
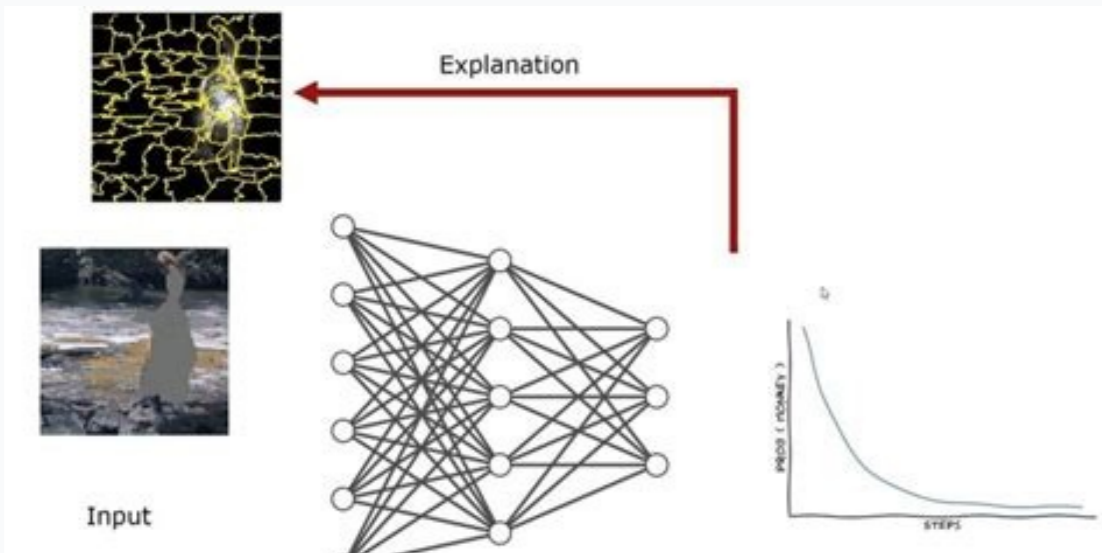


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I want to try and gauge how we will fare with respect to the substitute in each segment. Based on our assumption this will be 20% of the UMC segment. The next thing to do is ask some preliminary questions. During the case you can score brownie points by throwing few insights along the way as long as you're not deviating much from your primary objective. We can assume that all men and half the women would be working. 3.1. Asking Preliminary Questions 3.2. Having and Conveying an Overall Strategy & Sub-Strategies 3.3. Problem Isolation Tools Segmentation Company Specific or Industry Wide issue Hypothesis driven approach 3.4. Improving Drill Speed (If there are 4 possible causes to a problem, knowing how to assign priority to the investigation process to reach the solution faster) Using the 80/20 rule Benchmarking with competition Using Business insights Apart from these skills we will introduce you to approaches to solve cases which are better than the approaches in conventional resources. No 83 Case Interviews Cracked 2. Most BPL families are too poor to send their children to school. 56 Case Interviews Cracked Profit = \$240mn in the first year and are likely to grow at >80% year-on-year(y-o-y) owing to increasing capture of the market share and intrinsic growth rate of the segment itself. We are only present in the cocaine business. Small Retail (Pan Shops): 60% sales Medium Retail: 30% Large Retail: 10% Paan shop sales have taken a hit, while other channels have not seen a decline. Company Notice here that after using the Profitability framework to find the metric responsible for Profit decline, the candidate is directly moving onto the Business Situation Framework. Assuming an equal distribution, this gives us 400,000 students across each year till the age 25. Tent Maintenance comprises maintenance equipment costs and Service Personnel comprise of our labor costs including maintenance staff. Compared to Fri, Sat, Sun on Mon, Wed, Thu we have only an 80% occupancy even though we have tickets selling at half price. Let's see first if we can increase our revenue streams. We will simply state them as follows: a) Communicating your thought process to the interviewer b) Synthesizing the case (Typically state Recommendation with three supporting reasons) 15 Case Interviews Cracked 3.1. Asking Preliminary Questions You're given a problem statement like "Client ABC which is part of the X industry has lost 20% profits, please suggest recommendations to turnaround the problem". What do you think? We can also pilot by increasing price of one show on Fri, Sat, and Sun and see customer response. What about geography of where customers come from? Alright, to make Tuesdays more profitable as well as better in promoting talent we can - Improve quality of the plays to boost audience turnout by appointing veteran directors as mentors Tie-up with local schools by providing discounted tickets for class outings at the theatre Sell broadcasting rights to TV channels. Air Conditioners are used for residential cooling and commercial cooling in Mumbai. 117 Case Interviews Cracked Overall Strategy We need to address two issues although they affect each other 1. B) Distribution challenges We have already covered this aspect. Price has remained the same. Volume has declined proportionate to Revenue. The Evolved approach looks like this (We are assuming that we need to estimate profits to decide whether to enter the market here. This would mean that our unit cost is also 1.5X compared to A & B. Conventional vs Evolved Approaches 4.1. Profitability 4.1.1. Conventional vs Evolved Approach 4.1.2. Sample Case 1: Sweets (Using conventional approach) 4.1.3. Sample Case 1: Sweets (Using evolved approach) 4.2. Market Entry 4.2.1. Conventional vs Evolved Approach 4.2.2. Sample Case 2: Chicken Nutrients (Using conventional approach) 4.2.3. Sample Case 2: Chicken Nutrients (Using evolved approach) Chapter 5. The most popular plays are performed on weekends 128 Case Interviews Cracked When we say we have popular plays on weekends and less popular plays on weekdays, on what basis is this popularity determined...the respective turnouts on either days would not be a good parameter of comparison, because weekdays are hamstrung with a lower audience? Notice over-and-above asking for segmentation the candidate is also asking "What has changed" within these segments, something we discussed in Chapter 3.3.1. Just