okay?

I - Yes, go ahead.

C - So the important factors I can see which may affect the decision of the customer are the price of the product, the place at which the product is positioned, if our product is sufficiently promoted or it may be in the inherent quality of the product itself. Are any of these an issue?

I - Yes, since we're short on time and you've almost gotten to the problem, we can close the case here. Both the price and quality of the product is an issue, because we've reduced the quality to install cheaper products into the market, the customer started to view our product as the one with the lesser quality, due to which its durability has reduced in the minds of the customers. As a result of which, customers are directly switching to different products.

C - Got it Gurbani, it makes complete sense that the perception of the customer itself has changed of the product.

I - Good solve, do you have any questions for me?

C - Was this a real case you worked on?

I - Not exactly, this was a part of a bigger case we worked on. Overall this was the situation.

C - Got it, thank you so much Gurbani!

I - Thanks Anshula and Best of Luck! You may leave.

Interview Experience

| | |
|------------------------------------|---|
| What worked well for you? | Kept a smile throughout the interview, the interviewer was super helpful and sweet. |
| What could you have done better? | My interview started a little late, so I got nervous and was trying to pace through my thoughts. She asked me to calm down, take a breath and go forward, which could have been done from the beginning itself. Also, there were multiple disconnections in the network, which was making me more and more anxious. Only solution is to stay calm and keep talking (After making sure your network is not the problem, of course.) |
| Questions asked to the Interviewer | Asked her if this was a real case and how'd she go about it in the actual scenario. |

Case Interview 2

Your client is Hyundai. They manufacture and sell 4-wheelers to dealers who further sell it to final consumers. Dealers currently have 100 service stations pan India but feel the need to expand more. What should be the ideal number of service stations? What can be done to improve the situation with the current number of service stations?

I - Your client is Hyundai. They manufacture and sell 4-wheelers to dealers who further sell it to final consumers. Dealers currently have 100 service stations pan India but feel the need to expand more. What should be the ideal number of service stations?

C - I'd like to know a few things about the client first, in order to proceed with the case. Firstly, Are these 100 service stations present in PAN India, or are they in the major metro cities?

I - PAN India itself you can consider, so I want you to proceed with your analysis, and any question you have can be answered as you proceed.

C - Surely. So I'll just start by estimating the number of cars Hyundai manufactures in a year, and then once I get an estimate that how many servicing are required per car, and what demand each service center caters to, I can try and figure out how many more service centers we require. Is this approach okay with you?

I - Sure, we can work around this.

C - Great. So the population of India is 140Crs, out of which 100 Crs are urban and 40 Crs are rural.

I - I'll give you the number of cars on the road of Hyundai, Anshula. It's 40L in one year.

C - Got it. Can you please tell me how much servicing is required per car, on an average, in a year?

I - You may consider 1.5 servicing per car.

C - So it's okay to ignore the new cars Hyundai manufactures in this year and I shall just focus on these 40L cars?

I - Yes, you may do so.

C - Got it. So 40L cars, each requiring 1.5 servicings, implying there is a need of 60L servicings per year. There are currently 100 service centres. Should I generalize the service centres? Or should I divide them according to the various Tier Cities they are present in, because the demand in the service centres will be different for different Tier cities.

I - That's a good observation Anshula. But I'd like you to generalize it. Consider each of the service centres has equal demand.

C - 60L in 100 Centers, meaning 60K servicing in one centre in one year, implying 5K servicing in one month per service center. Can you tell me the number of operational hours of each service center, and how many cars they cater to at a time, also, what is the duration of each service?

I - We're operational 10 hrs. in a day, each servicing takes 1hr and at a time we cater to 4 cars.

C - Okay, that makes 40 Cars in a day which is 1200 cars in a month, which means there are additional 3800 cars we need to cater to.

I - I've just mentioned the capacity, Anshula.

C - *Confused*

I - Do you have a car in the family?

C - Yes, I do.

I - What do you do the first thing for going for a Servicing?

C - We book an appointment.

I - Before that how do you decide that it's time to go and when do you decide that today we should go?

C - *Realises the point he's trying to make* We decide on when to go based on our schedules, so we try to either go on a Saturday or a Sunday.

I - Yes, so what can you say about the situation?

C - The centers must be facing excessive demand on weekends which might not be getting fulfilled, while the capacity might go under-utilized on the weekdays.

I - Precisely. In any case, how many extra centers are required, considering demand is equal on each day of the week.

C - So for one center, we require 3800 additional servicings, as compared to the 1200 we're currently able to provide. So the number of centers per service center should be $3800/1200$ which is 3 point something, implying we need 4 more times the number of service centers we currently have, that is 500 centers in total to effectively cater to the demand.

I - Precisely. But, it seems illogical that we create these many service centers. So what can we do to rectify the demand situation?

C - In the short run, we could ask the customers to pre-book their appointments in order to get a weekend slot. In the long run, we could hire more people and increase the number of working hours at weekends and decrease the number of working hours on the weekdays to incorporate the required demand.

I - That's one way. What else can be done?

C - *Still thinking*

I - What can be done differently on weekdays so that the demand shifts on the weekdays?

C - *Realizes* We can provide them discounts on the weekdays so that the majority of people automatically bring their vehicles on weekdays.

I - Exactly. Although we did the exact opposite, we charged a premium on the weekends, which also can incorporate the labor you want to bring in on weekends, haha.

C - Haha, makes perfect sense.

I - Good. We can close the case here, All the Best Anshula!

C - Thank you so much!

Interview Experience

| | |
|---|---|
| What worked well for you? | Kept a smile throughout the case even when I got stuck. Calmly handled the situation and tried to not show my nervousness on my face. |
| What could you have done better? | I should have taken a few seconds and then given him the solutions instead of trying to be impulsive. |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Staying calm is a must. Interviewers help you when you're stuck. You're not alone, the interviewer solves the case with you. So it's important that you take your time and not rush into getting the solution.

Sakshi Baheti

| | |
|-----------------------------|---------------------------------------|
| Undergraduate College | IIT Gandhinagar |
| Field of Graduation | Engineering |
| Professional Qualifications | NA |
| Work Experience | ZS Associates- Consulting (12 months) |

HR & Conversation Questions

Tell me about yourself

Case Interview 1

Your client is a pharma company selling branded generics in India, mostly acute medication related. Devise a growth strategy for them

C - Asked about growth metric, target, time period & why now

I - Indian pharma market is competitive, client aspires for 10% YOY growth against industry average of 7-8%, also gave some figures around current turnover of client & their future aspirations

C - Asked preliminary CPCC questions. What kind of drugs under acute medication does the client have? Which therapy areas?

I - Both generic & prescriptive drugs under 4 Therapy areas. Focus is on Derma & Ophthalmology for now

C - Started laying down a broader structure for the growth case. Broke revenue into price*dosage*average users. Brief discussion around each

I - Suggested to look at number of users as little scope possible in price & dosage

C - Started looking at users in the existing drug segment. Divided into customer pull & push
I - Suggested to look at Push majorly

C - Divided Push into 2 major buckets - Awareness & Accessibility. Awareness can be through doctors

I - What all factors do doctors consider while prescribing a drug?

C - Listed few factors like : Mechanism of action, Side Effects, Effectiveness, Well established drug or not

I - All these are the same for generic drugs? What else? [Here he wanted me to segment doctors, didn't realize this while solving case, got to know later]

C - Started looking at Accessibility : Online & Offline presence, availability of drugs, no stock outs, stores at appropriate locations?

I - Company has saturated the channels

C - Started looking at New Product segment - Existing drugs for other disease areas, More drugs in Derma & Ophthalmology, Different Therapy area

I - Asked to analyze entry into each bucket

C - Mentioned the key factors of consideration including risks under each bucket

I - Agreed to the approach & closed the case.

| Interview Experience | |
|---|---|
| What worked well for you? | Getting buy-in from him constantly & modifying my approach as & when required |
| What could you have done better? | Could have used some more pharma specific terminologies |
| Questions asked to the Interviewer | NA |

Case Interview 2

Your client is the environment minister of India & he wants you to estimate water consumption in India

Asked Preliminary Questions, Why now? The interviewer was more interested in the approach rather than the numbers. Asked me to lay down a broader structure

Approach:

- Divided into Household & Industrial
- Under Household divided into Rural & Urban
- Estimated for Urban Household considering daily activities.
- For Rural he simply asked me to mention points of differences from urban
- Under Industry looked at Agriculture, Manufacturing, Service, Essentials - School, Government, Hospitals
- Agriculture - Crop (discussed 2-3 broader approaches here) + Animal Husbandry

- Asked to mention top sectors which have high water consumption

Once he was aligned on this, he ended the case.

| Interview Experience | |
|---|---------------------------------|
| What worked well for you? | Being structured in my approach |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

MECE & Structured approach

Shreya Mahajan

| | |
|------------------------------|---------------------------------|
| Undergraduate College | Lady Shri Ram College for Women |
| Field of Graduation | Economics Hons. |

| | |
|------------------------------------|---|
| Professional Qualifications | NA |
| Work Experience | Dunhumby - Consumer Products & Data Science (11 months) |

| HR & Conversation Questions |
|-----------------------------|
| Tell me about yourself |

| Case Interview 1 |
|---|
| Client is flooring tile manufacturer having market share in south and west but not in North. Why and suggest a marketing plan? |

| |
|--|
| C - Asked some scoping questions. Laid out a structure. |
| I - Think in a non conventional manner, you are going according to the frameworks. |

| |
|--|
| C - Asked about the operations. Got to know the SKUs are constant across pan india. Used Customer journey to find out problem was in pre purchase. |
| I - Yes, it is not fit for cold weather in the north and the tile breaks. Now suggest something out of the box that you can do to rejig the sales |

| |
|---|
| C - Suggested few tweaks to improve goodwill in North India |
| Interview Experience |

| | |
|---|---|
| What worked well for you? | Lost cool because I received the link late due to a glitch. Tried hard to maintain composure to the best of my capabilities |
| What could you have done better? | Try to stay calm from the start |
| Questions asked to the Interviewer | NA |

| Tips for Future Candidates |
|---|
| Stay calm if it's a stress interview. Adapt your behavior according to the mood of the panelist. Do try to ask nice questions about their field of specialization |

Shantanu Upadhyaya

| | |
|------------------------------------|--|
| Undergraduate College | BITS Pilani Hyderabad Campus |
| Field of Graduation | MSc Economics + BE Electronics & Communication |
| Professional Qualifications | NA |
| Work Experience | NVIDIA - VLSI Chip Design (31 months) |

HR & Conversation Questions

Introduce yourself

Case Interview 1

Your client is a financial services firm which wants to identify an under penetrated segment in their home loan business. The client is asking us how they should approach the problem

C - (Clarified the problem statement and the objective) Which geography does the client operate in?

I - Client operates pan India

C - How old is the company?

I - The client is an established player having 20+ years experience in this field

C - Who are the competitors in this space?

I - There are some other banks and NBFC who provide such loan offerings, it is a fairly competitive space

C - What are the different types of home loan the client provides?

I - There are mainly two types of home loans: a) Premium segment (>35 Lakh) and Affordable segment (<35 Lakh).

C - As per my understanding we have two objectives here, first to segment the under-penetrated market and then decide criteria for targeting them. Is that approach correct?

I - Yes

C - Should we focus on both types of loan for segmenting the under-penetrated market?

I - You can look at affordable segment

C - Sure can i take some time to structure my thoughts

I - Yes

C - Started with the guesstimate for people requiring affordable loan used geography, age, income, rural/urban, occupation as filters

I - What are some factors that we should keep in mind for this segment?

C - The risk return should also be kept in mind before offering loan to this segment like size of loan, default risk, credit score if any and collateral

I - Sure we can close the case now

Interview Experience

| | |
|---|--|
| What worked well for you? | Understanding the problem statement and not force fitting the case into a predefined framework and remaining calm throughout the process |
| What could you have done better? | I could have come up with one criteria a little earlier while doing guesstimate |

Questions asked to the Interviewer

NA

Case Interview 2

Your client is a facility management company which does E2E restoration of historical places. Should it bid for an upcoming project of restoring Victoria Memorial?

C - (Clarified the problem statement). How old is the company and where does it operate?

I - The client is an established player in Europe with 50+ years of experience. This is the first time it is thinking of venturing in an India project

C - Who are the competitors in this space?

I - There are 3 companies which have 60%, 30% and 10% market share

C - What are the different revenue streams?

I - The major revenue stream is the ticket price of visiting the place.

C - There would be locals and foreigners who come visit the place, what is the approximate proportion of them?

I - Around 80% of locals visit and 20% foreigners visit the place

C - What is the ticket price and footfall of the visitors?

I - Ticket price is 1Rs and there are 1cr people who visit.

C - Sure i will take some to structure my thoughts

I - Sure

C - Bidding should happen if the venture is profitable. Profits can be divided into revenue and cost. Should I focus on any specific component?

I - Total operational cost of site is 151 cr out of which 100 cr is manpower cost and it cannot be reduced. You can focus on increasing revenue

C - Revenue can be divided into ticket price*No. of people who come to visit the museum. We can either increase ticket price or increase footfall or both

I - Assume that footfall cannot be increased focus on ticket price

C - Ticket pricing can be done in three ways: Cost based, Value-based and Competition based.

I - You can focus on competition-based pricing

C - We can look at direct competitors which would include other monuments like the Taj Mahal, and Red Fort or substitutes like other places which foreigners visit like museums and other tourist spots. We can then do a competitive benchmarking and price accordingly

I - Sure

C - What is the price that I can take for domestic and foreign tourists for visiting the Taj Mahal?

I - You can assume Rs 50 and Rs 500 as the ticket price respectively.

C - Calculated the turnover and mentioned that some other alternative revenue streams can also be used like merchandise sales.

I - Yes the shortfall due to ticket price can be compensated by other streams we can bid for the project.

C - Sure

I - What are some risks involved in this project?

C - Talked about reputational risks, govt involvement and red-taping

I - We can close the case here

I - Any questions?

C - Asked a few questions

Interview Experience

What worked well for you? Confidence

What could you have done better? NA

Questions asked to the Interviewer NA

Tips for Future Candidates

Remain calm, and believe in your preparation

Utkarsh Sharma

| | |
|------------------------------------|---------------------------------------|
| Undergraduate College | NIT Allahabad |
| Field of Graduation | B. Tech. (ECE) |
| Professional Qualifications | NA |
| Work Experience | Citi - Product Management (47 months) |

HR & Conversation Questions

Tell me about yourself

Case Interview 1

Your client is a Hotel Chain in Goa facing a decline in profits for the last-2-3 years

C - As you mentioned we are a hotel chain, can you let me know in how many locations are we present in Goa and if the decline in profits applies to all of them?

I - We have Hotels and resorts in South Goa and North Goa and we are facing a decline in profits in both.

C - Since you mentioned the last 2-3 years, are we talking about COVID times or is it pre-Covid?

I - The decline in profits we saw Pre-Covid, you can assume pre-2020

C - Let me know the locations of the hotels, are they near the beaches and what kind of customers do we serve?

I - Yes, all our hotels are near the beaches and our hotels are Premier hotels.

C - How many competitors are there and are they also facing the decline?

I - We have a fairly good number of competitors, but they are not facing such a decline, this is specific to us.

C - So, I will proceed with solving the case. The decline in profits can be attributed to either a decrease in revenue or an increase in costs, do we have any information regarding any of them?

I - So, we have seen a decline in revenues as well as an increase in costs, let's start with revenue first.

C - The Revenue is a function of no. of customers visiting hotels, avg. price of hotel rooms and the product mix offered by the hotels, have we seen a change in any of them?

I - We have not changed the prices but we have seen a decline in no of customers visiting. What do you mean by product mix?

C - By product mix, I mean what we are offering in the hotels, as you mentioned we are near the beach, and we might be offering water sports and multiple travel packages as well.

I - Okay got it, try to focus on the decline in the number of customers.

C - I went through the customer journey from booking a hotel online/offline, to come to stay and the customer experience during the stay. Then asked if we had any information regarding issues in this journey.

I - We are receiving very few bookings through online mode.

C - (I listed 4Ps, then asked for data on promotions first because it is a service industry, not a product and place we already know is online). On what sites and applications are we listed and what promotion strategy are we following?

I - Our major bookings come from MakeMyTrip. The issue is with promotions only, recently our hotels are getting shown down on the list after search, which has reduced the number of bookings. Now let's come to the cost side. What major cost do you think occurs for hotel businesses?

C - I divided the costs into operational, non operational, then listed major costs like manpower, fixed costs like rent, property taxes, and insurance to variable costs, utility costs such as lighting, electricity, Housekeeping, etc. Do we have data regarding a problem with the above listed?

I - Majorly our utility management is not optimal, we are wasting a lot of electricity power, explained some linkage between floors and electricity usage. He then told us we have excess labour also and we want to fire them, what will you do?

C - Got your point regarding electricity, firing in large numbers is not a good idea, The Hotel industry is seasonal and we might have huge demands during the festival season in December and the new year. Instead of firing them, we can hire them on a contract basis and take their services.

I - Good. We can close the case now. It was nice interacting with you. Do you have any questions?

C - No sir, thank you!

Interview Experience

| | |
|------------------------------------|--|
| What worked well for you? | No awkward pauses, keeping the interviewer engaged and having confidence while speaking. |
| What could you have done better? | I could have come up with a detailed journey and more ideas while presenting solutions |
| Questions asked to the Interviewer | NA |

Case Interview 2

Your client is the CEO of a company who has been allotted land by the Government. They want your help regarding what they can do with the land

C - Can you tell me about the company, in what locations are they present and what they do?

I - The company is based out of Karnataka and has one plant in Haryana, and they deal in heavy equipment such as boiler manufacturing.

C - Also let me know the area of the land and where the land has been allocated to them.

I - Good question. The area of the land is 100 Acres and it is located in Haryana.

C - Do we have any financial constraints?

I - No, we have enough time and financial resources.

C - Can you let me know if the land is located on a highway and near their plant in Haryana?

I - The land is on a highway only and is nearly 50 Km from their plant, but the roads are nice and good connectivity is there with the plant and nearby areas as well.

C - Can you tell me what's the motive for them, what are they targeting?

I - Good question again, as I mentioned the land has been given to them by the Govt, and the Govt. wants them to generate around 10000 jobs in 3 years in that region.

C - Got it, there are two possibilities, they can either expand their existing business or look for new businesses. As you mentioned their plant is nearby, so they can set up a new plant and manufacture some of the equipment here. As you mentioned this land is on a highway they can also think of a completely new business like a hotel or a shopping mall. Should I explore more on the above-mentioned points or do you want me to think on some different lines?

I - The points are valid but do you think they can generate 10000 jobs, try to think more.

C - Okay, got it. I have one more question. What all things/places are situated near the land (I should have asked this earlier).

I - Good question. We have two engineering colleges nearby and as I mentioned we have good connectivity with the nearby cities.

C - Do the engineering colleges offer specialized courses? I mean, the colleges have all the branches?

I - They both have mainly computer science and engineering colleges.

C - I believe Opening an IT park is also a good option, it will provide employment to a lot of citizens ranging from specialized to utility jobs and the nearby area would also develop because of that leading to more employment.

I - That is a good suggestion. I think we can close the case now.

C - Thank you sir!

Interview Experience

| | |
|------------------------------------|---|
| What worked well for you? | I kept asking for the interviewer's input which is very necessary for an abstract case. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

NA

Varun Oberoi

| | |
|-----------------------------|---|
| Undergraduate College | Delhi Technological University |
| Field of Graduation | B.Tech, Production and Industrial Engineering |
| Professional Qualifications | NA |

Work Experience

Boston Consulting Group (BCG) - Management Consulting
(24 months)

HR & Conversation Questions

Tell me about yourself.

Brief me about your previous work-ex

Case Interview 1

An Indian PSU bank wants to digitize its personal loan processing.

Interview Experience

| | |
|------------------------------------|--|
| What worked well for you? | Being confident, following a structure, and giving concrete opinions |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Case Interview 2

Case Statement Indian bank wants to mitigate risk on its franchise led MSME portfolio

Interview Experience

| | |
|---|--|
| What worked well for you? | Not losing my cool as this was a super difficult case. The interviewer kept thrashing whatever I said. I was still persistent and tried to look out for avenues to drive the case. |
| What could you have done better? | Should have taken a more first principle outlook on the problem |
| Questions asked to the Interviewer | How BCG actually navigated through the case problem? |

Tips for Future Candidates

Being calm and confident is the key.



Manav Bhrany

| | |
|-----------------------------|--|
| Undergraduate College | GGDSD College, Chandigarh |
| Field of Graduation | B.com. Hons. |
| Professional Qualifications | NA |
| Work Experience | Deloitte USI (12 Months), Punjab Electrode Industries (14 Months) |

HR & Conversation Questions

Why Consulting?

Projects in my work Ex

Work Ex specific questions- why did you leave the company

Audit related specific questions

Case Interview 1

Market Sizing of Taylor Swift-themed mobile phones to be launched in the US. (Factors to be considered)

Interview Experience

What worked well for you? Comprehensive approach in guesstimates

What could you have done better? NA

Questions asked to the Interviewer NA

Case Interview 2

Your client is the Department of Transport, US and wants to improve the profitability of the ferry business. What factors would you consider and how would you decrease the costs associated with it?

Interview Experience

What worked well for you? NA

What could you have done better? NA

Questions asked to the Interviewer NA

Tips for Future Candidates

Try to gain insights about different industries, it creates a favorable impression on the interviewer.

Dhruv Khandelwal

Undergraduate College

VIT Vellore

Field of Graduation

Mechanical Engineering

Professional Qualifications

NA

Work Experience

Temenos & Oracle - IT (47 months)

HR & Conversation Questions

Tell me something about yourself

About my work in previous org and the work I did - Oracle 5G

Challenging work that I did in Oracle

Something that I did for company outside working hours which added value

Why are there so many certifications in my CV? Talked about my journey from being a Mechanical Engineer to enter into IT industry

What do you know about cloud? What work have you done in it?

Different segments of cloud are there in Deloitte like financials, M&A, Organic. Where would you fit?

Asked about projects that I did in term 1 and asked me to talk in detail about one of them

Case Interview 1

Guesstimate the number of 5G smartphones users in India currently

Interview Experience

What worked well for you? Answering questions very precisely in points, solving the guesstimate while talking about my approach to the interviewer instead of focusing on final solution

What could you have done better?

NA

Questions asked to the Interviewer

NA

Case Interview 2

A bank with global operations has to do cost cutting. What can all be done?

Did CPCC to understand about the bank

Laid out a value chain and talked about cost cutting in different departments

Particularly focused on cloud migration to make the bank fully online

Interview Experience

What worked well for you? NA

What could you have done better? NA

Questions asked to the Interviewer NA

Tips for Future Candidates

Be thorough with your CV and HR questions and do a proper MECE while solving cases and practice a lot of guesstimates

Gaurav Chaudhary

| | |
|------------------------------------|---|
| Undergraduate College | Birla Institute of Technology |
| Field of Graduation | Electronics and Communication Engineering |
| Professional Qualifications | NA |

| | | |
|---|--|--|
| Work Experience | CGI- IT Consulting (22 Months) | |
| HR & Conversation Questions | | |
| Tell me about yourself | | |
| Case Interview 1 | | |
| A local tours and travel company wants to redefine and refine the customer experience they are providing. How will you go forward with that and what factors can you think of? | | |
| Guesstimate based on the case: Estimate the potential market for such tours and travel businesses in your hometown. | | |
| C - Asked a few details about the company. | | |
| Made some recommendations to improve the customer experience through various technical integrations and personalized itineraries. | | |
| Solved the guesstimate while covering and explaining each step along the way. | | |
| Interview Experience | | |
| What worked well for you? | Being descriptive and exhaustive was the first thing that helped. Secondly integrating technology to the solution in unique ways helped me provide better solutions. | |
| What could you have done | Number calculation in guesstimate could have been done better | |
| better? | | |
| Questions asked to the Interviewer | NA | |
| Case Interview 2 | | |
| A SAAS US firm is facing decline in growth. Earlier they had double digit growth numbers but now it has been reduced to single digit. What can be the reason and solution for the same? | | |
| Interview Experience | | |
| What worked well for you? | NA | |
| What could you have done better? | NA | |
| Questions asked to the Interviewer | NA | |
| Tips for Future Candidates | | |
| Be detailed and organized | | |

Mitul Kotadia

| | |
|-----------------------------|---|
| Undergraduate College | Joshi Bedekar college, Thane, Mumbai University |
| Field of Graduation | B.Com (Accounting and Finance) |
| Professional Qualifications | NA |
| Work Experience | State Street Syntel Services Pvt. Ltd.- Financial KPO (21 months) |

HR & Conversation Questions

Introduction

Walk me through your resume

Tell me more about your internship

What is deep in the money options

What is deferred revenue expenditure

How do you filter out companies for fundamental analysis

You have 2 companies in same industry with same product and same PE how will you decide which one is better

Have you studied valuation in UG or term 1? I said no

What is WACC?

Tell me about your family background

Any questions for me?

Interview 1

HR Round

Interview Experience

What worked well for you?

Honesty, clarity in answers(no bluffs) and assurance to learn required things before starting of internship

What could you have done better?

I should have studied valuation and corp. fin. more clearly. There were easy questions around it and I missed it saying I am new to this

Questions asked to the Interviewer

What are the learning opportunities provided at Deloitte?

Tips for Future Candidates

Just be confident and smile should be visible on your face while answering

Samridhi

| | |
|------------------------------------|--|
| Undergraduate College | NIT Delhi |
| Field of Graduation | B.Tech |
| Professional Qualifications | NA |
| Work Experience | ZS Associates (13 months), BossCoder Software Services (26 months) |

HR & Conversation Questions

Are you a team player or a loner? Share a couple of examples.

Tell a situation where you had an open ended problem. How did you go about it?

Why consulting? Why Deloitte?

What is your favorite subject from MBA till now? I answered FRA, and was asked a lot of conceptual concepts from that, including different financial ratios, their interpretation, accounting of goodwill and a couple of other questions.

I was asked a lot of questions about my work experience. How did your day look like at ZS?

Product life cycle, 3 latest trends in pharma, size of pharma industry in US, difference between India and US Pharma, your latest favorite advertisement, how has marketing changed over time.

Interview Experience

| | |
|---|------------------|
| What worked well for you? | Keeping my calm. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Case Interview 2

Problem statement was that your client A is a financial services company, giving tech solutions to mid-sized businesses in the US. Their growth has been kind of saturated since the last few quarters. What will be your growth strategy for the client? This followed by clarifying questions and going ahead with the growth framework. Then part 2 of the case included data, using which you had to make a business case and support your strategy with numbers.

Interview Experience

| | |
|---|--|
| What worked well for you? | Confidence, driving the interview towards your strengths, being elaborative in your answers (works well in work ex related questions), in-depth knowledge of your work experience. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Communication

Pratyush Menon

| | |
|-----------------------------|---------------------------------------|
| Undergraduate College | Indian Institute of Science Bangalore |
| Field of Graduation | Physics |
| Professional Qualifications | NA |
| Work Experience | NA |

HR & Conversation Questions

Introduce yourself

Why shift to management?

Why Finance?

What is your strongest subject?

