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CONSULTING  
— SGGSCC —

# CASE CLOSED

A PRIMER TO CRACKING  
CASE INTERVIEWS

Mentored By:  
CSC, IIM LUCKNOW

**FIRST EDITION (2023)**



# Disclaimer



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# Acknowledgements

We are grateful to thank our contributors whose precious experiences allowed us to complete this project. We would like to thank our mentors **Yash Rathi, Bandana Kochhar, Priyank Ahuja, Sanya Monga** and **Mayank Jain** for guiding us throughout this endeavour. Their advice, method, and insights have helped us create a thorough resource for college students hoping to work in the field of Consulting.

We would like to thank **Ansh Bajaj, Gobindbir Singh Baveja** and **Harnoor Kochhar** for directly leading this initiative. We would also like to thank our team of consultants who were meticulously involved in making this a success.

A special thanks to **The Consulting And Strategy Club, IIM Lucknow** for guiding us throughout. Their encouragement and words of strength have been essential to our achievement.

We would like to thank **Vidhi Gaur (President), Pavni Arora (Vice President)** and **Anjan Banga (Secretary)** for their continuous support and guidance. Furthermore, this wouldn't have been possible without the extended support of our directors and senior consultants.

We would also like to express our heartfelt gratitude to our convener **Prof. (Dr.) Kawal Gill** for generously letting us work on the first edition of Case Closed. Lastly, we'd like to express our gratitude to Sri Guru Gobind Singh College of Commerce for their unwavering support and guidance in the making of this Casebook.

We are deeply sorry if we have missed mentioning any of you who have embarked on this creative endeavour with us.

# About 180 DC SGGSCC

**21 projects completed, 150+ consultants trained, 45+ deliverables completed, 10,00,000 lives impacted.**



Founded in 2019, we, at 180 DC SGGSCC, offer a broad range of consulting services, including strategic planning, financial management, communications, and social impact analysis.

We are known for our regional expertise, connections to the non-profit and development sectors, as well as an impact-driven and socially conscious student body. Some of our past clients include:



**Pestalozzi World**



**Desklamp**



**Niveda Foundation**



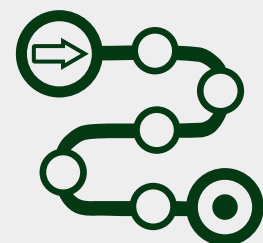
**Muskurahat Foundation**



**SKF**



**Rwenzori Community  
Development Network**



**21**

**Projects Completed**



**150+**

**Consultants Trained**



**45+**

**Deliverables**



**10,00,000**

**Lives Impacted**

# About Case Closed



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Case Closed is a comprehensive collection of case studies and guesstimates based on real-life problems and analysis. It has been compiled by reaching out to consultants and analysts in the top consulting firms of the world, who have generously shared their insights and experiences.

Each case study is presented in a structured format, which includes a problem statement, a framework for analysis, flowcharts, brownie points, and an approach used in solving the case.

In addition to the case studies and guesstimates, the Casebook also includes an industry analysis section that provides an overview of various industries, their trends, and key players.

This Casebook is an invaluable resource for students and professionals interested in consulting and business analysis. The case studies will provide a hands-on learning experience and help develop critical thinking and problem-solving skills. The guesstimates will help candidates prepare for the quantitative reasoning tests used by top consulting firms, while the industry analysis will provide insights into the latest trends and developments in various industries.

# Principal's Note



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**Dr. Jatinder Bir Singh**  
**(Principal, Sri Guru Gobind Singh College of**  
**Commerce.)**

I am pleased to introduce, “Case Closed”, the First edition of the consulting casebook curated by 180DC SGGSCC. This casebook is a valuable resource for all of our students, and it has been carefully created to provide students with real-world case studies that corporates ask for in consulting interviews.

As you walk through this Casebook, I encourage students to approach each case with an open mind and a willingness to learn. These cases are designed to challenge them and help them to develop the critical thinking skills essential for their success in interviews with corporates and get a taste of how the consulting world functions.

I hope that students will find this Casebook a useful tool in their consulting journey and I look forward to the insights and ideas they will generate after developing an analytical perspective. I congratulate the team, 180 DC SGGSCC that has worked tirelessly to develop this Casebook.

# Convener's Note



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Prof. (Dr.) Kawal Gill  
**(Department of Commerce)**

I am thrilled by the launch of our upcoming casebook, 'Case Closed.' This Casebook has been designed to give students an in-depth understanding of the consulting world and facilitate an experiential learning process.

Case Closed is a compilation of well-structured frameworks, 50+ interview transcripts and a comprehensive analysis of 20+ industries that aims to make students well-versed in the selection process.

I hope that this Casebook will be resourceful and will help students to sharpen their critical thinking and enhance their problem-solving and communication skills essential to success in consulting.

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# How to Use Case Closed



## MAKE A CASE GROUP

In order to prepare for case interviews, candidates are recommended to form their own case groups, ideally with not more than 4 people in the group. Do not make the mistake of reading the cases in the book on your own. Instead, solve cases in pairs. One person usually takes on the role of the 'interviewer' and the other, the 'interviewee'. Only the interviewer must go through the case to understand the problem. After this, the 'interviewer' gives the case to the 'interviewee' who makes an attempt to solve the case. Other members of the case group can also be a part of the process by observing the interview. Finally, the members can discuss the case and give their individual insights. The interviewee's solution can be compared to the one in the book to analyze things which could have been approached differently. Form a case group of not more than 4 people.

Once the group is formed, then the roles of interviewer and interviewee can be decided and a role play can be done with the third member as an observer if needed. Now, we can proceed further. Considering consulting is a collective activity, therefore the need for a Case Group becomes paramount.

## CORRECTIVE ACTION

It's crucial to have an environment where constructive feedback is valued if you want to enhance your case-solving abilities. Remain receptive to feedback from your peers and seek guidance from a senior who has undergone the same process if you need any clarifications. Make sure you incorporate the feedback going forward and read the overall recommendations as provided.





# PROFITABILITY



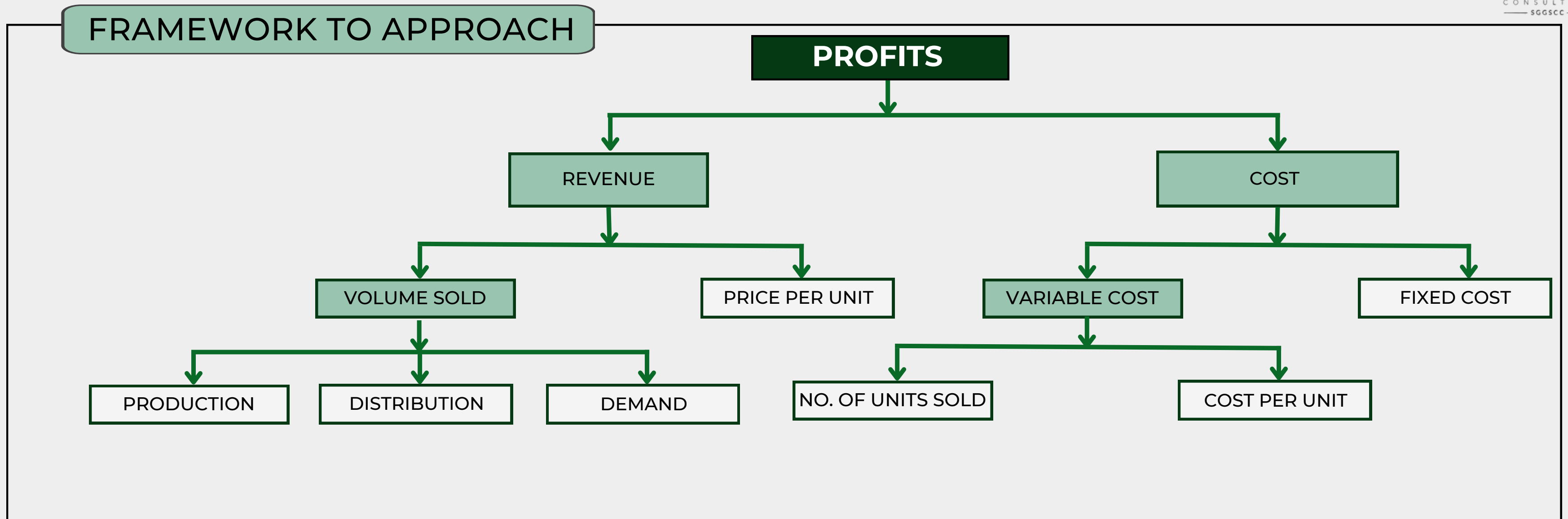
# PROFITABILITY FRAMEWORK

Profitability cases are a **type of business case** commonly encountered in consulting interviews. These cases typically involve a company that is not making as much money as it should be and the interviewer generally asks the candidate to **identify the root cause** of the problem and **provide recommendations to improve profitability**. Here is a framework to approach profitability cases, along with some **preliminary clarifying questions** you should ask the interviewer.

## PRELIMINARY CLARIFYING QUESTIONS:

- What is the company's industry?
- What is the company's revenue and profit margin?
- What is the company's current growth rate?
- What is the company's current market share?
- What is the company's current pricing strategy?
- What are the company's major costs?





## IDENTIFY THE PROBLEM

The first step in approaching a profitability case is to identify the problem that the company is facing. The problem may be due to several reasons such as **declining revenues, increasing costs, decreasing market share, or a combination of these factors.**



## ANALYSE REVENUE

The next step is to analyse the company's revenue. You should try to understand the **sources of revenue**, the **pricing strategy**, and any **recent changes in the pricing**. You should also look for any **potential opportunities** to increase revenue.

Revenue side can be affected by production, distribution and demand

- **Production** can be analysed by looking at factors such as the production capacity and number of manufacturing units.
- **Distribution** can be affected by factors such as the number of distributors and the mode of distribution adopted by the client and benchmarking it with competitors.
- **Demand** can be affected by factors such as the price of products sold, number of products sold, footfall, etc.

Essentially, it is advisable to not restrict yourself to one framework.

## ANALYSE COSTS

After analysing the revenue, you should analyse the company's costs. You should try to understand the **major cost drivers**, the **cost structure**, and any **recent changes** in the costs. You should also look for any **potential opportunities** to reduce costs.



To analyse the cost side of the problem, we can draw a process map or **divide costs into fixed and variable costs**.

Cost per unit can be divided into fixed and variable costs, depending on the industry.

- **Fixed costs** include factors such as land, machinery, building, marketing, etc.
- **Variable costs** include factors such as marketing, storage, etc.

## ANALYSE COMPETITION

You should also analyse the company's competition. You should try to understand the **major competitors**, their **market share**, their **pricing strategy**, and any **recent changes** in their strategy. You should also look for any **potential opportunities** to gain market share.

## ANALYSE THE MARKET

You should analyse the market in which the company operates. You should try to understand the **market size**, **growth rate**, and any **recent changes** in the market. You should also look for any **potential opportunities** to expand the market.



## IDENTIFY RECOMMENDATIONS

Based on your analysis, you should identify recommendations to improve the company's profitability. Your recommendations could include **changes to the pricing strategy, cost reduction measures, market expansion strategies, or a combination of these factors.**

## QUANTIFY THE IMPACT

Finally, you should quantify the impact of your recommendations on the company's profitability. You should try to **estimate the potential increase in revenue, decrease in costs, and increase in market share.** You should also identify any **potential risks or challenges** associated with your recommendations.



In summary, to approach profitability cases in a consulting interview, you should first identify the problem, analyse revenue, costs, competition, and the market, identify recommendations, and quantify the impact. Before starting the case, you should also ask preliminary clarifying questions to ensure you have a clear understanding of the company's situation.

# Bru-h

Explained

## OVERVIEW

**CASE TYPE**  
PROFITABILITY

**COMPANY**  
DELOITTE

**INDUSTRY**  
BEVERAGE

**DIFFICULTY**  
★★★



Hey, I've taken three interviews since this morning and it has been pretty exhausting.

Ma'am, coffee always helps. and since we are in CyberHub, there is no better place out there to get a cup.



You're right. Alright, let's start with the case interview. So, there is a coffee supplier but their profits are declining. This supplier is your client. How would you solve the problem?

Right, so I would like to ask if there's an issue on the revenue side or on the cost side.



Our revenues are absolutely fine, however, there is an issue with the costs.

Okay, I would also like to know about our market share & market size.



I don't think that it is relevant to the case. You can ask me any other questions, if required.

So, since we are already an established brand, are there any issues with our research and development? Do we need to invest more?



No, we're not looking to expand any further or create anything new.



Is our raw material accessibility or supply chain being hampered in any other way and is it in any way related to the global tensions persisting in the present period?

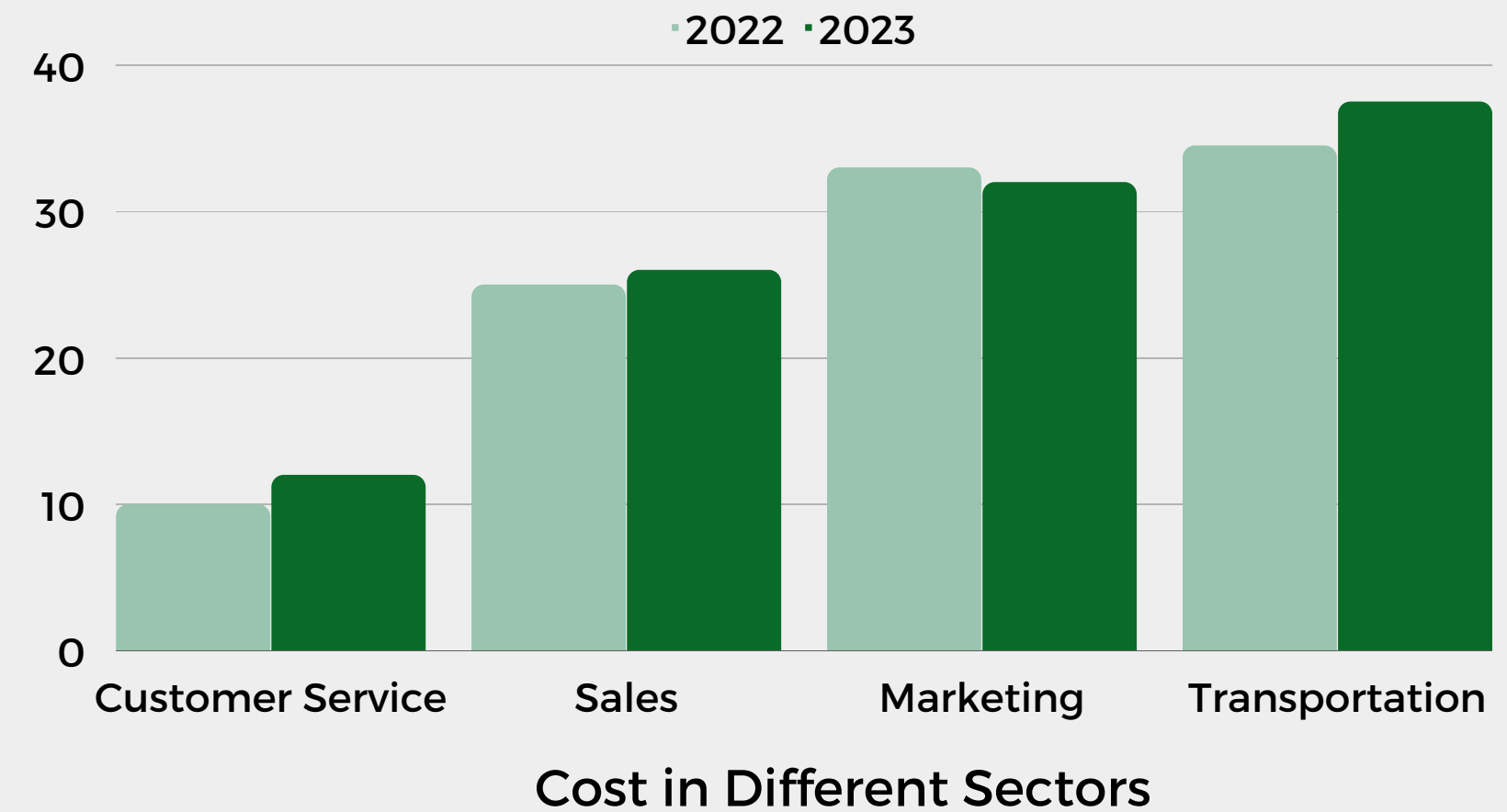
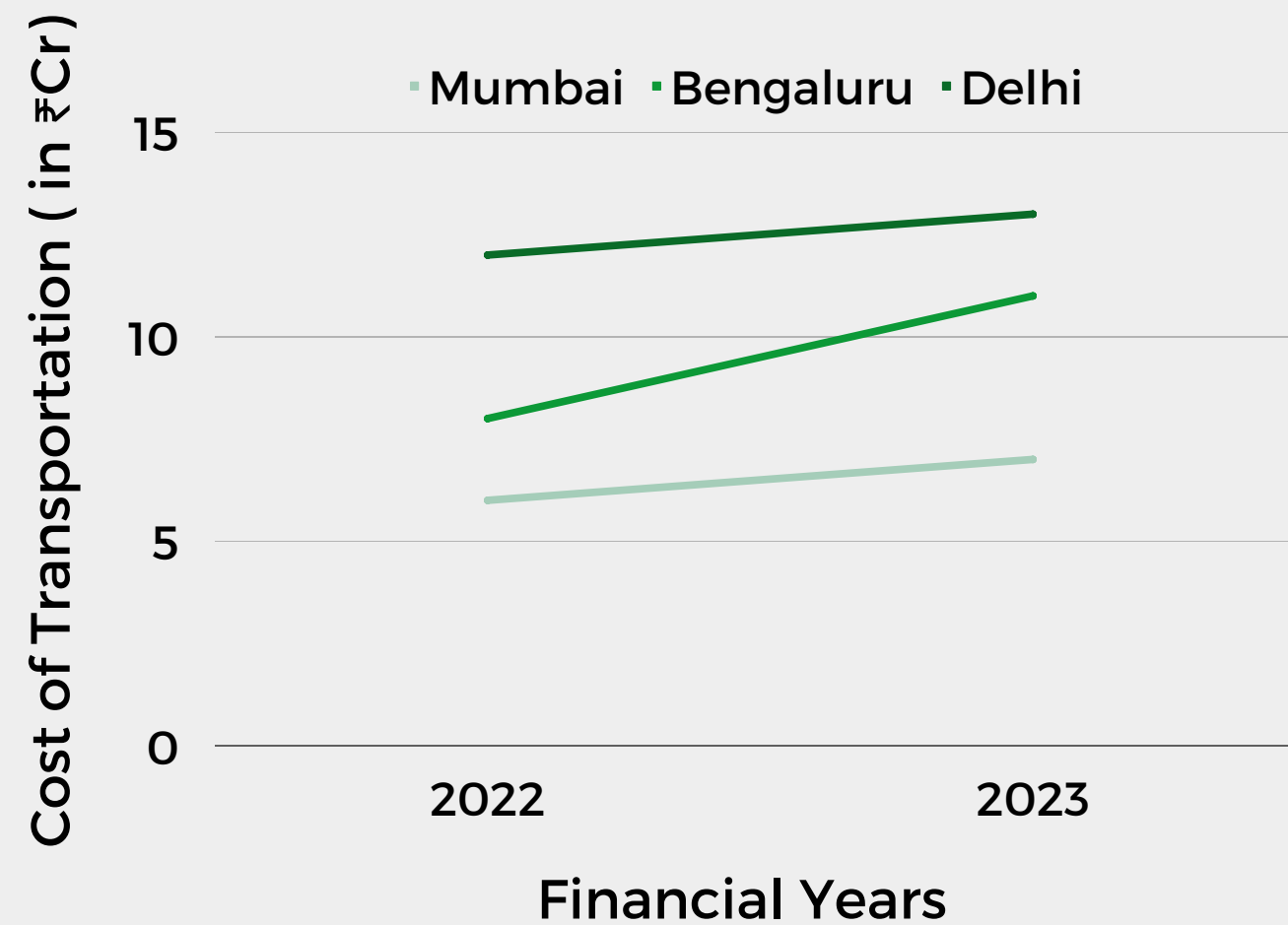


That's a good point but that is not the issue because all our raw material is sourced domestically.

Okay, I'll try to be precise, as per the information received, Is there any increase in transportation, warehousing, production, sales & customer service costs?.



We have a chart depicting the changes in these costs-







Ma'am, are we facing any transportation issues in Bangalore city?

Yes, we are facing high transportation costs in Bangalore city.

What is the mode of transportation? Are we using trucks, trains or any other modes?



We are using trucks to transport the products to the main cities and the further distribution is carried on by distributors.

Are we seeing a further increase in cost due to these distributors?



No, we are just facing an increase in transportation costs because sometimes, we have to travel double routes due to which our bottles are breaking.

I believe the transportation quality is not good. Can I get to know how the bottles are actually kept inside the truck during the transportation?



Normally, our trucks are padded with foam or else there are crates. We package the jars in boxes which are loaded in the trucks and usually, these are covered with cellophanes.

Ma'am, is there any issue with the roads in the transportation route?



Yes, actually the roads to XYZ city are highways that were constructed a long time ago. These have not been fixed since. Also, the route is a pretty narrow one so there are chances of accidents too.

I think I have identified the problem here. Is there anything else I should know about the company?



No, I think we have figured out the problem. Let's figure out a solution to this.



I think these are some viable long-term solutions to this issue:

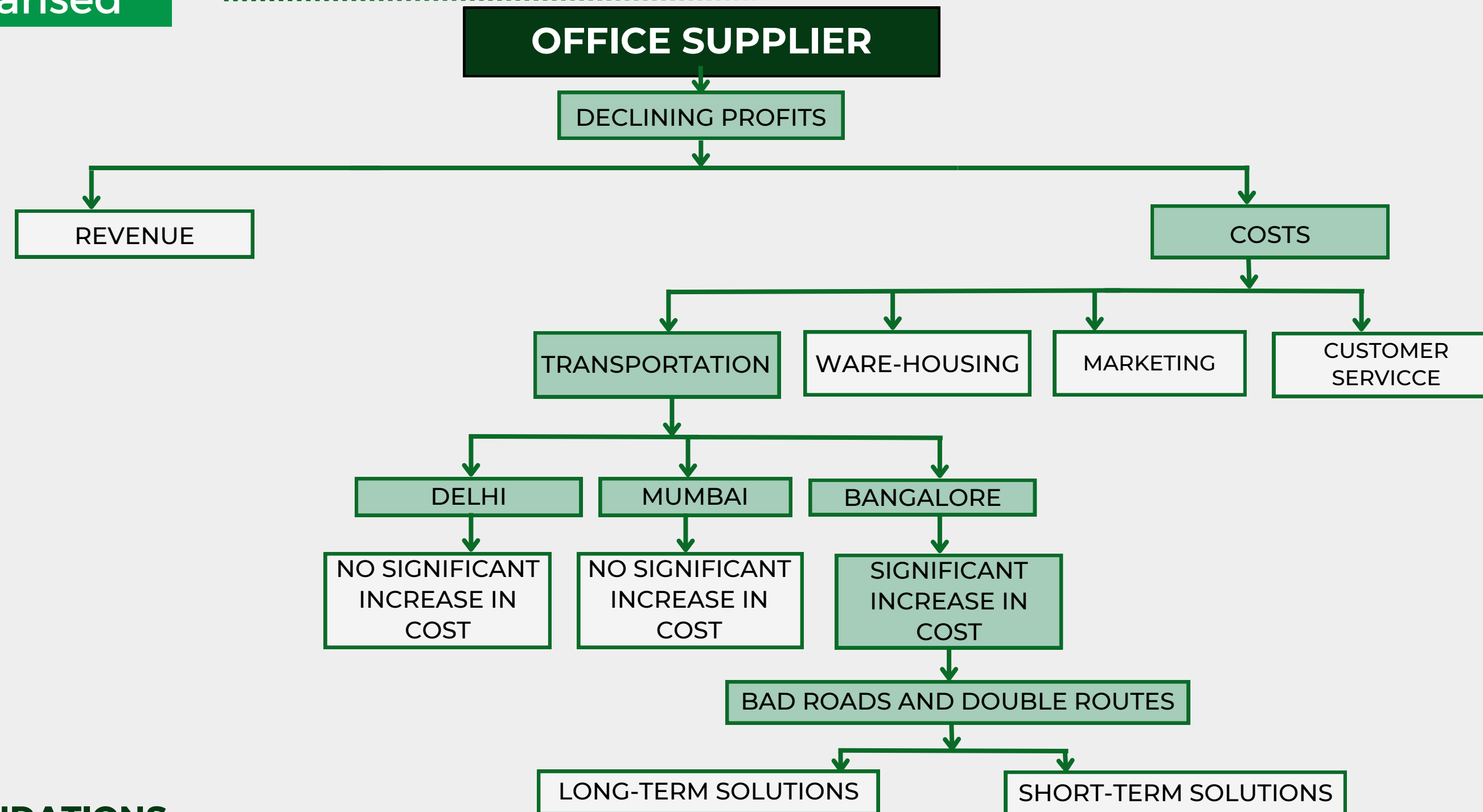
- 1) We could do a one time collaboration with the government to solve the issue of the bad roads. This would help us in transportation as well as it would improve our brand image.
- 2) We could also shift our factory to a place where transportation is more efficient to us.

I have also thought of some short-term solutions to this problem:

- 1) We can improve the quality of the crates that we transport the jars in. We can design it in a way such that the jars are individually separated.
- 2) But before that, I believe that we should look into a better glass material for our jars. It would improve the durability of the jar as well as add to the quality of our product.
- 3) We could train the drivers to drive in a less erratic way on these bad roads.
- 4) We could also look into individually wrapping the jars in a foam or bubble wrap but we should first look into which is more cost efficient.



Those are some excellent suggestions. I think we can close the case now.



### RECOMMENDATIONS:

- Break down the problem into smaller components to better understand it.
- Consider all possible factors that could impact the situation.
- Communicate your thought process clearly and effectively to the interviewer.

# The Juicy Case

Explained

## OVERVIEW

**CASE TYPE**  
PROFITABILITY

**COMPANY**  
BCG

**INDUSTRY**  
MANUFACTURING

**DIFFICULTY**  
★★★



Your client is an apple juice manufacturer whose profits are declining , find out the reasons behind the decline and give recommendations.

Can I ask a few questions about the company to clarify as I move ahead to solve the case?



Yes sure, feel free to ask as many questions as you like .

Thank you. So to start with, I would like to know how much the profit has declined and what has been the time frame for the same.



The profit has declined by 15% over the last one year.

What all geographies does the manufacturing company operates in ?



The company operates all over India.

What are the consumer segments that the manufacturing company targets? Could I know a bit more about the product portfolio of the company?



The company mainly targets the upper middle class and the upper class. The company use to sell orange juices earlier but now it switched to apple juices.



Why did the company switch from orange juices to apple juices?



The company conducted some market research and found out that apple juices would be more profitable.

Alright, and what all functions of the value chain do the company participate in?



The company is involved in manufacturing and distribution.

Okay, is this issue industry-wide? Are all apple juice manufacturers facing the decline in profits? Or is the issue company specific?



The decline in profits is not an industry-wide issue and is only faced by this specific manufacturer.

Okay, so the profits are declining, the issue may be caused due to the revenue and costs. Is there any specific area with which you would like me to proceed with the case?



How would you break down the revenue?

The revenue here would depend on three things that are the number of units, the average price per unit and the product mix. If there has been any change in any of these it would affect the revenue and thereby the profits of the company.



Alright great, there was no change in any of the things you mentioned, and the revenues are fine.

Okay, so maybe the issue is due to the cost.



The revenue here would depend on three things that are the number of units, the average price per unit and the product mix. If there has been any change in any of these it would affect the revenue and thereby the profits of the company.



Alright great, there was no change in any of the things you mentioned, and the revenues are fine.

Okay, so maybe the issue is due to the cost.



Can you categorize the costs, how would you break them down?

Sure, so the costs here would include - procurement costs, inbound logistics costs, inventory costs, processing costs, outbound logistics costs, warehousing costs and marketing costs.

Procurement costs would include the types, quantity and price of raw materials. Inbound logistics costs = (the number of rounds made by the vehicle X the distance per round X the amount of fuel per kilometre X the amount per litre). Inventory costs would depend upon the kind of inventory held, the number of inventory parts and the cost of carrying the inventory. Processing costs here would include machine and labour costs. Outbound logistics costs here would be very similar to inbound logistics costs, and warehousing costs would be very similar to inventory costs. There may be various factors causing a shift in these costs which may lead to a change in overall costs thereby declining the profits of the company.



Great. The raw material costs are rising, apples are now more expensive than oranges, so we can not switch back to making orange juices. What would be your recommendations?

Firstly the company could try to switch to suppliers who are closer to their facilities so that the distance is reduced. Secondly, the company could try to negotiate and enter into a better and long term deal with the suppliers. Finally the company could try to backward integrate or own a greater part of the supply chain and plantations etc.

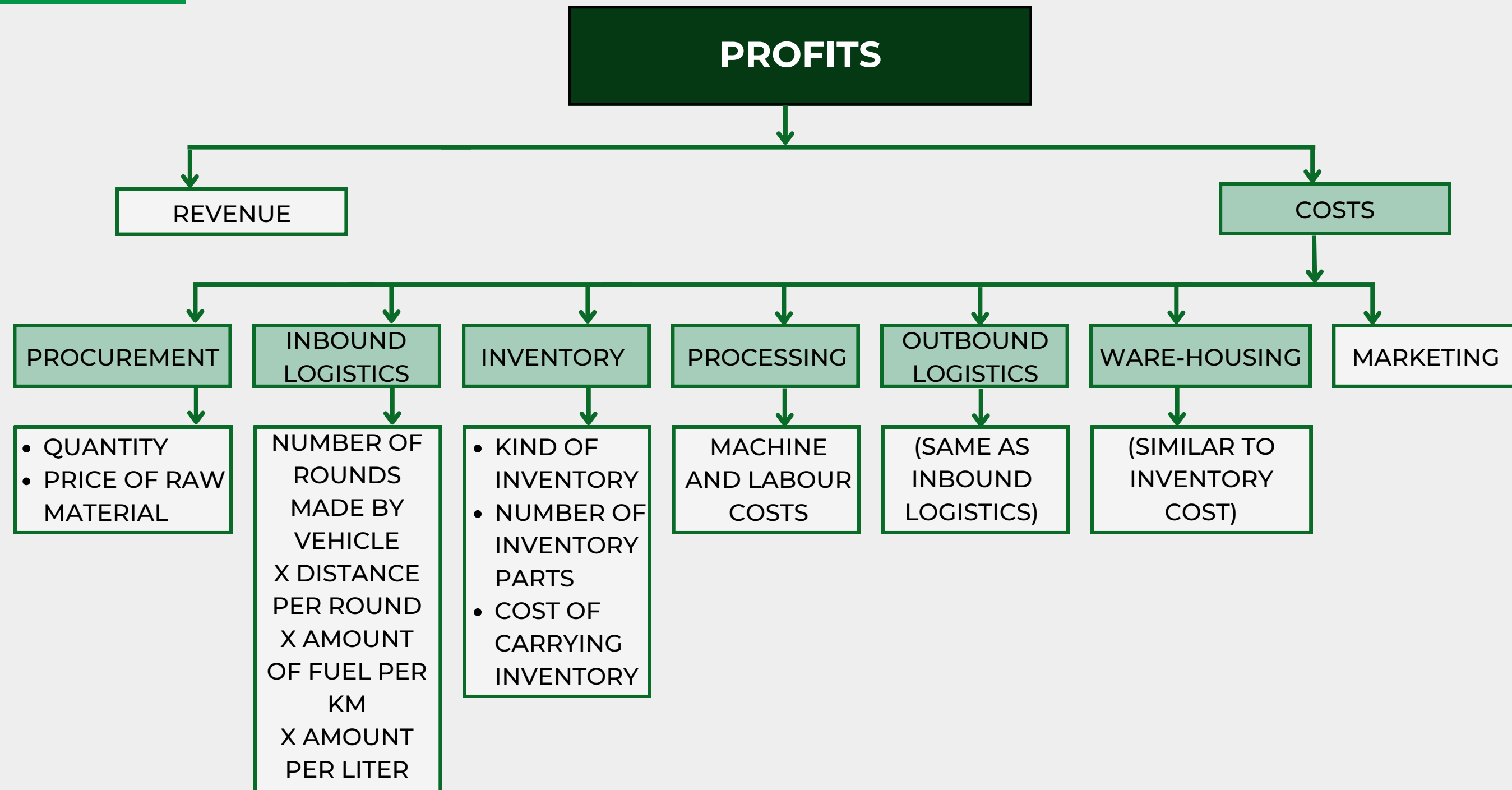


Great job! That is all for the case.

Thank you, and have a nice day!

# The Juicy Case

## Summarised



## RECOMMENDATION

- The candidate delved well into the possible reasons behind the change in various costs and further the profits of the manufacturing company by approaching each cost systematically.



# Life Gave You Lemons, Do Something

Explained

## OVERVIEW

**CASE TYPE**

**PROFITABILITY**

**COMPANY**

**L.E.K.**

**INDUSTRY**

**BEVERAGE**

**DIFFICULTY**



Hey, let's begin with a quick case. Your client is a person who owns a lemonade stand outside your college. His revenue has been declining in the last 6 months. How would you help him?

Sounds interesting, to proceed further, I would like to continue further by asking a few questions.



Go on.

Firstly, what are we discussing pre covid or post covid time? Secondly, which season are we taking into consideration while further discussing this case?



We are considering it to post covid time and the summer season.

Okay, I believe we are good to go. So, I would like to proceed with breaking down the process from both the consumer and producer point of view.



Cool, start decoding from the consumer's point of view.

So, I would like to ask a few questions:

1. Has the client faced a decline in the number of customers?
2. Is there any competitor in the vicinity of the client?
3. Is there any other alternative beverage option available that can act as a substitute for the customers?



No, there isn't any significant decline in the number of customers of your client. No other person set up a lemonade stall in the vicinity of the college which could act as a competitor. Nor is there any other substitute available such that the customers might have changed their minds and gone for the substitute.

All the information that you have provided me with suggests that there isn't any way in which the consumer side would have been the reason behind the decline in revenue.

I'll then have to change my way of approach and think of it with the producer side.



You're on the right path, keep moving.

Yes so, considering the producer side, the possible issues which may be a reason behind the decline in revenues are:

1. Increase in price of raw materials
2. Increase in inputs used.
3. Shortened shelf life of the inputs used.
4. Purchases of new carts or glasses
5. Purchasing new squeezers to squeeze the lemons.



From the above-listed problems, the shortened shelf life of raw materials seems legitimate keeping in mind your client.

Possible reasons for the same might be:

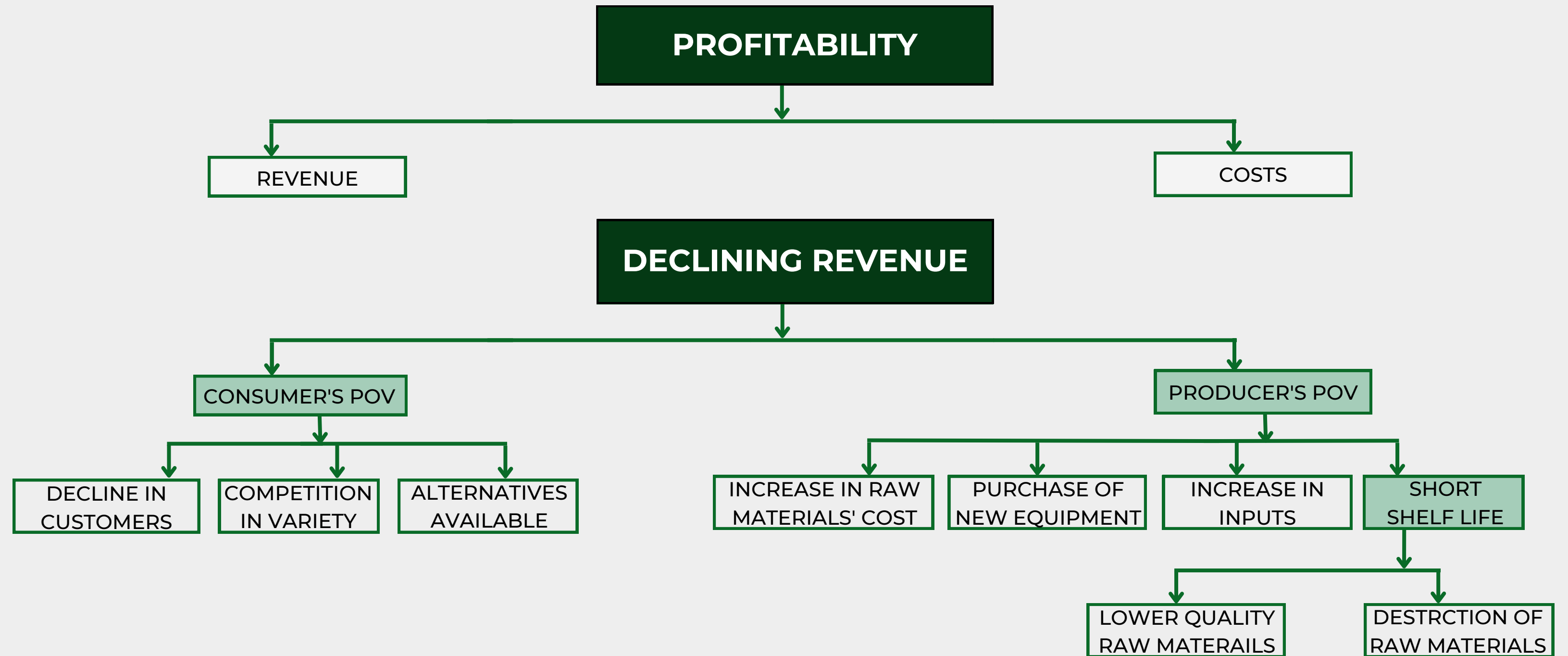
1. Lower quality of raw materials used
2. Destruction of raw materials used either due to transportation reasons or some other reasons



Well, the reason behind the shortening of the shelf life of raw materials is a construction site nearby. It is situated nearby and has destroyed raw materials and hence decrease revenue. You got it, we may rest the case now.

# Life Gave you Lemons, Do Something

Summarised



## RECOMMENDATIONS:

- Always structure your answer.
- Always pause to clarify.

# Khan's Going Down

Explained

## OVERVIEW

**CASE TYPE**

**PROFITABILITY**

**COMPANY**

**BCG**

**INDUSTRY**

**ENTERTAINMENT**

**DIFFICULTY**



PVR is your client and currently, it's facing profitability issues. It cannot further increase prices, but the costs involved in the operations are stable as of now. What will be your approach to solve this problem?

Okay, to start with the solution we can break down the problem into two aspects- Total Revenue and Total Cost.



That's good but you need not calculate the total cost as it has already been mentioned that the costs are stable.

Understood, I will be continuing with the first approach. Considering the fact that we cannot change the prices of tickets only way to solve the profitability issue is by increasing the number of tickets sold. But before coming down to the solution aspect I would like to first understand the origin of the problem.

In the past year, has there been a consistent decline in the number of tickets sold?



Yes, the number of tickets sold has been slowly decreasing every month.

Okay, is the same problem being faced by other competitors in the cinema industry, such as Cinepolis or INOX as well?



No, in fact, their total sales have instead increased by some margin.



Interesting, we can therefore rule out that this is an industry-wide problem. From the above statements we can also understand that consumers prefer to go to INOX or Cinepolis instead of PVR. The most logical reason behind this is that the quality of the service and the theatre condition is not up to the mark and that's why people prefer its competitors over PVR.



That is correct. You have identified the problem. What would be your approach to solving this issue?

Firstly, PVR can renovate the theatre, and make sure that the standards of screening and seating are equivalent to that of its competitors.

Secondly, it can provide certain discount options for food. For example, if a consumer is purchasing a recliner ticket, then they will get their food and drinks at a cheaper rate as compared to others. This way we can increase the number of tickets sold and also induce more people to purchase the gold standard tickets instead of the silver ticket, whilst keeping the cost at a similar level.

Another initiative that PVR can take is to add arcade games to its main waiting area. This way customers who are waiting for their movies can keep themselves entertained. Not only can this be a differentiating factor but in the long term it can lead to better profits as some customers might come in earlier and spend more time inside the theatre.

Lastly, we can also make contracts with each and every production house so that all the newly-released movies are being screened.

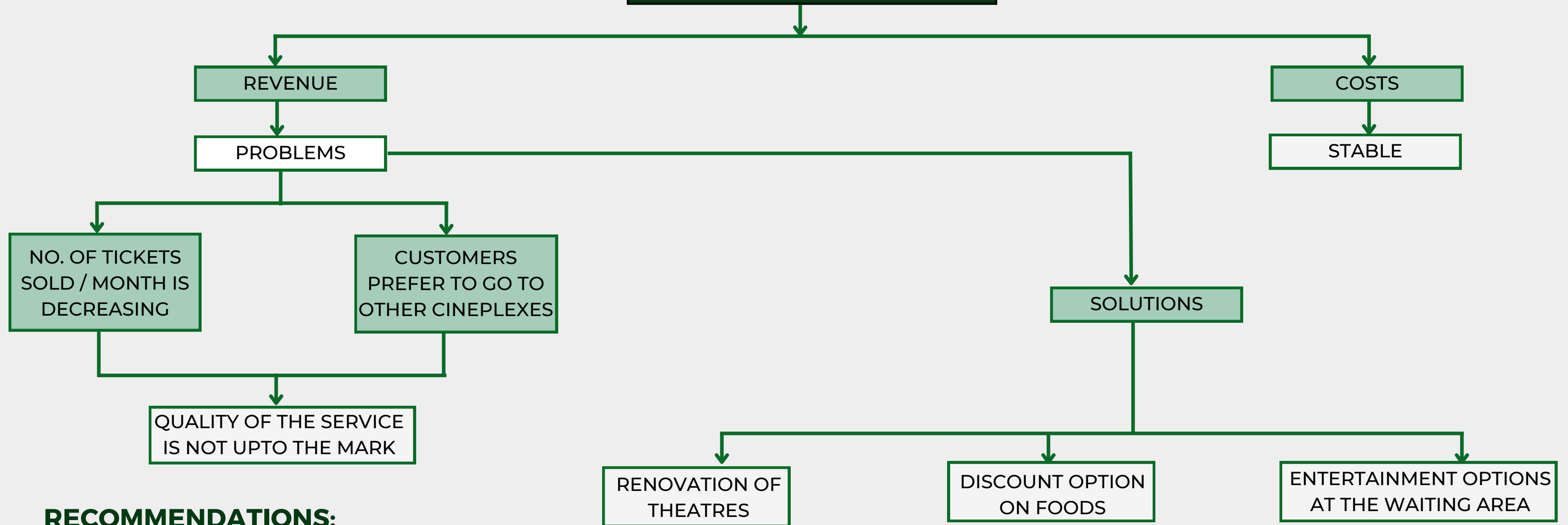


That's perfect. No need to go any further, we can conclude the case.

# Khan's Going Down

Summarised

## PROFITABILITY ISSUES



### RECOMMENDATIONS:

- Explore new revenue streams, such as alternative programming, partnerships with local businesses, or private event rentals.
- Review the cinema's pricing and revenue strategies, including ticket prices, concessions, and advertising revenue. Identify areas where pricing could be adjusted or revenue streams could be increased to improve profitability.

# Freezing Profits

Explained

## OVERVIEW

**CASE TYPE**  
PROFITABILITY

**COMPANY**  
BAIN & CO.

**INDUSTRY**  
TECHNOLOGY

**DIFFICULTY**  
★★★



Your client is a refrigerator manufacturer, who is recently facing a decline in their profits.

I would like to begin by understanding more about the client. (asked preliminary questions about the base of operations, the product mix, the value chain, the current market position, and the functioning of the industry)

Please give me some time to formulate my thoughts.



Sure, please go ahead.

The decline in profits can be an outcome of either an increase in costs or a decline in revenues or both, should I start from any of these parts?



There is neither a decline in revenues nor an increase in costs.

Okay, understood. Please allow me a minute to gather my thoughts.

I would want to understand the profit margins across the types of refrigerators that the client has and the market demand for the same. Also, how do they compare with the industry's trend?



The client has higher margins on double-door refrigerators, but they currently constitute 20% of our portfolio. For our competitors, about 40% of their sales come from double-door refrigerators.

We can try to optimize our product portfolio so as to maximize our profit margins.

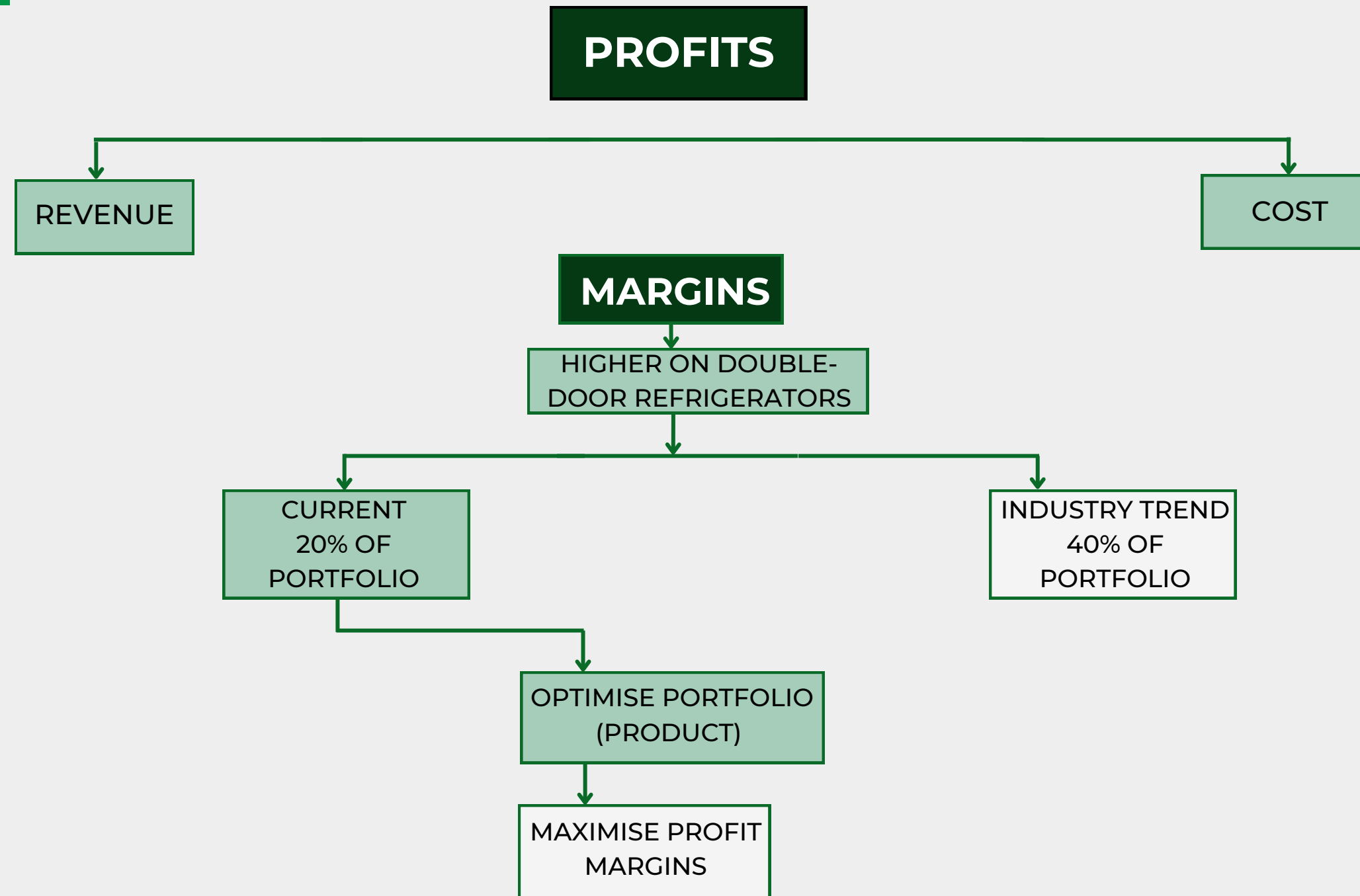


Thank you, you have solved the case.



# Freezing Profits

Summarised



## RECOMMENDATION:

- When considering a solution, it's important to analyze the client's product portfolio and compare it to industry trends to identify potential areas for optimization. Clarifying questions can play a huge role.

# BloodyWood

Explained

## OVERVIEW

CASE TYPE

PROFITABILITY

COMPANY

L.E.K.

INDUSTRY

ENTERTAINMENT

DIFFICULTY



Your client is a movie theatre owner and is facing a decline in his revenues. You need to calculate his revenue as well as state the possible reasons behind the decline in revenue.

That's interesting! I'd like to get a better understanding of the problem. Are we taking into consideration the pre or post covid time? Also, I would like to ask if the decline is in the whole industry or only specific to my client.



Well, the time taken into consideration is post covid time, the decline in the revenue is industry-wide, but before deciding on the reasons behind it would like you to discuss the sources of revenue of a theatre.

Okay, so the sources of revenue of a theatre owner are:

1. Ticket sales
2. Money earned from parking
3. Sales of Food and Beverages
4. Money received from the production houses (screening fees)



Great, continue further to evaluate the revenue generated from ticket sales in a week. The price of tickets is 200 and 400. The seating in a single auditorium of that specific theatre is 100 and the number of auditoriums in that particular theatre is 5.



Cool. So I will consider Monday, Tuesday, Wednesday, and Thursday to be non-peak days and Friday, Saturday, and Sunday as peak days.

The total seating in the theatre is 500, and the average ticket price is 300  $[(200 + 400) / 2]$

As per my belief, during non-peak days, the theatre would occupy 50% occupancy and during peak days, it will occupy 80% occupancy.

Number of tickets sold in non peak days =  $50 * 500 / 100 = 250 * 4 = 1,000$

Number of tickets sold in peak days =  $80 * 500 / 100 = 400 * 3 = 1,200$

Total tickets sold in a week for a show = 1,200

Revenue from ticket sales for a show =  $1,200 * ₹300 = ₹3,60,000$

Considering the average number of shows to be 5, the average sales would be =  $3,60,000 * 5 = ₹18,00,000$



Well, you have quite accurately decoded the revenue from ticket sales. Since the time we are considering is post covid, what could be the possible reasons for the same?

As the time is post covid, the reason behind the fall would be a decline in ticket sales due to covid concerns. Also, just after the covid, the movies weren't ready to be played at the theatres so that is also an issue. A lot of people have shifted to OTT platforms to watch movies, this is also a reason behind the decline in sales.

A part of the revenue of theatre comes from production houses as well, as the production houses have chosen OTT platforms to air their movies, they have stopped paying the theatre broadcasting fees, this again is a reason for the decline in the revenues.

Another reason for the same could be that the pockets of people have been pinched up as well as a decline in the popularity of movies, so people don't prefer going to theatres now.



Great, seems like you have covered all the possible reasons behind the decline in revenues. Now, suggest some ways to increase the revenues of this particular theatre.

So, the ways to increase revenues are:

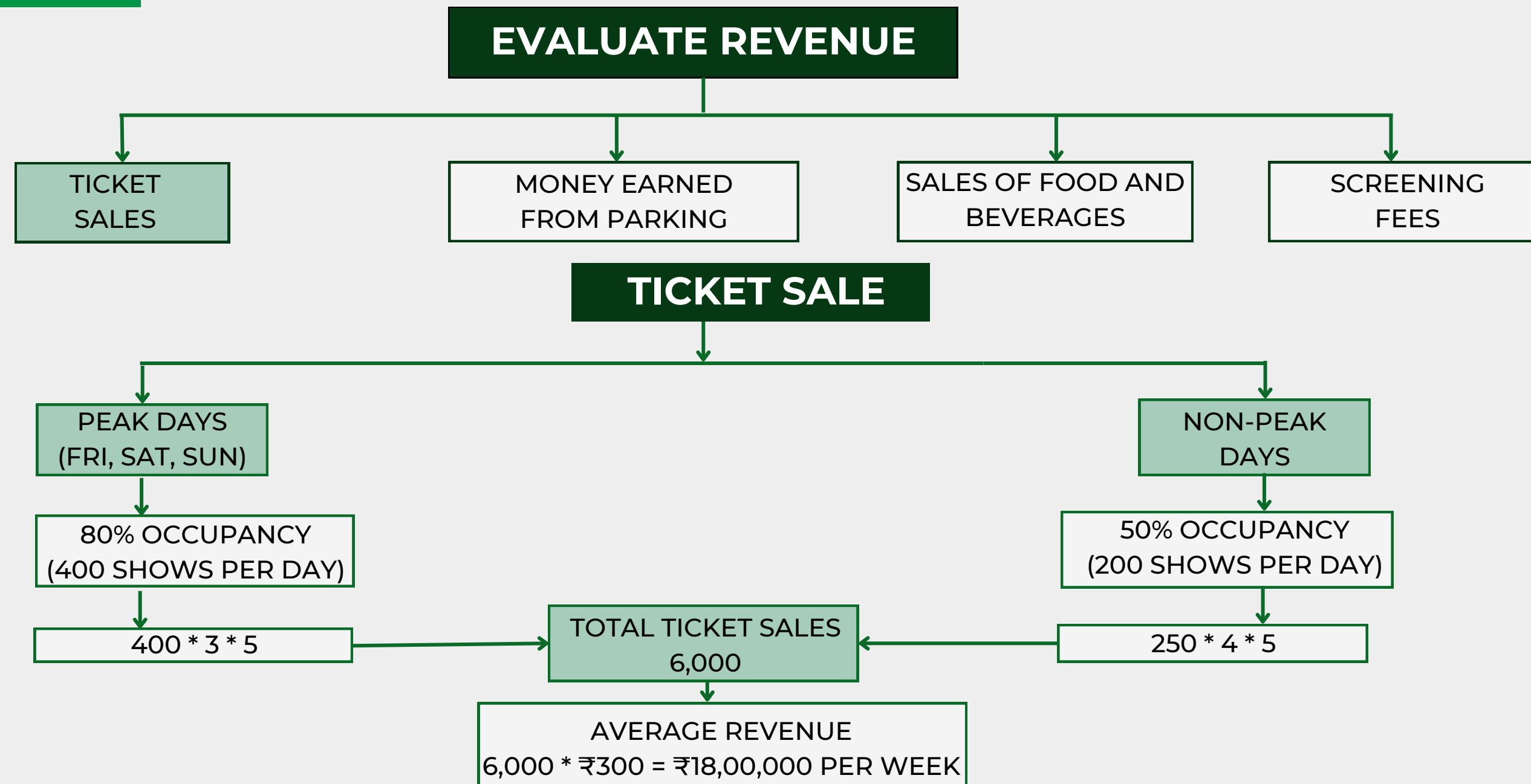
1. The theatres can run advertisements to make people aware of the safety measures the theatres have made. This way people can realize that the safety measures are in place and would prefer to come to theatres.
2. Another suggestion is to play the shows of OTT exclusive content as that is more liked by people these days.
3. New movies can pull people to the theatres, so the theatres can play shows of cult classic movies which were a big crowd puller.
4. Theatres can also provide discounts to people showing up in groups, this way they can also start private screening for friends and families.



Great, we can wind this case up now.

# BloodyWood

## Summarised



### RECOMMENDATIONS:

- Break down the problem into smaller components to better understand it.
- Consider all possible factors that could impact the situation.
- Communicate your thought process clearly and effectively to the interviewer.

# Bill My Pipe

Explained

## OVERVIEW

**CASE TYPE**  
PROFITABILITY

**COMPANY**  
BAIN & CO.

**INDUSTRY**  
IRON AND STEEL

**DIFFICULTY**  
★★★★



We are a steel pipe manufacturer, and we are working on a cost-transformation program and wish to reduce our cost by ₹150 Crores.

What is the time horizon within which we would like to reduce the cost?



12 months.

What is the product that we manufacture and whom do we cater to?



Large steel pipe and we cater to B2B and large customers.

Do we deal in separate product SKUs?



We have different diameters and variants depending on the process. But let us have one SKU for now.

What would be the location?



Hanjar port. We can import raw material from China and export it to the neighboring countries.



Given we are looking at reducing costs, what would our total current cost be?



₹6000 Cr. What are the various costs that I incur?

Raw Material (RM), production, distribution, marketing, and support. And considering the Heavy Goods Industry, most of the cost should come from Raw Material Purchase and Inbound Logistics.



Yes, RM is my major cost, and it accounts for 60% of the overall cost.

How much of that is Steel Pipes?



Steel which we bend and make the rolls for our pipe is 95% of our raw material.

Great, we can look at cost for Raw material in terms of the price/tonne\*quantity.