information of what the current split is, does not tell anything. What is its price? Are we open to setting up more theatres, exploring options outside the city or are we to focus only on the existing theatre? Segmentation is important to narrow down a broad problem into a more nuanced and specific problem. Are there any regulatory barriers to entry? So over the last month our costs have gone down from 130 lakhs to 110 lakhs, 10 lakh reduction coming from Head Office costs and 5 lakhs each coming from Tent Maintenance and Service personnel reductions. There is no competition currently. Distribution Push Issue > 3. (2) The interviewer notes that you have thought about various aspects of a case. How would you improve maintenance? What is the customer concentration like? Their income is greater than 32,000 pm. These are usually, children of construction workers, vegetable vendors or even beggars. Preliminary questions about the product not asked which led to the candidate confusing sweets with 'mithai'. Our variable cost, including all transportation costs, comes out to be 40c/unit. What is the market share of each? The growth rate is 3%. The income generated is then split amongst the contributing farmers. We sell toffees, like a Mentos toffee. It is located on a highway joining Delhi and Chandigarh. Naturally, our trees are able to provide us with much more type B wood compared to our competitors. Apart from the air of a cubicle, an air-conditioned office has several common areas such as receptions, washrooms, lunch areas. That would make sense since we are dealing with middle class urbanites who typically are price sensitive. Then in the first year we can sell 0.06X units at a price of 80c/unit. What are the products we sell? The # of people in Delhi/ Chandigarh has reduced, which is unlikely in a short span of time. Although not shown in this case, the way a value-chain is set up affects profit margins. I am assuming air and road as the only 2 ways of travelling. Hmm. This question is important because if you make an assumption that the client is in the wrist watch market instead of the wall clock market, it can bite you later in the case when, let's say, you have to suggest suitable marketing strategies. Hmm so even if we were able to overlook the problem of low capital and lack of awareness of farmer, our product would not be useful to the small farmers. Can you tell me how our fixed and variable costs compare with competitors? My preliminary thoughts are this is because of fewer patrons on working days. Students also begin to practice cases amongst themselves referring to university casebooks of HBS, LBS, Wharton and many others. 2) Victor Cheng's Email Newsletters: You can get this by subscribing for free on caseinterview.com. Together-product, geography and value chain-give you a good 'look and feel' of the company, makes it easy for you to visualize the company and puts you in a comfortable spot to analyze the rest of the case. To do away with the queues altogether, we can also introduce a token system, where a time is given to a visitor and he/she has to come at that time to see the exhibit, else they are free to do something else. This is the case for my family, and our average household would be around 100,000pm. What are the various products sold at this pump? There is no competition in the next 1-2 years. Are there any substitutes for our product currently? These may look like several questions but in a conversation they will take very little time since many of them have a simple 'yes' or 'no' response. For example if in response to question (c) the interviewer tells you that the industry is growing and hence there was an expectation for the company to grow as well, you can quickly move through the rest of the case by benchmarking the company's profit structure to that of competitors and get to the bottom of the stagnation problem. You can look at other cost reductions now. That fine, we can close the case here. How to use this book Chapter 3. We will now see the Evolved approach to see how these issues get resolved. We would like to thank the following set of brilliant people who supported this idea and actively participated in refining the content to bring it to its current form. Over the last 2-3 years. It is routed via Delhi. How does it compare to the client's product? of rooms available per night*(% avg. Employees can stay in any hotel as long as rooms cost 40 stores). This leads to a price of Rs. 25 per pill. Metro to Tier two: Total of 6x5=30 