SCIENCE AND TECHNOLOGY COUNCIL
IIT (BHU) VARANASI

THE BUSINESS CLUB

Casebook 2024

THE BUSINESS CLUB
IIT (BHU) VARANASI

FOREWORD

A few years ago, The Business Club initiated a step forward to support peers and juniors in their placement and internship journeys. The club received tremendous appreciation for curating preparation materials across roles such as Analyst, Consulting, Quant, and Product Management, consolidating them into a comprehensive guide – the Casebook 1.0. The "1.0" in the title symbolized the club's determination and belief in consistently delivering high-quality resources, inspiring the launch of subsequent editions. With the release of Casebook 5.0, the journey has reached an exciting new milestone.

This latest edition, like its predecessors, reaffirms the club's commitment to empowering students eager to hone their business acumen and step confidently into business-related careers.

Over recent years, the trends in placements and internships have evolved, with analytics, consulting, and product management emerging as key interest areas for students at IIT (BHU). As the demand for structured preparation grows, Casebook 5.0 delivers not just more, but enhanced cases, interview transcripts, and practical techniques. It aims to help students master problem-solving and presentation skills, enabling them to approach their interviews and internships with greater clarity and confidence.

I can only imagine the dedication and teamwork invested by the authors and editors in creating this edition. I extend my heartfelt appreciation to them for upholding the club's vision of supporting students in their career preparation and beyond. I also wish to acknowledge the contributions of both former and current secretaries, along with all club members, whose relentless efforts have made this initiative a lasting legacy for the college.

Ayush Gupta
Former Secretary
The Business Club, IIT (BHU) Varanasi

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ACKNOWLEDGEMENT I

I would like to express my deepest gratitude to everyone who contributed to the creation of this casebook.

First and foremost, I extend my heartfelt thanks to the Helm members for providing me with the opportunity to lead this initiative. I am equally grateful to the Core Team of the Business Club for their exceptional dedication, collaborative spirit, and relentless efforts in bringing this project to fruition. This casebook is a testament to your hard work and commitment, and it simply would not have been possible without you. Our appreciation also extends to our seniors, the team behind Casebook 2023, whose contributions laid the groundwork for our efforts and helped us push the envelope further.

I would particularly like to thank the seniors who generously shared their interview experiences with us. We were able to transcribe and incorporate these invaluable insights, which will undoubtedly serve as a resource for the entire student community at IIT BHU and beyond.

Lastly, and most importantly, I extend my profound gratitude to my parents for their unwavering support, encouragement, and belief in me throughout this journey.
Thank you all for making this endeavour a reality.

Vedaant Gupta
Chief Editor
IIT BHU Casebook 2024

ACKNOWLEDGEMENT II

I wish to convey my sincere appreciation to all those who contributed to the development of this casebook.

First and foremost, I extend my heartfelt thanks to the Helm members for affording me the opportunity to lead this initiative. I am equally grateful to the Core Team of the Business Club for their exceptional dedication, collaborative spirit, and tireless efforts that made this project possible. This casebook stands as a testament to your hard work and commitment.

Our gratitude also extends to our seniors and the team behind Casebook 2023, whose foundational contributions paved the way for our efforts and encouraged us to elevate our work.

I would like to commend and sincerely thank all individuals who shared their interview insights, as your willingness to provide your experiences enabled us to compile this comprehensive documentation. This process involved significant effort and long hours, culminating in a resource dedicated to our esteemed alumni. Your invaluable input was instrumental in creating this collection of business and placement interview questions. The remarkable contributions of club members made this compilation achievable.

Thank you all for making this endeavor a reality.

Udit Patidar
Chief Editor
IIT BHU Casebook 2024

ABOUT THE BUSINESS CLUB IIT (BHU)

Business Club, IIT(BHU) is the student-run club of Indian Institute of Technology (Banaras Hindu University), Varanasi, where the confluence of finance, economics, consulting, analytics, and product management transpires. The club doesn't just limit itself to these few verticals, but rather focuses more on the ever-flowing culture of constant learning and curiosity to learn even more.

Having begun a few years with a team of a handful members, the club has since moved forward by leaps and bounds to a size of over 150+ core members and an enthused learning community of 400+ members. The club launched its flagship publication, The Casebook, 4 years ago in 2020, and it has since become the most widely-followed and preferred placement preparation material in IIT (BHU).

Being from a technical institute, the club's members never fail to bring a unique perspective from a technological standpoint that can often be the difference-maker in problem solving. Thus, with the same sheer confidence in our mind, we dedicate ourselves to building a casebook that is fresh with tools to build in-demand hard and soft skills, with innovation at the top of our minds, every year.

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ALUMNI TESTIMONIAL

Archit Gupta, Product Manager | Media.net

The IIT (BHU) Casebook goes beyond a simple compilation of past questions and interview experiences it's a thorough guide to structured and critical thinking, filled with insights from individuals who've navigated the placement process themselves. With practical advice, do's and don'ts, and genuine experiences, it equips you with the confidence to present yourself effectively to interviewers. Whether you're aiming for consulting, product, or analyst roles, the Casebook serves as a valuable resource to sharpen your problem-solving skills.

Kajal Nayak, Senior Growth Associate | Meesho

For me, the Business Club's casebook is more than just another publication, it's an intellectual sandbox for cultivating critical thinking skills. The cases are a mix of excellent academic exercises and practical roadmaps for navigating real-life business landscapes. What stands out is how it taught me to approach complex issues from multiple angles. It's not about having all the answers, but about asking the right questions and using first principles. To all readers: the insights you'll gain here are more practical than you might expect.

Parth Gupta, Product Manager | Flipkart

Cases are a crucial part of interviews, testing your problem-solving and structured thinking for business roles, as well as product thinking for product interviews. They provide a miniature framework that is actually used in these roles for approaching real-world challenges. That's why casebooks are key resources—they not only help you crack the interviews but also serve as reminders for your career beyond that. The IIT BHU Casebook includes actual interview cases, which is the cherry on top, providing real guidance to help you succeed!

ALUMNI TESTIMONIAL

Suyash Tripathi, Consultant | Mastercard

The first principles thinking process and testimonials laid out in the IIT (BHU) Casebook simulate the entire interview experience and really helping in building the 0->1 case solving skills handy for acing on-campus roles with much ease. Especially, for analyst, product, consulting roles, it serves as a collection of all important refreshers needed before your final interviews. Kudos to the Business Club IIT (BHU) for coming forth with a new edition of the Casebook and furthering business culture through the process

Yash Gupta, Manager (AUT) | ITC

The casebook has proved to be extremely beneficial not only for interview preparations but also to enhance overall problem solving abilities and finding the right approach. At the end, what matters is the outlook towards a problem and levers at hand to find a relevant solution. No one solution fits true in this hyper dynamic world and hence the casebook is crucial to understand, zero-down and adapt to question the right areas. The Business Club has done exceptional work each year to bring updated cases and nurture amazing talent each year who work with Alumni and learn along the process.

What's New and How to Use This Book?

Structured thinking and clarity of thought are still the most sought-after traits in not just consulting interviews, but in analytics, finance, and product management too. Why? Because they represent your capability to break down problems and identify root causes effectively. After developing a refined understanding of the root causes, you can suggest empathetic and actionable solutions!

Defining the problem well, laying down the structure, asking the right questions, and subsequently recommending the most appropriate solutions is a sure shot recipe for success in case interviews. While the professionals make it look effortless, it is a skill that needs dedicated practice and long hours.

The Business Club, IIT (BHU) Varanasi has compiled this Casebook to serve that very purpose. We aim to provide you with a hassle-free learning experience that caters to all your needs from a single place, and provides you with an all-encompassing source to refine your case solving approach and apply them first-hand at cases curated specifically for that purpose.

While case interviews from a diverse set of profiles and companies form the crux of this document, we've ensured that the learner is assisted further in their preparation by providing frameworks as a starting point, industry insights on current trends to complement a case's learnings. Additionally, knowledge sections and primers on finance and economics to serve as the building blocks of your business acumen, statistics to refresh your math, data-sheets to keep you updated. And, to cap it all off, personal and case interview preparation tips to supplement your problem solving skills

We strongly recommend case practice in groups of 2-4 people to be done multiple times on a weekly basis. Ensure that you take up both the roles, the interviewee's and the interviewer's, to better understand the dynamics of a case interview from both ends of the table. The case solving should be done by self, and the approach by the interviewee and key takeaways should be analyzed for learning purposes. Wherever possible, we've made sure to suggest alternate approaches and case facts to ensure broader learning.

Outside of just interview practice, we hope that this Casebook assists you in building an analytical stream of thought and structured approach to solving problems in general. Just as much as it stands true to solving a case, the journey of learning is often more important than the end result.

We hope that this book will help you fulfill your most sought-after endeavors! Happy Case Solving!

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ABOUT CONSULTING

CONSULTING PRIMER

What is Consulting?

Consulting involves providing advisory services to organizations to improve their performance or to assist them in dealing with business problems that may require special expertise. It provides a third party(outsider) perspective to business problems.You're gonna love consulting if you love brainstorming & solving real life business problems

The problem solving process is a series of analytics & structured approaches that involves primary and secondary research combined with business acumen & creative thinking.

In short, it helps companies, CXOs & other leaders with solving relevant business problems.

Key Working Areas

- **Strategy Consulting :** Services such as drafting & implementing business strategies, mergers and acquisitions, client strategy, organizational strategies, etc come under this part.
- **Management Consulting or Business Consulting :** Involves advice to management towards improving business strategies and operational processes.
- **Operations Consulting :** Includes improvement in the operations level(supply chain, outsourcing, etc) & performance in organizations.
- **Financial Advisory :** The segment covers services such as transaction services, risk management, actuarial valuation, tax advice, audits etc.
- **Human Resources :** Includes all advice and implementation activities related to human capital management and the HR departments.
- **IT Consulting :** A segment that advises companies on how to best use their IT infrastructure & suggests improvements.

Hiring Process

This involves three main parts:

Basic Filter: CV shortlistings, cover letters, HRQs, etc → Interviews: Few (generally 2-3) case interviews → Final Hiring call!

Qualities They are Looking For:

Problem Solving Skills

Analytical & problem solving abilities, business acumen & creative thinking. Usually tested in guesstimates and/or case questions.

Soft Skills

Communication & Presentation skills, ability to structure, teamwork etc. Usually tested in HRQs & case interviews.

Leadership & X-factor

Track record, extraordinary projects or achievements in CV. All of these skills can be highlighted through projects and/or contribution in events.

CONSULTING PRIMER

Business Analyst	Associate Consultant/ Consultant	Engagement Manager	Principal	Partner
• Pre-MBA Position • Responsibilities: Research, data collection & its analysis, documentation & deck making, financial models too(sometimes) • Tenure(Usual) - 2 years	• Post-MBA Position • Responsibilities: portion of consulting projects to work on, data gathering(a bit), managing few senior clients, leading analysts, problem solving. • Tenure: 2.5-4 years	• Project Managers • Responsibilities: Project leads, coordinate team's activities, relationship management, partner meetings. • Tenure: 2-3 years	• Associate Partner • Responsibilities: Client meetings, selling firm's expertise, development of staffs, oversight on projects, business development & frequent travels. • Tenure: 3-4 years	• Position at the absolute top of the hierarchy • Responsibilities: client relationship management, business growth, inspiring initiatives, firm's policy. • Tenure: NA

Problem Solving Structure (Example)

Project - Increase profits of a FMCG company.

Define & Identify:

- Increase profits by 15% by cutting costs & discovering new markets to increase sales.
- Proper understanding of the context & business is crucial.*

↓

Hypothesize:

- Better managed supply chain will reduce costs by 6-8%.
- Expansion to X market & y selling channel will help increase the sales.

↓

Analysis:

- Use critical data of the transportation & inventory management operations to identify potential flaws.
- Analyze market data for different geographies and selling channels & identify opportunities for the client.
- Understand the competitive landscape in the new markets & selling channels.

↓

Decision Making:

- Closing of some inefficient inventories & channels to cut costs, supply of goods based on estimated demand (data analysis)
- Setting up a new selling channel for expanding presence in identified geographies.
- Formulation of detailed sales & marketing plan.

↓

Implementation:

- Implementation of the recommended solutions. This involves a great deal of coordination between various stakeholders involved.
- Monitoring implementation & re-evaluation along the way is equally important to ensure success.

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ALL ABOUT CASE INTERVIEW

Structure of a Consulting Interview

In a case interview, a candidate is usually tested on these two parameters:

- Personality - Strength & weaknesses and if the candidate is suitable for the job(through HRQs)
- Candidate's problem-solving ability & analytical skills(through case questions)

HR QUESTION

The main aim is to judge the candidate's personality, strengths and weaknesses & to understand whether he would be a good fit for the role & the firm using behavioural and past work experience-related questions.

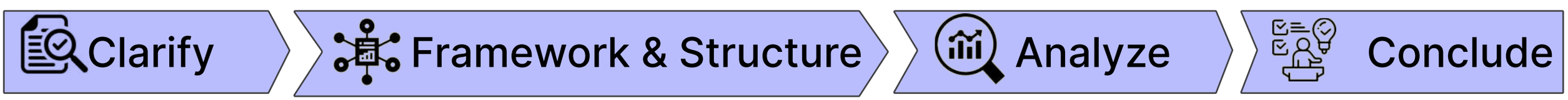
Case Questions -

Aim :

Case Questions are asked to gauge the candidate's analytical skills, creative thinking, problem-solving ability and general awareness of their surroundings. Apart from these, the candidate's soft skills are also tested.

Approach :

The standard approach to solving a case interview is to first understand the problem by asking some basic contextual questions, then lay out a roadmap(or structure), walk the interviewer through each step and then conclude by presenting logical solutions & suggestions.



Structure of a Consulting Interview

Understanding the context & problem statement

- A clear understanding of the problem statement is absolutely essential. Candidates can't afford to commit a mistake here.
- Ask clarifying & contextual questions to have a better understanding. Asking good clarifying questions at first would help you see the problem from a much better perspective & will also earn you brownie points.
- Interviewers won't give away all information at once. It's about a candidate's skills to squeeze out all the necessary information.
- Candidates must communicate & validate all the assumptions taken.

Framework & Structure

- Structuring involves putting all the data gathered together & make something out of it.
- Laying out an analysis framework helps the candidate be organised & at the same time, it provides a visual roadmap for both the interviewer and interviewee.
- Candidates should understand that there is no one perfect framework. Rather the framework they are using should be MECE; also it should be thorough but not wasteful.

Analysis of the case

- This involves synthesizing all the findings, squeezing out more info and making some sense out of it,
- Candidates should try to build a logic/theory consisting of various possible outcomes/reasonings, get their hypothesis validated and keep narrowing down the outcomes.
- Candidates should make sure to walk the interview through each step and ask well-directed questions to gather more info & to move in the right direction.

Conclude

- This is be a concise yet very crucial stage. Candidates should come up with logical suggestions for an implementation plan for the client & should also cite the reasons which led to this conclusion.
- One should also highlight any one action that the client should take to mitigate major concerns and should also mention the factors that the client should be aware of that may impact the recommendations.
- Quickly performing a sanity check, i.e. roughly evaluating the proposed solution(quantitatively), might earn you brownie points.

HR Questions

KNOW YOURSELF

- Develop that muscle to walk through the details of your resume and fill in the details.
- You will be asked about a lot of things on the resume. Be prepared to answer those. Why did you make the moves you have? What have been the most significant decisions you have made? Where were the challenges and where were the triumphs?
- Create a perfect story such that being in that firm seems like the **next logical step** in you career.
- Give them something to remember you by, some amazing life story, a skill that separates you from the rest, an unique talent that you might have.
- Learn to mitigate weaknesses in your skills or background., also learn the self-insight that is required to answer your interviewer's questions honestly and persuasively.

KNOW THE FIRM

- What does the firm pride itself on? Try to show those qualities in yourself For e.g. if a firm takes pride in doing ESG (Environmental, Social and Governance) Consulting, include some ESG projects in your resume and mention them in the interviews
- Research about the company and the interviewer. For example, if the interviewer has been recently promoted, ask the interviewer about their role and responsibilities, how the roles and responsibilities have changes since they got promoted or if the company has just mergered with any other company ask them how the company policies have changed internally
- If the interviewer specializes in that sector, talk about your experience in that sector and take their opinions on your projects in that sector and certain disruptions or trends that can symbolize the sector recently. For eg if the interviewer has a lot of interest in the e-commerce industry, mention your take on the trends in the industry like horizontalization, verticalization or cross sales and also take their opinions on the same.
- Know the basics of the company like where they are located and how they are structured. If unclear, ask do show some initial understanding though
- Knowing the firm will help you a lot in articulating the why questions, "why do you want to work in our firm", "why do you think you are a good fit for our company"
- Highlight the values of the firm, show them you are a perfect fit for the firm. If it is a firm that values an entrepreneurial mindset, highlight that you have tinkered with the ideas, and have a keen interest in startup space

HR Questions

OBSERVE WELL

- Hints and clues are everywhere. Be on the lookout for them.
- The moment you walk in the office start observing, try to pick up any information that you can.
- Look for the **buzzwords** the company use to define themself and try to include them in good things about you, but be ready to justify them as well.
- Pay attention to the interviewer, things like what makes them look interested?, what do they ask you to elaborate on?
- If you mess up, listen for a chance to show your skills at a later point

WHAT THEY ASSESS?

- Story telling - As Tyrion Lannister once said " There is nothing more powerful than a good story", especially as a consultant the storytelling skills are very important and they will be looking for them during the personal interview
- Structure and articulation is very important for a consultant when they have to present to the clients and the interviewer will be looking for it not only during the case questions but also during the personal interview.
- The most important thing that they will be looking for is the ability to perform well while put under the cosh. They will put you in tough situations during the personal interviews just to see how adept you are at navigating through difficult scenarios.
- They also seek answers to questions like Can you make things happen? Are you goal-oriented? Is it you who has been on the driving seat of your life?

"WHY?" QUESTIONS

- These questions test your ability to reason and come to a quality conclusion.
- Your interviewer may also use these questions to test for the consistency of your responses.
- You can form a comparison between the positives and negatives of the options you had while making the choice.
- Know your resume in and out and be prepared for follow-ups to any information you reveal in your conversations with the interviewer.
- While preparing, ask "why" about all the facts on your resume and any major events in your life story that you have elucidated on in the personal round

HR Questions

TELL ME ABOUT YOURSELF

- This, most probably, will be the first question they ask you and also the one which answers what they want to know about you the most. So, it is of great importance that you put forward a coherent, compelling, and compact story for yourself through this.
- Stop from rambling about unnecessary points and talk about stuff that moves the needle. Don't stretch the answer by including irrelevant things.
- Describe your life's wants, goals and your resulting accomplishments. Tell your story in such a way that it seems that you are the one who led your life.
- Give the interviewer something to remember you by, some unique thing about you, some thing that distinguishes you from all the other interviewees.
- Dont just show the smart side of yours also show them the creative, well thought and well mannered side of yourself.

CLOSING THE INTERVIEW

- You will be aksed "Do you have any questions for us"
- Be ready to ask two to three intelligent questions that shows your interest and preparation and provide you with any information you think you need
- Dont ask something that is too obvious in the brochure or web page
- State that you look forward to a follow-up interview or to recieving an offer from the firm Ask for the job
- Ask when you can expect a phone call with the results of the interview. This way you will be able to ask for a feedback about your performance in the interview
- Never ask, "How did I do?" directly
- Use this opportunity to showcase your knowledge of the firm by mentioning questions pertaining to a recent merger that might have taken place, clarify the roles and responsibilities associated with the role, etc.

HR Questions

COMPETENCY BASED QUESTIONS

Be prepared for competency based questions around work-ethic, leadership, accountability, ownership, etc. Examples of such questions are enumerated below:

- Recount an incident types questions like recount an incident that shows you are a team player, recount an incident that shows you are a good leader, etc.
- Have some stories ready that can fit in more than one such incident e.g. there will be some stories that shows you both as a good leader and as a good team player.

STRENGTHS AND WEAKNESSES

- Clearly identify your greatest strengths
- State the strengths that has direct relevance in you being a great consultant.
- Identify a weakness that can be perceived as a strength but don't be too obvious saying things like, “I tend to work too hard”
- State a weakness that you can fix or a weakness that won’t directly affect you in the job that you are applying for. Don't say you don’t like long hours, traveling or working with people
- Whenever you mention a strength, try to back it up with an anecdote from your life exhibiting that particular strength.
- Whenever you mention a weakness, mention that you identified it as a pressing problem and you are working on it. For example, I recognized that public speaking was somewhere where I had room for improvement and following that realization, I’ve enrolled for certain courses and have attended multiple workshops
- Dont cough up a huge list of weaknesses

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SUPPLEMENTING YOUR TOOLKIT

Ask Preliminary Questions

Preliminary questions carry a two-fold purpose

- Understanding the problem at-hand better
- Seeking more pieces of information regarding the case

They help a candidate in identifying the scope of the problem and the solution expected from them, as well as gauging the situation of the client in-depth It's recommended that the candidate tries to cover the following two buckets of preliminary questions while seeking more information:-

Defining the objective : Problem statements provided during the case often leave the candidate oblivious to a vital piece of information
For example, consider the following case, "Your client is a daily-use electronics manufacturer which has been facing stagnation in growth of sales. Identify why"
A candidate can uncover the treasures of hidden information by iterating over the case statement and identifying certain keywords.

What are daily-use electronics? What does the company manufacture within this?
Who is the company selling to? How do we define "growth" in sales?
What do we mean by stagnation?
Since when is this happening?
Why is it a problem if the company is facing stagnation in growth of sales?

Another way to better understand the problem is to use the 5W1H framework (What, Why, Where, When, Who, How) to clearly define all the key aspects. Most importantly, fully clarify any new piece of information that you come across.

Analyzing the company : Now that a thorough understanding of the problem has been established, it's important to uncover the other pieces of information critical to the case. These can typically be categorized into the following four types, depending on the client :

- **Product** : The candidate should know what exactly the company sells. What's the product mix like? What problem is the product trying to solve?
- **Value Chain** : How is the product/service being developed? What are the various steps involved? Who are the stakeholders? Who are the customers?
- **Industry** : What's the industry landscape like, is it a monopoly or a perfect competition? If competition exists, then how differentiated are their products/ services?
- **Geography** : Understand where the company is located, where it manufactures its products, where the distributors and customers are located, etc.

Breadth and Depth

Drafting an overall strategy and mini-strategies

Overall strategy

After the preliminary questions have been answered, a scope has been agreed upon. Use the breadth then depth strategy mentioned below to convey the same. Once you relay the strategy to the interviewer, they can correct you if need be and you'll be on the same page

For example, if you have to go about assessing the possibility of setting up a pet store in Delhi. How you can go about detailing the overall strategy, you can begin by saying that my objective is to assess whether the company should open a pet store or not. To assess this, I'll first look at the financial feasibility of such a venture and then suggest the GTM. Then, you can individually highlight what you'll do for each specific bucket

Mini-strategies

For the sub-sections, ensure you highlight what you'll be covering. So, it would look something like this

In assessing the financial feasibility, I shall estimate the profits, for which I shall look at revenue and costs. In revenue, I shall look at the market size, market share, and product lines. In terms of costs, I'll look at fixed and variable costs

Discussing your mini-strategies and takeaways with the interviewer ensures that you proceed in the right direction, and keeps the interviewer engaged.

Breadth then depth :

While conveying an overall strategy, it is generally utile to follow the breadth then depth approach. In this approach, you begin by detailing the breadth of the structure you'll be following to solve the case and then, after clarification from the interviewer you focus on an individual subsection of all the possible verticals.

In a nutshell, we provide the interviewer a bird's eye view of the approach first and follow that up by looking at the range of possible solutions in a specific bucket.

EXAMPLE-

Assume that a major airline's revenue decline, and ithe major sources of revenue are ticket sales and in-flight services.
So you can convey the structure by saying that on the revenue side, I'll be looking at ticket sales and in-flight services, with ticket sales looking at volume, type of ticket, frequency, and % occupancy, and in-flight services looking at meal categories, airport lounge services, and so on. In this manner, you can detail the approach by first focusing on the breadth or different categories of solutions, and then on the depth or individual factors of a particular bucket.

Pareto Principle or 80/20 Rule

What?

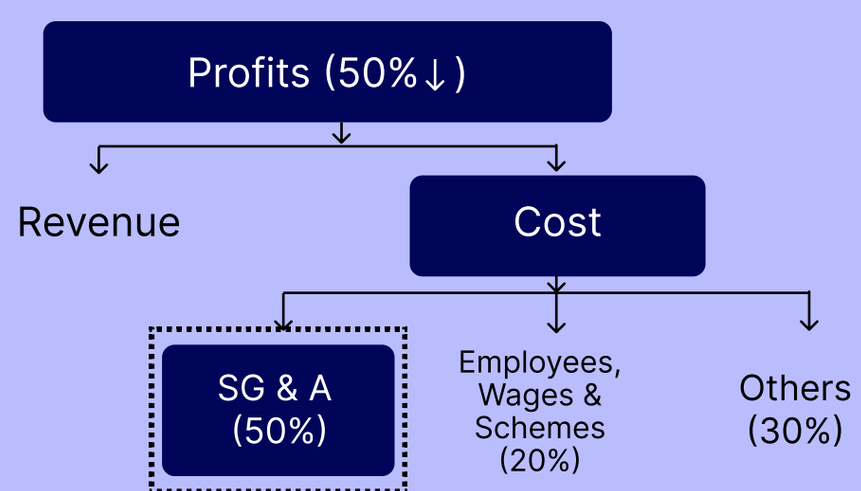
The 80/20 rule states that 80% of outcomes of a given situation result from 20% of the inputs. In other words, we can say that weight isn't uniformly distributed all across the board, and there are some aspects of a problem that carry more weight than the others.

Why?

Using the 80/20 rule becomes a crucial aspect of approaching a case in the consulting world because of limited resources (cost and time) and scarce human capital. Thus, it is a good rule of thumb to integrate the 80/20 rule into your toolkit for dissecting problems

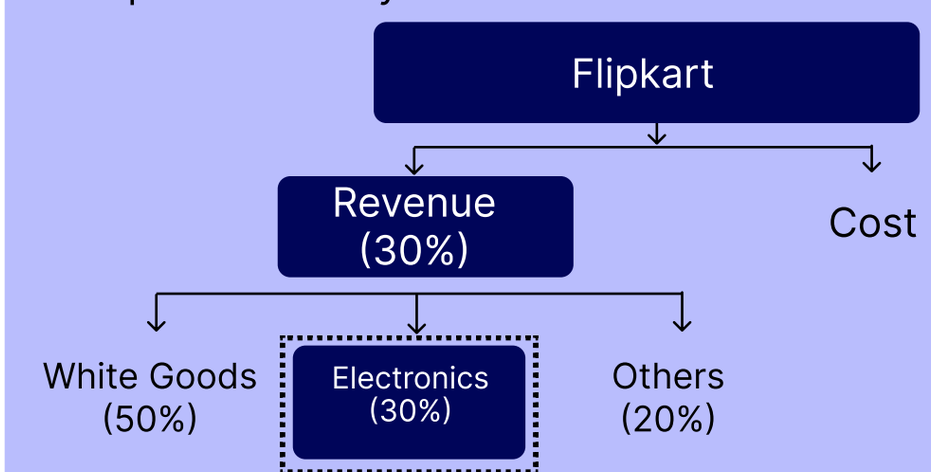
EXAMPLES

Let's say company X has seen a decline in profits by 50% over the past year. You are to identify why and suggest recommendations. After your clarifying questions, you understand that SG&A (Selling, General, and Administrative) costs comprise 50% of costs incurred by the company and employee wages & compensation schemes comprise 20% of the costs.



We will be considering SG & A for our analysis as it has 50% to the overall cost.

But, trends matter the most when it comes to problem-solving. For instance, let's say Flipkart has undergone a decrease in revenue by 30%, and 50% of the revenue comes from white goods (large household appliances like microwave ovens, washing machines, etc), but after clarification, you understand that 30% of Flipkart's revenue comes from electronics and the sales of electronics have gone down by 80%, whereas sales of white good appliances have plummeted by 20%.



Even though Electronics has only 30% contribution to the revenue but as the sales have gone down by 80% we will focus on this segment.

Mece and Mathematical Formulation

Often in different case themes, we have to drive the interview in a specific way to get to the root cause or the localised issue at hand. Various tools can be used to this end that enable us to get to the problem in a structured and reiterative manner.

MECE (Mutually Exclusive and Collectively Exhaustive)

What is MECE?

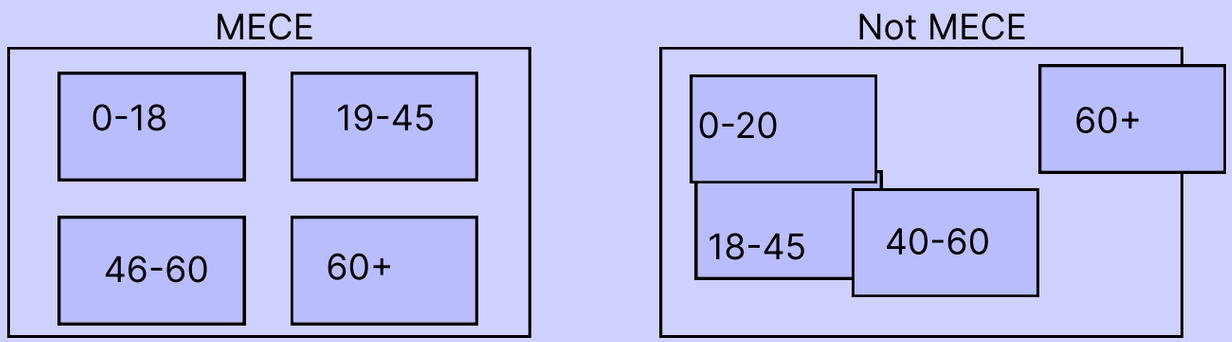
The MECE principle suggests that in order to break any problem, it should split into smaller buckets that are

1. Mutually Exclusive: All subproblems fit into different categories, i.e. they should be independent of each other.
2. Collectively Exhaustive: All subproblems put together should completely define the scope of the original problem.

Why MECE?

Being MECE in their approach helps candidates in breaking complicated problems into simple chunks assisting them in identifying the root cause without the possibility of any duplication

EXAMPLE



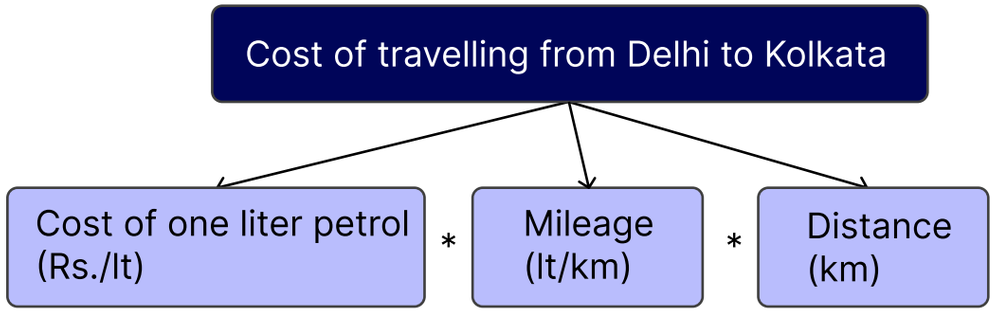
Consider the case of estimating the number of cycles in India. The population of India, in this case, can be split on the basis of various age segments such as 0-18, 19-45, 45-60, 60+ to simplify the challenge of figuring out the proportion of the population that owns cycles.
Similarly, MECE splits can be drawn on the basis of gender, rural/urban, product segments, etc. depending on the case at hand.

Mathematical Formulation

The process of mathematically breaking down various case-affecting factors to quantitatively gauge them and drill down to the root cause of the problem in a highly precise manner.
So is possible due to the MECE nature of mathematically breaking down things into formulae, where each individual component can be assessed independently and can hence assist the interviewee in going a level deeper in an efficient manner

EXAMPLE

if one were to estimate the cost of travelling from Delhi to Kolkata, they could break the cost into [Cost of one liter petrol (Rs./lt) * Mileage (lt/km) * Distance (km)]. Further, each of the three components can be assessed individually to analyze which factor is causing change in costs



How to Synthesize a Case

So, you've done everything right up until now. Asked the right preliminary questions, laid out a good structure. But, a strong synthesis serves as a make or break. So, let's look at how to properly synthesize the case. Here are two things that you should adhere too.

1. While summarizing the case be extremely crisp about the details of the case and mention them in a top-down format without going into the thick of it
2. Remember two things while suggesting actionable recommendations for the case

Synthesis

Categorization on the basis of time period:

Instead of just plainly listing out what can be done, it's important to signify the time frame and when it can be done.
For example it would look something like this, I think we can do X in the short term and then consider Y in the long term in order to address the situation

Prioritization of proposed suggestions:

This is something that will separate you from the bunch. While suggesting solutions, ALWAYS prioritize.

Communicate to the interviewer that we should act on this first, followed by this and then the next thing

Problem Isolation Tools

Competitive Benchmarking

Benchmarking with competitors comes in extremely handy and is a very useful tool in your arsenal. It ensures that you don't fall behind or fall short in terms of things like supply chain, tech stack, inventory management, direct, and indirect costs and other facets.

Top Players	Inbound Logistics	Operations	Outbound logistics
HEROelectric, OKINAWA, AMPERE	• Benchmarking Storage expenses • Benchmarking Inventory Management infrastructure and expenses	• Comparing margins across raw materials in sourcing, etc.	• Comparing logistics partners across volume, type, and the extent to which they push individual brands

EXAMPLE

An example of the competitive benchmarking of neckbands in terms of sourcing, supply chain, market share (Volume and GMV) can be carried out between JBL and boAt to understand the competitive landscape

Brand	Wearables (Market Share)	Hearables (Market Share)
boAt	34.3%	42.8%
NOISE	11.5%	8%
ONEPLUS	8.7%	4.5%

Similar competitive benchmarking can be carried out for Average order value (AOV), frequency and volume of sales, along with gross margins and product cost build-ups

Company-specific or Industry-Wide Segmentation

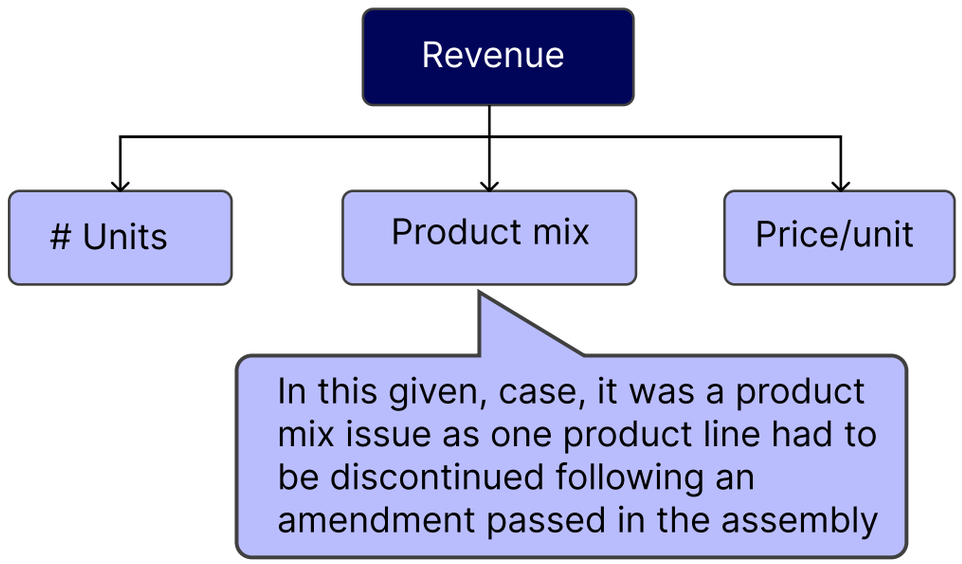
The Company-specific or Industry-wide segmentation essentially provides direction to the interviewee to then proceed with the case.

Carrying out a company-specific or industry-wide segmentation, enables us to understand the market well. It expedites the case-solving process and improves drill speed in arriving to the solution.

EXAMPLE

Revenue = (#Units) * (Product Mix) * (Price/Unit)

Now, through a company-specific and industry-wide segmentation, you get to know that it is a product mix issue with one of our product lines shutting down and that is an industry wide issue owing to a legislative amendment passed by the constitution that prohibits the sale of that product line.



In the above example, it gave us the conclusion that all companies had to discontinue that product line thereby the interviewee can analyse that and prioritise that issue in the remainder of the case.

Building a Business Acumen

What is business acumen?

The ability to understand how businesses operate, their problems and the WHY behind the organization.

How will it help you?

An interviewee needs to understand the business, its customers, its model, among many other things, to be able to appropriately structure their approach and provide sound recommendations.

How to build an acumen?

Step 1 : Pick any industry that you like. It could be something that excites you, you wish to understand better, or you've worked on in the past. In the same industry, pick 5-6 companies (preferably the biggest in the industry for beginners)

Step 2 : Research on the 5-6 companies you've picked. This is to understand their businesses better. It can be done by tracking their stock movement and analyzing the related news pieces.
Carry this on for 3-4 months. While it might seem mundane at first, soon you'll start understanding the functioning of the industry and the standard operating model.

Step 3 : It's time to apply your knowledge. There are two ways to do this. Take up the aforementioned Step 1 and 2 with your friends and have regular group discussions on the same. Case competitions can also be a great way to upskill yourself further in the relevant industries.

Step 4 : Make projects and do internships. Experiential learning will overshadow any theoretical learning that you can take up.

THE BUSINESS CLUB

GUESSTIMATES

HOW TO APPROACH GUESSTIMATE

Guesstimation is the estimation of a 'number' or a 'market size ' of a certain product using very limited information. A guesstimate question aims to test a candidate's logical thinking and reasoning acumen, basically qualitative and quantitative skills. Apart from problem-solving, communication and presentation skills are also very crucial while solving a guesstimate.

Guesstimate is not about finding the right and precise answer but more about the approach used to find the answer. The goal is to make reasonable & logical assumptions and even if you are slightly off, that is perfectly fine.

The following methodology should be used while solving a guesstimate:

CLARIFYING QUESTIONS

Ask a few preliminary questions to understand the problem. Look at the problem from a bigger perspective & take some time to gather your thoughts.

ANALYZE & STRUCTURE

Try to relate the info provided with day-to-day knowledge, make realistic assumptions & try to prepare a structured approach by breaking down the problem into workable segments/demographics.

VISUAL MECE STRUCTURE

Use tree diagrams & visuals while segmentation and make sure to check if your approach & segmentation is MECE & discuss that with your interviewer & then proceed for your conclusion.

CONCLUDE

Mentally double-check the 'guesstimated values' that you will apply to the pieces of the calculation you developed. Ask to perform a sanity check (that would get you brownie points)

Handy Tips:

- Use well-rounded numbers that are easy to work & communicate with
- Remember and use standard divisions based on demographics(income, age, gender, geography, etc).
- Avoid guessing any data if you're not sure, just ask it. At least confirm it.
- Make it engaging, talk through the steps, and convey all the assumptions and the overall approach. No awkward silences!
- Never start solving without discussing your approach.
- Keep your worksheet neat & organized and don't use too much text.
- Always ask to perform a sanity check at last.

HOW TO APPROACH GUESSTIMATE

Top Down Approach

Start with the largest universe possible, apply required conditions & filters and break it down into workable segments or demographics.

Keep in mind the following segments:

- Demographics(Age, income, gender, rural-urban, etc)
- Weekdays vs Weekends, Peak vs Non-peak(Timings)
- Occupancy rate
- Replacement Frequency

Bottom Up Approach

Start with some small figures, focus on micro attributes, find replicable blocks and then move towards the general and scale up.

For Example:

- Start with detailed products/services information
- Take into account the volumes & prices
- Then scale up to say, revenue.

Demand-side Approach

Market sizing using the demand size approach involves the estimation of end consumers to whom products or services will be sold & the quantity consumed by them.

Variables to be considered:

- Demographics-based segmentation.
- Frequency of replacement.
- Seasonality.

Supply Approach

The supply-side approach works better in clarified environments. When the target consumer base is highly fragmented/ the numbers are non-computable, then this approach is considered.

The supply-side approach involves the following methodology:

- Looking at the market share & volume sales of competitors.
- Sales growth trend & level of market saturation.
- Retailer & Distributor segmentation.

HOW TO APPROACH GUESSTIMATE

Bottleneck Approach (Unconventional)

Used by targetting the most fundamental thing in the operational flow of information, flow and goods, controlling/restricting the demand & then forming a structure on it.

It is an unconventional approach yet a very effective one.

The methodology:

- Find the step in the flow which is getting self-constrained (the bottleneck)
- Segmentation (Peak vs Non-Peak, demographics) and Structure
- Assumptions & Calculations

EXAMPLES:

- Seating Capacity in a McDonald's outlet is a constraint (bottleneck) for them & can't be helped
- The maximum no. of Pani-puris a seller can sell in a fixed duration is constant, irrespective of the demand
- The max number of flights that can take off from a runway is fixed

GUESSTIMATE | GROWW 1 (1/2)

Estimate the number of Ola cabs needed to serve the people of Delhi daily.

To clarify the scope, should I focus only on Ola cabs, or should I also include other cab services like Uber, private taxis, and auto-rickshaws?

For this guesstimate, let's focus only on Ola cabs.

Got it. Should I estimate this based on the number of trips per day, or focus on the number of people using Ola cabs?

Focus on estimating the number of cabs based on how many people use Ola cabs daily.

Understood. My approach will be to estimate the total number of people using cab services daily in Delhi, then segment how many use Ola specifically. After that, I'll calculate the number of people a single Ola cab can serve in one day and determine how many cabs are required. Does that sound like a good approach?

Yes, that's a good approach. Proceed.

First, I will estimate the total population of Delhi, which is around 30 million. Out of this population, I'll assume that 70% belong to the upper and middle class, as they are more likely to use cabs, i.e. 21 million people.
Since Ola is a smartphone-based service, I'll now estimate how many people from this group use smartphones. I'll assume that 80% of the upper and middle-class population owns smartphones, that makes 16.8 million people.

Next, I'll assume that 30% of these smartphone users use cab services regularly. This gives us 5.04 million people. Does this estimation seem fine so far?

Yes, continue.

Now, out of these 5.04 million cab users, I'll assume that people are divided among Ola, Uber, and other cab services (including normal taxis and auto-rickshaws). Let's assume 2 million people use Ola, 2 million people use Uber or other cab apps and 1 million people use traditional taxis and auto-rickshaws. Does this distribution look acceptable?

Yes, that's a reasonable assumption.

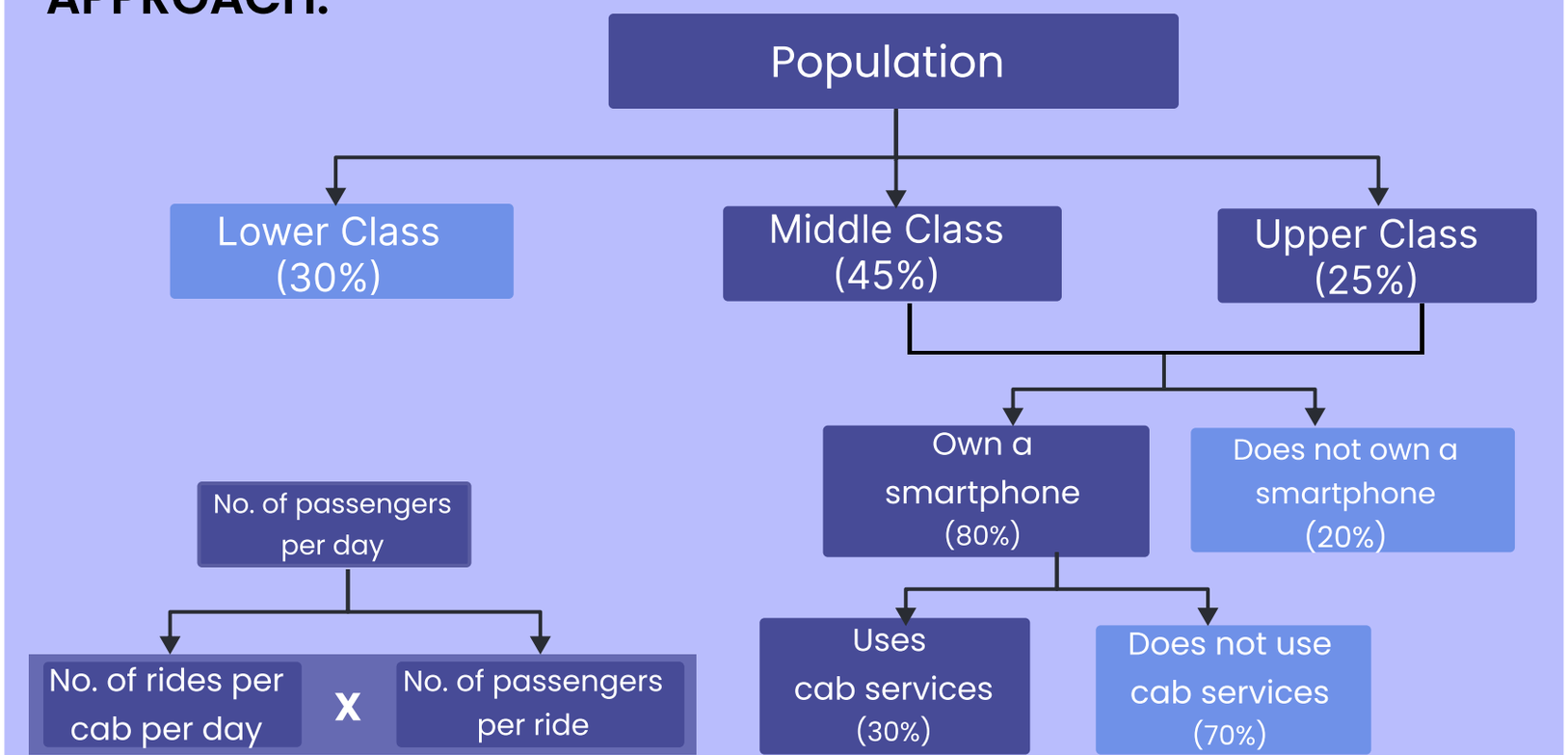
Next, I need to estimate how many people one Ola cab can serve in a day. Let's assume each cab makes 11 trips daily and on average, 2 people use the cab per trip. Thus, each Ola cab can serve 22 people per day. Now, to calculate the number of cabs needed, I'll divide the total number of Ola users by the number of people one cab can serve per day. Since we estimated there are 2 million Ola users, Number of Ola cabs needed ≈ 90,909 cabs. To round it off, we can assume **around 100,000 Ola cabs** are required to serve the people of Delhi daily. Does that final number seem appropriate?

Yes, that approach seems logical, and the final answer is reasonable. We can close the case here.

GUESSTIMATE | GROWW 1 (2/2)

PROBLEM STATEMENT: Estimate the number of Ola cabs needed to serve the people of Delhi daily.

APPROACH:



CASE FACTS:

- **Cab Capacity** : On an average 11 trips daily implying 22 passengers per day
- **Cab User Estimate** : Upper and Middle Class (70%), own a smartphone (80%) and use cab services regularly (30%) implying 5.04 M (5M)
- **Market Distribution** : Ola (2M) + Uber or other cab apps (2M) + other cab services (1M)
- **Final Estimate** : 100,000 Ola Cabs per day

KEY TAKEAWAYS:

The approach began with estimating the total population of Delhi and focusing on the segment most likely to use cab services, which included the upper and middle-class individuals.
This targeted demographic approach is crucial for accurate market sizing.

GUESSTIMATE | GROWW 2 (1/3)

Estimate how many users of Groww invest in stocks.

To start, could you give me an estimate of how many total users Groww has?

Sure, around 60 million people use Groww. The gender split is approximately 40 million male and 20 million female.

Got it. To move forward, I'll segment these users into different age groups and analyze their investment preferences by age. Does that sound good?

Yes, that sounds like a logical approach.

I will divide the users into three age groups: 18-25 years, 25-45 years and 45-60 years. Here's my reasoning:-

- 40% of the users will be from the 18-25 age group because millennials are tech-savvy, have access to the internet and are more likely to have heard about Groww.
- Another 40% of the users will fall in the 25-45 age group. This group is also tech-friendly and inclined to use online platforms for investing.
- The remaining 20% will belong to the 45-60 age group, who tend to prefer traditional and more established brokers.

Does this age segmentation seem reasonable?

Yes, go ahead with that.

Now, for each age group, I'll apply the gender split you provided earlier. The next step is to determine how risk preferences vary across the age groups.

I'll make the following assumptions based on typical investment behavior:

- 18-25 years: This age group is generally more focused on short-term gains and is willing to take risks. I'll assume 80% of these users invest in stocks, while the remaining 20% prefer safer options like mutual funds.
- 25-45 years: This group is more likely to be planning for stability, so I'll estimate that 60% of them invest in stocks and 40% choose mutual funds or other safer investments.
- 45-60 years: This group already has significant financial stability and tends to avoid high-risk investments. I'll assume 40% of this group invests in stocks and the remaining 60% go for safer investments.

Does this breakdown of risk preferences seem appropriate?

Yes, those assumptions are reasonable.

Now, let's calculate the number of stock investors for each.

Age Groups	% of Groww users (A)	Likely to invest in stocks (B)	No. of users (60Mn x A x B)
18-25y	40%	80%	19.2 million
25-45y	40%	60%	14.4 million
45-60y	20%	40%	4.8 million

Do these calculations seem correct?

GUESSTIMATE | GROWW 2 (2/3)

Yes, those numbers look correct. Please continue.

Finally, I'll sum up the number of stock investors across all age groups:

- 18-25 years: 19.2 million stock investors.
- 25-45 years: 14.4 million stock investors.
- 45-60 years: 4.8 million stock investors.

