

LET'S SOLVE A CONSULTING CASE



PROBLEM STATEMENT

Your client is the owner of one of the departmental stores in Mumbai and the store has been facing declining sales. You need to analyze why this is happening and also recommend solutions accordingly.

INTERVIEW THREAD

Interviewee: Sure, thank you for the case. I would like to begin by understanding the case better. Firstly, are we talking about a departmental store which sells a variety of products from stationery to cosmetics?

Interviewer: Yes. That's right.

Interviewee: Since when have we been facing this problem and do we know the magnitude of the decline?

Interviewer: We have been facing this problem since March 2023. So, roughly 4 months. And there has been a 60% decline in revenues.

Interviewee: Alright. 60% seems like a huge decline. Do we have information on whether other departmental stores and other competitors in our locality have faced a decline of a similar magnitude?

Interviewer: Our competitors, as well as other departmental stores, have faced a decline of about 30% in revenues.

Interviewee: Okay, so the market, in general, is not doing well. In addition, there is a factor that is affecting our firm more.

Interviewer: Accurate observations.

Interviewee: Next, I would like to understand if a certain product line has been affected more, or if the decline is uniform.

Interviewer: The decline is quite uniform.

Interviewee: Got it. So our revenues can be affected by:

1. Supply-side constraints which seems more likely given our competitors are not affected by this factor
2. Demand-side constraints

Interviewer: Your hypothesis is correct. We have reason to believe it is a supply-side constraint.

Interviewee: Thank you. For a departmental store, the supply side would consist of procurement and distribution. Do we have information on which of these has been an issue in the past 4 months?

Interviewer: Sure. We have reason to believe that it's an issue with our distribution push.

Interviewee: Great. We can understand distribution push by mapping the customer journey. The stages are:

Stage 1 -Before Entry

Stage 2 -After Entry

Stage 3 -Billing

In terms of 'Before Entry', we need to analyze if people are finding it difficult to enter the store. A few reasons could be -

Interviewee:

1. Construction work outside our store
2. Our entry gate is blocked by an obstruction, such as a tree or a barricade
3. Accessibility in terms of non-functional elevators or broken steps
4. Long security checks
5. Parking facilities
6. Listing on google maps

Coming to 'After Entry', we need to analyze what might stop them from buying the product.

1. Sub-optimal placement of the products
2. Unavailability of untrained/unmotivated staff
3. Unavailability of shopping bags/carts
4. Lack of signage for direction

Finally, coming to the 'Billing Stage', we can look at the following -

Interviewee:

1. Number of counters and efficiency of the counters
2. Payment methods offered - online and offline
3. Availability of carry bags

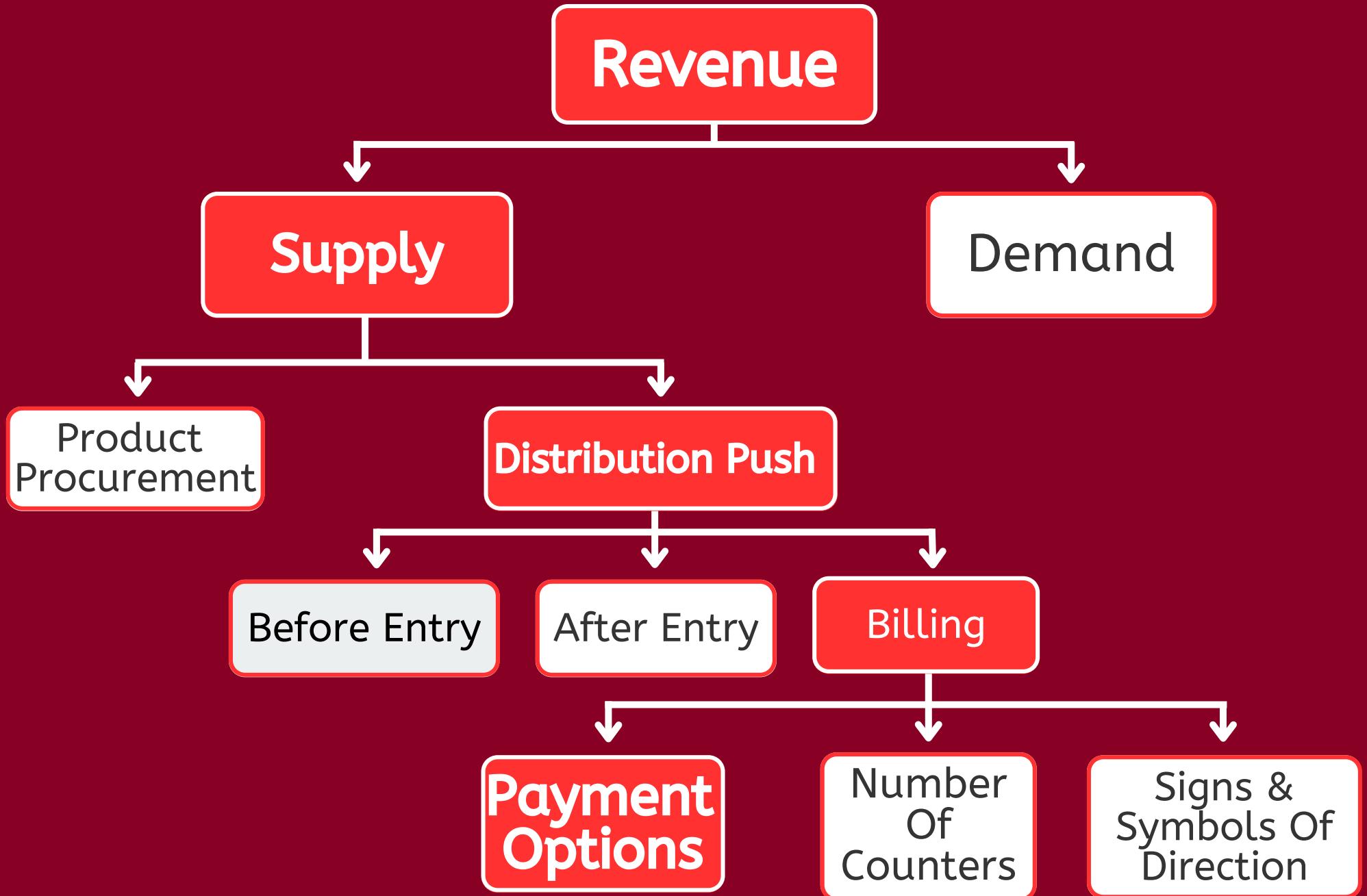
Interviewer: You have identified the reason correctly. People nowadays prefer using online modes of payment. This store has not implemented this yet. What would you suggest to the store?

Interviewee: The store needs to accept online modes of payment like Paytm, Google Pay, Bhim, etc., to tackle this specific problem in the long run. To immediately tackle the problem, the store manager can accept the payments on a personal number not to lose customers. The store can also implement home delivery to better serve the customers and also use social media marketing through WhatsApp, Instagram, etc.

Interviewer: These are all good suggestions, thank you!

THAT'S A WRAP!

FRAMEWORK



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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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