Interview 1

HR Round

Interview Experience

| | |
|------------------------------------|---|
| What worked well for you? | Confidence, knowledge of fundamentals and comfort in hr answers |
| What could you have done better? | If I had more time, I'd have studied the material more in depth, so as to not leave technical questions half-answered |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Be open and honest with what you know and what you don't. Don't try to pretend to know more than you do, the interviewer will find out



Abhishek Raj

| | |
|------------------------------------|---|
| Undergraduate College | Maulana Azad National Institute of Technology, Bhopal |
| Field of Graduation | Computer Engineering |
| Professional Qualifications | NA |
| Work Experience | Accenture (8 months) |

HR & Conversation Questions

Tell me about yourself

Mostly related to Work-Experience and My learning during UPSC preparation.

Questions related to Graduation mainly related to data structures and algorithms and a few language based questions

Questions related to Indian Culture.

Difference Between Mainstream Dance forms(like Kathakali, Kuchipudi) and the not so famous dance forms(Like regional folk arts). Reason of folk art not being as famous as the others.

Questions related to my work in an NGO as a Program Manager.

Case Interview 1

No Case was asked, a multiple number of puzzles were asked

1.King and Poisoned bottle puzzle

2.Animals and River Crossing Puzzles

Professional Qualifications

NA

Work Experience

Fidelity Information Service (24 months)

Interview Experience

| | |
|---|--|
| What worked well for you? | Confidence and honesty in answering worked for me. Having a thorough knowledge of your CV proved a plus point. |
| What could you have done better? | Could have answered the questions related to graduation better. Although I did not prepare well for this considering the time elapsed between the interview date and graduation was roughly 4 years. |
| Questions asked to the Interviewer | NA |

HR & Conversation Questions

Tell me about yourself

What was your role in Fidelity?

Do you know how much commission your company charges to its clients?

Case Interview 1

Tell me how many lights are currently on in IIM Lucknow

Tips for Future Candidates

Be confident and study your CV well. I did not get any HR questions in my Interview, Be prepared for technical Questions

Neel Vipul Wadekar

Undergraduate College

St. John College of Engineering and Management

Field of Graduation

BE (Computer)

Interview Experience

What worked well for you?

Good Communication and confidence

What could you have done better?

More information about my company.

Questions asked to the Interviewer

What should I do till Summers to improve myself?

Tips for Future Candidates

Be confident and prepare in depth about everything in your resume.

Explain the job role at both organizations and your key takeaways from both the organizations.

Vanshika Arora

| | |
|-----------------------------|---|
| Undergraduate College | Faculty of Commerce, Banaras Hindu University |
| Field of Graduation | B. Com (Hons.) |
| Professional Qualifications | NA |
| Work Experience | Fidelity International Limited (28 months) & KPMG Global Services (28 months) |

HR & Conversation Questions

Tell me about yourself.

Why consulting given you have a finance background?

Walk me through your roles and describe what all tools you used?

How has your day been?

It looks like you're sitting in your room, aren't you supposed to be in some hall or so? Exchanged his plans of visiting the campus and how they had to shift the process online.

Case Interview 1

You have to set up a restaurant. Estimate a budget and allocate major cost heads

C - I understand that the task is to set up a restaurant and our client wants an estimation of major costs. Can you please elaborate on the restaurant location and what kind of restaurant model are we looking at?

I - You can take any tier two city. We are looking for a quick service restaurant. You are free to make any assumptions.

C - Thankyou for confirming. Let us assume that the QSR is to be opened in Lucknow. Can you please confirm if there are any cost constraints/budget that I should be mindful of?

I - You can take any justifiable number you want.

C - Okay. Taking a budget of Rs. 1 Cr. I'll start allocating the costs into the major heads. I'd like to begin with operating costs and segment it into: Fixed costs which would be necessary for the set up of the QSR and then move to variable costs which would mostly cover the day to day operations. Then we can discuss the non operational costs. Will that be okay?

I - You can ignore the non operational costs. What all comes under Fixed Cost?

C - Sure. Listed down major heads of FC i.e. Rent, Furniture, Equipment, Salary of Manager. Under Variable Head - It would be - Utilities (Electricity, water), Raw materials, Staff salary, Marketing cost.

I - Okay you have covered nearly everything under the operational head. Can you tell me where we should put the marketing cost and how much budget would you allocate to it?

C - We'll set aside a budget of around Rs. 5-8L (5-10% of the budget.) It would be a deferred expenditure and we'll incur it over a span of a few years depending on the need. So it will be parked under Asset side of B/S.

I - How have you come to that figure? Okay looks like that's what is left after incurring the rest.

C - Smiled. Yes Sir.

I - What do you think the revenues look like?

C - Revenues would be from the daily sales and would vary based on the demand.

I - Fair enough. You have done it majorly right. I wanted to check if you can think in a direction which does not just include numbers typically given your finance background.

About the marketing cost, what is followed in the industry is that we either allocate a percentage of gross margins or the revenues, depending on company to company.

C - Thankyou for the insight Sir. I wasn't very aware of it.

I - Well we can wrap up for now, HR shall get back to you.

Interview Experience

What worked well for you?

Staying calm, composed and showing my keen interest in switching from Finance domain to Consulting on being pressed about my past experience. Also, the HR and work-ex questions lasted for about 20-22 mins and that helped me as it was my comfort zone.

| | |
|------------------------------------|----|
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Case Interview 2

You have to set up a radio station. How will you go about it?

Number of visitors in Cyber hub on a given day.

I - You've to set up a QSR. How'll you go about it?

C - Sir I did that in the first round. Would you want me to show you the same chart? Smiled.

I - Haha. Who took your interview for the last round? I'll check with him. Laughed. But I need to see if you can actually fit in this role. Everything looks good to me but your finance background seems to be a challenge.

Let me think. Okay. You have to set up a radio station. How will you go about it?

C - Okay Sir. Can you please confirm in which city we are planning to open it? Is there any prior presence? Anything specific about the radio station or any major constraint?

I - You can take any city, any random number which seems fine to you for the budget.

C - Okay Sir.

I - Tell me Vanshika, where are we setting it up then?

C - Lucknow Sir.

I - Okay, I want you to understand that our project is slightly different from what is offered in other top tier consulting firms. I understand how you are approaching this case but let's look at it from a sales transformation perspective. Imagine that the business environment is conducive and we have everything in place. How will I go about it?

C - Absolutely confused but did not lose my calm. Somehow managed to list a few major bullet points

- Draft an action plan
- Identify key tasks
- Hire workforce
- Allocate tasks
- Prepare checklists to check for execution

I - That was quick. Can you tell me how you will implement the key tasks? Don't use pen and paper. Just answer.

C - I took a pause for a second and started speaking
Rent a place. Put the equipment (mic, audio system, etc., Hire RJs and other staff, prepare a time table of the telecast and get it running.

I - Amazed. Is that how you'll get it implemented?

C - Smiled Nervously. Yes Sir That's what I can think of right now.

I - Okay. Okay. I just wanted you to understand that consultancy is way more than just making PPTs and we would need someone who looks at the wider perspective. This role is different from other consultancy firms and this is what we do best.

C - Understood Sir. I hope not to disappoint.

I - Don't worry, you did well.

Well you said, you've worked in Gurgaon. Have you been to Galleria Market?

C - No Sir. I'm aware of the place but have never been there.

I - No worries. What about Cyberhub?

C - Yes Sir

I - Fine. Give me a number for the daily visitors in Cyberhub on any given day.

C - Sure Sir. Worked out a flow chart basis weekday and weekend, core hours and non core hours, daily visitors and passer bys with assumed percentage of each category.

I - I cannot see a number here.

C - Sir, I'm putting a structure in place. Then we can work out the numbers.

I - Well that's a unique way of solving a Guesstimate, you started without a number and you're ending without a number, assuming that we can put numbers whenever we want. Laughed

C - Sorry Sir.

I - You shouldn't be. It's a different approach but not wrong.

C - Thank You Sir.

I - All the best Vanshika. I hope to meet you in person.

C - Thank You Sir. I hope for the same.

Interview Experience

| | | | |
|---|---|------------------------------------|---|
| What worked well for you? | Being candid and honest, I could feel the pressure but not even for a second I let it on my face. Rather I kept smiling and convincing him that this is my chance to try my hand at consulting. Interviewer was keen on convincing me how I might not be the right fit for the role, however I did vice versa. | Professional Qualifications | NA |
| What could you have done better? | I could have solved the radio station case in a more structured manner and put numbers in the Guesstimate at an early stage but given the long day, I just wanted to finish the interview and that made me rush slightly in my approach. | Work Experience | British Telecommunications - Customer Relations/ Satisfaction (20 months) |
| Questions asked to the Interviewer | <p>I asked if it is really difficult for someone from a finance background to fit in the given role?</p> <p>HR & Conversation Questions</p> <p>Tell me something about yourself.</p> <p>Why EY?</p> <p>If you have been offered internship offers from Accenture, BCG and PWC, which company will you choose and why?</p> <p>What is the difference between management consulting and business consulting?</p> <p>What was the most difficult part of your job?</p> <p>As you have completed BBA, how is MBA different from BBA?</p> <p>What motivates you to work in consulting?</p> <p>What's the best part about consulting according to you?</p> <p>Tell me about the work/ projects you have done while you were working in BT.</p> <p>Some specific questions regarding the organizational structure of BT</p> <p>I had mentioned in my CV that I have taken interviews with several CEOs. There were several questions regarding that.</p> <p>Specific questions regarding past organization.</p> | | |

Tips for Future Candidates

Stay your true self and keep the conversation going and when things start getting heated up, maintain your calm and don't give up. Take a pause and figure out something to say.

S Susmita Saha

Undergraduate College

Institute of Engineering and Management (IEM), Kolkata

Field of Graduation

BBA(H)

Interview 1

HR Round

Interview Experience

| | |
|---|--|
| What worked well for you? | During the interview, we engaged in a meaningful conversation rather than a traditional question-and-answer format. That really worked well for me |
| What could you have done better? | The impromptu HR questions could have been answered better with fine details. |
| Questions asked to the Interviewer | What is your experience (interviewer's) working in EY? |

Tips for Future Candidates

I think knowing your CV is really important. The CV answers should be on point.



Prachi Agarwal

| | |
|-----------------------------|---|
| Undergraduate College | IGDTUW |
| Field of Graduation | B.Tech IT |
| Professional Qualifications | NA |
| Work Experience | Cisco (58 months) & Capgemini (10 months) |

HR & Conversation Questions

Introduction

Why Consulting and not PM?

Case Interview 1

- 1) The EBITDA margin of an Indian IT company is lower than its competitors, figure out why.
- 2) An insurance company wants to set up an offshore operations center in India. They are thinking of Noida. Evaluate.

I - Welcome! Our client, an Indian IT company, has expressed concern about its lower EBITDA margin compared to competitors in the industry. Our task is to analyze and identify potential reasons for this discrepancy.

C -Great, let's start by gathering some information about the company's operations, market positioning, and financial structure.

I - The company primarily provides software development services to global clients and has been in operation for over a decade. It operates in multiple domains such as healthcare, finance, and retail.

C - Interesting. To start our analysis, let's delve into the cost structure and revenue streams of the company. Can we get access to the company's financial reports and breakdown of costs?

I - Here are the financial reports for the last three years. The major cost components include employee salaries, infrastructure expenses, and marketing costs.

C -Thank you. I'll begin by looking closely at the cost structure. One noticeable factor is the percentage of revenue allocated to employee salaries. It seems relatively higher compared to industry standards.

I - That's correct. The company prides itself on having highly skilled employees and invests significantly in talent acquisition and retention.

C -That could contribute to a competitive advantage but might also impact margins. Let's further analyze other cost components like infrastructure and marketing expenditures.

I - Infrastructure costs are within the expected range, but marketing expenses seem lower compared to similar-sized competitors.

C -Interesting point. A lower marketing budget might be affecting the company's ability to acquire new clients or expand market reach, impacting revenue growth.

I - Agreed. Additionally, the company has been focusing on higher-value projects with longer development cycles, which might impact immediate revenue streams.

C - That aligns with the data. Longer project durations might increase overall costs without an immediate revenue boost.

I - Yes, and the industry has seen increased competition, especially from emerging markets offering cost-effective solutions, which might pressure pricing.

C - Absolutely. So, summarizing, the lower EBITDA margin could be attributed to a combination of factors: higher employee costs, lower marketing expenditures affecting client acquisition, longer project cycles impacting revenue realization, and competitive pricing pressure.

I - Correct. Addressing these factors could potentially improve the company's EBITDA margin and overall profitability.

C - Definitely. Exploring strategies to optimize costs without compromising quality and considering diversified revenue streams might be beneficial.

Now, let's move on to the second case about evaluating the setup of an offshore operations center for an insurance company in Noida.

I - Our client, an insurance company, is contemplating establishing an offshore operations center in Noida, India. Our task is to evaluate this potential location.

C - Understood. Can we begin by understanding the company's specific requirements and expectations for this offshore center?

I - Certainly. The company seeks a location with a large talent pool, cost-effectiveness, stable infrastructure, and a favorable regulatory environment.

C -Noida does have a robust talent pool, especially in the fields of IT, finance, and analytics. Its proximity to educational institutions serves as a talent pipeline.

I - Agreed. Additionally, operating costs in Noida are relatively lower compared to major cities like Mumbai or Delhi, making it an attractive option.

C - Infrastructure-wise, Noida has seen significant development in recent years. However, we should assess the availability and reliability of utilities like power and internet connectivity.

I - That's a good point. The government has been investing in improving infrastructure, but we need to ensure it meets the company's operational requirements.

C -Also, we should consider the regulatory landscape and ease of doing business in Noida for an insurance-centric operation.

I - Absolutely. Navigating local regulations, compliance, and legal aspects is crucial for a smooth setup.

C - Overall, Noida appears to align with the company's requirements in terms of talent, cost-effectiveness, and improving infrastructure. Conducting a detailed feasibility study, including site visits and stakeholder discussions, would be the next step to ensure a successful setup.

I - Agreed. A thorough assessment will enable the company to make an informed decision about establishing the offshore operations center in Noida.

Interview Experience

| | |
|----------------------------------|---|
| What worked well for you? | According to me what worked well was speaking whatever answers I had in my mind and not shying away from answering, structured case solving approach and being confident while answering. |
| What could you have done better? | NA |

| | |
|------------------------------------|--|
| Questions asked to the Interviewer | What kind of projects will I be handling? How's the consulting life? |
|------------------------------------|--|

Case Interview 2

1)Do market sizing of tyres in India.

2)A PE company wants to invest in an Indian manufacturer of tyres, what all financial and non-financial factors would you consider?

I - Our task is to perform a market sizing analysis for the tyre industry in India.

C - Great, to begin, we need to gather information on the current state of the tyre market in India. Can we start with the total number of vehicles, both personal and commercial, in the country?

I - Sure, according to recent government data, there are approximately 300 million vehicles in India, with an annual growth rate of around 8%.

C - Excellent. Let's segment this data further to understand the distribution of vehicles by type and usage patterns. Are there specific sectors where tyre demand is higher?

I - Yes, a significant portion of vehicles comprises two-wheelers and passenger cars. Commercial vehicles, including trucks and buses, also contribute substantially to tyre demand due to transportation needs.

C - Understood. Now, let's estimate the average replacement cycle for tyres across these vehicle segments. This will help us gauge the recurring demand for tyres.

I - The replacement cycle for two-wheelers and passenger cars is around 3-4 years, whereas for commercial vehicles, it's closer to 1.5-2 years due to higher wear and tear.

C - That's crucial information. Considering these figures and factoring in the growth rate of the automotive industry, we can estimate the annual tyre demand for each vehicle segment.

I - Agreed. Additionally, we should explore the competitive landscape, including market shares of key tyre manufacturers in India, to understand the current market dynamics.

C - Absolutely. Analysing market share, pricing strategies, and technological advancements adopted by major tyre manufacturers will provide a comprehensive view of the industry.

I - Summing up, the market sizing exercise for tyres in India involves understanding vehicle distribution, replacement cycles, and competitive dynamics to estimate annual demand accurately.

C - Exactly. This analysis will help stakeholders comprehend the market potential and make informed decisions regarding production capacity, marketing strategies, and investment opportunities.

Moving on to next case

I - Our client, a PE firm, is considering investing in an Indian tyre manufacturer. We need to evaluate both financial and non-financial factors for this investment.

C - Certainly. Let's begin with the financial aspects. Can we have access to the manufacturer's financial statements to assess its performance, revenue streams, and profitability?

I - Here are the financial statements for the past few years. The company has showcased steady revenue growth, stable margins, and a healthy cash flow.

C - That's promising. We should delve deeper into the factors contributing to this growth and assess the company's production capacity, market share, and cost structure to understand its competitive advantage.

I - Agreed. Additionally, considering the volatile nature of raw material prices, we should analyze the manufacturer's strategies to mitigate risks associated with fluctuations in material costs.

C - Definitely. Now, let's pivot to non-financial factors. Understanding the manufacturer's technological capabilities, R&D investments, and innovation in tyre manufacturing processes will be crucial.

I - The company has been investing in R&D to improve tyre durability and fuel efficiency. They have also implemented environmentally sustainable practices in production.

C - Impressive. Another non-financial factor worth assessing is the manufacturer's brand reputation, distribution network, and customer relationships.

I - The company has a strong brand presence in the domestic market and has been expanding its distribution channels nationally and internationally.

C - Excellent. In summary, the financial factors include assessing revenue growth, profitability, and risk management, while the non-financial aspects encompass technological innovation, brand reputation, and market presence.

I - Absolutely. Considering these factors comprehensively will enable the PE firm to make an informed investment decision and potentially capitalize on the growth prospects of the Indian tyre manufacturer.

C - Agreed. It's essential to conduct thorough due diligence to mitigate risks and maximize the investment's potential returns.

Interview Experience

What worked well for you?

Structured approach, accepting mistakes and course correcting wherever applicable

| | |
|------------------------------------|------------------|
| What could you have done better? | Prepared for M&A |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Take as many case slots as possible and do the missed cases in case groups!

Saptarshi Das

| | |
|-----------------------------|--|
| Undergraduate College | IIT(ISM) Dhanbad |
| Field of Graduation | Mechanical Engineering |
| Professional Qualifications | NA |
| Work Experience | Livspace (9 Months), Axxela Research & Analytics Limited (16 Months) |

HR & Conversation Questions

| |
|-----------------------|
| No HR Questions asked |
|-----------------------|

Case Interview 1

Furniture companies have noticed a drop in return on capital deployed. They want your help in trying to understand what the cause can be over here.

C - Clarifying Questions: -Based out of Delhi. It has presence in north-Indian markets, and has been in business for 20-25 years. Fragmented industry but has a pretty reasonable hold in the market(5-10%). Timeline is the last couple of years and quantum is 25-30%. They started new channels for distributions. they supply to both households and furniture shops

C - Decline in profits can be either because of decrease in revenues or increase in cost or because of both. Do you want me to focus on any one or both?

I - Start with revenue

C - Is there any change in the No of units sold or change in avg price/ order

I - the no of units sold increases while there is a decrease in avg price/ order

C- So decrease in avg price/ order is one of the reasons for decrease in price. Now I am focusing on the costs part. Is the increase in costs because of operations.

I - Yes, operational cost

C - I am starting with primary costs. I am broadly diving into a few heads. Is it related to raw materials procurement, warehousing and storage?

I - It is under warehousing and storage

C - is it because of inventory holding costs or change of method of storage?

I - it's because of inventory costs.

C - Now we are focusing on the capital employed in the business. Capital can be broadly divided into current assets and current liabilities. Do you want me to focus on any one first ?

I - Focus in current assets

C - I am dividing current assets into broad heads. Is it because of machines, instruments, trucks, vehicles, inventory.

I - One is WIP inventory, but you are still missing out on one thing. Try to get that

C - Is it due to inc in account receivables?

I - yes that's right, we can close the case here.

Guesstimate the no. of ATMs in Bangalore.

PE wants to invest in one of the ATM providers. What are the top 3 financial metrics that you look into to derive whether you should get ahead with the plan or not

1. Solved the guesstimate problem using both supply and demand approach.
2. Top 3 Financial metrics: Return on equity , debt/equity ratio and EBITDAReturn on equity is most important because using DuPont's analysis, it give us idea about 3 more ratios - net profit margin, assets turnover and financial leverage

| | |
|---|--|
| What worked well for you? | Confidence and knowledge about finance |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Interview Experience

| | |
|---|--|
| What worked well for you? | Maintained my calm and composure. Took them to think and process and then do it. |
| What could you have done better? | I could have better framed the way I was asking questions. |
| Questions asked to the Interviewer | NA |

Case Interview 2

Tips for Future Candidates

NA

KEARNEY

Anadi Aggarwal

| | |
|-----------------------------|---|
| Undergraduate College | Shaheed Sukhdev College of Business Studies |
| Field of Graduation | BMS (Finance) |
| Professional Qualifications | NA |
| Work Experience | NA |

HR & Conversation Questions

Tell me about yourself

Some small talk about my day

Case Interview 1

Your client is a fertilizer conglomerate willing to increase EBITDA from 3.5% to match the industry's average of 7%. Give suggestions to them for the same

C - Reiterated the problem and asked some basic preliminary questions covering CPCC.

I - Go ahead with solving the case

C - Focused only on the cost segment, dividing it into operational and non operational. Rejected non operational costs as the focus of the case was on EBITDA.

I - Agreed with the judgment and asked to move forward

C - Divided the costs into further primary and secondary activities, listing out the various cost heads/ departments for the company. (Used the value chain approach for the same)

I - Asked me to look further into the manufacturing costs for the company.

C - Broke it down into man, method, machine, quality etc factors

I - Focus on the labor costs (Turns out this was not the essence of the case and only asked me to judge how deep could I get into the category)

C - Labour costs were divided into fixed and variable costs. Then listed down the entire chain of costs associated with permanent labor hiring.

I - Asked in detail about each and every aspect of the various buckets formed. Then told me this is not the problem and asked to look into logistics costs

C - Using the information asked in the initial questioning, bifurcated the problem. Created a formula to break down all the cost factors for total road transport costs for the company.

I - How can the company reduce this cost

C - Gave suggestions on all the various heads

Interview Experience

What worked well for you? Not getting lost by the numerous questions thrown at you and maintaining a sight of the problem statement.

What could you have done better? NA

Questions asked to the Interviewer

NA

Case Interview 2

Your client is a paint manufacturer. They have recently created a new paint which they want to sell in the market. The company is unaware of the special qualities of the paint but it is better and differentiated than the competitors. How will you price the product?

C - Reiterated the case problem and began with basic scoping of the problem

I - Let's start with the solution

C - Approached the 3 different methods of pricing the product and myself suggested Value based pricing as the most suitable option the company

I - Which factors would you consider for the value of the paint can

C - Listed various different aspects, mostly using the 5 different senses as a framework to break it down.

I - What factors would you consider in quality

C - (Had a back and forth discussion about each and every aspect mentioned by me) The longevity, finish, chipping, color etc of the paint

I - Focus on longevity. Gave me a lot of data about the longevity of the paint.

C - Did a complete quantitative analysis of the numbers given, arriving at an approximate price of the paint.

I - Anything else

C - mentioned a couple more factors which can be used to hike up the price of the paint

| | |
|---|--|
| What worked well for you? | Being very quick to defend my approach and thinking out of the box. Also, I was quick with doing the calculations and filtering out the required information from the noise. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Do not make calculation mistakes

Work Experience

KPMG-Investment Banking (16 Months), Kristan Group-General Management (24 Months), Moody's Analytics-Investment Banking (6 Months)

HR & Conversation Questions

Tell me about yourself

Why do you want to do consulting?

Why do you want to switch from Finance?

What is your family background? Walk me through your life journey.

Who is the Lok Sabha MP that you have gotten LOR from?

Make me familiar with your work experience at KPMG

Case Interview 1

National Fertilisers Company facing decline in profit margins over the past 2 years

I - Let's do a profitability case. Your client is a national fertiliser company with 3 manufacturing facilities on each coast. The client is facing issues with its profit margins, which are declining as the costs have become higher than industry standards.

C - *reiterated the problem statement and asked about company's operations, business model, products, target audience, SKUs and competitive landscape*

So what is the extent of decline? Over what period? Across all 3 facilities?

Ankit Kumar

| | |
|------------------------------------|---|
| Undergraduate College | Shri Ram College of Commerce, University of Delhi |
| Field of Graduation | Commerce |
| Professional Qualifications | NA |

I - 10% decline over 2 years across all 3 facilities

C - broke down costs using framework and

I - proceed forward with packaging as the packaging costs are higher than the industry

C - Packaging can be broken into primary, secondary and tertiary

I - Fertilisers are packed using sack bags and there is no other layer of packaging

C - In that case, cost of packaging can be broken into 'cost per bag' x 'number of bags'

I - The issue is with number of bags as our company tends to use greater number of bags to pack and deliver the same quantity of fertilisers

C - This can be due to material, dimensions and wastage

I - Okay, so the issue is that we're using low-quality sack bags due to which waste has increased

Interview Experience

What worked well for you?

My practical knowledge about fertilisers industry, business model, raw material procurement and logistics using railways. Communication skills and confidence also played an integral part.

What could you have done better?

I believe that I should have rested properly the previous night as it became difficult for me to break the case using MECE after 3-4 rounds.

Questions asked to the Interviewer

NA

Case Interview 2

Guesstimate the number of commercial vehicle tyres in India right now

Tips for Future Candidates

Focus on communication as much as you do on case solving.

Anvesh Gadge

Undergraduate College

COEP Technological University

Field of Graduation

Engineering

Professional Qualifications

NA

Work Experience

Siemens (26 months)

HR & Conversation Questions

Tell me about yourself

Case Interview 1

A Candy Manufacturing company is facing losses, find the reasons and recommend some steps for the company.

Starts with basic questions on Product, company & competition.

C - Can I assume that consumers are children aged 5 to 15 years?

I - Good question, in fact they are adults aged 20 to 40 and the candy is available at the pan store.

C - Is the loss due to rising cost or declining sales?

I - Due to rising cost

C - So let's look at all components of Cost

Operational - Non Operational

(Operational) : Raw material - Inbound logistic - Manufacturing - Outbound logistic - After sales

I - Issue lies in rising raw material cost

C - Rise in Raw Material cost can be due to rise in rates of raw material, quantity & quality of raw material

I - Quantity has risen

C - We already know the problem, the solution can be to reduce the size of the candy in similar proportions to that of competitors, and implement a pull strategy by spending on marketing.

Interview Experience

| | |
|------------------------------------|--|
| What worked well for you? | MECE framework was followed well, I was confident throughout the interview |
| What could you have done better? | I missed saying price as one factor of rising cost. I could have better explained that in the short term if we are facing rising costs and competitors are not rising, the process does not appear to be a problem |
| Questions asked to the Interviewer | NA |

Case Interview 2

Data of 4 countries is given, find best country to enter into for EV vehicles

I - Don't get into the mode of entry, and do the analysis.

C - Ask questions on CPCC, tried to ask questions to get the relevant data about countries

I - Gives data on population, % penetration of EV, Alternatives to EV etc

C - Does the Macro analysis with PESTEL framework

I - Political situation in the country do not matter, as we can circumvent that thing

C - Mentions other parameters for PESTEL

I - You explain the case with relevant assumption, i am not going to give any assumption now

C - Mentioned all the relevant facts and based on that gave a conclusion.

| | |
|------------------------------------|--------------------|
| What worked well for you? | Communication |
| What could you have done better? | Better Structuring |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

NA

Mridul Agarwal

| | |
|-----------------------------|---------------------------------|
| Undergraduate College | IIT Roorkee |
| Field of Graduation | Mechanical Engineering |
| Professional Qualifications | CFA Level 1 |
| Work Experience | Cleartax- Analytics (23 Months) |

HR & Conversation Questions

Tell me about yourself

You have worked on a GTM strategy of your previous company worth 80Cr. What was it and how did you make that strategy?