routes. Since our cost will be around 120 lakhs after solving the maintenance problem, to break-even we need to make up for 30 lakhs. For example: Let's say profit margin(Profit margin=Profit/Revenue) for guitar sales has gone down and we know there are two channels for distribution- Company owned stores and third-party stores. There also isolate the problem along the value chain as Production - Distribution & Retail Push - Customer Pull 123 Case Interviews Cracked How many people can we accommodate at the Darbar? Where is our factory located? Why is it even a concern? The farmer would at best break-even. That's it. Our client has recently outsourced labor to China as a result of which they have been able to cut down on labor expenses. What is likely to happen to an illegal product like cocaine? Exhibit 1. Cost structure (in Head INR lakhs) Office Tent Maintenance Service Personnel Marketing Total This Month 50 20 20 20 110 Last Month 60 25 25 130 118 Case Interviews Cracked Exhibit 2. Operating Data Number of Maintenance Requests This Month Average queue times at exhibits(minutes) Last Month Peak Queue time Off Peak Queue time Zone 1 6 12 21 3 Zone 2 10 25 2 Zone 3 20 15 92 17 Zone 4 34 11 12 11 Zone 5 20 76 23 Zone 6 19 88 21 Zone 7 71 54 34 12 Zone 8 1 3 44 10 Zone 9 29 12 57 14 Zone 10 22 15 232 121 Zone 11 10 14 76 16 Zone 12 32 18 21 4 Zone 13 1 0 140 92 Zone 14 0 1 32 4 Zone 15 20 12 42 3 Zone 16 37 31 18 7 Zone 17 45 20 12 1 Observations: 1. d. Would we be able to distribute our product? This gives us a total of 2MN men + 1MN women = 3MN people. The terms of the deal should be such that the publisher on an average makes at least as much as he/she used to in the old model else he will not agree to the new deal. Then we can see what would be frequency of each route and accordingly find the no. Wooden planks are manufactured from the teak trees that grow there. 59 Case Interviews Cracked (1) Restaurant Strategy I would like to approach this problem from a supply point of view. Even signing up with channels with mediocre TRP on non-prime time slots is good enough. That won't be necessary. You should compare variable cost with competitors. Also, police regulations do not allow us to keep the Darbar open for any longer than the current hours. That seems reasonable. Why is this so? What is the client's product? Replacement Demand = Current # Products/Avg. 87 Case Interviews Cracked Case 10: Mumbai Hotel Our client owns a hotel. Are they evenly spread out in Thailand? Split of unit production is 3:1 in favor of high-margin Type B planks as compared 1:9 for competitors Why do we have a more favorable split of 3:1 for type B planks? We are. I want to know 120 Case Interviews Cracked 1. b) We can increase the #People not at exhibits. This is because this conventional approach is not goal-oriented. We will cover these evolved approaches in Chapter 4: Conventional vs. Is there any particular reason why the client has chosen the Chinese market for pursuing expansion? Yes good points. In this section we will suggest a few very important tweaks to the conventional approach. In the middle-class segment on an average two people would use a taxi at a time. The problem could be because of 1. c. The approach given does the income-split analysis together, and then applies a factor for market share of taxis within (taxis + autos). Also you don't want to be in a situation where you miss out some important info either because the interviewer forgot to explicitly state it(he/she have been conducting interviews for several hours) or because you misunderstood profitability(usually profit as a % of revenue) for profits. Spot on. Yes, A & B have reduced their price from 1.5X to 1X in the last year. This is because electronic products require a greater sales effort. Both competitors and the client make wooden planks of two types - A and B. Perfect. Distribution Push Issue-Our products are not being pushed by the Distributors & Retailers as much as before. Skills Development 3.1. Asking Preliminary Questions 3.2. Having and Conveying an Overall Strategy 3.3. Problem Isolation 3.4. Improving Drill Speed Chapter 4. R.) has increased. The journey time is lesser of about an hour. Production Issue-We are not able to produce as much as before. Yes, because they have more #chicken compared to a small farmer, economies of scale kick in. The biggest production houses have their plays on weekends. Discussion Although in this approach you arrive at the correct answer, the process can be made a lot more efficient. Can I have details about the earlier model and the proposed one in terms of numerical data? 39 Case Interviews Cracked We know that we reach out to customers via Pan Shops, Small Retailers and Large Retailers. We will now show you how to effectively tackle these types of cases. 