Shaheed Sukhdev College of Business Studies

CASE BOOK

2026 - 2027

4th Edition

S.S. COLLEGE OF BUSINESS STUDIES
विचारः परमं ज्ञानम्
UNIVERSITY OF DELHI

BRIDGES FOR ENTERPRISE
SSCBS, NEW DELHI

Issue Details and Copyright

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Preview

Following a rigorous placement and internship season, our team of second and third-year students at Shaheed Sukhdev College of Business Studies (SSCBS) wanted to pass the baton and share our acquired knowledge with the next generation of aspirants.

After two years of intensive preparation and firsthand interview experience with leading global firms, including McKinsey & Company, Bain & Company, Accenture Strategy, and Dalberg, we decided to consolidate our learnings into a comprehensive guide dedicated solely to consulting preparation.

This book, which contains information about the case interviews of influential people in the field, is **the fourth edition** of **Shaheed Sukhdev college's first consulting case book**. Our experience and those of our fellow applicants who were hired by companies like McKinsey & Co., BCG, Dalberg, L. E. K. Consulting, AB InBev, Accenture Strategy, Bain & Company, etc. have helped us compile resources. This book includes comprehensive transcripts from the aforementioned case interviews, frameworks for various case kinds, and all additional information required for a job in consulting.

We poured our hearts and souls into our preparation for these interviews because we were so driven to succeed. With the intention of reaching out to every student, regardless of background, we will again make our book freely accessible online so that anyone in need only needs to click a button. In line with our objectives, the SSCBS Placement Cell is assisting in making it accessible to the incoming batches at SSCBS.

We would also like to acknowledge that we gained knowledge that allowed us to write this book from sources such as the Case Compendium and IIM A‘s casebook. Lastly, regards to all the students who contributed with their interview experiences and case solutions. Thank you for helping us!`

Teacher-in-Charge Message

Congratulations to the BfE students of SSCBS on the successful publication of your fourth casebook! After six to seven months of consistent hard work and dedication, this milestone stands as a true testament to your perseverance and passion. You've set a new benchmark for SSCBS, and I'm confident your achievement will inspire many others to strive for excellence.

This accomplishment is not just a reflection of your individual efforts, but also of the unwavering support from your friends and family, who played a vital role in your journey. Be proud of what you've achieved — and I look forward to seeing many more such impactful contributions in the future. Wishing you continued success ahead!

Tushar Marwaha, MBA
Assistant Professor, Department of Management Studies
Shaheed Sukhdev College of Business Studies (SSCBS)

Acknowledgement

People who made this edition a reality

Authors

Anvesha Batra

SSCBS'26
President, BfE New Delhi

Kanak Gupta

SSCBS'26
Vice President, BfE New Delhi

Co-Authors

Lakshit Seth
SSCBS'27

Harshita Aggarwal
SSCBS'27

Charvi Kothari
SSCBS'27

Dhanya Pandya (SSCBS'27), Sanyam Kasera (SSCBS'27), Avi Bhatia (SSCBS'27), Keshav Sarda (SSCBS'27), Ridham Chadha (SSCBS'27), Raunav Agrawal (SSCBS'27), Ujjwal Gupta (SSCBS'27), Satyam Singhania (SSCBS'27)

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About Bridges for Enterprise

New Delhi chapter at Shaheed Sukhdev College of Business Studies

Private enterprise plays a powerful role in advancing social and environmental change. Unfortunately, growing a social enterprise without adequate support is incredibly challenging. In the developing world, access to incubator or accelerator programmes, government support or investment is either unavailable, inaccessible, costly or ineffective. Support targeted at early-stage social entrepreneurs can make a big difference.

Bridges for Enterprise (BfE) is a non-profit that provides pro bono advisory services to social innovators in the developing world. Through our flagship Incubation Programme, we support early-stage businesses with existing revenue and a clear mission to create social impact for their beneficiaries. The services are free of charge - and always will be - as we don‘t believe that money should ever be a barrier for social entrepreneurs to receive additional support in scaling their ventures.

BfE is run by a global community of purpose-driven professionals and students. As a non-profit established in 2015, we expanded rapidly to operate from six student chapters and developed a client base spanning over 30 countries. We collaborate alongside a growing network of over 200 professional mentors who provide strategic guidance to chapter teams and assistance to start-ups.

BfE New Delhi was started in 2021 at Shaheed Sukhdev College of Business Studies, University of Delhi.

Anvesha Batra
(President)

Kanak Gupta
(Vice President)

Lakshit Seth
(Coordinator)

Harshita Aggarwal
(Coordinator)

Global Icons of Change Award

Winning the Prestigious UN SDG Action Summit Award

In 2025, Bridges for Enterprise New Delhi was honored with the Global Icons of Change Award at the UN SDG Action Summit, becoming the only student-run organization to receive this prestigious recognition. The award celebrates organizations driving measurable progress towards the United Nations Sustainable Development Goals through innovation, sustainability, and lasting social impact.

This milestone reflects BfE New Delhi's commitment to delivering high-quality consulting support to social enterprises and impact-driven startups worldwide. Through strategic advisory, research, and capacity-building initiatives, the chapter has created meaningful global impact while establishing itself as one of SSCBS' leading student organizations and a globally recognized force in social innovation.

Accreditation

The students of following organizations have gone through the contents of the book and support the publication

University of British Columbia

New York University

University of Cambridge

IIM Indore

IIT Delhi

Hindu College

Hansraj College

Shri Ram College of Commerce

Miranda House

Ramjas College

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INDUSTRY LANDSCAPE

BRIDGES FOR ENTERPRISE

Asset Management

Industry Landscape

Market Overview

- The Indian mutual fund **industry's AUM** stands at ₹73.73 trillion.
- India's Asset Management market is consolidated as top players hold the major market share, including **ICICI**, **HDFC**, and **Aditya Birla**, among others.
- As of January 2025, the total number of investment accounts have reached **273.9 million.**

$1.81tr

Expected Market size by 2030

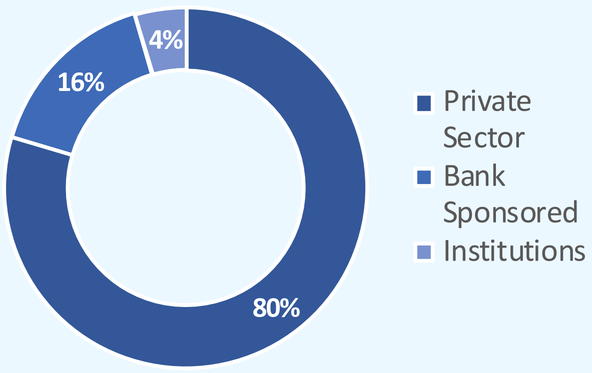
15.47%

Expected CAGR of AUM in India

Regulatory Environment

- **AMFI - SEBI** is India's major regulatory agency for mutual funds.
- SEBI is responsible for regulating all elements of mutual funds, including the establishment of mutual funds, their operations, fees charged by mutual funds & their performance.

AMCs in India



Market Trends

- India's mutual funds industry slowed down in 2026 **with 12.2% asset growth**, which was slightly lower than previous years due to market volatility.
- In India, passive funds' AUM has increased significantly, reflecting investors' preference for lower-cost investment options.
- Investors are placing more and more emphasis on backing businesses that share their values and make beneficial contributions to the environment and society (**ESG**).
- By combining the power of technology and data-driven insights, these platforms offer **efficient**, **transparent**, and **straightforward investing solutions** that satisfy the evolving needs of today's investors..

Major Players

Reliance Mutual Fund — Anil Dhirubhai Ambani Group

Aditya Birla Capital — Mutual Funds — Aditya Birla Sun Life Mutual Fund

HDFC Mutual Fund

SBI Funds Management Limited

ICICI Prudential Asset Management

Future Prospects

- The rise of **fractional investing and sachet-sized SIPs** (starting at ~$3) is expected to increase financial inclusion.
- **AI**, **analytics** and **alternative data at scale** will play a prominent role in an asset manager's toolkit as a route to better returns
- Firms will need to distinctly articulate internally and externally **the compelling story** about their **mission** and **values to customers** and employees alike.

KPIs

- **Net Asset Value** is used by Investors to track the fund's performance and to buy or redeem shares.
- **Expense Ratio** includes management fees, administrative costs, and other operational expenses. A lower expense ratio indicates a more cost-effective fund.
- **Standard deviation** is a measure of the fund's historical volatility. It reflects the degree of fluctuation in the fund's returns.
- The fund size reflects the **total assets under management** (AUM) of the mutual fund.

Automobile

Industry Landscape

Introduction

- The **automotive industry in India** is the third-largest in the world as of 2026.
- The Automobile Sector is seen as an **indicator of the health** of the Indian economy.
- As of 2022, India's auto industry is worth more than **$250B**, accounts for **8%** of the country's total exports and **49%** of India's manufacturing while **7.1%** overall India's GDP.

Key Trends

- **Electric Vehicles, A fast growing reality:** The market is projected to grow from $26.54 billion in 2026 to $206.58B by 2030, exhibiting a CAGR of 22.4%.
- **Reduced ownership period leading to rise in the used car market:** The India Used Car Market size is estimated at $36.39 billion in 2025, and is expected to reach USD 73.52 billion by 2030, at a CAGR of 15.1% during the forecast period.
- **Emerging profit centres and the rise of car leasing:** Recently, we've seen that new models and mobility solutions have emerged as new profit centres.

Key Players

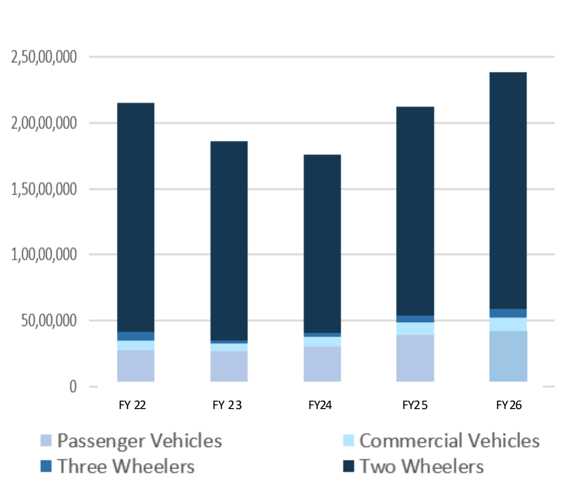
MARUTI SUZUKI
HYUNDAI
EICHER
TATA
KIA
TVS
HONDA

7.70%
Expected CAGR of Automobile sector in India during 2026-2030

$253bn
Expected market size of Automobile sector in India by 2026

5%
Expected Share of EVs in Automobile Sales in India by 2030

Domestic Auto Sales Trends



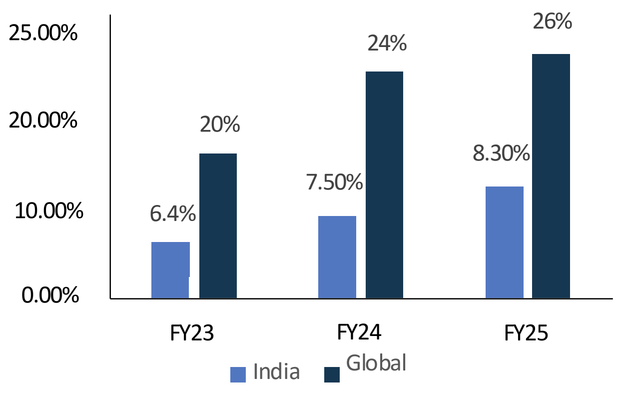
EU-FTA Deal

90.91%
Reduction in Tariffs on Auto products

24.60%
Expected weighted average price reduction in automobiles

$7.76B
Projected rise in EU exports by 2032 (Evs excluded for first 5 years)

Contribution of EVs in Total Automobile Sales



Players to benefit

BMW
LAMBORGHINI
BENTLEY

Aviation

Industry Landscape

Introduction

- The aviation industry includes airlines, airports, OEMs, MRO, air traffic management, cargo and travel-tech infrastructure supporting global mobility and trade.
- Global airline industry revenue is forecast at about **$1.053 trillion** in 2026, with **5.2 billion** passengers and **71.6 million** tonnes of cargo.
- Industry profitability is improving, but margins remain thin at about **3.9% net margin** because of aircraft shortages, supply-chain bottlenecks, labor costs and sustainability-related cost pressures.

Porter's Five Forces

- **Suppliers:** Strong power (Boeing, Airbus, engine makers, labor unions)
- **Buyers:** High power (price-sensitive, many choices, OTAs boost transparency)
- **New Entrants:** Low to moderate threat (high costs, regulations; ULCCs emerging)
- **Substitutes:** Moderate threat (high-speed rail, remote work reducing business travel)
- **Rivalry:** Intense (price wars, service competition, consolidation yet fierce)

Key Players

IndiGo

AIR INDIA

spiceJet

Akasa Air

Key Drivers

Revenue Segments	Cost Segments
Ticket Revenue	Aviation Fuel
Baggage fees	Aircraft, facility lease
On-board food & services	Employee cost

Growth Drivers	Challenges
Rising middle and upper class	Fuel costs and availability
Trade and Tourism	High competition
Government policies	Climate change

Emerging Trends

- **Digital & AI Integration:** Airlines leverage AI for personalization, automation,& dynamic pricing to enhance efficiency & revenue.
- **Sustainability Push:** Increased use of Sustainable Aviation Fuel (SAF), fuel-efficient aircraft, and electric/hydrogen-powered planes to cut emissions.
- **Capacity Constraint as strategy issue:** Aircraft shortages are shaping schedules, fares and growth plans in 2026 more than before.
- **Biometrics & Automation:** Facial recognition, automated check-ins & baggage handling improve security & passenger experience.

KPIs

- **Fleet Size –** (total number of owned) + (leased aircraft in operation)
- **RPK (Revenue Passenger kms) –** (paying passenger traffic) * (distance traveled)
- **ASK (Available seat kms) –** (No. of seats available for sale to passenger) * (distance flown)
- **Seat load factor –** % of checked-in passengers of an aircraft's available seat

Banking

Industry Landscape

Industry Overview

- As of March 2026, the total number of ATMs in India reached **1.64 Million.**
- In 2022-23, total assets in the public and private banking sectors were **$2005.59B** & **$1355.15B** respt.
- India's digital lending market witnessed a growth of **CAGR 40.5% over a span of 10 years**

735 mn

UPI transactions per day

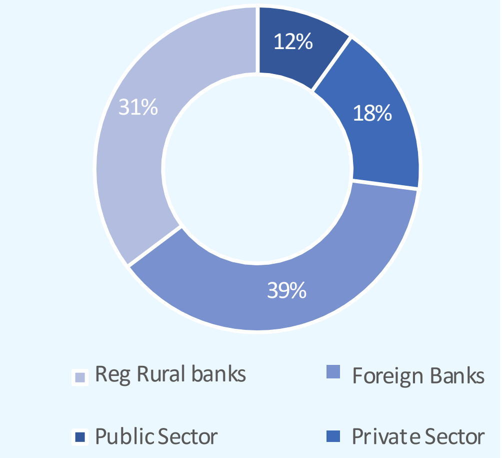
$2.73 tn

Total Deposits by 2025

53%

Credit/GDP vs global avg. 92%

Segmentation



KPIs

- **Earning asset yield** – Compares interest income to its earning assets.
- **Cost of funds** – A reference to the interest rate paid for the funds used in the business.
- **Return on Average Assets (ROAA)** – Used to assess the profitability of a firm's assets, and it is most often used to gauge financial performance.
- **Non-Performing Assets**– Measures repaying strength of bank assets, indirectly showing strength of economic functions

Value Chain

- **Customer Acquisition and Onboarding:** Attracting customers, understanding their needs, and opening accounts
- **Product and Service Development:** Designing and creating relevant financial products and services
- **Transaction Processing:** Handling everyday banking transactions
- **Credit Management:** Assessing creditworthiness, extending loans, and managing loan portfolios.
- **Investment Management:** Advising clients on investments, managing investment portfolios, and facilitating financial markets activities.

Growth Factors

- Tech growth
- Digital Adoption
- Government Initiatives
- Evolving Product Offerings
- Fintech Collaboration
- Supportive Policies
- Financial Sector Reforms

Market Share

- Indian Fintech industry is estimated to be at **$420B** by 2029.
- India has the **3rd largest FinTech ecosystem globally**
- There are currently more than **2,000** DPIIT-recognized Fintech businesses in India.
- In 2022-23, assets of **public sector banks accounted for 57.26%** of the total banking assets, growing privatization.

Recent Foreign Investments

- Emirates NBD → $3000M → RBL BANK
- Blackstone → $720M → Federal Bank
- BainCapital → $508M → [NAPPUR logo]

E-Commerce

Industry Landscape

Industry Overview

- **User Base**: As of 2025, India has 270 million online shoppers, making it the world's 2nd-largest e-retail market
- **Categories**: Quick commerce growing at 70–80% CAGR. D2C market projected to cross $100 billion in 2025.
- **Funding Growth**: Zepto raised $350M+ to expand to Tier II cities. Udaan raised $114M at a $1.8B valuation in FY25.

21.5%

Expected CAGR of Ecom sector in India

$363 bn

Indian E-commerce Market size in 2030

6%

Increase in the share of e-commerce in India by 2030

Barriers to Entry

- Customer Acquisition
- Search Engine Rankings
- Web Design
- Cybersecurity
- Product Differentiation
- Inventory Management
- Access to Distribution Channels
- Data-Driven Advantages
- Regulatory Issues
- Tech Advancements

KPIs

Conversion Rate – no. of sales divided by no. of visitors on website
Customer Acquisition Cost – money spent divided by customers acquired
Customer Lifetime Value – avg net profit customer is predicted to contribute
Average Order Value – avg amount a customer spends per transaction
Bounce Rate – percentage of visitors who enter and leave the site
Gross Profit Margin – percentage of difference of revenue and profit
Customer Satisfaction Score – customers rate their satisfaction on a scale
Net Promoter Score – measures the chances of customer recommending

Value Chain

- **Inbound Logistics** - Inventory management, warehousing, receiving materials
- **Operations** - Handling inventory, tech integration and final packaging of products
- **Outbound Logistics** - Order management, distribution and invoice generation along with sustainable development
- **Marketing and Sales** - Advertising, Promotion, Partnership, Pricing strategies amidst re-entry of global brands
- **Services** - Refunds and exchanges, servicing and customer service

Growth Factors

- Growing investment in logistics and warehouses
- Development of mobile-friendly websites
- Search Engine optimization
- Faster payments
- Promotion by government
- Advertising on social media
- Diversification of product ange and services
- Consumer behavior with respect to demand
- Re-Entry of Global Players

Market Share

- **Current Market Size**: ~$137–145 billion
- **Projected Growth**: $300–345B by 2030; $550B by 2035
- **Global Standing**: India is now the 2nd-largest e-retail market globally (overtook the US in 2024), with 290–300 million online shoppers
- **Online retail penetration**: 8% of total retail in 2024, projected to reach 14% by 2028

Key players

EdTech

Industry Landscape

Sector Overview

- The EdTech market in India is currently valued at approximately **$7.5 bn**, projected to reach **$29-30 bn** by 2030
- PhysicsWallah became India's first edtech company to go public in November 2025, listing at a 33–42% premium to its issue price
- EdTech funding rebounded 5x in H1 2025 to **~$120 million** across **11 deals**, driven by AI-led startups, study-abroad platforms, and upskilling ventures

300 mn

Paid EdTech Users

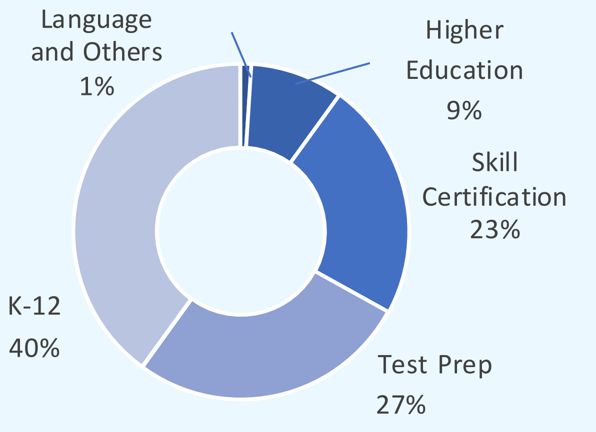
25.8%

Expected CAGR of EdTech in India

Funding Scenario

- Sector received $572 mn in funding in 2024, declining to $249 mn in 2025
- Majority funds went towards PhysicsWallah, upGrad and AI-driven edtech startups
- Key Attractions: Favorable Government Policies (NEP 2020, PM eVIDYA, Digital India), and expanding internet penetration

Market Segments



Key Enablers

- Governmental initiatives such **as New Education Policy**, **DIKSHA**, **SWAYAM, etc.**, emphasizing importance of **leveraging technology** in education sector
- Growing adoption and trust on EdTech tools by both academic and non-academic sectors, thereby increase in market share
- **Economic digitization** and rising internet penetration across the country
- Rising scope of **gamification and edutainment** to boost engagement and community development initiatives
- Dynamic progressions in business models of startups to enhance **perceived value of online education** and promotion of peer-to-peer learning

Major Players

Future Prospects

- Generative AI and adaptive learning are the dominant trends; platforms like PhysicsWallah ("Alakh AI") and upGrad have deployed in-house LLM-based tutors
- Hybrid model (online + offline) is now the dominant business model
- The PM eVIDYA initiative allows top 100 universities to offer online courses; SWAYAM and DIKSHA continue expanding reach to Tier II/III cities
- IPO wave incoming with Imarticus Learning, upGrad, and Eruditus are all eyeing public listings in the next 12–24 months

KPIs

- **Customer Acquisition Cost** (CAC) measures the average amount of cash a startup burns in order to onboard a new customer.
- **Administrative Costs per Student** indicates how much an institution is spending on admin services per-student.
- **Student to Faculty Ratio** indicator is used to know the number of students per faculty member.
- **Student Retention Rate** is an Indicator used to understand attendance and regularity of students

FMCG

Industry Landscape

Sector Overview

- The FMCG sector in India is currently valued at **US$287.91 Billion (2026)**
- Expected to reach **US$1,150.21 Billion by 2034**, supported by rising income levels FMCG remains the **4th largest sector** in the Indian economy
- E-commerce and quick commerce platforms are rapidly transforming distribution, especially in **Tier 2 & 3 cities**

Key Drivers in India

- **Digital & E-commerce Expansion**
  Rapid increase in smartphone usage and affordable internet has boosted online FMCG purchases. Quick commerce platforms are enabling instant delivery, increasing frequency of purchases and impulse buying.
- **Rising Rural Consumption**
  Government initiatives, better monsoons, and rural development programs are increasing purchasing power, leading to higher adoption of branded products in rural areas.
- **Health-Conscious Consumer**
  Consumers are becoming more aware of health and wellness, driving demand for organic, natural, low-sugar and ayurvedic products across categories.
- **Premiumization Trend**
  Urban consumers are shifting from basic to premium and value-added products, improving margins and encouraging product innovation.

16.64%

Expected CAGR of FMCG sector in India

$287.91bn

Expected market size of FMCG sector in India

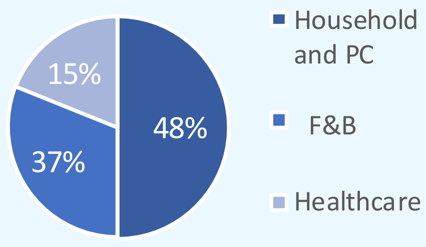
6%

Increase in the share of e-commerce in India by 2030

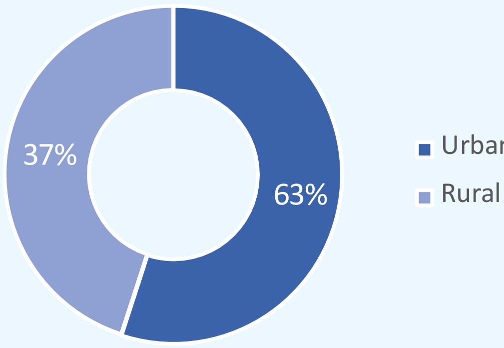
Major Players

Unilever
ITC Limited
Nestlé
Dabur
BRITANNIA
Godrej

Segmentation



Urban-Rural divide



Future Prospects

- Increasing adoption of **sustainable and eco-friendly packaging** to meet regulatory and consumer expectations
- Rapid growth of **quick commerce** (15-minute delivery) transforming supply chain dynamics
- Expansion into rural and semi-urban markets with **deeper distribution networks**

KPI & Industry Standard

- **Out of Stock Rate**
  (Measures product availability and demand fulfillment efficiency)
- **Inventory Turnover Ratio**
  (Indicates how efficiently inventory is sold and replaced)
- **On-Shelf Availability (OSA)**
  (Critical metric for retail execution and sales performance)

Healthcare

Industry Landscape

Industry Overview

- The Indian healthcare market is valued **at US$405 Billion (2026)**, driven by rising demand and infrastructure expansion
- The sector is one of the largest employers in India, supporting over **7.5 million jobs** across services, pharma, and allied segments
- Public healthcare expenditure stands at **~2.1% of GDP (2026)**, showing gradual improvement in government spending

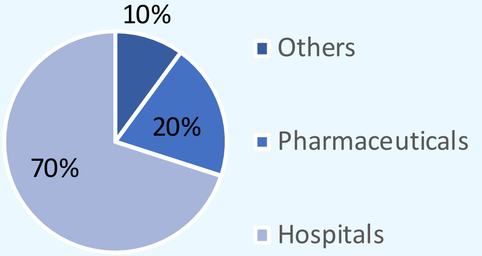
8.5%

Expected CAGR of Healthcare sector in India

$ 14.31bn

Expected size of Indian medical tourism market by 2029

Segmentation



Key Players

Thyrocare – Tests you can trust

SUN PHARMA

Narayana Health

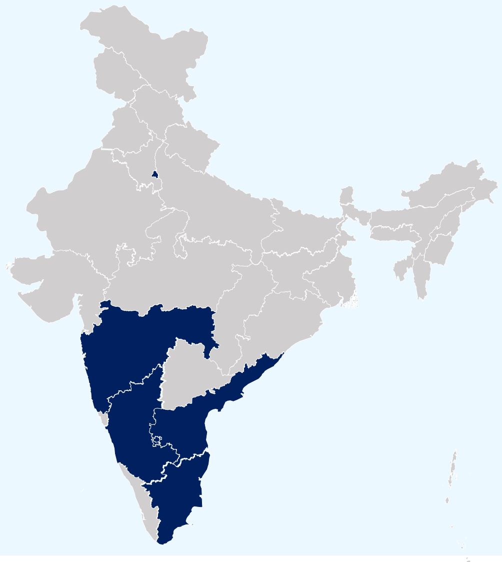
Apollo HOSPITALS

Fortis

Value Chain

- **Manufacturers-** Pharma companies, biotech firms, and device manufacturers driving innovation and production
- **Distribution Network-** Stockists, distributors, and hospital procurement systems ensuring supply chain continuity
- **Financing Layer-** Insurance providers and TPAs improving affordability and access
- **Service Providers-** Hospitals, clinics, and labs delivering primary to tertiary care
- **End Payers-** Government schemes, private insurance, and out-of-pocket consumers

Major Healthcare Centres in India



Cost Drivers

- High out-of-pocket expenditure (~48%) continues to be a major burden, with a large share of patients **paying directly for treatment**, often delaying or avoiding care due to cost concerns
- Rising cost of **advanced medical technology such as MRI**, robotic surgery systems and ICU infrastructure is significantly **increasing hospital capital and operating expenses**
- **Shortage of skilled doctors** and trained healthcare staff is pushing up salaries and operational costs, especially in **Tier-2 and Tier-3 markets**

KPIs

- **Average Length of Stay (ALOS)**
  Indicates operational efficiency and bed turnover
- **Bed Occupancy Rate (BOR)**
  Measures hospital capacity utilization
- **Claims Approval / Denial Rate**
  Reflects insurance efficiency and revenue realization
- **Average Revenue per Occupied Bed (ARPOB)**
  Key profitability metric for hospitals
- **Doctor-to-Population Ratio**
  Critical indicator of healthcare accessibility

Hospitality

Industry Landscape

Introduction

- The hospitality industry spans a wide landscape of firms such as hotels, event venues, resorts, etc.
- As of 2025, the industry is valued at around 282B USD in India, with a projected CAGR of nearly 14%
- The top 5 operators of the market account for about 34.8% market share, which reflects a moderately fragmented market

Key Trends

- Growth of religious tourism
- Rise of sustainable & eco-friendly tourism
- Growth of boutique & independent hotels
- Introduction of asset-light models by major chains

Key Players

9.7 Million

Foreign Tourist Arrivals in India (CY 2024)

US $187 Billion

Domestic tourism spend

Value Chain

Primary Activities:

- **Inbound logistics:** Procurement of raw materials (food, linens, furniture, etc.).
- **Operations:** Hotels, restaurants, airlines, cruises, event management.
- **Marketing & Sales:** Branding, loyalty programs, OTA partnerships.
- **Service:** Customer experience, reviews, guest retention.

Support Activities:

- HR, IT, Finance, Supplier & Partner Management.

KPIs

- **Revenue Per Available Room:** Revenue per available room, calculated as ADR × occupancy rate.
- **ADR:** Average income per occupied room per day.
- **Occupancy Rate:** Percentage of rooms occupied
- **CSAT:** Guest satisfaction based on surveys & feedback.
- **Online Reputation Index:** Score from online reviews and ratings.

Growth Factors

- Rising disposable incomes & middle-class Increased global & domestic travel demand.
- Tech integration (AI in bookings, smart hotels).
- Rise of experience-based travel (luxury stays, adventure tourism).
- Government initiatives & FDI in tourism.

Barriers to Entry

- High capital investment & operational costs.
- Stringent regulations & licensing.
- Intense competition from established brands.
- Dependence on economic cycles & geopolitical stability.
- Brand loyalty challenges

Insurance

Industry Landscape

Industry Overview

- India is the **5th largest insurance market** globally and is projected to become the **6th largest by 2032**.
- As of 2025, there are **57 insurance companies** in India — 24 life, 27 non-life, and 6 standalone health insurers.
- India's insurance penetration remains significantly below the global average, indicating a **massive untapped growth runway**. olicy catalyst.

3.8%

Indian Insurance penetration v/s 7% globally

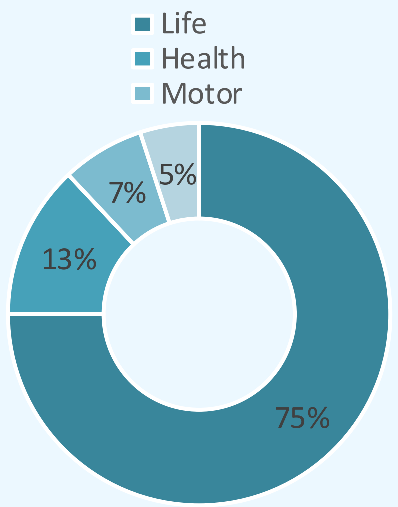
$130 bn

Exp. Gross Written Premium by 2030

9.8%

Expected CAGR of Indian Insurance Sector

Segmentation



KPIs

- **Combined Ratio** – Claims + expenses as % of premium; below 100% = underwriting profit
- **Loss Ratio** – Claims paid / premiums earned; core indicator of underwriting performance
- **Solvency Ratio** – Regulatory capital adequacy; IRDAI mandates >150%
- **Persistency Ratio (Life)** – % of policies renewed after Year 1, 5, 13 — measures customer retention
- **New Business Premium (NBP)** – Tracks growth of fresh policies sold in the period

Value Chain

- **Product Design & Underwriting** – Risk assessment, actuarial pricing, policy structuring
- **Distribution** – Agents, brokers, bancassurance, digital aggregators (Policybazaar, etc.)
- **Policy Administration** – Issuance, endorsements, renewals, premium collection
- **Claims Processing** – Loss assessment, settlement, fraud detection
- **Reinsurance** – Risk transfer to global reinsurers (GIC Re, Munich Re, Swiss Re)
- **Investment Management** – Deployment of float into bonds, equities, real estate

Growth Factors

- Government's Ayushman Bharat & PM Jan Arogya Yojana expanding health coverage
- Rising middle class and awareness post-pandemic
- Mandatory motor third-party insurance driving volumes
- Bancassurance and digital distribution reducing CAC
- Composite license reforms allowing life + non-life under one entity

Key Trends

- **InsurTech disruption:** Digital-first insurers are growing rapidly; India's InsurTech market is valued at ~$8Bn and growing at 32% CAGR.
- **Health insurance post-COVID surge:** Retail health insurance premiums have grown at 22%+ CAGR since 2020
- **Parametric & microinsurance expansion:** New product formats targeting rural and gig economy workers are unlocking 600M+ underinsured customers.

Recent Deals & Acquisitions

- Allianz re-entered India by hiking stake in Bajaj Allianz for $1.0Bn.
- Zurich Insurance acquired Kotak Mahindra General Insurance Company for $670M.
- Digit Insurance went public on BSE/NSE, raising $440M via IPO.
- Niva Bupa raised $220M via IPO to expand health insurance distribution.

Pharmaceuticals

Industry Landscape

Industry Overview

- India supplies 50%+ of global vaccines and 40% of US generics.
- Sector valued at $50Bn, projected to reach $65Bn by 2026.
- 3rd largest by volume globally, with 10,500+ manufacturing facilities worldwide.

20%

India's share in generic drug export

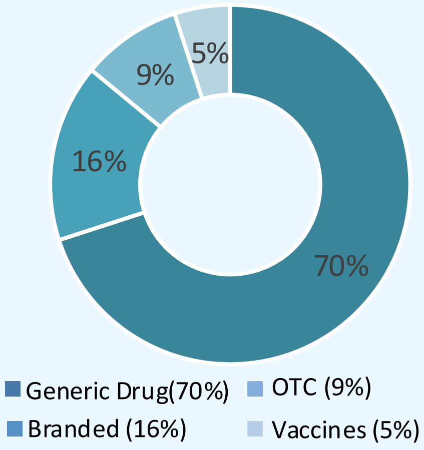
$65 bn

Total Market Size by 2026

11.4%

Expected CAGR of Indian Pharma 2026-2030

Segmentation



KPIs

- **Gross Margin %** – Measures profitability after cost of goods; benchmark ~55–70% for branded generics
- **R&D Spend as % of Revenue** – Indicates innovation investment; global leaders spend 15–20%
- **ANDA/NDA Filings** – New drug application pipeline signals future revenue potential
- **Capacity Utilization Rate** – Tracks manufacturing efficiency across plants
- **Export Revenue Mix** – Proportion of regulated vs semi-regulated market exports

Value Chain

- **R&D and Drug Discovery** – Basic research, clinical trials, IP development
- **Active Pharmaceutical Ingredient (API) Manufacturing** – Raw material synthesis and bulk chemicals
- **Formulation & Manufacturing** – Converting APIs into finished dosage forms
- **Regulatory & Quality Compliance** – FDA, WHO-GMP, CDSCO approvals
- **Distribution & Supply Chain** – CFA agents, stockists, retail/hospital pharmacies
- **Marketing & Sales** – Medical representatives, digital detailing, institutional sales

Growth Factors

- Production Linked Incentive (PLI) Scheme for pharma
- API self-reliance push (China+1 strategy)
- Rise in chronic disease burden (diabetes, oncology)
- Expanding healthcare access in Tier 2/3 cities
- US & EU generics market opportunity
- Special Focus on capacity building in Budget 2026-27.

Key Trends

- **Biologics & Biosimilars Boom:** India's biosimilar market is growing at 20%+ CAGR, fuelled by $200Bn+ in global patent cliffs expiring by 2030.
- **Contract Manufacturing (CDMO) Surge:** Global pharma outsourcing to India is rising sharply; the CDMO market is projected to reach $18Bn by 2030 at 12% CAGR.
- **Digital Health & MedTech Convergence:** AI-driven drug discoverydigital diagnostics are reshaping the value chain; health-tech expected to hit $21Bn by 2025

Recent Agreements

- FTA could reduce pharma tariffs by **40–60%**, boosting price competitiveness significantly.
- Projected **$3.5Bn incremental export gain** to EU markets by 2030 post-deal.
- Over **500 EU-GMP certified plants** in India ready to scale regulated market supply.
- Sun Pharma, Cipla, Dr. Reddy's, Aurobindo, and Lupin are primary beneficiaries.

Real Estate

Industry Landscape

Sector Overview

- India's real estate sector is projected to reach **$1T by 2030** and **$5.8T by 2047**, with GDP contribution expected to rise to **15.5%**
- Institutional investment remained strong, with **₹37,625 Cr invested** in the first 9 months of 2025
- India ranked among the **top 10** global housing markets for price growth in 2025, with prices up **9.6% YoY**

9.63%

Expected CAGR of Real Estate sector in India

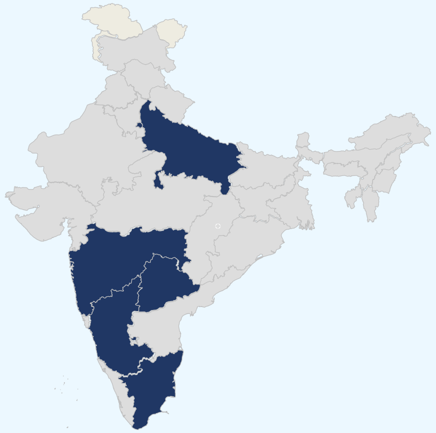
$585.09bn

Expected market size of Real Estate sector in India

$700.5bn

Industry Revenue Forecast in 2028

Top Urban Markets



- Mumbai
- National Capital Region
- Bengaluru
- Pune
- Chennai
- Hyderabad

Key Drivers in India

- **Urbanization and income growth**

Rising urban migration and aspirational upgrading continue to drive housing demand

- **Infrastructure-led expansion**

Metro rail, expressways, airports and corridor development are widening viable micro-markets.

- **GCC and office demand**

Office leasing hit a record 29.9 msf in Q1 2026, driven strongly by GCC expansion

- **Institutional capital and REIT maturity**

Private equity, listed platforms and REIT-like institutional appetite are deepening sector formalization

- **Industrial and warehousing growth**

Logistics, manufacturing and supply-chain shifts are creating a major non-residential growth engine

Major Players

OBEROI REALTY

BRIGADE

Godrej Industries Ltd.

DLF

LODHA BUILDING A BETTER LIFE

Future Prospects

- Occupiers increasingly prefer certified assets; nearly 80–90% of new office supply in 2026 is expected to be green-certified
- AI-led discovery, digital documentation, smart home integration and virtual walkthroughs are improving buyer experience and transparency
- Capital is broadening from housing/offices into logistics, industrial parks and digital infrastructure
- Infrastructure and industrial corridors are making smaller cities more investable

KPI & Industry Standard

- **Payback Period**

(Years needed to recover initial investment)

- **Return on Investment (ROI)**

(Performance of an investment)

- **Tenant Turnover**

(Tenant departure frequency annually)

- **Average Rent Price Per Property**

(Calculating the average monthly rental price)

- **Loan to Value (LTV) Ratio**

(Assessing down payment requirements)

BRIDGES FOR ENTERPRISE

SaaS

Industry Landscape

Sector Overview

- India is **the second-largest SaaS hub** globally, after the US with over **16000 SaaS startups** funded
- Government initiatives like Digital India are accelerating SaaS adoption, with over $1 billion in public cloud investments
- India is now the world's **third-largest** blockchain talent and application hub in 2026, with the domestic Web 3.0 market reaching **$1.1 billion**

Key Drivers in India

- **Cloud Adoption Acceleration**
  Increasing enterprise shift to cloud-based solutions for cost-efficiency and scalability
- Rise of Vertical SaaS
  Industry-specific SaaS solutions catering to niche markets like healthcare, fintech, and logistics
- Usage-Based & Hybrid Pricing
  Transition to flexible pricing models optimizing profitability and customer acquisition
- Global Expansion of Indian SaaS
  Indian SaaS startups scaling globally, supported by talent and competitive pricing
- Investor Confidence & Funding
  Continued VC and PE investments fueling innovation and market expansion

18.2%

Expected CAGR of SaaS sector in India

$32.4bn

Expected market size of SaaS sector in India

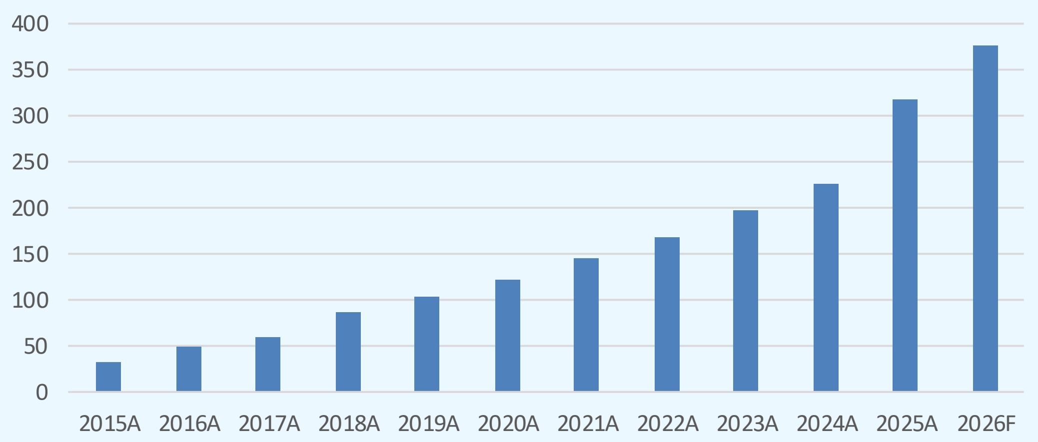
$465bn

Global Industry Revenue Forecast in 2026

Major Players

shopify, HubSpot, zoom, ZOHO, salesforce, freshworks

Industry Size



Future Prospects

- **Agentic AI Systems** are shifting SaaS from manual tools to autonomous digital workers capable of managing entire business workflows
- **AI-Native Vertical SaaS** provides hyper-specialized, pre-configured solutions designed specifically for high-complexity industry niches
- **Sovereign Data Architectures** are becoming standard to navigate strict global residency laws

KPI & Industry Standard

- **Net Promoter Score (NPS)**
  (Measures customer loyalty and likelihood of referral)
- **Feature Adoption Rate (FAR)**
  (Percentage of users adopting a new feature)
- **Time to Value (TTV)**
  Time taken for a new customer to see tangible benefits from the SaaS product
- **Magic Number**
  Measures the efficiency of sales and marketing spend in driving new revenue

Telecom

Industry Landscape

Sector Overview

- India has the second-largest telecom network in the world
- Tele-density increased from 18.23% in FY16 to 89.30% wireless teledensity in Feb 2026
- As of Feb 2026, overall tele-density stood at 92.66%
- India has one of the largest internet subscriber bases globally
- The total number of telephone subscribers reached 1,321.31 million in Feb 2026

₹1.02 lakh crore

Gross revenue during Q3 FY26

5.23 lakh

5G base stations installed as of Feb 2026

KPIs

- Call Completion Ratio
- Average Revenue per user
- Average Call Duration
- Idle Time on Network
- Tele-Density
- Churn Rate
- Network Operating Cost
- Subscription Acquisition Cost

Opportunities

- 5G monetisation across consumer and enterprise segments
- Untapped rural broadband markets
- Rising internet and broadband penetration
- Expansion of fibre and digital infrastructure
- Growth in fixed wireless access
- Expansion of satellite communication services
- Higher digital service usage across sectors

Key Trends

- **Expansion to rural market**

BharatNet and rural connectivity programs are expanding internet access across villages and gram panchayats

- **Increasing Investment**

In Union Budget 2026-27 the Department of Telecommunications was allocated Rs. 73,991 crore

- **Government Initiatives**

Policy support continues for 5G rollout, BSNL revival, satcom, and 6G development

- **Development opportunities**

India is moving from 5G rollout to 5G applications, private networks, and early 6G research

Major Players

vodafone

Jio

BSNL Connecting India

MTNL

airtel

Risks

- **Tech. Disruption**

Rapid shifts in AI, 5G applications, Open RAN, and future 6G can disrupt incumbents

- **Spectrum Sale Norms**

High spectrum costs and allocation rules can impact profitability and competition

- **B2B**

Private enterprise networks may reduce dependence on traditional telecom operators

- **Capital Intensity**

Heavy spending on spectrum, fibre, and network equipment remains a major challenge

Key Drivers

Revenue Drivers

- Mobile data services
- 5G and broadband services
- Enterprise connectivity and private network solutions
- Digital ecosystem usage including content, cloud, and payments

Cost Drivers

- Spectrum costs
- Network Infrastructure and equipment
- Operating and Rollout costs

Growth Drivers

- Growing mobile and broadband penetration
- Increasing rural internet access
- Government support for telecom infrastructure

GUESSTIMATES

Guesstimates

What are they? And how to approach them

What are Guesstimates?

A guesstimate requires an interviewee to estimate a figure based on very minimal information. Interviewee is expected to approach the problem in a structured mannered, use knowledge which they might already possess and drill to number which may be near to the exact figure. It is worth noting that in most cases interviewers aren‘t expecting an extremely close estimate, but they really want to see is your approach towards the problem, your ability to play with numbers and how well you can communicate all of it.

Guesstimates may be a separate case in themselves or a way to do market sizing in other type of cases.

Ways to Approach

Steps to Solve

Example: How many burgers are sold by a McDonald‘s outlet in a day

DEMAND SIDE

In this approach we try drill down on how many burgers are demanded and being bought. We can start with the population of the city and narrow down to how many people would want to have burgers in a day and how many people would end up choosing McDonald‘s. Post which we can estimate how many burgers are consumed per person.

SUPPLY SIDE

In this approach we can try to spot the bottle neck of supply and try to estimate how many burgers a chain is selling. We can do this by understanding the structure of an outlet and estimating the total number of counters, time taken by each counters to serve one order and once again, the average number of burgers per order.

Population — Age — # of meals outside home — Preference for burgers — McDonald's market share

# of Counters — working hours — occupancy rate — avg. order time — avg. # of burgers/order

Guesstimates

Steps to solving Guesstimates

Preliminary Questions

Ask questions related to the scope of the problem, for example:

- Unit of the final answer
- Day of the week is it
- Working day or an off day
- Geography

Beware of grey areas in your scope

Plan the approach

- Have your Interviewer understand the full logic of what you are going to do before estimating (help the interviewer evaluate you)
- Use top-down structures to make sure that, you‘re not leaving anything out and that the interviewer understands your ideas easily
- Explicitly state the algebra in your structure

Calculate

- Use data logic to backup your assumptions (Example: Avg. number of cars in a household)
- Focus on what matters- use the 80/20 principle and state those assumptions which greatly affect the outcome of your guesstimate
- Get creative with numbers- use ratios, averages and weighted averages
- Ask interviewer if you are confused about some assumption.