Case Interview 1

Your client is a Paint manufacturer. Recently, they have created a new paint variant which is a better paint than any other in the industry. They have hired you to decide the price of this product.

C - Can I know the application on this paint? Is this an industrial paint, home paint(internal or external) etc.

I - (He went on and did the complete CPCC of the case in a minute). It is home appliance paint for internal walls. It will be sold through the company's distribution network in buckets of 25L. The paint is targeted to be bought by the middle or upper middle class section primarily in urban cities in the starting. The company is a market leader in the industry and the industry has 2-3 major players.

C - Okay understood. I will move forward with the case solution. We can do pricing of the product via three ways - cost based pricing, competition based pricing and value based pricing. As this is a new variety of paint, we can use cost based pricing to get a market cost for this product.

I - If the company had to use cost based pricing, they simply would have done it by themselves using their finance team. It's a excel job. Think how you as a consultant will add value to the pricing process.

C - Correct, I will go on with value based pricing and try to understand the value that customer perceives for this product. As this is a new type of product, competition based pricing might not add much value to the analysis.

I - Okay, move ahead.

C - Okay, I can broadly think of two buckets in which a paint can provide value to the customer. First is the functional aspect. Examples include life of the paint, temperature reduction in house(if any), dampness control etc. The other bucket being the aesthetic aspect.

I -: Good point. It has been found out that the life of this paint in general is 6 years whereas the competitors paint last for 4 years. Since aesthetics are tough to value in general, it can be ignored as of now. Can you think of any other parameter/bucket that can influence the price? Think more from the application part of the paint.

C - Sure, from the application side I can think of the following points-> the time it takes to paint(i.e. application time plus drying time), ease of application, amount of paint required to color an average house etc.

I - Okay, it has been found that for the same type of house, twice as much of our clients paint is required to paint the house as compared to our client's competitors.

C - Understood. To reach the price of our client paint, I can think of the following. Let's consider an average house whose life is 25 years. In our client's case the house is only required to be painted 4 times whereas it will be 6 times for our competitors. Each time the paint we consume will be twice as much though. We would be saving on the painting and other costs also twice. Based on this logic, I can approach at an approximate price of the paint as compared to their competitor.

I - Sure, carry on

C - (Does the calculation based on the logic used above). Tell the price to the interviewer.

I - Will you recommend this price to the board or will it mark it up or mark it down?

C - I will also calculate the price using a cost based approach and ensure that this price is not leading to losses. I will then go on and propose this price to the board.

I - Fair. Okay, thank you. We can now close the case.

Interview Experience

| | |
|---|---|
| What worked well for you? | Being calm, composed. The interviewer was helpful at times if he feels the case is going off path. Being communicative is critical. |
| What could you have done better? | I could have been more structured. I had not practiced price based cases much and none on value based pricing. So, solving it was a bit tricky. |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Keep calm, composed and be communicative

Nandita Johari

| | |
|-----------------------------|---|
| Undergraduate College | Narsee Monjee College of Commerce and Economics |
| Field of Graduation | Bachelors of Management Studies |
| Professional Qualifications | NA |
| Work Experience | Mealberg Pvt. Ltd. - Marketing (5 months) |

HR & Conversation Questions

Why Kearney?

What makes you different from the other candidates?

What are your hobbies?

Questions on my startup.

Case Interview 1

Grocery retail chain client facing decline in profits for the past 6-8 months.

C - I would like to understand the situation better by asking a few questions about the retail chain and its operations. What has been the quantum of profit decline and what is the business model being followed?

I - 5% and you can consider it to be a D-MART model.

C - Understood, so is it safe to assume that we source from various FMCGs and sell at discounted rates for the customers, where the customers are majorly middle income families? Additionally, considering this model the problem seems to be in offline operations?

I - Yes, you are correct in thinking the same.

C - Alright, I want to understand what is the scale of operation of these stores; how many stores across India and any particular location which is facing this problem or is it related to all the stores?

I - There are 50 stores but the Delhi store is specifically facing this decline.

C: Alright, are there any other location related I should be aware of? If there is any amusement park/cinema/mall around the store?

I - The store is located inside the mall.

C - Okay, thank you. Any particular product mix facing this issue or is it across all sections in the store? Also, are there any similar stores in the mall and if they are also facing this problem or is it just our client?

I - No, there are no such stores in the mall.

C - Okay, revenue is a function of decline in revenue or an increase in costs or both. Which aspect would you like me to focus on first?

I - It is related to the revenues.

C - Okay, I can break that down into quantity purchased, prices and the revenue sources.

I - You can explore the revenue sources.

C - I can further split that into the primary sources including the sales from the goods and secondary sources like promotions, parking, any kinds of stalls etc.

I - It is related to sales.

C - Okay, it could be either due to products that we outsource or the products that are originals of the stores which may be packed or unpacked.

I - Please think of what all a customer does inside the store? What all sections are there?

C - Okay, I will take 30 seconds to gather my thoughts.

We can look at various sections like clothes, kitchenware, home decor, food, sports etc.

I - Think more on the lines that what does a customer do when he is there for long hours in the store? How is he kept engaged for 2-3 hours?

C - Okay, there could be some fun activities happening inside or they may be engaging in some relaxing treatments inside like a spa or any other stall like food.

I - Yes, the problem is related to the food stall inside the store.

C - Okay, I can again think of the quantity, price and the types of food items being sold at the store.

I - It is related to the quantity.

C - Okay, it could be either because of the average order quantity per customer declining or due to a fall in the no. of customers eating from the stall.

I - It is the AOQ.

C - Are we not being able to supply what is demanded or the demand from the customers has reduced?

I - Customer demand has fallen.

C - Okay, we can consider the customer's journey here to see where the problem lies. It could be Before coming to the food stall, during their interactions at the stall or after they have consumed the food items.

I - Tell me what you'd include in them?

C - Okay, so before coming to the stall they might not have the knowledge of the store or they might not be hungry. During their time at the store, they might not be liking the kind of products that are sold or they might be comparing the products from what is available in the mall outside or it could be a payment related issue.

I - Yes, you have rightly identified the problem. The food stall sells bread and cheese and customers have better options available outside in the mall. Could you please help me with some recommendations?

C - Okay, we can look at short term and long term recommendations. In the short term, the food stall can introduce some referrals/ special discounts to increase the sales. In the long term, they could include more varieties which has higher likeability, they can have tie ups with some famous brands to provide their food items like Knorr and they can also include some specials on some specific days.

I - Okay, should the store consider changing the lease to another type of a shop?

C - I believe food stalls are an attractive option but they should work on improving the products and the quality as they are competing with the various mall outlets. However, if there is any specific kind of a store which is not present in the mall then the store can include that to increase footfall for e.g. Hamleys.

I - Thank you, you will hear from us soon.

Interview Experience

| | |
|---|---|
| What worked well for you? | Being conversational, breaking structures wherever possible but also thinking outside the frameworks to keep myself in the shoes of a store owner to understand the various ongoing activities. |
| What could you have done better? | I believe I could have initially properly emphasized on the food stall aspect in the breakdown of sources of revenue as later I had to take some buy-ins to get to the answer. |
| Questions asked to the Interviewer | NA |

Case Interview 2

Growth strategy for introducing new chemicals by a chemicals producing company with 50-60 chemicals in their portfolio, tell me how would you shortlist the major chemicals to be focused on and the various filters & parameters that you would use for the same.

C - I would want to understand our client and their operations first. Could you please tell me more about their business model, where they operate and some information about their supply chain?

I - It has Pan - India operations with a B2B business model across different industries, directly selling to large providers and widespread regional distribution.

C - What kind of pricing do we follow for the products?

I - It is on par with the industry rates.

C - Okay, kindly give me a minute to think about the various buckets.

I - Sure, think of the priorities.

C - I would like to divide the major shortlisting parameters into internal and external criteria. Under internal, including (1) Ease of production including products, equipment, investment required, etc. (2) Probability of Success of the chemical. Under external, including (1) Competition (2) Profitability of the chemical (3) Suppliers for sourcing materials. By analyzing these criteria we can shortlist the major 5-6 chemicals. Shall I discuss the growth strategy now?

I - This sounds good, yes go ahead.

C - We can look at it in terms of existing customers and new customers. For existing customers, in the market aspect we can look at penetration through stronger distribution network by emphasizing the qualities, benefits and prices of our chemicals among the distributors to work at channel strengthening. In the product aspect, we can focus on product development wrt to customer needs. For gauging new customers, we should focus on better positioning of our chemicals through consistent brand message and packaging which would help to communicate and market our product better.

I - These are some interesting ideas, thank you. You may log off now.

| | |
|---|---|
| What worked well for you? | Adding MECE structure to the laundry list of the things that were coming to my mind. |
| What could you have done better? | Growth strategy could have included more things but the interview had already gone long enough. |

Questions asked to the Interviewer

Things related to work at Kearney, his hobbies and how he balances work.

Case Interview 3

Guesstimate the no. of doors in Delhi.

I - I have heard your review and I am just looking at how well your structuring skills are.

C - Okay, could I take a minute to think and get back with the structure?

I - Sure, no need for calculations, just tell me your approach.

C - I would like to divide the doors into 2 types- Household related and Vehicles specific. I would first like to talk about households.

I - Good, go ahead.

C - I can look at it in terms of residential and commercial. Under residential, we can first look at flats and then at bunglows. Under flats, there would be 1,2,3 BHK flats (I gave a percentage to all) and according to the type of flat, the no. of doors can be calculated like a 2 BHK would have 2 doors, 2 balcony doors, 1 kitchen, 1 main door and 2 extra doors can be considered.

I - Understood, how do you compute the percentages for this division of flats?

C - I would consider the population demographics to compute the same. For example, there are a lot of young working individuals in Delhi so they prefer to stay in 1 BHK. We can similarly allot a smaller percentage to 3 BHKS.

I - Okay, understood,

C - Going further, bunglows can be divided into 1 storey and 2 storey and accordingly we can take the no. of doors.

I - Great, move to commercial now.

C - We can look at 3 divisions here i.e. Institutions, Restaurants and Factories. Including formal organizations like schools, colleges, offices and NGOs in institutions. Restaurants would include all kinds of food outlets like cafes, eateries etc.

I - Why have you taken factories and institutions differently?

C - Because the purpose differs and the concentration is also very geography based.

I - Okay, we can close this. How are your analytical skills on a scale of 0-10?

C - I would rank myself a 7.5 because I Believe my presentation of data is very good. I am still working on prioritization in data.

I - Thank you, you may log off.

| | |
|---|--|
| What worked well for you? | Including as much structure as possible and having a logic behind everything |
| What could you have done better? | Talking more about vehicles breakdown |
| Questions asked to the Interviewer | What are you looking for in a candidate? |

Tips for Future Candidates

Practice as many types of cases as possible to develop your own approaches to solving the problem.

Get structure but present it in a way that the interviewer can properly understand your thoughts.

Keep taking buyins from the interviewer and keep him engaged throughout the case.

Ayushi Thakur

| | |
|------------------------------------|-----------------------------|
| Undergraduate College | NIT Bhopal |
| Field of Graduation | B.Tech ECE |
| Professional Qualifications | NA |
| Work Experience | Airtel, Telecom - 13 months |

HR & Conversation Questions Interview 1

Tell me about yourself

Hobbies

Questions regarding machine learning

What is the difference between deep learning and machine learning?

Application of machine learning in a mass production plant that manufactures part that have to meet certain specifications

Interview Experience

| | |
|----------------------------------|--|
| What worked well for you? | Since I had done a project related to AI ML in my job, that is why all the questions were directed towards ML. Since I was able to answer most of them well, I was selected for the next round. So, being well versed with my work ex helped me. |
|----------------------------------|--|



What could you have done better?

NA

CV/HR and Guesstimate Interview 2

Tell me about yourself

What did you learn from your UPSC journey?

Again the whole interview revolved around machine learning and related topics

Guesstimate : Find the number of tennis balls used by people of Kanpur in one year.

What worked well for you?

Being patient, as it was a long interview, lasted for 50 minutes

What could you have done better?

NA

HR & Conversation Questions

Give a brief introduction about yourself.

Walk me through your resume.

Asked about a point from my work experience in the resume in detail. 2. Technical follow up questions on the previous question (The interviewer wanted to understand how things were done differently from the status quo in a very detailed manner)

Ashutosh Mishra

Undergraduate College

IIT Bombay

Field of Graduation

Chemical Engineering

Professional Qualifications

NA

Work Experience

SRF Ltd - Process Design (34 months)

Tips for Future Candidates

Research the consulting firm thoroughly. Understand their values, culture, recent projects, and any recent news. Being informed will show your genuine interest during the interview.

Brush up on your quantitative skills. Often, you'll need to interpret data or perform calculations.



Priyanka

| | |
|------------------------------------|----------------------------------|
| Undergraduate College | Gargi College, Delhi University |
| Field of Graduation | B.Com Hons. |
| Professional Qualifications | NA |
| Work Experience | Accenture Operations - 31 months |

HR & Conversation Questions

Brief introduction

Why do you want to join the Landmark group?

Are you and your family comfortable to come to Dubai ?

Tell me your 2 strengths and weaknesses

How did you manage conflicts if any in your previous organization?

Brief explanation of the work done by you in your last organization? (Explained using examples for better understanding)

Please elaborate more on the AI work done (I mentioned one AI project in my CV)

What are the important statements you look for in any organization? Explain them in brief.

Please explain the cash flow statement. What does it indicate?

What is WACC and how to calculate it?

What is the cost of debt and the cost of equity?

Is debt taxable ?

What does a balance sheet look like for a retail company ? (Since Landmark is into Retail business)

Further cross questioning on a few items such as inventory.

Tips for Future Candidates

Have some basic understanding of accounts (if you are an engineer) and financial management for commerce

Do well prepare HR questions as the first half of the interview was purely HR based.

Every CV point should be well prepared

Interview 1

HR Round

Interview Experience

| | |
|---|---|
| What worked well for you? | I answered with confidence and be honest if you don't know the answer, they will correct you or tell you the answer if it is wrong Answer HR questions well and try to incorporate those answers with examples Have basic understanding of finance and accounts Be confident on relocating to Dubai answer Have a constant smile throughout |
| What could you have done better? | I could have answered few finance questions which I knew but could not remember at that moment |



Jatin Varshney

| | |
|------------------------------------|---|
| Undergraduate College | Delhi Technological University (DTU) |
| Field of Graduation | B.Tech. in Computer Engineering |
| Professional Qualifications | NA |
| Work Experience | Citi -Tech/Business Analyst (33 months) |

HR & Conversation Questions

Interview 1

Quick introduction

How is the day going?

How many interviews have you given till now?

How's life at IIM-L till now?

What did you do at Citi?

Any major learnings?

Interview 2

How's your day going? How did your 1st interview go?

What did you do at Citi? What were the major projects you undertook?

Who is Jatin to the world? to work people? to family? to friends?

Hobbies? Discussion went to Mahabharata as I had mentioned about a novel and she recommended me to read another novel on the same topic

What is your biggest strength and weakness?

How's life at IIM-L till now and what do you expect post summers?

What was the culture at Citi and what difference would you expect it at Mastercard?

What does 24 hours in Jatin's life look like?

Case Interview 1

Increase the revenue of Delhi Metro (Growth Case)

I - Your client is Delhi Metro, it wants to grow its revenue

C - Asked a couple of CPCC questions, current profitability of the client, how many customers does it cater to in one day and discussion on revenue streams of Delhi Metro.

Told the list as : FnB, Ads and Promotions, Rent, Investment, Parking

I - No, all good here, want to increase revenue with current assets and not increase any new line/station/collabs

C - Focused on the people aspect, then if we can monetise human traffic traveling in the metro on a daily basis?

I - Right catch, could you tell me major ways how to go through this?

C - Passengers can be monetised by introducing an in house app with internet connectivity across the metro line where they can shop and watch movies etc as net is an issue while traveling

I - What about the people already working for Delhi Metro given their experience?

C - Can be utilized in consulting services for other states and metro org.

I - Thank you Jatin! Please stay on the call

Interview Experience

| | |
|---|--|
| What worked well for you? | Keeping your cool even if you had bad results before any interview, taking buy in from the interviewer at all times, and keeping first principle approach in mind always helps out when you are out of options at times. |
| What could you have done better? | Writing my points and taking a minute before approaching the objectives could have decreased the anxiety |
| Questions asked to the Interviewer | How has your experience been at MC consulting? What are your main practice areas? |

Interview 2

HR round

Interview Experience

| | |
|----------------------------------|--|
| What worked well for you? | As I realized, it was a pure HR interview, I relaxed a little bit and gave my best in terms of structured answers and keeping the points crisp because of which I had a discussion with my |
|----------------------------------|--|

| | | | |
|---|---|-----------------|----|
| | interviewer on a plethora of topics. Keeping a smile constantly and having a conversation rather than an interview always works in such situations. | Work Experience | NA |
| What could you have done better? | Prepare HR Q&A document rigorously, as it helps navigate in such interviews | | |

Tips for Future Candidates

Believe in yourself, this is not the end of the world!

You have worked hard for summers, give your best, articulate whatever you know in the best fashion and don't let externalities affect your list

Things might go downhill but if you hold your fort, you won't even know and you will be out of the process

Keep your close friends/seniors in loop on that day, don't face that day alone.

HR & Conversation Questions

Tell me something about yourself

Why Mastercard

What difference did you notice between IIM Lucknow and SRCC as both are top colleges

Difference between Lucknow and Delhi as cities

Had a social entrepreneurship, so some questions about that specifically around functioning of the project.

Nandini Agarwalla

| | |
|------------------------------------|------------------------------|
| Undergraduate College | Shri Ram College of Commerce |
| Field of Graduation | B. Com (Hons.) |
| Professional Qualifications | NA |

Case Interview 1

ABC is a leading bank in Egypt and wants to launch a neo banking system for the 1st time in Egypt. What factors would you consider?

C - Can you explain to me what Neo Bank exactly is?

I - Explained what neo bank is.

C - What is the time frame we have for this.

I - 1 year

C - How does the competitive landscape look

I - None of the banks are providing this service currently and we want to gain the 1st mover advantage
(I used a market entry approach)

C - Okay. I would assume our major target segment would be Office going people and the young Adults.

I - Yes

C - So what are the regulatory constraints and any major hindrance in terms of legal Compliance

I - there are currently no regulations regarding neo banking and we need to help the government formulate them as well.

C - Alright, So this 1 factor we need to consider. Then I would want to know what is the internet penetration in the country and are people very familiar with internet usage and are they currently using the services provided online.

I - Yes, The usage of our internet services are increasing day by day.

C: Do we have enough Technical expertise and technological advancement incorporated in the company to implement this?

I - No, we would need to hire more people or outsource that. But I would like you to follow a journey that starts till the end of the launch.

C - Okay. So First I would check the legal compliance. then I would want to know about the target audience and plan how it would reach the customers and how we can make it visible to them. So we can use various Marketing strategies here like Promoting it on website and putting Posters in the branch and when people visit the branch explaining this to them. Then I would check the technological requirements for the company and resolve that.

I - Okay Nandini, I would like to stop you there. That's all for the case. Thank you

Interview Experience

| | |
|---|---|
| What worked well for you? | Constantly asking questions and informing the interviewer in advance that I do not know much about Neo Banking. |
| What could you have done better? | Could have asked a few more preliminary questions. |
| Questions asked to the Interviewer | I asked if this was a live case she solved and how was her experience. |

Rithikesh Reddy

| | |
|------------------------------------|-------------------------------------|
| Undergraduate College | St. Xavier's College, Kolkata |
| Field of Graduation | Economics Hons. |
| Professional Qualifications | NA |
| Work Experience | Kantar IMRB - Marketing (13 months) |

HR & Conversation Questions

Tell me about yourself

What do you know about Mastercard and why do you like it?

Questions related to work experience

Case Interview 1

As you know Mastercard is sponsoring the cricket World Cup. How do you suggest we monetise all the collectibles, merchandise etc.

Estimate the total number of lights on the IIML campus including everything. Don't make a segregation among the kinds of lights, assume they are all uniform

Interview Experience

What worked well for you?

I think what really worked for me is that whenever I felt like I was stuck, I talked with the interviewer explaining my thought process and walking him through it making it a conversation and I feel that really helped collect my thoughts and think more clearly.

What could you have done better?

As for the case, I feel like if I had asked for another 30 seconds, I could have come up with more avenues, and for the guesstimate I should have focussed less on the exact numbers and more on communicating my thoughts clearly

A finance services provider in Dubai wants to launch an electronic wallet feature. Evaluate the situation critically and suggest if it's feasible and if yes, would it be a profitable venture or not and if they should enter that market. Assume the service being offered is similar to Paytm or PhonePe.

Interview Experience

What worked well for you?

I believe drawing parallels between India and Dubai based on my knowledge of the wallet service and the scoping of the situation really worked in my favor.

What could you have done better?

I believe that there were a few instances where I tried to forcefully incorporate some aspects of the frameworks that weren't necessary. I believe this aspect is something I can work on more

Tips for Future Candidates

I think the tip that worked for me most is always have a smile on your face no matter the situation. Even if you feel like you've messed something up, don't let it show on your face and keep that smile going. Worked really well for me

Case Interview 2

Faheem Shanavas

| | |
|-----------------------------|----------------------|
| Undergraduate College | IIT Gandhinagar |
| Field of Graduation | Chemical Engineering |
| Professional Qualifications | NA |
| Work Experience | NA |

HR & Conversation Questions

Tell me about yourself

Why consulting?

Hobbies and interests

Asked about undergrad internship at Redseer - project detail &, learnings

| | |
|-----------------------------|----|
| Professional Qualifications | NA |
| Work Experience | NA |

HR & Conversation Questions

Why Mastercard

Preference between finance and marketing based projects? (I had a finance and a marketing internship)

What do you know about mastercard and why Mastercard

How would your friends describe you?

What are you passionate about?

What frustrates you?

What do you imagine your organization to be like in the future?

What values do you hold at your core?

Gurnika Kaur

| | |
|-----------------------|------------------------------|
| Undergraduate College | Shri Ram College of Commerce |
| Field of Graduation | Commerce |

Case Interview 1

Mastercard collaboration with ICC WC 2023, how do we leverage our assets in the world cup to increase engagement with other clients ?

C - What exactly is meant by increasing engagement?

I - We want to use our generated opportunities for our current clients to offer services through our WC collab. You must know about the WC and the brands mastercard works with so go ahead with the solution.

C - I divided the opportunities in pre WC, during WC and post WC. Pre WC could include tickets contests, sponsoring travel, stay arrangements, offering package deals through mastercard that included the ticket, flights and hotel. For example, offering discounts on food and beverage clients through mastercard and so on.

I - How can we use this platform to develop something long term?

C - Suggested co branded cards, special with airlines. the WC could be used as platform to launch these cards."

Interview Experience

| | |
|---|--|
| What worked well for you? | I had already interacted with the interviewer in the case workshop so I felt comfortable while talking. He also remembered me from the workshop so that boosted my confidence. |
| What could you have done better? | It was a very open ended case and i could have been much more creative |
| Questions asked to the Interviewer | NA |

Case Interview 2

Estimate the size of business to individual payment industry

C - What region?

I - India

C - What is the mode of payment?

I - All modes of payments

(He asked me to identify user cases first. I divided it by financial activity, operating activity, and investing activity. Under financing, there were no payments made to individuals. Operating expenses include interest paid by banks, insurance payouts, salaries and remuneration, cashback, returns, commissions.)

C - Focus on salaries and remuneration

I - India population 140 cr
divided according to age as 0-18- 20%

19-59- 70%

60 and above: 10%

assumed 50 % of the total population is earning
divide into organized and unorganized sector

ORGANISED

i. Employee

ii. Self-Employed

iii. Professionals

Eliminated self-employed and professionals under employees divided based on income (lower, middle, upper-middle, upper) and average salary for each bracket

UNORGANISED

(more of discussion)

Daily wage workers

Self-employed (including farmers, cart pullers etc)

House helps

Only daily wagers are included. I also include house help but that is a peer-to-peer payment Overall, he discussed a lot about where I would get this information in real life, and the sources I would refer to. He did not want a calculation but questioned my rationale at every turn.

Interview Experience

| | |
|---|--|
| What worked well for you? | I was put off by the topic, but I tried to approach it in a logical way and asked for time when I needed it. |
| What could you have done better? | As the guesstimate went on for 45 minutes, I got a little frustrated at the end and made the mistake of including peer-to-peer payments. I should have remained attentive. |

Tips for Future Candidates

Just keep calm and approach everything very logically. do not jump to assumptions.

Hardik Taneja

| | |
|------------------------------------|---|
| Undergraduate College | IIT Roorkee |
| Field of Graduation | B.Tech. Metallurgy |
| Professional Qualifications | NA |
| Work Experience | Sterlite Technologies - R&D (23 months) |

HR & Conversation Questions

Tell me about yourself

Why mastercard

Your biggest achievement in life

What projects did you work on in STL?

Tips for Future Candidates

Study a little about the payments industry and what exactly does mastercard do. Rest there are some cases/guesstimates on mastercard website that one should go through.

Shravani Shah

| | |
|------------------------------------|--|
| Undergraduate College | College of Engineering, Pune |
| Field of Graduation | Bachelor of Technology in Computer Engineering |
| Professional Qualifications | NA |
| Work Experience | UBS Business Solutions India - Software Engineer (33 months) |

HR & Conversation Questions

Tell me about yourself

Tell me about your role at previous organization

In detail discussion about my role at previous organization

Case Interview 1

Estimate how many unique customers will Flipkart get in October to January across globe

Interview Experience

| | |
|----------------------------------|--|
| What worked well for you? | Communicating clearly and mentioning the steps I am taking while solving the guesstimate |
|----------------------------------|--|

| | |
|---|--|
| What could you have done better? | I could have been more detailed and structured in solving the guesstimate. |
| Questions asked to the Interviewer | How has been your journey at Mastercard? |

Case Interview 2

Suggest what approach you will take to increase the revenue of a company in the Telecommunication industry.

Discussed more on the revenue segments

I - Are there any more revenue segments?

I - Which segment to be focused on for revenue growth and why?

More discussion around this revenue growth in each segment and combination of approaches to be used to increase revenue.

Interview Experience

| | |
|---|---|
| What worked well for you? | Being calm and communicating well |
| What could you have done better? | I could have reduced the time spent on discussing about previous work experience |
| Questions asked to the Interviewer | What makes Mastercard unique for him? What drives him to stay committed to Mastercard for this long tenure? |

Tips for Future Candidates

Be thorough about work experience and prepare well for HR questions

V. Srinidhi

| | |
|-----------------------------|---|
| Undergraduate College | Madras School of Economics (CUTN) |
| Field of Graduation | Economics |
| Professional Qualifications | NA |
| Work Experience | Deloitte (6 months), The Karur Vysya Bank (11 months) |

HR & Conversation Questions

Tell me about yourself and why Mastercard

Why consulting?