3.1.3. Spidey-Sense info (Applies to all types of cases) By this we mean any information or technical term which "tingles your Spidey-Sense" or is a little ambiguous or something you're not 100% sure of. Why do we have more cutting cycles in a year? So the product sales are largely driven by the shopkeepers. fares per taxi in a hour = 1 hour / (Average fare time) = 60 mins / 45mins = 1.33 79 Case Interviews Cracked Hence the total # taxis = (Total #Taxi fares per hour) / (Avg. So, 115 Case Interviews Cracked 1. So we have a much superior product both in terms of effectiveness and convenience of use. After placement, there was a realization of the stark difference in learning curves before buddies were appointed and after. For now this much is enough, thanks. Segment Small farmers Community farmers Corporations Size of total Chinese market) 80% 10% 10% Growth rate (last 5 yrs.) 1% 15% 70% What are community farms? So, the companies whose employees typically stay in our hotel have a cap for room rentals. Correct, but the Government is not looking to make profits out of this, it is looking to break even. Try to choose one which has a good mix and which you think might be a close to an average Large schools typically have 40 students in each class. Sure. *Synthesizes* 116 Case Interviews Cracked Case 16: Delhi Darbar Note-This case is slightly different. Both segments have seen revenue growth of 4%. 8 Case Interviews Cracked Preface In the first semester of the Academic year 2013-2014 at IIT-Bombay, we were gearing up for placements. Also certain primary skills such as "Asking Preliminary Questions" and "Having an Overall Strategy" which we explain in the book have not been emphasized with enough examples, mileage) x (Cost of fuel) While the above segmentation is correct, here is a simpler way of doing the same segmentation Transport Cost= (#Trucks) x (Cost per Truck) x (#Trips per Truck) x (Cost per Trip) = (#Trucks) x (#Trips per Trip) x (Fuel per Trip) x (Cost of fuel) = (#Trucks) x (#Trips per Trip) x (Distance travelled per trip) (Avg. What else would you like to do? 55 Case Interviews Cracked Hmm... You can consider them to be like the exhibits of an amusement park. He did his internships at Goldman Sachs and Dalberg Global Development Advisors, where he decided he wanted to do consulting right out of college. It's only one theatre we are talking of. Other Cost reductions So our costs had gone down from 130 to 110 lakhs we are still in losses. It could be because of a better: - Profit sharing with the play organizers Brand of theatre house Location of theatre, ambience of theatre Facilities available-stage, lights, props Our theatre is less reputed than our rival and hence less preferred. Regard the time between each part like a checkpoint. For this purpose he/she can read section 4.1.3. where the case is solved using the Evolved Approach. We will assume there are direct flights only between a metro and its orbital tier-two cities, not between a metro and different metro's orbital tier-two city. Thank you for respecting the hard work of the authors. We don't need specific data of competitors, but there might be a body like a tourism body which keeps industry data. Do we know how has each metric has changed? Alright, good job. Are we open to change the purpose of the facility from plays to something different? Supply Keeping in mind that the McDonald's model is a made-to-assemble* one. Time required to make a burger = (1) Sourcing components + (2) Heating + (3) Assembly + (4) Delivery *A made-to-assemble model is one where the individual components are ready or 'made' and require only assembling to make the finished product Time required to make a burger = 5s + *5s + 10s + 10s = ~30s *Assuming 2 crate of patties (each having 30) take about 5 minutes to cook. Where is it located? What are our existing channels? Uniform rate across all our rooms. You need to know: (1) What case-interviews advanced. Discussion In this approach after the candidate identified the problem of volume decline, he isolated it across the valuechain instead of directly moving to the business situation framework. We now need to see how to improve our revenues on Mon, Wed & Thurs. Candidates often have