Sanity Check

- Don‘t wait for the interviewer to ask you to do this
- Compare your value to something to get an idea of whether it makes sense or not
- Get creative of what methods you use to do the sanity check
- Don‘t just check the calculations but also the approach

Guesstimates Cheat Sheet

Common Data Points to keep in mind while attempting guesstimates / Essential

Age - Population	
0-18	30%
18-35	40%
35-60	20%
60+	10%

Literacy Rate	
India	75%
Male	85%
Female	65%
World	85%

Gender	
Male	50%
Female	50%

Total Area	in sq. kms
India	3.2M
Delhi	1500
Mumbai	600
Bangalore	750
Land – world	150M (29%)
Water-world	360M (71%)

Indian Ports	
Major Airports	50%
Int. Airports	20%
Dom. Airports	20%
Shipping Ports	10%

Language	
English	15%
Chinese	15%
Hindi	10%
Spanish	5%
Other	55%

Household Expenses	
Food	50%
Travel	20%
Other	20%
Saving	10%

Populations	in Cr.	in Million
India	140	1400
Delhi	2	20
Mumbai	2.5	25
World	775	7750
Bangalore	1.5	15
USA	33	330
London	0.8 ~ 1	8
New York	0.8 ~ 1	8

Penetration	India	World
Internet	400M (33%)	56%
Smart Phone	300M (25%)	83%

India	
Metro Cities	8
States	28
UTs	8

Avg Household Size	
Urban	4
Rural	5

Urban-Rural	
Urban	30%
Rural	70%

Income split	India	World
Upper Class	20%	15%
Upper-Middle Class	30%	35%
Lower-Middle Class	30%	40%
Below Poverty Line	20%	10%

Religion	World	India	Delhi
Hindu	15%	80%	80%
Muslim	23%	15%	13%
Christian	31%	2%	1%
Others	15%	3%	6%
Atheist	16%	0%	0%

Labour	
Working Population	65%
Agriculture	45%
Industry	25%
Services	30%

Employment Split	
Salaried	20%
Self-employed	45%
Casual/wage	25%
Organized	10%
Unorganized	90%

Gloves Off, Cost Down

BCN / Difficulty - Easy

Transcript

Estimate the total annual expenditure made by Fortis Hospital Chain on surgical gloves.

Before I begin, I'd like to clarify a few things. Should I consider only surgical gloves used in operations, or include gloves used across all hospital activities like OPD, ICU, and general care?

Include overall usage across the hospital, not just surgeries.

Alright. I'll take a top-down approach, starting with the number of hospitals, estimating patient and surgery volumes, then glove usage, and finally multiplying by cost.
I'll assume Fortis operates around 30 hospitals across India since it is a large multi-city hospital chain with hospitals in major metros and tier-1 cities. A mid-to-large hospital might perform around 20 surgeries per day across departments. So, total surgeries per day across the chain = 30 × 20 = 600 surgeries, which gives roughly 2.2 lakh surgeries annually.

Sounds fair.

For each surgery, multiple personnel are involved, and gloves are often changed during procedures. I'll assume about 10 pairs of gloves per surgery.
So, surgical glove usage annually = 2.2 lakh × 10 ≈ 22 lakh pairs.
Now, gloves are used in OPDs, ICUs, wards, diagnostics, and emergency care. I'll assume non-surgical usage is about 3 to 4 times surgical usage.
So, total usage ≈ 4 × 22 lakh ≈ 90 lakh pairs annually.
Now, large hospital chains procure gloves in bulk through contracts, which lowers per-unit cost. ₹10/pair is a reasonable blended average considering different glove types (latex, nitrile, sterile, non-sterile). So, total annual expenditure = 90 lakh × ₹10 ≈ ₹90 crore.

That's a fair estimate. Now, if you were responsible for reducing this annual expenditure, how would you approach it?

I would approach this across four key levers:
1. Reduce the Cost of the Existing Product
I would divide this into financial and non-financial measures.
a. Financial Measures: Negotiating cash discounts by offering upfront or advance payments and purchasing in larger quantities to obtain trade discounts.
b. Non-Financial Measures: Building long-term supplier relationships through regular communication and trust-based engagement and involving vendors in procurement planning to secure preferential pricing.
2. Find New Suppliers
I would benchmark competitors to understand their sourcing strategies. I would invite quotations from multiple suppliers to create competitive pressure and explore local suppliers to reduce logistics costs.

Gloves Off, Cost Down

BCN / Difficulty - Easy

Transcript

3. Replace or Substitute the Product
I would explore alternative materials like polymer or high-grade plastic gloves that meet safety standards at a lower cost. I would also evaluate reusable or semi-reusable gloves in non-critical settings and collaborate with suppliers or internal teams to develop cost-effective alternatives.

4. Improve Operational Efficiency
I would optimize inventory levels to reduce wastage and avoid overstocking. I would track glove usage across departments to identify inefficiencies and standardize consumption. I would also explore government or CSR procurement programs for subsidized supplies.

That's a comprehensive and structured approach. Thank You.

Gloves Off, Costs Down

BCN / Difficulty - Easy

Assumptions

- Gloves are used across all hospital activities, not just surgeries
- Non-surgical usage is higher due to frequent patient interactions
- Bulk procurement lowers per-unit cost for large chains like Fortis
- Multiple personnel and hygiene norms increase gloves used per surgery
- Demand is consistent since gloves are essential and non-discretionary

Framework / Approach

Fortis Hospital Chain
30 hospitals, India-wide

Annual Expenditure
₹22cr + ₹68cr = ₹90 Cr

Surgical Usage (OT)
600/day → ~2.2L/yr

Gloves per Surgery
10 pairs per procedure

Surgical Pairs / Year
2.2L × 10 = 22L pairs

Cost per Pair
₹10/pair (bulk rate)

Avg. Expenditure
₹10 × 22L = ₹22 cr

Non-Surgical Usage
OPD, ICU, Wards, Emergency

Usage Multiplier
3-4× surgical usage assumed

Non-Surgical Pairs
3 × 22L = 66L pairs/yr

Cost per Pair
₹10/pair (bulk rate)

Avg. Expenditure
₹10 × 66L = ₹68 cr

Total Annual Expenditure
₹22cr + ₹68cr ≈ ₹90 Crore

Transcript

Estimate the market size of EV scooters in 2027.

Sure. Before I begin, just to clarify, are we looking at India, and should I estimate in terms of number of units sold or revenue?

India is fine. Focus on units, not revenue.

Got it. Also, should I take a top-down macro approach starting from population, or would you prefer a customer-segment based approach?

Let's not go macro. Think from the customer side.

Understood. I'll take a bottom-up approach by identifying relevant customer segments and estimating adoption within each. So I'll start by segmenting the population into people who currently own two-wheelers and those who don't.

Okay, go on.

For people who already own two-wheelers, I'll further split them into those who own petrol scooters and those who already own EV scooters. Now, since EV scooters are relatively recent, I'll assume most purchases happened around 2022 to 23, and given an average lifecycle of about 4 to 5 years, these users are unlikely to repurchase by 2027. So I'll exclude existing EV owners from my target segment.

Fair, continue.

So, the first major segment becomes existing petrol scooter users. Within this group, I'd estimate what proportion would switch to EVs by 2027. This would depend on factors like: cost savings, government incentives, charging infrastructure, environmental awareness etc. I'd assume a certain percentage transition rate here.

Give me a number.

Sure. For simplicity, I'll assume around 20 to 30 percent of petrol scooter users might switch to EVs by 2027, given current trends.

Okay. What about the second segment?

The second segment is people who currently do not own a two-wheeler. Here, I'd identify new buyers entering the market. This could include: Young working professionals, Students, First-time vehicle owners etc. From this group, I'd estimate What percentage will buy a two-wheeler by 2027 and out of those, what percentage will choose EV scooters over petrol.

And how would you estimate that?

I'd assume a small percentage of the non-owner population converts into buyers, say around 5 to 10 percent, and among these new buyers, EV adoption might be higher than existing users, since they don't have switching inertia, so maybe 30 to 40 percent choose Evs.

Okay, makes sense. Anything else?

Yes, one more segment I'd briefly consider is replacement demand from petrol users whose vehicles reach end-of-life by 2027, which could further increase EV adoption. But for simplicity, I'd keep that embedded within the switching assumption.

Alright. So how would you bring this together?

[SEE ESTIMATE ON NEXT PAGE]

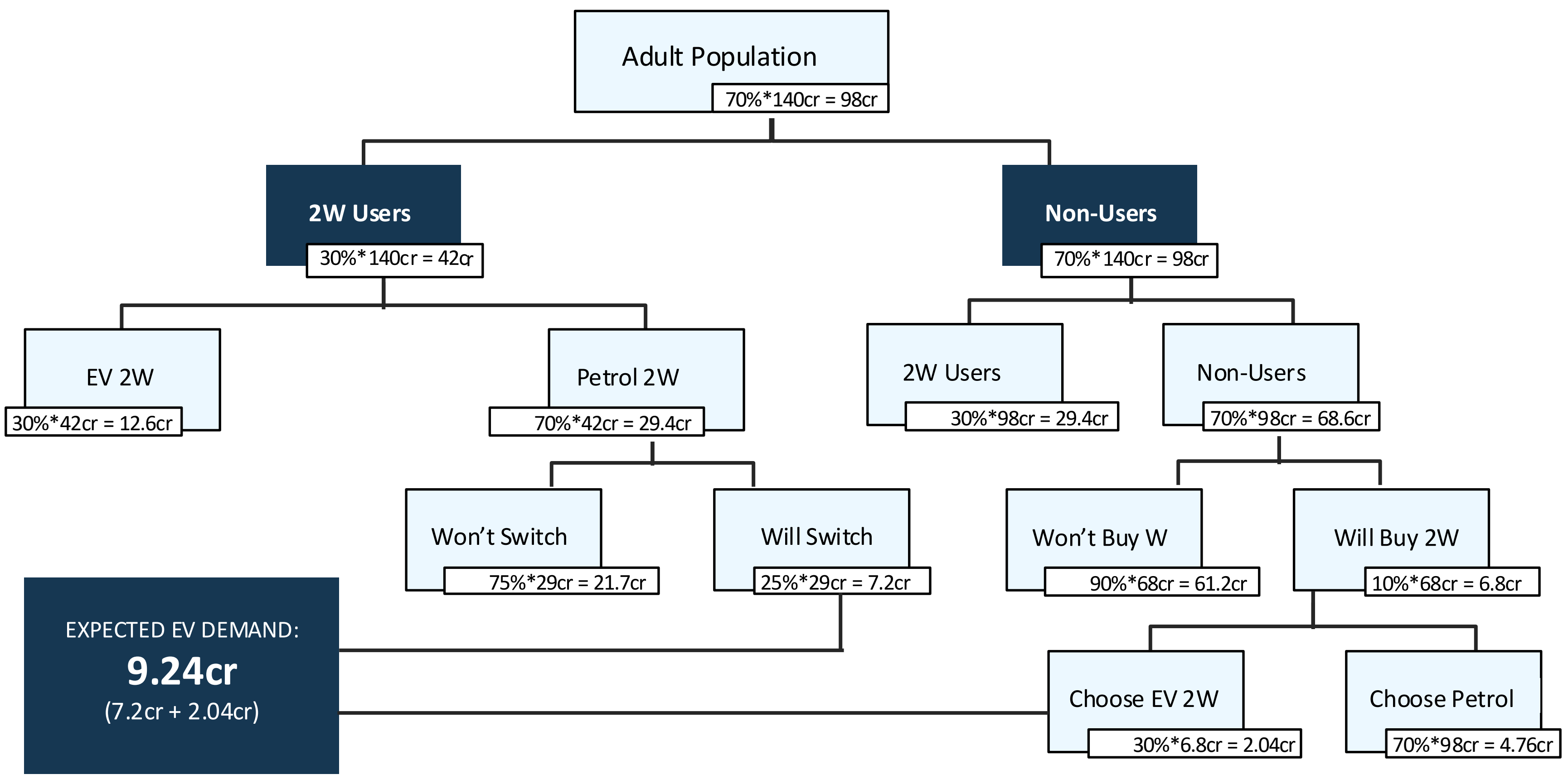
E.V.lution

BCN / Difficulty - Easy

Assumptions

- **Adult & Addressable Population:** ~70% of population are adults
- **Two-Wheeler Penetration:** ~30% of adults currently own a two-wheeler
- **Current Vehicle Mix:** ~70% of existing users are petrol-based
- **EV Adoption Behavior:** ~25% of petrol users will switch to EVs by 2027 and ~30% of new buyers will choose EV over petrol
- **Market Expansion Rate:** ~10% of non-users will enter the two-wheeler market by 2027

Framework / Approach



BRIDGES FOR ENTERPRISE

Laundry Logic

A&M / Difficulty - Easy

Transcript

Good morning! Let's dive into a guesstimate. I'd like you to estimate the market size of automatic washing machines in India in the year 2030. You can make reasonable assumptions along the way. How would you approach this?

Good morning! That sounds interesting. To estimate the market size, I'll break the problem into structured steps. First, I'll determine the population of India in 2030. Then, I'll segment it into urban and rural areas. I'll further divide the urban population by income levels to identify the target consumer base. Finally, I'll factor in washing machine penetration rates and replacement cycles to arrive at the final estimate. Does that approach sound reasonable?

Yes, that makes sense. Let's begin with the population.

India's population in 2023 is around 1.4 billion. Assuming an annual growth rate of 1%, the estimated population in 2030 would be:

140 cr * (1.01)^7 ≈ 150 cr

Now, I'll segment this into rural and urban populations. The current urbanization rate is around 35%, and it's expected to rise to about 40% by 2030. So,

Urban population = 150 cr * 40% = 60 cr
Rural population = 150 cr * 60% = 90 cr

Since affordability is a major issue in rural areas, I will assume that only a small fraction of rural households will own washing machines, so I'll largely focus on the urban population.

Good. How will you determine the addressable market within the urban population?

I'll divide the urban population into three income groups:

- High-income: Likely to own washing machines
- Middle-income: Some will own washing machines based on affordability
- Low-income: Unlikely to afford washing machines

Assuming the following distribution:

- High-income: 20% of urban population = 12 cr
- Middle-income: 50% of urban population = 30 cr
- Low-income: 30% of urban population = 18 cr

I will assume that nearly all high-income households own washing machines. For middle-income households, I'll assume 40% ownership, given increasing affordability and aspirations. The low-income group will be largely excluded.

Laundry Logic

A&M / Difficulty - Easy

Transcript

That's a reasonable assumption. Now, how will you factor in household size and replacement cycles?

Assuming an average household size of 3.5, the number of urban households is:

60 cr / 3.5 ≈ 17 cr households

Now, let's estimate washing machine penetration:

- High-income: 12 cr people / 3.5 = 3.4 cr households (assuming nearly 100% ownership)
- Middle-income:
  - 30 cr people / 3.5 = 8.6 cr households
  - 40% of 8.6 cr = 3.4 cr owning households

Total washing machine-owning households = 3.4 cr + 3.4 cr = 6.8 cr

Considering a lifespan of 10 years, the annual demand for washing machines is:

6.8 cr / 10 = 68 lakhs units per year

Good. How do you translate this into market size in terms of revenue?

I'll assume the average cost of an automatic washing machine in 2025 is ₹20,000. Factoring in inflation (5%) and an additional margin (2%) for technology improvements, the price in 2030 would be:

₹20,000 * (1.07)^5 ≈ ₹28,000

Annual market size = 68 lakhs * ₹28,000 ≈ ₹19,040 crore

That's a solid estimate! Any final refinements or considerations?

One factor to consider is the impact of increasing disposable income, which might lead to greater adoption among the middle-income segment. Additionally, government initiatives and financing options could influence penetration rates. Lastly, technological advancements might extend product lifespans, slightly reducing annual demand.

Great analysis! Thank you for walking me through it.

Laundry Logic

A&M / Difficulty - Easy

Assumptions

- **Household Size & Penetration** – Avg. household size of 3.5; washing machine ownership concentrated in urban areas.
- **Replacement Cycle** – Washing machines last ~10 years, determining annual demand.
- **Price Growth** – Inflation and tech improvements drive prices up ~7% annually.

Framework / Approach

Population (2030)
150cr

- Urban: 40%*150cr = 60cr
  - Low: 30%*60cr
  - Middle: 50%*60cr*40% = 12cr
  - High: 20%*60cr*100% = 12cr
- Rural: 60%*150cr = 90cr
  - Eliminated due to lack of Affordability

Uses a Washing Machine

6.8cr families (24cr/3.5)
(based on approximated figures from the transcript)

Washing Machine Users → Replacement period → **Washing Machines bought annually**

6.8cr families → 10 years → 6.8cr/10 = 68 lakhs machine

Price in 2025 → Price in 2030 → **Annual Market Size in 2030**

₹20,000 → ₹20,000*(1+0.07)^5 = ₹ 28,000 → ₹ 28,000* 68 lakhs = **19,040 lakh crore**

Online Coaching Industry

Bain / Difficulty - Easy

Transcript

Guesstimate the market size of online coaching in India.

Alright, can you please clarify if we have a specific target market in mind? Are we looking for competitive exams or post-K-12 education or school coaching?

Let us focus on online coaching taken by students studying in classes 6th to 12th .

Moreover, are we planning to focus on a specific segment of the coaching industry, such as premium or affordable market? Is their anything in particular we need to keep in mind?

You can assume it to be an average player in the online coaching industry.

So, I will start with the population of India which is 1.4 billion. Then I will divide the population into rural and urban split assuming a 7:3 ratio. After this we can focus on internet and smartphone penetration and further focus on the target age group. Thereafter, we can focus on the people who can afford an online coaching. So far, we have accounted for ability to access online coaching, now in order to account for willingness we can focus on students who prefer online coaching over self study and offline coaching. Does this approach seem fair?

Sounds good. Go Ahead.

Rural population = 0.7*1.4B = 980M, Urban population = 420M. Now, let's consider internet and smartphone penetration.
Rural population with smartphone and internet access: 40% of 980M = 390M
Urban population with internet & smartphone access: ~70% of 420M = 294M
Total addressable population: ~684M
Assuming the target audience is students in the 12–20 age bracket, we estimate this group to be ~20% of the total population 20% of 684M = ~137M potential students
Now, let's consider income levels. I will divide both rural and urban populations into three income groups: low-income, middle-income, and high-income.
Rural: 60% low-income, 35% middle-income, 5% high-income; Urban: 30% low-income, 50% middle-income, 20% high-income
Assuming affordability levels for online coaching: Low-income: 5% can afford, Middle-income: 30% can afford, High-income: 90% can afford
Therefore, total addressable market of students is = 34.4M
Finally, let's account for study preferences. Students typically choose between online coaching, offline coaching, or self-study. Based on trends: 40% prefer self-study, 35% offline coaching, 25% prefer online coaching.
Thus, the number of students opting for online coaching would be: 25% of 34.4M = ~8.6M students
Does this seem okay?

Sounds okay, we can end the guesstimate here.

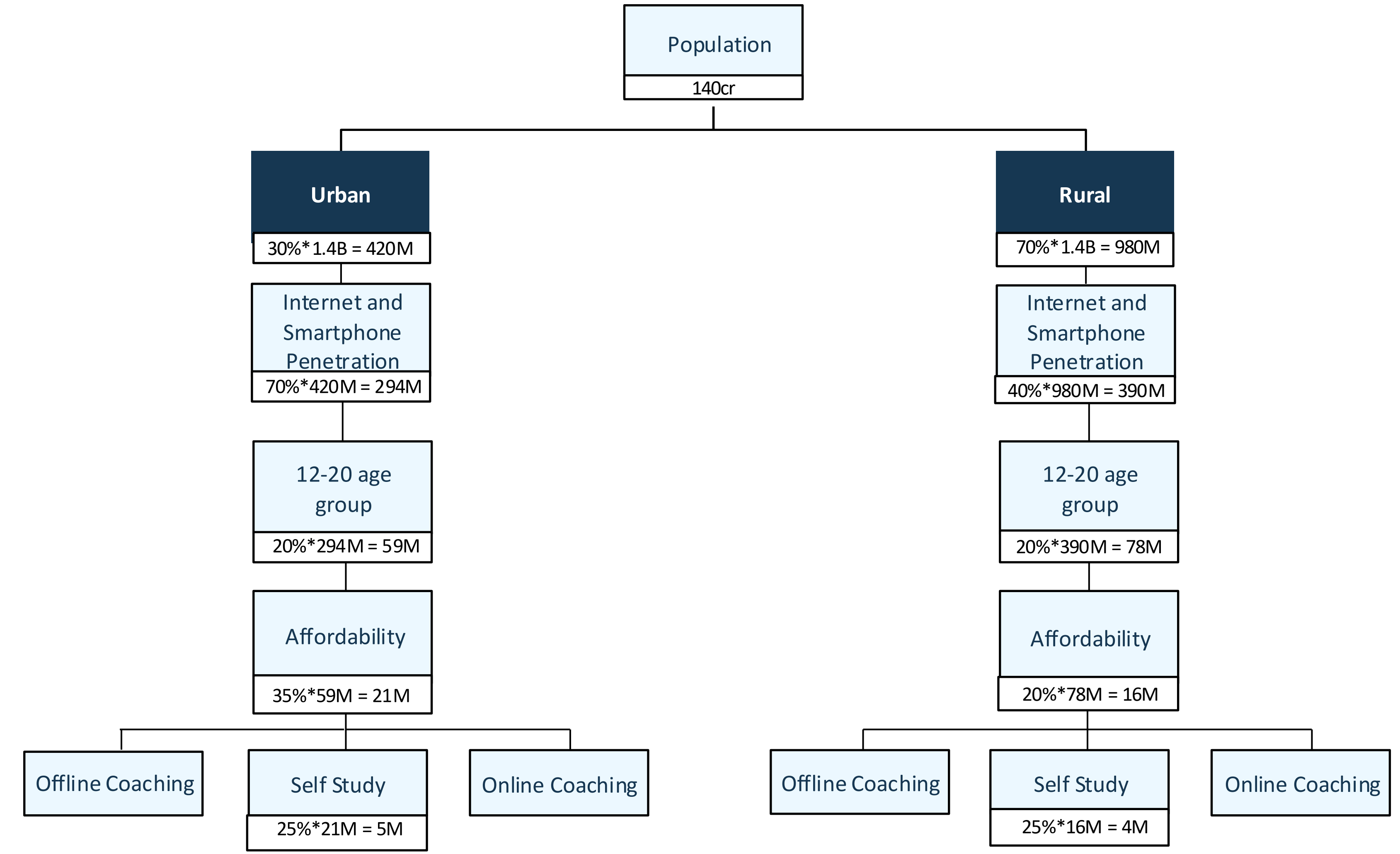
Online Coaching Industry

Bain / Difficulty - Easy

Assumptions

- Market size in terms of number of students
- Online education consists of students in middle and high school and yet to join college
- 1/5th of the population lies between the age group of 12 to 20

Framework / Approach



Corporate Chai Count

Accenture/ Difficulty - Easy

Transcript

Estimate the number of tea cups consumed in offices in India.

Sure. Before I begin, what is the time period that I should consider?

Estimate annually.

By offices, do we mean only corporate office?

Yes, focus on corporates.

Can I assume a standard cup size?

Yes.

Understood. I'll take a top-down approach, starting from the population and narrowing down to office-going tea consumers.
India's population is around 140 crore. I'll consider the working-age population to be about 65%, giving roughly 90 crore people.
Out of this, I'll assume around 50% are actually part of the workforce, considering students and homemakers, giving 45 crore working individuals.
The workforce is distributed across sectors like agriculture, manufacturing, and services. I'll assume about 25% of the workforce is in services, and within that, around 40% are in corporate office roles.
This gives roughly 5 crore corporate employees.

Yes, that's a fair assumption.

Not everyone drinks tea, so I'll assume around 70% of employees consume tea, giving about 3.5 crore tea drinkers in offices. Tea consumption varies across individuals, so I'll take a weighted average:

- Light drinkers: 1 cup/day
- Regular drinkers: 2 cups/day
- Heavy drinkers: 3 cups/day

Assuming a reasonable mix, this gives an average of about 2 cups per person per day. Assuming employees go to office around 250 days a year, accounting for weekends, leaves, and hybrid work, total annual consumption = 3.5 crore × 2 × 250 = 1,750 crore cups of tea annually

Good enough, we can wrap up this guesstimate.

Corporate Chai Count

Accenture/ Difficulty - Easy

Assumptions

- Estimate is for India on an annual basis
- Only corporate office employees are considered (excludes informal sector, factories, etc.)
- Standard cup size assumed across all consumption
- Workforce participation adjusted for students, homemakers, and dependents
- Not all employees consume tea; estimate considers only tea-drinking population
- Daily consumption based on a weighted average across light, regular, and heavy drinkers
- Office attendance assumed at ~250 days annually, accounting for weekend, leaves, and hybrid work

Framework / Approach

India Population
140 cr

Working-Age Population
140 cr × 65% ≈ 90 cr

Workforce
90 cr × 50% ≈ 45 cr

Services Workforce
45 cr × 25% ≈ 11 cr

Corporate Office Employees
11 cr × 40% ≈ 5 cr

Tea Drinkers in Offices
5 cr × 70% ≈ 3.5 cr

Light Drinkers
25% → 1 cup / day

Regular Drinkers
50% → 2 cups / day

Heavy Drinkers
25% → 3 cups / day

Weighted Avg. Daily Consumption
(1 × 25%) + (2 × 50%) + (3 × 25%) = 2 cups / day

Total Annual Consumption: **3.5 cr × 2 cups × 250 days ≈ 1,750 cr cups / yr**

Pump it Up

Bain / Difficulty - Easy

Transcript

Guesstimate the number of vehicles that come to fuel stations for petrol and diesel in one day in Jaipur.

Alright, could you please clarify whether we are calculating just for 2 wheelers or 4 wheelers or both? And are we considering only personal use vehicles or commercial vehicles too?

Let us focus on 4 wheelers for now and vehicles for personal use only.

Okay. Also, should we consider it to be a weekday or a weekend?

Assume it to be an average day, you can now proceed with the guesstimate.

So, I would like to approach this from the supply side since we have the quantity of fuel as a constraint. The number of vehicles can be calculated with the help of this formula:
Number of Vehicles = Number of petrol pumps * Capacity of each petrol pump * Occupancy.

Sounds good. Go ahead.

For the number of petrol pumps, I'll start with the area of Jaipur which is around 467 sq km. Is it fine if round it off to 460 sq km for simplification?

Yes, you can proceed with that.

Let us assume that on average, a petrol pump is found within a 5 km radius in Jaipur. Hence the number of petrol pumps thus becomes = 460/5 = 92 petrol pumps. Now to calculate the capacity of each petrol pump, we can assume an average petrol pump to contain 2 rows for vehicles. In each row, we have 4 filling stations and each station has 2 nozzles, one for petrol and one for diesel. This makes the capacity = 2*4*2 = 16.

It looks good till now, what else will you factor in?

Now I will factor in the occupancy. I will assume that an average fuel station functions with peak and non-peak hours during the day. So, I'll classify 7am-10 am and 6pm-10pm as the peak hours due to the high volume of people commuting to and from work, school and college during these times. I would assume around 80% occupancy during these hours. The non-peak hours then account for 10am-6pm (around 50% occupancy) as selective number of people are out during these hours and 10pm-7am (around 20% occupancy) which includes people going out and returning from journeys. Also, let's assume that, on average, a car takes around 4 minutes to be filled. So, number of cars served in one hour = 60/4 = 15 cars. Hence, number of cars that can be filled in one day on one petrol pump = 15 [(3+4)*80% + 8*50% + 9*20%] = 171.
To arrive at the number of vehicles, we now put the values in the formula, Number of petrol pumps * Capacity of each petrol pump * Occupancy, hence = 92 * 16 * 171 = 2,51,712.

Hence the number of cars that come to fuel stations in Jaipur in one day is around 2.5 lakhs.

Sounds okay, we can end the guesstimate here.

Pump it Up

Bain / Difficulty - Easy

Assumptions

- Calculating the number of 4-wheelers only
- An average day is considered
- A fuel station can be found within a 5km radius in Jaipur
- Division into peak and non-peak hours of operation

Framework / Approach

Number of 4-wheelers in Jaipur

- **Number of Petrol Pumps**: 460/5 = 92
- X
- **Capacity**: 2*4*2 = 16
- X
- **Occupancy**: 15* 11.4 = 171
  - **Peak Hours**: 7*80% = 5.6
  - **Non-Peak Hours**
    - 8*50% = 4
    - 9*20% = 1.8

No. of 4 Wheelers

92*16*171 = **2.5 lakhs**

The iPhone Diaries

McKinsey / Difficulty - Easy

Transcript

Guesstimate the number of iPhone 14s that will be sold in India in one year.

Alright, can you please clarify if we are calculating just the personal usage sales or commercial sales also? And what about second-hand sales?

Let us focus on personal usage sales only for now. We can assume second-hand sales to be negligent.

Okay. So, I would like to approach this guesstimate from the demand side as for supply side a lot of assumptions will need to be taken.

Sounds fair, you may go on.

So, I will start with the population of India which is 1.4 billion. Then I will divide the population into rural and urban split assuming a 7:3 ratio. After this we can further divide into lower, middle and high-income classes. For rural areas it can be taken as 60,35, 5 and for urban areas 30, 50, 20. Here I think it will be reasonable to assume that only the high-class people in rural areas will be able to afford an iPhone. For urban areas, both middle and high- income brackets will be the target market. Does this approach seem fair?

Sounds good till now, please continue.

Rural population = 0.7*1.4B = 980M, Urban population = 420M
Income Split- Rural: 600M, 340M, 40M: Urban: 130M, 210M, 80M
I will assume that in rural areas only 10% of high-class people will be able to afford an iPhone and in urban areas, 50% of middle-class people and 100% of high-class people can. This leaves us with 4M + 100M + 80M = 184M people who can afford iPhone.
For simplification, let us assume that there is a 50-50 split between Android users and iPhone users. That gives us 90M iPhone users.
Does this seem okay?

Yes, it looks fine. What else will you factor in?

Now I will factor in the replacement time period. So, I will assume that the lifetime of an iPhone is 3 years. So, iPhone users will buy a new iPhone every 3 years which gives us 90/3 = 30M iPhones sold. We can assume that 2/3rd of these sales are for the latest version iPhone 14s, which gives us 20M iPhone 14s sold.

There may be some Android users also who will switch to iPhone 14s upon its release. Android users are 90M and taking 3 years lifetime again we get 30M android users who will purchase a phone this year. Let's assume 5% of them will switch to Apple. This gives us 1.5M. So, the total number of iPhone 14s sold will be 21,500,000.

Total number of iPhone 14s sold = existing iPhone users purchasing new iPhone + Android users shifting to Apple

Sounds okay, we can end the guesstimate here.

The iPhone Diaries

McKinsey / Difficulty - Easy

Assumptions

- Sales for only personal usage are considered
- Second hand sales are not considered
- Only upper class people can afford an iPhone in rural areas whereas in urban areas middle and upper classes can
- 50-50 spilt between iPhone and Android users is assumed
- Lifetime of an iPhone is 3 years
- 5% of Android users are expected to switch to iPhone

Framework / Approach

Population
140 cr

Urban
30%*140cr = 42cr

Low
60%*42cr

Middle
35%42cr*50% = 7.35cr

High
5%*42cr*100% = 2.1cr

Rural
70%*140cr = 98cr

Low
30%98cr

Middle
50%98cr

High
20%98cr = 1.96cr

Can afford an iPhone

18 million (based on approximated figures from the transcript)

iPhone users	Replacement period	iPhones bought annually	iPhone 14s bought
50% of 18 million = 9 million	3 years	9 million/ 3 years = 3 million	2/3rd of 3 million = 2 million

Android users	Replacement period	Androids bought annually	Switched to iPhone
50% of 18 million = 9 million	3 years	9 million/ 3 years = 3 million	5% of 3 million = 150k

BRIDGES FOR ENTERPRISE

Ambulance in Delhi

Bain / Difficulty - Easy

Transcript

Estimate the number of new ambulances required in Delhi.

Before I begin, I'd like to clarify the objective. Are we estimating the total number of ambulances that should exist in Delhi, or the gap between what currently exists and what is ideal?

We want to know the gap, i.e., how many new ambulances are required.

Understood. So this becomes a demand minus supply problem. Let me work through both sides and then subtract to find the gap. Does that approach seem fair?

Sounds good. Go ahead.

I'll start with demand. Delhi's population is approximately 2 crore. Not everyone requires emergency medical intervention. I'd estimate around 2-3% of the population faces a medical emergency in a given year, giving us roughly 50 lakh emergency events annually. Of those, not all need an ambulance many patients arrive by private vehicle. I'd estimate around 40% actually require ambulance transport, bringing us to approximately 20 lakh ambulance trips per year.

Converting to a daily figure: 20 lakh divided by 365 gives roughly 5,500 trips per day. Assuming each ambulance can complete around 6 trips per day, accounting for travel time, response time, and turnaround; demand works out to approximately 900 ambulances.

That seems reasonable. Now what about supply?

For supply, I'd use hospitals as a proxy. Delhi has roughly 100 major hospitals and a larger number of smaller facilities. Assuming an average of 3-4 ambulances per hospital across public and private facilities, current supply is approximately 350-400 ambulances.

Demand minus supply gives us a gap of roughly **500-550 ambulances**.

How would you sense-check that number?

I'd cross-check against a standard benchmark. WHO guidelines recommend roughly one ambulance per 10,000 people. For Delhi's population of 2 crore, the ideal fleet would be around 2,000 ambulances. If current supply is ~400, the gap by that measure is closer to 1,600 — which suggests my bottom-up estimate of 500 is conservative. The true answer likely sits somewhere between the two, in the low thousands.

Good enough, we can wrap up this guesstimate.

Ambulance in Delhi

Bain / Difficulty - Easy

Assumptions

- Estimate is for Delhi on an annual basis
- Only emergency medical cases are considered (excludes planned hospital visits)
- 2–3% of Delhi's population faces a medical emergency per year
- 40% of emergencies require ambulance transport; rest arrive by private vehicle
- Each ambulance completes ~6 trips per day accounting for travel, response, and turnaround time
- Supply proxied by hospital count (~100 major hospitals, 3 - 4 ambulances each)
- WHO benchmark: 1 ambulance per 10,000 people used for sense-check

Framework / Approach

Delhi Population
~2 cr

Emergency Incidence Rate
50L × 40% ≈ 20L trips / yr

Workforce
90 cr × 50% ≈ 45 cr

Daily Ambulance Trips
20L ÷ 365 ≈ 5,500 trips / day

Trips per Ambulance per Day
~6 trips / ambulance / day

Demand
5,500 ÷ 6 ≈ 900 ambulances

Supply
100 hospitals × 3.5 ≈ 350–400

New Ambulances Required (Gap): 900 – 375 ≈ **500–550 ambulances**

WHO Benchmark Sense-Check

1 ambulance per 10,000 people → ideal fleet = 2,000 | Current supply ≈ 400 → gap ≈ 1,600 (upper bound) | True answer likely in **low thousands**

Apple of Amazon’s Eye

BCN / Difficulty - Medium

Transcript

Guesstimate the number of iPhone 15s sold on Amazon India in 2024, assuming it was launched in 2023 and no newer iPhone has been launched since then.

Sure. Before I begin, I’d like to clarify a few assumptions.
Are we considering only India as the geography, only the base iPhone 15 model excluding Pro variants, and including all colours and storage variants while excluding refurbished phones?

Yes, that’s correct.

Great. I’ll take a demand-side approach.
Broadly, I’ll break the problem into four parts:
1. Estimate how many people in India are likely to buy a premium smartphone in a year
2. Estimate what percentage of them would buy an iPhone
3. Estimate how many of those buyers would specifically choose the base iPhone 15
4. Estimate how many would buy it on Amazon

Sounds fair.

India’s population is approximately 1.4 billion. Since iPhone buyers are concentrated mainly in urban regions because of higher disposable income, stronger internet penetration, and greater online shopping adoption, I’ll focus primarily on the urban population.
I’ll assume around 35% of India is urban. So, $1.4B \times 35\% \approx 490M$
So, we have roughly 490 million urban consumers.

Why are you ignoring rural India completely?

Not completely, but I’m simplifying because the probability of purchasing a ₹70,000 premium smartphone is significantly higher in urban areas. Including rural India would add complexity while contributing relatively little to the final number.
Now, among urban consumers, not everyone can realistically afford an iPhone. I’ll assume only around 20% belong to upper-middle-income or affluent categories capable of considering a premium smartphone purchase. So, $490M \times 20\% \approx 98M$
So approximately 100 million people form the premium smartphone customer base.
Next, people don’t replace smartphones every year. Premium smartphone users generally replace phones every 4 years, so around 25% of these consumers would be in the market for a new phone in 2024. So, $98M \times 25\% \approx 24.5M$

Why did you take a 4-year replacement cycle?

Apple of Amazon’s Eye

BCN / Difficulty - Medium

Transcript

Because smartphones today last much longer than before. Especially in the premium category, consumers typically replace devic es every 3–5 years, so 4 years felt like a reasonable midpoint.
Out of these buyers, some people still purchase second-hand or refurbished phones. Since we are considering only new phones, I’ll assume around 80% buy brand-new devices. So, $24.5M \times 80\%$
$19.6M$
Now I’ll estimate Apple’s share within this premium segment. Although Apple’s overall market share in India is relatively low, its share in the premium category is significantly stronger due to brand value and ecosystem loyalty.
I’ll assume Apple captures around 20% of these premium smartphone purchases. So, $19.6M \times 20\% \approx 3.9M$
So approximately 4 million people buy iPhones annually in India.

Okay, and how will you isolate the base iPhone 15 from total iPhone sales?

Among Apple buyers, some purchase older models while others buy Pro or Pro Max variants. Since there has been no newer iPhone launch after the iPhone 15, demand for it would remain strong.
I’ll assume around 40% of Apple buyers choose the base iPhone 15 because it offers the latest-generation experience at a much lower price than the Pro lineup. So, $3.9M \times 40\% \approx 1.56M$
So approximately 15–16 lakh consumers buy the base iPhone 15.
Next, I’ll estimate how many purchase online. Premium smartphone buyers increasingly prefer online channels because of discou nts, EMI options, exchange offers, and festive sales events.
I’ll assume around 60% buy online. So, $1.56M \times 60\% \approx 936K$
Finally, online iPhone sales are mainly split between Amazon, Flipkart, and Apple’s own website. Since Amazon is one of the dominant e-commerce platforms for electronics, I’ll assume it captures around 45% of online iPhone 15 sales. So, $936K \times 45\% \approx 421K$
So my final estimate is that Amazon India sold roughly 4–4.5 lakh units of the base iPhone 15 in 2024.

Can you do a quick sanity check?

Sure. If the average selling price is around ₹70,000: $420{,}000 \times 70{,}000 \approx 29.4$ billion rupees
which is approximately ₹2,900–3,000 crore GMV.
Considering India’s growing premium smartphone market, Apple’s rising popularity, and large festive online sales, this feels directionally reasonable.

Alright, thank you.

Apple of Amazon’s Eye

BCN / Difficulty - Medium

Assumptions

- Only base iPhone 15 sales are considered; Pro variants are excluded
- Refurbished and second-hand phones are excluded
- iPhone buyers are concentrated mainly in urban, higher-income consumers
- Premium smartphone users replace phones roughly once every 4 years
- Amazon is assumed to capture a significant share of online iPhone sales in India

Framework / Approach

India's Total Population
1.4 Billion

Urban Population (35%)
1.4B × 35% ≈ 490M

Premium Smartphone Segment (20% of urban)
490M × 20% ≈ 98M

In-Market Buyers in 2024 (25% replacement rate)
98M × 25% ≈ 24.5M

New Phone Buyers (80% buy brand-new)
24.5M × 80% ≈ 19.6M

Apple / iPhone Share (20% of premium segment)
19.6M × 20% ≈ 3.9M

Base iPhone 15 Buyers (40% of iPhone buyers)
3.9M × 40% ≈ 1.56M (≈15–16 lakh)

Online Buyers (60% prefer online)
1.56M × 60% ≈ 936K

Amazon India Share (45% of online iPhone sales)
936K × 45% ≈ 421K

Sanity Check

420,000 × ₹70,000 ≈ ₹29.4B
≈ ₹2,900–3,000 Cr GMV

Directionally reasonable given Apple's rising popularity & India's festive online sales

Calm in a Cup

BCN / Difficulty - Medium

Transcript

Estimate the market size for chamomile-based products.

Sure. Before I begin, should I consider a specific geography, or take this as an estimate for India?

Take India.

Should I consider a specific format like capsules, or all chamomile-based products?

Consider all formats.

Also, should I focus only on direct retail consumption, or also include institutional usage such as hospitals, wellness centers, and spas?

Focus on retail consumption.

Understood. I'll take a top-down approach, starting with the population and narrowing down.
India's population is roughly 140 crore. I'll focus on the adult population (say ~65%), giving ~90 crore people.
Out of this, I'll estimate that around 25% face stress, anxiety, or sleep-related issues ≈ 22 crore people.
From these, I'll focus on people with mild to moderate issues who are more likely to self-manage rather than seek clinical treatment. I'll assume this is about 60%, giving me around 13 crore people.
Before I proceed, just to clarify, would it be fair to assume that chamomile primarily competes with other herbal or over-the-counter wellness products rather than prescription medicines?

Yes, that's a fair assumption.

In that case, I'll consider the share of people who prefer natural or herbal remedies within this segment. Assuming 30%, this gives 4 crore people.
Out of these, about 50% would convert into regular users, giving 2 crore consumers.
Assuming an average annual spend of ₹1,000 per user, total market size comes out to ₹2,000 crore annually.

Sounds good, that's a reasonable estimate.

Calm in a Cup

BCN / Difficulty - Medium

Assumptions

- India only, retail consumption (no institutional use)
- All chamomile formats considered together
- Adults (18+) form the addressable population
- Demand from mild to moderate stress and sleep issues
- Chamomile competes with herbal/OTC, not prescription medicines
- Roughly half of triers convert to regular users

Framework / Approach

India's Population
140 cr

Adult Population
140 cr × 65% ≈ 90 cr

Stress / Sleep / Anxiety Affected
90 cr × 25% ≈ 22 cr

Mild–Moderate, Self-Manage
22 cr × 60% ≈ 13 cr

Prefer Natural / Herbal Remedies
13 cr × 30% ≈ 4 cr

Regular Chamomile Users
4 cr × 50% ≈ 2 cr

Total Market Size: **2 cr × ₹1,000 ≈ ₹2,000 cr / yr**

101 Dalmatians

McKinsey / Difficulty - Medium

Transcript

Dogs are a human's best friends. If you were told to estimate the number of hair on a dog, how would you approach the problem?

Dogs are my favourite too. Coming to the question, what kind of dog are we talking about here?

Assume the dog is a retriever.

Got it. So, first of all I'll estimate the density of hair on a dogs body. Since the density is not the same everywhere, I'll divide its body parts into 4 parts, the face, the legs, tail and the core. I'll assume the core to have 15,000 hair per square inch. Since the face and legs have lesser hair, I'll assume them to have 5000 hair per square inch. The tail is the hairiest part of a dogs body, hence it a should have a density of around 30000 hair per square inch.

Sounds good. Go Ahead.

Now, I need to calculate the area of a dogs body. Since the division of the body is done. I'll calculate the area likewise. The legs can be assumed to be cylinders, the core and tail can be assumed to a cylinder as well. The face can be assumed to be of a conical shape. I'll calculate the surface area of each part and multiply with specific surface area density.

Sounds reasonable.

For the legs, the height is around 10 inches with a radius is 2 inches. The surface area exposed is 2*pi*R*H. Multiply that by 4 legs, we get around 500 sq. inches of surface area. Similarly for the tail, the length is around 10 inches and radius is about an inch. For the core, the length is about 27 inches and radius is around 7 inches. Hence, the surface area is around 70 square inches for the tail and 1188 for the core. The mouth is shaped like a cone whose radius is 3 inches and height is 6 inches. Hence the surface area is 91.5 square inches.

Now, to find the total number of hair, we'll multiply the surface area of each surface with respective density.

= Hair on Legs + Hair on tail + Hair of Mouth + Hair on Core
*= (500*5000) + (70*30000) + (1188*15000) + (91.5*5000)*
= 22,877,500 Hair

The approach seems fair, I think we are done with the guesstimate now. Good job.

101 Dalmatians

McKinsey / Difficulty - Medium

Assumptions

- A dog's body is divided into different shapes for easy calculation
- Hair per square inch is assumed for different body parts
- Legs, core and tail are assumed to be cylindrical, and face to be conical

Framework / Approach

Dog

Face (Conical)	Tail (Cylindrical)	Core (Cylindrical)	Legs (Cylindrical)
20% *28cr = 5.6cr	50%*5.6cr = 2.8cr	75%*2.8cr = 2.1cr	3/30*2.1cr = 0.21cr
Area	**Area (2*pi*r*h)**	**Area (2*pi*r*h)**	**Area (2*pi*r*h)**
91.5 sq. in	2*pi*1*10 ~ 70 sq. in	2*pi*7*27 ~ 1188 sq. in	2*pi*2*10*4 ~ 500 sq. in
Density per sq. in * Area	Density per sq. in * Area	Density per sq. in * Area	Density per sq. in * Area
5000*91.5 = 4.575L	30000*70 = 21 L	15000*1188 = 1.78cr	5000*500 = 25L

No. of Hairs

4.575 Lakh + 21 Lakh + 1.78 Crore + 2.5 Lakh = 2.28775 Crore

From A-Z, all deliveries

BCG / Difficulty - Medium

Transcript

You are required to estimate number of deliveries made by Amazon in a day in India.

I would like to clarify if we are taking into consideration all types of goods, perishable or non-perishable, and if it is fine to assume number of people in each household to be 5?

Yes, you have to consider both the types of goods and 5 is a fair number to assume.

So, my approach for this would be to divide India into Tier 1, 2 and 3 cities and further dividing the households into two categories on the basis of income levels, for simplicity. According to me, we can safely assume that low-income category households don't really use e-commerce for their needs. Further, we can assume the proportion of such households placing e-commerce orders in a month and divide it by 30 to arrive at per-day orders. Thereafter we can segment orders into two types of goods: 1) perishable, and 2) non- perishable. As per my experience, Amazon's share in the perishable goods market is insignificant, so we can focus entirely on non-perishable goods. And to calculate the same for tier 2 and 3 cities we can take a suitable multiple of tier 1 cities. We can arrive at the final figure through:

*Number of deliveries in a day in tier 1 cities = Number of households * proportion living in tier 1 cities * proportion who can afford * proportion willing to buy * (average number of orders made in a month)/30 * share of non-perishable goods * share of Amazon*

That sounds comprehensive. Let's put numbers into this.

