

# COMPREHENSIVE INFORMATION DOCUMENT

2024-25



SHAHEED SUKHDEV  
COLLEGE OF BUSINESS STUDIES  
(UNIVERSITY OF DELHI)



Career  
Development  
Centre

# TABLE OF CONTENTS

---

## DREAM COMPANIES

01	Bain Capability Network
03	Boston Consulting Group (BCG)
05	Dabur India
07	D.E Shaw Group
09	FTI Consulting
11	I Squared Capital
13	L.E.K Capability Network (LCN)
15	McKinsey Client Capabilities Network

# TABLE OF CONTENTS

---

## DREAM COMPANIES

17	SAMAGRA   Transforming Governance
19	Silver Piston
21	Trinity Life Sciences
23	The Xander Group

# TABLE OF CONTENTS

## DREAM ELIMINATIVE COMPANIES

---

25	AB InBev
27	Accenture
29	Alvarez & Marsal
31	AQ Maritime
33	Axxela
35	BOD Consulting
37	Dalberg
39	DaMENSCH

# TABLE OF CONTENTS

## DREAM ELIMINATIVE COMPANIES

---

40	Everest Group
42	EY Parthenon
44	GDi Partners
46	Gulf Researcher (Reso)
48	Houlihan Lokey
50	Nation with NaMo
52	Oxane Partners
54	Reclaim

# TABLE OF CONTENTS

## DREAM ELIMINATIVE COMPANIES

---

56	RedSeer Strategy Consultants
58	ReKonversations
60	S&P Global
62	SkoolTag
64	Sprinklr
66	TechCurators
68	VAHDAM India
70	White Oak Capital Management

# TABLE OF CONTENTS

## NON-DREAM COMPANIES (I)

---

72	<b>Deloitte USI</b>
74	<b>Digit Insurance</b>
76	<b>Fidelity International</b>
77	<b>Futureworks Consulting</b>
79	<b>KPMG</b>
81	<b>KROLL</b>
83	<b>Polestar Solutions and Services</b>
85	<b>Preferred Square Analytics</b>

# TABLE OF CONTENTS

---

## NON-DREAM COMPANIES (I)

87	Spire Research and Consulting
89	TresVista
91	Willis Towers Watson

# TABLE OF CONTENTS

## NON-DREAM COMPANIES (II)

---

93	Acuity Knowledge Partners
95	Banyan Capital Advisors
97	Edoofa.com
98	Farmart
100	Genpact
102	GLG
104	Hogarth
105	ISB Hyderabad

# TABLE OF CONTENTS

---

## NON-DREAM COMPANIES (II)

107	ITC
109	Love In Store
111	Masters' Union
113	Mosaic Wellness
115	PedalStart
117	Performics (Publicis Groupe India)
119	PriceLabs
121	Protiviti

# TABLE OF CONTENTS

## NON-DREAM COMPANIES (II)

---

123

PwC

125

StackEduTech

127

TBO.COM

129

The Honest Home Company

131

TravClan

133

Urban Company

135

VMock

137

Zomato



ICareer  
Development  
Centre

# DREAM COMPANIES



## Bain and Company



### Job Designation: Analyst

A global consultancy that helps the world's most ambitious change makers define the future. Across 65 cities in 40 countries, they work alongside their clients as one team with a shared ambition to achieve extraordinary results, outperform the competition, and redefine industries. They complement their tailored, integrated expertise with a vibrant ecosystem of digital innovators to deliver better, faster, and more enduring outcomes.

### Placement Process



### Job Responsibilities & Questions

- Comprehend client needs and challenges for adapting to case expectations. Show ability to resolve discrete issues and/or drive consensus.
- Identify and apply the relevant analytical tools for own work stream and ensure zero-defect analysis.
- Understand the client business/industry to generate and screen realistic solutions based on a blend of research and analysis. Communicate data, knowledge and insight to the entire team.
- Effectively structure communication of insights from own work stream and ensure a logical flow of relevant information in presentations. Deliver clear and professional presentations to the team/team leaders/managers.
- Consistently seek and provide meaningful and actionable feedback in all interactions.

## ● **INTERVIEW QUESTIONS**

- Walk me through your resume.
- Why should we hire you?
- Why do you want to join BCB?
- Why do you want to do consulting?
- What was bad about the company where you interned?
- What were the hardships you faced and how did you overcome them?
- What were the leadership roles you held in college?
- Questions on past internships.
- Why Consulting?, Why Bain?, Situational questions like offers from different firms.
- Centered around introduction, interests from the CV, situations basis on the CV pointers.
- How is the PL statement of an FMCG company different from any other company?
- What do you expect from that particular role?

## ● **CASE STUDIES**

- 2 people are sitting at a round table with a hole in the table the size of a coin. You are supposed to place the coins on the table one and one and no coin can be stacked or kept on the hole in the centre. The last person to place the coin on the table wins, would you like to go first or second?
- A company has a profit of Rs. 1015 crores in year 1 and a Rs. profit of 2575 crores in year 5, calculate the CAGR.
- HBL is a food and beverage company and are selling soya chips in India. They are facing declining profits in Eastern India. You are supposed to ascertain the reason and give recommendations.
- Coca Cola is planning to enter a country (Greece), all the market research is done so what would you suggest about the way the organisation should be structured.
- Market entry case for Protein supplements, gave some financial data and asked to calculate return on investment

## ● **GUESSTIMATES**

- Estimate the demand of fictional books in India in a year.
- Guesstimate number of people at Terminal 1 of Delhi airport.
- Guesstimate on number of Amazon deliveries in a day in Delhi.
- Estimate the number of daily gym goers in Delhi.
- Estimate the revenue of Reliance Mart near you.
- Number of netflix hours streamed in delhi in a month.
- Guesstimate number of red lights in Delhi

## Boston Consulting Group

### Job Designation: Analyst



An American global management consulting firm founded in 1963 and headquartered in Boston, Massachusetts. It is one of the Big Three along with McKinsey & Company and Bain & Company. It partners with leaders in business and society to tackle their most important challenges and capture their greatest opportunities. BCG was the pioneer in business strategy when it was founded in 1963.

### Placement Process



### Job Responsibilities & Questions

- Dealing in business issues with learning coming in all shapes and sizes, from intensive orientation programs to ongoing.
- Training and on-the-job apprenticeship. Most new entrants who join BCG India immediately after their graduation start as Associates. They are a core part of the BCG consulting team.
- Develop first-hand knowledge of clients' critical business issues, building client - management, problem-solving, and communications skills.
- Ownership of certain segments of client projects, as well as responsibility for supporting the broader problem-solving effort.
- Conducting interviews with key market players and industry specialists and analyzing clients' performance. Their findings, and contributions to team discussions, will help deliver impact for clients.

## ● **INTERVIEW QUESTIONS**

- Walk me through your resume.
- Introduction.
- Course that you are pursuing.
- Brief about internships.
- Interests and hobbies and what are the driving forces behind them?
- Growth case where you have to first segment the stages of growth and product type (of laminate), and identify efficient growth opportunities for the same.
- Something you are proud of.
- Why BCG?
- Explain how Gol can make project Cheetah a success?

## ● **CASE STUDIES**

- The client is a lamination company and wants to grow their sales by 20% in the next 1 year.
- The client is a biscuits manufacturer facing a decline in profits. Frame appropriate solutions.
- Your client is a distributor for tractors and related vehicles; facing a decline in sales; advice.
- Lets assume there is a company where raw material costs have decreased and still the profitability has decreased, identify the problems and offer solutions.
- A growth strategy case for a wooden furniture company where they had to increase sales via different methods.
- An Alco-Bev company is witnessing a fall in profits, identify the reasons and develop a profitability strategy.
- An unconventional case - A gunda named Amit is running a gang known as ISCI in Mumbai, the gang is not making good money and Amit is worried about it, advise Amit as to how he can increase the earnings of his gang.
- Growth strategy for a laminate company.

## ● **GUESSTIMATES**

- Estimate the market for plant based meats in India.

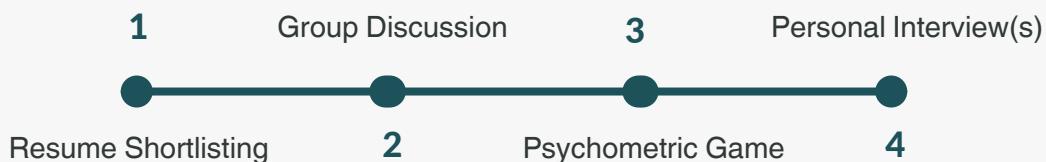
## Dabur India



### Job Designation: Analyst

Dabur is an Indian Transnational offering the best nature-based solutions to provide holistic Health & Well-Being to households in more than 120 markets spanning Asia, Europe and The US. A world leader in Ayurveda, they are a family of over 7,000 individuals continuously striving to conduct business in an environmentally sustainable manner.

### Placement Process



### Job Responsibilities & Questions

- Sales & Distribution: Study the performance efficiency of the Field force personnel across levels for both in-house manpower and 3P on identified parameters.
- Brand Analysis: Analyze the performance of the brands and SKUs across channels & geographies, also highlight opportunity and gap areas for improving business performance.
- Promotion Effectiveness: Ensure trade schemes are implemented as per the scheme calendar and monitor their effectiveness across brands and geographies.
- Catalogue & Promotion Material Management: Develop Monthly newsletters and other promotion materials. Also coordinate with Vendors and other internal functions.

## ● **INTERVIEW QUESTIONS**

- Walk me through your resume.
- Why do you want to join Dabur?
- Questions on past internships.
- Explain need hierarchy theory to a 10 year old.
- Centered around introduction and interests from the CV.
- Questions based on industry knowledge & metrics: Quick Commerce.
- Sales vs Marketing?
- What is your favourite Dabur Product.
- Why have you chosen the field of marketing?
- Do you know what institutional sales is?
- Convince me how you're not just made for advertising but marketing as well by picking up points from your resume.
- Questions on brand image and brand value in terms of Dabur.
- What is marketing mix and how does logo and brand tones impact a company?
- How good are you in excel? Rate yourself.

# D.E Shaw Group

## Job Designation: Financial Research Associate

The logo for DE Shaw & Co, featuring the company name in a blue serif font with a green horizontal line above it, all contained within a white circle.

DE Shaw & Co

The D. E. Shaw group is trusted by investors across the world to manage their assets by seeking the optimal balance of risk and reward. While it is known as a pioneer in quantitative investing, it also has considerable expertise in areas that involve fundamental analysis or portfolio manager discretion. It uses a combination of quantitative and qualitative tools to uncover independent, hard-to-find sources of return.

## Placement Process



## Job Responsibilities & Questions

- Responsibility to design, refine, and implement customized sourcing strategies to identify and recruit world-class talent and contribute to a variety of recruitment-related activities and workflows at all stages of the candidate lifecycle.
- Contributing to events such as on-campus career fairs, research talks, and conferences attended by the technical team members along with the overall management of the group's advertising and marketing efforts.
- Suggesting and implementing infrastructural enhancements and contribute to process documentation and carry out statistical analysis of operational, recruitment, and technical data.
- Opportunity to work with the group's scientists and track trends and technological advancements relevant to the drug discovery efforts.

## ● INTERVIEW QUESTIONS

- Self introduction.
- Questions on past internships.
- What are your MBA plans?
- Where do you see yourself in five years?
- What is the most important financial statement?
- Explain a live project and your internship in the CV.
- Why M&A consulting when you have completed FRM?
- How would you merge two sorted arrays?
- Describe a logical solution for a family crossing a river with certain constraints.
- Explain the core concepts of Computer Science that were discussed.
- What are joins in DBMS, and how are they used?
- Describe the function and use of the “GROUP BY” clause in SQL.
- How would you modify an array to ensure it contains only N duplicates of any number?  
What modifications would you make based on recruiter feedback?
- Explain the solution to the egg-dropping puzzle.

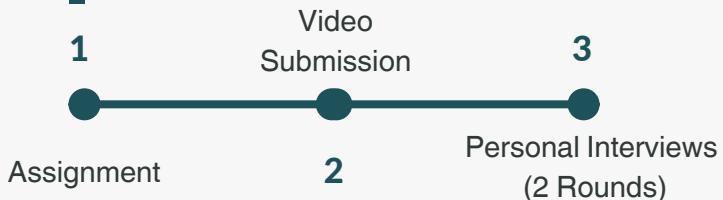
# FTI Consulting

## Job Designation: Associate



FTI Consulting is a global business advisory firm with a network of more than 6,400 employees in 29 countries. FTI Consulting is organized into five segments: Corporate Finance and Restructuring, Forensic and Litigation Consulting, Economic and Financial Consulting, Technology and Strategic Communications. Individually, each practice is a leader in its specific field, staffed with experts recognized for the depth of their knowledge and a track record of making an impact.

## Placement Process



## Job Responsibilities & Questions

- Key role in project teams by performing industry research and develop the knowledge and experience to perform detailed economic analysis and financial modelling.
- Working closely with managers and other team members as well as direct exposure to FTI's practice leaders across the globe in North America, Europe and the Asia Pacific region.
- As a graduate consultant you will have the opportunity to apply your intellect and skills to a diverse range of economic, valuation and business issues.
- Our graduates play a key role in our project teams by performing industry research and starting to develop the knowledge and experience to perform detailed economic analysis and financial modelling.

## ● PERSONAL INTERVIEW QUESTIONS

- Tell me about yourself and what are your interests.
- Why FTI Consulting?
- Guesstimate the number of Product Managers in India, Pizza Chains, and COGS of the same.
- Where do you see yourself 5 years from now and what are your MBA Plans?
- Questions about basic understanding of the QSR industry and using business acumen to solve problems like inflation etc.
- Is negative working capital possible?
- In which industry would you see negative working capital?
- Can the growth rate in terminal value be more than GDP growth?
- What is 71 square without using the sheet?
- Questions on speed, time and distance.
- What is beta? Can it be negative, give example?
- What are the market index used for?
- What is the effect of increase in depreciation across the financial statements?
- Cases on the aftermath of the 2008 financial crisis.

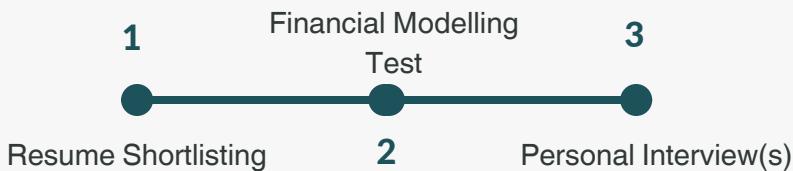
# I Squared Capital

## Job Designation: Research Analyst



I Squared Capital is a leading independent global infrastructure manager with over \$38 billion in assets under management focused on investing in North America, Europe, Asia, and Latin America. The firm is headquartered in Miami and has more than 260 professionals across its offices in London, Munich, New Delhi, São Paulo, Singapore, Sydney, and Taipei.

## Placement Process



## Job Responsibilities & Questions

- Key role in conducting research, deal analysis, and due diligence for investment opportunities, including preparing financial models and presentations.
- Performing secondary research across various sectors and geographies, evaluate competitive landscapes, and benchmark potential investment opportunities.
- Assistance in managing existing and new portfolio companies, contributing to their growth and development.
- Possess strong research and analytical skills, good knowledge of financial modeling (including FCFE, FCFF, IRR, NPV), and strong communication and presentation abilities to effectively deliver projects on time.

## ● **INTERVIEW QUESTIONS**

- Self introduction.
- Questions on past internships.
- What are your MBA plans?
- Where do you see yourself in five years?
- What is the most important financial statement?
- Explain a live project and your internship in the CV.
- Why I Squared Capital?
- Why choose this field?
- Discussion around the Indian economy, geopolitics, personal attributes and recent news.
- Why should we hire you and what are those things/qualities that truly differentiate you from others?

# L.E.K Capability Network (LCN)



## Job Designation: Analyst

L.E.K. Capability Network is a specialized consulting practice within L.E.K. Consulting, a global management consulting firm. It is designed to provide industry-specific expertise and functional capabilities to clients across various sectors. The Capability Network comprises experienced consultants who have deep knowledge and insights in specific industries and functional areas, such as healthcare, consumer products, technology, and operations.

## Placement Process



## Job Responsibilities & Questions

- Collaborate closely with consulting teams in L.E.K.'s worldwide network of offices to support them on their most impactful assignments.
- A typical project might involve an in-depth primary research campaign to identify potential experts and discover their insights on a topic.
- It could involve rigorous secondary research to prove or disprove a client hypothesis.
- Undertaking a critical analysis to illuminate a pattern from the noise around it, to substantiate a strategic decision.
- Effectively structure communication of insights from own work stream and ensure a logical flow of relevant information in presentations. Deliver clear and professional presentations to the team/team leaders/managers.
- Consistently seek and provide meaningful and actionable feedback in all interactions.

## ● **INTERVIEW QUESTIONS**

- Give a brief introduction, how does a typical day/week look in your life?
- Why should we hire you and what are the things/qualities that truly differentiate you from others?
- Why do you want to join LCN?
- Why do you want to do consulting?
- A quantitative reasoning style question around market share of players in some industry (Percentages and Ratio).
- Situational questions of ethical dilemma and instances depicting personality traits.
- Discussion around the Indian economy, geopolitics, personal attributes and recent news.
- Questions on past internships.
- How do you tackle stress and manage multiple tasks at a time? Can you describe a situation where you successfully managed multiple responsibilities and achieved good results?
- Calculate break even time, for cab aggregator to convert into electric fleet.
- Calculate the industry market size and growth rates if the market share and revenues of the companies are given.
- If an alien's neck can turn 360 degrees then how would you explain them about their left side and right side?