the time to prepare, but only limited sources to practice advanced cases from. However, if you find its contents useful and believe it deserves any kind of compensation, please use the Amazon or Smashwords.com web-portal to purchase an e-copy. Most companies in this industry, the client included, own plots of land in the forest. That settles it then. What might be going wrong? We find out why the problem exists at that part of the Value Chain using the Business Situation Framework The benefit of this modification is it allows you to isolate the problem to a specific part of the value chain thereby leading you to the cause of the problem more easily. However it creates side-effects in the chicken. Precisely, we can economically reach out to this segment. This means they will ask questions like what type of distribution channels we have, but since they don't know beforehand how they will make sense of the information, they often forget asking the second question of WHAT HAS CHANGED in the distribution channel. Overall strategy Now I would like to analyse 4 branches of the business You can analyse the 'Product' branch and 'Competition' branch together as a 'Competitor benchmarking' branch to eliminate overlaps. That leads to 30x1=30 Aircrafts. Interesting, so it seems we have not adapted to this development. He wants you to find out the problem is. It is a commodity product. 12 Case Interviews Cracked 3) www.caseinterviewmath.com/math: This resource helps in improving your math calculation speed and accuracy. Distribution channel Size and growth rate of each segment? Note that the Upper Middle Class (10% of population) has the same relevant characteristic as the Middle Class and hence it has been lumped in the Middle Class for analysis. No distinction in product, distribution channels or marketing. How is it used? Let's go over the numbers once more. That is an average of 0.2*2 + 0.8*1 = 1.2 burgers per person per sitting. Tue is a holiday for the theatre industry. This is an approximation as many times small schools like those run by NGOs lump students across ages in the same class. of available rooms remaining the same. The shopkeeper is not selling (pushing) the toffees to his customers or 2. b) Middle class (Rs. 16,000-Rs. 32,000 pm) Assuming an average income of Rs. 20,000, and using the same analysis as for the upper middle class bracket, we get a maximum spending of (20,000 x (5%)) =Rs.750 per month. We will assume the average family in this segment owns 4 tons of ACS Hence we get, #Tons in residential segment= 5MN x (10%) x (80%) x (1 ton) + 5MN x (10%) x (20%) x (4 tons) =400,000 + 400,000 =800,000 tons. We need to consider the following factors when calculating (Total # Taxi fares) in the morning Population Income Split Age split Gender Alternatives: Buses, personal cars, bikes, walking, auto-rickshaws, other vehicles Region: Auto-Rickshaws are not allowed in South Bombay, so use of taxis is greater there No. of passengers in a taxi at a time Journey time 77 Case Interviews Cracked Let us begin the estimation Of this target population of 7.5mn, we can now find how many require transportation through autos or taxis. This question is important only when we are trying to determine a price of the product. Though we are having a 6% growth rate in overall no. 200) Since the occupancy varies according to time of day, I would like to do the math separately for each hour. If our goal is to estimate Profits, every question asked should help in arriving closer to that. Their revenues have declined by 20% over the last year and they want you to figure out the cause and suggest suitable remedies. 40 Case Interviews Cracked If it is a differentiable product, we will need to do a competitive analysis on product parameters (flavor, size, price etc.), distribution channels (customer preferences) and marketing. Suppose if profits have changed (reduced), then something somewhere has gone wrong or changed to cause the change in profits.

Use of the profitability framework by Victor Cheng in his book or online videos. Ticket sales for plays 2. Till now it seems that the corporation segment looks most favorable since they require our product and we have experience in reaching out to such customers. Our peak queue times are significantly higher than non-peak times which might cause visitors to leave the venue. ...

... (The rest of the text follows a similar pattern of dense, repetitive content, covering various business scenarios, market analyses, and strategic discussions.)

