

# LET'S SOLVE A CONSULTING CASE



# **PROBLEM STATEMENT**

**An Indian mobile handset manufacturer has been facing a decline in market share since the last 1 year.**

**Find out the underlying reasons and recommend actions to turn around the situation.**



# INTERVIEW THREAD

**Interviewee:** Thank you, before proceeding ahead, I wanted more clarity on what the client does. Who are our customers?

**Interviewer:** The client's product portfolio has all products from low-end to high-end. So the customers also range from the lower middle class to rich people.

**Interviewee:** Okay. Can you tell me who are the major competitors and are they also facing the issue? And also, is this an industry-wide problem?

**Interviewer:** Our major competitors are Chinese manufacturers, and yes, they, too, are facing the issue. We cannot say it's an industry-wide problem as the premium segment players like Apple and Samsung are doing well.

**Interviewee:** As revenue is decreasing, I wanted to know about pricing. Is it done correctly, or should I focus there?

**Interviewer:** The pricing is done correctly. But the client gives out huge discounts to stay competitive.

**Interviewee:** Okay. Can you tell me about the sales channels and sales carried out through each channel, respectively?

**Interviewer:** So 70% of sales are done through Online channels and the remaining 30% through Offline channels.

**Interviewee:** Are the discounts for both channels the same? And how do they differ across each SKU?

**Interviewer:** Discounts through online channels are more than what they are in offline channels.

**Interviewee:** Okay. How are the sales of different SKUs through these channels? Is there any pattern of sales?

**Interviewer:** Majorly the sales of high-end products are done through offline channels.

**Interviewee:** As they are majorly done through offline channels. I assume there aren't deep discounts on these products. How are the sales?

**Interviewer:** Yes, you are correct. The client has actually seen a dip in the sales of high-end products.

**Interviewee:** Okay. Please allow me a moment to gather my thoughts.

**Interviewer:** Summarise whatever you've gathered till now and provide recommendations, if any, for the short term.

**Interviewee:** Okay. I see two reasons why there can be a dip in the sales.

1. The competition for high-end products is high from Apple and Samsung. And as they are not seeing any dip in their profits, it's safe to assume they are making good sales.

2. The client sustained till now on his huge discounts. So customers might have also expected the same discounts in the high-end category too.

**Interviewer:** You are doing well so far.

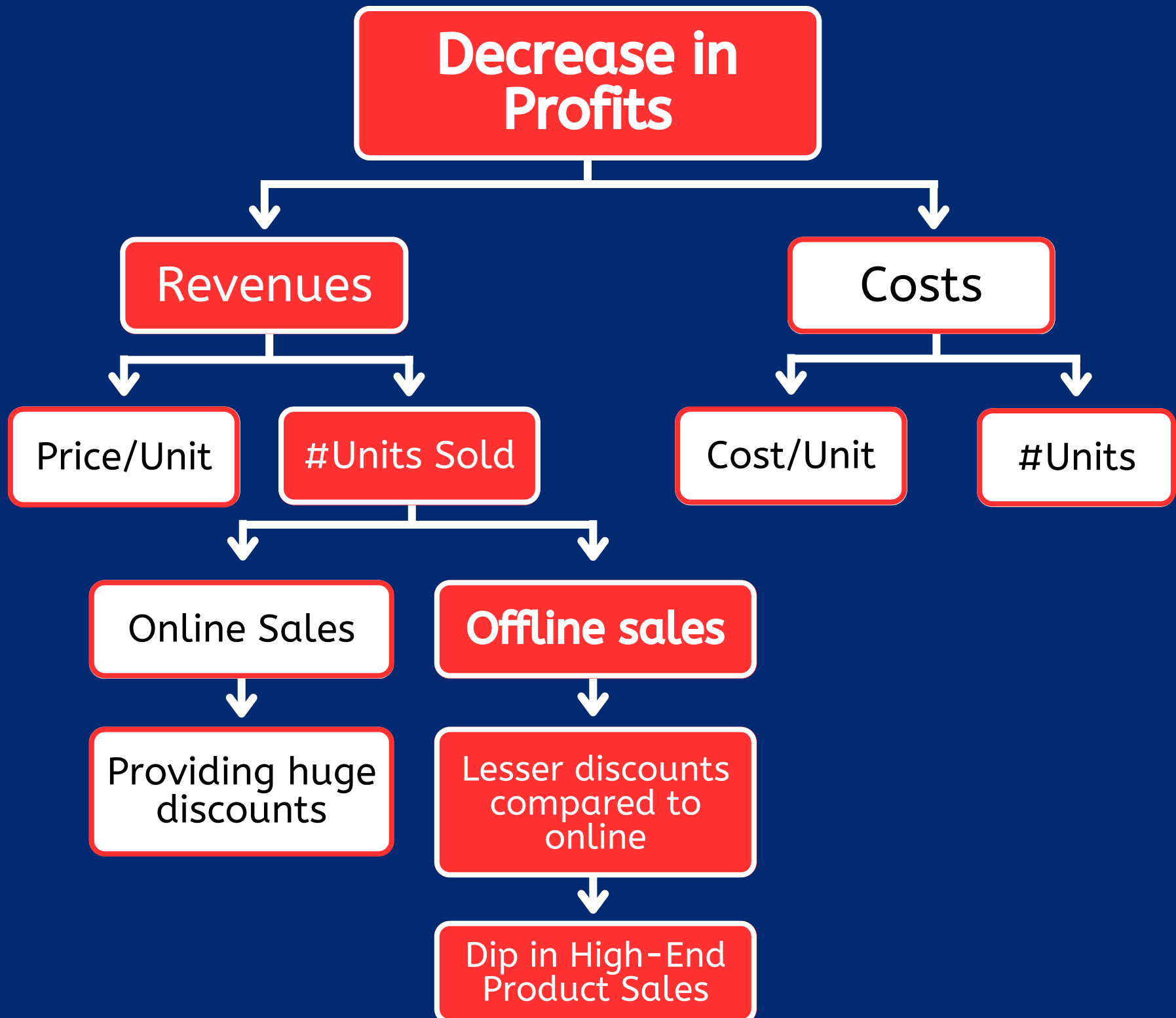
**Interviewee:** In the short term, I recommend increasing retailer margins, employing communication channels, spending on TV and in-store advertising, and launching specific schemes for the offline medium to increase sales.

**Interviewee:** Once the sales pick up, the client can reduce the discounts to make margins.

**Interviewer:** Thank you. That'll be all.

**THAT'S A WRAP!**

# FRAMEWORK





# CONSULTING FELLOWSHIP

**Mentors from**

McKinsey  
& Company

**BAIN**  
& COMPANY



**Dalberg**

**Deloitte.** **BCG**

**accenture**

- 1 **2.5 or 6 months, 10 mentors, and 30+ hours of live mentorship on Consulting careers, CV making (including 1:1 edits), Guesstimates & Case Interviews.**
- 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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