How would you look at the price?

I will start looking at the procurement process currently and try to find potential optimization methods.



We procure for the entire year in one shipment currently.

As we might be saving on inventory costs, do we have any possibility to alter this?



Inventory is not a problem. But we can break the total order into multiple orders. Efficiency and utilization are both issues. But if we have the liberty to order as many times as possible we like, what should be the number according to you? One, two, three, four or maybe even more?



I would go with two as we can assess efficiency from the first order, order accordingly and save on transportation.



Great. Should I order 80% in the first or 20% in the first?

Should be 80% as we would have safety margins. Moreover, reduced stock-out costs might disrupt the entire process.



Sure. By doing this, we can reduce the steel cost by 2%. Can you arrive at a number?

Sure. 60% of 6,000 would be the cost of raw material, which is 3600 and since we use 95% of RM for steel, the number comes to around 3,420. 2% of which is around **₹68 Cr**.



Great, are we able to reach the goal through this?

No, we are only able to reach less than 50% of the goal. Should I scope further for other means of optimization.

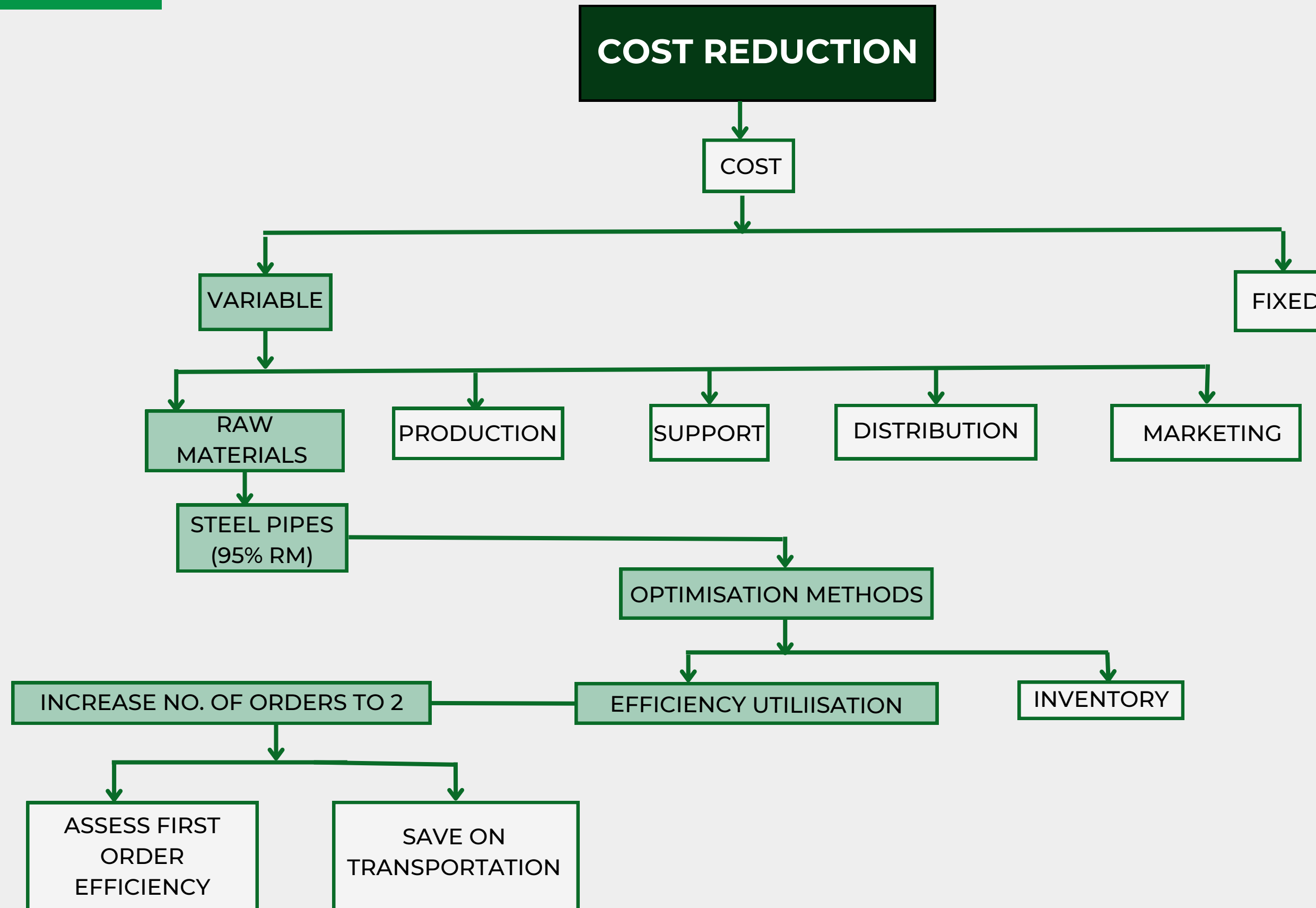


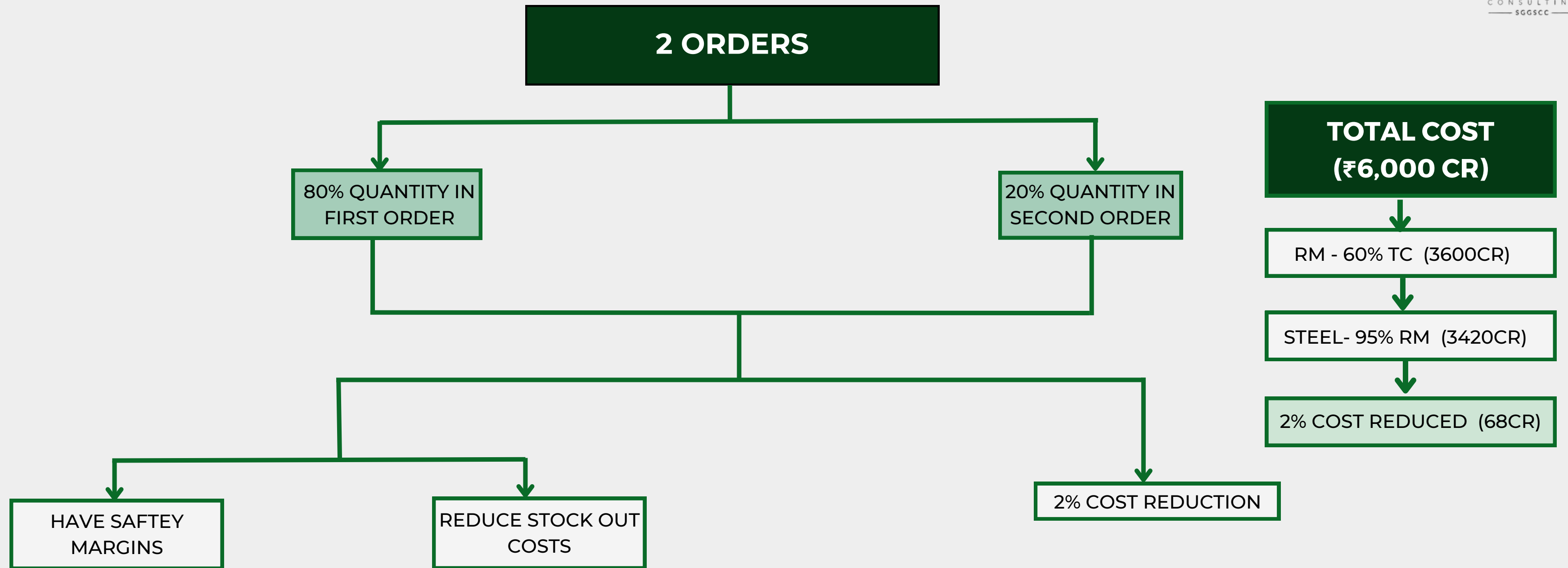
No, let's wrap up the case. Thanks for your analysis.



# Bill My Pipe

Summarised





### RECOMMENDATIONS:

- Keep it conversational and don't ignore the hints given by the interviewer.
- Go through as many previous year case interviews to get a good sense of the case types.

# Piggybacking My Way

Explained

## OVERVIEW

**CASE TYPE**  
**PROFITABILITY**

**COMPANY**  
**BAIN & CO.**

**INDUSTRY**  
**D2H**

**DIFFICULTY**  
★★★★



Hi Parkhi, how are you doing? Introduced himself and told me about his practice areas.

Briefly introduced myself.



Smiled and mentioned we'll directly be jumping into the case. Asked if I was ready, then gave the problem statement: Your client is a public sector bank who is facing a high ATM fee payout, they require your help.

Re-iterated to confirm the problem statement. Mentioned that I'd be needing the interviewer's input to fully understand the issue. Asked doubts regarding fee payout.



Explained that when customers of other banks withdraw money from our bank's ATM we receive pay in fee. Similarly, the vice versa situation results in a payout fee.

Scoped further with CPCC to understand the quantum of the payout fee and since when we had been facing this issue.



We have been facing this issue for the last 2-3 years, and the quantum of loss has been Rs. 200 Crores.

Asked where all our ATMs are located, who our customers are and whether our competitors are also facing a similar issue.



Mentioned that we operate pan India with 30 licenses, don't have a segmentation difference in our consumer base and with respect to competition it's a zero-sum game:so, if we have a high payout fee, another competitor is benefitting with a high pay in fee.

Having gathered the necessary information I asked for some time to structure the factors and broke them down into the number of customers, transactions per customer, frequency of transactions and ATMs present per customer.



Sure, let's start with the customers. What all could be the issues they are facing?

Further broke the factors down into geographic locations of the ATMS: availability and time to reach, wait time, safety, ATM operational hours, convenience and ease of use experience.



Explained that there is no issue with safety, then asked to explore the other factors. He mentioned that out bank currently has 10,000 ATMs and asked if they are enough?

Mentioned that the 10,000 ATMs number stand alone is not enough to come to a satisfactory conclusion. Asked about our market share, and benchmark against competitors.



Good. Assume there are 3 lakh ATMs in India, and our bank holds a 5% consumer base, being the 3rd largest bank in India. The largest bank holds 12% consumer base with 25,000 ATMs and 2nd largest bank holds 8% consumer base with 8,000 ATMs.

Comparing with the top 1st and 2nd largest banks, the number of ATMs our bank has is at the benchmark level, however; considering there are 3 lakh ATMs in India: we should ideally operate around **15,000** ATMs in India to cater to the 5% consumer base and try to increase this number to receive a higher pay in fee.



Yes, you are correct. We need to operationalize more ATMs across India to cater to our own customers and increase our pay-in fee. This is one issue we are facing. What could the other issues be?

Traced the customer journey to confirm there were no issues in the need to withdraw cash, and no affordability concerns. ATM accessibility was an already discussed issue. Hence, we then moved to availability and customer experience. Discussed factors like operational hours, availability of cash, queue time, ATM machine working condition.



Asked to expand on cash availability and machine working condition.

Asked how frequently the cash was re-filled, especially in areas where consumer density was high, and if the frequency of refill and volume of cash filled was sufficient.



Mentioned that this was the second issue we were facing, as our re-fill rate was not up to the mark. Then he asked me to scope further to figure out the last issue.

Focused on the ATM machine's working conditions: hardware and software related issues. Broke hardware issue down to: machine not working, card reader broken, cash dispenser not rendering cash, and software issues into server side: client-side issues, internet issues, fund unavailability, language/software issues.



Yes, you are going in the right direction. Why could the machine not be working?

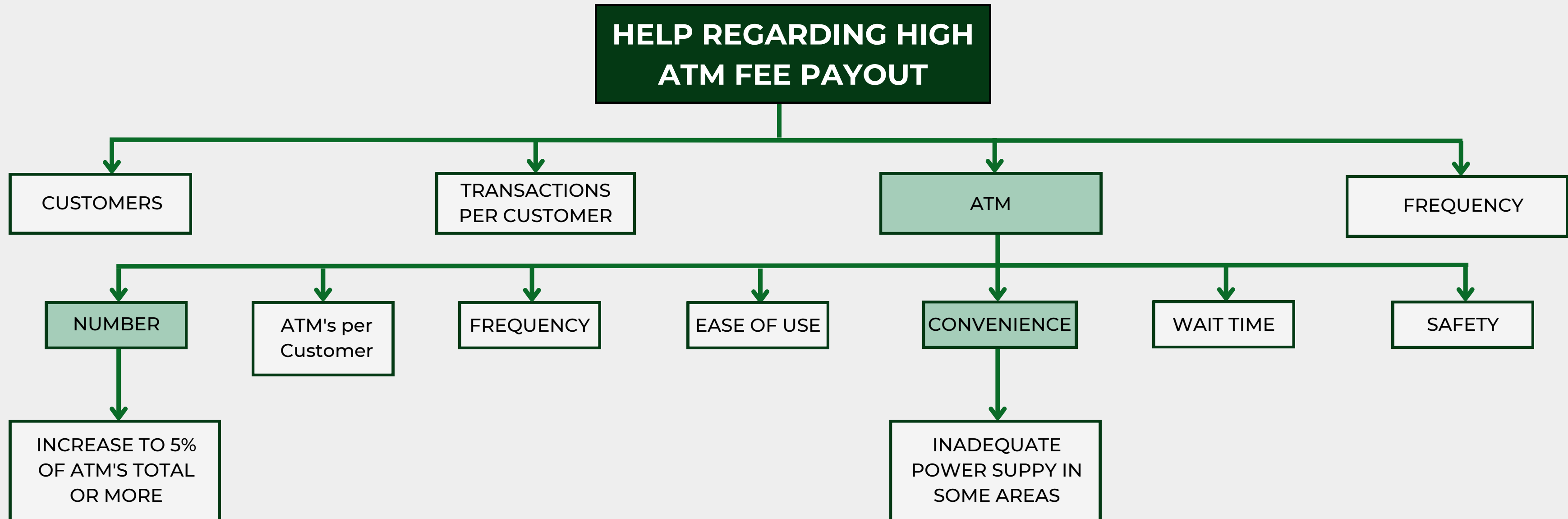
Listed factors like functional issues with a new machine just installed, old machines that were broken, damaged machines due to improper usage, spoilage due to water/weather/external factors, lack of electricity to run the machine, etc.



Yes, the third issue we are facing is that our ATMs located in rural areas don't have adequate power supply hence many of our ATMs are non-operational. Thank you, Parkhi, for your time, it was a pleasure interacting with you. All the best!

# Piggybacking My Way

Summarised



## RECOMMENDATION:

- Keep your interview as conversational as possible; ask wherever any process is unclear and keep calm. Also, believe in yourself, and try to smile.

# Hook The Fish

Explained

## OVERVIEW

**CASE TYPE**

**PROFITABILITY**

**COMPANY**

**BAIN & CO.**

**INDUSTRY**

**FISHING**

**DIFFICULTY**



Your client is a maker of nets and ropes that are used across the fishing, agriculture, and construction industries. They have been facing stagnant growth for the past few and we need to help them devise a strategy to achieve full potential. Let us focus on the fishing segment for this case.

(Re-iterated the problem statement). What is the current level of growth, and do we have a target in mind?



Current growth is in the range of 3-4% but their target is to grow at a rate of 15%.

Could you tell me a little more about the firm? Where is it currently based out of and is fishing net sales the only source of revenue?



The firm is based out of India and operates in the Indian market only. Yes, net sales are the only revenue source.

Understood. What about the product? How many variants do we sell, and do we have a USP?



We have multiple ranges and SKUs and are prices at a premium.



Could you tell me a little more about the Indian fishing net industry? How many players operate in the segment and what is our market share?



There are two sets of players: organized and unorganized. We are a market leader and hold 70% of the share.

Okay. In terms of the entire value chain of activities, I understand that we manufacture the nets, but are we also involved in distribution and sales? Who are our end customers?



We sell the nets through our network of distributors and dealers to small and large-scale fishermen.

I think I have gotten a fair understanding of the market. In order to push revenue, we can either increase our price or increase the sales volume or a mix of both. However, given we are already priced at a premium in a price conscious country like India, we might risk losing market share if we go ahead with that. I'll focus on avenues through which we can increase the sales volume.



Yes, that sounds like a good approach.

In order to push sales, we can look at a combination of two factors: our product and the market we operate in. Do you want me to focus on any particular combination?



Let's look at exploring new markets first.

Sure. We can explore new markets within the fishing industry such as inland fishing and shrimp farming in India. Further, we can enter new markets of neighboring coastal countries such as Sri Lanka, Bangladesh, Philippines, etc. through exports or country set-ups.





We can increase volume using our existing product range or come up with newer variants that have higher ductile strength, longevity, longer usability life or are made of cheaper material. On the contrary, given the rising concerns around sea pollution and damage to sea animals caused by discarded fishing nets we can come up with nets made of biodegradable or natural material.



Those are interesting suggestions. If we were to foray into exports, which country would you pick?

I would pick a South Asian neighboring country such as Sri Lanka which has a flourishing fishing industry with dynamics similar to that of India.



Why not the U.S.?

Multiple reasons such as: high export costs, no competitive advantage and high risk. Additionally, the U.S. fishing industry is organized and at an advanced stage wherein they use automated shipping vessels and higher quality nets.



Makes sense. How would you estimate the market size of nets in Sri Lanka? Just give me a broad approach.

I would start with the overall population of the country and then identify what percentage of the population resides in the coastal areas (I would use the country map and dimensions to come up with a rough estimate). Further, I would divide the working population into primary, secondary, and tertiary sector to then find the share of people employed in fishing. I would then group them to identify the number of boats in play and estimate the use life of the nets to calculate annual demand.



That sounds like a fair approach. What about India? How would you push sales using the existing product and market?

I would look at lowering the price to push volumes or discriminatory pricing for the unorganized market; further I would strengthen my sales channels by tying up with fishing associations and unions.



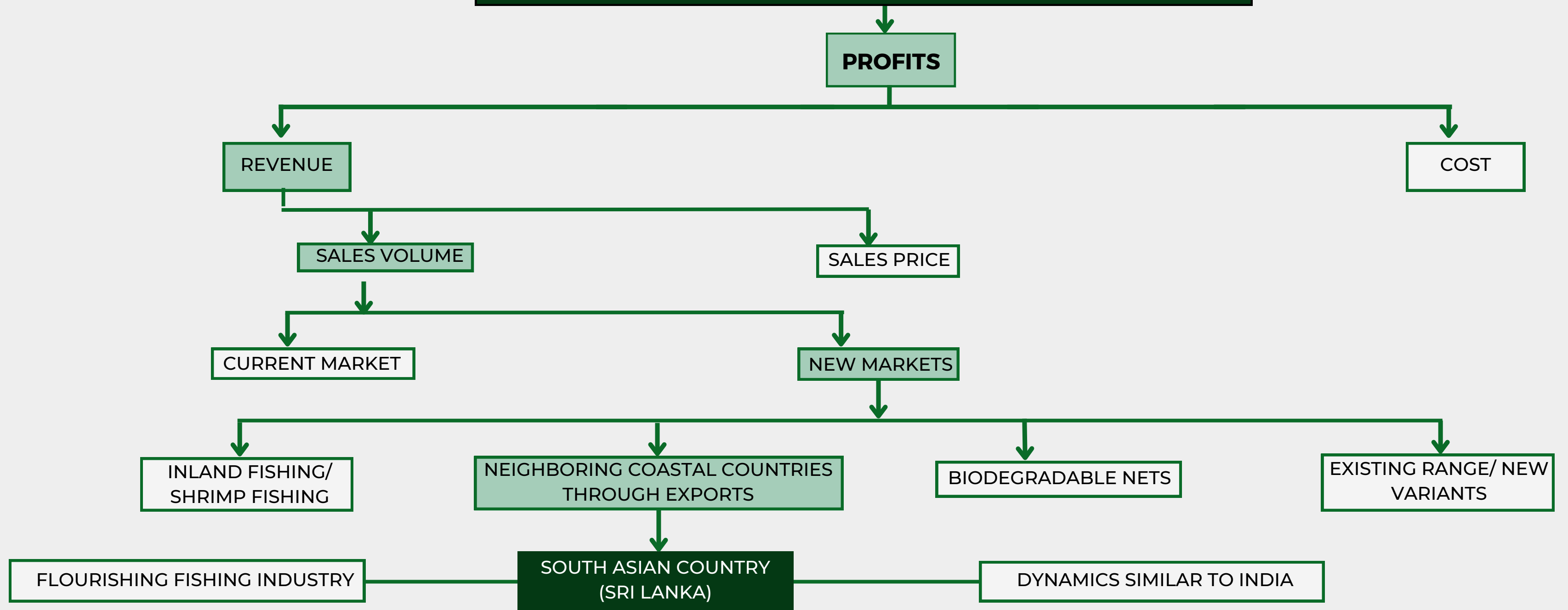
Do you think the 15% target is achievable if we continue to operate domestically?

I think it is an ambitious target to have. Given the fishing industry is also growing at a slow pace and no boom is expected, there are limited avenues through which we can push sales. However, we can look at the other industries: construction and agriculture as these seem more promising with the high investments in infrastructure and introduction of new farm laws. Further, we can explore new industries where nets and ropes could be used such as sports: cricket nets, football nets etc.

# Hook The Fish

Summarised

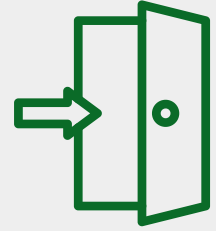
## STAGNANT PRODUCTIVITY (GROWTH STRATEGY)



### RECOMMENDATIONS:

- Try to keep the interview as conversational as possible and try to use information given at the start of the case throughout the solving process.

# **MARKET ENTRY**



# MARKET ENTRY FRAMEWORK

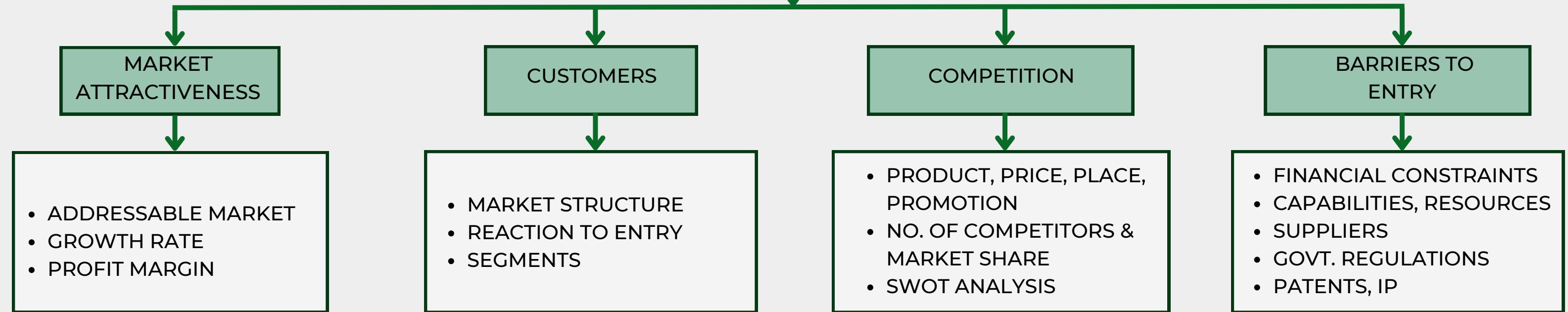
Solving market entry cases in a consulting interview involves a structured approach that follows a clear framework to identify the key factors to consider when entering a new market. Here is a step-by-step guide to solving market entry cases in a consulting interview:

## PRELIMINARY CLARIFYING QUESTIONS:

- What is the company's current product/service offering?
- What is the current market(s) the company operates in?
- What are the company's growth goals for the next few years?
- Is the company considering entering a specific market, or are we exploring potential new markets?
- What is the timeline for entering the new market?
- What is the budget for entering the new market?
- What are the company's existing capabilities and strengths that can be leveraged in entering the new market?
- What are the company's long-term objectives for entering the new market?

## FRAMEWORK TO APPROACH

# MARKET ENTRY



## CLARIFYING THE OBJECTIVE

Before beginning the analysis, it is essential to understand the objective of the case. Some market entry cases may focus on identifying potential new markets for a product or service, while others may explore the feasibility of entering a specific market. Ask the interviewer questions to clarify the case objective, such as:

- What is the company's current product/service offering?
- What is the current market(s) the company operates in?
- What are the company's growth goals for the next few years?
- Is the company considering entering a specific market, or are we exploring potential new markets?



## DEFINING THE MARKET:

Define the market that you are analysing. Depending on the case, this may involve identifying a new market for the company or assessing the feasibility of entering an existing market. Clarify the market definition with the interviewer, such as:

- What is the size of the market?
- Who are the major players in the market?
- What are the market growth rates?
- What are the market trends?

## ANALYSING THE MARKET

Once you have defined the market, analyse it in detail. This will involve researching and assessing the following factors:

- **Market demand:** What is the potential demand for the product/service in the market? What is the target market's size and growth potential? What are the trends and drivers of demand in the market?
- **Competition:** Who are the major players in the market? What is their market share? What are their strengths and weaknesses? What is the competitive landscape like?



- **Regulatory environment:** What are the regulatory requirements for entering the market? Are there any legal barriers to entry? Are there any restrictions on foreign investment?
- **Supplier and distribution networks:** Who are the key suppliers and distributors in the market? What are their strengths and weaknesses? How easy is it to secure reliable suppliers and distributors in the market?
- **Operating costs and margins:** What are the typical operating costs in the market? What are the margins for the product/service? How do they compare to other markets?
- **Expected Profits:** The following formula can be used to find out expected profits in the market-

$$\text{Expected Profits} = (\text{Market Size (in units)} \times \% \text{ Market Share} \times \text{Profit per Unit}) - \text{Fixed Costs}$$

## DEVELOPING A MARKET ENTRY STRATEGY

Based on your analysis of the market, develop a market entry strategy that addresses the following questions:

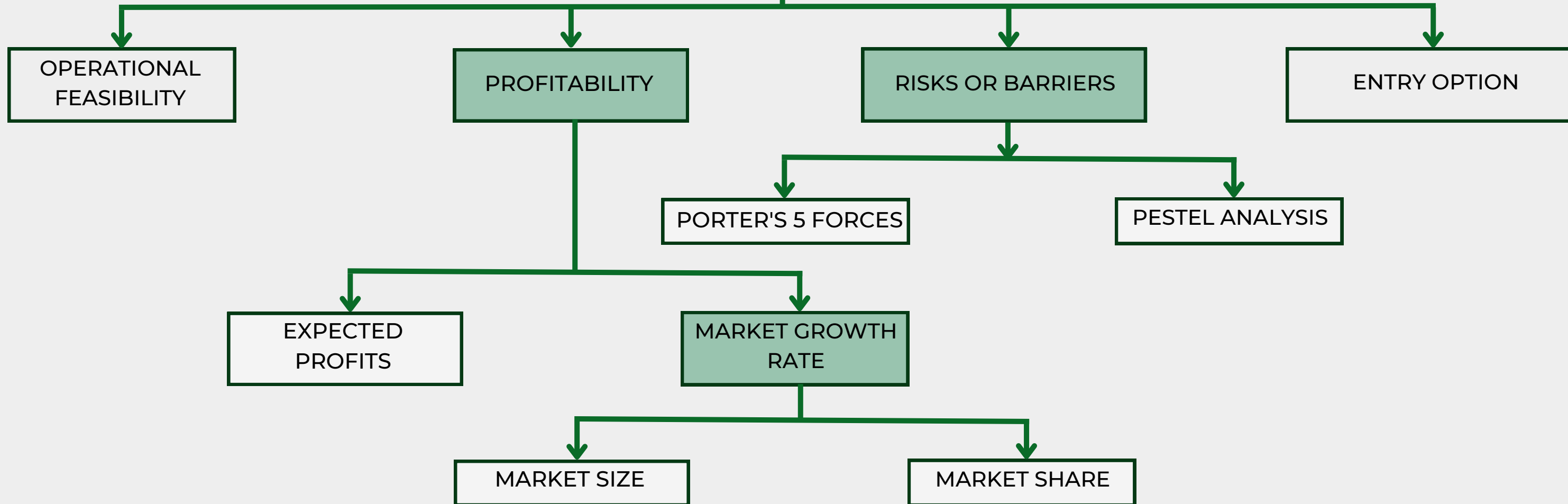
- Which market entry options are available, and what are their advantages and disadvantages?
- What are the potential risks and challenges of entering the market?
- What is the financial viability of entering the market?
- How can the company leverage its existing strengths and capabilities to enter the market successfully?





## FRAMEWORK TO APPROACH

### MARKET ENTRY



# Bottle It Up

Explained

## OVERVIEW

**CASE TYPE**  
MARKET ENTRY

**COMPANY**  
BCG

**INDUSTRY**  
MANUFACTURING

**DIFFICULTY**  
★★★



Your client is a glass bottle manufacturer in Germany. They manufacture bottles for juices & alcohol. The market is growing at a rapid pace and the client wants to expand its capacity. Three options are available setup plant in Germany, import goods from India, or import goods from China. What should the client do?

Before I dive into the case, can you help me understand a few things about the client?



Let's take them up during the case. First start with things you will look at to come to the decision.

We can do a qualitative and quantitative analysis to decide which option is better in the long run. Do you want me to proceed with this approach?



Go ahead.



For the qualitative side of things, I will look at two things: Micro Factors & Macro Factors involved. Under micro factors, I will look at Cost (Both initial one-time & landed cost per unit including transport & duties), Quality of bottle, Turnaround time, and Freedom (risk & independence). Under macro factors, I will look at the Legal aspect & country relations. Does this look comprehensive, or should I add more factors?

? Looks good. What is the most important factor while deciding?

Cost would be important.

? Yes, for initial investment government is giving us some subsidy to set up so we will add a cost of USD 0.5 per bottle for those manufactured in Germany; others don't have any initial cost. Let's look at the cost per unit in detail.

Sure, apart from the initial investment the per unit cost will have components of raw material, labor, transport, taxes & duties, utilities/overheads.

? Can you tell me which country will have an advantage in each of the factors you just mentioned above?

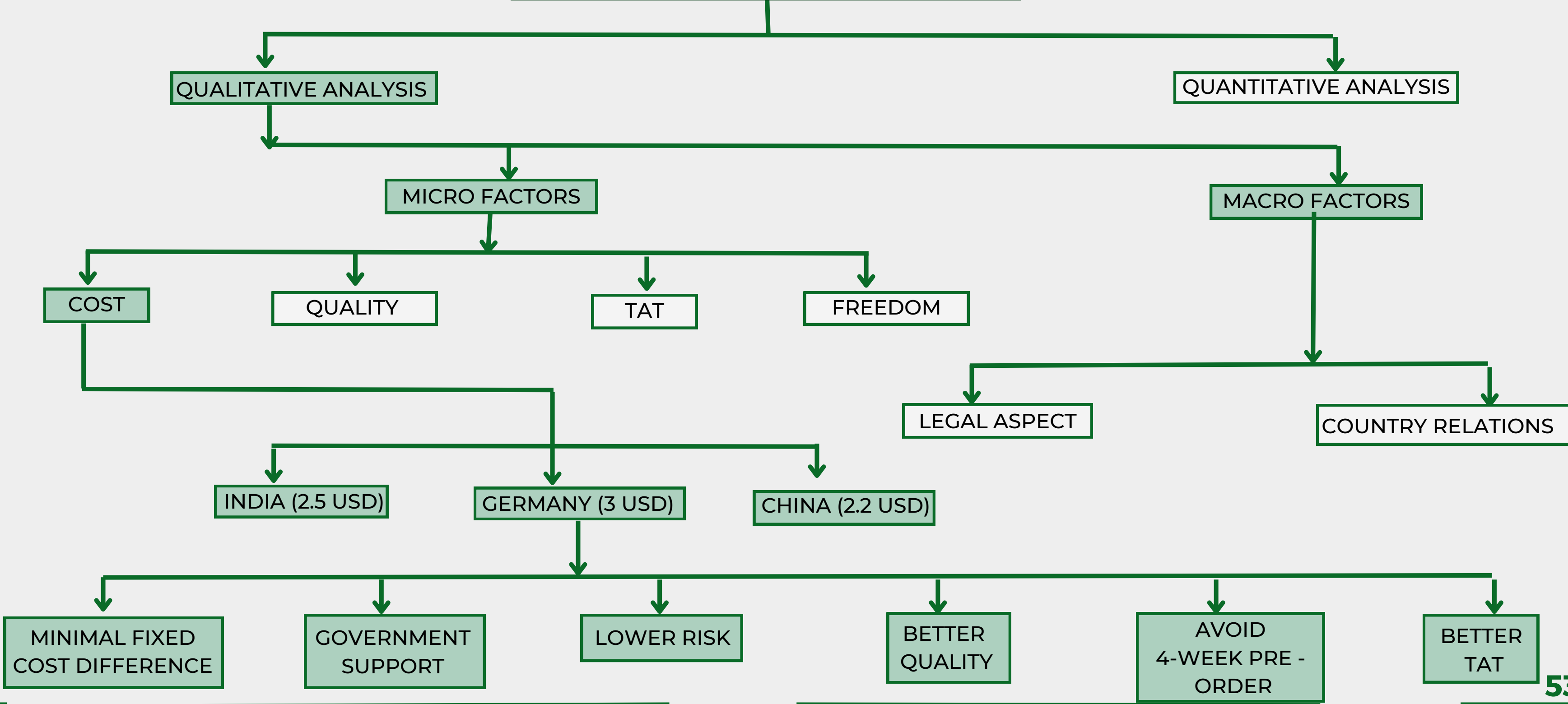
Sure, material will be available in cheap in China & India; cheaper labor will be available in India; transportation cost of goods from China and India to Germany will be high while if manufactured in Germany the transport cost will be low.

? Yes, market expansion is what the CEO was thinking about. Let's end the case here, all the best!

# Bottle It Up

Summarised

## EXPAND BUSINESS (GROWTH STRATEGY)



# Bottle it Up

Summarised

## RECOMMENDATIONS:

- Listen to the interviewer carefully as the interviewer tends to drop a lot of hints during the case.
- Be patient and calm before and in between the interviews.

# Break Into Water

Explained

## OVERVIEW

**CASE TYPE**  
MARKET ENTRY

**COMPANY**  
L.E.K.

**INDUSTRY**  
BEVERAGE

**DIFFICULTY**  
★★★



Your client is a utensil manufacturer and has to come up with a new product that is used to purify hard water to make it drinkable. You are required to help them analyse the market for this product in India.

Sure, I would like to begin by understanding what all products our client sells and in what geographies are they operating in.



Your client sells kitchenware items including utensils, dishes, and crockery. They distribute all over India and are a reputable firm in the industry.

Sure, is India the only market that we are going to consider while solving this case. Also, What is their main objective?



Yes, the client is only present in India. The main objective is to introduce a new product in the market.

Interesting. So, our client has experience in the Indian market. I would like to ask a few questions to better understand the product. What exactly is the functioning of the product? And does the product have any existing substitutes in the Indian market?



Our product is a sachet that is capable of turning hard water into drinkable water. Currently, in the Indian market there are a few players who are working on it, but only on a small scale capacity.

Okay, that's good. As far as I understand the product, our client wants to introduce a sachet, which when mixed in hard water purifies the water and makes it drinkable.



Yes, you have understood the product. Kindly continue.

Okay so to continue I would like to focus on the following key points:

1. Pre-existing competition in the market.
2. The new competition that can arise in the market.
3. Substitutes of the product.
4. Complimentary products that exist.
5. Ways to market the product in such a way that we can sell our product.

All these topics would be covered once we give a SWOT analysis of the product and the market.

Go ahead.



Under the SWOT analysis, the case would be studied under 4 heads:

**Strength:**

- The brand has a reputable image in the Indian market.
- The product market is comparatively new. This product is one of a kind and has potential to grow.
- The product serves to fulfil a need and are also helping to save the environment.

**Weakness:**

- In India, there are a lot of traditional alternatives available that serve the purpose of purifying hard water into drinkable water. For example - Potash alum

**Opportunity:**

- The customers have a sense of trust and belief in the company.
- The product has a large market share. It has the potential to expand in the market and capture more share as it can be treated as a necessity.

**Threats:**

- As soon as the company launches its product, other companies would try to copy their product, giving rise to competition in the future.
- There is a problem of people not trusting new products and regarding the claims that the company makes.
- Another problem that may arise would be the threat of less-known competitors.

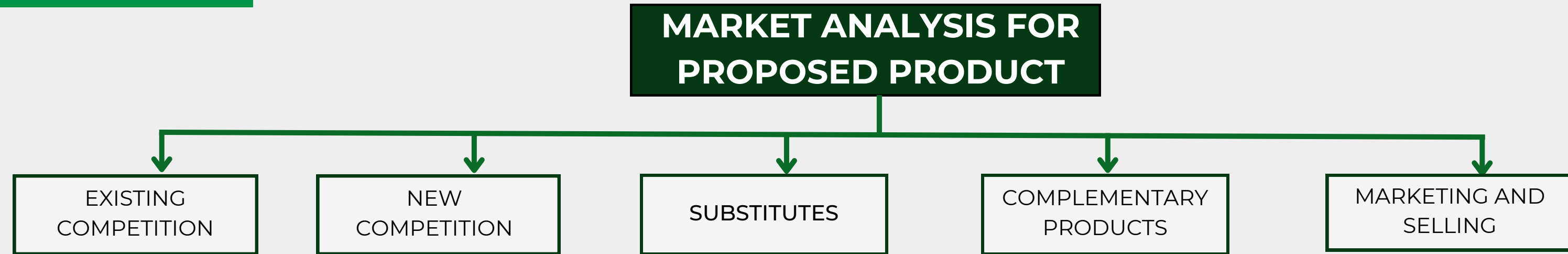


Perfect. That should be all. Lets close this case.



# Break Into Water

Summarised



## STRENGTHS

- Brand Image
- Innovative Product

## WEAKNESSES

- Lot of Traditional Alternatives

## OPPORTUNITIES

- Well Known Brand
- Large Market Share

## THREATS

- Product can be copied
- Distrust ad gimmick

## RECOMMENDATIONS:

- Take up to 3-4 questions to clarify the product and then proceed to comment.
- Always use market analysis frameworks.

# Crystal Water

Explained

## OVERVIEW

**CASE TYPE**

**MARKET ENTRY**

**COMPANY**

**BAIN & CO.**

**INDUSTRY**

**BEVERAGE**

**DIFFICULTY**



Your client is a company called ABC Ltd. They have approached to help them out with launching a new product. Get started.

What is the geography for the product?



It is the USA.

What is the product?



The product is a water filtering sachet which when put in a glass of water filters it and turns it into pure water.

What is their target for the first year?



They just want to break even in the first year. It is a new business. They got funding from some sources and invested in research and development. Now, they would like to launch this product in the market.

Is there any specific reason for this market?



? No specific reason, we just feel like it could be a good market.

Do you think a developing country like India could be a potential market for the product?

? Sure, it could be. If you think that, please go ahead with providing a rationale.

I feel the problem in India about safe drinking water is:

1. Inadequate infrastructure: India lacks proper infrastructure to provide safe drinking water to its population. There are still many areas in India where people have to walk miles to fetch water from a well or a water body.
2. Poor quality of water: In many parts of India, the water quality is poor, and it contains a high level of contaminants such as arsenic, fluoride, and other harmful chemicals. This water, if consumed, can cause severe health problems.
3. Water scarcity: India is a water-stressed country, and the availability of water is a significant concern. The increasing population and industrialization have led to overexploitation of water resources, leading to water scarcity in many regions.

? Those are some great points, you can move ahead with the Indian market.

What is the price point of the product?

? The price is 4 cents (approx. ₹ 3).

What is the procedure of using the product?



Sure, it could be. If you think that, please go ahead with providing a rationale.

I believe urban areas can be negated in this case because the company should target rural areas. Access to safe drinking water is less in rural areas.

I think we should move ahead with the number of households that would require this product.

No. of households in India = 280 million.

Percentage of rural households in India = 70%

No. of households in India =  $70/100 \times 280,000,000 = 196,000,000$

No. of people in a household = 5

Number of people in rural areas =  $196,000,000 \times 5 = 980,000,000$

Most people drink 2 to 2.5 litres per day.

Therefore, the amount of water consumed in rural areas per day =  $980,000,000 \times 2.5 = 2,450,000,000$  litres

Average amount of water in a glass = 0.25 litres

No. of glasses drank in a day =  $2,450,000,000/0.25 = 9,800,000,000$

So, the number of sachets that could be sold in a day is 9.8 billion.

However, the potential market can only be calculated after analysing the competitors.

The only competition I can think of right now is the filtered bottles that are sold in the market for a hefty price.

However, these are not very commonly sold in the market. Would it be right if we take the assumption that the company will attain about 15 % of the market share in its first year?



Yes, I believe it is a justifiable percentage.

According to this assumption, the cost of sachets sold in a day at the cost of ₹ 5 per sachet would be:

No. of sachets per day x Percent of Market Share x Price of one sachet

$$= 9,800,000,000 * 15 / 100 * 5$$

$$= ₹ 7,35,00,00,000$$

Is it correct to assume that the operating cost could be around 1/3rd of the cost of the product?



I believe it is a viable opinion.

By that assumption, the operating cost per sachet would be ₹1 and the net profit would come out to be ₹1.



What would be the net profit percentage per product?

The net profit percentage would be  $1/5 \times 100 = 20\%$

Therefore, I believe it would be beneficial for the company to sell its product in a developing market like India.



Alright, to justify that suggestion, come up with a strategy for entering into the market.

Yes sure, just one clarifying question, does our company have the supply chain capacity to fully cater to the demand of the product?



Yes, our company has the supply chain capacity to deliver the product.



If we have a robust supply chain system in place, I believe we can reach out to the Kirana stores in these rural places, give them a few incentives to promote the product and give them a few benefits to sell our product.

Secondly, we can run educational campaigns to show the comparison between safe drinking water and normal tap water.

Thirdly, we can create combo packages for families and for stipulated periods of time.



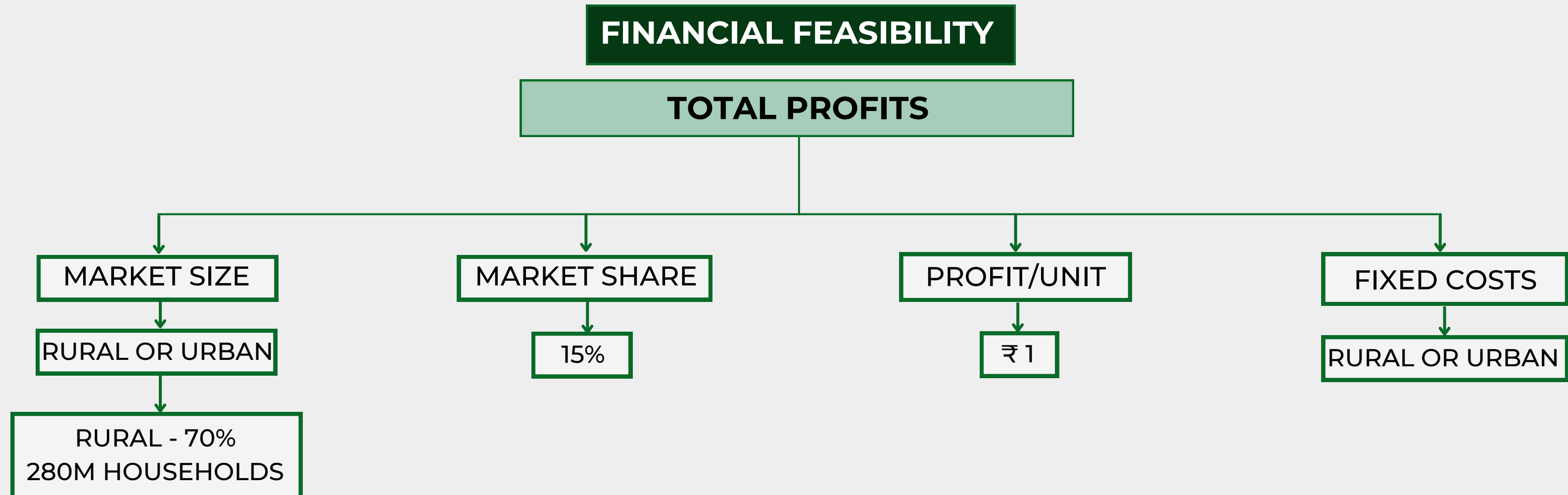
That sounds perfect, the case is closed.

# Crystal Water

## Summarised

### LAUNCH OF NEW PRODUCT

(Market Entry Strategy for Indian Markets)

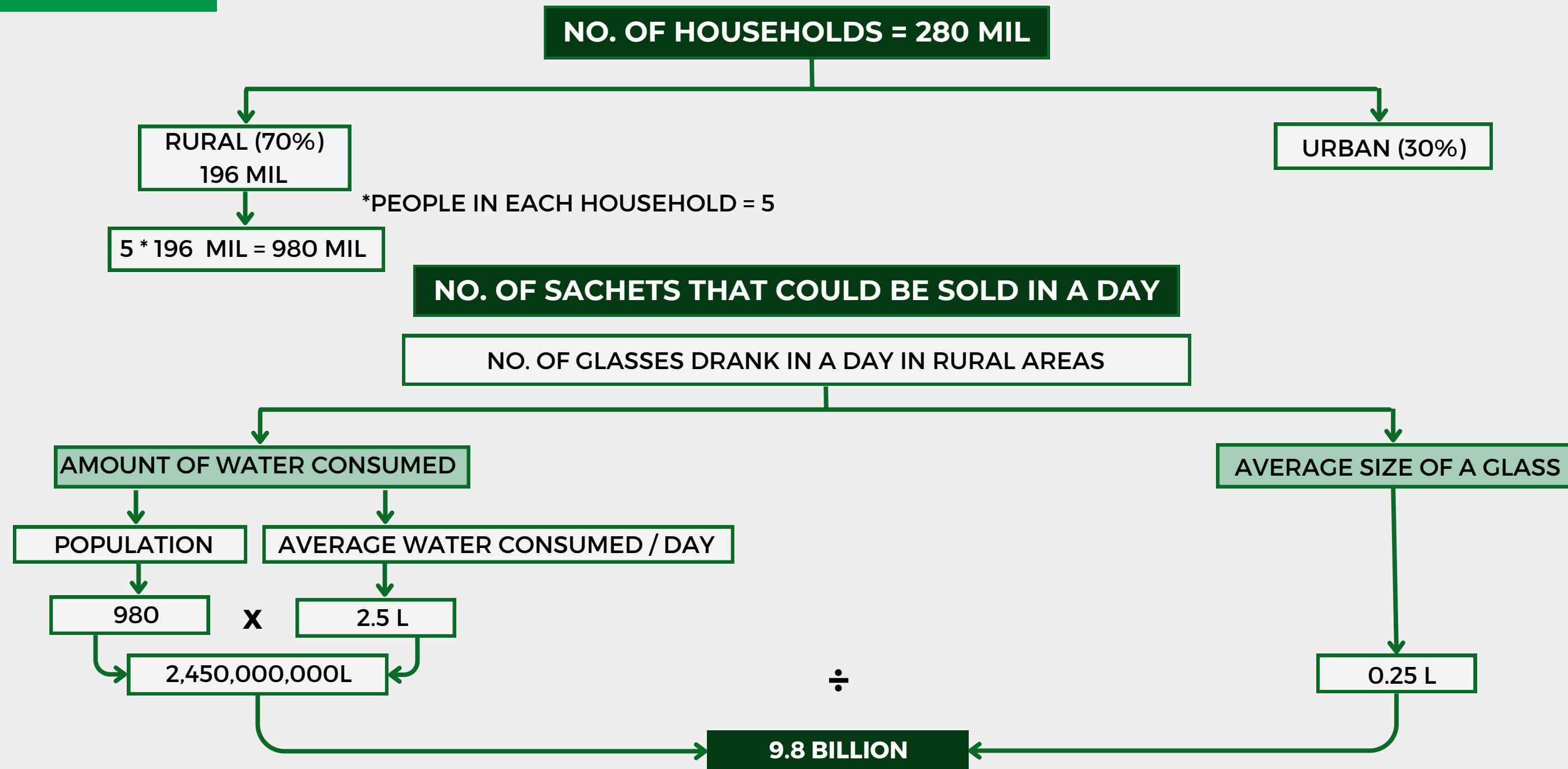


### RECOMMENDATIONS:

- Always ask the interviewer for the objective behind opting for a particular geography.
- Do not hesitate to ask the clarifying questions.

# Crystal Water

## Summarised



### RECOMMENDATIONS:

- Always ask the interviewer for the objective behind opting for a particular geography.
- Do not hesitate to ask the clarifying questions.



# Vrooom Into India

Explained

## OVERVIEW

**CASE TYPE**  
MARKET ENTRY

**COMPANY**  
BCG

**INDUSTRY**  
AUTOMOBILE

**DIFFICULTY**  
★★★★



Hey there. Your client is a foreign automobile player based in Japan and is now planning to enter India. How will you go about it?

Interesting! Firstly, I would like to ask some questions, if that's okay.



Absolutely.

Okay. Does the company have prior experience in venturing into new markets? What is their product line?



They have ventured into Europe before. They sell service passenger vehicles and commission vehicles.

What is the USP?



This company offers cheaper vehicles and is an EV-based player.

What is the time frame the company wishes to adopt?



The company is looking to expand in India in the next 1 year.

What is their objective to expand in India?



To make profits.

I would divide my approach into 3-

Market Attractiveness- Here, we would ascertain if the company is profitable or not. Also, we would find the market share.

Set Up- How exactly do we go about setting up the business

Risks- It is important to be abreast with the risks our client can face in this endeavour



Go ahead.

We would have to undertake a Pestel analysis:

To estimate the scope of this industry, we would have to take a guesstimate.

Sir, would you like me to find the number of potential car owners in India and how much market share can our client capture?



You may.

We take the population of India to be 1.4 billion. We also assume that every household has an average of 4 members, where 1.5 members per household know how to drive. Is it safe to assume so?



Yes, no problem.



Thanks. Now, we divide 1.4 billion/4 to get the number of families. We get 350 million families. Now, we divide these families according to their income status. We assume 20% of the population to be rich, 60% of the population to be middle class and the remaining 20% of the population to be lower middle class.

So, we get 20% of 350 million which is 70 million families, 60% of 350 million which is 210 million families and 20% of families which is 70 million families. Now, we assume that only the rich and middle class can afford a car. Therefore, we get  $210+70 = 280$  million families who can afford a car.



Makes sense.

Have we done any forecasting as to what % of market share can we capture in the first year of business?



No, you may make an assumption of your own

Sir, considering the fact that our client offers cheaper EV vehicles, we would capture  $\frac{3}{4}$  of the market share.



Okay, go ahead.

Coming to the set-up, our client has three options to penetrate the Indian market:

- 1) Loan venture- capital investment, retail outlet
- 2) Joint venture- partnering with Indian company backend pe vehicles, front end mein selling.
- 3) Export cars- Our client can directly export cars from Japan and sell them in the Indian market.



These are dependent upon the following factors:

- 1) Control- full control of the supply chain
- 2) Risk- how much risk company is willing to take
- 3) Financial feasibility- financial strength of the company, how much investment you're willing to make considering it's a risky venture, about to enter a new country



Sounds good.

A few risks may also arise if our client ventures into India:

- 1) Legal compliances in India change very quickly as political parties change
- 2) Automobile industry is highly competitive in any price range.
- 3) Brand loyalty towards older, well established companies like Tata, Hyundai
- 4) Spare parts and service centres won't be available

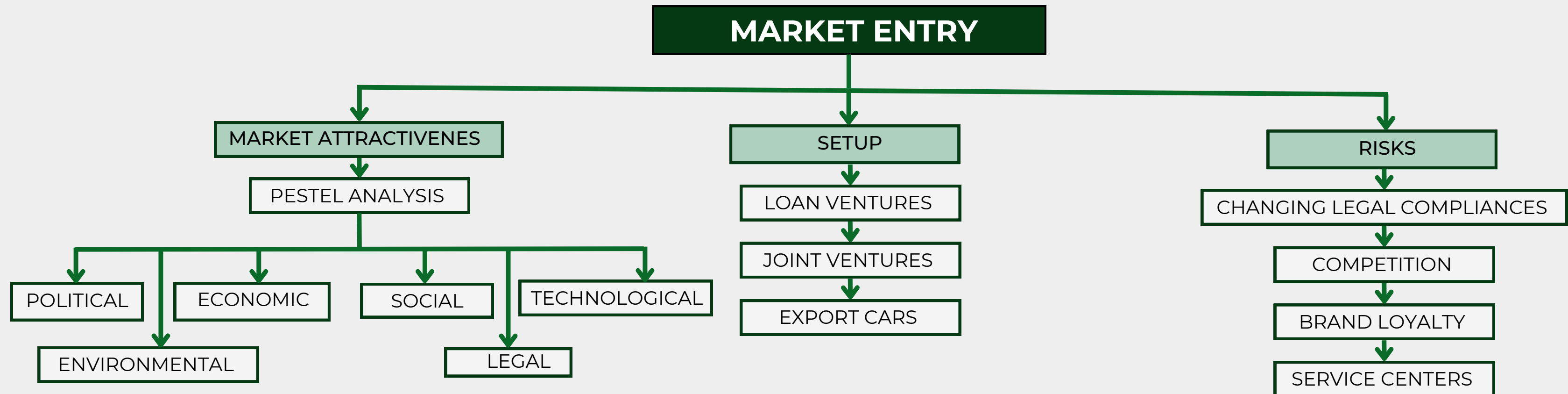
Due to these risks, our estimated calculation may not match what we forecasted earlier.



Great job, that wraps up our case!

# Vrooom Into India

## Summarised



### RECOMMENDATIONS:

- Consider establishing partnerships and alliances with other companies in the industry to leverage their expertise, resources, and customer base.
- Develop a distribution network that will allow you to reach your target audience and sell your automobiles effectively. Consider factors such as dealership networks, online sales channels, and partnerships with other companies.

# The Great Ink-Scape

Explained

## OVERVIEW

**CASE TYPE**

**MARKET ENTRY**

**COMPANY**

**BAIN & CO.**

**INDUSTRY**

**PRINT**

**DIFFICULTY**



Let's begin with your case. Our client is a well-established and known electronic company which is coming up with a new modern and innovative ink cartridge used for printing. They would like to know if it would be profitable for them to launch this in the Indian market or not.

Alright, what are the new innovations in the ink cartridge?



The ink cartridge is 10 times better at printing on paper than a regular ink cartridge which is present in the market right now. The ink is darker and does not easily fade away.

What is the motive of this market entry?



The motive of the company is to make profits.

What is the time that the company is targeting to launch the product?



The company plans to launch the cartridges as soon as possible.

Is there any component of fixed costs that the client is specifically targeting to cover up in any particular number of units or any particular time frame?



No, the fixed costs are not an issue.

Can I get to know the market size of ink cartridges in India?



Yes sure, the market size of ink cartridges in India is about 10 million dollars.

Is there any data on the cost structure of the regular ink cartridges in the market and what percentage of profit is our specific company targeting?



Yes, so the cost structure of the ink cartridge can be explained using the following equation.

Manufacturing Cost (70%) + Distribution Cost (15%) + Marketing Cost (15%) + Retail Markup (5%) = Market Price of the ink cartridge (105%).

A regular ink cartridge used for printing is available in the market for around ₹1500-2000. However, because our ink cartridge is much superior to the regular ink, it costs 3 times higher than the regular ones.

I think it would be safe to assume our cost to be around 4500 without the retail markup. Therefore, the potential profit on each unit sold is around 225 rupees. Do we have data on the estimated market share that the company will achieve?



Yes, our company is aiming for one-third of the share of the current market.

So, around 3.34 million dollars right?



Yes that is correct.



That seems appropriate, are there any suggestions for the company to improve profitability in the long run.

Now, we can calculate the expected profits that can be achieved by using the following formula.

Expected profits = (Market Size/Cost of each Unit) x Market Share (in % age) x (Profit/Unit)

Now, the cost of the product is ₹4500 which equals around \$55. And the profit on each unit is 5% of \$55 = \$2.75 a unit.

Now, Expected profits =  $(10,000,000/55) \times (1/3) \times 2.75$   
= \$166,500

This profit would be recurring because there would be a continued demand for ink cartridges.



That seems appropriate, are there any suggestions for the company to improve profitability in the long run.