Sure. We can assume population of India to be 1.4bn which gives us 280mn households out of which 20% can be assumed to be in tier 1 cities. According to my observation, 50% of those will be the ones who can afford e-commerce. Their average number of e-commerce orders per month can be estimated to be 3, of which 50% should be non-perishable items. And lastly if we talk about Amazon's market share, it should be 50%. This gives us:
*Number of Amazon deliveries in a day in tier 1 cities = 280mn * 20%* 50% * 75% * 3/30 * 50% * 50% = 530k (approx.)*

Okay, that's fine. And what if we consider Tier 2 and Tier 3 cities as well?

According to me, for tier 2 cities, we can assign a multiple of 0.5, and for tier 3 cities, 0.01 should be good enough. That gives us the final figure of:
*Total daily deliveries made by Amazon in India in a day = 530k + 0.2 * 530k + 0.05 * 530k = 660k (approx.)*

That should be a fair estimate. Well attempted.

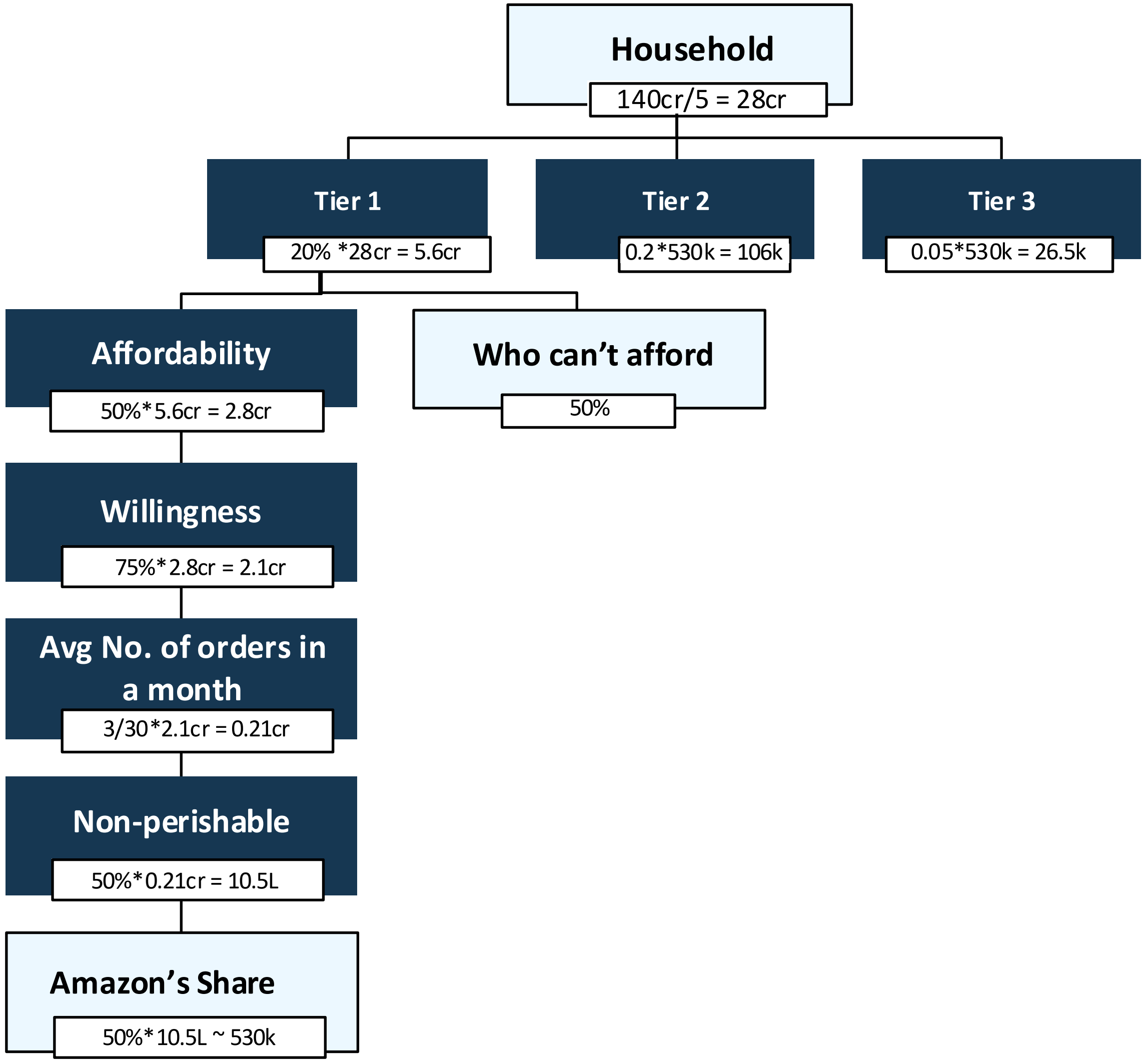
From A-Z, all deliveries

BCG / Difficulty - Medium

Assumptions

- Usage of E-Commerce sites by lower class people is insignificant
- Amazon doesn't have a significant market share in delivery of perishable items in the urban Indian market
- Average number of e-commerce orders is assumed to be 3

Framework / Approach



No. of Deliveries

530k + 106k +26.5k = **662.5k**

Popcorn Revenue

LEK / Difficulty - Medium

Transcript

Estimate the revenue generated from popcorn sales in a year by a medium sized company which owns 10 multiplexes in the US .

I would like to get to know more about the varieties and the price of the popcorn tubs we sell. Do we have different sizes and flavors (such as salted, caramel, etc.)?

For simplicity, you can assume we only sell one size (medium), of the salted popcorn, and it's priced at $10 per tub.

I would also like to get to know more about the geographical distribution of these multiplexes, as in are they located in urban areas, semi-urban, or rural areas?

You can assume all of the multiplexes to be located in high footfall areas.

Right, and now could you tell me more about the multiplex size, as in how many screens do we have, and the seating capacity?

We have six screens in a multiplex, and they display 4 shows per day. Each hall has a seating capacity of 150 persons.

Right, so that turns out to be 4 * 6 * 10 = 240 shows per day across all multiplexes. Now, I would like to focus on the occupancy rate. In my opinion, weekends see higher footfall as compared to weekdays, and similarly for evening shows over morning and afternoon shows. Thus, the estimated occupancy rate would be: Weekends peak: 60%, Weekends off peak and weekdays peak: 40%, Weekdays off peak: 20%

Quite comprehensive! For simplicity, you can assume an average occupancy rate of 40% overall.

Right, that makes sense. Now, focusing on the amount of people who purchase popcorn, since not everyone may like popcorn, or they may consume food elsewhere. Do we have any specific data as to that?

Yes, about 40% of people purchase popcorn.

Sounds fair. I'm ready to begin with the guesstimate now. To estimate the number of tubs sold, and the total revenue, I will be using the following formulae:

Number of tubs sold in a year = % purchasing popcorn * occupancy per show * number of shows per day * 365 days

Total revenue = Number of tubs sold * price per tub

Number of tubs sold = 40% * 60 * 240 *365 **= 21,00,000 tubs sold (approx.)**

Total Revenue = $10 * 21,00,000 = **$2,10,00,000 (approx.)**

That should be a fair estimate. Well attempted.

Popcorn Revenue

LEK / Difficulty - Medium

Assumptions

- The multiplex is open all 365 days in a year
- The time period under consideration is a year

Framework / Approach

- **Revenue**: $10 * 21,00,000 = 2.1 cr
  - **Price of 1 Tub**: $10
  - **Total Tubs Sold per year**: (40% * 60) * 240 * 365
    - Percentage purchasing popcorn: 40%
    - Average occupancy per show: 60
      - Seating Capacity: 150
      - Occupancy Rate: 40%
    - Daily shows per multiplex: 6 * 4 = 24
    - Number of multiplexes: 10

Luminati

Bain / Difficulty - Medium

Transcript

Hey, let's begin with a quick guesstimate. You are required to estimate the number of tube-lights in India.

Okay, tube-lights comes in various shapes and sizes. Do I need to consider a specific size of tube light? Should I include only the LED tube lights or old cylindrical tube lights too? Also Do I need to consider defected/burned out tube lights?

Let's stick to all kinds of standard-sized tube lights that are currently used in India.

Alright, tube lights will mostly be used in households and workplaces. Here workplace includes everything from hospitals, schools, and factories to offices, malls etc.
Number of Tube-lights in India
*= (Number of Households * Average number of tube-lights in a household) + (Number of Workers / Average number of workers under 1 tube-light)*

Sounds great so far, Go ahead with your approach.

Okay, so for calculating the number of households in India, I would assume

1. India's population to be 140 Crores and The average household size in India to be 5 people per household
   So, the Total Number of households = Total Population / Average Household size

After arriving at the total number of households, we can divide them according to income level

1. 15% of the households would be below the poverty line and would have no tube lights
2. 15% of the households belong to the lower class and have, on average, 2 tube-lights per household
3. 50% of the households belong to the middle class and have, on average, 5 tube-lights per household
4. 20% of the households belong to the high class and have, on average, 8 tube-lights per household

*Number of Tube-lights in households = Number of household * Average number of Tube-lights in each household*
After making all the calculations, the number of tube-lights used in household = 123.2 crore

Very good, Now let's move to the number of tube-lights in workplace.

Sure, to arrive at number of workplaces I would like to start with the working population. People in the age bracket of 18-60 constitute the workforce, which is around 60% of the population ≈ 84 Crore. Eliminating 15% of this who might be unemployed brings us to ≈ 63 Crore. They can further be segmented based on the nature of the activity

1. Agriculture employs roughly 50% of the workforce.
2. Manufacturing employs roughly 25% of the workforce.
3. Services also employs 25% of the workforce.

Tube-lights used in workplaces = Number of Workers / Average number of Workers per Tube-light

Agricultural workplaces require few to no tube-lights and hence can be neglected. In the Manufacturing sector on average 5 workers will require 1 tube-light while in the services sector on average 3 workers will require 1 tube-light.
After calculating we arrive at 7.87 crore tube-lights at workplace

Total number of tube-lights = 7.87 + 123.2 = 131.07 Crore tube-lights

Great, that sounds like a fair estimate. Let's end the guesstimate here.

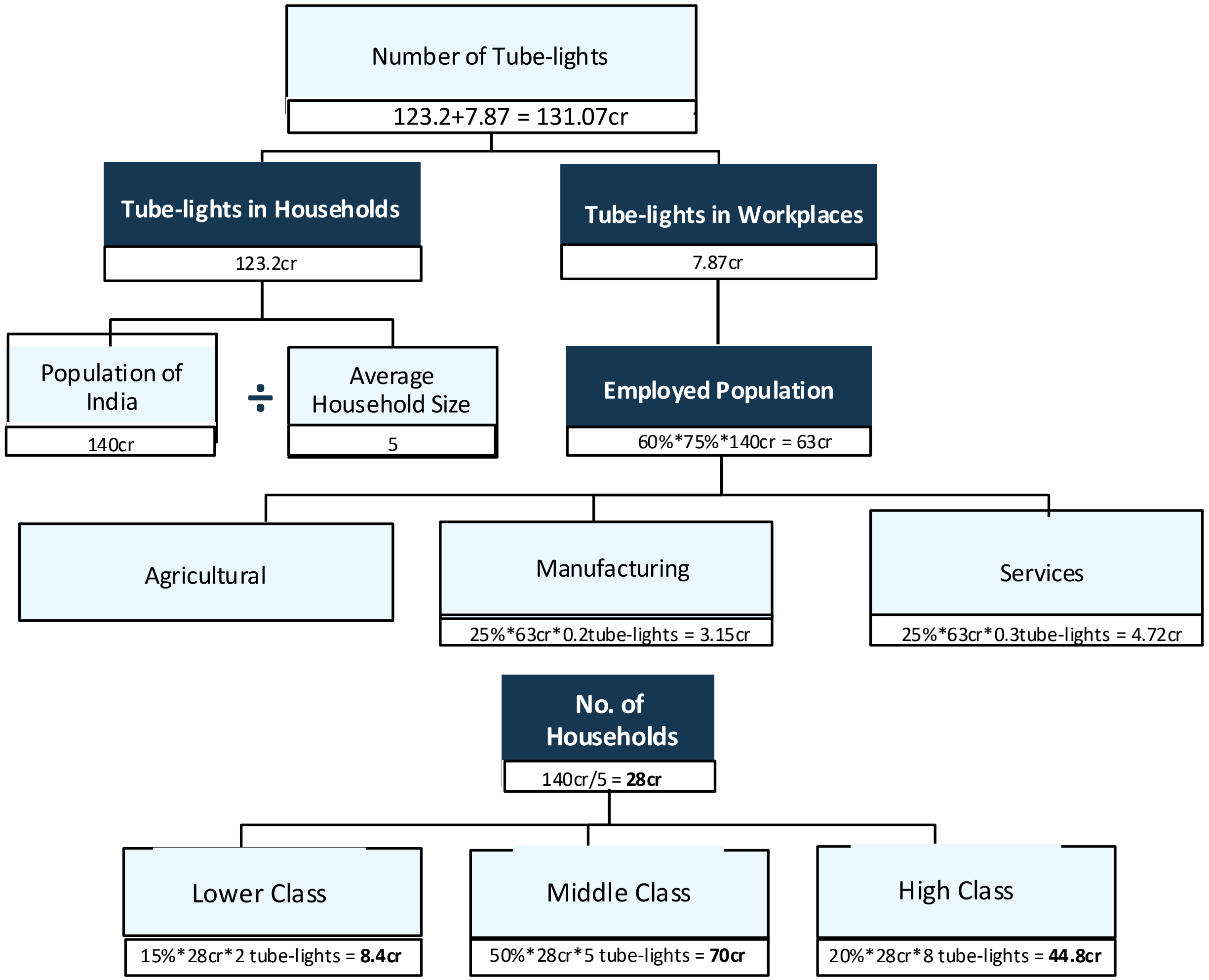
Luminati

Bain / Difficulty - Medium

Assumptions

- Upper class people have larger houses for same number of people, hence require more tube-lights.
- Below poverty line people have no house and hence no tube-light
- Unemployment rate is assumed
- Manufacturing will have lower number of tube-lights per person

Framework / Approach



The Showrunner's Worth

Bain / Difficulty - Medium

Transcript

Can you calculate the revenue of Netflix in India.

Sure. I'll do a top down approach for the guesstimate, if that's okay.

Sounds good. Go Ahead.

So, I'll start with India's population i.e. 140 Cr. I'll divide the population on the basis of internet penetration. 60% of India has access to decent speed internet on which OTT apps like Netflix would work fine.

Sounds reasonable.

Further, I'll divide the population on the basis of income since the propensity of consuming content on OTT changes with varying income levels. The division is high income, medium income and low income. In each division that we make, there would be a certain percentage of people who consume OTT content. Also, in each division the market share of Netflix would vary. Further, the sharing rate varies with income level. Since, there are multiple plans for Netflix, I'm making the assumption that the revenue is higher for higher income group of people.

Hence for each group, the revenue can be calculated as

= Total population in the group with access to internet Percentage of people consuming OTT * Netflix market share in the group * 1 - Sharing rate of Netflix * Average Revenue*

The approach seems fair, why don't you fit in the numbers and tell me the final figure.

Sure. The Indian population is 140 crore, for a penetration level of 60%, 84 Cr people have access to the internet. 16.8 Cr people belong to the higher income group, out of which 25% people use OTT platforms, the market share of Netflix in this group is 40%, the sharing rate is 25% and the average revenue is Rs 300.

For this group, the revenue is 126 Cr per month.

For the middle class, the number of people are 50 Cr, out of which 10% people use OTT platforms, the market share of Netflix in this group is 25%, the sharing rate is 50% and the average revenue is Rs 200. For this group, the revenue is 125 Cr per month.

For the lower class, the number of people are 16.8 Cr, out of which 5% people use OTT platforms, the market share of Netflix in this group is 10%, the sharing rate is 70% and the average revenue is Rs 150. For this group, the revenue is 84 Cr. Hence, the total number is 169.25 Cr per month or 2031 Cr per annum.

This figure is close to the actual number. Good job, we can wrap the guesstimate up now.

The Showrunner's Worth

Bain / Difficulty - Medium

Assumptions

- It is a common phenomenon that people buy Netflix accounts in groups
- It is more likely that higher income groups would consume Netflix due to higher price point
- Sharing would be less in higher income groups
- More expensive plans would be bought in high income groups

Framework / Approach

Population

140cr

Internet Penetration

60%*140cr = 84cr

Low Income	Medium Income	High Income
20%*84cr = 16.8cr	60%*84cr ~ 50cr	20%*84cr = 16.8cr
% OTT	**% OTT**	**% OTT**
5%*16.8cr = 0.84cr	10%*50cr = 5cr	25%*21cr = 4.2cr
Netflix share	**Netflix share**	**Netflix share**
10%*0.84cr = 0.8cr	25%*5cr = 1.25cr	40%*4.2cr = 1.68cr
Sharing Rate	**Sharing Rate**	**Sharing Rate**
70%*0.8cr = 0.56cr	50%*1.25cr = 0.63cr	25%*1.68cr = 0.42cr
Avg. Revenue	Avg. Revenue	Avg. Revenue
Rs.150*0.56cr = Rs.84cr	Rs.200*0.63cr = Rs.125cr	Rs.300*0.42 = Rs.126cr

Monthly Revenue of Netflix

84cr+125cr+126cr = **Rs. 335cr**

Transcript

Alright, let's get started. How many people in Delhi are wearing a white shirt right now?

Before I begin, a couple of quick clarifications. Should I consider Delhi as the city or the NCR region as a whole?

Just Delhi.

Got it. And by "right now," should I assume a specific time of day, or can I set that assumption myself?

You can set it yourself.

Perfect. I'll assume it's 2 PM on a working weekday, which means schools, colleges, and offices are all operational. I'll take Delhi's population to be approximately 3 crore people.

My approach will be to segment the population by age group, estimate what fraction within each segment wears shirts, and then what fraction of those shirts are white.

May I proceed?

Sure, go ahead.

I'll work through five segments one by one.

Segment 1: Toddlers (0 to 5 years)

- About 10% of Delhi's population, so roughly 30 lakh people
- At this age, children aren't wearing formal shirts at all
- White shirts from this segment: 0

This one is fairly straightforward. Shall I move to school children?

Yes, go ahead.

Segment 2: School children (5 to 18 years)

- About 20% of the population, so 60 lakh people
- Since it's 2 PM on a weekday, I'll assume 90% are in school right now, giving 54 lakh children
- School uniforms in Delhi tend to be white, blue, or beige. I'll assume 25% of schools have white shirts as part of the uniform, 54 lakh x 25% = 13.5 lakh children in white shirts

Is the 25% assumption for white uniform schools reasonable to you, or would you like me to adjust it?

No, that seems fair. Keep going.

Segment 3: College students (18 to 21 years)

- About 10% of the population, so 30 lakh people
- *I'll split this into two sub-groups:*
  - Professional courses like law, hospitality, where uniforms are required: 5% of college students = 1.5 lakh, and I'll assume all their uniforms are white, so 1.5 lakh here
  - Regular courses with no uniform: 95% = 28.5 lakh people. Very few would wear a formal white shirt to college, I'd say around 10%, giving 2.85 lakh
- College segment total: 1.5 + 2.85 = approximately 4.3 lakh

The key assumption here is that college students in regular courses rarely wear formal white shirts. Does that feel right to you?

Yes, that's reasonable.

Transcript

Segment 4: Working age population (21 to 59 years)

- About 40% of the population, so 1.2 crore people
- 60% are employed and at work right now = 72 lakh people
- *Splitting by gender:*

  - Men: 70% of employed = 50.4 lakh. Of these, 50% wear shirts, and 20% of those are white. So, 50 lakh x 50% x 20% = 5 lakh men
  - Women: 30% of employed = 22 lakh. Of these, 25% wear shirts, and 20% of those are white. So, 22 lakh x 25% x 20% = 1.1 lakh women

- Working age segment total: 5 + 1.1 = 6.1 lakh

I kept the shirt-wearing percentage lower for women since ethnic and western non-shirt options are more common. Does that assumption hold?

Yes, that works.

Segment 5: Retired population (60 years and above)

- About 20% of Delhi's population, so 60 lakh people
- Women in this age group predominantly wear ethnic clothing, so I'll take that as zero
- Retired men: approximately 40 lakh. A small fraction, say 5%, may still be wearing a white shirt for a morning outing or social occasion
- 40 lakh x 5% = 2 lakh, rounding up to 3 lakh to account for those who are still partially active

This is a relatively small segment. Shall I go ahead and total everything up?

Please go ahead.

Adding it all up, the total comes to roughly 26 lakh people across all segments.

For simplicity and cleaner estimation, this can be rounded off to approximately 25 lakh

Good work, that's a solid structured approach.

Collar Capital

McKinsey / Difficulty - Medium

Assumptions

- Delhi population assumed to be approximately 3 crore
- Time considered: 2 PM on a working weekday
- Population segmented by age groups and activity (school/college/work)
- White shirts more common in uniforms and formal workplaces
- Estimates are rounded and validated using a sanity check

Framework / Approach

Delhi's Population
3 Cr

0-5 years (10%)
30 L

Wearing Shirts (0%)
30 L*0% = 0

5-18 years (20%)
60 L

Going To School (90%)
60 L*90% = 54 L

White Uniform (25%)
54 L*25% = **13.5 L**

18-21 years (10%)
30 L

Professional Course (5%)
30 L*5% = 1.5 L

White Shirt (100%)
1.5 L

Regular Course (95%)
30 L*95% = 28.5 L

White Shirt (10%)
28.5 L * 10% = **2.85 L**

21-59 years (40%)
1.2 Cr

Employed (60%)
1.2 Cr*60% = 72 L

Men (70%)
72 L*70% = 50.4 L

Shirt (50%)
50.4 L*50% = 25 L

White Shirt (20%)
25 L* 20% = **5 L**

Women (30%)
72 L*30% = 22 L

Shirt (25%)
22 L*25% = 5.4 L

White Shirt (20%)
5.4 L*20% ≈ **1 L**

Above 60 Years (20%)
60 L

Retired Men (70%)
40 L

White Shirt (5%)
2 L

People Wearing White Shirt
13.5 L+ 1.5 L+2.85 L+ 5 L+ 1 L+ 2L = 25.85 L ≈ 26 L

Brew Master's Revenue

Bain / Difficulty - Hard

Transcript

Estimate the revenue of Starbucks in Cyber-hub in Delhi.

Starbucks is an established brand in Delhi. Coming to the question, are we considering the revenues from the restaurant only or the delivery orders and what is the time period under consideration?

For simplicity, consider only the revenues from the restaurant only. The time period under consideration is a day.

Got it. I would use the supply side approach to move forward. Further I would divide the total operational hours in a day of Starbucks into peak and non-peak hours. Now I would want to calculate the maximum number of customers that can be catered to by the store in one hour. Does that sound like a decent approach?

Sounds good. Go Ahead.

To calculate the maximum number of people that can be catered to in one hour:

Number of people = No. of Counters 1 hour/ Ordering time per person*

Therefore, to arrive at the number of people that can place an order in one hour, we will multiply the number of orders that can be placed per counter into the total number of counters. For calculating the number of orders that can be placed in an hour, we will divide an hour period by the ordering time per person

Sounds reasonable.

Now to calculate the maximum revenues that can be earned in an hour, the number of orders placed in an hour will be multiplied by the average order value. Further we can divide the orders into three categories, Food, Beverage and Merchandise. We can assume the average price of Food to be Rs 300, Beverage to be Rs 250 and Merchandise to be Rs 350.

Average Order Value = (3 Average Price of Food) + (5* Average Price of Beverage) + (1* Average Price of Merchandise) / 8*

For calculating the average order value, we will take the weighted average of the average price of food, beverage and merchandise. For calculation of the total revenues in a day, we divide the restaurant hours into peak and non-peak hours. In the peak hours, which last about 4 hours, the occupancy is 90% and in the non-peak hours the occupancy 40%. Hence, the weighted average of all occupancy rates is 60%. These number of hours will then be multiplied by average value of orders in an hour.

After making all the calculations, the average revenue of Starbucks in Cyber -hub comes to be around 12,000.

Sounds okay, we can end the guesstimate here.

Brew Master’s Revenue

Bain / Difficulty - Hard

Assumptions

- Revenue from only restaurant is considered and not deliveries
- The time period under consideration is a
- day
- The average price of Food is assumed to be Rs 300, beverage to be Rs 250 and merchandise to be Rs 350
- Peak and non peak hour and their occupancy rates are assumed

Framework / Approach

Revenue
60%*10hrs*60*275 = 99k

- **No. of People Catered / hour**
  2*30 = 60 people
  - No. of Counters
    2 counters
  - No. of Orders per Counter per Hour
    1hr/2mins = **30 orders**
- **Average Order Value**
  (2*300+5*250+1*350)/8 = 275
  - Avg. Price of Food
    300
  - Avg. Price of Beverage
    250
  - Avg. Price of Merchandise
    350

Cafe
10 hours

- Non-Peak
  6 hours
  - Occupancy Rate
    40%
- Peak
  4 hours
  - Occupancy Rate
    90%

Avg. Occupancy Rate
(0.4*6+4*0.9)/10 = **60%**

Falling for Food

Dalberg / Difficulty - Hard

Transcript

Delhi is quite famous for its food. If you were told to estimate the number of restaurants in Delhi, how would you go about solving the problem ?

Delhi sure is famous for its food. Coming to the question, what kind of places be considered as restaurants for the sake of the problem ?

Any place where you can sit and eat indoors can be considered as a restaurant.

Got it. So, first of all I'll estimate the number of people visiting any restaurant in a week. We use the timeline as weekly because the frequency is easiest to gauge during this timeline. Then, I'll estimate the average visits a restaurant has in a week. These can used to calculate the number of the restaurants in Delhi.

Number of restaurants In Delhi = (Number of people visiting restaurants in a week) / (Average number of visits to restaurants in a week)

Sounds good. Go Ahead.

To calculate the number of people visiting restaurants in a week.

*Number of visits = Percentage of Delhi population visiting * frequency/Average Group size*

We divide the population into 2 levels i.e., the lower income and the others. We do this because people from the lower income people can hardly afford to go to the restaurants and the rest do go to some kind of restaurant once a while, say 30% of people belong to the lower income group . Let's say the frequency of such visits, on average, is 1.5 visits per week.

Now, to calculate the visits to a restaurants in a week.

*Visits in a restaurant in a week = 7(No. Of tables * Working hours * Occupancy rate) / Average visiting length*

Let's assume the average number of tables in a restaurant is around 10 tables. Also, the number of working hours of a restaurant is about 10 hours and the average visiting duration is about 2 hours. For calculation of occupancy, we divide the restaurant hours into peak and non-peak hours. In the peak hours, which last about 4 hours, the occupancy is 90% and in the non-peak hours the occupancy 40%. Hence, the weighted average of all occupancy rates is 70%.

After making all the calculations, the number of restaurants in Delhi comes to be around 21,500.

Sounds okay, we can end the guesstimate here.

Falling for Food

Dalberg / Difficulty - Hard

Assumptions

- Timeline is taken as weekly
- Lower income people are not taken into account as they can't afford to eat out
- Average number of tables in a restaurant is assumed to be ten
- Frequency of visits is assumed to be 1.5 times per week
- Occupancy rates during peak and non peak hours are assumed

Framework / Approach

- No. of Restaurants in Delhi: 52.5L/245 = 21.5k
  - **Population Visiting Restaurants in a Week**: 70%*2cr*1.5/4 = 52.5L
    - % of Population Visiting: 70%
    - Frequency of Visit: 1.5
    - Average Group Size: 4
  - **Average Number of Visits Per Week**: 70*7/2hrs = 245 visits
    - **Operating Hours**: 70
      - No. of Days: 7
      - Working Hours: 10
    - **Occupancy**: 7 tables
      - No. of Tables: 10
      - Occupancy Rate: 70%
    - Average Visit Length: 2hrs

- **Restaurant**: 10 hours
  - Non-Peak: 4 hours
    - Occupancy Rate: 40%
  - Peak: 6 hours
    - Occupancy Rate: 90%

Avg. Occupancy Rate

(0.4*4+6*0.9)/10 = **70%**

Health Factory

Accenture / Difficulty - Hard

Transcript

Let's begin with a guesstimate. Can you estimate the market size of the healthy biscuit industry in India?

Sure! Before I proceed, I'd like to ask a few clarifying questions. Are we considering only urban areas, or should rural areas be included as well?

Good questions. Let's focus on urban areas since healthy biscuits are primarily consumed there.

Great, I will approach this problem from the demand side. My goal is to estimate the total demand for healthy biscuits in India. To do this, I will follow a structured approach:

- Estimate the number of people who are likely to consume healthy biscuits in India.
- Determine the frequency of healthy biscuit consumption per person per year.
- Multiply the total number of healthy biscuit consumers by their annual consumption to get the total quantity demanded.
- Multiply the total quantity demanded by the price per biscuit to arrive at the total market size.

The overall formula for this approach is:

Market Size = (Total Healthy Biscuit Consumers) × (Average Biscuits Consumed Per Year Per Person) × (Price Per Biscuit)

Does this approach sound reasonable?

That sounds fair. Proceed.

First, I will identify the target population. Since India has a total population of 1.4 billion, about 35% live in urban areas, which is roughly 490 million people. Since healthy biscuits are a premium product, I will segment by income level and focus on the upper-middle and high-income groups, which account for around 30% of the urban population, giving us approximately 150 million potential consumers.Does this segmentation sound reasonable?

Yes, continue.

Health Factory

Accenture / Difficulty - Hard

Transcript

Now, I will narrow it down by age group. Healthy biscuits appeal more to health-conscious individuals, particularly young and middle-aged people. I will categorize consumers into three age brackets: 18-35 years (40%), 36-55 years (40%), and 56+ years (20%). Older individuals are less likely to shift to healthy biscuits, so I will assume a lower adoption rate for them. Does this division look appropriate?

Yes, that makes sense. Keep going.

Next, I will estimate biscuit consumption per person. Not everyone in the target population eats biscuits regularly, so I will estimate the percentage of regular consumers. Let's assume that 50% of eligible consumers eat biscuits frequently, and among them, 30% would specifically consume healthy biscuits. That gives us ~22 million healthy biscuit consumers.Would you agree with this assumption?

Sounds good. Go ahead.

Now, I will estimate the number of biscuits consumed annually. Since healthy biscuits are often consumed for health benefitsrather than as a daily snack, consumption patterns may differ from regular biscuits. I assume that individuals who consume healthy biscuits do so as a replacement for traditional biscuitsor as a supplementary health snack.Considering that these biscuits are more filling and expensive, consumption may be moderate. I estimate that a regular consumer eats 2 biscuits persitting, approximately 4 times a week. This results in around 416 biscuits per year per person (4 sittings per week × 52 weeks). Additionally, some highly health-conscious individuals might consume them more frequently, while others might purchase them occasionally. Accounting for variations, an adjusted average of 420 biscuits per person per year would be a reasonable assumption. Does this assumption seem logical?

Yes the assumption seems logical, continue.

Finally, I will estimate the market size in revenue. Assuming the price of one healthy biscuit is ₹50, the annual expenditureper person is ₹21,000. Multiplying this by the total consumer base of 22 million, the estimated market size for the healthy biscuit industry in India would be ₹462 billion (~$5.27 billion USD).

Sounds good, we can end the guesstimate here.

Health Factory

Accenture / Difficulty - Hard

Assumptions

- Taking into consideration only Urban Population of India
- Average no. of biscuits consumed/person/week
- Price of each unit of Biscuits

Framework / Approach

Market Size of Healthy Biscuit Industry In India

Urban Population: 1.4B*35%= **490M**

X

Frequency: 2*4*52 = 416

X

Price: 50

Upper-middle and high-income: 490*30%= **150M**

Frequent Consumers: 150M*50%= **75M**

Healthy Biscuit Consumers: 75M*30%= **22M**

Market Size

50*365*22M = **462B**

Lipstick on your Collar

Bain / Difficulty - Hard

Transcript

Estimate the number of lipsticks sold in India in a year. Further, calculate the number of lipsticks sold through Nykaa online.

Starting off with the number of lipsticks sold in India, I think it is safe to assume that regardless of income level, all women on an average feel the need to own a lipstick. However, it is necessary to omit the women population lying below poverty line. Further, I would like to assume that girls between the age of 0-15 and women above the age of 60 will not be using lipsticks frequently enough.

These are fair assumptions. Continue.

Sure. So, first of all I'll divide the Indian population into men and women which is roughly 70 Cr. each. I think it's safe to omit the population of men. Then, I'll divide the women population into urban and rural in the ratio of 30:70, the main point of difference being that there is a higher percentage of women using lipsticks in urban areas than in rural areas. This can be further divided into age groups with 20% of the population lying below the age of 15, 60% between the ages 15-60 and the remaining 20% above the age of 60. Upon this division, the different shades of lipsticks can be divided into Frequently Used shades and Non-Frequently Used shades with an approximate division of 35% and 65% respectively. The Frequently Used shades will have a lower replacement time of around 4 months whereas the Non-Frequently used shades will have a higher replacement time of around 2 years due to lower usage and drying up. Adding the number of lipsticks sold in Rural and Urban areas will help us to arrive at a final number of lipsticks in a year.

Sounds like a fair approach. You can go ahead with estimating the number of lipsticks sold through Nykaa online. In this part of the guesstimate, you can leave out the numbers. Just lead us through the approach.

Sure. I would like to assume that lipsticks are sold online only in India in urban parts of the country. Is it fair to assume that rural areas will not have access to platforms in order to shop lipsticks online?

Yes, go ahead.

Sure. I would further divide the urban population into income groups i.e. high, medium and low. Here, I would assume that people in the high income group would buy less lipsticks online due to the unavailability of luxury brands and due to their preference of trying lipsticks before purchasing. Therefore, the share of Nykaa in this income group would be lower. People in the medium income group would prefer buying online more due to offers and the share of Nykaa in this group would therefore be the greatest. People lying in the low income group could be omitted due to lower technology and smartphone penetration among this group. These income groups can be further divided into the percentage of lipstick sales done online and offline. This will help us arrive at a final number.

Sounds reasonable. We can end the guesstimate here.

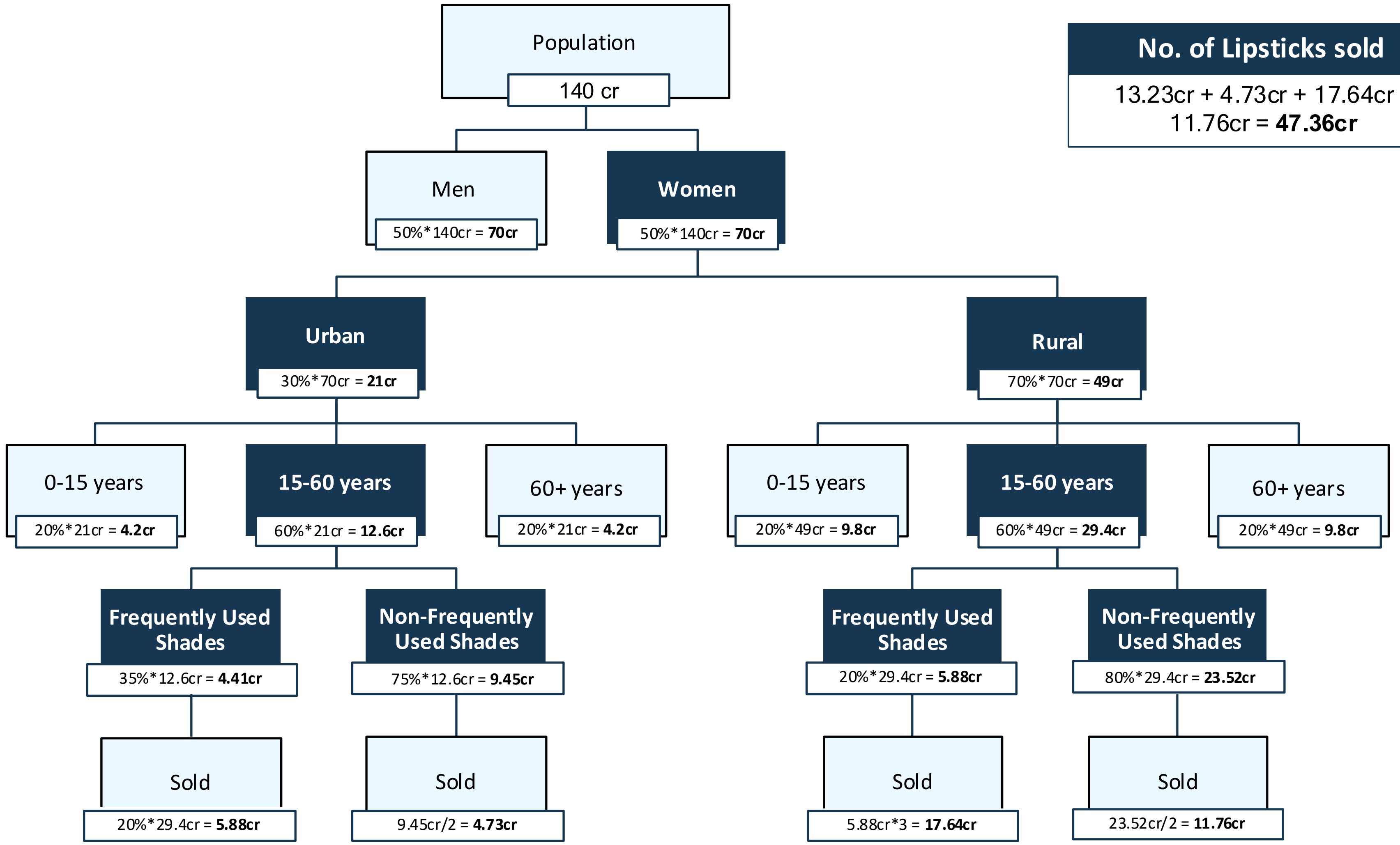
Lipstick on your Collar

Bain / Difficulty - Hard

Assumptions

- Regardless of income level, all women on an average feel the need to own a lipstick
- Below poverty line women won't buy a lipstick
- Girls between the age of 0-15 and women above the age of 60 will not be using lipsticks frequently enough
- Frequently used lipsticks will have a lower replacement time whereas non frequently used lipsticks will have a longer replacement time
- Lipsticks are sold online only in urban areas
- People in the high income group would buy less lipsticks online due to the unavailability of luxury brands

Framework / Approach



No. of Lipsticks sold

13.23cr + 4.73cr + 17.64cr + 11.76cr = **47.36cr**

PROFITABILITY

Profitability Framework

Proposed way of solving a profitability case problem

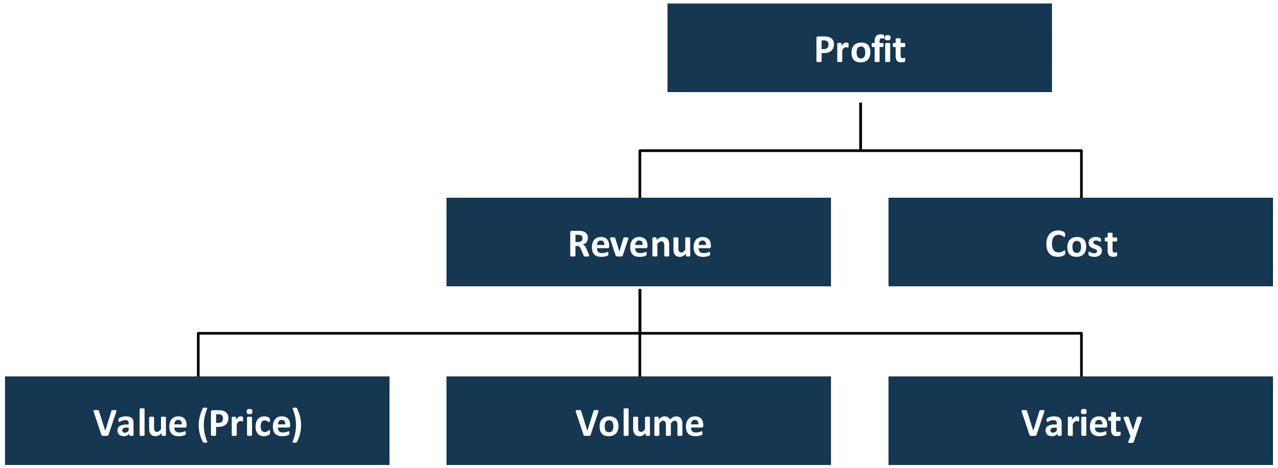
In a profitability case, the case problem generally looks like - Profits of Company ABC are down by X%, analyze the reasons for the same.
As goes the thumb rule while solving cases - before any analysis, it's best to break down the situation at hand into its basic components. For a profitability case, the first step is to write down the components of profit i.e., revenue and cost and discuss it with the interviewer to narrow down the focus areas.

Clarifying Questions

- Why does the company do/sell? (Understanding the company and its product/services)
- What geographies does the company operate in? (Helps to understand the regional problems/context)
- Is it an industry-wide issue or company-specific problem?
- What is the time period, and the extent of profit/loss company is witnessing?

Framework

- Profit = Revenue - Cost
- Revenue = Price * Units
- Cost = Variable Cost + Fixed Cost

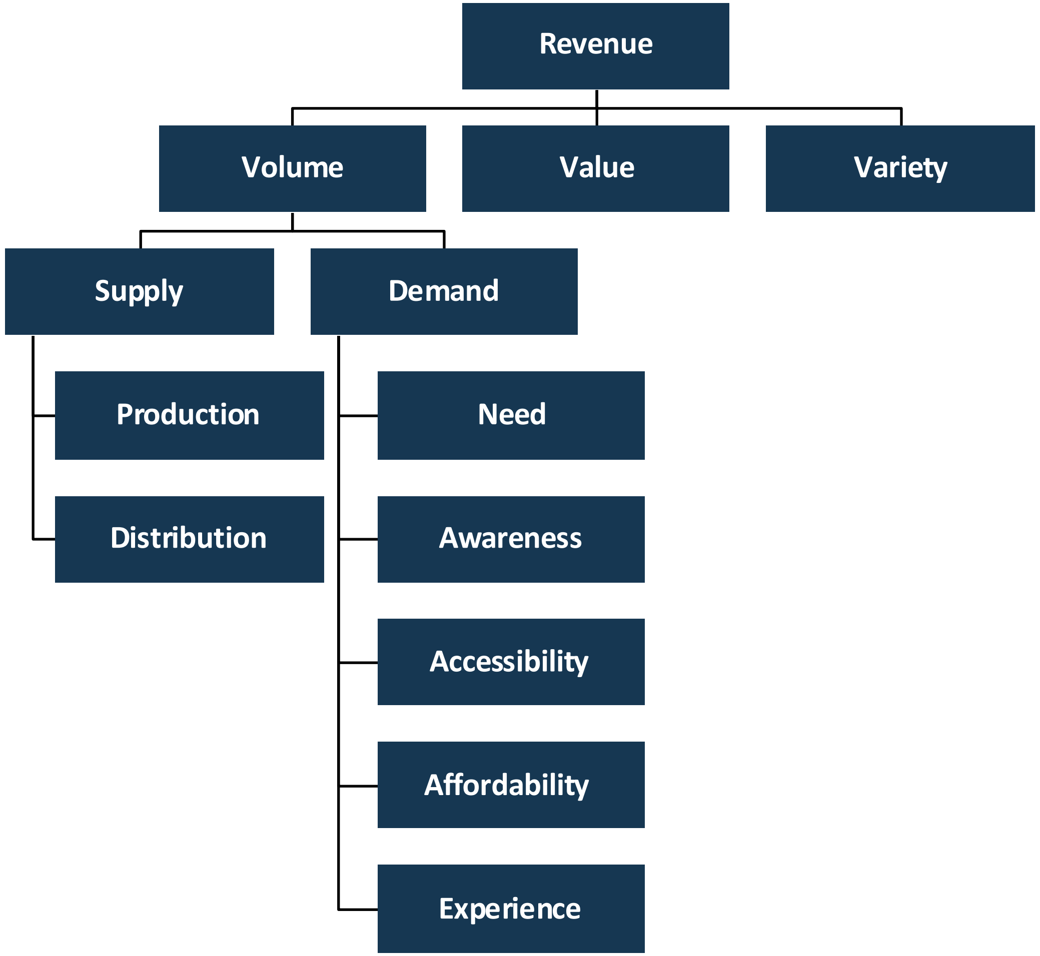


Post the segmentation of profits, it is easier to identify and choose which component to start from. In most cases, the interviewer themselves will ask you to focus on just one of the components and analyze it in detail. In other cases where the interviewer is indifferent, it is still important to prioritize one of the components with proper reasoning (you can use the **Pareto's 80/20 Principle** here, in case specific information about the decline is given and prioritize the component which has a greater magnitude of decline).

Profitability Framework

Proposed way of solving a profitability case problem

Now let's break down individual components and see what are the common factors which can be a cause of concern in case problems:

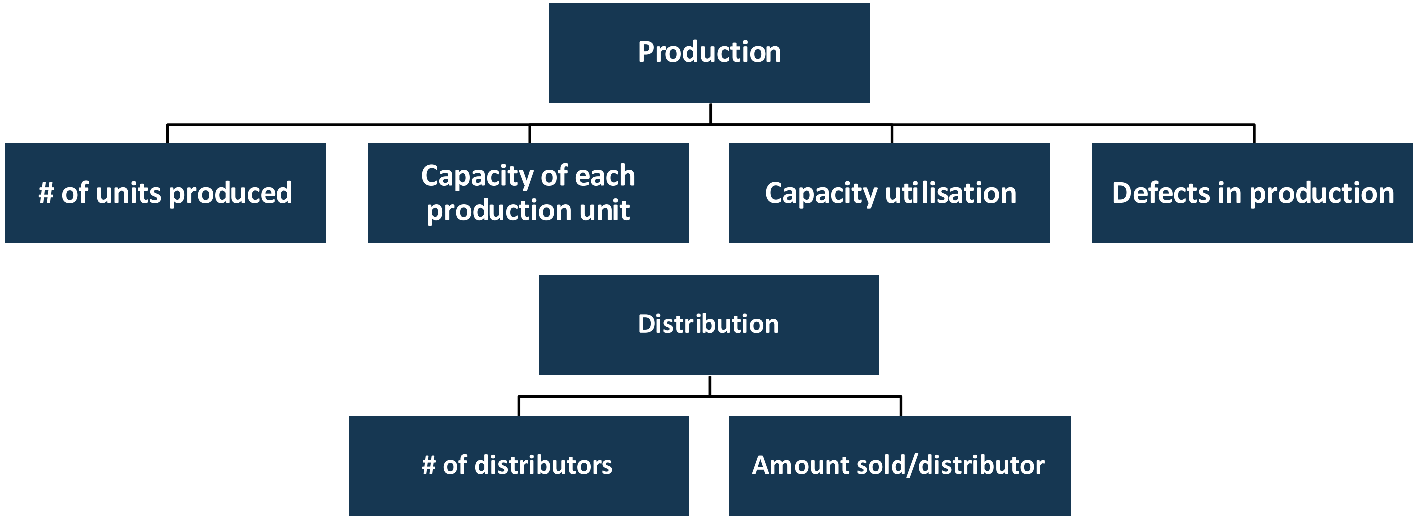


The decline in revenue can be due to any of the following factors:

(i) Volume: Decline in the # of units of sold
(ii) Value: Reduction in the price charged from customers
(iii) Variety: Discontinuation of a specific type of product

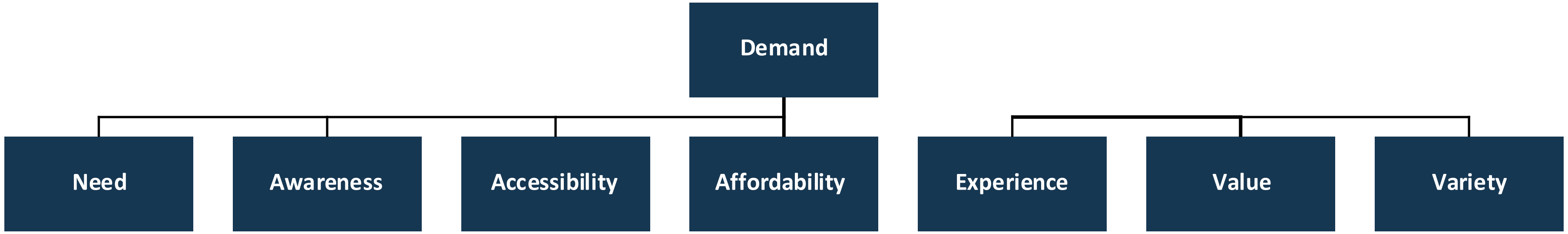
Under volume, we can further look at the supply and demand factors.