So, the total number of Groww users who invest in stocks is approximately:

- 19.2 million + 14.4 million + 4.8 million = **38.4 million stock investors.**

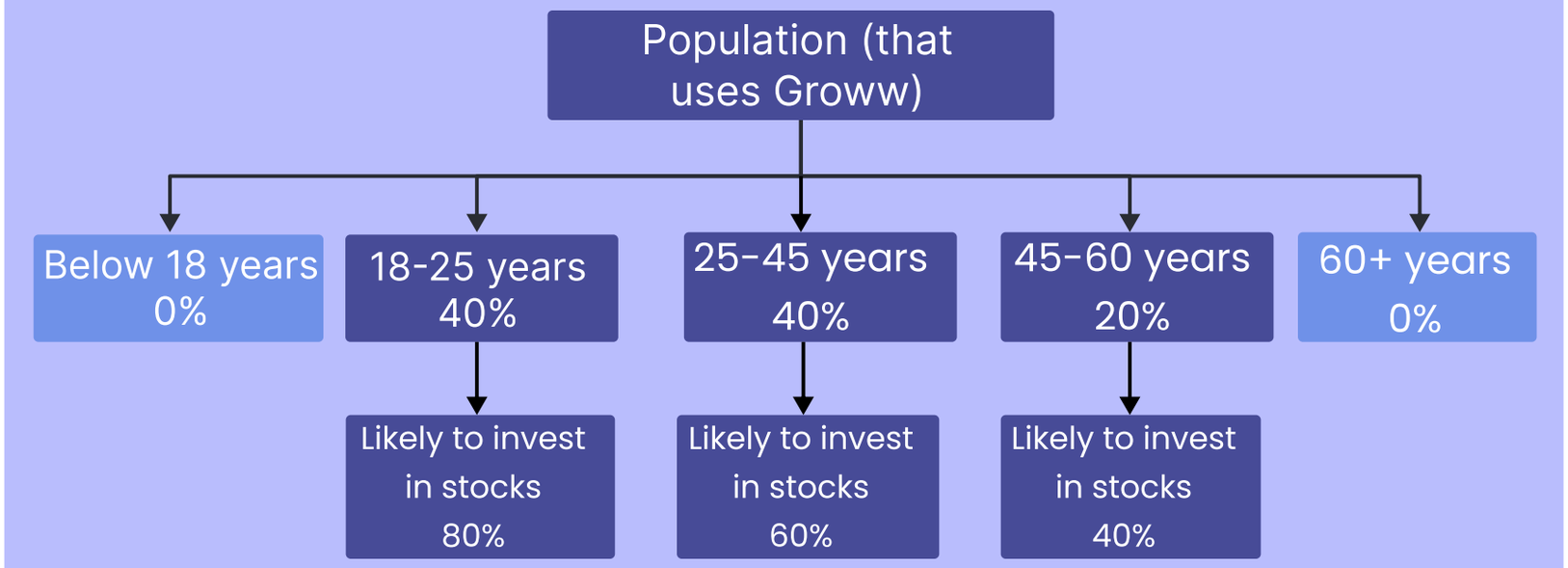
Does this final number seem appropriate?

Yes, the approach was logical, and the final result seems reasonable. We can close the case here.

GUESSTIMATE | GROWW 2 (3/3)

PROBLEM STATEMENT: Estimate how many users of Groww invest in stocks.

APPROACH:



CASE FACTS:

- **Total Users:** There are around 60 million people currently who use Groww.
- **Gender split:** The gender division is pproximately 40 million males and 20 million females.
- **Age distribution:** Groww users are divided into age groups of:-
  - 18-25y (40%)
  - 25-45y (40%)
  - 45-60y (20%)

KEY TAKEAWAYS:

1. **User Segmentation by Age:** The approach divides Groww users into three age groups and assumes different investment behaviors based on risk tolerance, with younger users being more inclined to invest in stocks.
2. **Risk Preference Assumptions:** Each age group has a defined stock-investing percentage based on typical risk preferences, leading to targeted calculations for stock investors.

GUESSTIMATE | SPRINKLR 1 (1/3)

Estimate the number of laptops sold in Delhi every day.

To define the scope of this problem, I'd like to clarify a couple of aspects: Do we focus only on individual consumers or also include institutional buyers, such as companies and schools?

For this guesstimate, let's focus on individual consumers in Delhi.

Understood. Additionally, should I focus on the entire population or restrict my analysis to specific age groups, like working professionals and students?

Let's focus on the working-age population, between 18 and 45 years.

Got it. Finally, are we interested in just the total population, or should we also consider economic factors that influence the likelihood of purchasing laptops? For example, income distribution plays a major role, as people from higher-income segments are more likely to afford laptops frequently.

Please take into account economic factors, such as income groups. Now kindly proceed with the approach.

Perfect! This will help us focus on the segments that are more likely to purchase laptops. Now, I will proceed by breaking the analysis into three main parts:

1. Defining the Target Population

Delhi's population is around 30 million. I'll focus on the working-age group (18-45), including students, professionals, and young families—likely laptop buyers. Can I estimate this group makes up 70% of the population.

70% seems reasonable. Continue.

Great! This gives us a target population of 30 x 0.7 = 21 million people.

2. Segmenting by Income Group

I'll segment the target population by income, as it impacts purchasing power. I propose four groups: Lower Class (30%), Lower middle class (30%), Upper middle class (20%), Upper class (20%). These reflect typical urban income distribution, with more lower-middle-income individuals and fewer higher-income earners. Does this split seem right for Delhi, or would you adjust it?

This classification seems fine. Proceed.

Great! I'll now focus on the segments most likely to buy laptops—the lower middle class, upper middle class, and upper class segments. This would exclude the lower class, as they are less likely to afford laptops. Therefore, we will target 70% of the working-age population:
$21 \times 0.7 = 14.721$ million potential buyers.

GUESSTIMATE | SPRINKLR 1 (2/3)

Great! How will you calculate the number of laptops sold next?

To estimate new laptop buyers, I'll assume a portion of the target population already owns laptops, reducing potential new buyers. Based on urban trends, I estimate 70% of the lower-middle, upper-middle, and upper classes already own laptops. This leaves a segment of potential new buyers. Does this 70% ownership assumption match your view, or would you suggest a different estimate?

Yes, that seems like a reasonable estimate. Continue.

Thank you. So, this means that 30% of the remaining population could be potential new buyers.
Calculating the number of people without laptops:
14.7×0.3=4.41 million people.
This represents individuals who don't own a laptop but may be looking to buy one. Next, I'll estimate how many would choose laptops over desktops or tablets. I assume 80% will opt for laptops, as they offer more flexibility and are more popular among students and professionals, while 20% might prefer desktops for office or home use. Does this assumption seem reasonable to you?

Yes, it's reasonable to assume a majority will opt for laptops.

Perfect! So, applying that to our previous calculation, the number of potential new laptop buyers will be:
4.41×0.8= 3.528 million people.

Sounds good. Now how will you calculate the daily sales?

To determine the number of laptops sold daily, I will spread the 3.528 million new buyers over a year. It's reasonable to assume that these purchases would occur gradually, and not all at once, so dividing the total number of buyers by the number of days in a year will give us an estimate of daily sales.
Assuming 365 days in a year, the daily sales would be:
3528000÷365≈9,660 laptops per day. For simplicity, I will round this to **approximately 10,000 laptops** sold per day in Delhi.

That looks good! Would you like to refine any part of your assumptions?

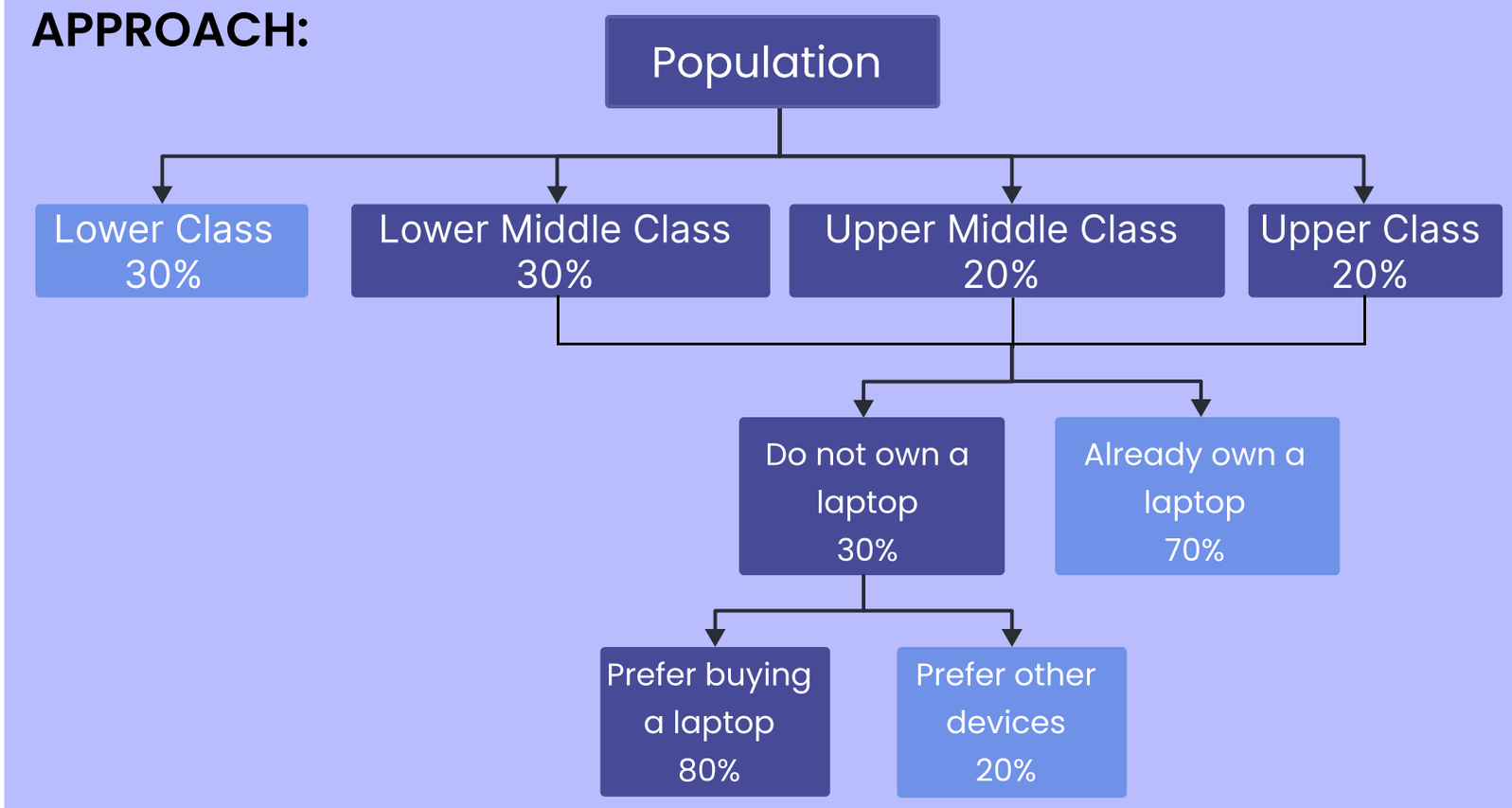
I think this approach is quite reasonable. One refinement could be to account for seasonal spikes in demand, as you suggested, but even without doing that, I believe this estimate provides a close approximation of daily sales. Should we conclude with this number, or would you like to explore other potential refinements?

Yes, this approach seems solid. We can close the case here.

GUESSTIMATE | SPRINKLR 1 (3/3)

PROBLEM STATEMENT: Estimate the number of laptops sold in Delhi every day.

APPROACH:



CASE FACTS:

- **Age consideration:** The guesstimate was focused on a particular age group, which was between **18 and 45 years of age**.
- **Population Division**: Population division was taken to be Lower class, Lower middle class, Upper middle class, and Upper class.
- **Preference**: Buyer preference of selecting a device was taken into notice.

KEY TAKEAWAYS:

1. Segmentation: The approach focuses on the working-age population. It further segments by income groups, targeting the middle and upper classes as potential laptop buyers.

2. Estimation of Potential Buyers: The calculation assumes 30% of the target group are new buyers, with 80% opting for laptops over other devices. By spreading these sales over 365 days, the approach estimates approximately 10,000 laptops are sold daily.

GUESSTIMATE | SPRINKLR 2 (1/3)

There is a 20-story building. How many lifts would you build for smooth functioning?

Before diving into the solution, I'd like to clarify a few points to understand the context better. Are we considering residential buildings only, or does this building serve commercial purposes too? This could impact the type and frequency of lift usage.

For this case, let's assume it's a residential building.

Got it. Next, are there any specific timeframes where lift usage is expected to peak, such as mornings when people are heading to work, or in the evenings when they return?

Yes, consider peak hours to be during the morning and evening.

Understood. Lastly, should I factor in any specific building policies, such as exclusive service lifts for maintenance, or should I focus solely on the passenger lifts for residents?

Let's focus only on passenger lifts for residents.

Great! With that information in mind, I'll proceed with the analysis. I'll begin by estimating the population in the building and the likely demand for lifts during peak hours.

I assume there are 8 flats per floor. Does this assumption align with the building's design?

Yes, 8 flats per floor is correct. Continue.

I'll assume the average family size is 4 people per flat, giving us 32 people per floor. With 20 floors, the total population of the building would be 32 x 20 = 640 people. People living on the bottom floors typically prefer taking the stairs, so we can exclude the first few floors when estimating the number of people who rely on the lifts. Would excluding the first 2 floors seem reasonable to you?

Yes, excluding the first 2 floors sounds good. Continue.

Great! So, this leaves us with 18 floors relying on the lifts. The population on these 18 floors would be: 32 x 18 = 576 people who will regularly use the lifts.

That makes sense. How will you account for peak-hour demand?

To estimate lift usage during peak hours, I'll make some assumptions about the demographics of the residents. Let's assume 20% of the residents are working adults, and another 20% are children going to school. These groups are likely to use the lifts during the peak hours (morning and evening). Does this distribution of working adults and children seem reasonable?

GUESSTIMATE | SPRINKLR 2 (2/3)

Yes, 20% for both categories seems realistic for a residential building.

Perfect. So, 40% of the residents will use the lifts during peak hours. Calculating the number of peak-hour users: 576 x 0.4 = 230.4 people, which I'll round to 240 people.
Next, I'll assume each lift has a capacity of 15 people, a typical size for residential buildings. Does that capacity seem appropriate to you, or should we adjust this?

Yes, 15 people per lift is a fair assumption.

So, to accommodate 240 people during peak hours, the building would need: 240/15 = 16 lifts to move everyone in a single trip.

16 lifts seem quite high for a 20-story building. How will you address this?

You're absolutely right. Installing 16 lifts would be impractical due to high installation and maintenance costs. Instead of providing 16 lifts, I'll consider operational efficiency. Since lifts can make multiple trips during peak hours, we can manage the crowd more effectively without such a high number of lifts. Let's assume that a lift takes approximately 2 minutes to complete a round trip (including time to load and unload passengers).

Now, I'll reduce the number of lifts to 6, each with a 15-person capacity.
Operational Efficiency:
If each lift can carry 15 people per trip and it takes 2 minutes per round trip, we can calculate how many people can be transported during the peak hour. With 6 lifts, each making multiple trips, we would have a capacity to transport: 6 lifts x 15 people = 90 people per trip. In an hour, each lift can make roughly 30 trips (2 minutes per round trip). So, 90 x 30 = 2,700 people per hour, which is far more than the 240 people needing lifts during peak hours. Since the lifts can handle significantly more traffic than required, having 6 lifts should comfortably manage the crowd while considering cost and efficiency.

Great! So, what's your final recommendation?

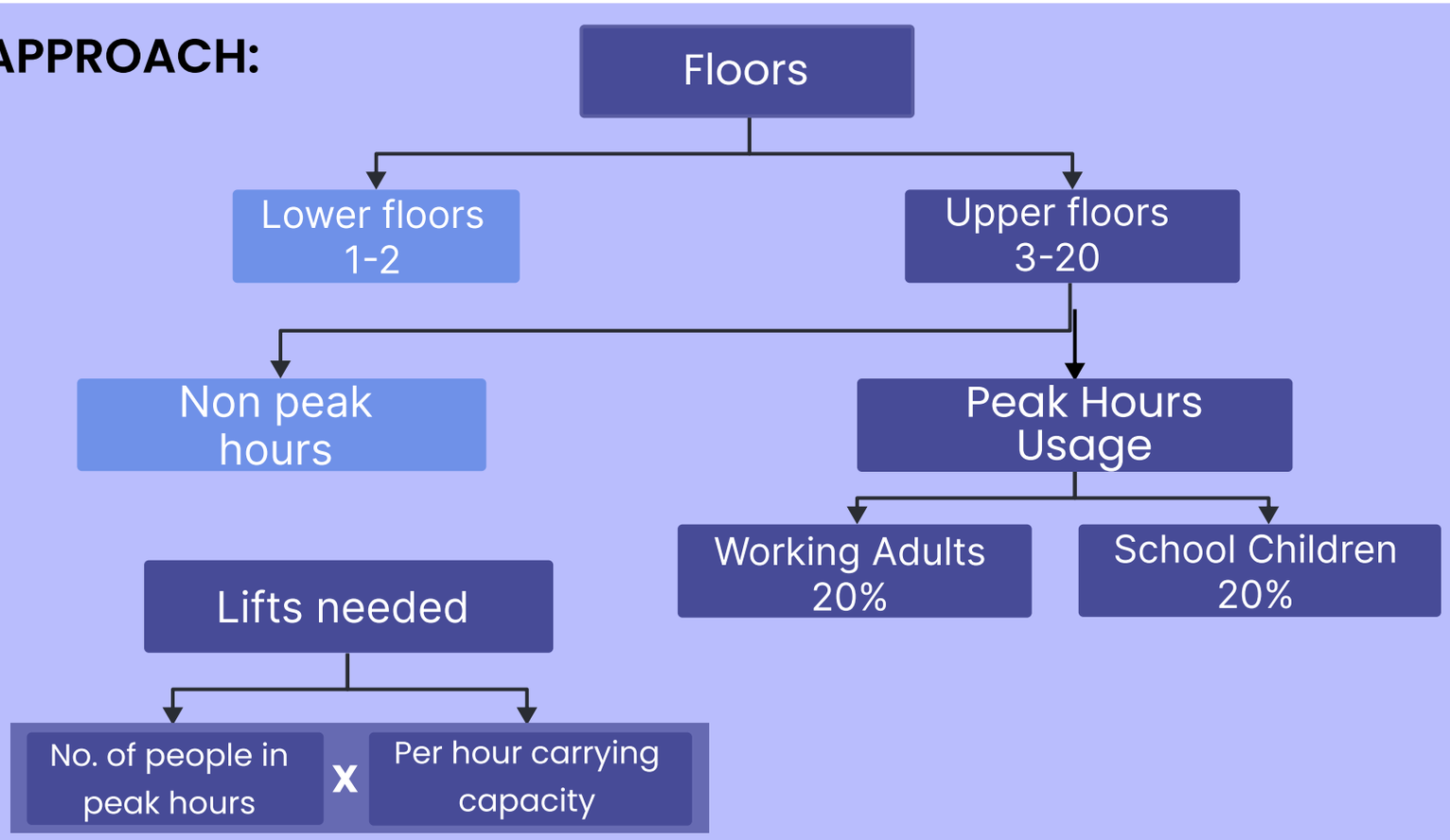
Considering the need to balance installation and maintenance costs with the building's operational requirements, I recommend **installing 6 lifts**. This number is sufficient to ensure smooth functioning during peak hours while keeping the infrastructure cost-effective.

This approach sounds practical. We can close the case here.

GUESSTIMATE | SPRINKLR 2 (3/3)

PROBLEM STATEMENT: How many lifts would you build for smooth functioning in a 20 story building?

APPROACH:



CASE FACTS:

- The building is a **residential building**.
- **Peak hours** were during **morning and evening**, when both the working adults as well as the school children were either leaving or coming back to their flats.
- There are **8 flats per floor**.
- Average **family size** per flat is **4 people.**
- People living in the lower floors prefer taking the stairs rather than waiting for the elevators.

KEY TAKEAWAYS:

1. Peak Usage Estimation: The building has 640 residents, with the first two floors excluded. During peak hours, 40% of the remaining 576 residents are expected to use the lifts, totaling around 240 people.

2. Lift Efficiency and Final Recommendation: Assuming each lift can carry 15 people with a 2-minute round trip, 6 lifts are estimated to comfortably manage peak-hour traffic, transporting 2,700 people per hour.

GUESSTIMATE | Mastercard 1 (1/3)

Estimate the number of cricket balls that are in the air at 5 PM.

Before we proceed, I have a few clarifying questions. First, is it 5 PM on a weekday or a weekend?

It's 5 PM on a Saturday, so a weekend.

Understood. Are we looking at this on a global scale or focusing on a specific region?

Focus on Delhi.

Got it. Lastly, when you refer to "balls," are you talking about all types of balls, like cricket balls and tennis balls, or just one type?

Let's keep it simple and consider only cricket balls.

Alright, give me a moment to think through the approach. What I'm considering is analyzing this problem from the demand perspective since we're focusing on Delhi at a specific time. I'll first estimate the number of people likely to be playing cricket at 5 PM in Delhi and then calculate how many cricket balls are in the air based on game dynamics.

Sounds good. Go ahead.

Let's start by estimating the population of Delhi. I'd approximate it to be around 20 million people.

Out of this, I'll focus on the urban population since cricket is commonly played in parks. I'd estimate that 30% of the population lives in urban areas, giving us 6 million people. Now, I'll filter this urban population by age group. People in the age of 6 to 25 years are most likely to play cricket recreationally. This age group makes up around 40% of the population. That gives us: 6 million×40%=2.4 million players.

That makes sense. What would be your next step?

Out of this 2.4 million, not everyone would be playing cricket on a Saturday at 5 PM. I estimate that around 20% of players would be playing in the morning, as schools may have half-days and college students tend to wake up later on weekends. Also, I expect about 80% games to take place in evening, as that's when most people are likely to be outside. So, the number of active cricket players would be: 2.4 million×80%=1.92 million active players.

Alright, but how do you account for people who may be watching or doing other activities?

Great point. I'm assuming only those who are actively playing. I'll further break down by considering that would be divided into teams of 10 players each. That would mean: 1,920,000 ÷ 10 = 192,000 teams. Let's assume that each team uses one cricket ball for their match. So, there are about 192,000 cricket balls in use at 5 PM in Delhi.

GUESSTIMATE | Mastercard 1 (2/3)

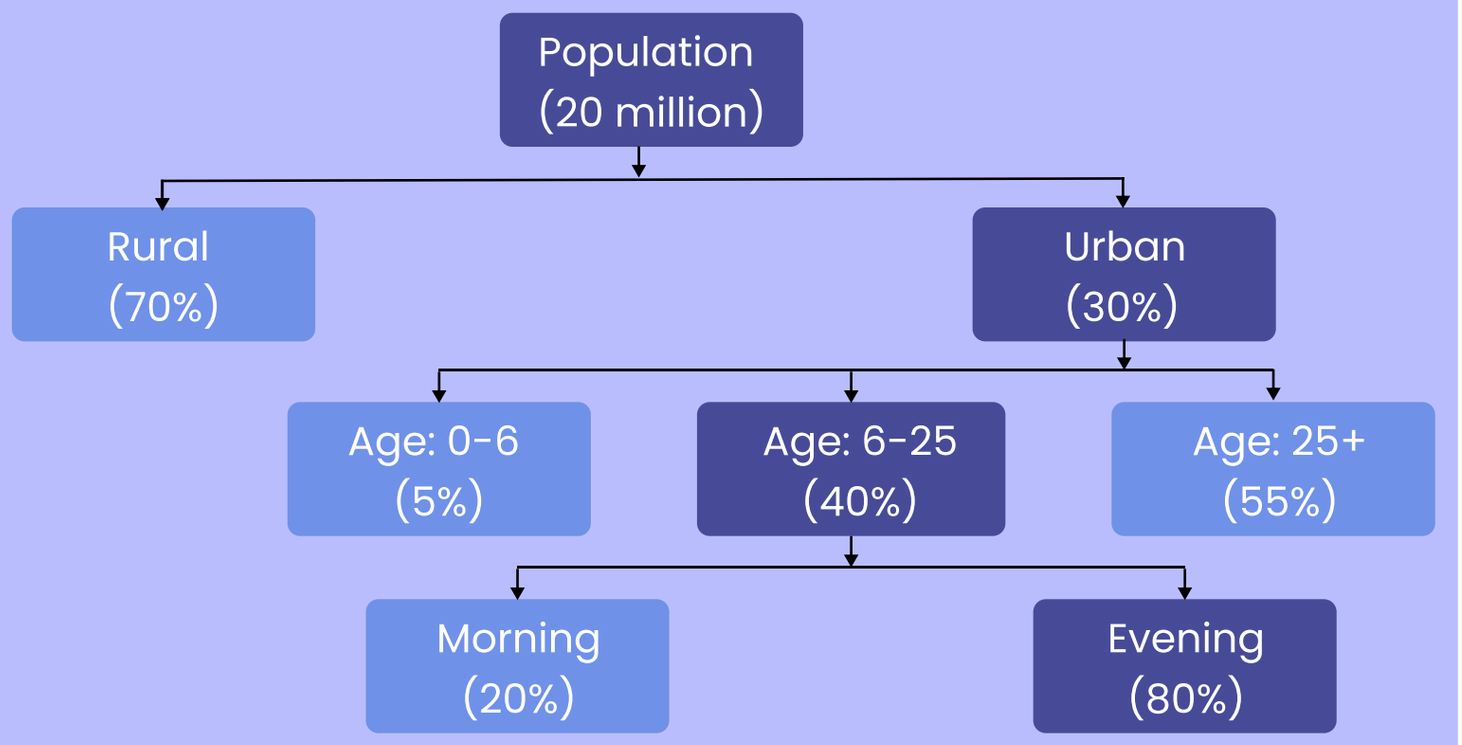
Next, I'll consider how many of these cricket balls are in the air at any given time. I'll assume that during a typical one-hour match, the ball is in the air whenever a batsman hits a shot. Let's say, on average, the ball is in the air for 10 minutes out of every 60 minutes of play, as the rest of the time, the bowler is running in, the fielders are setting up, or there are dot balls. This gives a probability of a cricket ball being in the air at any time as: 10/60 = 1/6. Now, let's multiply the total number of cricket balls in use (192,000) by this probability: 192,000 × 1/6 ≈ 32,000 balls. So, based on my assumptions, at 5 PM on a Saturday in Delhi, there would be approximately **32,000 cricket balls in the air.**

That's a reasonable estimate.

GUESSTIMATE | Mastercard 1 (3/3)

PROBLEM STATEMENT: Estimate the number of cricket balls that are in the air at 5 PM.

APPROACH:



CASE FACT:

- **Location**: Delhi, India
- **Time**: 5 PM on a Saturday
- **Population**: 20 million, 6 million in urban areas
- **Target Age:** 6 to 25 years, 2.4 million potential players

KEY TAKEAWAYS:

- The candidate **clarified key parameters** like day, region, and ball type to define the problem scope.
- The candidate logically broke down the problem, starting with Delhi's population and filtering by urban area, age group, and activity timing.
- Proportional reasoning estimated active players and teams.

GUESSTIMATE | Mastercard 2 (1/3)

Estimate the number of credit card holders in Delhi.

Sure. Before diving in, I'd like to ask a few clarifying questions. Are we focusing only on residents of Delhi, or should I include those who frequently travel to the city as well?

Just focus on residents of Delhi.

Let me begin with the total population of Delhi. I'd estimate it to be around 20 million people.

That's a reasonable assumption. Go on.

I'll first divide this population into urban and rural segments. Since Delhi is primarily an urban area, I'd estimate around 40% of the population to be urban and 60% to be rural. That gives: 20 million×40%=8 million (urban) and 20 million×60%=12 million (rural)
Next, I'll focus on the urban population, as rural areas tend to have limited access to banking facilities and lower credit card penetration.

Makes sense. How will you further proceed?

I'd segment it by age group. Typically, people between 18 and 65 years are eligible for and actively use credit cards. Let's assume that this age group constitutes around 60% of the urban population: 18 million×60%=10.8 million people.

Age Group	Category	Percentage (A)	No. of people (A X 10.8 Mn)
18-25	College Students	20%	2.16 Mn
25-60	Working Population	70%	7.56 Mn
60-65	Senior Citizens	10%	1.08 Mn

Great. How would you account for credit card ownership within these groups?

I'll now look at the income segments as for credit card eligibility, income is a key factor. I'll segment each group into three classes: Upper Class, Middle Class, Lower Class. The lower class typically wouldn't qualify for credit cards, as they may lack sufficient credit history.

College Students (2.16 million)

- Assume 10% are from upper-class families and likely have supplementary credit cards issued by parents.

Working Population (7.56 million)

- Assume 20% fall in the upper class and 40% in the middle class.
- Upper Class individuals typically own 2 credit cards on average, and the Middle Class owns 1 credit card.

Elderly Population (1.08 million)

GUESSTIMATE | Mastercard 2 (2/3)

- Let's assume 5% are from the upper class and have 2 credit cards each, and 10% are from the middle class with 1 credit card each.

Category	Upper-class (A)	Middle-class (B)	No. of people
College students	10%	-	Considering only upper-class 2.16 Mn x 10% = **0.216 Mn**
Working population	20% (2 credit cards each)	40%	(7.56 Mn x 20% x 2) + (7.56 Mn x 40%) = **6.048 Mn**
Senior citizens	5% (2 credit cards each)	10%	(1.08Mn x 5% x 2) + (1.08 Mn x 10%) = **0.216Mn**

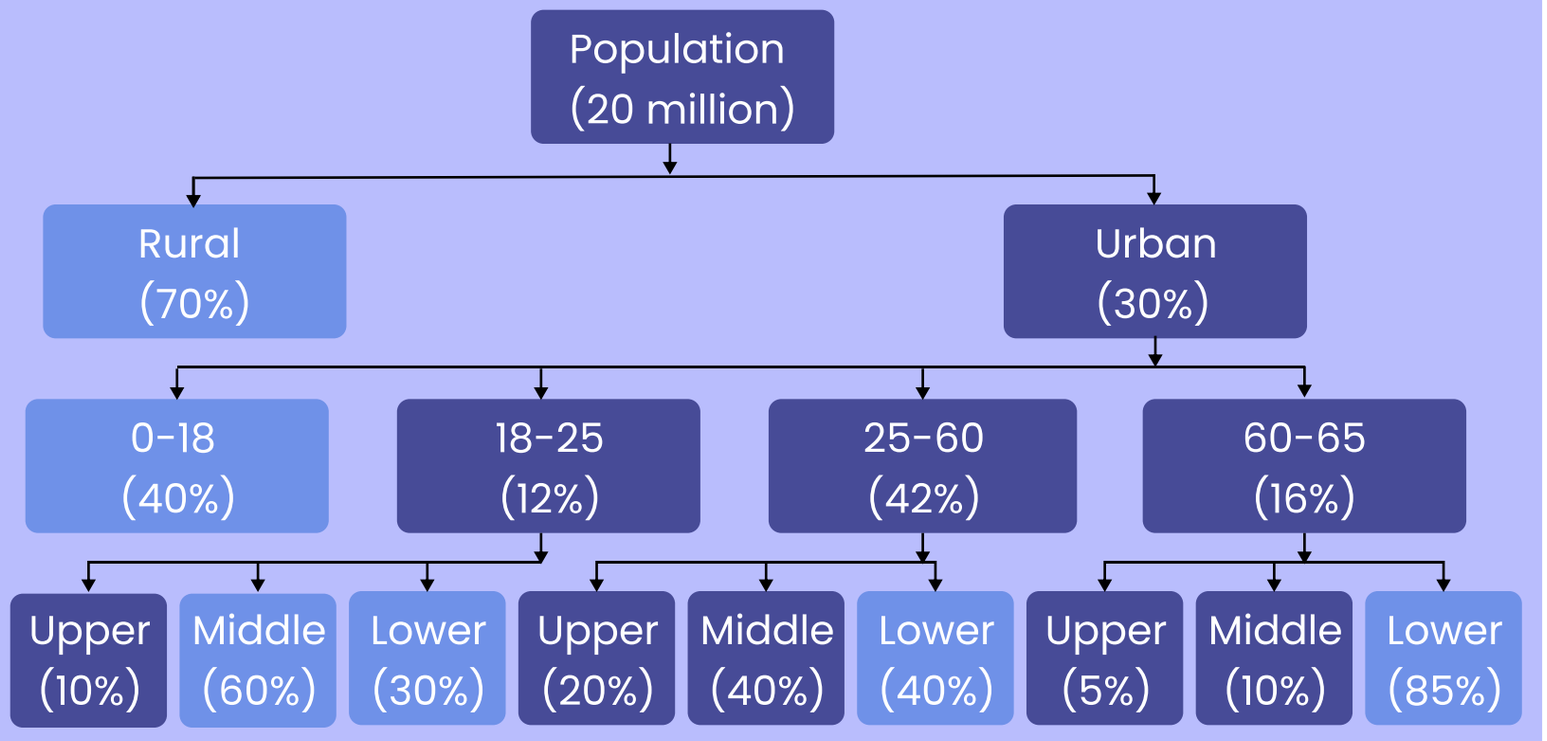
Final Calculation:
Total number of credit cards in use=0.216+6.048+0.216=6.48 million credit cards
So, based on these assumptions and calculations, I estimate that there are approximately **6.48 million unique credit card holders in Delhi.**

Great work! Nice job!

GUESSTIMATE | Mastercard 2 (3/3)

PROBLEM STATEMENT: Estimate the number of credit card holders in Delhi.

APPROACH:



CASE FACT:

- **Population**: 20 million in Delhi (Urban: 8 Mn, Rural: 12 Mn)
- **Target Population**: 10.8 million people between 18-65 years.
- **Segments:** College Students (2.16 Mn), Working Population (7.56 Mn), and Elderly (1.08 Mn).

KEY TAKEAWAYS:

- The candidate asked clarifying questions about **focusing on residents of Delhi** and excluding minors, ensuring the problem's scope was well-defined.
- **Segmented the population** by age, location, and income to estimate likely credit card holders.
- Provided a clear estimate by accounting for **single- and multi-card ownership**.

GUESSTIMATE | MASTERCARD 3

Estimate the daily revenue of the Delhi Gurgaon toll plaza

I would like to ask some clarifying questions before going further , can I ?

Yes , go ahead

Are we required to calculate the revenue from all the vehicles passing through the toll plaza , advertisements and other methods ?

No just consider the revenue from the vehicles passing the toll plaza.

How many lanes are there for vehicles to pass through?

Consider only one lane to be there.

Okay , so is there any special occasion on any location being covered by the route?

No, it's just a normal day

Do we have to consider every vehicle that is passing through the toll plaza?

No, you just have to only consider cars.

So we can divide the traffic on the highway based on the number of hours in a day of engagement that is 8 hours of peak engagement and 16 hours of less activity, is my approach correct up to here.

Yes you may proceed further.

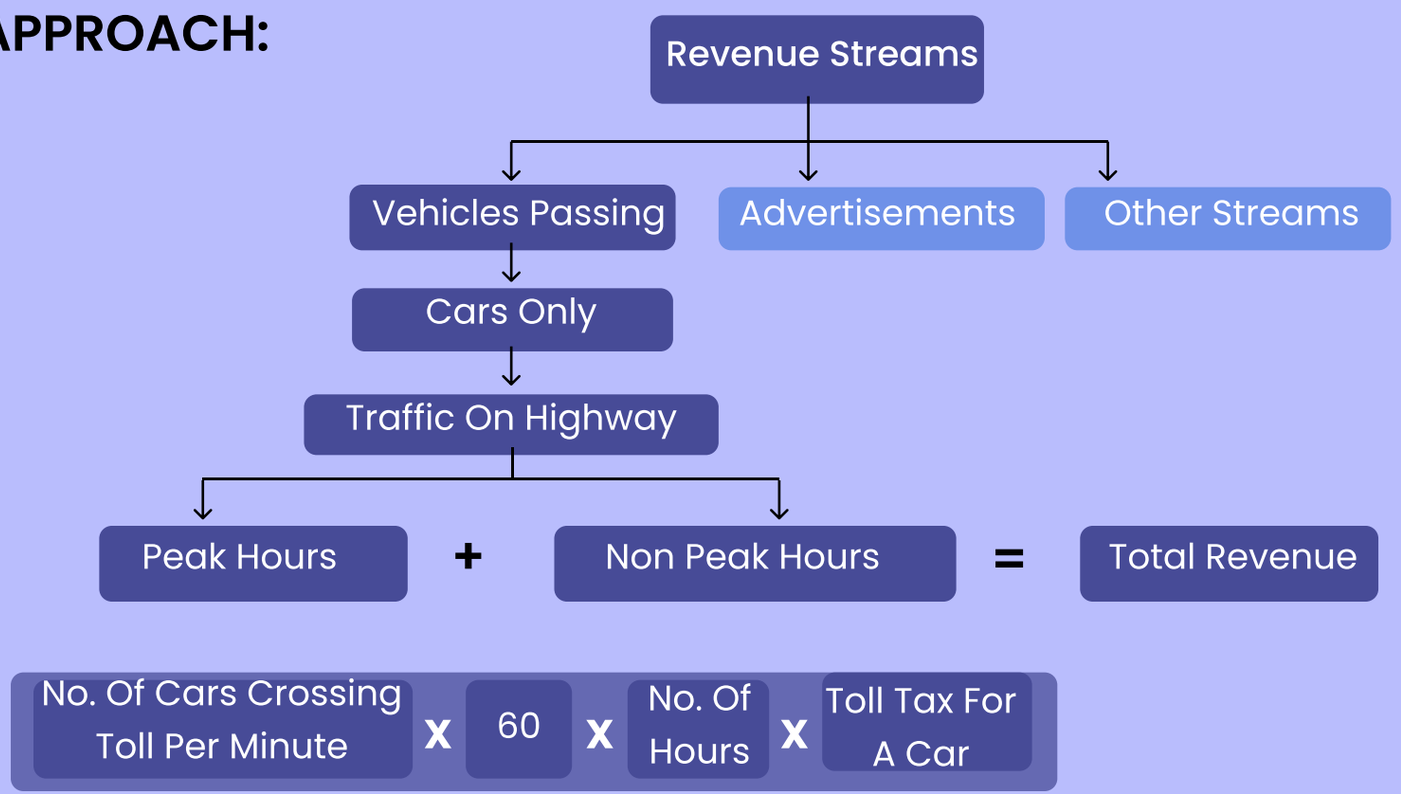
So during peak time 3 vehicles would be crossing the toll in one minute on average, that makes a total of 180 in an hour. During hours of less activity, let's say 1 vehicle would be crossing the toll in a minute on average, that makes a total of 60 in an hour. Let's say toll tax for a car is 120 rupees.
So we can calculate the revenue by:

Cars crossing toll / min (A)	Minutes (B)	Number of hours (C)	Toll Tax per Car (D)	Revenue (A x B x C x D)
3	60	8	120	172800
1	60	16	120	115200
			Total Revenue (Rs.)	**288000**

GUESSTIMATE | MASTERCARD 3

PROBLEM STATEMENT: Estimate the daily revenue of the Delhi-Gurgaon toll plaza

APPROACH:



CASE FACT:

1. Only cars need to be considered.
2. Consider toll tax of cars to be 120 rupees.
3. Toll Plaza experiences 8 hours of peak hour of traffic.
4. During peak hours 3 vehicles pass through the plaza per minute while in usual hours 1 vehicle pass through the plaza per minute.

KEY TAKEAWAYS:

1. The Candidate Considered External Factors, Such As The Impact Of A Festival Versus A Regular Day, In Their Analysis.

2. The Candidate Segmented The Day Into Peak And Off-Peak Hours To Assess Fluctuations In User Activity.

GUESSTIMATE | Indus Insights 1 (1/3)

Estimate the daily revenue of an amusement park.

Sure! Before I begin, I'd like to ask a few clarifying questions to narrow down the scope. Is it an amusement park or a water park? Also, does the location or time of the year matter for this estimate?

It's a regular amusement park, and let's assume the location and time of year don't matter.

Got it. I'll also assume it's a normal working day. I'll approach this problem from the supply side, focusing on the park's capacity as a bottleneck, since it'll give us a clearer estimate of the maximum revenue. Is that okay?

Yes, that's fine. Go ahead.

To begin, I'll estimate the number of rides in the amusement park and categorize them into three types: low-capacity rides, medium-capacity rides, and high-capacity rides. Low-capacity rides accommodate 10 people per ride, medium-capacity rides accommodate 20 people per ride, and high-capacity rides accommodate 30 people per ride. Let's say there are 5 low-capacity, 10 medium-capacity, and 5 high-capacity rides. I'll consider that rides typically run for about 8 hours a day, with 4 hours being peak hours (busier times) and 4 hours being non-peak hours (less busy times).

During peak hours, rides will be running at 80% capacity, and during non-peak hours, they will be running at 50% capacity. Can I go ahead with these assumptions?

Yes, continue.

Next, I'll calculate the number of visitors that each type of ride can serve in a day.

Type of capacity	Peak (P)/ Non Peak (NP)	Seats (A)	Capacity (B)	Hours (C)	Rides (D)	Total (A x B x C x D)
Low	P	10	0.8	4	5	160
	NP	10	0.5	4	5	100
Medium	P	20	0.8	4	10	640
	NP	20	0.5	4	10	400
High	P	30	0.8	4	5	480
	NP	30	0.5	4	5	300

Combining the visitors for all rides:
Total visitors = 260 + 1040 + 780 = **2080 visitors/day**.

That's a good breakdown. What about calculating revenue?

For revenue, I'll consider the average ticket price and add other revenue streams.

GUESSTIMATE | Indus Insights 1 (2/3)

1. **Ticket Revenue:**
   Let's assume an average ticket price of ₹500.
   So, ticket revenue = 2080×500=₹1,040,000
2. **Parking Fees:**
   Assume 50% of visitors bring their own vehicle, which is 1040 vehicles.
   Let's set a parking fee of ₹100 per vehicle.
   Parking revenue = 1040×100=₹104,000
3. **Food & Beverages:**
   On average, let's say 70% of visitors buy food, with an average spending of ₹200 per person.
   Food revenue = 2080×0.7×200=₹291,200
4. **Advertisements Revenue:**
   The park can generate additional revenue through billboards, sponsor messages, etc. inside their amusement park. Assume a flat rate of ₹50,000/day.

All right. What's the final daily revenue, considering these streams?

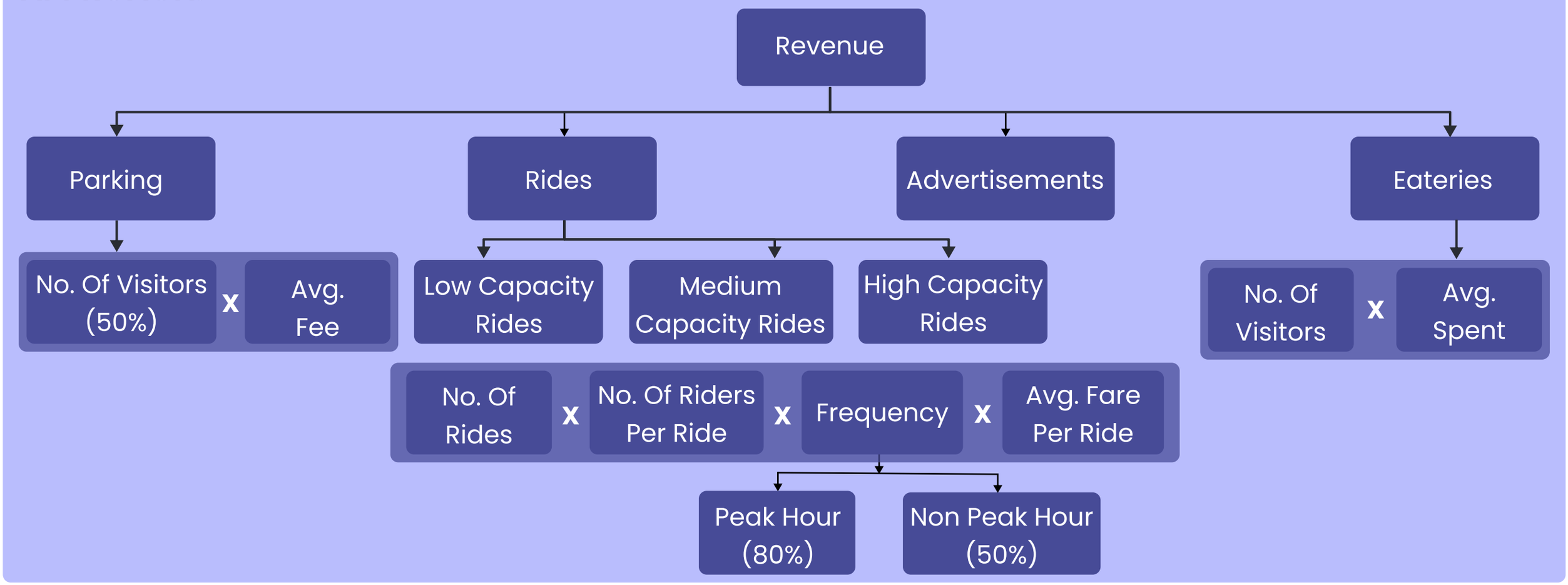
Total Daily Revenue = ₹1,040,000 + ₹104,000 + ₹291,200 + ₹50,000 = **₹1,485,200.**

That's a comprehensive approach. Well done!

GUESSTIMATE | Indus Insights 1 (3/3)

PROBLEM STATEMENT: Estimate the daily revenue of an amusement park.

APPROACH:



KEY TAKEAWAYS:

- Visitor numbers were estimated by factoring in **peak and non-peak hours**, ride capacity, and daily operational dynamics.
- Revenue sources like **tickets, parking, and food** considered for total revenue estimate.

GUESSTIMATE | Indus Insights 2 (1/4)

Estimate The Daily Revenue Of An Amusement Park.

Sure! Before I begin, I'd like to ask a few clarifying questions to narrow down the scope. Is it an amusement park or a water park? Also, does the location or time of the year matter for this estimate?

It's A Regular Amusement Park, And Let's Assume The Location And Time Of Year Don't Matter.

Got it. I'll also assume it's a normal working day. I'll approach this problem from the supply side, focusing on the park's capacity as a bottleneck, since it'll give us a clearer estimate of the maximum revenue. Is that okay?

Yes, That's Fine. Go Ahead.

Sure! I'll start by breaking down the sources of revenue. Broadly, I see two major categories: revenue from rides and revenue from eateries. Could I assume these are the main sources, or should I include something else like parking or merchandise?

Good Point! Yes, Parking And Merchandise Sales Could Also Be Relevant. Let's Focus On Rides And Eateries First, And If Time Permits, We'll Add Others.

Understood. I'll begin by estimating the revenue from rides. I'll need to make assumptions about the number of rides, how often they are used, and their fare. Can I classify the rides into segments?

Absolutely! How Would You Classify Them?

I'll classify them into two categories: elite rides, which are more expensive, and regular rides, which have a lower fare. Does that sound appropriate?

That Works. What Assumptions Will You Make?

I'll assume there are 5 elite rides and 10 regular rides.
Now, to calculate the revenue from these rides, I'll need:

1. Number of visitors per day
2. Percentage of visitors who take rides
3. Average number of rides taken per visitor
4. The occupancy rate of rides (percentage of time they are operational or full)
5. The average fare per ride

Let's start with the number of visitors. Can I assume this park attracts around 7,000 visitors on an average day?

That's A Good Assumption. What Percentage Do You Think Take Rides?

I'll assume 80% of the visitors take at least one ride. So, that's 5,600 people who will participate in rides. Next, let's assume

that on average, a visitor takes 4 rides in total.

Why 4?

It's a rough estimate based on the assumption that most people would want to experience multiple attractions but not necessarily spend their entire time on rides.

Okay. And How Do You Account For The Occupancy Of The Rides?

I'll assume that elite rides have a 90% occupancy rate because they are more popular, while regular rides have an 80% occupancy rate.
Next, I'll estimate the fares. For elite rides, let's say the average fare is ₹300 per ride, while for regular rides, I'll assume ₹150 per ride.

Seems Fair. Can You Calculate The Revenue From Rides ?

Sure, Let's calculate:
I'll be calculating the revenue by calculating revenue from elite rides and then Regular rides as in the following table:

Total Revenue from Rides =
Revenue from Elite Rides + Revenue from Regular Rides = ₹2,856,000

No. of Riders (A)	Type of Rides (B)	% of Riders (C)	Avg. Freq. (D)	Average Fare (E)	Revenue (A x B x C x D x E)
5,600	Elite (No.=5)	80%	2	₹300	₹1,512,000
	Regular (No.=10)	90%	2	₹150	₹1,344,000

Great. What About The Eateries?

For eateries, I'll assume that about 70% of visitors purchase food or drinks, and the average spend per visitor is around ₹250. So:
Number of people buying food = 7,000 × 70% = 4,900 people
Average spend per person = ₹250
So, eateries revenue = 4,900 × ₹250 = ₹1,225,000

Do You Want To Add Anything Else?

GUESSTIMATE | Indus Insights 2 (3/4)

If time allows, we could consider additional revenue sources like parking and merchandise, but for now, I'll stick with rides and eateries.

Alright. So, What's The Total Revenue?