Some suggestions for the company could be:

- 1) The company should look towards optimising the cost structure, it should be aiming to source the chemicals required to produce these ink cartridges indigenously and also look towards better distributors.
- 2) The company should also look towards diversifying its ink business. That would include getting into the market of ink printers and developing ink printers which could enhance the effect of these ink cartridges to a further extent.
- 3) The company should also look towards building a stronger brand image because ink printing in India is majorly occupied by top brands like Epson, HP, Canon and Brother. Therefore, it should focus on stronger marketing campaigns and alliances

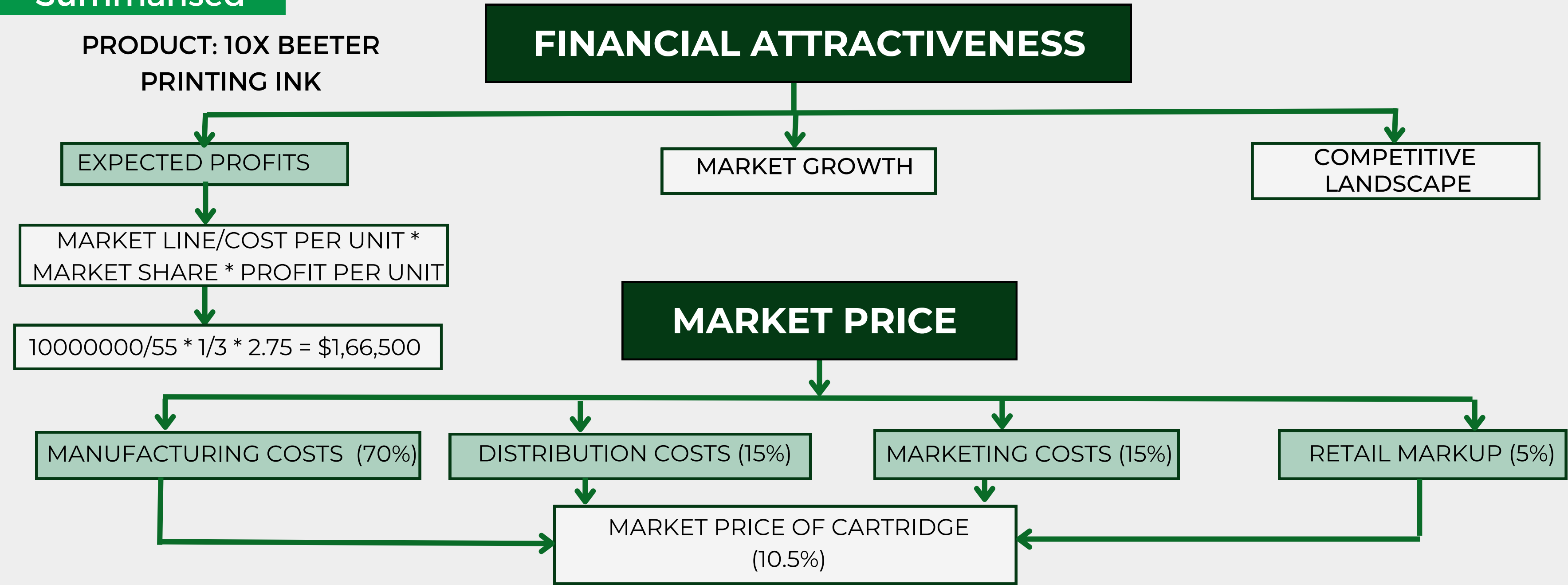


Excellent, those are some great suggestions. Thank you for your analysis. That concludes our case interview.



# The Great Ink-Scape

## Summarised



### RECOMMENDATIONS:

- Be clear about the assumptions you make and clearly communicate them to the interviewer.
- Another small thing to keep in mind is to consider any potential risks or challenges that may arise during the launch of the ink cartridge in the Indian market.

# Home Sweet Home

Explained

## OVERVIEW

**CASE TYPE**

**MARKET ENTRY**

**COMPANY**

**MCKINSEY & CO.**

**INDUSTRY**

**HOUSING & FINANCE**

**DIFFICULTY**



A company wants to enter the housing finance sector in India via a universal bank like ICICI. Can you please tell me how you would approach this case?

Sure, let me first consider the scope, factors, regulations/restrictions for the same.

The scope for a company entering the housing finance sector in India is huge. With the growing demand for housing and the government's push for affordable housing, the market has a lot of potential. However, the factors and regulations/restrictions must be taken into account before entering the market.

In terms of factors, setting up the right people team, necessary infrastructure, and creating a strong brand identity are important. Additionally, understanding the customer requirements, the economic environment, and the competition will help in making informed decisions. As for regulations, the Reserve Bank of India (RBI) has set certain guidelines that must be followed by all banks and housing finance companies.



Okay, that sounds good. You may proceed.



Alright, I would then structure the case by dividing it into organic and inorganic sides. In terms of the organic side, we would need to focus on setting up the right team, infrastructure, and creating a strong brand identity. We would also need to focus on two key sectors under this: retail and commercial. The retail sector would consist of individual home owners who purchase flats, and so on. The commercial sector would consist of real estate players, builders, etc. These players have good relationships with banks/bankers and understand the financing process.



That sounds great. Can you now focus on the organic side only?

Sure. To approach the retail sector, I would consider that there would be 80% urban and 20% rural. Therefore, our focus would be on building a strong presence in the urban areas. We could set up branches in strategic locations and hire a team of experts who can provide personalized guidance to customers looking for home loans. This would help build trust with our customers and ensure that we are providing them with the best possible solutions. Apart from setting up physical branches, we could also leverage technology to reach out to customers. For example, we could create a mobile app or website that would allow customers to apply for home loans from the comfort of their homes.

This would help us reach a larger audience and provide them with a hassle-free experience.

We could also offer attractive interest rates and flexible repayment options to customers to make our products more appealing. This would help us compete with other players in the market and attract customers who are looking for affordable and flexible home loan options.

In addition, we could partner with real estate agents to refer customers to us. Real estate agents have a deep understanding of the local real estate market and can provide valuable insights to customers. By partnering with them, we can increase our reach and build a strong referral network.



Great. Can you please give me some ideas on how you would approach the commercial sector?

When it comes to the commercial sector, we need to understand that builders and real estate players have a good relationship with banks and bankers. Therefore, we need to approach them with customized solutions that meet their specific needs. This could include creating specific products tailored to the real estate sector, like construction loans, loans for commercial property purchase, etc.

We could also offer them attractive interest rates and fees, which would make our products more appealing to them. By doing so, we can build a strong relationship with them and ensure that they refer their customers to us.

Finally, we could partner with builders and real estate players who do not offer home loans to their customers. By doing so, we can offer home loans to their customers and increase our customer base.



That sounds very comprehensive. Do you have any final reasons why this market entry would be successful?

Yes. India's growing economy and the increasing disposable income of its population make it an attractive market for housing finance companies. Also, the government's initiatives, like the affordable housing scheme, will help the sector grow. However, to be successful in this market, we need to build a strong presence in the urban areas and offer personalized solutions to our customers. We also need to build strong relationships with builders and real estate players to increase our customer base. By doing so, we can tap into the significant opportunity that exists in this sector and grow our business.

Finally, the high demand for housing and the lack of affordable housing options create a significant opportunity for us to enter this sector.

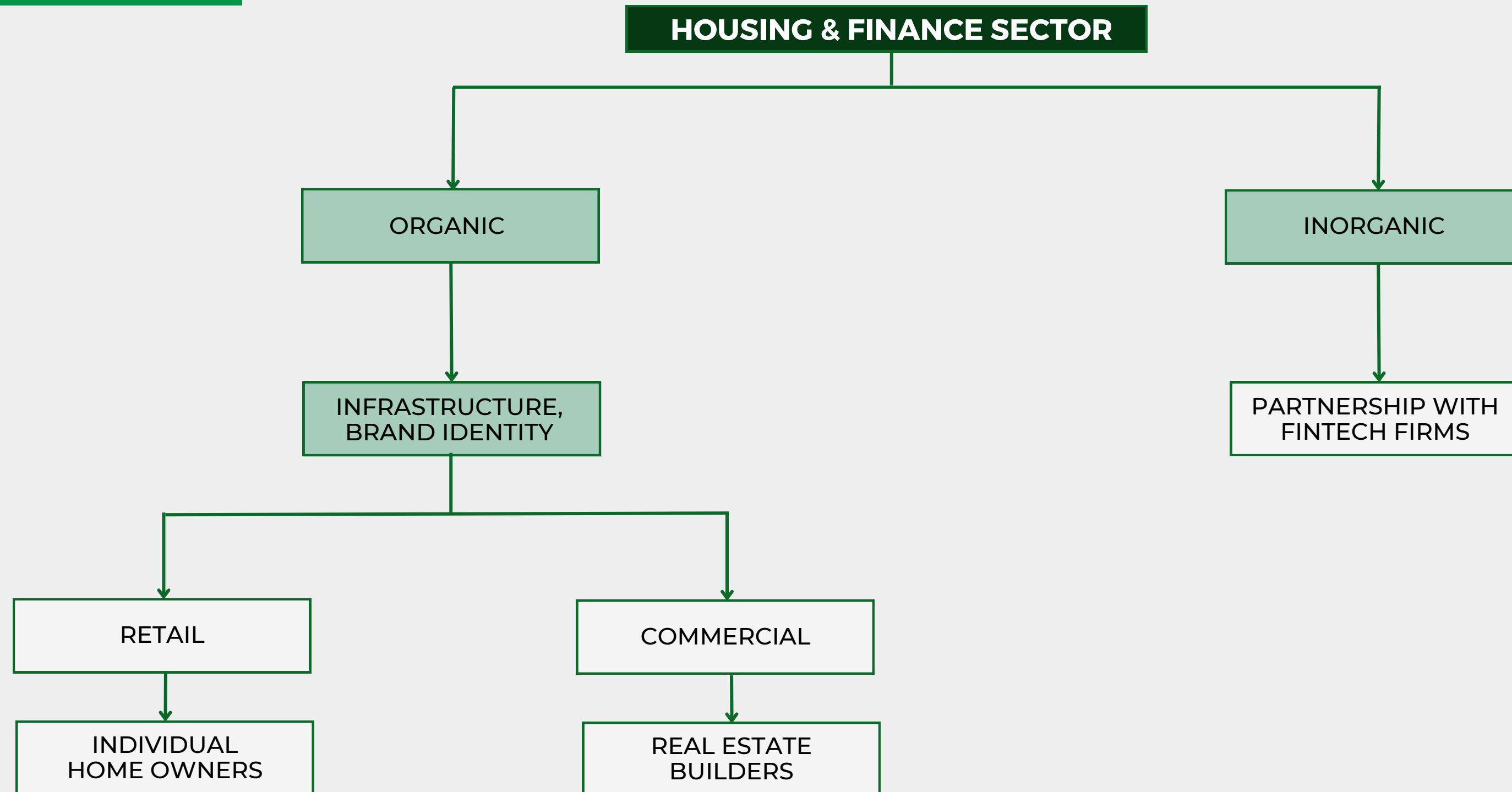


That will suffice. We can close the case now.

Thank you. Have a nice day!

# Home Sweet Home

Summarised



## RECOMMENDATION:

- Highlight the potential for success in the housing finance sector in India due to a growing economy, increasing disposable income, and government initiatives.



# MARKET GROWTH

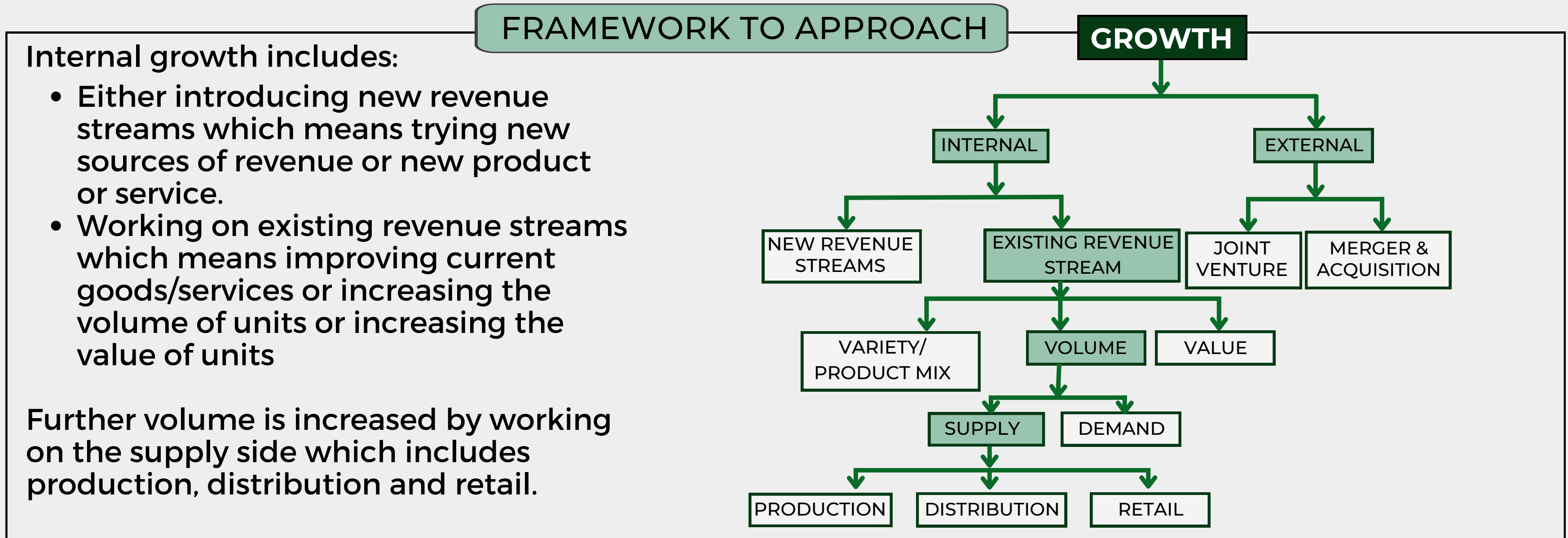
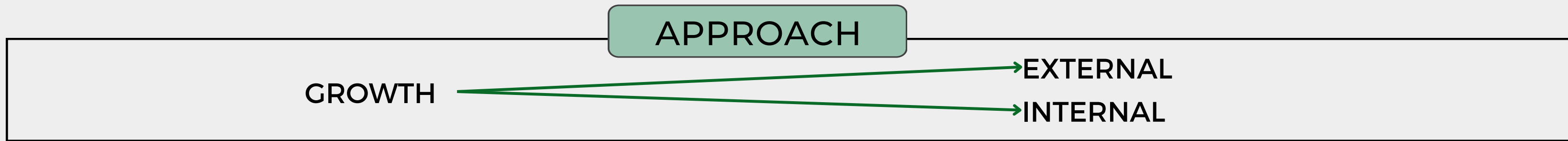


# MARKET GROWTH FRAMEWORK

A typical problem related to market growth would take the form of "To achieve market growth, your client's revenue must **increase by x% within y years.**" or "Your client seeks to maintain their current growth trajectory and requires **strategies to sustain this momentum.**"

## PRELIMINARY CLARIFYING QUESTIONS:

- What is the specific problem or challenge that the client is facing?
- What are the client's goals and objectives for growth?
- What are the client's target market and customer segments?
- What are the client's unique value propositions and competitive advantages?
- What are the key metrics and performance indicators that will be used to measure success?
- What are the potential risks and obstacles that could impede growth?
- What are the best practices and success stories in the industry that can be used as benchmarks?
- What are the available resources and budget for implementing growth strategies?
- Who are the key stakeholders and decision-makers that need to be involved in the process?
- Are there any budgetary limitations that need to be considered when forming a solution to the case?
- What is the current growth rate of the company and the industry it is operating in?



External growth is the growth achieved through joint ventures and merger acquisitions



# How To Drive.. Sales

Explained

## OVERVIEW

**CASE TYPE**  
MARKET GROWTH

**COMPANY**  
BCG

**INDUSTRY**  
AUTOMOBILE

**DIFFICULTY**  
★★★



Let's dive into the case simulation. A car manufacturer wants to increase their sales in India. They have two options: either explore a new market or continue with a market where they have a 30% market share. What strategies would you propose?

Okay, before proposing any strategies, I would like to gather some more information. Can you tell me more about the current market and the competition?



Sure, the current market is quite competitive with multiple players. The market size is growing, and the purchasing power of consumers is increasing. In terms of competition, there are several established players with a significant market share, including some global brands.

Thank you for the information. Based on what you've told me, I would suggest that the car manufacturer continues to focus on the market where they have a 30% market share. However, they need to implement strategies to increase their market share.



One approach could be to identify the factors that drive customer preferences and tailor their product offerings accordingly. For example, Indian consumers may prefer cars with good fuel efficiency, low maintenance costs, and high resale value. The car manufacturer can focus on developing models that meet these requirements. Another strategy could be to increase brand awareness through targeted marketing campaigns. They can use various channels such as television, social media, and print media to reach their target audience. Additionally, they can collaborate with influencers and celebrities to increase their brand visibility.



Those are interesting strategies. What about exploring new markets?

Exploring new markets can be a good long-term strategy, but it can also be risky. Entering a new market requires a significant investment in research, product development, marketing, and distribution. Moreover, there may be cultural and regulatory differences that the car manufacturer needs to consider.

If they decide to explore a new market, I would recommend that they conduct thorough market research to identify the most promising opportunities. They should also consider forming partnerships with local players to gain better insights into the market and leverage existing distribution networks. Overall, I would suggest that the car manufacturer focus on their existing market while implementing strategies to increase their market share. This approach is likely to yield faster and more reliable results than exploring new markets.

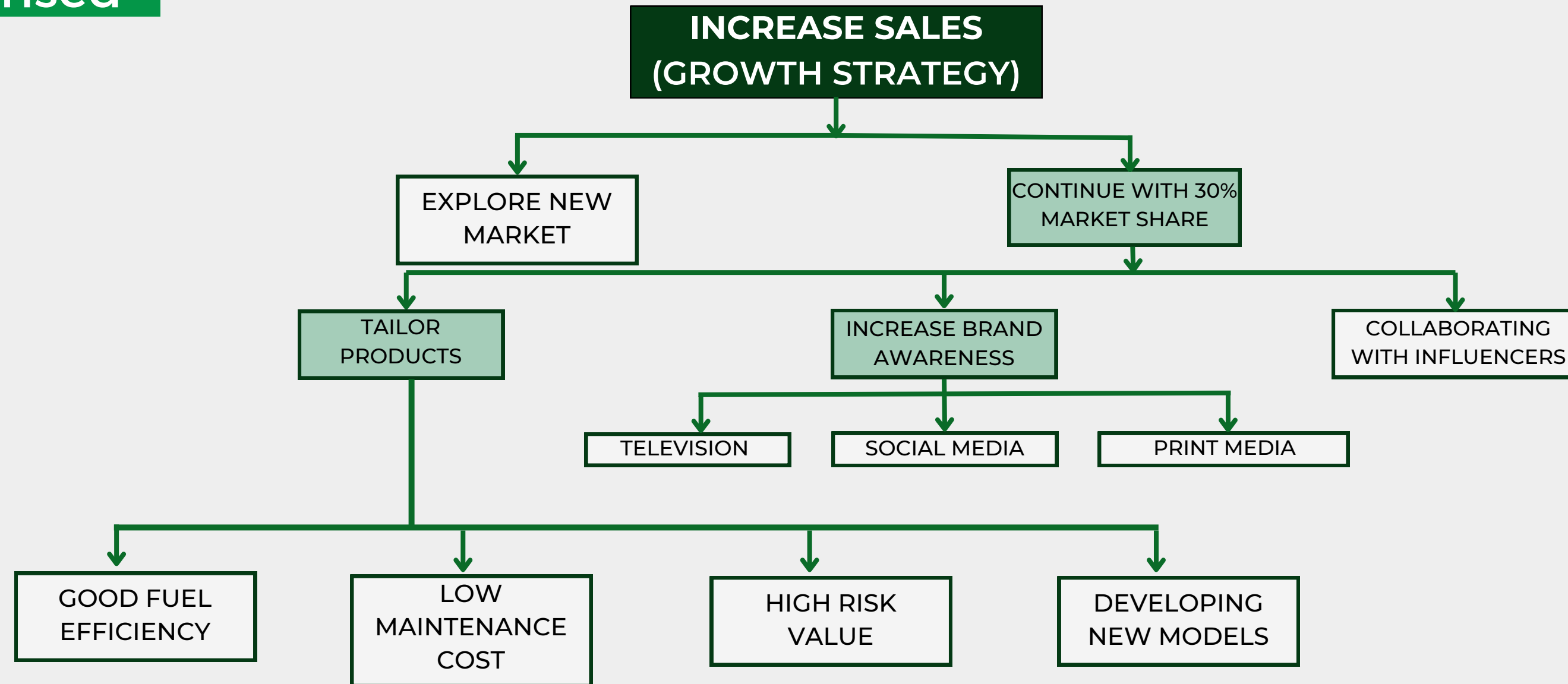


Thank you for your insights. We can close the case now.

Thank you for the opportunity to discuss this case simulation.

# How To Drive...Sales

## Summarised



### RECOMMENDATIONS:

- Before attempting to grow a market, it is important to understand the current market dynamics and potential opportunities. Conducting market research will help you identify trends, customer needs, and gaps in the market that can be exploited.
- Identify who your competitors are, their strengths and weaknesses, and the strategies they are using to grow their market share.

# Timber Takes Tokyo

Explained

## OVERVIEW

**CASE TYPE**  
MARKET GROWTH

**COMPANY**  
EXL

**INDUSTRY**  
FURNITURE

**DIFFICULTY**  
★★★



Let's begin with the case. A well-established Japanese wooden company wants to expand its business. Which path should it choose for the expansion and state reasons for the same: 1) Continue at the same capacity within a Japanese City where it manufactures within a demand of 10,000 wood pieces where they would be able to expand by getting acquired by another company. 2) Try expanding the business by starting in America with demand of around 20,000 wood pieces where the profits would be doubled.

Sure. I think the company should continue manufacturing within Japan and focus on expanding its capacity by acquiring another company.



Can you elaborate on why you believe that continuing to manufacture within Japan is the best path?

Firstly, the government restrictions and politics in America can make it difficult for the company to establish itself and run its operations smoothly.

Secondly, the company may not be able to fulfil the demand of 20,000 wood pieces without significantly increasing its production capacity, which can be costly and risky.



Thirdly, expanding into a foreign market involves a lot of risk and unknown variables, including language barriers, cultural differences, and legal complexities.

On the other hand, expanding within Japan can be less risky since the company is already established and familiar with the market. Acquiring another company can also help the company increase its production capacity and fulfil the current demand of 10,000 wood pieces.



Can you explain how acquiring another company would help the company expand its production capacity?

Acquiring another company can provide the company with additional manufacturing facilities, staff, and resources. It can also help the company expand its reach and increase its customer base. Additionally, it can provide the company with access to new technologies and processes, which can improve its efficiency and reduce production costs.



That makes sense. Are there any other reasons why you think the company should choose this path?

Yes, continuing to manufacture within Japan can also help the company maintain its reputation and quality standards, which can be challenging to maintain when expanding into a foreign market. The company has already established a reputation for quality within Japan, and expanding overseas may jeopardize this reputation if quality standards are not met. By expanding within Japan, the company can continue to focus on maintaining its quality standards and reputation.



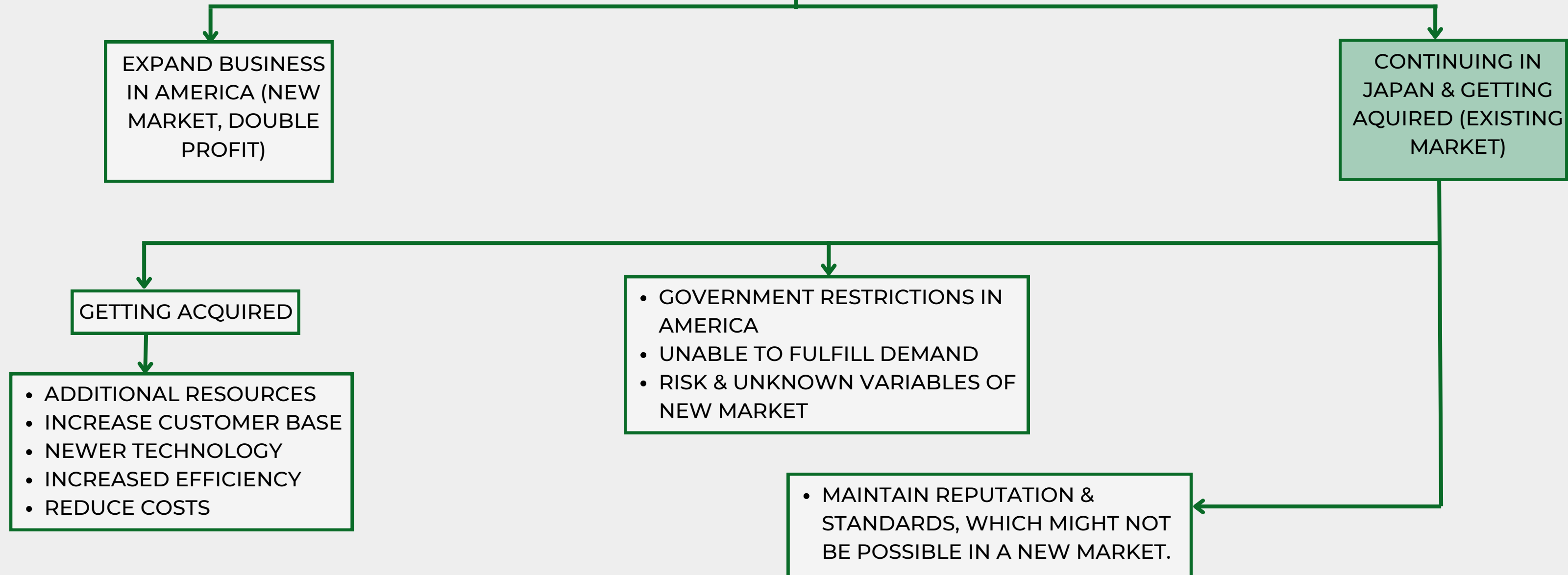
Thank you for your insights. It's been a pleasure talking with you.

Thank you for having me.

# Timber Takes Tokyo

Summarised

## EXPAND BUSINESS (GROWTH STRATEGY)



### RECOMMENDATIONS:

- Analyze all the factors involved in both options before coming to a conclusion.
- There is no one correct answer. The answer is correct as long as you're able to provide valid points for your argument.

# Paint the Town Red

Explained

## OVERVIEW

**CASE TYPE**  
MARKET GROWTH

**COMPANY**  
MCKINSEY & CO.

**INDUSTRY**  
PAINTS

**DIFFICULTY**  
★★★★



Our client is a wall paints manufacturer. They have a 12% market share (by volume) and want to achieve a 20% market share over the next 5 years. They want to grow organically; M&A is not an option. Advise the client.

Where does the company operate?



The company manufactures and has a sales footprint all over India.

How old is the company? Is Asian paints a good proxy?



Yes, you can assume it to be of similar size.

What kind of paints does the company manufacture?



The company manufactures different varieties of decorative wall paints for residential use.

How does the competitive landscape look like?



There are 4 main players including us with the following market shares:

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>Others</b>
<b>40%</b>	<b>17%</b>	<b>12%</b>	<b>7%</b>	<b>24%</b>



What are the channels of distribution?



We typically distribute through a network of over 25K multi-brand retailers.

What is our USP?



Quality of paints.

(Took a minute to lay down a structure to evaluate different growth alternatives)

In order to grow its market share, the client can explore the following options:

1. Market penetration through improvements in product, change in price or distribution channels.
2. Expansion into new market (geography/customer segment)
3. New product development





This is an exhaustive list. We have the following data about the market size and respective market shares of each player in each category:

Paint Segment	Market Size	Market Share
Premium	20%	A 40%, B 5%, C(us) 40%, D 5-8%
Mid	40%	A 40%, B 30%, C(us) 10%, D 7%
Economy	40%	A 40%, B 20%, C(us) 0%, D 0%

From the data it is evident that top 2 players in the market, A & B are penetrated into the market for economy range of paints, and we are absent in this category.

Yes, there is no scope for expanding the product portfolio, but the company can penetrate into the economy segment. We have two options:

1. Plan A: Enter the economy segment while retaining market share in existing segments
2. Plan B: Increase market share in the premium and mid-range segment

Why don't you run some quick calculations to decipher how much expansion would be necessary?



In order to increase market share by going into the economy segment, the company will have to capture 20% of the market. Alternately, it can increase market share in premium and mid- range paints by 50% and 25% respectively.



Good. What do you think are the challenges that the company will face if it goes ahead with plan A (expansion into the economy)?

Since A & B have reasonable market share in the economy category, they have a strong hold over the distribution. We can expect the company to experience a challenge in establishing its distribution network in this category.

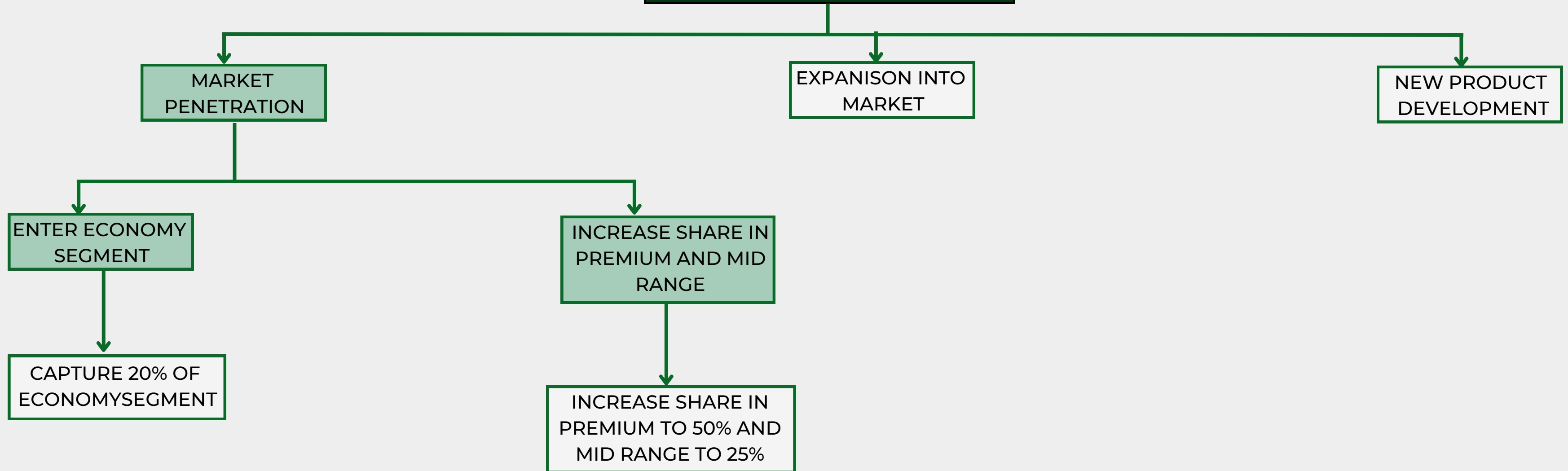


That is a good insight, distribution indeed is a challenge in the paints industry. I think this is good, let us end the case here.

# Paint the Town Red

Summarised

## ORGANIC GROWTH STRATEGIES



### RECOMMENDATIONS:

- Some cases require thoroughly following the MECE Structure to get to the bottom of it.
- Ask clarifying questions in a way which solves the doubt pertaining and also makes the interviewer feel involved.

# Mo Stores, Mo Problems

Explained

## OVERVIEW

**CASE TYPE**  
MARKET GROWTH

**COMPANY**  
DELOITTE

**INDUSTRY**  
E-COMMERCE

**DIFFICULTY**  
★★★★



There is a brand that is focusing on expanding from 100 to 200 stores. They have to improve their logistics and marketing techniques to decrease their lead time as they expand. Explain the approach you will recommend to them.

Firstly, we would have to identify the target market, and the approach that will be taken to expand needs to be altered accordingly. We should focus on identifying the unique specialty that the business provides to the customers.



Okay. What will be this unique specialty?

There is no such brand as of now which is selling the products in the manner that the product will reach the consumer in a given set of hours or by this day and time. So my suggestion to the brand would be for them to sell using this approach and make it their unique specialty. Meaning that Amazon also provides the additional benefit that if you buy that specific product it would be delivered in these many days, but that is not their main criteria for selling. Thus, this opportunity remains open and can be utilized to distinguish itself from its competitors.



All right, understood continue with your approach.



All right, understood continue with your approach.

Secondly, we should focus on identifying the target market and accordingly understand the amount of time that they can wait for their order to be delivered. By using this approach we can understand the dynamics of different age groups in relation to their patience levels.

For example, we can categorize into:

1. Children
2. Working Generation
3. Elderly

And according to their needs, understanding the suitable time periods for delivery. Meaning that in the case of elderly people, we can take the fair assumption that their patience levels are a little lower compared to young adults, and therefore, we can prioritize quicker deliveries to them.



Very Interesting. How would you go about segregating the target market?



We will take the population as the base and then according to their family income segregate them into groups as followed:

<b>Income per month (₹)</b>	<b>Probability of affording faster deliveries</b>
<15,000	Very Low
15000-25,000	Very Low
25,000-50,000	Low
50,000-1,00,000	Medium
1,00,000-3,00,000	High
3,00,000+	Very High

Along with income, we can also take into account their educational background as criteria.



Okay, any other ideas?



Yes, while delivering the products to our customer's addresses via any means of transport, the business should make sure that their brand name or logo is present on each of the vehicles. This will supplement the market strategy as more and more people would recognize it and after a point of time become comfortable with using the service. It will increase brand trust. One important suggestion to them would be to focus on opening more warehouse locations instead of stores as nowadays more people want goods delivered to their homes and not go outside to purchase them. Thus, an early focus on implementing this strategy can be extremely beneficial in the longer run.



Great. If the business wants to expand globally, then what would you suggest to them?

In terms of global expansion, the main strategy should remain the same and the idea of expanding warehouses over stores should also be taken into consideration. Additionally, two key points also come into play 1. Duties and Taxes, 2. Key contacts available in the foreign country to make expansion simpler. Thus networking becomes integral in such a scenario.

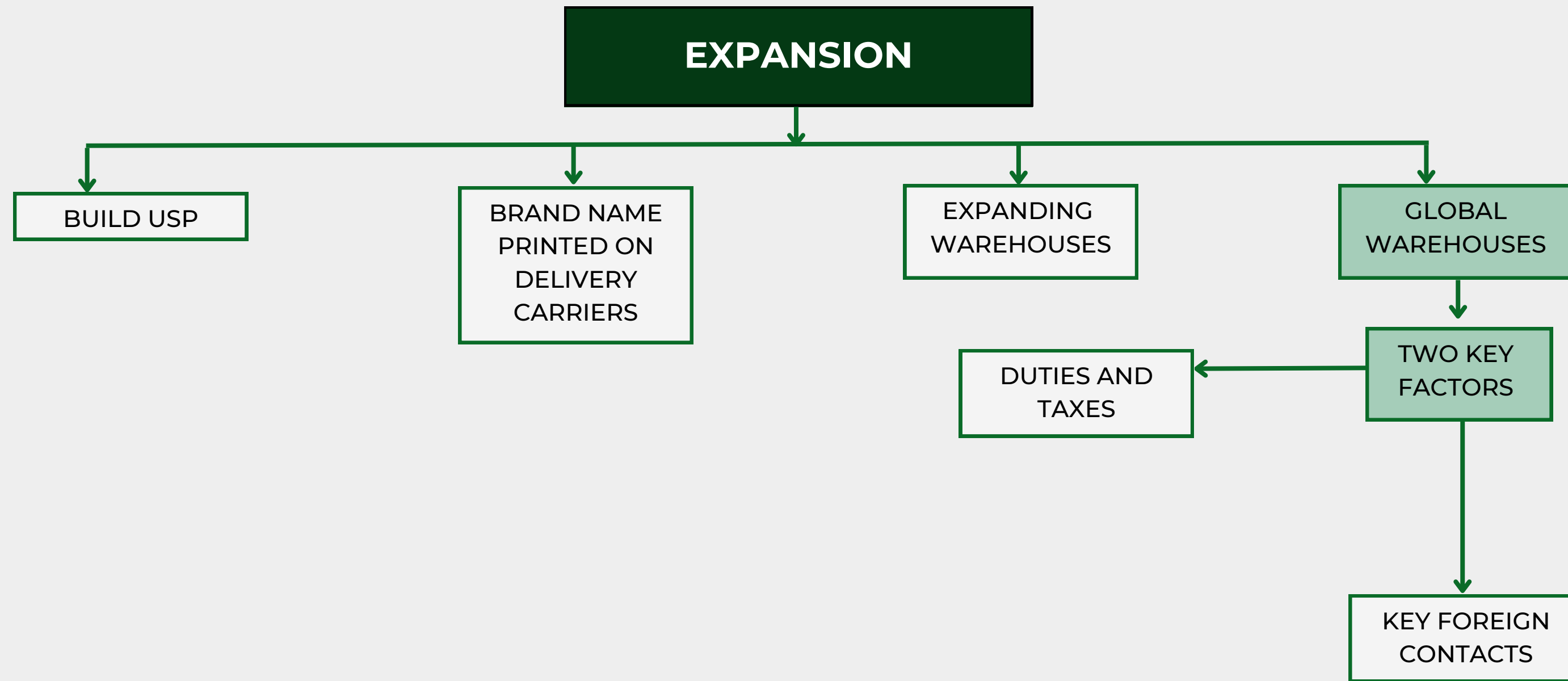


Perfect. We can now close the case.

Thank you!

# Mo Stores, Mo Problems

Summarised



## RECOMMENDATIONS:

- Always make sure to tie your suggestions back to the goals and objectives of the business.
- Be prepared to provide specific examples and data to support your recommendations..



# Touchdown

Explained

## OVERVIEW

**CASE TYPE**

**MARKET GROWTH**

**COMPANY**

**L.E.K**

**INDUSTRY**

**OTT**

**DIFFICULTY**



The CEO of a Sports League OTT Platform based in the US has been onboarded as a new client. The company wishes to expand to Latin America (South America) with its flagship sport being American Football. It would like to broadcast and stream AFL, NFL and other leagues like college football which it has rights of. You need to access the market and calculate the demand of American Football in these regions.

So, we need to check if entering these markets would be beneficial to the OTT Platform. We know that these leagues are already established in North American Countries. Also, it is general knowledge that soccer or European Football is predominantly popular in South American Countries due to colonialism. Therefore, the company would need to find a way to make football coexist with soccer in South America just like hockey coexists with football in North America. Do we have any other streaming platform which is broadcasting American football in Southern America?









No, there isn't a streaming platform for American football in Latin America. This concept will be freshly introduced there.

Are there any micro and macro factors affecting the entry of our company? And do we have any data on the demographics of these countries and which specific countries are we targeting?



We will not be looking at economic factors currently. Although, we do have data on these countries. The six countries the company is primarily focussing on are the most densely populated countries of South America which are: Brazil, Argentina, Chile, Colombia, Peru and Venezuela.

Countries	Population (in millions)	Female-Male Ratio	Population < 25
Brazil 	216,090,167	101.78	45%
Colombia 	52,021,926	101.8	49%
Argentina 	45,694,893	102.4	53%
Peru 	34,261,772	100.66	41%
Venezuela 	28,676,885	101.68	49%
Chile 	19,621,853	101.36	37%



I hope it is alright if I use approximations in these numbers.

Yes, it is absolutely alright to use approximations as long as we reach the final answer.



Is there any other data that we have?



We do have the percentage of the population which has shown interest in watching the sport considering the following dynamics.

Countries	Interest Percentage
Brazil	12.0912
Chile	8.8769
Argentina	6.4583
Colombia	5.9002
Peru	7.4949
Venezuela	3.3872

Countries	Population(Approx)	Interest Percentage(Approx.)	People Interested
Brazil	216,100,000	12.1	26148100
Argentina	52,000,000	8.9	4628000
Chile	45,700,000	6.5	2970500
Peru	34,300,000	6.0	2058000
Venezuela	28,700,000	7.5	2152500
Colombia	19,600,000	3.4	666400
<b>Total</b>			<b>38,623,500</b>

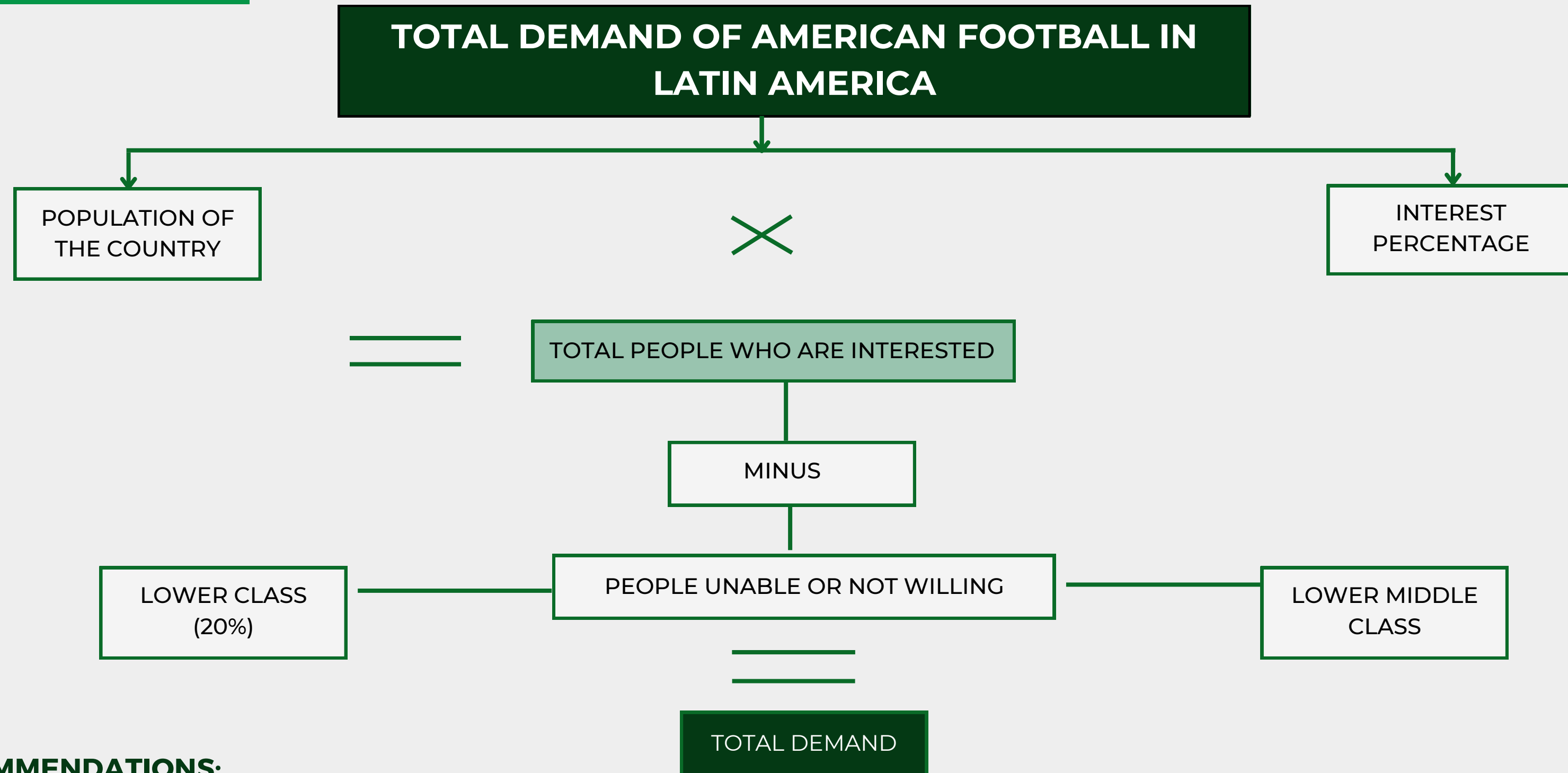
According to these figures, the demand for American football in Latin America should be around 38.6 million people.



Great approach! With that, we conclude our case.

# Touchdown

## Summarised

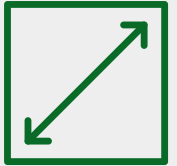


### RECOMMENDATIONS:

- General Knowledge of the demographics of world countries comes into play in these kinds of cases.
- Always use approximations in large numbers.



# MARKET SIZING



# MARKET SIZING FRAMEWORK

Market sizing framework refers to a structured approach used to estimate **the size of a market**, which can help businesses understand the potential demand for their products or services. It typically involves analyzing various factors such as the **total number of potential customers, demographics, purchasing habits and competitive landscape**. The aim of market sizing is to provide businesses with a better understanding of the market they are operating in and to help them make informed decisions about their **product development, pricing and marketing strategies**.

## PRELIMINARY CLARIFYING QUESTIONS:

- What is the geography of the market?
- What is the target customer segment?
- What is the product or service category?
- What is the time frame for the market sizing exercise?
- What is the purpose of the market sizing exercise?
- Are there any industry or market trends that may impact the market size or growth?
- Are there any regulatory or legal factors that may impact the market size or growth?
- Are there any major competitors in the market that may impact the market size or growth?



## APPROACH

NO. OF UNITS



AVERAGE PRICE PER UNIT

## FRAMEWORK TO APPROACH

### MARKET SIZE

NUMBER OF UNITS \* AVERAGE PRICE PER UNIT

DEMAND SIDE  
(NO. OF UNIST)

SUPPLY OF SIDE  
(NO. OF UNITS)

NO. OF CUSTOMERS

\*

NO. OF UNITS BOUGHT PER CUSTOMER

NO. OF CUSTOMERS

\*

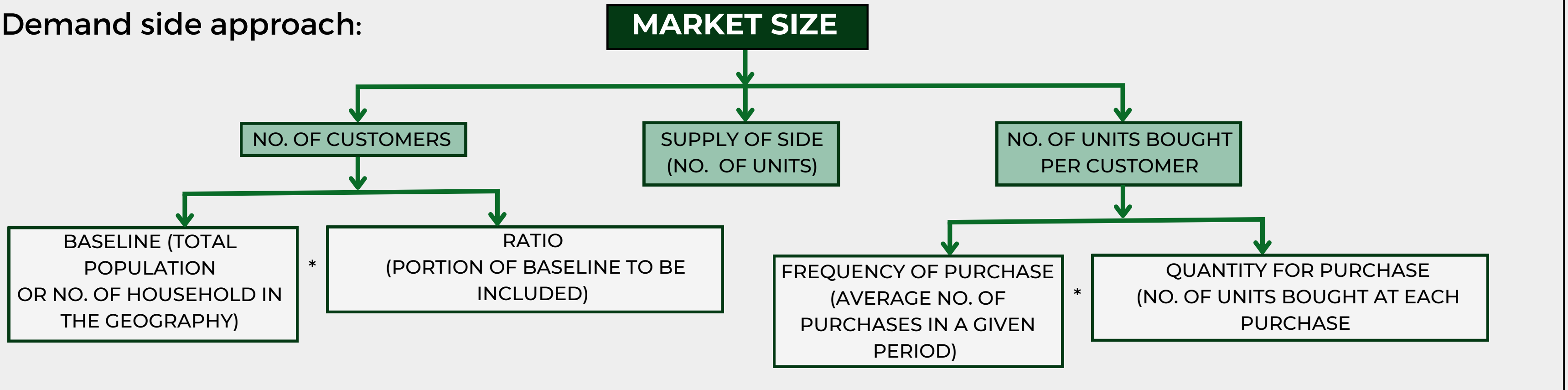
NO. OF UNITS BOUGHT PER CUSTOMER

80% of the time demand side approach is considered to be best option to solve market sizing questions

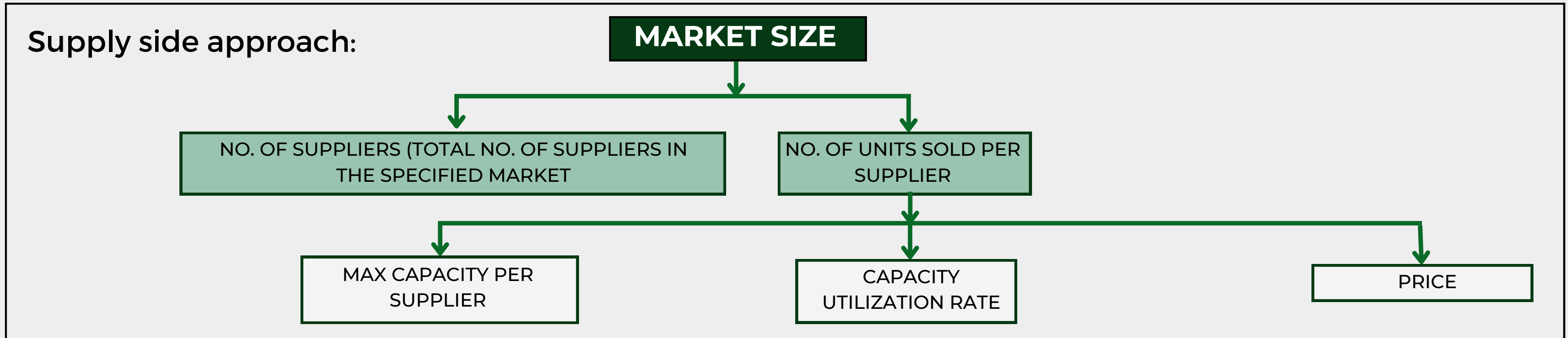


## FRAMEWORK TO APPROACH

Demand side approach:



Supply side approach:





# Ice Cold Analysis

Explained

## OVERVIEW

**CASE TYPE**  
MARKET SIZING

**COMPANY**  
BCG

**INDUSTRY**  
HOME APPLIANCES

**DIFFICULTY**  
★★



Can you estimate the market size of the refrigerator industry in India?

To estimate the market size, I'll need to break it down into a few steps. First, I'll estimate the total population of India, and then calculate the number of households. Then, I'll estimate the percentage of households that own a refrigerator and the average cost of a refrigerator.



That sounds like a good approach. Please proceed.

I'll consider the current population of India to be around 1.35 billion. Next, I'll estimate the number of households. The average household size in India is 4 people. So, by dividing the total population by the average household size, we get around 337 million households.



Okay, go on.

I'll assume that around 30% of households in India own a refrigerator. So, that gives us a total of 101.1 million households that own a refrigerator. Now, the average cost of a refrigerator can vary widely depending on the brand and size, but I'll assume that the price of a refrigerator in India is around ₹ 20,000.



Alright, you may proceed.



So, we will multiply the number of households that own a refrigerator by the average cost of a refrigerator, we get the total market size. So, 101.1 million households multiplied by ₹ 20,000 gives us a market size of around ₹2,02,20,00,00,000 (2.02 trillion) for the home appliances industry in India.

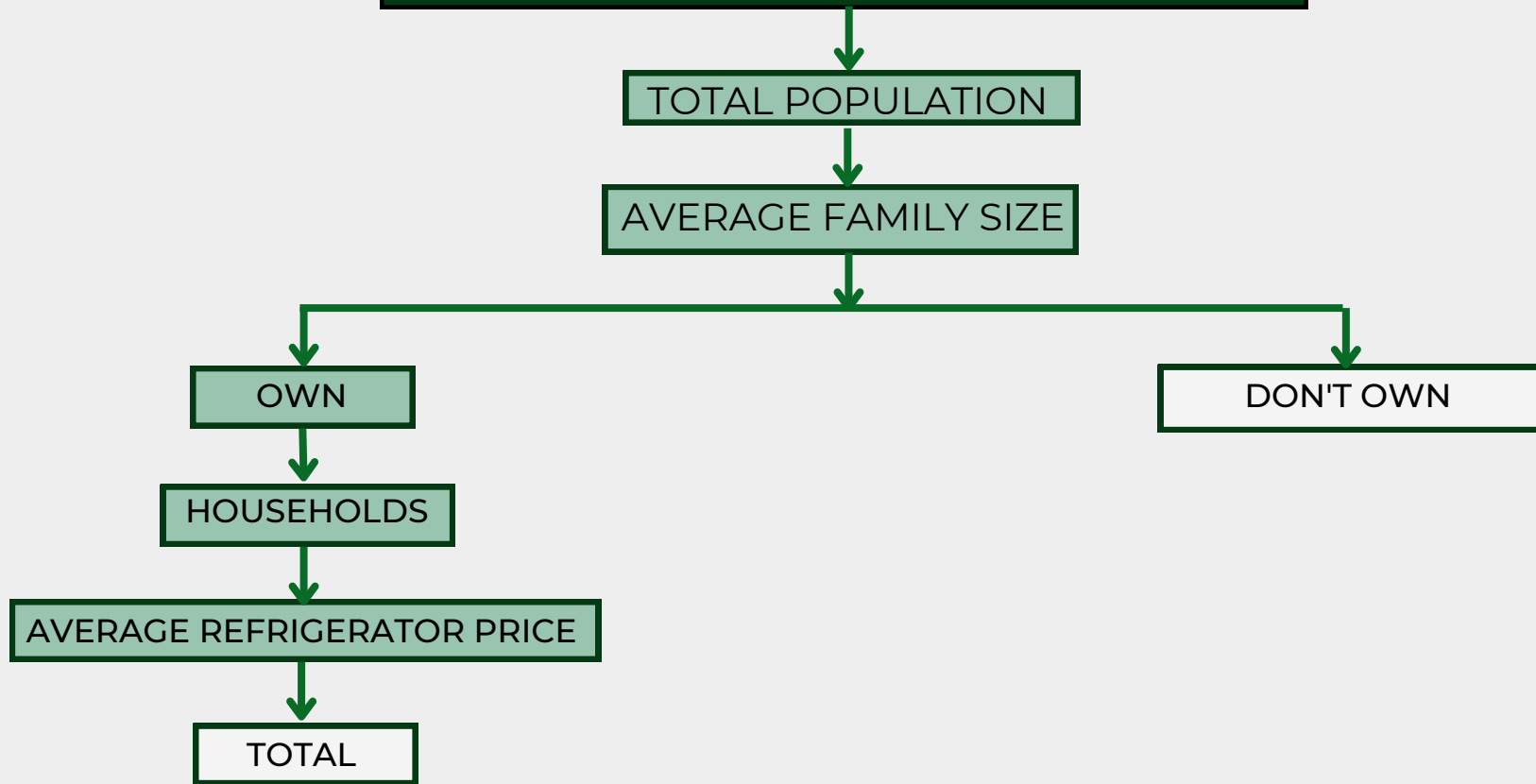


That seems like a good estimate. Thank you.