Supply is affected by the production and distribution. The idea is to list all the possible issues under these two to isolate the problem.



Profitability Framework

Proposed way of solving a profitability case problem



Under demand, the following factors can be looked at

1. **Need**- Explore the utility and use cases of the product/service
2. **Awareness-** See if the audience is aware about the product/service
3. **Accessibility-** Explore if the audience can access the product
4. **Affordability-** If the products/services fit in the budget of users
5. **Experience-** it is best to lay out a customer journey to identify the root cause of the problem
6. **Value-** Explore if Consumers are deriving enough value for the money spent
7. **Variety-** Consumers seek variety and options and inability to offer can be a problem

Finally, keep in mind that these frameworks are just general proposed ways of solving a profitability case – but don't restrict yourself with the factors discussed. In profitability cases, it's best to break down headers into components and try to make formulae.

Brownie Points

- Knowledge about the Industry and Sector comes very handy while solving Demand and Supply Side problems
- It is also helpful to ask questions about the product mix and if the decline has been specific to any product line
- Wherever possible, it is extremely helpful to convert the factor in consideration into a mathematical formula (example: Ticket Sales = Footfall * Avg Ticket Price)

Profitability Framework

Proposed way of solving a profitability case problem

Coming to Cost, for a profitability case, the most basic way to breakdown is to divide it into **Cost/unit * No. of units**.

There are primarily two kinds of costs which can make our structure MECE:

1. Fixed Costs – These costs remain constant over a specific period of time, regardless of the number of units produced or sold. Some examples of the same are: Land, Building, Salary, Equipment, Furniture, Machinery, Warehouses, Fixed Charges, etc.
2. Variable Costs – These type of business expense vary with changes in the level of production or sales volume. Some examples of these are: Raw Material, Transportation, Processing, Packaging, Distribution, Marketing, After-sales services, etc.

Points to remember

- Often, the categorization of costs depend upon the sector provided in the case problem. Thus, the breakdown should be modified accordingly.
- Fixed costs for one sector may be variable cost for another. For example, the cost of renting a warehouse space may be a fixed cost for a manufacturing company, but it could be a variable cost for a retail business that leases space on a short-term basis

- Cost
  - No. of units
  - Cost/unit
    - Fixed Costs
      - Land
      - Building
      - Salary
      - Equipment
      - Furniture
      - Machinery
      - Warehouses
      - Fixed Charges
    - Variable Costs
      - Raw Material
      - Transportation
      - Processing
      - Packaging
      - Storage
      - Distribution
      - Marketing
      - After-sales

Blooming Roses

Dalberg/ Difficulty - Easy

Transcript

There is a florist shop whose profits are declining.

Is there only one shop in the area or are there other players?

There is only one store and there is no direct competitor.

Since when and how much is the decline?

The shop is seeing this decline since the past 2 months and there's a 30% decline.

Who are the customers and what is the distribution channel?

They cater to premium and high-end customers and the distribution channel is offline.

In which type of flowers is the decline?

It is in the sale of white roses.

So, the profit decline can be due to fall in revenue or increase in costs.

So, we know that costs have remained constant.

Ok, so we can break down the revenue into No. of Units Sold* Price

Here the price is constant, there is a decline in sales volume.

So, we can further breakdown sales volume into supply and demand decline.

There has been no hindrances in supply.

We can breakdown demand into Need, Accessibility, Awareness, Affordability and Experience. Under need, we'll analyze whether people need flowers anymore or not, this may be due to use of artificial flowers. Since they have only 1 store in Mumbai, people may not be able to access this store. Under awareness, any change in marketing strategy or investment in awareness may lead to decline. Under affordability, price has remained constant however, the purchasing power may have declined.

So here, the problem has been – customer's experience with our flowers.

Customer experience can be divided into - Decision to buy, Travel, Availability of white roses, Buying and Post Buying Experience. Decision cannot be broken down further. Travel can be broken down into mode of travel, travel time, cost and location of the store. For availability, we can check if the roses are readily available or do you have to pre order. For buying, check payment methods. For post buying, life of the flower and fragrance of the flower can be seen.

Analyze the post buying experience. There is a problem in the quality of the flowers. People aren't picking up flowers from the shelf.

Quality can be divided into look, smell and feel.

There is a problem in the feel of flowers.

This could have 2 reasons - source or the shop environment. For source, there could be internal and external reasons why we are being supplied bad flowers. These can be whether we are on bad terms with the supplier or we have missed payments. External reasons can be that there is a problem in the transport of flowers.

Reasons for spoilage during storage could be temperature, maintenance, pests and packaging.

Blooming Roses

Dalberg/ Difficulty - Easy

Transcript

Reasons for spoilage during storage could be temperature, maintenance, pests and packaging.

There is a problem with the temperature.

Number of thermostats and the quality of thermostats could be the reason for improper temp.

In the white roses ware-house there is a person in charge of switching on and off the thermostat. However, he has not been performing his job.

We can divide this into ability and want of this person. Ability relates to the physical and mental capability and want relates to the financial and non-financial incentives offered to him

There was a death in this person‟s family due to which he was taking a lot of leaves and was unable to do his job. We can conclude the case here.

Blooming Roses

Dalberg/ Difficulty - Easy

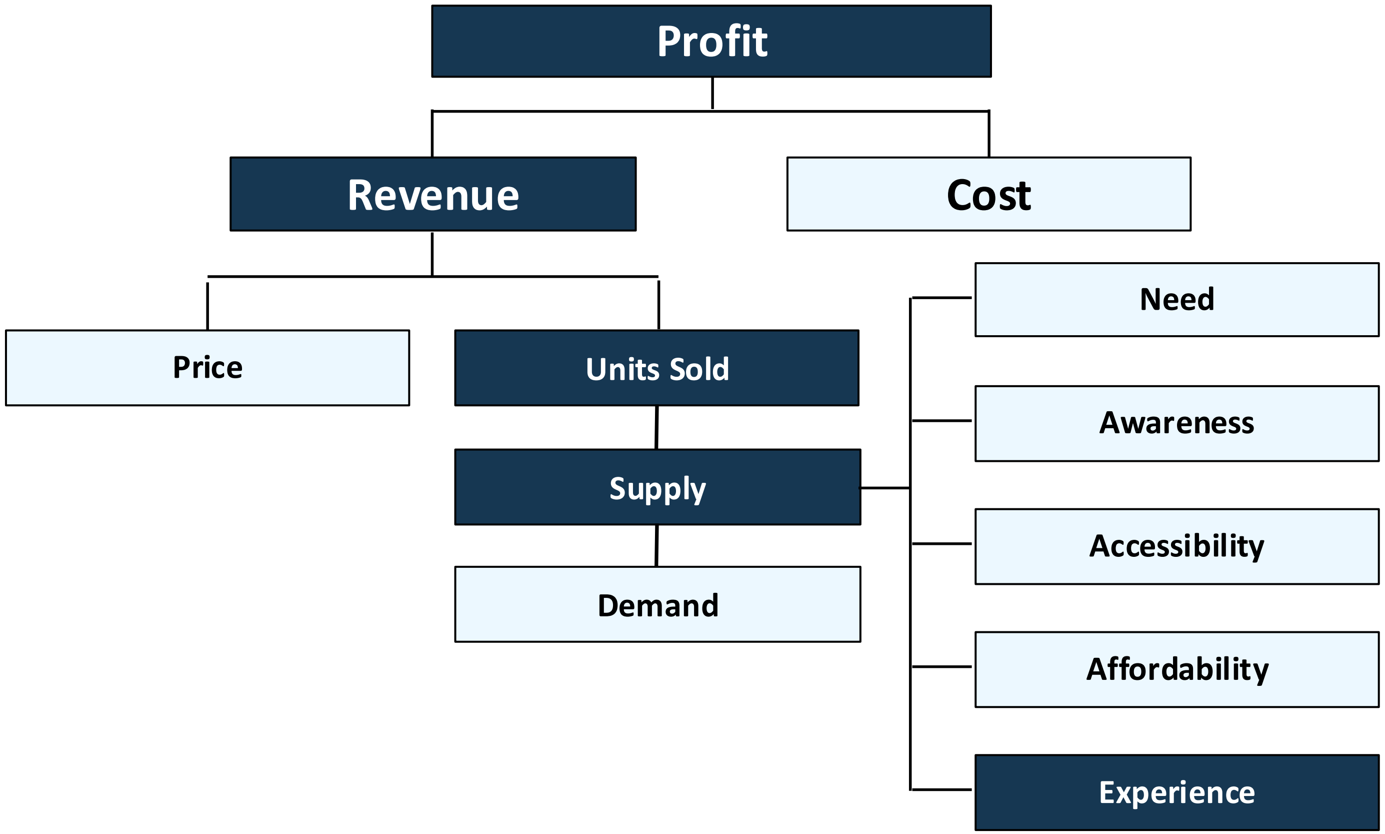
Clarifying Questions

- What is the company's business model?
- Is the profit decline uniform across all products or for a particular one?
- Are the competitors also facing a decline?

Brownie Points

- Dividing the cost into value chain
- Isolating the problem by further dividing each factor
- Addressing the problem by taking inspiration from the business of a similar company

Framework / Approach



Recommendation

Short term: selective discounts, bundled offerings, competitive pricing to lift acquisition.

Long term: stronger retention via better support, personalised engagement, and brand positioning.

Debt Deluge

Bain/ Difficulty - Easy

Transcript

A retail bank is facing decline in profits, find out why.

What is the magnitude and the duration of this decline?

The profit have been declining quarter-on-quarter for the past one year, and the magnitude has been approximately 3-4% per quarter, for a total of about 12-16% decline.

Could you tell me more about the geographical functioning of the bank? Is it restricted to just Tier-1 cities, or does it also function in Tier 2 and 3 cities?

The bank has presence in Tier 1, 2, and 3 cities, all over India.

My next question is about the scale of this decline. Is this specific to the company, or has this decline been observed industry wide?

A similar decline has been observed in 3-4 other banks, in the same industry.

I would like to get to know more about the product offerings of the bank. Could you tell me more about the product mix of this bank?

You can assume it to be a regular retail bank, with regular services that are generally offered by such banks.

Okay, I'm ready to begin with solving the case now. I'd like to get to know more about the foundation of this decline in profits, is it due declining revenue or increasing cost?

It is a cost side issue.

Since it is a cost-side issue, I would like to focus on the outlet costs or the bank costs. Outlet costs are usually localised to bank branches, such as rental, utilities, payroll, etc. Bank level issue are more broader, such as the cost of raising funds, sales and distribution costs, non-performing assets, etc. Is the increase specific to any of these heads?

Yes, it is specific to the non-performing assets, i.e, defaults on lending.

Okay, so retail banks usually lend out funds in the form of formal loans, credit cards, and overdrafts on bank deposits. Have the defaults particularly risen in any of these segments?

It is concentrated in the loan segment.

Okay, so in the loan segment, is it specific to the retail (B2C lending) loans, or business (B2B lending) loans?

It is specific to retail loans.

Debt Deluge

Bain/ Difficulty - Easy

Transcript

Right, now I'd like to get to know more about the geographical spread of this increase in defaults. Is it all over India, or is it concentrated in a specific region?

It is concentrated in the North-eastern region of India.

Okay, so since you mentioned that this is a industry wide issue, I'd like to focus more on the general customer journey in terms of retail loans, which is: risk assessment, monitoring of loans, and collection, in that order. Is the issue specific to any one of these?

Yes, it is specific to the collection of loans.

The issues that could arise specifically in collection then are: employee performance in ensuring timely collection, issues with the collateral offered for such loans, or the accessibility between the lender and the debtor. Is the issue among one of these?

Yes, it is because of accessibility.

In terms of accessibility, the issues that could potentially arise be political, legal, or geographical in nature. Since the issue is concentrated in the north-east region, I would like to suggest that it is probably due to the geography.

Correct! The North-east region has faced a high number of natural disasters in the past year, which has hampered debtor-lender accessibility and negatively affected the paying capacity of debtors. Do you have any recommendations to improve this?

Before I suggest some recommendations, I would like to ask a clarifying question: Do you want me to provide recommendations to improve the collection rate of the existing loans, or do you want me to focus on loan disbursement to reduce risk?

You can provide recommendations for both.

Alright, then I would divide my recommendationns into 3 aspects: collection of loans, short term solutions, and long term solutions. For collections, we should try to use the collateral assets to recover the pending amounts, and we should assist our clients to liquidate their relevant assets. Now, to prevent such instances from happening, in the short term, I would suggesting changing the product offerings in the North-east region, so as to reduce focus on big-ticket loans in favour of products such as credit cards, bank overdrafts, since they have lower risk impact as compared to loans. Secondly, I would suggest making changes to our risk assessment for debt, by including a specific section on geographic and environmental factors, which would reduce the prevalence of such issues.

In the long term, I would suggest discussions with the governance structure in the area, so as to lobby for protection of clients, and debt given out by banks in such cases.

That sounds comprehensive. We can end the case here.

Debt Deluge

Bain/ Difficulty - Easy

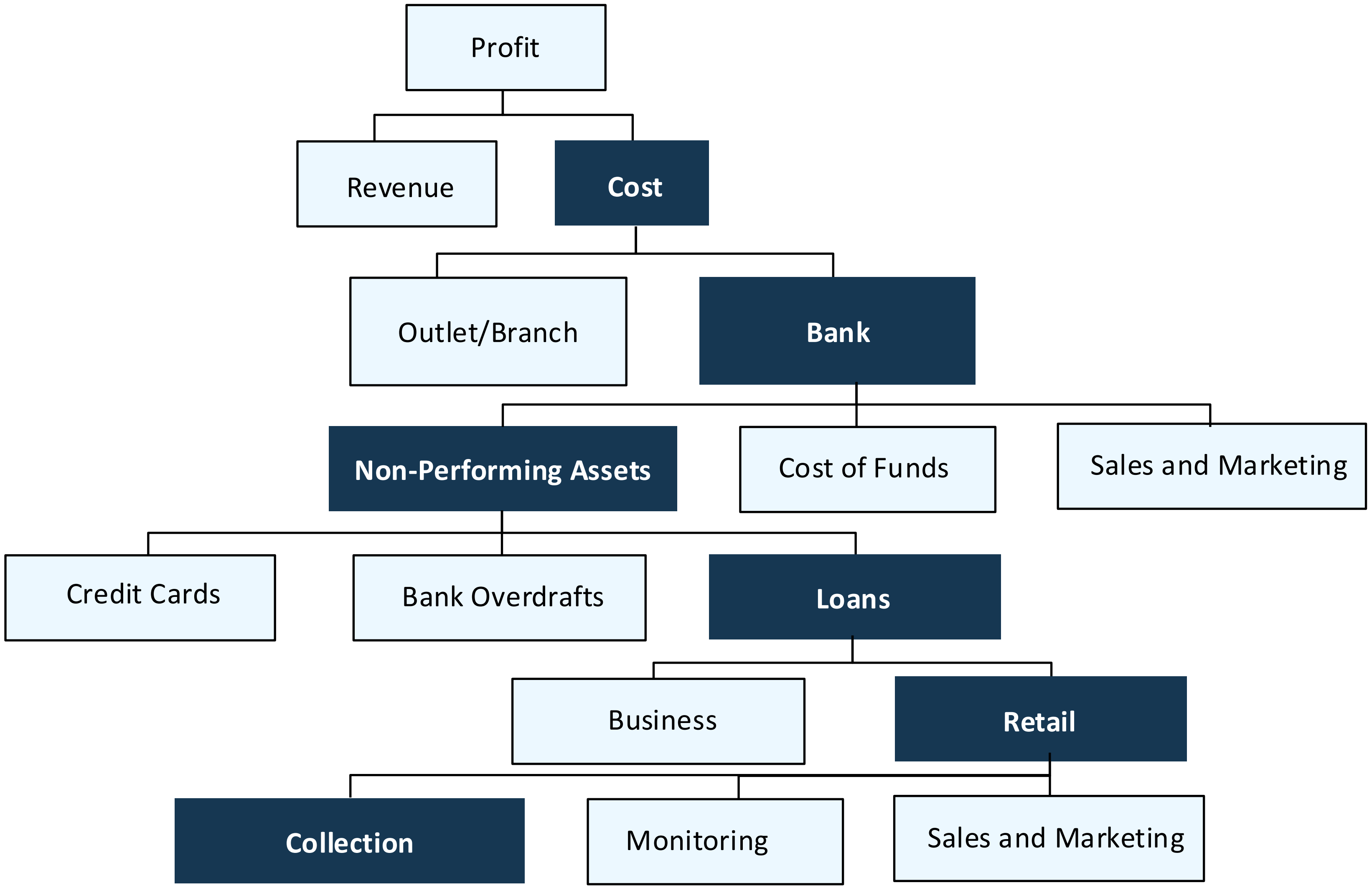
Clarifying Questions

- What is the company's geographical presence?
- How long has the profit been declining, and what is the magnitude?
- Are the competitors also facing a decline?

Brownie Points

- Dividing the cost into outlet and bank costs
- Isolating the problem by further enumerating customer journey

Framework / Approach



DIS-tasteful

Bain/ Difficulty - Easy

Transcript

A company has been experiencing a decline in profits even after seeing an increase in sales. Find out why.

Which industry does the company function in? What is the business model?

The client is a global beverage company having a variety of products. However, focus on the Indian market only.

Is the decline seen in all product categories or any particular?

The decline is uniform across all products.

Is the decline seen to be faced by all the competitors or just our client?

The competitors are irrelevant, you should focus on our company only.

Okay, so since the profits are declining, I would like to break it into declining revenues or costs. Since the sales are increasing, I assume it is a cost-side issue.

Yes, you may proceed.

To study the cost of the product, I would like to elaborate on the value chain of the product. Various costs that can be associated with it are R&D, Production, Distribution and Marketing.

Can you give me a breakdown of all these cost segments?

Okay, so under R&D, we have set up costs, research cost, market analysis cost. Under production cost, we have raw material procurement cost, labour cost and overhead costs. Under distribution cost, we have packaging cost, storage cost, outbound logistics like transport and distributors' margin. Under marketing cost, we have selling cost, advertising cost and other fixed costs if any.

There has been no hindrances in R&D, Production and Selling.

So, the problem must be in the distribution cost, right?

Yes. You may identify the problem now.

Okay, so under distribution, there could be issues like the packaging of the beverage, storage and warehousing, transportation and distributors' costs.

You may analyze how Pepsi Co. earns money and then come to a solution.

Okay, so we pay the retailers who in turn pay the distributors, who have a certain margin set for themselves, after which the money goes to Pepsi Co. If we take a look at it from this angle, it might be the case that the distributors have increased their margins.

That's right. We can end the case now.

DIS-tasteful

Bain/ Difficulty - Easy

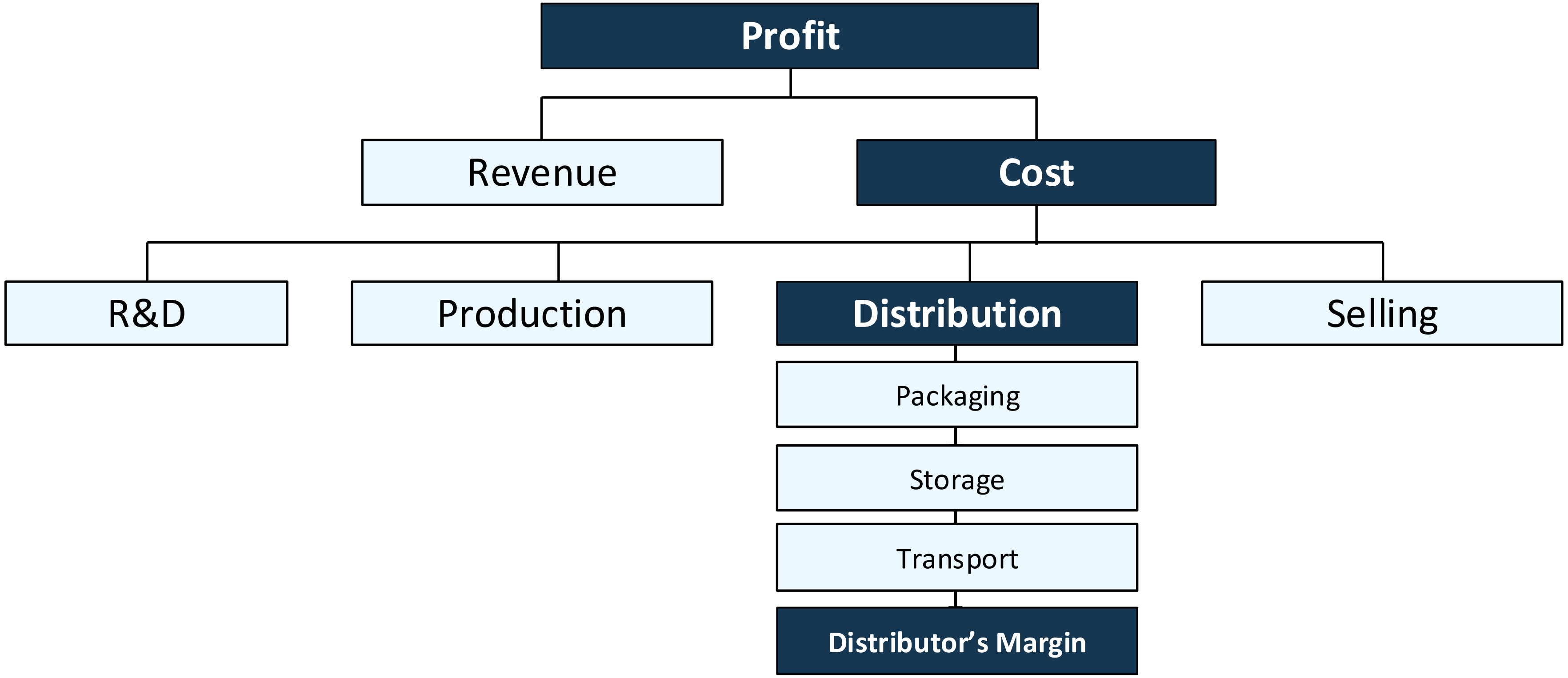
Clarifying Questions

- What is the extent of the decline in profits?
- Since when have we been facing the issue?
- What flowers have seen the decline?
- Who are the customers and what is the distribution channel?

Brownie Points

- Dividing the Customer experience into phases
- Finding innovative ways to structure the problem
- Isolating the problem by further dividing each factor

Framework/Approach



Recommendation

Short term: selective discounts, bundled offerings, competitive pricing to lift acquisition.

Long term: stronger retention via better support, personalised engagement, and brand positioning.

Too SaaS-y To Scale

Bain/ Difficulty - Easy

Transcript

Your client is a SaaS services company whose growth rate has declined from 20% to 5% over the last two years. You have been hired to identify the reasons behind the slowdown and recommend strategies to restore growth.

Thank you. Before proceeding, I would like to ask a few clarifying questions. Firstly, where is the client based and what markets does it serve?

The client serves the US market, with operations in India and China.

Understood. Could you also brief me about the company's offerings and the competitive landscape?

The company offers Project Management Software, Payroll Services and CRM solutions. The market is highly competitive, with players such as Oracle operating in the space.

That is helpful. How exactly are we measuring growth in this case? Is it in terms of profits, customers or revenue?

Growth is being measured in terms of revenue.

Understood. Since the company's growth has slowed in terms of revenue, I would first like to understand whether this decline is being driven by fewer clients, lower spending per client, or a combination of both.

The primary issue is that the number of clients has gone down over the last two years.

Since the decline is being driven by a reduction in clients, I would now like to understand the company's business model better, because that would help identify whether the issue lies more with customer acquisition or customer retention. Is the company operating on a subscription basis or on a project basis?

It follows a subscription-based model.

Since the decline is being driven by a reduction in clients, I would now like to understand the company's business model better, because that would help identify whether the issue lies more with customer acquisition or customer retention. Is the company operating on a subscription basis or on a project basis?

Customer acquisition costs have increased significantly. Additionally, customers perceive the company's pricing to be relatively high compared to competitors.

Understood. This suggests that the company may be struggling both with acquiring customers efficiently and with maintaining pricing competitiveness in the market.

What recommendations would you suggest?

In the short term, the company can introduce selective discounts, bundled offerings and more competitive pricing to improve customer acquisition and regain market share. It should also focus on improving marketing efficiency to reduce customer acquisition costs.

In the long term, the company should strengthen customer retention through better customer support, personalised engagement and stronger brand positioning. Building long-term customer loyalty and maintaining a stronger human touch in interactions can help differentiate the company in a competitive SaaS market.

Great. We will conclude the case here.

Too SaaS-y To Scale

Bain/ Difficulty - Easy

Clarifying Questions

- How is the company measuring growth?
- Is the decline driven by fewer clients or lower revenue per client?
- What business model does the company operate on?
- How competitive is the SaaS market?
- How is the company priced relative to competitors?
- Are acquisition or retention metrics worsening?

Framework/Approach

- **Decline in Revenue**
  - **Number of Clients**
    - **Customer Acquisition**
      - High CAC
      - Inefficient Marketing
    - **Customer Retention**
      - High Churn
      - Weak Engagement
  - **Revenue Per Client**
    - **Pricing Pressure**
      - High vs. Competitors
      - Discount / Bundling Gap
    - **Lower Upsell/Cross-Sell**
      - High Churn
      - Weak Engagement

Brownie Points

- Identified subscription model implications early
- Focused on CAC and churn as key SaaS metrics
- Mentioned multiple pricing strategies
- Linked pricing competitiveness to customer acquisition
- Highlighted importance of human touch in SaaS retention

Recommendation

Short term: selective discounts, bundled offerings, competitive pricing to lift acquisition.

Long term: stronger retention via better support, personalised engagement, and brand positioning.

SIM-ply Not Scaling

A&M/ Difficulty - Easy

Transcript

Your client is a leading telecommunications company that has been facing a decline in its profits. You have been hired to identify the reasons behind this decline and suggest a strategy for recovery.

Before proceeding I'd like to ask some clarifying questions regarding the area of operations, the magnitude and timeline of the decline, and the current competitive landscape

The company is based in India, the decline has been recent in the past 1 year, other competitors haven't seen the same decline

That's helpful. Could you expand upon how does this decline in profits manifest, is it a decline in revenue or increase in cost?

The decline is primarily on the revenue side.

Understood. I would look at three main sources of revenue for a telecom company:
1. Acquisition: Revenue from new customer sales.
2. Retention: Revenue from existing customer recharges.
3. Partnerships: Royalties or fees from collaborations with regional channels or TV networks.

Could you help me understand where exactly have we underperformed among these 3 sources recently?

The decline is occurring in both the acquisition and retention segments.

I believe the decline is driven by a combination of internal inefficiencies and external pressures. On the acquisition side, the primary issues involve a lack of awareness and the presence of a stronger dominant competitor. Furthermore, our customer service executives, or customer associates, are demonstrating inefficiency in tapping into local markets and onboarding new users through offline channels.

Regarding retention, the previously mentioned factors remain relevant as competitors are aggressively poaching our subscriber base and our associates are failing to re-engage them.
However, there is an additional critical driver in this segment: poor quality of service. If the network quality fails to meet expectations, existing customers simply cease their recharges. To restore growth, the company must address these executive inefficiencies and service quality gaps to effectively defend against dominant competitors.

Great, as correctly identified, the problem was in out customer service associates being inefficient, we will conclude the case here.

SIM-ply Not Scaling

A&M/ Difficulty - Easy

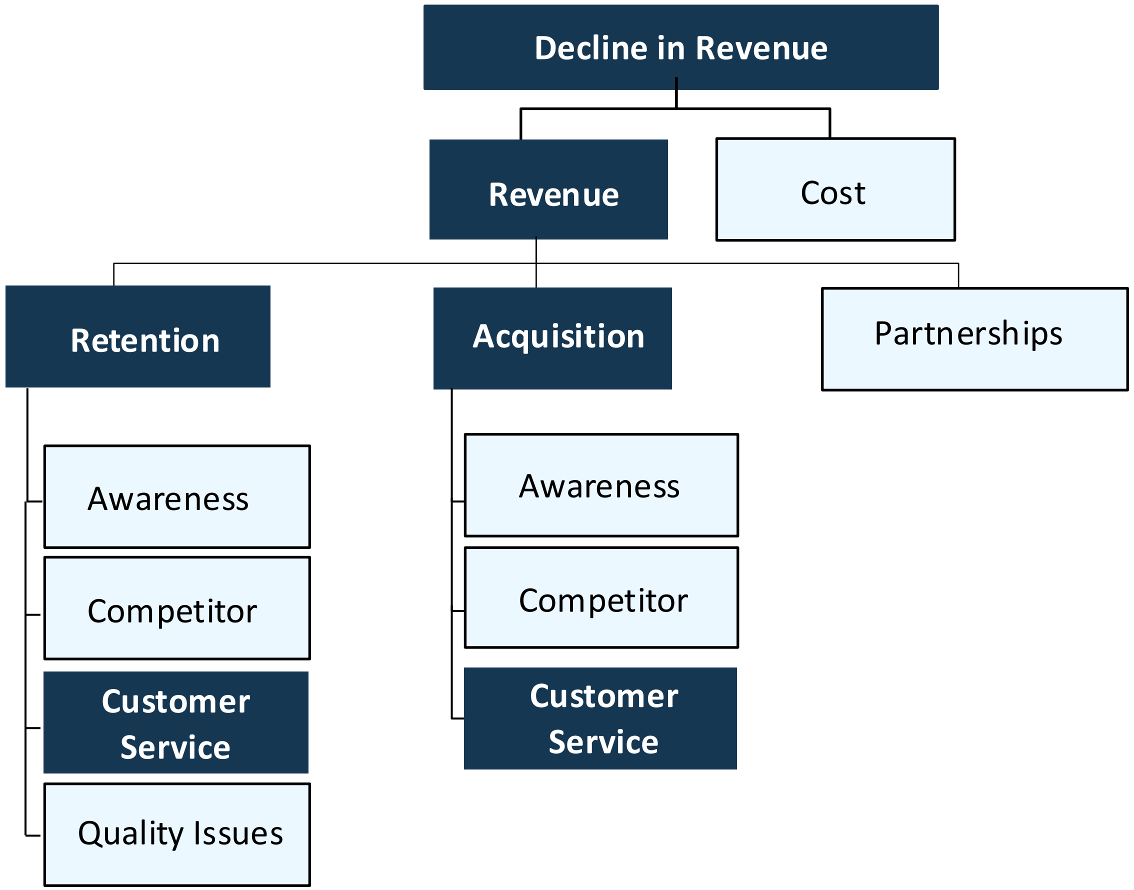
Clarifying Questions

- What is the client's specific area of operations and the markets it serves?
- What is the exact magnitude and the timeline of the decline in profits?
- How has the competitive landscape changed recently, and are there dominant rivals?
- What are the primary revenue streams, and is there a partnership or royalty component?
- How is growth being measured, and is the decline driven by quantity or price?
- What is the current status of network quality and service compared to competitors?
- How is the distribution network structured, specifically the role of customer associates?

Brownie Points

- Specific area of operations and market segments
- Exact magnitude and timeline of profit decline
- Current competitive landscape and presence of dominant rivals
- Primary revenue streams and partnership or royalty components
- Growth measurement metrics and decline drivers

Framework / Approach



Bigbazaar

Bain / Difficulty - Medium

Transcript

BigBazaar has been experiencing a decline in profits in their biscuit segment over the last three quarters. Find out the reasons for this and provide recommendations.

Is this specific to the industry or to the company?

The overall market is experiencing a significant decline, particularly within specific industries.

What is the extent of the decline?

The industry is facing a margin decline of 10%, but BigBazaar is experiencing a more significant drop of 30%.

Is the decline seen at a particular zone/location (North/South) or it is across India?

It is prevalent throughout the Indian market.

Since profits are declining, I would like to analyze whether it's due to declining revenues or increasing costs. Could you please clarify where the problem lies?

The issue at hand is related to revenue.

I'd like to further break down the revenue based on the number of units sold and the price per unit. Could you clarify which aspect is causing the issue?

There has been a decrease in the number of units sold.

The demand for the product influences the number of units sold. Several factors affect this demand, including the need for the product, consumer awareness, accessibility, affordability, and overall experience.

We are currently encountering challenges with accessibility that need to be addressed.

Got it. Before jumping to conclusions, I'd like to break this down systematically. When we talk about accessibility issues, they can arise from different aspects of distribution. Would you say the problem is more online or offline, or is it affecting both channels?

Let's consider both for now.

Possible distribution issues could include limited market reach, where the product isn't available in key stores or online platforms, supply chain inefficiencies causing stockouts or delays, or retailer challenges, where low margins reduce push. It could also be consumer accessibility issues, making it hard to find or order, competitor advantage through exclusive deals, or poor brand visibility, leading to weak in-store presence. Are online sales dropping more than offline?

Yes, that's a key concern.

That's interesting. If online sales are suffering more than offline, then I'd look at issues like platform availability, ease of purchase, and delivery inefficiencies. Have we seen a shift in consumer behavior towards quick commerce platforms like Blinkit, Zepto, or Instamart, and are we listed there?

That's exactly the problem. BigBazaar's products aren't listed on any quick commerce platforms, making them harder to access.

That makes sense. Given the rise of instant delivery services, if a brand isn't present there, consumers might switch to competitor products that are readily available. So, the next step for us should be to analyze how quickly we can onboard these platforms, to negotiate placement, and improve accessibility

Great. We will conclude the case here.

Bigbazaar

Bain / Difficulty - Medium

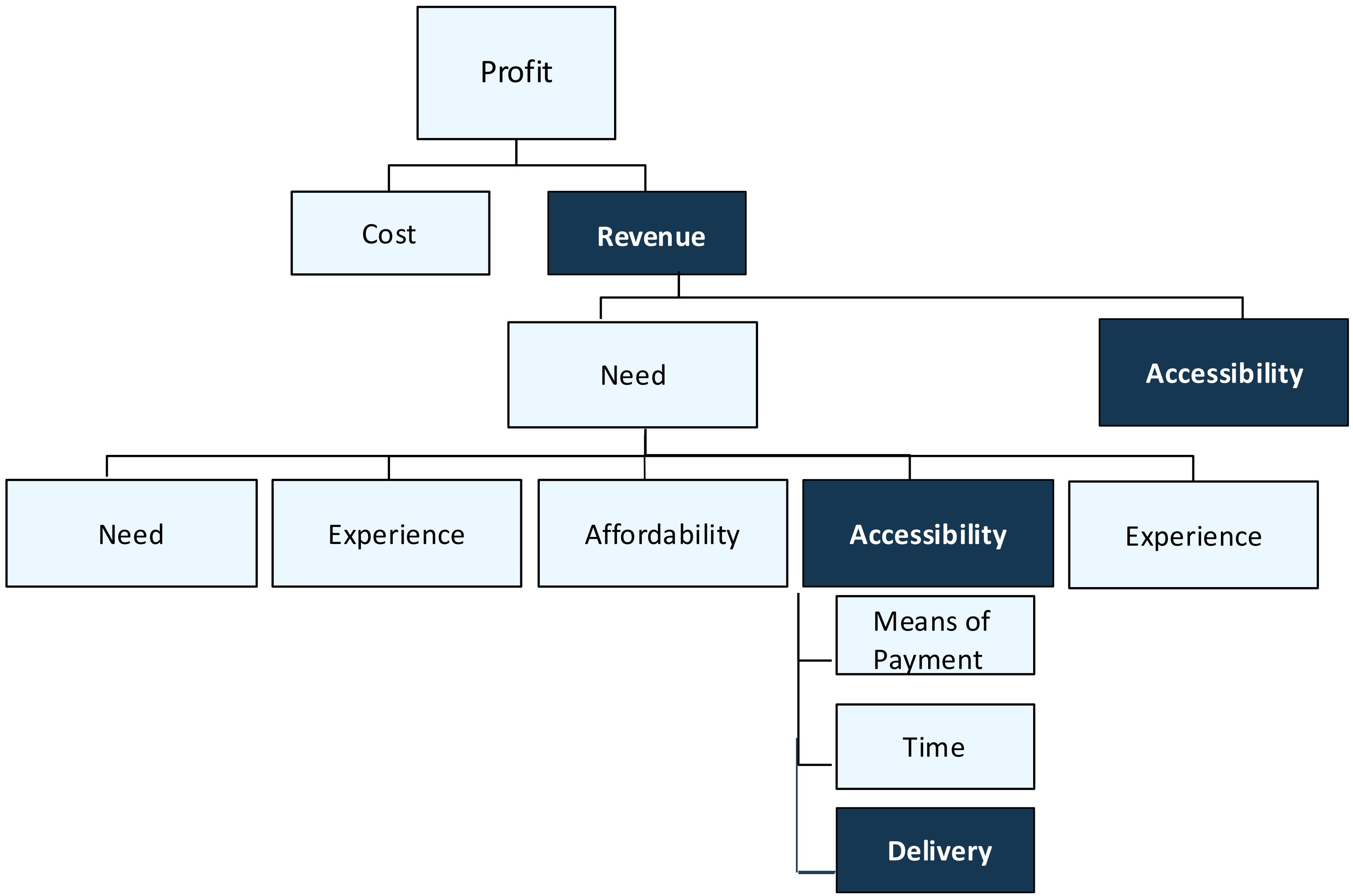
Clarifying Questions

- Is the decline in profit an issue specific to the industry or the company?
- What is the extent of the decline?
- Is the situation occurring throughout India or concentrated in a specific location?

Brownie Points

- Isolate the problem by breaking down each factor further.
- Address the factors using specific reasoning.

Framework / Approach



Profit Pulse Drop

Bain / Difficulty - Medium

Transcript

The client is an established hospital chain in India. They have been facing an issue of declining profits. You have been hired to assess why and recommend solutions.

Where are the operations of the client located in India?

Operations are located pan India.

Is the problem being faced uniformly across all hospitals or at a particular hospital?

The issue was particularly being faced at the hospital in Delhi.

Are other similar hospitals in Delhi also facing the same problem?

No, this is a company-specific problem, not an industry-wide problem.

Since when the company has been facing the decline and what is the magnitude of decline?

The company has been facing a 5-10% of decline since the past two months.

The profit decline could be due to a fall in revenue or an increase in costs. Do we have any information related to this?

So, we know that revenues have remained constant.

Since revenues are stable, the profit decline likely stems from rising costs. Hospital costs can be split into fixed costs, such as rent, machinery, infrastructure, and software systems like billing or patient records, and variable costs like salaries, maintenance, and medical supplies. Do we know which of these has seen a recent increase?

Yes, fixed costs, particularly software costs, have gone up.

Understood. Just to clarify, by software, are we referring to things like hospital information systems, electronic health records, or billing & scheduling software?

Yes, absolutely. They have been higher than usual.

Understood. Can you tell me on what basis do we pay our software providers?

We pay them on the basis of the time for which the software is being used.

If the software costs are increased, there can be two reasons: either we are using the software for doing more work, or we doing the same work, but the time to do the same work has increased. But, since we already know that the revenues are stable, the amount of work being done on the software has not increased. The problem lies with the time taken to do the same work. If the time taken to do the same amount of work has increased, this can be further broken down into: The software itself has started taking more time, or our staff or doctors who are using the software have started consuming more time, maybe due to incompetency or due to some other reason. Do we know which is it?

The staff and doctors are fairly competent and their skill set hasn't changed, and from their part they operate the software as they used to before.

This means that the software itself has started to consume more time.

Great, you have identified the problem. Do you have any recommendations?

We can divide the recommendations into Short-term and Long-term. Short-term recommendations include revising the terms of the contract to avoid excess paying, and training the staff to fully utilize the software. Long-term recommendations would involve either investing in advanced software solutions or look for a new software provider. Also, establishing a dedicated cost-management team to regularly monitor and optimize expenses would help the business.

Perfect, we can close the case here.

Profit Pulse Drop

Bain / Difficulty - Medium

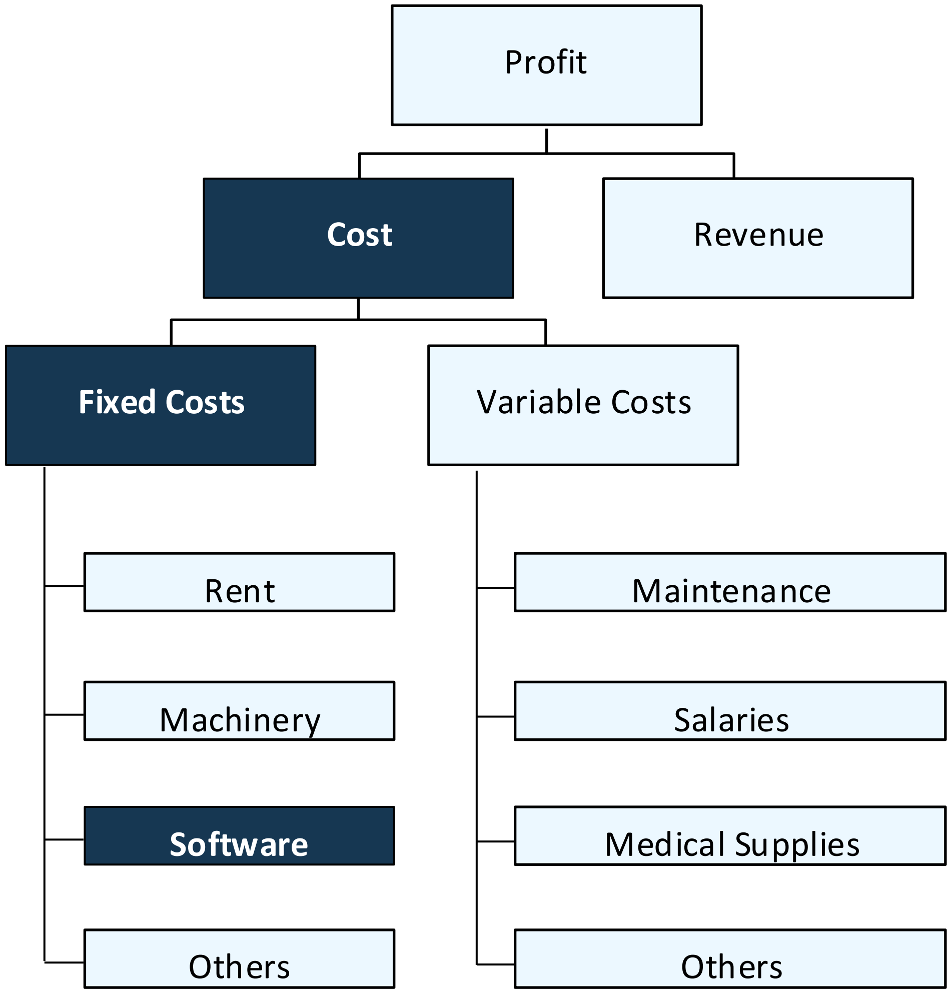
Clarifying Questions

- Location of the client
- Since when have we been facing the decline, and magnitude of the decline?
- Is this an industry-wide issue or company-specific?

Brownie Points

- Identify cost drivers, divide them into fixed and variable costs.
- Offer short-term and long-term recommendations

Framework / Approach



Live-in-Levi's

Bain / Difficulty - Medium

Transcript

You are the CEO of Levi's and your revenue is decreasing. You must figure out why.

Thank you. Before proceeding, I would like to ask a few clarifying questions. Firstly, what is the quantum of the fall and since how long have we been experiencing it?

The problem has been there since 2021 and the topline is down 25%.

Understood. Could you also brief me about if there are any specific geographies where we are experiencing more problems than rest?

Issue only is in Indian verticals, rest all are doing fine.

Alright and in India, is there any specific location where we are seeing steeper fall than the rest?

Let's look at Delhi only for this case.

Understood. That's helpful. Since Levi's has multiple product lines like jeans, t-shirts, jackets, etc. Which category has primarily seen this decline?

Good question. The decline is specifically in jeans.

And within jeans, is it limited to certain types like specific colors, fits, or price ranges?

No, the decline is across all types of jeans.

Understood. Also, what are the key revenue streams? Should I consider only product sales?

Yes, focus only on product sales.

Got it. Could you also elaborate on where Levi's operates in the value chain? Do we manufacture in-house and how do we distribute?

Manufacturing is done in-house. For distribution, we sell both online and offline. The decline is specifically in online channels. Offline includes our own stores and multi-brand outlets like Lifestyle and Shoppers Stop.

Understood. What is the typical price range of our jeans? And in terms of customer segmentation-are we seeing the decline concentrated in a specific gender or age group?

Price lies around ₹2000 and above. The decline is across men, women, and kids, across all age groups.

Live-in-Levi's

Bain / Difficulty - Medium

Transcript

Understood. Lastly, how are competitors performing?

Competitors are actually doing well-their revenues are increasing.

Got it. I'd like to structure my approach by breaking down profits into revenues and costs. Since the problem is specifically about declining revenues, I'll focus there.
Revenue can be broken down into **price and volume**. Given no indication of pricing issues yet, I'll further break **volume into demand and supply factors.** On the demand side, I'd like to evaluate both external and internal drivers.

