

a) CASE ANALYSIS

The Participant is asked to analyse a variety of information, arrive at well-reasoned recommendations, create a plan and convey this clearly in a presentation.

The participant is asked to assume the role of an external consultant that BASE has been reached out to support them on their transformation journey. As part of the exercise, they have invested in a benchmark study to track its progress against its major competitors. The participant must present the analysis and recommendations to Vaibhav, the MD of BASE. The presentation must focus on:

- Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the different initiatives planned by the organisation to transform itself to match the current landscape of the automobile industry and improve its market share across India and other emerging markets.
- How does it work to manage /resolve its internal issues related to people and process to enable the transformation?

Given the nature of the exercise, the following criteria are likely to be evidenced:

- Business Acumen
- Relentless Reflection
- High EQ
- Crisis Management
- Visionary
- Entrepreneurial

As the Assessor you will be the recipient of the presentation. You should therefore assume the role of Vaibhav, MD of BASE. The Assessor should take notes, whilst at the same time attempting to give the Participant eye contact.

The Assessor should not take charge of the exercise except to welcome the Participant, explain the plan for the exercise (format, timing, Q&A session) and thank the Participant for making his/her presentation at the end.

The Assessor should aim to ask at least one question per criterion. However, this will depend on the number of criteria being assessed in the exercise as well as the length of the Participant's responses. The Assessor should not be limited to the questions provided below and, where possible, should generate additional questions based around the content of the Participant's presentation or to probe some of the responses given.

Business Acumen:

- How do these recommendations help improve BASE position in the market?
- What impact is this likely to have on customers?
- What are the cost implications of these recommendations?

Relentless Reflection:

- What are the implications of your recommendations? OR Can you explain the pros and cons of your recommendations on the growth of BASE?
- What insights could you draw by reviewing the competitor information?

High EQ:

- What is the importance of collaborative working or job rotation at BASE?
- What actions can be taken to ensure better customer service?

Crisis Management:

- Pick up any one recommendation you have put forth and help in understanding how the risks will be managed while implementing that recommendation.
- What are the key challenges/ risks in exploring new international markets and how will you manage them?

Visionary:

- How will you ensure that we continue to deliver a quality service to customers?
- What is the vision created for BASE's success?

Entrepreneurial:

- What is the ROI if BASE invests in EV and new international markets?
- How will your recommendations lead to business benefits in the long run?

SUMMARY OF RECOMMENDATIONS

Assessors should have read through the exercise paperwork before the assessment in order to familiarise themselves with the Instructions for Participant.

Key information for the Participant to focus on:

Question 1: SWOT

Strengths :The participant should pick on legacy of the company, being in top position, product diversification, new technology, robust RnD etc

Weakness: The participant should pick on internal challenges that has been mentioned

Threats: The participant should pick on competition, cons of moving to EV vehicles, challenges of exploring international market, customer complaints

Opportunities: The participant should pick on exploring new opportunities in SE region, exploring the possibility of strengthening their position in EV segment, strengthening dealer network in the east etc

The participant should link these aspects/ points to improving market share. Should talk about how the identified opportunities will be leveraged and how the threats will be tackled. Should bring elements of risk management. The participant should arrive with few recommendations based on SWOT to improve market share. The recommendations should be backed up by rationale/ data from the case study and explain the impact of these recommendations on business growth.

Question 2:

The participant should analyse all the 3 challenges and suggest recommendations.

Issue 1: Decision Making

The participant should mention about the consequences of centralized decision making. He/she should be able to interlink this issue with various changes that the company is proposing to adapt itself to the changing trends. Eg: Decision wrt exploring international markets is one of the key decisions ie if BASE has to venture or not. That decision can be delayed because of the existing centralized decision making. This delayed decision will have an impact on market share in the long run. The participant should bring how this issue can impair business growth.

Issue 2: People Driven

The participant should focus on balancing people and business growth. He/ She should be able to see the benefits in cross skilling, nurturing talent within the organization. He/ she should see how people are aligned to business and how people drive business. Should come up with people practices that will benefit BASE

Issue 3: Collaboration:

The participant should see the interrelation between this issue and the above 2 issues. Need to explain how lack of collaboration might affect cross skilling/ job rotation and possibility of continued silo working culture. He/ she should explain the relationship between silo working and centralized decision making. The participant should come up with recommendations which brings in collaboration and quickens decision making at BASE.