Case Interview 1

You are the head of a retail bank (KVB), and you are seeing a decline in new account creation

and an increase in attrition in existing woman Shakthi accounts. Analyze the possible reasons and solutions.

Unlike usual consulting cases, he wanted me to make all assumptions myself and complete the entire case structure and finally present it to him.

Interview Experience

| | |
|------------------------------------|---|
| What worked well for you? | I stayed very calm throughout the interview. Also, I clarified my assumptions upfront which was really helpful. |
| Questions asked to the Interviewer | How much of the work that you do is strategy and how much is implementation ? |

Case Interview 2

Estimate the revenue of amazon in one month in Chennai

You are the head of the financial crimes operations team. You need to come up with a bank-fraud optimization strategy.

Tips for Future Candidates

Just stay calm and have a smile on your face.

McKinsey & Company

Aradhana Pandey

| | |
|-----------------------------|--|
| Undergraduate College | Shri Ram College of Commerce |
| Field of Graduation | Commerce |
| Professional Qualifications | NA |
| Work Experience | Accenture Strategy - Management Consulting (23 months) |

HR & Conversation Questions

Introduction

Your biggest achievement in life

Case Interview 1

The client is a wall paints manufacturer. They have 12% market share (by volume) and want to achieve a 20% market share over the next 5 years. They want to grow organically; M&A is not an option. Make recommendations to the client

(Reiterated the problem statement to confirm it and began with basic preliminary questions to understand the company better)

C - Where does the company operate?

I - The company has a sales footprint all over India. You can take Asian paints as the proxy. It manufactures different varieties of decorative wall paints for residential use.

C - What does the competitive landscape look like?

I - There are 4 main players including us with the following market shares:

A B C (us) D Others
40% 17% 12% 7% 24%

I - You can begin with the solution now.

C - In order to grow its market share, the client can explore the following options: 1. Market penetration through improvements in product, change in price or channels of distribution 2. Expansion into new markets (geography/customer segment) 3. New product development

I - This is an exhaustive list. We have the following data about the market size and respective market shares of each player in each category:

Paint Segment Market Size Market Share

Premium

20% A 40%, B 5%, C(us) 40%, D 5-8%

Mid

40% A 40%, B 30%, C(us) 10%, D 7%

Economy

40% A 40%, B 20%, C(us) 0%, D 0%

C - From the data it is evident that the top 2 players in the market, A & B, are penetrated into the market for the economy range of paints, and we are absent in this category.

I - Yes. There is no scope for expanding the product portfolio, but the company can penetrate into the economy segment. We have two options: 1. Plan A: Enter the economy segment while retaining market share in existing segments 2. Plan B: Increase market share in premium and mid-range segment Why don't you run some quick calculations to decipher how much expansion would be necessary?

C - In order to increase market share by going into the economy segment, the company will have to capture 20% of the market. Alternatively, it can increase market share in premium and mid-range paints by 50% and 25% respectively.

I - Good. What do you think are the challenges the company will face if it goes ahead with plan A (expansion into economy)?

C - As A&B already has a strong foothold in the market, we can expect the company to experience challenges in establishing its distribution network.

I - Good, we can end the case here.

Interview Experience

| | |
|---|---|
| What worked well for you? | Being confident throughout and not fumbling with whatever answer I gave. Additionally, the ability to do calculations quickly really helped me sail through the interview |
| What could you have done better? | I could have thought more creatively rather than going by the conventional framework at the start of my solve |
| Questions asked to the Interviewer | Feedback for the interview |

Tips for Future Candidates

Maintain your calm throughout the interview, even when things seem to be going dicey!

Chahat Jain

| | |
|-----------------------------|-----------------------------|
| Undergraduate College | Ashoka University |
| Field of Graduation | B.Sc. Economics and Finance |
| Professional Qualifications | NA |
| Work Experience | NA |

HR & Conversation Questions

How are you doing?

Tell me 2 incidents where you went above and beyond?

Could you walk me through your CV?

Case Interview 1

Your client is a film studio based in India in the post-COVID setting. The studio is not performing up to the mark. What should they do?

I asked a few scoping questions to understand the problem better and got the following information:

1. Consider the studio to be like Yash Raj Studios producing Bollywood films.
2. They have not been performing well since the pandemic hit and have not yet reached their pre-COVID level.
3. It is one of the top 3 film studios in the country.
4. Produces standard 2-2.5 hours films (about 10-15 films annually). Post-pandemic they have been releasing films on OTT platforms as well.
5. The films are for all kinds of audiences (kids, adults, etc.) however, recently they have been producing similar kinds of movies.
6. There is no budget constraint as such. For now, we want to understand the problem and think of ways to improve the situation.

Divided my approach for improving the performance of the studio into two methods: organic and inorganic.

Used the Ansoff Matrix to structure my approach:

Do you want me to explore any strategy first or go through all of them one by one?

I - Let us explore all possibilities.

C - Okay!

For market penetration, since we were mostly prevalent in Urban regions due to easier access to cinema halls, post-pandemic we could target the rural areas also extensively through promotional activities.

Intensive promotional campaigns in rural regions to increase audience reach.
Collaboration with local distributors and cinema halls for broader accessibility.
Implement loyalty programs to retain and attract urban audiences.

Product Development:

For urban areas' growth, we could work on developing movies in different genres. We could leverage our well-established brand and resources to explore a variety of genres, catering to diverse audience preferences.

Conducting market research to identify trending genres and collaborating with experienced directors in those genres would be essential.

Collaborate with directors and writers specializing in diverse genres.

Experiment with innovative storytelling techniques and themes.

Market Development:

Expanding into shows on OTT platforms aligns with the evolving consumer behavior post-COVID. It provides an additional revenue stream and boosts audience engagement.

Utilizing our existing intellectual property and creative talent, we can create compelling content for these platforms.

Evaluate opportunities for international collaborations and film festivals to tap into new markets.

Develop partnerships with streaming services for exclusive content.

Diversification:

Acquire or invest in emerging studios specializing in different entertainment formats (animation, documentaries, etc.).

Explore joint ventures with established players in related industries (e.g., gaming, merchandise).

Invest in technology and talent for virtual reality (VR) or augmented reality (AR) experiences.

Do these suggestions sound feasible?

I - Those are some great suggestions, does anything else come to your mind?

C - We could also explore Alliances and Collaboration:

We can collaborate with OTT platforms for co-production or exclusive content deals, which would help us increase our viewership.

These are the suggestions I have for the client for now.

I - These are some great suggestions, we can end the case now. It was great interacting with you and you will hear back from us soon. Have a great day!

C - It was great interacting with you, looking forward to hearing back from you.

Interview Experience

| | |
|---|--|
| What worked well for you? | Staying confident throughout the interview, good communication skills and using a structured approach in the case. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | What would your piece of advice be for an intern to make the most out of their time at McKinsey? |

Tips for Future Candidates

Just stay confident throughout the interview.

Chirag Agarwal

| | |
|-----------------------------|---|
| Undergraduate College | St. Xavier's College, Kolkata |
| Field of Graduation | B.Com (H), Accounting & Finance |
| Professional Qualifications | CA |
| Work Experience | PwC India- M&A Tax Consulting (43 Months) |

HR & Conversation Questions

Tell me about yourself.

CV Specific-

1. What was the most challenging assignment at your previous work organization? How did you go about it? What was your personal contribution? What was the outcome?

2. Do you have any questions for me?

Case Interview 1

Your client is a car & loan insurance provider in the UK. They want to achieve a profitability target of 13%.

C - (Clarified the problem statement and the objective) To understand our client better, can you tell me how old the company is? Do they only sell car & loan insurance or they have other streams as well?

I - The client is a fairly old company and these are the only streams. I want to focus more on your breadth of thought, so start by telling me the revenue and the cost streams

C - Answered.

I - What are the 2 major costs that you think exist for an insurance company?

C - Commissions & claims should ideally form the biggest chunk of the cost. Depending on the business model, reinsurance premium could also be significant.

I - *Gave some numbers on current cost, revenue items and asked how much cost reduction needs to be attained to achieve target profitability*

C - Answered

I - *projected a chart on the screen*. Tell me what you think about this.

C - *Took some time to understand the chart*. Could you please help me understand the chart a bit better so that I can proceed with the analysis.

I - Sure, this chart shows profitability on one axis & size of the competitors on the other axis. I need you to observe the chart and find out if there is any pattern involved.

C - Thank you. I can see that profitability and size of the organization is not necessarily directly linked. I can see that one of the smaller organizations (Say A) is highly profitable however the biggest organization (say B) is running into losses.

I - Why do you think this might happen? Tell me all the reasons that you could think of.

C - This could be due to a variety of reasons. For example, B could be a very old company which is not technologically upgraded and therefore having to spend a lot on monitoring &

tracking their insurance policies. Also, they might be spending a lot on their advertisements by signing celebrities as their brand ambassadors. Also, since the profitability is given only for a year, it might be so that they would have paid out a large claim during this year, which might have taken a plunge into their profits - so last 3-4 years data should also be analysed.

I - Okay, that's all. Thank you and good luck for the rest of the day.

Interview Experience

| | |
|---|--|
| What worked well for you? | Although the format of the interview was a bit unexpected, being confident and being able to apply first principles did work out well with me. Also, I was well prepared with this industry and knew some of the technical jargon. |
| What could you have done better? | I could have asked for some more time (15-20 seconds) to think & structure my responses. |
| Questions asked to the Interviewer | How has your journey been at McKinsey? |

Tips for Future Candidates

Keep practicing cases throughout the preparation phase, and take as many solver slots as possible. On the D-Day, be confident in your abilities and have a smile throughout the interactions. All the best!

Mehar Sindhu

| | |
|------------------------------------|--|
| Undergraduate College | Sri Venkateswara College, University of Delhi |
| Field of Graduation | Economics |
| Professional Qualifications | CFA Level 1 |
| Work Experience | BharatPe- Fintech (26 Months), KPMG-Risk Consulting (5 Months) |

HR & Conversation Questions

Tell me about yourself.

Which club do you want to join?

What activities are you part of at IIML?

About Enactus, my work in the social impact space, cross-questioning on this work.

Case Interview 1

Estimate the talent pool for Generative AI in India

C - Reiterated problem statement, scoping questions - any specific level of employees to be considered (age/position).

I - Consider all potential employees.

C - Started with population approach.

I - Guided me to think of another approach.

C - Structured potential talent pool as people who could be either freshers (from undergrad/postgrad institutes) or employed (People already in the job market).

I - Asked me to focus on the employed pool as freshers may not have the know-how for Gen AI.

C - Further divided employed people into relevant job roles who may have the skill or transferrable skills, eg: IT professionals, data scientists.

I - How will you estimate the numbers from here on?

C - Can use top IT companies as a proxy, taking average employee count, and % of employees who would have this knowledge.

I - Go ahead, calculate the number.

C - Calculated number.

I - Asked if it seems accurate.

C - Responded that it seemed on the higher side and would need to re-evaluate some assumptions.

I - Great, we can close the case now.

Interview Experience

| | |
|---|--|
| What worked well for you? | Using HR questions to start off on a good note. Maintaining composure when faced with a unique problem statement. Thinking of alternative approaches when asked to rethink |
| What could you have done better? | Asked more scoping questions. Gotten further clarity on the Problem Statement |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Don't de-prioritise guesstimates during the prep

Riya Baliyan

| | |
|------------------------------------|------------------------|
| Undergraduate College | St. Stephen's College |
| Field of Graduation | B.Sc (Hons.) Chemistry |
| Professional Qualifications | NA |
| Work Experience | NA |

HR & Conversation Questions

What are your 3 weaknesses?

Tell me about the part of your life which is not present in your CV

Did you ever hold the captaincy of any of the basketball teams?

What was your go to strategy to keep the teams performing effectively?

Case Interview 1

Your client has stage fright. They have come to IIM Lucknow to deliver a ppt. Devise a strategy to ease their anxiousness and deliver the talk.

Case Transcript

I - Let's do a case. Your client is a partner at McKinsey (assume it to be me) and he has stage fright (told him earlier that one of my weaknesses is stage fright). They have come to IIM Lucknow to deliver a ppt. Devise a strategy to ease their anxiousness and deliver the talk.

C - Asked some basic preliminary questions. How long have you been working at McKinsey and did you work somewhere else before working here?

What is it that you are afraid of while speaking in front of an audience?

Do you have any pre-talk rituals that you follow to calm your nerves? Is it the first time you are delivering a ppt?

Will the PPT happen online or offline?

I - I Have been working at McKinsey since the beginning of my professional career for 15+ years.

I'm afraid that I'll run out of words in front of the audience or forget what to say and make a fool out of myself.

Yes, I have a pre-ritual. I usually walk on the stage back and forth before the start of the event. The talk will be delivered in offline mode.

C - Divided the strategy into 3 parts: pre, during, and post-delivery of the talk.

Pre-delivery: 1. Learn about your audience and the objective of the talk. Make sure you have some pointers ready on which you'll be elaborating further. This will help in making sure that you don't forget what to say in front of the audience and give you confidence while speaking.

2. While doing your ritual walk on the stage, try to imagine that the audience is present. Make yourself comfortable with the immediate environment.

3. Think about your past talks and try to identify where you went wrong and what caused it. Work on those areas to avoid making similar mistakes.

During: Whenever delivering a talk, the main issue any speaker could face is losing the attention of the audience which makes the speaker lose interest and hence confidence while speaking. To avoid such situations, a couple of things could be done:

1. Make eye contact and ask engaging/fun questions in the beginning to set the tone.
2. Body language will play a key role here. Apart from saying the right things, it is also important to convey them in the correct way. Right hand gestures, slow walks covering the whole stage, and keeping a smile on your face would help.

Post- This part is essential as well. Even though your aim is to deliver this talk as effectively as possible, it is imperative to have some key takeaways in order to help you tackle stage fright in the long term.

1. Take feedback (from your peers present during the talk, ask the audience what they liked about the ppt and what they did not, and most importantly, retrospect)
2. Note down things that went right or wrong. Analyze what made you feel confident or nervous while delivering the talk.

Interview Experience

What worked well for you?

Asking the right preliminary questions and keeping the interview conversational throughout.

| | |
|---|----|
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Case Interview 2

Your client is the sports ministry of India. They have approached you to help them in devising a strategy to win 100 medals in the Commonwealth Games. Give short-term and long-term suggestions.

I - Your client is the sports ministry of India. They have approached you to help them in devising a strategy to win 100 medals in the Commonwealth Games. Give suggestions (in this case, the partner just wanted quick suggestions and asked me to refrain from trying to form too much structure)

C - Preliminary questions:

How much time do we have before the games commence? And where and in which weather season will they be conducted?

Are we looking for gold medals specifically or just any medal?

I - Games are 2 years away and will be held in Australia during the summer season. And we just need 100 medals, be it any position.

C - Since the target is very ambitious and we do not have much time on our hands, I'd like to focus on 2 things: a) Sports that are already fetching us medals b) sports where performance is good, talent is present, but we are not able to convert those efforts into medals.

Does this approach sound right or should I try to think on some other lines?

I - Sounds good. Go ahead

C - For sports where we are already performing strongly, the focus should be on conditioning the athletes as per the environmental conditions they'll be playing in and more focus should be on refining their skills. Another thing that could be done is to provide them with more opportunities to play against elite-level athletes.

I - This sounds good and what about the other area of focus?

C - Here, there could be a couple of reasons why we are not being able to convert our efforts into medals. A) Psychological reason B) Losing momentum or feeling fatigue
For these reasons, we'll develop case-specific strategies.

I - Okay, great. I think we can just stop here.

Interview Experience

| | |
|---|--|
| What worked well for you? | Keeping my HR answers connected to actual life experiences that I've had and subtle smiles here and there. |
| What could you have done better? | Suggestions given could have been better |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Make sure to ask only the necessary CPCC questions. Do not ask irrelevant questions here as this shows that you have a pre-fixed mindset which is not liked by the partners.

Try to stay calm and keep a smile on your face even when you feel you messed up a bit.

Just follow the first principles approach. Frameworks might not be suitable in many of the cases which interviewers ask

Saurabh Dilip Jain

| | |
|-----------------------------|--|
| Undergraduate College | St. Joseph's College of Commerce |
| Field of Graduation | Commerce |
| Professional Qualifications | NA |
| Work Experience | Goldman Sachs - Investment Banking (11 months) |

HR & Conversation Questions

Tell me something that you have done across your life and are extremely passionate about?
(Spoke about Volleyball)

Give me an example of a time you faced conflict in the team and how did you handle it?

How have you demonstrated leadership in the team? Give me one key insight

Case Interview 1

Client is a car dealer in Australia who wishes to double their sales. Identify key issues & areas of improvement

I - This is an actual case I was working on recently. Our client was a car dealer in Australia who wished to double their sales. We were asked to identify issues & areas of improvement

C - (Reiterated the problem statement and began with preliminary questions to get more context)

What are the current sales figures and time period in which they wish to achieve double sales?

I - They currently have an annual revenue of 4 Million and want to achieve this in 8 years

C - How exactly does the business operate? Would it be a fair assumption to consider them to be like a Maruti Suzuki dealership?

I - Similar to them, there is a key difference that I want you to identify

C - Sure, would their primary revenue stream be the brand(s) they have tie-ups with or is there any other revenue stream as well?

I - They have two sources : Branded new cars and a used cars segment

C - Who are their primary customers?

I - They cater to businesses as well as customers directly

C - What does the competitive landscape look like?

I - There is moderate to high competition from offline dealers and online channels as well

C - I believe I have a fair understanding of the client, could I take some time to organize my thoughts.

(Spent 2 minutes and later broke the case using the Ansoff matrix giving suggestions under each head)

I - I really like the structure you have followed but I want to understand how you would look at this case overall. We'll get to the suggestions later, could you tell me the first piece of data you would look at?

C - (After 10 seconds of thinking)

I would look at the demand forecasts in the industry as well as of our client.

I - Great, this is what I was looking for. Let's get down to a few numbers now. I'll give you some data but note that I will leave one key piece of information. I want you to figure out what that is. Assume the sales in the branded car segment and used cars segment is \$1 Million each. They are growing at 10% and 15% respectively. Can we double our sales in 3 years time?

C - (Calculated the sales after 3 years quickly)

We would have cumulative sales of approx. \$2.8 Million and would be very away from our target.

I - Right, what else can we look at to increase our sales?

C - I would like to know the current market share in each segment and see if we can increase our share in more lucrative segments

I - Great, we have a market share of 20% in the used cars segment and 10% in the new cars segment. What should our market share be to achieve the target?

C - (Spent about 30 seconds calculating)

I - I would unfortunately have to leave this meeting in about 2 minutes. Let's close this case here.

Interview Experience

| | |
|---|--|
| What worked well for you? | I tried keeping the interview as conversational as possible. We spent 15 minutes on the HR questions and I tried driving the interview towards aspects I was most comfortable with. The case had an unfamiliar angle to it but sticking to the approach I had in mind and being confident in my answers helped keep the interview smooth-flowing |
| What could you have done better? | I spent a lot of time breaking down the case using the Ansoff Matrix and explaining my suggestions under the heads. The interviewer wanted to reach this later towards the end. Clearly understanding the ask would have helped save 3-4 minutes |
| Questions asked to the Interviewer | Whether McKinsey tried to standardize the internship experience in any way since all interns would work on very diverse projects |

Tips for Future Candidates

Reaching the final suggestions is hardly ever the focus of the interview. Focusing on your approach while keeping the interview conversational would always help sail through the interview.

Swasti Arya

| | |
|------------------------------------|---|
| Undergraduate College | Lady Shri Ram College for Women, Delhi University |
| Field of Graduation | B.Sc. Mathematics Hons. |
| Professional Qualifications | NA |

Work Experience

Accenture Strategy and Consulting (22 months)

HR & Conversation Questions

Questions on previous work experience - specifically on a project where I worked as a Business Analyst

How did you handle client disagreement within client teams as well as with your Accenture team?

Question on internship at Godrej where I worked as a logistics intern followed by a case on the same which was more like a conversation

Case Interview 1

What can be the key levers for a well established client to improve their logistics efficiency

I - What can be the key levers for a well established client to improve their logistics efficiency

C - What do we mean by well established?

I - The client has, in the past, worked on several processes to improve its logistic efficiency.

C - What is the client transporting and through what mediums?

I - Consider a usual FMCG company that uses rail, road, water and air to transport

C - Is it safe to assume that no fragile or explosive content is being transported? However, there might be low shelf life products being transported by the client.

I - Yes, correct

C - We can look at this from the perspective of past projects the client has undertaken to improve efficiency and have they been able to achieve desired levels of efficiency or there has been a gap. Secondly, we can look into future prospects of improving the efficiency

I - We can go ahead and look at future plans

C - Alright, so we can segment the plans into Supplier Collaboration Improvements and Customer Collaboration Improvements. Further we can segment the strategies based on mode of travel : Air, Water and Road.

I - What can be other ways?

C - The client, if ready to put in significant investment, can look into digital transformation and implementation of a Digital Twin Control Tower that can monitor any exceptions and raise alerts related to safety stock, transportation, lead times and stockouts.

I - Great! We will close now. Do you have any questions for me?

Interview Experience

| | |
|---|---|
| What worked well for you? | Keeping a conversational flow throughout and coming up with a structured approach to tackle the issue |
| What could you have done better? | Could have asked more preliminary questions |
| Questions asked to the Interviewer | How have they fit into McKinsey after switching from another consulting firm at a senior position? |

Tips for Future Candidates

Keep a smile and trust your preparation which will help you remain calm and think logically.

Varnika Kedia

| | |
|-----------------------------|---------------------------------|
| Undergraduate College | Lady Shri Ram College for Women |
| Field of Graduation | Bcom. (Hons.) |
| Professional Qualifications | NA |
| Work Experience | United Airlines (31 months) |

HR & Conversation Questions

Tell me about yourself

Most significant achievement of life, learning from the same

Why McKinsey?

Case Interview 1

Estimate the cost of landing on the moon. Mention the cost drivers you will consider; not looking for a specific value

(Started with some clarifying questions)

C - What is the objective and scale of the mission? What is our current capability or establishment of a space research facility?

I - You can take inspiration from Chandrayaan-3 and consider yourself as the mission lead at ISRO.

C - As we know the USP of Chandrayaan-3 was its low budget and critical landing technique, are there any budget, technological and time constraints for this mission?

I - No, there is no monetary limitation. However, it would be beneficial to determine the success of the mission (landing on moon) at the earliest.

C - Assuming it's not our first moon-landing mission, what is the major learning from our past space missions? What was the reason for failure (if any)? Is there any strategy implemented by the competing space agencies for a similar moon-mission?

I - Most of the space organizations have worked towards efficient spacecraft launch to achieve soft moon landing. Let's now look into the cost drivers for the same.

C - The flow of the mission would involve the following steps:

1. Formation of a specific team: Manpower cost (with leads for various sub-functions)
2. Preparation of the project proposal
3. Research & Development (address the shortcomings of past missions, improvise and implement new techniques)
4. Prototype
5. Sourcing and Procurement of materials
6. Infrastructural cost: Design and Construction of spacecraft
7. Launch cost
8. Operations over spacecraft life
9. Additional costs: financing and legal costs

I - This is a fair classification. What was your rationale for a prototype

C - Since it's a large-scale project with huge investment, it would help check the feasibility of design and its implementation. Would enable to make any modifications at the earlier phase and save any potential losses.

I - Can you further elaborate on what you mean by Infrastructural, launch and operation costs?

C - Infrastructural: human capital, manpower (design & engineering team), Tech setup (monitors, computers, and communication networks), and building the spacecraft (raw materials, engineering components, assembling)

Launch cost: Land space, launching devices and ground equipments

Operations: development and maintenance of spacecraft

I -What would be the two major cost drivers out of all?

(After taking some time to think)

C - R&D and Construction of spacecraft including launching devices would be the major cost drivers.

I - Would raw materials be a major cost driver?

C - Not really, according to my understanding raw materials can include low cost elements like rubber, glass, plastic, steel or aluminum. However, launching devices would be heavy equipment and require higher capital investment. So, infrastructural cost aiding the launch would be more significant.

I - Alright, let's end it here

Interview Experience

| | |
|---|--|
| What worked well for you? | Asking specific questions and making relevant assumptions Drawing analogy from relevant industry to pick cues Keeping a conversational flow during the interview |
| What could you have done better? | Could be more specific while analyzing the sub-drivers within cost heads |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

Sometimes cases can be around current affairs or related topics. Keeping up to date can sometimes give an edge or start to abstract cases. Drawing relevant analogies and stating specific assumptions can help. Asking specific questions and expressing your thoughts clearly helps provide a direction to the interview.

Akshay Mahajan

| | |
|------------------------------------|-------------------------------|
| Undergraduate College | BITS Pilani, Pilani Campus |
| Field of Graduation | Civil Engineering |
| Professional Qualifications | NA |
| Work Experience | Fractal Analytics - 31 months |



HR & Conversation Questions

Tell me about your work ex

Questions on projects done in work ex.

Why do you want to join Supply Chain Consulting?

Case Interview 1

Footfall of Lucknow Metro in a day

There is a company which has a manufacturing unit in Lucknow, Chandigarh and Patna. They supply the finished goods to Mumbai and Chennai only. Find the average distance traveled by the goods starting from the manufacturing plant to the final destination. You can take the assumptions as per your knowledge.

I - Hello Akshay, how are you doing?

C - Hello, I am doing good. How about you?

I - I am doing good too. So Akshay, could you give your short intro while I go through your CV again?

C - Sure. *gave prepared answer*

I - You mentioned that you are from Lucknow itself. Have you traveled in the Lucknow Metro?

C - Yes, many times.

I - Great, so you must be aware about the number of stations Lucknow Metro has, the approximate route size and other details.

C - I am not aware about the exact numbers, but I can give it a try.

I - Okay, let's do a quick Guesstimate on the daily average passengers who travel in Lucknow metro and the revenue generated with the tickets bought by them.

C - Sure, can I take some time to structure my thoughts?

I - Yes please, go ahead.

C - *solved the case quickly with necessary details as had already done a similar case previously*

I - Do the numbers sound right to you?

C - *Checked again and rectified a silly assumption I made* Now, I think they are correct.

I - Great. Now let's quickly do another quick question. So, there is a company which has a manufacturing unit in Lucknow, Chandigarh and Patna. They supply the finished goods to

Mumbai and Chennai only. Find the average distance traveled by the goods starting from the manufacturing plant to the final destination. You can take the assumptions as per your knowledge.

C - *Took some time, asked clarifying questions, and then came to the final answer*.

I - You can leave now. Thank you.

C - Thank you.

Interview Experience

| | |
|---|---|
| What worked well for you? | I had practiced guesstimates extensively. Luckily, only guesstimates and questions related to numbers were asked which is my strong area. |
| What could you have done better? | Could have rechecked my final answers before directly telling them to the interviewer. |
| Questions asked to the Interviewer | NA |

Case Interview 2

Question on finding the breakeven point including the concept of NPV

Interview Experience

| | |
|----------------------------------|---|
| What worked well for you? | Since it's essentially a Supply Chain Consulting firm, they look for people with strong quantitative aptitude. The academic |
|----------------------------------|---|

| | |
|---|--|
| | achievement section of my CV was around Quants only, so it gave me an edge. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | I asked him about his experience with the firm and the Supply Chain domain. Average project duration and company culture and growth paths. |

Tips for Future Candidates

Be confident and energetic. Also, answer the questions with a smile.