Sounds good. Please go ahead.

On the demand side, I'd like to first explore internal factors such as customer need, affordability, accessibility, awareness, and overall user experience. Since we've already identified that the issue is specific to online channels, I'd like to deep dive into accessibility online.

Okay, what specifically would you look at under accessibility?

I would examine factors like the availability of products online, the variety being offered, and importantly, how our products are positioned on the platform-since visibility can significantly impact sales.

Interesting. What do you think affects positioning on online platforms?

Typically, platforms prioritize sellers or brands that offer higher commissions or invest more in promotions, which improves their visibility on the platform.

That's correct. Please elaborate.

In that case, I'd like to understand-how does Levi's compare to competitors in terms of commissions paid to these platforms?

You got it. Levi's pays lower commissions compared to competitors and because we are paying lower commissions, our products are being displayed lower on the page, leading to reduced visibility and, consequently, lower sales. We can conclude this case here.

Live-in-Levi's

Bain / Difficulty - Medium

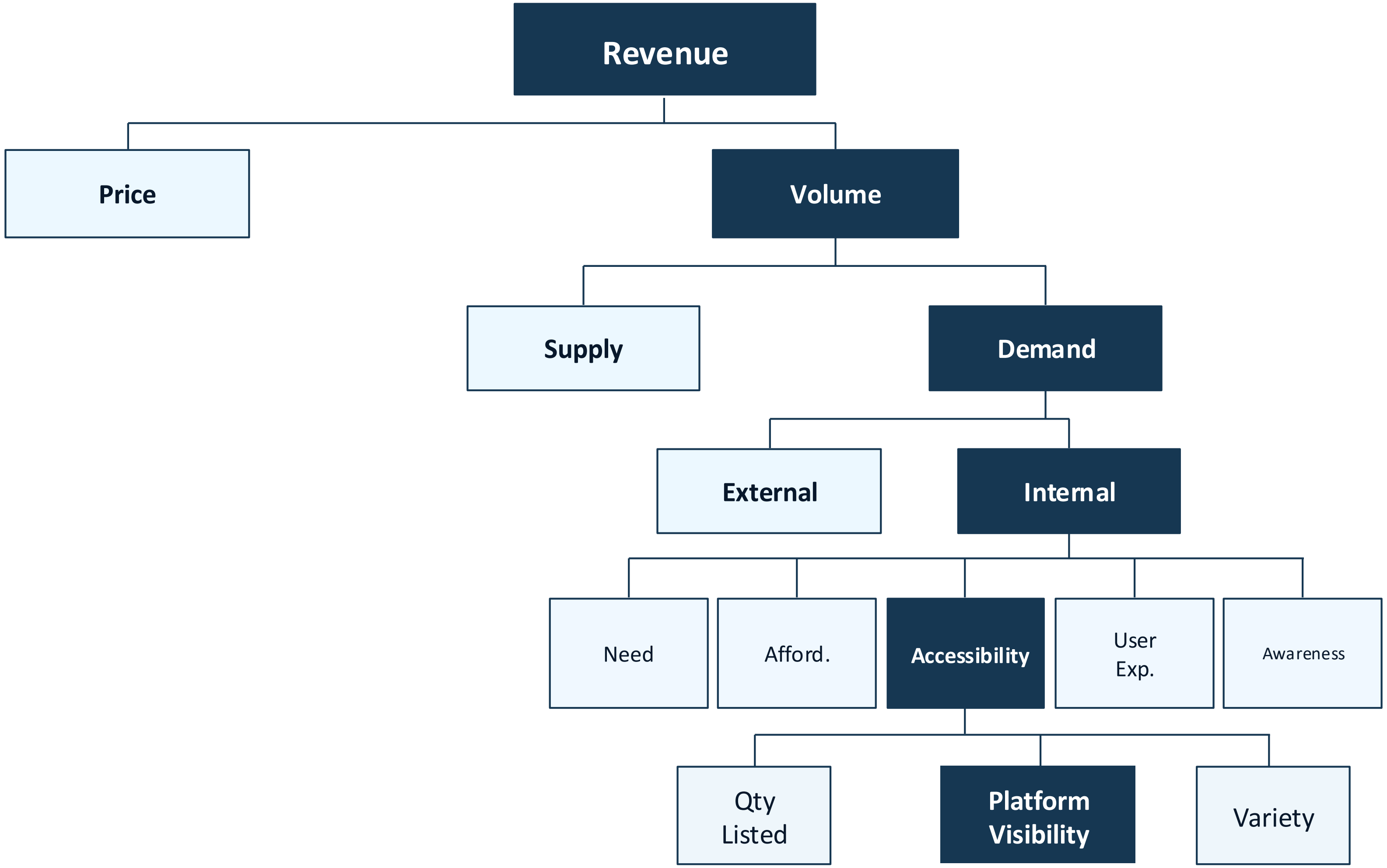
Clarifying Questions

- What geography are we operating in?
- How are we doing in other geographies, is it specific to Delhi only or multiple regions are facing the same issue?
- Which product line has seen the decline
- Where does the client lie in terms of value chain so do they manufacture and then how do they distribute
- Which customer segment has seen a decline in terms, of gender as well as age group?

Brownie Points

- Identified multiple verticals and clarified it early on
- Customer segmentation, based on gender and age group
- Benchmarking commission structure used for advertising with competitors

Framework / Approach



SPOT-IF-You can

Boston Consulting Group / Difficulty – Medium

Transcript

You have been approached by Spotify. They are facing a decline in profitability. They want you to analyse why?

Alright. Before we start, I have a few preliminary questions. Since when has this problem been in existence and how much is the decline in profitability ?

All right. So, the company has been facing a 10% percent decline in profitability and this is a company specific issue.

Okay, got it. I would like to delve deeper into the issue to identify the source of the problem. Spotify's profitability is driven by 2 aspects – The artists and the listeners. I'll start from the artist journey to better understand the problem.

Sounds good. Go ahead.

So, the artist on journey can be divided into 2 parts – pre release and post release.

Pre Release

- Signing contracts with Spotify
- Song released on Spotify, which is further affected by
  a) Ability to release
  b) Willingness to release

Post Release

- Promotion by Spotify
- Song discovery by audience
- Number of songs played

So, let's start with pre release first. Has there been a decrease in the number of contracts or the number of songs released by Spotify ?

Yes, you're right. The number of songs released by Spotify has decreased.

Okay. I don't think the ability to release songs has changed. The willingness might change because of the decrease in the reach of the listeners or because of higher commission charged by Spotify. Can you tell me if both these factors have changed ?

The commission has not changed from Spotify's part, but the number of listeners have gone down.

All right. Have similar trends been seen in the post release phase with song discovery and the number of songs played ?

Yes, the total number of songs played have decreased.

Makes sense. Have these trends seen with a specific genre of music ?

Yes, this trend is specific to Punjabi Music only.

Got it. So, essentially the number of Punjabi songs played have decreased and this has caused the artists to release lesser number of songs for the audience.

Perfect. You summarised the case well. The Punjabi artists have released lesser number of songs because the number of Punjabi songs played have gone down. What would your recommendations be ?

For the short term, giving Punjabi songs a feature and promoting Punjabi playlists would help gain traction. For the long term, however, there needs to be a change in the algorithm to promote Punjabi music, because there is a sizeable market in India for that genre.

That sounds good. We can end the case here.

SPOT-IF-You can

Boston Consulting Group / Difficulty – Medium

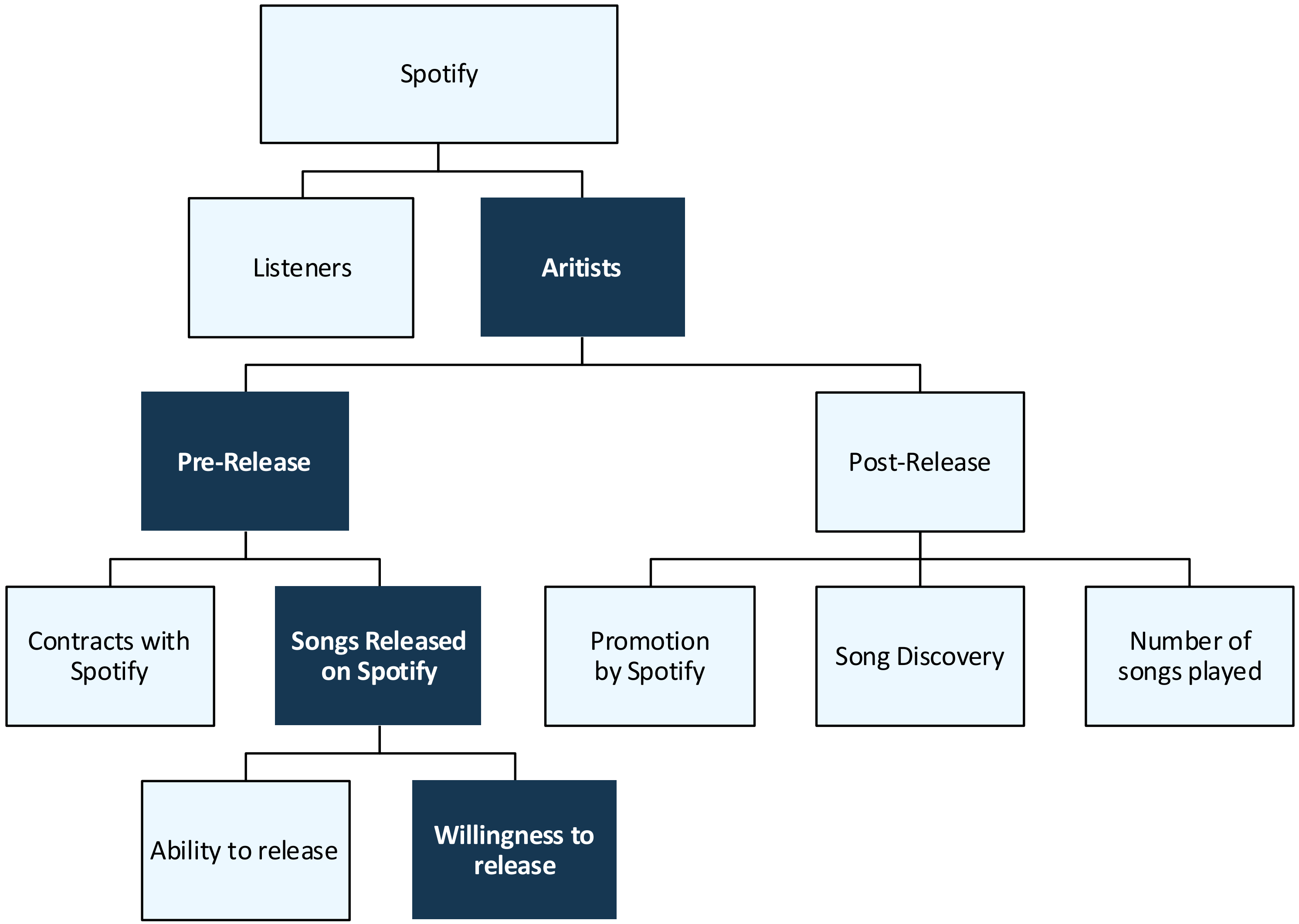
Clarifying Questions

- What is the extent of decrease in profitability?
- How long has the issue been there for?
- Is it specific to geography, genre or artist?

Brownie Points

- Dividing the artist journey into pre and post release to structure better.
- Giving long term and short-term recommendations.

Framework / Approach



The Animal Kingdom

Accenture / Difficulty - Medium

Transcript

Your client is a zoo in Chennai which has been facing a decline in profits. It has asked you to identify the issue and solve it.

Okay, since when has the client been facing this decline and what is the magnitude of the same?

The client has been facing a 20% decline in revenue for the past 6 months.

What type of offering does the zoo offer its visitors?

The zoo has both animals and birds including exotic animals such as the white tiger as well. Apart from this it has standard offerings such as food, cart service and a gift shop.

Is there any information on a new zoo opening in the city?

No there isn't any new zoo in the city.

Ok. So, the decline in revenue can either be a revenue or a cost side problem, do we have information on change in revenues or costs?

The revenues of the zoo have gone down even though the ticket prices and costs have remained the same over the past 6 months.

Revenue of Zoo = Number of visitors*Avg. ticket price + revenue from other sources, these can be further bifurcated as

Number of Visitors

- Number of Tickets sold online
- % of People turning up
- Number of Walk-in ticket sales

Sources of Revenue,

- Child to Adult Ratio of Visitors as the price of children's tickets might be cheaper
- Food & Beverages sold, revenue of gift shop
- Advertisement revenue

Has there been any change in the number of visitors or the other sources of revenue?

The number of visitors has remained the same, there has been a decrease in revenue from advertisements without any change in the area available.

Understood. So, advertisement revenue depends on

Area Available x % Area Utilized x Price per sq. ft.

Since the area hasn't changed, the issue lies in either the % of area being utilized or the price per sq. ft.

Price per sq. ft. is driven by visibility and quality of the advertisement. Have either of these been affected?

They are facing an issue with the visibility of advertisements.

Visibility includes the number of people viewing an advertisement and the time for which each individual views an advertisement. Which one of these has been affected?

Okay. So, both these factors have gone down in number as there are trees blocking some advertisement boards, hence the zoo has been forced to reduce the price/sq feet for them. What recommendations would you give to rectify the situation?

Okay, to improve visibility, we can either keep the billboards in the same location or shift them to another location. The following solutions can be implemented accordingly

Same Location

- Remove the trees altogether
- Regular trimming in areas
- Convert Trees into advertisement space

Different Location

- Popular Viewpoints in the zoo, Entrance
- New spaces, brochures of the zoo etc.

Great, I think we can wrap the case here.

The Animal Kingdom

Accenture / Difficulty - Medium

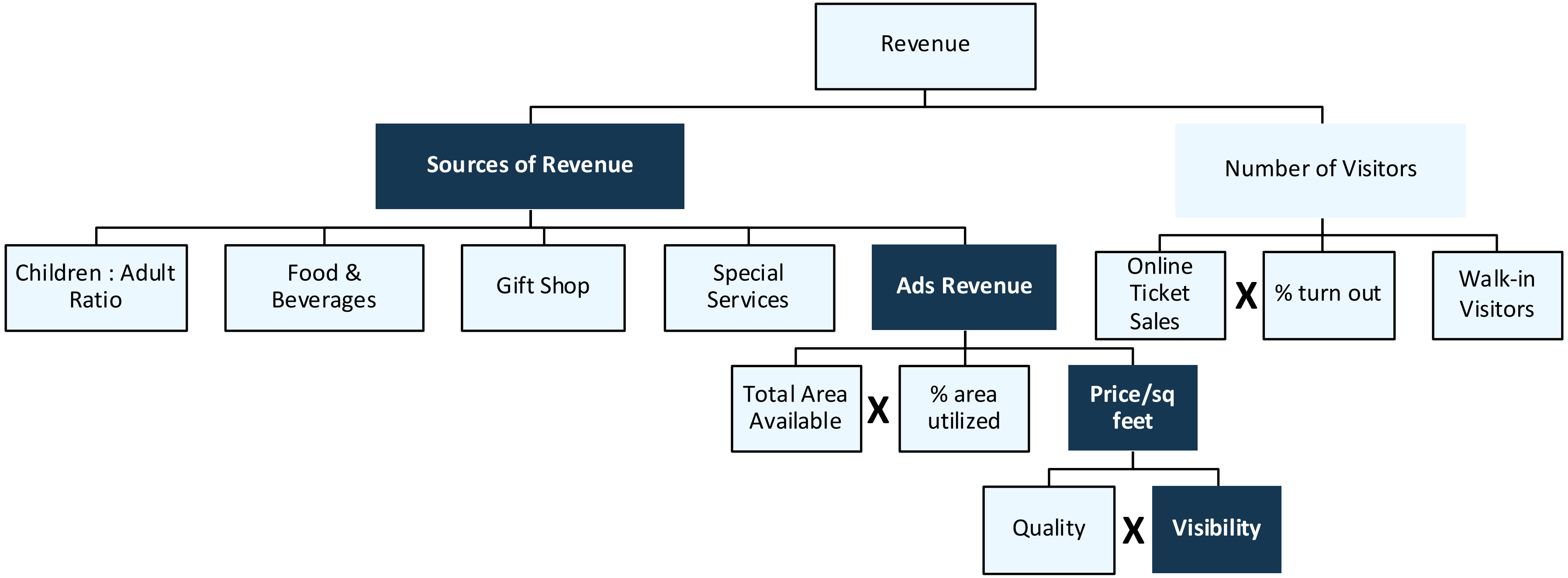
Clarifying Questions

- What is the extent of fall in profits and time frame? (5% & 6 months)
- Offerings of the Zoo?
- Are there any new competitors in Chennai? (No)

Brownie Points

- Bifurcation into offline and online ticket sales
- Identifying Advertisements as a source of revenue for the zoo.

Framework / Approach



Trouble in Barce(loan)a

McKinsey/ Difficulty - Medium

Transcript

Your client is a football club in Barcelona that is facing a decline in profits. You have been hired to identify the source of the problem.

Okay, I'd like to know more about the club. What is the size of the club or the scale at which it operates? What players are associated and what leagues do they play in?

For the sake of this case, you can assume the club to be FC Barcelona, one of the most popular football club in the world.

Alright. Is the problem specific to our client ? Or are the others clubs facing similar decline in profits?

The other clubs in La Liga (which is the league they play in) haven"t faced such issues. So, we can say that this problem is limited to our client.

Got it. Since when they have been facing this problem? What is the magnitude of the decrease in profits?

The magnitude of decline is 15% and it has been since the last quarter.

I will begin by dividing the profits into revenue and cost components. A decline can be attributed to either a decrease in revenue, increase in cost or both. Do we have information on whether costs are affected or revenue?

The costs have remained the same.

Noted. There are several revenue streams for a football club. They can be classified as off-season revenue and revenue earned during the season. Do we have any information about which of these segments is experiencing a decline in revenue?

The decline composed majorly of off-season revenue.

Okay, that is useful information. As per my understanding, off season revenue can be further classified football related revenue and non football related revenue.

- Football related revenue would include things like academies they run, sale and purchase of players, contracts and sponsorships.
- Non football related revenue would include the events they hold on their own, rent out other organizations to hold events on their facilities, merchandise sale.

What has been the state of these two segments?

The football revenue has gone up. But the non football revenue has gone down.

Alright, it seems there is something I am missing. Has football revenue been unexpectedly high in the off season?

Yes, we have had new sponsors coming in and they have put a lot of money and therefore we have high football related revenue.

We can see that non football revenue has gone down by much more than the increase in football revenue. We have talked about events and merchandise sales in this segment. Which one of the components of non football revenue has been affected?

All the components are affected under non football revenue.

This could be due to new sponsors as they might have imposed certain conditions on the organizations our client could rent their facilities to or restrictions on brand sponsorships for their own events or on merchandise partnerships. This could have adversely affected the revenue.

You're spot on! We have a new sponsor Spotify which has put in a lot of money, but we haven't been able to rent out our major facility at Camp Nou. And haven't been able to rent out stadiums for concerts in the off season which has notably affected our revenues.

Trouble in Barce(loan)a

McKinsey/ Difficulty - Medium

Clarifying Questions

- Is this a league-wide issue or club specific?
- What is the extent of decline and how long has it been happening for?

Brownie Points

- Clarification of revenue streams into off-season and revenue earned during the season.
- Establishing links between what could have been induced increase in football-related revenue and reduced non-football related revenue.

Framework/Approach

- **Profit**
  - Cost
  - **Revenue**
    - **Off-Season**
      - Football-Related
        - Academy
        - **Sponsorship & Contacts**
        - Sale & Purchase of Players
      - **Non-Football**
        - In-House Events
        - Facility Rental
        - Merchandize Sale
    - Prime-Season

Phone a Friend

Accenture/ Difficulty - Hard

Transcript

You have been approached by EIL ltd., a telecom equipment manufacturer and service provider. Costs of EIL Ltd. are rising. How do you propose to cut their costs?

To begin, I would like to have clarity on some part. Since when are the costs increasing & what is the extent of increase? Is this an industry wide issue or company-specific?

The company has been facing a 5% increase in costs over the past 1 year. And this is a company-specific issue.

Okay. Got it. Since our client is engaged in two kinds of activities, I would like to list down the costs involved in those two kinds of businesses:

Equipment Manufacturing

1. Procurement
2. Processing
3. Packaging
4. Distribution & Logistics

Service Provider Business

1. Fixed Cost: Spectrum License Charges
2. Variable Cost:
- Selling
- General & Administration Charge
- Salary & Wages

Yes, that sounds reasonable

So, I would now like to know which business segment is facing increase in costs.

The service providing business of the company has been seeing increase in costs.

OK. First of all, I would like to drill down into the Fixed Costs. Can I assume that there's no increase in the Spectrum License Charges, since this issue is company specific? If yes, then which part in the Variable Cost is facing a rise?

Your assumption makes sense. The company has been facing issue due to rise in Salaries & Wages.

Alright, further Salaries & Wages can be divided into 2 factors: No. of Employees & CTC per Employees. So, has the company seen increase in no. of employees over the past year?

No. The company has not seen a major increase in the no. of employees over the past year. However, the CTC per Employee has seen an increase.

Okay, as per my knowledge, CTC has three main segments namely: On-boarding & Training, Basic Salary and Benefits. Which one of these is the pain point?

Well done. The company has been facing increase the On-boarding & Training costs. Reason being the time spent on training the employee has increased. The 1- year employee turnover has increased resulting in the non-utilisation of trained manpower. How do plan to solve this ?

So, for this we need to alter the onboarding process or reduce the onboarding the time.

I can think of three recommendations for the same:

1. Conduct training in stages over a period of a few months instead of providing the same in the beginning.
2. Conduct bulk training using online channels
3. Improving employees' experience in the company, encouraging initiatives, providing opportunities for growth and addressing grievances

That sounds good. We can end the case here.

Phone a Friend

Accenture/ Difficulty - Hard

Clarifying Questions

- What is the extent of increase in costs? (5%)
- Since when have we been facing increase in such costs? (1 year)
- Is this an industry-wide issue or company specific? (Company-specific)

Brownie Points

- What is the objective behind this?
- Find innovative ways to structure the problem like low, medium, high

Framework/Approach

- Cost
  - Equipment Manufacturing
    - Procurement
    - Processing
    - Packaging
    - Distribution & Logistics
  - **Service Provider**
    - **Variable Cost**
      - SG&A Expenses
      - After-Sales Services
      - **Salaries and Wages**
        - No. Of Employees
        - **CTC Per Employee**
          - Basic Salary
          - Onboarding & Training
          - Prerequisites
    - Fixed Cost
      - License Charge

Pricing Strategy

L.E.K./ Difficulty - Hard

Transcript

Good morning! Let's dive into a case. An electronic gadget company is looking to optimize its pricing strategy. They are considering three different pricing models and want to determine which would be the best strategy in terms of profitability and breakeven analysis. Does that sound good?

Yes, that sounds great. Could you provide me with the key details?

Sure. Here's the information:

- **Fixed Costs: ₹12,00,000**
- **Variable Cost per Unit: ₹150**
- **Strategy 1: Selling price = ₹300, Units sold = 10,000, Additional marketing cost = ₹2,00,000**
- **Strategy 2: Selling price = ₹280, Units sold = 12,000, No additional marketing cost**
- **Strategy 3: Selling price = ₹260, Units sold = 15,000, Additional transportation cost = ₹2,50,000**

Based on this data, I'd like you to analyze which pricing strategy is the most profitable and also determine the breakeven point for the company.

Understood. I'll start by calculating the contribution margin per unit for each strategy.

Step 1: Contribution Margin Calculation

Contribution per unit = Selling Price - Variable Cost

- Strategy 1: ₹300 - ₹150 = ₹150
- Strategy 2: ₹280 - ₹150 = ₹130
- Strategy 3: ₹260 - ₹150 = ₹110

Step 2: Total Contribution Calculation

Total Contribution = Contribution per unit × Total Units Sold

- Strategy 1: ₹150 × 10,000 = ₹15,00,000
- Strategy 2: ₹130 × 12,000 = ₹15,60,000
- Strategy 3: ₹110 × 15,000 = ₹16,50,000

Step 3: Profit Calculation

Profit = Total Contribution - Fixed Costs - Additional Costs

- Strategy 1: ₹15,00,000 - ₹12,00,000 - ₹2,00,000 = ₹1,00,000
- Strategy 2: ₹15,60,000 - ₹12,00,000 - ₹0 = ₹3,60,000
- Strategy 3: ₹16,50,000 - ₹12,00,000 - ₹2,50,000 = ₹2,00,000

Interviewee: Based on this analysis, Strategy 2 is the most profitable, with a profit of ₹3,60,000.

That's a solid approach. Now, can you determine the breakeven point for each strategy?

Absolutely. The breakeven point is calculated as:

Breakeven Units = (Fixed Costs + Additional Costs) / Contribution Margin Per Unit

- Strategy 1: (12,00,000 + 2,00,000)/150 = 9,333 units
- Strategy 2: 12,00,000 / 130 = 9,231 units
- Strategy 3: (12,00,000 + 2,50,000) / 110 = 13,182 units.

Pricing Strategy

L.E.K./ Difficulty - Hard

Transcript

This means the company needs to sell at least 9,231 units in Strategy 2 to break even, making it the most feasible breakeven strategy compared to others.

That's a thorough and structured analysis. Well done! Any final thoughts?

Yes! Strategy 2 is the best choice because it yields the highest profit while having the lowest breakeven point. This minimizes risk while maximizing profitability.

Great! That concludes the case. Thank you for your time.

Pricing Strategy

L.E.K./ Difficulty - Hard

Clarifying Questions

- Are there any market constraints affecting demand (e.g., competition, trends, seasonality)?
- Do the marketing and transportation costs scale with sales?
- Is production capacity limited?

Brownie Points

- Dividing the customer experience into phases
- Finding innovative ways to structure the problem
- Isolating the problem by further dividing each factor

Framework/Approach

Pricing Strategy

Fixed Cost = 12,00,000
Variable Cost = 150 per unit

Strategy 1

- Total Profit = (300 – 150) * 10,000 – (12,00,000 + 2,00,000) = **1,00,000**
- Breakeven units = (12,00,000 + 2,00,000) / 150 = **9,333 units**

Strategy 2

- Total Profit = (280 – 150) * 12,000 – (12,00,000 + 0) = **3,60,000**
- Breakeven Units = 12,00,000 / 130 = **9,231 units**

Strategy 3

- Total Profit = (260 – 150) * 15,000 – (12,00,000 + 2,50,000) = **2,00,000**
- Breakeven Units = (12,00,000 + 2,50,000) / 110 = **13,182 units**

Runners Up

Bain/ Difficulty - Hard

Transcript

Your client is a pan-India bicycle manufacturer that has been experiencing decline in profits over the past 3-4 years. Find out why.

Okay. I'd like to ask a few questions before proceeding with the case. What is the quantum of the decline and since when has the client been facing so?

The client has been seeing a decline of 15%, from the past 3-4 years.

Okay. Can you specify the product mix of the company and the sales channels?

The company sells three types of bicycles – Standard, Hybrid and Sports. Further, it sells bicycles via its own stores and third party retailers.

Okay. Is the decline in its own store sales or sales via third party retailers?

You may focus on third party retail segment and identify the possible problem segments for the client.

Okay. I think the possible problem segments could be divided into three parts – Revenue Trends, Cost Structure and Sales Channels. I would like to analyse the revenues of the 3 products first. Do we have any data related to it?

The following data is known to us.

Type	Price	2020 Units	2021 Units	Margin %
Sports	10,000	10,000	5,000	40%
Hybrid	7,000	15,000	12,000	35%
Standard	4,000	1,00,000	1,10,00	30%

Okay. So I would like to calculate the revenue decline in each of the following segment.

Yes. You may proceed.

So, total revenue decreased by x% i.e. x M and total Margin dropped by 3.83% i.e. ₹15.65M.
Interestingly, revenue of the Standard bicycle have increased over this period, and the entire drop is coming from the sports and hybrid segment, majorly from the sports segment.

That's right. What could be the potential reasons for the decline in this sector and what would you recommend to the client?

I would further like to probe the reason for the decline in sales of sports category. This decline can be a supply or demand-side drop. Does the client have any information on the same?

There is no issue with the supply from the client side.

Okay. So, the reason for the demand decline can be clubbed into the following 2 buckets - attracting new customers & retaining existing customers.

Attracting new customers can done by marketing campaigns and promotional offers.

We can also provide incentives to distributers to drive our product sales further.

Retention of customers can be attributed to the after-sales services & product quality.

Good. I think we can end the case here.

Runners Up

Bain/ Difficulty - Hard

Clarifying Questions

- What is the quantum and term of decline of revenues?
- What are the sales channels and the product mix?
- Is the decline uniform across all products?

Brownie Points

- Calculating the exact figures for decline in revenues
- Dividing the problems into revenues, costs and sales channels
- Dividing recommendations into long term and short term

Framework/Approach

- Profit
  - Revenue
    - Revenue Distribution
      - Standard
      - Hybrid
      - Sports
  - Cost

The Bombay Bank

Mckinsey / Difficulty- Hard

Transcript

A (retail) bank is facing issues with its bottom line declining. What could be the reasons for the same?

Got it. Where is our client located? What is the magnitude of decline we are facing and since when?

The client is present nationwide with a significant presence in all Metro cities. The bank has seen a decline of 15% in profit and has been facing this problem for 1 year now.

Interesting. Have other retail banks been facing a similar decline?

Several banks are facing a similar issue

Understood. It seems like an industry wide problem.

Profit=Revenue - costs

Do we have any information on which revenue stream has been the most affected? As per my knowledge, the major revenue sources are a)interest on loans, b)fee-based income, c)gains on capital investment, d) Commission on third party products.

You can look at interest on loans.

Sure.
Interest on loan = (# of customers) * (% interest charged) * (average principle of loan disbursed)

Yes, we have observed that the average loan amount disbursed has been declining

The Average principle of loan disbursed depends on both demand and supply side. On the demand side, there could be 2 reasons for this.

1) Decline in demand for loan
2) Diversion of demand to other sources like neo banks

Good. You can stop here and look at the cost side now.

The major areas where we will be incurring cost would be the interest on demand deposits, along with selling, general, operational and administration expenses.

Yes, we are incurring heavy costs on administration expenses. You have rightly identified the problem. Do you have any suggestions to turn things around for the bank.

Yes, let's look at what we can do:

1) Provide competitive interest rates
2) Employee training programs
3) Financial literacy programs

Great suggestions. We can close the case now.

The Bombay Bank

Mckinsey / Difficulty- Hard

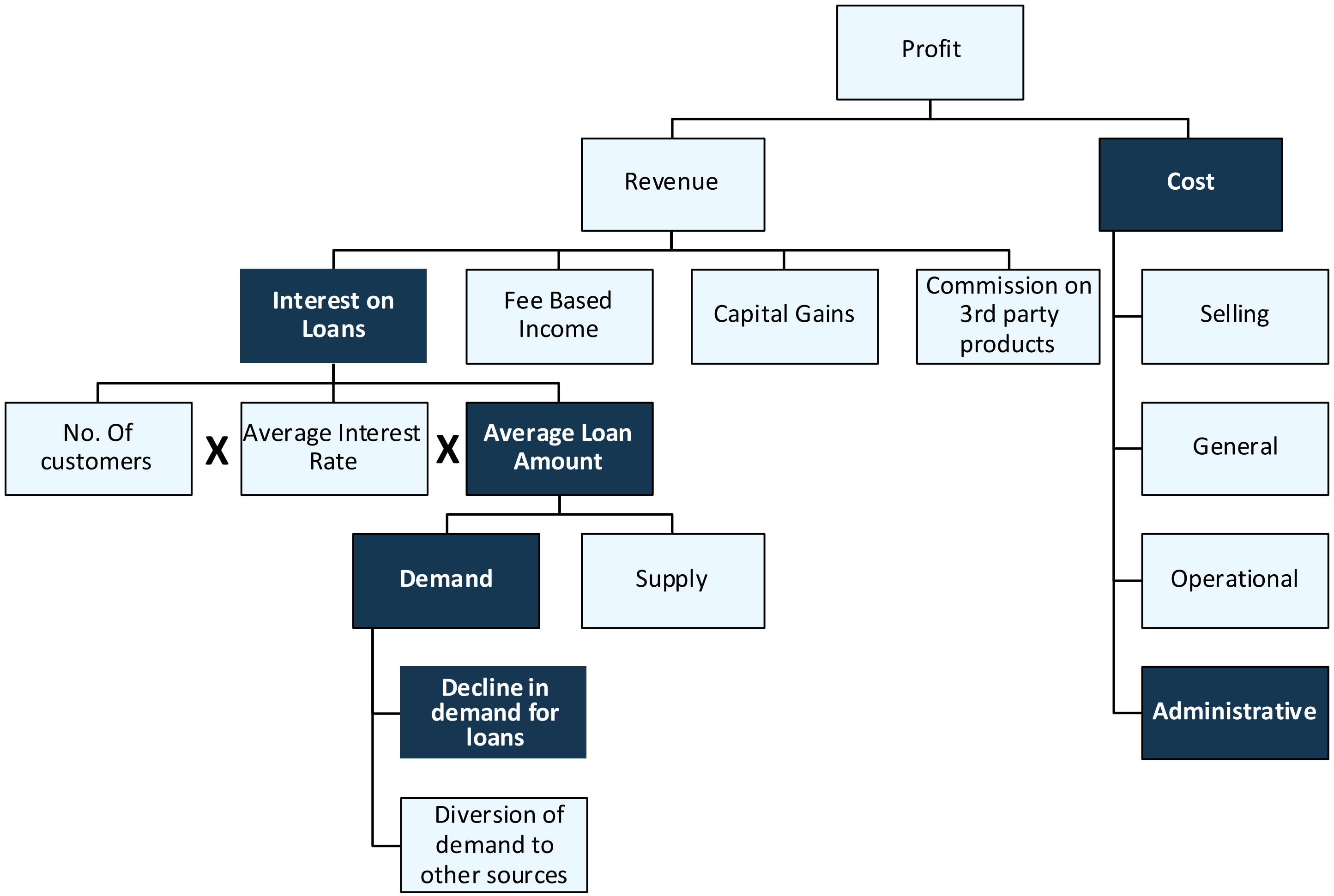
Clarifying Questions

- Where is the client located?
- What is the magnitude of decline?
- Since when have we faced this decline?
- Is it an industry-wide problem or specific to our client?

Brownie Points

- Diversion of demand to other sources like Neo Banks

Framework/Approach



MARKET ENTRY

BRIDGES FOR ENTERPRISE

Market Entry - How to go about it

Description / Preliminary Questions / Framework

In a market entry case, you are generally asked to assess the situation in which a firm might expand into new markets in terms of products, geographies, customer segments, etc.

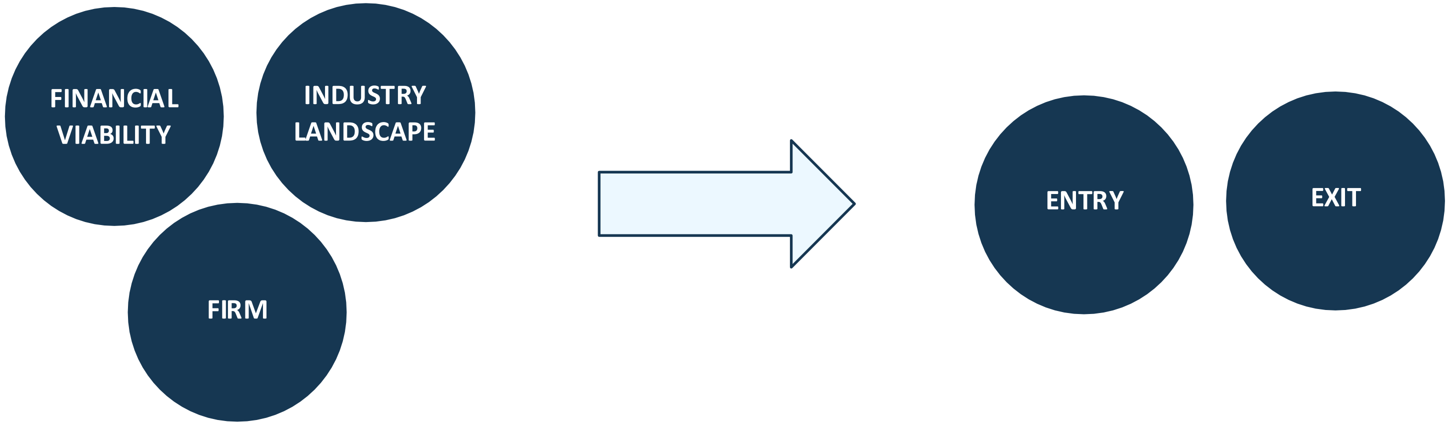
Market entry cases are highly dependent on the way of presentation and using a framework that you're familiar with can be a helpful way to structure your analysis and ensure you don't miss any key points! Back your case up with good reasoning and business judgment.

You may also be frequently asked to perform market sizing guesstimates inside market entry cases. Do remember to perform them quicker than you would do in standard guesstimates.

Preliminary questions are of utmost importance during market entry cases as you are asked to assess cases from just a qualitative perspective more frequently. Given below are few such preliminary questions.

1) In-depth clarity of the firm‘s business model
2) Firm‘s objective to enter the new market
3) Are they looking to enter certain geographies only

In a Market Entry Case, we can start by analyzing the situation from 3 stand points and then move on the the modes of entry and exit in case the firm chooses to enter the market



BRIDGES FOR ENTERPRISE

Market Entry

Framework

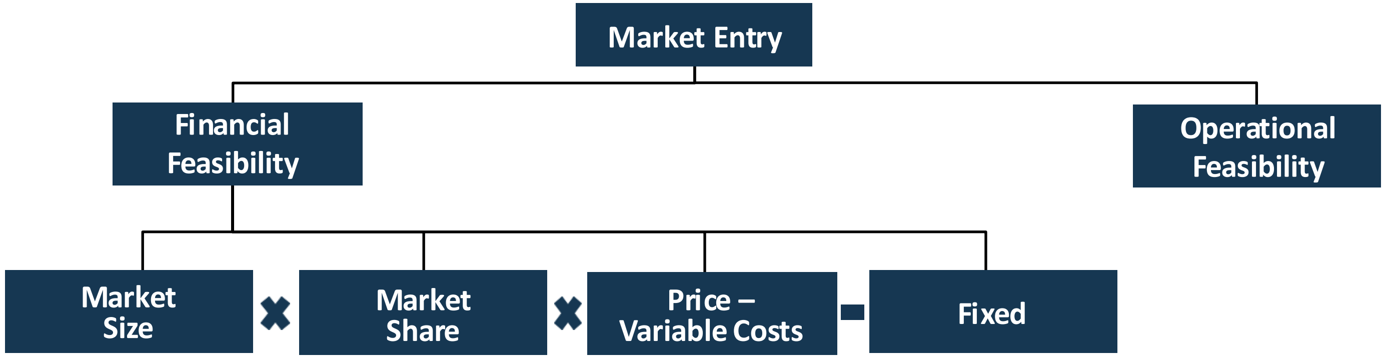
A market entry case is generally associated with a firm's foray into a new segment whether in terms of launching a new product, entering a new geographical territory, targeting a new customer segment etc. The candidate, first of all, needs to determine whether its feasible to foray into the new market and if it's feasible, what should be the company's strategy in doing so.

Clarifying Questions

- Why does the company wish to enter the new market? (Essentially asking about the company's objective behind the entry)

- Before initiating the case, try getting apprised of the company's basic information. This could include questions regarding the company's operations and the products it offers. The interviewer may also be asked about previous market expansions that the company has undertaken.

- In case of entering a new geographical territory, the interviewee may ask about the features of the new territory (if in particular). It may also be enquired if the firm is looking to enter only certain geographies.



Market size = Figure out to solve from demand vs supply side

Market Share = Use 4P analysis to figure out interviewer expectations and compare it to similar market entry by same company in different geographies & other companies in same geographies.

- The main analysis of the case can be divided into two buckets: Economic analysis and Operational Feasibility.
- The economic analysis would deal with the company's market share in the total market landscape considering the variable and fixed costs.
- As for the operational feasibility, the interviewee should convey the value chain of the focused industry to the interviewer.

New Market Entry

Framework

A case pertaining to market entry, which could involve launching a new product or entering a new geographical region or both, is dependent on two fundamental inquiries

- Is it financially and strategically advantageous to enter the market?
- And if the answer is yes, what would be the optimal approach to enter the market?

New Market Entry

- **Industry**
  - Demand Supply Gap
  - Market Size
  - Entry Barrier / Exit Barrier
- **Customer**
  - Needs
  - Growth
  - Segmentation
- **Product**
  - Competition
  - Consumer Expectation
  - USP
- **Company**
  - Product offering
  - Capital to spend
  - Market Share
- **Entry Strategy**
  - From Scratch
  - Acquisition
  - Joint Venture

In brief, the framework entails understanding the company's objectives and assessing whether market entry aligns with the overall firm strategy. To evaluate feasibility, the framework considers four categories, and based on the analysis, it recommends whether the company should enter the market or not, and if yes, how to do it.

It is important to note that not all aspects of the framework may apply to every case, but covering as much as possible provides a good understanding of the industry and the client's status. Moreover, it is essential to identify the client's position in the market and develop measures to mitigate the competition's edge. Generally, analyzing and recommending whether to enter the market satisfies the interviewer, but going the extra mile to suggest a high-level plan to capture the market is always beneficial.

New Product Launch

Framework

To enter a new market with a new product, a company may choose to introduce a completely new product or expand the reach of an existing product in a new geographic region. When analyzing such a case, the interviewer expects the candidate to first evaluate the feasibility of the product's success in the market. This is followed by identifying the appropriate price point and target market, and finally recommending strategies that can drive the product's success in the market.

Framework

Companies can launch a new product in a new market or expand their product line in an existing market.

Launching a product in a new market requires examining operational challenges and the product's viability. Expanding a product line in an existing market may require examining the feasibility of the product in the market, as well as leveraging the current value chain to make the product available to customers

- **New Product Launch**
  - **Initial Investment**
    - Self Financed
    - Debt Financed
    - Equity Financed
  - **Value Chain**
    - Production Challenges
    - Distribution Challenges
    - Marketing Challenges
  - **Profit & Break Even**
    - #Unit Sold
    - Price per unit
    - Variable Price per unit
    - Fixed Cost

The main inquiries to consider are:

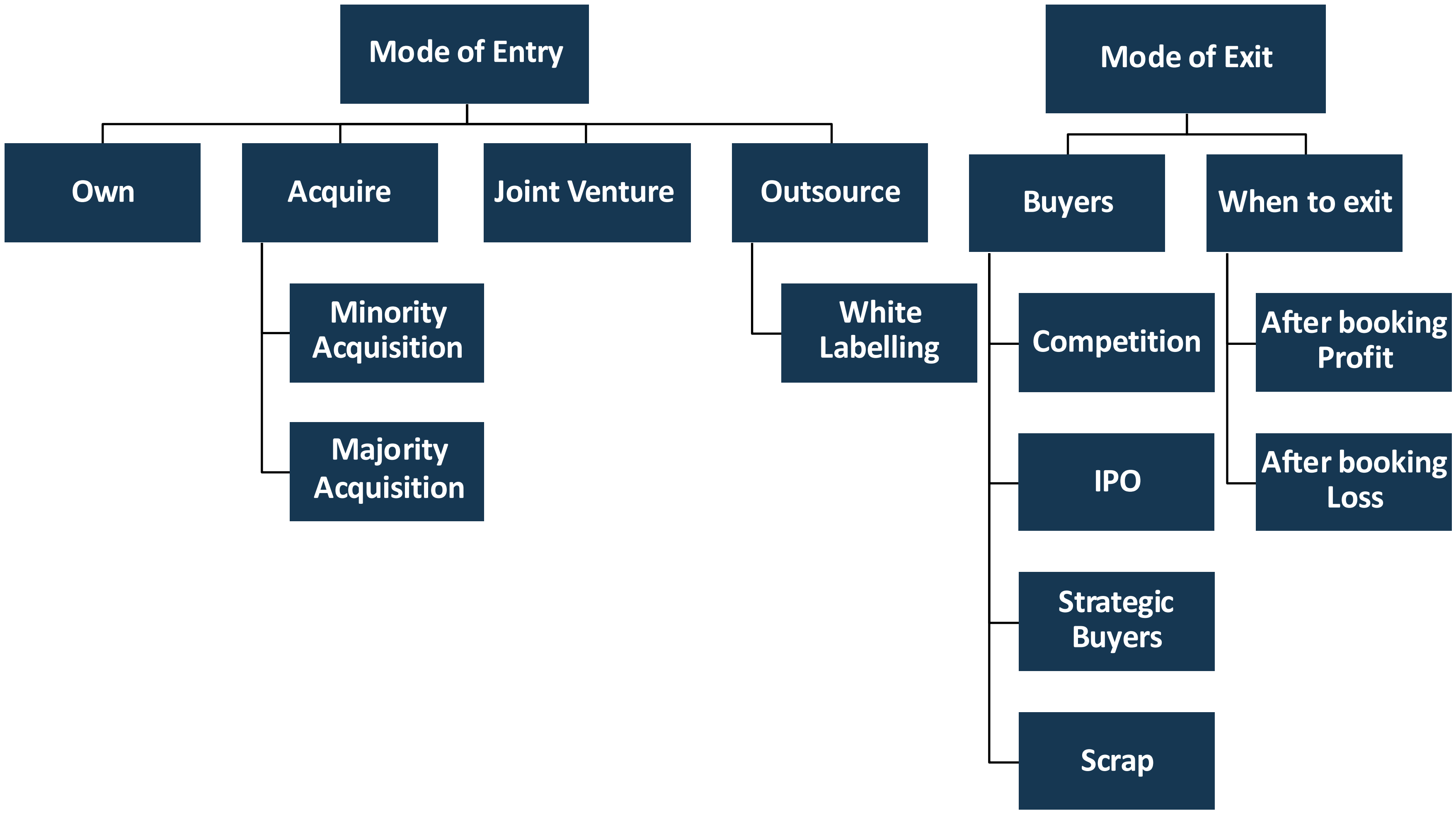
- What is the objective of the product launch? Is it to expand market share, venture into a new business area, generate profits, or enhance brand image?
- What is the size of the market for the product? Are there any obstacles to entering the market? How does the competition appear?
- Which segments of the population are being targeted?
- What is the initial investment required? What is the projected payback period?
- What would be the appropriate price for introducing the product?

Market Entry Framework

Mode of Entry & Exit

Mode of Entry refers to how a particular company enters a new market which may take various forms. It may come on in its own i.e. directly or may even acquire an existing business in the target market. Joint Ventures with local companies to share resources and outsourcing (KPO/BPO/ White Labelling) are other popular means of entry in the new market

Market Exits can occur through share divestiture to competitors, public offering (IPO), strategic sale or scraping. The timing of the exit depends on the payback on investment, company's risk appetite or the quantum of losses that the company can bear.