## ● **CASE STUDIES**

- Market entry of a smartwatch manufacturer with quantifiable market sizing and logistical challenges that the company can encounter.
- Demystifying the reasons of unstable profits of a ride hailing platform and strategic changes in their growth strategy.
- A market entry case for a UK based fashion retailer, who wants to expand in newer countries.
- There are two companies that supply some beverage. One company markets itself as a company in which it is brewed by Himalayan water, and one company is a normal one. The first company is facing a significant loss, what can be the reasons?
- There are two brewing companies with same business model one of them is witnessing a fall in profits, analyse the reason why?
- A UK based retailer wants to enter the Indian market, help them create the market entry strategy.
- Description of two breweries were given, figure out why the profits of one brewery was stable and the other's fluctuating.
- Case on market entry of fashion retailer abroad.

## ● **GUESSTIMATES**

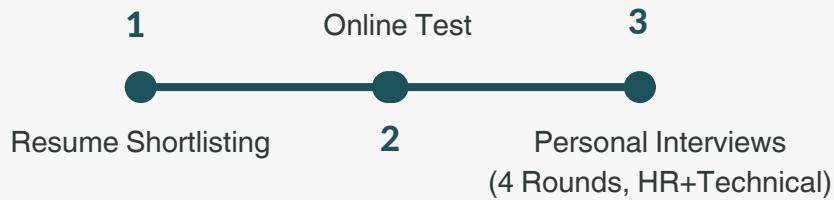
- A fitness company is planning to launch a fitness band. Calculate the amount of revenue the company would be expected to make in a year.
- Guesstimate annual pet food industry size.
- Guesstimate annual pet food industry size in US market.

# McKinsey Client Capabilities Network

McKinsey  
& Company

The range of our work and the depth of our knowledge and capabilities, as well as the diversity of talent, make the Client Capabilities Network an exceptional place to launch and sustain a rewarding McKinsey career. They seek people who can make a lasting difference for our clients, build our firm's capabilities, and improve the communities in which we work and live.

## Placement Process



## Job Responsibilities & Questions

- You would be expected to have a good understanding of the Private Equity/Principal Investors market and support teams with either market data about the Private Equity space and/or support Due Diligence engagements across the spectrum of Pre-Due diligence, Due Diligence and post deal management.
- Drive analysis and share unique insights with senior management and also directly with clients, as required.
- Support the development of the cell's content expertise (assets, knowledge, tools) as well as support client development efforts as required. Support client service teams and partners of the practice on client development efforts/ client projects by doing research on the PE/PI industry to understand market trends/key success factors, follow the latest developments and drive meaningful insights.

## ● **INTERVIEW QUESTIONS**

- How repo and reverse repo rates work?
- What is the impact of interest rates on economy?
- Discuss about the analysis of Income statement and Balance Sheet of a bank?
- Tell us about your strengths and weaknesses.
- Discuss your prior internship experiences.
- Leadership experience and challenges.
- How does McKinsey help their clients (briefly mention their process), how do you do a due diligence of a firm?
- How do you assess the profitability of a company? (mention some ratios)
- Key difference in PE and VC?
- Why do investors invest in cash burning companies?
- Both the interviews consisted mainly of CoEs based industrial knowledge (roughly 1/2 of the interview).
- Any recent deal in PE in Indian Market?
- Steps to find correlation and regression using SPSS software.
- How to analyse regression results in SPSS?

## ● **GUESSTIMATES**

- A bank is experiencing fall in return on equity. Find out the reasons and give suggestions.
- How will you provide employment to the unemployed people in Haryana? Give 3 solutions.
- Odisha's Maternal Mortality Rate has been increasing for a few years, Identify the possible reasons behind it. - Accessibility, Affordability and Awareness Framework.
- Need to solve this issue for tribals, how will you do that? - Primary Health Care Centre and CSC's can be used as substitute and connect them with cross state doctors for consultation.
- What can be the first and second order problems in its implementation? From the same user journey identify pregnant women's pain points during that entire process.
- Estimate the market size of male sterilisation and women copper iud's in Odisha. Odisha's population is 4Cr and 60% of the population uses financial services, find out the annual savings if the cost of accessing the financial services was Rs. 300/month and was reduced by 50%.
- Guesstimate the number of EVs in the Automobile Sector.
- Guesstimate the number of Banks present in Delhi.
- Guesstimate the number of trees present in Delhi.
- Guesstimate the market size of sports shoes industry in India.
- How will you go about analysing any industry for a client (fund) who wants to get decent returns in the long term?

## Samagra I Transforming Governance

### Job Designation: Associate



Samagra I Transforming Governance is an initiative in Madhya Pradesh, India, focused on using technology and reforms to create a transparent, citizen-centric administration. It aims to improve service delivery, simplify procedures, and enhance efficiency in governance through digitization and innovative practices.

### Placement Process



### Job Responsibilities & Questions

- Strong problem-solving with an on - ground implementation lens.
- Excellent record of leadership in academic / professional setting.
- Knack for analysis - qualitative and quantitative.
- Strong communication skills – oral and written.
- Ability to establish strong working rapport with the government.
- Drive to take things to their logical end.
- Resilience in the face of set - backs / bottlenecks.
- Holistic systems thinking approach.
- Solution design for scale from the start.
- Combination of administrative and technical initiatives.
- Clearly defined goal and metrics to measure impact.
- Strong pull from the state leadership.

## ● **INTERVIEW QUESTIONS**

- Why Samagra?
- What do you know about Samagra?
- Do you have any plans for post-graduation?
- What will make you accept an offer letter from Samagra in case you receive one from? Some other firm as well?
- Which internship is favorite and why?
- Why should we hire you?
- Why consulting?
- Tell us about your favorite projects of Samagra.
- What are your strengths and weaknesses?
- Would you like to ask any questions?

## ● **CASE STUDIES**

- Haryana government has distributed tablets to students in primary schools but they are not being used as planned. You were required to diagnose the problem, and calculate the no of students who would be impacted.
- Consider the 2nd wave of covid is going on in Delhi, you have to start a helpline for citizens. Answer the given questions based on the problems: 1. What will be 3 services you will provide on this helpline? 2. How will you setup operations of this helpline?
- Consider you are in the Jharkhand Educational Department, and you have been presented with the challenge of low attendance of teacher. Their aim is to increase it to 90% within 3 years.

## ● **GUESSTIMATES**

- Calculate the number of COVID-19 cases in Delhi.
- Calculate the number of COVID-19 tests done in Delhi.
- Suggest services to be followed during a sudden break of a pandemic like COVID-19.
- Number of N-95 masks sold in India in a Covid-19 impacted year.
- Calculate the revenue for a women's hairdresser for a week.
- How many wearable devices were purchased in October in Delhi?

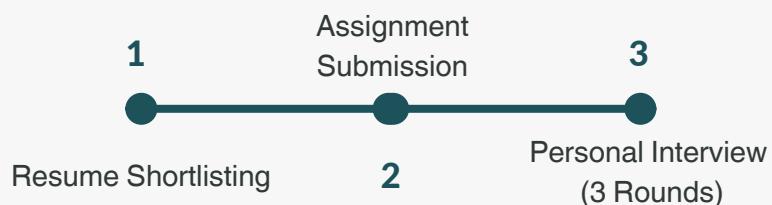
# Silver Piston



## Job Designation: Strategy Analyst

Silver Piston as a strategic, operational and implementation advisor enables businesses to accelerate their growth, performance improvement and value delivery process. Their metaphysics aims at empowering and then materializing key decisions, providing real-time insights and executable solutions that are fostered by an action-oriented approach.

## Placement Process



## Job Responsibilities & Questions

- You will be responsible for the execution of strategic, tactical, and operational engagements across a spectrum of verticals like Store Operations, Marketing, Finance, Technology, Delivery, Business Intelligence, Quality, Supply chain, Customer Experience, Manufacturing, Network coverage & HR-Admin.
- You would be working closely with industry experts from HORECA chains, French banks, McKinsey, & colleagues from notable graduate schools like IITs, IIMs, ICAI, BITS, CBS, SP Jain, NMIMS, NITs, IESE, LBS, INSEAD etc.
- Take ownership of high-value projects & evolving strategic priorities spanning across various business verticals.
- Shoulder the responsibility of different functional departments to drive growth by providing time-sensitive analyses & data-points.
- Be involved in tactical programs ranging from margin enhancement, growth, communication, channel management, customer experience, etc.

## ● **INTERVIEW QUESTIONS**

- Why Silver Piston?
- What are your plans for an MBA, and was Silver Piston a second choice in case you didn't convert the top consulting firms?
- Why not accept PPO from any of your internships?
- Questions related to MS Excel, regarding advance level of excel working.
- Questions about basic understanding of QSR industry and using business acumen to solve problems like inflation etc.
- Talk to us about our past internships.
- Tell us about your family background, interests and hobbies.
- If a person climbs 2 meters up a ladder and falls 1 meter down in the same second, how long will it take him to climb a 50-meter ladder?
- Brain-Teasers and Puzzles.

## ● **CASE STUDIES**

- A production problem case from the QSR (Quick Service Restaurant) industry.
- Another case from the QSR industry.
- Taylor Swift wants to perform in a tier 2 city in India. How would you plan this event?
- What factors should you account for before opening a new branch of Domino's in Rohini?
- Strategize on which segment of the food business you would open in Delhi.
- Being the CEO of Samsung, devise a strategy to counter Apple's price cut of its flagship iPhone.

## ● **GUESSTIMATES**

- Estimate how many gaming laptops are sold in India.
- Estimate the number of pizzas sold in one day/month in Delhi.
- How would you measure exactly half a glass of water without using any other tools?
- Estimate the number of pizzas sold in one day/month in Delhi.
- Guesstimate number of Product Managers in India.
- Guesstimates on Pizza Chains and COGS of the same.

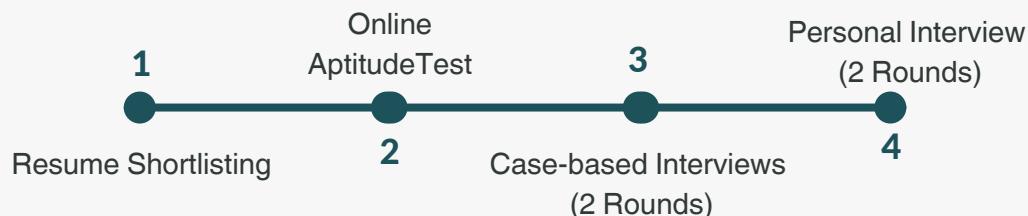
# Trinity Life Sciences



## Job Designation: Inside Associate

Trinity Life Sciences provides a range of integrated, evidence-based solutions specifically designed and deployed for life sciences companies. With over 25 years of experience, it is committed to solving our clients' most challenging problems through exceptional levels of service, powerful tools, and data-driven insights. Trinity's range of products and services includes industry-leading benchmarking solutions, powered by TGaS.

## Placement Process



## Job Responsibilities & Questions

- Critically think through the problem statement and deconstruct it to suit business needs.
- Gather and analyze data to generate insights using statistics as well as custom modeling.
- Methodologies using the relevant tool sets.
- Articulate the findings and "so-what" in compelling and visually appealing reports.
- Participate in client/project team meetings.
- Ensure project compliance and adherence to highest quality standards.
- Work independently on defined tasks with 100% ownership of outcomes and timelines.
- Create and communicate results effectively to internal Trinity stakeholders and the clients.

## ● **INTERVIEW QUESTIONS**

- Walk me through your resume.
- Why should we hire you?
- Why do you want to join Trinity Life Sciences?
- Talk about your internships.
- What were the hardships you faced and how did you overcome them?
- What were the leadership roles you held in college?
- What do you expect from that particular role?
- Why choose Life Science Consulting?
- Other typical HR and Personal Interview questions were asked.

## ● **CASE STUDIES**

- Case studies were based on real-life projects worked on by Trinity Life Sciences.
- The case studies were around medicines and their efficacy.
- The cases were discussed in both the case-based rounds.
- When working with the framework, one had to study the graphs, charts and other visuals presented along with the case statement.
- Required basic calculations and general analytical thinking.

## ● **GUESSTIMATES**

- Calculate the number of COVID-19 cases in Delhi.
- Calculate the number of COVID-19 tests done in Delhi.
- Other guesstimates curtailed to COVID-19.
- The assumptions stated in the guesstimates were key factor to get to the right solution.

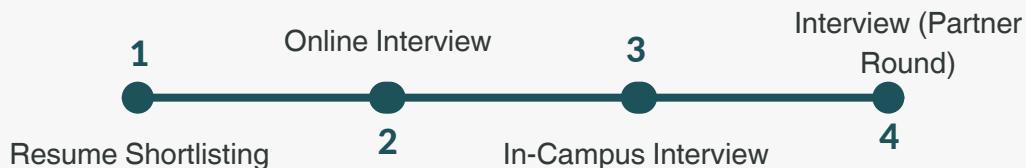
# The Xander Group

## Job Designation: Research Analyst



Xander Advisors India Pvt. Ltd. (XAI) provides real estate, hospitality, and infrastructure, investment advisory and asset management services, to owners and institutional investors. Capabilities include primary research, market monitoring, due-diligence, financial analysis, and asset oversight and performance reporting. XAI has offices in New Delhi and Mumbai, manages assets in key commercial markets, and has real estate and hospitality advisory experience in over 27 cities across India.

## Placement Process



## Job Responsibilities & Questions

- Conducting extensive industry research on allocated markets and sectors to gather critical insights.
- Having to prepare and share periodic updates with relevant teams, highlighting emerging trends and investment opportunities.
- Analyze market dislocation, trends, and investment themes to identify potential opportunities.
- Prepare high-quality review materials, including reports, memos, and briefs.
- Support teams in conducting market, financial, technical, and legal analysis for specific investments.
- Assist in the preparation of detailed financial models, investment notes, and management memos.
- Develop a deep understanding of the sector and competition, support asset management, monitor performance, assist in value creation and monetization, and execute marketing strategy plans.

## ● **INTERVIEW QUESTIONS**

- Tell me about your interests outside of work.
- What are some of your hobbies?
- What specifically interests you about asset management in our company?
- Why are you interested in asset management instead of pursuing an MBA?
- How do you plan to stay competitive with potential future MBA graduates joining the team?
- What are some key trends you've observed in the industries where you've interned?
- What were some of the most valuable lessons you learned during your internships?
- What specifically draws you to this particular role in asset management?
- Are there any specific sectors or industries that the group is particularly focused on for opportunistic investments?
- How does portfolio/asset management support work within the program? What kind of responsibilities are involved in managing real estate investments, retail and hospitality investments, or other private investments?
- Can you provide more information about the types of research and analysis involved in real estate investment, public equity investment, and other industry-specific areas?

## ● **CASE STUDIES**

- You are considering a new investment project. Walk me through the process of projecting the cash flows for this project and how you would use that information to calculate the Net Present Value (NPV).

## ● **GUESSTIMATES**

- Can you give me your best guesstimate of the number of Micro, Small and Medium Enterprises (MSMEs) operating in Delhi?



ICareer  
Development  
Centre

# DREAM ELIMINATIVE COMPANIES



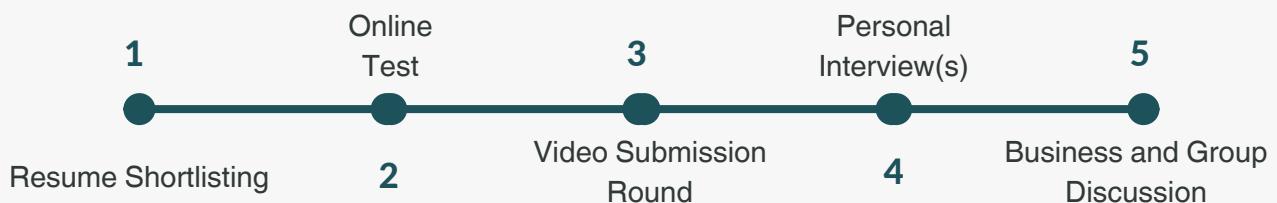
## AB InBev

### Job Designation: Global Management Trainee



AB InBev's Global Management Trainee (GMT) program was instituted over 30 years ago. We take immense pride in our GMT program and several of our senior leaders today started their journey in the organization as GMT's. The intent of this program is to hire high potential graduates from top-tier institutes & develop them to become future leaders at AB InBev. To achieve this, we ensure we give our GMT's a comprehensive 360 view of the business with opportunities for a hands-on experience.

### Placement Process



### Job Responsibilities & Questions

- To attract and recruit high potential talent into a 12-month structured program with a Manager placement upon completion.
- To build a pipeline of leaders who have a hands-on career focused on developing leadership skills.
- To provide career opportunities that will uniquely prepare these individuals to be successful leaders in the organization.

## ● **INTERVIEW QUESTIONS**

- Questions around your background.
- Why have you applied to AB InBev?
- How can AB InBev help you in your career progression/growth?
- What do you know about the beer industry itself?
- Some rigorous questioning over the brands and what vision do you have in mind for us?
- If you were to have a choice and had to choose between a team where you would be the 12th man at a great football team or you could have a chance to be in the playing 11 of a mediocre football playing team.
- Why Marketing?
- All about Venture Capital and internships in it.
- Market growth for one brand of beer in a group panel interview and all about brand management through a game in the game round.