Anas Mohaideen

| | |
|------------------------------------|---|
| Undergraduate College | Kongu Engineering College |
| Field of Graduation | Mechanical Engineering |
| Professional Qualifications | NA |
| Work Experience | Titan Engineering and Automation Limited, Manufacturing (45 months) |



HR & Conversation Questions

State 3 things that are not in your resume and you'd like us to know?

What were some challenges that you faced in your organization?

What was the most satisfying part of your job?

Situations where you had to step out of your comfort zone..

Few questions about achievements in work experience and how it has impacted my learnings.

Introduction?

Why PwC?

Why do you want to get into supply chain consulting

Describe your Job role and your organizations role in industry

What is the most important POR from your undergrad days?

Interview 1

HR Round

Interview Experience

| | |
|---|--|
| What worked well for you? | I did not have a template for my HR answers beforehand, I just had 10-12 life incidents that could be fitted to any kind of questions. This gave the flexibility to answer the questions creatively. |
| What could you have done better? | Should have used more pauses while answering the questions. |
| Questions asked to the Interviewer | There was a recent article about Pwc Investing in a heavy sum in AI. Asked a few questions on it. |

Interview 2

HR Round

Interview Experience

| | |
|----------------------------------|---|
| What worked well for you? | The interviewer was interested in the work I did in my previous organizations, this helped me answer the following questions confidently. |
| What could you have done | NA |

better?

Questions asked to the Interviewer Asked about the position of Pwc in sustainability prospects.

Tips for Future Candidates

Do not force fit any HR questions into your life. Answer the questions naturally.

Neelesh Kumar Jaiswar

| | |
|------------------------------------|--|
| Undergraduate College | IIT Madras |
| Field of Graduation | Aerospace Engineering |
| Professional Qualifications | NA |
| Work Experience | Omniwyse Technologies Pvt. Ltd (36 months) |

HR & Conversation Questions

Questions on work experience and team projects

Questions on PoRs, NSS and previous internships

| | | |
|---|---|-----|
| Interview 1 | Professional Qualifications | NA |
| HR Round | Work Experience | TCS |
| Interview Experience | | |
| What worked well for you? | Having enough work experience and being confident about what I have done previously | |
| What could you have done better? | NA | |
| Questions asked to the Interviewer | Questions about day to day responsibility | |
| HR & Conversation Questions | | |
| Interview 1 | | |
| Introduction | | |
| What are your long term goals? | | |
| Why PwC | | |
| Most important lessons learnt from UX designing - Horizontal vs Vertical learning | | |
| Interview 2 | | |
| Questions around final year project and startup | | |
| You mentioned starting up a venture in college. Please elaborate. | | |
| How was the experience at Conquest | | |
| How did you kickstart the company, how much money did you invest? | | |
| Now that you're an MBA student, how differently would you handle the company now? | | |
| Elaborate on your final year project. | | |
| Tips for Future Candidates | | |
| Be genuine and confident. | | |

Shadan Amir

| | |
|------------------------------|------------------------|
| Undergraduate College | IET Lucknow |
| Field of Graduation | Information technology |

A lot of subsequent questions on core tech involved. Asked about machine learning algorithms used, why these algorithms, what else could have been used. (He sounded like a core tech guy and needed specific answers with tech jargon. He sounded quite intimidating when talking about tech)

Interview 3

Introduction

Why PwC?

Interview 1

HR Round

Interview Experience

What worked well for you? An interactive flow of conversation. He seemed impressed with the working with 10+ firms

What could you have done better? Could have tracked the last question much much better, sort of messed the closing note

Questions asked to the Interviewer Asked about PwC investment in openAI and how they use AI in their workflow.

Ask questions to interviewer around Anything from the news around PwC in last week, preferably involving tech

Interview 2

HR Round

Interview Experience

What worked well for you? Startup questions tackled very well and ended the interview on a fun conversing note

What could you have done better? Could have been better prepared with project related questions. It was the college protect so I thought I knew enough and did not brush up the concepts deeply

Questions asked to the Interviewer NA

Interview 3

HR Round

Tips for Future Candidates

Know every bit of your CV. Every. Bit. They barely asked anything out of CV and intro.

Parth Khandar

Undergraduate College

Nirma University

Field of Graduation

B.Tech. (Chemical Engineering)

| | |
|------------------------------------|---|
| Professional Qualifications | NA |
| Work Experience | Gujarat State Fertilizers and Chemicals Ltd. (GSFC), Vadodara (19 months) |

HR & Conversation Questions

Brief Introduction including job role and responsibilities

Projects you have worked upon

Learnings from job

Dealing with people who don't work in a group.
Any Excel modeling in a project during graduate or during MBA?

Why consulting, given your strong technical background?

Why PWC?

Are you clear with the profile and your role?

Are you willing to relocate?

Do you have any relatives working in PWC?

Case Interview 1

Your client wants to increase the capacity of the plant by 50%. What do you suggest?

I - Your client wants to increase the capacity of the plant by 50%. What do you suggest?

C - Suggested the factors to be looked upon, things to be considered in each, and various alternatives. Discussed every aspect.

I - Gave me a situation where the equipment is the bottleneck. Ask me how you deal with it.

C - Suggested 3 approaches and the cost consideration for each.

I - What would you demand from the client to go forward with this approach?

C - Discussed the qualitative and quantitative data.

I - How do you present it to the client?

C - Synthesized the case

I - Suppose the client says that they cannot invest and they need to increase the plant capacity as it is. What do you do now?

I - Focus on other aspects to improve plant efficiency and output like manpower management, changing the technology if the costs of it aren't very high etc.

(The connection got cut there and the interviewer ended the interview after 5 minutes)

Interview Experience

What worked well for you?

Communication: I did not have a stellar case solving preparation but the case given to me was very related to my work experience and I was creative with whatever I put forward. I tried to be as exhaustive as I could in every answer but most importantly I expressed all my thoughts coherently and clearly.

| | |
|---|--|
| | <p>CV: I was very clear with my CV and all the points I had mentioned. This guided the recruiters in picking the case I was to solve and that helped me in return as well since I was confident with what I had put in it.</p> <p>Using first principles: It's okay to not fit every case problem in some framework. Using the principles of every framework and practicing different kinds of cases helps to pick different aspects from each and makes you more confident with unconventional cases.</p> |
| What could you have done better? | <p>Asking for some time while putting down the answer.</p> <p>Preparing more unconventional cases based on profile especially for Big 4</p> |
| Questions asked to the Interviewer | NA |

Interview 2

HR Round

Interview Experience

| | |
|---|---|
| What worked well for you? | Being honest and projecting positivity. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Case Interview 3

HR round

Interview Experience

| | |
|---|---------------------------------|
| What worked well for you? | NA |
| What could you have done better? | NA |
| Questions asked to the Interviewer | More about my role and profile. |

Tips for Future Candidates

Don't stress even if you haven't done the case solving preparation very well, but do the consult domain prep well even if you feel there is a slight chance of getting an interview shortlist. Be creative, honest, active and communicate in a happy and positive manner.

Vikas Yadav

| | |
|------------------------------|--------------------------------|
| Undergraduate College | Bhilai Institute of Technology |
| Field of Graduation | Mechanical Engineering |

| | |
|------------------------------------|---|
| Professional Qualifications | NA |
| Work Experience | Adani Power Limited- Thermal Power Generation, Operations and Maintenance (28 Months) |

HR & Conversation Questions

Tell me about yourself and why do you want to join PWC ?

Questions about a project from my work ex and asked how I went about it, what all parameters I considered.

What is the last news you've read about? What will be its financial implications?

What recent news about you've come across your past employer (Adani group)? What will be its impact on the market?

Tell me about some highlights of your professional career.

Why do you want to pursue tech consulting given you have a strong technical background?

What do you understand about kaizen (Lean operations management term)?

Do you have any Six Sigma certifications?

Any project in your previous organization, where you could've used AI/ML?

What are your expectations from this role?

Are you comfortable traveling often to Tier 2 and Tier 3 client locations?

Have you worked with PwC in the past or do you know anyone who is currently working in the organization?

Case Interview 1

Guesstimate the number of airplanes handled by Lucknow airport

Interview Experience

What worked well for you?

My in-depth knowledge about my project in my work experience was something that worked in my favor as this interview was for a role of technology consulting and my project was related to data analysis and insights generation for optimization of Inbound material supply chain.

What could you have done better?

I could've done better in terms of staying more up-to-date about recent global happenings and their financial implications

Questions asked to the Interviewer

NA

Interview 2

HR round

Interview Experience

| | |
|---|--|
| What worked well for you? | My convincing answer to his HR question related to "why tech consulting" and my idea of AI & ML application in my previous organization. |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

In the case of preparing for PwC India be thorough with your CV and its content, most of the questions are going to be about it only and mostly around your Work ex if you have prior work experience.



Atul Shukla

| | |
|------------------------------------|---|
| Undergraduate College | NIT Silchar |
| Field of Graduation | B. Tech in Electrical Engineering |
| Professional Qualifications | NA |
| Work Experience | Oracle Financial Services Software Limited - Associate Consultant |

HR & Conversation Questions

Tell me about yourself?

How is life at IIM Lucknow?

Why Consulting?

Will you be able to adjust to the difficult life of a consultant?

3 Major Achievements?

Why a gap of 2 years?

Why Redseer?

3 Strengths?

3 Weaknesses?

Case Interview 1

Number of villages in India?

Number of Kirana Stores in India?

Interview Experience

What worked well for you?

During the interview, the questions were straightforward, mainly aimed at assessing my interest in consulting and specifically in RedSeer.

I maintained a high level of confidence throughout the conversation, consistently expressing my enthusiasm for the consulting field.

What could you have done better?

My initial response regarding the number of villages in India was somewhat off. Although I provided the reason for the error and rectified it to obtain a more precise figure, I believe I could have provided the correct answer on the first attempt.

Questions asked to the Interviewer

Asked for suggestions for the final interview. He told me to read more about E-commerce platforms and start ups.

It was a Growth based case. I started with CPCC, but the interviewer interrupted saying that is irrelevant and that I should straight away jump to potential solutions that you as a consultant would recommend.

(I asked for 30 seconds to think and then directly started with the potential solutions that I could think of.)

If an online retailer of musical instruments is experiencing stagnant growth, they may need to consider several strategies and initiatives to revitalize their business and increase their market share. Some potential actions they can take include:

(i) Diversify Product Offerings: The retailer should research and identify a range of musical instruments and related products offered to cater to a broader customer base. For example they can consider adding accessories, and audio equipment. They should source new products or expand their existing catalog through supplier negotiations or partnerships. Additionally they can update their website to showcase and categorize the new products effectively.

(ii) Price Optimization: Another thing to do would be to use pricing analytics tools to monitor competitors' pricing and adjust their own prices accordingly. They can implement a dynamic pricing strategy that considers factors like demand, inventory levels, and competitor pricing.

(iii) Product Bundling: The retailer should create bundled product offerings that encourage customers to buy complementary items. Example: A bundle that includes various instruments suitable for forming a complete band, such as a guitar, a keyboard, a drum set, and a microphone. This would appeal to customers interested in starting a band or playing multiple instruments.

(iv) Customer Loyalty Programs: They should develop a loyalty program that rewards customers for repeat purchases. Promote the program on their website, in email campaigns, and on social media. Further they can use customer data to personalize loyalty program offers and recommendations.

Case Interview 2

Your Client is an online musical instrument retailer who has been facing stagnant growth post Covid. How can Redseer help?

The same retailer has an offer for acquisition from Amazon. Should they accept?

Part 1: Your Client is an Online Musical Instrument Retailer who has been facing stagnant growth post Covid. How can Redseer help?

The interviewer seemed to like these recommendations. He further asked me to recommend certain solutions to increase profits.

I mentioned that they could increase their profits either by increasing their revenue or reducing costs or both. The interviewer asked me to give supporting points for doing both simultaneously.

Firstly I mentioned that the retailer can do everything that I mentioned earlier. Other than that they can consider the following:

(i) Marketing and Promotion: They can develop and execute marketing campaigns, including seasonal promotions, email marketing, etc. to attract new customers and encourage repeat business.

(iii) Inventory Management: The retailer should work on optimizing inventory levels to reduce carrying costs while ensuring popular products are consistently in stock. They can implement just-in-time inventory practices.

(iii) Shipping Optimization: The retailer should evaluate shipping options and negotiate favorable rates with carriers. They should implement efficient order fulfillment processes to reduce shipping costs.

Part 2: The same retailer has an offer for acquisition from Amazon. Should they accept?

I did not mention whether they should accept the offer or not. Instead mentioned advantages and disadvantages of accepting the offer and then weighing which aligns with their short term and long term goals more.

Advantages:

(i) Access to Amazon's Customer Base: Amazon has a massive and diverse customer base, which could potentially lead to increased exposure and sales for the musical instrument retailer.

(ii) Logistical Support: Amazon has a well-established and efficient logistics network. Joining Amazon could provide access to streamlined shipping and delivery solutions, potentially reducing operational costs.

(iii) Brand Recognition: Being associated with Amazon can enhance the retailer's brand recognition and credibility in the market.

Disadvantages:

(i) Loss of Independence: The retailer would lose its independence and control over its brand, product offerings, and business operations.

(ii) Integration Challenges: Integrating with Amazon's systems and processes may require significant time and effort, potentially disrupting existing operations.

(iii) Competitive Pressure: The musical instrument market on Amazon is highly competitive. The retailer may face increased competition from other sellers on the platform.

Interview Experience

What worked well for you?

The case was mainly focused on giving relevant recommendations. There was nothing that I had to solve and identify using a certain framework. Plus the interviewer didn't cross question at all which was an added advantage. Also, given that it was an online interview I was quite calm on the outside (even though I was not) and tried my best to keep smiling and look confident.

| | |
|---|--|
| What could you have done better? | I think I could have structured my response a bit better. I was quite nervous due to which I wasn't able to think of more solutions. |
| Questions asked to the Interviewer | I asked the interviewer to recommend certain ways in which I can improve my problem solving skills. He mentioned solving case studies and participating in case completions. |

Interview 3

HR round

Tips for Future Candidates

I think having a comprehensive understanding of the company is very crucial for a successful interview. It not only enables you to respond effectively to direct questions about the company's background, mission, and vision but also helps you align your responses with the company's values and goals. Demonstrating knowledge about the company throughout the interview showcases your genuine interest and commitment to the organization, contributing to a positive impression on the interviewer.

Hardik Kumar

| | |
|------------------------------------|----------|
| Undergraduate College | VIT |
| Field of Graduation | B. Tech. |
| Professional Qualifications | NA |

| | |
|------------------------|---|
| Work Experience | Lowe's India - Data Analytics (48 months) |
|------------------------|---|

| |
|--|
| HR & Conversation Questions |
|--|

Tell me about yourself?

Why MBA after 4 years in the industry?

Why did you choose Redseer?

Walk me through your average office day. What were your roles and responsibilities?

Case Interview 1

Guesstimate the digital ad revenue generated in India.

C - First I narrowed the scope down to only the ad revenue generated by Google and Meta. Then I move down to listing the ad revenue sources for both of these companies. For example YouTube ad, Google click ad Google search, advertisement etc.

Then, I guesstimated the total number of ads that could potentially happen in one year and also the price charged per ad and then guesstimated the total revenue generated by Google. The interviewer asked me about some of the facts like do I know what percentage of Google's revenue is their ad revenue.

Overall, they were not looking for an exact answer. Just the approach that I followed.

| | |
|----------------------------------|------------|
| Interview Experience | |
| What worked well for you? | Confidence |

| | |
|---|--|
| What could you have done better? | Better practice of HR questions |
| Questions asked to the Interviewer | Given the fact the internship is only two months and a general consulting Project may last a little longer, will I be able to contribute substantially to the project? |

Tips for Future Candidates

Be confident about your answers. What I felt was more than the case-solving skills, they were looking at how confident you are.

Nishit Garg

| | |
|-----------------------------|---|
| Undergraduate College | BITS Pilani |
| Field of Graduation | Engineering + Mathematics |
| Professional Qualifications | NA |
| Work Experience | OYO - Software Development Engineer (29 months) |



HR & Conversation Questions

WorkEx related questions

You have done well in your work ex, then why MBA?

Why consulting?

Why Samagra?

What other calls?

Where would you rate Samagra among those and why?

Case Interview 1

Unconventional case with a brief background regarding ITI institutes in Haryana. Then gave me mini statements in between to fill up.

I - Hey Nishit, do you know what ITIs are?

C - I have a rough idea about the diploma courses which happen post 10th class. Is this the same course you're talking about?

I - Yes. So ITI is a type of diploma (He gave some more details about the same).

C - Okay.

I - So, there are 1 Lakh jobs every year in Haryana in Govt. and Private Sector & Self-employment (More Details about the three). What can be the current problems regarding the Govt. Job sector?

C - I believe the government recruitment process and awareness about the jobs are the major problems.

I - Alright, so the recruitment process problem has been streamlined by Samagra and for awareness and availability, a tech platform has been created. Now coming to the private sector. Since there is high unemployment, what do you think is the situation with private jobs? Are there enough jobs but not enough skilled labor or jobs are not available?

C - I believe that since there are a lot of manufacturing companies available in Haryana, plus Panipat is a major handloom hub, the number of jobs available are enough. The problem is majorly in the availability of skilled workers. (Didn't have much idea here but since we have been talking about ITIs and training people, I took an educated guess and gave facts (manufacturing & handloom industry) regarding the same to substantiate it.

I - Absolutely. So the Department of Skill Development is working with Samagra to resolve this issue. There are currently 150 ITIs and 50K students are being trained every year. Within each ITI, one course can have only 20 students and 1 trainer per course. 1 trainer takes only 1 course. Can you estimate the total number of trainers in Haryana using the above data?

C - 2500. (It was an easy guesstimate, He later told me that confidence and quickness of response was what made me standout).

I - So ideally there should have been 2500 trainers, but in reality there are 2600 trainers. What could be the reason for the same?

C - Not all units are fully utilized. (Again quick and concise response)

I - Right. So this is because the existing ITIs are not able to cater to students and industry needs, hence enrollment is not upto the mark. Now, the Department of Skill Development has decided to come up with 22 new ITIs, one in each district. There are 6 primary decisions to take while instating these ITIs. I'll give you the first and last and want you to come up with the other 4 in order. The first is location and the last is opening of ITIs for admission. Take two minutes and tell me about decision factors and their order in which they should be taken.

C - (Thought about factors first and then ranked them) So the order would be -- location, type of courses & infra, awareness about the program, hiring of instructors, admission process, open up ITIs for admission. (Gave a brief 1-2 line description of each one of them).

I - Absolutely. So now let's suppose that we are opening an ITI in Panipat. What would be the two major objectives for the same?

C - I believe maximizing employment in Panipat and since a lot of people commute from panipat to delhi for jobs, minimizing the commute would be the second objective.

I - So Nishit, what do you think are the most important things for a person who is looking for these jobs?

C - I believe there are 4 major factors for everyone - money, distance from home, satisfaction, and growth. (BIO course and local on ground observations helped here)

I - So, money would be the most important factor right? So what should our two objectives be?

C - Right, so Maximize possible salary & Maximize Employment would be the two major objectives.

I - Right. So, we have decided our objectives now and our location is also finalized. The next step was to determine the type of courses. We have a list of 20 courses and have to finalize 6. How would you do that? (He showed a blank excel sheet and started making entries, asked me to give the factors in order of importance)

C - (Took a couple of minutes and came up with a list) type of Industry, no. of Industries nearby, number of jobs in those industries, average salary, working hours, retention.

I - Alright. So we'll wrap up the case here.

Interview Experience

| | |
|---|--|
| What worked well for you? | <p>Interviewer later told me that my smile and positive attitude were the differentiator for me.</p> <p>The interview was mostly in the form of a conversation, hence keeping it semi formal might have helped. Also, little laughs in between were a bonus.</p> |
| What could you have done better? | <p>It went pretty smoothly, probably could have prepared better for why Samagra & where would you rate Samagra?</p> |

Tips for Future Candidates

Do deep research on Samagra. They have a pretty comprehensive website. Study up on their cases, almost every panelist asked from their own personal work.

Nived R Pradeep

| | |
|------------------------------------|---|
| Undergraduate College | Cochin University of Science and Technology |
| Field of Graduation | B.Tech (Safety and Fire Engineering) |
| Professional Qualifications | Six Sigma - Green Belt |
| Work Experience | Nayara Energy - Process Design Engineer (30 Months) |

HR & Conversation Questions

Tell me about yourself?

What is your understanding about governance?

Work ex role description.

Asked about how I am feeling after the interviews?

What do you think about impact consulting?

Have you had any interaction with the Government of India?

Situation where you failed and how did you manage it?

Case Interview 1

Your client is UP govt. They need to conduct an examination for Nursing students within the next 3 months. How would you go about it? Followed by a guesstimate

I - Your client is the UP government. They need to conduct an examination for nursing students (approximately 60,000) within the next 3 months. How would you go about it?

C - Reiterated the statement and then described the end-to-end value chain for carrying out an examination.

I - It is known that malpractice has been observed in the past years. So, identify the sources of malpractices in each step.

C - Identified the potential pain points.

I - Focus on the examination conducting part (D-day) and also propose solutions to overcome the same.

C - Identified solutions, out of which one was to install cameras and have a manned central control panel to monitor the happenings at the centers.

I - Okay, now estimate the number of CCTVs required.

Interview Experience

What worked well for you?

Exhaustive value chain helped me a lot in moving forward with the case.

What could you have done better?

Should have practiced more abstract cases and also gone through the projects of Samagra.

Questions asked to the Interviewer

About his project at Samagra.

Case Interview 2

In response to a pandemic, you have to design a vaccination center value to address the situation. Create a value chain for the same and estimate the number of nurses required to complete the vaccination drive within 1 year in Kerala.

Interview Experience

What worked well for you?

Knowing the approximate figures of population and quick math

What could you have done better?

NA

Questions asked to the Interviewer

NA

Tips for Future Candidates

Practice quick math. Make sure to have a good understanding of the company you are interviewing with and also go through your buddy's profile and familiarize with their projects.



Purnashis Hazra

| | |
|------------------------------------|---|
| Undergraduate College | NIT Nagpur |
| Field of Graduation | Electrical Engineering |
| Professional Qualifications | NA |
| Work Experience | Deloitte - Software Development (11 months) |

HR & Conversation Questions

Give a brief introduction

Questions mostly on my entrepreneurial experience. A little bit about the work at Deloitte, based on the automation team I led for their mainframe.

Asked to explain payment networks and POS systems.

Few questions from Corporate Finance.

What do you learn from biking (my hobby) that you apply in your work or daily life?

Interview 1

HR round

Interview Experience

| | |
|---|---|
| What worked well for you? | My experience in building payment gateways, multiple hackathons that I won and the finance for companies like Amex, Citi etc. provided me with the relevant experience and discussion points in the interviews. |
| What could you have done better? | Could have a better introduction for myself |
| Questions asked to the Interviewer | Who I would be reporting to and what domain I would be working in |

| |
|---|
| Just be thorough with corporate finance |
|---|

Case Interview 2

Current Threats to Visa.

Mostly revolved around Rupay and how to mitigate those.

Interview Experience

| | |
|---|----|
| What worked well for you? | NA |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Tips for Future Candidates

**CASE INTERVIEW EXPERIENCES
(FINALS 2024)**



Drishti Trehan

| | |
|-----------------------------|--|
| Undergraduate College | Jesus and Mary College, Delhi University |
| Field of Graduation | B.Com. |
| Professional Qualifications | NA |
| Work Experience | Care Ability Healthcare |

HR & Conversation Questions

What was your role in the Finance and Investment Cell?

What are your extracurriculars?

Case Interview 1

A US-based pharma company has patented a drug for a very rare heart disease, and its sales have been limited to the US. How would you suggest they enter more markets via partnerships?

I - A US-based pharma company has patented a drug for a very rare heart disease, and its sales have been limited to the US. How would you suggest they enter more markets via partnerships?

C - First, I'd start by identifying global markets where the rare heart disease has a significant prevalence. This would help in prioritizing which regions to target first.

I - Once you've identified the markets, what would be your next step?

C - I'd look into partnering with local pharmaceutical companies that have established distribution networks and a strong understanding of the local regulatory landscape. This will help in navigating legal issues and ensuring faster compliance.

I - Legal issues are important. What other factors would you consider?

C - I'd also evaluate the time to market for each region. This includes assessing the regulatory approval process in different countries and determining how quickly we can get the drug to patients. A feasibility check is crucial here to ensure that the market entry strategy is both practical and aligned with the company's long-term goals.

I - Good point. How would you handle risk management in this scenario?

C - To manage risks, I'd suggest exploring licensing agreements or joint ventures with international pharmaceutical companies. These partnerships would not only help in sharing financial risks but also leverage the partner's resources and expertise.

I - That covers a lot. What about pricing the drug in these new markets?

C - Pricing would need to be carefully considered based on each market's economic conditions, the competitive landscape, and the cost of regulatory compliance. We would also need to factor in potential government pricing regulations and insurance reimbursement rates to ensure the drug is accessible yet profitable.

I - That's a thorough approach. Thank you.

Interview Experience

| | |
|------------------------------------|---|
| What worked well for you? | The structuring and clarifying questions. Also, listing out all the factors related to the macro environment. |
| What could you have done better? | The interviewer was in a hurry. I should have been more precise in answering |
| Questions asked to the Interviewer | NA |

Akanksha Pathak

| | |
|-----------------------------|---------------------------|
| Undergraduate College | Motilal Nehru College, DU |
| Field of Graduation | B.Com. |
| Professional Qualifications | NA |
| Work Experience | NA |

HR & Conversation Questions

Introduce yourself and provide an overview of your current role.

Why do you want to pursue a career in consulting?

Case Interview 1

Your client is an EV manufacturing company and we want to increase our market share.

I - Your client is an EV manufacturing company and we want to increase our market share. What will be your approach for the same?

C - *Preliminary questions* – Apart from the standard questions: what all geography are we present in and how much market share are we targeting?

I - We are currently in 4 geographies: US(50%), China(15%), India(10%), Europe(25%). We want to achieve 36% market share

C - How profitable are we in these geographies currently?

I - US: 4%, China: 60%, India: 50%, Europe: 40%

C - Okay so we have: share in US: 2%, China: 9%, India: 5%, Europe: 10% and we want to achieve 36%, so we need to increase 10%. What is our current revenue?

I - You can assume 5 Million.

C - So we need to increase 5L.

I - Yes Good. Now suppose we have 4 kinds of models available in EV: SUV like, Sedan like, A type, B type (I don't remember exact type). SUVs total market is 10L, Sedan is 7L, A type is 2L, B type is 4L. Which model should we make to increase this market share

C - Okay. We must be having some share of these total markets in these 4 types, do we have clarity on that front?

I - Yes, we have already captured: 60% of SUV, 50% of Sedan, 10% of A type, 5% of B type

C - Okay, so as I can see we can get: 4L of SUV, 3.5L of Sedan, 1.8L of A type, 3.8L of B type. So, we should move ahead with keeping SUV and Sedan as our target for the time being and increase our production at a later stage for the rest of the two types after realizing economies of scale.

I - That was a good solution, do you have any questions for me?

C - No, thank you!