Market Entry- Alternative Framework

Description / Preliminary questions / Framework

Transcript

- Financial Attractiveness
  - Market Attractiveness
    - Size
    - Growth
    - Share
  - Financial Viability
    - Selling Price
    - Cost
      - Fixed Cost
      - Variable Cost
- Industry Landscape
  - Competition
    - Product Offering
      - Price
      - Cost
  - Barriers
    - Entry
    - Exit
  - Customer Expectations
  - Risks
    - PESTEL
- Company
  - Value Chain
  - Resources
    - Financial
      - Cash in Hand
      - Debt Opportunities
    - Non-Financial
      - Knowledge
        - Market
        - Product
      - Employees
      - Contacts
      - Contracts

Working Together

Xander / Difficulty - Easy

Transcript

Alright, let's start simple. Imagine we operate a co-working space. What operational issues do you think could arise?

Sure. Before I dive in, just to align, would you prefer I focus more on demand-side issues, like conflicts between users, or supply-side issues like infrastructure and internal operations?

Good question. Let's narrow it down. Focus on the supply side.

Got it, that helps. I'll think about this as an operations problem and structure it along a value chain, from infrastructure to final customer experience, and identify where breakdowns might occur.

Okay, go ahead. But keep it structured. I don't want a laundry list.

Absolutely. Starting at the base, I'd look at infrastructure and capacity. The first question is whether the physical setup is sufficient and reliable. For example, do we have enough desks and meeting rooms to handle demand, and is the layout efficient? Even if capacity is adequate, reliability becomes important. Issues like unstable WiFi, power outages, or lift failures can disrupt operations significantly.

Let's say capacity is broadly fine. What next?

In that case, I'd move to how that capacity is actually utilized, so the service delivery layer. Here, I'd focus on processes, whether there is a proper system to manage shared resources. For instance, if meeting rooms are shared but there is no effective booking system or prioritization rules, you could see conflicts or inefficient usage even when capacity exists.

Fair. But aren't those more demand-side issues?

That's a good point. I'd say the conflict itself is demand-driven, but the root cause, lack of a structured booking or allocation system, is still a supply-side operational issue. So, I'd treat it as a process failure on the supply side.

Alright, that's reasonable. Keep going.

Next, I'd look at support and maintenance systems. Even with good infrastructure and processes, things will occasionally go wrong. The key question is how quickly and effectively those issues are resolved. If there is no clear escalation mechanism, or if response times are slow, then small issues like a broken facility or cleanliness lapse can quickly impact the overall functioning of the space.

Can you give a concrete example?

Sure. For instance, if a meeting room's equipment stops working and there is no quick way to get it fixed, that room effectively becomes unusable for a period. Even though capacity technically exists, it is not functionally available, which creates bottlenecks elsewhere.

Makes sense. What else?

Finally, I'd step back and look at governance. This is more about whether the system as a whole is being managed effectively. Are there clear SOPs for usage and issue resolution? Is ownership defined when something goes wrong? And are there metrics being tracked, like utilization rates or downtime, to proactively identify problems?

And if those aren't in place?

Then you would likely see recurring issues, because even if individual problems get fixed, there is no mechanism to prevent them from happening again.

Okay, good. So how would all of this show up from a customer's perspective?

From the customer's point of view, these would mostly show up as experience issues, things like dissatisfaction with facilities, complaints about cleanliness, or frustration with availability of shared spaces. But I'd see those as symptoms, and trace them back to whether the issue is rooted in capacity, processes, support systems, or governance.

Good, that's structured. Let's move on.

Working Together

Xander / Difficulty - Easy

Assumptions

- **Centralized operations**
  One operator manages infrastructure, processes, and maintenance
- **Shared, limited resources**
  Meeting rooms, WiFi, and facilities are finite and contested
- **Imperfect systems**
  Booking, scheduling, and escalation mechanisms are not fully optimized
- **Infrastructure unreliability**
  Downtime in WiFi, power, or facilities is possible
- **Experience driven by ops**
  Customer satisfaction depends on availability, reliability, and responsiveness

Framework / Approach

Co-working Space Value Chain

- Input
  - **Space Availability**: Overbooking, no flex zones
  - **Infrastructure**: Wifi Outages, Power cuts
- Throughput
  - **Booking Systems**: Double Booking, no-shows
  - **Peak Load Management**: Crowding, wait times
  - **Allocation Rules**: Unfair access, conflicts
- Output
  - **Cleanliness**: Poor hygiene, complaints
  - **Noise Levels**: Distraction, churn risk
  - **Customer Satisfaction**: Low NPS, poor retention
- Support
  - **Maintenance**: Broken equipment, delays
  - **Self Responsiveness**: Slow resolution, friction
  - **Tech Systems**: App bugs, access failure

Value Creation

Margin – Member Retention and Revenue

Coffee, Coffee, Coffee

Bain & Company / Difficulty – Medium

Transcript

Thank you for joining today. Your friend is considering opening a coffee shop in South Delhi Campus. Advise him whether he should open it or not.

I appreciate the opportunity. To start off, I have a couple of questions. What type of coffee shop is being envisioned, is it a kiosk, brick and mortal model or just a stall? Are there any specific product offerings?

It will be a brick-and-mortar model with indoor seating and takeaway options. Initially, we plan to offer various hand-grind coffee options, but no snacks for now.

Got it. Can you also share a bit about the competitive landscape and who we're targeting with this coffee shop?

The market is fragmented with a few local coffee shops that are quite popular among the students on campus. The primary target audience is college students, not local residents.

Thanks for clarifying. I would like to break this problem down into four key areas to assess feasibility: Financial Feasibility, Operational Feasibility, Barriers to Entry and Risks. Would you prefer if I address them step by step, or is there a particular area you want me to start with?

Step by step sounds good. Let's begin with financial feasibility.

Alright, let's start by estimating the market size. South Delhi Campus has roughly 10 colleges, each with 50 courses and an average of 60 students per course, which brings the total student population to around 30,000. We can segment the students based on their coffee consumption frequency:

- **High (Daily drinkers, 20%):** 6,000 students, consuming ~300 cups per year → 1.8 million cups annually
- **Medium (Occasional drinkers, 50%):** 15,000 students, consuming ~100 cups per year → 1.5 million cups annually
- **Low (Rare drinkers, 30%):** 9,000 students, consuming ~30 cups per year → 270,000 cups annually

This brings us to a total annual consumption of approximately 3.57 million cups. If we aim for a 10% market share in the first year, we're looking at selling 357,000 cups annually.

That sounds reasonable. How would you estimate the price per cup?

I'd use a competitor-based approach. Most local coffee shops are charging between ₹80-120 per cup. Since we're offering hand-grind coffee, which is a premium product, I'd estimate a price of ₹100 per cup. This puts us in line with the higher-end local competitors but still affordable for students. At ₹100 per cup, we're looking at a total revenue of ₹3.57 crore.

That works. How about the cost structure? How would you determine that?

Let's break it into fixed and variable costs.

Variable Costs:

- Raw materials (coffee beans, milk, sugar) → ₹30 per cup
- Packaging → ₹5 per cup
- Other consumables → ₹5 per cup

So, total variable cost per cup is ₹40.

Fixed Costs include:

- Rent → ₹1,50,000 per month
- Salaries (4 employees) → ₹1,00,000 per month
- Utilities → ₹50,000 per month
- Equipment (espresso machines, grinders, furniture) → ₹15 lakh one-time

So, total monthly fixed cost is ₹3 lakh (~₹36 lakh per year).

Transcript

This results in a profit of ₹1.78 crore. Based on this, it seems financially feasible.

Great. How would you assess the operational feasibility of this coffee shop?

Operationally, we can look at the value chain for producing the product to assess the feasibility:

- **Raw Material Sourcing**: Sourcing high-quality coffee beans directly from producers and establishing supplier agreements for milk and packaging materials.
- **Equipment Procurement**: We'd need to invest in hand-grind coffee machines and espresso makers, which would be a one-time cost of about ₹15 lakh.
- **Processes:** Ensuring high-quality coffee and fast service through proper training for baristas. Additionally, creating an inviting atmosphere will be essential for drawing in students.

Understood. What about the barriers to entry for this business?

The barriers to entry are pretty low since it's a small area, so they aren't a major concern for now and can be set aside. As for the risks, A few key risks include:

- **Regulatory Risks**: Ensuring compliance with food safety regulations (e.g., FSSAI) and obtaining the necessary licenses.
- **Consumer Preference Risk**: Students may not be willing to pay a premium for hand-grind coffee, so it's crucial to gauge their interest first.
- **Market Competition:** Existing coffee shops may react by lowering prices or offering loyalty programs, making it harder to compete.

Great analysis. Based on all that, what would be your final recommendation?

Given the financial viability, operational feasibility, and low barriers to entry, I'd recommend proceeding with the coffee shop. However, to minimize risks, I'd advise:

- **Pilot Test**: Start with a smaller format (pop-up or kiosk) to test the waters before a full-scale launch.
- **Loyalty Program**: Offer a discount or a free cup after a set number of purchases to encourage repeat business.
- **Marketing Strategy**: Use social media to engage with student influencers and collaborate with campus events for visibility.

That sounds good. We can end the case here.

Coffee, Coffee, Coffee

Bain & Company / Difficulty – Medium

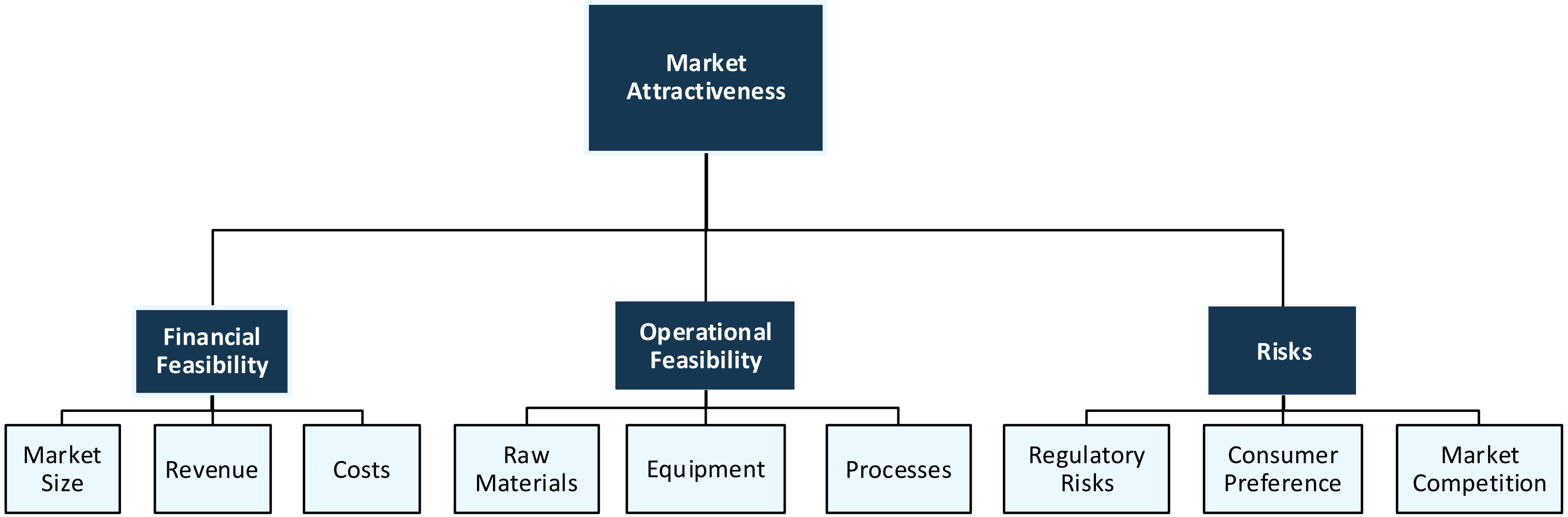
Clarifying Questions

- What kind of business model is being envisioned
- Knowing more about the product line
- Understanding the target customer

Brownie Points

- Setting the price by analyzing competitors' rates while incorporating a premium for the hand grind quality of the coffee.

Framework / Approach



Final Recommendations

- Social media engagement with college influencers
- Start with a pop-up or kios to test the waters before a full-scale launch
- Offer a discount or a free cup to encourage repeat business

Granola Bar

Bain / Difficulty – Medium

Transcript

Our client is a US-based granola bar manufacturer with revenues of $1.2B. They currently operate in North and South America and are considering entering India. They want to know whether this would be an attractive market and if yes, how should they enter?

Understood. Since this is a market entry case, I would like to evaluate four areas market attractiveness, customer demand, competitive landscape and the best mode of entry.

Sounds fair. Go ahead.

First, I would like to understand the market size and growth trajectory to assess whether the opportunity is meaningful enough for the client.

The Indian granola bar market is currently valued at ₹8000 Cr and is expected to grow at 15% CAGR over the next four years. Also, 35% of sales come from organic products.

That looks attractive. The market is already sizeable and the growth rate suggests increasing demand, especially given the broader shift toward healthier snacking. To validate the opportunity further, I would like to understand the consumer base who is driving this demand?

Demand is primarily driven by urban consumers, particularly health-conscious working professionals and fitness-focused young adults. Also what about competition? International brands currently hold only 8% market share.

That's quite low. My initial hypothesis would be that local brands have stronger consumer preference or international brands have struggled to retain customers after initial trials. Do we know which is the bigger issue?

Customer retention has been a larger challenge.

That's important. In a food product category, low retention usually points to product-market fit issues likely around taste, pricing or flavor preferences. This suggests the client may need to localize offerings instead of directly replicating their US portfolio.

Fair point. Assuming the client decides to enter, how would you think about entry?

I would evaluate the available entry modes across speed, investment, control and profitability. What options are we considering?

Importing products, entering through a Joint Venture or setting up a Greenfield facility. Investments required are ₹30 Cr, ₹60 Cr and ₹120 Cr respectively

Import would allow quick market testing with low investment, but margins may be impacted by duties. Joint Venture would provide local expertise and faster execution but reduce control. Greenfield would require the highest upfront investment but provide full control and better long-term margins.

If the client is looking for long-term scale rather than quick market testing, what would you recommend?

In that case, I would recommend Greenfield entry. Given the market growth and the importance of adapting products to local preferences, having full operational control would be strategically valuable. It would also improve margins over time compared to importing.

Good. Let's stop there.

Granola Bar

Bain / Difficulty – Medium

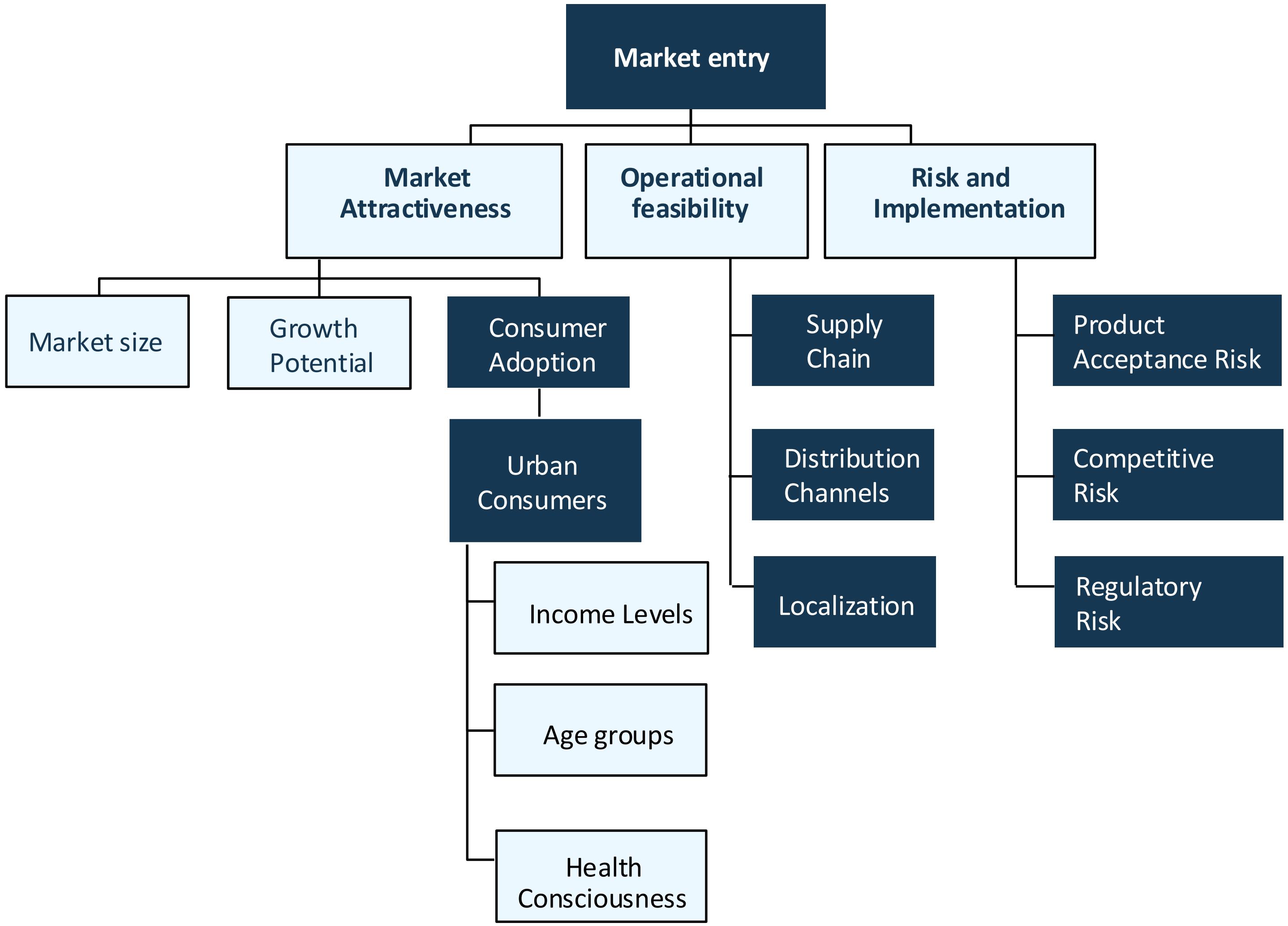
Clarifying Questions

- What is the client's objective market share, growth or profitability?
- Is the brand positioned as premium or mass-market?
- Is product localization feasible?
- What is the expected investment horizon?

Brownie Points

- Identified retention as the key issue, not awareness
- Linked retention to product-market fit
- Suggested flavor localization for India

Framework / Approach



Game-on

Bain / Difficulty – Medium

Transcript

Your client is a gaming manufacturer and retailer based out of India that is looking to enter the market in Brazil. How should they go about it? What are the factors they should consider to judge this expansion?

Sure. Could you give me more information about the client, their products and the segment they operate in?

The company operates pan India and has some global presence. They have been doing substantially well in global markets as well. They make consoles (comparable to PlayStations and Xbox).

Got it. What is the main objective behind entering Brazil markets ?

The objective is expansion and the client is okay just breaking even in the initial years and wanted to turn profitable eventually.

Yes, before I proceed with my analysis, I wanted to know if there are any budget or time constraints?

There are no time or budget constraints.

Alright,We can analyze the situation in three parts:

1) **Financial feasibility** - I want to look at the total profits we can make which would be equal to (Market size*Market share*Profit/unit) – (Fixed costs). This number shall then be evaluated to see if it is lucrative enough.
2) **Operational feasibility** - I'd like to evaluate the various steps of the value chain and analyze it through a two-step approach: Method and Manner. In the method we shall evaluate whether we want to set up the operation on our own or merge, acquire or opt for a joint venture with someone. Under mode, we shall determine how to achieve the method.
3) **Risks Involved and Implementation-** PESTEL Analysis

The structure looks comprehensive. Can you calculate the market size for console gaming in Brazil?

Sure,
Total population of Brazil = 200 million Urban Population = 60 million (30%)
Middle class and high class = 24 million (approx. 40% can afford)
The above Population can be split into Age brackets:
5-18: 30%
18-40: 40%
Above 40: 30%
Assuming population in the age group of 40+ buying a console would be negligible and considering 50% in 5-18 and 30% in 18-40 would be inclined to buy a console.
Bringing the market size to be roughly about 7 million people.

Great, it is around 7.5 million. We can move ahead now. Client has two options that they can manufacture their consoles either in China or in Brazil. The retail price is $50 per unit. It costs $14 per unit to import after manufacturing in China and $21 per unit to manufacture in Brazil.
The costs which are uniform across both the countries:
Distribution = $6 per unit
Labour = $8 per unit
Overhead = $6 per unit
Miscellaneous = $10.4 per unit
Brazilian government imposes 50% production tariff on manufacturing cost of goods imported from China. This tax reduces by 5% every year till it gets reduced to 15%.

Game-on

Bain / Difficulty – Medium

Transcript

Is there any growth in number of units sold each year?

You can assume the growth rate to be constant.

After evaluating the costs, we see that it does not make sense to venture into Brazil on the basis of just first year as they'll be losing $1.4 per unit on every product sold (irrespective of place of manufacture) .However, they'll break even in year 3 and they'll be profitable in year 4 and would recover the amount lost in initial 2 years by the end of 5th year.

Great, This does check out. We can end the case here.

Game-on

Bain / Difficulty – Medium

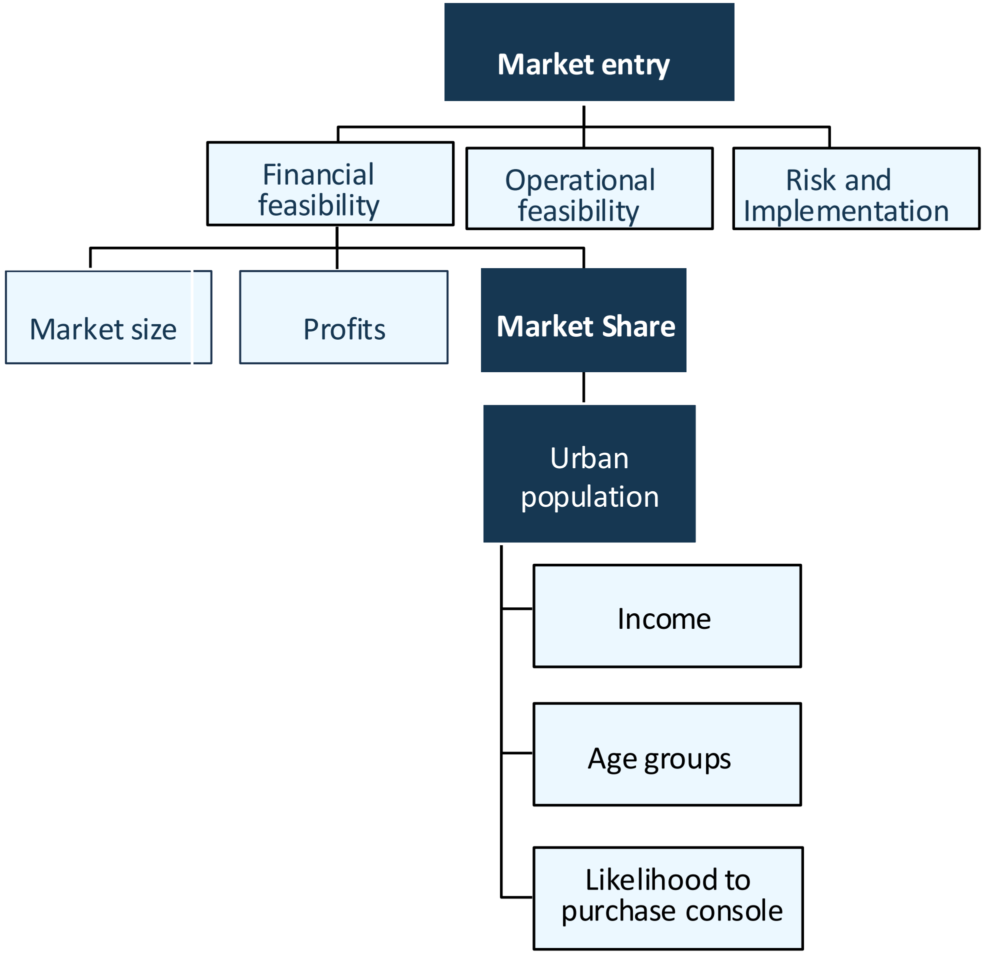
Clarifying Questions

- Segment in which they are operating
- Knowing more about the product
- Objective of expansion
- Budget or time constraints

Brownie Points

- Taking Brazil's demographics similar to India
- Considering affordability and likelihood to buy while calculating market share of consoles
- Asking for growth rate while calculating breakeven and profitability period

Framework / Approach



S Mini Launch

L.E.K. / Difficulty - Medium

Transcript

Your client deals in smart home technology - speakers, high-quality audio, and integrated virtual experiences. They have a flagship product, S Pro, targeting tech-savvy consumers. They now plan to launch S Mini, a compact, budget-friendly product targeting younger demographics. What are the key factors to consider for the risk of cannibalization, and what metrics should you track post-launch?

Sure. Before I dive in, a couple of clarifying questions - is the primary concern protecting S Pro revenue, or maximizing overall portfolio revenue? And do we know the approximate price gap between S Pro and S Mini?

Good questions. Assume overall portfolio revenue is the focus. S Mini will be priced roughly 40–50% lower than S Pro.

Understood. Let me structure this in two parts - first the cannibalization risk factors, then the post-launch metrics. For risk: I'd examine price-point overlap and demographic targeting, degree of feature differentiation, consumer upgrade behavior and brand loyalty, marketing positioning of each product, and the competitive landscape, specifically whether S Mini gains share from rivals or from S Pro.

Good framing. Can you expand on brand loyalty and competitive dynamics?

Sure. Loyal S Pro customers are unlikely to trade down if S Pro continues delivering premium value. The key risk is aspirational buyers saving up for S Pro — S Mini may satisfy them prematurely. On competition: if S Mini captures buyers who'd otherwise choose Amazon Echo or Google Nest, that's net positive; if it diverts S Pro buyers, the margin impact is severe given S Pro's higher ASP.

Makes sense. Now walk me through the metrics you'd track post-launch.

I'd monitor: (1) Sales volume trends for both SKUs — a sustained S Pro decline signals cannibalization. (2) Customer origin — are S Mini buyers new to the brand or diverted S Pro prospects? (3) Revenue mix and blended margin for overall portfolio health. (4) NPS for both products. (5) Market share vs. key competitors across premium and budget segments.

Any other factor you can think of?

Yes, I'd also track accessory and ecosystem services attach rate, since S Pro buyers tend to purchase more peripherals. If S Mini buyers show similar attach behavior, it offsets revenue dilution. Also important: brand perception scores, to ensure a budget-tier launch doesn't erode S Pro's premium equity.

Alright, since most of the points have been covered, we can now close the case.

S Mini Launch

L.E.K. / Difficulty - Medium

Clarifying Questions

- What is the primary objective — protect S Pro revenue, or maximize overall portfolio revenue? (Overall portfolio)
- What is the approximate price differential between S Pro and S Mini? (~40–50% lower)
- Is S Mini targeting entirely new segments or overlapping with S Pro's current buyers?
- Are there any plans to retire or reposition S Pro post-launch?

Brownie Points

- Proactively segmenting cannibalization risk by customer cohort (new vs. existing vs. aspirational)
- Raising brand equity as a key metric alongside financial KPIs
- Linking accessories/ecosystem attach rate to revenue dilution offset

Framework / Approach

Cannibalization Risk Framework

- **Price & Market Segmentation**
  - Price gap analysis
  - Demographic overlap (age, income)
  - Aspirational vs. loyal buyer split
- **Product Differentiation**
  - Core feature delta (audio, design, ecosystem depth)
  - Brand tier positioning (value vs. premium)
  - Cross-product upsell potential
- **Metrics to Track**
  - S Pro vs. S Mini sales volume trend
  - Customer origin (new vs. diverted)
  - Revenue mix & blended margin
  - NPS & brand equity scores
  - Competitor market share

Speed Bite Review

L.E.K. / Difficulty - Medium

Transcript

A client has approached us to conduct commercial due diligence on a company called Speed Bite, a QSR chain offering smoothies and fusion wraps. It operates across South India (Tier 1 & Tier 2 cities) with ~85 outlets and has ~25% YoY revenue growth. Assess the commercial viability.

Before proceeding, I'd like to clarify: Is this for a potential acquisition decision?

Yes.

Understood. I'll evaluate Speed Bite from a commercial viability lens, i.e., whether it is an attractive acquisition target. Before structuring, a few quick questions Who is the primary customer segment?

Who do you think it would be, given affordable smoothies and wraps?

Likely students and young consumers seeking affordable, healthy options. What is the pricing positioning and the primary consumption channel?

Correct. The pricing positioning is affordable and the consumption channel is dine-in.

I'll evaluate commercial viability across three key dimensions:

1. Market Attractiveness

Industry growth (QSR / healthy food segment)
Competitive landscape

Speed Bite's market share

2. Financial Performance

Revenue growth (25% YoY — strong signal)
Unit economics
Cost structure & margins
Scalability of model

3. Brand & Customer Proposition

Brand perception
Customer loyalty
Product differentiation

Sounds good. What risks or red flags would you consider?

1. Limited / Niche Customer Segment:

Current offering (smoothies + fusion wraps) targets a narrow segment, may limit scalability unless product diversification happens

2. Scalability & Quality Risk

Expansion beyond South India may lead to inconsistent quality and operational challenges especially critical in QSR where consistency is key

3. (Additional) Supply Chain Risk

Potential over-reliance on: Specific raw materials and limited vendor base

That works. Let's conclude here.

Speed Bite Review

L.E.K. / Difficulty - Medium

Clarifying Questions

- What is the **objective** of the due diligence (acquisition / investment)?
- What is the **target customer segment**?
- What is the **pricing positioning** (premium / affordable)?
- What is the **primary consumption channel** (dine-in / delivery / takeaway)?
- What is the **geographic presence and expansion plan**? What is the **current scale** (outlets, revenue, growth)?

Brownie Points

- Is growth driven by: Same-store growth OR Expansion (new outlets)?

Framework / Approach

Commercial Due Diligence

Market Attractiveness
- Industry growth
- Competitive intensity
- Market share of Speed Bite
- Others

Company Performance
- **Financials**
  - Revenue growth (25% YoY)
  - Profitability & margins
  - Unit economics (per outlet performance)
- **Operations**
  - Store scalability
  - Cost structure
  - Supply chain efficiency

Customer & Brand
- Target segment
- Brand perception
- Repeat usage / loyalty
- Product differentiation

Scalability Check
- Geographic expansion feasibility
- Standardization of operations
- Capability to maintain quality at scale

Hotelspotting

Xander / Difficulty - Medium

Transcript

Now, an international hotel chain wants to open in Gurgaon. They're considering Golf Course Road, Sohna Road, and Sector 32. How would you decide where to open?

Sure. I'll try to structure this so we can compare the locations systematically. Broadly, I'd evaluate each location on market attractiveness and competitive intensity, and then tie that to expected revenue potential.
Before I go deeper, can I clarify who the target customer is and whether there are any financial constraints?

Target is corporate executives. No cost constraints. Focus on choosing the best location.

Got it. Starting with market attractiveness, I understand that demand is similar across the three locations. However, occupancy rates differ quite a bit. Golf Course Road is around 75 percent, while Sohna Road and Sector 32 are closer to 25 percent.

Why are you focusing so much on occupancy?

Because I see occupancy as a proxy for how much of the demand is actually being realized. Even if theoretical demand is similar, higher occupancy suggests that more customers are actually choosing to stay in that location, which likely translates into stronger revenue potential.

Okay, but what could be driving that difference?

It could be a combination of factors. Better proximity to corporate offices, a stronger ecosystem, or simply higher willingness to pay among customers in that area. Essentially, Golf Course Road might be a more attractive micro-market for our target segment.

Alright. What about competition?

On the competition side, Golf Course Road is significantly more crowded, with around 100 hotels, while the other two locations have closer to 25 each. So entering Golf Course would be more challenging from a competitive standpoint.

That's a valid consideration. Lower competition does make entry easier. But I'd weigh that against the occupancy data. The fact that occupancy is only around 25 percent in the other locations suggests that even with fewer competitors, the market isn't being utilized effectively.

But demand is the same, right?

Yes, but I'd interpret that as similar potential demand. The low occupancy suggests that the conversion of that demand into actual bookings is weak in those areas. So even if entry is easier, the overall revenue opportunity might be limited.

So what would you choose?

I'd choose Golf Course Road, because the higher occupancy indicates stronger underlying economics, even though competition is higher.

Okay, but then how do you compete there? You're just another hotel in a crowded market.

Right, so we'd need to differentiate. Since pricing and amenities are likely similar across competitors, I'd focus on qualitative factors. For example, leveraging our international brand to create a distinct experience through design, ambience, and service quality.

That sounds a bit generic. Can you be more specific?

Sure. For instance, we could design the hotel to reflect the brand's global identity in a way that stands out locally, or focus on delivering a consistently higher service standard. Additionally, since we're targeting executives, we could build corporate partnerships with nearby firms to secure a steady stream of bookings.

Good. That's clear.

Hotelspotting

Xander / Difficulty - Medium

Assumptions

- **Demand is potential, not realized**
  Same demand does not mean same bookings
- **Occupancy reflects real demand**
  Higher occupancy = stronger market and revenue potential
- **Competition signals depth**
  High competition indicates a proven, active market
- **Brand can compete**
  Strong international brand can win even in dense markets
- **Revenue driven by occupancy**
  Higher occupancy generally leads to better overall economics

Framework / Approach

Market Attractiveness Vs Competitive Positioning

- Market Attractiveness
  - **Golf Course Road** HIGH Attractiveness
  - **Sohna** LOW Attractiveness
  - **Sector 32** LOW Attractiveness
- Competitive Positioning
  - **Golf Course Road** Harder To Win, But Capable
  - **Sohna** Easy To Win, Little To Win
  - **Sector 32** Easy To Win, Little To Win

Synthesis

- **GOLF COURSE ROAD:** Greater Possible Revenue
- **OTHERS:** Lesser Possible Revenue

Prioritize Golf Course Road As A Large Hotel Brand

BreEaze

Trinity Life Sciences / Difficulty - Medium

Transcript

Your client is a leading pharmaceutical manufacturer in the US market. They have developed a new drug called "BreEaze“, an asthma-curing drug. It is currently in the trial and testing phase and is expected to launch in the latter half of FY2026. There is currently only one drug in the market for this condition, Product A. How would you approach thinking about this?

Thank you. So, to think about the launch strategy for BreEaze, I'd structure it across four broad buckets:

1. Market Size i.e. target demographics, contraindications, competition, market trends
2. Financial Feasibility i.e. cost, revenue, return on investment
3. Operational Feasibility i.e. manufacturing, distribution, regulatory compliance
4. Risks i.e. financial, operational, clinical

Let's first make sure you understand the landscape. Here is the comparative data on all four drugs. Based on this table, how does BreEaze compare to Product A? There are 2 more future entrants Product Y and W that are similar to BreEaze in Target patients, have different medium of action and have slightly lower specs. They have mild side effects too.

Characteristics	Product A	BreEaze
Target Patients	Age 6 and above	Severe asthma, age 12 and above
Medium of Action	Chemotherapy: requires physician observation	Auto-injector: self-administered by patient
Specification	EOS ≥ 300	EOS ≥ 300 and/or Neutrophils ≥ 4,000
After Effects	Mild side effects present	No black box warning, no symptoms

So BreEaze has three clear advantages over Product A, the auto-injector format means patients don't need a physician for administration, the dual biomarker eligibility broadens the patient pool, and there are no after-effects or black box warning. The one weakness is the age restriction as BreEaze cannot serve the 6 to 12 age group that Product A covers.

Good. Now let me share three recent events that have occurred. Please assess their impact on BreEaze's launch.
Event 1: Product Y has faced regulatory challenges due to a component in its drug that is not permitted. As a result, its launch alongside BreEaze in late FY2026 has been delayed by one year.
Event 2: Product W, which was originally expected to launch in FY2030, has been preponed and is now expected to launch alongside BreEaze. It also has some competitive advantages over BreEaze.
Event 3 : BreEaze has received a black box warning, due to which it cannot be sold to a particular age category of patients.
What is the net impact of these three events?

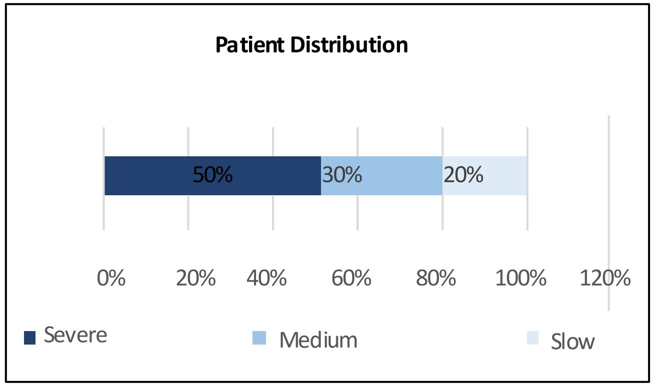
Event 1 : Positive for BreEaze. A direct competitor that was expected to launch alongside us has now been delayed by a year. This gives BreEaze a clear one-year window to establish market share without that competition.
Event 2 : Negative for BreEaze. A competitor we weren't expecting until 2030 is now arriving at the same time as us. This compresses our window and means we face direct competition with a drug that has some advantages over BreEaze from Day 1.
Event 3 : Negative for BreEaze. The black box warning restricts us from a specific patient age category. Rather than worrying about that lost segment, our focus should shift to aggressively capturing the eligible patient segments we can serve , there is still a very large addressable pool to target.
Net impact is one tailwind against two headwinds. Event 3 is the most operationally significant since it directly shrinks our addressable market, which I'd like to now quantify.

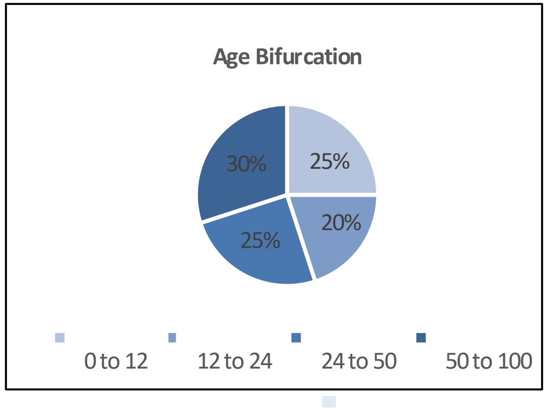
Good. Let's move to market sizing then. Based on the data provided, please calculate the market size for BreEaze ahead of its launch.
20 Million Asthma patients in US as of 2025 (2% YoY)

BreEaze

Trinity Life Sciences / Difficulty - Medium

Transcript

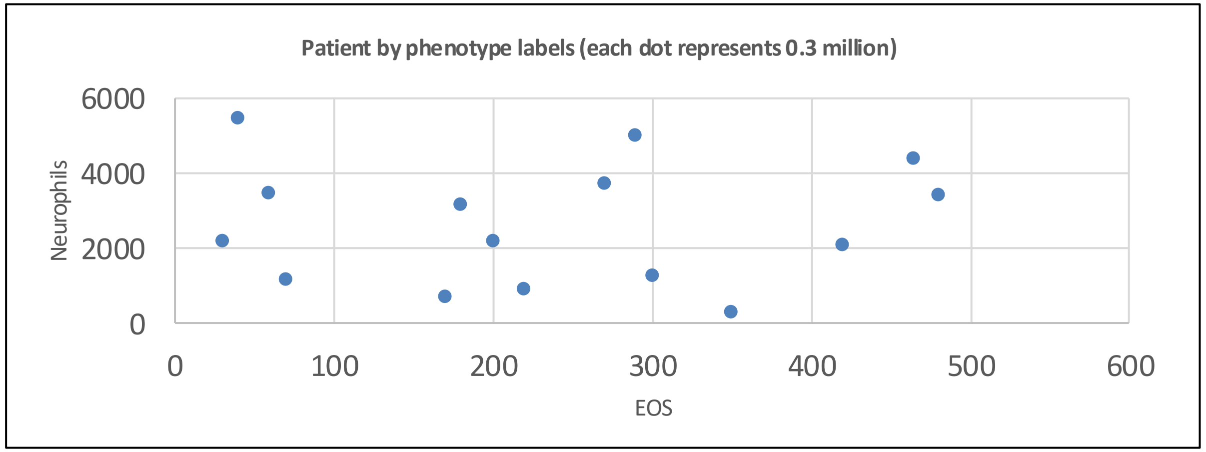




So to start with the population having asthma, we have 20 million. Since we are only catering to 12 and above category it comes down to 75% of 20 million i.e. 15 million. Since we cater to only severe patients we will take 50% again which will come out to be 7.5 million. Since only 60% people can be treated 60% of 7.5 becomes 4.5 million.

Now from the dot chart, there total 15 dots so each dot is4.5 million/15 = 0.3M patients.
Using the and/or logic:
Patients with EOS ≥ 300 = 4.5 dots which contributes from the right columns
Patients with Neutrophils ≥ 4,000 = 3 dots which is from the top rows
Overlap (both conditions) = 1 dot which must be subtracted to avoid double counting
Total = 4.5 + 3 − 1 = 6.5 dots × 0.3M = 1.95 million eligible patients

We can wrap up the case here.



BRIDGES FOR ENTERPRISE

BreEaze

Trinity Life Sciences / Difficulty - Medium

Clarifying Questions

- Are there any similar products in the market?

Brownie Points

- Trinity asks data-intensive cases, the candidate did not get overwhelmed, solving the case calmly

Framework / Approach

- Problem
  - Market Size
    - Asthma Patients 20 million
      - Age 12 and above 15 million
        - Severe 7.5 million
          - Treatable 4.5 billion
            - Satisfying phenotype condition 1.95 million patients
        - Not Severe 7.5 million
  - Financial Feasibility
  - Operational Feasibility
  - Risks Associated

Transcript

Your client is a fitness company that has an application similar to that of Cult Fitness. It tracks your daily physical activity and provides insights into the same. The company wants to launch a CSR initiative and has approached Dalberg for help with the same.

Alright! What is the time frame we are trying to implement this in and in what geography?

Yes, so the time horizon is one-year and the geography is India.

Are they looking to target any specific demography and are there any budgetary constraints?

There is no specific target demography, and the budget is 1 Rupee per every kilometer run on the application.

So, I would like to begin by considering the factors that they can use to decide which CSR initiatives to implement can be an analysis of the Opportunities, Operational Feasibility, Financial Feasibility and Risks associated.
So, under the Opportunity analysis (need assessment), we will consider:
1) Number of people the app can reach/impact
2) Time taken in implementation
3) Ease-value evaluation
4) Potential for growth
5) Urgency of issue

The structure looks comprehensive, Elaborate on each.

Sure, so under Operational feasibility, we will consider
a. Logistical feasibility
b. Distribution ease
c. Social acceptance
d. Ease of implementation
e. Reconciling with overall company strategy

Under Financial feasibility, we will consider
a. Return on investment
b. Costs associated: fixed and variable
c. Economic viability
d. Alignment with financial targets

And under Risks associated, we will consider
a. Risk from competition
b. Possible effects on brand name and loyalty - organizations are subject to inspection, criticism and public opinion
c. Political/legal risk - Compliance with regulations
d. Increased accountability and responsibility

This looks quite comprehensive! Can you tell us the approach for estimating the budget we may have

Sure!
Population of India= 140 Crore
Dividing it into Rural= 70% AND Urban =30%

We can assume the app. users to be negligible in rural areas and go forward with the urban users. Next, we divide the Urban population into Income groups i.e. Upper class(20%), Upper-middle class(30%), Lower-middle class(30%), and Below poverty line(20%).
Out of these we can eliminate the lower middle class and below poverty line.
We further divide the upper class and upper middle class in age bracket of 10-20 years(20%), 20-40 years(40%), 40-60 years(20%), and 60+ years(10%).

Pro-FIT-able

Dalberg / Difficulty - Hard

Transcript

Out of these we can eliminate 60+years of age group. In the age group of 10-20 years(60% will use a fitness app), 20-40 years(40% will use), 40- 60 years(25% will use).
Market share= 20%
We get the total number of our app users.
Can we assume the avg. number of kilometers run in one go by a user to be 5km for 5 times a week?

You may proceed with that assumption

Alright! So, the estimated budget for the CSR initiatives will be = number of app users*Avg Km run by one user * 1Rupee * number of weeks in a year.

Fair approach! Can you mention some of the CSR initiatives that the company might undertake?

Yes, sure! Some of the possible CSR initiatives that the company can undertake:
Food security initiatives (Tackling Malnutrition, Promoting consumption of healthy food, Spreading awareness about diet and nutrition), Health and wellness initiatives (Vaccination camps, Free health check-ups, Immunization campaigns, Mental health and well-being initiatives), Fitness initiatives (Organizing marathons, Promoting activity and sports, Awareness against diseases due to inactivity like obesity, Subsidizing gym memberships).

Good Suggestions, I think we can end the case here.