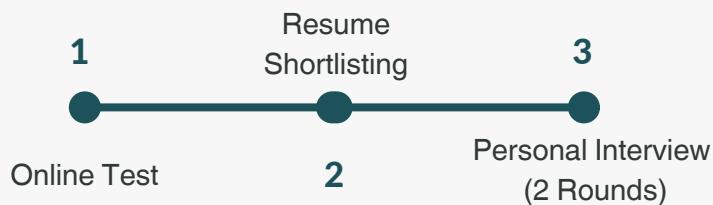
# Accenture



## Job Designation: Strategy & Consulting Delivery Associate

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions — underpinned by the world's largest delivery network — Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With 492,000 people serving clients in more than 120 countries.

## Placement Process



## Job Responsibilities & Questions

- Support strategic India Business initiatives.
- Engage in fundamental research to develop novel solutions.
- Leverage Accenture's method, tools and existing assets to deliver outcomes.
- Preparing proposals for new business engagement.
- Follow multiple approaches for project execution including develop data models and perform analysis.
- Leverage the vast global network of Accenture to collaborate with Accenture.
- Tech labs, Accenture Open Innovations and Accenture Analytics for creating solutions.
- Collaborate with other subject matter experts, sales and delivery teams from Accenture locations around the globe to deliver strategic projects from design to execution.

## ● **INTERVIEW QUESTIONS**

- Introduce yourself.
- Why should we hire you?
- What are your weaknesses?
- Talk about your internship experience.
- Questions related to Capital Markets.
- Why Accenture Strategy?
- Why the domain of consulting?
- What hobbies do you have?
- Explain the concept of ERP and CRM.
- Questions based on the current news revolving around the telecom sector.
- What can be the potential advantages and disadvantages of a free to use teleportation device available in abundance?
- If your colleague bails on you and you have to work overtime to complete a project, will you continue doing the work? Or will you postpone doing the work until the colleague joins back?
- Questions based on the resume - Projects, Internship experiences.

## ● **CASE STUDIES**

- Japanese Asset Management company has witnessed decline in growth as compared to industry. Identify reasons.
- Profitability Case - Profits of a watch manufacturer down by 10%, What can be the probable reasons.

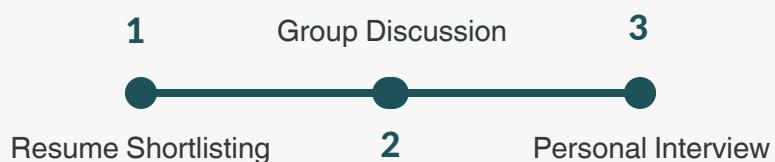
# Alvarez & Marsal

## Job Designation: Analyst



When Tony Alvarez and Bryan Marsal joined forces in 1983, it was with the intent of seamlessly linking operations, performance improvement and value creation to best help companies turn areas of stagnation into growth to achieve sustainable results. This ethos remains at the core of our firm. We are the consulting firm known for asking tough questions, listening well, digging in and rolling up our sleeves. A global top ranked consulting firm by Vault recognized for challenging work, we are fact-driven and action-oriented. We move our clients forward, to where they need to be.

## Placement Process



## Job Responsibilities & Questions

- Assisting in pitches.
- Interacting effectively with clients.
- Firm understanding of (PE) business regarding financial & accounting skills.
- Supporting in production of extensive financial modelling and analysis including cash flow models and projection.
- Synthesizing information after research and analysis into high quality client (financial) reports and recommendations.
- Contributing to business development activities.
- Being an active part of the teams supporting private equity firms and their portfolio companies in their pre-acquisition and performance improvement activities.

## ● **INTERVIEW QUESTIONS**

- Walk me through your resume.
- Tell me about your internships and what you learned from them.
- What were your main responsibilities and achievements during your internships?
- Why consulting and why A&M?
- If you're passionate about making an impact, why do you want to work for this company?
- Discuss a significant project or achievement listed on your resume.
- Why do you want to join A&M instead of pursuing an MBA?
- Tell me about your family and school life.
- What are your strengths and weaknesses?
- How do you handle conflicts in a team?
- What values do you bring to our company?
- Explain the steps in a financial modeling process.
- What is enterprise value and how is it calculated?
- How would you value a small business or a private hospital with scarce data?
- Can you discuss some common SQL queries you have used?

## ● **CASE STUDIES**

- A shoe manufacturing company is being considered for acquisition. What are the major factors you would consider?
- An American clothing brand wants to enter Asia. Suggest parameters to filter out suitable markets, considering the limited time for data collection.
- Coca-Cola is planning to launch an energy drink in India. Is it viable for them to enter the Indian market? Include a market sizing guesstimate.
- Nothing Phone is looking to expand in the Asian market. Shortlist the most viable 7 out of 150 countries, categorizing different filters into five categories.
- Estimate the revenue of a coffee shop at an airport and explain how you would verify the accuracy of your estimate.
- A company increased its input raw material but saw a decline in its final product output. Identify potential loopholes and suggest solutions.
- A shoe manufacturing company requires an investment of 100 crore INR, and its sales are 1000 crore INR. Should the company proceed with this investment?

## ● **GUESSTIMATES**

- Estimate the market size for bathroom mirrors with lights in India.
- Estimate the number of footballs manufactured in Delhi annually.
- Estimate the number of bricks used to build SSCBS.
- Estimate the number of wooden toys sold in India.
- Estimate the number of electric vehicles (EVs) sold in India by 2030.

# AQ Maritime

## Job Designation: Trainee Shipbroker



AQ Maritime is a dynamic and innovative shipbroking firm dedicated to providing exceptional service to clients worldwide. Established in 2021, AQ Maritime has quickly made a significant impact in the Maritime broking industry through our focus on building lasting relationships and offering innovative solutions. Our team of experienced professionals ensures that clients receive expert guidance and support, making AQ Maritime one of the leaders in the maritime brokerage sector.

### Placement Process



## Job Responsibilities & Questions

- Assist in facilitating Senior broker transactions, including communicating internally with teams and clients globally.
- Develop and maintain strong relationships with clients globally, ensuring their needs are met effectively.
- Support the development of new client relationships and contribute to expanding the client base.
- Conduct market research on various aspects of the shipping industry, with a focus on crude oil, Gas and fuel oil markets.

## ● **INTERVIEW QUESTIONS**

- Can you give a brief introduction about yourself?
- Walk me through your resume, highlighting your societies, internships, and academic projects.
- Why do you want to join our company?
- What do you know about the industry we operate in?
- Would you prefer a stable boring job or an uncertain dynamic job, and why?
- What are your main motivations for applying to this role?
- What skills did you gain from your internships that are relevant to this position?

## ● **CASE STUDIES**

- Develop a plan to market and sell a new housing development in an emerging neighborhood.
- How would you approach setting the price for a newly constructed apartment complex in a competitive market?
- Ethical Manager vs Efficient Manager: Which is more important and why?

## ● **GUESSTIMATES**

- Estimate the number of houses sold in Rohini Sector 11 in a year.
- Estimate the number of real estate brokers operating in Delhi.

## Axxela

### Job Designation: Analyst

Axxela is a firm with a strong presence in the Futures and Derivatives related operations in the International Capital Markets. They have built ourselves a reputation for grooming university graduates, aspiring to leverage their analytical skills and emotional intelligence, into quick thinker's adept at handling competitive situations professionally.

### Placement Process



### Job Responsibilities & Questions

- To be involved in the execution of trades in commodities and fixed income in International Markets.
- Utilize strong risk management skills to maximize returns for the firm.
- Develop strong understanding of market structure for various Asset classes.
- Identify, Research and Develop new strategies, algorithms, and ideas for the benefit of the firm.
- Analyze and assimilate date, events, market information etc. to determine market sentiments.
- Use technical and fundamental analysis in execution of trades involving International Capital Markets.

## ● **INTERVIEW QUESTIONS**

- Walk me through your resume.
- What is  $78 \times 79$ , find in 10 seconds and what is the square root of 0.9, find in 10 seconds?
- Have you traded before? Which company would you like to invest in and why?
- Do you plan to do FRM/CFA in future?
- Give reason as to why bacteria doubles itself every minute?
- Maximum runs a batsman can score in an ODI with all legal deliveries?
- One aspect you liked and one you didn't from the PPT.
- Questions on past internships.
- Why Consulting, Why Bain, Situational questions like offers from different firms?
- Centered around introduction, interests from the CV, situations basis on the CV pointers.
- How is the PL statement of an FMCG company different from any other company?
- How do you stay up-to-date with industry trends and developments? Can you provide examples of how you have applied this knowledge in your work?
- Axxela values innovation and creativity. Can you share an example of how you have demonstrated these qualities in a previous role or project?

## ● **GUESSTIMATES**

- How many airplanes are currently flying over the India?
- Estimate the total weight of all the cars in your country.
- How many light bulbs are currently in use in India?

# BOD Consulting

bod

## Job Designation: Senior Associate

BOD is a management consulting firm that partners with leaders to help them build organizations they are truly proud of. BOD solve their most pressing business challenges, unlock value creation and implement transformative solutions to help them grow meaningfully and compete sustainably.

## Placement Process



## Job Responsibilities & Questions

- As a Senior Associate in BOD's management consulting practice, you would be required to work with teams in resolving strategic business problems of high growth impact (HGI) enterprises.
- Your work will directly impact such organizations in unlocking their growth potential and redefining their success story.
- You will be responsible for engaging in fundamental research to develop innovative strategic recommendations, generating specific industry & company insights to leverage the consulting team.
- You are also responsible to generate sound hypotheses and proactively help to focus on resolving the most fundamental issues, using various tools and techniques.
- We are looking for sharp candidates who can analyse information, work with senior executives, develop novel solutions.

## ● **INTERVIEW QUESTIONS**

- Tell us about yourself.
- In depth questions on the internships undertaken, strengths and weaknesses.
- What does BOD do?
- Why do you want to go in the line of consulting?
- Short-term and long-term goals.
- How to calculate a regression line?
- State values that are important to you.
- How to analyse a Likert scale question?
- How to use regression for estimating relationships between variables?

## ● **CASE STUDIES**

- Case on a company in pet industry looking to expand in logistics.
- Case based on growth and market expansion (also involved numbers).
- Growth case study based on Sleepy Owl. Had to provide ways to raise funds from investors and public for the upcoming year.
- A milk manufacturer who wants to enter a new market, what factors should he consider before entering?

## ● **GUESSTIMATES**

- Guesstimate the number of people going from Delhi to Agra in a year.
- Guesstimate the number of cars on Delhi roads.
- Guesstimate the number of iPhone (latest) that will be sold in one year in India.
- Guesstimate on number of auto drivers in Gurgaon.

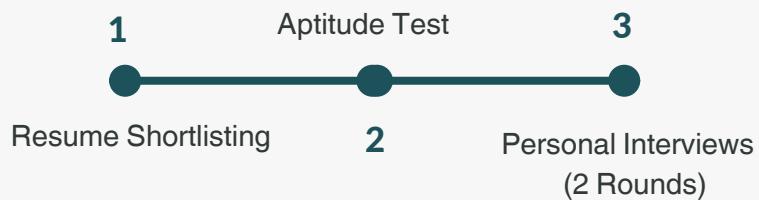
## Dalberg

Dalberg

### Job Designation: Analyst

We are a global group working to build a more inclusive and sustainable world where all people, everywhere, can reach their fullest potential. We partner with and serve communities, governments and companies throughout the world, providing an innovative mix of advisory, investment, research, analytics and design services.

### Placement Process



### Job Responsibilities & Questions

- Analysts are our front lines of research, analysis and presentation building the team's knowledge base around the topic at hand.
- As those who dive deepest into the issues, Analysts think critically and creatively to develop insights based on their findings from the research process.
- They gain a broad knowledge base that cuts across sectors and geographies while serving as the core of every project's work.
- Analysts benefit from a wide range of career development opportunities.
- Top performers will have opportunities to work in other Dalberg offices and, after 2 years with the firm, will have the option to spend time on a service project in emerging markets or studying a new language.

## ● **INTERVIEW QUESTIONS**

- Tell us about yourself.
- In depth questions on the internships undertaken, strengths and weaknesses.
- Tell me about a time you disappointed someone.
- If given an offer from Dalberg, tell me one reason why you would reject it?
- Tell me the pros of working at Dalberg, McKinsey and the World's most innovative startup and what will you choose among these and why?
- What is a social impact issue that you are the most passionate about?

## ● **GUESSTIMATES**

- F500 Pharma Company wants to enter the market with a new drug, for endemic diseases, in Sub-Saharan Africa and SE Asia. How should they go about it?
- Have the global reading habits gone up or gone down, post the introduction of Kindle? Why?
- Estimate the household consumption for Kerosene in India.
- Estimate the market for telemedicines in India. If I tell you that 20 Cr. visits are made to the doctors annually, what all filters will you apply in that?

# DaMENSCH

DaMENSCH

## Job Designation: Jr. Marketing Executive

Damensch is a direct-to-consumer brand in the men's essential wear space based out of Bangalore. At Damensch, we believe in enhancing the employee's personal growth first, in order to grow successfully together as a company. We strive to find like-minded individuals to offer a diverse community of people to interact and grow with, from all walks of life.

## Placement Process



## Job Responsibilities & Questions

- We believe that the people we hire are the crème de la crème and need not need fixed timings or constant supervision.
- We believe in collaborative hours instead of the archaic method of fixed working hours.
- Individual accountability, cross-collaboration and transparency are of paramount importance in our organization.

### INTERVIEW QUESTIONS

- Why do you want to work in DaMENSCH and are you okay to move to Bangalore?
- Walk me through your resume.
- Why should we hire you?
- Why did you choose marketing as your field?
- What was bad about the company where you interned?
- Questions on past internships.

# Everest Group



## Job Designation: Analyst

Everest Group is a research firm helping business leaders confidently navigate today's market challenges, driving maximized operational and financial performance and transformative experiences. Their deep expertise and tenacious research focused on technology, business processes, and engineering through the lenses of talent, sustainability, and sourcing delivers precise and action-oriented guidance.

## Placement Process



## Job Responsibilities & Questions

- Developing deep domain expertise in selected global services industries (outsourcing areas such as business process services or IT Services and shared services or global in-house centers).
- Authoring industry-shaping reports and thought papers on the global services industry on themes such as the application of digital technologies in the above areas, among others.
- Helping clients make strategic decisions through custom advisory engagements (for example, assisting an ITS or a BPO provider with its growth or market entry strategy, helping a Fortune 100 company make the right outsourcing decision, or helping a PE firm decide whether it should invest in a particular ITS or BPS service provider).

## ● **INTERVIEW QUESTIONS**

- Walk me through your resume.
- Why should we hire you?
- They checked whether areas of interests align with company's work.
- Do you plan to pursue higher studies?
- Why do you want to join Everest Group?
- Questions on past internships.
- Why do you want to pursue a role in research when you have a specialization in finance?
- Tell me about your weakness.
- Your biggest achievement and failure.
- A national grocery chain has experienced slow growth in the last 6 months. Analyse reasons for the same

## ● **CASE STUDIES**

- Case related to market entry of a hotel chain.
- Your client is Paytm and it is witnessing a decline in the number of transactions.
- Case Study on growth stagnation for a fintech player: Analysed customer journey and interviewer pointed a lapse in UI/UX of the application which led to difficulties in new user onboarding.
- Case study round for stagnation faced by IT service providers' (offshore) incubator: Suggested ecosystem development in case country.
- Consider a hypothetical situation that there is currently no infrastructure in India for Electric Vehicles, from the standpoint of government, what steps will you take so as to start the usage of EVs in India.
- Market entry case: wherein a Hotel chain had to enter India and we had to provide the factors that they will be looking at before entering into any city in India.
- A national grocery chain has experienced slow growth in last 6 months. Analyse reasons for the same.

## ● **GUESSTIMATES**

- Guesstimate the revenue of cinema halls in Delhi.
- Build a business around your favourite activity and guesstimate the revenue you can generate within first year of its operations.
- Guesstimate on number of Amazon deliveries in a day in Delhi.
- Calculate the number of balls need to be used to cover a lake, background - to prevent evaporation, Delhi government came up with this idea, assumptions - took some assumptions with the consent of the interviewer, example, the material of the ball, which lake, what does cover exactly mean- completely or some part etc.
- The number of vehicles travelling everyday through Delhi-Gurgaon Border.
- Estimate the number of LED light bulbs used by rural Households in a year in India.

# EY Parthenon



## Job Designation: Analyst

EY-Parthenon is a unique, world-class strategy practice that delivers long-term value to our clients, our people and EY. As a sub-service line within Strategy and Transactions, EY-Parthenon brings together professionals with diverse strategic capabilities and deep sector insights. We enable our professionals to lead from the front, unlock the full potential of strategy, transactions and restructuring, and reshape work, paving the way for high value impact for our clients. EY-Parthenon plays a critical role in driving collaboration between sub-service lines, within service lines and across the firm.

## Placement Process



# Job Responsibilities & Questions

- Assist clients with formulation of strategies around growth, market entry opportunities, expansion of products and services, operational improvements, or serving new customer segments.
  - Understand client business problems and assist them in developing strategic goals while identifying the key steps for the organization to meet those goals.
  - Offering Go to Market Strategy by identifying opportunities to improve how products and services reach customers including but not limited to decisions related to route-to-market, channel selection, pricing optimization, and customer segmentation.
  - Drive commercial due diligence projects for target assets by analyzing market dynamics including the size and growth of an industry, individual target's positioning, potential growth levers, risks, and opportunities.
  - Assist with solutions revolving around Digital Strategy and Innovation by assessing the clients underlying digital business models, explore avenues for new growth, both organically and inorganically.