Tips for Future Candidates

In the case of preparing for interviews, be thorough with your CV and its content, most of the questions are going to be about it only and mostly around your Work ex if you have prior work experience.



Natasha Singh

| | |
|-----------------------------|---------------------------------------|
| Undergraduate College | Netaji Subhas Institute of Technology |
| Field of Graduation | B.Tech Instrumentation and Control |
| Professional Qualifications | NA |
| Work Experience | WNS Global Services |

HR & Conversation Questions

What was the STEX experience for you?

What is the best thing about IIM Lucknow?

More questions on projects in my CV

Case Interview 1

Guesstimate the recreational activity equipments size in India

I - Estimate the size of the recreational activity equipment market in India.

C - I'd start by estimating the market size for a specific city, like Delhi, and then scale it up for the entire country.

I - That sounds reasonable. What's your approach?

C - I'd consider the number of public parks, gardens, and playgrounds in Delhi, estimating the average number of swings and other recreational equipment per park. Then, I'd scale this number proportionally based on the population distribution across India. Since we're dealing with urban and rural areas differently, I'd also factor in the variance in recreational infrastructure between these regions.

I - That's a good approach. Let's talk about what counts as recreational activity equipment.

C - For this estimation, I'd focus on swings, slides, and similar equipment typically found in parks and gardens, particularly those used by children.

I - Great, no need for detailed calculations. I just wanted to hear your logic.

C - Sure. Additionally, I would consider any government initiatives focused on urban development or public spaces that could influence the demand for such equipment. These initiatives might lead to an increase in the number of parks and, consequently, the market size.

I - How would you adjust your estimates if a particular company wanted to enter the private sector, supplying this equipment to schools or residential complexes?

C - I'd first estimate the number of private schools and large residential complexes across major cities. Then, I'd calculate the potential demand by considering how many schools or complexes could afford to invest in such recreational facilities. This could significantly increase the market size compared to public parks alone.

Case Interview 2

What are the key revenue drivers in the airline industry?

I - Let's discuss revenue management in the airline industry. What are the key drivers?

C - Revenue management in airlines hinges on factors like dynamic pricing, seat inventory control, demand forecasting, and customer segmentation. The goal is to maximize revenue by adjusting prices based on demand fluctuations, booking patterns, and customer behavior.

I - Interesting. What about the underlying assumptions in these decisions?

C - The primary assumptions are that demand can be accurately forecasted, price sensitivity can be modeled, and that the system can react quickly enough to changes in demand. Additionally, it assumes that customers will accept price variations and that these variations will align with their perceived value of the service.

I - How does dynamic pricing fit into this?

C - Dynamic pricing is crucial in the airline industry. It involves adjusting prices based on real-time demand, competition, and market conditions. The goal is to sell the right seat to the right customer at the right time and price. My understanding of this comes from the Revenue Management and Dynamic Pricing (RMDP) course I took, which delves deeply into these strategies.

I - Ah, you've studied that. Let's discuss some of the principles you learned in that course.

C - Discussed in detail the learnings from the course.

Case Interview 3

I see you worked on a due diligence case in the QSR industry during your summer internship. Can you share your take on that?

I - I see you worked on a due diligence case in the QSR industry during your summer internship. Can you share your take on that?

C - Yes, I worked on a commercial due diligence case for a Quick Service Restaurant (QSR) chain. My focus was on assessing market potential, evaluating the competitive landscape, and analyzing consumer behavior to determine the viability of the investment. We also explored operational efficiencies and potential risks.

I - And how did you approach the healthcare industry case?

C - The healthcare case was quite different. It required an in-depth analysis of regulatory environments, market access challenges, and reimbursement frameworks. My focus was on understanding the scalability of the business model and the potential for market expansion.

I - What were your opinions on the findings from both cases?

C - I resonated more with the findings from the QSR case because the market dynamics and consumer behavior were more aligned with our initial hypotheses. The healthcare case, however, presented more complex challenges due to regulatory uncertainties, making it harder to draw definitive conclusions.

I - Do you agree with the final recommendations made in both cases?

C - Yes, for the most part. The QSR recommendations were solid, focusing on market expansion and operational improvements. In healthcare, I would have recommended a more cautious approach, particularly with respect to regulatory risks, which could significantly impact the business's scalability.

I - Given your experience, what would you do differently if you were to handle a similar case again?

C - If I were to handle a similar case again, especially in the healthcare sector, I'd put more emphasis on early-stage regulatory due diligence. This would involve engaging with legal experts earlier in the process to identify potential hurdles and better assess the time and resources required for market entry. This approach would provide a clearer picture of the risks and help in developing more robust recommendations.

I - That's a valuable lesson. It's always important to consider the regulatory landscape early on, particularly in industries as complex as healthcare.

C - Absolutely. It's one of the key factors that can make or break an investment, and having that insight upfront can save a lot of time and resources down the line.

Interview Experience

| | |
|---|---|
| What worked well for you? | The interviews focused on the content in my CV and the case statements also originated from there |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

Vedant Gupta

| | |
|------------------------------------|-----------------------|
| Undergraduate College | SRCC |
| Field of Graduation | B.Com. |
| Professional Qualifications | NA |
| Work Experience | Trinity Life Sciences |

HR & Conversation Questions

Introduce yourself

Work done during undergrad internship (consulting)

Difference in internships during MBA and undergrad (both in consulting)

Asked about a bullet point mentioned under work experience (consulting)

I see you have worked at Bain, what did you do there?

Why would a client listen to you, a 23-year-old, with no family/kids and no industry background?

Why do you want to do consulting?

Questions on a live project

Case Interview 1

The market share of Swiggy has been going down in a couple of states over the past two months.

I - The market share of Swiggy has been going down in a couple of states over the past two months.

C - *Preliminary questions* – Is it the typical Swiggy we know of? Which states are affected? What is the magnitude of the decline? Is the decline specific to any revenue streams—food deliveries, Instamart, the loyalty program, or other events by Swiggy?

I - Yes, it's the Swiggy we know. The decline is happening in the Northern Hindi-speaking states, and it's about 10% week-on-week. The decline is specific to the delivery business—Food and Swiggy Instamart.

C - The revenue from deliveries can be broken down broadly into:

- Number of deliveries
- Revenue per delivery, which can be further broken into revenue from partner restaurants and revenue from customers.

I - Focus on the number of deliveries. The number of orders is going down.

C - A lower number of orders is driven by two main factors:

- Lower number of users visiting the app
- Lower number of users placing an order despite visiting the app Do we know where the issue lies?

I - Yes. Customers are visiting the app and placing items in the cart, but they're not placing orders.

C - That is helpful. Two types of factors could be causing this:

- Monetary: delivery charges, coupons and discounts, higher prices vs. competitors
- Non-monetary: delivery time

I - That's good. The delivery time for orders has been rising compared to competitors. Additionally, the average discount is Rs. 50-60 per order on Swiggy vs. Rs. 70 on other platforms. Can you give some recommendations? Don't focus on discounts and incentives since Swiggy plans to go for an IPO soon and would like to cut down on these costs.

C - Sure. I'll focus on recommendations to improve their delivery time.

1. Demand mapping of orders: Categorize geographies based on the frequency of orders and either increase the current delivery fleet or repurpose some from one area to another to better serve high-frequency clusters. However, I would advise not to increase the delivery fleet, given they don't want to increase costs.
2. Order batching: Picking up and dropping off multiple orders along the same route simultaneously.

I - Sounds good. Do you have any questions for me?

C - Yes. Is this a real-life case that you worked on? If so, what solution did you recommend?

I - Yes, I was involved in a case for Swiggy. Order batching was what we suggested.

C - Alright, thank you!

Case Interview 2

How do you think the flight prices are determined?

I - Let's have a discussion on airlines. How do you think the flight prices are determined?

C - Based on my knowledge, airlines primarily depend on the time left until departure and the demand for a particular flight at a given point in time.

I - That's correct. So, what would be more expensive—a Monday morning flight or a Wednesday morning flight for the same route by the same airline?

C - All else being equal, a Monday morning flight would be more expensive due to higher demand from business travelers.

I - Yes. Now consider a flight with 100 seats that operates between Delhi and Mumbai and makes 5 round trips a day. What are the revenue streams for the airline?

C - Broadly, the revenue streams would include:

- Ticketing revenue: base ticket fare, premium for booking specific seats
- In-flight services: such as food and beverages
- Other services: like extra baggage fees, etc.

I - Great. And what are the three major costs?

C - First would be fuel cost. Second would be aircraft cost. Third would be the cost of food and beverages.

I - 'Food and beverage' is not a major expense, what else?

C - Right, employee cost would be a major expense.

I - Correct. How can we categorize costs?

C - One way is to categorize them as fixed and variable costs.

I - Correct, how else?

C - Operational and non-operational costs.

I - Correct. And how would you categorize the three major costs of the airline into fixed and variable?

C - Fuel cost would be variable, aircraft cost would be fixed, and employee cost would have both fixed and variable components, so it's essentially semi-variable.

I - Great. Let's assume employee costs are fixed as well. Suppose that for a Monday morning flight from Mumbai to Delhi, the fuel costs are 2,000, aircraft costs are 2,000, and staff costs are 1,000. The flight has 70% occupancy, and the average ticket price is 100. Would you run this flight?

C - Yes. The revenue from the flight would be 7,000 while the costs are 5,000, resulting in a profit of 2,000, so it makes sense to run the flight.

I - Yes. Now suppose that on the flight back from Delhi to Mumbai, there is only 40% occupancy. Should the airline run that flight?

C - Standalone, the flight from Delhi to Mumbai would incur a loss of 1,000, but the round trip would still result in a profit of 1,000.

I - Right, so should they run that flight?

C - Yes, they should.

I - Okay. Now, ignore the round-trip aspect and tell me whether the airline should run a flight with 40% occupancy, let's say on a Wednesday morning when the occupancy is lower compared to a Monday morning.

C - Yes, while the flight might be loss-making, offering multiple flight options throughout the day and across different days helps build consumer trust. Therefore, it can be beneficial to run some loss-making flights.

I - Alright, anything else?

C - Another reason to run a flight with 40% occupancy is that the airline would incur a loss of 3,000 if they choose not to run the flight, but only a loss of 1,000 if they do run it.

I - Good. I'm done on my end; do you have any questions for me?

C - Yes. This was an interesting discussion. Have you worked extensively in the airline industry?

I - *Explained his experience with airline projects.*

C - Do you have any feedback for me?

I - No feedback from my side; it was great interacting with you.

C - Likewise, thank you!

Case Interview 3

HR Round

| Interview Experience | |
|---|--|
| What worked well for you? | Being confident and clear communication |
| What could you have done better? | I could have asked more clarifying questions which would have narrowed down the scope of the case. |
| Questions asked to the Interviewer | NA |



Akash Gupta

| | |
|------------------------------------|-------------------|
| Undergraduate College | IIT Kanpur |
| Field of Graduation | BS-MS Dual Degree |
| Professional Qualifications | NA |
| Work Experience | NA |

HR & Conversation Questions

Introduce yourself and provide an overview of your current role.

What motivated you to work in the finance sector?

Tell me about a challenging project you managed.

I see you have experience in supply chain management. What were your primary responsibilities?

How do you manage vendor relationships?

Tell me about a time you faced a procurement challenge and how you resolved it.

Why do you want to pursue a career in consulting?

Case Interview 1

The profits of a small finance bank have been declining over the past few quarters. We need to understand the reasons behind this decline.

I - The profits of a small finance bank have been declining over the past few quarters. We need to understand the reasons behind this decline.

C - *Preliminary questions* – Is this bank focused on a specific segment of customers or geography? Has there been a noticeable change in its operations or external environment recently? How does its cost structure look, particularly in terms of fixed vs. variable costs?

I - The bank operates mainly in urban and metro locations with a broad customer base. The cost structure has been stable, but costs have generally risen, particularly in terms of maintaining branches.

C - It sounds like the increase in costs is a significant factor. Could we explore where these cost increases are coming from? For example, are the branches located in premium metro locations where rent and operational expenses might have surged?

I - Yes, the costs of maintaining branches in premium metro locations have indeed gone up

C - Given this, the focus should be on optimizing the branch network. Recommendations could include renegotiating leases, relocating certain branches to less premium but still accessible locations, and potentially investing in digital banking solutions to reduce the reliance on physical branches.

I - That makes sense. Do you have any additional suggestions?

C - We could also consider streamlining branch operations and potentially consolidating underperforming branches to cut down on expenses.

I - Good suggestions. Any questions for me?

C - Yes, is this a real-life case that you worked on, and if so, what solution did you ultimately recommend?

I - Sounds good. Do you have any questions for me?

C - Yes. Is this a real-life case that you worked on? If so, what solution did you recommend?

I - Yes, we recommended relocating some branches and increasing digital banking services.

C - Alright, thank you!

Case Interview 2

Airline Caterer Procurement Cost Case

I - An airline caterer has noticed that its procurement costs have gone up compared to its competitor. The market has only two major players, including this caterer. We need to identify the cause.

C - Are the procurement cost increases across all items, or is it specific to certain key ingredients? How does this caterer's procurement process differ from that of its competitor?

I - The increase is mainly due to the unit cost of rice, a key ingredient in many meals. There are three main causes: misalignment with price movements, menu misalignment leading to waste, and one other factor we are still investigating.

C - Given that rice is a staple and heavily used, the first step would be to align procurement practices more closely with market price movements. This could involve negotiating better contracts or utilizing hedging strategies to mitigate price volatility. Addressing menu misalignment to reduce waste would also help control costs. Could you provide more details on the third cause?

I - The third cause is not immediately clear, but it could relate to inefficiencies in the supply chain or procurement practices.

C - In that case, it might be worth conducting a thorough review of the supply chain, looking for inefficiencies such as delays or lack of bulk purchasing. Additionally, reviewing the procurement process to ensure alignment with industry best practices would be beneficial.

I - Good points. How would you prioritize these actions?

C - I would start with aligning procurement practices with market prices since that's likely the most immediate impact. Simultaneously, I would work on reducing waste through menu optimization and then address any supply chain inefficiencies identified during the review.

I - Great!

Case Interview 3

Growth Case for a Fire Extinguisher Container Manufacturer

I - You are consulting for a fire extinguisher container manufacturer that is looking to grow its business. They are currently focused on one geography. What strategies would you recommend for growth?

C - Is the client considering expansion into new geographies or focusing on growth within the current market? Do they have a strong relationship with their existing customers?

I - The client is focused on growth within the same geography and has a solid customer base.

C - In that case, the focus should be on deepening relationships with existing customers. This could include upselling or cross-selling additional products, such as designing other types of containers that may meet different needs or regulatory requirements. Additionally, exploring partnerships with other businesses in the same market might help drive growth.

I - What specific products or services would you suggest they introduce?

C - They could look into creating custom containers for specific industries, like automotive or industrial sectors, where fire safety is critical.

I - Interesting approach. Anything else?

C - They could also explore increasing their production efficiency to offer competitive pricing without compromising quality, which might attract more customers.

I - Good Points.

Tips for Future Candidates

Keep a smile and trust your preparation which will help you remain calm and think logically.

Anant Kumar Agrawal

| | |
|-----------------------------|------------------------------|
| Undergraduate College | Christ University, Bangalore |
| Field of Graduation | B.Com. |
| Professional Qualifications | NA |
| Work Experience | NA |



HR & Conversation Questions

Tell me something about yourself.

Why consulting?

Why Deloitte?

What do you understand about the role?

Case Interview 1

No case was asked.

Case Interview 2

Estimate the daily or monthly revenue of Delhi Airport.

I - Let's move on to the guesstimate. Can you estimate the daily or monthly revenue of Delhi Airport?

C - Sure, I'd start by estimating the number of passengers Delhi Airport handles daily. Let's assume Delhi Airport serves around 100,000 passengers a day. Next, I'll estimate the average revenue per passenger, which could come from sources like ticket sales, airport fees, retail, and food services. Let's assume an average of ₹1,000 per passenger. This would result in daily revenue of around ₹100 million. For monthly revenue, multiplying this by approximately 30 days gives ₹3 billion. These are rough estimates and actual figures would depend on factors like seasonality, the mix of domestic and international flights, and specific revenue streams at the airport.

I - That's a solid approach. Any questions for me?

C - Yes, I'm curious about how Deloitte supports consultants in developing their expertise across different industries and staying updated with industry trends?

I - Deloitte offers a variety of training programs, mentorship opportunities, and access to a global network of experts. We emphasize continuous learning and encourage consultants to take on diverse projects to build their expertise.

C - That sounds great. Thank you for the insightful discussion.

Tips for Future Candidates

Be confident about your answers. What I felt was more than the case-solving skills, they were looking at how confident you are.



Anushri Ganguly

| | |
|-----------------------------|--|
| Undergraduate College | Motilal Nehru National Institute of Technology |
| Field of Graduation | B.Tech Electronics and Communication Engineering |
| Professional Qualifications | NA |
| Work Experience | Walmart Global Tech India |

Interview Experience

| | |
|------------------------------------|--|
| What worked well for you? | Positivity and through knowledge of the technologies |
| What could you have done better? | NA |
| Questions asked to the Interviewer | NA |

HR & Conversation Questions

Tell me something about yourself

About my work in previous organization and the work I did

Challenging work that I did in previous organization

Asked to explain previous projects in detail

What were the technologies involved in these projects?

Case Interview 1

No case was asked during the interview

KEARNEY

Umang Mittal

| | |
|-----------------------------|------------------------------|
| Undergraduate College | Sri Venkateswara College, DU |
| Field of Graduation | B.Com. (Hons.) |
| Professional Qualifications | NA |
| Work Experience | KPMG India |

HR & Conversation Questions

Tell me about yourself.

Case Interview 1

Retail Giant in Women's Apparel Facing Declining Profits

I - The client is a retail giant in women's apparel, facing declining profits. What could be causing this, and how would you address it?

C - I'd break it down into four areas:

1. Cost Structure
2. Pricing Strategy
3. Inventory Management

4. Market Dynamics

I - Let's start with the cost structure.

C - Rising production and labor costs, especially with premium store locations, could be squeezing margins. I'd suggest optimizing the supply chain, renegotiating supplier contracts, and evaluating store profitability to reduce costs.

I - What about pricing strategy?

C - If they've been relying on heavy discounting, that could erode margins. I'd recommend a tiered pricing approach, where unique or premium products carry higher margins. They could also explore loyalty programs to reduce the need for frequent promotions.

I - And inventory management?

C - Increased competition from fast fashion and online retailers could be a factor. They should enhance their online presence and explore sustainable product lines to appeal to conscious consumers and differentiate themselves.

I - What would you prioritize?

C - I'd prioritize supply chain optimization and a review of pricing strategy first, followed by improvements in inventory management and then investment in sustainability and digital transformation.

I - Any questions?

C - How did the company ultimately respond?

I - They focused on supply chain improvements and launched a sustainable product line, which helped stabilize profits.

C - That's great to hear. Thank you for the discussion.

Case Interview 2

Implications of the Houthi Rebel Crisis and Closure of the Red Sea Canal for India

I - Let's discuss the implications of the Houthi rebel crisis and the closure of the Red Sea Canal for India. How would you assess this situation and what strategies should be considered?

C - I'd break this down into key areas:

1. Economic Impact
2. Energy Security
3. Trade and Shipping Routes
4. Diplomatic Relations
5. Defense Strategy

I - Sounds good. Let's start with the economic impact.

C - The closure would disrupt trade, especially with Europe and Africa, increasing shipping costs and transit times. This could lead to higher import prices and reduced export competitiveness. India might need to consider subsidies for affected industries and explore alternative trade routes.

I - How about energy security?

C - India relies heavily on oil imports through the Red Sea. The disruption could lead to supply issues and higher costs. To mitigate this, India could diversify its energy sources, draw from strategic reserves, and accelerate its shift to renewable energy.

I - What's your take on the trade and shipping routes?

C - The closure would force ships to reroute, increasing costs and causing delays. India could negotiate alternative shipping routes and invest in expanding its port capacities to handle potential traffic increases.

I - Let's discuss diplomatic relations.

C - Diplomatically, India should engage with international bodies to push for a resolution to the crisis and strengthen ties with regional partners. This could also be an opportunity to mediate and enhance India's role as a regional power.

I - Finally, what about defense and strategic considerations?

C - India should increase its naval presence in the region to secure its interests. Strengthening maritime partnerships and enhancing defense infrastructure in strategic areas would also be crucial.

I - How would you prioritize these strategies?

C - I'd prioritize securing energy sources and trade routes immediately, followed by diplomatic efforts to resolve the crisis. In the long term, strengthening naval capabilities and transitioning to renewable energy would be key.

I - Any questions?

C - How has India responded to similar crises in the past?

I - India typically increases its naval presence and engages diplomatically. Recently, the focus has been on strengthening maritime security partnerships and diversifying energy sources.

C - Thank you, that's insightful.

Tips for Future Candidates

Be confident and energetic. Also, answer the questions with a smile.



Industry Primers

AIRLINE INDUSTRY

INBOUND LOGISTICS

Aircraft lease, Route selection, Passenger service, Yield Management system, Fuel, Flight/Crew scheduling

OPERATIONS

Ticket Counter, Gate, Aircraft, On-Board Service, Ticket operations, Baggage handling

OUTBOUND LOGISTICS

Baggage & Cargo System, Flight connections, Rental car and hotel reservation system

MARKETING & SALES

Promotion/ Advertising, Advantage Program, Travel Agent Program, Group Sales, Coupons

SERVICE

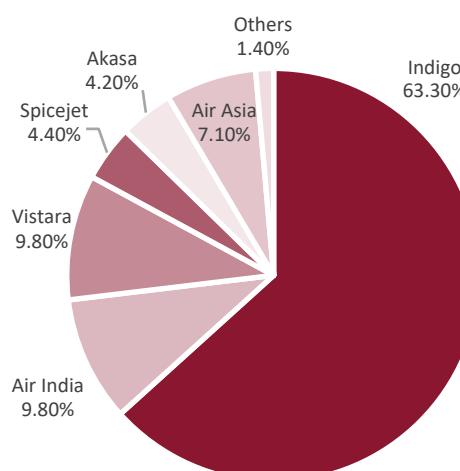
Lost Baggage Service, Complaint Follow-up, Support Centre, E-ticketing

PORTERS 5 FORCES

- **Supplier Bargaining Power: High**, Aircraft and engine producers are concentrated oligopolies
- **Barriers to Entry: High**, High CAPEX, cost intensive and need for economies of scale.
- **Threat of Substitutes: Medium**, Fast Trains, Video conferencing reducing need for business travel etc.
- **Buyer Bargaining Power: High**, Low switching costs for most customers since relatively standardized service
- **Rivalry: High**, Limited differentiation and opportunities for economies of scale

COMPETITION

Medium consolidated market



KPIs

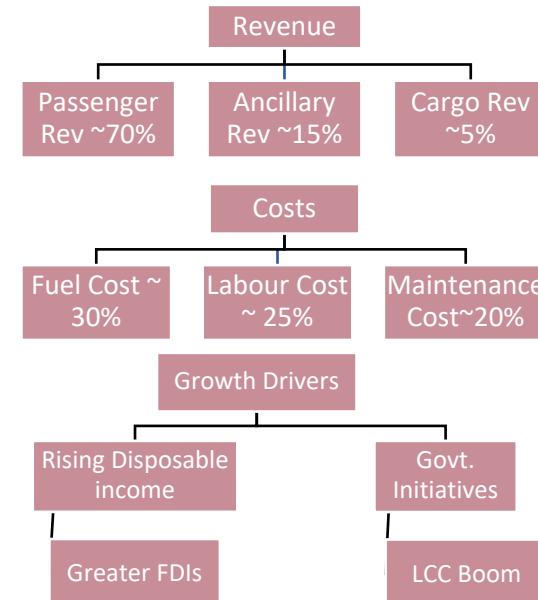
- Revenue per Available Seat Kilometre
- Cost per Available Seat Kilometre
- Set Load Factor
- Net Promoter Score (NPS)
- Aircrafts fleet
- On-Time Performance (OTP)

BUSINESS MODEL

5 main airline business models:

- Full-service carrier or FSC
- Low-cost carrier or LCC
- Charter carrier or CC
- Regional Airlines
- Cargo Airlines

DRIVERS



The India Airline industry is expected to grow from USD 10.89 billion to USD 12.55 billion by 2028, at a CAGR of 2.87% during the forecasted period



One of the largest orders, for 470 aircraft valued at \$70 billion, was signed by Air India with Boeing and Airbus.



The development of technology will be a key factor in determining the direction of the industry. Emerging technologies like AI, AR/VR, blockchain, and ML will maximise operational effectiveness.



The Indian government has been attempting to build more airports in order to handle the increased aviation traffic. In India, it is planned to have 220 operating airports by 2025.

AUTOMOBILE INDUSTRY

R&D / INBOUND LOGISTICS

Product design & innovation,
Raw material procurement,
Warehouse handling

MANUFACTURING

OEMs,
Product assembly
Quality testing

OUTBOUND LOGISTICS

Warehousing,
Distribution,
Dealership management

SALES & MARKETING

Promotion deals,
Advertisement,
Finance intermediaries

AFTER SALES SERVICE

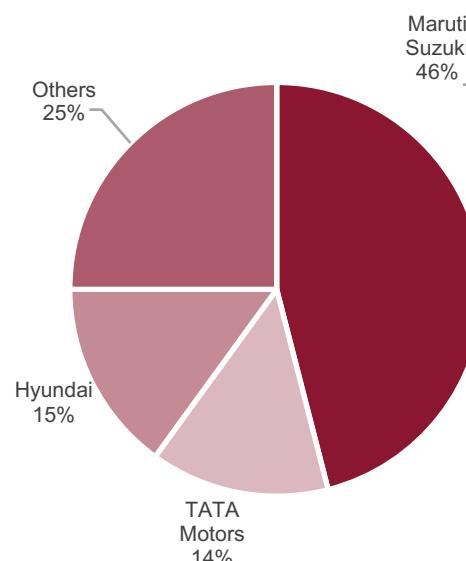
Service, Maintenance &
repair, Accessories &
spare parts

PORTER'S 5 FORCES

- **Substitutes:** High, Large number of options (public transport, shared mobility) and low switching costs
- **Supplier Bargaining Power:** Low, Many suppliers available and fragmented supplier market
- **New Entrant:** Low, Capital-intensive, established dealership network, brand equity
- **Competition:** High, Large number of players, competition from international players
- **Customer Bargaining Power:** High, Large number of options available, availability of substitutes

COMPETITION

Largely consolidated market



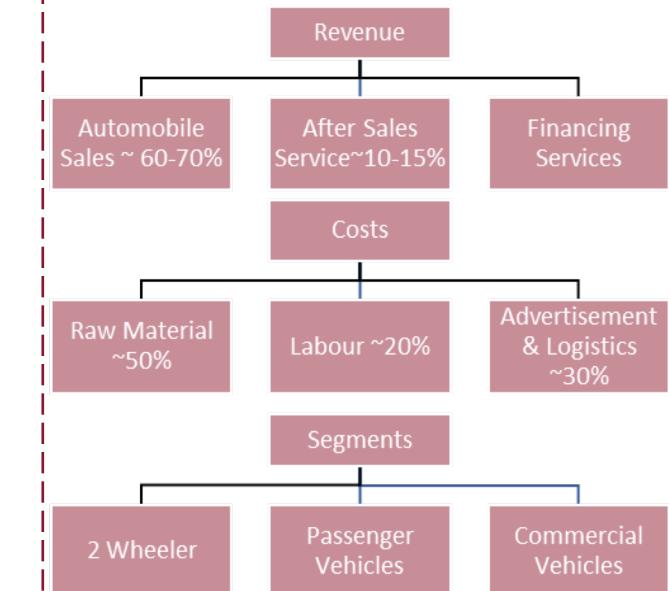
KPIs

- Net Promoter Score (Customer Satisfaction)
- Inventory Days
- Return on Capital Employed
- Capacity Utilization
- Production Downtime

BUSINESS MODEL

- Types of operation:
- D2C
 - Subscription
 - Leasing

DRIVERS



The Indian Automobile industry is expected to reach USD 300 billion by 2026, growing at a CAGR of 8% from 2022 to 2028.