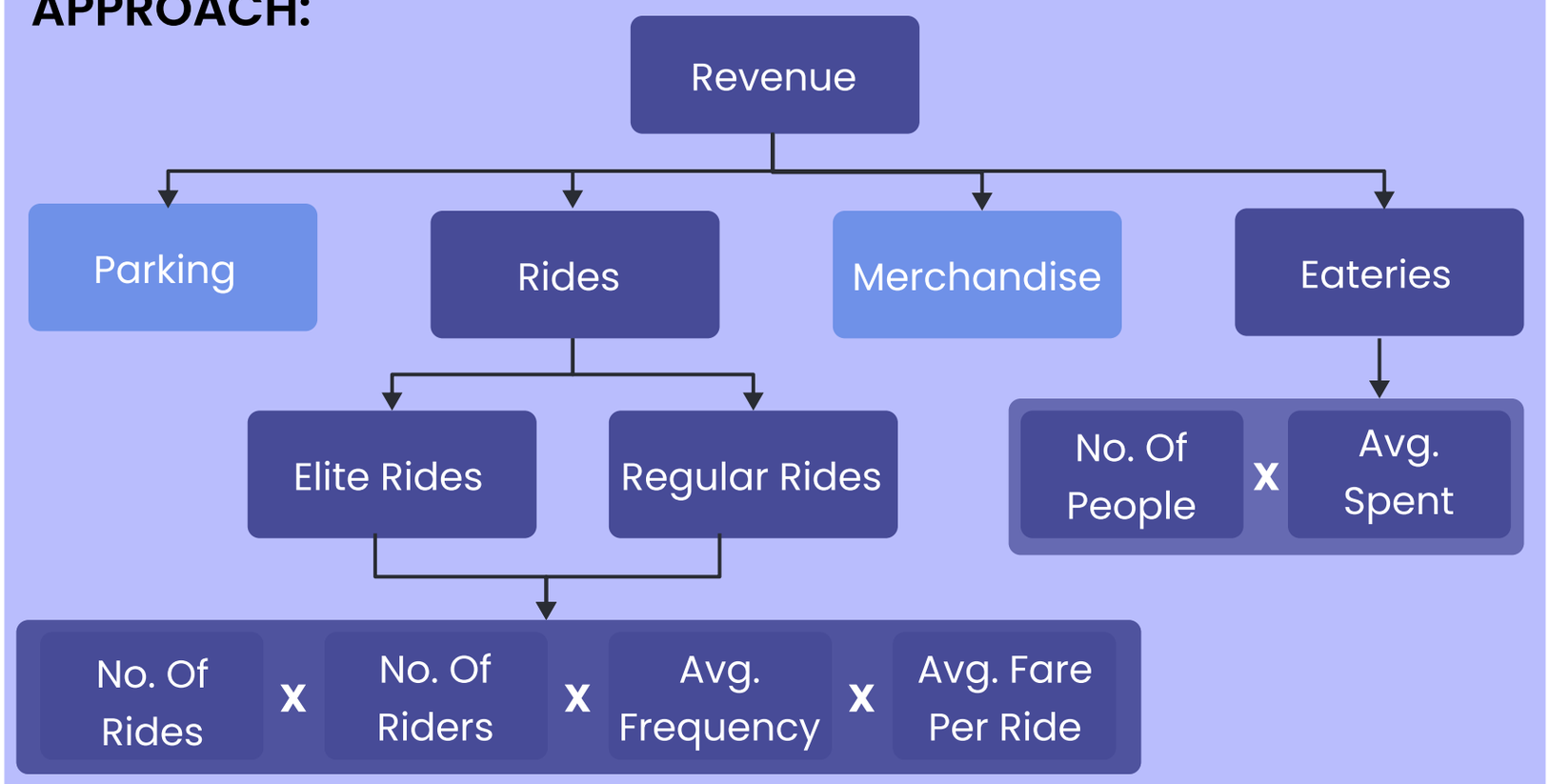
Total revenue = Rides revenue + Eateries revenue = ₹2,856,000 + ₹1,225,000 = **₹4,081,000 per day.**

Great Work! We Can Close This Case Now.

GUESSTIMATE | Indus Insights 2 (4/4)

PROBLEM STATEMENT: Estimate the daily revenue of an amusement park.

APPROACH:



CASE FACT:

- **Location**: India
- **Day**: Any Average Day
- **Number of Visitors in Amusement Park**: 7000

KEY TAKEAWAYS:

- The candidate **clarified key parameters** like park type, day, and revenue segments to define the problem scope.
- The candidate logically broke down the problem by considering ride types, number of riders, frequency & Fare.
- The Candidate assumed numbers that were realistic and were reasonable.

Calculate the number of flights booked in a single day on MakeMyTrip.

What do you mean by bookings? Flight bookings, hotel bookings or any other bookings .

Flight bookings

Should I consider a particular geography for it?

Yes, you can consider India.

Are you looking for domestic flights or international flights?

Domestic

I will be laying down a hypothesis here, India has many types of airports, some are metropolitan and huge while others are small. Do you want me to calculate for a specific type?

Why are you looking for the number of flights?

I would be approaching this problem in such a way that if a person travels on one day he would also be travelling on some other day. Does this average work out for you?

Yes go ahead with this.

I would like to calculate total number of flights booked between any two metropolitan cities of all airlines and then multiply.

Okay, calculate the total number of flights booked from Bombay to Bangalore on MakeMyTrip.

I will be taking a frequency of 2 hours . I hope that is okay?

Yes

Are you looking for a travelling flight?

Yes

Okay so taking a frequency of 2 hours we will have 12 flights per day (including all airlines). Assuming that 7 are running in peak hours and 5 are running in non-peak hours, and in peak hours the capacity is 90% and in non-peak it is 70%, we can go ahead. Flight capacities can also vary, some have 200 and some have 300. I am assuming 250 seats in flight as an average. I am assuming 20-30% would be the margin for MakeMyTrip.

Yes, go ahead.

Time Period	Numbers of flights (A)	Passengers per flight (B)	Occupancy Rate (C)	Total Passengers (A X B X C)
Peak hours	7	250	90%	7 × 250 × 0.9 = **1575**
Non-Peak hours	5	250	70%	5 × 250 × 0.7 = **875**
			Total Number of Passengers	**2450**

Great, so what's the total number of passengers?

Combining these gives us a total of:
Total Passengers=1575+875=2450

Yes, continue.

Next, I will be estimating the number of bookings
Now, if we consider that MakeMyTrip captures about 20-30% of the total bookings for this route, I'll take an average of 25% for our calculation:
Bookings on MakeMyTrip=2450×0.25=612.5 ~ 613
Since we can't have half a booking, I would round it down to 613 bookings

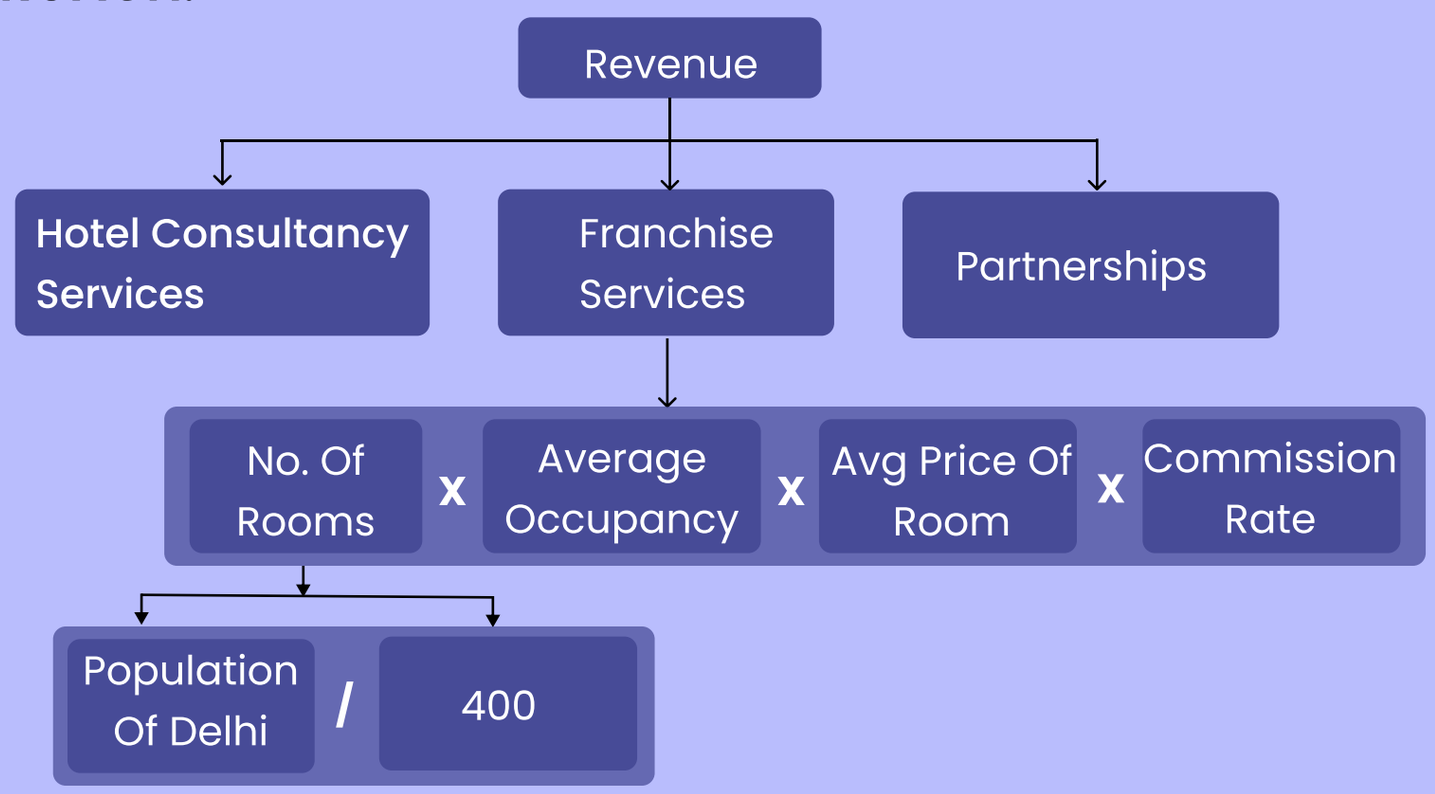
Good, thanks for joining in.

To summarize, based on these assumptions and calculations, I estimate that there are approximately **613** flight bookings on MakeMyTrip from Bombay to Bangalore in a single day.

GUESSTIMATE | GROWW

PROBLEM STATEMENT: Estimate the revenue of OYO in Delhi.

APPROACH:



CASE FACT:

Revenue of OYO in Delhi needs to be determined.
Only the hotel services need to be considered.

KEY TAKEAWAYS:

The candidate asked clarifying questions to understand the scope of the problem which in this case was limited to revenue from hotel rooms through the franchise model.
The candidate logically broke down the problem starting from number of hotel rooms to OYO's share and further approximated the average occupancy rates and daily tariff to get to the final answer.

Estimate the revenue of OYO in Delhi.

First, I'll start with some clarifying questions. Are we considering OYO's revenue from all its services, such as hotel franchise, partnerships, and hotel consultancy services? Is there a specific area of Delhi we should focus on?

Consider only the Revenue from the hotel franchise and take a general case.

I will first proceed by approximating the number of hotel rooms in Delhi.
I am assuming the population of Delhi to be around 20 million and according to a common industry benchmark there is one hotel room for every 300-500 people.
For estimation, I am taking the number to be 400. Using the ratio there are about 20,000,000/400=50,000 hotel rooms. Is this okay?

Fair enough, continue.

I am assuming the market share of OYO to be 30% which gets us to a number of around 15,000 rooms.

That seems appropriate. Calculate the daily revenue

The average occupancy of the hotels vary so I am taking the average to be 60%.

The daily rate for the hotel rooms also varies and I am assuming the average to be 1500 for OYO rooms.

I am also assuming that OYO charges 20% commission on an average on the total generated revenue.

Doing a rough calculation (15,000 rooms*60% occupancy =9,000 full rooms
9,000 full rooms* 1500 INR = 1,35,00,000 INR) the average daily revenue comes to about ₹1,35,00,000 which varies with seasonal fluctuations, occupancy rates and market conditions. OYO takes about 20% of the total revenue generated by hotels per day as commission from it's franchise model. Thus, generating the total daily amount of ₹27,00,000.

No. of rooms (A)	Average Occupancy (B)	Average Price of room (C)	Commiss -ion Rate (D)	Revenue (A x B x C x D)
15000	60%	1500	20%	2,700,000

THE BUSINESS CLUB

ROOT CAUSE ANALYSIS

ROOT CAUSE ANALYSIS

Root cause analysis is a complete analysis of a given situation turning every stone that plays an important role. To understand the approach, we'll take up an example.

Clarifying Questions:

"Asking the right questions" is a common phrase from industry experts and guides. But how to ask the right question. There is no precise path to asking clarifying questions, but you can create a checklist according to the situation. A list may include a part or entire or combination of frameworks like 3C-1P, 5W-1H, BOTMG etc., to make it MECE. Keep in mind to follow a top-to-bottom structure.
For example, if we take up BOTMG.

- **Business Model:** Questions under this segment shall focus on understanding the business model of the company that is under target
- **Objective:** Clarifying the mission and vision of the institution.
- **Timing:** Knowing the environment of the market and the globe while this situation has occurred.
- **Market Target:** this checklist will give clarity on the target market of the comp
- **Geography:** It provides the information about the terrain, locality and culture that created

Creating a proper framework:

Think deeply about the facts you accumulated from the clarifying questions and structure the appropriate framework. There are two ways you can distinguish frameworks:

Internal and external factors:

i. **Internal factors:** In most cases, these are the factors an interviewee is expected to dwell on.
Includes:
1. Recent developments in the management of the company
2. Products launched by the company

ii. **External factors:** These factors are generally beyond the company's control but are industry-related problems.

Considering the factors into consideration, one needs to find a perfect framework.

Creating a Hypothesis:

At this stage, evaluating the facts and formulating a hypothesis to find the root cause of the situation.

For example:

In the above example, you can segregate the consumers into divisions like the given below and based on clarifying questions, you can create an appropriate hypothesis

Superficial Causes	→	If you stop here the problem will recur
Root Cause	→	A cause you can take action on that can prevent the problem from recurring

Root Cause Analysis | SWIGGY (1/2)

The Average Order Value For Swiggy Is Getting Lower Now. Find The Root Cause Analysis For This.

Swiggy can be used for food delivery, utilities, genie and Instamart. So where is the problem occurring?

It Is On The Food Delivery App.

What do you mean by average order value?

It Means The Price Of The Item The Customer Is Ordering.

So the metric must be Total order value / Number of orders. Also is it a problem in India?

Yes It Is.

Was it a gradual decrease or steep one ? And since when has this problem been occurring?

It Has Been Steep And Been Happening For A Week.

Is it in this timeframe or during the Covid timeframe? Also has this problem ever occurred before?

No This Is The First Time It Has Occurred.

Is the AI tool you are using for this metric working fine?

Yes It Is.

Are There Any Competencies That Have Happened?

No.

Are There Any Policy Changes That Have Happened Recently In The Past For Swiggy Or The Competitors?

No.

When I open the Swiggy application, I will look for different dishes and restaurants . There are 4 ways how I can open Swiggy:

- Notifications
- Advertisements
- Friend's link
- Organic way

Next we can search for,

- Dishes
- Menus
- Restaurants
- Recent Searches

Then we will,

- Add the item to the cart
- Apply discount to it
- Click on payment app
- Finish the payment.

Has there been any algorithm change due to which these restaurants are appearing on top, resulting in an increase in the number of orders?

No, there hasn't been any algorithm change. The number of orders is not increasing, but the average order value is increasing.

Root Cause Analysis | SWIGGY (2/3)

Has there been any policy change regarding the fees that Swiggy is taking?

No, there hasn't been any change in the fees.

Has the delivery charge also increased?

No, that is also not the case.

Are the products showing correctly in the cart?

Yes, the products are displaying correctly.

Is there a UI change in the cart? Could customers be having problems with it?

That is something we need to consider; it might be worth exploring further.

Are there any new offers or changes in promotions?

Earlier, they were providing ₹50/₹60 off on orders above ₹300.

Thanks, I will note that point and move ahead. Are the payments getting done? Is the number of payments getting reduced?

The payment processing remains constant; there is no reduction in the number of payments.

Do you want me to explore other factors such as user behavior or external reasons for the fall that is happening?

No, just give me the reason behind it.

Why did Swiggy drop this feature? Wouldn't they lose revenue by doing so?

We wanted customer traction, so we used these discounts three months ago and discontinued them last month after our target was reached.

Do we now have the user base?

Yes, we have achieved the desired user base.

Should I summarize the case for you?

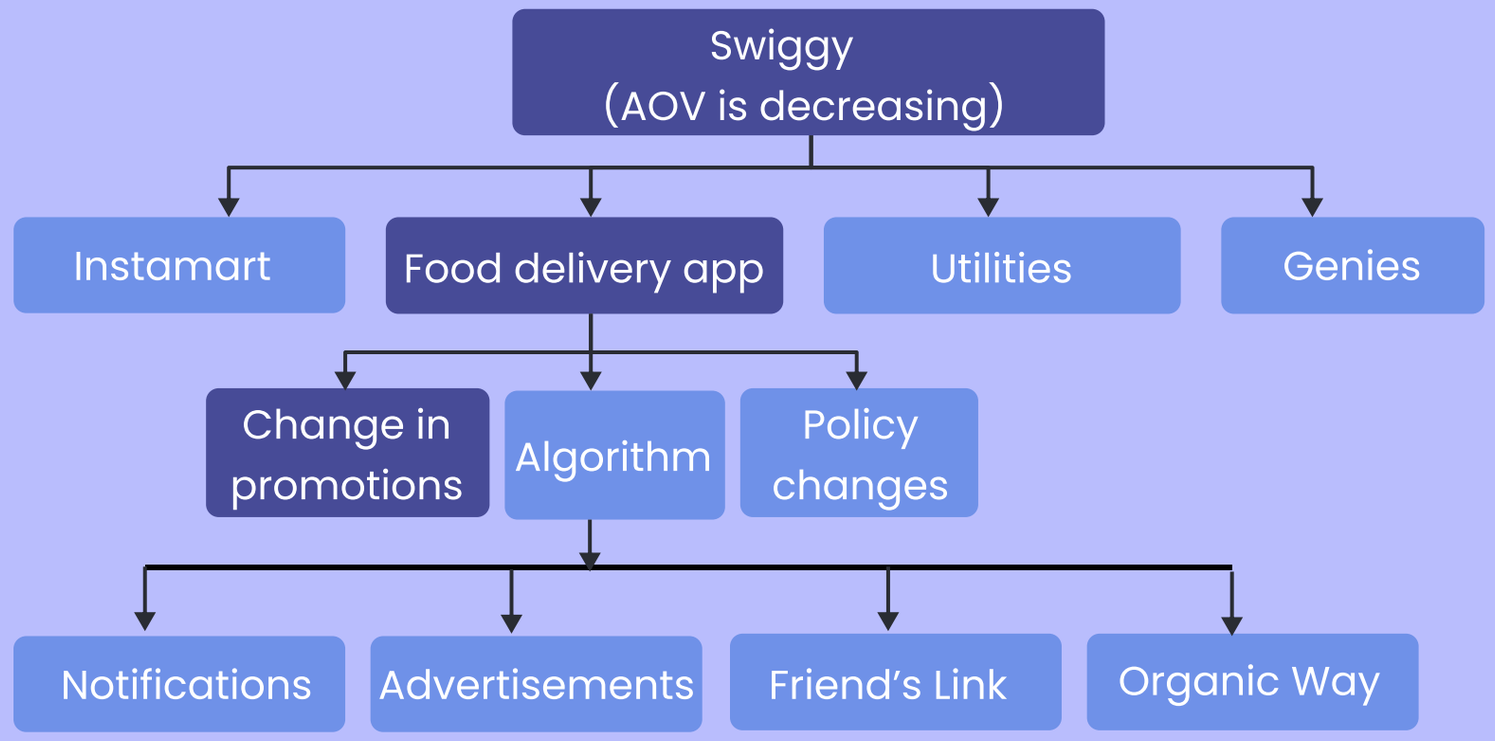
Yes, please.

The primary reason for the observed trend is the discontinuation of discounts, which were instrumental in driving customer traction. While the average order value has increased, the number of orders has not, indicating that reliance on discounts may have played a crucial role in customer engagement.

Thank you for joining in.

Root Cause Analysis | SWIGGY (3/3)

PROBLEM STATEMENT: The Average Order Value For Swiggy Is Getting Lower Now. Find The Root Cause Analysis For This.



CASE FACTS:

- Swiggy's Average Order Value (AOV) has been decreasing, specifically in the food delivery app segment, despite a stable number of payments.
- Promotions that previously provided discounts on orders above ₹300 were discontinued after achieving the desired customer base, which may have led to the decrease in AOV.

KEY TAKEAWAYS:

The approach focused on identifying the drop in Swiggy's Average Order Value (AOV) due to the discontinuation of promotions. This highlighted the importance of discounts in maintaining customer engagement and sustaining AOV, showing that removing offers had a direct impact on order value.

Root Cause Analysis | MEESHO

OLA ride bookings have gone down this Friday in Varanasi. How would you investigate the Root Cause?

To investigate the root cause, we will proceed by analyzing both internal and external factors, starting with clarifying the type of rides, checking for any external shocks, and examining policy changes or technical issues. We'll also explore any recent local events or seasonal factors that may have affected demand.

Do we need to consider a specific segment of OLA rides for this analysis?

Yes, focus on car rides.

Is there any recent disease outbreak or public health issue that could have caused this decline?

No, there has been no recent disease outbreak or public health concern in the area that could have affected bookings.

Could there be other external environmental factors, such as extreme weather (rain, heat, pollution), that could discourage people from traveling?

No significant weather or environmental concerns have been reported for that particular Friday.

The primary focus should be on internal factors, as no major external shocks (weather, public health) have been identified.

OLA has three main stakeholders: riders, drivers, and the company. Is there any recent change in policy that could have affected any of these groups?

There have been no policy changes affecting pricing, driver incentives, or the functionality of the OLA app.

Was the policy change related to pricing, driver incentives, or app functionality?

No, no significant changes have been made in these areas.

Have there been any recent technical issues with the app or payment system that could have impacted user experience and reduced ride bookings?

There have been no glitches or issues reported with the app or payment gateways during this period.

Could we look at driver availability data for Friday? Was there a lower supply of drivers?

Root Cause Analysis | MEESHO

No indication of a significant drop in driver availability. The supply appears stable.

We are done with the internal factors, I want to focus now on external factors to understand the root cause.

Sure, go ahead

Were there any major local events, like religious festivals, that might have influenced transportation choices?

Yes, there was a religious festival taking place in Varanasi during this period.

Could the festival have caused a preference for alternative modes of transport, such as local autos?

Yes, during such events, local autos are often preferred due to their convenience, availability, and ability to navigate crowded areas.
Based on the investigation, what is the most likely root cause of the decline in OLA ride bookings this Friday?

The religious festival in Varanasi appears to be the primary reason for the drop in bookings. During the festival, local autos were preferred by many users due to their ease of use and ability to handle crowded streets, which temporarily reduced the demand for OLA car services.

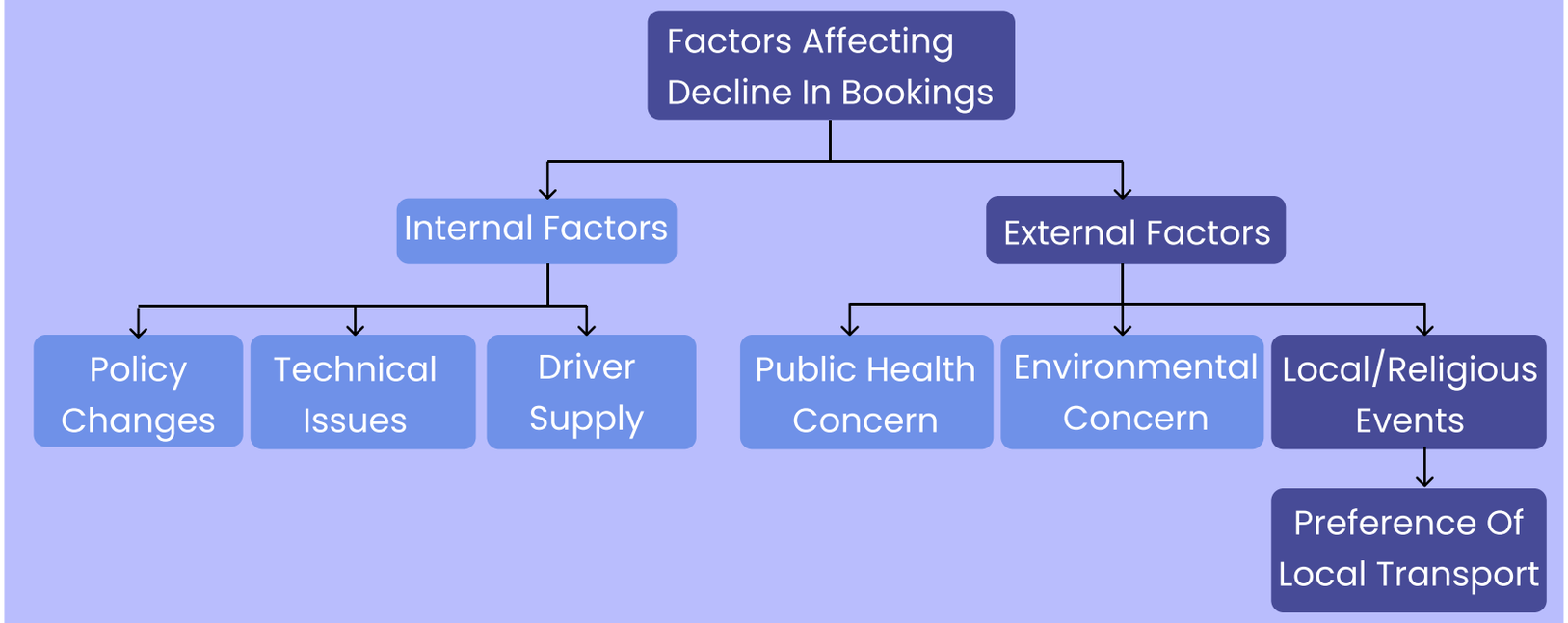
The decline in OLA bookings on this Friday was caused by an external factor—**the religious festival**—leading to a shift in transportation preferences. Traditional local autos were more in demand, affecting the usual booking volumes for OLA cars. There were no internal issues with OLA's policies, app, or driver availability.

Okay, we have come to the root cause of the problem, we could end the interview here.
Thanks.

ROOT CAUSE ANALYSIS | MEESHO

PROBLEM STATEMENT: Find the cause of decline in number of OLA ride bookings this Friday in Varanasi

APPROACH:



CASE FACT:

1. Ola experienced a decline in ride bookings in Varanasi, despite there being no issues related to availability, technical performance, or policy changes.
2. The sudden drop in bookings was attributed to a religious festival in Varanasi, during which local auto-rickshaws were preferred for their convenience and widespread availability, temporarily reducing the demand for Ola's car services.

KEY TAKEAWAYS:

1. The Candidate Used Clarifying Questions To Pinpoint The Critical Areas Contributing To The Problem.

2. The Candidate Analysed Both Internal And External Factors, While Also Considering Potential Technical Issues And Sudden Disruptions.

ROOT CAUSE ANALYSIS | MEDIA.NET

There has been a 70% decline in movie tickets ordered through Paytm, how would you be approaching this problem. Just tell a broad approach.

So majorly the reason for decline can be attributed to two factors - internal and external. Is there any one specific factor that we should consider?

Which factor do you think you should focus on?

According to me, we should focus on internal factors first as they are related to the company and can be sorted quickly, thus reducing the loss.

Ok, go ahead with internal factors.

Is there any specific segment where we have to focus on?

You can go ahead with the user journey directly.

So basically the typical user journey while booking the movie ticket is defining every step matrix and the ease of user navigation, access to the booking and payment options are also the factors.
Is this problem faced only by paytm or other booking sites are facing it as welll?

No, it's limited to Paytm only.

In order to understand the root cause, Let's proceed with the matrices at each step.

Okay, go ahead.

Is there any decrease in the number of Paytm users or the decline in number of users opening the app on a daily basis?

No, the number of daily users is constant.

Okay, so we should proceed to the next step of navigating to the book tickets section. Is the number of clicks reduced in this period of time ?

No, the number of clicks are also the same. Proceed with other factors.

As the number of users and the clicks on the section is constant, then is there any change in the terms and conditions of the company which is affecting the tickets sales ?

How the change in company terms and conditions is going to affect the sales of tickets ?

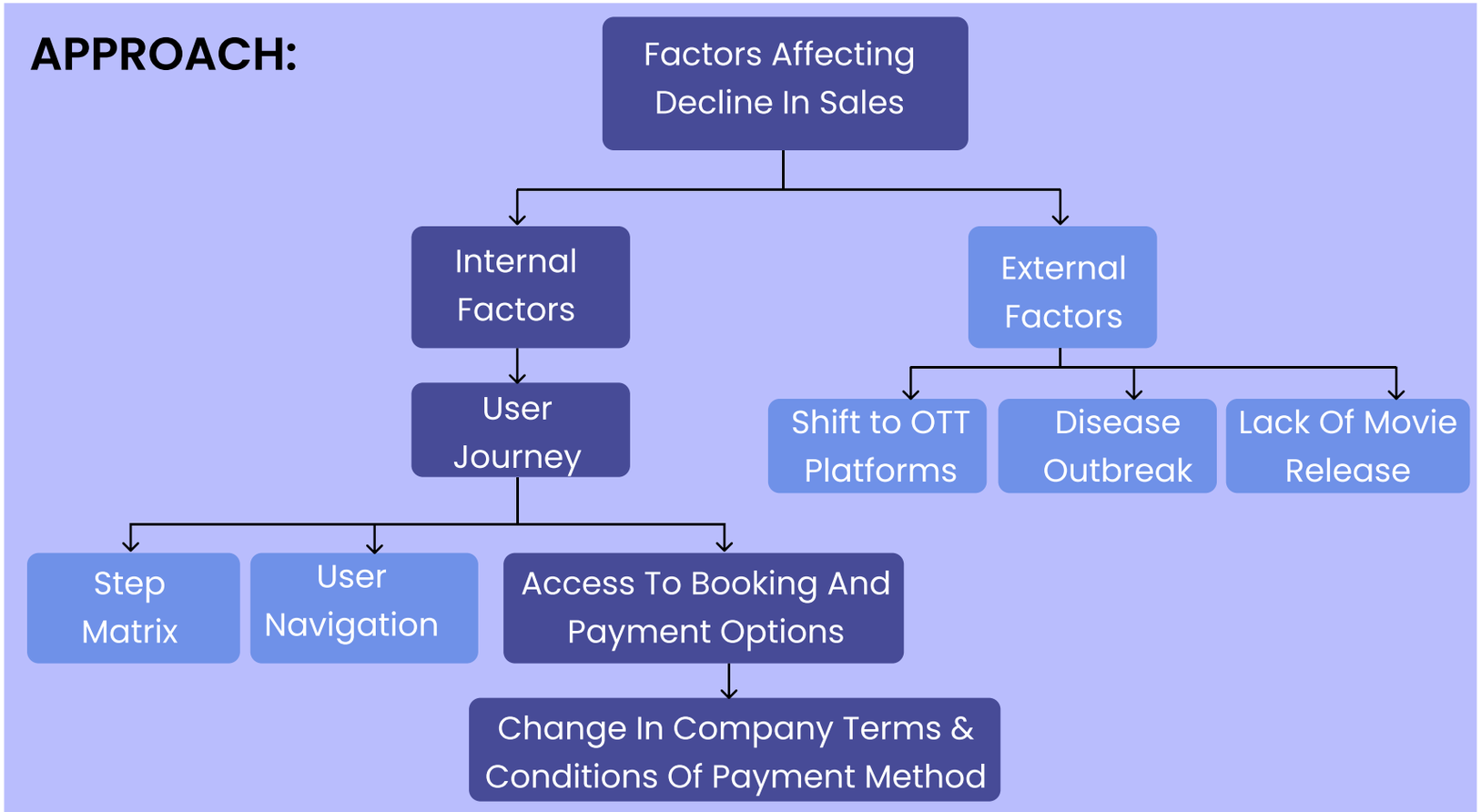
If there is some change in the terms and conditions of the company related to the **payment method** then some payment options have been removed thus declining the sales, or the increase in taxes may lead the user to not book from the app.

Alright, the decline in the revenue is because of the change in terms and conditions only. Thankyou

ROOT CAUSE ANALYSIS | MEDIA.NET

PROBLEM STATEMENT: Find the cause of decline in sales of movie tickets through Paytm

APPROACH:



CASE FACT:

1. Paytm experienced a 70% decline in movie ticket bookings through their app, with no external factors contributing to the drop.

2. The decline was primarily due to issues in the user journey, caused by changes in the company's terms and conditions regarding payment methods, which negatively impacted sales.

KEY TAKEAWAYS:

1. The Candidate Systematically Analyzed Internal Factors, Breaking Them Down Into A Step-By-Step Framework For Better Evaluation.
2. Clear And Prompt Explanations Were Provided When Assessing Internal Factors, Including The Impact Of Potential Policy Changes Within The App.

THE BUSINESS CLUB

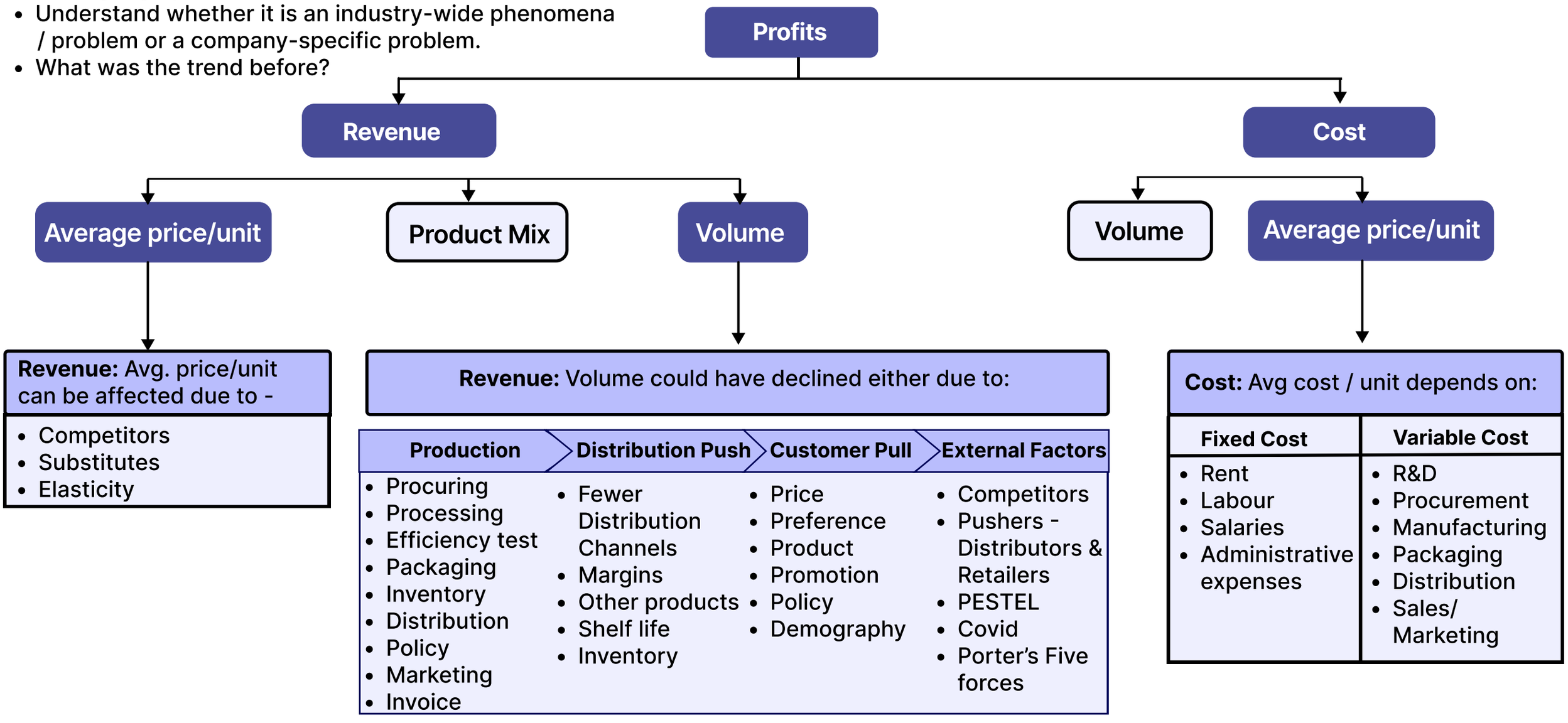
PROFITABILITY

PROFITABILITY CASE APPROACH

This framework should be used for questions on profits, related operations, or new business opportunities.
Profitability cases deal with the cost-side problems, revenue-side problems, or both.

Approach through preliminary questions -

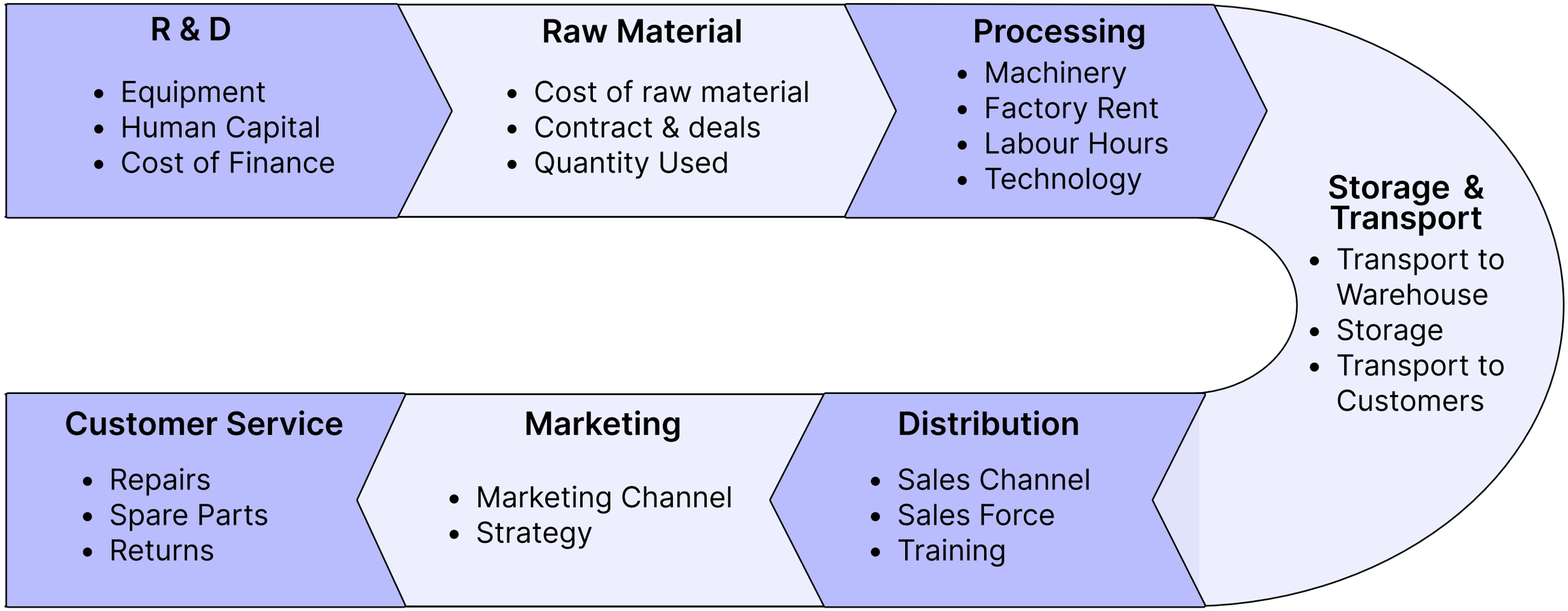
- Get a basic understanding of the business: What products or services does it provide?
- What geographic area does it serve?
- Understand whether it is an industry-wide phenomena / problem or a company-specific problem.
- What was the trend before?



PROFITABILITY CASE APPROACH

Cost Reduction- Value Chain Analysis

Due to a potential rise in operating costs, the client would likely see a decrease in earnings/profits (bottom line). An interviewee is first expected to identify different cost components followed by validating them, identifying the key cost drivers as well as the levers affecting their value, and finally suggest how the company could change its ways to become more profitable.



Profitability | Indus Insights (1/3)

A food aggregator is seeing a decline in number of orders. Can you explore why this is happening and How we could increase the order volume?

Sure, I'd be happy to help. To start, I have a few questions to better understand the situation. When did the decline begin? Was this an industry-wide issue or something specific to our company? And were there any external factors, like regulatory changes, that could have contributed to it?

The decline has been a company-specific issue that started in the post-COVID era. There haven't been any major external factors or industry-wide trends affecting us.

Understood. I'll use a profitability framework to structure my analysis. Profit can be broken down into Revenue - Cost. For a food aggregator, revenue is determined by the number of orders and the average order value, while costs would include delivery charges, app maintenance, and possibly customer acquisition costs. Should I focus primarily on revenue?

Yes, let's focus on revenue first. We've noticed a drop in the number of orders. Could you explore why that might be happening and suggest strategies to increase order volume? What factors do you think influence a customer's decision to place an order?

One of the biggest factors, in my opinion, is price sensitivity. As a customer, my primary focus is on discounts and deals. Whichever platform offers the better deal—whether it's Swiggy or Zomato—that's where I'll place my order. Brand loyalty is secondary if a competitor is offering a lower price. So, I believe discounting strategies can play a significant role in driving customer behavior.

That's a good point. Discounts can be a strong lever to influence orders. Currently, we have around 1 million users on our app. At a 0% discount, the average order value is ₹200, and the average customer places 5 orders per month. If we increase the discount to 10%, the average order value drops by 10% to ₹180, but the order frequency doubles from 5 to 10 orders per month. You can use this data to analyze how changes in the discount rate—from 0% to 50%—affect the average order value and frequency.

Got it. After consolidating the data in the form of a table, we can see that 40% discount results in the highest monthly revenue of ₹3,600 per customer.

Based on this data, what would you suggest as the optimal discount we should offer to maximize revenue?

Offering a 40% discount yields the highest monthly revenue per user. Although the AOV decreases significantly at this point, the increase in order frequency more than

Profitability | Indus Insights (2/3)

compensates for it, resulting in maximum revenue at this discount rate.

Interesting. What would you recommend we do next?

I'd suggest starting by offering a 40% discount in select regions to monitor its impact on order volume and revenue. If we see a positive response, we can gradually expand this strategy to other regions. However, it's important to balance this discount strategy with cost control measures, like optimizing delivery charges and negotiating better rates with restaurant partners to maintain profitability. Additionally, we should run A/B tests to understand how different customer segments respond to varying discount levels.

The decline in orders likely stems from a lack of competitive discounts, and based on the data, a **40% discount could help reverse the trend** and maximize revenue without eroding profitability too much.

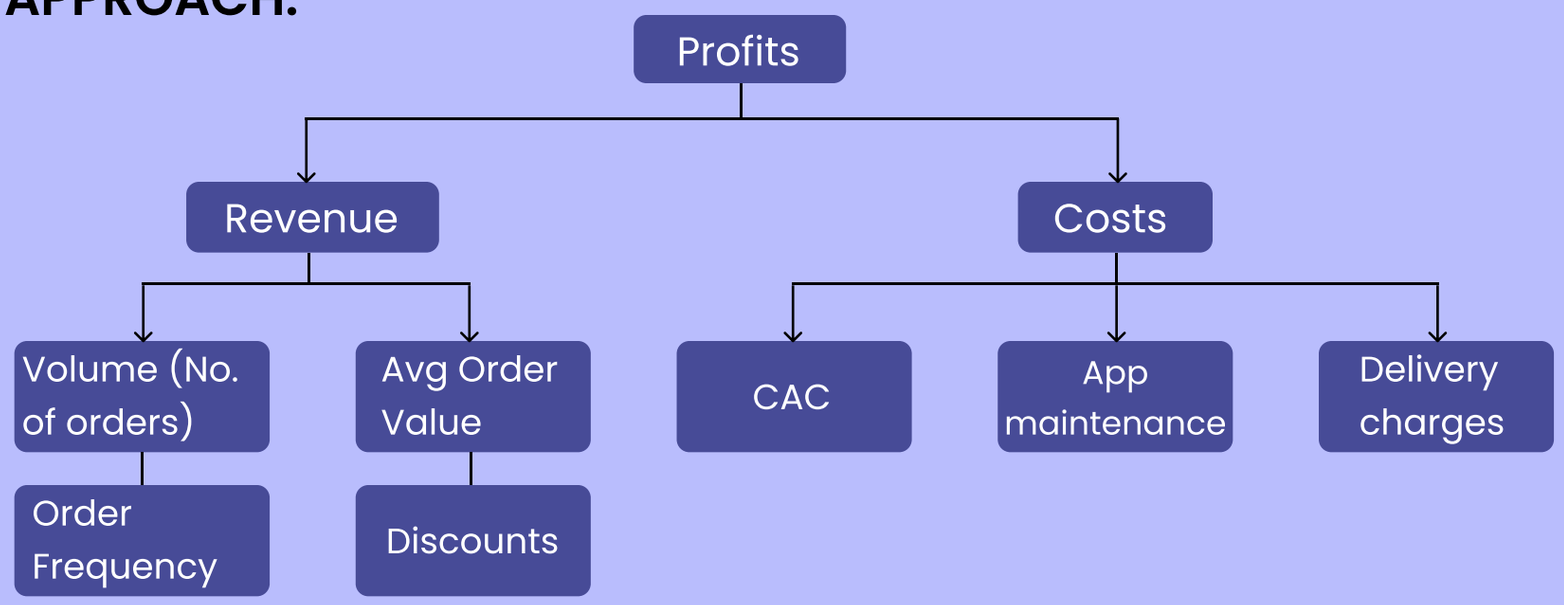
That sounds like a solid approach. Overall, great job analyzing the issue and suggesting actionable solutions!

Thank you! I'd be happy to assist further with implementing the pilot program and analyzing the results.

Profitability | Indus Insights (3/3)

PROBLEM STATEMENT: A food aggregator is seeing a decline in the number of orders in their food aggregation app. Can you suggest why this is happening and how we could increase their revenue?

APPROACH:



CASE FACT: (GIVEN)

Discount rate	AOV (Rs) (A)	Order Frequency (B)	Monthly Revenue (A X B)
0%	200	5	1000
10%	180	10	1800
20%	160	15	2400
30%	140	20	2800
40%	120	30	3600
50%	100	35	3500

KEY TAKEAWAYS:

- Use **provided data** to inform recommendations, and **create scenarios** or **models** (e.g., discounts vs. revenue) to support your insights.
- Always recommend **testing strategies** (e.g., A/B testing) before fully implementing them to reduce risk.
- Stepping into the **customer's shoes** to **identify pain points** helps identify the key causes (in this case, discounts)

PROFITABILITY CASE | SWIGGY

Swiggy wants to increase its profits. What should it do?

Are we focusing on increasing profits through cost reduction, or are there also opportunities to increase revenue.

Take a general case

I will analyse Swiggy's current business model and its key revenue streams (e.g., commissions from restaurants, delivery fees from customers) and identify specific areas where Swiggy might be facing profitability issues such as a region or customer segment. I'll start by breaking down the problem into revenue and cost components. First, I'll analyse the revenue streams and then look into the costs. Swiggy's main revenue streams include restaurant commissions, delivery charges, advertising and restaurant promotions. Has there been any reduction in revenue from these sources?

No there has been no reduction in revenue. Please proceed with your analysis.

Then we need to take costs into account the internal since the revenue side is not facing any issues. We wil divide the costs into internal and external costs. Internal costs include employee salaries, tech infrastructure, marketing and administrative costs.

While external costs include delivery personnel payouts, third party logistic used during high demand seasons, restaurant commissions and agreements and macroeconomic and inflationary pressures. Has there been macroeconomic event which has increased inflation and reduced customer spending?

No such events have occurred and inflation level has remained same.

Then problems lie with the internal costs. The company's internal expenditures have increased. Has there been an increase in salaries or marketing expenditure?

No salary increase or marketing expenditure has been there

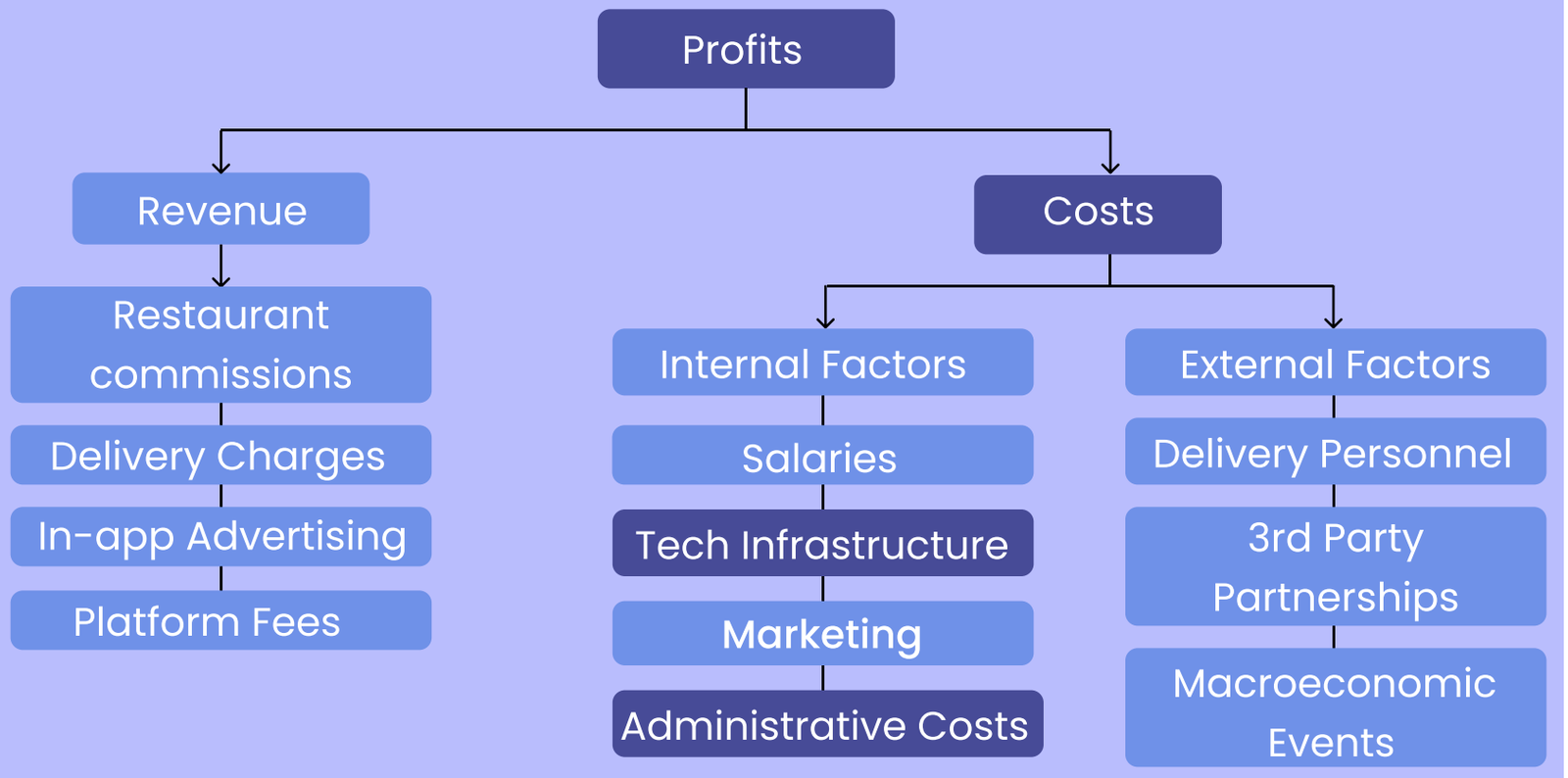
Then we can reduce **non essential administrative costs** and improve the **technology infrastructure** by opting for cost effective solutions.