## ● **INTERVIEW QUESTIONS**

- Walk me through your resume.
- Why should we hire you?
- Question related to the job description.
- Do you plan to pursue higher studies?
- Questions on past internships and Project undertaken.
- Why do you want to join EY Parthenon?
- Why do you want to do consulting?
- Go-to-Market Strategy Case for a sports brand launching in India.

## ● **GUESSTIMATES**

- Number of tennis balls you can arrange in a fridge.
- Number of fridge bought in India in a year.
- Guesstimate on number of litres of petrol required to sustain a car.
- No. of people using Delhi Airport.
- Revenue of Uber in a day.

## GDi Partners

### Job Designation: Associate Consultant

GDi is an impact-driven start-up committed to transforming the lives of individuals and communities for an equitable and inclusive world. It works in partnership with governments and impact-oriented organisations to design and execute large-scale development programs in domains like education, agriculture, environment, skill development, digital service delivery, and health. In less than 3 years since our founding, it has grown to become a 50+ member team working across 12 projects with 8 state governments and 3 central government ministries, as well as several strategy projects with large NGOs and philanthropies.

### Placement Process



### Job Responsibilities & Questions

- Diagnosing complex challenges by breaking down the problem statement and analyzing data sets to identify gaps and design effective solutions.
- Brainstorming with your team and partners to problem-solve, plan, and decide on the deliverables and next steps.
- Participating in field visits and interacting with partners/beneficiaries to gain first-hand insights and understanding of their needs.
- Managing stakeholders by attending meetings, discussing progress, and aligning program objectives and next steps with them.
- Engaging in organization-building activities and leading new initiatives within the organization.
- Supporting the implementation of large-scale government initiatives impacting crores of lives.

## ● **INTERVIEW QUESTIONS**

- Walk me through your resume.
- Why should we hire you?
- Question related to the job description.
- Questions on past internships and Project undertaken.
- Why do you want to join GDi Partners?
- What learning did you get after participating and gaining achievements in case competitions?
- Big brand consultancy firms with a good pay or startup based roles? Which of them and why?

## ● **GUESSTIMATES**

- Guesstimate the cost of distributing free books to girls in a govt school.
- Guesstimate the number of child marriages in the state.
- Estimate the number of cricket leagues happening in Delhi in a year.

# Gulf Researcher

## Job Designation: Junior Research Analyst

Gulf Researcher is the research partner of choice for organizations that operate locally as well as those with global outreach. We deliver tailored research solutions to fit client needs. We act as an external research team, complementing the capabilities and resources of organizations. We deliver quality, accurate and actionable information to our clients, and we pride ourselves in doing so with precision and diligence.

## Placement Process



## Job Responsibilities & Questions

- Strong communication skills including the ability to design and develop well-structured written material.
- Excellent internet research skills including the ability to gather, synthesize and interpret large quantities of information from different sources.
- Proficiency in MS Office applications including Word, Excel and a
- Intellectually curious; eager to learn and explore new topics
- Strong multi-tasking skills, high attention to detail and ability to work in a fast-paced environment.
- Committed to maintaining high-quality standards and meeting deadlines under pressure.

## ● INTERVIEW QUESTIONS

- Can you explain your understanding of the role of a Junior Analyst?
- What relevant education, skills, or experience do you have that make you a good fit for this position?
- How would you approach analyzing a large dataset or conducting research for a project?
- Give an example of a situation where you had to analyze data to solve a problem. What was the problem, and what steps did you take to analyze the data and arrive at a solution?
- What software or tools are you proficient in for data analysis? Can you provide examples of how you've used these tools in the past?
- How comfortable are you with working with numbers and interpreting statistical data?
- Describe a time when you had to work as part of a team on a project. What was your role, and how did you contribute to the team's success?
- How do you ensure the accuracy and quality of your work when dealing with complex data sets or reports?

## Houlihan Lokey

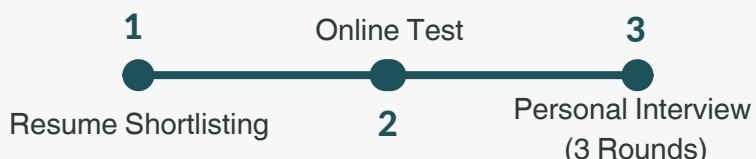


Houlihan Lokey

### Job Designation: Financial Analyst

Houlihan Lokey is an American multinational independent investment bank and financial services company. The firm advises large public and closely held companies as well as institutions and governments. Its main service lines include mergers and acquisitions, capital markets, restructuring and distressed M&A, fairness opinions, and financial and valuation advisory. Over the past 50 years, Houlihan Lokey has established one of the largest worldwide financial and valuation advisory practices. Our transaction expertise and leadership in the field of valuation inspire confidence in the financial executives, boards of directors, special committees, retained counsel, investors, and business owners we serve.

### Placement Process



### Job Responsibilities & Questions

- Supporting valuation teams, which provide valuations of liquid debt and equity securities held by hedge funds, private equity funds, and business development companies in connection with fair value reporting of the funds assets to investors.
- Performing financial statement analysis and other quantitative and qualitative assessments.
- Reviewing client investment memoranda, board of directors presentations, specific debt and equity agreements, and financial models to develop an understanding of the company or securities being analyzed.
- Compiling statistical summaries of companies' financial information, developing and computing financial ratios and presenting the analyses in an organized manner and/or using our standard formats and presentations.

## ● **INTERVIEW QUESTIONS**

- Why have you chosen the field of finance?
- Questions on past internships.
- Why would you want to join Houlihan Lokey?
- What are your future goals and how Houlihan Lokey fits in your plan?
- Questions related to the working of Houlihan Lokey.
- Questions related to valuation, both equity & debt.
- Questions were on private equity, venture capital, fixed income and other major finance topics.

## Nation With NaMo



### Job Designation: Graduate Impact Leadership Programme

"Nation with NaMo" is a phrase commonly used to express support for Narendra Modi, the Prime Minister of India. It represents the idea of a nation united under his leadership and the policies implemented by his government. It symbolizes the association of the nation with Modi's vision and governance style.

### Placement Process



### Job Responsibilities & Questions

- Prioritise Impact: Optimise for impact above everything.
- Structured Problem Solving: Tackle complex situations through effective and structured problem solving.
- Effective Communication: Possess strong written and verbal communication skills - individually and in a group setting.
- Initiative: Adapt to dynamic and ambiguous situations with a clear bias for action.
- Teamwork: Contribute to the strong team ethic and work towards the success of the entire team.
- Leadership Skills: Display the requisite leadership qualities to take ideas forward.
- Strong Ethics: Possess uncompromising ethical principles.

## ● **INTERVIEW QUESTIONS**

- Can you give a brief introduction about yourself?
- Tell me about your experience working with a creative agency.
- What are the key challenges you faced in your creative agency role?
- Why do you want to transition into politics despite having a strong finance background?
- Can you discuss your research papers and the statistical tools you used?
- How do you feel about the policies of the current government?
- Do you have any suggestions for improving the current government policies?
- What are your strengths and weaknesses?
- Why do you want to work with our company?
- How do you handle conflict in a team?
- Can you provide an example of when you demonstrated leadership skills?

## ● **CASE STUDIES**

- Draft a strategy to revive the economy of Jaunpur, UP, after the pandemic.
- How would you plan and execute a successful political campaign in an upcoming election?
- What steps would you take to improve the brand positioning of a new product in a competitive market?
- How would you handle a crisis situation where a major global event impacts your company's operations?
- We have a new voter base this year. Tell me the strategy and process to organise a political campaign such that more of these new voters vote us and we win.
- F500 pharma company wants to enter the market with a new drug, for endemic diseases, in Sub-Saharan Africa and SE Asia. How should they go about it?

## ● **GUESSTIMATES**

- Estimate the number of YouTube shorts uploaded in a day.
- Estimate the number of iPhones sold in Delhi in a year.
- Estimate the number of balloons sold in Delhi on a regular day.
- Technical: Based on my habit of reading, I was asked to guesstimate the number of people who might have read Thousand Splendid Suns by Khaled Hoessini in the month of October 2022.
- Tested on my political awareness by questions like Sri Lanka crisis, Modi initiatives, political implications of Russia Ukraine war and given guesstimates on the same.
- Guesstimate the footfall of people on Pitampura metro station on a particular day.
- How does Google ads work and guesstimate the number of people who visit Google for academic purposes.
- Which platforms should be promoted for political campaigns? and Why?
- Guesstimate the number of tennis balls sold in Rohini in a Year.

# Oxane Partners

## Job Designation: Analyst - Financial Advisory



Oxane Partners is a provider of advisory services and integrated solutions to leading financial institutions globally. We offer a wide array of services, including transaction advisory, portfolio monitoring and independent valuation in the structured credit and real estate space for investors who require superior insight into their portfolio holdings. We provide our clients significant operational leverage and enable them to make robust decisions through the application of business and financial data-analysis techniques in conjunction with latest cutting-edge technology.

## Placement Process



## Job Responsibilities & Questions

- Work as an extended team of clients on portfolio underwriting which includes creating financial models from scratch, modelling for different scenarios, running sensitivities and analytics.
- Extract relevant data from information memoranda, loan tapes, rent rolls, rating agency reports, or credit agreements as required by clients or for modelling purposes.
- Present the analysis or financial models to clients/third parties on calls as well as assist in the preparation of investment summaries and credit memos.
- Critically review and audit financial models prepared by other parties and share observations and remediations with the client.

Post-deal closure:

- Create credible, flexible, and fully transparent financial models to provide an independent valuation on a periodic basis to clients in the hedge fund, private equity and investment management space, based on regulatory requirements of alternative investment funds.

- Use information from historical portfolio performance, market data tools (like Bloomberg), and other market insights to project future cashflows.
- Run sensitivities to understand how the valuations will be affected by various market scenarios.
- Provide support for asset management reporting, financial due diligence, post-deal analysis and business planning and any ad-hoc analytics for portfolio monitoring, surveillance, and reporting.
- Present the valuation outputs to clients and auditors on calls.

## ● INTERVIEW QUESTIONS

- Walk me through your resume.
- Questions on past internships and Project undertaken.
- Why do you want to join Oxane Partners?
- Why have you chosen finance?
- Explain your DCF Internship.
- Concepts of beta, enterprise value, systematic risk, capm, components of capm, company specific component of capm.
- How to calculate EMI?
- MS Excel functions (SUMIF, VLOOKUP/HLOOKUP, SUMPRODUCT, INDEX match)
- What is securitization? (be thorough with speciality finance concepts for brownie points) - Bond Yields - NPV and IRR, WACC - FCFF formula

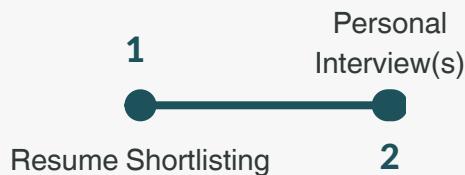
# Reclaim

## Job Designation: Content Strategist



At Reclaim, we are committed to revolutionizing the way people interact with technology. We are building a groundbreaking screentime app designed to help individuals focus on what truly matters to them, free from the distractions imposed by big tech. Our mission is to empower our users to live life on their own terms, boost productivity, and cultivate meaningful relationships with time, themselves, and their partners.

## Placement Process



## Job Responsibilities & Questions

- Develop comprehensive content strategies for various channels, including website, social media, email marketing and more.
- Produce high-quality content such as articles, blog posts, social media content, email newsletters, and other forms of content to educate, entertain, and inspire our audience.
- Create and maintain a content calendar to ensure timely delivery of content aligned with product launches and marketing campaigns.
- Implement SEO best practices to optimize content for search engines and enhance organic visibility.
- Conduct market research and audience analysis to gain insights into customer preferences, behavior and trends.
- Monitor content performance metrics and make data-driven optimizations to enhance content effectiveness.
- Establish content guidelines, standards, and workflows to maintain consistency, quality, and brand integrity across all content assets.

## ● **INTERVIEW QUESTIONS**

- Can you give an overview of your resume, starting from your educational qualifications, internships, academic projects, extra-curricular activities, and achievements?
- What is the formula for enterprise value (EV)?
- Are you willing to give extra hours based on business requirements?
- Do you have any plans to pursue any professional courses in the near future?
- How do you handle high-pressure situations and tight deadlines?
- What motivates you to perform well at work?
- Strengths and weaknesses.

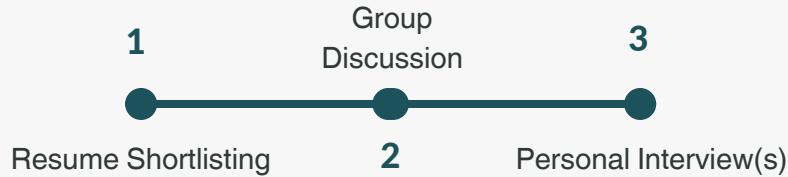
# RedSeer Strategy Consultants

## Job Designation: Business Analyst



Redseer has emerged as one of the largest Consumer facing consulting firm in India in the last 10 years. Currently, we are the leaders in Consumer Internet advisory in India. With 6 offices across the world a team of 150+ consultants we serve more than 200+ clients across geographies. We are the thought leaders in the consumer facing businesses. Have authored multiple pieces on E-tailing, Cosmetics, Health Foods, Omni-channel, Preventive healthcare etc. We are the most quoted internet advisory firm with an run rate of 2500+ mentions in leading publications globally.

### Placement Process



## Job Responsibilities & Questions

- Understand overall consulting project hypothesis, and then understand and drive their sub-hypothesis / assertion areas through the following:
- Primary research: Conduct Expert / Industry Ecosystem / Consumer Interviews to collect the required information.
- This will require creating holistic questionnaire(s), and reaching out the interviewees through internal / external sources.
- For Customer surveys, work with the related internal teams to make sure that things are moving as per plan.
- Secondary Research: Supplement the findings with adequate secondary research as required through usage of online market research / internal RedSeer IP.
- Analysis: Ability to analyse data to come up with recommendations on the workstream as allocated.

## ● **INTERVIEW QUESTIONS**

- Walk me through your resume.
- What were your roles and responsibilities in the summer internship?
- Why Redseer Consulting?
- Why do you think that you will be a great fit to the team?
- Why do you wish to join a consulting firm?
- Tell me about your personal background.
- Since you are a business student, tell us the current happenings in the business arena.
- Some GK questions - 7 sister states, Largest dairy producing state, States sharing border with Delhi
- Logical Puzzles.
- What are your preferred working hours?
- Would you be comfortable shifting to Bangalore?

## ● **GUESSTIMATES**

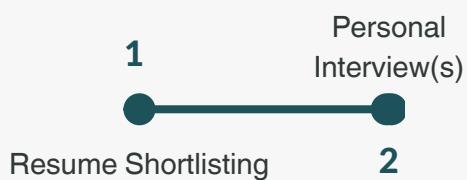
- Estimate the revenue per zomato / newspaper deliveries.
- Estimate the number of lights in college.
- Estimate the number of shoppers from e-commerce in India.

# ReKonversations

## Job Designation: Content Strategist

ReKonversations Academia, a dynamic team of dedicated academicians, seamlessly bridges academia and industry through its innovative platform. Collaborating with prestigious academic institutions and global corporations, we offer hands-on experiences and tailored live toolkits across diverse domains. Our comprehensive services include Industry Credential Certifications and immersive Live Projects in partnership with renowned entities like EY, Wipro, UBS, and more. Committed to open-source learning, we empower a thriving community of lifelong learners.

## Placement Process



## Job Responsibilities & Questions

- Strategic Alliance & Partnership Development: Cultivate strategic alliances for career advancement, fostering collaborations with key stakeholders.
- EdTech Research & Analytical Insight: Conduct exhaustive research for EdTech, ensuring the creation of intellectually stimulating, academically aligned materials with a focus on profound analytical insights.
- Continuous Improvement & Pedagogical Trend Analysis: Stay abreast of pedagogical trends, implementing nuanced feedback, and refining academic content for continuous enhancement.
- Pedagogical Material Artisanship: Craft articulate and pertinent content, seamlessly integrating cutting-edge academic findings for a sophisticated and effective learning experience.
- Exacting Quality Assurance & Precision Oversight: Uphold meticulous standards for precision in EdTech content, ensuring an unparalleled level of excellence in the final materials.

## ● **INTERVIEW QUESTIONS**

- Can you give an overview of your resume, starting from your educational qualifications, internships, academic projects, extra-curricular activities, and achievements?
- Why choose ReKonversations?
- Are you willing to give extra hours based on business requirements?
- Do you have any plans to pursue any professional courses in the near future?
- How do you handle high-pressure situations and tight deadlines?
- What motivates you to perform well at work?
- Strengths and weaknesses.

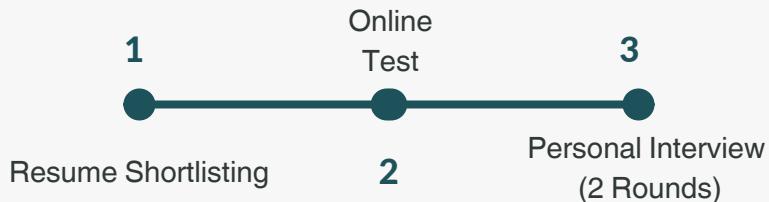
## S&P Global

### Job Designation: Commodity Insights Associate



S&P Global provides essential intelligence. We enable governments, businesses and individuals with the right data, expertise and connected technology so that they can make decisions with conviction. From helping our customers assess new investments to guiding them through sustainability and energy transition across supply chains.