CRITERIA AND OBSERVED BEHAVIOURS

Positive displays of each criterion are indicated by a '+', and negative displays by a '-'. The frequency of positive and negative displays are then to be summarised on the Assessor Report Form, with an overall evaluation of the Participant's behaviour concerning these criteria. A rating of 1 to 5 should be entered in the evaluation column, where 1 represents a very negative display of the criterion and 5 represents a very positive display of the criterion, based upon the quantity and quality of evidence available.

Business Acumen:

Ability to quickly assess and grasp complex, challenging situations with clarity and then act with agility and speed to deliver successful business outcomes

Ability to seize opportunity and act in the face of incomplete information

- + Understands the cost implications of the proposed changes
- + Incorporates technology changes
- + Displays deep understanding of competition benchmarks
- + Looks at different ways to leverage the opportunities available in emerging markets
- + Evaluates different aspects like competition, customer complaints, dealer network, EV segment etc and its impact on business
- _ Unable to substantiate recommendations with logic
- _ Weak usage of data/ repetition of data rather than interpretation of data
- _ Is closed/ hesitant to bring in changes to BASE
- _ Fails to link the recommendations to business benefits
- _ Doesn't focus on long term business benefits

Relentless Reflection

Ability to deeply introspect about opportunities (changed from problems) and challenges based on a deep understanding of phenomena leading to speedy actions and effective outcomes

- + Understands the interlinkages between 3 internal issues and how it can impact business of BASE at large
- + Explains the pros and cons for every/ most of the recommendations that was made
- + Aligns strategies/ recommendations to business expectations and external factors
- + Strongly put forth suggestions indicating changes that are beneficial to BASE
- _ Tends to view issues as stand-alone/ in isolation OR fails to identify how one issue is a part of the larger issue
- _ Fails to explain the consequences of the strategies/ recommendations
- _ Finds it difficult to leverage the available opportunities ie SE Asian market, EV segment for business benefits

High EQ:

Ability to recognize own emotions, and sometimes unintended behaviour, and its impact on others
 Being sensitive, empathetic, and yet dispassionate, in dealing with other people and their problems and issues with active listening, respect and compassion
 Sensitivity to realize the unintended hurt caused by one's anger and humility to provide healing touch

- + Defends own strategies/ recommendations against opposition without getting defensive.
- + Focusses on giving additional information/ data when assessor asks questions for better understanding
- + Understands people related issues and how / why it is important to manage/ resolve them for better functioning of BASE
- + Strongly propagates collaborative working/ cross skilling and joint decision making while addressing people issues at BASE
- _ Underplays people issues mentioned in the case

- _ Tends to become fidgety when assessor asks questions
- _ Find it difficult to substantiate ones point of view when challenged by assessor
- _ Makes recommendations without considering the implications for other individuals or parts of the organisation

Crisis Management:

Demonstrate resourcefulness ,courage and speed in tackling the situations when faced with an unanticipated threat or crisis while keeping one's cool when others around you are in a panic

- + Leverages available opportunities for business benefit Eg: suggests strategies to explore new markets and ways to manage the risks
- + Considers different perspectives while arriving at recommendations for BASE EG: Detail SWOT analysis
- + Evaluate at both pros and cons of the suggested recommendations for new aspects of business wrt EV, new international markets etc
- + Creates strategies which helps BASE in managing/resolving internal challenges
- _ Tends to weigh negatives consequences
- _ Remains uni directional while arriving at recommendations Eg: Evaluates only benefits or evaluates only threats / risks while making recommendations
- _ Find it difficult to pick up key data while suggesting changes for BASE

Visionary

Have a compelling view of the future

Ability to "fold in the future" - act today as if the future has arrived

- + Identifies key trends and looks at growth/ business opportunities for BASE
- + Suggests practices wrt customers/ dealers/ internal people which benefits BASE in the long term
- + Leverages market trends/ gaps presented in the graphs while making recommendations
- _ Remains restricted while reviewing growth opportunities
- _ Comes up with practices that may resolve the issues currently
- _ Fails to align BASE's values while suggesting recommendations

Entrepreneurial:

Demonstrate ownership mindset and resourcefulness

Exceed defined roles and responsibilities to deliver results

Take calculated risks to maximize business outcomes

- + Align different stakeholders to implement changes for business growth
- + Indicates how BASE needs to adapt to the changing market conditions/ demands
- + Recommends investing in new tech/ product diversification for business benefits
- _ Fails to consider market changes / opportunities in SE Asian market
- _ Finds it difficult to align different perspectives of stakeholders
- _ Fails to have a larger perspective for business growth