Thank you. These recommendations are reasonable and logical.

PROFITABILITY CASE | SWIGGY

PROBLEM STATEMENT: Swiggy is facing profitability issues. You have been approached to increase their profit.

APPROACH:



CASE FACT:

Swiggy is an online food ordering and delivery company
It is facing profitability issues.
Internal costs are high as it is a food delivery service.

KEY TAKEAWAYS:

The candidate asked clarifying questions and conclude that the costs are causing a decline in profits.
Issue is related to the internal costs such as personnel salaries and tech infrastructure.
To optimize these costs, we can reduce non essential administrative costs and opt for cost effective technical solutions.

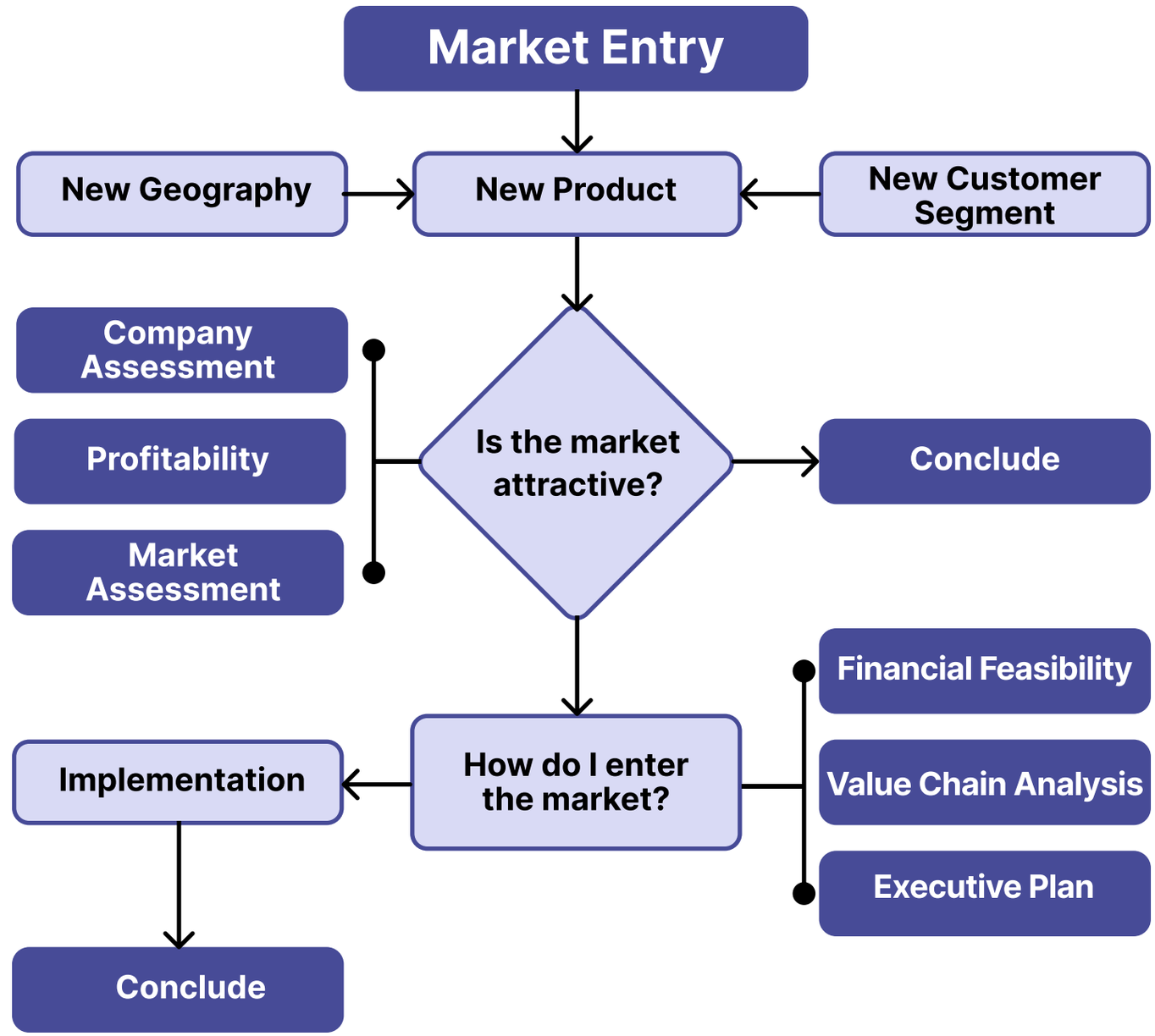
THE BUSINESS CLUB

MARKET ENTRY

MARKET ENTRY FRAMEWORK

Now to answer the question **"How do I enter?"**, the candidate should follow the process:

- **Target Value Chain Segment:** Thoroughly understand the target market's value chain and decide which segment of the value chain should the company enter
- **Possible Barriers to Entry:** It is also advisable to often check with the interviewer about possible barriers to entry in this market and pertinent issues
- **Mode of Entry:** Following the completion of the above two steps, the candidates can propose the mode of market entry. Typical modes of entry include **Partnerships**, **Mergers and Acquisitions**, **Joint Ventures**, and **organic modes of entry**. Careful perusal and cost-benefit analysis should be carried out before choosing a mode of entry
- **GTM strategy:** To synthesize, the candidate should propose a GTM strategy incorporating all the above-stated information and should outline future targets and objectives



Market Entry Approach

MARKET ENTRY FRAMEWORK

A market entry is a case type that includes candidates to evaluate and decide whether a client company should enter a particular market. These cases can primarily be of 3 types-

Geography	Product Diversification	Customer Segment Expansion
In these cases, candidates whether the business should expand to a new geographical market, for example, if Tesla should enter the Indian market.	In these cases, candidates assess whether the business should launch new business lines into their existing market, for example, if Apple should start selling smartwatches.	In these cases, candidates assess whether an improvement on an existing product or service caters to new customer segments who don't use the product.

Solving any market entry case primarily involves answering the following two questions -

Is the market attractive enough?

Through this question, the candidate assesses whether the company should take the market opportunity or not.

To answer "Should I enter?", there are two assessments one will have to make – market assessment and company assessment. Company assessment will reveal the company's internal motivations to expand, whereas market assessment shows the external motivations driving expansion decisions.

- **Company assessment:** The first step after receiving any case is to clarify about the company. This includes data like history of previous products, launches and overall vision of the company. Understanding the client's internal motivations will help one solve the case

- **Market assessment:** The next step is to inquire into the market of interest to understand external motivations for expansion. Is it the market size or the potential market demand? Candidates can use a profitability framework to judge if the market is attractive enough

If you decide that the company should not enter, you no longer need to answer the next question.
If you decide that it should enter, move on to the next step

If yes, how should the company go about it?

Figuring out how the company should enter the market will involve assessing the feasibility of entering a new market for the company

– Does the client company have the **financial capacities** and **capabilities** to adapt to and profit from the new market?

Figure out whether the client company's financial situation can cover **investment costs**. To do this, you first need to estimate the amount of investment required.

The company's capabilities help it secure market share by **differentiating** it from other competitors in the market. Examples of capabilities are firm-specific competitive advantages such as patented technologies, efficient logistics & production capacities, local knowledge, a low-cost structure, etc.

The candidate can get this data about the company from the interviewer and then proceed accordingly. To better analyze the position of the company, the candidate can use a 3C1P framework just to be exhaustive in their approach

MARKET ENTRY | Energy Devices(1/3)

Your client is a manufacturer of electronic equipment for industrial customers operating in the US. The Research & Development department has developed a new product -- a device that could replace all typical energy costs using wind technology. The estimated household price to the customer is around INR 1 lakh, with an estimated investment of around INR 700 crores.
Assess if they should enter the product into the Indian geography or not.

I want to begin with some clarifying questions. First of all, I would like to understand the company's vision in launching such a product.

The company realised that given the rapid surge in carbon emissions, it is the need of the hour to cut down on our carbon footprint to meet international goals. For that purpose, we put things in motion for this initiative. In the

Got it. I would like more details about the product we plan to launch.

Our product is a sophisticated device that operates on wind technology, i.e., converting wind energy into electricity. It is an extreme upgrade to the traditional sources in terms of energy efficiency. If the device is integrated on a large scale, it could significantly lower the carbon footprint. It's requirement is exposure to mild to strong wind and periodic replacement of internal fluids and chemicals

I hypothesize two costs :-, CapEx and OpEx. What would the cost to the customer be for these two buckets

The customer only needs to make a one-time investment of INR 1 lakh, and in terms of running operating expenses, they're around 20% of the Fixed investment

There are no wind energy linked incentives provided by the Government. Are there any other incentives worth considering?

As of now, the Indian Govt. hasn't provided any incentives. But, the company is optimistic that the future landscape wrt to incentives is bright as EVs and solar energy devices are already incentivised

What is the landscape of the competitors in the Indian market?

The market is at a nascent stage right now and the market is fragmented with no one having a consolidated share

I shall take some time to structure my thoughts before beginning

Sure, go on.

MARKET ENTRY | Energy Devices(2/3)

I will find the profits, the company would make from the Indian market using the mathematical breakdown
Profit = Revenue - Cost (Fixed investment and running costs)
Cost is already given, i.e. INR 700 crore.
Revenue = market size (in volume) * market share * price per product.
Guesstimating the market size of the energy-saving devices
Since the device requires mild to strong wind exposure, I would like to apply a split based on geography. Could you please provide me with information on the same?

Great approach. The entire country experiences strong winds, but they are seasonal. Some regions like Leh-Ladakh, parts of Rajasthan, Gujrat, Maharashtra, Karnataka, and Kerala, experience strong wind across the calendar.

Since a household needs to make a considerable investment, our target market would be regions with strong wind throughout the year. Such areas are among the top populated states so that I would consider 35% of the total population in the region.
Target market population = 35% of 1.2 bn = 0.42 bn
Also, there are, on an average, 4 members in a household
Target market household = 0.36 bn / 4 = 0.105 bn
Does this seem reasonable to you?

Yes, it is reasonable. Continue.

I shall apply a filter based on affordability of the device, some households can afford the device without any incentives. In contrast, some can afford it after government incentives, and others cannot. The first segments (which can afford the device without incentives) are economically more prosperous than the rest of the areas, so the first segment, i.e. affordable group, can be 3% of the population with an income of more than 10 LPA. The might-be-affordable segment(who have an annual income between 6 lakhs and 8 lakhs) will account for 17% of the population, and the rest is the non-affordable segment. Do the percentage and reasons sounds good?

Affordable segment = 3% of 0.105bn = 0.00315 bn
Might-be-affordable segment = 17% of 0.105 bn = 0.01785 bn

Yes, seems reasonable. Kindly proceed

Further, inside each segment, some portion of the population has potent awareness to understand the need for an alternate energy source. Hence, a division into aware and non-aware portions can be carried out. The affordable segment has greater environmental consciousnesss, taking it to be around 30% of the population. While, in the might-be-affordable segment, 15% of the population is aware. Do I need to make any changes?

Conscious portion of affordable segment = 30% of 0.00315 bn = 0.000945bn

Conscious portion of might-be-affordable segment = 15% of 0.001785 bn = 0.00026775bn

MARKET ENTRY | Energy Devices(3/3)

No, you can continue with your assumptions.

Therefore, if we assume the government of India has provided the incentives in our favour, our total available market will be 0.00036225 bn households.

Our approx gross revenue = INR 121 crore
Comparing the revenue and the investment by the company, the market does not look attractive.

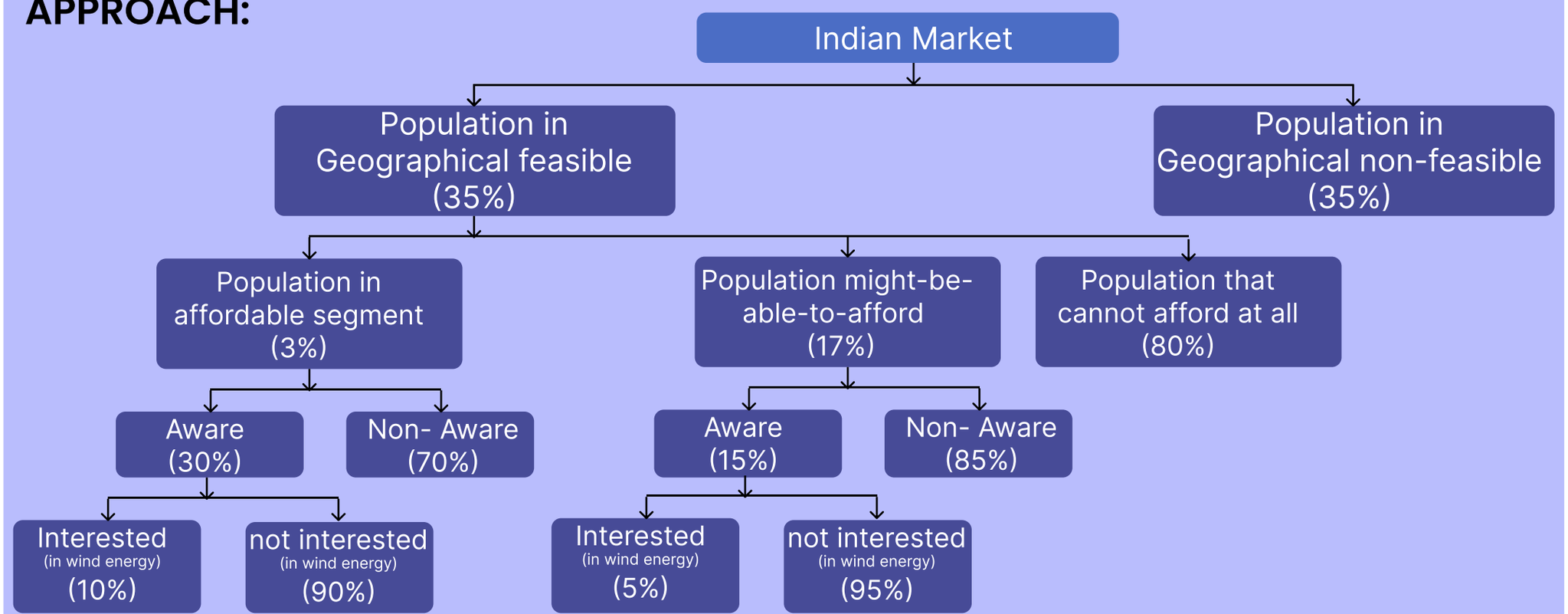
Since, the market doesn't look attractive. Please summarize

To conclude, I would not recommend entry into the Indian geography basis the following reasons. First, the consumer perception of alternative sources (especially wind) is not very optimistic. Next, the majority of the population resides in non-viable based on geography. Third, the government doesn't have any scheme or incentive, and depending on it would create several problems.

MARKET ENTRY | Energy Devices(4/4)

PROBLEM STATEMENT: Your client is a manufacturer of electronic equipment for industrial customers operating in the US. The Research & Development department has developed a new product -- a device that could replace all typical energy costs using wind technology. The estimated household price to the customer is around INR 1 lakh, with an estimated investment of around INR 700 crores. Assess if they should enter the product into the Indian geography or not.

APPROACH:



CASE FACTS

- This essentially was a product entry case, and thus, began with the market size estimation. Since, the market turned out to be unattractive owing to low adoption and policy support

KEY TAKEAWAYS:

- Since, the requirement of the device in question was strong winds, a classification based on geography was carried out to estimate the total market size
- While summarizing, the candidate has substantiated their recommendation with 3 reasons. It is a very good practice to mention crisp and concrete reasons in support of your conclusion

MARKET ENTRY | Electric 2-Wheeler(1/3)

Your client is an Electric 2-Wheeler manufacturer with successful operations in Asian and European markets. Analyze if they should introduce Electric 2-Wheeler in India.

I want to be sure I comprehend all the critical details of the client's business. Our client is a maker of electric two-wheelers with a sizeable following in other regions. To determine whether this would be a wise course of action, we must decide if this product can realistically be introduced in India and assess the market's features.

That's correct. You've understood the situation well. How do you propose going about the solution?

To start with, can you tell me something more about the objective of the client? What is the primary goal of entering

The client's primary objective is to maximize its profits and establish a market share in the Indian market. And, as there are no current players in the market, we get the first mover's advantage.

Could you please tell me a lit bit more about the company's operations and where in the value chain do we lie?

In addition to having electric 2-wheelers as one of the products, the company specializes in electric buses, and we also have a vast market share of electric buses in India. We also specialize in other electric vehicles and are currently exploring R&D opportunities in different segments like heavy-duty vehicles (HDV).

Given that the company has successful operations in European and Asian markets, would it be fair to assume that its products comply with environmental regulations in these countries?

Yes, our products comply with the latest environmental regulations.

Could you elaborate more about the customer segment we plan to cater to in India?

We are planning to release an economy vehicle that most people would be able to access.

Do we have the infrastructure to manufacture the electric 2-wheelers, given that we already have the electric buses set up in India that we could leverage?

Yes, that wouldn't be an issue, as both vehicles need a similar electric battery. It wouldn't be difficult for us to switch up and manufacture those and come up with CBUs (completely built units)

I would like to take a few minutes to structure my thoughts and move forward with the case.

Yeah, sure!

Thank you for the time. I will approach this problem in the following way. Firstly, I will analyze how financially attractive and feasible this opportunity would be. After that, I shall explore how we could go about the go-to-market strategy

MARKET ENTRY | Electric 2-Wheeler(1/3)

and how we can enter the market if it is feasible. Is this approach nuanced enough?

Yes, it sounds great.

To assess the attractiveness of the market, what I will do is first calculate the market size, then I will multiply that by the price of our product. After that, we will dedict the fixed and running costs we currently know of and can estimate. On that basis, I'll assess whether it's a good opportunity. Does this look like a reasonable approach?

Yeah, yeah, that looks fine enough. Please proceed.

I'll do a quick guesstimate to calculate the market size. I'll take the population of India and split it into urban and rural segments. Given that rural India lacks environmental consciousness and is also a price-sensitive market, it will not have good adoption so I shall rule that out. For the urban population, I will classify it on an income basis, breaking it down into below the poverty line, lower middle class, and upper middle class, and upper class brackets. Furthermore, I will apply a household split and assume that there are 4 people in each household in urban India.

I will rule out the below-poverty income category because affording an electric 2-wheeler would not be possible for them. I will further split the remaining 3 categories based on direct and indirect competitors pertaining to the traditional 2-wheeler companies and use that factor to understand the adoption of electric two wheelers. The lower income bracket has lower environmental awareness and is also price-conscious. The upper middle class has relatively more disposable income and is more environmentally conscious. Finally, the upper class can easily afford these vehicles.

Based on these, the calculation would look as follows:

Category	Calculation	Value
Population	1.2 billion	1,200,000,000
Urban Population	30% x 1.2 billion	360,000,000
Total Households	1/4 x 0.30 x 1.2 B	90,000,000
Lower Middle	25% x 90,000,000	22,500,000
Upper Middle	25% x 90,000,000	22,500,000
Upper Income	10% x 90,000,000	9,000,000
E2W Market (U)	40% x 9,000,000	3,600,000
E2W Market (UM)	30% x 22,500,000	6,750,000
E2W Market (LM)	10% x 22,500,000	2,250,000
Total E2W Market	Sum of all groups	12,6000,000

MARKET ENTRY | Electric 2-Wheeler(2/3)

Yes, this number seems fair. But do you want to talk about certain elements you could have added to make the calculations more accurate?

Yes, I could have added the age split in the urban population to make it more precise, as the age group of 18-25 is more environmentally conscious.

Ok, that seems nice. Please proceed ahead.

What is the cost of the economy electric 2-wheeler that we're offering ?

Assume that we make substantial profits and the number and our bottom line is financially feasible. How would you approach the problem in that case, and what would be your recommendations?

I would like to whip out a quick analysis of the facts we have discussed in the case today.

Our strengths are:

- We already have a customer base that is loyal to us and knows our brand name due to our electric buses.
- We have infrastructure that we can leverage to manufacture these electric 2-wheelers.
- Specifically, in the electric 2-wheeler segment, the Government's policies are very favorable and there are heavy subsidies.
- Typically, the 18-25 population is the country's most environmentally conscious and voluminous population. This is something that we can leverage.

Our weaknesses are:

- The upfront costs is very high.
- Also, our first mover advantage can be disadvantageous as we do not have competitors to benchmark our price with, also it will make it difficult for us to negotiate with OEMs as there are no other competitors.
- The EV market in India is very nascent and not very well established, even though the perception is still changing.

Does this seem like a detailed enough analysis?

Yes, that seems like a detailed enough analysis. Now you can suggest some recommendations, and we can close

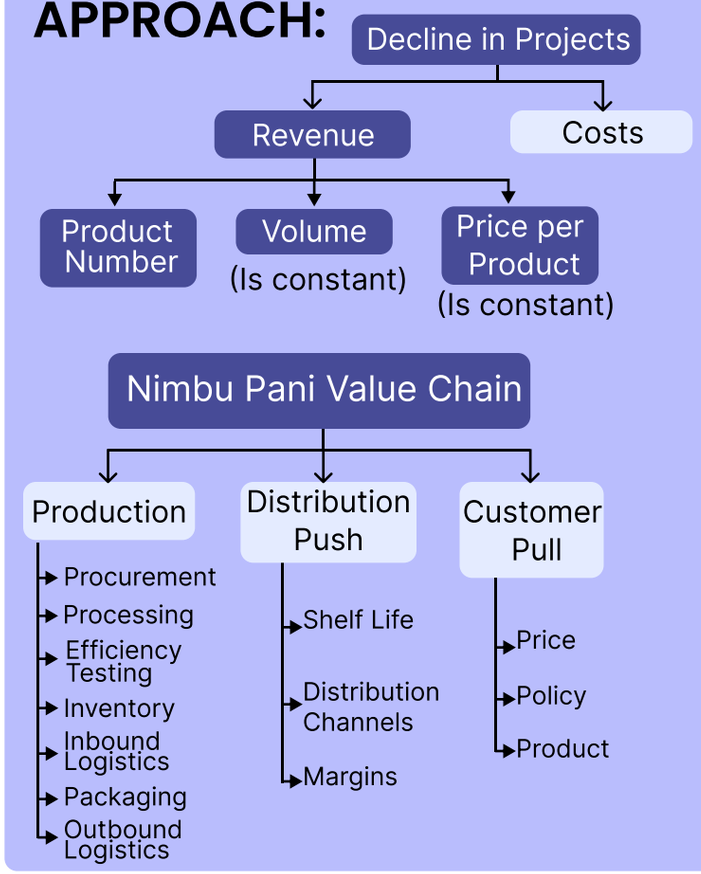
Given our analysis and that we are pitted to make profits once we enter the markets and given the other favorable conditions listed above, I think it will be a feasible option for us to enter the market. Do you also want me to map out a detailed GTM strategy along with pricing, competitor pricing, and the geographies (states) we should enter?

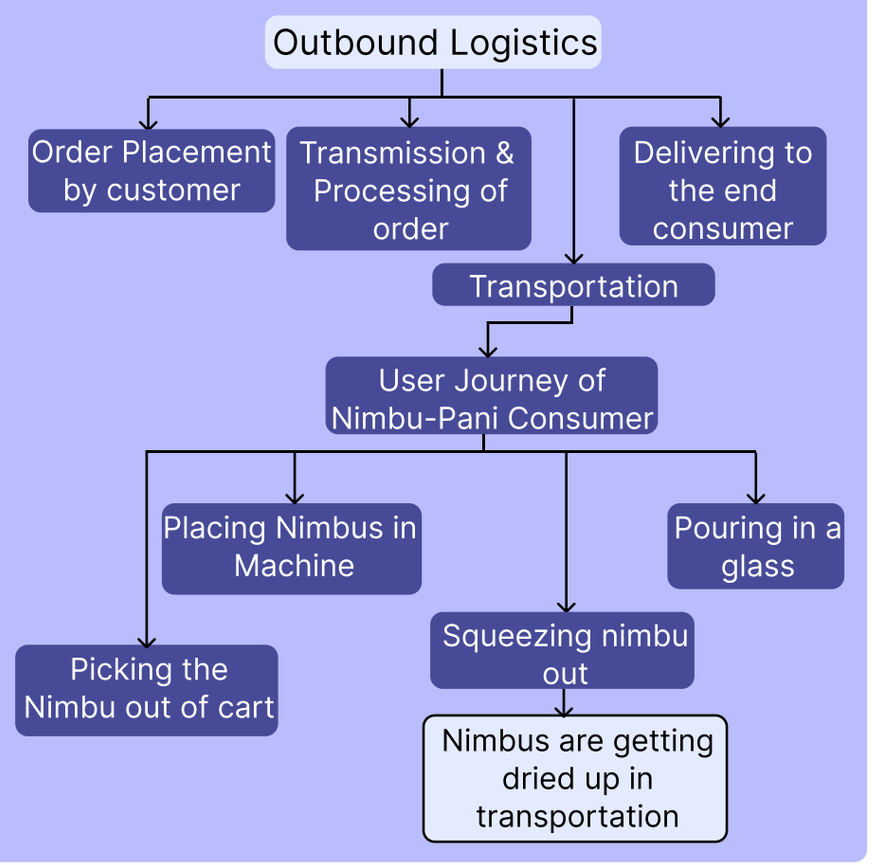
No, that wouldn't be required, and we can close the case.

MARKET ENTRY | Electric 2-Wheeler(3/3)

PROBLEM STATEMENT:
There's a nimbu paani seller in Mumbai. He's been facing a decline in profits. Find out why and suggest recommendations.

APPROACH:





ALTERNATE APPROACH

- After analysing that it is financially viable to enter the market, the candidate could have explored states with more favorable PLIs for Electric two wheelers and looked into optimizing distribution channels for the economy product offering

KEY TAKEAWAYS:

- Very often in case interviews, the interviewers are more interested in the approach than the number. For instance, the interviewer didn't want us to go into the costs and rather wanted to see the next approach
- Using unconventional frameworks like SWOT analysis in between cases, helps you structure your thoughts and suggest better recommendations.

OTHER CASES

OPERATIONS CASE | GROWW

Zomato is experiencing issues with its order allotment system. How would you address this?

What is the scale of the issue? Is it a temporary problem, or is the system fundamentally flawed? Which regions are affected, and how many customers and delivery executives are impacted? How long will it take to fix the system?

Take cases.

I'll start by identifying if the problem can be solved by fixing the existing system or by implementing new solutions. I'll first consult with the tech team to understand the delay and then explore interim solutions.

What interim solutions would you suggest?

If the system fix is expected to take time, implement an allocation process where orders are manually assigned to delivery executives based on proximity and availability. This ensures that operations continue, even if efficiency is temporarily reduced. We could find alternative solutions in the system to address the issue temporarily.

What about in the long term?

I will work with the tech team to investigate the root cause of the system malfunction to identify the issue behind it like scaling or algorithm bugs and suggest measures to improve the efficiency of the allocation system.

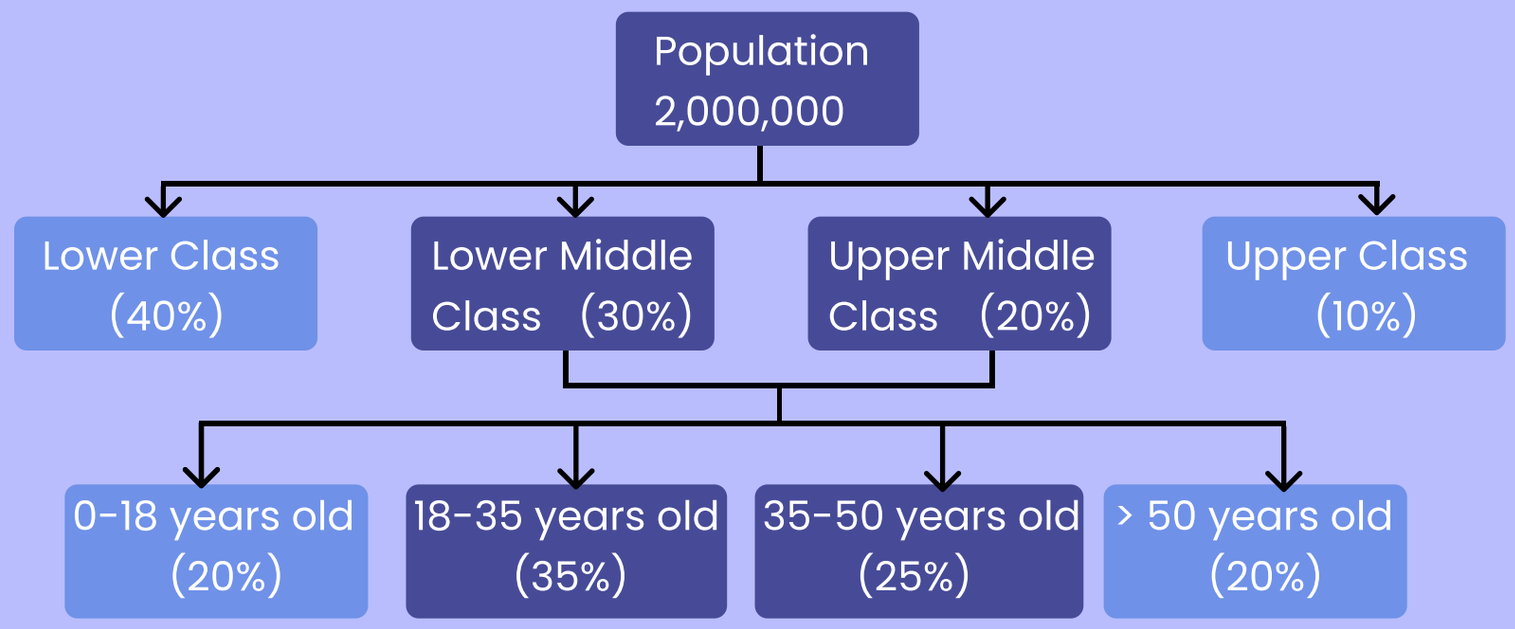
What steps would you take to manage the customers and the image of the company?

I will first of all send apology messages to the affected customers explaining the delay and offer them incentives like discounts or free delivery to maintain the relationship. From a marketing standpoint, I will launch a quirky campaign playing on Zomato's fun brand image to soften the impact and communicate that we are working on resolving the issue.

PRICING STRATEGY | GROWW

PROBLEM STATEMENT: You are managing a theatre in Patna, Bihar, and a very famous movie starring Manoj Bajpayee has been released. Your task is to predict the ticket price for the movie.

APPROACH:



CASE FACTS

- **Release Time Of The Movie**: Weekend
- **Location**: Prime location in Patna
- **Target Demographic** : Age 18 - 35 Who belong to middle to upper-middle class (30% of population)
- **Potential Attendance**: For a morning show, estimated 10-15% of the target demographic (3,000 to 9,000 people)
- **Pricing Strategy**: Analyse past data from similar blockbusters and local competitors

KEY TAKEAWAYS:

- The candidate plans to use historical data from similar releases and check local competitors' pricing to set competitive ticket prices.
- Since it's a big movie release with high demand, ticket prices should reflect exclusivity while ensuring affordability for the target demographic.
- Differentiated pricing for morning and evening shows could help optimize revenue, with higher prices for peak hours when demand is greater.

PRICING STRATEGY | GROWW

You are managing a theatre in Patna, Bihar, and a very famous movie starring Manoj Bajpayee has been released. Your task is to predict the ticket price for the movie. How will you approach this?

Sure! To begin with, I'd like to clarify a few points to understand the context better.

Go ahead.

Is the theatre located in Patna itself or in the outskirts of the city?

It's in the main Patna area, right in the city centre.

Got it. What about the size of the theatre? Is it a small, medium, or large theatre?

It's a large theatre with a seating capacity of around 500.

Another point—has the movie been released on any OTT platforms?

No, it has not. It's an exclusive theatrical release for now.

Okay. If it had been released on OTT, I'd expect some reduction in demand, but since it's exclusive to theatres, we can expect stronger footfalls, especially for a big name like Manoj Bajpayee.

Agreed.

Now, in terms of estimating the attendance, is the show on a weekday or weekend?

It's on a Sunday.

Sundays typically see higher theatre traffic, and the movie is likely to attract younger (18-35) and middle-aged (35-50) audiences, especially those familiar with Manoj Bajpayee. Younger viewers are more inclined to visit theatres, and focusing on middle and upper-class households, who can afford regular outings, further refines the target group.
Given these factors, I estimate :
50% of 2 million (Patna's population) = 1 million (Upper & Middle class)
60% of 1 million (Target age group) = 600,000 (Final target segment).

That's a concise explanation. What's next?

Since it's a Sunday, attendance is likely to be higher. For a morning show, I'd expect around 10-15% of the target demographic might attend, so approximately **3,000 to 9,000 potential viewers**.

How would you approach setting the final ticket price?

I'd analyze past data from similar blockbuster releases and check local competitors' pricing. Since the movie is exclusive to theatres and in high demand, I'd set a price that reflects this exclusivity while remaining competitive. I'd also consider that evening shows, being peak hours, could justify a slightly higher price compared to morning shows.

Sounds good. Thankyou

UNCONVENTIONAL | Dalberg(1/2)

Your client is a large cancer hospital in Mumbai. They have been facing the problem of overcrowding outside the hospital for 6-7 months now. Identify the reason and suggest recommendations for the same.

I'd like to begin by asking a few clarifying questions first. Where is this hospital located and what customer segment does it primarily cater to?

It's located in the outskirts of Mumbai and its major customer segments belong to the middle to upper class.

Alright. I'd like to understand more about the problem now. Did this overcrowding start suddenly or gradually? What is causing this overcrowding, pedestrians or vehicles? What's the typical mode of commute to the hospital for the patients? Does this problem arise at a specific time of day?

This issue started gradually and escalated very quickly within a few weeks. It's mainly due to a large number of pedestrians and the patients typically visit the hospital in a car. The overcrowding is at its peak during 4-6 PM.

Any particular part of the hospital and its surroundings where this overcrowding typically happens?

The crowd is concentrated right outside the reception area and the pathway leading to it from outside the hospital.

Got it. That's all for the clarifying questions. I'd now like to look at the points where the crowding is happening.

Yes, the patients are spending more time walking to the hospital and getting an appointment.

The crowd inside the reception could be causing the crowd along the road by slowing things down. So, I'd like to first look into that. I hope that's fine?

Sure, go ahead.

So, given that there was a rapid increase in crowding outside the reception area, my initial hypothesis is that a lot more patients may have started visiting the hospital. Did the hospital shift its medical focus or introduce a new therapy around 6-7 months ago?

Yes. The hospital started admitting patients of lymphoma and melanoma around 8 months ago.

That change must have led to an increase in the size of staff as well, correct?

UNCONVENTIONAL | Dalberg(2/2)

Right. The hospital had to increase its staff size by approximately 20%.

That's Interesting. I'd Now Like To Shift My Focus Towards The Staff At The Hospital. What's The Staffing Like At The Hospital.

So the hospital employs people in 3 shifts of 8 hours each; 9 am - 5 pm, 5 pm - 1 am, and 1 am - 9 am So the hospital employs people in 3 shifts of 8 hours each; 9 am - 5 pm, 5 pm - 1 am, and 1 am - 9 am.in 3 shifts of 8 hours each; 9 am - 5 pm, 5 pm - 1 am, and 1 am - 9 am..

So there's a shift change occurring at 5 pm during which there is a rapid influx of Shift 2 Workers and an outflux of Shift 1 Workers. Does the staff also enter and exit through the reception area itself ?

Yes. The hospital staff check-in kiosks have been installed in the reception area, so the staff is forced to move in and out from there only

Since it's a case of overcrowding, I'd like to understand whether the hospital made some changes to account for the greater size of staff. I shall assess their journey while checking-out to identify pain points Wrapping up work at their work stations Taking staircase/elevator to the reception area Checking out at the kiosks Heading to the parking lot Exiting the hospital In what all aspects did the hospital make changes.

None, as a matter of fact.

Right. So I can now form a clearer picture in my head around this. Given the increase in staff size but no change in number of kiosks and lifts, the incoming and outgoing staff are spending approximately 20% more time in leaving the hospital. Due to this crowd, people right outside the reception are getting slowed, and further the people on the road are getting slowed and causing crowding. Does that sound reasonable?

Yes, you seem to have identified the core issue behind the problem. Please share some recommendations for the client and then we can wrap up the case.

Sure. First and foremost, the hospital should increase the number of check-in kiosks to reduce the crowd at the reception area. The new kiosks should preferably be installed at other points of entry, if any, to distribute the heavy demand during shift change to ensure that patients don't have to suffer due to an occasional surge.

That sounds reasonable. Thank you.

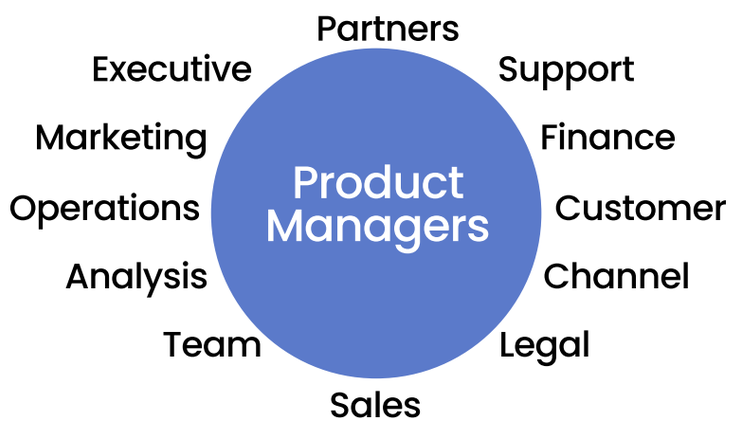
THE BUSINESS CLUB

ALL ABOUT PRODUCT

PRODUCT MANAGEMENT

What is Product Management and who are Product Managers?

Product Management is the role and function within an organization that is responsible for a product's overall success. Product Managers work with groups inside and outside of the company to build and execute a plan to make sure the product best meets its financial and strategic goals.



- Centre point of communication
- Whole Product
- Define Product Strategy
- Define Go-to-Market
- Gathering Requirements
- Guiding Engineering
- Guide sales and marketing

Different Types of Product Management Cases

Product Design
Design XYZ product for ABC customer? Favorite product?

GTM Strategy
How would you market/take XYZ product to ABC market?

Market Entry
Should XYZ company enter ABC market?

Pricing
How would you price XYZ product for ABC customers?

Metric
XYZ metric for ABC product dipped X% this month, what would you do?

Tech Casing
How does internet work? How would you design Instagram?

Market Trend
What is the next big idea that we should invest in?

RCA
Analyze the reason for dip of DAU metric by X% over the past 2 weeks

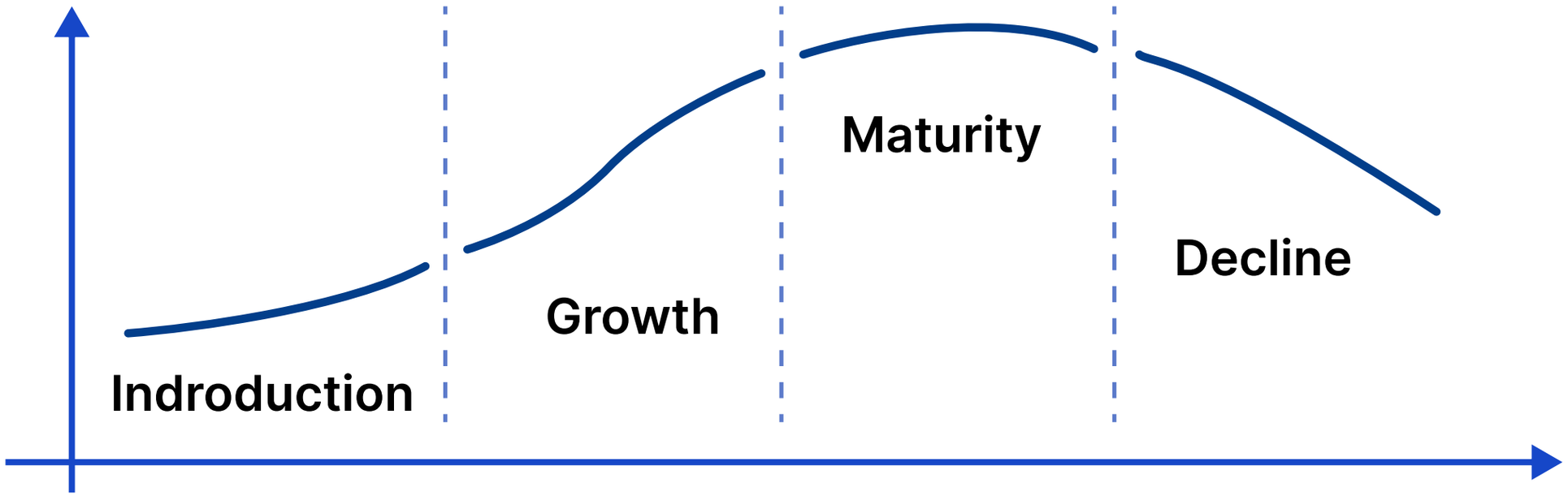
Guesstimate
Estimate market size of XYZ services?

"A great product manager has the brain of an engineer, the heart of a designer, and the speech of a diplomat."
– Deep Nishar, Vice President of Product at LinkedIn

PRODUCT CYCLE

Four major phases of Product Cycle

The Product Life Cycle (PLC) defines the stages that a product moves through in the marketplace as it enters, becomes established, and exits the marketplace.



Indroduction	Growth	Maturity	Decline
When a product first launches, sales will typically be low and grow slowly. In this stage, company profit is small (if any) as the product is new and untested.	If the product continues to thrive and meet market needs, the product will enter the growth stage.	Eventually, the market grows to capacity, and sales growth of the product declines. In this stage, price undercutting and increased promotional efforts are common as companies try to capture customers from competitors	In the decline stage, sales of the product start to fall and profitability decreases. This is primarily due to the market entry of other innovative or substitute products that satisfy customer needs better than the current product.

PRODUCT METRIC

Product Metrics

What is the question about?

This question tests if you understand what the process of defining metrics .

Approach

- **Define what success means for the product:** you need to identify what the business goals for the product are. Once you have set the objectives, think about which outcomes should happen at each stage of the customer journey to achieve these goals.
- **Measure customer actions:** For each phase of the customer journey such as awareness, acquisition, conversion, engagement, retention, and monetization, think of ways to measure customer actions that would indicate success or failure of the business goals. List each action as a metric.
- **Wrap Up:** Summarize what the business goals and most relevant metrics are.

HEART Framework

	GOALS	SIGNALS	METRICS
Heart	Users find the app helpful, fun and easy to use	• Responding to surveys • Leaving 5-star rating • Leaving user feedback	• Net Promoter Score • Customer Satisfaction rating • No.of 5-star reviews
Engagement	Users enjoy the app content and keeping engaging with it	• Spending more time in the app	• Avg session length • Avg session frequency • No.of conversions
Adoption	New users see the value in product or new feature	• Downloading,launching game • Signing up for an account • Using a new feature	• Download rate • Registration rate • Feature adoption rate
Retention	Users keep coming back to the app to complete a key action	• Staying active in the app • Renewing a subscription • Making a repeat purchases	• Churn rate • Subscription renewal rate
Task Success	Users complete their goal quickly and easily	• Finding and viewing content quickly • Completing tasks efficiently	• Search exit rate • Crash rate

What Are Product Metrics?

Product metrics, also known as key performance indicators, are measurable data points that a company monitors and evaluates to determine the success of a product. Conversion rate, churn rate, and monthly recurring revenue are a few examples. All of these metrics ought to be connected to the product strategy.

Importance of Metrics

Metrics have the potential to deliver incredibly valuable insights and information to organizations and teams. However, for metrics to be meaningful, they must be actionable (i.e., inform business decisions), accessible, and auditable.Meaningful metrics matter because:

- It's easier to win over stakeholders
- They lead to better product decisions
- They provide an early warning signal
- They set the stage for success

AARRR Pirate Metric Framework

Acquisition	How does the customer find you?	- # of impressions on social media. - # of click on ads . - # of people visiting the website. - # of app downloads
Activation	How quickly do the customers sign-up?	- # of users who did the Job-to-be-Done of the platform for the 1st time. - # of signup on the platform. - # of people registering to newsletters. - # of users filling their details.
Retention	How long do the customers stay active?	- # of people returning on the platform. - average amount of time spend on the platform. - DAU/MAU- It defines user stickiness. - # of people opening your emails.
Revenue	How do you increase revenue?	- # of people transacting on platform. - # clicks on the ads on the platform. - LTV- Lifetime value of the customer. - ARPU- Average Revenue per User - Other: ARR, MRR, GMV,AOV
Refferal	How do customers let others know about the product?	- # of people tagging their friends. - NPS: Net Promter Score - CSAT: Customer Satisfaction Score % of people who recommend to friends.

PRODUCT METRICS

Product Metrics

Understanding and aligning key metrics is crucial for driving product growth and long-term success

Key Metrics Framework

- **Focus Metric**:
  The single most critical metric that reflects the product's success and growth. It should directly align with the company's overall business goal.
  - Example: Weekly Active Users (WAU)

- **Level 1 Metrics**:
  Metrics that directly impact the Focus Metric. These represent the most actionable levers that can drive improvements in the Focus Metric.
  - Example: 7-day Retention

- **Level 2 Metrics**:
  More specific, lower-level metrics that break down Level 1 metrics into further detail. They are used to diagnose underlying trends and improve Level 1 metrics.
  - Example: Average Session Time

Key Metric Categories

Reach:
Measures the total number of users who have interacted with the product recently.
- Example: Total app downloads in the last 30 days.

Activation:
Tracks how well new users are experiencing the product's core value quickly.
- Example: First order placed within 7 days of signing up for an e-commerce platform.

Active Usage:
Captures how many users are consistently interacting with the product.
- Example: Daily Active Users (DAU) for a messaging app.

Engagement:
Focuses on the depth and quality of interaction with the product.
- Example: Average time spent on the platform per session.

Reach:
Tracks the ability of the product to retain users over time.
- Example: 30-day retention rate for a subscription service.

PRODUCT DEVELOPMENT

KANO Model

The Kano Model is a framework used to categorize and prioritize customer needs and preferences based on how they impact customer satisfaction. Developed by Dr. Noriaki Kano in the 1980s, it helps businesses understand which product features will have the greatest impact on customer satisfaction and loyalty.

1. **Categorization of Customer Needs:**
   - The Kano Model helps businesses categorize features into five groups: Must-Be, Performance, Excitement, Indifferent, and Reverse. This allows businesses to differentiate between features that are essential, those that increase satisfaction, and those that offer an unexpected "wow" factor.
2. **Customer Satisfaction vs. Feature Implementation:**
   - The model highlights the non-linear relationship between feature implementation and customer satisfaction. Some features (e.g., basic requirements) only prevent dissatisfaction, while others (e.g., performance features) directly influence satisfaction in proportion to how well they are executed.
3. **Evolving Customer Expectations:**
   - Over time, customer expectations change. Delighters (Excitement features) today may become Must-Haves (Basic features) in the future. The Kano Model encourages continuous reassessment of customer needs to stay competitive.

MOSCOW METHOD

The MoSCoW Method is a simple yet powerful framework used for prioritizing tasks or features in project management and product development. It breaks down tasks into four categories:

1. Must Have: These are essential elements. Without them, the project or product cannot succeed. Think of them as non-negotiables.
2. Should Have: These are important but not critical. Their absence may impact the project, but it can still be considered successful without them.
3. Could Have: These are desirable but not necessary. If there's extra time or resources, they can be included, but they aren't essential for success.
4. Won't Have: These are tasks that won't be included in the current project or version, but could be considered for future updates.

Pros	Cons
Simple and Easy to Understand	May Oversimplify Complex Projects
Prioritizes Critical Features	Stakeholders May Disagree on Priorities
Helps Manage Scope Creep	Can Lead to Rigid Thinking
Aligns Stakeholders on Priorities	Not Suitable for Highly Dynamic Projects
Improves Resource Allocation	Can Be Difficult to Distinguish Categories
Enhances Focus on Business Value	Needs Regular Review & Re-Prioritization
Supports Better Decision-Making	Lack of Flexibility for Continuous Delivery

PRODUCT DEVELOPMENT

Scrum Product Management

What is Scrum Framework?

Scrum is a framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value.
It is used for managing software projects and product or application development and is a framework for developing and maintaining complex products through “view-and-tune”.
It is a genre that follows the agile declaration and principles, integrating three roles, three artifacts, five events, five values, referred to as “3355“.