Pro-FIT-able

Dalberg / Difficulty - Hard

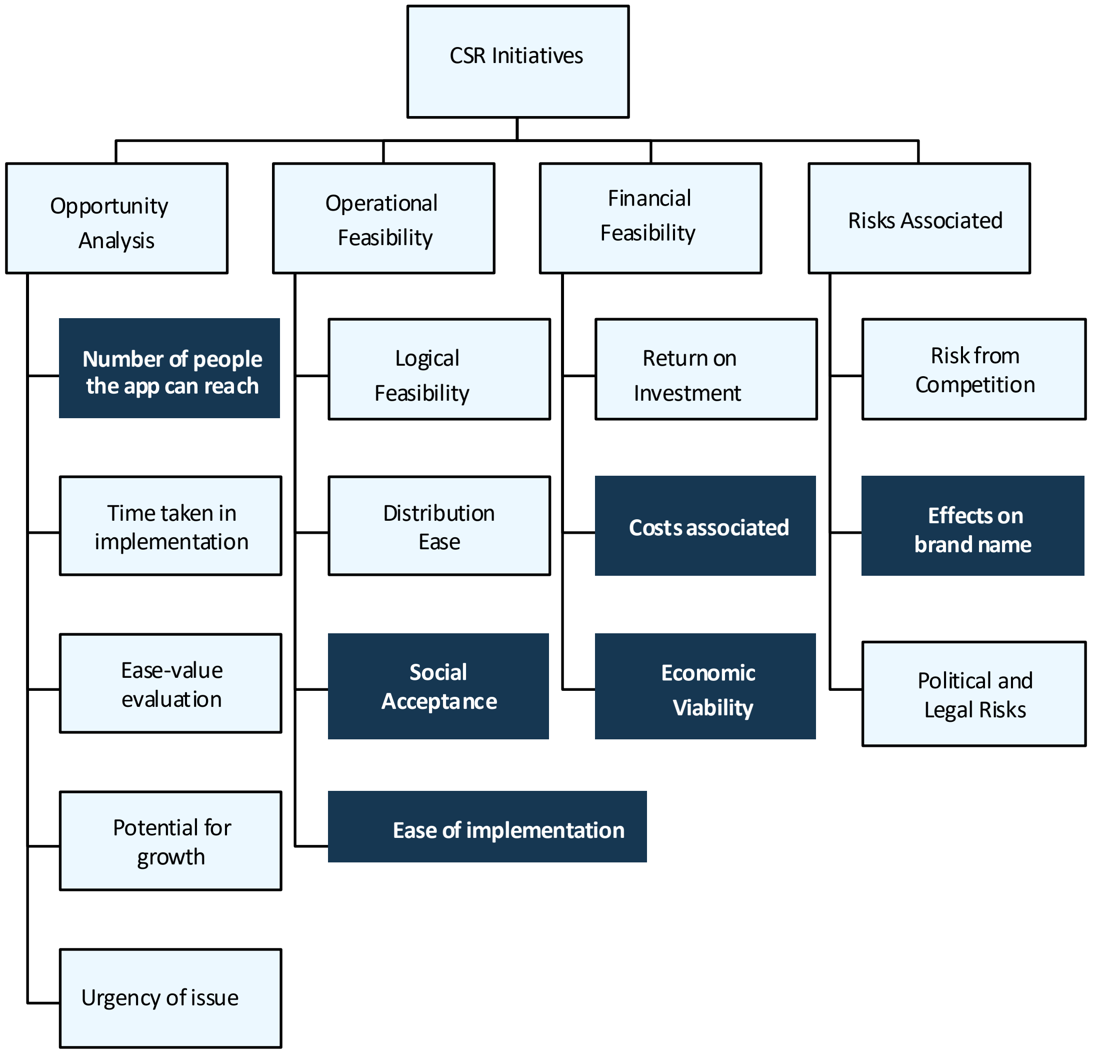
Clarifying Questions

- Do we have any cause in mind?
- Information on the time frame and the geography in which our client wants to launch this
- Is the client looking to target any specific demography and are there any budgetary constraints?

Brownie Points

- Assuming the app users to be negligible in rural areas and go forward with the urban users.

Framework / Approach



Sugar Shield

Trinity Life Sciences / Difficulty - Hard

Transcript

Your client is a US-based pharmaceutical company, a leader in the field of diabetes management. You have been hired to help them formulate a launch strategy for a new therapy called "SugarZee", which targets to restore pancreatic function and insulin production in a sustainable manner.

Sure. In what stage is the product as of now? Are there any similar products in the market?

It is currently being studied in clinical trials for the pharmacological treatment of Type 2 diabetes and is expected to launch in late 2025. A drug by another competitor, "Product A" is widely used for the treatment of Type 2 diabetes, however, a subset of eligible patients face difficulties with its oral administration due to nausea.

Okay. How is our product different from what the market has to offer?

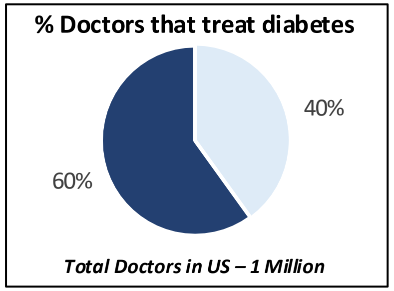
Sure, please note the following information

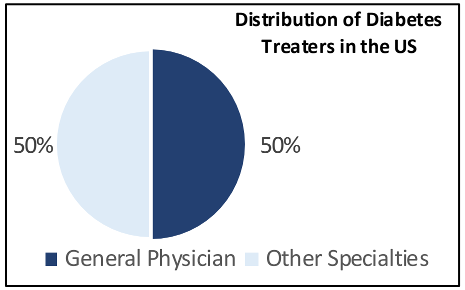
Product Characteristics	Product SugarZee (expected launch in 2025)	Product A (market leader & most used)
Type of Treatment	Type 2 diabetes	Type 1 and Type 2 diabetes
Contraindications[2]	Patients with kidney disease	Patients with hypertension
Mode of Administration	• Intravenous (physician- administered) • Twice a month	• Oral • Once/day
Treatment Type	Pharmacological treatment	Pharmacological treatment
Safety & Side Effects	• Sleep disorders • Bloating	• Weight gain • Nausea
Efficacy	• >1.0% reduction in HbA1c[3] over a six-month period • 75% patients achieve insulin independence in 1.5 years	• >1.5% reduction in HbA1c[3] over a six-month period • 50% patients achieve insulin independence in 1.5 years

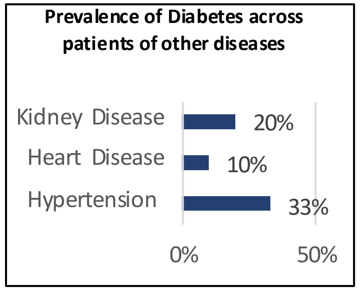
So, while preparing the launch strategy, we would keep in mind 4 major buckets:

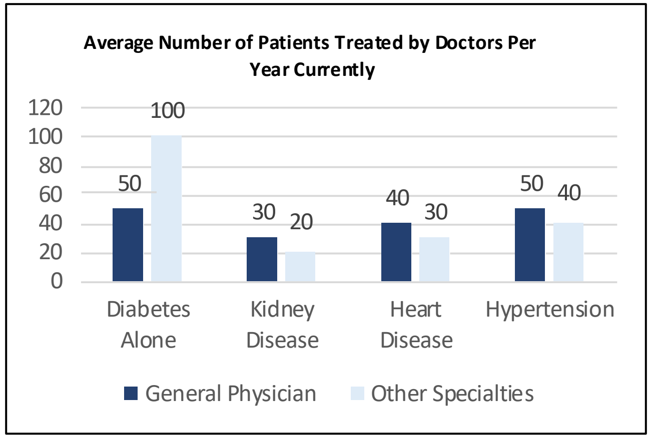
1. Market size: contraindications, target demographics, market trends, competition
2. Financial Feasibility: cost, revenue, return
3. Operational Feasibility: manufacturing, distribution channel, regulatory compliance
4. Risks Associated: financial risk, operating, clinical

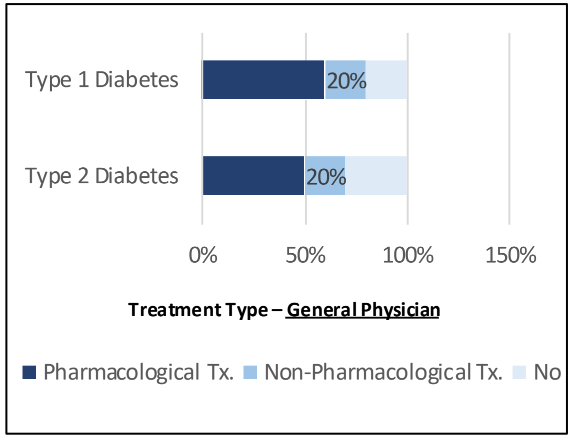
Good, you can first focus on market sizing for now. Based on the information given below, please determine the market size







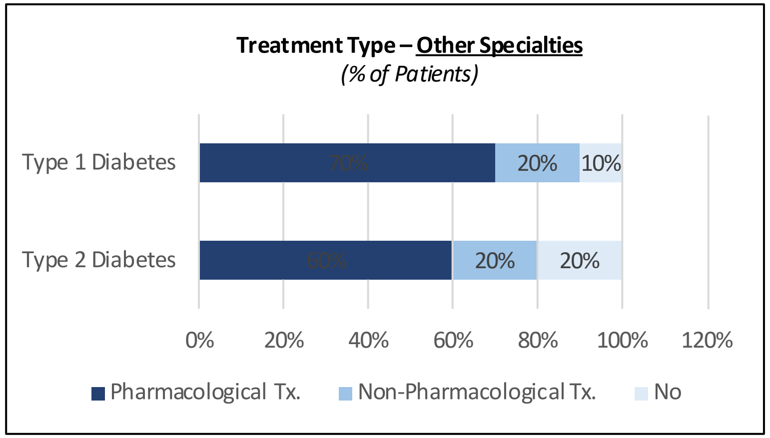


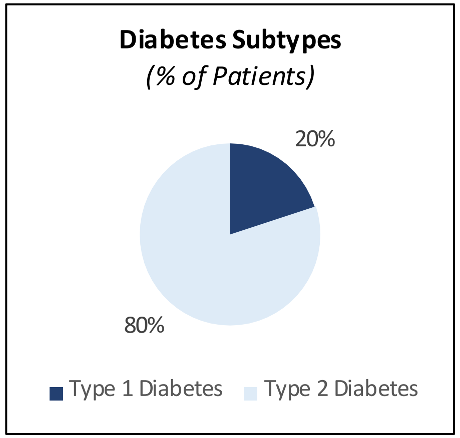


Sugar Shield

Trinity Life Sciences / Difficulty - Hard

Transcript





Should I look at the costs that might be involved to check financial feasibility?

No, we can wrap up the case here.

Thank you

Right.
Market size = Number of patients per doctor * Number of doctors

We have a total of 1 Million doctors, of which 40% treat diabetes (4,00,000). Of these 50% are general doctors and 50% specialists (2,00,000 each)

For general physicians, number of patients will be 50 (diabetes alone) + 40*10% (heart disease) + 50*33% (hypertension) = 70.5.
For specialists, 100 + 30*10% + 40*33% = 116.2
We will not include patients with kidney problems because it's a contraindication. Hence, total number of treatments = 14,100,000 +23,240,000
Of these, Type 2 diabetes = 80% = 29872000.

Nice!

Sugar Shield

Trinity Life Sciences / Difficulty - Hard

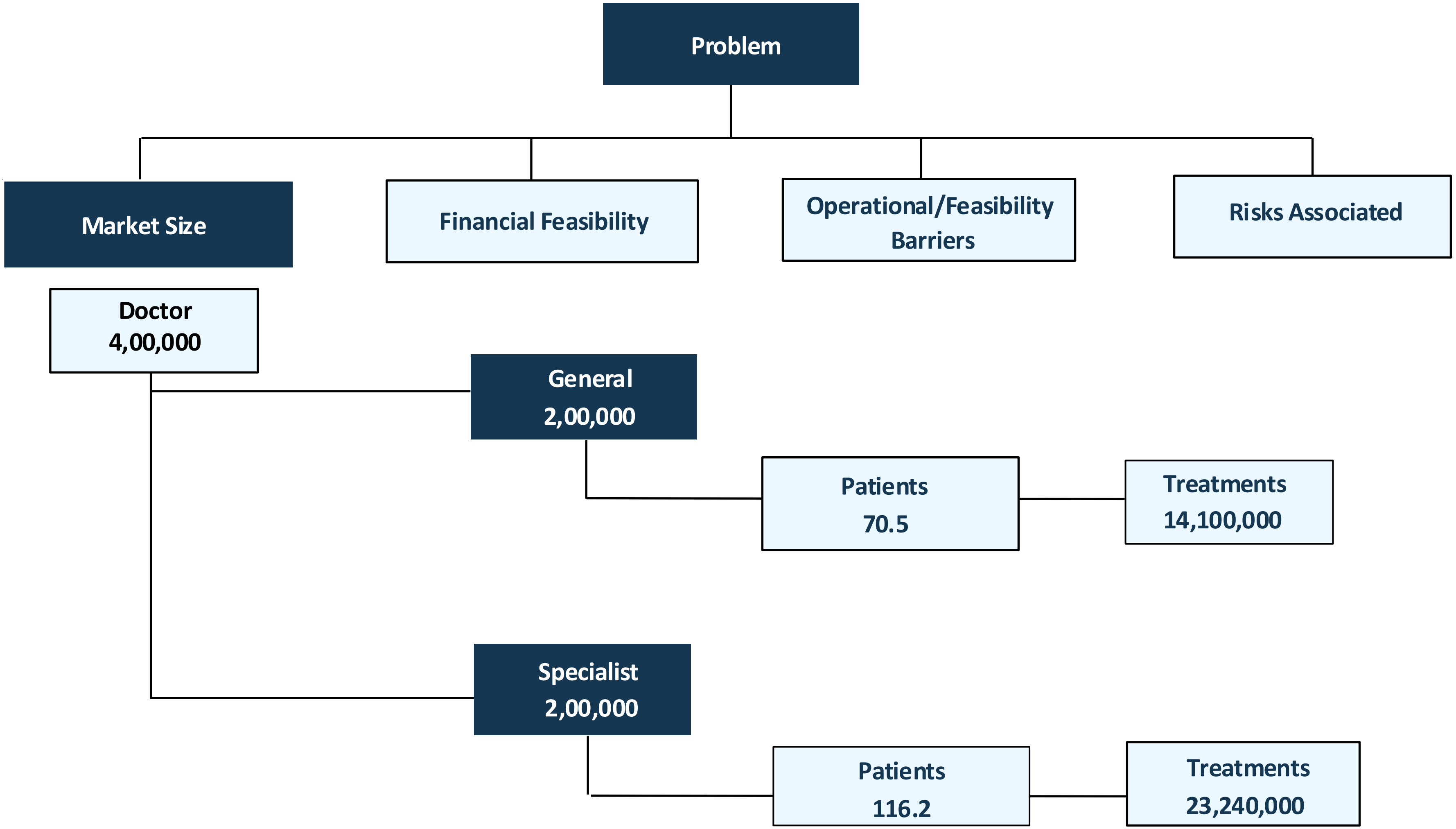
Clarifying Questions

- At what stage is the product as of now?
- Are there any similar products in the market?

Brownie Points

- Took contradictions into account
- Trinity asks data-intensive cases, the candidate did not get overwhelmed, solving the case calmly

Framework/Approach



UNCONVENTIONAL

BRIDGES FOR ENTERPRISE

A 5-Star House

Bain/ Difficulty - Easy

Transcript

Let's start with the case. There is a hotel in Delhi, whose revenue has been declining. You have to determine the extent of decline in revenues in the past year.

Sure. I want to clarify the situation. Is it a standalone hotel or a chain of hotels? And is it a hotel specific issue or industry wide?

This is a standalone hotel, and this issue is faced by all hotels in Delhi.

All right. That‘s interesting. What is the rating of the hotel and its location in Delhi?

You can assume it to be a 5-star hotel which is situated in Central Delhi.

Perfect. Since it is an industry wide problem, we can write revenues as:
Revenue generated = No. of hotels x No. of customers x Avg. revenue/customer.
It is unlikely that no. of hotels will decrease. So, do we have any knowledge about decrease in any of the other factors?

Yes. Decline in no. of customers has been seen.

Ok. There are primarily two types of customers: Tourists and Businessmen. Do we know which category has seen a decline?

Hotels have seen a decline in tourists.

Further tourists can be segmented into domestic and international. Do we have any information about either?

You can assume that both categories have seen a decline.

That is an interesting situation. If both categories are declining, there might be an issue related to Delhi only.

Yes. That's correct.

So, the problems that can affect tourism can primarily be divided into two categories: 1) Damage to nature 2) Damage to man-made structures or monuments.

The problem is somewhat related to damage to nature.

I think as far as Delhi is concerned, there are issues related to extreme temperatures during summers and winters, air pollution & water pollution.

Perfect. The number of tourists has been declining due to increasing air pollution in Delhi. You can now proceed with calculating the decline in revenues for the hotel.

Sure. Revenue sources of a hotel are primarily: Rooms, Banquet halls, Shops, Restaurants & Recreational Activities.
Since, we have diagnosed that the number of customers walking in have been declining, the major impact would be on rooms‘ revenue. Do we have data regarding no. of rooms and fare of each room?

Yes, we do have that data. There are 50 rooms in the hotel and average fare can be assumed to be Rs.7000.

A 5-Star House

Bain/ Difficulty - Easy

Transcript

Great. According to my knowledge, at a given point of time, a premium hotel in Central Delhi would have 40% of its customers as businessmen and the rest as tourists. And assuming the average occupancy ratio without the effect of air pollution to be 60%, we have 12 rooms occupied by businessmen and 18 rooms occupied by tourists. Since, air pollution is a seasonal phenomenon in Delhi which lasts about 5 months, we can assume rooms occupied by tourists during those months to be 5. To calculate the extent of decline, the formula would be:

Decline in revenues = Revenue from tourists (without air pollution effect) - Revenue from tourists (with air pollution effect)

Decline = (18*7000*30*5) - (5*7000*30*5) = Rs. 1,36,50,000

Very well done. That's correct. Can you suggest some solutions for the same?

As short-term measures, the hotel management can:

1. Install air purifiers in the hotel.
2. Compensate for seasonal loss during the rest of the year by introducing new packages to increase average revenue/customer.

That sounds good. You attempted the case very well. We can wrap it up now.

A 5-Star House

Bain/ Difficulty - Easy

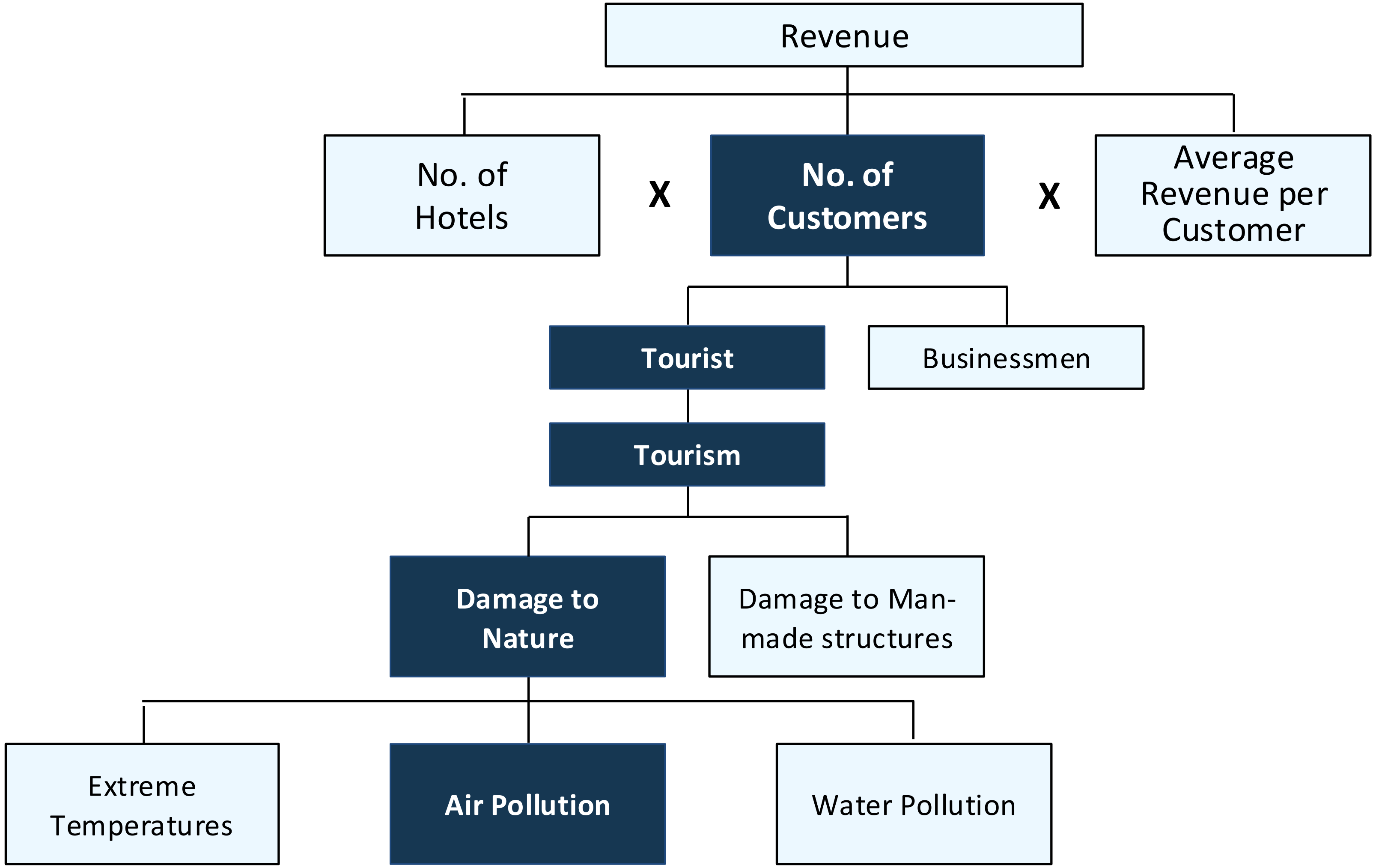
Clarifying Questions

- Is it a standalone hotel or a hotel chain? (standalone)
- Is this an industry wide issue or company specific? (Company Specific)
- What is the rating of the hotel? (5 star)
- What is its location? (central Delhi)

Brownie Points

- Bifurcation of customers into tourists and businessmen
- Assuming a time period for pollution

Framework/Approach



Brew & Buy

Accenture/ Difficulty - Easy

Transcript

You are a U.S. citizen and your best friend owns a family-run coffee shop in a Tier 3 U.S. city. The shop has been in operation for 50 years, and your friend, who is getting married and relocating outside the U.S., offers to sell it to you for $1 million. Would you proceed with the purchase?

I would structure my decision into two key aspects: non-financial and financial considerations. To evaluate the non-financial aspect, I need to understand the fundamentals of the business:

- **Company Overview**: How has the business been performing, and what is its market reputation?
- **Product Offering**: What does the shop sell, and how differentiated are its offerings?
- **Competitive Landscape**: Are there branded chains or local competitors in the area?
- **Customer Base**: Who are the core customers, and what drives their loyalty?

The coffee shop is fairly priced, has been running successfully for 50 years, and is the only coffee shop in the area with no direct competition. The product range is typical of an average coffee shop, and the target market consists of local residents.

Given this information, I would assess the value chain to ensure the sustainability of the business post-acquisition:

- **Supply Chain**: Can I maintain supplier relationships to ensure consistent quality?
- **Operations & Production:** Will I retain the same recipes and operational setup, or will modifications be necessary?
- **Employee Retention:** Are employees loyal to the brand or the current owner? Will they stay post-transition?
- **Customer Loyalty & Community Aspect:** Can I preserve the community-driven nature of the business?

Additionally, I would evaluate the acquirer fit—whether I possess the necessary skills and interest to run the coffee shop efficiently.

Assume you can maintain the current business model and retain the community appeal.

Fair, now, I would determine whether the $1 million valuation is justified using the Net Present Value (NPV) method, given the absence of comparable listed businesses.

- **Discount Rate & Beta:** Since the business is private, I would estimate its beta by identifying publicly traded coffee shops or small food service businesses with similar characteristics.
- **Cash Flow Projections:** This can serve as a proxy to assess whether the business has experienced similar growth trends as comparable coffee shops in other Tier 3 cities.
- **Valuation:** Using an appropriate discount rate and assuming a steady cash flow trajectory, I would calculate NPV to assess if the acquisition price aligns with future expected returns.

Assume you are comfortable with the risk profile, and the coffee shop generates $1.2 million at the end of the year. Would you proceed with the purchase?

Given that the business is generating $1.2 million in its first year, the investment appears undervalued relative to the $1 million acquisition cost. Assuming steady or growing future cash flows and a reasonable discount rate, the positive NPV suggests a strong financial case for the purchase.

Moreover, from a non-financial perspective, I have assessed my ability to manage the operational and community aspects of the business effectively.

Considering both the financial viability and my ability to handle the non-financial aspects, I would proceed with the acquisition, recognizing **it as a strategic investment.**

Brew & Buy

Accenture/ Difficulty - Easy

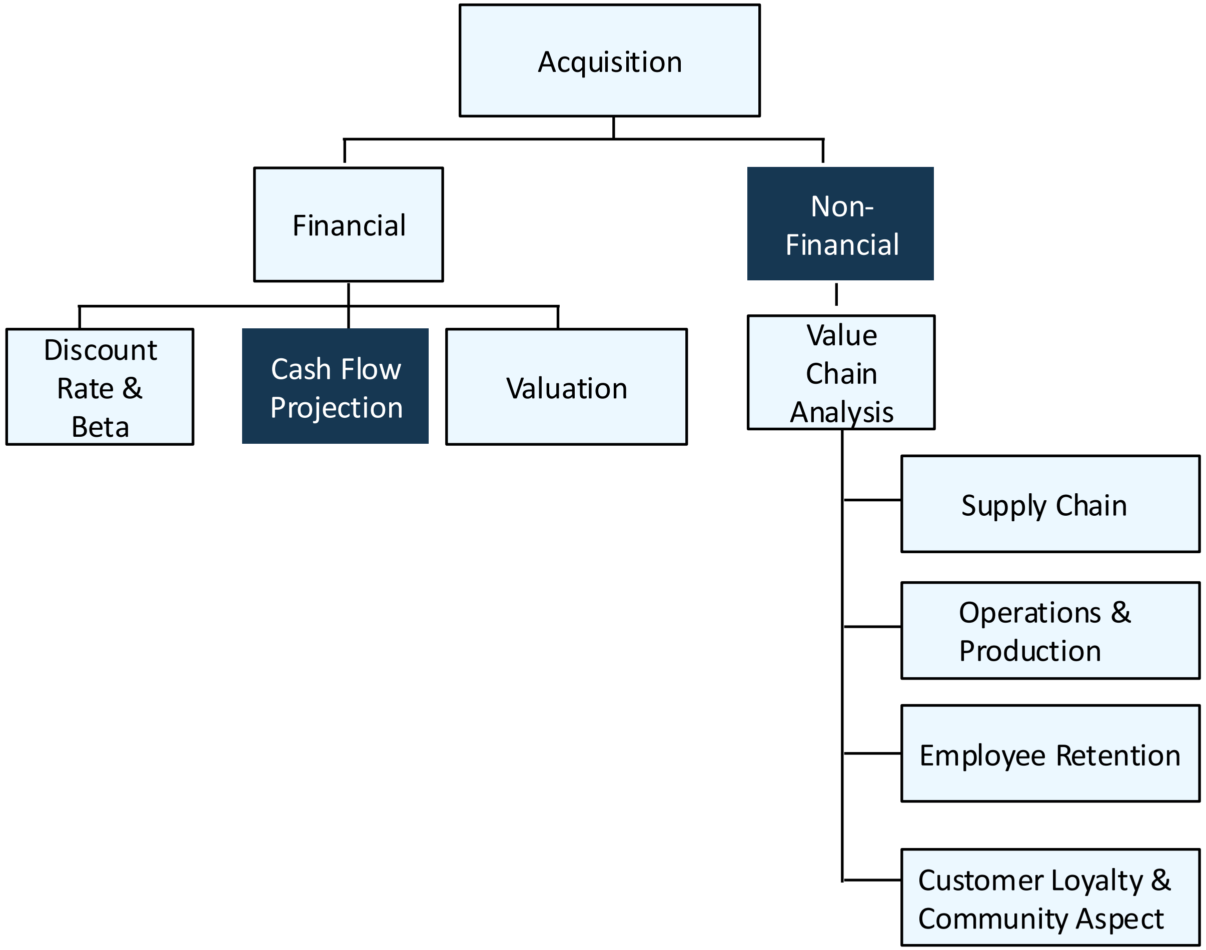
Clarifying Questions

- Understand the fundamentals of the business: Company Overview, Product Offering, Competitive Landscape, Customer Base

Brownie Points

- Evaluated both financial and non-financial aspects, ensuring a strategic and well-rounded approach.
- Used NPV, proxy betas, and discount rates to justify the acquisition, showcasing strong financial acumen.

Framework/Approach



Campus Gains

Accenture/ Difficulty - Easy

Transcript

Let's say you're advising SSCBS that wants to increase its overall profitability. They have two main goals: increasing the number of students and maximizing profit per student. How would you approach this?

I'd start with the fundamental equation:
Profit = Profit per student × Number of Students
To improve profitability, we can either increase the number of students or maximize the revenue generated per student while managing costs efficiently.

These seem like fair breakdown. Why don"t you start with student enrollment?

To **increase student enrollment**, we can focus on three areas:
1.Course Expansion: Introducing new programs or online courses to attract a broader audience.
2.Faculty Growth: Hiring more permanent professors and support staff to maintain quality education.
3.Infrastructure Development: Expanding hostel facilities to make enrollment more accessible for students from different regions.

These all seem like good alternatives. Why don"t you move to increasing profit per student

On the revenue side, beyond standard tuition fees, the university can introduce variable fees for value-added services like seminar halls, an indoor gym, AC classrooms, or society memberships.

For **cost optimization**, key strategies include:

- Leveraging technology to reduce paper use and administrative overhead.
- Optimizing classroom utilization to avoid unnecessary expansion costs.
- Ensuring regular maintenance of hostel appliances to reduce electricity and repair expenses.
- Maintaining a balanced faculty salary structure to prevent over- or underpayment.

Would you like me to explore a specific area further?

That sounds good. You attempted the case very well. We can wrap it up now.

Campus Gains

Accenture/ Difficulty - Easy

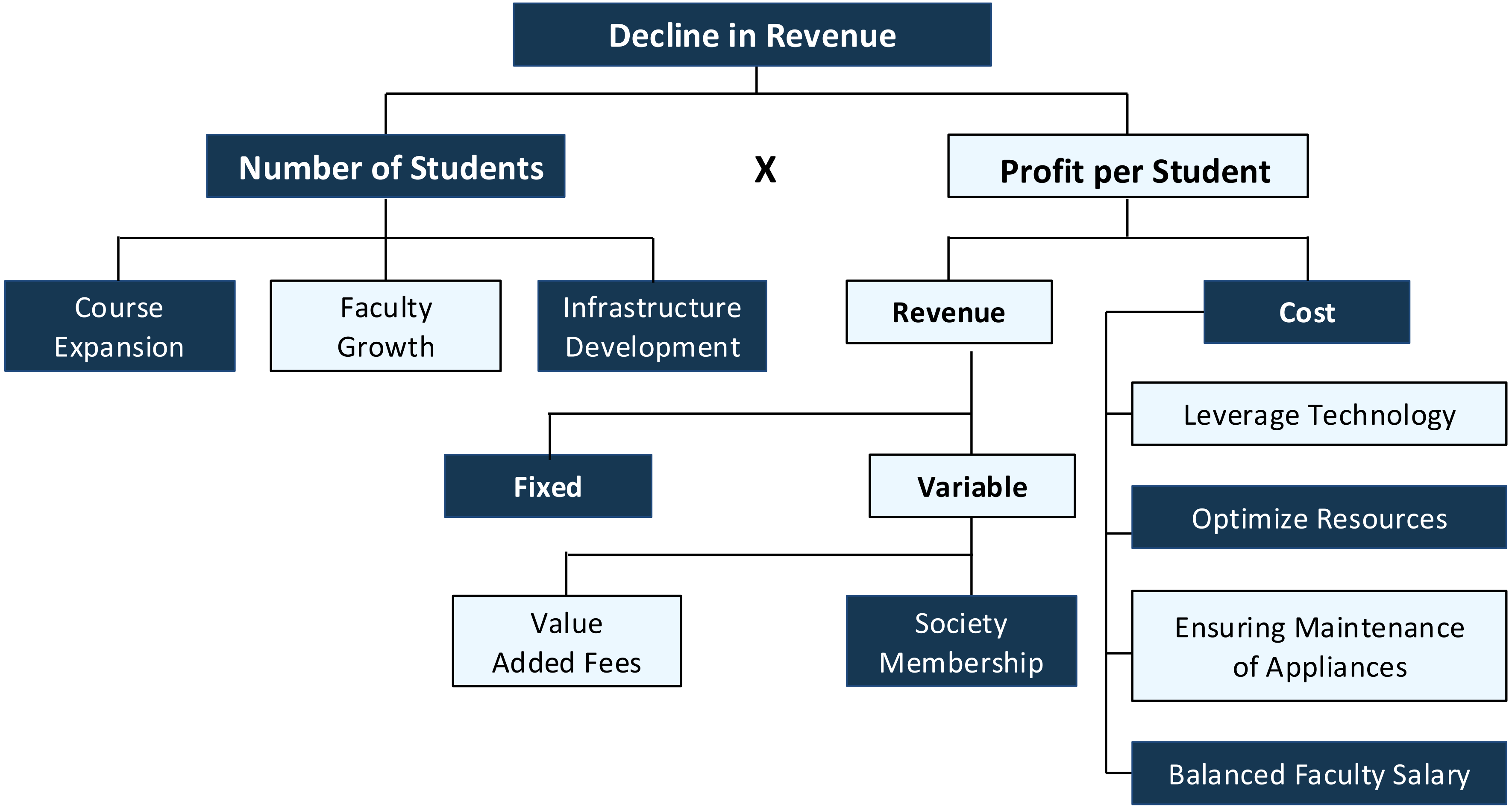
Clarifying Question

- What is the university's current student capacity and enrollment rate? (incase of any hypothetical institute)

Brownie Points

- Clear profit formula with multiple revenue streams like tuition, hostel fees, and premium services.
- Scalable growth through course expansion, faculty hiring, and cost optimization via tech and resource efficiency.

Framework/Approach



Flight to Indonesia

Dalberg/ Difficulty - Easy

Transcript

Your Client is based in Indonesia, operating in the extraction sector for mining oil & gas. The company has scouted a remote island for extraction. However, they have been facing a lot of regulatory scrutiny for obvious reasons. Under their CSR mission they have a long-term objective of creating economic opportunities for locals on the island. After their preliminary analysis they have narrowed it down to a single industry, the tourism sector and they wish to invest in the same. How should they go about it?

Okay, I think there are certain pre-requisites for tourism to thrive in any location, I would like to start by analyzing those.

Okay, Go ahead.

There are 5 building blocks for the tourism sector to thrive in any place – Infrastructure, Human Capital, Brand Value of the place, Recreational Activities & the External Enabling Environment

So, now that you've listed down the broad areas where our client can focus on, I'd like you to identify more specific instruments, vital to tourism on the island.

- Areas of interest under infrastructure can be further categorized into - Man-Made & Natural Infrastructure. Man-Made Infrastructure would include:

Transport i.e., roads, airports and other means of travel on the island

Hospitality Industry on the Island i.e., Hotels, Resorts, restaurants etc. Natural Infrastructure would include the greenery and beauty of the island itself

- The Human Capital, tour guides, tour agencies and other skilled people that run the tourism industry. People can be trained in these fields to ensure adequate skillsets
- The Brand Value of the island can be worked upon by collaborations with the Ministry of Tourism and other such organizations to make sure there is enough advertisements of the island.
- Recreational Activities include —things to do on the island, it maybe adventure activities such as snorkeling, para-sailing etc. or experiencing local culture and heritage
- External Enabling factors include PESTLE Factors & the robustness of the foreign exchange system. Our client can also work on working with authorities to approve visa application requests to the island as well

Ok great! After analysis and research, our client has decided to invest in the development of an airport on the island. You are required to estimate the capacity of such an airport based on the annual number of passengers both domestic as well as international.

Is there any demographic or geographic data related to the island available to us, which can be used to make an assessment of the visitors on the island

No, we do not have the requisite data.

Since, there isn't any data available, I'd like to take a proxy destination that receives a lot of visitors. Can I take the airport of Goa as the proxy?

Yes, that is a fair assumption.

Flight to Indonesia

Dalberg/ Difficulty - Easy

Transcript

- Okay, since the number of flights that land each hour is inconsistent, taking that the Goa airport is operational for 18 hours a day, will compensate for peek hours and non-peek hours in general.
- Taking that 10 flights land each hour at the Goa Airport on average. We get 180 flights per day.
- The standard seating pattern in these flights in 2-3-2, hence 7 seats in a row and, on an average each flight will have 35 rows, therefore 245 seats/flight.
- Taking seasonality as a factor, there are 4 months of peek time and 8 months of off- season at the airport. Taking 90% occupancy during the 4 months and 60% during the off season. We get 47,62,800 passengers during peek season and 63,50,400 during the off season
- Off these 90% of the people during the peek season can be termed as tourists, while the same factor can be 50% during off season. Others maybe residents returning home.
- After calculating, the number of tourists visiting Goa turn out to be 74,61,720. So, roughly 7.5 million tourists visit Goa every year.

So, what would your final suggestion to our client be?

Our client should invest in the airport keeping in mind an annual footfall of 7.5 million tourists visiting the island!

Good! I think we can end the case here.

Flight to Indonesia

Dalberg/ Difficulty - Easy

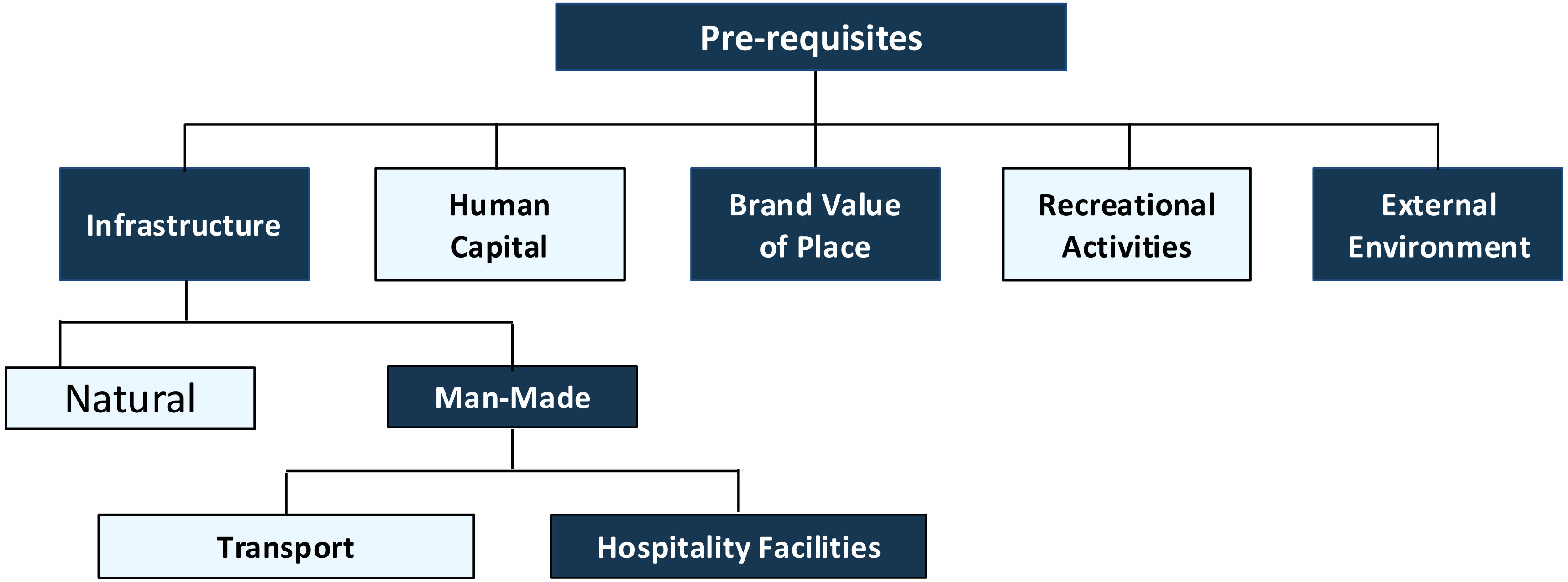
Clarifying Question

- Available data for guesstimate?

Brownie Points

- A comprehensive take on each sub-part will fetch you brownie points
- Always take a suitable proxy for hypothetical examples by matching the characteristics to the best of your ability

Framework/Approach



Training Days

Dalberg/ Difficulty - Easy

Transcript

Your client is a company where people are getting hired, but they don't have necessary skills to accomplish the job. They can just do away with the clerical tasks. Therefore, the client wants to explore an apprenticeship programme, to analyze whether the benefits being accrued from it are enough to continue the programme. So, you need to list down the potential benefits of an apprenticeship programme to a firm.

What does apprenticeship mean in this case? Is this something where the person will have to pay to get trained or will the company pay the trainee?

Here apprenticeship means a period of training before the company extends an offer letter to the employee. Also, assume that the company is not paying the trainee.

Is there any specific period for which the trainee will have to stick with the company post programme?

You can assume that the trainee has to stick with the company for at least 2 years.

And is there any other peer firm which is running such an apprenticeship programme? (this could have an impact of incremental revenue generated)

No. There is no other firm which runs such a programme.

All right. So, according to my approach, the benefits can be divided into 2 segments: Economic Benefits & Social Benefits
Do you think this is a fair division?

I think this seems to be a good division. Can you explain each of them further?

Sure.
Economic benefits entails the monetary benefits that'll be generated by the employee for the company. It can further be divided into 2 segments:

- Short-term, and
- Long term benefits.

Short-term benefits: These are the benefits which the firm will generate in terms of increase in efficiency of the employees, which means increase in output/unit of time.
Long-term benefits: These are the indirect benefits that the company will be able to generate indirectly, such as an increase in the number of clients.
Social benefits sort of includes the benefits that the trained employees will be able to generate for making the working culture of the company better. They can also be divided into short-term and long-term.
Short-term: This includes increasing the positive and appreciative atmosphere within the company. The managers will not have to doubt the working capacity of employees.
Long-term: This includes benefits generated due to the trained employees propagating the culture of training and efficiency in the company.

OK. Let's look more into the part of Economic Benefits. Can you calculate the quantum of benefits that are estimated to arise from the programme?

Training Days

Dalberg/ Difficulty - Easy

Transcript

Sure. The benefits can be calculated as a function of incremental revenue generated due to the apprenticeship program and the cost incurred to organize it.
The costs incurred will include:

1. Course material
2. Fees of the trainer
3. Equipment/tools used during the course
4. Stipend/ compensation of any sorts to the trainees (optional)

And the revenue can be calculated as the incremental revenue generated by the trained employee in comparison to the situation if he/she hadn't been trained.
Do we have information about the costs incurred and revenue generated by the company?

Yes, we do have the information. It is known that the company incurs a cost of Rs.1000/person and an untrained employee generates ___________, being 25% more efficient when trained.

All right. Let's assume the number of people in the apprenticeship program to be 10 and absorption rate to be 60%.
Cost turns out to be Rs. 10,000, of which Rs.4000 would be sunk cost owing to the absorption rate.
Since we assume that a trained employee would be 25% more efficient than an untrained one in the short term, incremental revenue will be 6 x 25% of Rs.__________.
In this way the quantum of benefits turns out to be Rs._____________.

That sounds good. Also, can you mention the challenges that might arise during the program?

The challenges might arise out of 2 avenues:

1. Interest: People might not be interested in opting for such a program, since no other company organizes such a program.
2. Awareness: Another major factor could be lack of awareness, since it seems to be a new trend in the industry.

That's great. I think you have covered all the aspects of the case. Let‟s end the case here. Well done.

Training Days

Dalberg/ Difficulty - Easy

Clarifying Questions

- What does apprenticeship mean in this case?
- Period for which the trainee will have to stick with the company post program
- And is there any other peer firm which is running such a program?

Brownie Point

- Period for which the trainee will have to stick with the company post program

Framework/Approach

- **Apprenticeship Programme**
  - **Economic Benefit**
    - **Long Term**
      - Incremental Revenue
    - **Short Term**
      - Increasing in number of Clients
  - **Social Benefit**
    - **Short Term**
      - Positive and appreciative atmosphere
    - **Long Term**
      - Propagating the culture of training

Organic Turf War

L.E.K./ Difficulty - Medium

Transcript

Your client is a fast-food chain focused on organic, healthy products with freshly and locally sourced ingredients. They have a large share of the organic food market, and it's a lucrative market. However, they are concerned about the threat of new entrants, specifically cafes that might operate in the same space. They've asked us to assess this threat and suggest strategies to maintain their market share.

Okay, to start, I want to understand the client's current situation. Where are their existing locations, and what is their operational model?

They are based in the USA, with 20+ outlets, mainly on the West Coast. They source all the raw materials, prepare the food, and operate like a cafe – no franchise model.

Got it. And what are their primary concerns regarding competitors? Are they worried about specific types of competitors, or a general increase in competition?

They fear both newer and already existing famous names entering the market.

Alright. To understand the customer base, could you describe the typical customer? I'd expect an age of 30+ and perhaps a slightly above-average income due to the cost of organic materials, but I'd like to confirm that. Also, what is the range of their product line?

The age is mainly 30+, but they also have customers in their 20s who are health-conscious. Income isn't really a major metric. The prices are not overly expensive. Customers are very loyal and focus on three things: taste, quality, and hygiene. Yes, their product line ranges from snacks to proper meals.

Great. And to clarify, what exactly do we need to do for the client? Are we focusing solely on assessing the threat, or are we also expected to provide specific strategies?

Both. We need to analyze the level of threat, define metrics for assessment, and suggest differentiation strategies.

Understood. To assess the threat of new entrants, I'll start with Market Sizing to understand the total opportunity, then use Porter's Five Forces to analyze competitive pressure, and finally, we can explore differentiation strategies. Does that sound like a good approach?

That makes sense. Let's start with Market Sizing.

Organic food consumption. The key groups are middle-income and upper-income consumers, who are more likely to prioritize health-conscious choices. We categorize potential customers into three segments based on ordering frequency: frequent customers who order multiple times a week, occasional customers who order a few times a month, rare customers who order occasionally. Let's begin by segmenting the total US population into urban and rural areas since our client operates in an urban setting. That gives us a primary focus on the urban population of roughly 264 million. We segment the urban population by income levels, as affordability influences

Got it. How does this translate to the market size?

The average price per order depends on whether customers buy meals or snacks, with a weighted average used for revenue estimation. Multiplying the number of customers, their order frequency, and the average order value gives us the total US organic fast-food market size.

Right. Now, how would you assess the competitive threat?

Organic Turf War

L.E.K./ Difficulty - Medium

Transcript

We can use Porter's Five Forces to systematically evaluate the level of threat from new entrants:

1. Threat of New Entrants

a. Barriers to Entry: The client has strong supplier relationships for locally sourced organic food, which could be a barrier for new entrants. However, if supply chains for organic food are expanding, barriers might be lowering.

b. Brand Loyalty: The client's strong focus on taste, quality, and hygiene has built customer loyalty, which could deter new entrants.

2. Bargaining Power of Suppliers: Organic food sourcing could become more competitive if demand rises, increasing supplier power. However, the client's established relationships may mitigate this risk.

3. Bargaining Power of Buyers: Customers value quality and are loyal, but if new entrants offer comparable taste and hygiene at lower prices, some might switch.

4. Threat of Substitutes: Health-conscious customers might opt for meal-prep services or grocery store organic options instead of fast food.

5. Industry Rivalry: The client's main concern - big brands or niche organic cafes entering - would intensify competition. Established brands with marketing budgets could pose a real challenge.

That makes sense. Based on this, how should they defend their market share?