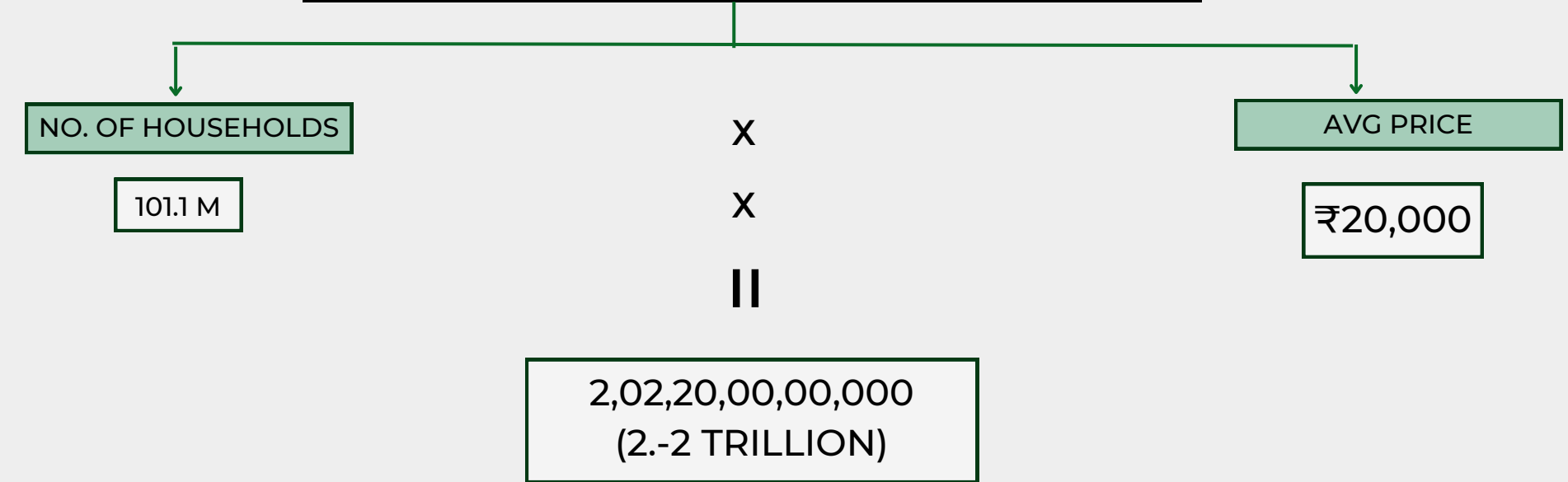
# Ice Cold Analysis

Summarised

## MARKET SIZING (HOME APPLIANCES INDUSTRY)



## MARKET SIZE OF HOME REFRIGERATORS INDUSTRY IN INDIA

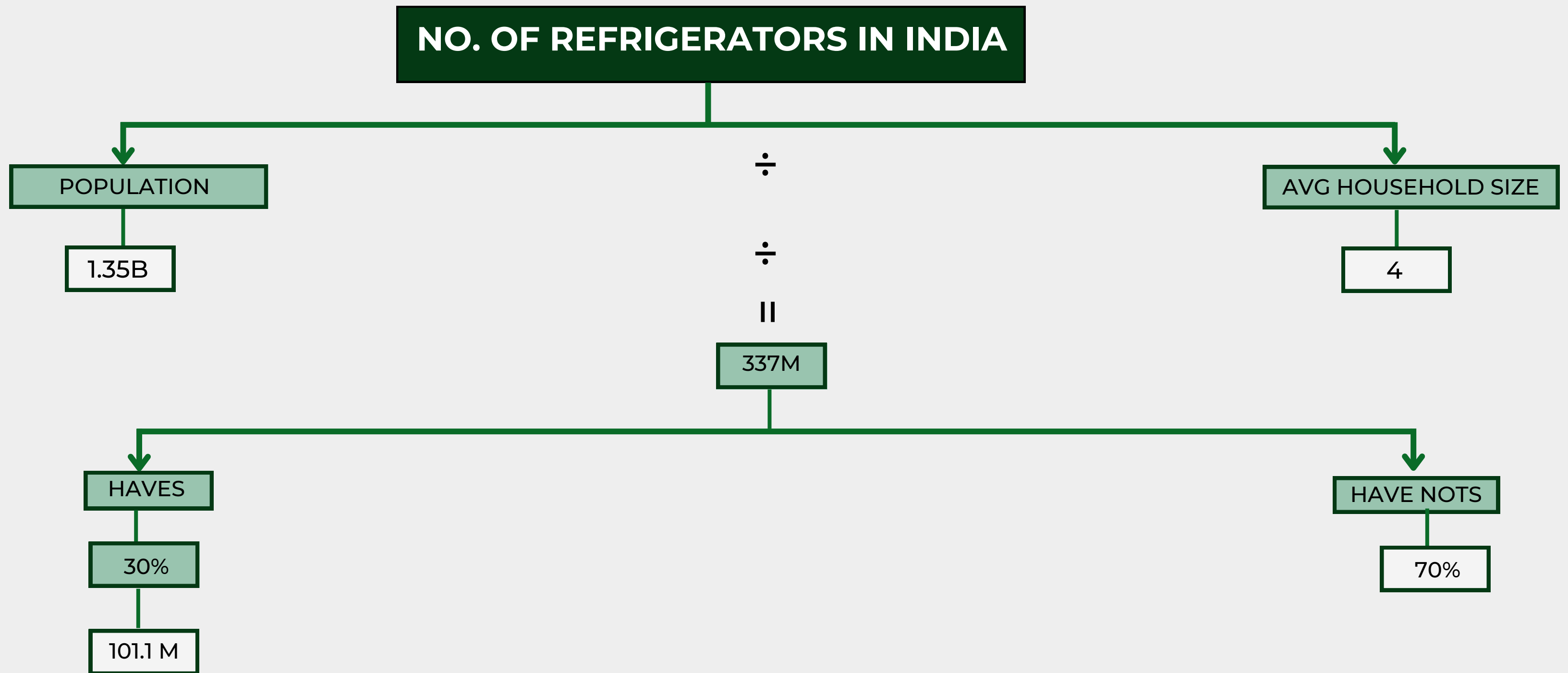


### RECOMMENDATIONS:

- Identify the key variables that will impact the guesstimate. Consider factors such as market size, population, growth rates, and market share.
- Break down the problem into smaller, more manageable components. This will help you identify potential sources of error and improve the accuracy of your guesstimate.

# Ice Cold Analysis

Summarised



# Tea-riffic Tales

Explained

## OVERVIEW

CASE TYPE

MARKET SIZING

COMPANY

EY

INDUSTRY

BEVERAGE

DIFFICULTY



Can you estimate the market size (revenue) of a tea manufacturer in the UK in a year? Assume the population of the UK to be around 68 million people.

Sure, I can give it a shot.

Firstly, I would like to divide the population into age groups to get a better understanding of the potential tea-drinking market. Let's assume that people aged 0-18 (50%) do not drink tea at all. For people aged 18-45 (25%), I will estimate that they drink 3-4 cups of tea per day.

Finally, for people aged 45-60 and 60+ (25% collectively), let's assume they drink 2-3 cups per day.



That sounds reasonable. What's next?

We need to estimate the average price of a cup of tea. According to my assumption, the average price of a cup of tea in the UK is around £1.50.

To estimate the revenue of a single day, we can use the following formula:

$$[(68 \text{ million} \times 50\%) \times 0 \text{ cups}] + (68 \text{ million} \times 25\% \times 3.5 \text{ cups} \times \text{£}1.50) + (68 \text{ million} \times 25\% \times 2.5 \text{ cups} \times \text{£}1.50) = \text{£}70,875,000.$$



To estimate the yearly revenue, we can simply multiply this figure by 365 days, which gives us approximately £25.9 billion.



That would do, thank you. One last question- Do you think the income of an individual affects their tea consumption?

That's an interesting question. To answer that, we first need to consider the fact that tea is a widely consumed beverage around the world. In many countries, tea is not only a preferred beverage but a cultural icon, and its consumption is not limited to a particular income bracket.



Okay, but wouldn't it be fair to assume that people with higher incomes have more access to tea and can afford to consume it more frequently than those with lower incomes?

While that might be true to some extent, it's important to remember that tea is not a luxury item that only the wealthy can afford. In many countries, tea is a staple beverage that is consumed by people from all socioeconomic backgrounds. Additionally, tea is widely available in grocery stores, supermarkets, and online, which makes it accessible to people across income levels



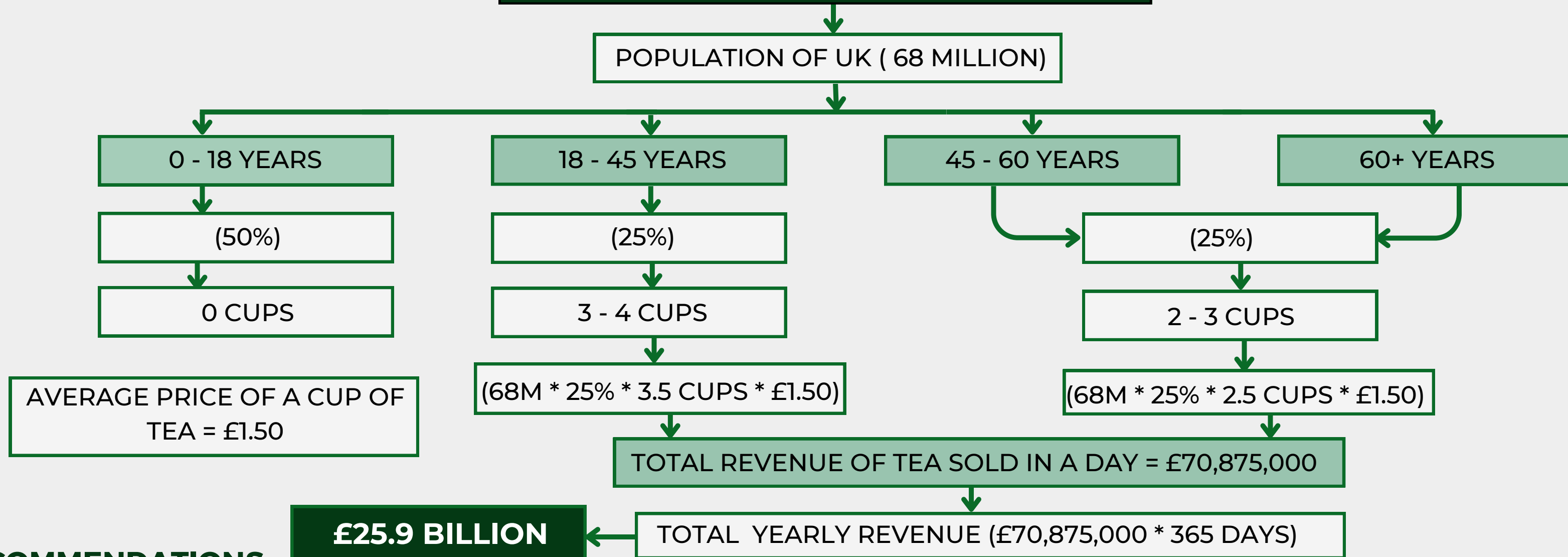
That would be all for today.

Thank you for having me.

# Tea-riffic Tales

Summarised

## MARKET SIZE OF TEA INDUSTRY (UK)



## RECOMMENDATIONS:

- Factors such as geographic region, cultural background, and lifestyle habits could also have an impact on how much tea people drink and can be included in solving the case.
- Additionally, external factors such as seasonal variations in tea consumption, the impact of advertising and promotional activities, and the competition from other beverages such as coffee, soft drinks, and energy drinks can also be considered.

# Streamin' Riches

Explained

## OVERVIEW

**CASE TYPE**

**MARKET SIZING**

**COMPANY**

**BAIN & CO.**

**INDUSTRY**

**OTT**

**DIFFICULTY**



? Estimate the revenue of Amazon in the past 5 years in India.

Sure, can you please clarify if we're considering only the OTT platform of Amazon?

? Yes, you should consider only the revenue earned by Amazon Prime Video in the past 5 years.

Should I take these years to be normal years or COVID-19-affected years?

? You can consider them to be either of them as per your convenience.

Alright, so I will take 2 of these years to be COVID-19-affected years and the rest 3 years to be normal years. Considering the demand-side approach, I will try to find how many people are users of Amazon Prime Video.

? Okay, go on.

So, using the urban-rural split, I will assume 70% of the population to be rural and 30% to be urban. So, considering the fact that almost none of the people located in rural areas have access to Amazon Prime Video or pay for it, I will take only 30% of the urban population into consideration.





Sure, go ahead.

Using the income split, I will divide this 30% urban population (30% of 1.3 billion= 390 million) into 3 tiers namely:

1. Middle Class- 70%
2. Rich- 20%
3. Ultra Rich- 10%

Now, I will be considering that very less or none of the rich and ultra-rich use Amazon Prime Video as they have access to other expensive and premium OTT platforms like Netflix, etc. Also, from personal experience, I can tell that they prefer cinema halls and in-flight entertainment services for which they do not usually have to pay separately.

Out of the 70% middle-class population (70% of 390 million= 273 million), only one-third, i.e., about 33.3% pay for Amazon Prime Video as the other two-thirds population is content with the free version and if not, they use illegal methods of downloading and watching the OTT platform series and movies such as pirating, etc. So, we are left with 33.3% of the middle-class population, i.e., 33.3% of 273 million= 90.9 million.

Also, since the average family size in India is 4 and a family would not pay for an Amazon Prime Video subscription more than once, we have the final population as  $90.9/4= 22.725$  million.



Sounds fair. You may continue.

Now, I will assume that Amazon Prime Video offers 3 types of subscription plans, ranging from basic to premium:

- Rs 100
- Rs 200
- Rs 300

Should I go ahead with considering the average mean or weighted mean?



You may go on and consider the average mean only.

Alright. So, using the average mean, we have ₹ 200 as the price for an Amazon Prime Video subscription.

Hence, the revenue earned in the 3 normal/non-COVID-19 years:

$= 3 * 200 \text{ (Average price)} * 12 \text{ (number of months in a year)} * 22.725 \text{ million (final population)}$

$= ₹ 1,63,62,00,00,000$

Now, we will calculate the revenue earned in the 2 COVID-19-affected years. For this, we will assume that consumption/revenue earned increased by 20% in these 2 years as obviously, people had more time to spend on OTT platforms.

So, the revenue earned:

$= 1.2 \text{ (20% increase)} * 2 * 200 \text{ (Average price)} * 12 \text{ (number of months in a year)} * 22.725 \text{ million (final population)}$

$= ₹ 1,30,89,60,00,000$

Finally, adding these 2 values can help us estimate the revenue earned by Amazon Prime Video in India in the past 5 years, i.e., ₹ 2,94,51,60,00,000.



It was a great approach. That would be all for the interview.

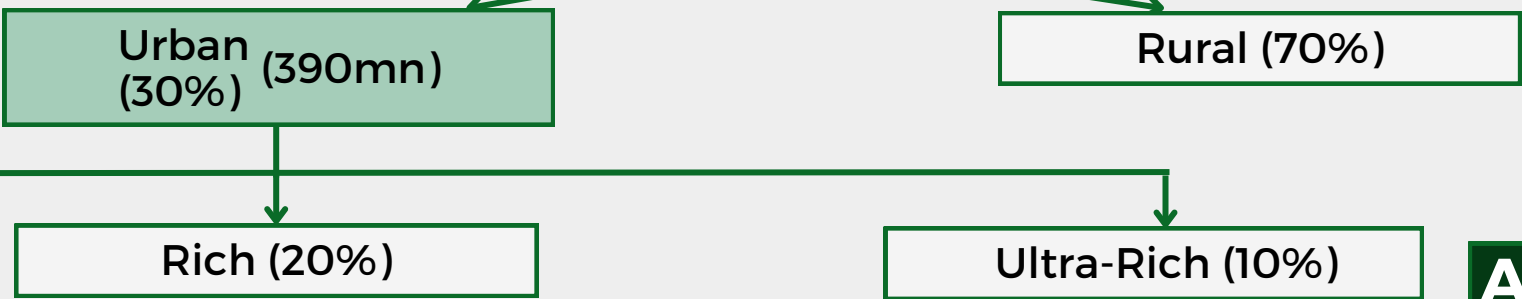
Thank you! Have a nice day ahead.

# Streamin' Riches

## Summarised

\*Total Population= 1.38bn

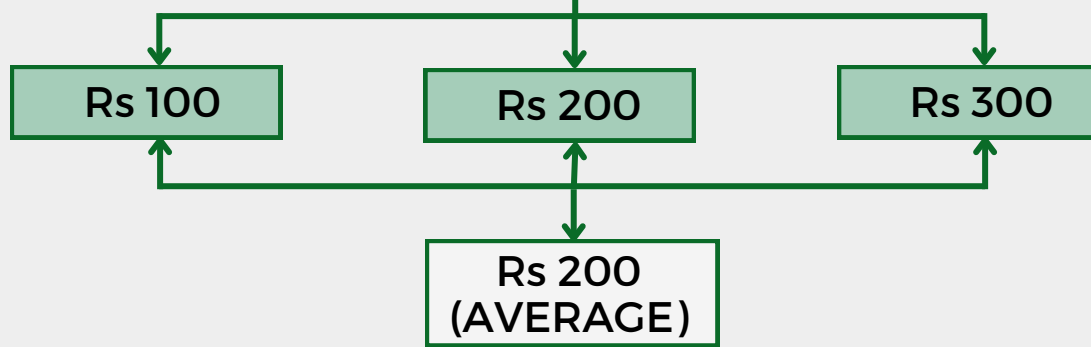
### Amazon Prime Video Revenue (5 Years)



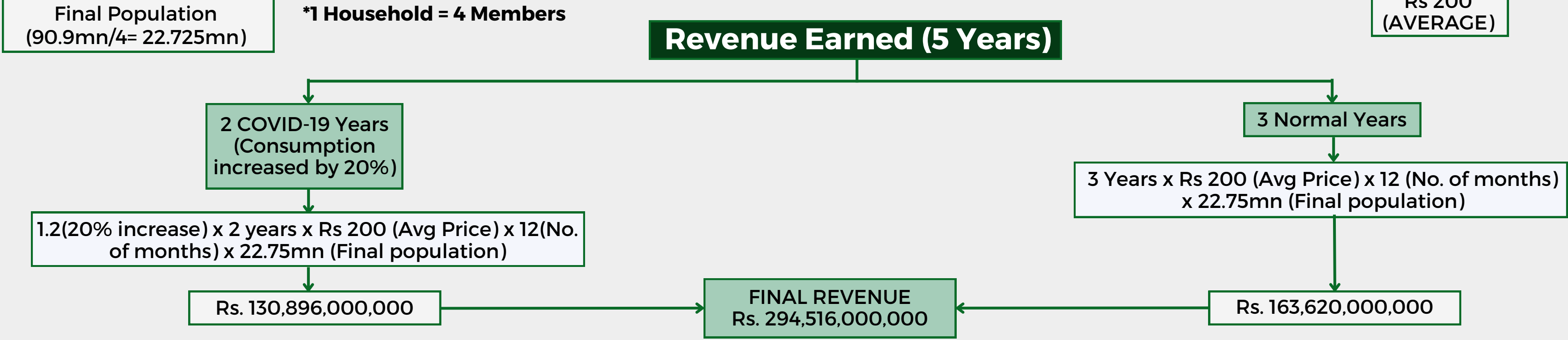
### 5 YEARS



### Amazon Prime Video Subscriptions



### Revenue Earned (5 Years)



### RECOMMENDATION:

- There is no one correct approach while solving a case problem, multiple approaches exist.



# UNCONVENTIONAL



# UNCONVENTIONAL FRAMEWORK

An unconventional framework is an alternative or non-traditional approach to solving a problem or organizing something that is different from the usual or expected way of doing things.

Unconventional cases are generally **open-ended** and have multiple ways of being structured. It's a creative and innovative way of thinking that challenges the established or mainstream methods and frameworks.

For example, your client is an Indian airline company and is facing delays in flight timings. Instead of following a rigid and fixed process for problem-solving, an unconventional framework may involve a **more flexible and iterative approach** that allows for experimentation and adaptation. It may also involve **incorporating ideas and concepts from other fields or disciplines** to come up with novel solutions.

## PRELIMINARY CLARIFYING QUESTIONS:

The preliminary questions can be modified according to the given case statement as unconventional cases are mostly open-ended and can be structured in various ways.



## APPROACH

MAKE SURE YOU ARE WORKING TOWARDS THE RIGHT END OBJECTIVES



TRY TO CLARIFY WHAT ALL ASPECTS ARE COVERED IN THE CASE



UNDERSTAND THE WORKING MODEL PROPERLY SO THAT YOUR CASE STRUCTURE IS RELEVANT



TRY GATHERING DETAILS ABOUT THE SPACE/ INDUSTRY YOU ARE DEALING WITH

## THINGS TO KEEP IN MIND

- ATTEMPT TO EXPRESS PROBLEMS OR CONCEPTS USING MATHEMATICAL EQUATIONS.
- USE BUCKETING TO MAKE THINGS EASIER
- AVOID AMBIGUITY, ENSURE YOU ARE FAMILIAR WITH INDUSTRY, PROBLEM.

# Fight The Power

Explained

## OVERVIEW

**CASE TYPE**

UNCONVENTIONAL

**COMPANY**

BCG

**INDUSTRY**

HR

**DIFFICULTY**



Lets say you are in a conflict with your direct supervisor and you are not able to come to a middle ground. How will you deal with it?

First of all, I would try to understand what the issue is and what are the perspectives on both ends. Because if there's a difference in opinion then we can collaborate in a manner that is the best way forward for the particular problem.



No, this is not solving the whole problem. How do you want to go ahead now?

Now that it is out of our hands and as it is impacting my professional development and their working experience with me, I would try to escalate the issue to the direct supervisor of that person. By doing so, we can ask an unbiased third-party person to understand the whole situation and give the best possible solution for the problem.



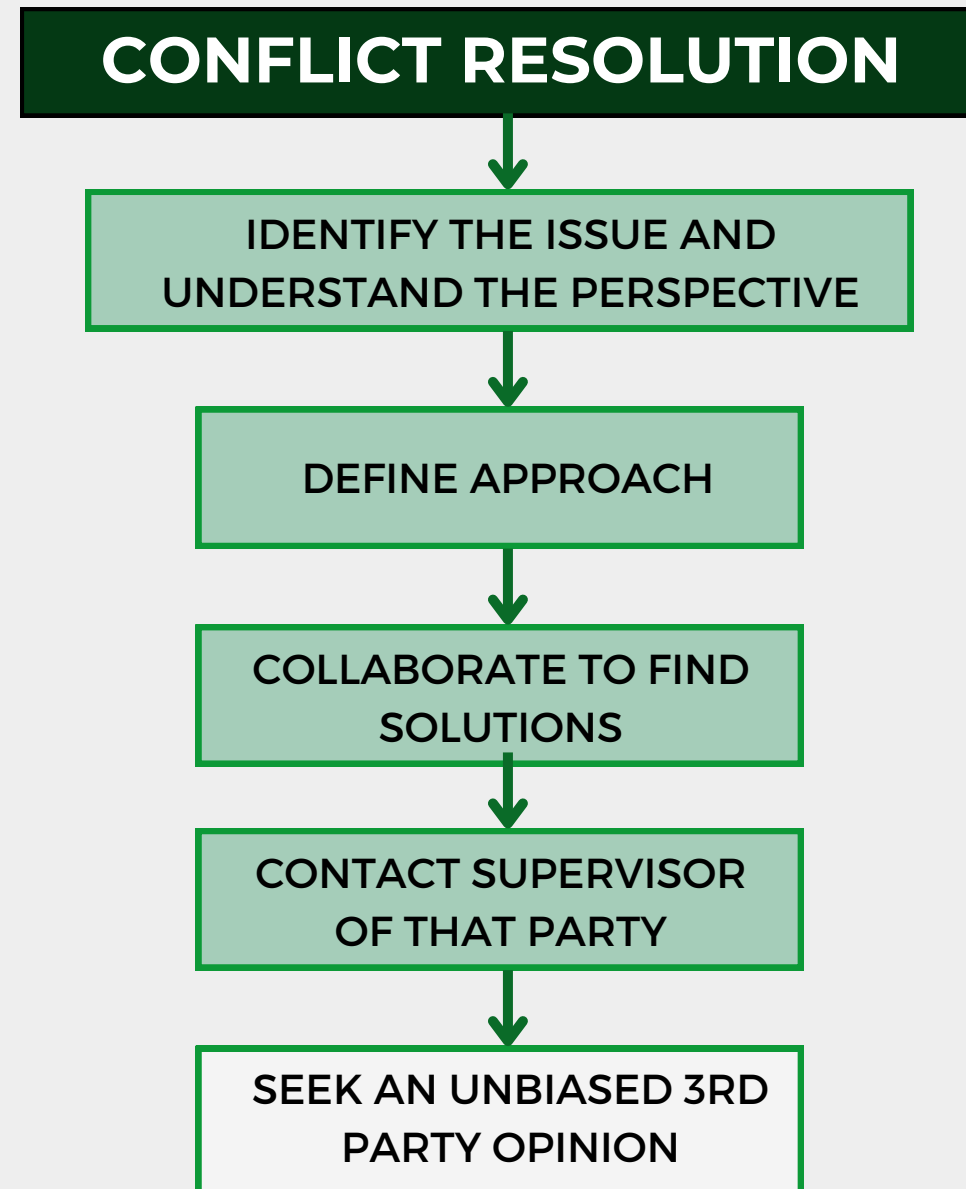
Okay, that's all we want to ask you. Thank you!

Thank you so much!



# Fight The Power

Summarised



## RECOMMENDATION:

- Always take a structured approach in emotion based cases.

# The Glittery Misery

Explained

## OVERVIEW

**CASE TYPE**

**UNCONVENTIONAL**

**COMPANY**

**BCG**

**INDUSTRY**

**OPERATIONS**

**DIFFICULTY**



Hey, now that you have entered and seen the office. What are the areas that we can work on in terms of reducing the cost of day-to-day operations of this office?

Okay. I can see that there is some free space in the office. We can have a hybrid model where the employees can work from home on certain given days. At the same time, we can sub-let some parts of this office as there is a lot of unoccupied space. This would generate additional revenue which can be used for minimizing costs.



Okay. Any other ideas?

Another idea to reduce the administrative cost is to adopt solar power and thereby try to save on the cost on a daily basis. Over time this would allow a reduction in day-to-day costs due to a decrease in the electricity expense, eventually impacting the overall rent and the lease that is being paid for the office.



Okay, great. That works.

Thank you so much!

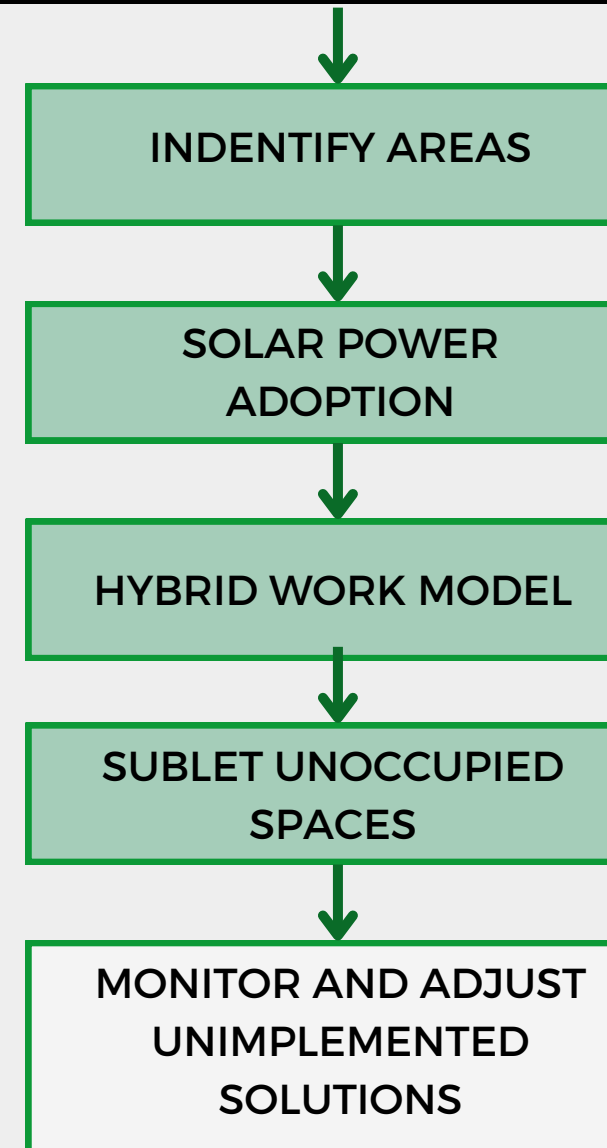
# The Glittery Misery

Summarised



180Degrees  
CONSULTING  
— SGGSCC —

## REDUCING THE COST OF DAY TO DAY OPERATIONS



### RECOMMENDATION:

- It's important to consider the potential impact of these cost-reduction strategies on the overall productivity and effectiveness of the office, as well as the satisfaction and well-being of the employees.

## Explained

### OVERVIEW

CASE TYPE	COMPANY	INDUSTRY	DIFFICULTY
UNCONVENTIONAL	BCG	ACCOUNTING	★★★



Your client is an organization that consists of a lot of assets. They don't have any asset tagging, meaning that the assets are not tagged to a unique code, which should have been done in an ideal scenario. How would you identify this and how would you mitigate this risk?

All right. So in order to tackle the problem, I would begin by creating a specific tagging system for all the assets. This would allow maximum efficiency of equipment and personnel, reduction in downtime due to better planning, and also help in theft prevention with increased security of assets.



Okay. How would you go about this?

For this, I will create an ERP (Enterprise Resource Planning) software that will consist of all the asset tagging. This will also allow the organization to track the purchases and disposition of assets, plan and track scheduled and preventive maintenance activities, and also monitor asset costs and depreciation. at the same time reporting all these assets in the balance sheet.



Great! Are there any other functions that the software can help with?

Yes, the software will also allow reporting of all the assets to the required financial statements such as the balance sheet on a timely basis.



Okay, well done. That would be all for now.

Thank you so much!

## ASSET TAGGING SOLUTIONS

IDENTIFY THE LACK OF  
ASSET TAGGING

DEVELOP A SPECIFIC  
TAGGING SYSTEM

CREATE AN ERP

### RECOMMENDATIONS:

- One small point the interviewee should keep in mind is to consider the budget and resources needed to implement the ERP software and asset tagging system.
- Another small point is to discuss potential challenges and risks associated with the implementation and how they can be mitigated.

# WHATSthatAPP

Explained

## OVERVIEW

**CASE TYPE**

UNCONVENTIONAL

**COMPANY**

BCG

**INDUSTRY**

FINTECH

**DIFFICULTY**



Based on your experience as a Product Manager, I want you to consider any app that you use frequently. What, according to you, are some of the major pain-points and what would you have done differently?

(I touched upon the basic and advanced features that have been introduced to the LinkedIn app, comparison with respect to its previous versions and after its acquisition by Microsoft. I outlined the metrics that I as a Product Manager would want to keep a track of, while parallelly going through the user's perspective and how the features suffice their requirements. The focus was towards achieving a balance between improving user experience, creating user delight as well as maintaining the user engagement metrics on the platform. This was a 5-minute conversation that stemmed out from my previous experience as a Product Manager).



Since you have worked and built fintech products, lets discuss about an initiative that I am working on, I am currently working on building a digital bank from the ground up in India.

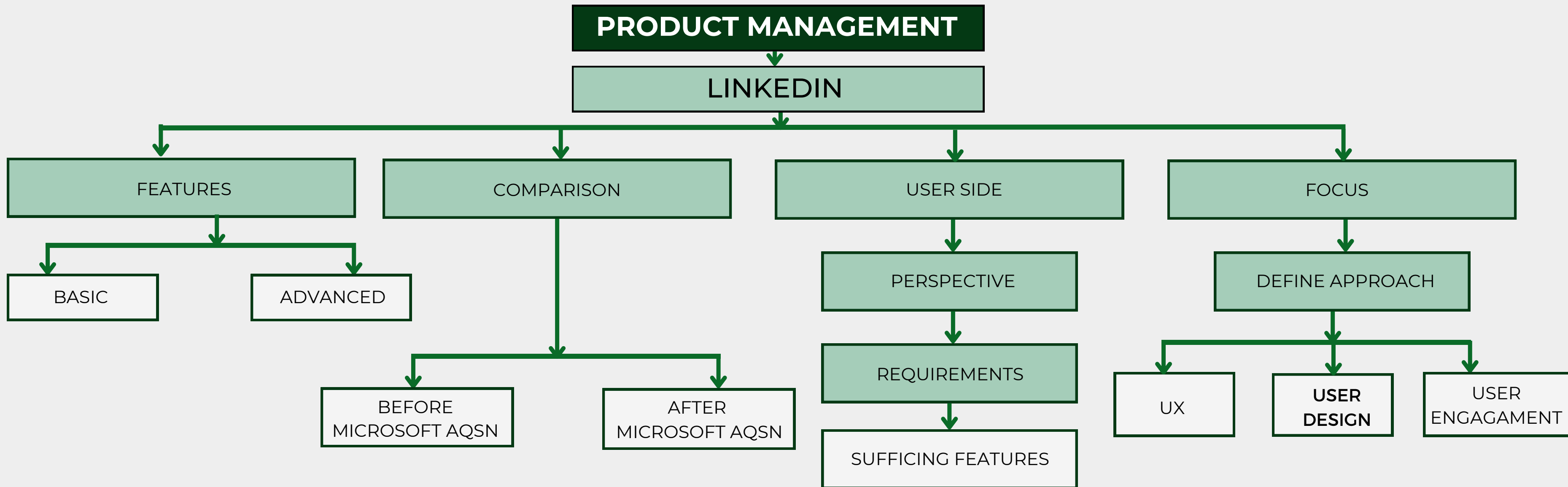
Sure. (This was not a case discussion and the conversation revolved around the different aspects of the bank and how a digital setup would look like. The partner mentioned the different initiatives he had planned for setting up the bank).



Thank you, it was a good discussion.

# WHATSthatAPP

Summarised



## RECOMMENDATIONS:

- It's important to consider both the user's perspective and the business metrics that the product is expected to deliver.
- Be prepared to ask questions and actively engage in a conversation with the interviewer to understand their vision and goals for the project.



# On The Rocks

Explained

## OVERVIEW

**CASE TYPE**

**UNCONVENTIONAL**

**COMPANY**

**DALBERG**

**INDUSTRY**

**EDUCATION**

**DIFFICULTY**



The Government of Hong Kong wants to implement a scheme. The problem that they are tackling is that there is a lot of NEAT (Not in Education, Employment, or Training) in Hong Kong, so the youth are not getting employed, despite getting educated. Create a 5 year strategy to address this issue.

Interesting! First I would like to identify the stakeholders involved in such a scheme. Is that okay?



Yes, that's fine.

Great! Primary stakeholders could be the students, teachers, and training institutes. Secondary stakeholders could be the parents of students and the government at all levels. Tertiary stakeholders could be the trainers for teachers and the companies who would employ such students.



What are the potential drivers for the youth to be classified as NEAT?

Political, Social, Economic, Health, 5A's framework and Affordability



Give 3 recommendations of where precisely we should target our efforts

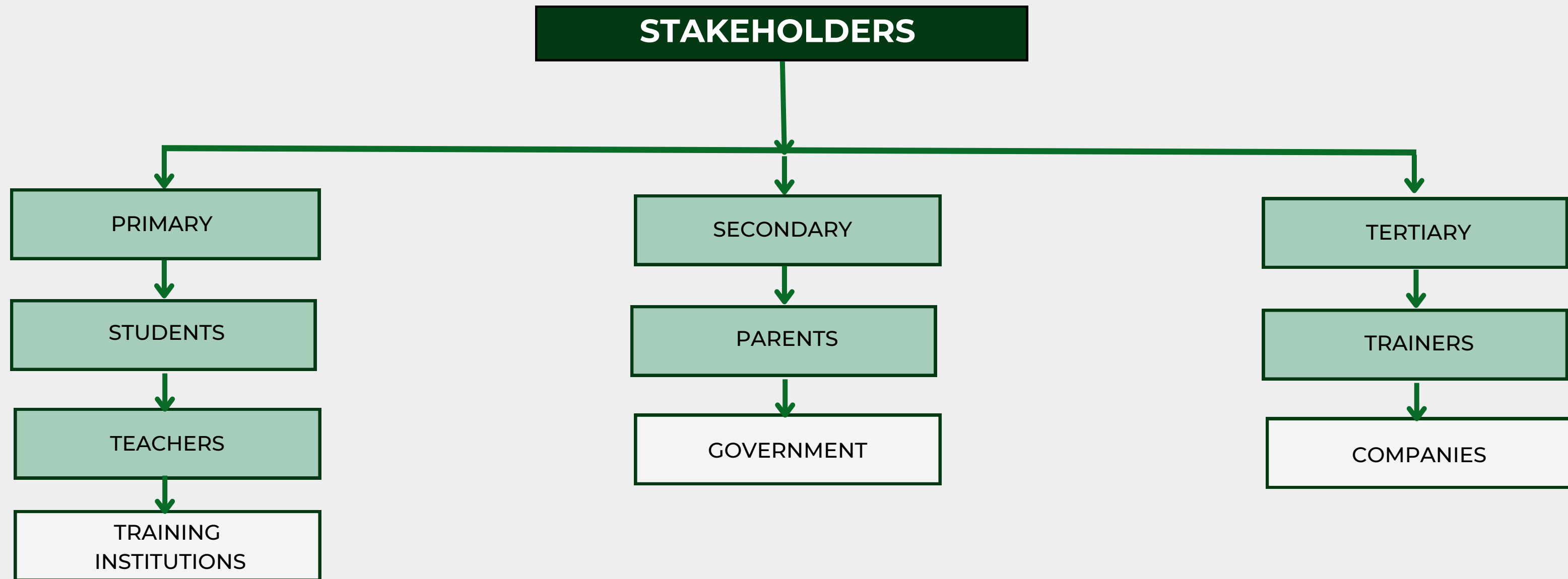
1. We should introduce a nationalised policy at all levels, this would be a standardised system of credentials for verification by employers.
2. Modifying the pedagogy of academic institutions as per the latest industry standards by consulting with companies. Focus on a demand-led approach versus a supply-led approach.
3. It is important for parents to not burden their children with unnecessary expectations, and for the child to find the right kind of job that reduces dropout and increases motivation since their goals would be aligned .



Great, that wraps up our case!

# On The Rocks

## Summarised



### RECOMMENDATIONS:

- The interviewee should consider both short-term and long-term solutions while creating the 5-year strategy.
- The interviewee should consider the current socio-economic and political factors in Hong Kong that could impact the success of the scheme.

# Who Is Not Working?

Explained

## OVERVIEW

**CASE TYPE**

**UNCONVENTIONAL**

**COMPANY**

**BCG**

**INDUSTRY**

**FMCG**

**DIFFICULTY**



Lets quickly start with the case (the partner had joined the call 15 mins late due to some technical glitch on his end: key is to keep calm and not think about anything else).

Our client is a big FMCG player. Their sales force productivity has been stagnant. The client has come to us to understand if this is good or bad?

(Repeated the question to make sure I understood it correctly) Before I dive into the case, can you help me understand a few things about the client?



No, we are only able to reach less than 50% of the goal. Should I scope further for other means of optimization.

Ask what you need but let's get quickly into the case, rest can be answered during the case solving.



Can you please help me understand what the client means when it says salesforce productivity. Is it Sales/Number of people in sales force?

You can take it to be Sales/ Cost of the sales force.

Okay. Since when has productivity been stagnant? Also, have competitors also seen this?



Since last year. We don't know about competitors.



Can you tell me a little more about the company? How old are we? How do we sell our products and to whom?



We are a very old company; the largest player in the market. We sell our products directly to retailers in the market who sell them to end consumers.

What is the work of the people we employ in the salesforce? Visit stores or calls or...?



The work of the sales force is to visit stores and get orders from the retailers. I think you have got all the right questions. Let's get into the case now.

Sure. Just give me a minute to structure my thoughts and then we can dive to find if it's good or bad for the company.



Sure, take your time.

I would like to look at two things here: total sales and cost of the sales force. Do we have something specific in mind to start with or can we go one by one through both?



In the interest of time let us look at the cost of sales force only. We can assume that the total sales and number of retailers have increased over the years.

Sure. Since the total sales have increased and productivity has remained stagnant, the cost of the sales force must also have increased. We can look at the number of people in our sales force and how much we pay each employee.



Sure, take your time.

Correct. Let's assume that the number of people has remained the same.



In the interest of time let us look at the cost of sales force only. We can assume that the total sales and number of retailers have increased over the years.

Okay. So, are we spending more per employee now?



Yes exactly.

I would break down how much we spend on a person into Salary, Extras, Commissions & Training Cost.



That is fine. Tell me if the increase is a good or bad thing?

With time the cost we must spend on employees might have increased. What we can do is increase our sales.



Why do you think our costs increased per employee?

Promotion of existing employees, people becoming expert in understanding the compensation scheme and earning more, training cost increases, market correction (Based on competitors & inflation rate).



What can you compare the increase to in order to check if the increase is justified?

Competitor compensation, Inflation Rate, Wage rate in the country, and Index representing the amount required to lead a life with a good standard of living.

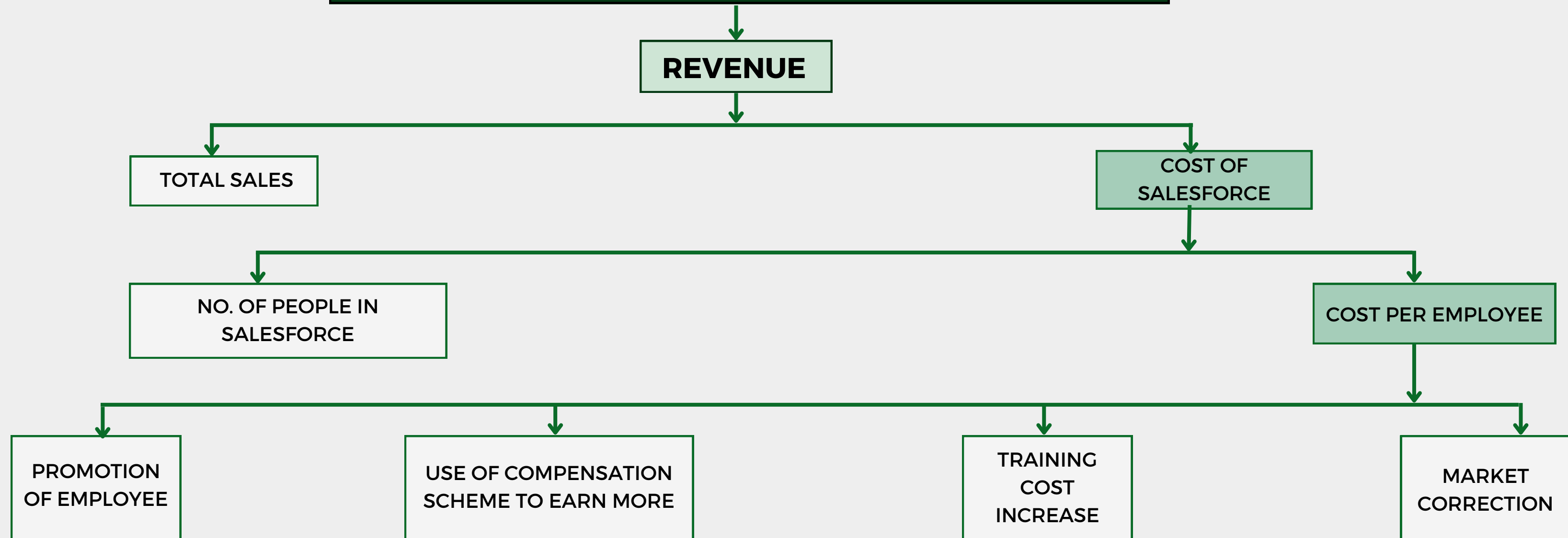


Okay, sounds good. We can end this case now.

# Who Is Not Working?

Summarised

## STAGNANT PRODUCTIVITY (SALES FORCE)

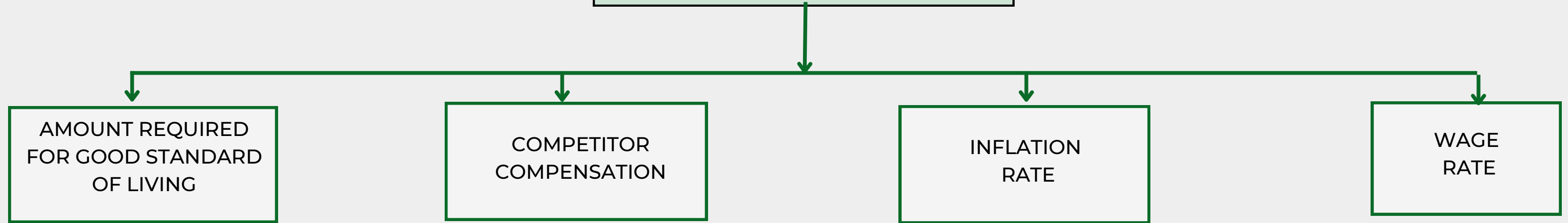


### RECOMMENDATION:

- More factors could have been told when the partner asked what you can compare the Increase to in order to check if the increase is justified.



**INCREASE IN COST PER  
EMPLOYEE**





# See Them In The Court

Explained

## OVERVIEW

**CASE TYPE**  
UNCONVENTIONAL

**COMPANY**  
BCG

**INDUSTRY**  
MEDICAL

**DIFFICULTY**  
★★★★

A family has lost a member to Covid-19. They are suing the hospital where the patient was admitted on the grounds of malpractice.

Two questions:

- (i) From the point of view of the hospital management, how much should they pay as lawsuit amount in this case?
- (ii) (Would it be better for the hospital to improve their processes instead of risking being sued repeatedly? Give me a cost-benefit analysis.

(Repeated case statement & clarified basic case facts like type of hospital, type of patient etc.)

Consider it a premium private hospital situated in Delhi. Patient was a 50-year-old male who was the head of the family.

The whole interview was very conversational, with the interviewer giving cues based on the different heads mentioned on his screen: revenue and COGS were calculated to find the current state of the company for each product line. Based on the individual analysis of each product line, the fate of the company was decided.



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Sure, go ahead.

So, the direct monetary value lost is relatively easy to measure. We can calculate it as: (Average Annual Income) x (No. of working years left) Within this we can also account for annual income growth rate, and any other investments /indirect income sources that may now cease to exist.



Makes sense. Consider that the retirement age is 62 years, and the net income is 1.5 Lakh per month.

Okay, that gives me the remaining 12 years of earning lost. <Performed the calculation>  $1.5 \text{ L} \times 12 \text{ months} \times 12 \text{ years} \approx \text{Rs. } 2.2 \text{ Cr}$  of direct monetary impact on the family. (Realized I did not account for medical expenses) Should I also account for the hospital fee and medical expenses that went into the treatment of the individual?



No, that will have a negligible impact. Can you tell me how you will value the time that the family has lost with their loved one?

(Asked for some time to delve further) Objectively, I can break down the time spent into smaller activities and value their replacement costs. For example, I can break down the daily activities that the person used to do like household chores, driving around the family, taking family members for outings, buying things for the family, contributing to the children's education and so on. These respective activities will have to be replaced by alternatives (like house help for chores, tutors for education, drivers for driving etc.) or will have to be borne by another family member. It would be simple to calculate these replacement costs. May I proceed with this approach to value the time lost with the family member?



Fair enough, I like the thought process. Assume that you know each of these replacement costs, how will you arrive at the final figure?

Considering that the person would have lived to the full life expectancy age if the mishap had not happened, I could break down the cost as follows: (Years left to live) x (Number of family members) x (Annual replacement cost per member) While determining the replacement costs, we can also account for the ages/stage of life of the family members, i.e., if the father has died while his children are very young, replacement costs will be relatively higher. Should I delve into the calculations?



Sure, consider 3 other family members and annual replacement cost of 5 Lakhs per member.

(Performed calculation)

Year left to live = 70: 50 = 20 years (life expectancy in India = 70 years)

Value of time lost = (20 years) x (3 family members) x (5 lakhs p.a. replacement cost) = 3 Crores

So, we arrive at the total settlement amount = direct monetary loss of family + replacement costs  
= 2.2 Cr + 3Cr = 5.2 Cr



Fair enough. Now quickly tell me if it would be better for the hospital to improve their processes instead of risking being sued again.

I think we can answer that by comparing the cost of process improvement to the annual cost of lawsuits.



How would you do that?

For the cost analysis, I would break down the net annual cost for lawsuits such as (Annual Volume of Lawsuits) x (Settlement Cost per lawsuit) Further, I will break down the Annual Volume of Lawsuits as (Average number of Covid Patients admitted per day) x (365 days)) x (% of patient deaths) x (% of patient families filing a lawsuit).



Alright, consider that we admit 100 Covid patients on the daily, out of which patient deaths are 1%. Out of these deaths, 10% of the families file a lawsuit against us for malpractice.

(Performed the calculation:  $100 \times 365 \times 0.01 \times 0.1$ ) As per this data, we will have nearly 37 lawsuits to deal with every year. Moreover, settlement amount for each lawsuit can be benchmarked to around 5.2 crores, as calculated.

Therefore: Annual Cost for Lawsuits =  $37 \times 5.2 \approx 190$  Crores So, if the process improvement costs are less than 190 Crores, we should go with that. Otherwise, it is cheaper to pay for lawsuits.

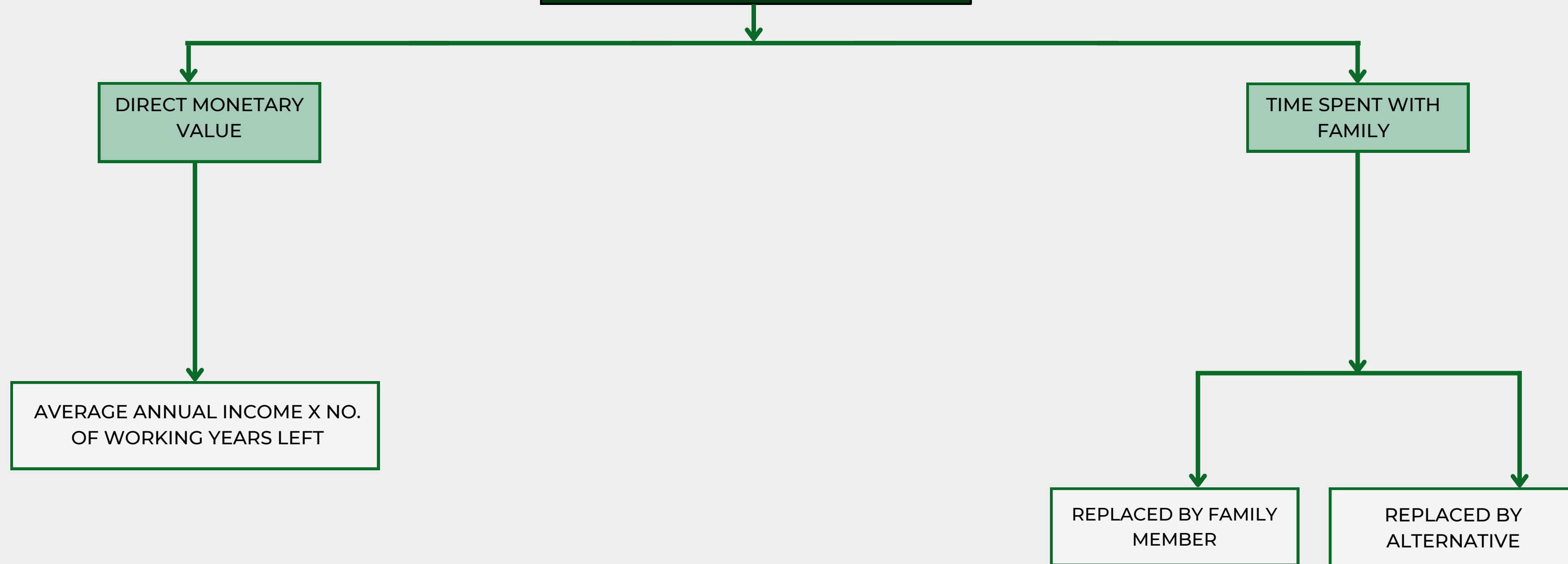


Good case. Let's close it here.

# See Them In The Court

Summarised

## SETTLEMENT COST



### RECOMMENDATION:

- Apart from the general case solving, make sure you come across as an amiable person.



# GUESSTIMATES



# GUESSTIMATE FRAMEWORK

Guesstimates are often used in consulting interviews and require candidates to make reasonable estimates about the number of people who would purchase a product or service, as well as the foot traffic in particular locations or events.

To excel in guesstimates, candidates need to be **analytical, logical, and concise in their approach**. These types of questions not only feature in case interviews but also in other types of interviews, as they serve as an indicator of a candidate's creativity and problem-solving ability.

Consulting firms rely on guesstimates and other questions to evaluate a **candidate's quantitative abilities, numerical thinking skills, and judgment** in arriving at reasonable solutions.

An example of a guesstimate would be – “Estimate the number of cars sold in a year in India.”

## PRELIMINARY CLARIFYING QUESTIONS:

- What is the product or service that I am estimating?
- Who is the target market for this product or service?
- What is the size of the target market?
- What is the market share of the company or product that I am estimating?
- How many units of the product or service are sold in a given time period?
- What is the price per unit of the product or service?

- Are there any seasonal or cyclical factors that may impact the estimate?
- What is the distribution strategy for the product or service?
- What is the average lifespan or usage period of the product or service?

## APPROACH

- DEMAND SIDE
- SUPPLY SIDE

Assuming there are no supply-side restrictions, the goal of the demand-side approach is to estimate the overall demand for the good or service. The entire population with access to the good or service serves as the starting point for the majority of demand-side strategies. The population is then partially eliminated using a variety of factors, leading to the final estimate. This method might be useful for determining the size of the prospective market for a new good or service.

When using the supply-side strategy, you first estimate the total output based on the capacity or supply constraint. This entails dissecting the limitation into pertinent sub-components.





There are several strategies or approaches you can use to solve case studies and guesstimates more quickly and easily. These include:

### TOP DOWN METHOD

Start with the largest universe possible, which the guesstimate is a part of, and then break it down using relevant sets of conditions and filters to arrive at the answer.

### BOTTOM UP METHOD

Begin with a low-level statistic and build your way up to an answer. This approach can be helpful when you have limited information about the overall market or situation.

### PARETO PRINCIPLE

This principle suggests that usually, 20% of the inputs or causes are responsible for 80% of the problems or conclusions. You can use this principle to focus on the most significant factors affecting the situation at hand.

### MECE (MUTUALLY EXCLUSIVE, COLLECTIVELY EXHAUSITVE)

This approach involves breaking a problem down into mutually exclusive and collectively exhaustive categories or buckets, ensuring that they are comprehensive and do not overlap with each other.



## FORMULA APPROACH

This approach involves using a formula or equation to arrive at an approximate answer closest to the actual one in the fastest way possible. This can be particularly helpful when you have numerical data available.

# Watts Up Doc?

Explained

## OVERVIEW

CASE TYPE

GUESSTIMATE

COMPANY

EY

INDUSTRY

ELECTRONICS

DIFFICULTY



Hi there, can you please tell me how many tube lights you think a hospital would have?

Sure, I can try to make an estimate assuming that the hospital has 100 rooms and each room has an average of 4 tube lights. Also, there are 10 hallways in the hospital, each with 10 tube lights, and the reception area has 20 tube lights. So, we have 100 rooms with an average of 4 tube lights each, which gives us 400 tube lights. Additionally, we have 10 hallways with 10 tube lights each, which gives us 100 tube lights. Finally, we have 20 tube lights in the reception area. So, in total, we have  $400 + 100 + 20 = 520$  tube lights in the hospital.



That's a good estimate. But let's assume that the hospital has multiple floors. How would that change your estimate?

Okay, if we assume that the hospital has 5 floors and each floor has the same number of rooms, hallways, and reception areas, then we can simply multiply our previous estimate by 5. So, we would have  $520 \times 5 = 2600$  tube lights in the hospital.

Possible reasons for the same might be :

1. Lower quality of raw materials used
2. Destruction of raw materials used either due to transportation reasons or some other reasons

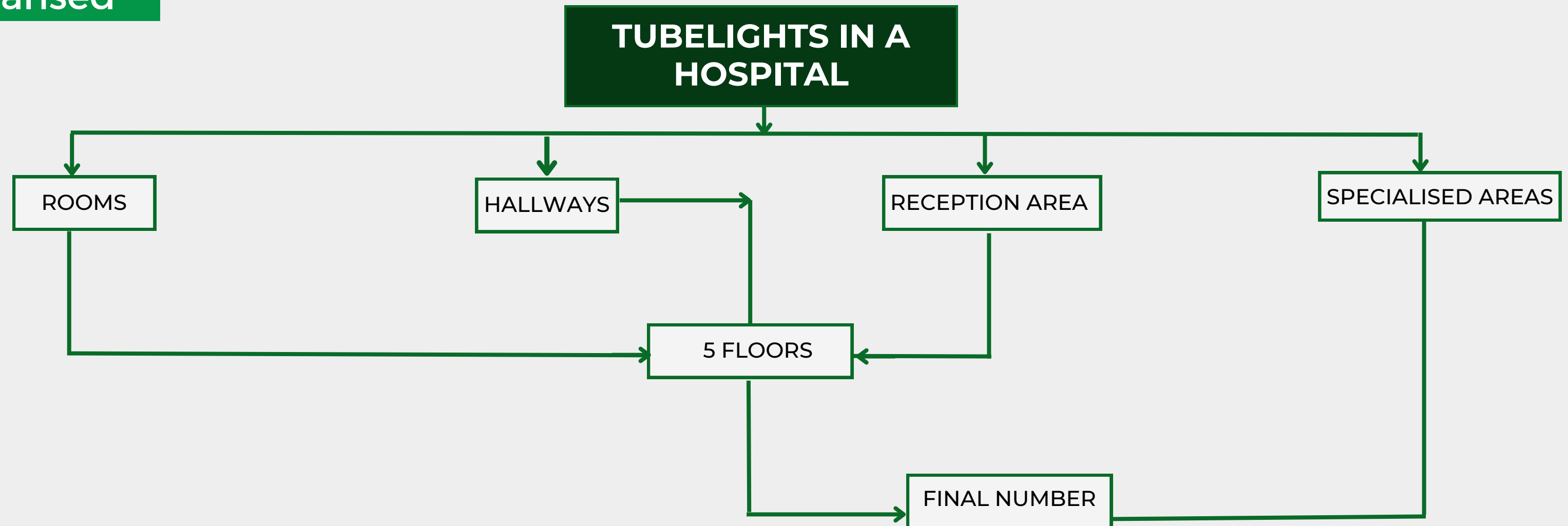


That would do. Thank you.

Thanks a lot for having me.

# Watts Up Doc?

Summarised



## RECOMMENDATIONS:

- Assumptions based on prior experience or knowledge of similar hospitals can be used. Always use approximations in large numbers.
- The interviewee should keep in mind to verify their assumptions with the interviewer and make adjustments if needed without fail.

# Red Hawk

Explained

## OVERVIEW

CASE TYPE

GUESSTIMATE

COMPANY

BAIN & CO.