### Placement Process



### Job Responsibilities & Questions

- Identify drivers moving the daily markets.
- Learn and demonstrate successful interviewing techniques and how to obtain data for commentary.
- Write concise, informative commentary.
- Verify source information through appropriate channels.
- Learn and demonstrate understanding of Platts Market on Close assessment process.
- Complete all assigned news training modules and foundational training to learn about the commodity market.

## ● **INTERVIEW QUESTIONS**

- Introduce yourself.
- What do you know about the role?
- Why commodity associate role at S&P Global?
- Describe yourself in 3 words.
- Tell about a situation in which you managed a team.
- A situation in which you experienced failure and how did you overcome it.
- CV based questions.
- Why S&P Global?
- Tell us about the commodity market.
- Situational and HR questions specific/related to role.
- Discuss about the current affairs in commodity market.
- Tell us your strength and weaknesses.

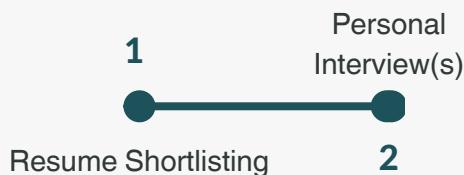


## SkoolTag

### Job Designation: Business Growth and Partnership Manager

SkoolTag is the latest addition to The Student Junction family, which has been operating for 35 years primarily focusing on providing comprehensive vendor solutions to schools, including operating school uniform and bookshops on their premises. With evolving parental preferences & updated government regulations, SkoolTag facilitates schools in adhering to new policies while enhancing accessibility for students and parents to purchase uniforms.

### Placement Process



### Job Responsibilities & Questions

- Building sales pitch decks and presentations according to the clients' needs.
- Build agreements and framing terms & conditions.
- Arranging, attending and participating in meetings, workshops, events and exhibitions to help clients know about the product better.
- Negotiating with the clients related to pricing, products to be offered, etc.
- Finding leads and building strategies to generate organic leads.
- Reaching out to directors, principals and other school professionals to have meetings and close deals.
- Conducting desktop research or gathering information through surveys and speaking to clients and staff.
- Identifying potential weaknesses and offering improvement suggestions.
- Concluding new features and sharing them with the product team.
- Facilitating and managing relationships between SkoolTag and schools.
- Building and maintaining long term association with the school & its top-level management.

## ● **INTERVIEW QUESTIONS**

- Introduce yourself.
- Can you give an overview of your resume, starting from your educational qualifications, internships, academic projects, extra-curricular activities and achievements?
- Why choose SkoolTag?
- Will you able to relocate?
- Do you have any plans to pursue any professional courses in the near future?
- How do you handle high-pressure situations and tight deadlines?
- What motivates you to perform well at work?
- Strengths and weaknesses.

# Sprinklr



## Job Designation: Product Analyst

Sprinklr is an American software company based in New York City that develops a SaaS customer experience management (CXM) platform, it combines different applications for social media marketing, social advertising, content management, collaboration, employee advocacy, customer care, social media research, and social media monitoring.

## Placement Process



## Job Responsibilities & Questions

- Identify, comprehend and clearly articulate customers requirements to generate an end-to-end solution to their business challenges.
- Analyse and elevate customer's consumption of contract, adoption of the product and generation of upsell or cross- sell.
- Act as day-to-day contact for stakeholders in brand, agencies and System Administrators.
- Drive breadth & depth of product consumption by optimizing platform environments for various brands and industries following high standards of delivery & quality.
- Assist world's leading brands in seamlessly building social media campaigns & process-flows mapped to their business needs, through Sprinklr.

## ● **INTERVIEW QUESTIONS**

- Discuss about the ways to market a Parle G biscuit.
- What changes would you recommend to Swiggy's digital infrastructure?
- Why Sprinklr?
- Why become a Product Analyst?
- Questions based on CV and internships.
- Questions on Marketing Funnel, Marketing Mix etc.
- Guesstimate the number of social media users in India.
- A situation where you worked under pressure, a time when you took initiative?
- Tesla doesn't spend much on advertising. So how will you convince the team to advertise because the target? segment of Tesla is mostly rich people who might not be even watch ads that frequently?
- If there are two advertising channels that costs the same and gives almost similar returns. How would you choose which one to go ahead with?
- Tell me a time you led a group of people to the completion of a task?
- Metrics to measure social media marketing performance?
- Which media will be suited for what sort of product/brand?

# TechCurators

## Job Designation: International Business Analyst



TechCurators is an assessment company founded by IIT Delhi alumni working to understand the problems in the recruitment space and providing custom assessments and solutions. It offers top quality assessments, & tailor-made question sets across 100+ technical skills & non-technical skills that suit the requirements of our clients. As a group, TC is diversified into different lines of businesses ranging from Content, Fin-Tech to Recruitment & HR Tech.

### Placement Process



### Job Responsibilities & Questions

- Evaluate potential international markets for expansion, considering regulatory requirements, cultural nuances, and economic factors.
- Collaborate with cross-functional teams to gather and analyze data, providing actionable recommendations to enhance international business operations.
- Develop financial models and forecasts to support strategic planning for international ventures.
- Monitor and report on key performance indicators (KPIs) for international markets, identifying areas for improvement and growth.
- Communicate effectively with stakeholders to convey complex analytical findings in a clear and concise manner.
- Stay abreast of geopolitical developments and their potential impact on international business operations.
- Assist in the development and execution of global market entry strategies.
- Participate in international business negotiations, providing insights to optimize outcomes.
- Ensure compliance with international regulations and standards affecting business operations.

## INTERVIEW QUESTIONS

- Introduction.
- Can you give an overview of your resume, starting from your educational qualifications, internships, academic projects, extra-curricular activities, and achievements?
- Why choose TechCurators?
- Do you have any plans to pursue any professional courses in the near future?
- How do you handle high-pressure situations and tight deadlines?
- Strengths and weaknesses.
- Why do you want to join?
- How will you add value to the organization?
- What are the assets of a company in the travel industry and how will you manage them?
- Basic Excel questions on functions and their application questions on statistics.
- Market entry based case-based questions.
- Questions on Vedic mathematics.



## VAHDAM India

### Job Designation: Associate - Strategy

VAHDAM India, one of the country's largest home-grown Indian teas and wellness brand. It was founded in 2015, by Bala Sarda with a mission to build a home-grown Indian brand for the world. The brand offers the finest Indian teas and spices under a sustainable-ethical brand, eliminating middlemen. VAHDAM India made waves in the past year by being featured in the Goody Bags of prestigious events like the Oscars and Emmys.

### Placement Process



### Job Responsibilities & Questions

- Conduct research and analysis to support the development of business strategies and initiatives.
- Analyze industry trends, competitive landscape and market dynamics to identify opportunities and threats.
- Develop financial models and perform quantitative analysis to evaluate business performance and potential opportunities.
- Prepare presentations and reports for senior management and key stakeholders to communicate findings and recommendations.
- Collaborate with cross-functional teams to implement strategic initiatives and track progress against goals.
- Monitor key performance indicators and provide insights to optimize business performance.
- Assist in the development and refinement of strategic plans and goals.
- Stay current on industry developments and best practices to inform strategic decision-making.

## ● **INTERVIEW QUESTIONS**

- Provide an introduction of yourself.
- Can you give an overview of your resume, starting from your educational qualifications, internships, academic projects, extra-curricular activities and achievements?
- Why choose Strategy?
- Why should we hire you?
- Do you know about the industry?
- Explain the startup ecosystem.
- How do you handle high-pressure situations and tight deadlines?
- Why VAHDAM?
- How will you add value to the organization?

## ● **CASE STUDIES**

- A case of Twitter and Elon Musk which required a proper analysis of the benefits of the deal, impact of policies and the financial impact.
- Estimate the number of pizzerias in town.
- Estimate the number of maps to in India.

# White Oak Capital Management

## Job Designation: Two-Year Graduate Analyst Program



White Oak Capital Management is an investment management firm with over USD 6 billion of India-dedicated capital. The firm was set up by former CIO of Emerging Markets Equity and India Equity at Goldman Sachs Asset Management. White Oak has also launched 2 new initiatives – Global Emerging Markets (GEM) practice and a domestic Asset Management Company (AMC) business. The Investment research team is responsible for evaluating investment opportunities in listed equities, conducting due diligence and overseeing existing investments.



## Job Responsibilities & Questions

- The role will entail working closely with the investment research team.
- Candidates are expected to pursue higher studies post the completion of the 2-year program.
- Exceptional performers in the program may be considered for a full-time role post the completion of higher studies.
- The Investment research team is responsible for identifying and evaluating investment opportunities in listed equities across geographies and sectors.
- Conducting due diligence and overseeing existing investments.

## ● INTERVIEW QUESTIONS

- How would you describe yourself in 3 adjectives?
- Your strengths and weaknesses
- How did you enter the field of finance?
- What do you know about White Oak?
- What makes you passionate about this field?
- Questions about your summer internship and courses
- Question about the Business model canvas project mentioned in the resume
- What are 3 important metrics you see while analyzing a stock?
- Answer in 5 seconds: 16 x 17
- If a coin is tossed 4 times then what is the probability that there are tails every time?
- Unit Economics of Dominos Pizza
- What is your most profitable investment until now? Why did you choose it?
- Your investment philosophy and ideology
- Investing frameworks used by you
- How buying price affects the returns, ROCE, ROE
- What kind of books do you read?
- Discussion around business models like Railway Finance, Hotels & Retail



ICareer  
Development  
Centre

# PHASE 1 NON DREAM COMPANIES



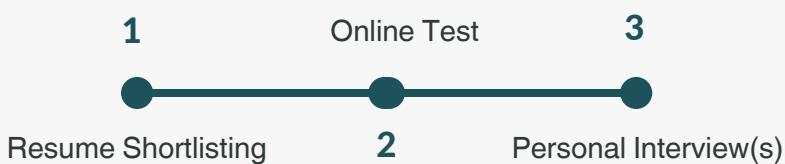
# Deloitte USI

## **Job Designation: Associate Analyst**



Its positive and supportive culture encourages our people to do their best work every day. They celebrate individuals by recognizing their uniqueness and offering them the flexibility to make daily choices that can help them to be healthy, centered, confident, and aware. They offer well-being programs and are continuously looking for new ways to maintain a culture that is inclusive, invites authenticity, leverages our diversity, and where our people excel and lead healthy, happy lives. Deloitte is led by a purpose: to make an impact that matters.

## Placement Process



## Job Responsibilities & Questions

- Improving risk management operations by analyzing our clients' information technology (IT) controls and processes.
  - Supporting various live applications related to data privacy and security controls.
  - Provide managed services programs to address software vulnerabilities.
  - Establishing methods for monitoring “smart” devices connected to enterprise network.
  - Perform continuous monitoring and security analytics as part of SOC.
  - Handle incident response support, troubleshoot, problem solve, and simplify complex technical issues for clients as part of operations.
  - Assess clients' controls effectiveness to ensure high degree of reliability in safeguarding their mission critical assets.

## ● **INTERVIEW QUESTIONS**

- Self Introduction.
- Why Deloitte USI?
- Resume based questions
- Where do you see yourself after five years?
- What are your career goals?
- Don't you have any plans for an MBA?
- Why should they hire you?
- How would you define a plan?
- How would you define a budget?
- How to swap two variables without using a third variable?
- Questions based on Logical Thinking and General Ability.

## ● **CASE STUDIES**

- How can a music disc seller cope with today's world of online music?
- You're a company which owns a fleet of trucks. It rents them to their customers whenever they need to transfer inventory from one place to another, or for any other purposes. What are the major and minor expenses that the company has to incur in maintaining the trucks and for the administration of the company?
- How would you measure the financial impact of your solution on the clients company (I was asked to assume IGI Airport as the client)?

## ● **GUESSTIMATES**

- How many children were born in India during a year?
- Number of air conditioners in Delhi?
- Number of Zomato users in Delhi.

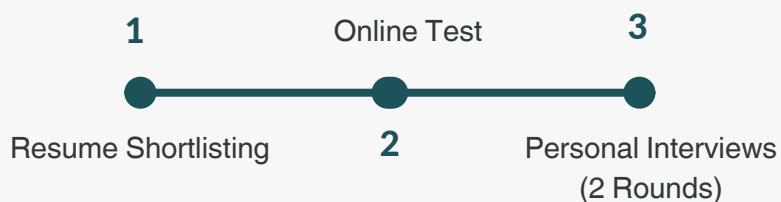
# Digit Insurance



## Job Designation: Actuarial Trainee

They are reimagining products and redesigning processes to provide simple and transparent insurance solutions that matter to consumers. We are building a technology-driven platform that can offer customized products at reduced cost and provide great customer service. It is headquartered in Bangalore and the team is a great mix of industry veterans who know what's working and new-age technology specialists who know what could be improved.

## Placement Process



## Job Responsibilities & Questions

- Contribute towards the development and maintenance of Actuarial reserving models.
- Actuarial Pricing & Underwriting of all products.
- Stakeholder coordination for various technical & non-technical aspects of insurance.
- System Integration & Testing.
- Report another regulatory requirement as part of Annual Actuarial Valuations.
- Contribute towards production of Appointed Actuary Report, Financial Condition Report, Economic Capital.
- Other ad hoc projects as needed.

## ● INTERVIEW QUESTIONS

- Tell us about Yourself.
- In depth questions on the internships undertaken, strengths and weaknesses.
- Questions related to the company.
- What sets it apart from other insurance companies?
- Do the SWOT analysis for Digit Insurance.
- Case regarding break-even point and cost analysis.
- Questions about the Insurance industry and news, stats questions regarding hypothesis testing and regression.
- Introduction to risk and related concepts.
- Centered around introduction, interests from the CV, situations basis on the CV pointers.
- Two scenarios were given along with the required data about the price and the variable cost and asked to analyse and choose the right alternative (had to be answered keeping in mind the concept of break even point and contribution and the basics of case preparation).
- Concepts and terms related to insurance.

# Fidelity International

## Job Designation: Investment Fund Analyst



They have been helping clients plan and invest for their futures for over 50 years. From more than 27 locations around the world, we provide investment services and retirement expertise to everyone from central banks to private individuals. Known for acting with integrity and thinking for the long-term. And across organisation, they foster a welcoming, caring and inclusive culture where people feel respected, trusted and able to be themselves.

### Placement Process



### Job Responsibilities & Questions

- Update/produce sales materials such as standard product presentations in order to enable our distribution teams to provide their clients and prospects with an informed view of the investment process behind each fund, along with explanations of current fund performance and positioning.
- Be responsible to provide a quick and relevant response to client queries on funds using existing material or information sourced from elsewhere in the company.
- Support the investment specialists and investment directing teams for the assigned asset class.
- Complete projects in accordance with agreed standards, best practices and acceptance criteria aspects of our work.

#### INTERVIEW QUESTIONS

- Concepts such as stock market, bonds, yield curve, interest rates, inflation, overall state of the world economy
- Can you provide a brief background about yourself?
- Resume related questions on internship experience, society experience. Cross-questioning on the same
- Why did you apply for this role?

# Futureworks Consulting

## Job Designation: Analyst

FutureWorks is a trailblazer in admissions consulting, guiding over 10,000 students worldwide to secure spots in prestigious universities. Their unique approach focuses on holistic development, aiming to discover and nurture students' interests into meaningful academic and personal goals. With an exceptional success rate, they have facilitated 500+ Ivy League offers, 2500+ top 30 US University offers, 300+ top 5 UK University offers, and secured \$15 million in scholarships. It believes in a holistic process in which they first help students to discover and explore their interests, translate them into meaningful academic, career, and personal goals.

## Placement Process



# Job Responsibilities & Questions

- Developing pitch presentations to present to potential partners and clients.
  - Pitching our services to potential partners and clients.
  - Forecast, measure, and report the results of our marketing efforts.
  - Maintaining and developing relationships with current and past clients to generate referrals.
  - Keep great ongoing relationships with current partners and offer new ways to grow the partnership.
  - Gathering and analysing information on admissions, colleges, programs and skill building/summer programs and competitions to identify trends.
  - Gathering and analysing information regarding any changes in admissions processes.
  - Creating databases of this information and updating them periodically.
  - Writing articles and social media posts that communicate our viewpoints on trends/changes in admissions processes.
  - Creating recommendations that can go out to our client database as well as customized.

## ● **INTERVIEW QUESTIONS**

- Can you provide a brief background about yourself?
- Resume related questions on internship experience, society experience. Cross-questioning on the same.
- Why did you apply for this role?
- What do you want to do in future?

# KPMG

## Job Designation: Junior Research Analyst



The Capability Hubs (CH) team at KPMG Global Services (KGS) helps KPMG firms navigate the complexities of their business by understanding their needs and delivering tailor-made, industry-focused solutions. Led by an experienced leadership team across two locations in India - Gurugram and Bengaluru - CH provides support in winning business, client delivery and eminence building. From 185 colleagues in 2011 to 1,500+ in 2023, each of our cross-functional hubs comprises seasoned professionals with the deep domain expertise to help deliver value and achieve business outcomes through process efficiency and seamless delivery.

## Placement Process



## Job Responsibilities & Questions

- Conduct secondary research for client engagements and business development, covering company analysis, financials, competitors, and market trends.
- Prepare and contribute to client deliverables (PowerPoint, Excel, Word), ensuring well-structured, logical, and clear presentations.
- Extract insights from exhaustive research, triangulate data from various sources, and articulate findings in clear, concise business English.
- Understand client objectives, and context with minimal guidance, and relate research and benchmarking conducted to meet end objectives.
- Thorough understanding of internal benchmarking databases.
- Be able to identify and come up with proxies for data.
- Own and execute parts of niche benchmarking engagements (Functional, Financial) with minimal guidance, delivering accurate outputs on time.