3	3	5	5
Roles	Artifacts	Events	Values
Product Owners	Product Backlogs	Sprint	Openness
Development Teams	Sprint Backlogs	Sprint Planning Meeting	Courage
Scrum Master	Product Increment	Daily Scrum Meeting	Respect
		Scrum Review Meeting	Focus
		Scrum Retrospective Meeting	Commitment

POTTER’S FIVE FORCES

What is Potters Framework?

- Porter’s Five Forces is a framework developed by Michael E. Porter in 1979 that helps businesses analyze the competitive forces in an industry and understand the underlying drivers of profitability and competition. This model identifies five key forces that determine the intensity of competition and the attractiveness of a market. It’s widely used in strategic planning to assess an industry’s potential for profitability and to develop a competitive strategy.

Potter’s Five Forces Principles:

Competition is More Than Direct Rivals	Porter’s framework highlights that competition in an industry goes beyond just the direct competitors. Forces such as potential new entrants, substitute products influence the competitive environment
Industry Structure Drives Competition and Profitability	Industries with favorable structures have lower competitive pressures and higher profit potential, while industries with unfavorable structures face significant competitive pressures and reduced profitabilit
Barriers to Entry Shape Long-Term Profitability	The presence of high barriers to entry can protect established businesses from new competitors, preserving profits. However, when barriers are low, new entrants can easily join the market, increasing competition and driving down profit

DIFFERENT FRAMEWORKS

Product Design

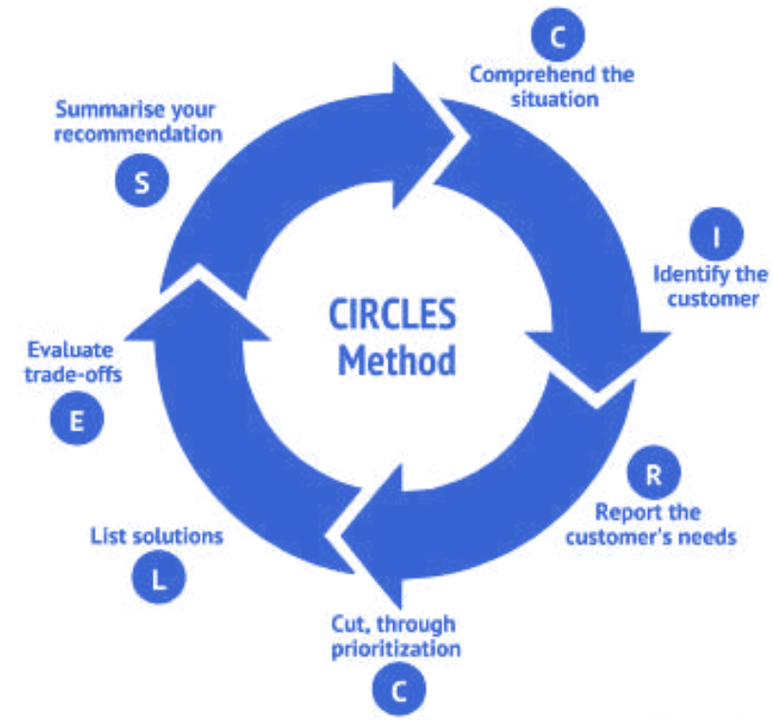
What is the question about?

This interview question tests whether you understand the process of going from customer needs to product development. This process should involve defining who the customer is and what they want to accomplish; defining multiple use case scenarios in which the customer performs activities that are related to your product; and prioritizing what to build.

Approach

- **Clarify the goal:** Clarifying the goals of the problem statement with the interviewer helps to define further course of action in much clear and better sense.
- **State your approach:** Laying down the structure of how you plan to approach findings of the solution can be beneficial. It helps interviewer to know your answer better and rationale behind each step
- **Identify the pain points:** Recognize the different problems being faced by different user groups.
- **Prioritise target user:** Set out all the groups that faces the common major pain points, and that could potentially help to achieve your objectives.
- **Brainstorm solution/ features :** Create a big ideas list and focus more upon solving the pain points of the addressed or prioritized user including
- **Prioritise :** Prioritise your solution based upon different parameters such as Impact vs Effort, RICE(Reach- Impact- Confidence and Effort)
- **Later:** features for MVP, metrics, risks, summarize: Finally summarize the case by providing the Metrics for the success measurement of the product or risks associated with it.

Circle's Method



One of the best way way of structuring the problem is using Circles method :

C: Clarify. Ask clarifying questions to narrow the scope.
I: Identify the users/customers as personas like food lovers, soccer moms, etc.
R: Report on the user's needs
C: Cut through and prioritize the use cases
L: List solutions
E: Evaluate the tradeoffs of your solutions.
S—Summarize your thought to give it a structure.

IMPORTANT TERMS IN PRODUCT

What is MVP?

A minimum viable product, or MVP, is a product with enough features to attract early-adopter customers and validate a product idea early in the product development cycle. In industries such as software, the MVP can help the product team receive user feedback as quickly as possible to iterate and improve the product.

Eric Ries, who introduced the concept of the minimum viable product as part of his Lean Startup methodology, describes the purpose of an MVP this way: It is the version of a new product that allows a team to collect the maximum amount of validated learning about customers with the least amount of effort.
A company might choose to develop and release a minimum viable product because its product team wants to:

- Release a product to the market as quickly as possible
- Test an idea with real users before committing a large budget to the product's full development
- Learn what resonates with the company's target market and what doesn't.

What is A/B Tesing ?

An A/B test aims to compare the performance of two items or variations against one another. In product management, A/B tests are often used to identify the best-performing option.
There are many benefits to using A/B tests, including:

- Marketers (or product managers) can focus on very specific elements to test
- The results are immediate and easy to analyze
- Unlike surveys, where users' answers are theoretical, A/B tests measure real engagement with the asset

What is GTM?

A Go To Market (GTM) strategy is essentially your marketing plan for making sure your target market knows about your launch – be it for a feature for a whole new product. A GTM strategy applies whether you're breaking into a new market, or trying to reach your current market.

A great GTM strategy relies on user/buyer personas, market understanding, and an understanding of the long term business plan. That's why it's critical for Product Managers to work in collaboration with marketing on a GTM strategy.

Product-led and sales-led are the 2 main types of GTM strategy.
A product-led GTM strategy uses the product itself to acquire and retain users.
In this approach, the product serves as a salesperson by providing so much value, the user can't help but upgrade their package.
Calendly and Slack are great examples of product-led growth in action.
On the other hand, a sales-led GTM strategy uses marketing to drum up interest for a product, capturing it in content and demo forms.
Salespeople then reach out to those prospects, with the goal of converting them into customers.
This is the approach that Cognism and countless other B2B SaaS companies use.

ROAD MAPPING

What is Road Mapping?

The strategic process of determining the actions, steps, and resources required to turn an idea into reality is called roadmapping. A roadmap is a high-level document that articulates the vision and strategic plan.
When it comes to product roadmapping, a product manager and her team are involved in the process. Together, they decide on every prerequisite needed to turn the company's product idea into a finished, marketable product.This involves:

- Pull together all the research
- Lay out the product journey on a roadmap
- Prioritize each item through ranking

The 3 Major Components of the Roadmapping Process:

A roadmap establishes a route from the vision of an initiative to its realisation. The ability to communicate that vision and a clear grasp of it should be the starting points of the process.
Research, strategic planning, and organisation coordination will all be part of the procedure.

Research	Strategic Planning	Coordinating with the Organization
• Learn about the challenges that the product's users and customers are experiencing and how the product can help them. • Examine the market and the competitive environment. • Find out what funding and resources the company can devote to this project.	• Establish a hierarchy of priorities. To create a minimal viable product that is ready for the market, rank all important components. • Choose the key elements (themes, epics, features, etc.) to address user issues. • Putting together a development strategy and allocating the right resources.	• Collaborating with other teams to get everything ready for your go-to-market strategy. • These teams include sales, support, professional services, marketing, and others.

Importance of Roadmap

In conclusion, if this procedure is followed correctly, a product manager will be able to lay down a plan. This plan comprises a list of the appropriate resources to realise a product's vision as well as all necessary actions in the most strategically advantageous order.
A roadmap is a useful metaphor in this regard.For instance, you can think of this strategic process as creating a map—a clear path to bring your product to market. It will assist you in staying on track even though you may make multiple stops along the road.

THE BUSINESS CLUB

PRODUCT DESIGN

PRODUCT DESIGN | HI LABS

Imagine you are ruling an empire in 1800s,design a product to ensure territorial expansion

I'd like to begin by asking a few clarifying questions first. Where is this territory located,what are its geographical features,and how does the economy work?

It is a European country.This country is naturally efficient,they are going to run well on their own,they just need to annex other regions to become a bigger kingdom

In the 1800s there was an industrial revolution in Europe.Was there an impact?

Yes it is a European country,let us assume it has an effect

What kind of territory are we in terms of size and how are the neighbouring territories size wise ?

We are medium size territory .60% of neighbouring territories are small ones ,20% large, 20% same as ours

Okay,so I am ready with my approach
We have a scope of collaboration with smaller territories,they are good in number

Why target the small territories?

Smaller territories often suffer from political instability due to weak governance and frequent changes in leadership. These regions could also have heightened security issues. By collaborating with or acquiring smaller regions, we can reduce these risks while also expanding our influence.

Interesting. Can you elaborate on the benefits of such acquisitions?

Certainly. By acquiring 50% of these smaller territories, we essentially grow into a larger territory with more political and economic clout. This acquisition opens up two primary advantages:

1. Position for Collaboration: With increased resources and workforce, we become a more attractive partner for both smaller and larger territories, allowing us to collaborate more effectively and diversify risks.
2. Targeting Larger Territories: A larger territory would give us leverage to approach and negotiate with bigger regions that have abundant resources, infrastructure, and skilled labor, making them ideal partners for future expansion.

That sounds reasonable. Thank you.

PRODUCT DESIGN | HI LABS

PROBLEM STATEMENT:

How can a medium-sized European empire in the 1800s expand its territory and influence?

APPROACH:

Target Smaller Territories

- Acquire smaller territories
- Increase overall size and political clout

Foster Collaboration

- Build alliances with smaller and larger territories
- Create partnerships

Leverage Resources

- Utilize resources and skilled labor
- Strengthen economy and bargaining power

Strategic Partnerships

- Seek partnerships with larger, more developed territories
- Access resources and expertise

ALTERNATE APPROACH:

- Instead of focusing solely on territorial expansion, the empire could prioritize economic development and diplomatic relations.
- By strengthening its internal economy and building alliances, the empire could increase its influence without resorting to military conquest.

KEY TAKEAWAYS:

Strategic Expansion: Acquiring smaller territories can be a strategic move to increase size and power.
Collaboration: Building alliances and partnerships can strengthen the empire's position and access resources.
Resource Utilization: Leveraging the resources and skills of acquired territories can boost economic development.
Strategic Partnerships: Collaborating with larger, more developed territories can provide access to valuable resources

PRODUCT DESIGN | OLA

Design the experience on Ola to meet travel needs of school kids as a potential business opportunity.

Before diving into the features, let's first look at the key stakeholders and the problems they're facing with current services. So, the main stakeholders would be the kids themselves—the end users—and of course, their parents, who are the actual customers. And we can't forget the drivers either, they play a crucial role. The problems faced with the existing services could be:

1. Vehicle condition isn't good or Lack of driver/vehicle options which creates an issue of Driver/Vehicle selection.
2. Lack of discipline and overcrowding in the vehicle which is not very secure.
3. Irregular price hikes results in frustration among parents.

What other factors will you consider while building the service.

As the current Ola service already includes travel via autos, cars and bicycles, we can target all the service segments excluding buses, as including buses could add huge establishment cost.
Users will be segmented based on distance between school and residence and affordability. The choice of service depends on how much the parents can afford. Our service should target the middle-income segment as the lower-income segment is not an ideal segment to target and higher-income segments prefer personal vehicles.

That sounds fair, What feasible solutions could be provided to address this problems?

The possible solution to these problems with the following features could be:

1. Ola verified drivers: The drivers on the platform will be tested and verified by Ola (driving tests and background checks) for safety purposes.
2. Free trial rides: To onboard new customers, a free trial ride will be offered so that the parents can experience the product features live, and can provide their feedbacks.
3. Real-time location updates: Notification in the app for relevant locations, example – when driver starts the ride, when the driver is 10 mins away from your location etc.
4. Backup arrangements: Ola can offer to arrange for a backup at no extra charges if the regular vehicle breaks down or the driver is unavailable.

PRODUCT DESIGN | OLA

PROBLEM STATEMENT:
Ola management has recognized travel needs of school kids as a potential business opportunity. Design the experience on Ola to meet the managements need along with enhancing child's safety.

APPROACH:

Features Proposed

- **Ola verified drivers** — Testing the drivers who are verified by Ola, for safety concerns of users
- **Free Trial Rides** — Trial rides offer to parents to experience the features and provide feedback
- **Real-time location update** — Notifying the user about the location of driver
- **Backup arrangment** — Organizing backup vehicles in case of a breakdown or driver unavailability.

ALTERNATE APPROACH:

1. Introducing school commute tab on the Ola app focusing on booking rides for kids after verifying the drivers.
2. Implementing real-time GPS tracking where parents can monitor the vehicle's location and route of the ride.
3. Ola can tie-up with schools providing vehicles, and ensure that children are dropped off safely.

KEY TAKEAWAYS:

1. By incorporating real-time tracking, ensuring child's safety as a top priority.
2. Enhancing user experience by introducing a commute tab for booking the rides, providing transparency.
3. Partnering with schools ensures organized transportation, aligning with schools' schedules.

PRODUCT DESIGN | FLIPKART

As a product manager at Flipkart design a product with a goal to increase its revenue.

Are we focusing solely on Flipkart's e-commerce segment or exploring other areas as well?

We are specifically considering Flipkart's e-commerce platform.

Okay, it would be beneficial for Flipkart to form communities of like-minded people as creating a community enhances customer engagement, increases brand loyalty, and increase customer support.

What do you exactly mean by communities?

By communities I mean the group of like minded people with same hobbies and interests forms one community.

Okay, What type of products are we expecting from this initiative?

We are expecting a product where the different group of people discuss their ideas, likes and dislikes as well as the features and rating of the product (discussion about products by which competitors are having an edge in the market and its implementation, improvement of existing products).

Certainly! Here are some basic ideas for product design:

1. Interest Profiling: Upon login, users could provide information about their likes and dislikes, enabling us to recommend similar products tailored to their interests.
2. Algorithmic Recommendations: We can analyze users' purchase histories to develop algorithms that suggest similar products, benefiting both the individual user and the wider community.
3. Collaborative Recommendations: We could collaborate with platforms like Google and YouTube to recommend similar products based on users' search histories.
4. Gamification: Implementing a gamification model could help keep communities engaged and encourage participation through rewards and incentives.

PRODUCT DESIGN | FLIPKART

PROBLEM STATEMENT:
Envision and develop a strategic product initiative aimed at significantly boosting the company's revenue at Flipkart focusing on creating innovative features, optimizing user experience

APPROACH:

Creating a community of like minded people to create innovative features like:

Interest Profiling	Algorithm Recommen -dation	Collaborative Recommend-ations	Gamification
Users provide their preferences upon login to receive personalized recommendations.	Analyze purchase histories to suggest similar products	Partner with platforms like Google to recommend products	Introduce a gamification model to engage users through rewards

ALTERNATE APPROACH:

- **Personalized Onboarding:** Create a user-friendly onboarding process that allows users to select their interests
- **Smart Recommendation Engine:** Develop a sophisticated recommendation engine to analyze purchase behavior and predict user preferences
- **Interactive Engagement Strategies:** Introduce features such as challenges, quizzes, or programs that reward users

KEY TAKEAWAYS:

- Creating communities of like-minded individuals can enhance customer engagement, boost brand loyalty.
- The initiative is centered specifically on enhancing Flipkart's e-commerce platform.
- The goal is to develop a product that facilitates discussions among different groups about their ideas, preferences, and experiences.

PRODUCT DESIGN | LinkedIn(1/2)

As a product manager at LinkedIn, suggest features to leverage the growth in the start-up ecosystem.

LinkedIn's mission is to "connect the world's professionals to make them more productive and successful." Is it fair to assume that LinkedIn has successfully attracted the various stakeholders of start-ups into registering to their platform ?

Yeah, that's true.

To increase customer engagement on LinkedIn, new features should leverage the platform's strengths, including its vast user base, domain experts, data analytics, and services like LinkedIn Learning. In the start-up ecosystem, the two primary stakeholders are founders and investors.

1. Founders: Individuals or groups who generate the core business idea and need resources for market research, team building, and scaling their start-up. They require guidance, validation, funding, and connections to grow their business.
2. Investors: High-net-worth individuals or groups providing capital in exchange for equity. Their needs are centered around finding investment opportunities and assessing start-up viability.

LinkedIn should focus on features that serve the more engagement-intensive needs of founders while offering support to investors.

Out of these two key stakeholders, which one would you prioritize and focus on first?

To enhance customer engagement, I would prioritize founders over investors. While investors have dedicated teams and personalized services, limiting their need for additional engagement, founders often lack financial and human resources. This gap presents numerous opportunities for LinkedIn to engage with founders, addressing their diverse needs through tailored support and resources, ultimately fostering a stronger connection with this key stakeholder group.

If you had the resources to develop features exclusively for your top-priority stakeholder, which group would you focus on?

The start-up journey for founders typically involves three key stages:

1. Ideation & Conceptualization: Founders develop a business idea and conceptualize a product or service. Key needs in this phase include market research, guidance for idea validation, and conceptualization.
2. Commitment: Founders transition from concept to company, needing support with prototyping, team building, and creating a Minimum Viable Product (MVP).

PRODUCT DESIGN | LinkedIn(2/2)

1. Traction & Scaling: As the start-up grows, founders require assistance in raising funding, marketing, gathering customer feedback, and refining their product.

To address these needs, LinkedIn could introduce:

1. Mentor Connect: Founders can search for industry experts (marked with a special badge) based on domain expertise to get guidance.
2. VC Marketplace: A platform where start-ups can post elevator pitches and funding needs, enabling investors to discover and connect with start-up teams.
3. LinkedIn Learning Skills Gap Analyzer: This feature would assess the team's current skills, identify gaps, and recommend LinkedIn Learning courses to close them, enhancing team development.

Seems decent. Now we can close the case.

PRODUCT DESIGN | LinkedIn

PROBLEM STATEMENT:
How can LinkedIn enhance its platform to better support startup founders, driving engagement and providing essential resources throughout their journey?

APPROACH:

- **Mentors Connect:** Allows startup founders to connect with verified industry experts (denoted by a badge) for personalized guidance.
- **VC Marketplace:** Enables startups to post elevator pitches and funding needs, creating opportunities for direct connections with investors.
- **LinkedIn Learning Skills Gap Analyzer:** Assesses team skills, identifies gaps, and recommends relevant training programs for improvement.

These features align with LinkedIn's mission by utilizing its network, analytics, and learning platform to support founders in ideation, team building, and scaling. They enhance user engagement by addressing founders' core needs: mentorship, funding, and team development.

ALTERNATE APPROACH:

- **Start-Up Ecosystem Dashboard:** A centralized platform for founders to access market insights, funding opportunities, and networking events, while tracking progress and connecting with stakeholders.
- **Crowdsourced Feedback Loop:** A feature allowing founders to share product ideas or prototypes with the LinkedIn community for real-time feedback from industry professionals.

KEY TAKEAWAYS:

Stakeholder Focus: Prioritizing start-up founders over investors can enhance customer engagement, as founders often require more support, resources, and mentorship throughout their entrepreneurial journey.
Proposed Features: Introducing features like a mentor connection system, a VC marketplace for funding pitches, and a skills gap analyzer integrated with LinkedIn Learning can address founders' key needs effectively.

THE BUSINESS CLUB

PRODUCT IMPROVEMENT

PRODUCT IMPROVEMENT|AMAZON

How would you go about improving Amazon's current offerings?

Amazon is a global leader, but it holds only 23% of the Indian market, while Flipkart dominates with 46%. There's clear potential for growth.

Interesting. What do you think gives Flipkart the edge over Amazon in India?

Flipkart has captured a larger share in Tier-2 and Tier-3 cities by offering services like Open-box deliveries, which are popular in smaller towns. Amazon, on the other hand, has stronger traction in Tier-1 cities due to its fast 1-day delivery service.

If you had to choose one domain within Amazon for improvement, where would you focus?

Amazon Fashion is one area that's falling behind competitors like AJIO and Myntra. Key issues include:

- Landing Page: Fewer brand options and offers.
- Inventory: Limited product variety in specific categories.
- AI Integration: Lack of personalized shopping features.

What steps would you take to address these specific challenges?

- Landing Page: Increase brand visibility and ensure offers are prominently displayed, perhaps with a more dynamic price filter system.
- Inventory: Collaborate with fashion experts and brands to expand the product range, especially in high-demand categories.
- AI Integration: Implement features like Myntra's Fashion GPT, allowing users to enter specific requests such as "beach-ready white outfits" and receive personalized suggestions.

If Myntra already has these features, how will implementing them help Amazon? What is the USP?

Amazon could differentiate itself by introducing virtual reality (AR-VR) shopping experiences. Users could input their height, upload photos, and generate an AI model of themselves, allowing them to see how different outfits from Fashion GPT would look on them. This would help customers better visualize products before making a purchase, creating a more immersive and personalized shopping experience.

PRODUCT IMPROVEMENT|AMAZON

PROBLEM STATEMENT:
Amazon is facing challenges in expanding its market share in India, particularly against strong competition from Flipkart. Identify areas for improvement and propose strategies to enhance Amazon's performance in this market.

APPROACH:

Analysis

Market

Focusing on how Flipkart, Myntra, and AJIO have gained a lead in Tier-2 and Tier-3 cities.

User

Map the user journey for Amazon Fashion, pinpointing gaps in experience compared to competitors.

Improvements:

- Custom fashion suggestions.
- Broaden product variety effectively.
- Enhance brand visibility and deals.

ALTERNATE APPROACH:

- Enhance the shopping experience with VR or AR to let users visualize outfits on virtual models, improving purchase confidence.
- Utilize social media for influencer partnerships and user-generated content to increase brand awareness and foster a community around Amazon Fashion.

KEY TAKEAWAYS:

- **Market Adaptation:** Tailoring product offerings to local preferences is crucial for increasing market share in diverse regions.
- **Personalization:** Implementing AI-driven recommendations and features like VR/AR can significantly enhance the shopping experience and boost user engagement.

PRODUCT IMPROVEMENT | SWIGGY

What is the primary goal of the recommendation system Swiggy aims to integrate?

The recommendation system's main objective is to boost checkout conversions from homepage recommendations by offering relevant and personalized food options. This system will cater to all users, simplifying their experience by reducing the steps needed to complete an order, thus making the decision-making process faster and more efficient.

Why was the busy person persona prioritized in Swiggy's recommendation system improvement?

The busy person persona was prioritized because Swiggy already caters to students and elderly users. Busy individuals need fast delivery and nutritious meals, presenting a key opportunity to enhance conversions.

What are the key factors considered for improving recommendations for the busy person persona?

Key factors for the busy person include delivery speed, crucial for fast service, and meal quality, measured by return rates. These ensure recommendations meet the needs of time-sensitive users effectively.

What metrics were suggested to measure the effectiveness of the homepage recommendations?

Key performance indicators (KPIs) include:

- Number of Searches Reduced: Fewer searches indicate users are finding relevant options faster.
- Number of Orders Placed: Increased orders from homepage recommendations reflect successful conversion of interest into purchases.
- Time Spent Scrolling the Homepage: A decrease suggests users are quickly finding suitable options.
- Number of Scrolls: Fewer scrolls indicate user satisfaction with early options, reflecting improved relevance.
- Total Time Spent on the Swiggy App: Monitoring overall time helps assess efficiency and user engagement with the app.

How should new users be handled within the recommendation system?

For new users, location-based recommendations are crucial, emphasizing nearby restaurants for quick delivery and a seamless first experience. Filters for cuisine, dietary preferences, and meal types will personalize their interaction, guiding them through their first order efficiently.

PRODUCT IMPROVEMENT | SWIGGY

PROBLEM STATEMENT:
Swiggy aims to increase checkout conversions by offering personalized, relevant meal options. The focus is on improving recommendations for busy users and providing location-based suggestions for new users.

APPROACH:

- **Persona Focus:** Prioritize the "busy person" persona, as they need fast delivery and nutritious meals. This aligns with Swiggy's goal of boosting conversions through quick, relevant options.
- **Key Metrics for Evaluation:**
  a. Reduced Searches: Faster discovery of suitable options.
  b. Orders Placed: Conversion of recommendations into purchases.
  c. Less Scrolling: Faster satisfaction, indicating better relevance.
  d. Total App Time: Tracks user engagement and system efficiency.
- **Recommendation System Goals:**
  - Increase conversions with relevant, personalized options.
  - Simplify the ordering process for busy users.
  - Provide location-based suggestions for new users.

ALTERNATE APPROACH:

Swiggy could adopt a multi-persona approach, catering to various user types simultaneously.

- **Dynamic System:** Use machine learning to adjust recommendations based on user segments like busy, students, and elderly.
- **Personalization:** Incorporate preferences like diet, cuisine, and order history for more relevant recommendations.

KEY TAKEAWAYS:

- **Efficiency & Relevance:** Focus on reducing time and effort for users to find suitable options.
- **KPIs for Success:** Reduced searches, increased orders, fewer scrolls.
- **New User Experience:** Location-based recommendations streamline the first order.
- **Busy Persona Focus:** Fast, relevant recommendations drive higher conversions.

PRODUCT IMPROVEMENT | FACEBOOK(1/2)

How can Facebook improve its search monetization?

Facebook currently monetizes through search ads, right?

Yes, but I'm looking for ideas beyond just search ads.

Got it. First, let me address the core issue: Facebook's search experience needs improvement. I ran two test searches—one for women's running shoes and one for auto maintenance services. The results weren't actionable or helpful. The search engine didn't account for context, like whether I wanted new shoes or my location for auto services. The results were unorganized, not personalized, and lacked prioritization. By comparison, Google's results are much more comprehensive and actionable—they include prices, recommendations, and even nearby service providers.

So you're saying the search experience itself needs to be addressed first?

Exactly. If Facebook wants to increase search monetization, the search engine has to first deliver value to users. Right now, it's not competitive with Google. However, Facebook has a major advantage—its rich social data. People trust recommendations from their friends, and Facebook can provide personalized, socially-driven search results in a way that Google can't. This is where Facebook's strength lies.

Can you give an example of how Facebook can leverage this social data?

Sure. One scenario where Facebook can capitalize on social recommendations is travel. When people visit a new city, they often search for places to eat, stay, or visit. Facebook could create a feature that shows friends' past visits and recommendations in those locations. This could appear as a map with pins marking places your friends have been, including photos and reviews from their posts. Users could filter results by type—like restaurants, museums, or events—and book tickets or make reservations directly from the platform.

How would you monetize this?

There are a few ways to monetize this feature:

1. Transaction Fees: Charge businesses a fee when users book tickets, make reservations, or purchase services directly through Facebook.
2. Search Ads: Sponsored listings could appear in the search results, similar to Google Ads.
3. Call-to-Action Fees: Charge businesses when users click on "Book Now" or similar buttons.

Additionally, to keep the recommendations flowing, Facebook could prompt users to leave reviews or ratings after their visits, creating a continuous loop of fresh content.

PRODUCT IMPROVEMENT | FACEBOOK(2/2)

Can you summarize your approach?

Facebook's search needs to be more useful and personalized by leveraging its social data. A feature like travel recommendations, based on friends' experiences, could attract users and provide actionable results. Monetization can come from transaction fees, search ads, and call-to-action clicks. Improving the search experience first is essential for making Facebook a viable search destination and increasing revenue.

PRODUCT IMPROVEMENT | FACEBOOK

PROBLEM STATEMENT:
How can Facebook improve its search monetization beyond traditional search ads?

APPROACH:

How to improve search monetization of Facebook

Enhance Search Functionality	Leverage Social Data	Create Value-Added Features	Explore Multiple Monetization Avenues
Making results more relevant, organized, and personalized based on user intent and context	Provide personalized, trust-based recommendations that Google can't offer.	Introduce features like travel recommendations with friends' reviews and booking options	Monetize through transaction fees, sponsored ads, and call-to-action fees

ALTERNATE APPROACH:

- Instead of focusing on social recommendations, Facebook could explore other areas of personalization, such as location-based search results or interest-based targeting.
- Additionally, the company could partner with other businesses to offer more comprehensive search services.

KEY TAKEAWAYS:

Personalized Search: Leveraging social data can create a more personalized and engaging search experience.
Value-Added Features: Offering features like travel recommendations can attract users and increase engagement.
Multiple Monetization: Exploring various revenue streams can diversify Facebook's search monetization strategy.

PRODUCT IMPROVEMENT | LINKEDIN

India's start-up ecosystem has grown immensely in the past decade. As a product manager at LinkedIn, suggest features to leverage the growth in the start-up ecosystem.

LinkedIn's mission aligns perfectly with the needs of start-ups. By connecting professionals, we can foster collaboration and innovation. Given the significant growth in India's start-up ecosystem, we should focus on enhancing our platform to better serve this community.

That's a great starting point. Can you elaborate on the specific features or functionalities you'd prioritize?

To increase user engagement and cater to the diverse needs of start-ups, I'd suggest the following features:

1. Mentorship Program: Connect industry experts with aspiring entrepreneurs. This would provide invaluable guidance and support during the early stages of a start-up.
2. VC Marketplace: Create a dedicated platform for start-ups to showcase their ideas and seek funding. This would streamline the fundraising process and connect entrepreneurs with potential investors.
3. LinkedIn Learning Skills Gap Analyzer: Integrate this tool into the training and feedback system for start-ups. By analyzing their existing skills and identifying areas for improvement, we can recommend relevant courses to enhance their capabilities.

How would you prioritize these features based on their potential impact and alignment with LinkedIn's goals?

I'd prioritize the mentorship program and VC marketplace as they directly address the core needs of start-ups. The skills gap analyzer, while valuable, is more of a supporting feature that can be implemented later.

Can you explain the rationale behind prioritizing these features?

The mentorship program offers a unique value proposition by connecting entrepreneurs with experienced professionals. It can provide guidance on various aspects of business, from product development to fundraising. The VC marketplace simplifies the fundraising process, making it easier for start-ups to secure the necessary capital.

Thank you for your insights. Do you have any other ideas or thoughts on how LinkedIn can further support the start-up ecosystem?

One additional feature I'd consider is a dedicated community forum for start-ups. This would allow entrepreneurs to network, share experiences, and learn from one another.

PRODUCT IMPROVEMENT | LINKEDIN

PROBLEM STATEMENT:

How can LinkedIn leverage its platform to better support the growing start-up ecosystem in India?

APPROACH:

Identify Key Needs

Identify the core needs of start-ups, such as mentorship, funding, and skills development.

Prioritize Features

Select features that directly address these needs and align with LinkedIn's goals.

Develop Features

Design and implement the prioritized features, ensuring they are user-friendly and provide value to start-ups

Measure Impact

Evaluate the effectiveness of the new features in supporting start-ups and driving engagement.

ALTERNATE APPROACH:

- Partner with existing start-up support organizations to enhance resources and services for users.
- Collaborate on mentorship programs to offer expert guidance.
- Provide funding opportunities through joint initiatives.
- Offer educational content by partnering with established organizations.

KEY TAKEAWAYS:

Focus on Core Needs: Prioritizing features that directly address the needs of start-ups is essential for success.
Alignment with Goals: Ensure that new features align with LinkedIn's overall mission and strategy.
User-Centric Approach: Design features with the user experience in mind to maximize adoption and impact.
Continuous Evaluation: Monitor the effectiveness of new features and make adjustments as needed.

THE BUSINESS CLUB

FAVOURITE PRODUCT

FAVORITE RPODUCT | GooglePay (1/2)

Tell me what is your favorite product and why is it so?

My favorite product is Google Pay.

-User-friendly and intuitive design: Google Pay makes sending and receiving money seamless with an easy-to-navigate interface, especially for repeat transactions.

-Engagement through gamification: The app keeps users engaged with features like scratch cards, rewards, and festive-themed stickers, making transactions fun and rewarding.

- Integration of daily-use features: Beyond payments, it offers additional services like bill payments, mobile recharges, and in-app tasks, making it a versatile tool for everyday financial needs.

Do you have any idea about the primary market share of Google Pay and its competitors?

Yes, Google Pay has a significant share of the digital payments market in India. As of recent reports, it has consistently been a market leader alongside PhonePe, with Paytm and Amazon Pay following closely.
While exact numbers vary over time, Google Pay and PhonePe together control around 80-85% of the Unified Payments Interface (UPI) transaction volume.

This is largely due to their easy-to-use interfaces, strong user acquisition strategies, and trust in the Google brand. Paytm, while still a strong competitor, lags slightly behind in market share due to its diversified product ecosystem which includes e-commerce and financial services.

Why should i not use Paytm instead?

You might prefer Google Pay over Paytm for its simpler, more user-focused interface that makes repeat transactions easier. Google Pay also adds fun elements like scratch cards and rewards, keeping users more engaged, while Paytm can feel cluttered due to its broader range of services beyond payments.

Now, can you please break down the stakeholders of the supply chain involved in Google Pay?

- End Users: These are individuals and businesses that use Google Pay to send and receive payments. They benefit from the convenience and speed of the app.
- Banks & Financial Institutions: Google Pay operates using the UPI system, which is connected to banks. These financial institutions facilitate the actual transfer of money between accounts.

FAVORITE PRODUCT | GooglePay (2/2)

- NPCI (National Payments Corporation of India): As the governing body behind UPI, NPCI manages and regulates the digital payment framework that Google Pay operates within.
- Merchants: Both small and large businesses use Google Pay to accept payments, especially in India, where it has become a staple for transactions.

How would you deal with the pain points faced by stakeholders?

- End Users: Some users may find it difficult to adopt the app initially. For them, I would implement better onboarding tutorials and in-app guidance. Additionally, continuing to offer small incentives like scratch cards can keep users engaged and loyal.
- Banks & Financial Institutions: The volume of transactions can put a strain on banking systems, leading to transaction failures. I would work closely with financial institutions to optimize transaction load management and ensure better server uptime.
- Merchants: Merchants might face difficulties with integration or payment confirmation delays. Providing easy-to-integrate merchant tools, along with a dedicated support system for technical issues, would enhance their experience.

FAVORITE PRODUCT | GooglePay

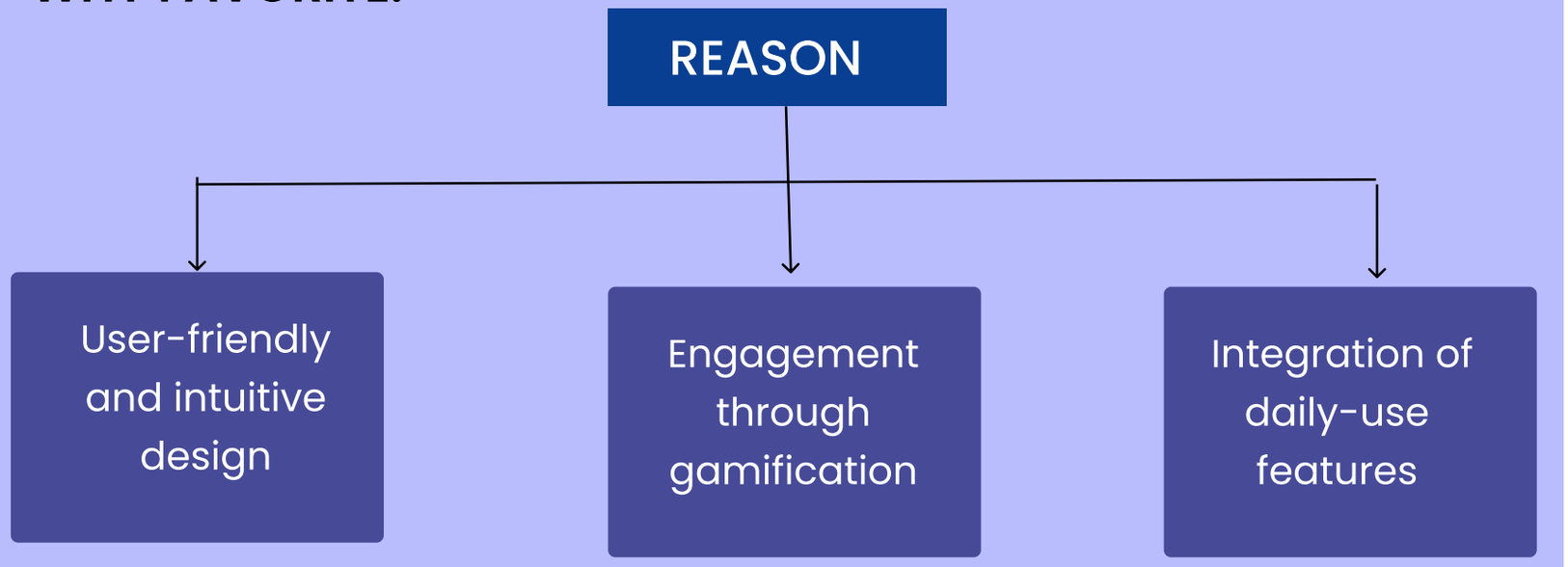
PROBLEM STATEMENT:

Why Google Pay Is Your Favorite Product

PRODUCT OVERVIEW:

google pay is a digital wallet and online payment system that allows users to make secure, contactless payments, transfer money, and store loyalty cards. it integrates with bank accounts and cards for seamless transactions via smartphones and other devices.

WHY FAVORITE:



IMPROVEMENTS:

- **end users:** improve onboarding and offer incentives like scratch cards to boost adoption and engagement.
- **banks & financial institutions:** collaborate to optimize load handling and ensure better uptime.
- **merchants:** provide simple integration tools and dedicated support for smoother operations.

FAVORITE PRODUCT | GROWW(1/2)

What is your favorite product?

Groww is my favorite product

Why is Groww your favorite product?

I have a deep interest in trading and investments, which aligns with my family background—my father is a banker, and trading has always been something that intrigued me. We used to rely on traditional applications like ICICI Direct or HDFC Securities, which were helpful but lacked a user-friendly interface, especially on mobile devices. When Groww launched, it filled this gap with its highly interactive UI, making it a preferred choice.
I've been actively trading since I was 16, and Groww stands out because it's the only platform that offers a Demat account to users under 18, which further solidifies its appeal for younger traders.

Why not Zerodha, since it's doing something similar?

While Zerodha is also a robust platform, I find Groww's UI more intuitive, especially for beginners or those new to trading. Zerodha caters more to experienced traders, whereas Groww simplifies the process for someone with less experience but still wanting to explore investments.

Groww seems like a solid platform, but are there any areas where you think it falls short?

Yes, while Groww has a lot going for it, there are a few challenges. The biggest issue is that it only allows you to close one open position at a time. Imagine having multiple profitable trades running simultaneously, especially in options trading. If you're forced to close them one by one, there's a risk of missing out on opportunities or even incurring losses due to the market shifting during that delay.Groww doesn't offer commodity trading, which is a major drawback for traders looking to diversify beyond equities. Moreover, the app lacks a dedicated news section that provides real-time market insights—something that most serious traders rely on to make informed decisions.

Can you suggest some improvements?

Bulk position closing: Groww should introduce a feature that allows users to close multiple open positions at once, especially in options trading. This would help traders react more swiftly to market movements and minimize potential losses.

Commodity trading: By adding commodity trading, Groww could appeal to a wider audience and provide

FAVORITE PRODUCT | GROWW(2/2)

traders with more options for diversifying their portfolios. Real-time news and market analysis: A dedicated section for market news and analysis within the app would be a game-changer. It would allow traders to stay informed without needing to leave the platform, making it easier to make timely and well-informed decisions.

FAVORITE PRODUCT | GROWW

PROBLEM STATEMENT:

Why Groww is your favorite product?

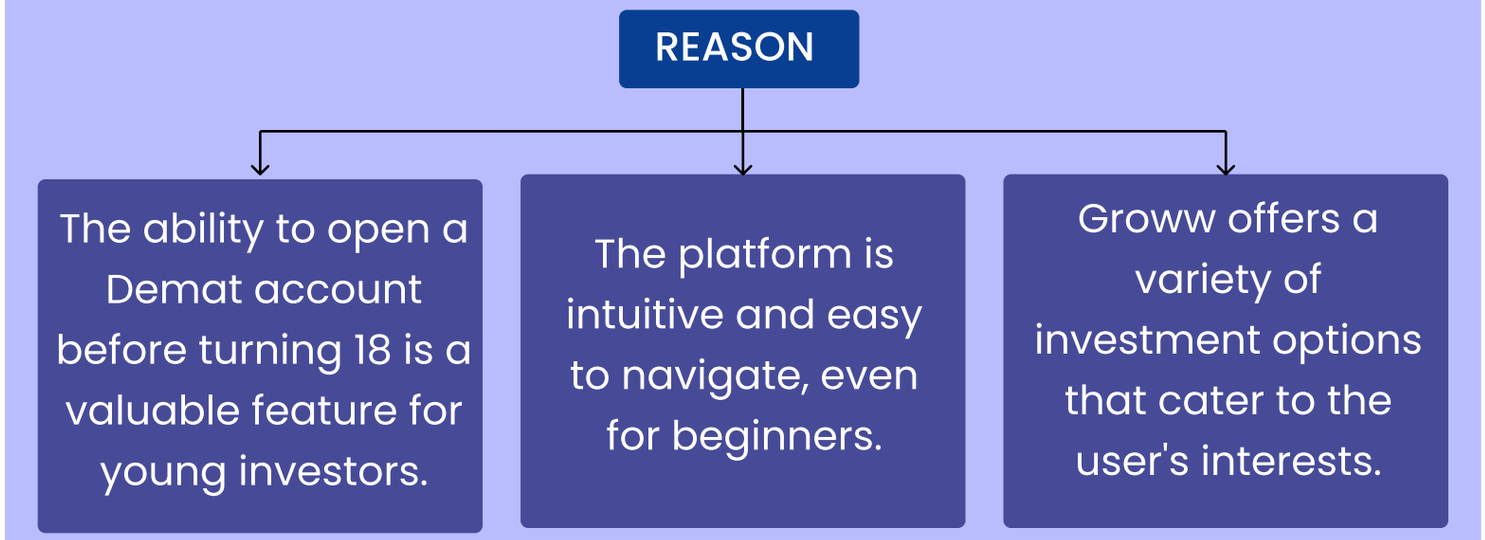
PRODUCT OVERVIEW:

Groww is a popular investment platform in India that offers a wide range of financial products and services. Designed with user-friendliness in mind, Groww aims to make investing accessible to people of all ages and experience levels.

Key Features:

- User-friendly interface, especially on mobile devices
- Early access to Demat accounts for users under 18
- Alignment with user's interest in trading and investments

WHY FAVORITE:



AREAS FOR IMPROVEMENT:

Position Closing: Allow users to close multiple open positions at once.
Commodity Trading: Introduce commodity trading options for diversification.
Market News: Provide a dedicated section for real-time market news and analysis.

FAVOURITE PRODUCT | SPOTIFY

Hi. Let's start with a case. Tell me about your favorite digital product.

Spotify is my favourite digital product. It is a digital music, podcast and video service platform that provides access to millions of songs from various creators

Okay, so let us say that the conversion rate of people buying spotify premium is 30%. How you can increase it?

Okay, so let's tackle the issue of people not purchasing the premium.

1. Spotify charges a lot more compared to other similar platforms.
2. People who are interested in watching podcasts that are only on spotify are very less.
3. Without premium, the Ads can easily be cracked using APk or browsers like brave.

So, the solutions would include:

1.Connect with friends: Spotify has this one feature only on its web application wherein you can connect with your friends and have access to their playlists and everything they are listening to.

2. Sync Spotify with Discord: Users can know which songs their friends are listening to, and if they have premium, both can listen to same song at a single time.

What solutions do you think then?

3. Spotify Blend: This playlist automatically creates playlist that has blended user and his/her friends music taste.
4. Free Downloads and offline listening with high quality

Also some of the features are only on spotify web, but a majority of population uses it on phones.

So do you think people will use Spotify to connect with people when there are already online platforms like Instagram?

Many people wants to make friends but remain anonymous. This is the reason why discord came into being.If we add a feature where people can listen songs with other, then this would definitely boost the sales.

Great! The discussion is over.

FAVOURITE PRODUCT | SPOTIFY

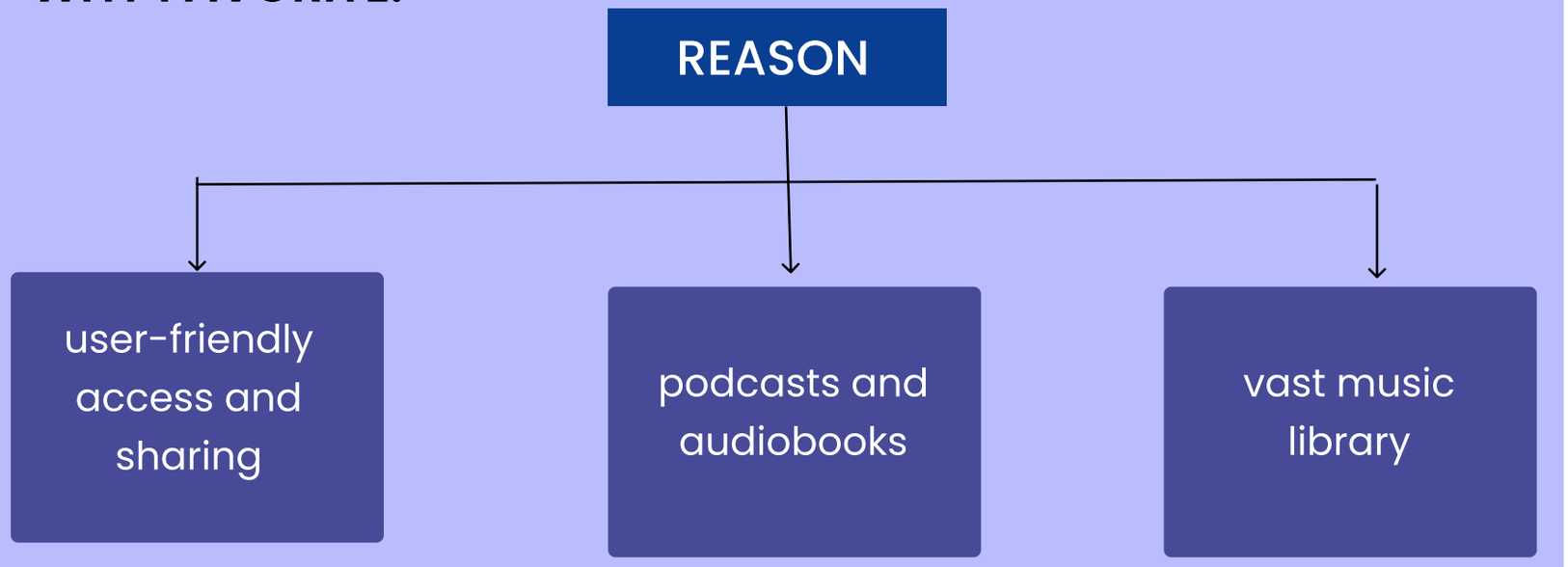
PROBLEM STATEMENT:

Why spotify is your favorite product?

PRODUCT OVERVIEW:

Spotify is a digital music, podcast, and video service platform that gives you access to millions of songs from various content creators all over the world.
Spotify is available across a range of devices, including computers, phones, tablets, speakers, TVs, and cars.

WHY FAVORITE:



IMPROVEMENTS:

Some features are only present on the web version and not in the app version

- it charges a lot more compared to other audio streaming platforms
- spotify blend: this playlist automatically creates a playlist that has blended user and his/her friends' music tastes.

THE BUSINESS CLUB

UNCONVENTIONAL

UNCONVENTIONAL | MEESHO(1/2)

You are tasked with building a badminton-focused business from scratch. The plan includes establishing 30 venues in Bangalore, a Tier 1 city, with 5 courts per venue. Each venue requires 25-30 coaches. Additionally, you need to develop a fitness app named "Fitness by Badminton." There will be three types of sessions: training, workout, and badminton. How would you approach producing this business from scratch, and where would you start?

For this case, I would start by asking a few clarifying questions to ensure I have a clear understanding of the requirements. Can we choose any location across Bangalore, or are there specific areas to focus on? Are there existing sports facilities we can partner with?

Consider any location and no, there are no specific facilities that you can partner with.

Since there are no existing facilities with which we can partner, will need to establish our own venues throughout Bangalore?

Consider the infrastructure materials provided and think of the venue and location of badminton courts.

What kind of qualifications are expected of the coaches? Are we looking for both full-time and part-time coaches?

The coaches should have basic qualifications to train players in fitness and also be able to teach badminton. They can be a mix of full-time professionals and part-time volunteers.

I understand that refers to the initial guidance provided to new users, workout refers to pre-practice exercises before the actual practice, and badminton refers to the actual gameplay.

The main differences lie in the interaction between the user and coach, the fixed schedules, and the structure of sessions. You can consider training hours, diet plans, and workout timetables.

I would first like to propose venue and operations setup:
Venue and Operations Setup: We will conduct a market study to identify high-demand areas in Bangalore for fitness and badminton. Each venue will feature 5 courts designed for both badminton matches and fitness sessions, with adequate facilities for training and workouts. With 25-30 coaches per venue, we'll ensure enough support for these activities.
Coach Recruitment: The recruitment plan involves hiring a mix of full-time and part-time coaches, approximately 4-5 per court, working in rotating shifts. Coaches should have basic certifications in fitness and badminton.

UNCONVENTIONAL | MEESHO(2/2)

To further enhance their skills, we can organize training workshops. To attract talent, we'll offer competitive salaries, professional development opportunities, and flexible working hours to suit both full-time professionals and part-time volunteers.
Fitness by Badminton App: The app will help users track fitness metrics (calories burned, training hours, badminton skill progress) and offer personalized workout plans. Users can book training, workout, or badminton sessions with real-time availability and coach assignments. The app will also provide diet plans and daily timetables tailored to fitness goals. Additionally, it will enable users to communicate with coaches, receive feedback, and request personalized training plans for continuous improvement.

