

LET'S SOLVE A CONSULTING CASE



PROBLEM STATEMENT

Your client is a Zoo in Chennai and has seen declining profits in the last 6 months. The zoo authorities need your help in understanding the issue and resolving the same.

INTERVIEW THREAD

Interviewee: Thank you for the problem statement. So, as I understand, the core issue is profitability. Before I move on, can you tell me a little more about the zoo in terms of the offerings and pricing?

Interviewer: It is a typical zoo with herbivores, carnivores, and marine life. The pricing is a flat one with entry tickets for adults and children.

Interviewee: Okay. Are there any zoos nearby? And if yes, have they been facing the same problem as well?

Interviewer: No, you can assume that our client is the only zoo in Chennai.

Interviewee: Got it. I'd now like to analyze this situation. The profitability issue can be from the revenue side or cost side, or both. Do we have any understanding of the same?

Interviewer: The cost has stayed constant for a few years. I'd like you to explore the revenue side.

Interviewee: Sure. The revenue as I understand for a zoo would comprise the core ticket revenue, and added avenues like parking, gift shops, eateries, and advertising would add to it.

Interviewer: That's comprehensive. As it turns out, our core revenues have stayed the same, and the issue we're facing is in the advertising income.

Interviewee: Okay. Can you tell me how the zoo charges clients for advertising, and what all modes of advertising are there in the zoo?

Interviewer: The zoo charges a fixed annual pre-negotiated fee to the clients, and the sole mode of advertisement is through posters around the zoo.

Interviewee: Alright. Since the advertising revenue is decreasing, either the number of advertisers may have been reduced, or the annual fee/advertiser. Is it any of these?

Interviewer: Yes, although the number of advertisers has been the same for a couple of years, the price they're willing to pay has decreased.

Interviewee: Okay. The decrease in the willingness to pay may be due to some internal issue from the zoo's side or some external issue related to the advertisers. Do we have any understanding of the same?

Interviewer: It is an internal issue; all external context has stayed the same.

Interviewee: Okay. So, as I understand, the advertisers may feel that their posters have a lesser impact in terms of impressions and return on investment now, and hence are unwilling to pay. Is that correct?

Interviewer: Yes, precisely.

Interviewee: The factors that may affect the impressions are the exposure in terms of the number of viewers, or the quality of the advertisement. So has there been any change in the posters or the number of visitors to the zoo?

Interviewer: No, the footfall is the same. Also, the posters are the same as before. I'd want you to think of the quality aspect a little more and relate it to the kind of customer base you expect a zoo will have.

Interviewee: Alright. So, the primary customer base I feel would be children between the ages of 6-15, accompanied by their parents. Also, some animal enthusiasts and photographers would form a niche base.

Interviewer: Correct. And what do you think is the most important element in an advertisement for it to appeal to children?

Interviewee: I believe it would be the colorful and attractive use of visual elements.

Interviewer: Perfect. Now can you relate this to the context and try diagnosing the issue?

Interviewee: Right. So, the advertisements may not have the same visual appeal now, leading to lesser impressions. And since this is an internal issue, there may be some issues with the placement of those advertisements or the fact that they may have been damaged or covered by dirt.

Interviewer: Perfect. So, as it turns out, the posters are covered by dirt and the ones near the carnivore area, which attracts the most crowd, are covered by overgrown trees. Can you try and understand why?

Interviewee: This seems to be a maintenance issue. The zoo staff may have been unable to maintain the posters, leading to a decline in their impressions. Either the maintenance staff was changed or has become inefficient.