INDUSTRY

ENTERTAINMENT

DIFFICULTY



Estimate the number of movie tickets sold for Spiderman: No Way Home on the launch day in India.

Thank you for the question, I would like to clarify a few points while going about solving the question.



Sure, go ahead.

Are we looking at specific theaters like single screen, double screen, or is it all theaters?



Yes, it is all theaters.

Okay, let's assume the total number of theatres in India to be 5000 divided as 3000 in metropolitan cities and 2000 in rural areas, the average number of screens in each theatre to be 4 and the average number of seats for each screen to be 200. Also, let's take the number of show screenings on each screen in a day to be 3.

Considering theatres in metropolitan cities of India would be having a greater number of screens, let's take an average of 2 extra screens for them and one extra show screening on each screen in a day.

I'll consider the movie a big hit as the trend states for the rest of the Marvel movies. Also, this movie specifically stars three superheroes from different decades which add on to the popularity. So, we can safely assume 100% occupancy rate in all theaters.



Great, go ahead.

After keeping in mind the above assumptions the number of tickets sold for Spiderman: No Way Home could be calculated as:

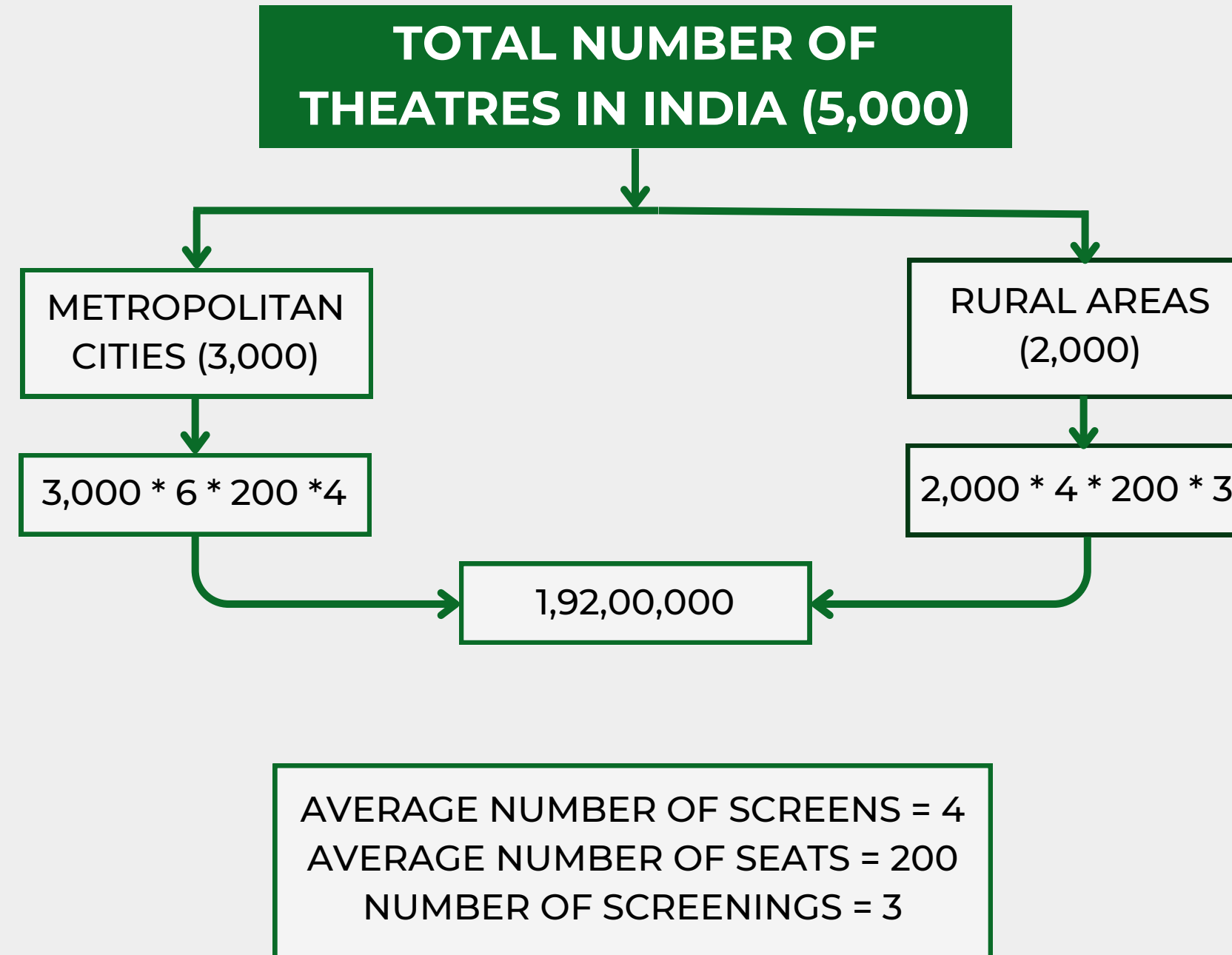
$$2000 \times 4 \times 200 \times 3 + 3000 \times 6 \times 200 \times 4 = 1,92,00,000$$

Therefore, the number of tickets sold would be (one crore ninety lakhs) 1,92,00,000.



Great job, that would be all.

Thank you.



### RECOMMENDATIONS:

- Clarify any necessary assumptions or information before starting to solve the problem.
- Break down the problem into smaller parts to make the calculation easier and more manageable.

# Traffic Tally

Explained

## OVERVIEW

**CASE TYPE**  
GUESSTIMATE

**COMPANY**  
DELOITTE

**INDUSTRY**  
AUTOMOBILE

**DIFFICULTY**  
★★★



Estimate the number of cars on road in Delhi at a given point in time.

Okay, First of all, I would like to ask if there's an odd and even policy that is being carried out or any other such policy that may affect the number of cars being used. Secondly, do we also include the number of taxi cars being used?



Good Observations. Currently, no such policy is in effect. You may avoid the number of taxi cars present on the road while calculating your answer. Please continue

Let's start with taking the population of Delhi as 30 million and the average size of a family as 5. Accordingly, we come to the number 6 million families. Further, these families can be divided into three categories as given below. 25% of the total families belong to the Low-income category, 65% to the Middle-Income Category, and 10% to the Rich-income category.

Income Category	Percentage of People owning Cars (%)	Percentage of People not owning Cars (%)
Low	5	95
Medium	20	80
High	95	5





Okay, go ahead.

Further, we take the assumption that 100% of the families that own a car in the low-income category purchase 1 Car, 50% of the families in the Middle-income category who purchase cars buy 2 Cars, and 60% of the families in the Rich-income category purchase 3 cars, with 40% of the people owning 2 Cars. Here the assumption is also taken that some people may be living alone who are not part of a family and may still own cars. That's why an optimistic approach is being taken to calculate the answer.



That seems fair. You can now start with your calculations.

1.5 Million families belong to the lower category of income households. Thus, 5% of 1.5 million families own 1 car this number comes out to 75,000. In the middle-income category, 4 million (Approx) families are present. Out of these approximately 800,000 families own cars. 50% of the people own 2 cars and 50% own a single car thus this number comes out to 1.2 million cars. Now in the rich Category, 60% of people own 3 Cars while the others have 2 Cars. Out of the 500,000 families who do purchase cars, close to 300,000 purchase 3 cars while others purchase 2 cars. From this, we get approximately 1.5 million cars.

Thus the total number of cars in Delhi comes out to 2,510,000.

Another important thing to note here is that business institutions, certain private cab businesses, and individual car owners may also be present and that is why we should also take the assumption of 300,000 more cars to be on the safer side.



Interesting, I like this approach let's now come to the conclusion.

So in totality, we have 2,810,000 Cars. But this is the number of cars owned and not the number of cars present on



on road at a given point in time. We have to understand the existence of public transport like Metro and buses, the presence of uber and ola means that a lot of people choose to use these alternatives for traveling instead of using their own cars. Thus the number of Cars on road on a given day significantly reduces. We can take the assumption that at a point in time, only 33.33% of the total number of cars are used on a daily basis. Thus, with that approach, we come to the final number of 927,300 cars on Delhi roads every day.

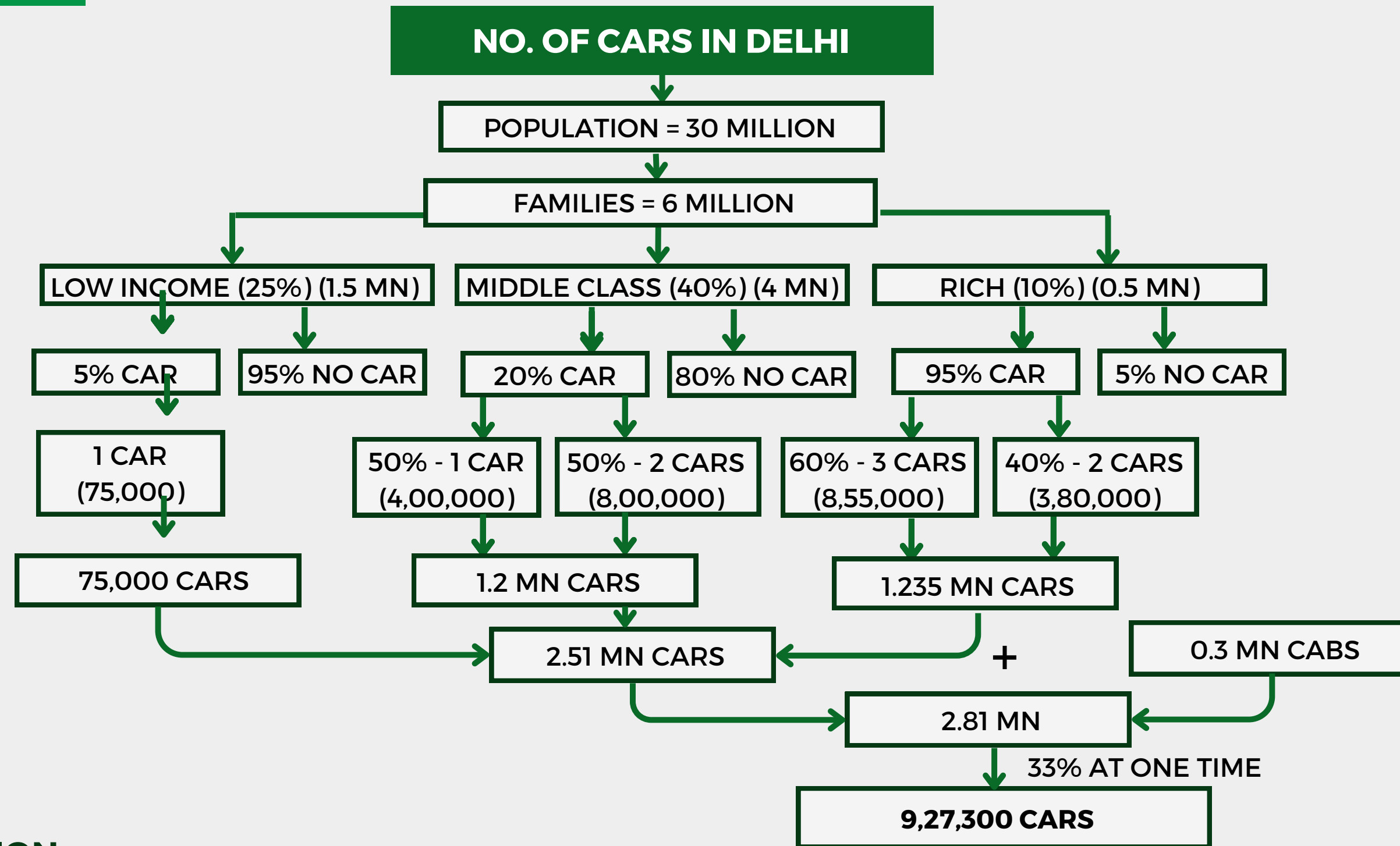


Well done. We can now close the case.

Thank You !

# Traffic Tally

Summarised



## RECOMMENDATION:

- Talk about Traffic conditions, conditions of roads, prices of petrol, weekend weekdays.

# Aapki Apni Dukan

Explained

## OVERVIEW

**CASE TYPE**  
GUESSTIMATE

**COMPANY**  
BAIN & CO.

**INDUSTRY**  
E-COMMERCE

**DIFFICULTY**  
★★★



Estimate the number of Amazon deliveries in Chandigarh.

Sir, Chandigarh is spread across around 150 sq km.

Amazon being such a big company, would try to optimize the area and not buffer the delivery boys i.e. if a certain delivery boy covers a 1 km radius, then no other delivery boy would deliver in that area.

So, I would like to assume that on average, one delivery boy covers a radius of 1.5 kms.

By this, we will get the total number of delivery boys in Chandigarh.

Total no. of delivery boys = Total area of Chandigarh/ Avg. area covered by 1 delivery boy  
=  $150/1.5 = 100$  delivery boys



Makes sense, go ahead.

Next, we can see how many deliveries 1 delivery boy can make in a day.

As we have taken 1.5 km/ delivery boy (which is a small distance to cover), we can assume each can deliver around 25-30 orders per day

Therefore, delivery made by all the delivery boys in a week are =  $100 * 25 * 7 = 17,500$

Therefore, the total number of deliveries in a month =  $17,500 * 4 = 70,000$



Sounds good, thanks for your time!

# Aapki Apni Dukaan

Summarised

## AMAZON DELIVERIES IN CHANDIGARH

AREA OF CHANDIGARH

$$\text{NO. OF DELIVERY BOYS} = \frac{\text{AREA OF CHANDIGARH}}{\text{AREA COVERED BY 1 DELIVERY BOY}} = \frac{150}{1.5} = 100$$

$$\begin{aligned} \text{DELIVERY MADE BY EVERY} &= \text{NO. OF ORDERS} \times 7 \times \text{NO. OF DELIVERY BOYS} \\ \text{DELIVERY BOY IN 1 WEEK} &= 25 \times 7 \times 100 = 17,500 \end{aligned}$$

$$\begin{aligned} \text{DELIVERY MADE BY EVERY} &= 17,500 \times 4 \text{ WEEKS} = 70,000 \\ \text{DELIVERY BOY IN 1 MONTH} & \end{aligned}$$

### RECOMMENDATION:

- Focus on the supply angle for estimating the number of products sold on Amazon. It's simpler than trying to estimate the number of households and further drill down to find the number of customers using Amazon.

# Dressing The Numbers

Explained

## OVERVIEW

**CASE TYPE**  
GUESSTIMATE

**COMPANY**  
L.E.K.

**INDUSTRY**  
CLOTHING

**DIFFICULTY**  
★★★



Hello, let's start with the case. You have to find out the number of white wedding dresses sold in India every year.  
Ok. I would like to begin with asking a few preliminary questions before I go on to the solution.



Sure. Go ahead.

Are we talking about just specific wedding gowns or such dressed which can be sold/used for other purposes as well?



No, the dresses are to be used for only wedding purposes.

Understood and do we need to take into account the wedding dresses which are either inherited or purchased on a hire basis?



No need. Only fresh purchases are to be included.

Okay. To begin with the solution I would first start with the population divide, followed by the religion and gender divide to accurately find out the number of white wedding dresses sold in India per year.



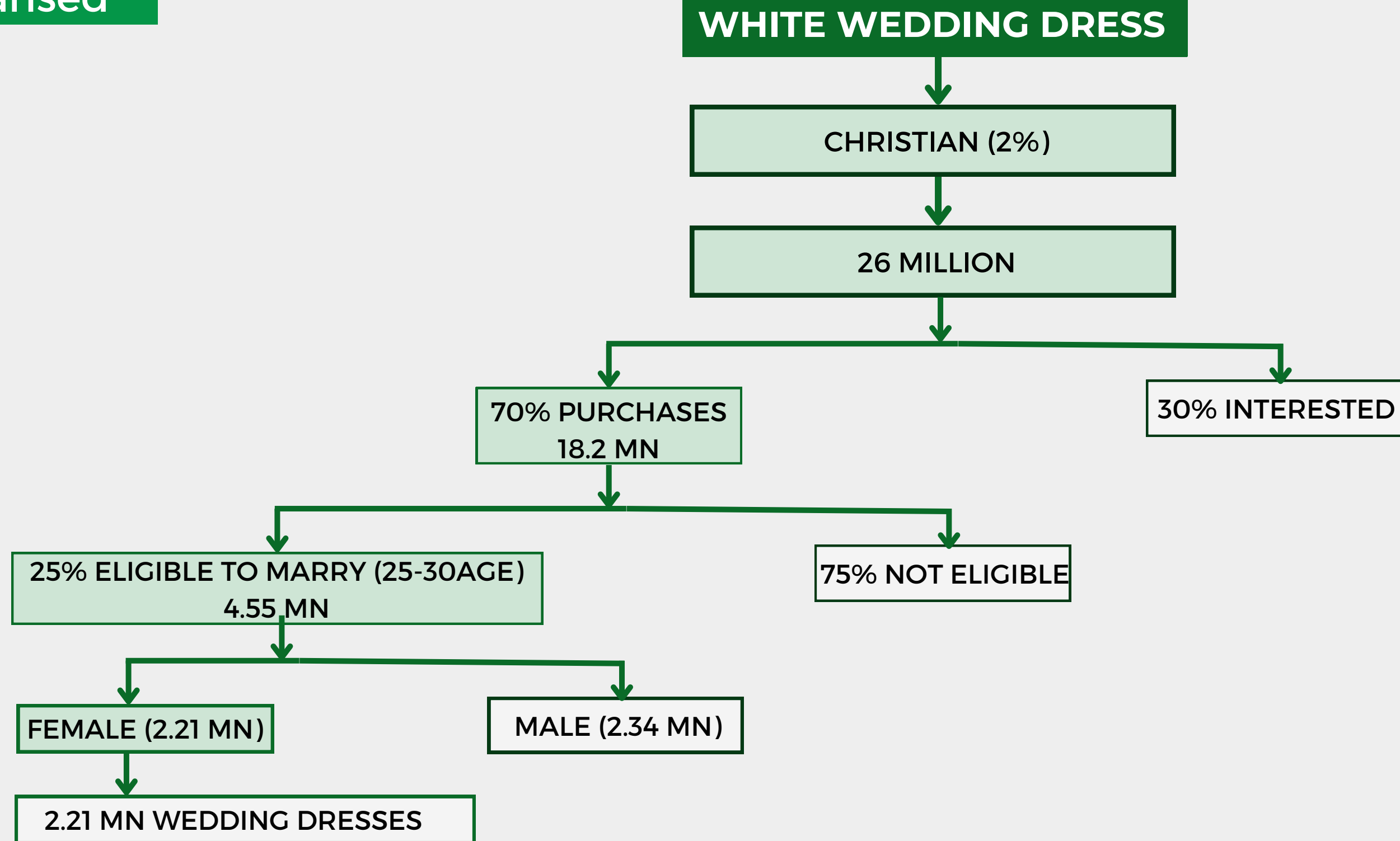
Cool, seems alright. Continue.



Assuming that of the total population in India, 2% of the population belongs to the Christian religion and follows the traditions of their culture. With this, we get 2% of 1.3 billion which is equivalent to 26 million people. Considering the fact that a certain proportion of these people would not purchase the white wedding gown due to reasons like poverty, not having a traditional marriage, not wanting to marry, or having inherited dresses, we can take the assumption that only 70% of these people will have the necessary resources and conditions to go ahead with a traditional Christian wedding. Through this, we come to approximately 18.2 million people. Now taking into account that the majority of the people who would be getting married will fall in the age bracket of 20-30. So we can get 25% of 18.2 million people which will roughly come out to be 4.55 million. Now marriage is dependent on the female population and India has an average sex ratio of 950 in 1000 males. Calculating by this approach  $[0.95 / (1 + 0.95)] * 4.55$  million, we get 2.21 million.

# Dressing The Numbers

Summarised



## RECOMMENDATION:

- It is important to take into external factors like poverty, marital issues while solving a case problem.



# Screening the Screens

Explained

## OVERVIEW

**CASE TYPE**  
GUESSTIMATE

**COMPANY**  
BAIN & CO.

**INDUSTRY**  
ELECTRONICS

**DIFFICULTY**  
★★★★

? Estimate the number of televisions sold in India every year.

Alright! I would like to pose some clarifying questions. Is there any specific television that I should be focusing on -as in flat screens like LEDs, LCDs or CRTs?

? It would be preferred if you take them as a whole.

Okay. Are these televisions sold only in domestic markets or are we taking into account the televisions sold to the hypermarkets, advertisers and for other commercial purposes.

? Yes, do consider the basic commercial side of televisions.

Within India, do we need to focus on any specific geography?

? What do you think the approach should be while taking the geographies?

I believe that in rural areas, there would be a lesser number of televisions per household than in urban areas. The formula that should be applied here would be:

Total number of TVs = Number of TVs per household X Number of households



Firstly, we would divide the population into various income groups considering the following assumptions:

- An upper-class household would be having at least 3 televisions (1 in the living room and 2 in the bedrooms)
- An upper-middle-class household would be having at least 2 televisions
- A lower middle-class household would be having at least 1 television
- A lower-class household would not be having any television

Now, we'll consider the percentage of people in different income groups:

Upper class: 10%

Upper middle class: 25%

Lower middle class: 40%

Lower class: 25%

Let's consider the population of India to be 1.4 billion people.

Is it safe to assume each household has 5 people on average?



Yes, you can go ahead with that.



So, considering that assumption there will be an estimated 280 million households in India.

Now, we will divide these households on the basis of income segments.

Assuming the considered income segmentations:

Number of upper class households = 10% of 280 million = 28 million

Number of upper middle class households = 25% of 280 million = 70 million

Number of lower middle class households = 40% of 280 million = 112 million

Number of lower class households = 25% of 280 million = 70 million

Now, we will calculate the number of televisions per household.

Total televisions in the domestic front = Sum of each category of households X Number of televisions in that household

= 28 million x 3 + 70 million x 2 + 112 million x 1 + 70 million x 0

= 84 million + 140 million + 112 million

= 336 million televisions

So, according to the calculations, domestic households have 336 million television sets. Now, we will add a 20% markup to consider that every 6 households will have one television.

Therefore,  $120/100 \times 336$  million = 403.2 million

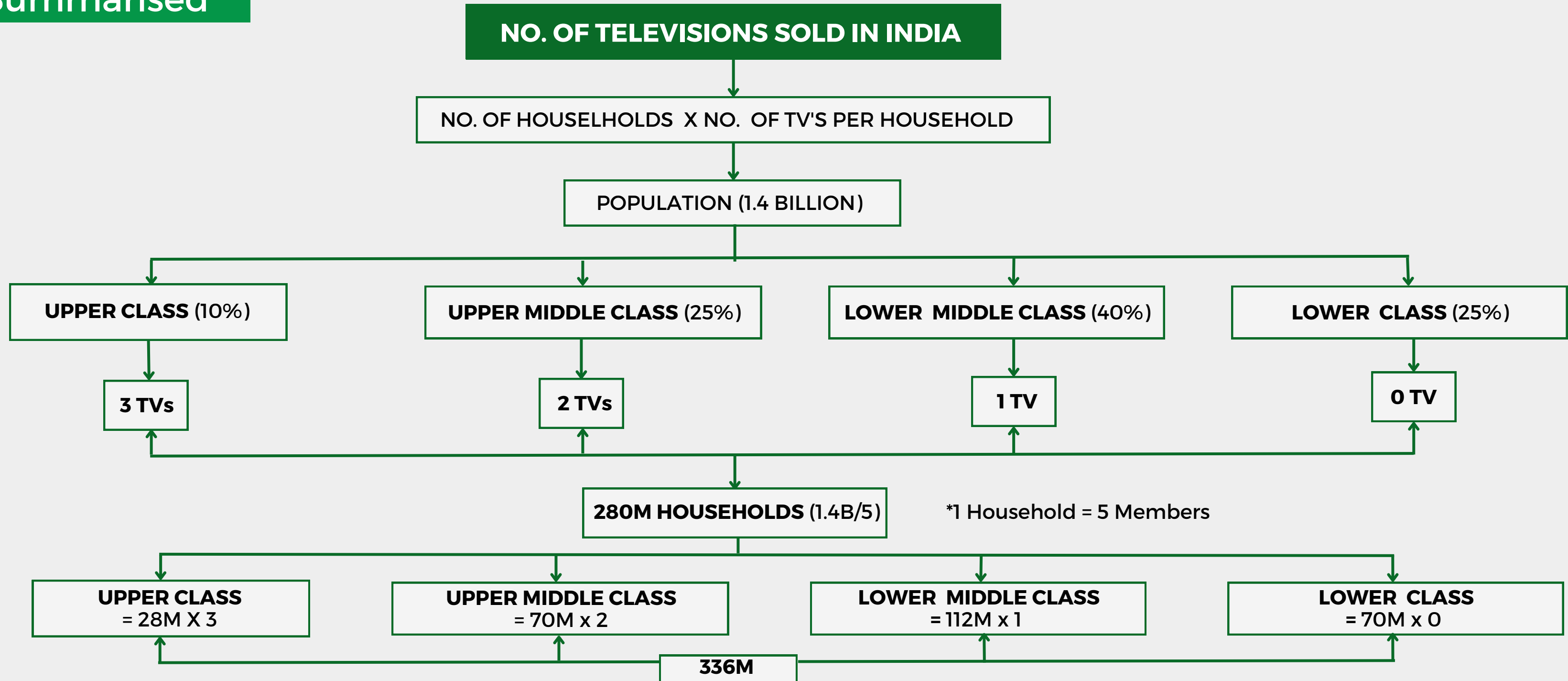
Finally, I believe there are 403.2 million televisions in India.



Good job! You may close the guesstimate.

# Screening the Screens

Summarised



## RECOMMENDATIONS:

- Always use income segmentation when guesstimating a problem related to a region.
- If there is a slight chance that you are excluding a group of individuals from a guesstimate, use a markup to fill in the gap.

# The Mystic Lipstick

Explained

## OVERVIEW

**CASE TYPE**  
MARKET SIZING

**COMPANY**  
BAIN & CO.

**INDUSTRY**  
COSMETICS

**DIFFICULTY**  
★★★★

Hi sir, I belong to Uttar Pradesh.

Great, so, estimate the market size of lipsticks in uttar pradesh.

Sure sir.

Assume the population of the city as 1 crore

Okay, So the first filter I would want to use is gender divide. Assuming 50% males and 50% females, therefore giving us 50 lakhs females whom we should consider.

Second filter I would want to use is affordability i.e income split.

Assuming, upper class 20%, upper middle class 25%, lower middle class 25% and below poverty line 30%.

I think we can ignore BPL here because lipstick is not a necessity, it's a luxury for them.

Am I right with this assumption?

Yes. You can continue.



So,

<b>INCOME DIVIDE</b>	<b>FEMALE POPULATION</b>
<b>UPPER CLASS</b>	<b>10,00,000</b>
<b>UPPER MIDDLE CLASS</b>	<b>12,50,000</b>
<b>LOWER MIDDLE CLASS</b>	<b>12,50,000</b>

Next filter I would want to use is Age divide.

Assuming, 0-18 30%, 18-35 40%, 35-60 20% and 60+ 10%.

We'll ignore the age brackets of 0-18 & 60+



So , now we'll work with these percentages with income divide.

<b>INCOME DIVIDE</b>	<b>FEMALE POPULATION</b>	<b>AGE</b>	<b>TOTAL</b>
<b>UPPER CLASS</b>	<b>10,00,000</b>	<b>18-35 40%, 35-60 20%</b>	<b>6,00,000</b>
<b>UPPER MIDDLE CLASS</b>	<b>12,50,000</b>	<b>18-35 40%, 35-60 20%</b>	<b>7,50,000</b>
<b>LOWER MIDDLE CLASS</b>	<b>12,50,000</b>	<b>18-35 40%, 35-60 20%</b>	<b>7,50,000</b>

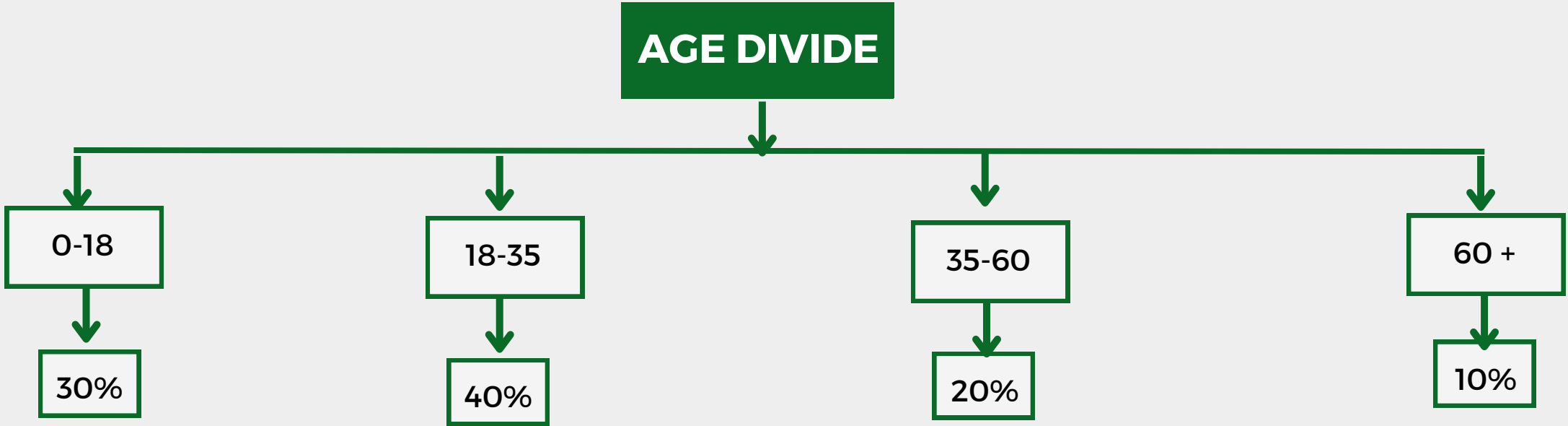
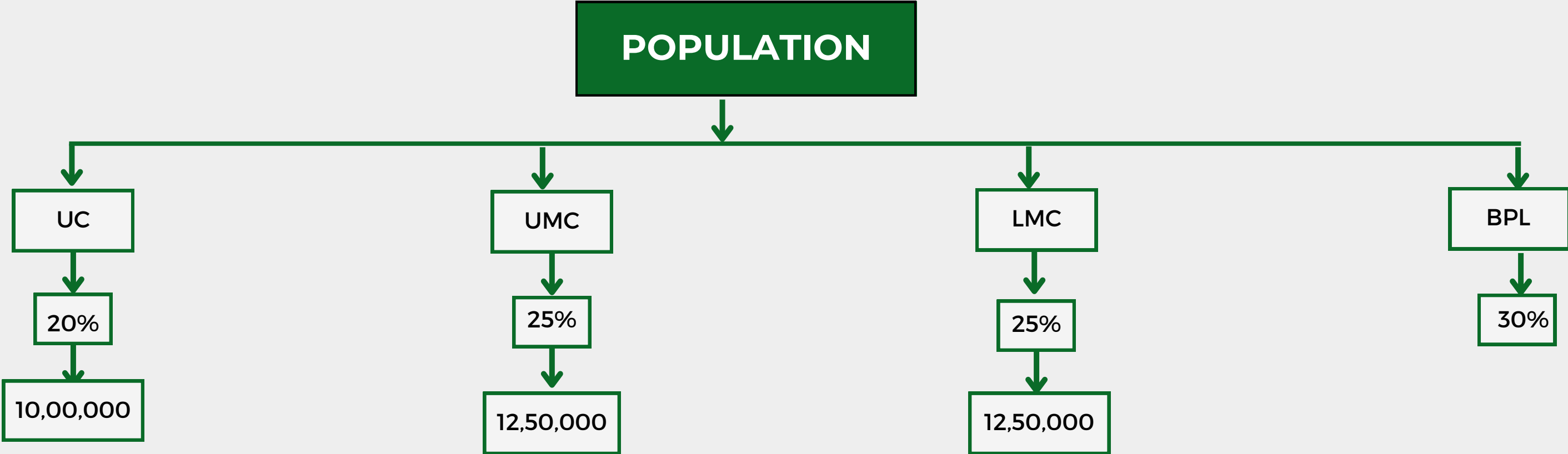
Market size of lipsticks in Uttar Pradesh = total no. females\* avg price = 21,00,000\* 250 = 52,50,00,000



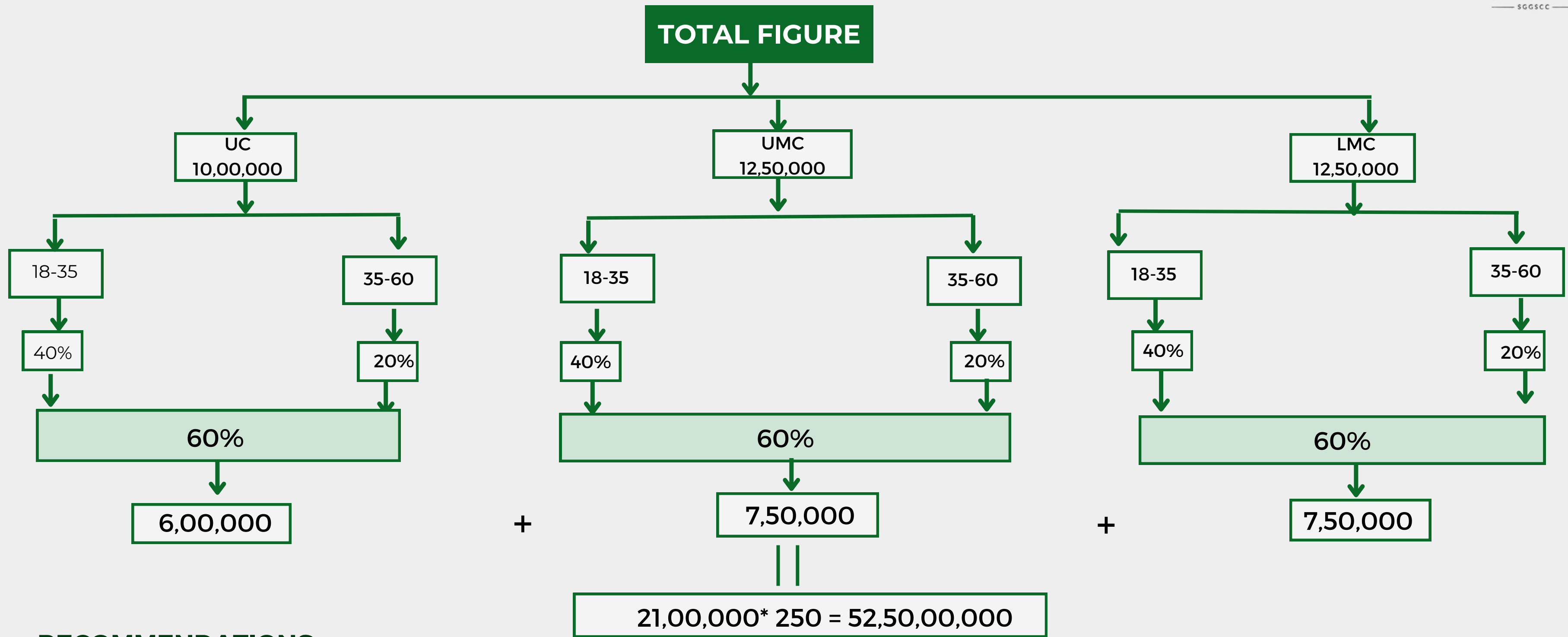
Brilliant. Seems like you've covered it all. We can end the case here

# The Mystic Lipstick

Summarised







### RECOMMENDATIONS:

- Ensure that the assumptions you make are reasonable and logical. Avoid making assumptions that are too far-fetched or unrealistic.
- If you don't have access to accurate data, make sure you clearly state your assumptions and limitations to the interviewer.

# Drive To Survive

Explained

## OVERVIEW

CASE TYPE

GUESSTIMATE

COMPANY

ACCENTURE

INDUSTRY

AUTOMOBILE

DIFFICULTY



You have to calculate the number of white coloured Wagon-Rs on Delhi roads.

We take the population of Delhi to be 2 crores. We also assume that every household has an average of 4 members. Is it safe to assume so?



Yes, go ahead

Thanks. Now, we divide 2 crore/4 to get the number of families. We get 50 lakh families. Now, we divide these families according to their income status. We assume 20% of the population to be rich, 60% of the population to be middle class and the remaining 20% of the population to be lower middle class.



Makes sense.

So, we get 20% of 50 lakh which is 10 lakh families, 60% of 50 lakh which is 30 lakh families and 20% of 50 lakh which is 10 lakh families. Now, we assume that only the rich and middle class can afford a car. Therefore, we get  $10+30 = 40$  lakh families who can afford a car.



Go on.



But, we assume that the rich class can afford and also prefer 2 cars. Therefore, the number of cars on Delhi roads is  $(10*2) + (30*1)$ , which is 50 lakh cars. Now, we take the market share of Maruti to be 50%. Therefore, the number of Maruti cars on Delhi roads is 25 lakh.



Yes, you are in the right direction.

Thank you. We also assume that Wagon R is among the top 4 selling models of Maruti, with the others being Swift, Alto, Baleno and the remaining constituting under Miscellaneous. Therefore, Wagon R has a **20%** market share. This means 20% of 25 lakh, which is 5 lakh.



So far, so good.

Thanks, now to simplify things, we take white to be the best-selling colour. We assume white to have a 50% market share, followed by grey and black at 25% each. Therefore, the number of white coloured Wagon R's on Delhi roads is 50% of 5 lakh, which is 2.5 lakh.



Great job, is there anything you would like to add?

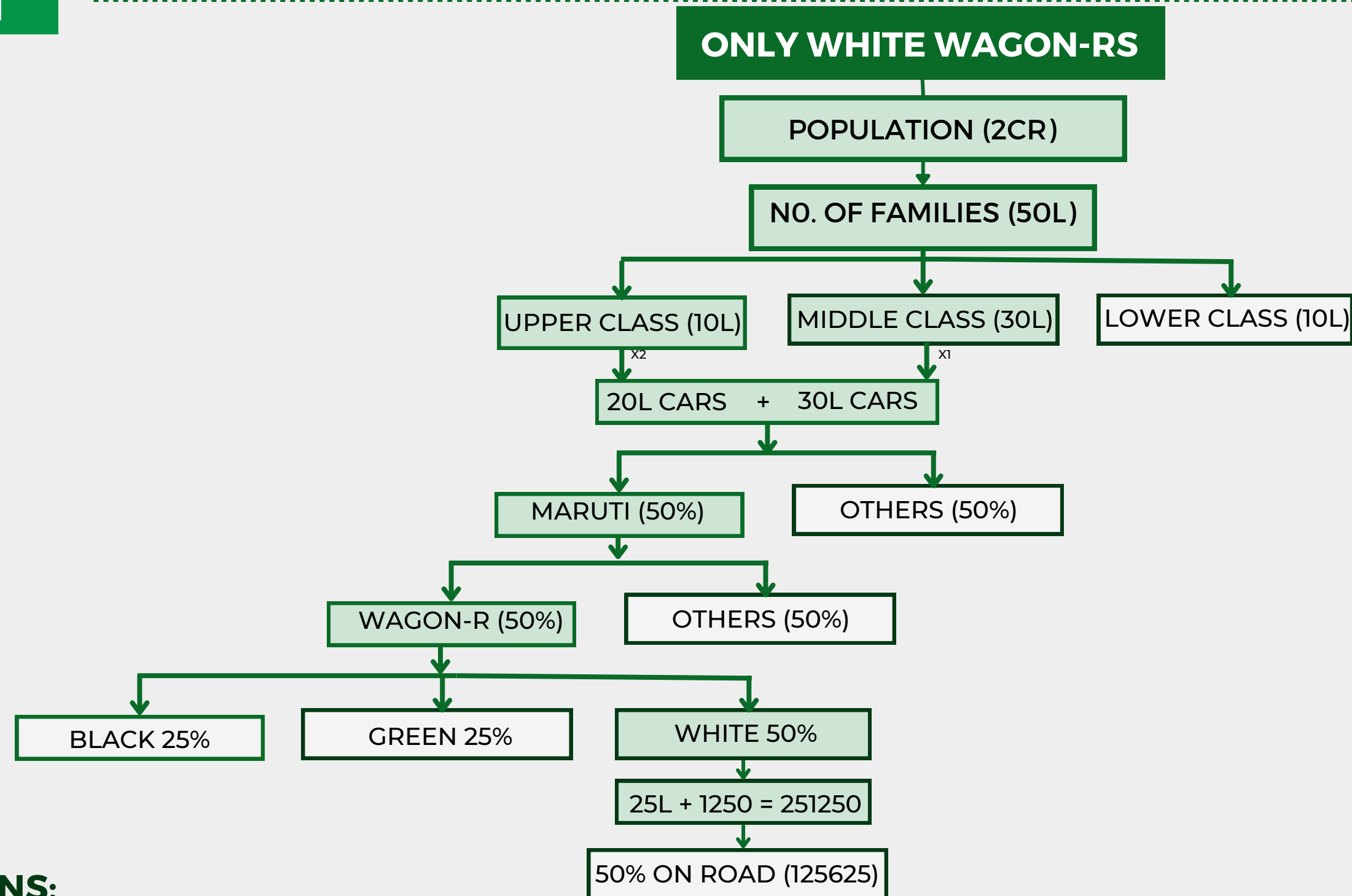
Considering Delhi to be a metropolitan city and the capital of India, we assume that there will always be more people incoming from different states than outgoing from Delhi. Thus, we assume 0.5% of total white-coloured Wagon-Rs, more on Delhi roads. The answer comes out to be  $2.5 \text{ lakh} + (0.5/100 * 2.5 \text{ lakh}) = 2,51,250$  cars, however, at an instant, there would only be 50% on roads, therefore, the final answer comes out to be 1,25,625 cars.



Great, that wraps up our case! Thanks for your time.

# Drive To Survive

Summarised



## RECOMMENDATIONS:

- The interviewee can use available data, such as the number of registered Wagon-Rs in Delhi or India. They can extrapolate this data based on their assumptions about the proportion of white-colored Wagon-Rs.
- Consider factors that may affect car color preference, such as weather, culture, and personal taste.

# Sky Is The Limit

Explained

## OVERVIEW

**CASE TYPE**  
GUESSTIMATE

**COMPANY**  
BCG

**INDUSTRY**  
HOME APPLIANCES

**DIFFICULTY**  
★★★★



If you see India from a satellite, how many Tata Play antennas will you be able to see?

Okay, I would like to take two approaches in calculating the total number of antennas - Consumer and Commercial. Firstly, taking the total population of India as 1.3 billion people, I would further like to divide it by the average family size. After assuming that in rural areas, a family will consist of 6 members while in urban areas, 4 members are present on average, we get the average family size to be 5 members. By doing so, we get  $(1.3 \text{ billion}/5) = 260$  million families, who are currently residing in India. Now, we further divide this number as per the rural and urban area concentration. We assume 60% of the families reside in rural areas which comes out to approximately 156 million families, and the rest 104 million families in urban areas. I would further divide these families into 6 categories based on their income groups as followed:

Income Category	Rural	Urban
Poor	30%	30%
Middle	50%	40%
Rich	20%	40%



Why have you taken the Rich percentage in Rural areas lesser as compared to the Urban population?

The main reasoning behind this is that only the rich farmers have the minimum resources that are required to fall into this category as against the urban population where many different occupations are present.

Taking into consideration that the percentage of the population belonging to the poor income category in both, Rural and Urban areas would prefer opting for a free dish service as opposed to Tata Sky. Hence, 78 million families (47 and 31 respectively), will not be included in further calculations.

The rest 182 million families will now be segregated in terms of the market share that Tata Sky currently has as opposed to other companies operating in the same industry. This can be seen in the table below;

Company	Tata Play	Airtel	Dish TV	Videocon	Others
Market Share %	30	25	20	10	15

By calculating 30% of 182 million families, we get 55 million families (approx.) which would be using Tata Play dish satellites. But before coming to the final number, I would remove 10% of the families from this number. The main reason behind this is that a certain percentage of people in India prefer using OTTs (Over The Top) over normal Dish TVs. So, the final number would come out to be 49.5 million families.



For the second one, I don't require you to narrow it down to a specific number. I just need you to explain your approach.



Okay, great. For the commercial side, we can segregate the total number into 4 key categories - HoReCa industries, normal shops, corporates, and electric shops. The HoReCa industry contributes to the major share of Dish TV antennas. By taking the assumption that one Dish TV antenna supports 4 televisions, a hotel consisting of 1600 television will have 400 Dish TVs.

For cafes and restaurants, this number will be significantly less as most cafes do not have more than 2 or 3 televisions per shop. The same logic can be applied to normal shops and corporates. Also, the electric shops which would be displaying televisions for sale would have more requirements as compared to a cafe, but still significantly lesser than a hotel.



How would you be dividing the market share?

For cafes and restaurants, this number will be significantly less as most cafes do not have more than 2 or 3 televisions per shop. The same logic can be applied to normal shops and corporates. Also, the electric shops which would be displaying televisions for sale would have more requirements as compared to a cafe, but still significantly lesser than a hotel.



How would you be dividing the market share?

After understanding the total need in all the industries, we can divide the total number by the market share of existing companies in the sector. Tata Play will again have the highest market share with 30%, followed by others.

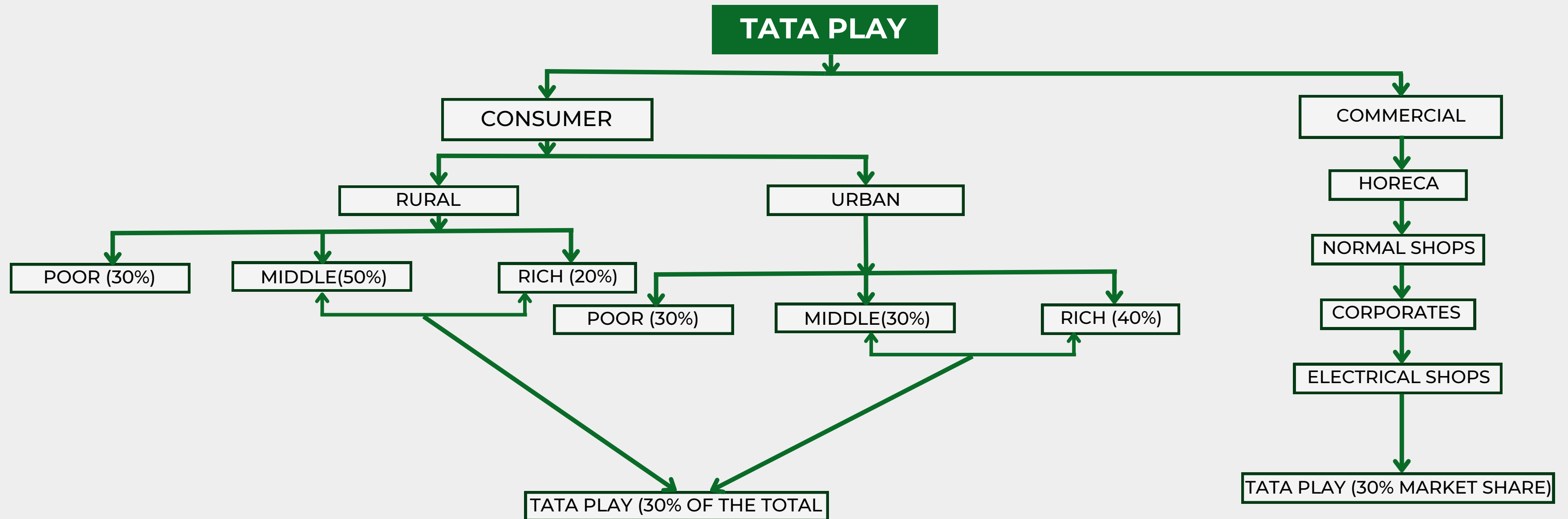


Perfect. No need to go further. We can now close the case.

Thank you.

# Sky Is The Limit

Summarised



## RECOMMENDATION:

- Multiply the estimated number of households by the TV penetration rate and the average number of TV antennas per household to estimate the total number of TV antennas in the area.



# Flop at the Box Office

Explained

## OVERVIEW

CASE TYPE

GUESSTIMATE

COMPANY

DELOITTE

INDUSTRY

ENTERTAINMENT

DIFFICULTY



You need to estimate annual revenue of XYZ Cinemas.

Sure. so this is a profitability problem, therefore we'll look at the cost and revenue.

I have a question, will the parking be included in the multiplex or is it the mall's property?



It will be included in multiplex

Interviewee: Alright, the revenue streams would be-

1. Ticket sale
2. Parking
3. Food & Beverage Sales
4. Advertising



Good observation. Go ahead. .

Interviewee: We can further divide ticket sales into average footfall per show, average price per show and number of shows per day.

Should i move forward with this?



You can proceed with this.



Sure. Now we'll consider the days. Monday - Friday is weekdays so there would be lesser crowds as compared to Saturday and Sunday.

? But don't you think Friday is the day of releasing a movie?

Oh yes, indeed. So we'll take Monday to Thursday as weekdays and weekends from Friday to Sunday. Also, ma'am assuming from my understanding, 2-5% of total revenue will be from advertisement. Am I right to use that?

? Yes.

1) Ticket sale

The seating capacity of the cinema is 200. On weekdays, the average occupancy rate is 40% and on weekends it is 80%. Number of screens is 4. So, the total number of seats is 800.

Average footfall per show becomes 80 (weekday) and 160 (weekend)

The number of shows in a day is 12 i.e. 3 per screen.

The average price of the ticket is Rs. 225 and the range of ticket prices is from Rs. 150-300.

On a weekday:

$$80 * 225 * 12 = \text{Rs. } 2,16,000$$

On a weekend:

$$160 * 225 * 12 = \text{Rs. } 4,32,000$$

$$\text{Total revenue for the week} = 2,16,000 * 4 + 4,32,000 * 3 = \text{Rs. } 21,60,000$$

$$\text{Total revenue for a year from ticket sales} = 21,60,000 * 52 = \text{Rs. } 11,23,20,000$$



2) Parking- Total parking spots = 200 (cars = 150 and two wheelers = 50), Parking cost per hour = Rs. 20, Occupancy on weekdays is 40% and on weekends it is 80%.

Revenue per hour on a weekday =  $40\% * 200 * 20 = \text{Rs. } 1600$

Functioning hours = 12.

Therefore, weekday revenue =  $1600 * 12 * 4 = \text{Rs. } 76,800$

Revenue per hour on a weekend =  $80\% * 200 * 20 = \text{Rs. } 3,200$

Total revenue on weekends =  $3200 * 12 * 3 = \text{Rs. } 1,15,200$

Total parking revenue per week =  $76,800 + 1,15,200 = \text{Rs. } 1,92,000$

Annual revenue from parking =  $1,92,000 * 52 = \text{Rs. } 99,84,000$

3) Food and Beverage Sale- Average order value is 300. Assuming 70% of the people order

So sales from food and beverage on a weekday =  $70\% * 80 * 300 * 12 = \text{Rs. } 2,01,600$  Total revenue for a week =  $2,01,600 * 4 + 4,03,200 * 3 = \text{Rs. } 20,16,000$

Annual revenue from the sale of food and beverage =  $20,16,000 * 52 = \text{Rs. } 10,48,32,000$

On a weekend =  $70\% * 160 * 300 * 12 = \text{Rs. } 4,03,200$

4) Advertisement - 3% of the total annual revenue

So the annual revenue from advertisement is =  $\text{Rs. } 23,00,00,000$  approx

The final total of the cinema revenue is  $\text{Rs. } 45,80,00,000$  approx

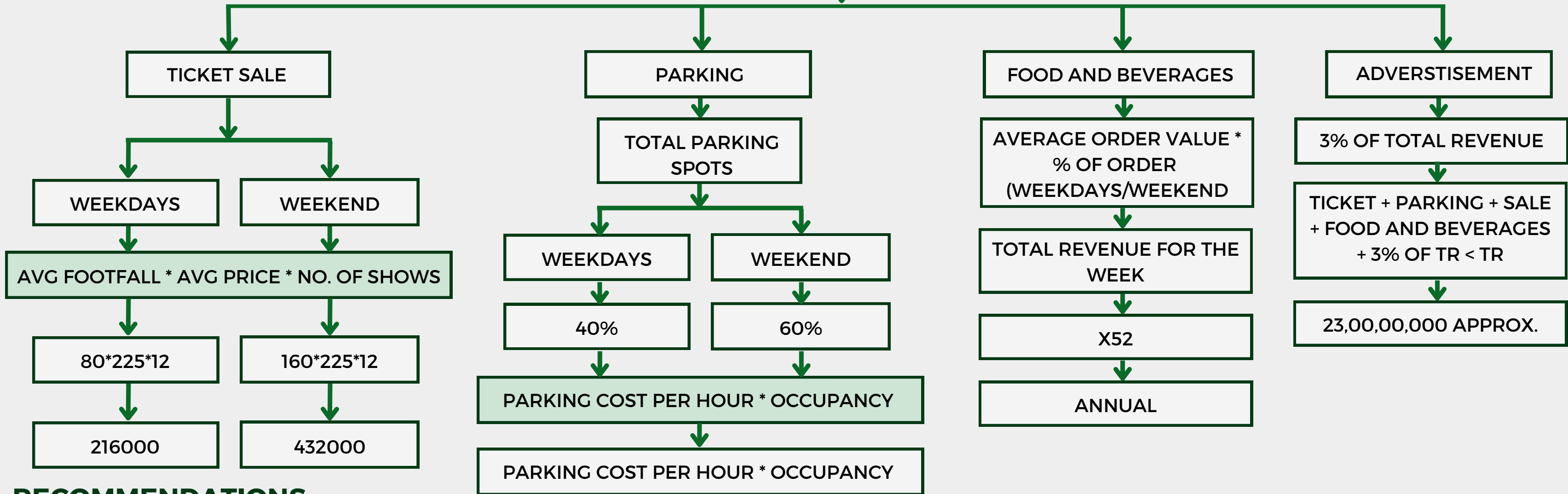


Good job. We can close the case now.

# Flop At The Box Office

## Summarised

### REVENUE STREAMS



### RECOMMENDATIONS:

- Make reasonable assumptions about the variables that you cannot accurately determine. For example, you might assume an average ticket price based on the current market rate or assume an average attendance per screening based on historical data.
- Identify the key variables that will impact cinema revenue. These might include factors such as the number of screens, the ticket price, the average attendance per screening, the number of showtimes per day, and the concession sales.

# How Many Boffins?

Explained

## OVERVIEW

CASE TYPE

GUESSTIMATE

COMPANY

MCKINSEY & CO.

INDUSTRY

RESEARCH

DIFFICULTY



Our client is the owner of a Research Institute and wants you to estimate the number of sports scientists that he can potentially interview for the position.

As per my understanding of the problem statement we are looking to estimate the pool of sport scientists who we can potentially interview. Is that correct?



Yes.

Okay. So, the skills that we'd be looking for would be a combination of nutrition/ medicine and physical education. Would that be correct?



Yes, the candidate should have knowledge of nutrition, biomechanics, recovery, physical activity etc.

Okay. I would like to divide this estimate in 2 parts. First- I'd like to estimate the potential number of candidates who have graduated recently, Next- I'd like to estimate the candidates who are already working in similar roles. Does that sound fair?



Yes, please go ahead.



For estimating the number of recent graduates who can be our potential candidates, I'd like to first estimate the number of people who would have taken Biology and Physical Education as their subjects in class 12. For reaching this number, I'd like to start with the total population of the country divide it into rural and urban. I would ignore the rural population as this is a relatively niche field.



Here he interrupted me to tell me that this approach is very broad, and we can't possibly reach the solution this way.

Got it! So, if we know that approximately 10 lakh people sit for engineering entrance exams each year, we can take a factor of double that i.e., each year ~20 lakh people are looking to join graduate colleges.



This is fine. But this approach is similar to the one you used before. (This gave me the clue that he wants me to use the supply side approach).

Okay, we can try and estimate the number of colleges in the country and see the colleges that would have these subjects e.g., medical/ home science colleges.



Yes, Good. How would you estimate that?

We know in India there are state universities and central universities so we can proceed with that.



Sure.

There are 30 states in India. We can assume that each state has at least 10 medical colleges. So, we get 300 medical colleges. We can multiply this by a factor of 1.5 to incorporate other home science and colleges of the related field.



Okay.



Now, in these 450 colleges we can assume that there are 1500 students on average. This gives us a pool of ~650000 students. Of these 650000 students, we can assume that 50% go into pure sciences (medicine) 30% go for PHD/ other higher education and 20% want to change their field. This gives us 130000 students. Out of these we need students who have the combination of skill set that we are looking for (knowledge of nutrition and body mechanics). Since these are niche subjects, we can take a factor of 0.2 to get to our potential pool of graduate candidates which is 26000 candidates. Now we can move to the second part of the guesstimate which is number of people who are already working in some related vocation.