## ● **INTERVIEW QUESTIONS**

- Introduction.
- Questions on past internships.
- What are your MBA plans?
- Where do you see yourself in five years?
- What is the most important financial statement?
- Which is more important - Net Profit or Operating Profit, and why?
- What is Operating Profit and Net Profit?
- What is the value of tax payment in a financial statement?
- If you could only look at 3 things on a balance sheet as an analyst, what would they be?
- If you could only look at 3 things on an income statement, what would they be?
- How does capital structure affect financial statements?
- What are the 3 most important ratios?
- What ratios are used to assess a distressed firm?
- Explain the income statement, gross margin, operating margin and net margin.
- What are the 3 most important things to look at a company's financial statement? (Ans. working capital, D/E and operating profit margin)
- Why M&A consulting when you have completed FRM?
- Explain a live project and your internship in the CV.

## Kroll

### Job Designation: Trainee - Business Valuation



Kroll (formerly Duff & Phelps) is a Financial and Risk Advisory firm established in 1932 and based in New York City. In 2018, Kroll was acquired by Duff & Phelps. In 2021, Duff & Phelps decided to rebrand itself as Kroll, a process it completed in 2022.

### Placement Process



### Job Responsibilities & Questions

- Performing in-depth client, competitor, industry, market and economy research.
- Performing valuation analysis on a wide range of public and private entities within various industries using accepted and relevant approaches and theory.
- Independently gathering data pertinent to the engagement through client interaction and site visits.
- Designing financial models for discounted cash flow, market multiple, market transaction and option pricing analysis.
- Assisting in preparing and presenting the results of our analysis in a clear and concise manner

## ● **INTERVIEW QUESTIONS**

- If cost of debt increases then how will it increase overall cost of capital?
- What is minority interests?
- Explain Financial Modelling (DCF, Comparable companies analysis, EPS analysis).
- Would you like to do CFA or MBA?
- Would you like to relocate?
- Discuss about Corporate Restructuring techniques.
- Why are you interested in Investment Banking owing to long hours?
- Questions related to Investment Banking and Fixed Income Valuations.

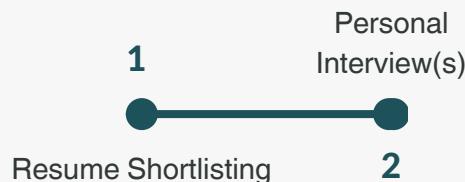
# Polestar Solutions and Services

## Job Designation: Anaplan Analyst



Polestar Solutions is an IT & Consulting organization helping enterprises with their Analytics and Planning needs. Their Rockstar team has built multiple products and solutions to cater to our clients across sectors such as Retail & E-commerce, Consumer Goods, Pharmaceuticals & Life Sciences, Real Estate, Hi-tech, Manufacturing, and Automotive. They are considered top of the class in the domain that we serve by our partners and clients.

## Placement Process



## Job Responsibilities & Questions

- Understand planning process of respective functions in the organizations like - Supply Chain Planning, Sales Planning, Financial Planning, Workforce Planning, etc.
- Work on the Solution and Architecture agreed upon by the team, develop Anaplan models to support client's planning and forecasting processes for respective functions.
- Design the data integration between internal systems (SCM, HR, Sales, ERP, etc.) and Anaplan monitor data flows to and from the Anaplan platform to ensure all data is up-to-date and accurate.
- Develop technical solutions to business problems, validate and communicate technical solutions to internal and external team members, test solutions, and ensure it meets specifications.
- Documenting Standard Operating procedures as part of regular maintenance.
- Provide ongoing support to the business community regarding application functionality, business processes, and data integrity.

## ● **INTERVIEW QUESTIONS**

- Tell me about yourself.
- What do you know about Polestar?
- Questions based on the internships pursued.
- Mention some learnings from your internship.
- Which option is better between mutual funds and life insurance with definite returns and the rate of return expected?
- How can you value a new company?
- About our subjects and some questions related to it.
- Career goals.

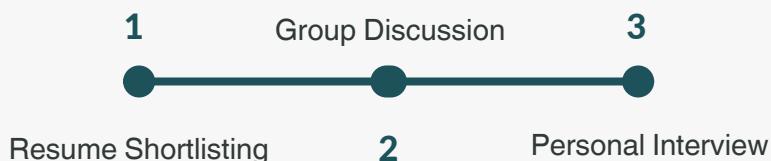
# Preferred Square Analytics

## Job Designation: Business Analyst



It is an offshore consulting role with exposure to international clients and global markets. The role involves frequent onsite travel managing multiple client engagements, understanding their business and strategy needs and providing bespoke solutions. Consultants will also be responsible for nurturing analyst talent and being responsible for their growth.

## Placement Process



## Job Responsibilities & Questions

- Assist Senior Consultant / Principal Consultant in project execution and business development.
- Support in project planning, execution, and delivery.
- Be responsible for specific components of the work including Feasibility studies, business planning, capital planning & fund raising, business due diligence, financial restructuring Building Financial and Valuation models.
- Analysing and summarizing financial performance.
- Developing power point and word documents including Pitchbook and Board Presentations.
- Identifying KPIs and benchmarking with relevant peers.
- Developing conceptual documents and teasers.
- Effective and frequent Communication with client on all modes of communication.

## ● **INTERVIEW QUESTIONS**

- Which financial statement do you find the most useful and why?
- What would be the key contents of a report on a pharmaceutical company?
- Explain the difference between FCFF (Free Cash Flow to the Firm) and FCFE (Free Cash Flow to Equity). When are each used?
- What are the steps involved in the financial modeling process?
- What are two values that you always abide by?
- What did you learn during your internships and how could those experiences be improved?
- Why are you interested in consulting?
- Can you discuss the various items in the P&L statement of a company you worked for?

## ● **CASE STUDIES**

- A chips company wants to enter the Indian market. How would you assess the market size and potential?
- Draft a comprehensive report for a pharmaceutical company, including key metrics and industry analysis.
- Apply different types of valuation methods to various industries and explain their relevance.
- Create a strategy to enhance the financial performance of a mid-sized manufacturing company.
- Develop a financial model for a start-up looking to attract venture capital funding.
- How would you approach a consulting project for a company looking to restructure its operations for better efficiency?

## ● **GUESSTIMATES**

- Estimate the market size for a chips company entering India.
- How many smartphones are sold in India in a year?
- Estimate the annual revenue of a local coffee shop in your city.

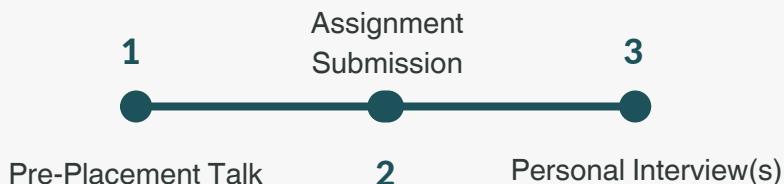
# Spire Research and Consulting



## Job Designation: Analyst

Spire Research and Consulting was founded by the Directors, who collectively enjoy over 60 years of working experience in market research, consulting and related fields in the Asia-Pacific region. The vision of its founders was to establish a world-class provider of customized business environment.

## Placement Process



## Job Responsibilities & Questions

- We are looking for a highly motivated individual with strong market research, company analysis and strategy development skills to support data-driven decision making.
- The candidate will be based in our Gurugram office as part of our M&A Advisory team and will work closely with consultants based in Singapore to build and work on reports that have a direct impact on business priorities and M&A Advisory.
- The role has a primary focus on supporting industry analysis and M&A strategy. You will be a key member of the team performing primary and secondary research, market, and company analysis, in support of M&A strategy, primarily for Southeast Asia markets.
- You may also be required to support ad hoc Strategy and M&A projects and proposal development.

## ● **INTERVIEW QUESTIONS**

- Present the case made in the previous round in front of the panel.
- Follow up questions from the presentation.
- Motivation to work with the company.
- Short term/Long term objective.
- Case question on different due diligence factors for an international M&A.
- Follow up questions on hobbies and interests.
- What could have been better in your case study and where do you think you lacked upon?
- What factors you could've added more to get down to one common solutions to the problem in case presentation round?
- Why do you think you would be a great fit for the organization?

## TresVista

### Job Designation: Analyst – Research and Investment Services (RIS)

TresVista is a global enterprise offering a diversified portfolio of services that enables its clients to achieve resource optimization through leveraging an offshore capacity model. TresVista's services include investment diligence, industry research, valuation, fund administration, accounting, and data analytics.

### Placement Process



### Job Responsibilities & Questions

- Liaising with Associate and Vice President to provide solutions and recommendations to support client deliverables; based on data analysis, and understanding of financial concepts.
- Performing essential tasks including financial modeling, preparing security valuations, creating financial analysis, landscaping sectors, identifying investment opportunities, writing industry/equity research reports, preparing information memorandums, and conducting merger consequence analysis.
- Staying abreast with latest trends in financial market.

## ● **INTERVIEW QUESTIONS**

- What are financial statements? Explain each.
- Which one you would prefer if you have to analyze with one statement and why ?
- How are financial statements connected or depends on each other? Explain with example.
- What will be the change in financial statements if a company buy an Asset worth ₹100?
- What is CAPM? What is equation of CAPM?
- What is gross margin?
- What is depreciation and what are the methods to calculate depreciation?
- What your future plans?
- Where do you see your self in next five to 10 years?
- Are you ready to work hard as our work culture a little bit tough?
- Is there any problem with relocation?
- Which city will you prefer ?
- Are you planning to do MBA in future?

## ● **GUESSTIMATES**

- What is the approximate revenue generated by your nearest McDonalds each day?
- Number of burgers sold by a McDonalds in a day.
- Maximum distance a scooter can travel with a spare tyre if one tyre can cover 5kms.
- Overall state of the global economy.
- Angle between hour and the minute hand at some time.
- Why shouldn't we use PE for valuing bank?
- If you were to look at only one financial statement to make an investment decision which one would you choose and why?

# Willis Towers Watson

## Job Designation: Graduate (Actuarial) Analyst



Willis Towers Watson Networks is a partnership of aspirational independent insurance brokers working collectively with Willis Towers Watson and a panel of established insurers to provide commercial clients with quality insurance services and products. It was first established in 1998 and has grown with its Members, continually adding more services and value for its membership. As part of its focus on being progressive and innovative in its proposition, Willis Towers Watson Networks constantly looks out for products and services that will enhance its members' offerings.

## Placement Process



## Job Responsibilities & Questions

- Delivering work in accordance with project deadlines, in a manner that meets client expectations.
- Work collaboratively with other associates and consultants to determine initial data needs, examine obtained client information and perform any follow up work required to populate complete information sets.
- Develop a strong understanding of the Insurance industry and become familiar with the data, information, and various steps needed for reserving, pricing, and capital management activities.
- Develop a strong understanding of our proprietary software solutions.
- Increase efficiency within project teams by identifying ways to improve processes.
- Seek and participate in key learning and development opportunities.
- Working collaboratively on a range of projects / internal responsibilities and managing priorities appropriately.

## ● **INTERVIEW QUESTIONS**

- Introduce yourself.
- What do you know about actuarial sciences?
- What is more valuable to you - Job or Career?
- What salary package do you see yourself having in the next 3-4 years? Why?
- Which is your favorite country and your learning from it? (Questions based on personal interests).
- What are your expectations from your first job?
- How valuable is money to you?
- Why do you want to become an actuary, despite having no such background?
- Puzzle on probability involving three people shooting a target.
- Questions related to statistics such as normal distribution and skewness.

## ● **GUESSTIMATES**

- Estimate the number of iPhone users in Delhi.
- Estimate the number of travelers from Delhi to Mumbai via train.



ICareer  
Development  
Centre

# PHASE 2 NON DREAM COMPANIES



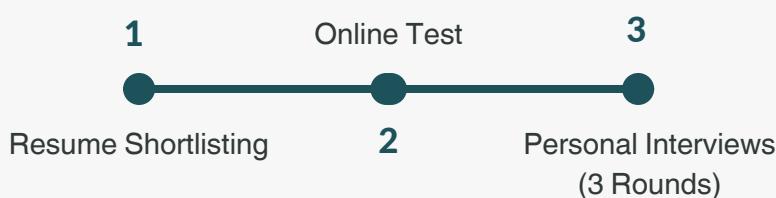


# Acuity Knowledge Partners

## Job Designation: Analyst

Acuity Knowledge Partners (Acuity) is a leading provider of bespoke research, analytics and technology solutions to the financial services sector, including asset managers, corporate and investment banks, private equity and venture capital firms, hedge funds and consulting firms. Its global network of over 6,000 analysts and industry experts, combined with proprietary technology, supports more than 500 financial institutions and consulting companies to operate more efficiently and unlock their human capital, driving revenue higher and transforming operations.

## Placement Process



## Job Responsibilities & Questions

- Corporate and Consulting services: market and strategic research; survey work; treasury and counterparty risk support; and CEO office support, including M&A, FP&A and investor relations support.
- Investment Banking: origination and trading support.
- Investment Research support: covering all asset classes in terms of ideation, data science, and research support across the buy side and sell side.
- Commercial Lending support: across origination, credit assessment, underwriting, and covenant and portfolio risk for all lending types.
- Expected to have strong knowledge of financial statement Income Statement, Balance Sheet, Cash Flow etc.

## ● **INTERVIEW QUESTIONS**

- Can you give an overview of your resume, starting from your educational qualifications, internships, academic projects, extra-curricular activities, and achievements?
- What is the formula for enterprise value (EV)?
- How do you treat minority interest when calculating EV?
- Why is cash subtracted from debt to obtain EV?
- Can you explain the concept of relative valuation using trading comparables?
- Are you willing to give extra hours based on business requirements?
- Do you have any plans to pursue any professional courses in the near future?
- How do you handle high-pressure situations and tight deadlines?
- What motivates you to perform well at work?

## ● **CASE STUDIES**

- An American clothing brand wants to enter Asia. Suggest parameters to filter out suitable markets, considering the limited time for data collection.
- Coca-Cola is planning to launch an energy drink in India. Is it viable for them to enter the Indian market? Include a market sizing guesstimate.
- Nothing Phone is looking to expand in the Asian market. Shortlist the most viable 7 out of 150 countries, categorizing different filters into five categories.
- Develop a strategy for an EdTech company to enter a specific European country.
- Provide a strategy for a district named Jaunpur in UP to revive its economy post-pandemic.

## ● **GUESSTIMATES**

- Estimate the market size for bathroom mirrors with lights in India.
- Estimate the number of footballs manufactured in Delhi annually.
- Estimate the number of bricks used to build SSCBS.
- Estimate the number of wooden toys sold in India.
- Estimate the number of electric vehicles (EVs) sold in India by 2030.

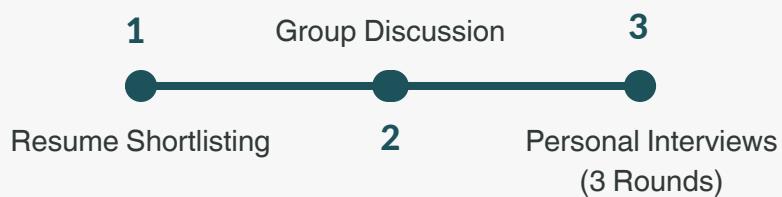


# Banyan Capital Advisors

## Job Designation: Analyst

Banyan Capital Advisors LLP (Banyan Capital), a SEBI registered PMS, was established in November 2011 to address the growing need of high-net-worth investors worldwide, including individuals, family offices, and institutions, to invest in the Indian capital markets. Their portfolio managers bring a combined experience of over 40 years in the capital markets and over 30 years in managing funds, developed over multiple business cycles since 1991. Banyan Capital aims to achieve a high absolute rate of return over a business cycle while minimising the risk of capital loss.

# Placement Process



# Job Responsibilities & Questions

- Conducting meticulous equity research on stocks, sectors, and market trends.
  - Employing various tools, methodologies, and financial ratios for financial analysis.
  - Assessing the value and potential of a company's stock through fundamental analysis.
  - Preparing detailed reports that encompass a holistic understanding of a company's financial health, growth prospects, and overall performance.
  - Collaborating with the team to identify investment opportunities and mitigate risks.

## ● **INTERVIEW QUESTIONS**

- Can you provide a brief background about yourself?
- Why are you interested in this field?
- What are your expectations from Banyan?
- Why do you want to join our company?
- What motivates you to work in equity research?
- Estimate the number of annual reports read by equity analysts in a year.
- Estimate the market size for equity research firms in India.
- Discuss how you would perform a valuation for a company in the pharmaceutical sector
- A stock you purchased at Rs 100 has fallen by 50%. Develop a strategy to decide whether to sell, hold, or buy more shares.

# Edoofa.com

## Job Designation: Academic Happiness Officer



We are a growth-oriented, profitable business striving to serve the students of SAARC and Africa to provide them with an accessible, affordable, and employment-driven degree education. Our goal is to work with energetic, young, creative minds who have an entrepreneurial spirit and are willing to look beyond a conventional slow-paced career. We are looking forward to hiring people who enjoy building things using innovation, creativity, and profitability. We aim to provide distinct advantages to our team members with our flexible and wealth-sharing approach.