Okay , go ahead!

Progress Tracking: Coaches and users can monitor progress over time, adjusting training intensity and fitness regimes as needed.
Coach Segmentation:

- 15-25 Age Group: Part-time volunteers available evenings and weekends, assisting senior coaches with training.
- 25-45 Age Group: Full-time professionals handling multiple sessions daily, specializing in advanced badminton and fitness training.

User Segmentation:

- College Students (15-25): Attend 1-2 hour sessions, track fitness progress, and book practice time via the app.
- Working Professionals (25-45): Attend after work, seek personalized training, and track progress.
- Older Adults (40-60): Focus on staying active with light badminton and fitness, using custom workout plans to track their journey.

Session Structure:

- Training Sessions: Focus on skill development in badminton, with tracking and coach communication via the app.
- Workout Sessions: General fitness routines to improve stamina and strength, tracked through fitness metrics.

This is a very nice approach. What parameters would you consider to ensure the feasibility of the business plan ?

To ensure feasibility, we need to gather key financial details, such as the budget for each venue, costs for coach hiring and training, and development and maintenance expenses for the 'Fitness by Badminton' app, alongside marketing and operational costs. Additionally, we should conduct a market analysis, evaluate competition, and examine demand and pricing models.. Understanding user demographics, session preferences, and exploring partnerships for venue, coach recruitment, and sponsorships will further solidify our strategy.

Seems decent. Now we can close the case.

UNCONVENTIONAL | MEESHO

PROBLEM STATEMENT:
Develop a sustainable badminton-focused business in Bangalore with 30 venues, 5 courts each, and a fitness app integrating training and workouts.

APPROACH:

Badminton Business Setup

- Launch a badminton business with 30 venues in Bangalore, starting with a market study for high-demand areas.
- Each venue will have 5 courts and 25-30 trained coaches for fitness and badminton sessions.
- Develop the "Fitness by Badminton" app for fitness tracking, session booking, diet plans, and progress monitoring.
- Assess feasibility by evaluating costs, revenue models, user demographics, and competition.
- Segment users (students, professionals, older adults) for tailored offerings.
- Use strategic marketing and local sponsorships to boost visibility and drive growth.

ALTERNATE APPROACH:

Centralized Training Hubs & Tiered Venues: Establish 5 larger hubs with 10-15 courts in key Bangalore areas, complemented by smaller satellite venues across neighborhoods, optimizing resource distribution and demand management.
Freemium App Model: Offer a basic version of the "Fitness by Badminton" app free with premium features (personalized plans, coach interaction) as a subscription to boost engagement and revenue.

KEY TAKEAWAYS:

Integrated Business Model: The plan combines venue operations, fitness coaching, and app-based tracking to offer a seamless experience. It ensures comprehensive user engagement by segmenting coaches and users, focusing on personalized training, flexible sessions, and fitness tracking through the app.
Feasibility and Scalability: The business ensures feasibility by aligning costs, market demand, and revenue generation. Key metrics include operational budgets, coach recruitment, user demographics, and competitive analysis.

UNCONVENTIONAL | LINKEDIN (1/2)

How would you test the 'People You May Know' feature on LinkedIn?

I understand that this feature displays connection suggestions based on mutual connections, shared workplaces, schools, or recent activities. Is that correct?

Close enough. Time overlap at a company or institution also plays a role. Now, how would you test it?

I believe the goal of this feature is to encourage users to expand their network. I would test three key components: the format for presenting suggestions, how suggestions are prioritized, and the information provided about each connection.

Great. Let's go step by step.

1.Format of Presentation:

- Currently, it shows a thumbnail, name, title, and a text link for mutual connections (e.g., "John Doe and 7 others"). Clicking the link shows more details.
- I'd test replacing the text link with thumbnail images of mutual connections to reduce friction. Users would instantly see who those 7 others are without clicking through.
- This could be tested through A/B testing: Version A (current format) vs. Version B (with thumbnails). If Version B leads to more Connect button clicks, it's the better option.

2.Testing Prioritization:

- For users with many connections, the current algorithm may work well. But for new users with fewer connections, prioritizing email and phone contacts as initial connection suggestions could be more effective.
- I'd use A/B testing again to compare Version A (current algorithm) with Version B (prioritizing contacts for new users). If Version B yields higher connection rates, we should prioritize contacts for new users.

3.Adding Filters:

- Currently, users cannot filter suggestions based on mutual connections, companies, or schools. Adding a filter could enhance the experience.
- I would test Version A (no filters) against Version B (with filters) to see if the filtered version results in more connections. If so, filtering should be implemented.

Interesting ideas. What about the information displayed?

UNCONVENTIONAL| LINKEDIN (2/2)

Testing Information Display:

- Currently, only three lines are shown: name, title, and mutual connections.
- I propose adding a fourth line showing shared skills between the user and the connection. This could help users decide whether to connect, particularly for job seekers or professionals with common interests.
- A/B testing would compare Version A (current three lines) with Version B (adding shared skills). If Version B leads to more connections, this change would be valuable.

And which of these tests would you prioritize?

I'd prioritize testing filters and adding shared skills. Filters improve user control and are expected in most online lists today. Shared skills would likely appeal to job seekers and professionals looking to connect based on expertise. Testing these two first should provide valuable insights into improving user engagement.

Good. Any final thoughts?

Overall, these tests aim to improve user experience by making it easier to find meaningful connections. Offering more relevant information can boost LinkedIn's user engagement and network growth.

UNCONVENTIONAL| LINKEDIN

PROBLEM STATEMENT:
LinkedIn's 'People You May Know' feature suggests connections to help users grow their network. Your task is to suggest ways to optimize this feature to improve user engagement and create more meaningful connections.

APPROACH:

A/B testing for three aspects of the 'People You May Know feature

Presentation format

Compare current design (text links with thumbnails) vs. a more visual presentation of mutual connections.

Prioritization of suggestions

Current algorithm for users with many connections vs. prioritizing new users with fewer contacts

Adding filters

Test if filtering by mutual connections, companies, or schools improves connection rates.

ALTERNATE APPROACH:

1. **Add Contextual Details:** Show shared skills and recent activity in connection suggestions.
2. **Use Machine Learning:** Leverage algorithms to personalize suggestions based on user behavior.
3. **Integrate User Feedback:** Allow users to rate suggestions to improve future recommendations.

KEY TAKEAWAYS:

- **Leverage Existing Features:** Optimizing current features within the LinkedIn app is more user-friendly than introducing new apps, reducing friction for users.
- **User-Centric Design:** Prioritize user experience by making suggestions more relevant and actionable, enhancing overall engagement.

UNCONVENTIONAL|FACEBOOK(1/2)

Facebook is considering getting into the Travel industry. Should they do it?

To decide, I'll first analyze where in the travel value chain Facebook should play, how it can win, and if it has the necessary capabilities. Lastly, I'll assess the opportunity size and risk.

Sounds good. Please continue.

The travel industry includes several key services:

1. Travel recommendation sites (e.g., TripAdvisor)
2. Tourist operators (e.g., Viator)
3. Online Travel Agencies (OTAs) (e.g., Priceline)
4. Accommodation platforms (e.g., Airbnb) I'd exclude corporate travel services like Concur, as they don't align with Facebook's mission of connecting people and building communities.

Where do you think Facebook should focus?

Facebook's mission aligns with leisure travel, which fosters social connection. Services like OTAs and accommodation platforms fit well with this. Facebook's strength lies in its ability to personalize user experiences using its social data, making it ideal for the discovery phase of travel. However, corporate travel logistics do not align with this mission.

How do you think Facebook can win in this space?

Facebook can leverage its social network, user data, and VR technology to enhance the travel experience. For example, it could use personalized travel triggers from friends' posts, photos, or VR experiences to inspire travel. In the discovery phase, Facebook can curate content like destination photos or travel stories shared by users to drive engagement. While OTAs and TripAdvisor offer recommendations, Facebook's advantage is its vast user base and social context.

The reservation phase is more transactional, but Facebook could provide real-time information and personalized recommendations. Additionally, it could connect users with those who share similar travel interests or activities, strengthening its community-building aspect.

What core capabilities does Facebook have for this?

Facebook excels in user engagement, social networking, and data analytics, which would enhance travel discovery. However, it lacks the industry-specific technologies like GDS systems, partnerships with airlines and hotels, and the experience OTAs have in managing travel logistics. Entering the reservation space would require acquiring or building these capabilities, which is a long-term play.

UNCONVENTIONAL|FACEBOOK(2/2)

What's the opportunity size, and what's your recommendation?

Focusing on travel discovery, Facebook could generate around $500M in ad revenue annually, with 10% market penetration in the US, Canada, and Europe. This opportunity is rooted in the travel discovery phase, leveraging Facebook's vast daily user base. However, this would add only 5% growth to Facebook's advertising revenue, which means expanding into higher-revenue spaces, like reservations, might be necessary in the long term.

What's your short-term recommendation?

In the short term, Facebook should focus on travel discovery. It can use its social platform, user data, and VR technology to create a personalized travel planning experience, generating ad revenue with minimal risk. As it builds expertise, Facebook could explore entering the reservation space, but that would require significant investment and industry partnerships. A phased approach would allow Facebook to first test the waters and then gradually move into the more complex and higher-revenue reservation business.

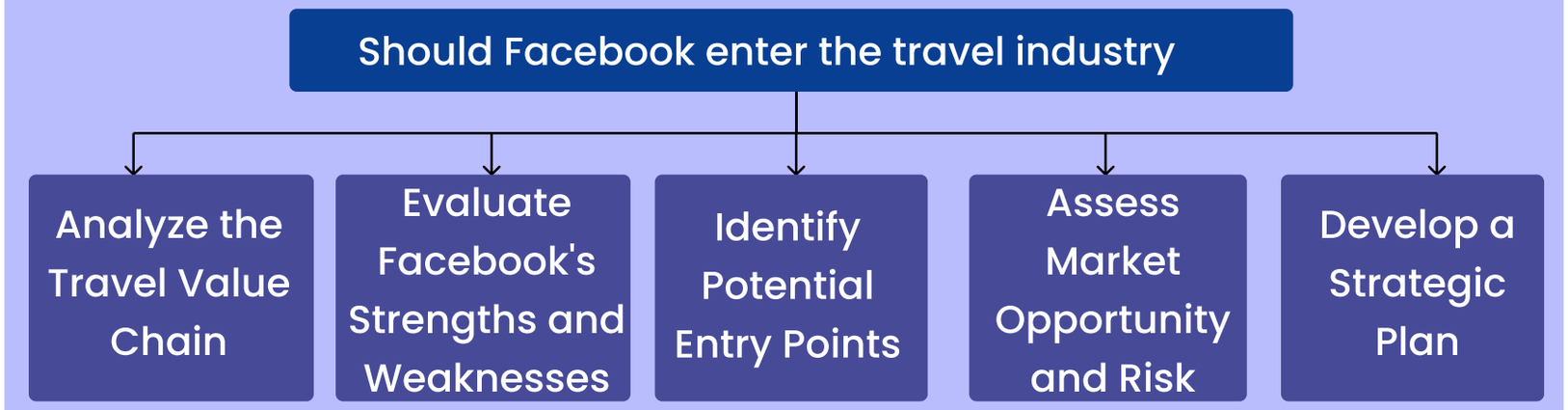
That's a clear strategy. Thank you!

UNCONVENTIONAL|FACEBOOK

PROBLEM STATEMENT:

Should Facebook enter the travel industry

APPROACH:



Conduct a comprehensive analysis of the travel value chain while evaluating Facebook's strengths and weaknesses. Identify potential entry points and assess market opportunities and risks to develop a robust strategic plan for successful market engagement.

ALTERNATE APPROACH:

- Instead of a direct entry into the travel industry, Facebook could partner with existing travel companies.
- This approach would allow Facebook to leverage its user base and data while minimizing the need for significant investments in new technologies and operations.

KEY TAKEAWAYS:

- Facebook can leverage its user base and data to create a personalized travel experience.
- Focusing on travel discovery is a good starting point.
- A phased approach and partnerships can mitigate risks.
- Continuous evaluation is essential for success.

UNCONVENTIONAL|MS PAINTS(1/2)

Imagine you are tasked with addressing MS Paints current market position. What do you see as the key challenges MS Paint is facing?

MS Paint is currently perceived as a basic drawing application primarily used by children. Despite the existence of an advanced version, Paint 3D, it lacks the popularity that the original MS Paint enjoys. The main challenge is to reposition MS Paint to attract a broader user base.

What specific goals would you set to address these challenges?

I would aim to increase the user base of MS Paint by six times within six months. This involves focusing on user acquisition and enhancing the application's capabilities to appeal to different demographics.

Who do you consider the primary customers for MS Paint?

The primary customers include casual users, corporate employees, digital artists, school and college students, and art coaching centers. Understanding these segments is crucial for tailoring our marketing and feature development strategies.

Who do you consider the primary customers for MS Paint?

Could you explain the user personas you've identified for these customers?

Certainly! I've identified several user personas, including:

1. The Creative Pro
2. The Casual Creator
3. The Nostalgic Reviver
4. The Tech-Savvy Explorer
5. The Art-School Teacher
6. The School/College Student

These personas help in addressing diverse needs and preferences.

What shared needs do these users have, and how would you address them?

The shared need is to have a freemium model offering essential features for casual users while providing a premium version with advanced tools for professionals. This dual approach can help maximize our user engagement.

How would you prioritize the features that need to be developed?

I would use the MoSCoW framework to categorize features into must-haves, should-haves, could-haves, and won't-haves. This helps in focusing on the most critical features that enhance user experience.

UNCONVENTIONAL | MS PAINTS (2/2)

Can you give examples of the must-have features you would recommend?

Definitely! Must-have features would include precise selection and masking tools, advanced non-destructive adjustments, and a mobile-optimized interface. These are essential for improving the overall functionality of MS Paint.

How do you envision the final solution to attract new users?

I propose introducing a 'Storyteller and Animator' feature. This would allow users to easily create animations and engaging content, appealing to both casual users and professionals. Additionally, features like AI image creation and a collaborative editor with live editing capabilities would further enhance the tool's versatility.

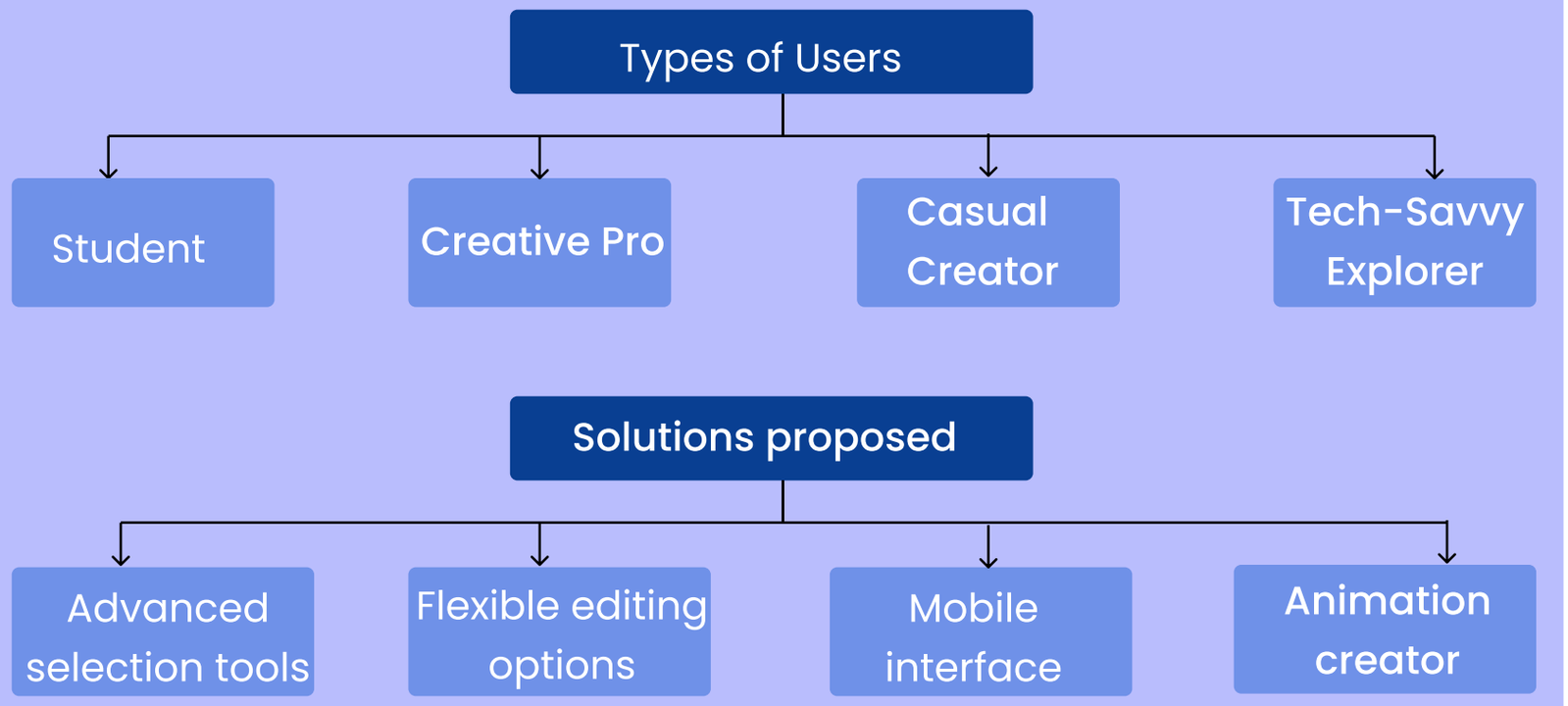
Finally, how would you measure the success of your initiatives?

I would track key metrics such as usage rate, adoption percentage, conversion metrics, user feedback, and sharing frequency. These indicators will help us understand user engagement and the effectiveness of the new features

UNCONVENTIONAL | MS PAINTS (2/2)

PROBLEM STATEMENT:
MS Paint is currently seen as a basic tool with limited appeal. The challenge is to expand its user base by enhancing its functionality and making it more attractive to both casual users and professionals.

APPROACH:



ALTERNATE APPROACH:

- Targeted Marketing: Rebrand MS Paint to attract mature users, leveraging nostalgia like Canva and Adobe.
- Collaborations: Partner with schools and art institutions to promote enhanced features.
- Content Incentives: Launch challenges to engage YouTubers and digital artists.

KEY TAKEAWAYS:

- Reposition MS Paint to appeal to both casual users and professionals by enhancing its features.
- Leverage nostalgia in marketing and collaborate with educational institutions to increase adoption.
- Engage users through challenges and community-driven campaigns to foster participation.

UNCONVENTIONAL | ZOMATO (1/2)

What success metrics would you use to evaluate the performance of Zomato?

To evaluate the success of Zomato, I'd focus on six key metrics: acquisition, activation, retention, engagement, uninstalls, and reachability.

For acquisition, I'd track the number of new app downloads daily, weekly, and monthly. Download attribution is crucial to identify the marketing channels driving the most new users. This helps optimize ad spend and improve customer lifetime value (LTV). Tracking this daily also helps measure the direct impact of campaigns like discounts or special promotions.

For activation, I'd monitor the percentage of users who sign up and place their first order after downloading the app. An activation rate of 85% or higher is a good benchmark. Lower rates would require looking into issues like complicated onboarding, poor user interface, or unappealing restaurant options. Reducing friction in these areas would increase activation

How would you measure retention and engagement for Zomato?

Retention is vital because it directly drives repeat orders and customer loyalty. I'd track retention cohorts to understand how long users stay active after their first order. By identifying when and why users stop ordering, we can focus on optimizing factors like restaurant variety, delivery speed. A key behavior to track would be the frequency of orders or re-engagement through offers.

For engagement, I'd track metrics like Daily Active Users and Monthly Active Users. Understanding how frequently users place orders or interact with the app's features—such as browsing menus or using the review system—gives insight into engagement levels. Monitoring the average session length and frequency of app use can help gauge customer satisfaction and interaction.

How would you track uninstalls and drop-offs for Zomato?

UNCONVENTIONAL | ZOMATO (2/2)

For uninstalls, I'd track the daily and weekly uninstall rates in relation to downloads and first-time orders. If there's a high uninstall rate, it could indicate problems such as app bugs, slow load times, or poor user experience. Fixing these technical or usability issues is critical because users typically uninstall apps with repeated performance problems.

For drop-offs, I'd monitor the conversion rate from browsing to placing an order. This includes metrics like the percentage of users who browse restaurants but don't complete a transaction. Cost Per Conversion (CPC) and Customer Acquisition Cost (CAC) are important to measure the effectiveness of marketing efforts. Tracking drop-offs in the payment or checkout flow is essential for identifying and improving areas with the most friction.

How would you ensure Zomato remains reachable and engageable for users?

Reachability is key for maintaining user engagement. I'd track click-through rates on push notifications, emails, and in-app messages to see how well we're re-engaging users.

Opt-in rates for push notifications or offers are also crucial for gauging how willing users are to receive updates and promotions.

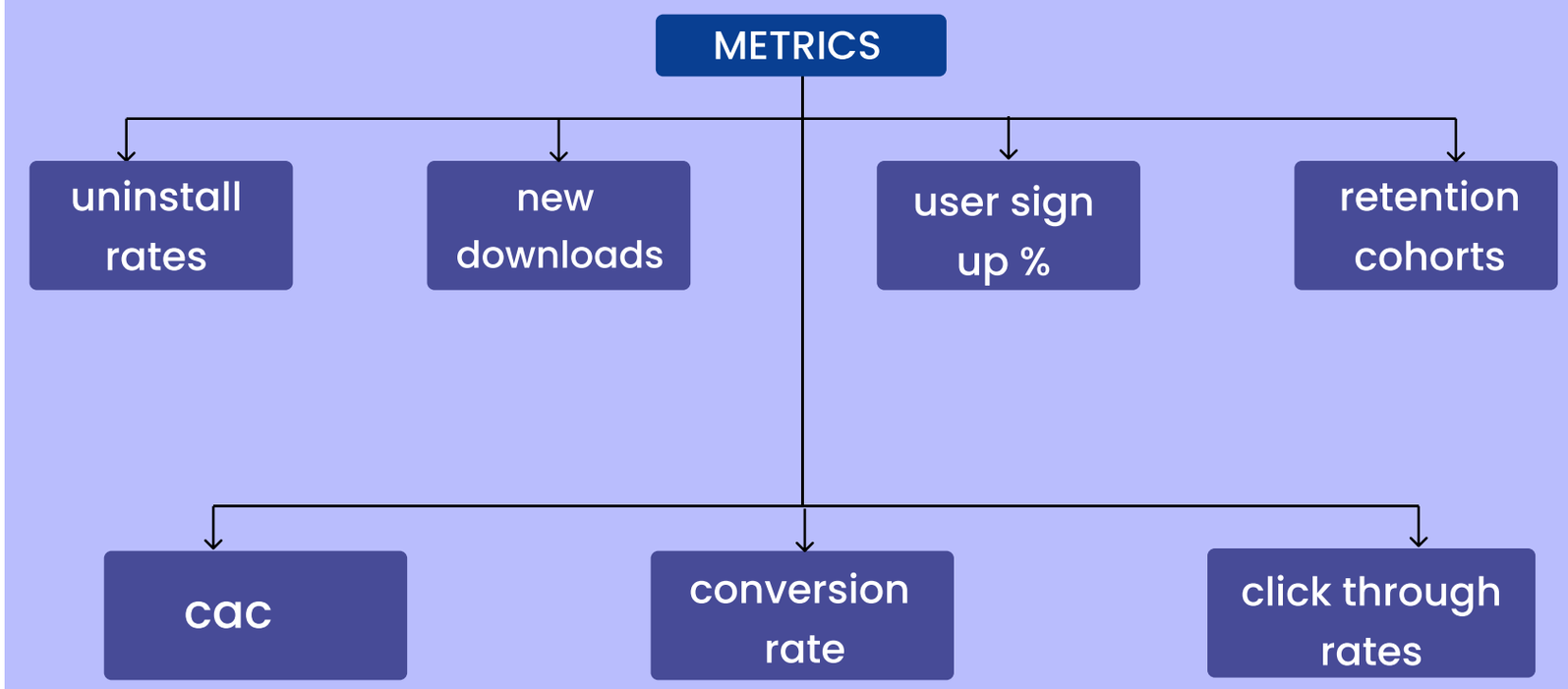
By monitoring reachability across different channels, we can adjust communication strategies to keep users engaged. Sending personalized notifications, like offers from their favorite restaurants or reminders about ongoing deals, can increase engagement and improve overall retention, creating a more sticky and interactive user experience.

UNCONVENTIONAL | ZOMATO

PROBLEM STATEMENT:

WHAT SUCCESS METRICS WILL YOU USE TO TRACK AND IMPROVE ENGAGEMENT AND REACHABILITY OF ZOMATO?

METRICS:



ALTERNATE APPROACH:

Primary Success Metrics:

- Order Volume Growth
- Customer Retention Rate
- Average Order Value
- Delivery Time Efficiency
- Inventory Turnover

Secondary Success Metrics:

- App Download and Engagement Rates
- Customer Acquisition Cost (CAC)
- Referral Program Participation
- Supplier Satisfaction Rate
- Repeat Purchase Frequency

KEY TAKEAWAYS:

- Customer retention and order growth are key for long-term success.
- Fast delivery and efficient inventory boost satisfaction and profits.
- App engagement and referrals help refine acquisition and loyalty efforts.

Can you formulate the success metrics for BigBasket?

I'd focus on three main categories of metrics: North Star Metric, secondary metrics, and guardrail metrics.

Starting with the North Star Metric, I'd identify the number of orders delivered. This is the ultimate measure of our success as it reflects how well we are fulfilling customer needs.

Next, moving on to secondary metrics, we have several important indicators. The monthly active users count is crucial, representing the total number of users who placed orders in a given month.

Another important metric is the average order value (AOV), which measures the average value of a single grocery order. For instance, if the average basket size is ₹1,000, this indicates our average order value and helps us understand customer spending behavior.

Additionally, the product availability rate is key. This percentage reflects how many listed products are actually in stock and available for order.if we have a 98% availability rate, it shows that the vast majority of our products are ready for customers, which is critical for satisfaction.

What about the guardrail metrics?

Great question! Guardrail metrics help us monitor potential issues and ensure we maintain high service quality.

The delivery failure rate is an important guardrail metric. This percentage indicates the number of orders that fail to reach customers due to logistical issues

Next is the order cancellation rate, which reflects the percentage of orders canceled by users or BigBasket. If we see a 3% cancellation rate, that's a signal to investigate why customers are canceling their orders and address any underlying issues.

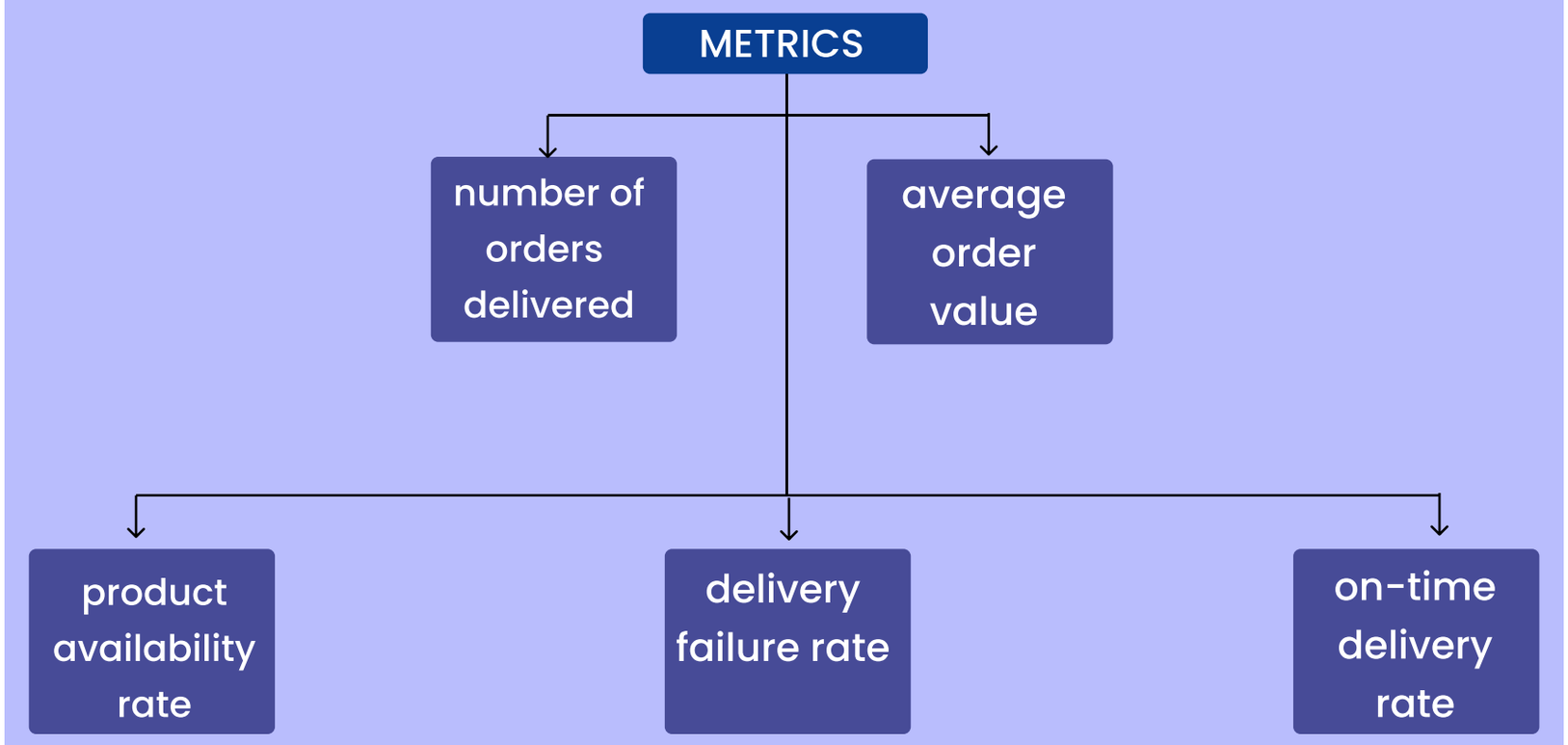
Lastly, we have the on-time delivery rate, which measures the percentage of orders delivered within the promised time frame. For example, if we achieve a 95% on-time delivery rate, it showcases our reliability and helps build customer trust.

UNCONVENTIONAL | BIGBASKET

PROBLEM STATEMENT:

WHAT SUCCESS METRICS WILL YOU USE TO TRACK AND IMPROVE ENGAGEMENT AND REACHABILITY OF BIG BASKET?

METRICS:



ALTERNATE APPROACH:

- **Acquisition:** Customer Acquisition Cost (CAC)
- **Activation:** First-time Order Completion Rate
- **Retention:** Repeat Purchase Rate
- **Engagement:** Average Session Duration
- **Uninstalls:** App Uninstall Rate
- **Reachability:** Push Notification Opt-in Rate

KEY TAKEAWAYS:

- Customer retention and order growth are key for long-term success.
- Fast delivery and efficient inventory boost satisfaction and profits.
- App engagement and referrals help refine acquisition and loyalty efforts.

THE BUSINESS CLUB

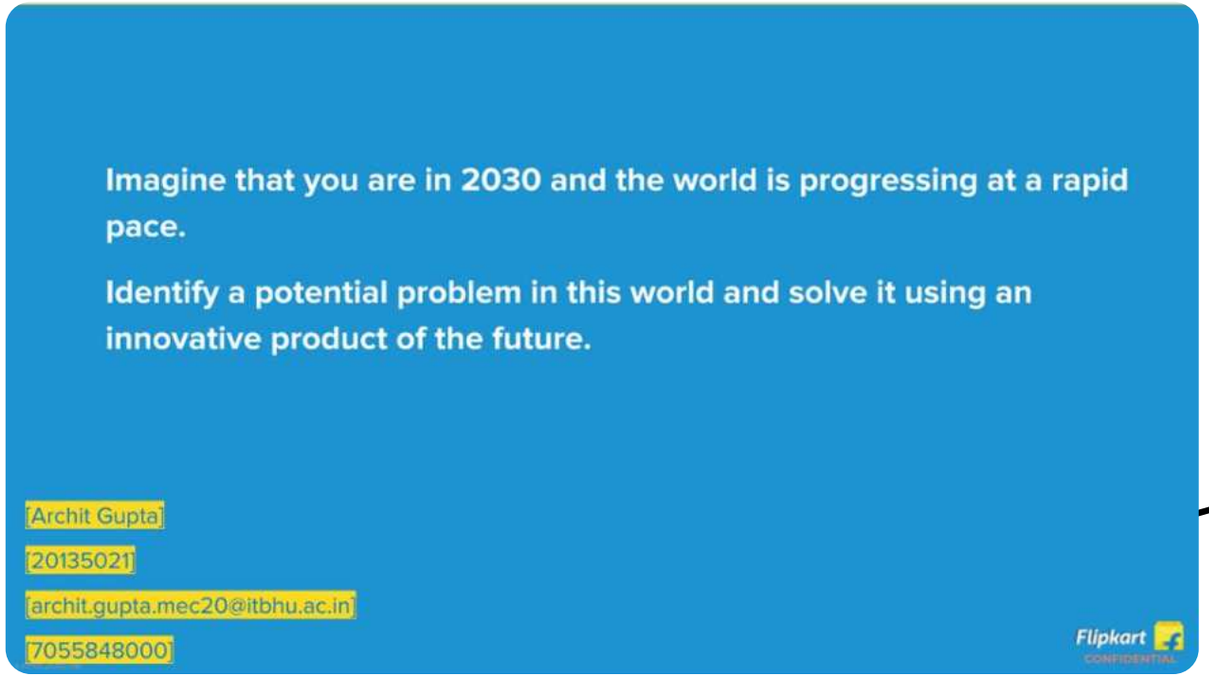
DECK BREAKDOWN

FLIPKART APM | DECK BREAKDOWN

INTRODUCTION

Archit Gupta, a 2020 graduate in Mechanical Engineering from IIT (BHU) Varanasi. His professional journey includes a Senior Product Analyst role at Media.net. He also gained valuable experience during his internship at Procter & Gamble (P&G) in Supply Chain Management.

Beyond his professional roles, Archit has actively demonstrated leadership throughout his academic journey. As the founding Campus Director of The Product Folks(TPF) at IIT (BHU) and as Joint Secretary of The Business Club. Archit's ability to combine technical expertise, business understanding, and leadership prepares him for roles that require both strategic thinking and operational efficiency.



Problem Statement

Imagine that you are in 2030 and the world is progressing at a rapid pace.
Identify a potential problem in this world and solve it using an innovative product of the future.

LINK TO THIS DECK

FLIPKART APM | DECK BREAKDOWN

Slide 1: Defining The Problem And Establishing Market Relevance

Begin by clearly outlining the **problem statement** with supporting data to emphasize the significance of the issue. Demonstrate why this problem wasn't solved earlier whether due to **technological, financial, or market limitations** and explain what makes it **feasible to address** now. A **single line problem statement** should clearly define the scope, leaving no ambiguity. Add public validation (such as user feedback, surveys, or social proof) to show that there is a genuine need in the market. Provide a **guesstimated market size** and **business potential**, indicating the product's ability to generate value and profitability.

Understanding the problem

What's the current situation?

1/10 patient harmed in Hospital care[1] — highlights the issue of patient safety and need for measure to **improve the quality of healthcare services**

4.2 m/yr preventable surgical error[3] — out of 43m total events occured which means **10% of adverse effects are avoidable**

2.6 m/yr deaths due to surgical error[3] — breaking the confidence of a patient in health services and raising **concerns about safety of patient**

State of the Future:

100+ — **Complex Diseases Discovered:** Between 2018 to 2022, WHO added more than **100 new diseases** and number continues to grow even further day by day, **creating disease-identification complex**[8]

40% — **Unprepared Doctors** **Increase** in **medical errors** will be observed as **40% of doctors** felt their medical training did not sufficiently prepare them for the realities of clinical practice, AMA study[2]

2.07 million — **Increasing Doctor Demand:** India's current doctor patient ratio is set to decrease to 1:1000 by 2030 which creates **a demand for a sustainable growth platform** providing equal opportunities to learn[4]

What is the Problem?

Future complications require **hands-on practical experience** for doctors, which **Traditional** medical training **methods lack**

Why to solve?

"I saw the limitations of those mannequins first-hand. They can't really represent rashes. You can't tell if they are awake or asleep. They were testing your skills in a fake environment."[7]

Ryan Ribeira
Instructor,
Stanford University

"People are making mistakes the world over that impact patient's lives when potentially they could have been taught in a better, more practical way.."[6]

Jack Pottle
Cofounder,
Oxford Medical Simulation

Impact Potential and Business opportunity:

Total medical professionals and students in India
- PhD Enrolment for super-specialty (~9500)[5]
  - Don't need hands-on experience (70%)
  - Feel the need of more hands-on experience (30%)
- Enrolments at UG and PG level (~15.7 lakh)[5]
  - Need of more hands-on experience (60%)
  - Don't need hands-on experience (40%)

Opportunity to help **9.5 Lakh** doctors x **$20** (Avg. revenue/user) = **Business Opportunity $19 M**

Sources :1. WHO , 2. AMA (American Medical Association), 3. OECD 4. AMA 5. AISHE (All India Survey on Higher Education), 6. Guardian, 7. AMA, 8. WHO

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Slide 2: User Stories And Pain Points

Include **two distinct user stories**, highlighting the specific **pain points** in their respective journeys. These should **reflect real world challenges** that the product aims to solve. Choose a **priority user segment** based on a **relevant metric**, which could be business value, ease of access, frequency of use, or user retention—whichever metric aligns best with your product goals.

Understanding the Target Users

Ayushi Gupta 21 | Student at AIIMS Delhi

A passionate and dedicated medical student, eager to enhance her proficiency and confidence in patient care. She is driven by humanity and wants to deliver the best to the patients during her service.

User Journey

- Attends theoretical lecture on anatomy → Attends cadaver practical session for hands-on learning → Struggles to gain substantial practical exposure due to large class size and limited resources. → Goes to a nearby hospital to observe a senior doctor to understand real-world diagnoses. → Feels limited in her understanding due to lack of real-time practice. → Tries to conceptualize the theory and practical things learnt → Requires hands-on experience for accurate diagnosis

Pain Points Identified

- Faces challenges in training due to limited practical exposure
- Feels restricted in understanding of patients due to insufficient real-time diagnostic feedback
- Feels the need for more hands-on experience for improving real-time surgical skills.

Karan Sharma 32 | Cardiac Consultant at Apollo Delhi

Accomplished consultant, specializing in complex cardiac procedures, dedicated to advancing his skills and knowledge in the super specialty area. Karan aims to cure severe problems with his knowledge in India itself.

User Journey

- Identifies the need for specialized training in super specialty within his field → Searches for dedicated platforms tailored to his specific area of expertise → Struggles to find options that offer comprehensive and advanced training → Relies on workshops and observing surgeries performed by senior consultants to gain insights → Resistance in getting sufficient practice due to the high stakes involved in real surgeries → Feedback is not always immediate to address specific areas of improvement.

Pain Points Identified

- Frustrated by lack of accessible learning platforms tailored to his specific super specialty field.
- Yearns for opportunities to engage in real-time surgeries and receive immediate feedback

Identifying Our Priority Users

Target User	Market Share	Market Growth	Market Demand	Technological Readiness	Spending Power	Painpoints	Use Frequency
Student (Ayushi)	~90%	High	High	High	Low	3	High
Consultant (Karan)	~10%	Low	Low	Medium	High	2	Medium
Reasoning	Research Data[1]	Higher influx of new medical students.	Due to smaller pool of specialization	Qualitative Score	Research Data	More crucial in their early stages of training.	Qualitative Score

Sources : 1. AISHE

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Slides 3 & 4: User Journey With Wireframes

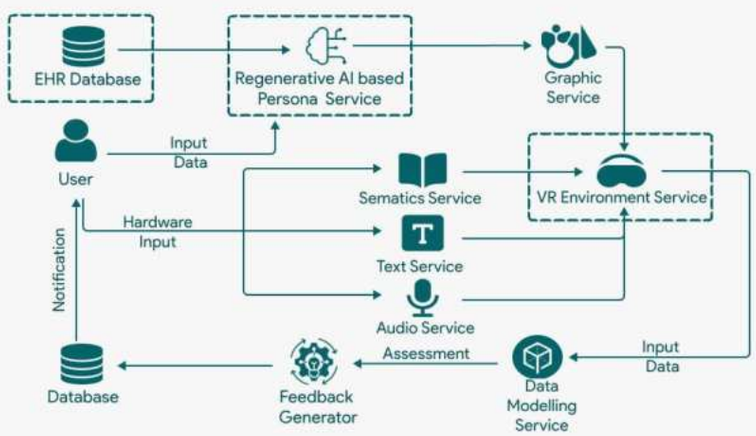
Use a 2/3 split slide layout, where two-thirds focus on wireframes aligned with the **user journey**. Walk the audience through how users will interact with the product, emphasizing **touchpoints** and flow to illustrate the **pain points** being resolved. Include concise text explaining how the product will solve the problem and another line about a broader benefit, such as **psychological, behavioral**, or **technological shifts** enabled by the solution.

Slide 5: Technical Architecture And Solution Prioritization Framework

Provide a technical architecture to demonstrate a solid understanding of how the product works on a backend level. While this is optional for a deck, it helps convey technical competence. Use a solution prioritization framework to showcase how you selected features or fixes, balancing user needs, feasibility, and business goals.

Feasibility Plan

Checking the system design for technical feasibility



Feasibilty of the doubted resouces?

EHR (Health Record)

Electronic Health Records (EHRs) in India by 2030 is highly feasible due to:

- government initiatives
- growing healthcare infra
- increased internet penetration
- emerging EHR solutions.

AI Model

AI algorithms are expected to be even more sophisticated, capable of:

- Creating highly realistic, interactive virtual patients
- Adapting to trainees' actions, providing feedback.

VR Environment

This growing adoption indicates:

- Readiness to integrate VR into medical training
- Paving the way for acceptance of VR-based training solutions.

Prioritization

Feature	vClinic	SurgiVR
Reach[1]	84	78
Impact[2]	●●●◐○	●●●●○
Confidence[3]	60%	75%
Effort[4]	●●◐○○	●●●◐○
RICE Score[5]	70.56	66.85

Qualitative analysis used for Prioritization

1. vClinic focuses more on Ayushi's needs (~70% market), SurgiVR focuses on Karan's needs (~30%market).
2. SurgiVR provides hands-on practical understanding of human body, where as vClinic provides service which can be alternatively gained through vigorous reading of theory.
3. SurgiVR is a running experiment which makes it difficult to track.
4. Technicalities required for generating AI for performing surgery will be slightly more than for diagnosing complications.
5. RICE Score is calculated as (Reach x Impact x Confidence) / (Effort)

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Slide 6: Defining Success With Metrics

Introduce a North Star metric—the key indicator that will reflect whether the problem is successfully solved. Support it with activation, retention, and business metrics to give a well-rounded view of product performance. Use charts to visualize these metrics clearly. Additionally, identify potential pitfalls in implementation and propose workarounds to mitigate risks. This approach shows strategic foresight and an ability to navigate uncertainties.

Success Metrics for Features

North Star Metric
Monthly Patient feedback Score

Why?
It represents the ultimate goal of the application, which is to **improve healthcare quality** creating value proposition in the market and direct impact for users i.e. improved skillset of doctor

What Stakeholders want?

- **Medical Colleges :** Diagnostic accuracy and improved surgical skills
- **Medical Students :** Prepare and gain confidence for real world practice
- **Patients :** Relief from the disease with the right treatment

Activation	Engagement	Retention	Business Specific
# new users signing up	Avg time spent per session	# of monthly returning users	# of subscriptions sold
# of users completing onboarding	# of patients diagnosed	Monthly Active Users (MAU)	# of partnerships with institutes
Time spent on first diagnosis	# of surgical simulations completed	Avg time between sessions	Monthly Recurring Revenue

Pitfalls and Workaround

vClinic

- Virtual patients may not fully replicate the nuances of real-world patient interactions, including emotional responses
- Regenerative AI algorithms may introduce bias into virtual patient scenarios, potentially reinforcing stereotypes.
- Integrating VR-based training into existing medical curriculum

- Incorporate psychological and behavioral factors into virtual patient scenarios, including anxiety, fear, anger, or confusion.
- Employ medical experts to validate virtual patient scenarios, ensuring accuracy and minimizing bias.
- Develop clear guidelines for integrating VR-based training and collaborate with the medical colleges

SurgiVR

- Technology may not fully replicate the tactile sensations of real-world surgery, affecting the accuracy of surgical techniques
- VR simulations may oversimplify complex surgical procedures, potentially overlooking subtle details
- Ensuring the validity of simulations and demonstrating their transferability to real-world surgical skills can be challenging

- Involve experienced surgeons in the development of VR simulations to ensure accuracy, incorporate real-world challenges
- Supplement VR simulations with physical models or mannequins to provide a multi-sensory learning experience.
- Monitor the transferability of skills acquired in VR simulations to real-world surgical performance, establishing a clear link

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THE BUSINESS CLUB

FRAMEWORKS

3C & 1P FRAMEWORK

"3C & 1P" will assist you in understanding what qualitative concerns drive and impact a buisness.

Customer

Who is the customer?

- identify segments (segment size, growth rate, % of total market)
- compare current year metrics to historical metrics (look for trends)

What does each customer segment want?

Identify keys needs

What price is each segment willing to pay?

Determine price points and price elasticity/sensitivity

Customer Segments:

- Size, Growth Rate and Trends
- Demographics

Customer Wants and Needs

- Needs
- Wants

Price Sensitivity/Elasticity

- Disposable income
- Purchasing Power
- Price Points

Competition

Competitor Concentration & Structure

- Monopoly/Oligopoly/ Competition
- Market Share Concentration

Barriers to Entry

- Existing Market
- Ease of entry for new entrants

Competitor behaviors (Target customer segments, products, pricing strategy, distribution strategy, brand loyalty)

Industry Regulation

Typical Life-Cycle of Industry

Company

- What are your company's capabilities & expertise
- What is the company's brand & culture?
- How is its financial situation?

Capabilities and Expertise

- Technical Edge
- Distribution Channels
- Cost Structure

Brand Value

- Perception
- Loyalty

Internal Culture and Organizational Structure

Financial Situation

Product

- **Nature of product** (think out loud about the product, it's benefits, why someone would buy it)
- **Commodity good** or easily differentiable goods (could company increase differentiation)
- **Identify complementary goods** (can we piggy back off growth in compliments or near compliments?)
- **Identify substitutes*** (are we vulnerable to indirect competitors namely substitutes?)
- **Determine product's lifecycle** (new vs. almost obsolete)

3C & 1P FRAMEWORK

EXAMPLE: 3C1P FRAMEWORK FOR BYJU'S

Customer

Target consumers ranging from grade 1 to students appearing for NEET, JEE, UPSC etc.
They have created students who are additive to learning, and therein lies the secret to their success.

Competition

Khan academy offers the similar domain of study material free of cost.
Vedantu is a regular competitor which has a similar target audience and niche.

Company

Successfully exploited the opportunity of growing smartphone population with majority market share and 66% growth of paid customers with their excellent freemium model.

Product

BYJU's for one's learning, experience using their 'knowledge graph' feature.
Consumers get a free counseling session at the doorstep.

Why?

"3C & 1P" will assist you in understanding what qualitative concerns that drive and impact a buisness.

When?

This framework is appropriate for a wide variety of client and company situations, including :

- New market entry or a new product
- Starting a new business
- Company position assessment
- Developing a growth strategy
- Divesting or making a turnaround

INTERNAL/ EXTERNAL ANALYSIS

What is Internal / External factor analysis ?

- The Internal-External (IE) Matrix is a portfolio management tool used for comparing divisions of an organization in terms of revenue and percentage of profit with respect to the Internal Factor Evaluation (IFE) matrix and External factor evaluation (EFE) matrix scores.
- The IE Matrix is based on the analysis of internal and external business factors which are combined into one suggestive model.
- It is a strategic management tool that is used to analyze the current position of the divisions and suggest strategies for the future.

When to use Internal / External factor analysis?

- applied when a business needs to gain an insight into working conditions and strategic positioning.
- used when a company needs to know about its market growth and market share.
- to do a Portfolio analysis of a company.
- can be used for developing a detailed corporate strategy comparing the company's results with the IE matrix of competing companies.
- also helps to evaluate the balance of different departments and provides the background for making strategic decisions for departments in the context of the whole organization.

COST BENEFIT ANALYSIS

What is Cost Benefit Analysis and how is it helpful?

- Process of comparing the projected or estimated costs and benefits associated with a project decision to determine whether it makes sense from a business perspective
- If the projected benefits outweigh the costs, the decision is a good one to make. Whereas, if the costs outweigh the benefits, then a company may want to rethink the decision or project.
- The project's costs and benefits are measured in monetary terms after adjusting for the time value of money, thus providing a true picture of the costs and benefits.

Models to Assess CBA

Benefit-Cost Ratio (BCR) Model	Net Present Value (NPV) Model
Formula: $\frac{\sum \text{Present Value of Total Future Benefits}}{\sum \text{Present Value of Total Future Costs}}$ • The greater the value more than 1, greater are the benefits • Choose the project with the greatest BCR.	Formula: $\sum \text{Present Value of Total Future Benefits} - \sum \text{Present Value of Total Future Costs}$ • If NPV > 0, then the project has economic justification for going ahead. • Choose the project with the greatest NPV.

Why?

- Developing benchmarks for comparing projects
- Deciding whether to pursue a proposed project
- Weighing investment opportunities
- Measuring social benefits
- Evaluating new hires
- Assessing change initiatives
- Appraising the desirability of suggested policies
- Quantifying effects on stakeholders and participants

When?

- **A Data-Driven Approach**

CBA allows us to evaluate a decision or potential project free of biases. Evidence-based evaluation of options, helping business become more data-driven and logical.