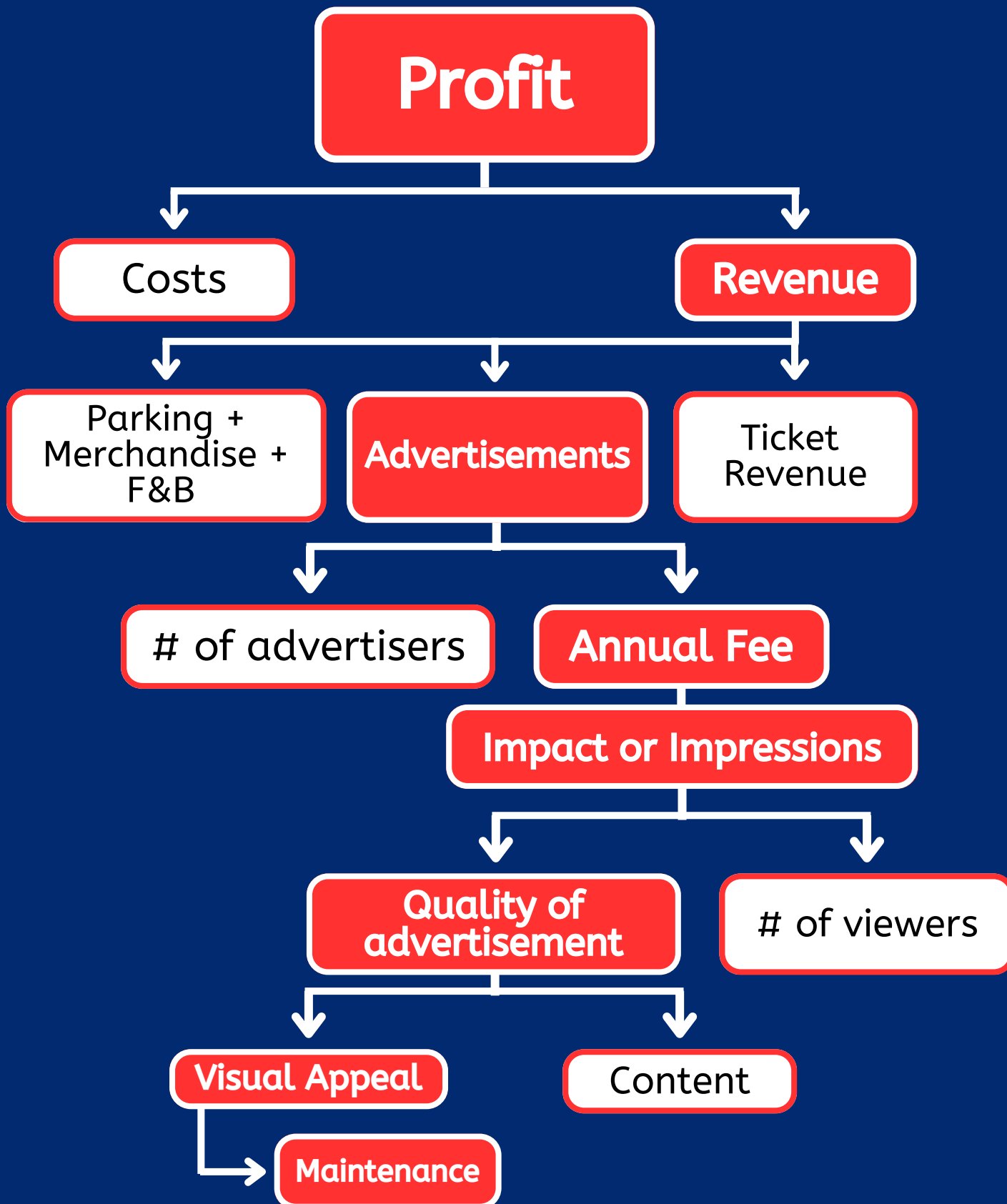
Interviewer: That's correct. So, the zoo changed its cleaning and maintenance staff 6 months ago, and this has led to a drop in maintenance standards. Can you recommend some solutions?

Interviewee: Sure. In the short term, the zoo needs to initiate a prioritized maintenance control to restore all posters to their original shape and make sure they're visible to the crowd. They need to reestablish trust and relationships with the advertisers and train the zoo staff to routinely maintain the posters as well. In the long term, the HR policies of the zoo need to be solidified to make sure the staff training program incorporates all such detailed aspects of maintenance. Further, the zoo can initiate other modes of advertising via digital and visual means, to increase exposure for the advertisers.

Interviewer: Thank you, we can close the case here.

THAT'S A WRAP!

FRAMEWORK



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- 2 Rigorous interview practise through real-time guesstimates solving & buddy teams for mock cases.
- 3 Placement Assistance through employee referrals by our MBB & Dalberg mentors. Regular job updates from consulting firms. Industry Breakdown for cases.
- 4 Live case project (& certificate) with a real life client & business problem. CV templates & interview preparation resources along with 1:1 Mentorship.

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