India is world's largest 2-wheeler, 3-wheeler & heavy truck manufacturer, 4th largest car maker, and 2nd largest bus maker



High dependence on macroeconomic factors that impact individual's disposable income & changes in government policies are key risks



Government Policy Support: Atmanirbhar Bharat Abhiyaan, Automotive Mission Plan 2026, export-linked fiscal incentives, Voluntary Vehicle Fleet Modernization Programme, etc.

BANKING SECTOR

DEPOSIT COLLECTION

Accumulating funds from individuals and businesses for safekeeping and lending

CREDIT EXTENSION

Granting loans to borrowers based on creditworthiness and risk assessment

INTEREST INCOME GENERATION

Revenue from interest charged on loans extended to clients

FINANCIAL SERVICES OFFERINGS

Diverse services like wealth management, and investment advice

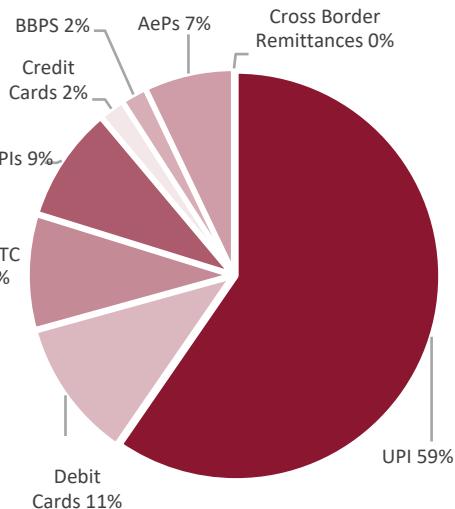
RISK MANAGEMENT & COMPLIANCE

Mitigating risk and ensuring regulatory adherence majorly

PORTERS 5 FORCES

- **Substitutes:** Low, Due to fintech disrupting traditional services but constrained by compliance/trust
- **Supplier Bargaining Power:** Medium, Due to many options for banking technology & services, with negotiation leverage based on scale and relationships
- **New Entrant:** Low, Due to high regulatory barriers, substantial capital requirements, & established brand loyalty
- **Competition:** High, Numerous banks vie for market share, leading to pricing pressures & innovation
- **Customer Bargaining Power:** Medium, Have various options, but switching costs & brand loyalty influence bargaining power

PAYMENT VOLUME



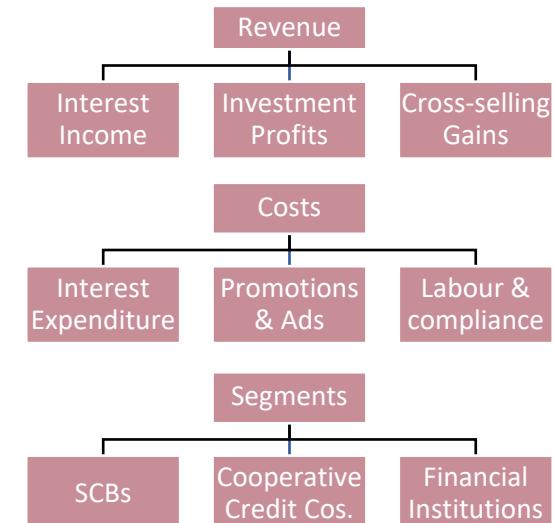
KPIs

- Net Interest Margins
- Return on Assets
- Return on Equity
- Loans to Deposits Ratio
- Share of Non-Performing Assets
- Return on Average Assets (ROAA)

MACRO FACTORS

- Exchange rates, Forex
- Monetary Policy
- Fiscal Policy
- Consumer Confidence
- System Risks & Conformity
- GDP growth & Unemployment

DRIVERS



Indian Fintech industry is estimated to be at US\$ 150 billion by 2025. India has the 3rd largest FinTech ecosystem globally



Technological innovations have led to marked improvements in efficiency, productivity & competitiveness in the extension of fin. services, especially in digital lending

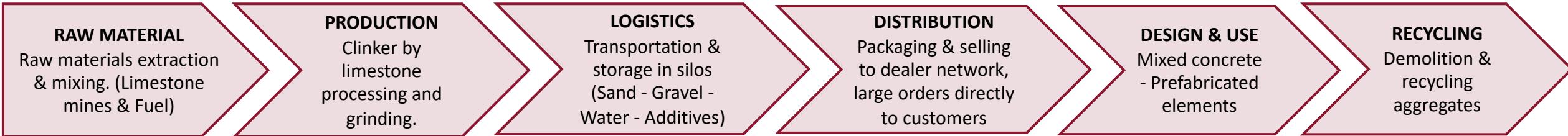


Digital payments market's value is expected to reach US\$12.4 trillion globally by 2025



RBI has launched a pilot to digitalize KCC lending in a bid for efficiency, higher cost savings, & reduction of TAT to transform the flow of credit in the rural economy

CEMENT INDUSTRY

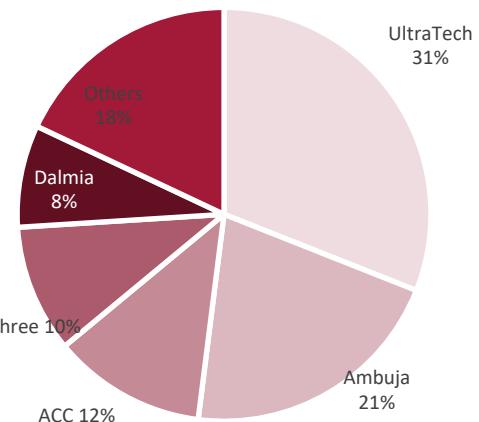


PORTERS 5 FORCES

- Substitutes:** Low, No close substitute exists. Timber, Bitumen, Steel and other such substitutes have limited usage
- Supplier Bargaining Power:** Moderate to High, Due to non-substitutability of inputs. However, large companies have captive limestone reserves eliminating supplier power in that regard.
- New Entrant:** Low, Barriers due to high capital requirements, high level of competition and tough government regulations
- Competition:** High, The industry is Oligopolistic. Little product differentiation + no brand loyalty leads to higher rivalry among competitors
- Customer Bargaining Power:** High, Due to high consumption, low substitutability and inelastic demand.

COMPETITION

Medium consolidated market



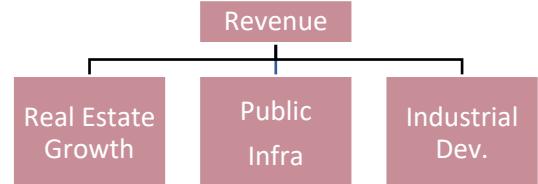
KPIs

- Consumption Rate
- Revenue per kg
- Cost per kg
- Average daily production
- Average construction period
- Supplier criteria
- Customer satisfaction score

BUSINESS MODEL

- Retail Customer – Trade Segment – Has Higher Margins
- Infra Customer – Non-Trade Segment – Has Lower Margins

DRIVERS



The Indian cement industry is expected to perform at a CAGR of 4% - 5% by FY27



India is the world's second-largest cement producer which is dominated by private players (~98%)



Trends: Carbon neutral goals, Adoption of cement instead of bitumen & ready-mix concrete, strategic partnerships



Govt. Schemes: Smart Cities Mission, Pradhan Mantri Awaaz Yojna, Housing for All, National Infrastructure Pipeline (NIP)

E-COMMERCE INDUSTRY

SOURCING/DEVELOPMENT

Products are sourced or developed in-house and warehoused

OPERATIONS

Packaging, Demand Forecasting, Inventory & Order Management

OUTBOUND LOGISTICS

Order fulfillment, building delivery partnerships, Payments

MARKETING & SALES

Multi-channel marketing, promotions and CAC

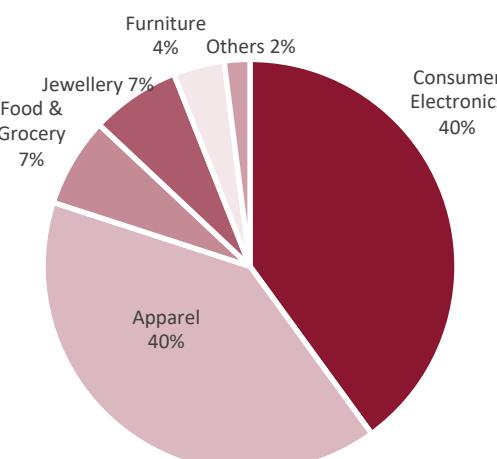
After-Sales Service

Data Analytics, Returns & exchange processing, complaints redressal

PORTERS 5 FORCES

- **Substitutes:** High, Multiple options available, low switching costs, cheaper alternatives are easy to identify
- **Supplier Bargaining Power:** Low, Not highly dependent on them, Multiple suppliers available
- **New Entrant:** High, Low initial set-up costs, relatively cheap to offer niche products
- **Competition:** High, Multiple players in the market including large and small players, price wars
- **Customer Bargaining Power:** High, Multiple options available, information transparency and low switching costs

MARKET SEGMENT



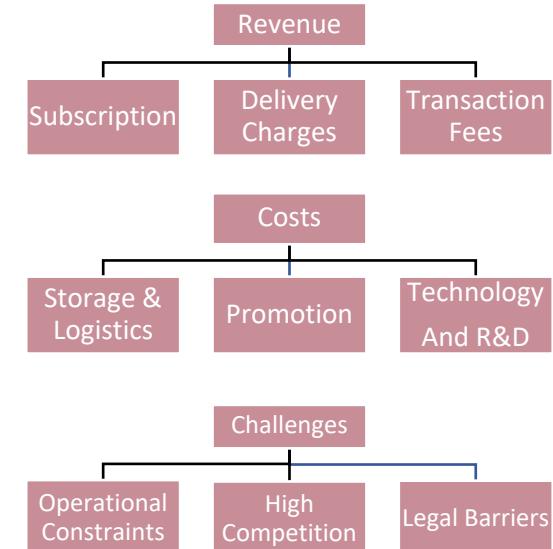
KPIs

- Conversion Rate
- Average Order Value
- Customer Lifetime Value
- Customer Churn Rate
- Order Accuracy Rate
- Inventory Turnover Rate
- Customer Acquisition Cost

GROWTH TRENDS

- Growth of MSME
- Increase in digital-payments penetration
- Rise in demand from Tier-II & Tier-III cities
- Emerging technologies for enhanced customer experience

DRIVERS



As per TRAI, the internet penetration in India as of March 2023, is over 880 Mn, and the number of telecom subscribers is over 1172 Mn



ONDC, a network launched by the GOI. in 2022, aims to democratize e-commerce and provide equal opportunities to MSMEs



India's online shopper base to be the 2nd largest globally by 2030, with nearly 500-600 Mn shoppers



Hyperlocal utility services are expected to gain more traction due to growing disposable income, working population and a greater need for convenience

ENERGY, OIL & GAS INDUSTRY

EXPLORATION

Searching for hydrocarbon reservoirs, drilling wells to determine quantity and quality of oil in target location

PRODUCTION

Project sanction, infrastructure development to get oil/gas to surface

STORAGE & LOGISTICS

Storage & transportation of crude oil/natural gas via pipelines, tankers, trucks etc.

REFINING

Refineries purify & convert raw materials into usable products for commercial use.

DISTRIBUTION & MARKETING

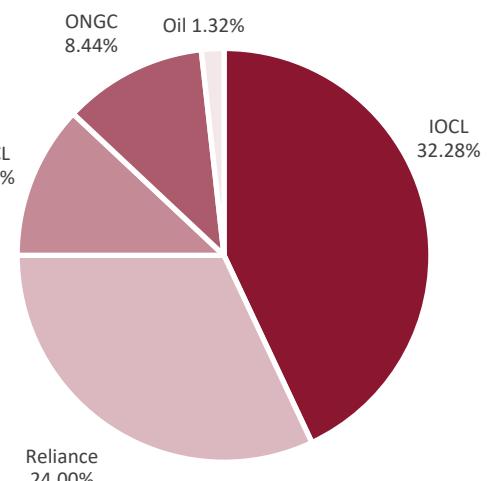
Involves selling & marketing via B2B & B2C channels

PORTERS 5 FORCES

- **Substitutes:** **Low**, Huge R&D investment in developing alternatives. Substitutes dominating global energy mix low till 2040
- **Supplier Bargaining Power:** **High**, for big companies like Shell, Exxon Mobil & OPEC countries which have their presence spread across the world
- **New Entrant:** **Low**, Huge capital investment, low economics of scale, domination of big corporations & oil rich nations
- **Competition:** **Low**, Only 1/2 companies spread across entire value chain & few private players don't pose threat.
- **Customer Bargaining Power:** **Low**, Global oil benchmarks determine price, only choice about oil quality

COMPETITION

Medium consolidated market



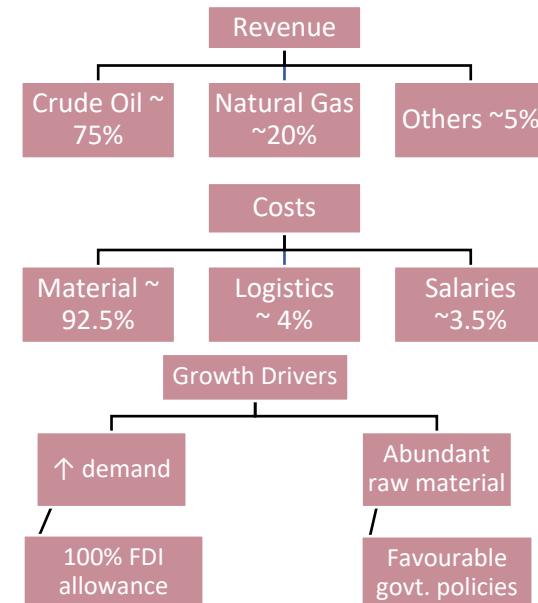
KPIs

- Production volume & efficiency
- Lease operating expense
- Safety
- Environmental impact
- CAPEX, Unit production cost
- Workforce productivity
- Equipment effectiveness

KEY SEGMENTS

- 3 types of segments:
- **Upstream:** involves exploration & production
 - **Midstream:** involves transportation from the wells to refineries
 - **Downstream:** involves refining and the sale of the finished products.

DRIVERS



Crude oil consumption is expected to grow at a CAGR of 5.14% to 500 million tonnes by FY40 from 202.7 million tonnes in FY22.



To harness energy from coal seams underground coal gasification is being used. It's eco friendly & reduces expenses by 20-25%



With increasing environmental concerns gas hydrates, biofuels and other alternative sources having low emissions are being explored



India has invited global firms to invest in its strategic petroleum reserves (SPRs) & India's share in global energy consumption is set to rise from 7% to 12% in 2050.

EV INDUSTRY

R&D & INBOUND LOGISTICS

Product Design & Innovation,
Raw Material Sourcing,
Warehouse handling

MANUFACTURING

Vehicle assembly,
Battery & Ancillaries
Production
Quality & Safety Tests

OUTBOUND LOGISTICS

Warehousing,
Distribution,
Dealership Management
Charging Infra set up

SALES & MARKETING

Promotion deals,
Advertisement
Finance Intermediaries

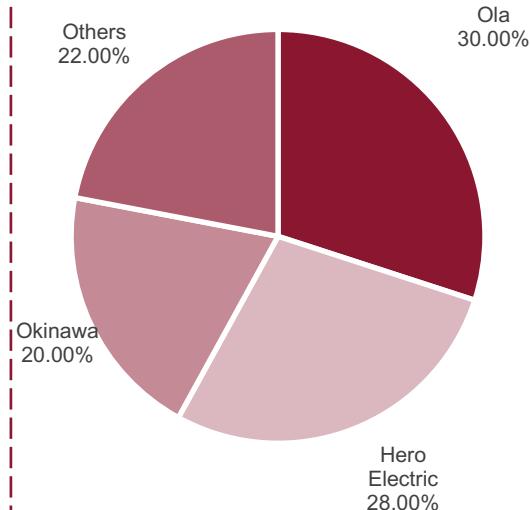
AFTER SALES SERVICE

Charging Infrastructure.
Service & Repair,
Spare Parts

PORTER'S 5 FORCES

- **Substitutes:** Moderate, Popularity of hybrid vehicles, Shift towards sustainable options & shared mobility services (public transport, ride-sharing etc.)
- **Supplier Bargaining Power:** High, Specialised raw material requirement (Li ion batteries & other metals)
- **New Entrant:** Moderate, Capital-intensive, Established ICE players entering EV segment due to attractive Govt. policies
- **Competition:** High, Intense competition from domestic & international players
- **Customer Bargaining Power:** Moderate, Buyers aren't convinced about feasibility of EV due to safety concerns & lack of charging infrastructure

COMPETITION



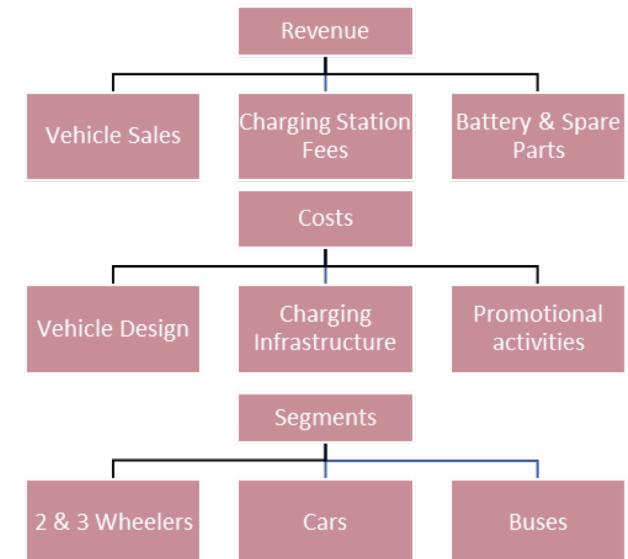
KPIs

- Driving Range(kms) in single charge
- Lifetime cost savings
- Uptime charge
- Charging Station Density

BUSINESS MODEL

- Types of operation:
- Fleet suppliers
 - Subscription & Leasing
 - Charging Providers
 - Battery Suppliers

DRIVERS



Indian EV market is expected to grow to \$113.9 Bn by 2029 (49% CAGR); #Vehicles sold are expected to increase from 12 lakhs in 2023 to 75 lakhs in 2028



Increased environmental awareness, Lower operating costs & Reduced dependence on fossil fuels will give impetus to the sector



Supply of rare Earth metals, high initial purchase cost, underdeveloped charging infrastructure & nascent stage of technology are the key limitations



Government Initiatives: FAMEII policy for EV adoption, charging infrastructure set-up support, purchase subsidies, road tax exemption etc. will drive growth

FMCG INDUSTRY

CONSUMER RESEARCH

For new products/improvement in existing products via primary & secondary research

MANUFACTURING

Production, packaging, quality assurance, storage & warehousing

LOGISTICS

Inventory diagnostics, shipping, tracking, reverse logistics (in a few cases)

DISTRIBUTION

From distribution centers & warehouses to channels including retailers, e-commerce

SALES & MARKETING

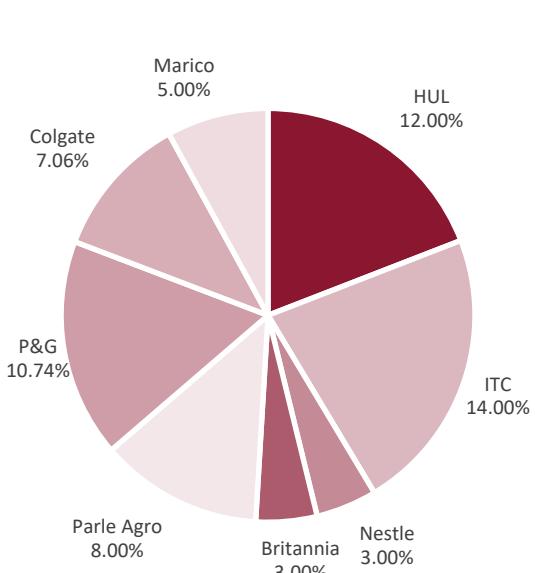
Promotions, advertising, branding, discounts, complaints & feedbacks

PORTERS 5 FORCES

- Substitutes:** High, Narrow product differentiation, intense competition, price wars, low switching costs, limited brand loyalty
- Supplier Bargaining Power:** Low, Big FMCG firms drive prices in this fragmented market
- New Entrant:** Moderate, Huge capital investment, distribution set up is costly & time consuming, high advertisement costs
- Competition:** High, Highly fragmented market with multiple MNCs, Indian giants & increasing private labels.
- Customer Bargaining Power:** High, Low switching costs, multiple options available

COMPETITION

Medium consolidated market



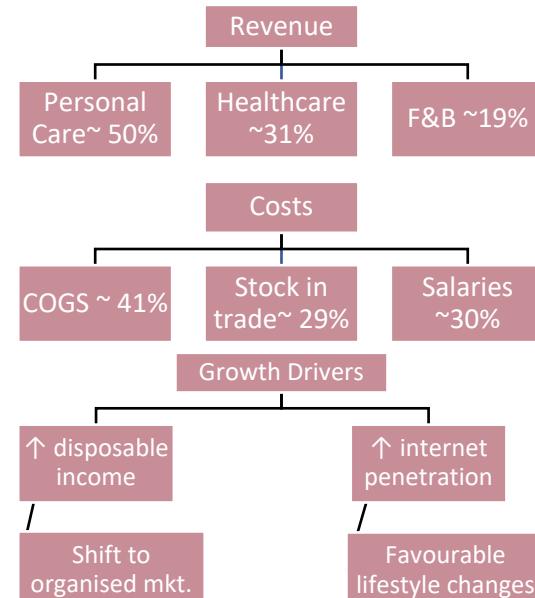
KPIs

- Average time to sell
- Cash-to-cash cycle time
- Out of stock rate
- Supply chain costs vs sales
- On-shelf availability
- Product sale within freshness time
- Margins

KEY SEGMENTS

- Personal Care:** CAGR-40%
- Health Care:** 51% households increased spendings on healthcare, expected CAGR-39%
- F&B:** Accounts for 3% of FMCG sector's GDP & 30% of total household spending

DRIVERS



The Indian FMCG market is expected to grow at a CAGR of 27.9% through 2021 to 2027, reaching nearly US\$ 615.87 billion.



E-commerce now accounts for 17% of the overall FMCG consumption. In fact, 1 in 3 FMCG shoppers goes online 1st and then to the stores



Currently urban segment accounts for 65% of the total FMCG sales but rural FMCG markets are growing at a faster rate than urban markets



Increased premiumization driven by convenience, health, awareness. Research indicates that there will be 370 million Gen Z consumers in India in 2030

HOSPITALITY INDUSTRY

PROCUREMENT AND SUPPLIERS

Food and beverages, supplies & essentials

OPERATIONS

Demand forecast, Reservations, Housekeeping Services

GUEST SERVICE

Transport, restaurants, room & Gym, check in check out

MARKETING

Promotion deals, advertisements, Travel agent and bank plans

SUPPORT ACTIVITY

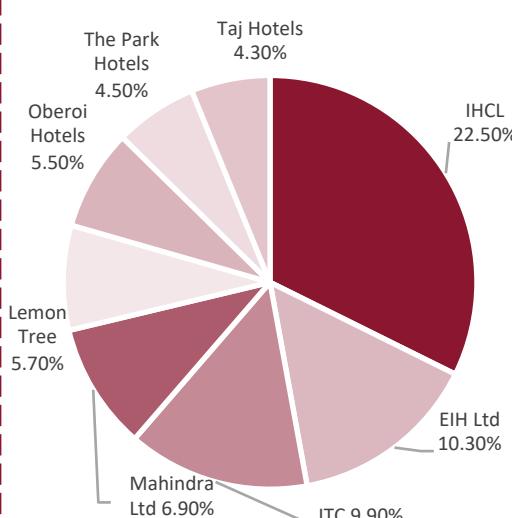
Staff training, distribution channel, Loyalty points

PORTERS 5 FORCES

- **Substitutes:** High, Large availability of hotels and lodgings in peak areas, differential pricing
- **Supplier Bargaining Power:** Low, Not highly dependent on them, many suppliers available
- **New Entrant:** High, new models with low investment like leasing and Airbnb, no restrictions to entry
- **Competition:** High, Large no of Tour operators, travel agents & hotel chains in different segments and price points
- **Customer Bargaining Power:** High, since it is a service industry it is demand driven, with many bulk bookings as well

COMPETITION

Medium consolidated market



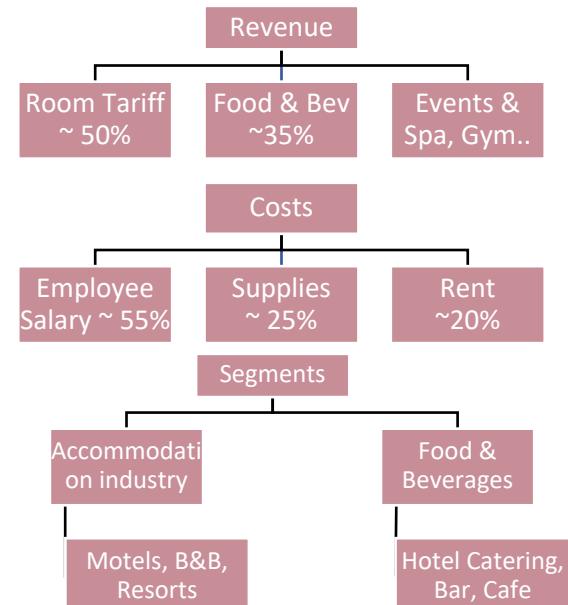
KPIs

- Occupancy Rate
- Revenue per available room (RevPAR)
- Cost per occupied room (CPOR)
- Average daily rate (ADR)
- Average stay duration
- Customer satisfaction score (CSAT)

BUSINESS MODEL

- 3 types of operation:
- Self Owned Hotels and brands
 - Leasing of Hotel land with self operation
 - Franchise with bigger brand name

DRIVERS



The Indian hospitality industry is expected to reach USD 47 billion by 2028, growing at a CAGR of 10% from 2023 to 2028.



India has over 13,000 hotels with more than 250,000 rooms with average hotel occupancy rate in India is 60%.