- **Makes Decisions Simpler**

By reducing a decision to costs versus benefits, the cost-benefit analysis makes decision simple.

- **Uncovers Hidden Costs and Benefits**

CBA outlines every potential cost and benefit associated with a project, which can uncover less-than-obvious factors like indirect or intangible costs.

QUALATATIVE AND QUANTATIVE

Why?

Qualitative

- Machines struggle to conduct qualitative analysis as intangibles can't be defined by numeric values.
- Understanding people and company cultures are central to qualitative analysis.
- Looking at a company through the eyes of a customer and understanding its competitive advantage assists with qualitative analysis.

Quantitative

- Evaluation of a financial instrument and predicting real-world events such as changes in GDP.
- Provides quantifiable statistics and metrics to assist investors in making profitable investment decisions.
- Unhindered by the emotion that is often associated with financial decisions.
- Cost-effective strategy. no need to hire large, expensive teams of analysts and portfolio manager

When?

Qualtitative

- For evaluating figures such as sales revenue, profit margins, or return on assets (ROA).
- When dealing with larger samples in a structured and non-biased way
- Need of analytical methods arranged in tables, charts, figures, or other non-textual forms.
- Testing and validating already constructed theories.
- Need more credible and valid information

Quantitative

- For developing extensive consumer profiles
- For etermining the impact of customer and employee satisfaction
- For learning the importance of surveys and focus groups
- For determining the needs of the target market and audience
- For effective understanding of management systems and how it impacts operations

	Qualitative Analysis	Quantitative Analysis
Type of data	Words, text, descriptions, direct observations	Numbers, figures, statistics
How is data collected	Observations, interviews, and textual analysis	Measuring and counting things
How is data analyzed	Text analysis; grouping data into meaningful themes or categories	Statistical analysis
Level of analysis	Small groups, case studies, local phenomena; more subjective	Large-scale, generalizable, fixed
Type of findings	"Thick description", understanding the why or how about phenomena	How much, how many, or how often; correlations or causation among variables

QUALATATIVE AND QUANTATIVE

EXAMPLE:

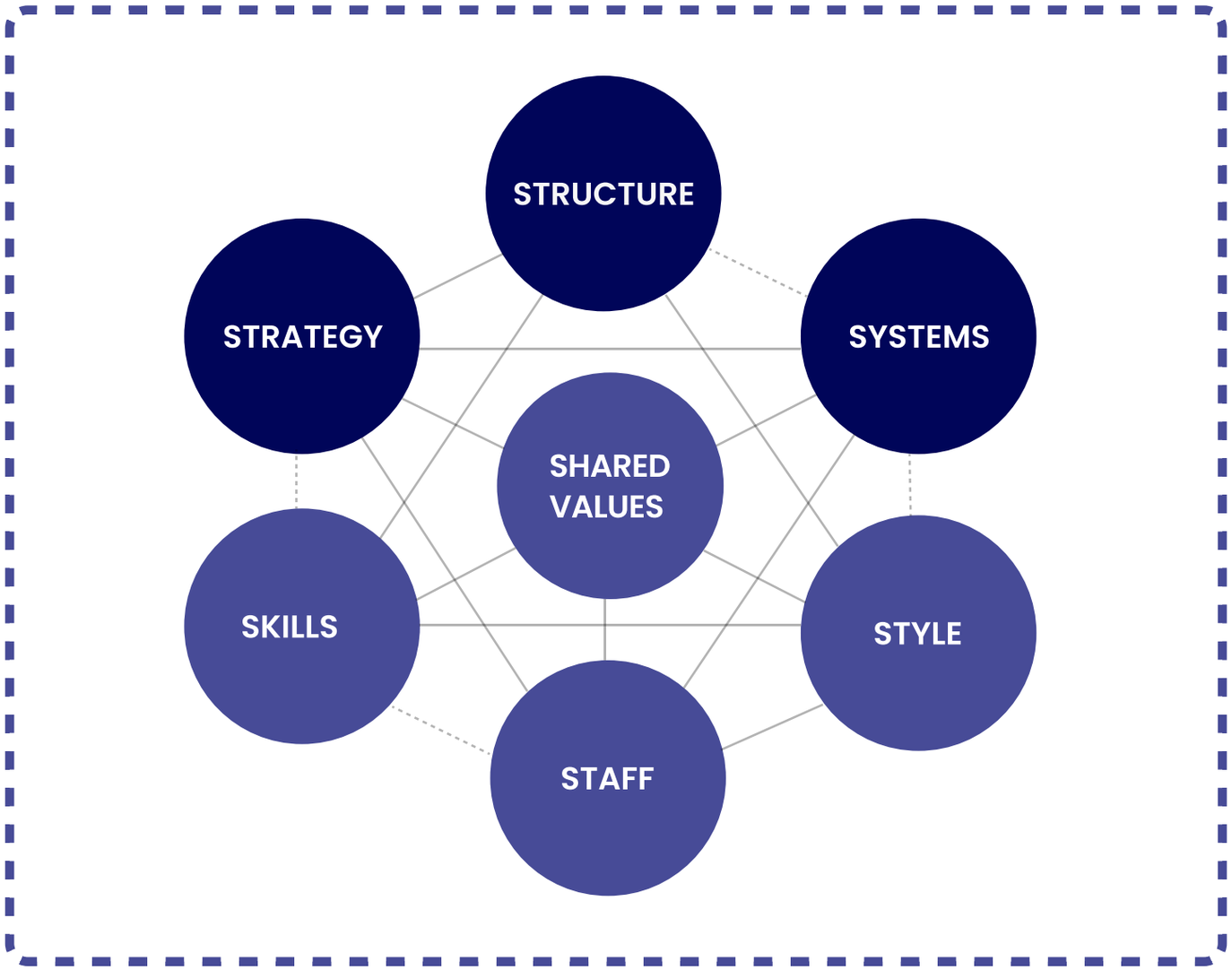
Students were asked to submit the feedback to gauge their satisfaction level with their professors. We can compare and contrast the aspects of using qualitative and quantitative through this example

Quantitative Analysis	Qualitative analysis
Survey of 3000 students on metrics such as: • Quality of teaching material and teaching methods • Ability to effectively communicate in class and to clear doubts • Fairness in allotment of grades and impartiality towards students. Students were asked to respond to the questions on a scale of 1-10. **What can be analyzed** • Tracking occurrence, position and meaning of words or phrases • Identifying the main themes and patterns • Studying how communication works in social contexts	Reviews of 30 students were conducted and asked open-ended questions like: • "How satisfied are you with your professors" • "What is the positive teaching aspect of your professor?" • "Do professors favour a particular set of students and are grades given fairly?" Based on the answers, follow-up questions to clarify things can be asked. **What can be analyzed** • Average scores • The number of times a particular answer was given • The correlation or causation between two or more variables • The reliability and validity of the results

Note: Both qualitative and quantitative analysis can be used in conjunction to analyse the results. Qualitative research gives you a general idea of the trends and emotions of the people, and quantitative analysis acts as a check to verify those findings and provide a detailed insights to them

MCKINSEY'S 7S

- The **McKinsey 7S framework** is an organizational tool that focuses on harmony and balance within the organization. It can be applied whether you're going through change or to help identify weaknesses and opportunities in your organization.
- It includes seven equally important factors(3 hard, 4 soft) that need to be in balance for a healthy and competitive organization.
- **Hard Elements:** The elements which can be easily recognized and treated by the management in case of any issues are known as hard elements.
- **Soft Elements:** These elements are complex and dynamic. These factors, usually define the organizational culture.



Why?

All the seven elements are interconnected and can be aligned together to achieve effectiveness in a business. The Framework is mainly used to trace performance problems in a business to subsequently change and/or improve these. The 7S model is kind of a thermometer to take the temperature of your organization. If one of the seven factors of the McKinsey 7S example is out of balance, that indicates your organization isn't healthy. Something needs to change.

The 7S Framework constitutes a good framework in which gaps between present and desired future situations can be traced and adjusted.

When?

The McKinsey 7S framework can be used to:

- Understand the weaknesses of your organization.
- Keep a change project on track
- Align departments during mergers or acquisitions
- Implement employee improvement strategies
- Determine how to become more competitive
- Uncover areas of opportunity.

MCKINSEY'S 7S

EXAMPLE: 7S FRAMEWORK FOR STARBUCKS

STRUCTURE
Flat management structure needs to be achieved through de-layering. Specifically, upon removal of the assistant manager position, there will only be three levels of management - store manager, shift manager, and customer assistants.

STRATEGY
Starbucks has to ensure quality of products and offer excellent customer service at the same time. The main strategy for the company is to increase revenues by effectively positioning Starbucks as a 'third place environment'

SYSTEMS
Rather than daily roles among customer assistants, a rotation system of duties needs to be introduced that will reduce the potential of conflicts among the workforce, also causing the work process to be more interesting

SHARED VALUES
An effective set of values is being promoted by the senior management, however, more effective initiatives need to be devised to ensure that these values are disseminated and shared by the workforce

SKILLS
Necessary training and development programs need to be organized ensuring that all members of the workforce are equipped with the skills necessary to achieve a high level of customer satisfaction

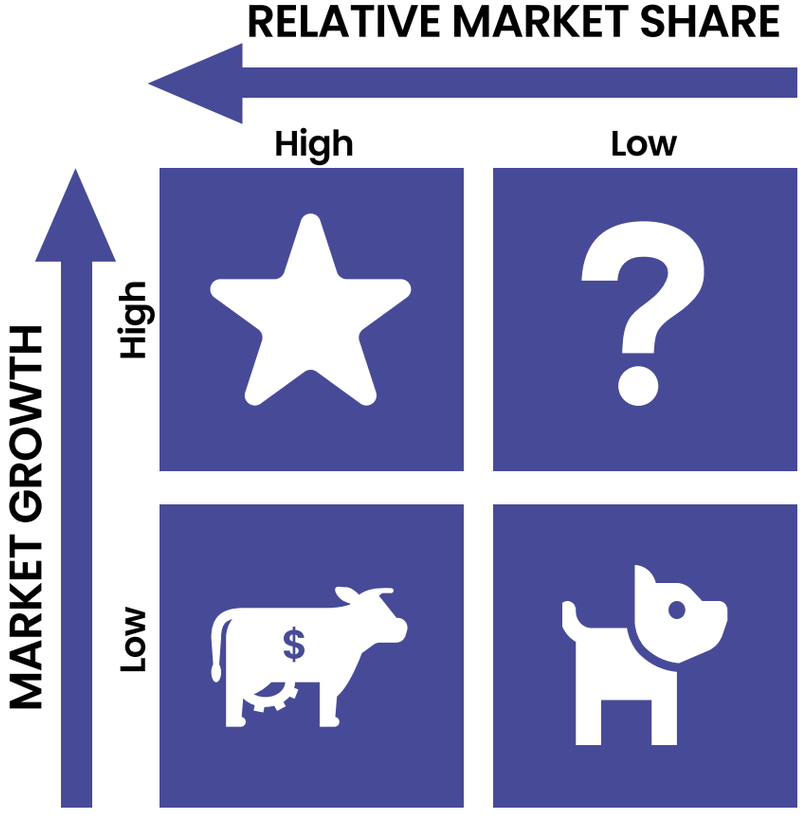
STYLE
Management style within stores should be changed from Laissez Faire to inspirational management. Through this, a greater workforce can be effectively motivated for better performances with minimal resources

STAFF
Only capable and promising candidates need to be employed by Starbucks and employees have to be provided with a lot of growth potential

BCG GROWTH-SHARE MATRIX

The BCG matrix is a corporate planning tool, which uses r**elative market share** and **industry growth** rate factors to evaluate the **potential of the business brand portfolio** and suggest further investment strategies.

- It is classified into four categories based on combinations of market growth and market share relative to the largest competitor, hence the name “growth share”.
- This framework assumes that an increase in relative market share will result in an increase in the generation of cash.



High Growth, High Share.
A significant amount of investment should be made in “Star” products.

High Growth, Less Share.
Investment should be made in “Quesstion Mark” products depending on their chances of becoming stars.

Low Growth, High Share.
“Cash Cows” should be milked so products can be reinvested in “Stars” and “Question Mark”

Low Growth, High Share.
Businesses should liquidate divest, or reposition products in the “Dogs” category.

Why?

Basically, the BCG matrix is a tool used to assess the current value of a firm’s units or product lines. The Matrix expresses complex ideas with unmatched clarity. It uses graphical representations of a company’s products and services in an effort to help the company decide what it should keep, sell, or invest more in. The matrix helps companies identify new growth opportunities and decide how they should invest in the future.

When?

The BCG matrix would be suitable to see if

- The firm is a large manufacturer
- The firm has a diverse product range or if they have multiple business units(SBUs)
- The firm has reasonable levels of market shares in some markets

The BCG matrix is helpful when you need to assess multiple product lines to determine which are profitable or otherwise.

BCG GROWTH-SHARE MATRIX

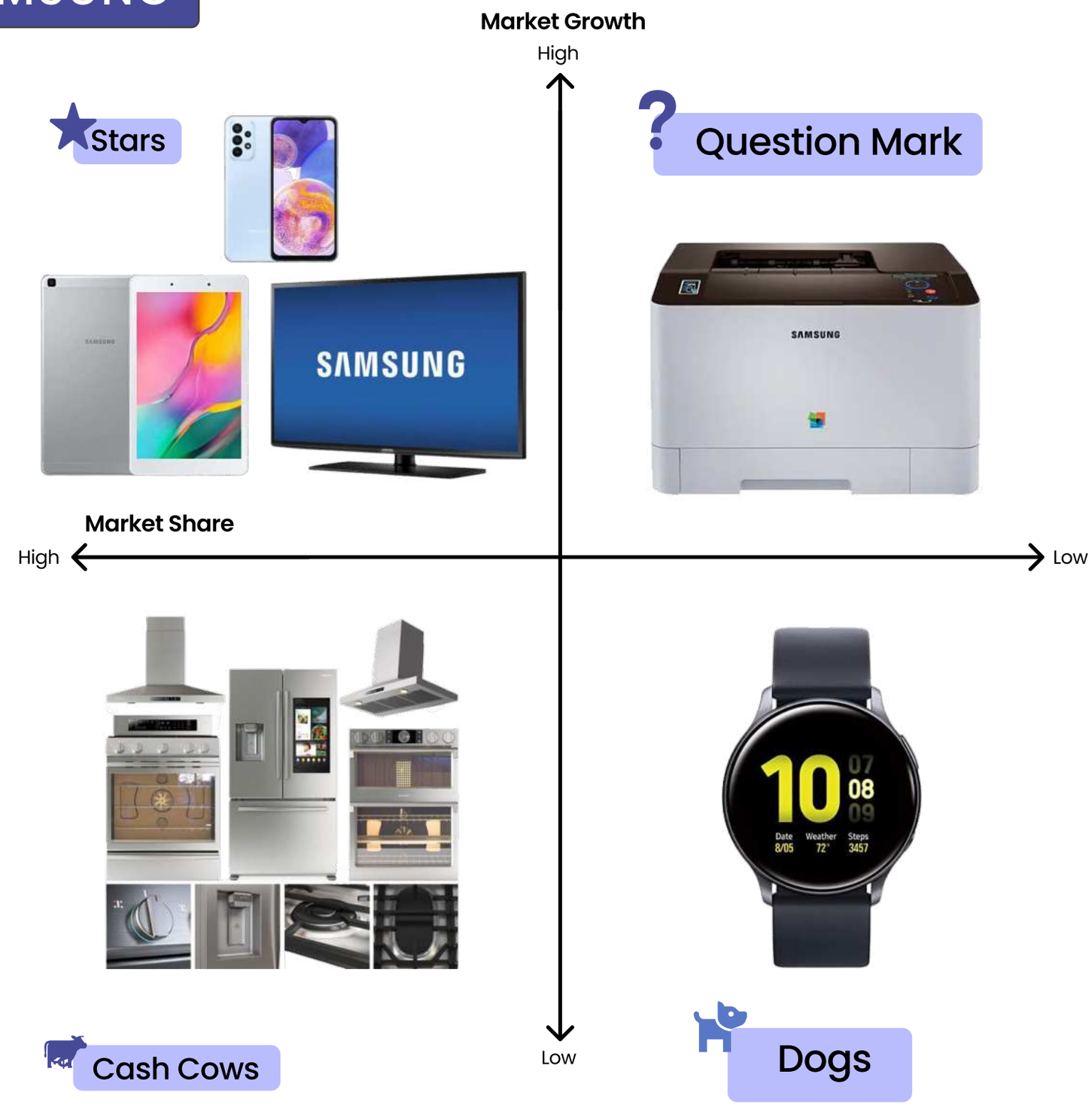
EXAMPLE: BCG MATRIX OF SAMSUNG

Note:

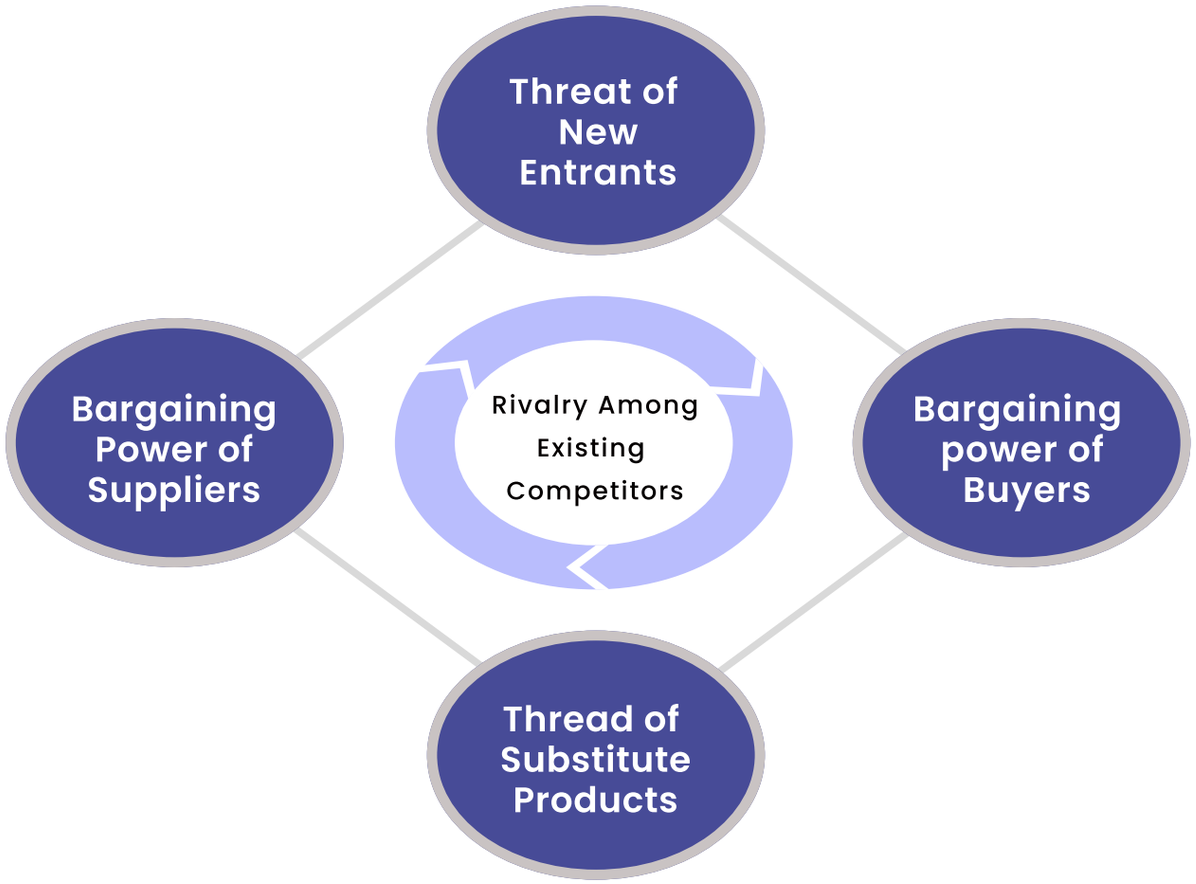
The BCG matrix is a decision-making tool, and it does not necessarily take into account all the factors that a business ultimately must face. BCG matrix can help as general investment guidelines but should not change strategic thinking. The quadrants are simplified versions of reality and cannot be applied blindly

Limitations:

- It does not include other external factors that may change the dynamics.
- Market share and industry growth rate are not the only factors for profitability. Also, a high market share does not necessarily mean high profits.



PORTER 'S FIVE FRAMEWORK



Why?

- To understand the main competitive forces at work in an industry
- To assess the attractiveness of an industry
- To pinpoint our areas of improvement
- To improve profitability

When?

- While evaluating competitive forces influencing a variety of business sector.
- Can be used for understanding competitive position of a company
- While determining the profit potential of a business sector

Bargaining power of Buyers	• Analyses power , control and potential to raise their prices. • It considers supplier of raw material
Bargaining power of customer:	• Examine consumers power and their effect on pricing and quality. • It consider no. Of consumers
New entrants threat:	• Analyse the hurdles for competitor while joining the market place. • This include absolute cost advantages, access to inputs , economies of scale , strong brand identity.
Threat of substitute products or services:	• Studies consumer behaviour to switch for a competitor's product or services. • It consider no. Of competitors , their price, quality and their profit

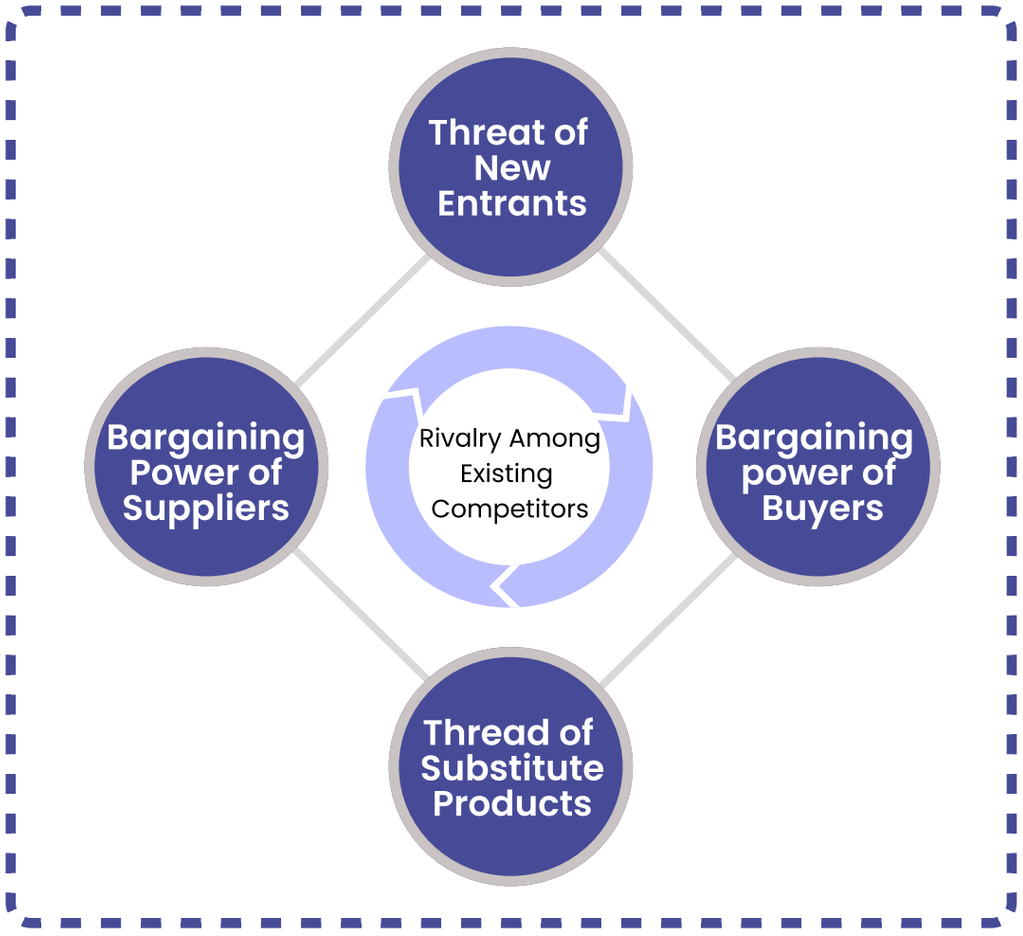
PORTER 'S FIVE FRAMEWORK

EXAMPLE: AIRLINE INDUSTRY

Competitive rivalry

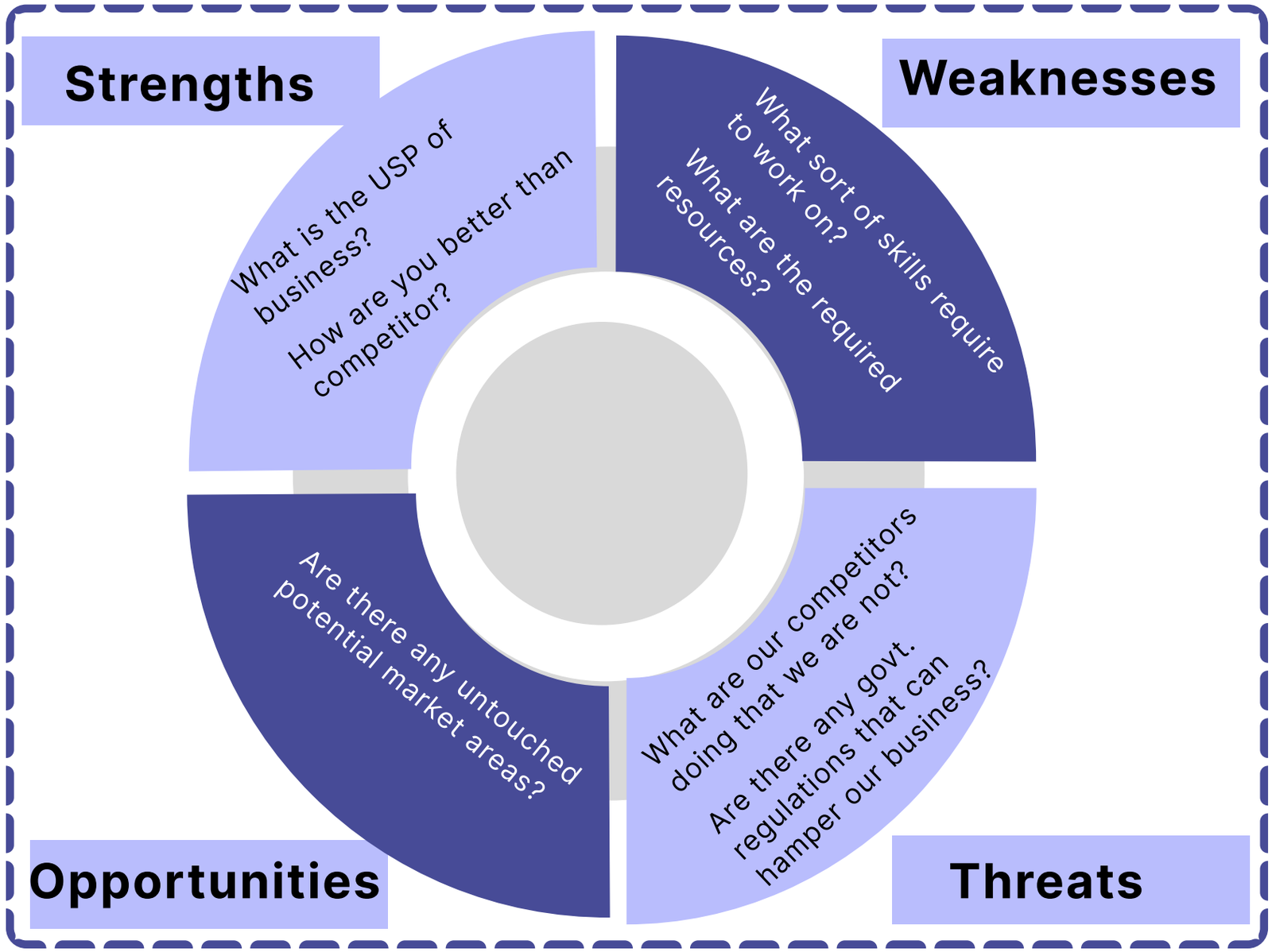
- Highly competitive due to entry of low cost carriers
- Tight regulations of industry where safety become paramount leading to high fixed cost and barrier to exit.
- Stagnant in terms of growth
- Many players are of similar size leading to competition between those firms.

Bargaining power of supplier:	• In airline industry it can be considered very high since while looking at the major inputs we see that is depends on the fuel and aircrafts. • The price of aviation fuel is subject to fluctuation in global market for oil which can change widely depending upon geopolitical factors.
Bargaining power of customer:	• Customer are Able to check prices of different airline companies through online price comparison websites.
New entrants threat:	• This can be considered as low to medium • New entrants need license, insurance, distribution channel and other qualifications that are not easy to obtain.
Threat of substitute products or services:	• The general need of customer is travelling • So beside going by airplane there are many other alternatives for travelling depending upon the urgency and distance. • This threat can be considered as medium to high



SWOT

The framework used to evaluate a company's competitive position and to develop strategic planning. SWOT analysis assesses internal and external factors, which also describes it's current and future potential.



Why?

It is a useful tool for strategic planning.
It can be used to assess places, competitors, and businesses and even to do self-assessments.
To differentiate between internal (strength/ weaknesses) and external (opportunities/ threats) factors to help decision making.

When?

When we need to capitalize on organisation's strengths, mitigate risk regarding weaknesses plan for events that may adversely affect the company in the future.
take advantage of a new business opportunity
deal with changes to your competitors' operations.

SWOT

EXAMPLE: STARBUCKS

S

- Strong brand Recognition.
- Recognizable chain worldwide.
- High quality unique Products.
- Extensive International Supply chain.

O

- Diversify prooduct for Cultures.
- Expand in Asia and Africa.
- Use technological advances as way to distribute Products.
- Introducing New Products.

W

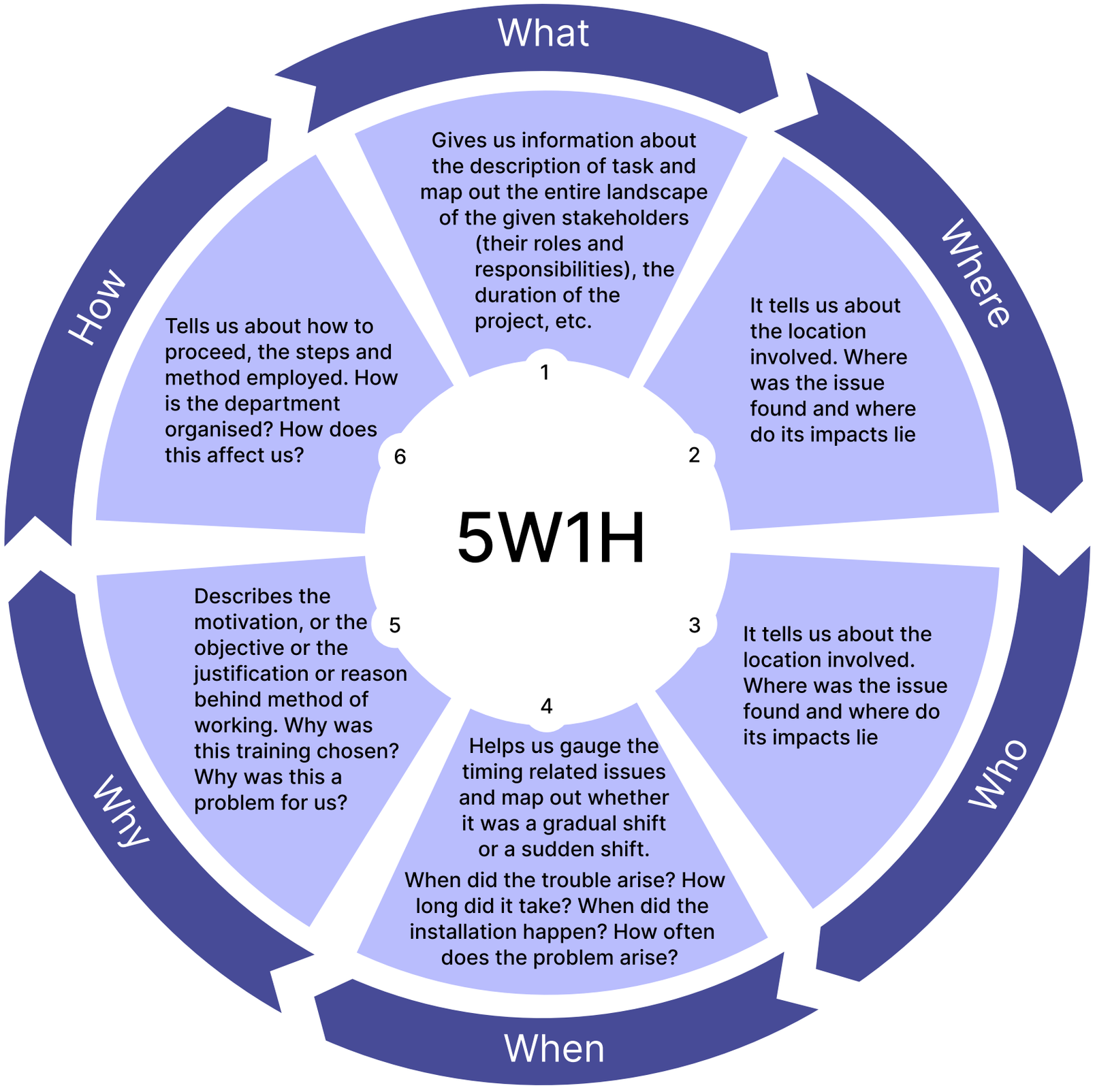
- High prices.
- Easy to imitate Products.
- Product often don't account for cultural diversity.
- Recall of products.

T

- Competition from low-cost coffe sellers.
- Other businesses can imitate their Product.
- Competition with big outlets.
- Change in customer behaviour.

1971 1987 1992 2018

5W1H FRAMEWORK(1/2)



Why?

- It can be utilised to understand the problem completely and helps us get a look and feel of the entire problem to arrive at the solution or to get a clear direction of how to approach. It helps in developing a preliminary strategy
- Can be used to obtain 360 degree view of the problem and increases the drill speed to reach the solution

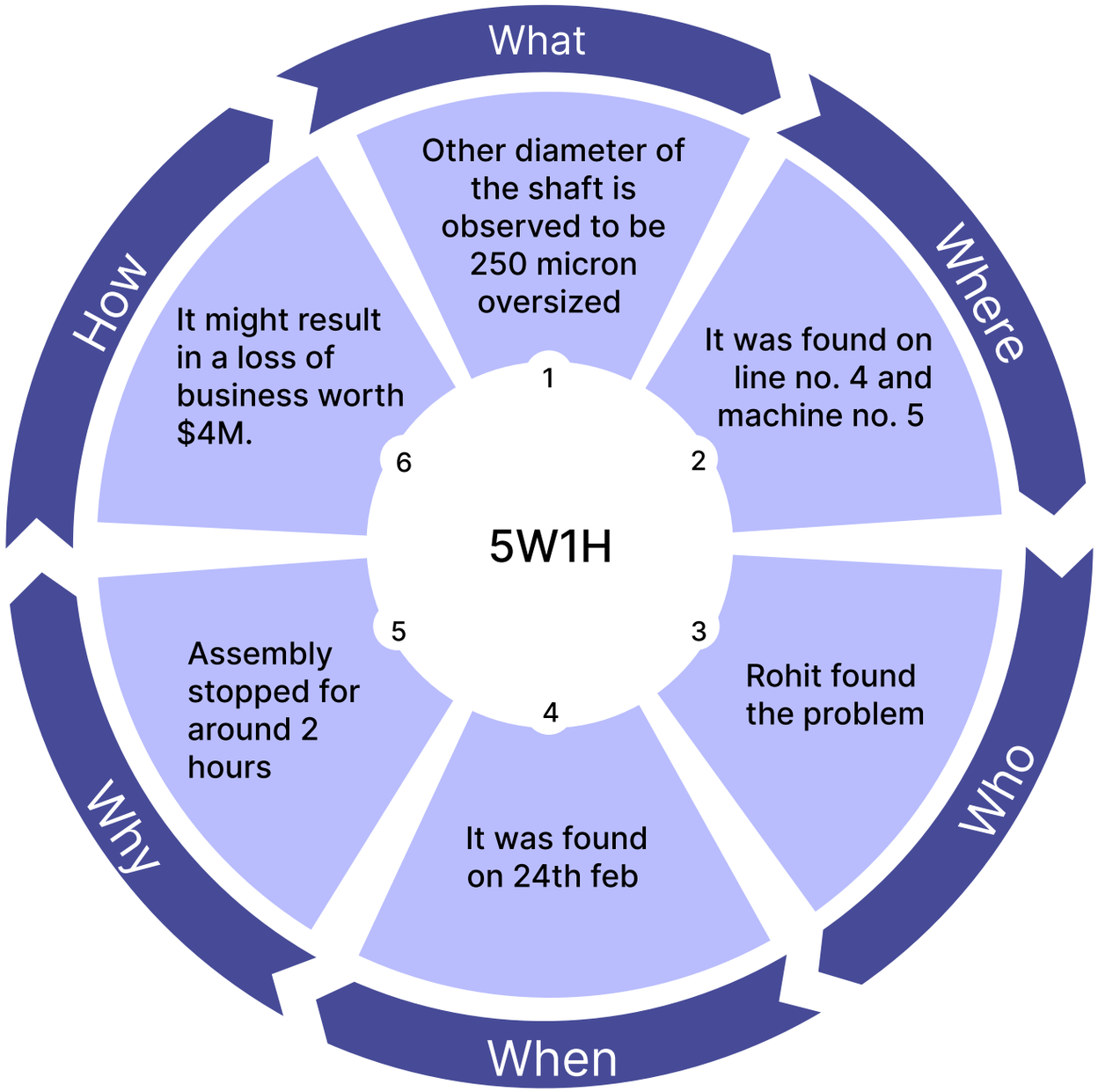
When?

- At the strategy level to design or improve a market entry strategy for instance
- At the management level to improve organisation and processes
- At the quality level as a problem resolving support tool
- At the innovation level to boost emergence of solution and ideas
- At the Product Manager level in general

5W1H FRAMEWORK(2/2)

EXAMPLE:

Problem: Shaft OD(Other diameter) is found 250 micron oversized



- **WHAT is the problem?**
  Other diameter of the shaft is observed to be 250 micron oversized
- **WHERE was this problem found?**
  It was found on line no. 4 and machine no. 5
- **WHO found the problem?**
  Rohit found the problem
- **WHEN was the problem found?**
  It was found on 24th feb
- **WHY is this a problem?**
  Assembly stopped for around 2 hours
- **HOW big/severe is this problem for us?**
  It might lose a business of $4M.

PESTEL ANALYSIS

PESTEL, earlier called PEST analysis,stands for Political, Economical, Social, Technological and E and L(recent additions) stands for Ecological and Legal. All these are external factors

Political

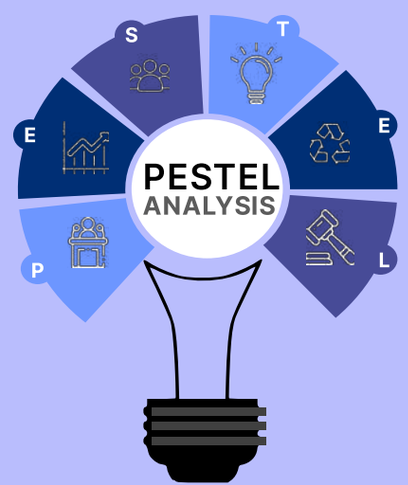
These are driven by government actions and policies including Corporate Taxation, Financial Policies, Free trade disputes etc.

An MNC can close several facilities in higher tax jurisdictions in order to relocate operations somewhere with lower tax rates/ greater state and grant funding.

Economic

These are related to the broader economy. Includes interest rates, employment rates, inflation, etc.

Many analysts tend to overweight economic factors in their analysis as they are most easily quantified in comparison to other factors influencing this frameworks.



Social

They refer to shifts in the way that stakeholders approach life and leisure, which in turn can impact commercial activity. These factors may include demographics, lifestyle trends, consumer beliefs.

Companies reevaluate hiring, onboarding and training practices after an overwhelming number of employees indicate a preference for a hybrid, WFH model.

Technological

In today's world technology is everywhere and is changing rapidly and a management head and analyst must understand how these factors may impact an organization. Tech factors are automation, cyber security etc. The speed and scale of technological disruption in the present business environment is unprecedented. For example, Uber upending the transportation industry or the rise of E-Commerce giants as we know it.

Environmental

This emerged as an addition to the original PEST framework as people started to understand the risk and opportunities associated with the physical environment. Things to take into account are carbon footprint, climate change impact. It accounts for ESG and CSR analysis.

Companies keep internal record keeping and reporting for ESG

Legal

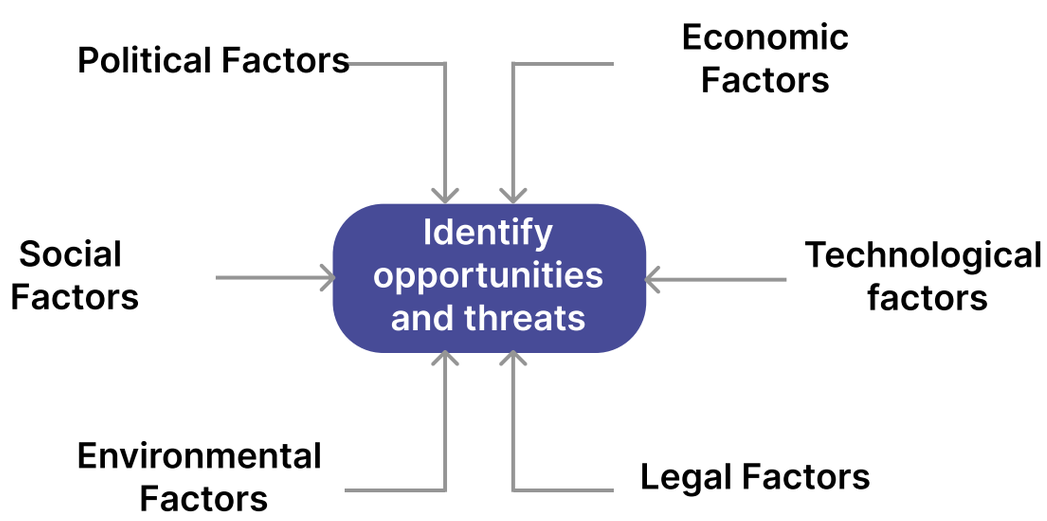
Those factors that emerge from the changes to the regulatory environment, which may affect the broader economy, certain industries, or even any specific business. They include industry regulations, license and permits required, protection of IP, etc.

Social media companies have to keep the inherent risk of IP theft while considering the growth aspects.

PESTEL ANALYSIS 2/2

EXAMPLE: RELIANCE JIO PESTEL ANALYSIS

Political	Economical	Social	Technological	Environmental	Legal
• Make in india • PM's plan of digital India • Political Stability	• Price sensitive market • Growing Indian economy	• Large Youth population • CSR activites through reliance • Brand value associated with reliance	• Introduction of VoLTE technology • Advancement in 5G • Wireless Technology	• Radiations emitted by towers • Make in India	• Lack of rigid testing laws in India



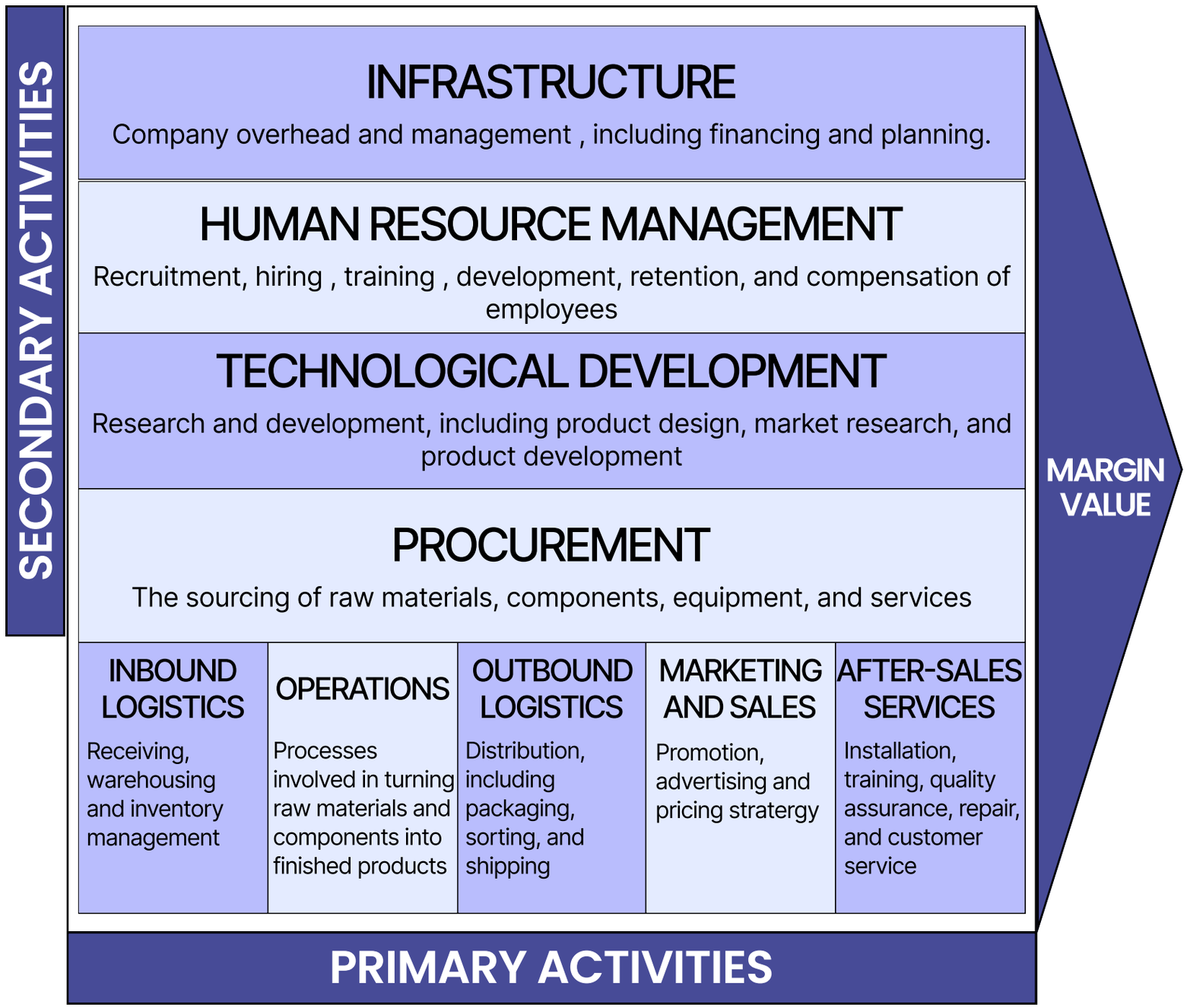
Why?

This is used as a broad fact finding activity. It helps an organisation to list down the external factors that affect the company and understanding these factors can help with maximising the opportunities and minimising the threats to the organisation. Conducting PESTEL analysis can mean scanning the external environment to detect and understand broad, long term trends.

When?

- Starting a new business (provides the senior management team the info about direction where business is going, brand positioning and risks)
- Marketing planning
- Product development (it may help you to decide whether to enter or leave a market, whether the product still fulfills the marketplace needs or when to launch the new product)

VALUE CHAIN ANALYSIS (1/2)



Why?

Value chain analysis will help you identify areas in your business that can be optimized for efficiency and profitability. By analyzing and evaluating product quality and the effectiveness of your services, along with reducing company costs, your business can find strategies to improve its value proposition and stand out in the marketplace.

When?

It can be used where we need:

- Cost reduction

by making each activity in the value chain more efficient and, therefore, less expensive

- Product differentiation

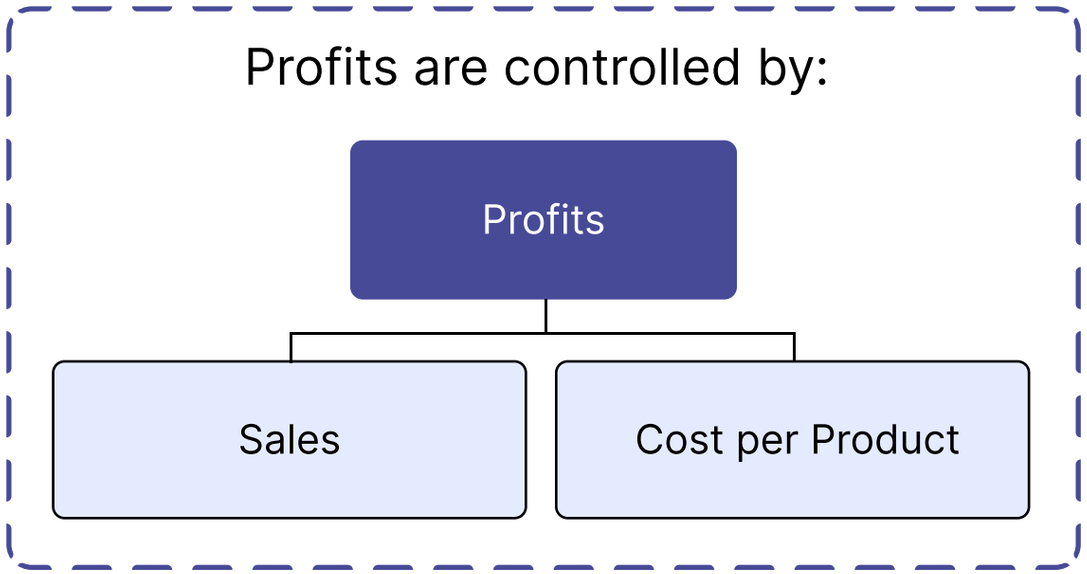
by investing more time and resources into activities like research and development, design, or marketing that can help your product stand out

More likely used in Cost reduction cases

VALUE CHAIN ANALYSIS (2/2)

EXAMPLE OF VALUE CHAIN ANALYSIS

A biscuit manufacturer has seen a decline in profits in a couple of months.