By this time, the interviewer was getting late and asked me to rush a little.

(Since there was a shortage of time, I started by laying down the approach first) For estimating the number of people who are in a similar vocation, I would first define the type of vocations. So, we can have people who are currently in the sports industry working as physiotherapists etc. We can have dance trainers and gym enthusiasts as one category, The next category would be freelancers like dietitians etc. The last category would be 'others' primarily comprising of those graduates who had opted for research roles after their graduation and now want to return to the industry.

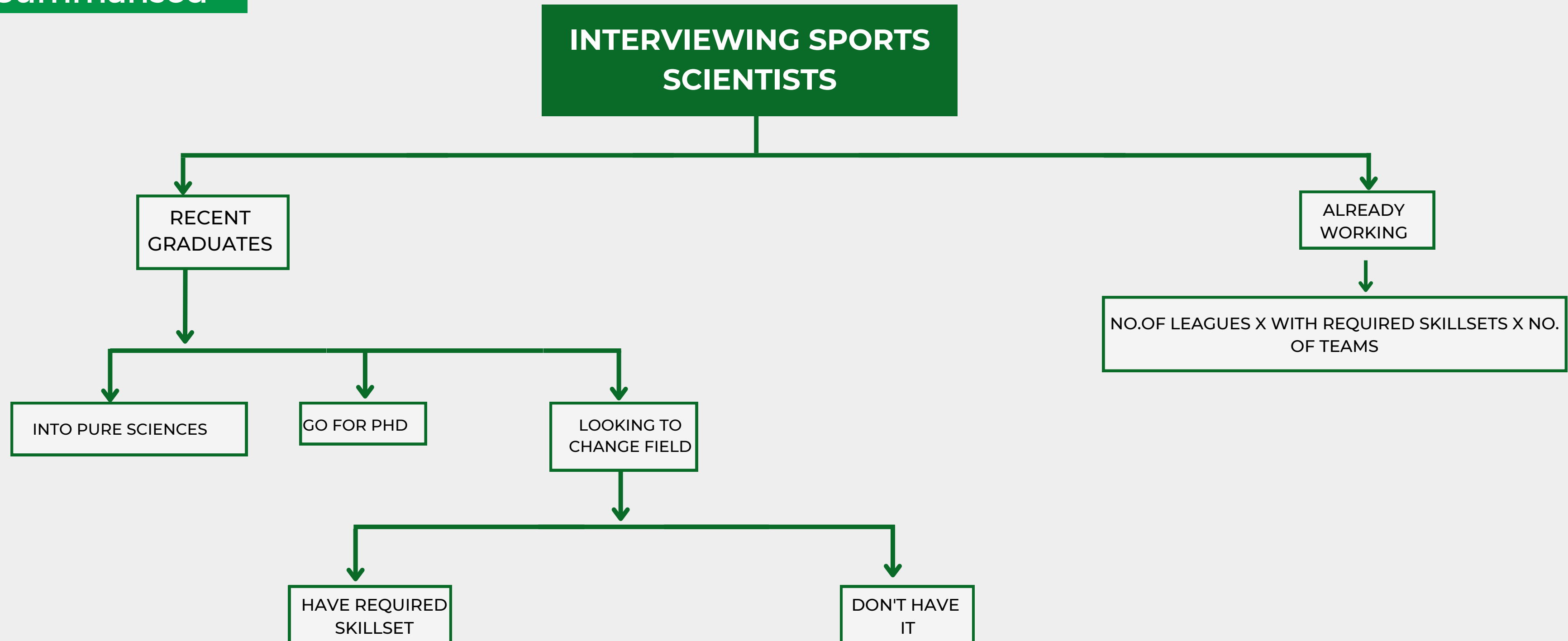
(After I laid down this framework the interviewer seemed satisfied. I continued with the calculation) First we estimate the number of potential candidates in the sporting industry. Let's assume there are 16 IPL teams, each of these teams would have 10 people with the required skillset. Let's say there are 20 such sports and leagues. We get a pool of 3200.



Thank you we can end the case here.

# How Many Boffins?

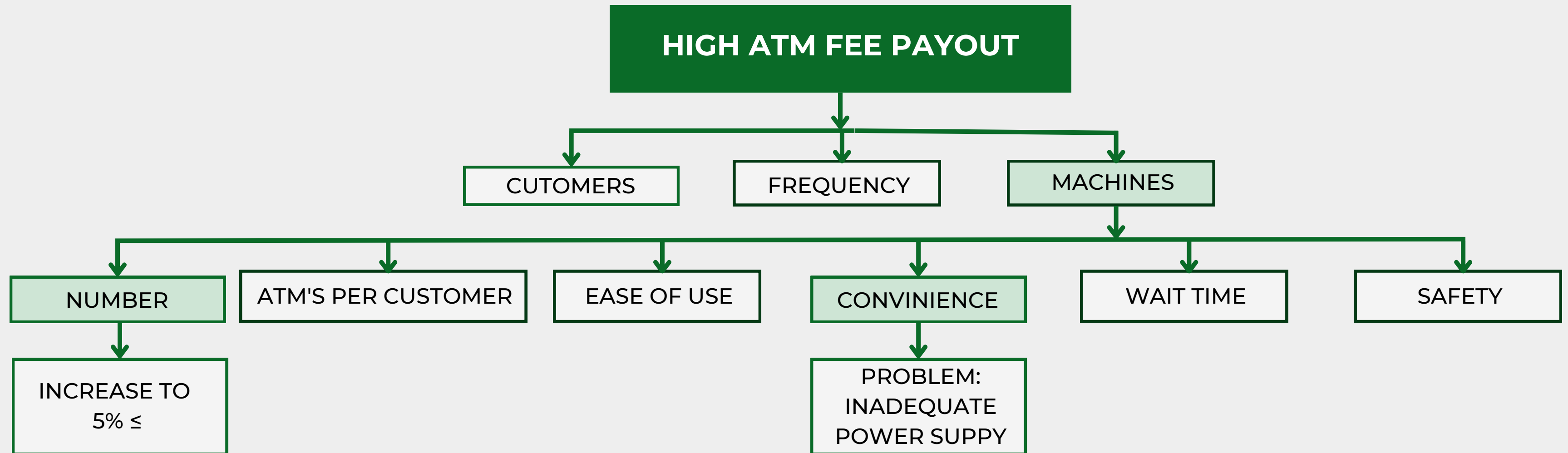
Summarised



## RECOMMENDATION:

- Don't lose your cool, even when the problem statement is not entirely clear. State your understanding and validate it with the interviewer.





**RECOMMENDATION:**

- Keep your interview as conversational as possible; ask wherever any process is unclear and keep calm. Also, believe in yourself and try to smile.

# Chill-O-Meter

Explained

## OVERVIEW

**CASE TYPE**  
GUESSTIMATE

**COMPANY**  
BAIN & CO

**INDUSTRY**  
HOME APPLIANCES

**DIFFICULTY**  
★★★★



Hello! Let's get started with the interview. Kindly estimate the number of ACs sold in Shimla, India in a year.

Sure, I can try. To begin with, I would like to divide the problem into two parts – the consumer side and the supplier side. However, since we are looking at a yearly estimate, I will focus only on the supplier side.

Alright, go on.

I would like to know an estimate of Shimla's land area so I can proceed.



You can assume the land area of Shimla to be around 25 km sq.

Thank you! Let's assume that on average, one shop owner caters to an area of 1 km sq. So, considering that Shimla has a land area of about 25 km sq, we can estimate that there would be around 25 shops selling ACs in Shimla.

Now, let's consider how many customers would visit each shop in a day. ACs are not a frequently purchased item, so I would assume that on a normal day, each shop would have around 5 customers. However, during peak hours or days, such as in the summer months or during a heatwave, this number might go up to 20 customers per day. Also, I would like to assume that there would be around 300 normal days and the rest 65 days would be peak days. May I proceed with these assumptions?



Yes, go ahead.

Thank you! Now, assuming that there are 300 normal business days in a year, each shop would sell around 1500 ACs ( $300 \times 5$  customers per day) on these days. On the remaining days which are peak days, each shop might sell up to 1300 ACs ( $65 \times 20$  customers per day). So, we get a total of 2800 ACs per shop in a year.



Seems fair. Go on.

To estimate the number of ACs sold in Shimla in a year, we need to multiply the number of shops by the average number of ACs sold by each shop in a year. Hence, we have the final value of ACs sold in Shimla in a year as 70,000 ACs ( $2800 \times 25$  shops in Shimla).



Okay, is there anything else that you would like to consider?

Yes, we might also need to consider that only 10% of people in Shimla own an AC because ACs are not necessarily required there as it's a cold place. This would bring down the total number of ACs sold in a year to around 7,000 ACs, which is my final estimate.



That seems like a good estimate. One last question- How much will this final estimated number change in the case of another city, let's say Delhi.

The final number for Delhi would be significantly higher than Shimla due to the difference in climate and population. Delhi experiences extremely hot summers, and ACs are a necessity for many people. Moreover, Delhi has a much larger population than Shimla.



That seems like a good estimate. One last question- How much will this final estimated number change in the case of another city, let's say Delhi.

The final number for Delhi would be significantly higher than Shimla due to the difference in climate and population. Delhi experiences extremely hot summers, and ACs are a necessity for many people. Moreover, Delhi has a much larger population than Shimla.

To estimate the number of ACs sold in Delhi, we could follow a similar approach as before. We would need to estimate the number of shops selling ACs and the number of customers visiting each shop. However, we would need to make different assumptions about these numbers based on the population density and purchasing power of the people in Delhi. Additionally, we would need to consider the market competition as Delhi has a large number of suppliers for ACs compared to Shimla. We would also need to factor in the affordability and income level of people in Delhi, which could impact their ability to buy an AC. Therefore, the final number of ACs sold in Delhi would be significantly higher than Shimla, but it would require a separate guesstimate to provide a specific number.

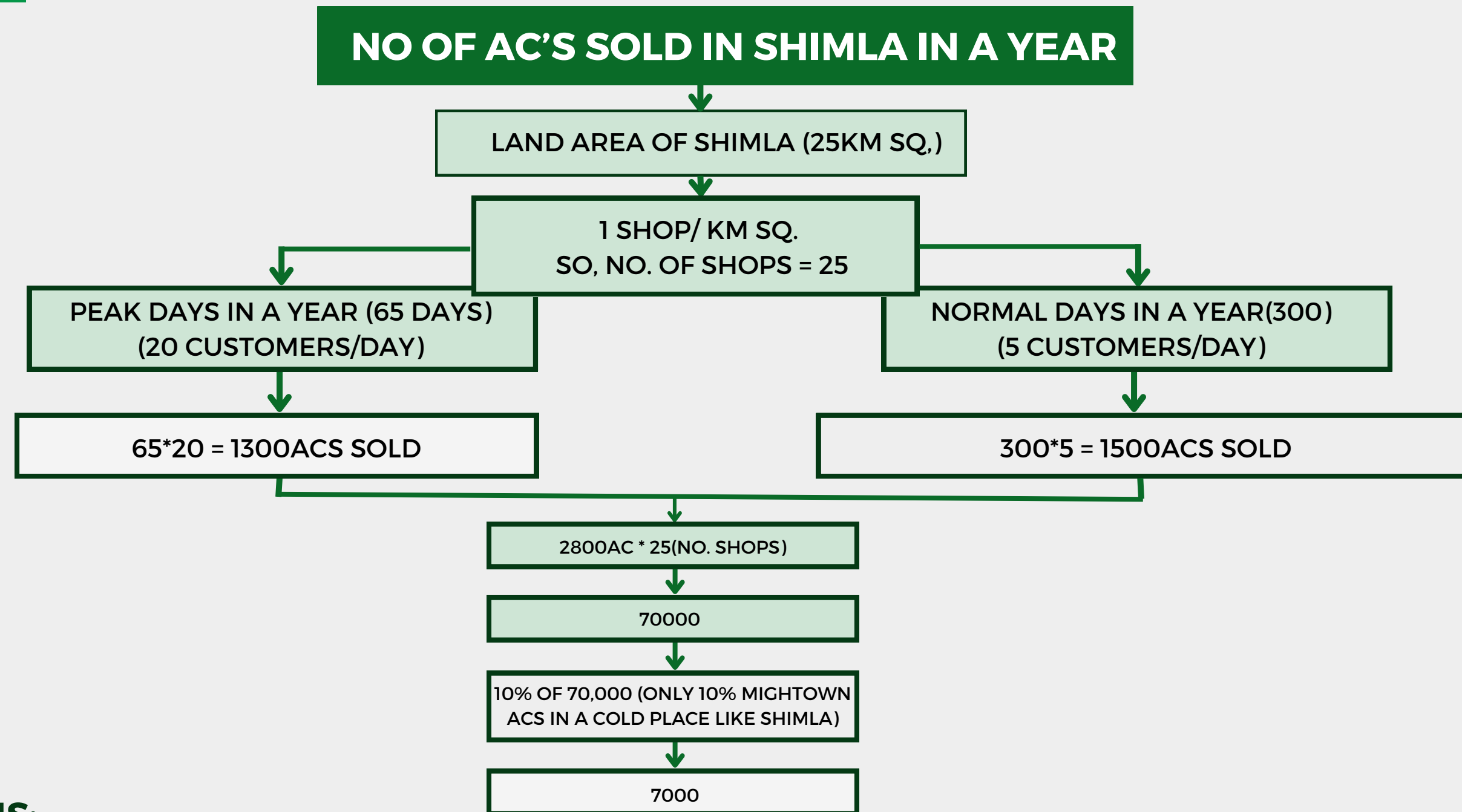


Good job! Thank you for your insights.

Thank you! Have a nice day!

# Chill-O-Meter

## Summarised



### RECOMMENDATIONS:

- It would be helpful to summarize the key assumptions made during the estimation process.
- The interviewee could also briefly discuss the potential limitations or sources of error in the estimation, such as the accuracy of the assumptions or data used.

# Every Drop Counts

Explained

## OVERVIEW

CASE TYPE

GUESSTIMATE

COMPANY

BAIN & CO.

INDUSTRY

OIL

DIFFICULTY



You need to calculate how many litres of petrol are sold in Delhi on an average day.

Okay, to begin with, the answer, I would like to divide Delhi into 5 major regions namely North, South, East, West and Central Delhi.



Sounds good enough. Proceed.

To proceed, I would like to divide the petrol pumps into these regions high, medium and low based on the demand for petrol in that particular pump. According to my calculations in a region of high demand, there must be a sale of around 9,000 litres in a day. Further, a pump with medium demand would make a sale of approximately **4,000 litres** a day. On similar lines, it'll be 2,000 litres a day for a pump with low demand.



We are good to go. Go on.

Okay so, let's assume the number of petrol pumps in each region:

South Delhi: 60

North Delhi: 70

East Delhi: 40

West Delhi: 80

Central Delhi: 10



The area covering South Delhi is 300 sq km and is considered to be a posh area. So, it is fair to assume that there would be a petrol pump located after every 5 km in the region. This brings the number of petrol pumps in South Delhi to around 60.

Similarly, the area covering North Delhi is 200 sq. km and is a busy region which is comparatively congested. So, there would be a petrol pump present every 3 km in the region. This brings the number of petrol pumps in South Delhi to around 70.

East Delhi also has an area of around 200 sq. km, so we will consider it to have a large number of petrol pumps. Let's assume the number to be 40.

West Delhi has an area of 300 sq. km and has a good amount of petrol pumps, say there's a petrol pump in every 3 km. This brings the number to 80.

Central Delhi has an area of about 30 sq. km and is in the administrative block of Delhi, so it must be having a petrol pump every 3 km. This brings the number to 10.



Makes sense. Continue.

I would further like to divide the petrol pumps into these regions into high, medium and low as discussed earlier. Starting with the same.

South Delhi covers a major part of Delhi and is considered to be a rich district as compared to the rest of Delhi. Almost all the residents here own at least one car, and so the demand considered for petrol pumps is set to be 60%. Whereas in some places of South Delhi, the population density is low and most of the necessities are available in the vicinity, so their fuel consumption is low. Thus, the number of medium-demand petrol pumps should be 30% and that of low demand be 10%.



In North Delhi, the population density is quite high. So, this brings in heavy demand for petrol and therefore we are considering the share of high demand pumps to be 60%. Again there are some places where places that can fulfil necessities are in the vicinity, this again helps in deciding the number of medium and low-demand pumps to be 20-20% each.



You seem to be going down the correct path. Please go ahead.

So according to my calculations in a region of high demand, medium demand, and low demand as given above, we can come to the final conclusion.

This brings the final answer to be:

$$= 9000 * 150 + 4000 * 50 + 2000 * 30$$

$$= 13,50,000 + 2,00,000 + 60,000$$

$$= 16,10,000$$

So, on an average day, around 16 lakh litres of petrol are sold in Delhi.



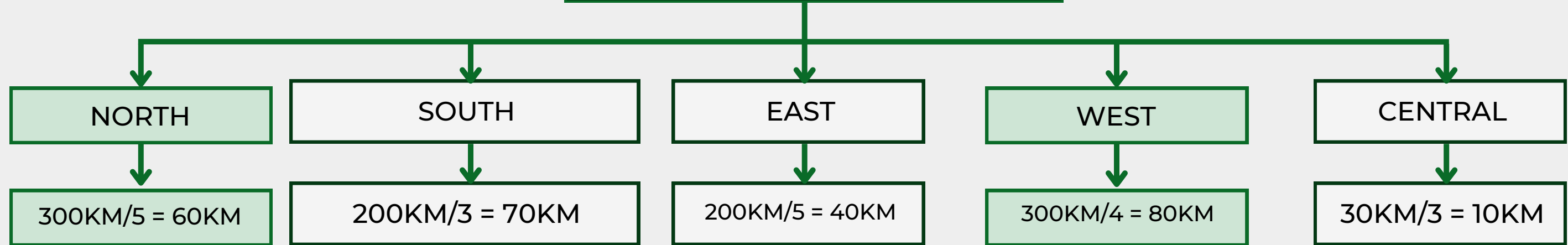
Great. We can close the case now.



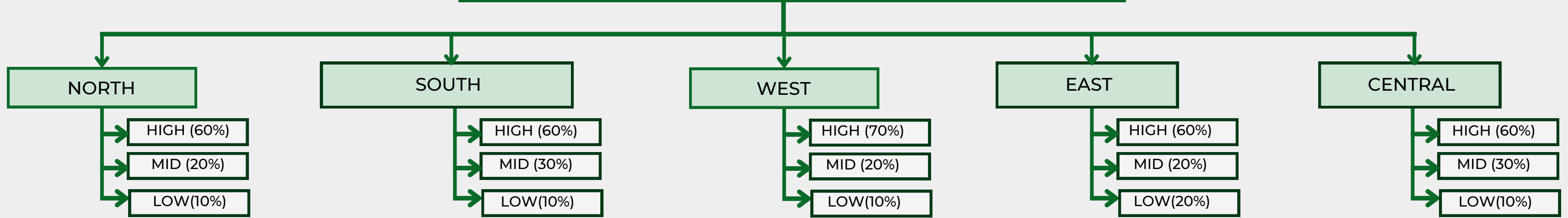
# Every Drop Counts

## Summarised

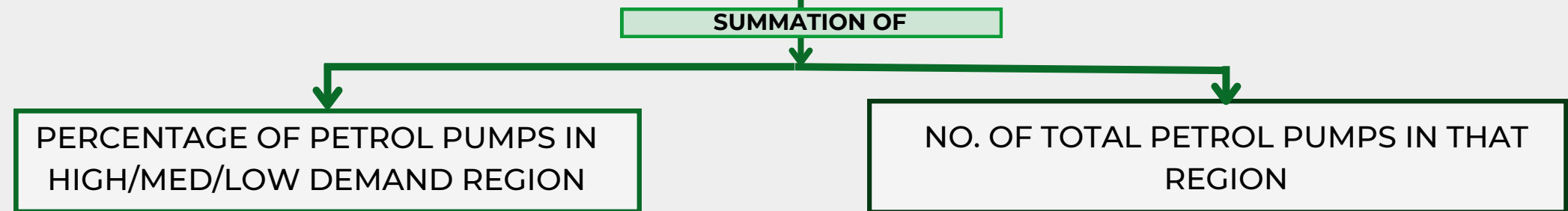
### PETROL PUMPS IN DELHI



### DISTRIBUTION ON THE BASIS OF DEMAND



### NO. OF PETROL PUMPS IN REGION



### RECOMMENDATION:

- Take up to 3-4 questions to clarify the product and then proceed to comment. Always use market analysis frameworks.

# How Many Rotis?

Explained

## OVERVIEW

CASE TYPE

GUESSTIMATE

COMPANY

BCG

INDUSTRY

FOOD PROCESSING

DIFFICULTY



For this case you need to estimate the demand for wheat in India.

I would like to clarify if it is to be estimated in terms of units sold or revenue generated.



It has to be estimated in terms of revenue generated.

I believe that the demand for wheat can be derived by using the formula of Number multiplied by price.

So, we'll take the total number of households in India that consume wheat and then multiply it to the average price of wheat.

The population of India currently stands at 1.4 Billion people. I think it is safe to assume that each household in India consists of 4 people on an average

Therefore,  $1.4 \text{ Billion} / 4$  would give us 350 million households.

I hope these assumptions are fine?



Yes, these sound good to go, you may proceed.

Now, to find accurately how much wheat is actually consumed we will proceed with income segmentation. We will divide the population into 4 categories:



Below Poverty Line, Lower Middle Class, Middle Class and the Upper Middle Class Now, to make our guesstimate a bit smoother and also accurate, assuming the Law of Averages, we will take the Below Poverty Line population to be 20% and because they would be availing the facilities of ration shops and government schemes making the price of wheat to be almost negligible and adjustable within the remaining three categories.

Assuming the following:

Upper Class: 10%

Middle Class: 30%

Lower Middle Class: 40%; we will proceed.

We will take the average price of one kg of wheat in India to be Rs. 40 per kg. Does that seem fine?



Seems pretty appropriate. That would adjust the BPL demand so please move ahead

Now let's suppose in a family of four, a person would be consuming around 9-10 chappatis a day. We'll take the higher range to adjust the effect of the age difference between the family members.

Let the weight of one chapati be 50 gm out of which 20 gm would be the water content of the kneaded flour. So, now we're left with 30 gm of wheat flour.

The quantity of wheat consumed by a person in a day would be 30 grams multiplied by 10 which would give us 0.3 kilograms. Therefore, the average quantity of wheat consumed by a household in a day would be 1.2 kgs and in a month, assuming the month to be around 30 days, would be 1.2 kgs multiplied to 30, which would give us 36 kgs/month.

Now we will calculate the number of households left demanding wheat.



$(80/100) \times 350 \text{ million} = 280 \text{ million households}$

We can now conclude that  $280 \text{ million} \times 36\text{kgs} = 10.08 \text{ billion kgs}$  of wheat is consumed by the whole of India in a month. Taking this figure in metric tonnes, we get 10.08 million metric tonnes of wheat consumed in a month.

The price of one kg of wheat is 40 rupees, therefore, the demand for wheat in India for one month comes out to be:

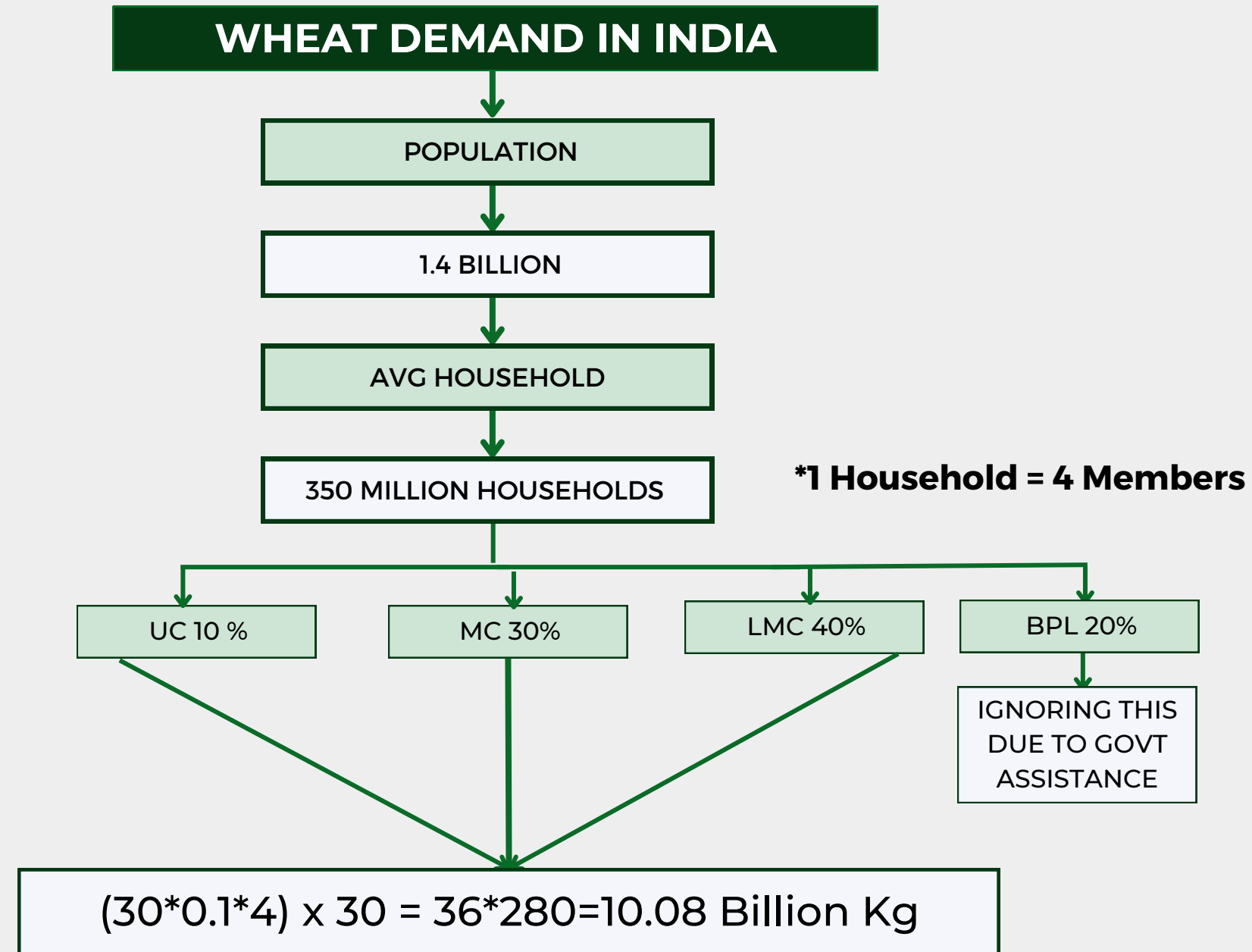
$10,080,000,000 \times 40 = 4,03,20,00,00,000 \text{ rupees.}$



That was a great approach and it was pretty close to the actual number. Thank you very much!

# How Many Rotis?

Summarised



## RECOMMENDATIONS:

- Breaking down the population into different segments based on income, demographics, or other relevant factors can help refine the estimate and make it more accurate.
- It is important to clearly state and justify all assumptions made in the estimation process.



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# INDUSTRY ANALYSIS



# FINTECH INDUSTRY



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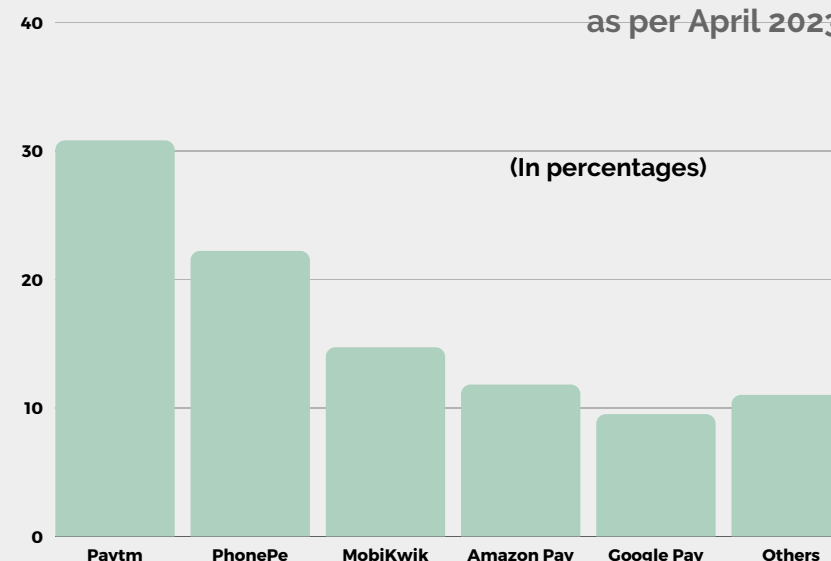
## Value Chain



## Market Share

### Market Share of Key Players

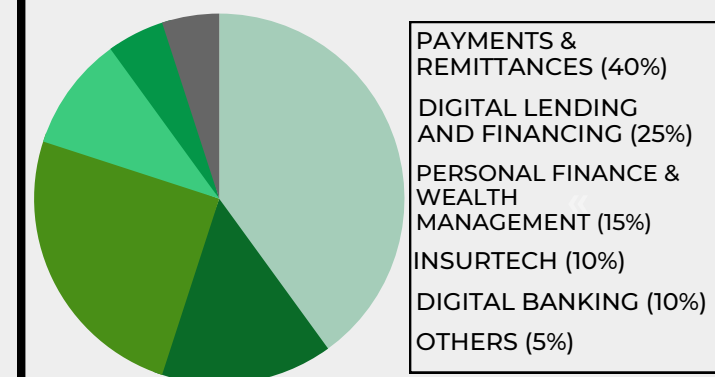
as per April 2023



## Key Drivers

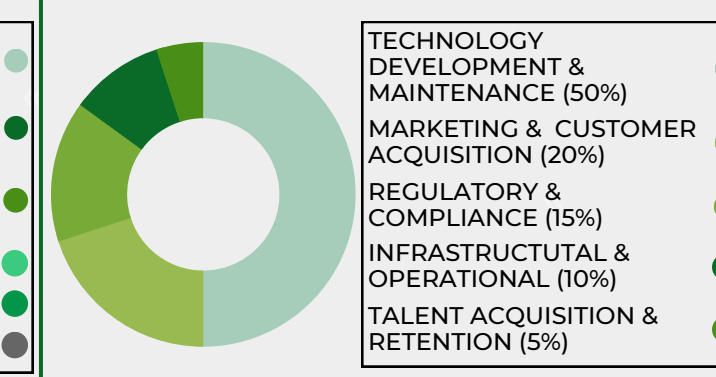
### REVENUES

SHARE OF GROSS FINTECH REVENUE OF LEADING COMPANIES



### COSTS

SHARE OF FINTECH COSTS OF LEADING COMPANIES



## Industry Metrics

<b>Industry Size</b>	<b>\$65 billion in 2023 and is expected to grow at a CAGR of over 21.1%</b>
<b>Operating Profits</b>	<b>23.58%</b>
<b>Industry Characteristic</b>	<b>Digital Payments- Perfect Competition</b>
	<b>Online Lending- Oligopoly</b>
	<b>Insurtech - Oligopoly</b>
<b>Industry Terminologies</b>	<b>Blockchain</b>
	<b>Open Banking</b>
	<b>Regtech</b>

## Market Trends

### A. Emerging Trends:

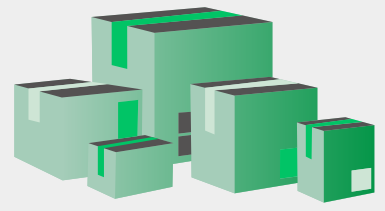
- **Artificial Intelligence and Machine Learning:** AI-powered chatbots provide **customer support** while ML **analyzes customer data & personalizes product offerings**.
- **Digital Currencies and Blockchain:** Explored for **cross-border payments**, & **microtransactions**.
- **Open Banking and API Integration:** Helps in leveraging **customer banking data**.

### B. COVID Impact:

- Increase Demand for **Contactless Payments**
- Challenges in **Funding and Investment**
- Acceleration of **Digital Adoption**

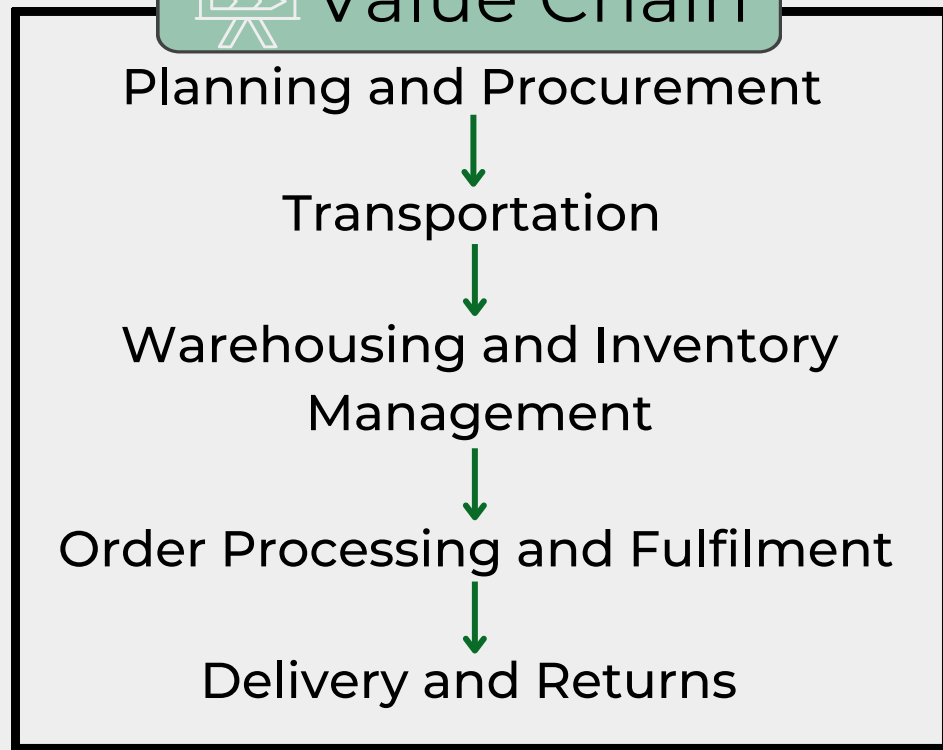
### C. Government Policy Change:

- **Digital India Initiative:** Launched in **2015**, promoting the **adoption** of digital financial services.
- **Regulatory Sandbox:** Introduced by **RBI in 2019**, promoting **innovation** in the fintech industry.
- **Unified Payments Interface:** Launched by **NPCI in 2016**, enabling instant and seamless payments
- **Payment and Settlement Systems Act, 2007:** Ensures the safety and security of digital payments

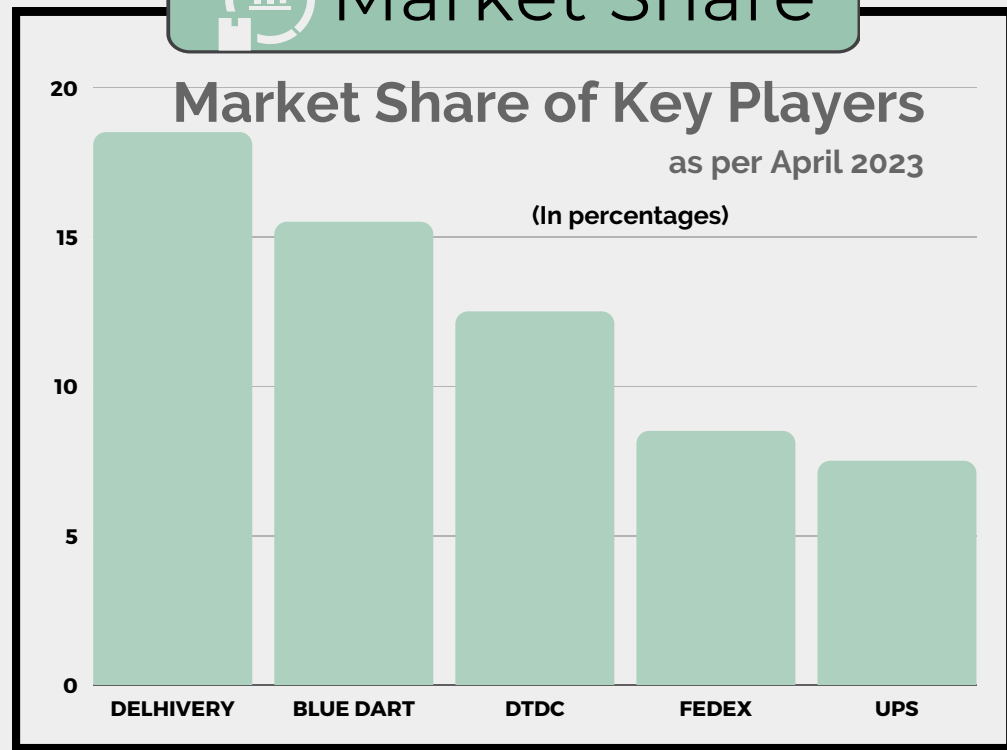


# LOGISTICS INDUSTRY

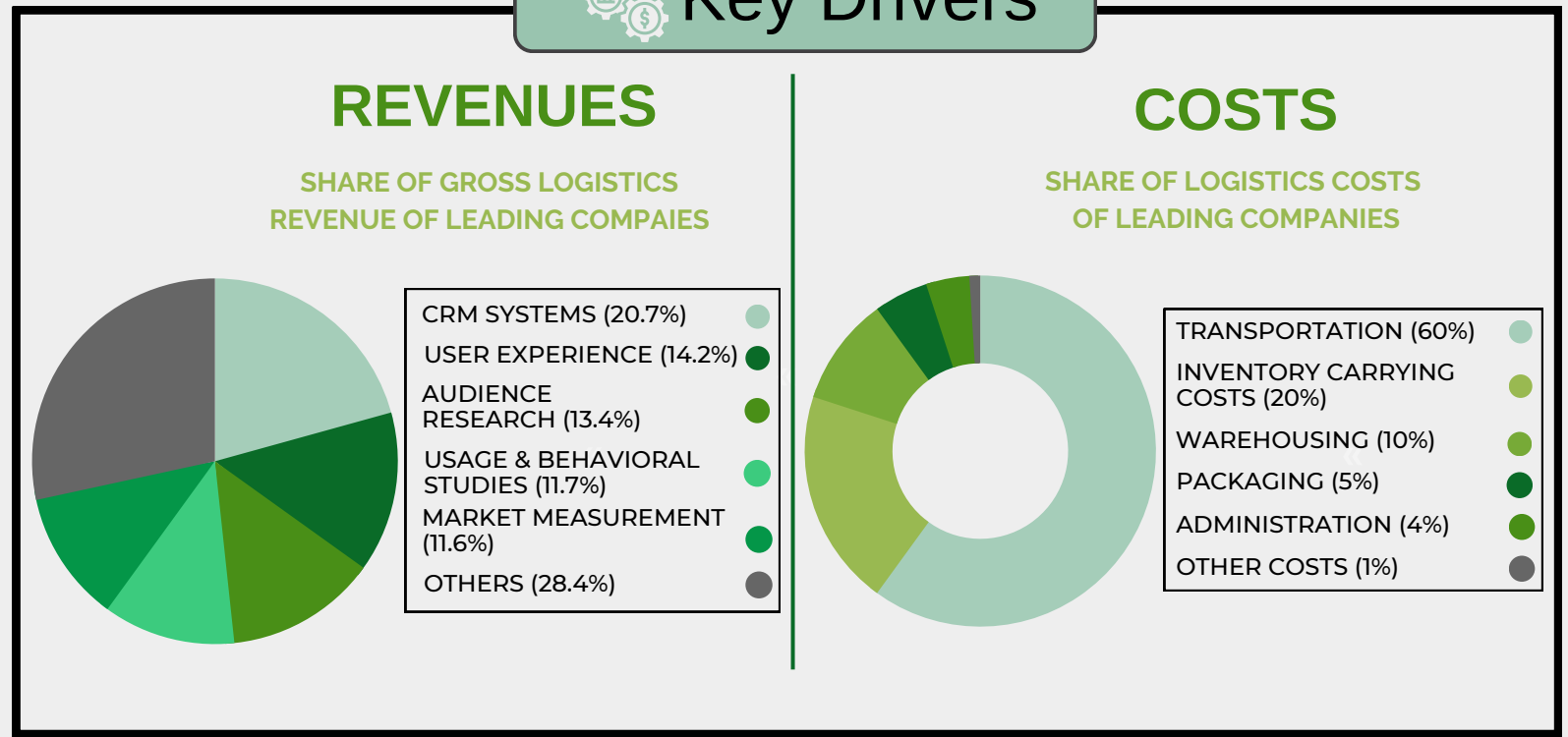
## Value Chain



## Market Share



## Key Drivers



## Industry Metrics

<b>Industry Size</b>	<b>USD 435.43 billion in 2023 to grow at a CAGR of 8.36%</b>
<b>Operating Profits</b>	<b>8.8%</b>
<b>Industry Characteristic</b>	<b>Oligopolistic Competition</b>
<b>Industry Terminologies</b>	<b>Lead Time</b>
	<b>Order Fulfilment</b>
	<b>Cross- Docking</b>

## Market Trends

- A. Emerging Trends**
  - Digitalization:** Blockchain, artificial intelligence, and IoT improves efficiency & visibility.
  - Sustainability:** Adoption of eco-friendly practices, reducing emissions, and exploiting alternative fuels.
  - Last-Mile Delivery:** To enhance CX by executing faster and more convenient delivery options.
- B. COVID Impact:**
  - Disrupted global supply chains
  - Leading to a shortage of raw materials, production delays
  - Aided in the delivery of essential goods
- C. Government Policies:**
  - National Logistics Policy:** Launched in 2019, to create a single-window e-logistics market and reduce logistics costs to 10% of GDP by 2022.
  - Dedicated Freight Corridors:** By constructing DFCs, reducing transit time and increasing efficiency in freight transportation.





# BANKING INDUSTRY



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## Value Chain

Upstream(borrowers, deposits)



Midstream(lending, investment, risk management, credit rating)



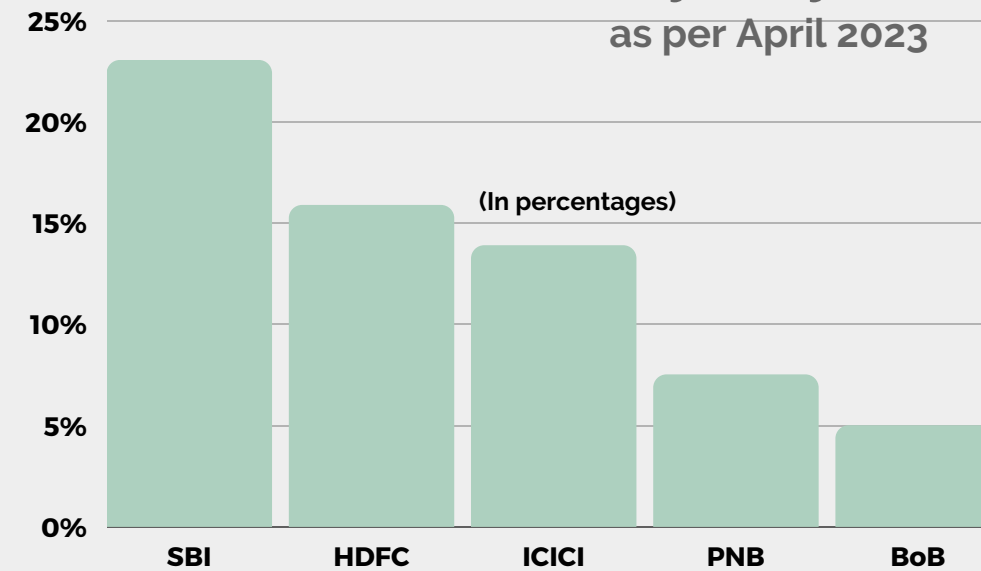
Downstream(payments, wealth management, insurance)



## Market Share

### Market Share of Key Players

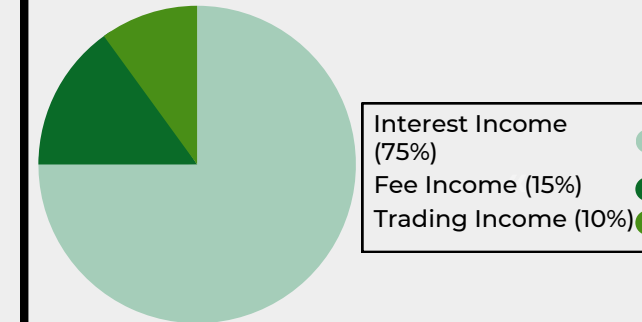
as per April 2023



## Key Drivers

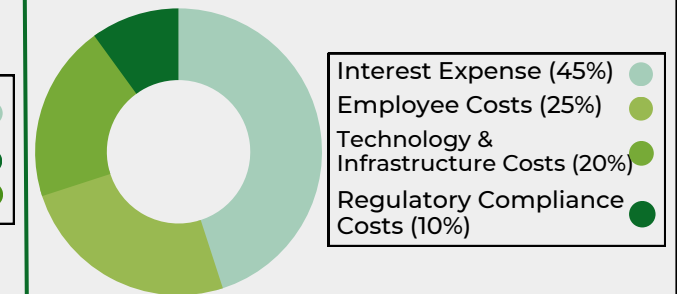
### REVENUES

SHARE OF GROSS BANKING REVENUE OF LEADING COMPANIES



### COSTS

SHARE OF BANKING COSTS OF LEADING COMPANIES



## Industry Metrics

<b>Industry Size</b>	<b>\$110 billion in 2022 to grow at a CAGR of 14.9%</b>
<b>Operating Profits</b>	<b>\$5.6Bn</b>
<b>Industry Characteristic</b>	<b>Monopolistic Competition</b>
<b>Industry Terminologies</b>	<b>Regulatory compliance</b>
	<b>Credit Quality</b>
	<b>Risk Management</b>



## Market Trends

### A) Emerging Trends

- **Increased focus on digital banking:** Demand for more **convenient and efficient ways** to manage finances.
- **Growth of FinTech:** Developing **Innovative solutions** that are disrupting the traditional banking industry.
- **Rise of the neo-banks:** Digital-only banks that offer a variety of banking services **without any physical branches.**

### B) COVID Impact

- Decreased demand for loans and **increased loan defaults**
- Increased focus on **digital banking** and **contactless payments**
- **Regulatory measures** to ensure liquidity and financial stability

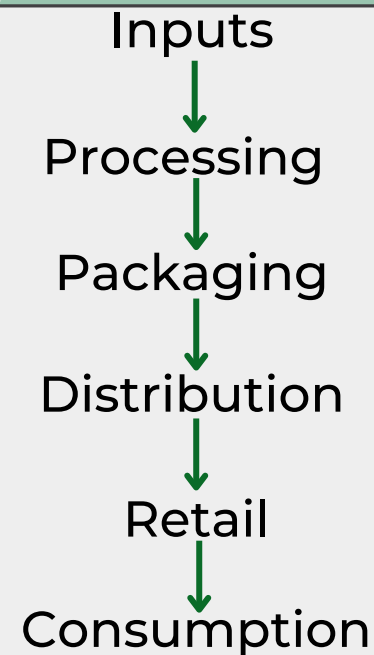
### C) Government Policy Changes

- **UPI (Unified Payments Interface):** Introduction of a new digital payments platform
- **CIBIL (Credit Information Bureau India Limited):** Collects and maintains **credit-related information** of individuals and corporates, including **loans and credit cards.**
- **Insolvency and Bankruptcy Code, 2016:** Makes it easier for banks to recover loans from **defaulting borrowers.**



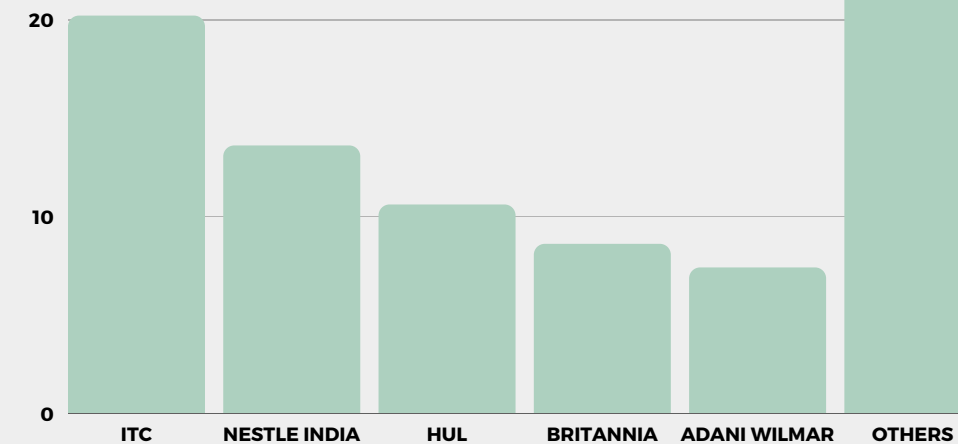
# FOOD PROCESSING INDUSTRY

## Value Chain



## Market Share

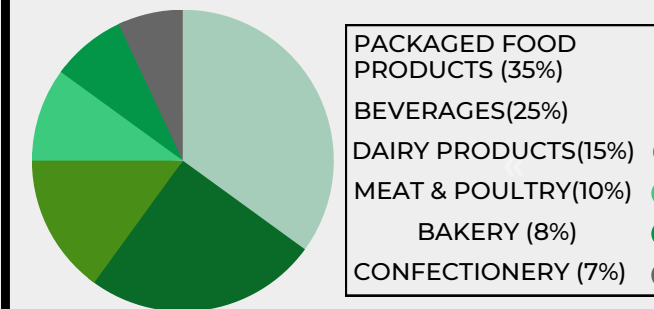
Market Share of Key Players as per April 2023



## Key Drivers

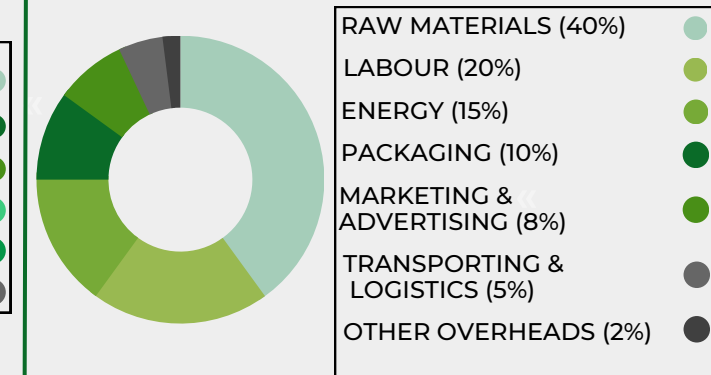
### REVENUES

SHARE OF GROSS FOOD PROCESSING REVENUE OF LEADING COMPANIES



### COSTS

SHARE OF FOOD PROCESSING COSTS OF LEADING COMPANIES



## Industry Metrics

<b>Industry Size</b>	<b>\$535 bn in 2023 to grow at a CAGR of 15.2%</b>
<b>Operating Profits</b>	<b>9%</b>
<b>Industry Characteristic</b>	<b>Fruit and Vegetable- Perfect</b>
	<b>Dairy, Meat and Poultry - Oligopoly</b>
	<b>Packaged Food and Beverage- Monopolistic</b>
<b>Industry Terminologies</b>	<b>Hazard Analysis and Critical Control Point</b>
	<b>Shelf life</b>

## Market Trends

### A. Emerging Trends:

- **Plant Based Food:** Growing demand driven by concerns over **health, sustainability & animal welfare.**
- **Functional Food:** Probiotic yogurt, fortified cereal & omega-3 eggs offers **health benefits beyond nutrition.**
- **Sustainable Packaging:** Investing in **recycling infrastructure** and **waste management systems.**

### B. Covid Impact:

- **Opportunities in Innovation** according to Consumer Behavior.
- **Supply Chain Disruption** due to the Labour shortage
- Increased Focus on **Hygiene and Safety**

### C. Government Policy Change:

- **National Food Processing Policy: 2017,** promote **investment &** create **employment opportunities.**
- **100% FDI in Food Processing:** Easier for foreign cos' investment attracting **foreign capital & technology.**
- **Mega Food Parks:** Provides **financial assistance** to set up food parks **having state-of-the-art facilities.**
- **Pradhan Mantri Kisan Sampada Yojana (PMKSY):** Financial assistance for **infrastructure development,** setting up of **cold chains,** and other related activities.