requirement) targeted Product Characteristics battery life, hard disk, RAM, graphics, monitor size, etc. This takes the number of schools to around 1200. Note that there might be overlaps in the types since one case type might include elements of another. Overall strategy First, I want to compare the previous and new profits of the book publisher and the retailer (the client). The only difference is we don't assume an outcome. Each of the top firms typically appoints two buddies for every candidate. A 1 ton AC can typically cool a small room. 78 Case Interviews Cracked This gives us a total of 1.2mm+1.35mm+0.15mm=2.7mm people requiring (axis + autos). How much were our sales growing by earlier, since when has there been stagnation? 121 Case Interviews Cracked Last month revenue was 110 lakhs, this month it is 90 lakhs. 20 Case Interviews Cracked Finally, we can discuss the potential challenges after which I will give my final recommendation to the client." A more detailed discussion of specific Overall Strategies is done in Chapter 4: Conventional vs. However they are optional and you can go through them in parallel to using this book. It's not enough to know the current profit margin and split in revenues of each segment. Alright, Let's say we know that toffees are reaching the Pan shops as before. If you can't find someone to give you the case you can keep reading ahead, but try to solve the case yourself as you read. Now it's useful to benchmark each of these costs with respect to competitors to get a sense where we are lagging behind industry. life of an AC) + (#ACs in tons) x (Growth rate) Avg. Let's say we conduct a market survey of our retailers and customers and we find that even if we had faced no production issues we would still have seen a 10% unit sales decline. We know we need to make an additional investment of 10 lakhs on maintenance. Is a particular business not doing well? It's useful to make notes on the side of the book for every case to record your past shortcomings and how you plan to rectify them. How to go about framing one? I want to see if any particular customer segment of customers is facing the problem. Cost per trip cannot be reduced with the current set of trucks. I want to segment further to identify the driver for higher planks produced by the client. This is not only about re-confirming the information that the interviewer has given but also seeking out information that he has NOT given. Assume revenues predominantly come from Ticket sales, Price After sales service Client 1.5X Best A 1X Okay B 1X Okay C 1.5X Okay D 1.5X Okay On all other parameters you can assume the client and competitors don't differ much. Here are some ways of doing that 3.4.1 Using the 80/20 rule The 80/20 rule here signifies analyzing the branch responsible for 80% of the problem first and then analyzing the branch responsible for 20% of the problem. ●● Income between 32,000pm-100,000pm. # of units sold by the client is 1.5 times more than that by the competitors 2. Our revenue has increased by 100%. That is correct. We know that they do not use the substitute because of its side-effects. It is possible that our product is being stolen. Notice the candidate is asking for information which is obtainable Yes, we can check that. You know that 60% of the cost is Raw-Materials and 40% is Manufacturing cost. We are producing 1.5X compared to competitors. Sponsors have full creative control over their exhibits. d) Delivery Cost p.u.s Delivery cost p.u.s has increased. You should think on a different track. Some children may be home-schooled but we can neglect that. Do I have to look at stagnation in the mobile division only? Employees' costs cannot be reduced without taking a hit on profitability as long as we continue to sell electronic products. Are all toffees reaching from the distributors to the pan walas? We can also tie up with companies to have organizational outings on weekdays. We really need to look if the company would be okay with the added expense of the room. Hence during the peak hour of 9am-10am, there is a requirement of (500,000) x (30%) =150,000 taxis per hour An average fare time during the peak hour would be =Time with passenger + Time without passenger =40mins+5mins =45mins Avg. 136 Case Interviews Cracked Do we necessarily need to always cater to the demand? To make sure you and the interviewer are on the same page, you should do two things here: (a) Sub-strategy: For each part of your overall strategy give a sub-strategy to tackle that part (b) Mini-Synthesis: Draw out inferences from the previous part before beginning the next part Sub-strategy is for the individual parts of the case, what overall strategy is for the entire case. We have no direct competition Do we have any indirect competition then in the form of substitutes? In this segment there would be families which can even afford up to 3ACs, two 1 ton ACs for each bedroom and a 2 ton AC for the living room. Also, we have similar customers at home. Since when have we been experiencing the revenue decline? Organizational structure Cost-structure What are the needs of each segment? For how long has the company been experiencing this decline?

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