Wellness tourism and Sustainable hospitality are growing trends in India with peak seasons being seasonal near festivals and holidays



Govt. Schemes: PRASAD (Pilgrimage Rejuvenation and Spiritual Augmentation Drive), Swadesh Darshan, Tourist Infrastructure Development Scheme (TIDS) and VISA on Arrival

INSURANCE INDUSTRY

R&D

Develop insurance products and define policy terms, coverage, pricing, and exclusions

UNDERWRITING

Customer profiling, risk assessment & product offering

DISTRIBUTION

Selection of suitable salesmen, aggregators, agents & brokers

POLICY ADMINISTRATION

Manage premium payment processes & collections

CLAIMS MGMT

Inspection & litigation to ensure timely settlement

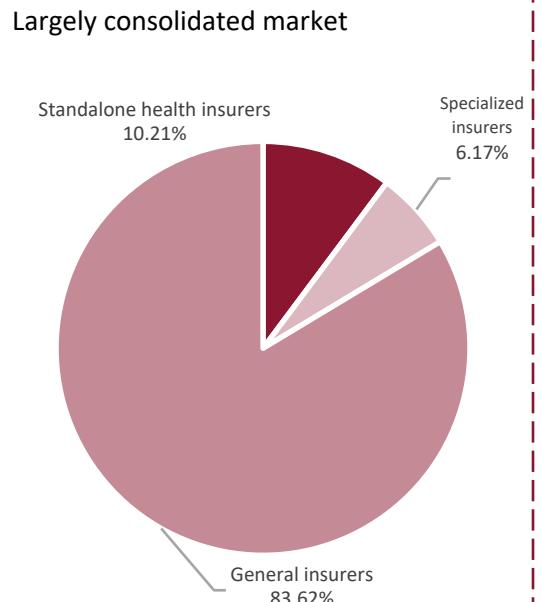
RETENTION

Encourage renewals through incentives

PORTERS 5 FORCES

- **Substitutes:** **Low**, Given the highly regulated environment, licenses and capital requirement
- **Supplier Bargaining Power:** **High**, rapid consolidation through key M&As increases concentration risks.
- **New Entrant:** **Low**, Given the highly regulated environment, licenses and capital requirement
- **Competition:** **High**, Due to the nature of product which lacks differentiation
- **Customer Bargaining Power:** **High**, Given customers have multiple avenues to access price quotes and the facility of comparison across products coupled with insurance being a push product

MARKET SEGMENT



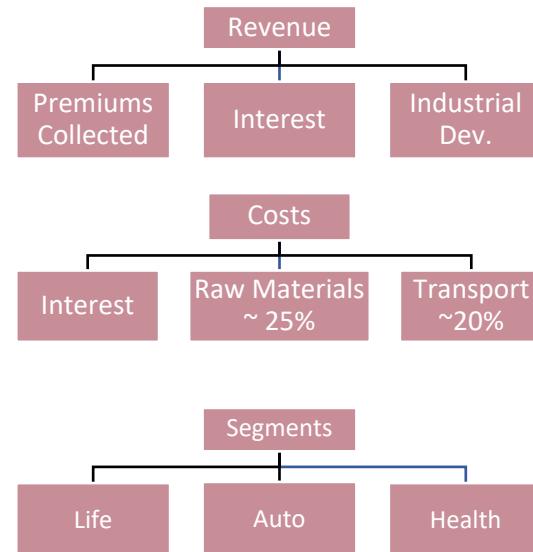
KPIs

- Claims Ratio
- Claims Payout
- Willingness to spend
- No. of instalments
- Average amount per payout
- Premium per installment per customer

PRIVATE PLAYERS

- ICICI Lombard (18%)
- HDFC ERGO (14%)
- Bajaj Alliance (13%)
- Tata AIG (11%)
- SBI (9%)
- Reliance General (8%)

DRIVERS



Insurance market in India is expected to reach US\$ 222 billion by 2026.



India will be the sixth-largest insurance market within a decade and is USD 7.1 million industry as of February 2023.



Trends: Growing market share of private players, heavy digitization through launch of apps, insurance price index – policyX.com.



Govt. Schemes: "Ayushman Bharat PMJAY SEHAT' scheme, amendment in FEMA Act, Pradhan Mantri Jeevan Jyoti Bima Yojana, 'Covid-19' Insurance Policy and NEIA scheme.

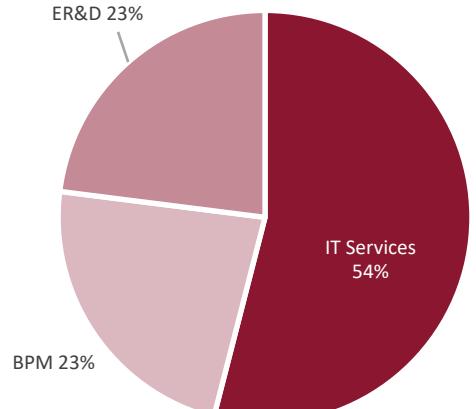
IT & ITES INDUSTRY



PORTERS 5 FORCES

- **Substitutes:** **Moderate**, India ranks highest globally in ICT export services but other countries (e.g. Philippines) emerging as potential alternatives
- **Supplier Bargaining Power:** **Moderate to High**, depending on type of supplier (software, hardware, cloud), high power by specific suppliers of licenses and public cloud providers
- **New Entrant:** **Low**, high capital investment required for delivering quality
- **Competition:** **High**, rivalry between large firms, low differentiation
- **Customer Bargaining Power:** **High**, buyers can assemble services from diff vendors with low switching cost

MARKET SEGMENTS



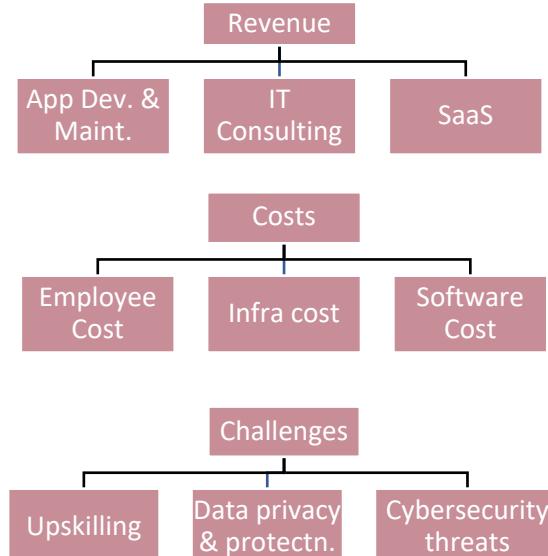
KPIs

- **Employee Utilization Rate:** Efficiency of human resource utilization
- **Avg Handle Time (AHT):** Average time taken to handle a customer interaction
- **SLA Compliance:** Accuracy with which IT co. meets service standards
- **Customer Satisfaction (CSAT):** Degree of customer satisfaction

BUSINESS MODEL

- **Knowledge Processing:** data analysis, mkt intelligence, consulting services
- **Business Process Outsourcing:** functions such as ERP, HRM
- **IT Services:** IT consulting, R&D, management of infrastructure

DRIVERS



The IT Industry contributed 7.4% of India's GDP (FY22), 53% share in total export of Indian services, employees ~5M people



SMAC: next big opportunity for digital transformation and growth in social, mobility, analytics and cloud verticals



Immersive virtual experiences such as AR/VR are becoming valuable technologies for new business models



Supportive Government Policies (STP scheme, SEZ, 100% FDI allowed under automatic route, etc..)

LOGISTICS INDUSTRY

INBOUND

Goods received at distribution centers/picked up from client location

PLANNING & PACKAGING

Routing, material handling and damage-proof packaging

TRANSPORTATION

Through multiple modes (road, rail, water), documentation

WAREHOUSING

Package clustering, allocation for delivery

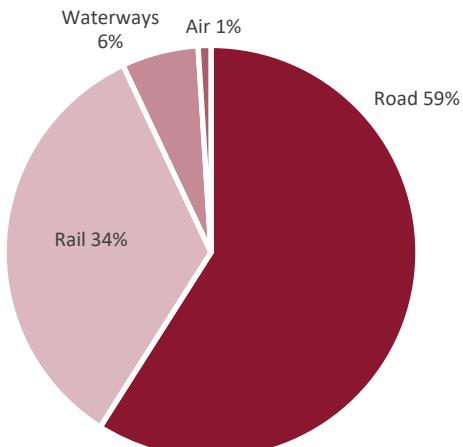
DELIVERY

Last mile delivery, customer feedback, value-added services

PORTERS 5 FORCES

- **Substitutes:** Low, Availability of only transportation substitutes, in-house logistics is infeasible
- **Supplier Bargaining Power:** Low, Abundant availability of suppliers, chosen on differentiated prices
- **New Entrant:** Moderate, Ease of setting up operations for asset-light start-ups
- **Competition:** High, Presence of global players, low differentiation
- **Customer Bargaining Power:** High, Abundance of players, low switching costs

MARKET SEGMENT



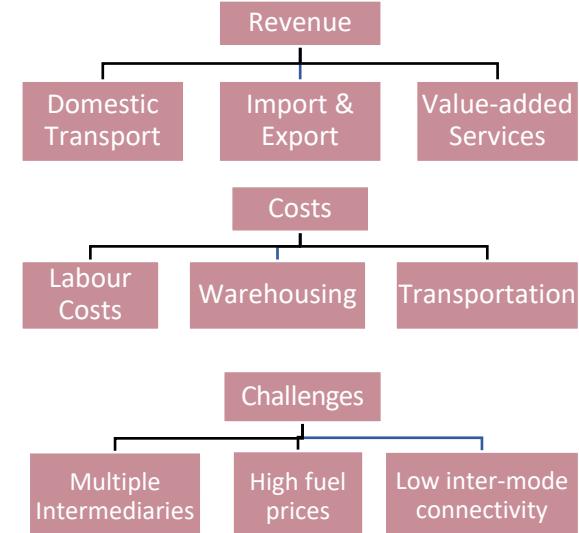
KPIs

- Lead Time
- Turnover Time
- Order Accuracy
- Shipping Time
- Backorder Rate
- Delivery Time
- Fill Rate

GROWTH DRIVERS

- Technological Enhancement (AI/ML, Big Data, Analytics)
- Impetus to manufacturing has helped grow B2B logistics businesses
- Govt. focus on industrial development, FDI reform, and implementation of GST

DRIVERS



Sector is expected to grow at a compound annual growth rate (CAGR) of 15.5% between FY2019 and FY2024



India's oil demand growth is expected to reach 2,46,000 barrels per day (bpd) in 2023, revised higher by 14,000 bpd on robust petrol and diesel sales.



Air, with a projected CAGR of 13.07% between 2023-2029 is expected to be the fastest growing segment by mode of transport



A collaboration between India Post and Railways was established in 2022 for first-mile and last-mile connectivity for domestic parcel/freight service for B2B and B2C markets.

PHARMACEUTICAL INDUSTRY

RESEARCH & DEVELOPMENT

Drug Discovery, Pre-clinical Research, Clinical Trials

APPROVALS

Clinical Testing, Regulatory Submission, Approval Processes (CDSCO, US FDA)

PRODUCTION

API Manufacturing, Drug Production, Quality Control and Assurance

DISTRIBUTION

Warehousing, Logistics Management, Inventory Control, Cold Chain Management

MARKETING & AFTER SALES

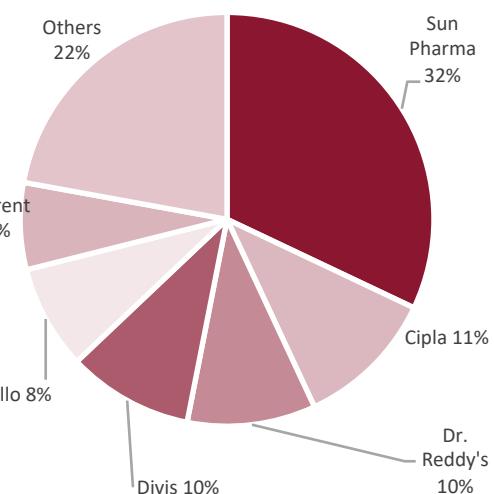
Market Research, Sales & Promotion, Pharmacovigilance

PORTERS 5 FORCES

- **Substitutes:** Moderate, Biologics & Biosimilars, Generic Drugs, Homeopathy, Ayurvedic drugs
- **Supplier Bargaining Power:** High, Heavy dependence on int'l APIs suppliers
- **New Entrant:** Low, Patent protection & economies of scale provide a strong deterrent to new entrants
- **Competition:** High, Intense competition among established national & international companies
- **Customer Bargaining Power:** High, Oligopsony, status & price control policies of govt. & private institutions

COMPETITION

Low to Medium Consolidated Market



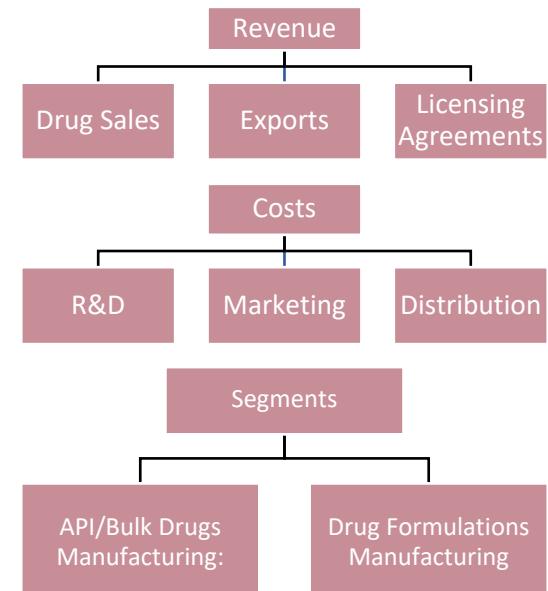
KPIs

- Overall Equipment Effectiveness (OEE)
- Defect Rate
- Adverse Event Reporting Rate
- Time-to-Market
- R&D Expense Ratio
- # of New Drugs Developed
- # of Patent Approvals

BUSINESS MODEL

- 3 types of broad drug categories:
- Generic Drugs
 - OTC Drugs
 - Patented Drugs

DRIVERS



India ranks 3rd worldwide for pharmaceutical production by volume and 14th by value.



Up to 100%, FDI has been allowed through automatic route for Greenfield pharmaceuticals projects.



Pharmaceutical companies are increasingly outsourcing research activities to academic & pvt. CROs



Govt. Schemes: National Medical Devices Policy, Ayushman Bharat Digital Health Mission (ABDM), Unani System of Medicine in India.

STEEL/IRON MANUFACTURING

PROCUREMENT OF RAW MATERIALS

Iron-ore Hematite mining, producing coke from coal, scrap collection

IRON PRODUCTION

Iron ore is converted into molten iron, plant is set up in proximity to limestone quarry

STEEL PRODUCTION

Electric Arc Furnace/Oxygen Furnace Route: converting Iron to Steel, casting of steel

LOGISTICS POST FINSHING

Post rolling & surface treatment, inbound & outbound transport

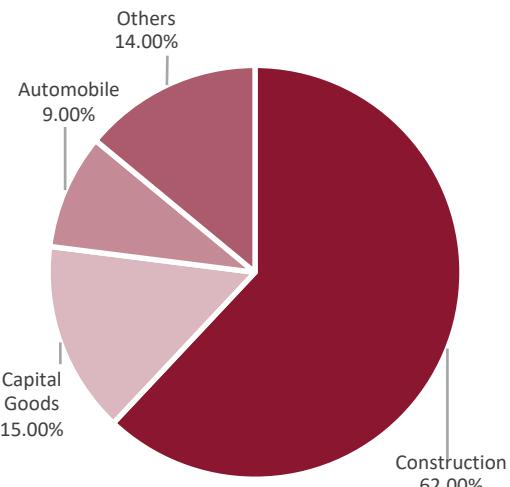
MARKETING & SALES

Channel Management, Service tools & bulk order sales, pricing of different SKUs

PORTERS 5 FORCES

- **Substitutes:** High, the main substitutes include aluminium, composites, plastics, & wood-based products.
- **Supplier Bargaining Power:** High, Suppliers exert pressure to increase prices or degrade quality of inputs
- **New Entrant:** Moderate, new entrants can enter via M&A, but it requires high capital to enter the market
- **Competition:** High, numerous firms compete for market share making it difficult for sustainable profits
- **Customer Bargaining Power:** Low, industry is concentrated but with large base of customers

MARKET SEGMENT



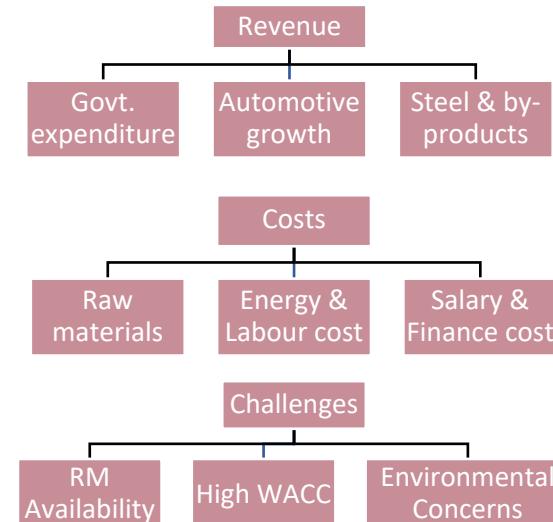
KPIs

- Total Exports
- Total Imports
- CAGR and Total Consumption
- Total Capacity
- Blast Furnace (BF) productivity per plant

LEADING PLAYERS

- TATA Steel
- JSW Steel
- SAIL
- Essar Steel
- Jindal Steel & Power
- ArcelorMittal

DRIVERS



India is the world's second-largest producer of crude steel, with an output of 125.32 MT of crude steel and finished steel production of 121.29 MT in FY23



Under the Union Budget 2023-24, the government allocated Rs. 70.15 crore (US\$ 8.6 million) to the Ministry of Steel.



The industry is witnessing consolidation of players, which has led to investment by entities from other sectors.



In October 2021, the government announced guidelines for the approved specialty steel production-linked incentive (PLI) scheme.

TELECOM INDUSTRY

TELECOM INFRA

New spectrum, building/maintaining assets (e.g. towers, data centers)

EQUIPMENT TESTING + R&D

Testing of antenna & hardware, development of new-age solutions.

MANUFACTURING & LAYOUT

Layout of network and quality testing

DISTRIBUTION

Warehouses for inventory, online and in-store customer centers

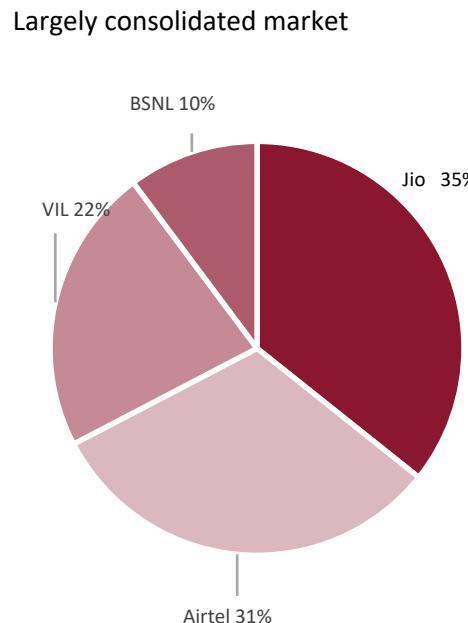
CUSTOMER

Product mix, customer care support, pre-sale and purchase support

PORTERS 5 FORCES

- **Substitutes:** Low, growth and ubiquity of data services, rising adoption of smartphones, lack of alternatives to wireless telecom (e.g. fixed-line solutions)
- **Supplier Bargaining Power:** Low, suppliers (e.g. equipment makers) are plenty, buyers have vast customer base
- **New Entrant:** Low, high capital investment, high license fees, spectrum charges
- **Competition:** High, dominated by 3 major players competing on pricing, latest tech (e.g. 5G), boosting network reach
- **Customer Bargaining Power:** High, can switch easily between operators, govt. policies protect consumer rights and promote competition

COMPETITION



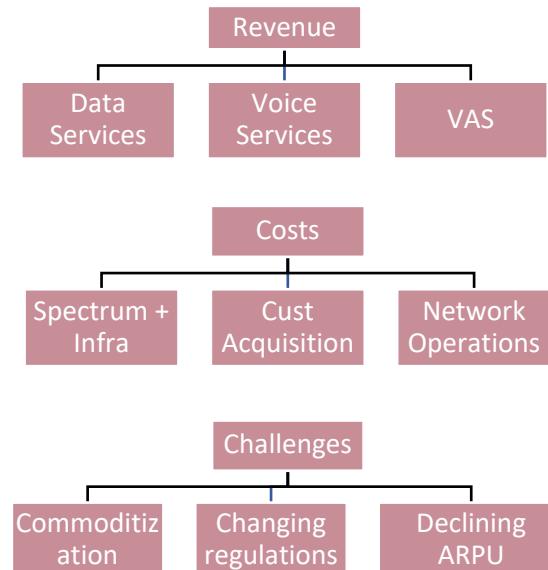
KPIs

- **Avg. Revenue Per User (ARPU)**
- **Churn Rate** – Lost customers / Total
- **Subscriber Acquisition Cost** – marketing, sales expenditure to acquire subscribers
- **Net Promoter Score** – odds of customers advocating service (1-10)
- **Network Operating Cost**

BUSINESS MODEL

- **Prepaid v/s Postpaid Services** – Payment schedules in advance or post service consumption
- **Bundling of Services** – Internet, Entertainment, Data packs
- **Enterprise solutions** – Cloud, IoT, Voice & Collaboration

DRIVERS



M&A Consolidation – M&A activity has picked up with large cos acquiring smaller ones creating oligopolistic market structures



Rise of Industry 4.0: rising adoption of new age tech such as IoT (e.g. smart sensors), AR/VR, cloud by industries



Satellite communication technology to disrupt Indian telecom. Jio Satellite, OneWeb licensed by DoT



Rising internet penetration: Growing wireless subscriber base, broadband subscribers, inc. smartphone usage, connectivity rising pan India



Appendix



PESTLE Framework to conduct industry analysis (detailed)

| | | | |
|----------------|---|--------------------|---|
| Political | <ul style="list-style-type: none">Forms of Govt.<ul style="list-style-type: none">Stability of Govt.Stability/ Continuity of LawOutlook towards industryCurrent political scenario | Technology | <ul style="list-style-type: none">Core Technology<ul style="list-style-type: none">Technology AvailabilityManpowerEnabling Technology<ul style="list-style-type: none">InternetSmartphone |
| Economic | <ul style="list-style-type: none">Is economy growing?Sectoral growthGDP per capita (especially of our target customers)Credit availabilityInvestment EnvironmentExpenditure/ Discretionary Spending | Legal & Regulatory | <ul style="list-style-type: none">National<ul style="list-style-type: none">Entry barriersOne time permitCompliance requirementsTaxes & DutiesPolice & JudiciaryState/ Federal – Within state and Inter – stateInternational<ul style="list-style-type: none">Trade AgreementsTrade BarriersImport restrictions |
| Socio-Cultural | <ul style="list-style-type: none">Societal/ group level<ul style="list-style-type: none">ReligionCaste/ EthnicityGenderIndividual level (Habits)<ul style="list-style-type: none">Existing Product UsageDemographic Patterns – Gender, Income, Region based, Rural/ Urban | Infrastructure | <ul style="list-style-type: none">Product/ Service specific infrastructure (ex- availability of stadiums if launching a sports event)Enabling Infrastructure<ul style="list-style-type: none">Transport ConnectivityLand & BuildingsUtilities – Water, ElectricityWaste Disposal |
| Environment | <ul style="list-style-type: none">Environmental Regulations | | |

Cost Value Chain (detailed)

1. Raw Material

- What? - Quality Specifications, Quantity, Types – Product & Packaging related
- How? - Procurement process
 - 1st time/ one time – Market Survey, Policy, Approvals, RFP, Tendering, Selection and Contract terms, Payments
 - Repeat procurement – Demand Forecasting, Purchase requisition process, delivery & returns, payments
 - When? – Demand forecasting, seasonality, lag time
 - Who – Suppliers
 - No. of suppliers, Quality (capability & performance)
 - Cost
 - Where – Distance, route, transportation mode, damages & pilferages

2. Transportation (In/ Outbound)

- Transport mode and route factors
- Service provider related factors
- Operating factors

3. Storage

- Warehouse facilities/ features, Cost
- Accessibility of warehouse, availability of space
- Process of storage, Inventory Management, (LIFO/ FIFO), Inventory levels and Inventory control

4. Production

- Material
- Manpower
- Machine
- Method
- Measurement

5. Distribution, Sales & Marketing

- Trade Promotion
 - Salesforce – Size, Efficiency
 - Channel Incentives (Commissions) – Monetary & Non Monetary
- Advertisement - Modes (ATL/ BTL/ TTL), Cost per impressions, effectiveness
- Discounts, offers, loyalty schemes

6. After Sales Costs

- Installation
- Customer Service (Online, IVRS, E-mail support)
- Service Centres
- Returns & Warranties
- Feedback Mechanism

7. Other Costs

- Research & development (Manpower, equipment, patents/ IP, Trials)
- HR and admin costs
- Infrastructure costs (Machinery, Land, Building – Factory, Warehouse, retail outlets, offices)
- Product/ Technology development



Key Data Points for Guesstimates

1. Population

- A. India: 1.4 Bn (140 Crores)
- B. Lucknow: 3.5 Mn
- C. Uttar Pradesh: 230 Mn
- D. Delhi : Mn
- E. Mumbai : 20 Mn
- F. Kolkata : 14 Mn
- G. Bangalore: 12 Mn
- H. Growth Rate: 1.2%
- I. Birth Rate: 20/1000
- J. Death Rate: 7.5/1000
- K. Life Expectancy: 70 years
- L. Sex Ratio: 950/1000

2. Area (In Sq. Km.)

- A. India: 3.2 Mn
- B. Lucknow: 600
- C. Uttar Pradesh: 0.25 Mn
- D. Delhi: 1500
- E. Mumbai: 600
- F. Kolkata: 205
- G. Bangalore: 700

3. Rural v/s Urban

- A. Rural: 70%
- B. Urban: 30%
- C. Top 10 cities – 7%

4. Age

- A. 0-6 years: 15%
- B. 7-14 years: 15%
- C. 15-25 years: 20%
- D. 25-35 years: 15%
- E. 35-65 years: 30%
- F. 65+ years: 5%
- G. <35 years: 65%
- H. <25 years: 50%

5. Income

- A. BPL: 25%
- B. Low: 30%
- C. Lower Middle: 30%
- D. Upper Middle: 10%
- E. High: 5%

6. Sector- wise (%age of GDP)

- A. Agriculture: 15%
- B. Industry: 30%
- C. Service: 55%

7. Occupation

- A. Agriculture – 50%
- B. Industry – 20%
- C. Services – 30%

8. Others

- A. Literacy Rates
 - A. India – 75%
 - B. Youth (15-24 years) – 85%
 - C. Male (83%), Female (65%)
- B. Religion
 - A. Hindu – 80%
 - B. Muslim – 15%
 - C. Others – 5%
- C. Car Penetration – 20/1000
- D. Internet Penetration – 50%
- E. Mobile Phone Penetration – 80%
- F. Smart Phone Penetration – 35%



The Consulting & Strategy Club, IIM Lucknow



YouTube: <https://tinyurl.com/csc-iiml> | Email: consultgrp@iiml.ac.in | Facebook: <http://www.facebook.com/consultingclub>
LinkedIn: <https://tinyurl.com/csc-iimlucknow>

Aakriti | Aarushi | Anadi | Jatin | Manav | Nandita | Sakshi | Saurabh | Swasti
Aditya | Anvesh | Katya | Kripa | Nityam | Pranav | Samriddhi | Samridhi | Vibha