Given that sales has not declined, we need to evaluate cost structure and reduce the excess cost by evaluating Value Chain.

On analyzing different cells of value chain,like RnD,transportation and storage, raw material, processing, distribution and sales , marketing

Transportation and Storage was having the problem, further specifically storage had the problem.
Storage has sub parts as Storage rental, labour and Inventory losses.
(Inventory losses: Spoilage , Pilferage ,Expiry)
Expiry was the main issue, can be due to poor prediction of demand, or due to poor inventory management.
They had poor Inventory management,they followed LIFO(Last In First Out) concept, leading to expiry of product.
So, value chain analysis helped us break down the problem and reduce the cost.

THE BUSINESS CLUB

FIN & ECO OVERVIEW

Finance & Economics

Definition	Formula	Key takeaways
Opportunity costs represent the potential benefits that an individual, investor, or business misses out on when choosing one alternative over another.	Opportunity cost = FO – CO Where, FO = Return on best Forgone option CO = Return on Chosen Option	• Opportunity cost is the forgone benefit that would have been derived from an option not chosen. • Considering the value of opportunity costs can guide individuals and organizations to more profitable decision-making. • Opportunity cost is a strictly internal cost used for strategic contemplation; it is not included in accounting profit and is excluded from external financial reporting.
The time value of money is a basic financial concept that holds that money in the present is worth more than the same sum of money to be received in the future.	The most fundamental TVM formula takes into account the following variables- FV = Future value of money PV = Present value of money i = interest rate n = number of compounding periods per year t = number of years Based on these variables, the formula for TVM is **FV = PV x [1 + (i / n)] (n x t)**	• Time value of money means that a sum of money is worth more now than the same sum of money in the future. • This is because money can grow only through investing. An investment delayed is an opportunity lost. • The formula for computing the time value of money considers the amount of money, its future value, the amount it can earn, and the time frame.

Finance & Economics

Definition	Formula	Key takeaways
Net present value (NPV) is the difference between the present value of cash inflows and the present value of cash outflows over a period of time.	If there's one cash flow from a project that will be paid one year from now, then the calculation for the NPV is as - NPV = [cash flow/(1+i)^t] – initial investment Where, i=Required return or discount rate t=Number of time periods	• Net present value, or NPV, is used to calculate the current value of a future stream of payments from a company, project, or investment. • The discount rate may reflect your cost of capital or the returns available on alternative investments of comparable risk. • If the NPV of a project or investment is positive, it means its rate of return will be above the discount rate.
The internal rate of return (IRR) is a metric used in financial analysis to estimate the profitability of potential investments. IRR is a discount rate that makes the net present value (NPV) of all cash flows equal to zero in a discounted cash flow analysis.	$0 = \text{NPV} = \sum_{t=1}^{T} \frac{C_t}{(1+IRR)^t} - C_0$ Where- • Ct=Net cash inflow during the period t • C0=Total initial investment costs • IRR=The internal rate of return • t=The number of time periods	• The motive of IRR is to find a discount rate such that the total present value of annual nominal cash inflows equals the investment's initial net cash outflows. • IRR is ideal for analyzing capital budget projects to understand and compare potential future annual returns. • IRR helps investors determine the return on investment of various assets.

Finance & Economics

Definition	Formula	Key takeaways
The **Profitability Index (PI)**, also known as the Investment Value Ratio (VIR) or Return on Investment Ratio (PIR), describes an index that represents the ratio between the costs and benefits of a proposed project. It is calculated as the ratio of the present value of expected future cash flows to the initial amount invested in the project	The profitability index can be computed using the following ratio: Profitability Index = PV of future cashflows/ initial investment	• A PI greater than 1.0 is deemed as a good investment, with higher values corresponding to more attractive projects. • Under capital constraints and mutually exclusive projects, only those with the highest PIs should be undertaken.
The **payback period** can be defined as the period of time required to recover its initial cost and expenses and cost of investment done for the project to reach a time where there is no loss no profit i.e. breakeven point.	The fundamental formula for calculating the payback period is : Payback period = (Cost of Investment ÷ Average Annual Cash Flow)	• Shorter paybacks mean more attractive investments, while longer payback periods are less desirable. • Account and fund managers use the payback period to determine whether to go through with an investment. • One of the downsides of the payback period is that it disregards the time value of money.

Finance & Economics

ASSETS

Business assets are anything of value to a company that helps promote company productivity, efficiency and revenue. An asset is a resource with economic value that an individual, corporation, or country owns or controls with the expectation that it will provide a future benefit.

CLASSIFICATION

1 Tangible assets are assets with a specified monetary value. A company's leadership might buy or sell tangible assets to increase the company's financial stability.
EXAMPLE - Cash reserves, Land, Inventory, Rental facilities

2 Intangible assets are non-physical financial resources that can increase a company's revenue.
EXAMPLE -Trademarked processes or product designs, Customer goodwill, Employee expertise

3 Current or short-term assets are assets that a company can translate into revenue by the end of the current fiscal year or that provide a monetary benefit within that period.
EXAMPLES - Cash, Debt owed by customers, Commercial inventory, Raw materials

4 Noncurrent assets, or long-term or fixed assets, are assets that a company might not turn into cash within the fiscal year, but that provide a long-term benefit to the company.
EXAMPLES - Property, Production equipment, Patents

KEY TAKEAWAYS

- Assets are reported on a company's balance sheet.
- They are bought or created to increase a firm's value or benefit the firm's operations.
- An asset is something that may generate cash flow, reduce expenses or improve sales, regardless of whether it's manufacturing equipment or a patent.

LIABILITIES

A liability is a financial obligation of a company that results in the company's future sacrifices of economic benefits to other entities or businesses. A liability can be an alternative to equity as a source of a company's financing.

CLASSIFICATION

1 Current Liabilities : Current liabilities are those liabilities that are due and need to be paid within an accounting period (which is usually a year or 12 months). Current liabilities are also known as short-term liabilities due to the relatively short turnaround time. Examples : Interest Payable, Accounts Payable, Short term loans, Accrued Expenses,Bank overdraft

2 Non-Current Liabilities : Non-current liabilities, which are also known as long-term liabilities are financial obligations that are due in over a year's time. These liabilities help businesses acquire capital assets by providing the required capital. Examples : Deferred tax liabilities, Bonds payable, Capital leases, Debentures

3 Contingent liabilities : Contingent liabilities are a special type of liability that may occur during the course of a business, depending on the outcome of an event that may take place in the future. In accounting standards, contingent liabilities are recorded as potential or probable liabilities only if they have a 50% chance of occurring and when the amount of liability can be estimated properly. Examples : Product Warranties, Lawsuits

KEY TAKEAWAYS

- Liability can also mean a legal or regulatory risk or obligation.
- In accounting, companies book liabilities in opposition to assets.
- Current liabilities are a company's short-term financial obligations that are due within one year or a normal operating cycle (e.g. accounts payable).

Finance & Economics

CASH FLOWS

Cash Flow (CF) is the increase or decrease in the amount of money a business, institution, or individual has. In finance, the term is used to describe the amount of cash (currency) that is generated or consumed in a given time period.

CLASSIFICATION

- Cash flow from operations(CFO)
- Cash flow from financing (CFF)
- Cash flow from investing (CFI)
- Cash from Operating Activities – Cash that is generated by a company's core business activities – does not include CF from investing. This is found on the company's statement of cash flows. (the first section)
- Free Cash Flow to Equity (FCFE) – FCFE represents the cash that's available after reinvestment back into the business (capital expenditures). • Free Cash Flow to the Firm (FCFF) – This is a measure that assumes a company has no leverage (debt). It is used in financial modeling and valuation.
- Net Change in Cash – The change in the amount of cash flow from one accounting period to the next. This is found at the bottom of the Cash Flow System.

KEY TAKEAWAYS

- Cash received signifies inflows, and cash spent signifies outflows.
- The cash flow statement is a financial statement that reports on a company's sources and usage of cash over some time.
- A company's cash flow is typically categorized as cash flows from operations, investing, and financing.

SHAREHOLDER'S EQUITY

Shareholder's equity is the residual interest of the shareholders in the company and is calculated as the difference between Assets and Liabilities. Shareholders' Equity Statement on the balance sheet shows the details of the change in the value of shareholder's equity during a particular accounting period from its beginning till the end.

BASIC ACCOUNTING EQUATION
Shareholders' Equity = Total Assets – Total Liabilities

INVESTOR'S EQUATION
Shareholders' Equity = Share Capital + Retained Earnings – Treasury Stock

COMPONENTS
- Common stock
- Preferred stock
- Retained Earnings
- Additional paid-up capital
- Treasury shares

KEY TAKEAWAYS

- Positive shareholder equity means the company has enough assets to cover its liabilities, but the company's liabilities exceed its assets if it is negative.
- Retained earnings is part of shareholder equity and is the percentage of net earnings not paid to shareholders as dividends.
- Shareholder equity gives analysts and investors a clear picture of the financial health of a company.

THE BUSINESS CLUB

STATS FOR BUSINESS

Stats for Business

Statistics is the area of applied math that deals with the collection, organization, analysis, interpretation, and presentation of data.

When considering what business statistics is, there are two major types of statistics used in business, which are descriptive statistics and inferential statistics.

Descriptive statistics are used to describe a set of data points, while inferential statistics is used to analyze a set of data and use those as a basis to make predictions on how the data will change in the future.

Consider, for example, a company that sells pizzas. The company gathers data such as the count of sales, average quantity purchased per transaction, and average sales per day of the week. All of this information is descriptive, as it tells a story of what actually happened in the past. In this case, it is not being used beyond being informational.

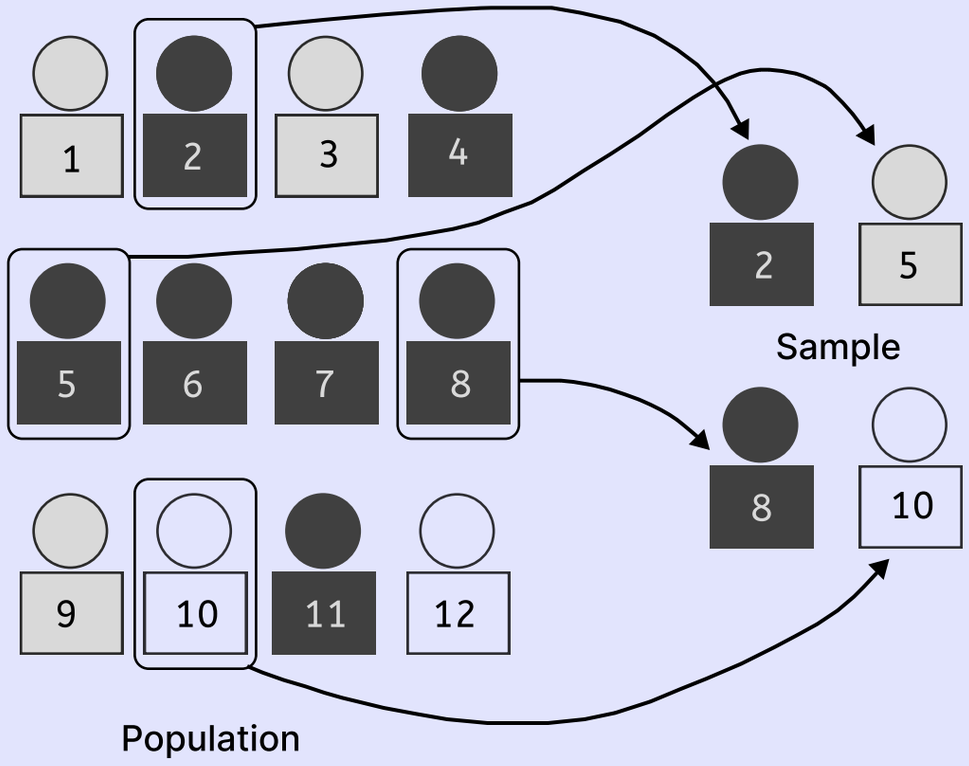
Let's say the same company wants to roll out a new pizza. It gathers the same sales data above, but it crafts the information to make predictions about what the sales of the new pizza will be. The act of using descriptive statistics and applying characteristics to a different data set makes the data set inferential statistics. We are no longer simply summarizing data; we are using it to predict what will happen regarding an entirely different body of data (the new hot sauce product).

In a nutshell, descriptive statistics focuses on describing the visible characteristics of a dataset (a population or sample). Meanwhile, inferential statistics focuses on making predictions or generalizations about a larger dataset based on a sample of those data.

In the above paragraph, we spoke about sampling the population.

Population is the entire group that you wish to draw data from. It can apply to any group from which you will collect information.

A **sample** is a representative group of a larger population. Random sampling from representative groups allows us to draw broad conclusions about an overall population.



VARIABLES

A variable is any characteristic, number, or quantity that can be measured or counted. A variable may also be called a data item. Age, sex, business income and expenses, country of birth, capital expenditure, class grades, eye color, and vehicle type are examples of variables.

Variables can be broadly categorized into numerical and categorical. Numerical variables are either a set of discrete or continuous numbers. Continuous numerical variables can take in an infinite number of values, whereas discrete can only take in a set of finite values. Categorical variables are of two types - ordinal and nominal. As the name suggests, ordinal categorical variables have some order or pattern. For example, our education levels follow a pattern - pre-school, high school, undergraduate, post-graduation, Ph.D. On the other hand, nominal categorical variables lack any order or levels.

MEASURES OF CENTRAL TENDENCY

Central tendency refers to a dataset's descriptive summary using a single value reflecting the center of the data distribution. Measures of central tendency do not just refer to the central value within an entire dataset (median). Instead, it is a general term used to describe a variety of central measurements.. The mean, median, and mode are the measures of central tendency.

MEAN:- The mean, considered the most popular measure of central tendency, is the average or most common value in a data set. It is the sum of all observations divided by number of observations.

The critical thing to remember about mean is that it's sensitive to outliers. And the outliers may alter the mean in a significant way.

MEDIAN:- It is The central or middle value in the dataset. In simple words, the median divides the distribution into two halves, i.e., half of the observations lie above the mean and half below it. Median signals "middle" of the distribution.

The median is less affected by outliers and skewed data than the mean and is usually the preferred measure of central tendency when the distribution is not symmetrical.

MODE:- The value that appears most often in the dataset. It is not a very relevant descriptive stat when the data is continuous, but it is the only measure of central tendency that could be used for categorical data. E.g., Gender, you can simply say whether the mode is female/male/other.

MEASURES OF DISPERSION

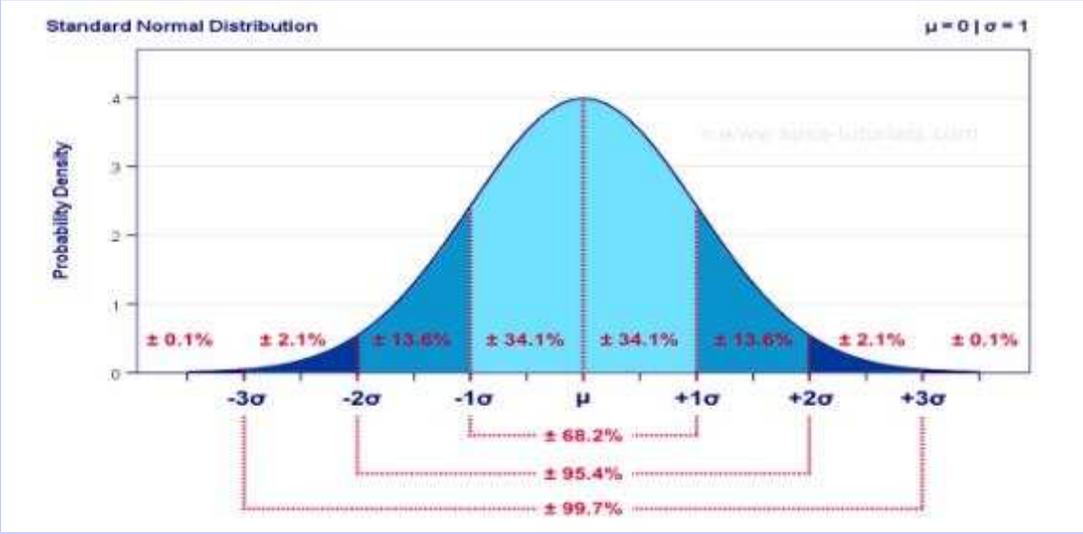
Dispersion, spread, and variability all refer to and denote the range and width of the distribution of values in a data set. Measures of dispersion describe how values are distributed or spread out. determine how far apart the data points appear to fall from the center. Common measures of variability include:

VARIANCE:- It is the average of the squared difference from the mean. However, because of this squaring, the variance is no longer in the same unit of measurement as the original data.

STANDARD DEVIATION:- It is the square root of the variance. It is the same as the original unit of measure and, therefore, much easy to measure. Standard deviation measures how much the data is dispersed about its mean. Low standard deviation implies that most values are close to the mean. High standard deviation suggests that the values are more broadly spread out.

Standard deviation and variance play an essential role in the risk analysis of stocks. The more the SD of a particular stock, the more the risk, i.e., the more the stock price fluctuates, the more the risk.

One important thing to note is that for a normal distribution (data that is symmetrically distributed around the mean in a bell shape), 68.2% of data lie within one SD of the mean, 95.4% around 2 SD of the mean, and so on.



FREQUENCY DISTRIBUTIONS

Distribution shows us the frequency of different outcomes (or data points) in a population or sample. We can show them as numbers in a list or table, or we can represent them graphically. Used for both quantitative and qualitative data. depicts the frequency or count of the different outcomes in a data set or sample. The frequency distribution is generally presented in a table or a graph. It allows for a more structured and organized way to present raw data.

Common charts and graphs used in frequency distribution presentation and visualization include bar charts, histograms, pie charts, and line charts.

HYPOTHESIS TESTING

Hypothesis testing in statistics is a way for you to test the results of a survey or experiment to see if you have meaningful results. You're basically testing whether your results are valid by figuring out the odds that your results have happened by chance.

Let us understand some basic terms before going into the details:-

Hypothesis:- A hypothesis is an educated guess about something in the world around you. It should be testable, either by experiment or observation.

Null hypothesis states that there is no significant difference between the original value and the one that comes from intuition.

Alternative hypothesis states that the null hypothesis is not true and behavior diverges from the actual behavior.

P-value:- A p-value measures the probability of obtaining the observed results, assuming that the null hypothesis is true. A p-value is a metric that expresses the likelihood that an observed difference could have occurred by chance. As the p-value decreases, the statistical significance of the observed difference increases. If the p-value is too low, you reject the null hypothesis.

Level of significance:- It is the criterion for determining whether a test statistic is statistically significant or not. It is denoted by alpha(α). If the p-value comes out to be less than the significance level, we reject the null hypothesis. Otherwise, we can't reject the null hypothesis. Alpha is generally taken as 0.05.

Let us now understand the steps involved in hypothesis testing through an example. Suppose that in a town of 1000 people, 50% are male and 50% are female. However, women complain that they are being called to jury duty more than men. A jury consists of 50 members. In the next jury, it is noted that there were 36 women and 14 men. It may seem very confusing initially, but it's easier than you think. All you need to do is:

- State your hypothesis and level of significance,
- Determine p-value
- Compare p-value to the level of significance

Stating the hypothesis and level of significance

- **Null hypothesis**, Ho: P = 0.5

  This states that the jury number happened by chance, and there is nothing wrong with the selection of jury members.

- **Alternative hypothesis**, Ha: P ≠ 0.5

  This states that there is a bias and the jury number did not happen by chance.

  The variable P is the odds of women being selected.

- **Level of significance** is 0.05

  This states that if 36 or more women ending up on a jury have less than a 0.05 chance of occurring at random, then we will reject our null hypothesis.

- **Determine p-value**

  Our assumed data follows a binomial distribution, so the probability of 36 women being selected in the jury comes out be 0.0013. This is the p-value for our hypothesis.

- **Result Interpretation**

  Since the p-value is less than the level of significance, we reject the null hypothesis. In case the p-value is greater than the level of significance, we fail to reject the null hypothesis.

Alternative Approach using critical values

A critical value is a point on the scale of the test statistic beyond which we reject the null hypothesis. It is derived from the level of significance (α) of the test. The critical value for a two-tailed test is generally taken as 1.96, which is based on the fact that 95% of the area of a normal distribution is within 1.96 standard deviations of the mean.

We compare the critical values (based on α) and test statistics (like z test, t-test, chi-square test, etc.) to verify the hypothesis. The test statistic takes your data from an experiment or survey and compares your results to the results you would expect from the null hypothesis. Three common test statistics are:

1. Z-test

Sample is assumed to be normally distributed and calculated on basis of parameters like mean and standard deviation. Null hypothesis is that the mean of the sample is the same as the original dataset.

$z = (x - \mu) / (\sigma / \sqrt{n})$

x = sample mean

μ = population mean

$\sigma / \sqrt{n}$ = population standard deviation

2. T-test

It also assumes the distribution to be normal and is used to compare the mean of two samples. $t = (x1 - x2) / (\sigma / \sqrt{n1} + \sigma / \sqrt{n2})$

$x1$ = mean of sample 1

$x2$ = mean of sample 2

$n1$ = size of sample 1

$n2$ = size of sample 2

3. Chi-square test

It is used in the case of categorical variables. Null hypothesis is that the two variables are independent.

$X2 = \Sigma [(Or,c - Er,c)2 / Er,c]$

Or,c = observed frequency count at level r of Variable A & level c of Variable B

Er,c = expected frequency count at level r of Variable A & level c of Variable B

If the value of the test statistic is lower than the critical value, we accept the null hypothesis or else reject the hypothesis.

THE BUSINESS CLUB

INDUSTRY INSIGHTS

Industry Insights: Oil and Gas

Value Chain

Upstream

- Exploration: Identification , assessment and extraction of re
- Production: Separating oil, gas, natural gas, and water

Midstream

- Transportation: Gathering and transport to refinery
- Storage: Storage and preservation of oil in reservoirs and tankers

Downstream

- Refining of crude oil and natural gas
- Distribution via B2B or B2C channel

Key drivers for Revenue & Cost

Revenue	Cost
• Crude oil and gas prices	• Cost of machinery and equipment • Maintenance of pipelines, transportation vessels and storage setups • Operational costs of refineries • Logistical costs

Key Performance Indicators for Value Chain

KPI	Formula
Production Volume Per Day	Number of Oil Barrels produced per day
Production Costs Per Unit	Production costs per unit = (Total fixed costs + Total variable costs) / Total units produced
Reserve Life	Estimated life in years of the reserves = Reserves left / Production Volume

Top Players

Company	Market Share	Market Cap.
• IOCL	37.0%	INR 2.30T
• Reliance Petroleum	20.0%	INR 18.55T
• BPCL	18.0%	INR 1.53T
• ONGC	20.0%	INR 3.64T
• OIL	4.6%	INR 732B

Industry trends & Highlights

Demand growth: India's energy demand is expected to grow by 50% over the next two decades.
Sectoral Developments: Innovations in exploration and extraction technologies are opening new reserves and improving efficiency.
Government Initiatives: The government is implementing policies to boost domestic production and reduce import dependence.
Opportunities: Discoveries in the KG Basin and potential extraction of gas hydrates could significantly boost natural gas production.

Industry Insights: Healthcare

Value Chain

Consulting	Diagnostics	Admission	Treatment	Post-Treatment
• Patient arrives at the hospital as per awareness	• Medical History • Screening based on the Symptoms. • Diagnosis through pathological tests.	• Emergency Section • On boarding and refferal cases • OPD and IPD	• Medical Infrastructure • Medical Supplies • Quality of Doctors • Surgical/Non-Surgical Procedures	• Treatment Charges and Insurance Claim • Follow-up check- ups

Key drivers for Revenue & Cost

Revenue	Cost
• Patent Licensing and royalties • Growth in over-the-counter drug sales • Patient bills • Rise in chronic ailments • Increasing average population age • Rise in awareness	• Infrastructure- buildings and equipment • Salaries - doctors and other staff • R&D costs • Transportation - of equipment, amenities, and drugs • General and Administrative Expenses

Key Performance Indicators for Value Chain

KPI	Formula / Description
• Average Hospital Stay	Evaluates the amount of time patients are staying
• Bed Occupancy Rate	Monitors the availability of hospital beds
• Staff-to-Patient Ratio	Ensures you have enough staff to cater to patients
• Patient Drug Cost Per Stay	Improves cost management of medications
• Patient Mortality Rate	Prevents patient mortality under your care

Top Players

Company	Number of Beds	Market Cap.
• Apollo Hospitals	12,000	INR 996.55B
• Fortis healthcare institute	4,500	INR 451.46B
• Narayana hrudayalaya	6,000	INR 249.81B
• Aster DM	5,000	INR 209.13B

Industry trends & Highlights

- **Industry Outlook:** The Indian healthcare sector is projected to grow at a compound annual growth rate (CAGR) of around 22% since 2016. The hospital market alone is expected to reach USD 193.59 billion by 2032.
- **Technological Advancements:** The telemedicine market is expected to reach USD 5.4 billion by 2025, growing at a CAGR of 31%. AI applications in healthcare are projected to grow at an annual rate of 45% by 2024.
- **Investments:** India continues to be a significant player in the health-tech sector, attracting over US$ 1 billion in private equity and venture capital investments in the first five months of 2024 alone, marking a 220% increase from the previous year.
- **Government initiatives:** The Indian government allocated Rs 90,658.63 crore for various healthcare schemes, reflecting a 12.59% increase from the previous year.

Industry Insights: Aviation

Value Chain

Inbound Logistics	Operations	Outbound Logistics	Marketing & Sales	Marketing & Sales
• Route Selection • Fuel • Flight/Crew Scheduling • Facilities planning	• Gate operations • Aircraft operations • Onboard services • Baggage handling	• Flight connections • Rental car and hotel reservation systems	• Promotion & Advertising • Travel agent programs • Group Sales • Electronic Tickets	• Support centres • Complaint follow-up • Lost baggage service

Key drivers for Revenue & Cost

Revenue	Cost
• Cargo and Passenger revenues • Package and tours • In-flight services	• Fuel • Rental of Flight Equipment, hangar cost • Flight Equipment, Maintenance and Overhaul • General and Administrative Expenses

Key Performance Indicators for Value Chain

KPI	Formula
Departure Punctuality	Percentage of flights departing on time at the planned origin airport from all operated flights
Regularity	The regularity KPI reflects the percentage of operated flights concerning planned flights
Seat Load Factor	Calculated as the percentage of checked-in passengers to aircraft's available seats

Top Players

Company	Market Share	Market Cap.
Interglobe Aviation Ltd	62.4%	INR 1.83T
Air India	14.7%	Not Listed
Vistara	10.3%	Not Listed
Akasa air	4.5%	Not Listed
AirAsia (India) Limited	4.4%	Not Listed
SpiceJet Ltd	2.3%	INR 85.57B

Industry trends & Highlights

Industry Outlook: The India Aviation Market size is estimated at 13.89 billion USD in 2024, and is expected to reach 26.08 billion USD by 2030, growing at a CAGR of 11.08%.
Investments: The Indian Government is planning to invest approximately ₹92,000 crore (around US$ 11 billion) in the development and expansion of airport infrastructure by 2025.
Sustainable Aviation: There is a growing focus on replacing existing aircraft with advanced, sustainable models to reduce environmental impact.
Artificial Intelligence: From AI-based ticket booking systems to contactless check-ins and biometric boarding, airlines are investing in technology to enhance the passenger experience.

Industry Insights: Retail

Value Chain

Manufacturing	Warehousing	Distribution	Supplier/ Retailer
• Raw Material Procurement • Product Development	• Storage • Inventory Management • Contracts with various producers & distributors	• Distribute inventory • Tracking packages	• Localized delivery • Stocking goods • Selling to customers

Key drivers for Revenue & Cost

Revenue	Cost
• Disposable income of people • Store locations and demographics • Margins and turnovers • Store image and trust	• Raw materials • Licensing fees • Distribution • Promotion • Rent/storage cost • Processing Costs

Key Performance Indicators for Value Chain

KPI	Formula
Average Transaction Value	Total Sales from Transaction/Total Distinct Count of Transactions
Inventory Turnover Ratio	Cost of inventory sold / Average Inventory Cost (Helps figuring out how fast an inventory moves)
Gross Margins Return on Investment	Total Gross Profit / Average Inventory Cost (Measure of profit earned from the amount spent)

Top Players

Company	Market Share	Market Cap.
Reliance Retail	30%	₹8,00,000 Cr
Avenue Supermarts	22%	₹3,02,360 Cr
Aditya Birla Fashion and Retail	8.0%	₹36,052 Cr
Trent	5.0%	₹2,92,223 Cr
Shoppers Stop	2.0%	₹8,463 Cr

Industry trends & Highlights

- **Industry outlook:** In 2022, the market size of Indian retail sector was approximately INR 91,891 billion, and it is projected to grow at a CAGR of more than 13% by 2027.
- **Expansion:** From large hypermarkets and shopping malls to small boutiques and specialty stores, retailers are exploring diverse formats to attract different consumer segments.
- **Digital Transformation:** Technologies like AI, machine learning, and IoT are being adopted to streamline operations and personalize shopping experiences.
- **Govt. Support:** The Indian government has relaxed Foreign Direct Investment (FDI) norms in the retail sector, allowing up to 100% FDI in single-brand retail and 51% FDI in multi-brand retail.

Industry Insights: FMCG

Value Chain

Inbound Logistics	Operations	Outbound Logistics	Marketing & Sales	Customer Service
• Sourcing Raw Materials • Quality Test • Warehouse Storages	• Production • Quality Control • Packaging • Warehouse Storages	• Distribution	• Market Research • Branding, Advertising, and Promotion • Sales Analytics	• Service and After Service Facilities.

Key drivers for Revenue & Cost

Revenue	Cost
• Volume of Sales • Profit Margins	• Raw Materials • Processing Costs • Distribution • Promotion

Key Performance Indicators for Value Chain

KPI	Formula
Packaging: Machine Uptime	Measures the efficiency and availability of the company's manufacturing machinery.
Product Development: Average Product ROI	Net profit earned by new product*100/ Costs to produce new products
Customer Service: Average handle time	Measures the average amount of time spent on each call

Top Players

Company	Market Cap. INR
Hindustan Unilever Limited (HUL)	653,480.07 crore
ITC Limited	634,965.99 crore
Nestle India Limited	237,399.60 crore
Varun Beverages Limited (VBL)	197,617.05 crore
Britannia Industries Limited	146,691.20 crore

Industry trends & Highlights

- **Industry Outlook:** The FMCG market in India is expected to increase at a CAGR of 14.9% to reach US$ 220 billion by 2025, from US$ 110 billion in 2020. That figure is expected to increase to over 100 billion U.S. dollars by 2029.The market cap of the FMCG sector in India is currently estimated to be around ₹6.5 trillion.
- **Digitization:** Post COVID-19, digitization was an emerging FMCG trend during 2021. India's rural segment experienced a 10.6% growth.
- **Government Support:** Investment approval of upto 100% of foreign equity in single brand retail and 51% in multi-brand retail.
- **Production Linked Incentives(PLI) :** Scheme to boost exports through an outlay of $1.42 billion.

Industry Insights: E-commerce

Value Chain

Inbound Logistics	Operations	Outbound Logistics	Marketing & Sales	Services
• Storage • Demand Planning • Inventory Management	• Transformation of raw materials - Changing all inputs into the final product	• Delivery Planning • Logistics Partners • Omnichannel Fulfillment	• Advertising • Promotion • Pricing	• Customer Service Servicing • Restoration and Refund • Exchange •

Key drivers for Revenue & Cost

Revenue	Cost
• Sales commissions • Advertisements • Strategic affiliate partnerships • Featured listings	• Operating Expenses • Shipping costs • Inventory management • Returns and refunds

Key Performance Indicators for Value Chain

KPI	Formula
Cart Abandonment Rate (CAR)	1 – (Total Number of Completed Transactions / Total Number of Shopping Carts) x 100
Inventory Turnover	Cost Of Goods Sold / ((Beginning Inventory + Ending Inventory) / 2)
Operational Efficiency	Operating Expenses/ Total Revenue

Top Players

Company	Market Cap. INR
Reliance Industries Limited (RIL)	18,33,628.10 crore
Flipkart	1,25,000 crore
Amazon India	1,00,000 crore
Paytm	1,00,000 crore
Snapdeal	50,000 crore

Industry trends & Highlights

Industry size: India's e-commerce sector is expected to reach US$ 111.40 billion by 2025 from US$ 46.20 billion in 2020, growing at a 19.24% CAGR, with grocery and fashion/apparel likely to be the key drivers of incremental growth.The market cap of the e-commerce sector in India is currently estimated to be around ₹12.5 trillion.
Prominent trends: Omni-channel commerce, upselling and cross-selling are prominent trends along with personalization
D2C digital businesses: An increment in the D2C digital businesses echoes the competitive advantage that the D2C model hoards over brick and retail stores. Nike has started to pull off from offline stores

Industry Insights: Hospitality

Value Chain

Procurement and Suppliers	Industrial Operations	Industrial Services	Marketing & Sales
• Regular Goods • Inventory Management and Planning	• Housekeeping Services • Transportation Services • Inbound and Outbound Logistics	• Food and beverage services • Online check-in services • On-demand services (e.g. medical room)	• Analyzing customer demands by their buying behavior • Customized campaigning

Key drivers for Revenue & Cost

Revenue	Cost
• Room Tariffs • Food and Beverage Services • Events and Recreational Activities	• Rent, construction, and maintenance • Employee wages • Raw materials (for services) • Electricity and fuel prices

Key Performance Indicators for Value Chain

KPI	Formula
Luxury Segment: Occupancy Rate	% of rooms that are currently occupied
Upper and Mid-scale Segment: Average room rate	Average room rate paid per customer for each room.
Mid-to-Lower Segment RevPAR (Revenue per Available Room)	Average daily room rate * Occupancy Rate

Top Players

Company	Market Share	Market Cap.
Indian Hotels Company	28.86%	28,858.28 crore
EIH Limited	25.23%	25,228.31 crore
Lemon Tree Hotels Limited	11.30%	11,297.99 crore
Sterling Holidays Limited	10.29%	10,293.53 crore
Treebo Hotels	6.95%	6,954.57 crore

Industry trends & Highlights

- **Industry Outlook-** Its contribution to GDP in FY 2020-21 was 4.7% and is responsible for 7.3% of the country's total employment
- **Tourist arrival through E-Tourist Visa-** increased with a CAGR of 39.44% from 2016-19, this saw a decrease in FY-2020-21 due to covid.
- **Impact on ForEx -** The hospitality industry is an important sector to bring Forex, and from 2016-19, Forex grew at a CAGR of 7%. However, this number decreased in FY-2020-21 due to covid restrictions. (Forex is the Amount of foreign currency reserves, Particularly used for a country)

Industry Insights: Automobile Industry

Value Chain

Inbound Logistics	Operations	Outbound Logistics	Marketing & Sales	Services
• Receiving raw materials from suppliers and distributing them through their production line to start production.	• Transforming raw materials into the product the company is designing	• Collecting, handling, storing and distributing the product to its destination.	• Advertising /Promotion • Management of the distribution • Sales and relationship with customer	• Customer Support after selling product • Product Maintenance • Customer Retention

Key drivers for Revenue & Cost

Revenue	Cost
• Vehicle Manufacturing and Sales • Parts and Accessory Sales • Financing Services	• Raw material and distribution costs • Automated Production Lines • Labour Costs • Product Development and Marketing

Key Performance Indicators for Value Chain

KPI	Formula
Logistics: Safety	Restricted to plants where handling is done by company personnel.
Quality: Incomplete Vehicles	Indicates number of incomplete vehicles at the e.o.l., for problems of material/components unavailability
On time Shipping Rate	Determines the percentage of SKUs, items or order value that arrives on or before the requested ship date

Top Players

Company	Market Cap. INR
Tata Motors	2,70,557.64 crore
Maruti Suzuki India Limited	2,64,446.33 crore
Mahindra & Mahindra Limited	1,53,610.76 crore
Hyundai Motor India Limited	1,17,382.75 crore
Bajaj Auto Limited	76,419.95 crore

Industry trends & Highlights

Industry Outlook- The India passenger car market was valued at US$ 32.70 billion in 2021, and it is expected to reach a value of US$ 54.84 billion by 2027, while registering a CAGR of over 9% between 2022-27.
Investments- Industry attracted Foreign Direct Investment equity inflow (FDI) worth US$ 32.84 billion between April 2000-March 2022, accounting for 6% of the total equity FDI during the period.
Funding- EV startups that attracted funding in 2021 were Ola Electric (US$ 253 million), Blusmart (US$ 25 million), Simple Energy (US$ 21 million), Revolt (US$ 20 million) and Detel (US$ 20 million).

Industry Insights: Logistics

Value Chain

Firm Infrastructure	HR Management	Technology Development	Procurement
• Financial Policy • Improvement in the road infrastructure and rail tracks. • Increasing number of ports and airports.	• Improved cross-training • Competitive compensation packages. • Investing on truck drivers, supply chain planners and workers.	• Last-mile delivery • Shifting to AI and cloud based systems. • Use of autonomous vehicles and drones.	• Inbound Logistics • Operations • Outbound Logistics • Marketing and Sales • Service

Key drivers for Revenue & Cost

Revenue	Cost
• Supply Chain Visibility • Digital Logistics • Collaboration • Fill Rates	• Warehousing costs - Incoming goods and storage • Fulfillment cost - pick and pack • Shipping costs - delivery • Other costs - return

Key Performance Indicators for Value Chain

KPI	Formula
Order Management: Order Accuracy	(Orders delivered on time without any errors / Total orders received) * 100
Supply: Capacity Utilisation	(Actual Weight of Goods Transported / Maximum Possible Weight that can be Transported) * 100
Inventory: Inventory Turnover	Net Sales / Average Inventory at Selling Price

Top Players

Company	Market Share	Market Cap.
Delhivery	19.61%	2,00,000 crore
Blue Dart Express	14.71%	1,50,000 crore
Transport Corporation of India	9.80%	1,00,000 crore
Allcargo Logistics Limited	7.84%	80,000 crore
Sagar Shipping	4.90%	50,000 crore

Industry trends & Highlights

- **Industry Outlook-** The Indian logistics sector is valued at USD 160 billion. The sector contributes around 13 to 14% of the country's GDP and employs over eight million people directly
- **Globalization and compliance -** Globalization is forcing many logistics companies to focus on a strategy of achieving delivery KPIs while keeping costs in check. The need for increased flexibility across the supply chain is paramount along with recognizing that no single solution to the growing complexity will be one-size-fits-all.
- **Integrated 3PL Services -** As e-commerce continues to expand beyond epic proportions, businesses are bringing in heavy assets in trucking and adding freight brokerage capabilities and warehouse facilities to provide deep integration into customers' systems

THE BUSINESS CLUB

DATASHEETS

Datasheet 1/2

India's Income based population split

Average saving rate in India ~ 30% of income. (Varies depending on income level)
The average consumption rate of India is ~70% of income. (Varies depending on the income level)

Segment	Share of income
• Food	35%
• Travel	10%
• Trasportation	10%
• Education	5%
• Health	5%
• Housing	10%
• Discretionary spending	25%

RURAL AREAS

• Upper Middle Class	10%
• Medium Class	40%
• Lower Middle Class	30%
• Below Poverty Line	20%

*Average household size is 5.2 in rural India.

URBAN AREAS

• Upper Middle Class	30%
• Medium Class	30%
• Lower Middle Class	40%

*Average household size is 4 in urban India.

Sector Spread of population

SECTOR	Contribution GDP	Distribution of workforce
Agriculture	18%	45%
Industries	29%	25%
Services	53%	30%

Age Spread	Population
0-14 yrs	25%
15-24 yrs	22.5%
25-34 yrs	17.5%
35-44 yrs	10%
45-54 yrs	10%
55+	10%

Indian Population Stastics

• Total Population	142 Cr
• Growth Rate	0.91%
• World Percentage	18.18%
• Density	477/ km²
• Land Area	29,73,190 km²
• Median Age	28.7
• (Population)Urban : Rural	1:2
• Average Household Size	4.8
• Lok Sabha Constituency	543
• Literacy Rate	77.1%
• Sex Ratio(F:M)	1020:1000
• Age Expectancy(M:F)	69 Years(67:73)

Religion wise Distribution

Religion	Hindu	Muslims	Christianity	Sikhs	Others
Population(in %)	80%	14%	2.5%	1.5%	2%

Population Distribution by City

Name	Population
Mumbai	12 Million
Delhi	10 Million
Bengaluru	8.5 Million
Hyderabad	7 Million
Ahemdabad	6 Million
Chennai	4.5 Million
Kolkata	4.5 Million
Surat	4.5 Million
Pune	3 Million
Kanpur	2.8 Million

IIT BHU and Varanasi Statistics

Population Statistics of Varanasi

• Population	3,676,841
• Male	1,921,857
• Female	1,754,984
• Rural	2,079,790
• Urban	1,597,051
• Population Density	2395/Sq. Km
• Literacy	75.6%
• No. of Wards	90
• No. of Tehsil	3
• No. of Block	8
• No. of Nyay Panchayats	108
• No. of Gram Panchayats	760
• Nagar Nigam	1
• Nagar Palika Parishad	1
• Nagar Panchayat	1
• %of Working Population	29.42%
• Number of Ghats	88
• Sex Ratio	913

Political Situation

• Parliamentary Constituencies:	3(2 Partial)
• Assemnly Constituencies:	8
• Polling Centers	1245
• No of Voters	17,96,930
• No of Male Voters	9,95,367
• No of Female Voters	8,01,563
• Polling Booths	3361

Area Distribution of Varanasi

• Area	1535 Sq. Km
• Metropolis	82 Sq. Km
• Forest Cover	262.48 (17.10%)
• Very Dense Forest	0
• Moderately Dense Forest	1.00%(15.35 Sq.km)
• Heavily Dense Forest	16.10%(247.13 sq. Km)
• No of Ghats	88
• Length of Ganga	7 km
• National Highways	5
• No of Railway Stations	27
• WaterBodies	1.28 Sq. Km
• Builtup Area	62.43 Sq. Km

IIT BHU Statistics

• Total No. of Students	6030
• Student-Teacher Ratio	23:1
• Student-Staff Ratio	16:1
• Area of Campus	1300 Acres
• Sex Ratio	1:5
• Number of Canteens	17
• Number of Recreational Centers	2
• Number of Hostels(Girls)	4
• Number of Hostels (Boys)	15
• Avg Hostel Capacity(Boys/Girls)	1903 Double seated 549 triple seated 233 single seated
• Number of Departments	18 Departments

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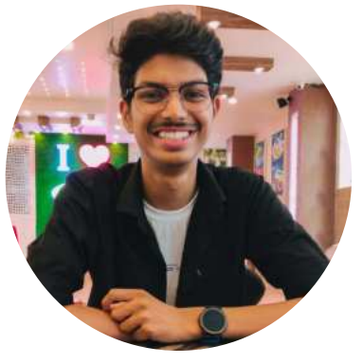
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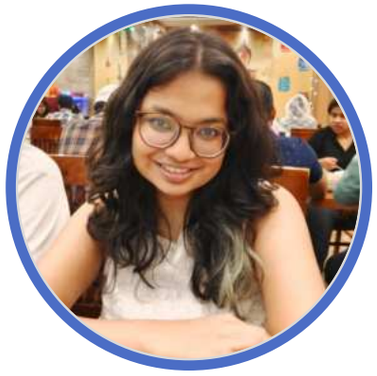
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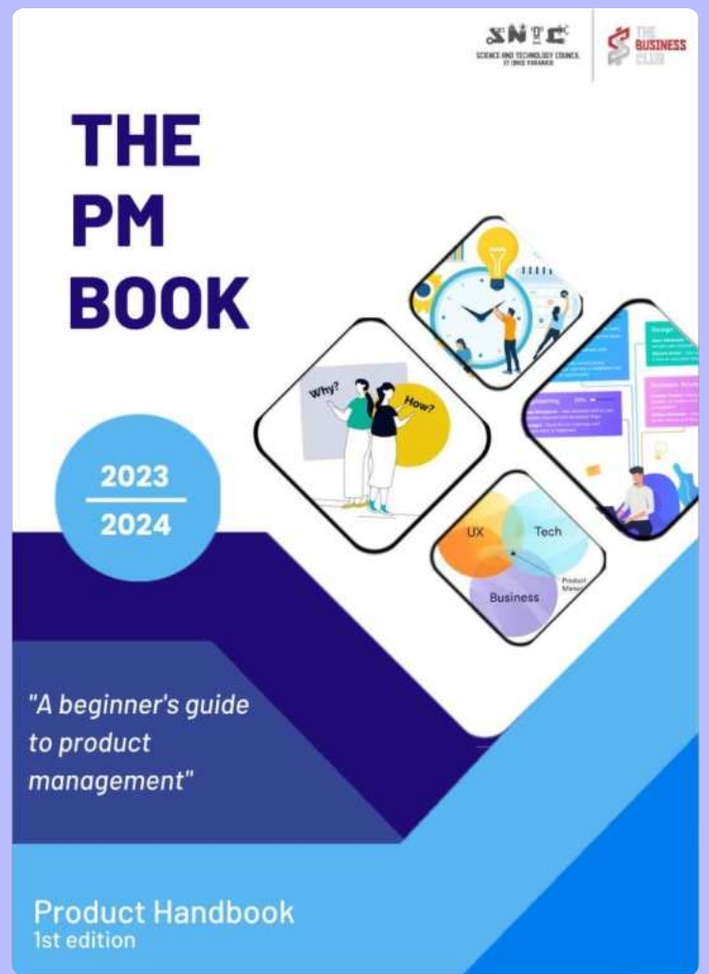

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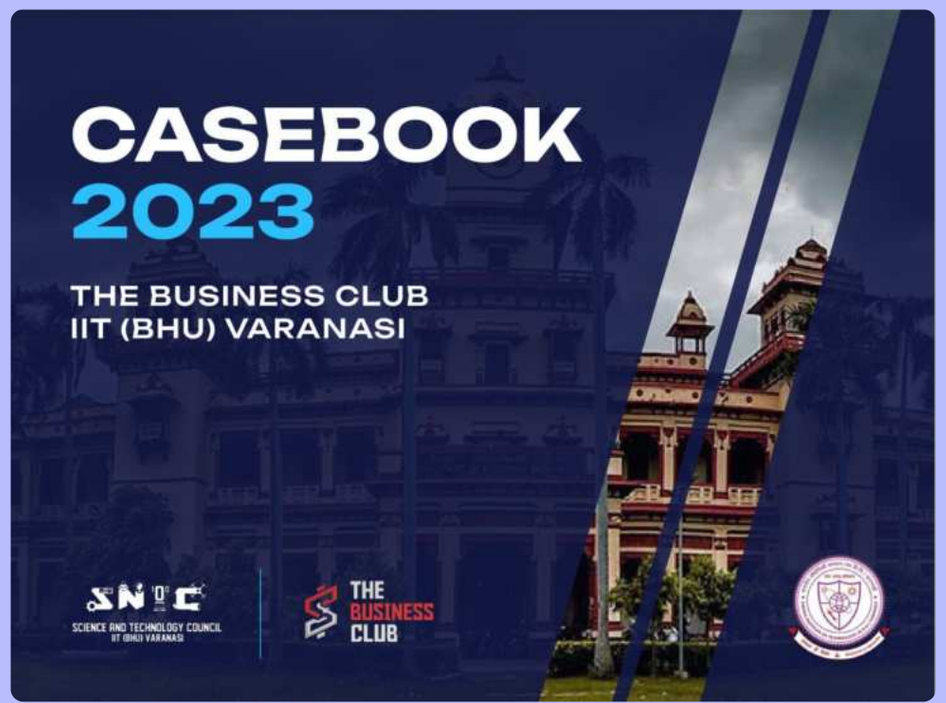

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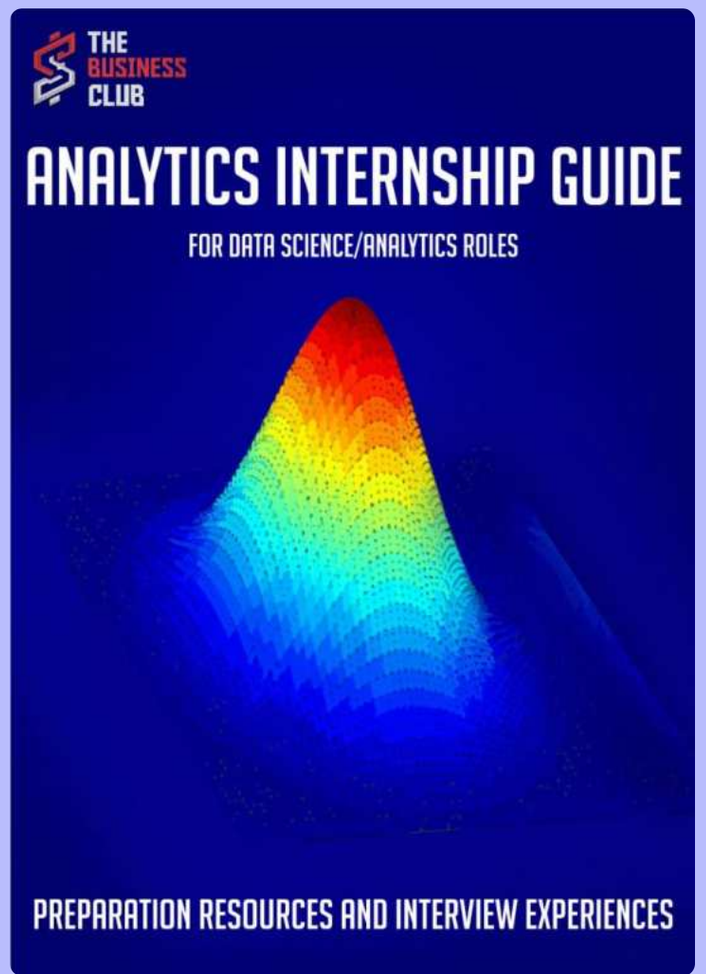

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