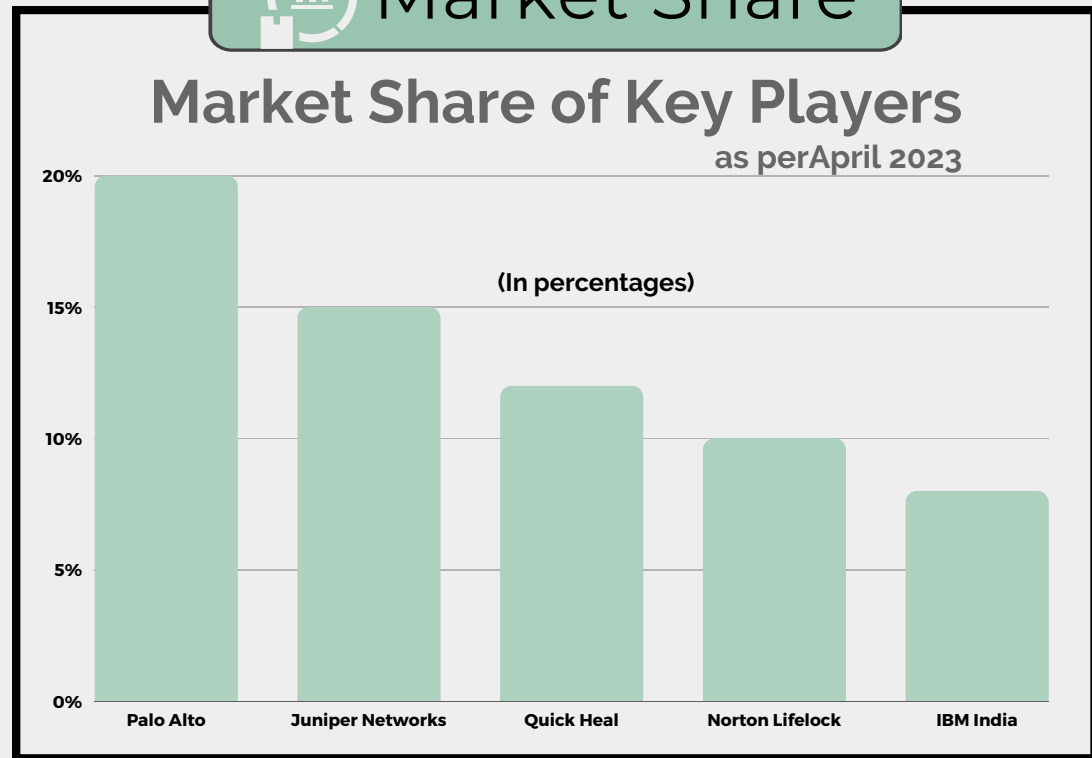


# CYBERSECURITY INDUSTRY

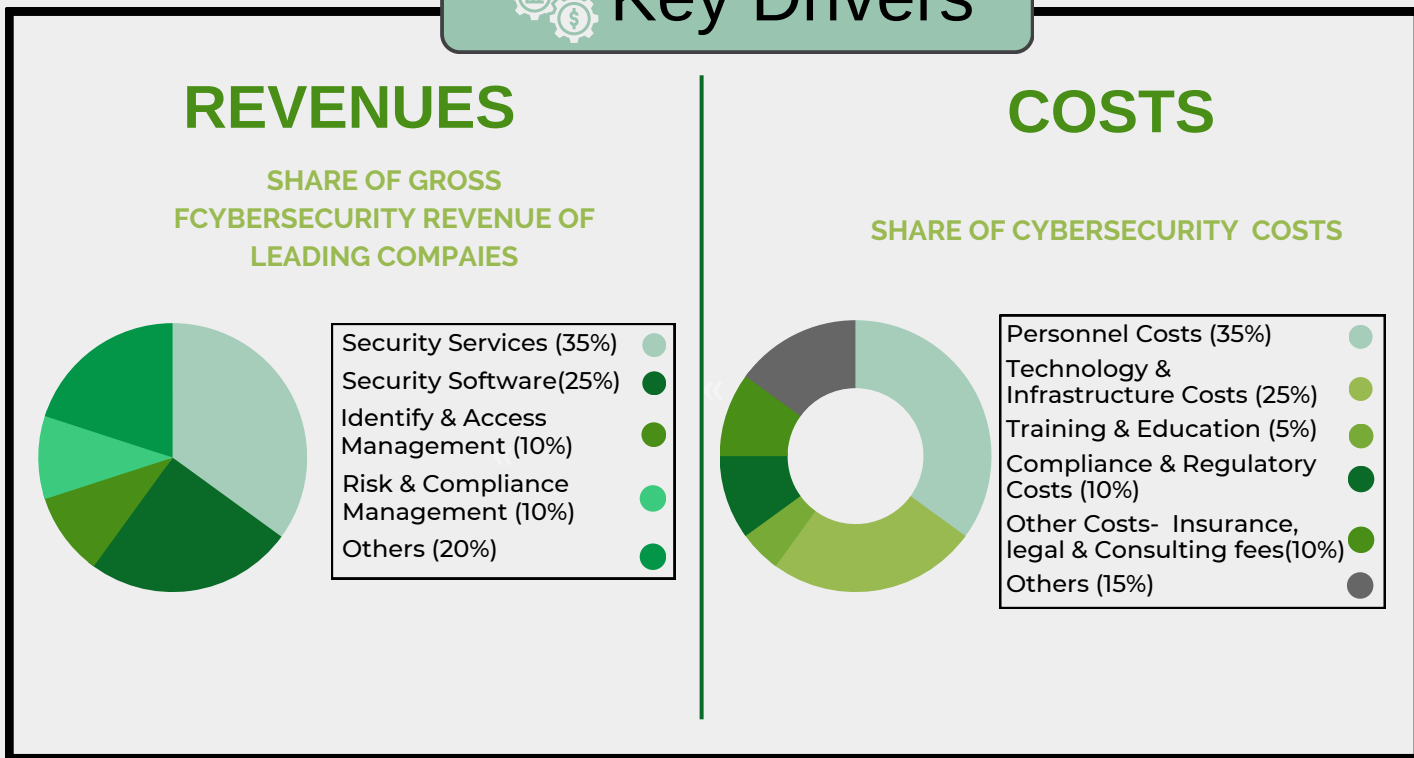
## Value Chain



## Market Share



## Key Drivers

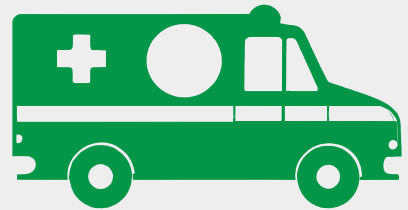


## Industry Metrics

<b>Industry Size</b>	<b>\$ 1.5 billion in 2022 to grow at a CAGR of 17.05%</b>
<b>Operating Profits</b>	<b>1.45%</b>
<b>Industry Characteristic</b>	<b>Oligopoly</b>
<b>Industry Terminologies</b>	<b>Threat Intelligence</b>
	<b>Penetration Testing</b>
	<b>Identity and Access Management</b>

## Market Trends

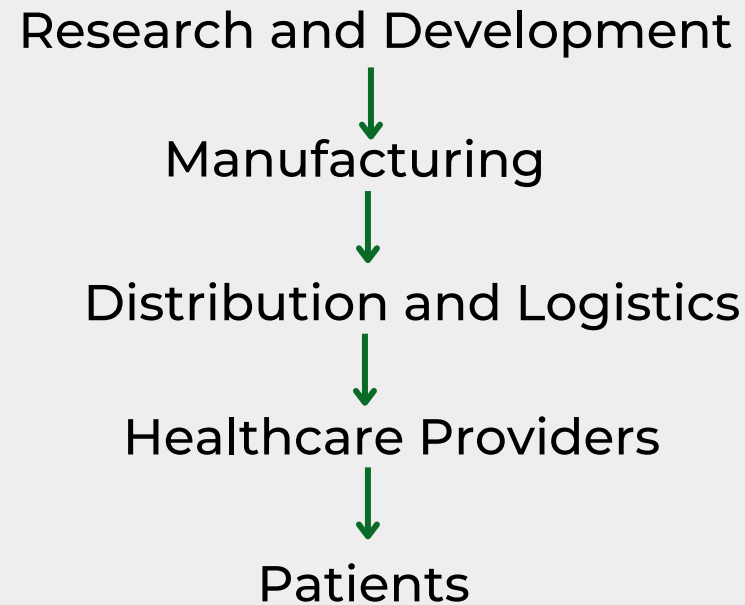
- A. Emerging Trends:**
- Rise of Cloud Computing:** Businesses looking for ways to save money and improve efficiency.
  - Increasing use of mobile devices:** Developing new strategies to protect the data stored in mobile devices.
  - Growing threat of cyberwarfare:** Devising strategies to protect critical infrastructure and government systems.
- B. COVID Impact:**
- Increase in **cyber attacks** targeting remote workers and healthcare organizations
  - Higher demand for **cloud-based security** solutions and **virtual private networks (VPNs)**.
  - Increased investment in cybersecurity measures to **protect digital assets** and **prevent data breaches**.
- C. Government Policy Change:**
- Digital Personal Data Protection Bill, 2022:** Aims to regulate the processing of personal data of individuals in India.
  - Cyber Swachhta Kendra:** Launched in **2017** provides **free antivirus** and **malware removal tools** to citizens and organizations.



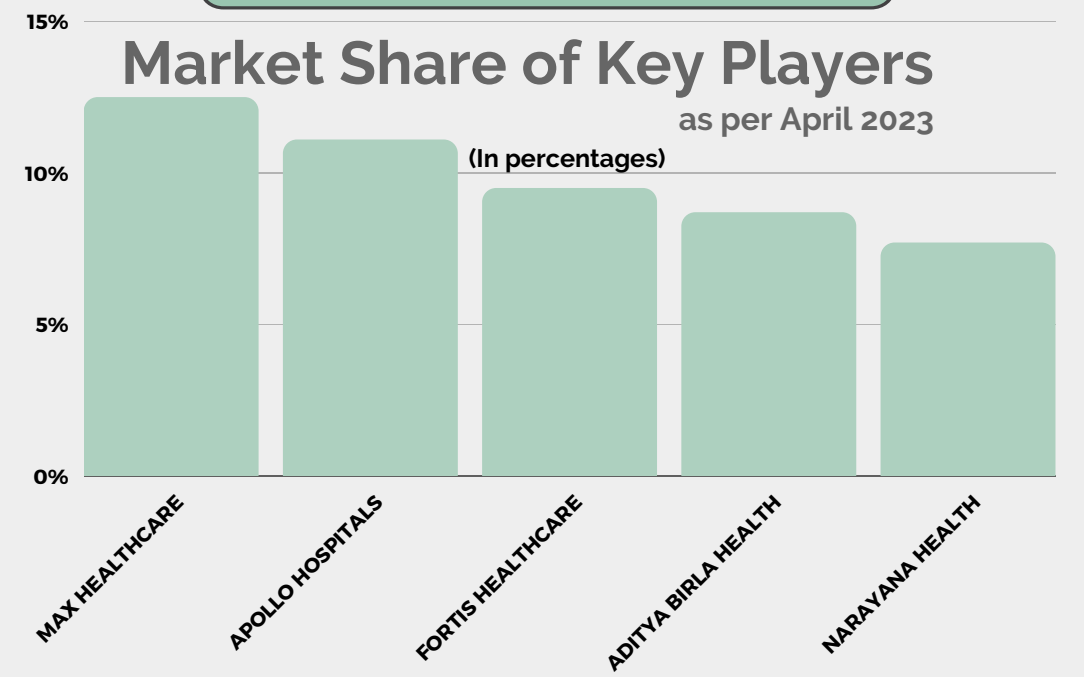
# HEALTHCARE INDUSTRY



## Value Chain



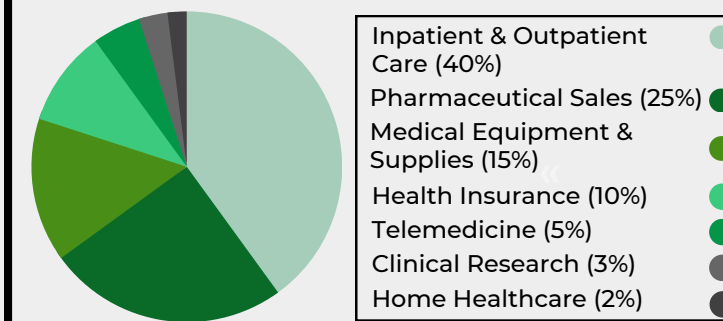
## Market Share



## Key Drivers

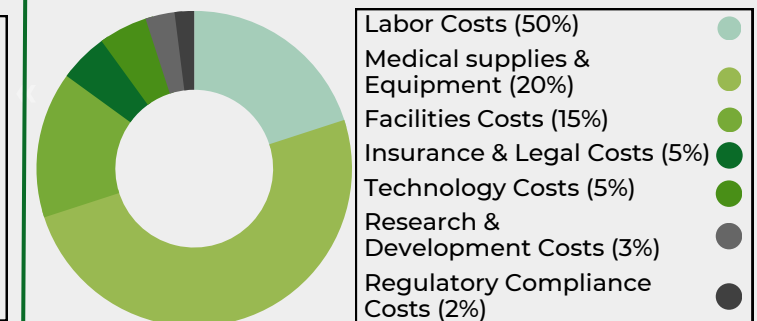
### REVENUES

SHARE OF GROSS HEALTHCARE REVENUE OF LEADING COMPANIES



### COSTS

SHARE OF HEALTHCARE COSTS



## Industry Metrics

<b>Industry Size</b>	<b>\$280 billion in 2022 to grow at a CAGR of 19.2%</b>
<b>Operating Profits</b>	<b>8.6%</b>
<b>Industry Characteristic</b>	<b>Mixture of Oligopoly and Monopolistic</b>
<b>Industry Terminologies</b>	<b>Electronic Health Records</b>
	<b>Value Based Healthcare</b>
	<b>Health Information Exchange</b>



## Market Trends

### A. Emerging Trends:

- **Internet of Medical Things:** Used to connect healthcare info tech through **inter-connected medical devices**
- **Blockchain Technology:** **Distributed ledger technology** facilitates the **secure transfer** of patient's medical records,
- **Telemedicine and patient monitoring:** Distribution of services and info via **electronic information** and **telecommunication** technologies..

### B. COVID Impact:

- Increase in demand for healthcare services, especially in terms of **testing, treatment, and vaccination.**
- **Financial Strain** on Healthcare Providers leads to a shortage of resources.
- With social distancing norms, there has been a significant increase in the **adoption of telemedicine** in India.

### C. Government Policy Change:

- **Ayushman Bharat Digital Mission:** Aims to create a **unified digital health infrastructure** for India.
- **Expansion of PMJAY:** Free coverage for secondary and tertiary care to over **100 million poor families.**
- **Introduction of the Health and Wellness Centers (HWCs):** New type of primary care facility established in **rural and underserved areas.**



# AEROSPACE INDUSTRY

## Value Chain

Upstream (composites, metals and electronics)



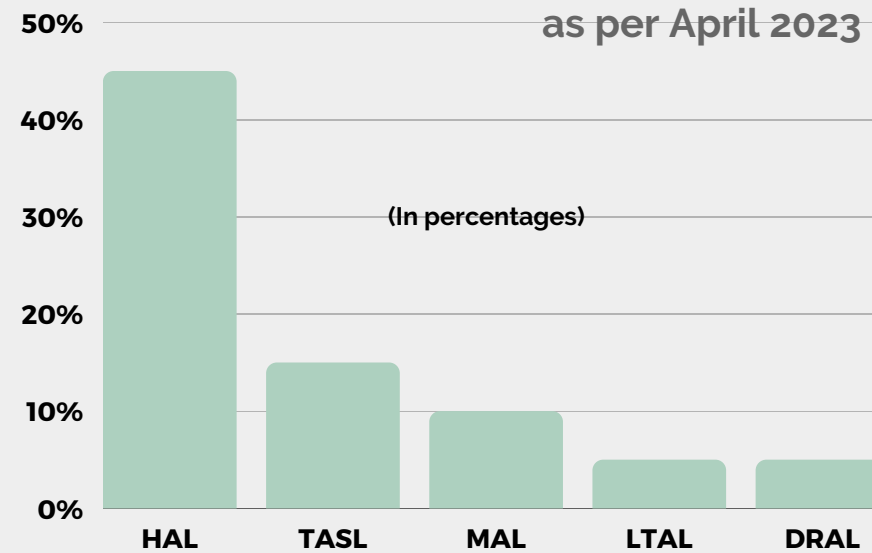
Midstream (aerospace manufacturing, design and engineering)



Downward (airline operations, maintenance and repair and other services)

## Market Share

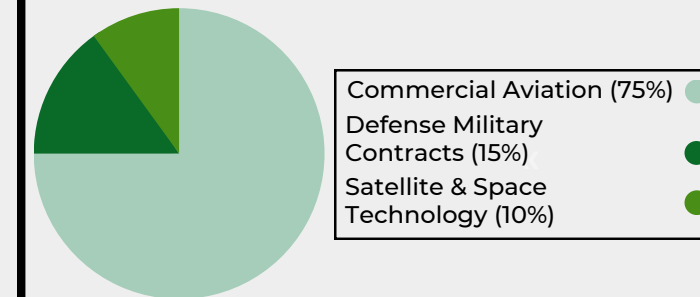
Market Share of Key Players as per April 2023



## Key Drivers

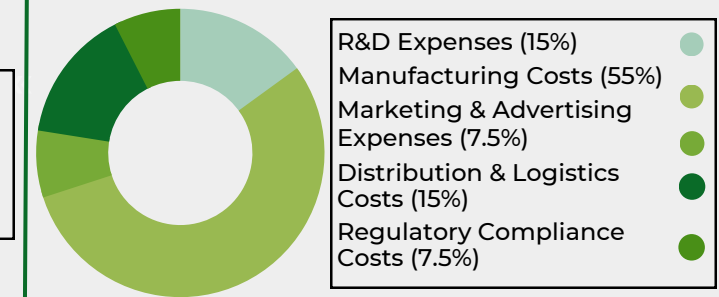
### REVENUES

SHARE OF GROSS AEROSPACE REVENUE OF LEADING COMPANIES



### COSTS

SHARE OF AEROSPACE COSTS



## Industry Metrics

Industry Size	\$14.6 bn to grow at a CAGR of 8.33%
Operating Profits	10.8%
Regulators	Directorate General of Civil Aviation (DGCA), Ministry of Civil Aviation
Industry Terminologies	Thrust Mach Number Aerostructures

## Market Trends

### A. Emerging Trends:

- **Sustainability:** Increased demand for **sustainable aviation fuels and electric aircraft.**
- **Additive Manufacturing (AM):** It is being used to create **lightweight, complex parts for aircraft.**
- **Artificial intelligence:** Extensively being used for maintenance, repair, and overhaul (MRO), flight operations, and manufacturing.

### B. COVID Impact:

- Decreased demand for air travel and **reduced orders for new aircrafts**
- **Supply chain disruptions and delays** in manufacturing and deliveries
- Increased focus on **defence and military contracts**

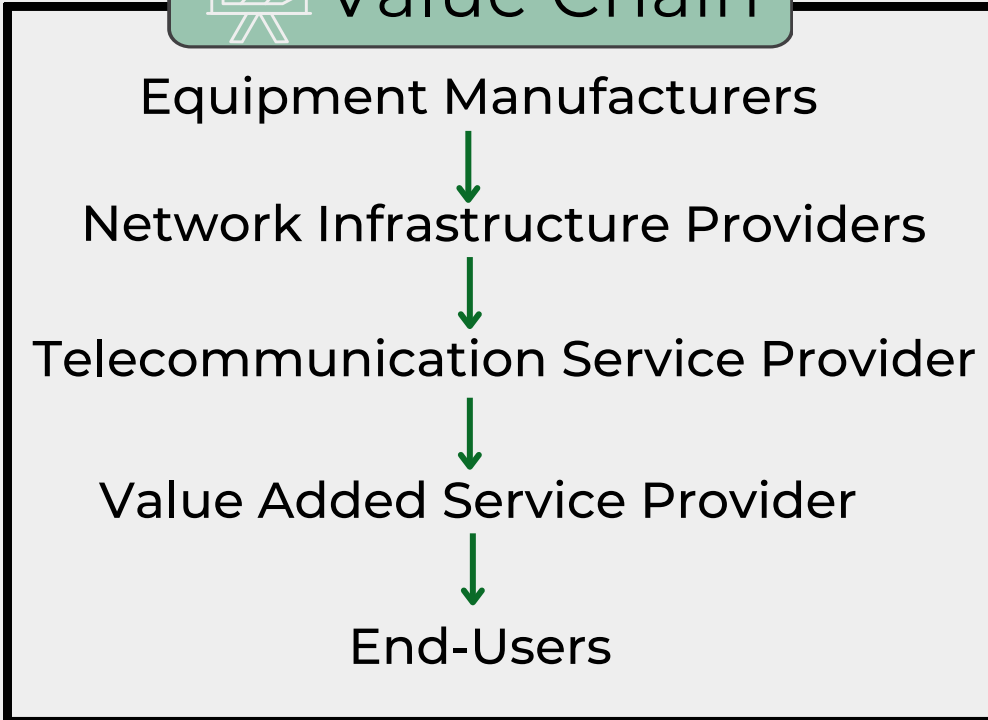
### B. Government Policy Changes:

- Increasing the FDI limit in defence manufacturing from **49% to 74%.**
- Allowing **100% FDI in non-defence** aerospace activities.
- Launching of the **"Make in India"** initiative for the aerospace sector.

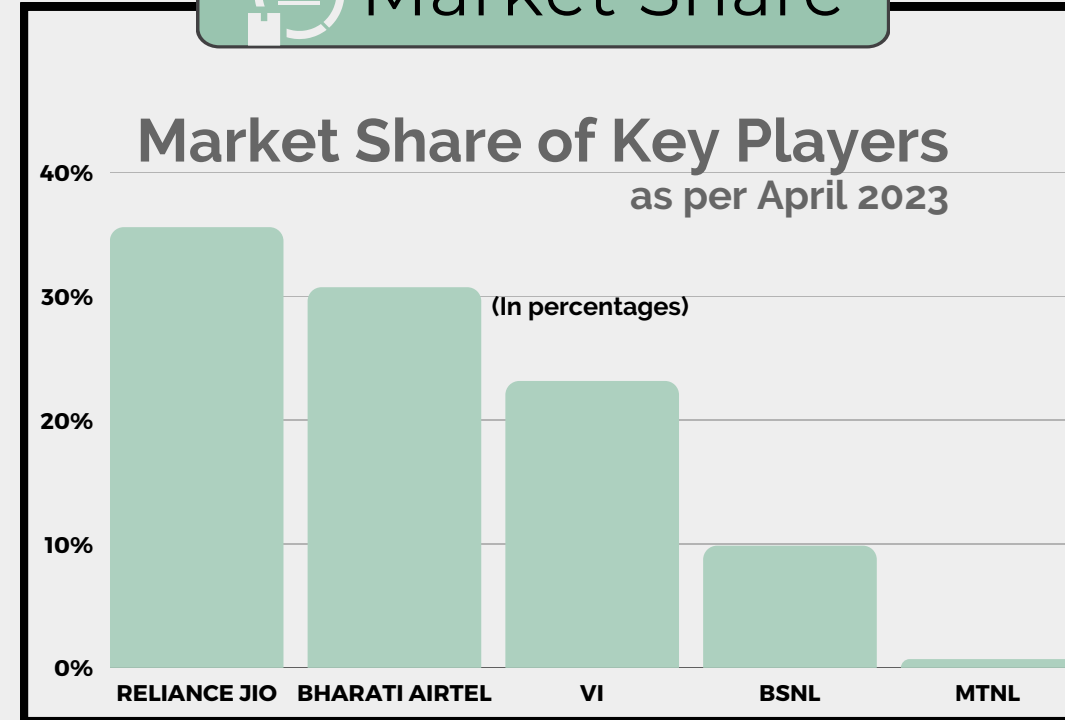


# TELECOM INDUSTRY

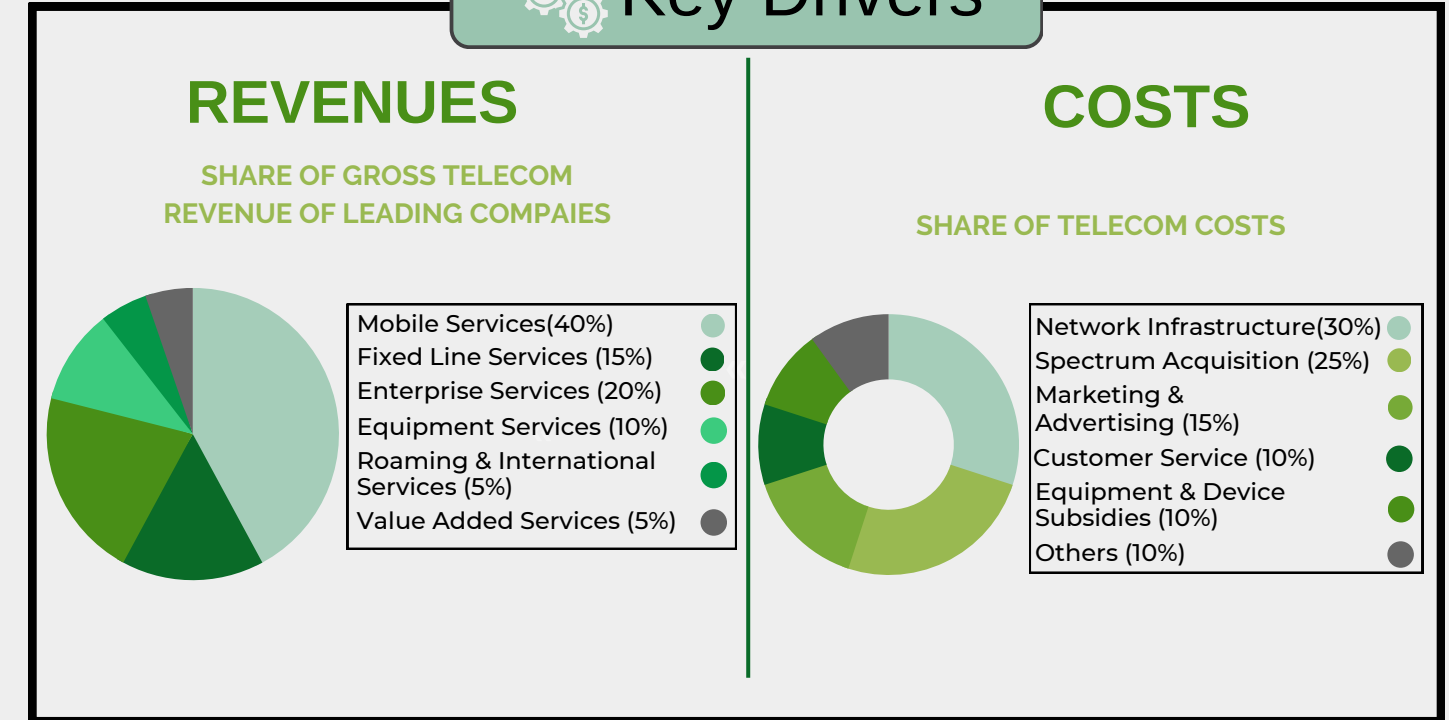
## Value Chain



## Market Share



## Key Drivers



## Industry Metrics

<b>Industry Size</b>	<b>\$172 bn in 2023 to grow at a CAGR of 10.5%</b>
<b>Operating Profits</b>	<b>12.5%</b>
<b>Industry Characteristic</b>	<b>Oligopoly</b>
	<b>Rapid Technological innovation</b>
	<b>Average Revenue Per User</b>
<b>Industry Terminologies</b>	<b>Churn Rate</b>
	<b>Broadband Penetration</b>

## Market Trends

- A. Emerging Trends:**
- 5G Technology:** Promises faster internet **speeds**, lower **latency**, and greater **reliability**.
  - Internet of Things (IoT):** Hikes in demand for IoT services such as **remote monitoring** and **automation** which provides infrastructure for IoT devices to communicate through cloud
  - Cloud Services:** Allowing customers to **store, process, and access data** from anywhere in the world.
- B. COVID Impact:**
- Adoption of digital technologies, such as **video conferencing and e-commerce**
  - Increased demand for **high-speed internet** and mobile data
  - Disrupted supply chains, leading to **delays in the rollout of new technology** such as 5G services.
- C. Government Policy Change:**
- Spectrum Auctions:** Governments auction off spectrum to telecom companies to enable the rollout of 5G technology.
  - Net Neutrality:** Treating all **internet traffic equally**, w/o discriminating against certain websites or services
  - Data Privacy:** Govts give consumers **more control** over their data and require companies to be **more transparent** about how they collect and use data.



# TOURISM INDUSTRY

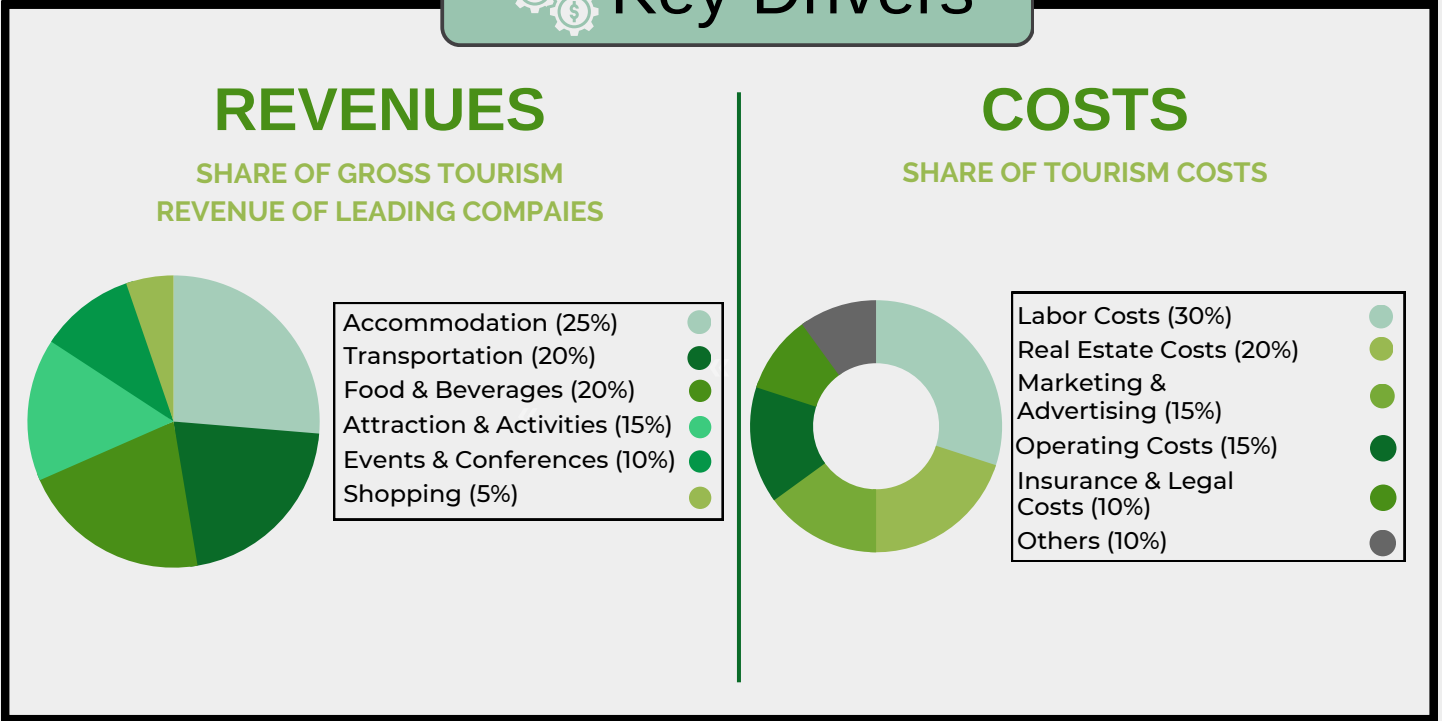
## Value Chain



## Market Share



## Key Drivers

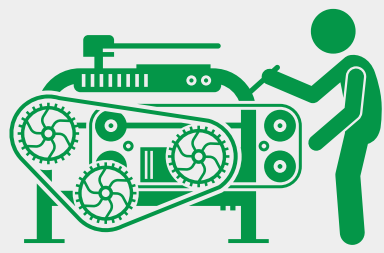


## Industry Metrics

<b>Industry Size</b>	<b>\$18.91 billion in 2023 to grow at a CAGR of 13.47%</b>
<b>Operating Profits</b>	<b>5%</b>
<b>Industry Characteristic</b>	<b>Highly Fragmented Oligopoly</b>
<b>Industry Terminologies</b>	<b>RevPAR</b>
	<b>Average Daily Rate</b>
	<b>Average Room Rate</b>

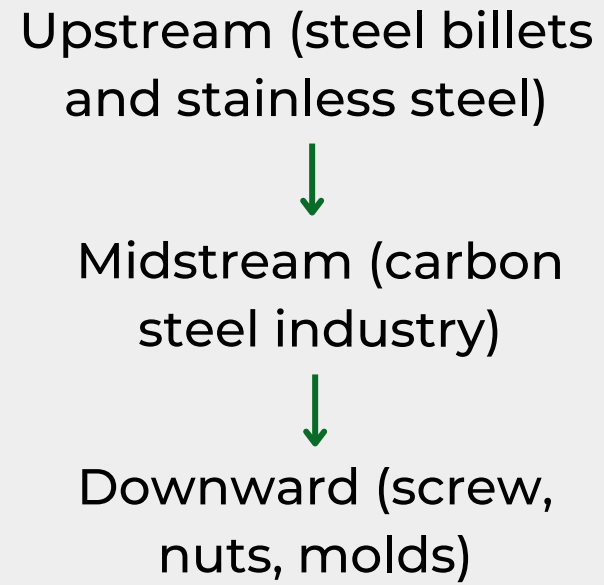
## Market Trends

- A. Emerging Trends:**
  - Sustainable tourism:** Travelers seeking **Eco-friendly** and **socially responsible** tourism experiences.
  - Digital technology:** The use of **social media**, and **online reviews** influence the plans of travellers.
  - Experiential Travel:** **Authentic and immersive** experiences that allow travellers to **connect with local cultures** and communities.
- B. COVID Impact:**
  - Adoption of digital technologies offering **contactless services**.
  - Shift in **travel preferences** from international travel to **domestic and regional** destinations.
  - Prioritizing destinations and businesses that can provide a **safe and hygienic travel experience**.
- C. Government Policy Change:**
  - Focus on Sustainability:** Introducing policies and initiatives such as **National Strategy for Sustainable Tourism** aimed at promoting environmentally responsible travel.
  - Economic development strategy:** Investing in **infra and marketing campaigns** attracting tourists.
  - Quarantine & Travel restrictions:** Still imposed in some countries to **prevent the spread** of the COVID-19



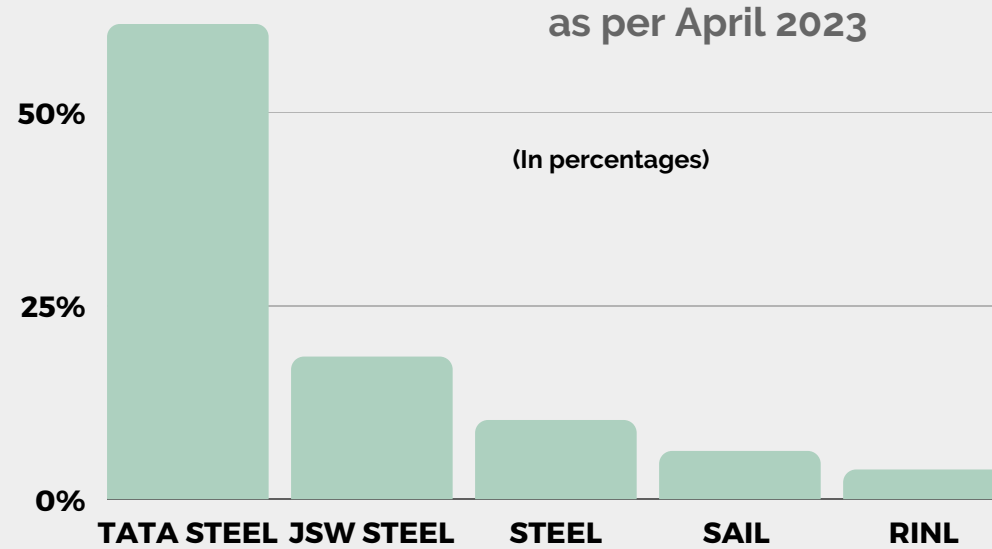
# IRON AND STEEL INDUSTRY

## Value Chain



## Market Share

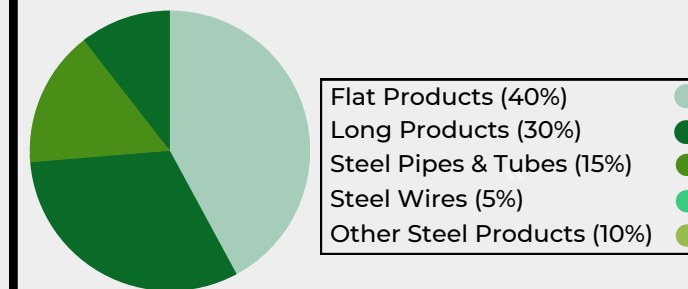
### Market Share of Key Players as per April 2023



## Key Drivers

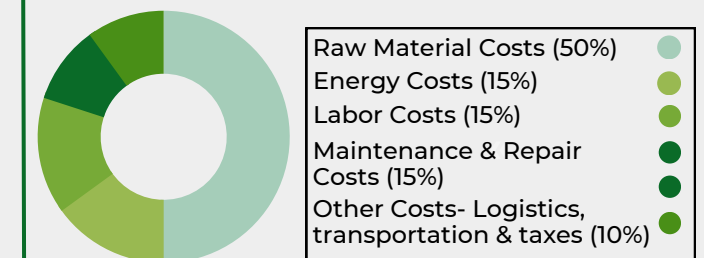
### REVENUES

SHARE OF GROSS IRON AND STEEL REVENUE OF LEADING COMPANIES



### COSTS

SHARE OF COSTS OF LEADING IRON AND STEEL COMPANIES



## Industry Metrics

Industry Size	\$120 billion in 2022 to grow at CAGR of 6.7%
Operating Profits	11.85%
Regulators	Ministry of Steel
	Steel Authority of India
Industry Terminologies	Black Furnace
	Rolling Mill

## Market Trends

### A. Emerging Trends

- **Construction Sector:** Boost in demand for **steel** in the coming years. due to **increased investment in infra**
- **Manufacturing Sector:** An increase in **disposable incomes** and **urbanization**, is expected to boost the demand for steel
- **Environmental regulations:** GoI Introducing **stricter environmental regulations** increasing the CoP.

### B. COVID Impact:

- Global **crude steel** production fell by **1.4%** in the first three months of 2020
- Declared **essential industry** in several countries and allowed to function
- One of the largest consumers of steel that is **automobile industry had been curtailed**

### C. Government Policy Changes:

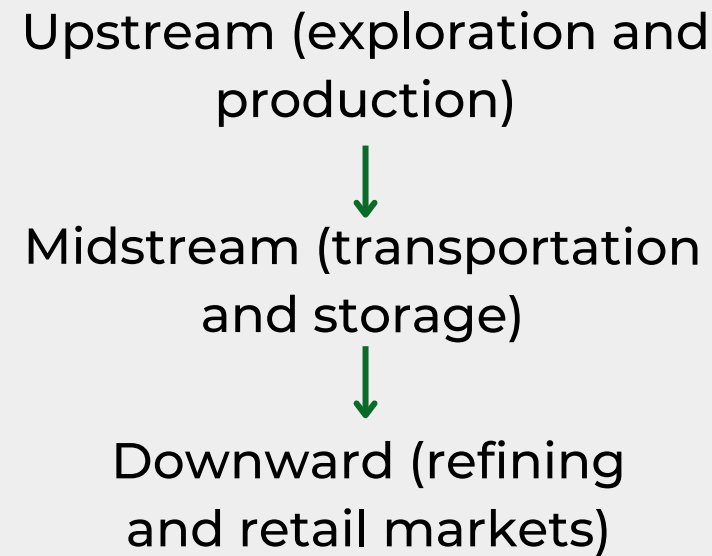
- **Production-linked incentive (PLI) scheme:** Financial assistance to steel producers who meet certain production targets.
- **Use of recycled steel:** Financial incentives for their use in construction and other applications.
- **Improving environmental performance:** Promoting the use of **cleaner technologies** and improving energy efficiency.



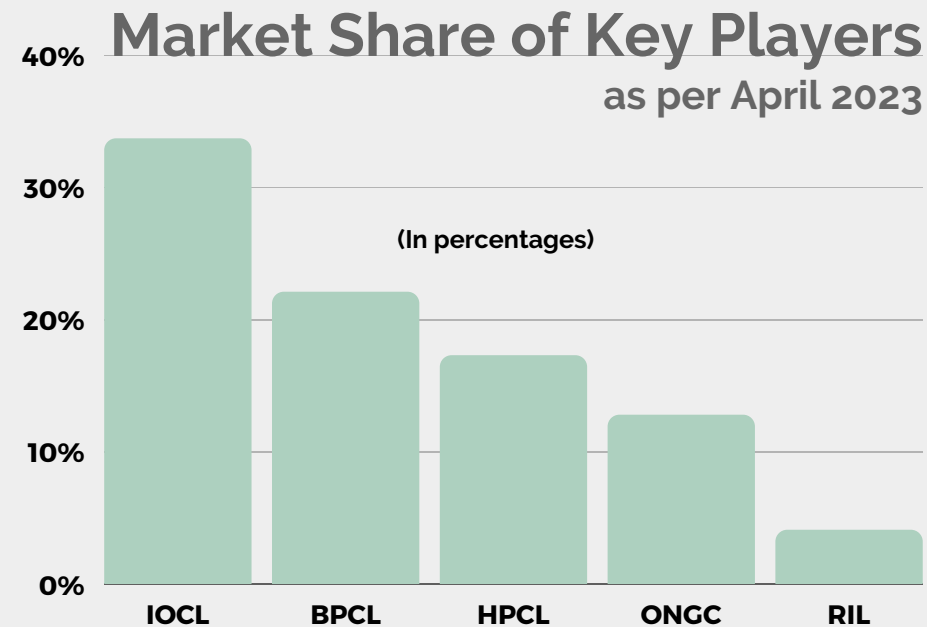


# OIL AND GAS INDUSTRY

## Value Chain



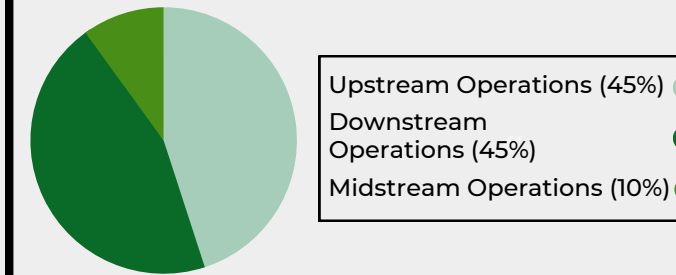
## Market Share



## Key Drivers

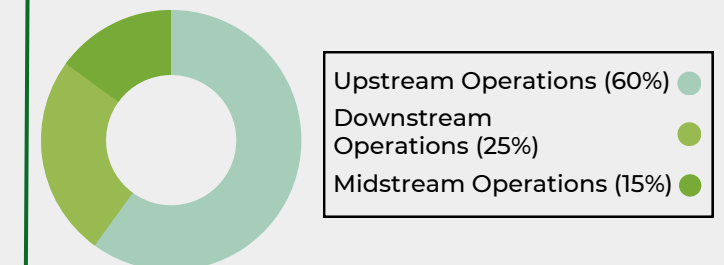
### REVENUES

SHARE OF GROSS OIL AND GAS REVENUE OF LEADING COMPANIES



### COSTS

SHARE OF OIL AND GAS COSTS OF LEADING COMPANIES



## Industry Metrics

<b>Industry Size</b>	<b>\$341.65 Billion to grow at a CAGR of 4.3%</b>
<b>Operating Profits</b>	<b>0.27%</b>
<b>Regulators</b>	<b>Petroleum and natural gas regulatory board</b>
	<b>Federal energy regulatory commission</b>
<b>Industry Terminologies</b>	<b>Fracking</b>
	<b>Barrel</b>
	<b>Appraisal Well</b>

## Market Trends

### A. Emerging Trends

- **Technological advancements:** **3D and 4D seismic imaging**, horizontal drilling, and hydraulic fracturing.
- **Big Data & Analytics:** Help the industry's data analysts **draw insights from production and performance data**

### B. COVID Impact:

- **Accelerated transition:** Govts increasingly looking towards the **use of renewable** energy sources.
- **Contraction of Demand:** As businesses closed & people preferred staying at home; decline in demand.
- **Financial Stress:** Negative impact on new & ongoing capex programmes and financial standing of the cos.

### C. Government Policy Changes:

- **Production-linked incentive (PLI) scheme:** Financial assistance to oil and gas producers who meet certain **production targets**.
- **Boosting domestic production:** **Auction of new exploration blocks**, the development of new infrastructure, and the provision of fiscal incentives to o&g companies.
- **Security of supply chain:** Diversifying the sources of imports and increasing the storage capacity of o&g.



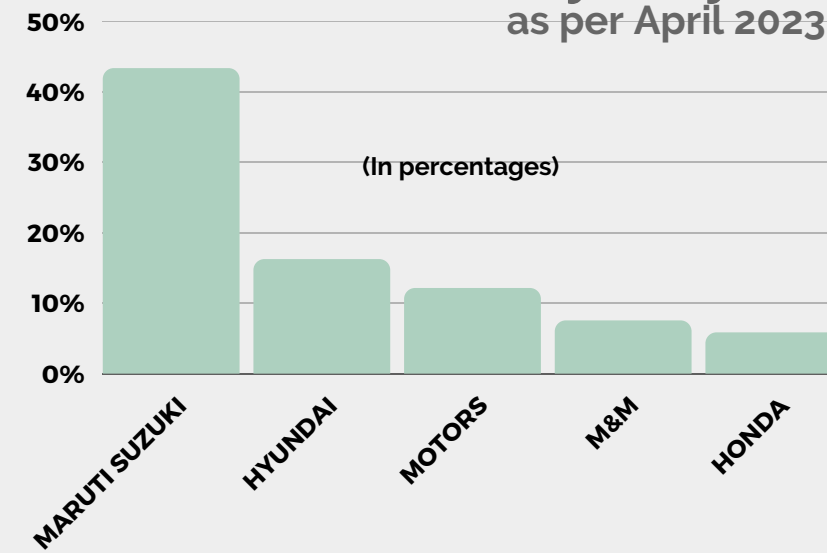
# AUTOMOBILE INDUSTRY

## Value Chain



## Market Share

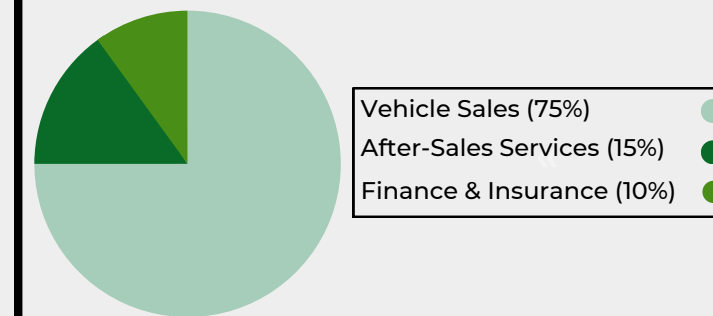
Market Share of Key Players as per April 2023



## Key Drivers

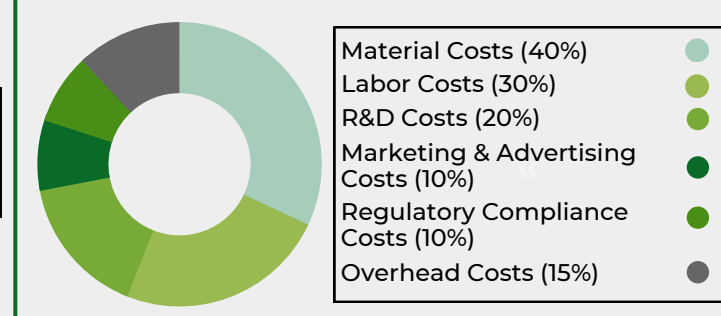
### REVENUES

SHARE OF GROSS AUTOMOBILE REVENUE OF LEADING COMPANIES



### COSTS

SHARE OF AUTOMOBILE COSTS OF LEADING COMPANIES



## Industry Metrics

<b>Industry Size</b>	<b>\$222 billion in 2023 to grow at a CAGR of 7-8%</b>
<b>Operating Profits</b>	<b>5.5-7%</b>
<b>Industry Characteristic</b>	<b>Oligopoly</b>
<b>Industry Terminologies</b>	<b>Assembly Line</b>
	<b>Powertrain</b>
	<b>Platform</b>

## Market Trends

### A. Emerging trends

- **Electric and Hybrid vehicles:** Shift due to better **designs**, improved **battery** capacity & **cost savings**.
- **Shared mobility:** Carpooling, ride-hailing, and bike-sharing are becoming increasingly popular
- **Connected & Autonomous Driving Technologies:** Advances in this space have made driving safer, more efficient, and more convenient.

### B. COVID Impact

- Significant disruptions to the **supply chain**
- Reduced demand due to **travel restrictions**
- New product launches witnessed **delays** due to nationwide lockdowns.

### C. Government policy changes

- **Electric Mobility Mission Plan 2020:** Aims at promoting hybrid and electric vehicles
- **National Automotive Policy:** Envisions the growth of the auto industry as per the AMP Goals 2026.
- **Bharat Stage Emission Standards:** Instituted by the GoI to regulate the output of air pollutants from compression ignition.

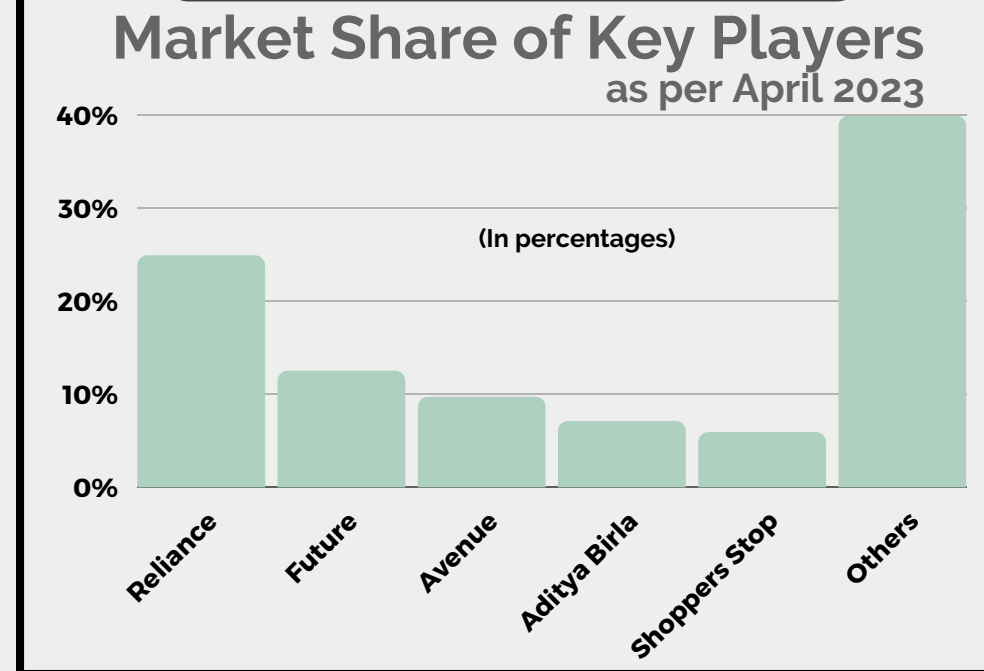


# RETAIL INDUSTRY

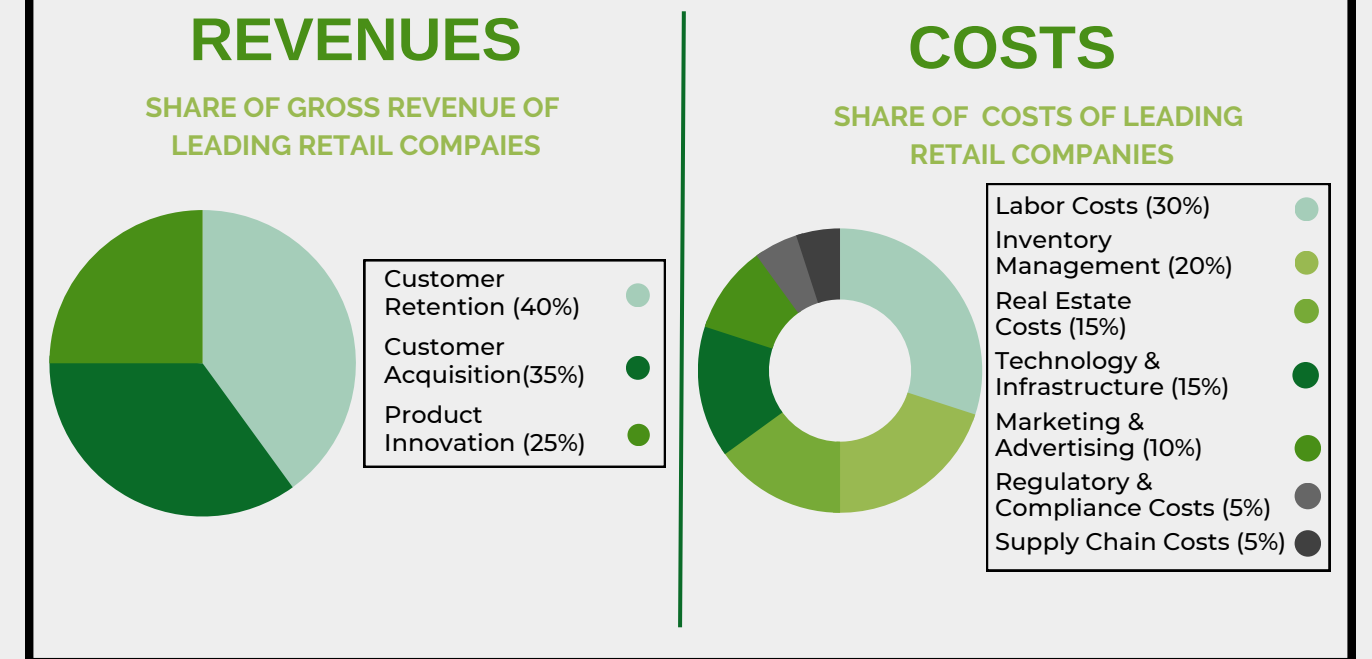
## Value Chain



## Market Share



## Key Drivers

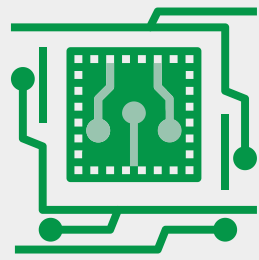


## Industry Metrics

<b>Industry Size</b>	<b>\$148.32 bn in 2023 to grow at a CAGR of 10.3%</b>
<b>Operating Profits</b>	<b>Organized retail- 4-6%, Unorganized retail- 20-25%</b>
<b>Industry Characteristic</b>	<b>Highly Fragmented</b>
<b>Industry Terminologies</b>	<b>Same-store Sales</b>
	<b>Inventory Turnover</b>
	<b>Gross Margin</b>

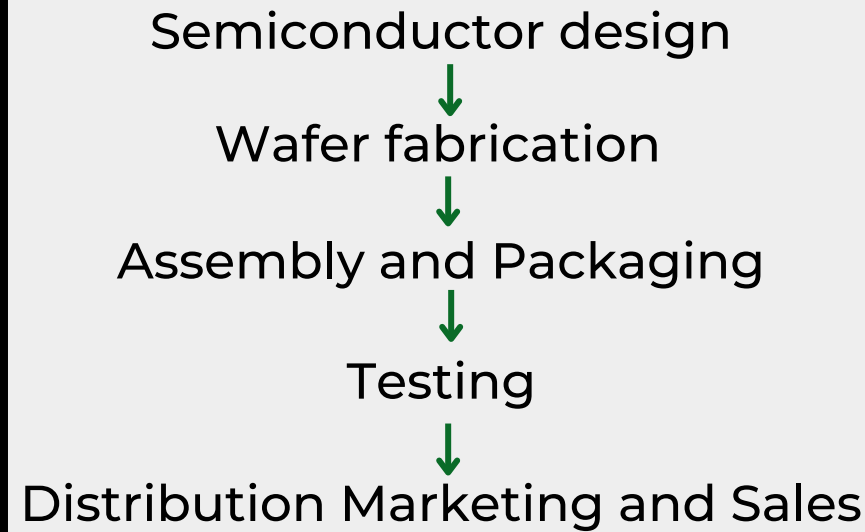
## Market Trends

- A. Emerging Trends**
- Rise of e-commerce**- Increasing availability of broadband internet, the growing use of smartphones, and the increasing affordability of online shopping.
  - Growth of social media**- To connect with customers, promote products and services, and drive sales.
  - Growth of omnichannel retail**- Integrating online and offline channels to create a seamless shopping experience for customers.
- B. COVID Impact**
- Reduced foot traffic**- People have been hesitant to go out and shop due to the risk of infection.
  - Supply chain disruptions**- Difficult for retailers to get the products they need.
  - Increased costs**- Cost of cleaning and disinfecting stores, and the cost of providing personal protective equipment for employees.
- C. Government Policy Changes**
- Rationalization of GST rates**- To boost demand and investment.
  - Promoting ease of doing business**- To make it easier for retailers to operate and grow their businesses.