## Placement Process



## Job Responsibilities & Questions

- Coordinate with the enrollment / Key Account Management team to understand a particular account's (student) details before mentoring them.
- Creating project outlines along with the project management / SEELS team for efficient project delivery through students.
- Training and mentoring them at every step to create an impact on their skill set.
- Helping students earn scholarship credits by helping them deliver projects.
- Create and curate curriculum and content for training on a regular basis.
- Coordinate with senior mentors to improve a student's overall growth as a professional.
- They will be responsible for the satisfaction and happiness of these student accounts by assisting and guiding them to fulfill their goals and needs within the Edoofa program.

## Farmart

### Job Designation: Leader Programme



FarMart is a modern food supply network connecting farming communities, food businesses, and consumers. They are seamlessly integrating food value chains. They source produce scalably via our first-mile platform, optimize processing through an asset-light model, and subsequently distribute finished food digitally. By consolidating complex supply and distribution channels on a single platform, we are changing the way food is bought and sold in India and the world.

### Placement Process



### Job Responsibilities & Questions

- Work cross-collaboratively with the logistics, sales, and procurement teams to design and implement strategies that can help the business grow.
- Understand the pricing strategies, credit exposure, working capital, etc. and derive strategies to make the respective business unit profitable.
- Interact with FarMart customers (Suppliers and buyers), identify the pain points, and derive strategies that can help resolve them.

## ● **INTERVIEW QUESTIONS**

- What do you know about our company, Farmart, and its operations?
- What specifically does Farmart do, and why do you want to work here?
- Can you explain your interest in Farmart despite having a finance background?
- How do your skills and experiences align with the work we do at Farmart?
- Describe your experience with valuation and how it applies to this role.
- What are the key steps in the valuation process?
- Can you explain the difference between Free Cash Flow to the Firm (FCFF) and Free Cash Flow to Equity (FCFE)?
- In what scenarios would you value the firm as a whole versus just the equity part?

## ● **CASE STUDIES**

- Farmart is considering launching a new product. How would you assess its potential market value?
- How would you approach creating a valuation model for a farm equipment rental service?

## ● **GUESSTIMATES**

- Estimate the number of farms in India that could benefit from Farmart's services.
- Estimate the market size for agricultural technology solutions in India.
- Estimate the number of valuation reports a finance analyst might generate in a year.

# Genpact

## Job Designation: Analyst



Genpact, is a global provider of high-quality business and technology services. It delivers business impact through operational excellence – helping global enterprises improve their revenue, cash, costs, margins, speed and customer relationships. As a continuation to the Genpact legacy of being the ‘Employer of Choice’ it provides knowledge enhancement opportunities to its employees through programs like Education@Work. This program prepares you for success by offering you relevant programs and making it convenient for you to ‘Learn while you Earn’ and helping you build your career.

## Placement Process



## Job Responsibilities & Questions

- Position will be responsible for participating in projects encompassing internal audit reviews, enterprise risk assessments, compliance with applicable laws and regulations and effectiveness and efficiency of operations including cost management.
- Be part of a team that would execute the above referred projects for a variety of clients across industries.
- Perform audit work assigned in a professional manner, in accordance with approved work program.
- Obtain and analyze data and form an informed, objective opinion on the adequacy and effectiveness of the system of controls.
- Be involved in report writing on audit findings and recommendations for the correction of noted control deficiencies, improvements in operations and reductions in cost.

## ● **INTERVIEW QUESTIONS**

- Introduce yourself.
- Questions on resume, internships & college societies.
- What are the learnings from your Internships?
- Understanding of Enterprise Risk Consulting.
- Explain the process that takes places in the business.
- Why do you want to change from a core Finance field?
- Why not MBA?
- Long term Goals?
- What subjects do you like?
- Questions based on major subjects, like IAPM and BAV.
- Basic questions of accountancy like three golden rules, journal entry & contingent liabilities' treatment in journal entries.
- Identify risks associated with certain situations (such as an employee leaving the organization, opening a retail shop) and how will you mitigate the same.
- Questions related to subjects under Projects Undertaken (such as Business Valuation, Financial Management).
- Concepts from additional courses undertaken.
- Detailed questions about the non-fiction books read, and what was learned from them?
- Why would you be a good fit for Genpact?
- Questions about what the company did, and the features of their platform?
- What kind of books do you read and why?

## GLG

### Job Designation: Associate



GLG is the world's leading B2B platform connecting professionals with expertise. We connect thousands of clients to the largest global network of subject-matter experts across every sector. They bring the power of insight to every great professional decision.

### Placement Process



### Job Responsibilities & Questions

- Facilitating educational interactions between GLG experts (Network Members) and our clients, enable our clients to make more informed and confident investment decisions. The Associate is tasked with fulfilling time sensitive research requests by analyzing client requests.
- Project support and management of custom solutions for clients, which includes, but not limited to project scoping, project set up, client and expert engagement, vetting and highlighting experts, project follow up, recruitment of new experts, and compliance.
- Enhancing GLG's expert network base: Develop and manage relationships with GLG's most respected experts who are thought leaders across sectors, as well as recruit new senior executives and leading consultants into the GLG network through research, networking, and direct outreach.
- Team-wide collaboration: Work closely with our Asia-Pacific based Client Solutions team, as well as other functional professionals globally to develop customized products and solutions for GLG clients.

## ● **INTERVIEW QUESTIONS**

- Tell us about Yourself.
- What do you understand about GLG?
- Why do you want to join GLG?
- How did your past internships prepare you for this role?
- What specific skills did you learn during your internships?
- How have you applied these skills in your projects or studies?
- Can you explain the revenue streams of GLG?
- What types of services does GLG offer?
- Can you describe a significant project or task you handled during your internship?
- How do you handle work pressure?

# Hogarth

## Job Designation: Associate and Software Engineer



Hogarth Worldwide is the world's leading creative content production company. Born to make the best work brilliantly, we combine craft, insight and technology to bring creative work to life for many of the world's most famous brands. Founded 13 years ago, Hogarth has grown from a start-up to over 4,500 people, across 30 key cities and is now part of the WPP. Obsessively striving for better is in our DNA, it is the reason for our existence and continues to drive us forward in all that we do, making Hogarth an exciting place to work and a great place to achieve your career ambitions.

## Placement Process



## Job Responsibilities & Questions

- Collaborate with cross-functional teams to define, design, and build new features. Work with outside data sources and APIs.
- Good hands-on exposure on Ionic Framework and development to create apps.
- In depth knowledge in JavaScript-related technologies, including Ionic, hybrid mobile development, React, jQuery, front-end integration with CSS3 and HTML5.
- Extensive knowledge of mobile APIs and UI standards.
- Discussing the client's core message and target audience.
- Brainstorming visual and copy ideas with other members of the creative team.
- Writing and presenting a few options to clients.
- Modifying copy until the client is satisfied.
- Be highly creative and imaginative.
- Have good written and interpersonal skills.

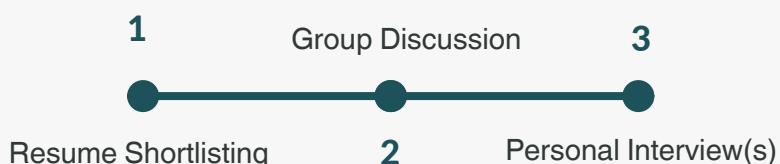


# ISB Hyderabad

## Job Designation: Associate and Software Engineer

The Indian School of Business (ISB) evolved from the need for a world-class business school in Asia. Established in 2001, the ISB has successfully put India on the global map of management education by pioneering several new trends in research, promoting innovation and training and nurturing young leaders who not only have an understanding of the developing economies but the society at large. With two state-of-the-art campuses in Hyderabad and Mohali, ISB provides opportunities to engage with the best of global management practice and thinking.

## Placement Process



## Job Responsibilities & Questions

- Learning about the School and the departments. Capture the nuances of the work.
- Participating in meetings, workshops, and team-building events. Preparing Presentations and working on Tools available.
- Conducting research and assisting the Department / Manager for various projects assigned.
- Completing fieldwork or visiting different work sites when required. Focus on Administrative Services and Customer handling.
- Taking notes on experiences with different departments and keeping a log of things learned.
- Analyzing existing systems and offering new ideas for improvement.

## ● **INTERVIEW QUESTIONS**

- Discuss on “Future of Gig Economy in India”.
- Introductory questions.
- Questions about strengths and weaknesses.
- Why ISB?
- Where do you see yourself in 4-5 years?
- Questions related to past internships.
- What does marketing mean to you?
- Questions related to interests mentioned in resume.
- How do you think you would be able to market roller coasters to consumer in India?

## ITC

### Job Designation: Brand Executive

ITC's Foods Division is spearheading ITC's diversification into the foods business and is perhaps the fastest growing FMCG business in the country. In a short span the Division has witnessed an average annual growth of over 50%, captured sizeable market share and consumer preference in all its operating segments and has set the benchmark on product quality. The Division has drawn up ambitious growth plans and is well positioned to become the largest branded, packaged food business in the country in the next five years.



### Placement Process



### Job Responsibilities & Questions

- Develop, vet and approve creative posts for social media, influencer content, and POSMs with mainline and digital agencies regularly.
- Ensure website compliance with updated disclaimers and packshots.
- Manage weekly JSRs and daily deliverables, coordinating with the agency and brand team on pending jobs and timelines.
- Lead packaging development based on brand positioning, market insights, legal requirements, trends and competitiveness.
- Coordinate with stakeholders for artwork updates, print runs and timely POSM development and implementation.
- Provide status updates on laminate connectivity and address ageing POSM issues with plants and CDMs.
- Assist brand managers in new product development and market launch, including backend configurations and laminate/PM connectivity.
- Plan and execute in-market and on-platform activities for product launches (media and sampling).

## ● **INTERVIEW QUESTIONS**

- Introduce yourself.
- What was your role in your internship and how did you execute it?
- Tell us about your personality.
- Define 4 P's through a company's product (For e.g.: Ashirvaad Atta).
- Does packaging comes under product or promotion?
- Excel-based questions.
- What is your understanding about the role?

## Love In Store

### Job Designation: Graduate Trainee



Love In Store is India's leading B2B services company currently servicing 30 leading FMCGS in the country. In the past 5 years of the business, LIS has been able to create a 4000-member team pan India managing in-store merchandising, in store promotions, e-commerce channel execution and direct payouts for 23 of the top 30 FMCGs in the country. The graduate trainee programme is our effort to reach out to top talent across the under graduated schools of the country to partner in our growth journey.

### Placement Process



### Job Responsibilities & Questions

- Day to day operations of the team that you are a part of.
- Developing understanding of ways of working, Performance Management, client management, data management.
- Taking up key tasks on a leading client and managing and delivering successfully end to end.
- Work in key process management and client management.
- Independently handle clients with 6 months.
- Represent the organization in front of the clients.

## ● **INTERVIEW QUESTIONS**

- Introduce yourself
- Questions on resume, past internships and college societies.
- What are your Interests and Hobbies?
- Difference between marketing and CRM?
- Why choose LIS?
- How can your skills contribute to the marketing of the company?
- What all work and technical work you have been doing during the duration of the internship?

## Masters' Union

### Job Designation: Inside Sales Specialist

MASTERS' UNION

Masters' Union is a new-age business school offering industry-immersive business education where the classes are led by top industry leaders and practitioners. It is a first-of-its-kind institute where distinguished leaders from different walks of life imagined business education to create effective business professionals for the ever-changing economy. The institute is strategically located heart of Gurugram's business district, flanked by several Fortune 500 companies, in order to provide the ultimate industry immersive and hands-on learning experience from day one.

### Placement Process



### Job Responsibilities & Questions

- Providing counseling sessions to advise the student and their parents about their learning needs.
- Scheduling appointments and conducting online demo sessions daily including follow-up sessions.
- Understanding customer profiles & problems to explain the implications of ineffective learning methods.
- Creating the need for smart learning and advising student-parents to subscribe to solutions.
- Handling objections and negotiating prices to generate sales revenue.
- Continuously upgrading product knowledge and sales skills to exceed the growing sales target.
- Close sales and achieve weekly and monthly revenue.
- Build a strong pipeline and be consistent in sales.
- Perform effective online and offline demos to prospect.

## ● **INTERVIEW QUESTIONS**

- Introduce yourself.
- Questions on resume, internships, college societies.
- What are your Interests and Hobbies?
- Why choose Masters' Union?
- How BD helps a brand?
- How can your skills contribute to the sales of the company?
- What all internships you have done?
- What all work and technical work you have been doing during the duration of the internship?

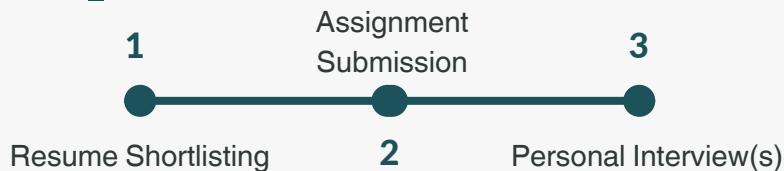
# Mosaic Wellness

## Job Designation: Mosaic Fellowship Program



Mosaic Wellness is a platform of digital first health clinics owned and operated under one屋, with each of them working together toward one mission: To help Indians lead more fulfilling life surrounded by wellness and grace. The business is creating a family of purposeful health platforms with personalized solutions for a particular problem in a niche segment. Each platform provides the essentials to enable an individual segment of people to lead a graceful life full of purpose and well being.

### Placement Process



## Job Responsibilities & Questions

- Providing counselling sessions to advise the student and their parents about their learning needs.
- Scheduling appointments and conducting online demo sessions daily including follow-up sessions.
- Understanding customer profiles & problems to explain the implications of ineffective learning methods.
- Creating the need for smart learning and advising student-parents to subscribe to solutions.
- Handling objections and negotiating prices to generate sales revenue.
- Continuously upgrading product knowledge and sales skills to exceed the growing sales target.
- Close sales and achieve weekly and monthly revenue.
- Build a strong pipeline and be consistent in sales.
- Perform effective online and offline demos to prospect.

## ● **INTERVIEW QUESTIONS**

- About yourself and your family.
- What do you want to do in future?
- Some marketing concepts related questions.
- Consumer related questions for the brand.
- Why work in a startup?
- Talk to us about past internship experiences.
- Are you willing to relocate?
- Why join the fellowship programme?
- Why Mosaic Wellness?

# PedalStart

## Job Designation: Growth Associate

PedalStart is India's fast-growing startup founders' community and accelerator that works intensively with startups in each phase of their journey. They have been transforming big ideas into high-potential businesses since 2021 and have successfully supported 1900+ startups to date. It is India's fast growing startup founders' community that works intensively with the startups in each phase of their journey.

### Placement Process



## Job Responsibilities & Questions

- Implement comprehensive strategies to generate leads from both online and offline channels, fostering a robust pipeline of potential startups for engagement.
- Develop & execute events for startups, help them connect and network.
- Evaluate & filter potential startups and get them onboarded to the Pedalstart Community.
- Analyse startup needs and offer solutions and guidance to help in their growth and chase critical metrics.
- Monitor and analyze the performance of all campaigns, assessing key performance indicators (KPIs) & return on investment (ROI).
- Work on multiple ongoing projects, ensuring efficient multitasking and successful execution.

## ● **INTERVIEW QUESTIONS**

- Introduction.
- What do you want to do in future?
- What can you bring to the table?
- Consumer related questions for the brand.
- What do you know about the startup ecosystem?
- Talk to us about past internship experiences.
- Are you willing to relocate?
- Why join PedalStart?
- Guesstimate the number of iphone users in Delhi.

# Performics (Publicis Groupe India)

## Job Designation: Trainee Analyst - SEO



Performics India, a Publicis Groupe company, is one of the oldest and largest digital marketing firms in India. It specializes in data-driven marketing, covering a spectrum of solutions across paid marketing, performance content (SEO), media planning, programmatic, and data science & analytics; supported by our in-house capabilities on technology and creative. It is currently driving digital solutions for some of the largest Indian and International brands. Their client roster includes some of the biggest brands across verticals ranging from BFSI, FMCG, Media & Entertainment, etc.

### Placement Process



## Job Responsibilities & Questions

- Understanding the basic landscape of digital (Biddable, Organic, Programmatic, Commerce).
- Basic account auditing.
- Basic excel reporting (or reporting on 1 reporting platform).
- Basic client communication (presenting daily/weekly numbers, pacing sheet, task list, data trackers, recommendation trackers etc).
- Daily log keeping / task lists / MoM.
- Keyword research & mapping.
- Basic campaign setup & management.
- Make a presentation on PPT using the Client/PFX template (includes basic, design skills, making graphs etc.)
- Generate insights.
- Understanding of optimization logic & carrying out basic optimization steps.
- Competition understanding & mapping trends.
- Understanding conversion codes + Pixel set up.

## ● **INTERVIEW QUESTIONS**

- About yourself and your family.
- What do you want to do in future?
- Some marketing concepts related questions.
- Consumer related questions for the brand.
- Talk to us about past internship experiences.
- Are you willing to relocate?
- Why join us?
- Why Performics?
- Have you worked with Marketing firms before?

# PriceLabs

## Job Designation: Product Specialist

PriceLabs is a revenue management solution for the short-term rental and hospitality industry, founded in 2014 and headquartered in Chicago, IL. PriceLabs helps individual hosts and hospitality professionals optimize their pricing and revenue management, adapting to changing market trends and occupancy levels. With dynamic pricing, automation rules, and customizations, they manage pricing and minimum-stay restrictions for any portfolio size, with prices automatically uploaded to preferred channels.