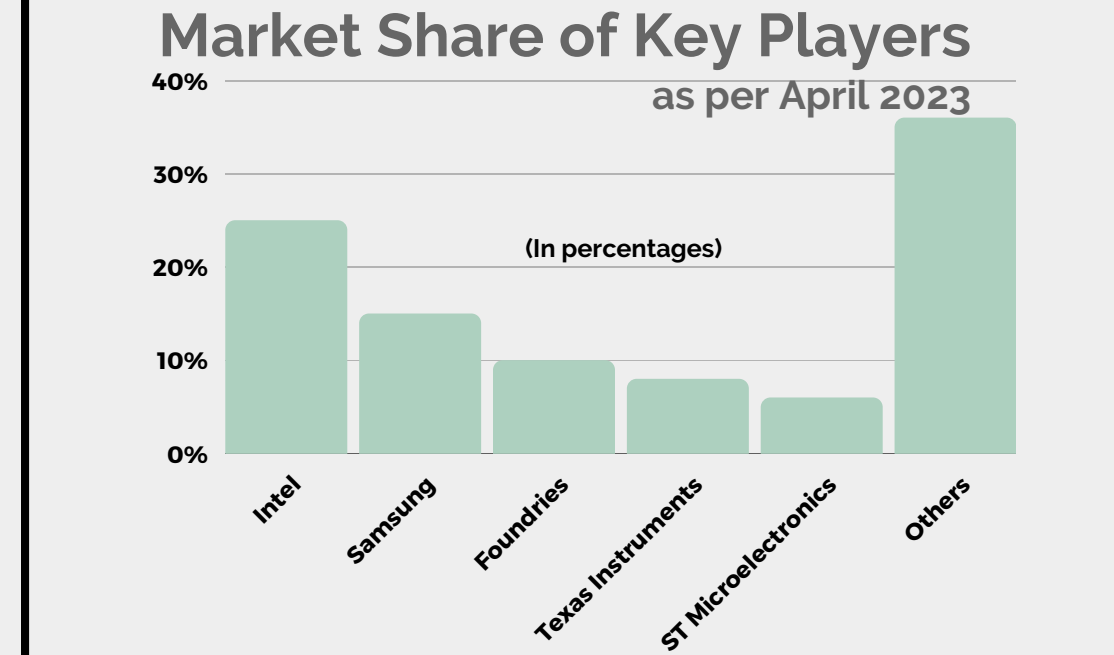


# SEMICONDUCTOR INDUSTRY

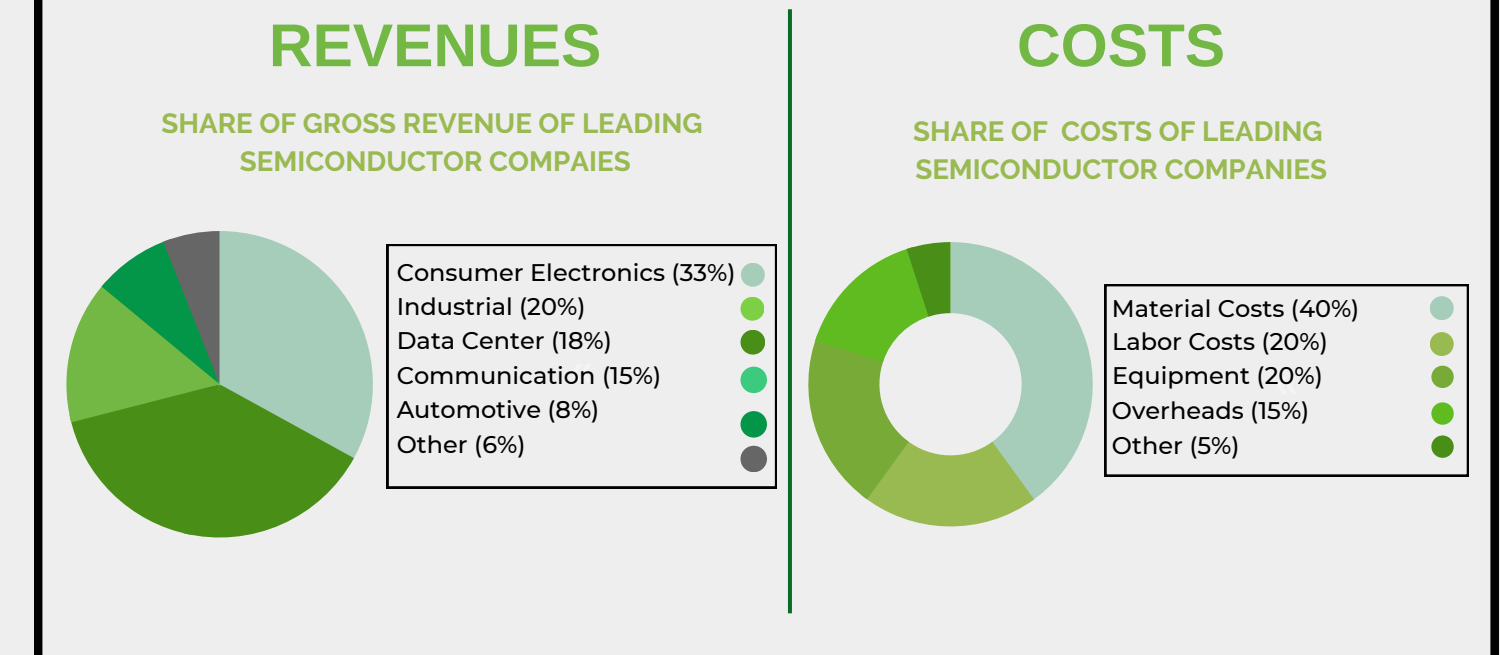
## Value Chain



## Market Share



## Key Drivers



## Industry Metrics

<b>Industry Size</b>	<b>\$450 billion growing at a CAGR of 8%</b>
<b>Operating Profits</b>	<b>23%</b>
<b>Industry Characteristic</b>	<b>High competition and rivalry among key players</b>
<b>Industry Terminologies</b>	<b>Wafer</b>
	<b>Foundry</b>
	<b>Yield</b>

## Market Trends

- A. Emerging trends**
  - Internet of Things (IoT):** It will offer a myriad of opportunities to the semiconductor companies.
  - Growth of the domestic market:** Driven by the government's Make in India initiative
  - Increased focus on design and innovation:** Driven by the availability of government support & increased availability of skilled talent.
- B. COVID Impacts**
  - Significant disruptions to global supply chains:** Affecting the availability of raw materials, components, and equipment needed for semiconductor manufacturing.
  - Labor shortages and production shutdowns:** Due to lockdowns and social distancing measures, affecting the production capacity of semiconductor companies
  - Accelerated the shift to online learning and working:** Increase in demand for semiconductors.
- C. Government Policy Changes:**
  - Establishment of a semiconductor research and development center:** To be funded by the government and will be located in Bengaluru, Karnataka.
  - Creation of a semiconductor manufacturing ecosystem:** Development of a supply chain for semiconductors, as well as the training of engineers and technicians.

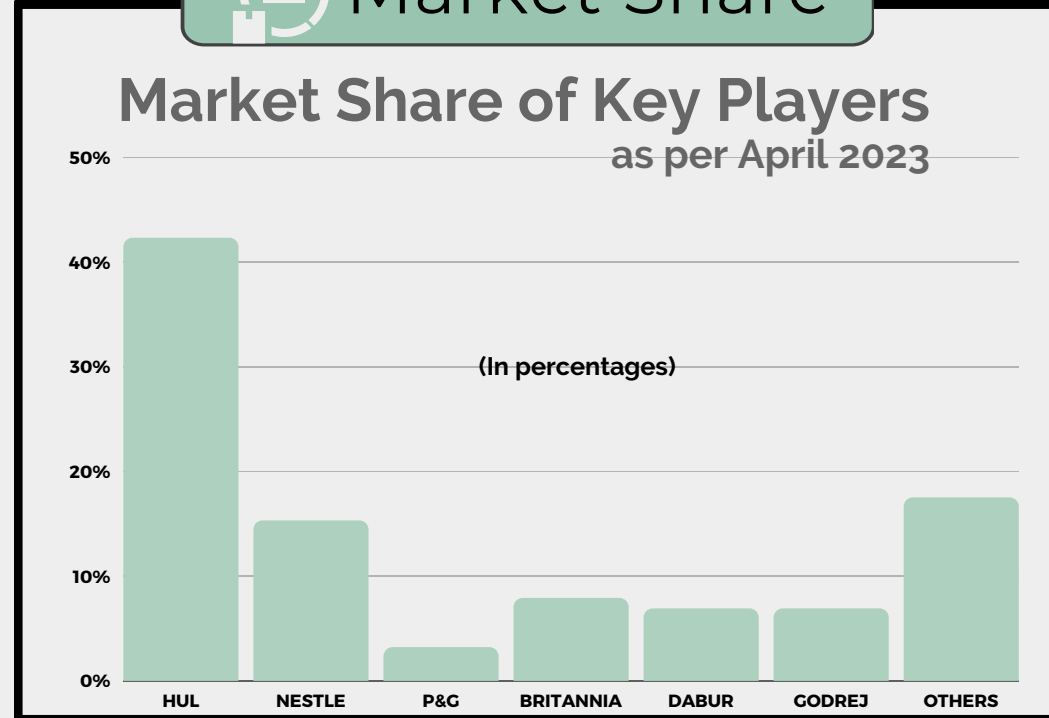


# FMCG INDUSTRY

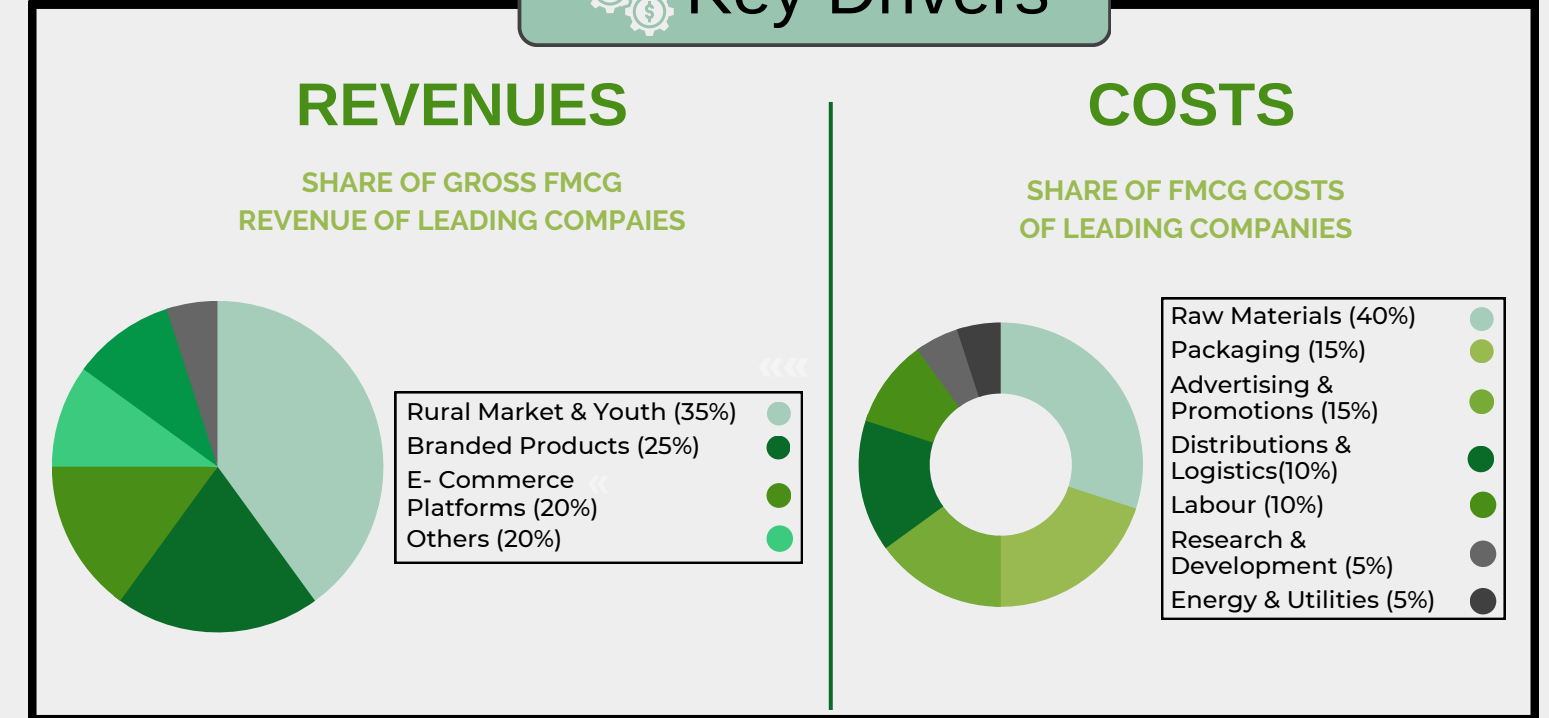
## Value Chain



## Market Share



## Key Drivers

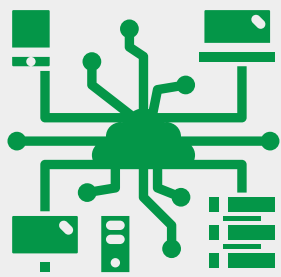


## Industry Metrics

<b>Industry Size</b>	<b>\$110 billion in 2022 to grow at a CAGR of 14.9%</b>
<b>Operating Profits</b>	<b>10%</b>
<b>Industry Characteristic</b>	<b>Monopolistic</b>
<b>Industry Terminologies</b>	<b>Stock Keeping Unit</b>
	<b>Supply Chain Management</b>
	<b>Brand Equity</b>

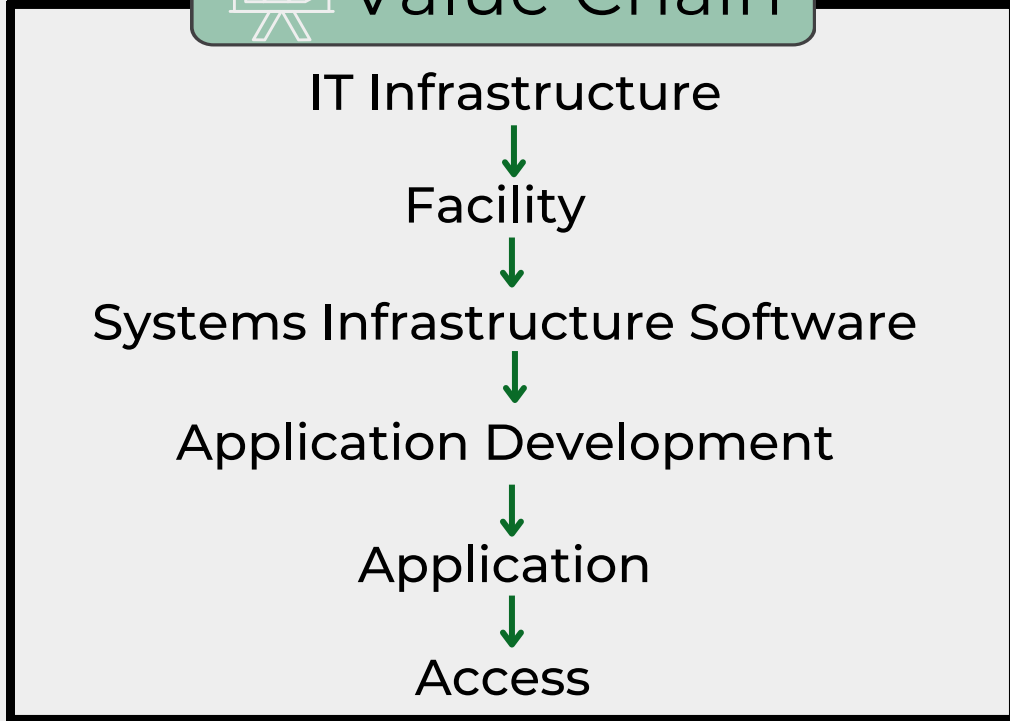
## Market Trends

- A. Emerging Trends:**
- **E-commerce and digitalization:** The rise of e-commerce platforms and online marketplaces enhances the supply chain, marketing, and distribution strategies of companies.
  - **Sustainability:** Implementing sustainable **packaging** solutions, reducing waste, & using **green energy**.
  - **Personalization:** Offering customized products and services. for ex: Personalizes **nutrition plans based on customer's DNA or health goals**.
- C. COVID Impact:**
- **Supply Chain** Disruption
  - Changes in **Consumer Behaviour**
  - Shift towards **E-Commerce**
- C. Government Policy Change:**
- **Trade Policies:** Changes in trade policies impacting the **import and export** of FMCG products..
  - **Tax Policies:** Changes in tax policies impacting the **cost of prod. & distribution**.
  - **Regulatory policies:** Changes in regulatory policies impact **marketing and distribution**.

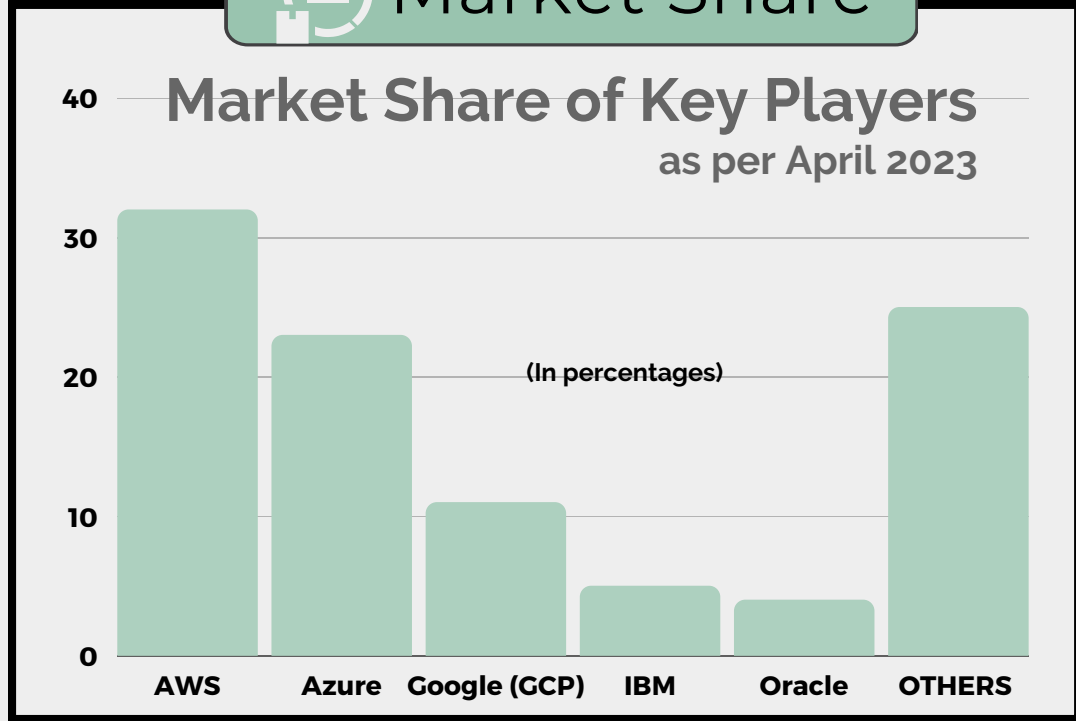


# CLOUD COMPUTING INDUSTRY

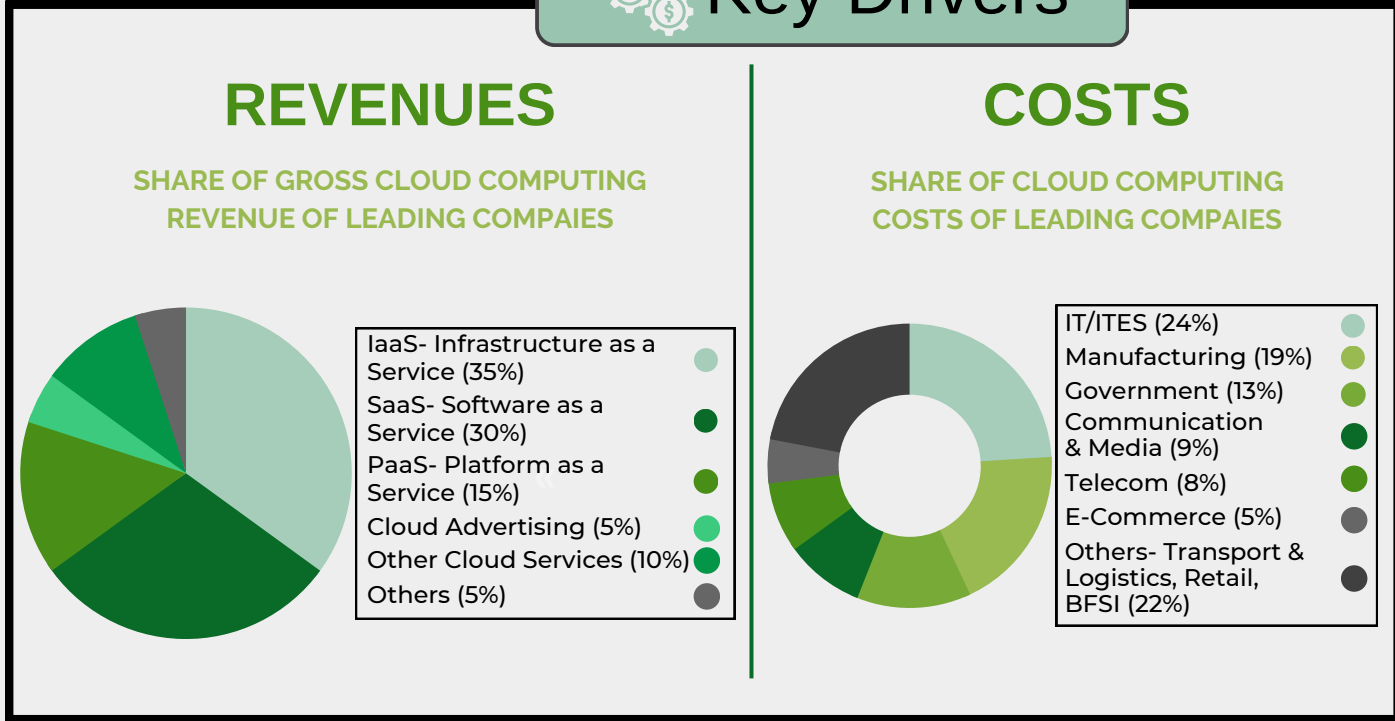
## Value Chain



## Market Share



## Key Drivers



## Industry Metrics

<b>Industry Size</b>	<b>\$5.96 bn in 2023, growing at a CAGR of 23.1%</b>
<b>Operating Profits</b>	<b>\$31.4 billion in 2020</b>
<b>Industry Characteristic</b>	<b>Oligopoly</b>
<b>Industry Terminologies</b>	<b>Infrastructure as a Service (IaaS)</b>
	<b>Platform as a Service (PaaS)</b>
	<b>Software as a Service (SaaS)</b>

## Market Trends

- A) Emerging Trends**
- Multi-cloud adoption:** Using **multiple cloud providers** for different workloads.
  - Edge computing:** A distributed computing paradigm bringing computation and data storage closer to the end user.
  - Artificial intelligence (AI):** Used to **automate** a wide range of tasks in the cloud computing industry.
- B) COVID Impact**
- Increased demand due to remote working and online education
  - Accelerated investments from the public sector
  - Accelerated digital transformation
- C) Government regulations**
- Data localization:** In **2018**, the Indian government implemented a policy requiring companies to **store all personal data** of Indian citizens on **servers located within the country**.
  - Personal Data Protection Bill:** In **2019**, this bill proposes comprehensive data protection regulations
  - Promoting digital sovereignty:** Launched in 2020, aims to establish Indian **control over data generated** within the country.

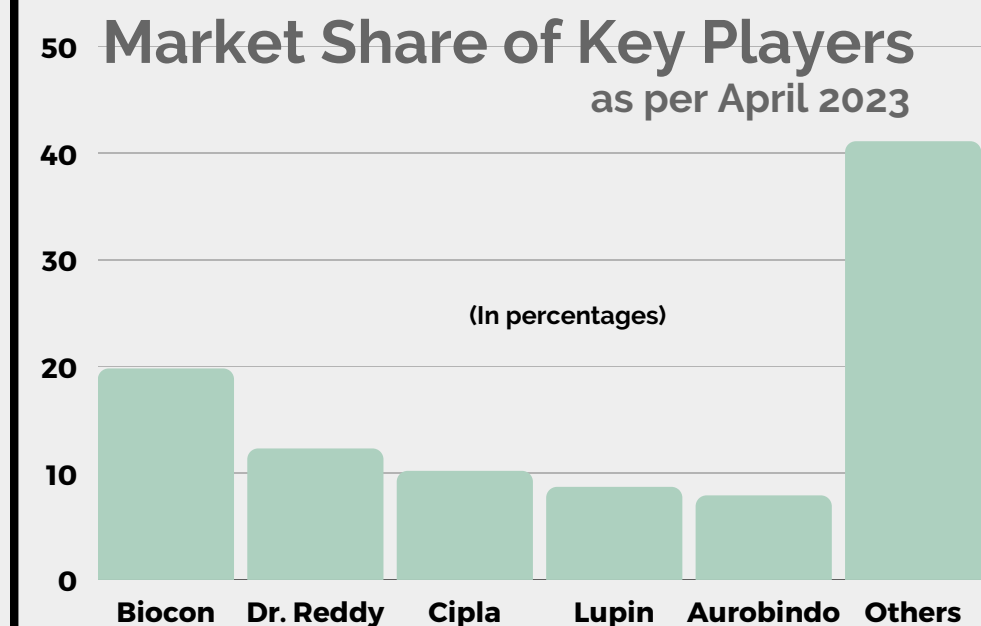


# BIOTECHNOLOGY INDUSTRY

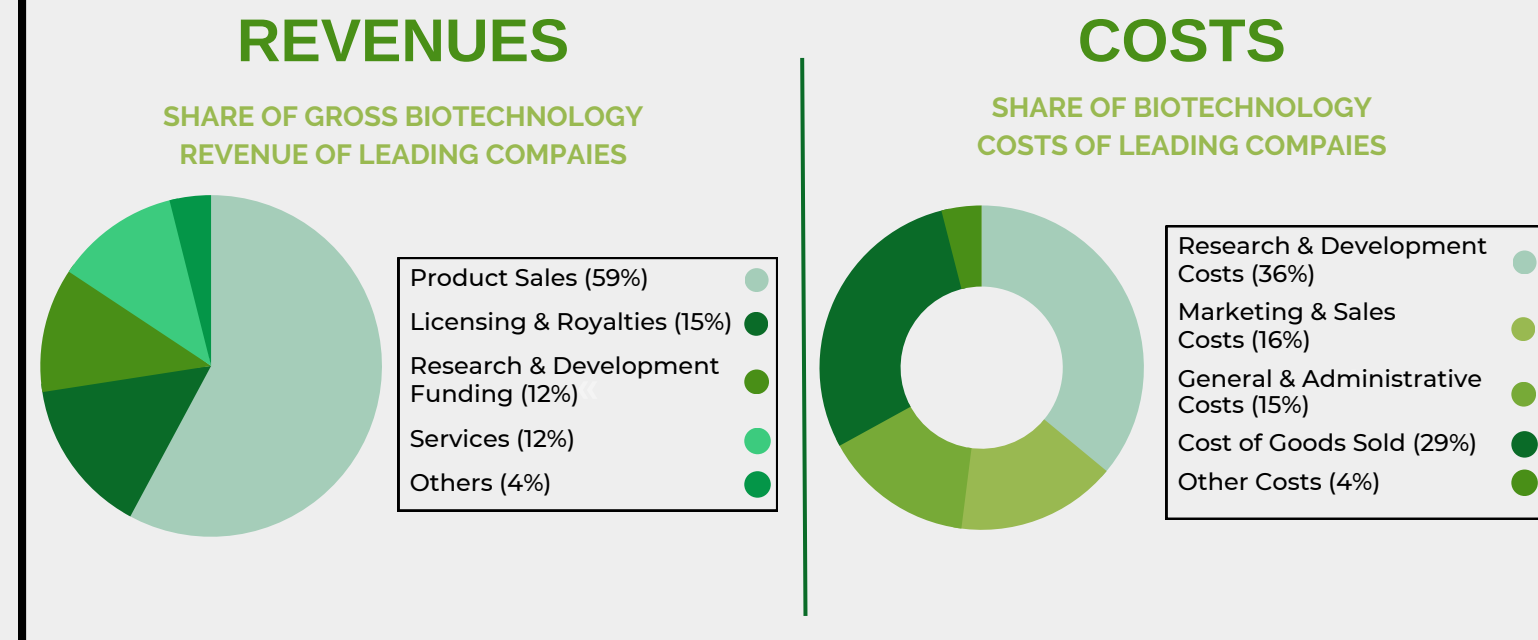
## Value Chain



## Market Share



## Key Drivers

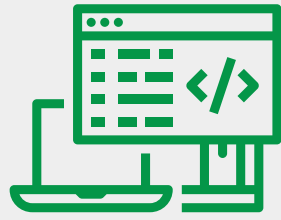


## Industry Metrics

<b>Industry Size</b>	<b>\$70 bn in 2022 to grow at a CAGR of 15%</b>
<b>Operating Profits</b>	<b>17.6%</b>
<b>Industry Characteristic</b>	<b>Oligopoly</b>
<b>Industry Terminologies</b>	<b>Gene Editing</b>
	<b>Biosimilars</b>
	<b>Biologics</b>

## Market Trends

- A. Emerging Trends:**
- Gene Editing and Gene Therapies:** Addition of new genes to human cells and the **precise manipulation** of the sequence of the human genome for **disease management**.
  - AI and Machine Learning:** To develop **autonomous robots** that handle important agricultural tasks
  - Synthetic Biology:** Concepts, approaches, and tools within biotechnology that enable the **modification or creation** of biological organisms.
- B. COVID Impact:**
- Increased Demand for **Diagnostics and Vaccines**
  - Supply Chain** Disruptions and increased **Regulatory Flexibility**
  - Remote Working and **Virtual Collaboration**
- C. Government policy changes :**
- Biotechnology Industry Partnership Program (BIPP):** Provides funding support for joint research projects between **industry and academia**.
  - National Biotechnology Development Strategy (NBDS)-** outlines the government's vision and roadmap for the **biotechnology sector in India**.

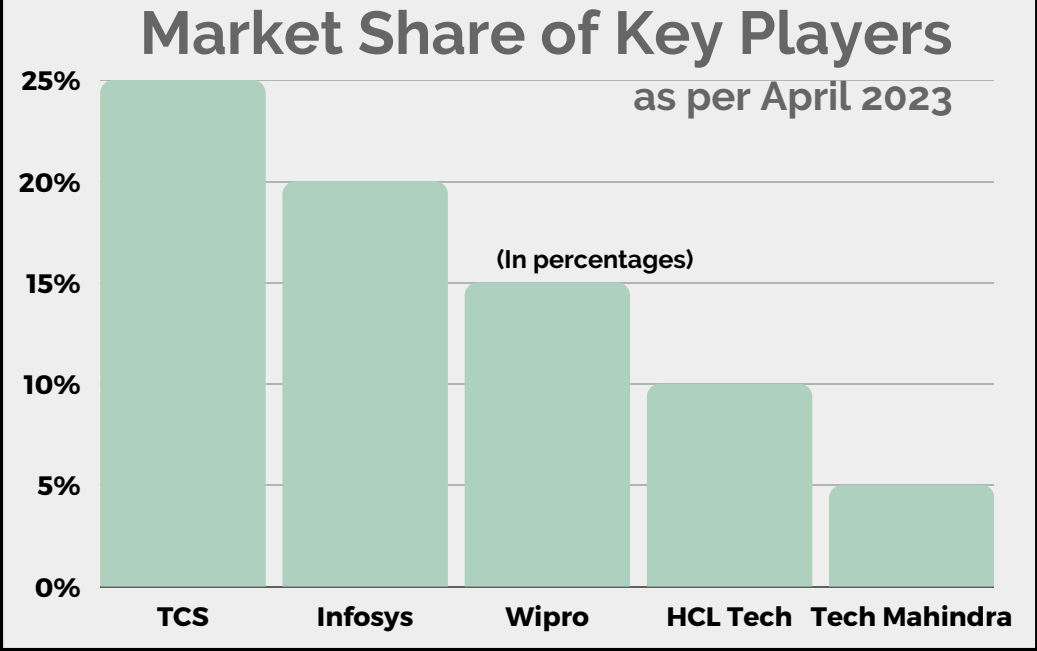


# IT & E-COMMERCE INDUSTRY

## Value Chain



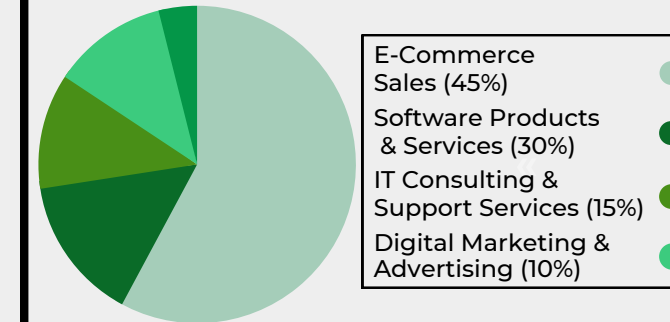
## Market Share



## Key Drivers

### REVENUES

SHARE OF GROSS BIOTECHNOLOGY REVENUE OF LEADING COMPANIES



### COSTS

SHARE OF BIOTECHNOLOGY COSTS OF LEADING COMPANIES



## Industry Metrics

<b>Industry Size</b>	<b>\$220 bn in 2023 to grow at a CAGR of 12%</b>
<b>Operating Profits</b>	<b>23.3%</b>
<b>Industry Characteristic</b>	<b>Oligopoly</b>
<b>Industry Terminologies</b>	<b>Internet of Things (IoT)</b>
	<b>Omni-Channel Retailing</b>
	<b>Dropshipping</b>

## Market Trends

### A) Emerging Trends

- Buy Now Pay Later (**BNPL**) and **Loyalty Programs**
- Sales within **Metaverse** and other **Gaming Platforms**
- **Video Marketing** and Social Commerce/**Influencer Marketing**

### B) Covid Impact

- Increased demand for **online services** such as e-commerce platforms, food delivery services, and telemedicine due to constant lockdowns.
- **Supply Chain Disruptions:** Leading to shortages of critical components, hardware, and software
- Increased Demand for **Contactless Delivery.**

### C) Government policy change

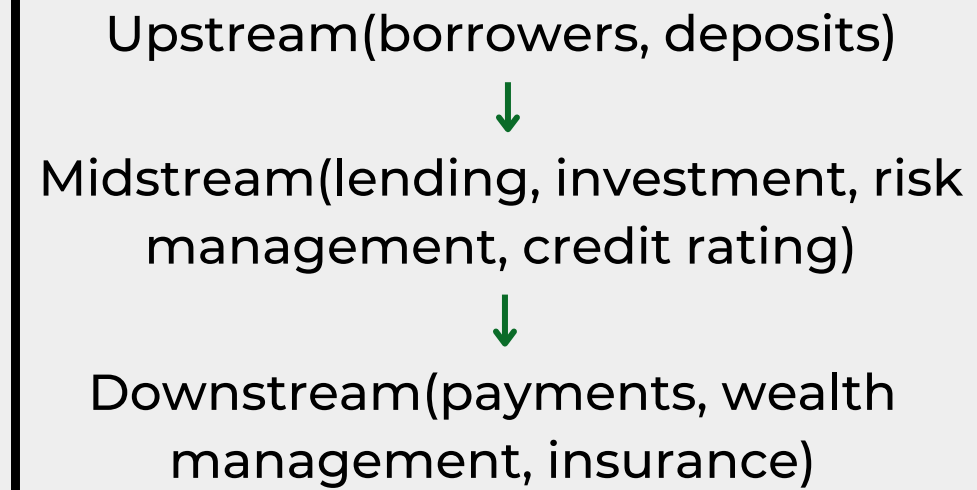
- **Consumer Protection Act:** In **2019**, GoI provided greater protection for consumers in **e-commerce transactions.**
- **Draft E-Commerce Policy:** Proposes measures such as data localization, consumer protection, and promotion of domestic e-commerce players.



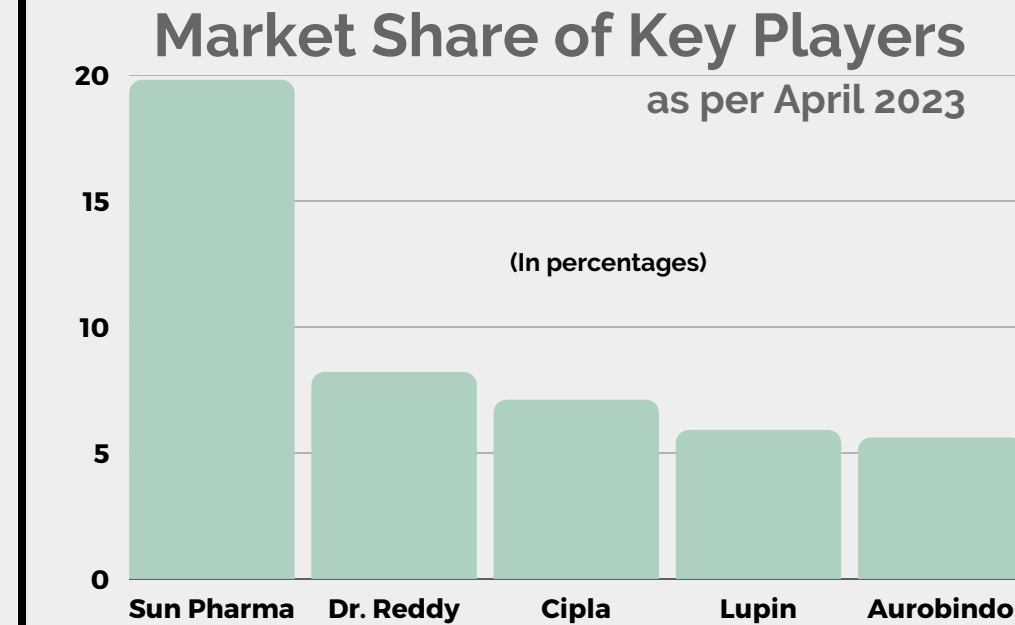


# PHARMACEUTICALS INDUSTRY

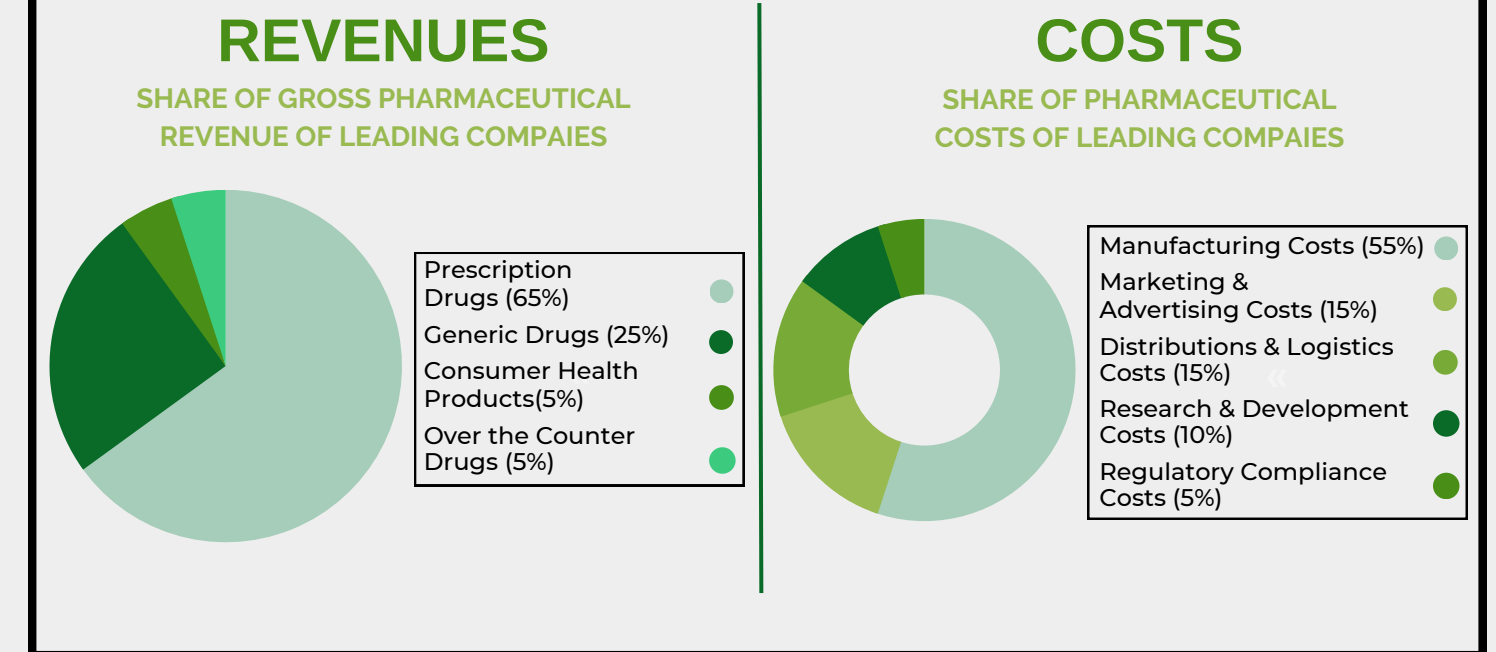
## Value Chain



## Market Share



## Key Drivers



## Industry Metrics

<b>Industry Size</b>	<b>\$130 bn in 2023 to grow at a CAGR of 12%</b>
<b>Operating Profits</b>	<b>\$ 15.81 billion</b>
<b>Industry Characteristic</b>	<b>High competition and rivalry among key players</b>
<b>Industry Terminologies</b>	<b>Active Pharmaceutical Ingredient (API)</b>
	<b>Pharmacokinetics (PK)</b>
	<b>Good Manufacturing Practice (GMP)</b>

## Market Trends

- A) Emerging Trends**
- Generic drugs:** The government is promoting the use of generic drugs through its **Pradhan Mantri Jan Aushadhi Yojana (PMJAY)** scheme
  - Focus on innovation:** In terms of new drug discovery & development and of new drug delivery systems.
  - Increased focus on exports:** As the domestic market is becoming saturated.
- B) COVID Impact**
- Increased demand for COVID-19 treatments and vaccines
  - Supply chain disruptions and shortages of raw materials and finished products
  - Delayed clinical trials and drug approvals due to restrictions and safety concerns
- C) Government Policy Changes**
- Eliminate sickle cell anaemia by 2047:** Raising awareness of the disease, providing early diagnosis and treatment
  - New program to promote **research and innovation** in pharmaceuticals including **Drug discovery, development, and manufacturing.**

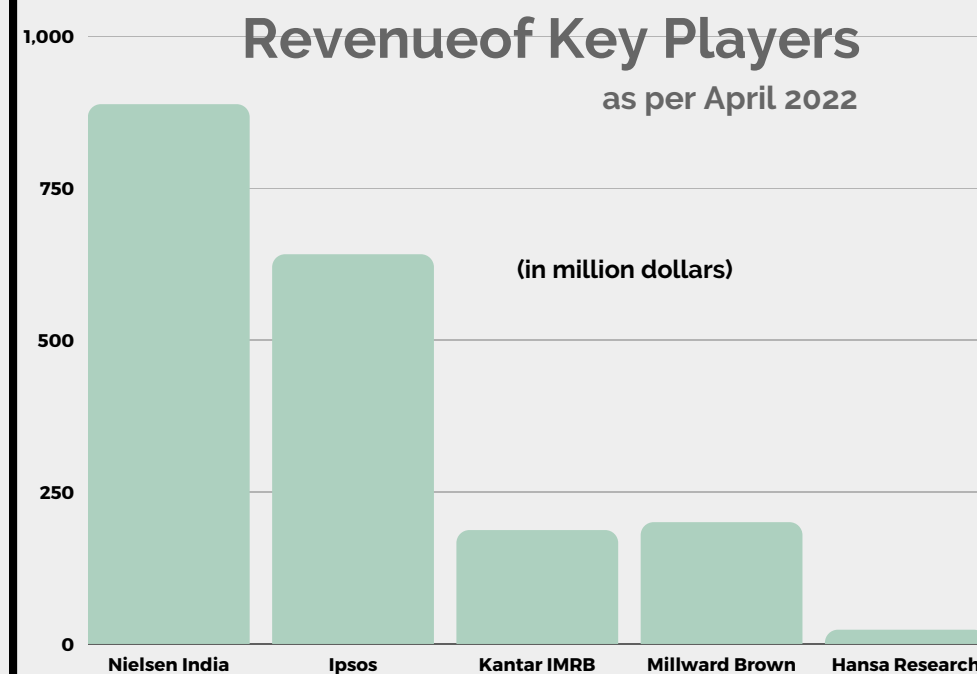


# MARKET RESEARCH INDUSTRY

## Value Chain



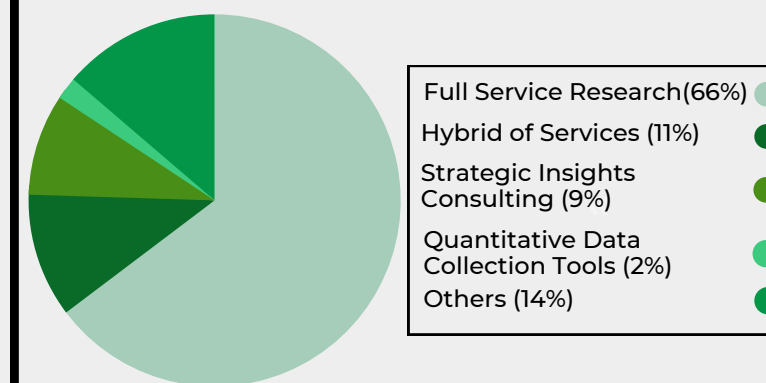
## Market Players



## Key Drivers

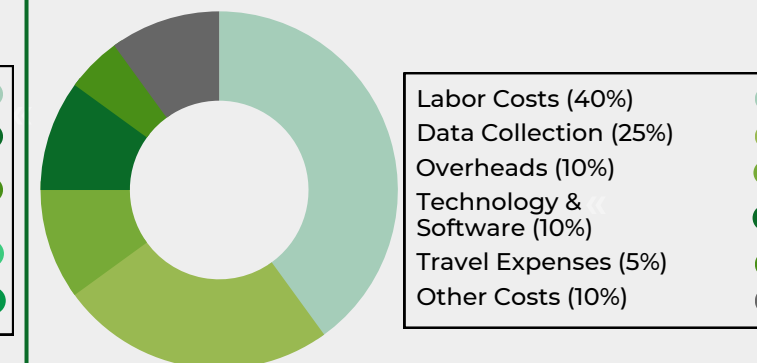
### REVENUES

SHARE OF GROSS LOGISTICS REVENUE OF LEADING COMPAIES



### COSTS

SHARE OF LOGISTICS COSTS OF LEADING COMPANIES



## Industry Metrics

<b>Industry Size</b>	<b>\$15 billion in 2023 to grow at a CAGR of 10.7%</b>
<b>Operating Profits</b>	<b>INR 10,000 crore (estimated)</b>
<b>Industry Characteristic</b>	<b>Oligopolistic Competition</b>
<b>Industry Terminologies</b>	<b>Syndicated Research</b>
	<b>Custom Research</b>
	<b>Qualitative Research</b>

## Market Trends

### A. Emerging Trends:

- **AI and Machine Learning:** Curbs the need for expensive data teams, enabling marketers and business managers to directly implement **insight-based improvements**.
- **Focus on Customer Experience:** Concentrating on how every interaction helps the customer
- **Mobile Research:** Allows companies to collect **fast, validated, rich insights** directly from consumers.

### B. COVID Impact:

- Shift to **Remote Research Methods**
- Increased Demand for **Healthcare Research**
- Focus on **Digital Transformation**

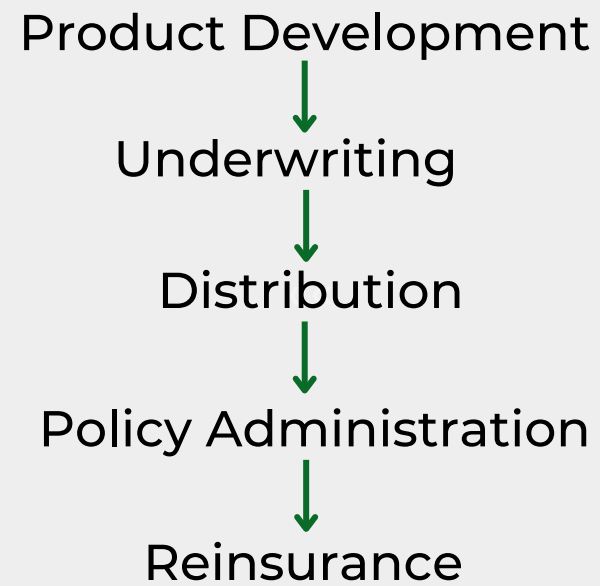
### C. Government Policy Change:

- **100% FDI** in the market research industry
- **Digital India** initiative leading to more than effective data collection
- Consumer Protection Act 2019 **mandates consent** from consumers for data collection

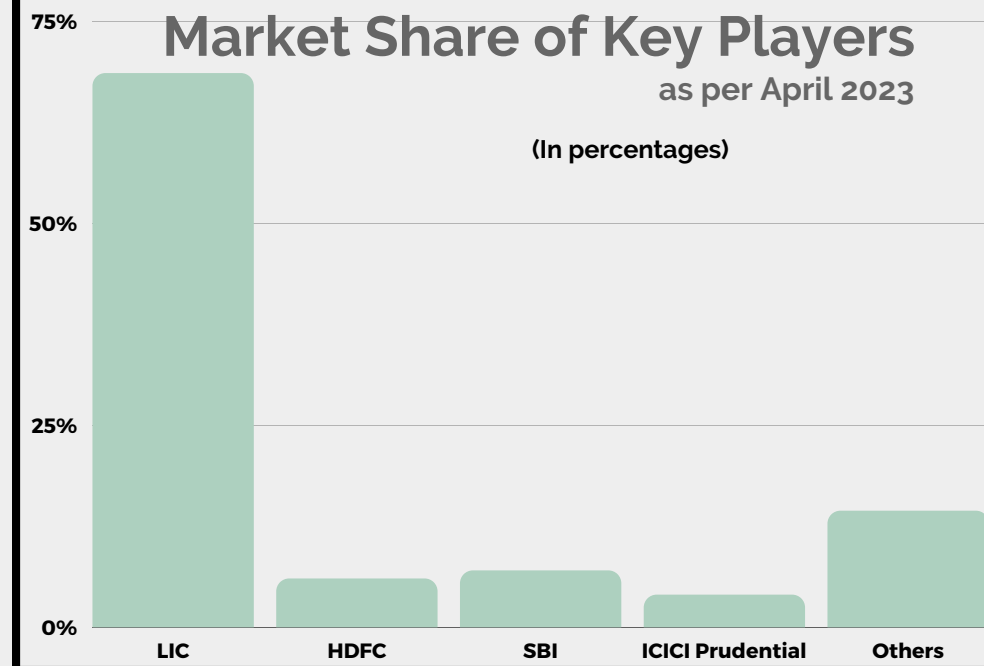


# INSURANCE INDUSTRY

## Value Chain



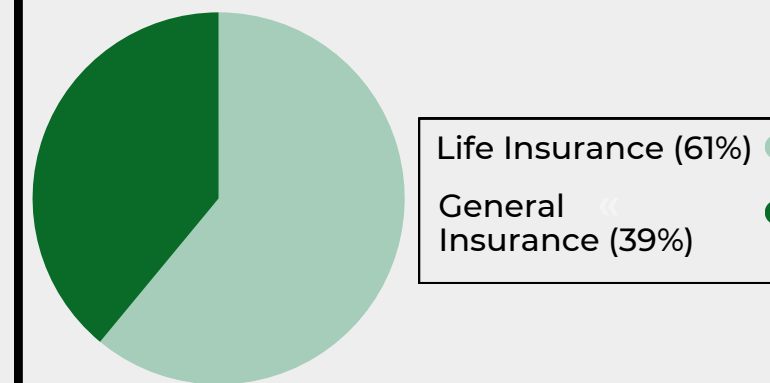
## Market Share



## Key Drivers

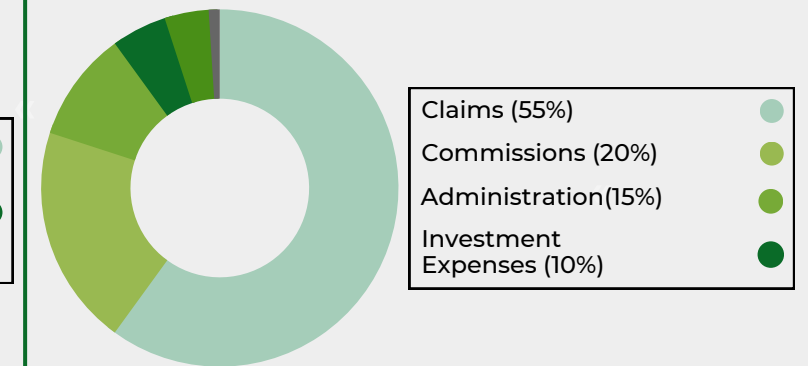
### REVENUES

SHARE OF GROSS LOGISTICS REVENUE OF LEADING COMPANIES



### COSTS

SHARE OF LOGISTICS COSTS OF LEADING COMPANIES



## Industry Metrics

<b>Industry Size</b>	<b>131 bn USD in 2023 to grow at CAGR: 17%</b>
<b>Operating Profits</b>	<b>2-3%</b>
<b>Industry Characteristic</b>	<b>Oligopolistic Competition</b>
<b>Industry Terminologies</b>	<b>Loss Ratio</b>
	<b>Combined Ratio</b>
	<b>Reinsurance</b>

## Market Trends

### A. Emerging Trends

- **Insurtech:** Disrupting traditional insurance business models by offering innovative products and services
- **Cybersecurity:** Insurers are offering new products and services to their clients to protect themselves against **cyber attacks**.
- **ESG Investing:** Growing interest among investors in **environmental, social, and governance (ESG) investing** and insurers incorporating ESG factors into their investment strategies

### B. COVID Impact:

- Increased demand for insurance products such as **life and health insurance**
- Surge in **business interruption claims**, as companies seek compensation for losses during the COVID period.
- Significant **losses** in insurers' **investment portfolios**.

### C. Government Policies:

- **FDI Policy:** GoI has increased the FDI limit in the insurance sector from **49% to 74%**.
- **IRDAI Regulations:** Helps to **improve the functioning** of the insurance industry for instance: **IRDAI (Payment of Commission) Regulations, 2023** which give insurers more flexibility to manage their expenses

# Testimonials



**Yash Rathi** 

(Inc. Junior Consultant,  
Bain & Co.,  
IIM Lucknow)

“

First Editions are always special. It was a great experience working with Ansh and the whole 180 DC Team on the Casebook. The passion they displayed in learning more about consulting and understanding the nuances of building a Casebook was commendable.

Case Closed definitely serves as a strong testament to the growth that this college and 180 DC SGGSCCs industries. Not only is it valuable for interviews, but it is also essential for real-world problem-solving.

This Casebook is an excellent resource that covers a range of industries and different types of problems. The solutions provided are well-structured and accompanied by proper frameworks, making it easy for students to understand and apply the concepts to their own problem-solving approach. Whether you are a beginner or an advanced learner, this Casebook has something for everyone. I have seen over the years due to its students. The future only seems brighter for both organisations.

I am glad to have played my role as a mentor for the same. With all that is yet to come, upwards and onwards to the team!

”

# Testimonials



**Priyank Ahuja** 

(Product Lead, Accenture, ISB,  
NUS)

“

Case Closed provides a comprehensive and well-structured guide for students to prepare for case interviews, covering topics such as problem-solving frameworks, industry analysis, and communication skills. The project team has done an excellent job in ensuring that the content is practical, up-to-date, and easy to understand.

It is clear that the team behind this Casebook has put in a lot of effort and dedication to make this project a success, and it is exciting to see how it has helped many students achieve their dream of working in top consulting firms.

Overall, I would highly recommend Case Closed to any undergraduate student looking to succeed in case interviews and land a career in consulting.

”



**Sanya Monga** 

(Summer Associate, Bain & Co.,  
ex BCG, IIM Bangalore)

“

The case methodology is a great way to improve one's problem-solving skills, something that all recruiters are seeking currently. It's a good idea to solve cases not only for interviews but in a broader sense to learn how to structure your thoughts and think through to reach solutions.

This Casebook developed by SGGSCC is a great resource for any and all students working on learning how to solve cases well. They have covered a range of industries and different types of problems in a very easy-to-understand manner. Very well-structured solutions provided with proper frameworks! I would recommend all students include this resource in their prep journey.

”

# Testimonials



**Bandana Kochhar**   
(Senior Analyst, Mckinsey & Co.)

“

I had the privilege of serving as a mentor for the maiden edition of the college’s Casebook, and it was an incredibly rewarding experience. This Casebook presents a great opportunity for students interested in pursuing a career in Consulting to hone their problem-solving and top-down communication skills by solving complex, real-world business problems.

As a mentor, I was particularly impressed by the level of commitment and enthusiasm demonstrated by the authors. The cases have been well-crafted with a view to giving a flavour of how Consulting works. As Consultants, we oftentimes resort to the principles laid out in the casebook.

Going forward, I would expect this Casebook to serve as a phenomenal resource for students to hone their skills and crack case interviews. Kudos to the team for pulling this together.

”



**Mayank Jain**   
(Inc. Junior Consultant, Bain &  
Co., IIM Kozhikode, CA)

“

The first edition is always special and requires a lot of hard work. The team has done an exceptional job in creating a comprehensive resource for all the students aspiring for consulting. The case studies provided are well-researched and cover a wide range of industries, which can help anyone to broaden their perspective on different business problems.

”

# Note to Reader

Dear Reader,

We sincerely hope you have had a steep learning curve after going through “Case Closed”. We are sure that the valuable collection of case studies, guesstimates and industry analysis will help you in cracking consulting interviews. The book will help you develop your problem-solving skills and enhance your understanding of various business and management concepts.

Each framework is thoroughly explained, and subsequent case transcripts are presented in a structured format, which includes a problem statement & a detailed solution along with flowcharts & recommendations for summarisation of the approach used in solving the case. Please note that the solutions to these case studies and guesstimates are not necessarily definitive, and there may be multiple ways to approach and solve each problem. Therefore, we encourage you to think creatively and outside the box when going through the Casebook.

We hope this Casebook proves to be an invaluable resource for you in your consulting career. If you have any feedback or questions, please feel free to contact us at 180 Degrees Consulting SGGSCC. You can reach us via email at [sggsc@180dc.org](mailto:sggsc@180dc.org) We wish you all the best for your career. Happy learning!

Sincerely,

Team - “Case Closed”

180 Degrees Consulting, SGGSCC

# Meet The Team



180Degrees  
CONSULTING  
— SGGSCC —



**From Left to Right:** Raj Chhabra, Adammya Kulshrestha, Chanpreet Singh Gujral, Khushal Madan, Vibhat Chabra, Vibhav Anand Naman Sehgal, Shubham Raj, Gobindbir Singh Baveja, Brahmjyot Singh, Ansh Bajaj, Dr. Jatinder Bir Singh (Principal), Prof. (Dr.) Kawal Gill (Convener), Vidhi Gaur (President), Harnoor Kochhar, Ishika Singh, Rasmeet Kaur, Rashi Naudiyal, Vanya Taneja, Hargun Kaur



# Meet The Team

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