## Placement Process



## Job Responsibilities & Questions

- Taking ownership of customer issues reported and seeing problems through to resolution.
- Conducting product walkthrough and providing resolutions to customers' queries.
- Researching, diagnosing, troubleshooting, and identifying solutions to resolve customer issues.
- Provide prompt and accurate feedback to customers.
- Ensure proper recording and closure of all issues.
- Answering questions over email, phone calls & live video calls.
- Finding ways to go above & beyond to help customers.

## ● **INTERVIEW QUESTIONS**

- Introduction.
- What do you want to do in future?
- What can you bring to the table?
- Consumer related questions for the brand
- What do you know about the startup ecosystem?
- Why become a Product Specialist?
- Talk to us about past internship experiences.
- Are you willing to relocate?
- Why join PriceLabs?

# Protiviti

## Job Designation: Consultant

protiviti

Protiviti is a global consulting firm that delivers deep expertise, objective insights, a tailored approach and unparalleled collaboration to help leaders confidently face the future. Their consulting solutions span critical business problems in technology, business process, analytics, risk, compliance, transactions and internal audit.

## Placement Process



## Job Responsibilities & Questions

- Identify, assess, and monitor risks by developing a risk management plan and strategy and identify opportunities to improve business processes.
- Perform business and process reviews for clients across multiple sectors.
- Assist clients in addressing compliance, financial, operational, and strategic risk.
- Assist team members in developing technical and professional competency. Coach, train, and support consultants in the team.
- Independently execute assignments: Typical assignments comprise of conducting reviews of systems, internal controls, re-engineering processes, documentation of Standard Operating Procedures, and cost & working capital optimization.
- Work on multiple assignments and related project internal teams.

## ● **INTERVIEW QUESTIONS**

- Tell me about a challenging situation you faced and how you handled it.
- Why are you interested in consulting?
- Will you be able to manage with the salary offered?
- Can you describe a significant achievement in your life and its impact on you?
- Can you explain some common SQL queries you have used?
- How do you use Excel for data analysis and financial modeling?
- Discuss a key concept from one of your course-based subjects.

## ● **CASE STUDIES**

- A company increased its input raw material but saw a decline in its final product output. Identify potential loopholes and suggest solutions.
- How would you allocate and manage a 1 crore INR portfolio for maximum returns?
- Develop a strategy for a company looking to enter a new market with its existing product.
- Analyze a company's decline in product output despite increased raw material input and propose a plan to address the issue.

## ● **GUESSTIMATES**

- Estimate the number of footballs manufactured in Delhi annually.
- Estimate the market size for a new product launch in your city.
- How many cups of coffee are sold in a major city per day?

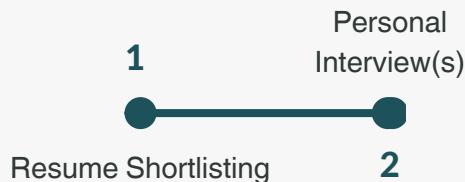
## PwC

### Job Designation: Analyst



PricewaterhouseCoopers International Limited is a British multinational professional services brand of firms, operating as partnerships under the PwC brand. It is the second-largest professional services network in the world and is considered one of the Big Four accounting firms, along with Deloitte, EY and KPMG. PwC firms are in 157 countries, across 742 locations, with 328,000 people.

### Placement Process



### Job Responsibilities & Questions

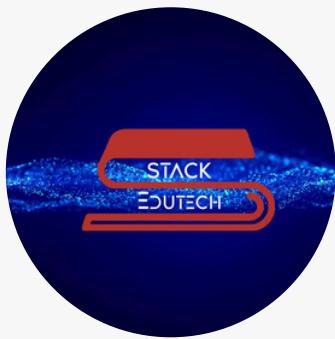
- Perform financial data gathering, analysis, and interpretation to support investment decision-making processes.
- Assist in the preparation of financial models, forecasts, and investment reports.
- Conduct research on industry trends, economic factors, and market conditions to identify potential investment opportunities.
- Collaborate with senior analysts and portfolio managers to monitor and evaluate investment portfolios.
- Assist in the development of client presentations and reports to communicate investment strategies and performance.
- Conduct risk assessments and help identify potential risks and opportunities within investment portfolios.

## ● **INTERVIEW QUESTIONS**

- Introduction.
- CV related questions.
- Questions relating to economy.
- Questions from your favourite subject.
- Brief overview over interesting case studies that you've come across during college.
- Leadership/Teamwork instances especially from internship/projects.
- Why PwC?
- Where do you see yourself in 5 years?
- What plans do you have for MBA?
- Different between IRR and NPV?
- Strengths and weaknesses.

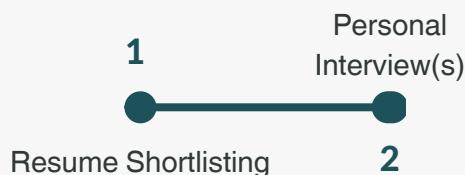
# StackEdutech

## Job Designation: Business Development Associate



StackEdutech is India's largest e-learning platform. Being able to help thousands of students decide on their careers, we guarantee that Stack is the OneStop-learning online platform that has provided students with all the resources they need to make them industry-ready. They aim to deliver our mantra everything learning to every household that is brewing an aspiring careerist.

## Placement Process



## Job Responsibilities & Questions

- Acquiring fresh client through direct outreach, referrals, and collaborative efforts with the sales and marketing team.
- Supervising the sales cycle to entice prospective clients.
- Recommending enhancements or supplementary products and services that align with client interests.
- Conducting numerous outbound calls to engage potential clients.
- Developing comprehensive business proposals and contracts to enhance revenue generation from clients.
- Crafting and delivering compelling pitches to prospective clients.
- Nurturing productive client relationships and promptly addressing their requirements.
- Demonstrating a proactive approach to fostering positive connections with individuals.

## ● **INTERVIEW QUESTIONS**

- Introduction.
- Can you give an overview of your resume, starting from your educational qualifications, internships, academic projects, extra-curricular activities, and achievements?
- Why choose StackEduTech?
- Why choose BD?
- If a group of employees met with an accident then how will it impact the company or won't impact to the growth of the company?
- Do you have any plans to pursue any professional courses in the near future?
- How do you handle high-pressure situations and tight deadlines?
- What motivates you to perform well at work?
- Strengths and weaknesses.

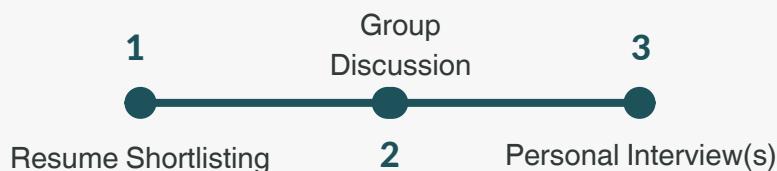
# TBO.COM

## Job Designation: Yield Executive



TBO is a global platform that aims to simplify all buying and selling travel needs of travel partners across the world. The proprietary technology platform aims to simplify the demands of the complex world of global travel by seamlessly connecting the highly distributed travel buyers and travel suppliers at scale. The TBO journey began in 2006 with a simple goal – to address the evolving needs of travel buyers and suppliers, and what started off as a single product air ticketing company, has today become the leading B2A (Business to Agents) travel portal across the Americas, UK & Europe, Africa, Middle East, India, and Asia Pacific.

## Placement Process



## Job Responsibilities & Questions

- Global Role, not just marginal impact. High visibility work areas which are mission critical with immediate impact on business.
- Close working with senior leadership.
- Potential to learn and grow at rapid pace.
- Once -in-a-career time opportunity to deploy cutting edge processes from grounds-up.
- Strong conceptual exposure, where you would be challenged for concepts, strategy, innovation, and end user business results.
- Above assures 3X years of experience for every year of time spent with us, when compared to not just your peers, but also those who are few years senior.

## INTERVIEW QUESTIONS

- Introduction.
- Can you give an overview of your resume, starting from your educational qualifications, internships, academic projects, extra-curricular activities, and achievements?
- Why choose TBO.com?
- Do you have any plans to pursue any professional courses in the near future?
- How do you handle high-pressure situations and tight deadlines?
- What motivates you to perform well at work?
- Strengths and weaknesses.
- Why do you want to join?
- How will you add value to the organization?
- What are the assets of a company in the travel industry and how will you manage them ?
- Basic Excel questions on functions and their application questions on statistics.

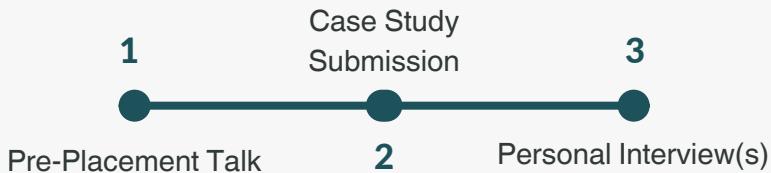
# The Honest Home Company

## Job Designation: Founder's Office: Growth



At The Honest Home Company, we're redefining homeware and kitchenware with a focus on transparency, sustainability, and quality. From eco-friendly food wrapping to household cleaners, their products reflect a commitment to a healthier planet. Featured on Shark Tank Season 3, it secured the deal, signifying our potential for significant growth. Be part of a brand making waves in the industry.

### Placement Process



## Job Responsibilities & Questions

- Research and Analysis: Conduct market research, competitor analysis, and trend monitoring to provide valuable insights to the founders. Assist in formulating business plans, setting objectives, and monitoring progress towards key milestones.
- Operational Oversight: Manage day-to-day operations, ensuring smooth workflow and efficiency. Coordinate with various departments to streamline processes and optimize resource allocation.
- Project Coordination: Collaborate with team members on special projects, ensuring timely completion and effective implementation.
- Communication: Coordinate internal and external communications, including emails, memos, and presentations.
- Special Initiatives: Support the founders in various initiatives, ranging from fundraising efforts to strategic planning.
- Administrative Support: Assist with various administrative tasks such as scheduling meetings, managing calendars, and organizing documents.
- Organization: Maintain accurate records and databases, ensuring data integrity and accessibility.

## ● **INTERVIEW QUESTIONS**

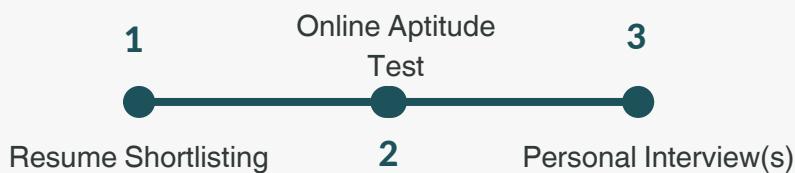
- Introduction.
- Do you have any plans to pursue any professional courses in the near future?
- Why should we hire you?
- Expectations about the working in a startup.
- Talk to us about your internships.
- How do you handle high-pressure situations and tight deadlines?
- Why do you want to join?
- How will you add value to the organization?
- Guesstimate the no. of tissues sold by a local general store.
- What make you different from other candidates?



## Job Designation: Finance Associate

TravClan empowers travel agents and new age travel entrepreneurs to generate more business online by enabling businesses to build and grow their digital presence and earn more profit by booking flights, hotels, holidays with suppliers across the world at best B2B prices on its platform. TravClan's vision is to empower SMBs in travel across the world to grow their business. It aims to bring on board over 10 million SMBs and enable a GMV of over \$10 billion by 2025 on its platform.

## Placement Process



## Job Responsibilities & Questions

- End to end responsibility for payables, receivables and various other key business areas.
- Managing cross border remittances and ensuring documentation and compliance is done as per the regulatory guidelines.
- Completing KYC and documentation of all our agents.
- Involved in R2R (record to report) process to ensure all the key metrics get recorded correctly to deliver timely revenue reports.
- Basic accounting / tally data entry work (if required), liaison with the tax team for compliance.

## ● **INTERVIEW QUESTIONS**

- Introduction.
- Questions based on resume and general awareness.
- Questions about the roots of the company.
- Why choose TravClan?
- Why finance with respect to long hours?
- What are your strengths and weaknesses?
- Tell us something about yourself which is not mentioned in your resume.
- Questions around internships.
- Major questions around pitch decks and financial models.
- Why not go for a PPO with organizations interned with?
- Any 3 soft and hard skills gained during internship.
- What do you bring to the table?

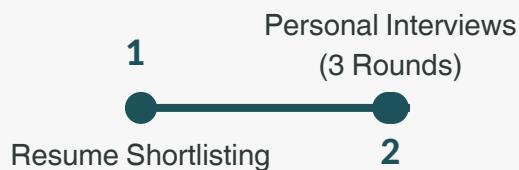
# Urban Company

## Job Designation: Category Manager



Urban Company is a technology platform offering a variety of services at home. Customers use our platform to book services such as beauty treatments, haircuts, massage therapy, cleaning, plumbing, carpentry, appliance repair, painting etc. These services are delivered in the comfort of their home and at a time of their choosing. It promises its customers a high quality, standardised and reliable service experience.

## Placement Process



## Job Responsibilities & Questions

- End-to-end ownership of select service categories.
- Solve for structural problems at a central level to speed up the growth of the category.
- Own analytical projects to solve for different types of business problems.
- Enable on-boarding of great service professionals in the category.
- Institutionalize service delivery norms and set centralized processes for the category.
- Collaborate with cross-functional internal partners in marketing, technology and product to execute multiple category and central level projects.
- Work with the marketing team to generate customer requests and improve demand.

## ● **INTERVIEW QUESTIONS**

- Can you give an overview of your resume, starting from your educational qualifications, internships, academic projects, extra-curricular activities, and achievements?
- Used general growth and market entry framework with a few marketing strategies.
- Are you willing to give extra hours based on business requirements?
- Do you have any plans to pursue any professional courses in the near future?
- How do you handle high-pressure situations and tight deadlines?
- What motivates you to perform well at work?
- Why choose this particular field?
- Why Urban Company?

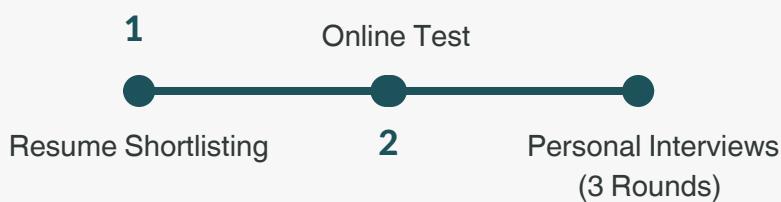
## VMock

### Job Designation: Analyst



VMock is a SMART Career Analytics company. VMock platform delivers personalized career guidance to job seekers across the world whose products are being used by approximately 200+ global educational institutions including most of the premiere Business schools across Europe and US. Its mission is to be game-changing in the space of career development via intelligent product relating to resume feedback, interview preparation, and overall career preparation. They have a strong team and an office culture to allow maximum creativity and team spirit.

### Placement Process



### Job Responsibilities & Questions

- Driving customer satisfaction and experience by addressing product-related queries received on user support portal.
- Identify trends and patterns in large amounts of information using appropriate tools/techniques to scale the product.
- Plan and implement the overall analytics and business intelligence strategy regarding launch and development of new products.
- Clean insights regarding product friction, customer pain-points and user personas to drive product and process recommendations.
- Spearhead user-behavior analysis to develop innovative strategies, tools and, modifications for enhancing customer experience in collaboration with Product team.
- Report key performance metrics to senior management.

## ● **INTERVIEW QUESTIONS**

- Introduce yourself.
- Strengths and weaknesses.
- Situations where you have shown leadership and everything about the company.
- Formulate a strategy from creating a need for your product in your target audience and draw the steps to roll out your product.
- Tell us something different from what's mentioned in your resume.
- Why have you decided to pursue consulting over core finance?
- Understanding of the job role offered, prior knowledge of the company's business and your suggestions to improve.
- How would you make a blind and deaf man consume 2 different coloured capsules?
- Choose any app/website and identify any problems with the UI/UX and suggest improvements.
- Will the 10-minute grocery delivery platform survive in India?

## ● **GUESSTIMATES**

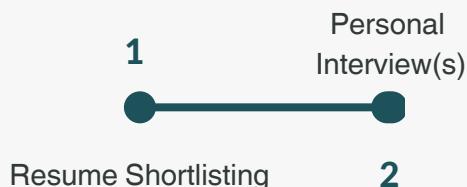
- Estimate the number of trucks in India.
- Estimate the number of buses in India.

## Zomato

### Job Designation: Key Accounts Manager

Zomato represents a wide range of cultures through its diversified 5000+ team members, 3.5 lakh+ delivery partners, and our biggest collective of the finest restaurant partners. They are grateful that their business is able to provide upward social and economic movement for millions of households – of our delivery partners, as well as restaurant staff.

### Placement Process



### Job Responsibilities & Questions

- To attract and recruit high potential talent into a 12-month structured program with a Manager placement upon completion.
- To build a pipeline of leaders who have a hands-on career focused on developing leadership skills.
- To provide career opportunities that will uniquely prepare these individuals to be successful leaders in the organization.

## ● **INTERVIEW QUESTIONS**

- Tell me about yourself and your academic background (pursued courses)
- Briefly describe your internship experiences and the key takeaways from each.
- What are your main interests and hobbies outside of work/studies?
- What motivates you to pursue these interests?

## ● **CASE STUDIES**

- How does the concept of paranoia translate into success in today's world? Can a healthy dose of skepticism be beneficial? (Discuss the statement "Only the paranoid survives" within the group discussion format).
- You were tasked with diagnosing a restaurant facing declining profits.
- What key factors did you consider in your analysis (description, categories, pricing, etc.)
- Describe the process you used to analyze the health of a restaurant through its Zomato listing.
- Explain your hypothesis-driven approach to investigating these factors.
- How did you break down the restaurant's profit analysis into key components (average order value, occupancy rate)?