There are a few strategic approaches they can take:

1.Customer Experience & Brand Loyalty: Implement a membership or subscription model where loyal customers get exclusive discounts or priority access and focus on community engagement—partnering with local gyms, yoga studios, or wellness influencers.

2.Operational Efficiency: Consider vertical integration—sourcing directly from farms or owning part of the supply chain.

3.Pricing & Accessibility: Offer meal bundles or dynamic pricing strategies to stay competitive without compromising margins.

That sounds good. We can end the case here.

Organic Turf War

L.E.K./ Difficulty - Medium

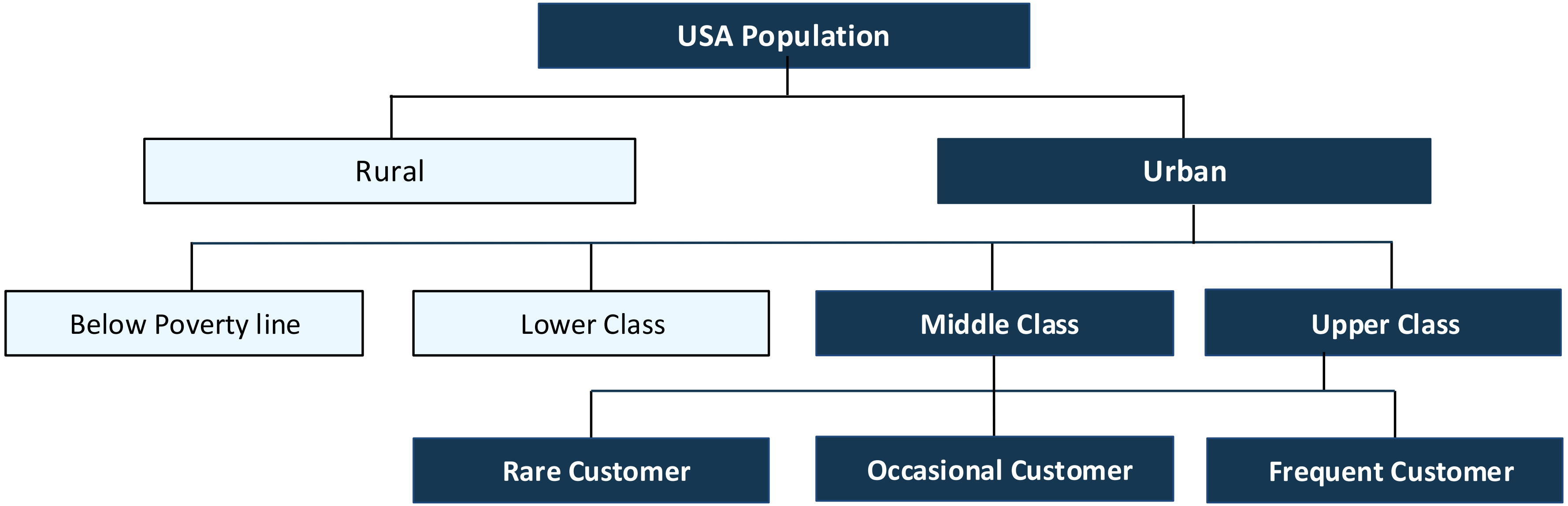
Clarifying Questions

- Geography where the client is located and how do they operate
- Knowing more about the product line
- Understanding the typical customer
- Clarifying the scope of analysis

Brownie Point

- Instead of treating all potential customers equally, categorizing them as frequent, occasional, and rare buyers, assigning realistic purchase frequencies.

Framework/Approach



Life Expectancy

Nation with Namo / Difficulty - Medium

Transcript

Here is a governance case. Life expectancy in Delhi is currently 68 years. In the next 5 years, we want to increase it to 70 and above. What government schemes and policies can be introduced to do the same?

I would like to first understand the current scenario, then see how existing systems can be improved, and finally identify new policies that can be introduced.

Sounds fair. Go ahead.

I will begin by mapping causes of mortality across communicable and non-communicable diseases. I suggest a policy framework for regular health monitoring and rapid response, including early isolation of new diseases and fast-tracked vaccine development. Given Delhi's high population density, achieving herd immunity would be the most impactful protective measure.

Walk me through the structure of Delhi's healthcare system.

Delhi's public healthcare is divided into three levels: primary (PHCs), secondary, and tertiary. At the primary level, long bureaucratic supply chains delay medication. I recommended an online procurement portal integrated with the Ayushman Bharat database, allowing PHCs to order directly from approved suppliers under regulatory oversight. At the secondary level, all PHCs in a given area often refer to a single center, overwhelming it. I suggested a patient-facing booking system where individuals, once referred, can view real-time bed and medication availability across centers and book accordingly. At the tertiary level, I recommended a public-private partnership (PPP) model for knowledge transfer and joint operations, helping bridge quality gaps between public and private care.

That sounds fair. What about the factors beyond the healthcare system itself?

Several other factors are significant. Pollution, both air and noise, directly affects respiratory and cardiovascular health. Traffic-related injuries, including rash driving and road rage, are a meaningful contributor to premature mortality. Socio-economic barriers mean that even where care is available, lower-income residents often delay seeking it until conditions worsen. And individual lifestyle habits, diet, physical activity, tobacco use, play a large role in NCD outcomes. Any comprehensive policy to raise life expectancy would need to address these in parallel with healthcare infrastructure.

Good. Let's stop there.

Life Expectancy

Nation with Namo / Difficulty - Medium

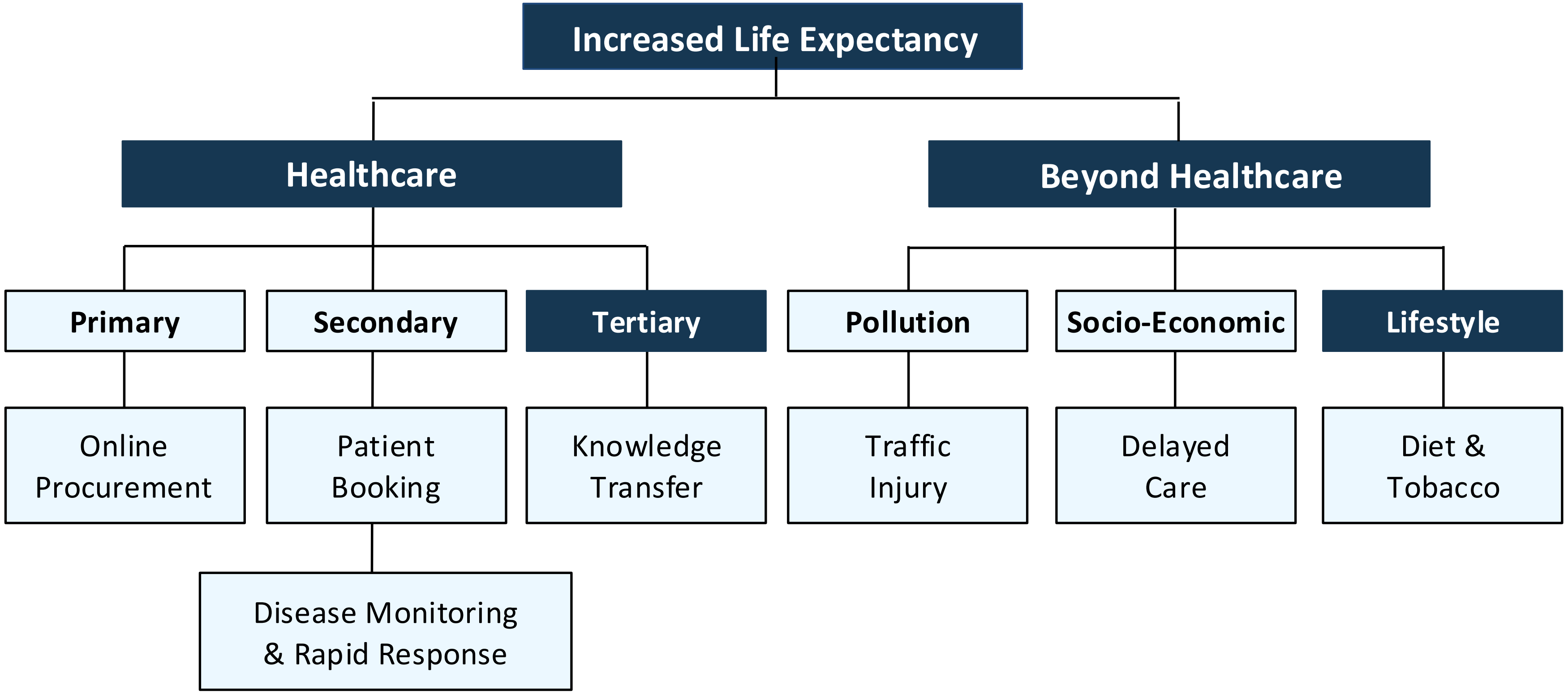
Clarifying Questions

- What is the current demographic breakdown of mortality — communicable vs. NCD?
- What is the baseline budget and staffing capacity of PHCs in Delhi?
- What is the referral rate from primary to secondary centers currently?
- Which districts have the lowest life expectancy and what are the causes?
- How does Delhi's air quality index vary by area and season?
- What share of tertiary care is accessed through public vs. private hospitals?
- Are there existing PPP models in Delhi that can be benchmarked?
- What is the 5-year implementation timeline and governance structure?

Brownie Points

- Mortality breakdown by cause and district
- Current PHC capacity and supply chain gaps
- Secondary referral volumes and bottlenecks
- Socio-economic profile of high-mortality areas
- Existing PPP benchmarks within the state
- Pollution hotspots and traffic injury data

Framework/Approach



Public Schools

Nation with Namo / Difficulty - Medium

Transcript

Some public schools in North West Delhi are facing a learning outcomes gap. Students' actual skill levels are below the grade they are enrolled in. How would you understand this problem and what would you recommend?

I'll take two minutes to structure my approach before diving in. I want to work through this in four steps: first, narrow down where exactly the issue is concentrated; second, understand the current situation on the ground; third, identify the root causes; and finally, define interventions. The case already tells us the issue is specific to certain schools in North West Delhi, so my first question would be, is there a further pattern within that? Are these schools clustered in particular pockets, or spread across the region?

These schools are concentrated in areas like Rohini, Bhavana and Indipuri.

That helps narrow it down. My next questions would be around student demographics; what is the socio-economic background of these students, and is the gap tied to a particular subject or grade level, or is it broader?

Students largely come from low-income backgrounds, from Punjabi and Haryanvi-speaking families. The gap is not grade-specific. Language proficiency has emerged as the primary issue.

That's a critical insight. If the gap cuts across all grades and is rooted in language, it suggests a foundational barrier rather than a curriculum design problem. Students who aren't comfortable in the medium of instruction will struggle across every subject, which explains why no single grade stands out.

From here, I'd want to map the problem through the stakeholder journeys to pinpoint where in each journey the breakdown is occurring. For instance, is it that students aren't attending regularly? That the assessment system isn't designed to catch foundational deficits early enough?

All of those are valid and infact real challenges being faced. Prioritize three and give me your recommendations

I'd focus on three priorities: regular attendance, mindful learning, and remedial support.

On attendance, the goal is consistent presence among students who are already enrolled. Incentives like mid-day meals, attendance recognition, and rewards for classroom participation can build that habit effectively.

On mindful learning, being present isn't enough if students aren't engaged. Interactive formats like essay competitions, poster-making, and recitations make language learning feel purposeful.

On remedial support, for students still not meeting outcomes, structured after-school sessions with smaller teacher-to-student ratios allow for individual attention. Home-based worksheets tied to the curriculum can reinforce classroom learning as well.

Good. Let's stop here.

Public Schools

Nation with Namo / Difficulty - Medium

Clarifying Questions

- Is the learning gap confined to certain pockets within North West Delhi?
- What is the socio-economic background of affected students?
- Is the gap grade-specific or does it cut across all grade levels?
- What is the medium of instruction, and what languages do students speak at home?
- What is the current teacher-to-student ratio in affected schools?
- How is learnings being assessed – are assessments catching any foundational deficits?
- What remedial or after-school support currently exists, if any?

Brownie Points

- Geographic clustering of affected schools
- Grade-wide breakdown of outcome gaps
- Current assessment design/limitations
- Attendance patters/dropout risk factors

Framework/Approach

Learning outcomes gap

Diagnosis

- Geography (cluster mapping)
- Root causes (demographics)
- Stakeholder journeys

Key finding: language proficiency barrier (Punjabi / Haryanvi-speaking families)

- **Attendance**
  - Meals, recognition & class rewards
  - Consistent presence
- **Mindful learning**
  - Interactive formats (essays, posters)
  - Engagement over presence
- **Remedial support**
  - After-school sessions & home worksheets
  - Individual attention

A for Accident

Dalberg / Difficulty - Medium

Transcript

Your Client is the management of IIM Ahmedabad. They've been seeing a rise in the number of accidents on the campus. You need to identify the reason for the same.

Okay, since when have they been seeing a rise in the number of accidents?

The rise in accidents has been observed over the last 6 months, since the campus reopened post pandemic.

Where have the accidents increased, is it in a particular area or campus-wide issue?

The accidents have risen in the entire campus; they are not able to identify any particular area. However, most of these accidents have been road accidents

Okay, has there been a particular type of vehicle involved in the accidents more frequently than others?

Yes, most of these accidents involve two wheelers entering the campus

Okay, since the number of road accidents have increased, I'd like to start by calculating the accident rate i.e., number of vehicles entering the campus * % of two wheelers * % getting in an accident. Which one of these variables has changed?

The number of two wheelers entering the campus have increased.

The two wheelers can be categorized as frequent and rare visitors. Frequent visitors would include Professors and other faculty, staff, delivery vehicles (food and other stuff).
Rare visitors would include Guests at the campus, families of students and audience in events. Which one of these types of visitors have been involved in the accidents?

The delivery vehicles have been involved in most of the accidents. Could you find out the reason for it?

The factors that can lead to accidents can be categorized as vehicle related and non – vehicle related. Vehicle related factors would include the condition and performance of the vehicles. Non-vehicle related can be Route/Navigation issues faced, Failure to follow norms at the campus, quality of roads and other infrastructure, awareness of the driver.

You've correctly identified the problem, there is an issue in the infrastructure, as the college opened recently, construction has been going on in a few areas. Hence, the canteen is also not functional properly, leading to students ordering food more frequently from outside the campus. Could you give recommendations to correct the same?

Since, we've identified two problems, to solve the issue of a greater number of delivery vehicles entering the campus, students can be told to pool orders or deliveries shall be allowed only on the entry gate of the campus

Great, what about the construction?

The college can restrict areas where construction takes place and also focus on speeding up the process.

Great, I think we can end the case here.

A for Accident

Dalberg / Difficulty - Medium

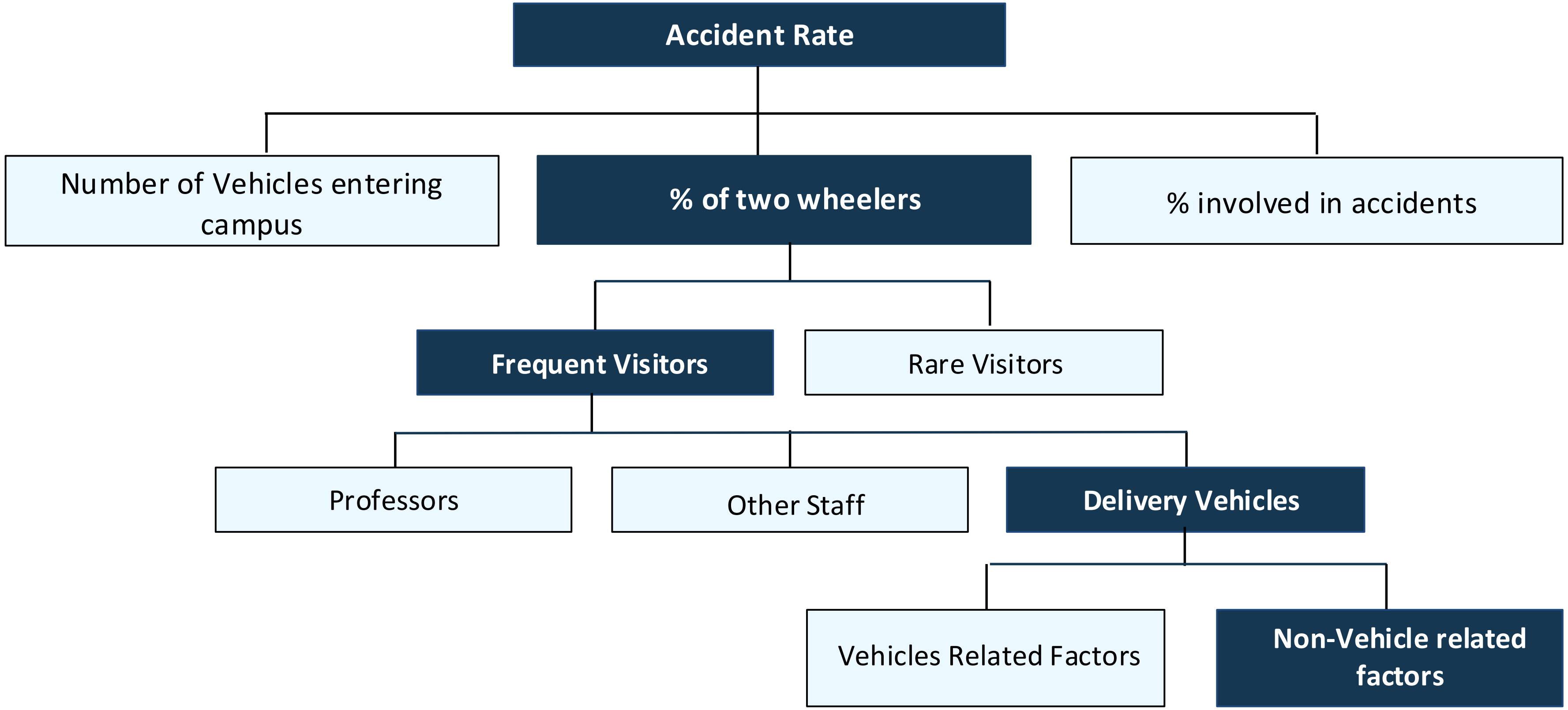
Clarifying Questions

- For how long has the rise in accidents been noticed? (6 months)
- Has the rise been noticed in a specific area? (no)
- Any particular type of Vehicle involved? (2-wheelers)

Brownie Point

- Structuring the recommendations to tackle individual problems

Framework/Approach



Anchor in Argentina

Everest Group/ Difficulty - Medium

Transcript

You are a consultant to an outsourcing agency who advises the government of Argentina and you have been tasked to increase the revenue share of global service providers as compared to the local service providers for the Argentinian outsourcing market.

Okay, since when have they been seeing a rise in the number of accidents?

Global service providers are firms such as Accenture, TCS, Vipro and other global companies like these who provide business process outsourcing, IT and automation services to big companies. Local service providers are the local companies that provide outsourcing services in Argentina.

Right. Could you also tell me a bit more about our client?

Our client is an outsourcing agency that advises the government of Argentina. The recommendations will ultimately impact the government of Argentina.

Okay. What has been the past trend of global service providers' market share?

There has been a decline in their share lately.

Alright. There are two ways to increase the share of global service providers, either we can increase the share of the global services providers' revenue or we could decrease the share of the local service providers' revenue. However, the latter wouldn't be advisable as that would have a lot of negative repercussions for the country so I would like to work on the first approach of increasing the global service providers revenue.

That sounds logical.

Now the revenue of the global service providers can be stated as a function of revenue per global service provider and the number of global service providers in Argentina.

You can focus on the number of global service providers.

The number of global service providers will depend on certain factors that they would consider before setting up a base or office in Argentina. From the perspective of the global service providers, the challenges they would face can be divided into two categories: onset challenges and operational challenges. By onset challenges I mean the challenges that these firms would face before setting up a base and operational challenges refer to the challenges that these firms would face after setting up a base. Would you like me to focus on one particular category?

Good, you can look into factors under both of these heads..

Onset challenges:

- regulatory hurdles
- administrative hurdles
- cost effectiveness of setting up
- availability of land and other utilities required before setting up
- infrastructural requirement

Operational challenges:

- cost effectiveness upon starting up the business
- availability of workforce
- business coming from the local companies
- supply chain efficiency
- technological set-up

Okay, you can now proceed to give recommendations to the client to tackle these challenges.

Anchor in Argentina

Everest Group/ Difficulty - Medium

Transcript

I would like to divide my suggestion into 3 buckets.

1. Regulatory and Administrative Ease: Streamline regulatory processes and invest ine-governance and digital platforms for administrative efficiency.
2. Incentives through Special Economic Zones: Tax incentives and set-up incentives by creating special economic zones. The government can endow subsidized land to these providers for setting up their headquarters and security investments with respect to the surveillance in these regions. They can further reduce regulatory compliances or give special tax subsidy for individuals working in these sectors so as to increase the workforce that would be interested in working for these firms.
3. Investment in Infrastructure and Technology: The government can incentivize technology adoption and innovation to ensure the latest technological availability for the service providers. Further, they must ensure a robust and secure digital infrastructure.

Perfect. Let's end the case here.

Thankyou.

Anchor in Argentina

Everest Group/ Difficulty - Medium

Clarifying Questions

- Clarification regarding global and local service providers
- Market share of global service providers in the past

Brownie Points

- Eliminating decreasing the share of local providers by thinking about the negative repercussions
- Categorization into onset and operational challenges

Framework/Approach

- **Increasing Market Share of Global Service Providers**
  - **Increasing Market Share of Global Service Provider’s Revenue**
    - **Number of Global Service Providers**
      - Onset Factors
        - Regulatory Hurdles
        - Administrative Hurdles
        - Cost of effectiveness of setting up
        - Availability of Land
        - Infrastructural Requirement
      - **Operational Factors**
        - Cost effectiveness upon starting the business
        - Availability of workforce
        - Business coming from local Companies
        - Supply Chain Efficiency
        - Technological set-up
    - Revenue per Global Service Provider
  - Decrease Market Share of Local Service Provider’s Revenue

Spare Me

BCG/ Difficulty - Medium

Transcript

You are consulting for an automotive OEM's spare parts division. They want BCG to create a growth strategy for the next 2–3 years

Thank you. Before structuring the problem, I'd like to clarify a few things. Are we focusing specifically on the spare parts division or the entire OEM business?

Only the spare parts division.

Understood. Do we operate through multiple channels such as direct servicing and retailer distribution?

Yes. We have both: Product sales through retailers & Service channel where customers come directly to us.

Got it. Also, are these spare parts compatible only with our own vehicles or with other brands as well?

Only with our own vehicles.

Understood. What is the objective here — revenue growth, profitability growth, or both? And what is the time horizon?

Growth in revenues over the next 2–3 years.

Makes sense. Since the products are brand-specific, inorganic expansion may not be very feasible. I'd therefore focus primarily on organic growth levers. I'd structure growth as: number of cars × spare parts consumed per car × price per spare part. Since the scope is limited to the spare parts division, I'd focus on increasing spare-parts consumption and improving channel sales.

Sounds good. Go ahead.

I would evaluate the two channels separately: the Direct Service/D2C channel and the Retailer/B2B channel. Let's first deep dive into the direct service channel. Within the direct service channel, I would look at opportunities both at the time of car purchase and during the post-purchase servicing lifecycle. This includes mandatory bundled accessories, optional add-ons and upgrades, and initiatives to increase repeat servicing and customer retention.

What is the biggest customer pain point that pushes them toward local retailers instead of official service centers?

Price sensitivity is likely the biggest issue. Instead of competing purely on price, I would focus on improving the overall value proposition through better convenience, stronger customer trust, financing or service bundling, and assurance of genuine original parts.

For the retailer/B2B channel, I would focus on increasing retailer engagement and incentivization.

Interesting. How would you do that?

I would introduce incentive programs, milestone-based rewards, and preferred retailer partnerships. Retailers achieving strong sales performance could be designated as "Authorized Partners," helping improve both credibility and distribution reach.

How does that help the ecosystem?

This creates a win-win ecosystem where customers place greater trust in authorized outlets, retailers benefit from higher traffic and credibility, and the OEM strengthens its spare-parts, sales and distribution network.
To summaries, the growth strategy would focus on increasing direct service adoption, improving accessory and add-on penetration, driving repeat servicing behavior, strengthening retailer partnerships, and expanding the authorized partner ecosystem.

Great. Alright we can close the case.

Spare Me

BCG/ Difficulty - Medium

Clarifying Questions

- Is the scope entire OEM business or only spare parts division?
- What are the key sales channels?
- Are spare parts usable only for own-brand vehicles?
- What is the target metric — revenue or profitability?
- What is the growth timeline?
- Are we evaluating organic or inorganic growth?

Brownie Points

- Identified OEM meaning & industry context early
- Distinguished D2C/service and B2B/ retailer channels
- Structured growth drivers mathematically
- Rejected inorganic growth with sound logic
- Strong customer pain-point identification
- Created retailer authorization ecosystem idea

Framework/Approach

- **Revenue**
  - **Price**
  - **Volume**
    - **B2B / Retailer Channel**
      - **Retailer Incentive**
      - **Milestone Programs**
      - **Authorized Partner Network**
      - **Trust & Visibility**
    - **D2C / Service Channel**
      - **Pre-Purchase**
        - Mandatory Add-ons
        - Optional Accessories.
      - **Post-Purchase**
        - Free Initial Service
        - Retention / Repeat Visits
        - Financing & Convenience

Cities of India

Dalberg / Difficulty - Medium

Transcript

Your client is a state government, the capital city of the state has been facing higher than usual amounts of traffic due to an increase in the private vehicles. Given the conditions, the state government wants you to evaluate the current urban mobility systems and come up with sustainable urban mobility solutions that need to be climate forward, people oriented, cost effective and growth oriented.

Okay, got it. Can you tell me a little more about the capital city and its demographics?

Overall, it is a progressive city with rising per capital income and lower rates of unemployment. The terrain of this particular city is mostly hilly.

What are the existing methods of transport available to the residents of the city that need to be evaluated ? Also, what is the current breakdown of these methods ?

Okay, so there are 4 ways available for commuting: private cars which are used by 60% of the people, 30% of the population prefers public transport i.e., buses whereas walking and cycling are preferred by 5% each.

So, I would like to list down all the metrics to evaluate the urban mobility solutions.

- *Cost* – This includes the cost of the running and setting up the transport system.
- *Efficiency* – Evaluating whether the system is efficient and quick enough for the population of the city
- *Awareness* – Evaluating whether the population is aware about a certain mode of transport available to them.
- *Affordability* – Is the mode of transport expensive for the population or not?
- *Accessibility* – To specify whether, the mode of transport is accessible to the population or not i.e., if people find it easy to access and if it takes them where they wish to go.

Okay, let's move on to the next part of the case. The state government now wishes to reduce the dependence and use of private vehicles and want people to use public transport. How can they do that?

This can be achieved in two ways.

- The Government can either promote use of other means of transport OR
- Dissuade people from using private vehicles altogether.

To dissuade people, it can either dissuade the ownership of private vehicles or the usage of private vehicles.

Ownership

- Altering ownership norms
- Introduction of new scrappage policy
- Limiting the number of cars per household

Usage

- Parking – Making public parking more expensive and less accessible from city centers
- Riding – Making way for pedestrians

To promote other methods of transport, it can either promote public transport methods or walking

Public Transport

- Installation of a new system for public transport compatible for hilly areas like a tram
- Capacity expansion of the existing system
- Restoration of buses
- Increasing accessibility with enhanced and quicker routes

Walking & Cycling

Having designated areas on roads for walkways and cyclists

Great, your recommendations are valid, I think we can end the case here.

Cities of India

Dalberg / Difficulty - Medium

Clarifying Questions

- Asking for more information on the city and its demographics?
- What are the existing modes of transport available in the city?
- Is there a specific section of our gang that is being targeted? (No)

Brownie Points

- Inclusivity as a factor to evaluate means of transport available in the city
- Structuring the dissuasion of private vehicles to give recommendations

Framework/Approach

Evaluation Framework

- Cost
- Efficiency
- Awareness
- Affordability
- **Accessibility**

Decrease Usage of Private Vehicles

- Dissuade Private Vehicles
  - Dissuade Usage
    - Restrictions on Riding
    - Expensive Parking
    - Less Accessible Parking
  - Dissuade Ownership
    - Increasing Taxes
    - Scrappage Policy
- **Promote Other Means of Transport**
  - **Public Transport**
    - New Transport System
    - **Capacity Expansion**
    - Revised Routes
  - Walking & Cycling

Mission Admission

Dalberg / Difficulty - Medium

Transcript

Your client is an NGO, based out of Uttar Pradesh, which focuses on increasing the enrolment of students in primary education. They are concerned about not being able to meet their targets. You have been hired to identify the source of the problem.

Sure. How exactly does the NGO contribute? In which area rural/urban do they operate?

The NGO assists in paying 50% of the primary education school fees of students enrolled with them in both rural and urban areas.

Is there any financial constraint or a certain period within which targets have to be met?

Yes. They do have financial constraints for which you would have to estimate the budget. However, there are no time constraints.

Okay, what exactly do you mean by targets here?

Their target was to fund 1% of the total number primary school going children in UP.

Right. Moving forward with the budget estimation first.
Budget = (Cost per student * Number of students) + Other costs

Please focus only on student costs. Ignore the other costs involved.

Sure. For estimating the number of students, I would like to divide UP's population in rural (70%) and urban (30%) population, further dividing each category on the basis of income as low income group (30%), medium income group (50%) and high-income group (20%). Now only focusing on the first two groups, I divide them as per age into 5-18 years (30%) and 18 above. Since the case is centric to UP, I would like to divide the population as per gender (70% boys, 50% girls) as often people prefer not to educate girls. Adding the final numbers for both rural and urban areas would give us the total primary school going population in UP. For our target criteria, we would take 1% of this number.

Per person cost = 50% of average of total fees for primary education. Multiplying the two would give us the budget.

Right. You can move on to the source of the problem now.

We can divide the problem source into two parts, internal and external sources. In case of internal problem, it can further be divided into two: Either the program was not well developed or there was a problem in the implementation.

Good, you can first focus on why could the program not be implemented successfully.

We can divide this problem into 5 buckets: Need, Accessibility, Affordability, Awareness, Experience
- Miss identification of need
- The NGO is not very approachable, has a haphazard enrollment process
- The NGO itself is unable to gather enough funds to pay the fees
- People are not aware of the NGO or its services
- People who enrolled with the NGO earlier did not have a satisfactory experience

Could you highlight some external problems

Yes.
- Even after the NGO pays 50% of the fees, people are unable to afford education
- People do not want to send their children to school
- People are unable to trust an external organization

Perfect. Let's end the case here.

Mission Admission

Dalberg / Difficulty - Medium

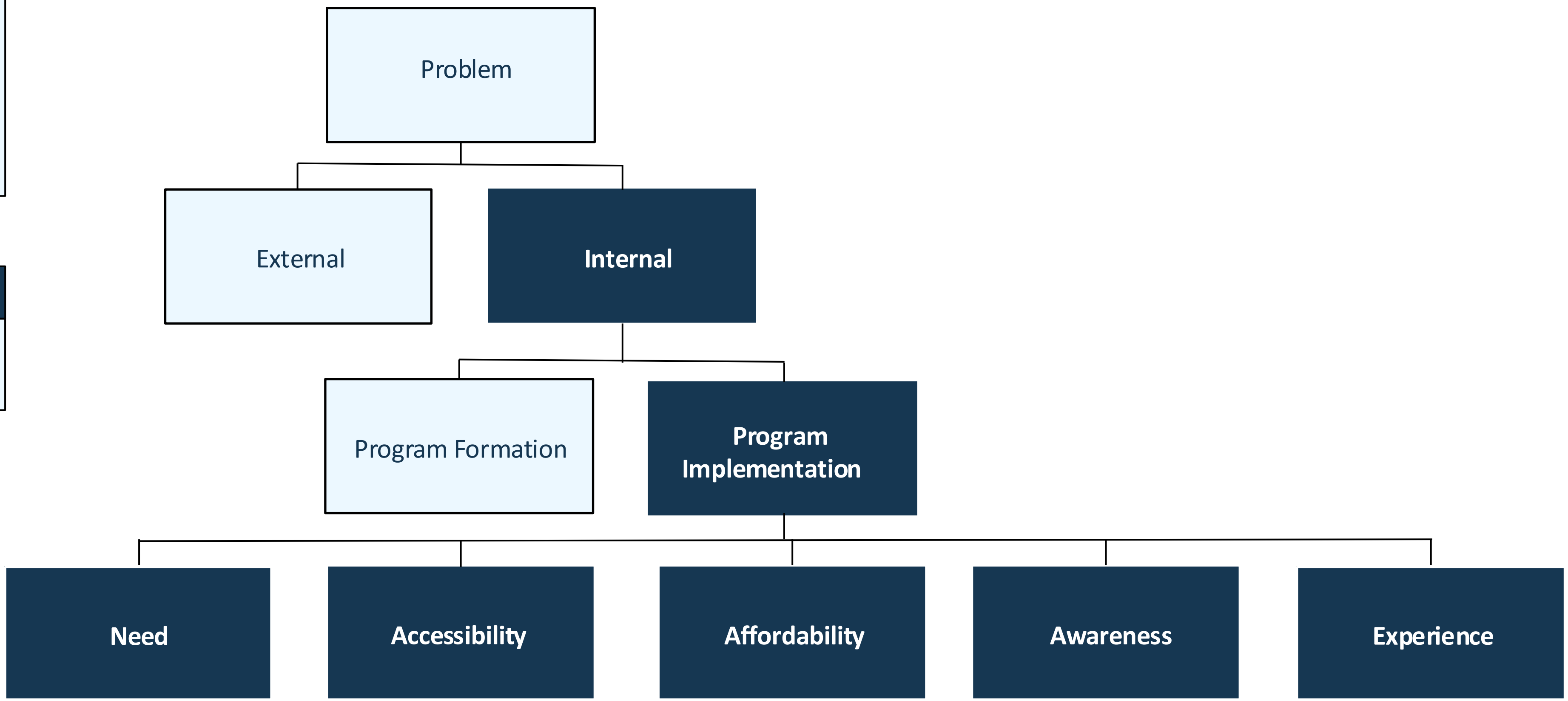
Clarifying Questions

- How exactly does the NGO contribute?
- In which area rural/urban do they operate?
- Do they have any particular time or financial constraint?
- What exactly do you mean by targets here?

Brownie Points

- How exactly does the NGO contribute?
- Did not include 0-5 years population.

Framework/Approach



Transactions in Turmoil

Everest Group / Difficulty - Medium

Transcript

There is a Payment Wallet App company whose number of transactions are declining.

Sure. Since when the company is facing the decline and by what magnitude? Also is it a company specific or an industry wide issue?

The company has been facing this issue since the past 6 months and there is a decline of 15-20%. The competitors are performing well, therefore it is a company specific issue.

Interesting, I want to know more about the company's operations. Where it is based out of? Are there any additional services provided by company?

Sure, the company operates in India and it's business model is similar to that of Paytm. It came into existence 2 and a half years back. The app allows its customers to recharge phone bills, metro cards and buy tickets for coming up matches of different sports.

Okay understood, so we can go ahead and break down the number of transactions into No. of customers*Average number of transactions made per customer.

Perfect. We have seen a decline in both of the aspects.

Right. Are we providing any inconvenience to the customers from the from the supply side because of which the customers are facing difficulty in making transactions?

No, there are no hindrances from the supply side.

We can analyze the decline from the demand side by breaking it down into Need, Accessibility, Affordability, Awareness and Experience.

Sounds good, carry on.

- Need: Under this category, we can assess whether the app is fulfilling the existing and emerging needs of the merchants and customers or not.
- Accessibility: This implies whether the customers are able to access the services without hindrances or not. QR codes plays an important role here.
- Affordability: Affordability can be further broken down into onboarding and transaction charges. An increase in any or both them can help us in reaching to the problem.
- Awareness: Any decline in the marketing initiatives taken by the company can also pose an issue.
- Experience: Any changes in the journey of the customer from being onboarded on the app to post transaction services can imply further analysis.

Perfect. Why don't you go ahead and analyse the awareness part of the demand side?

Sure, awareness can be further broken down into Weak Marketing Efforts and Negative Public Relations. Do we have any data for the same?

Yes, there are no changes in the existing marketing initiatives but the company is currently managing negative public relations.

Okay understood. Negative PR activities can arise from mismanagement, scandals/ controversies and Service Failures.

Right, so there did occur a case of mismanagement where the company failed to adhere to relevant regulations and compliance standards of the payment industry. Great, we can end the case here.

Thank you.

Transactions in Turmoil

Everest Group / Difficulty - Medium

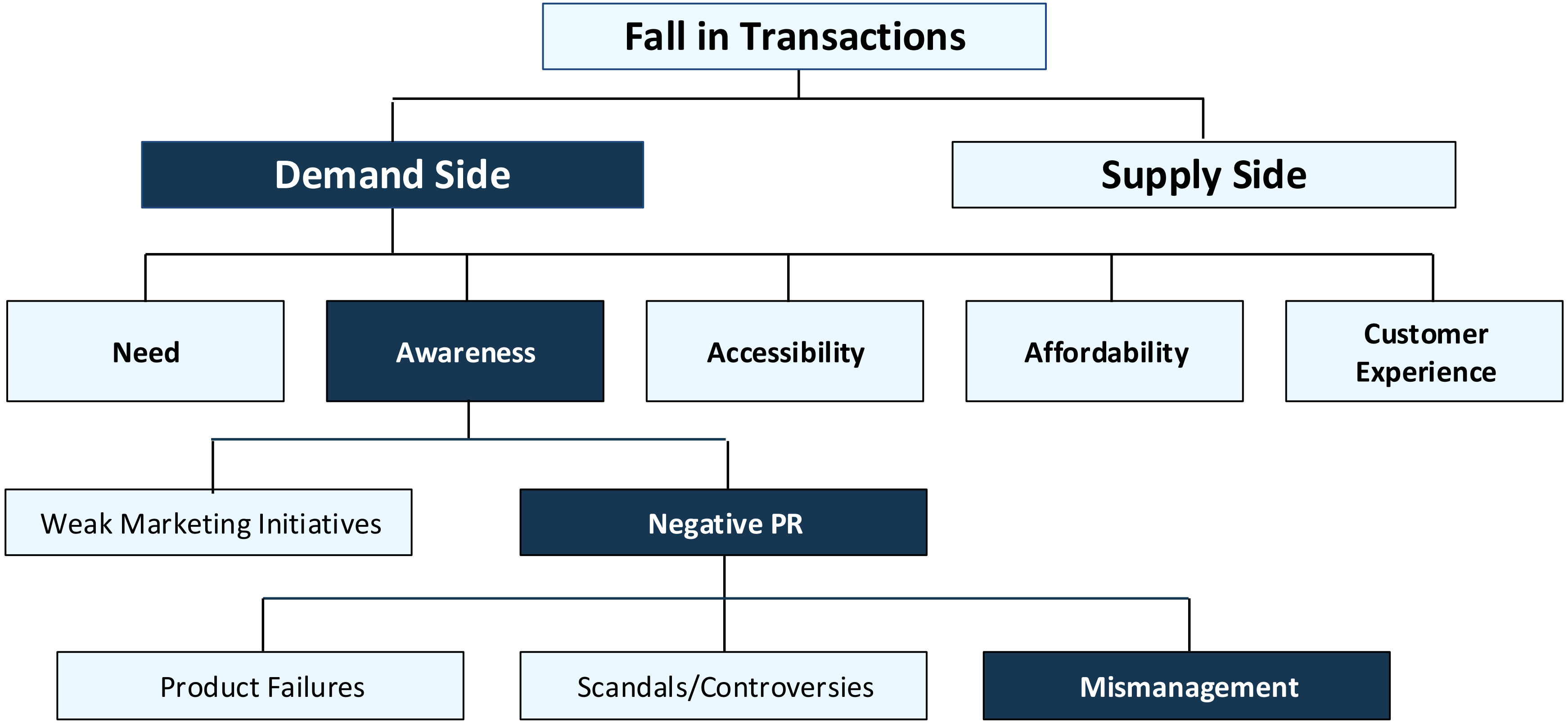
Clarifying Questions

- Any additional services offered by the company?
- Since when have we been facing the decline?
- Any change in the internal management?
- Is this an industry wide issue or company specific?

Brownie Points

- Breaking down the number of transactions
- Analyzing Awareness

Framework/Approach



A Couple of OYOs

Bain / Difficulty - Hard

Transcript

Your client is Oyo rooms. They have seen a decline in revenue. They have approached you to solve the problem.

Alright, what is the magnitude of this decline and since when have they been facing it?

There has been a 20% decline in profits since the last 6 months.

Is there any particular geography, or a segment of the business in which the decline is faced?

The decline is faced pan-India in the room business of Oyo.

Alright. I would like to start my approach by breaking down profits into revenue and cost (i.e Profits = Revenue - cost). Further, I would like to start by exploring the revenue side, do we have any information about any decline in revenue?

Yes, the decline in the profits is due to a decline in revenues. Can you break down the revenues for me?

Sure. The revenue for Oyo is a function of the product of number of customers, average nights per customer and the average price per room. Has the price per room changed?

No, the prices have remained the same, but there is a decline in the demand of Oyo rooms by the customers.

Okay, the number of customers depends on either the supply or the demand of the customers. The demand can further be broken down into 5 factors i.e, need, accessibility, affordability, awareness, experience.

That seems comprehensive enough, could you elaborate more on the need of customers?

Sure. To evaluate the need of customers, we need to assess the types of customers expected. These are

- Religious tourists
- Couples
- Students
- Low-income families

Is there any particular segment out of these which is facing a decline?

Yes, we are receiving less demand from the couples.

Okay. So, the decline in the demand from couples can be because of possible alternative accommodations, including luxury hotels, hour-based pricing hotels, hostels and PGs. Is there any new alternative gaining more popularity amongst couples?

Yes, you found the reason. In recent times there has been an increasing trend of hour-based hotels, because of which we experienced a decline in the demand for Oyo rooms. Can you recommend some suggestions for this?

Some of the possible suggestions could be,
- Introducing a flexible price model
- Provision of complementary services to develop popularity and loyalty
- Increasing availability and accessibility near railways and airports

Great! We will conclude the case here.

A Couple of OYOs

Bain / Difficulty - Hard

Clarifying Questions

- What is the extent of decline? (20%)
- Since when have we been facing increase in such cost? (6 Months)
- Is there a particular geography facing this issue? (Pan-India)

Brownie Points

- Demographic segregation of demand of rooms.

Framework / Approach

- **Profits**
  - **Revenue**
    - Number Of Customers
    - **Average Nights/ Customer**
      - **Demand**
        - **Need**
        - Accessibility
        - Affordability
        - Awareness
        - Experience
      - Supply
    - Average Price/Customer
  - Costs

B-I-NGO

Dalberg / Difficulty - Hard

Transcript

Your client is an NGO in Mumbai. They take infrastructure and land from the government and run schools there. Operational costs are borne by the NGO. They have been providing free education since 20 years and their per child cost is 70-80k. They have 7 types of setups in Mumbai within 10 km radius. The client wants to influence the ecosystem. How do you go about this?

Alright, can you please explain what do you mean by influencing the ecosystem?

Yes, so ecosystem comprises of all the actors involved in the education system and influencing means that the NGO wants to educate them about student learning opportunities and how important education is for the poor

Okay. Are there any budgetary or time constraints?

No, you can assume that there are no financial or time constraints.

Do they want to influence only in India or are they targeting abroad also?

Presently they want to focus on India only.

Okay, so I have gotten all the information that I needed. I would structure my approach into 3 steps-

1. Awareness
2. Affordability and Accessibility
3. Experience and Influencing the stakeholders.

May I explain these factors now?

You may go on and explain your process.

Sure. Under awareness we can use digital modes like social media and crowdfunding or physical campaigns. In affordability we can work on subsidized school fees and supplies. Accessibility can be increased by building schools near the poor people or providing conveyance. Experience can be enhanced with the quality and quantity of teachers.

That makes sense, but I want you to find an approach which showcases the way in which the influencing takes place.

Alright, so for that we can look at various stakeholders in the education sector and analyse the incentives they have. The NGO can influence the incentives of these stakeholders

Sounds fair. Can you list down the stakeholders and their incentives?

1. Central and State Government- They have social and economic incentives. Social incentive is being fulfilled because they are telling them to educate the poor. Economic incentive would entail a greater working population due to higher number of educated people.
2. Private Institutions- If they give out scholarships and take underprivileged students in, their reputation will go up and add to their wealth in the long run
3. Other NGOs- They have a social incentive only so their goals will align with our NGO and they will be easily influenced.

Alright seems fair. Let's end the case here

B-I-NGO

Dalberg / Difficulty - Hard

Clarifying Questions

- Alright, can you please explain what do you mean by influencing the ecosystem?
- Are there any budgetary or time constraints?
- Do they want to influence only in India or are they targeting abroad also?

Brownie Points

- Do they want to influence only in India or are they targeting abroad also?

Framework / Approach

- **Influencing the Ecosystem**
  - Awareness
    - Social Media
    - Crowdfunding
  - Affordability & Accessibility
    - Subsidized School Fees
    - Building Schools
  - Influencing Stakeholders
    - Quantity & Quality of teachers
    - Stakeholders & their Incentives
      - Central & State Govts
      - Private Institutions
      - Other NGOs

Col-LABOR-ate

Dalberg / Difficulty - Hard

Transcript

India is facing an employment crisis and it has become more real in the past couple decades. Off late it has exacerbated due to COVID-19 and economic slow-down. The ministry of labor and employment has hired you to analyze this problem and think of long-term solutions.

Okay to understand this problem a little better, can you tell me if unemployment has risen in some specific regions, in a specific demography, or in specific sectors?

I would like you to analyse this problem in the entirety of India, we have no specific data on sectors or demography.

Alright, first I'd like to analyse as to why this crisis has occurred. For this I would like to bifurcate employment into the demand and supply for labour. Unemployment can rise because of low demand for labour and high supply. The low demand can be due to limited job opportunities, low affordability and poor quality of applicants in terms of education and skills. The skills possessed can be broken down into vocational and technical skills.

Okay, good enough. The government has identified that the lack of skills is one of the major reasons behind unemployment. Which job category, basis the skill level, do you think has good scope for growth?

I believe there are 3 categories of jobs, blue, grey and white collar. I think blue collar jobs has the greatest scope for growth given that they include unskilled and semi-skilled jobs. This is because this type of jobs need minimal training, mostly in vocational skills, making growth more achievable.

Right. So, the government is planning to introduce a free course with 1-2 months of training for vocational skill development. They need to identify the correct target audience for the same. What metrics would you suggest?

To come up with the correct target audience, I would suggest considering three metrics that determine their need of the program. These are i) Age: it would make sense to target younger people first as they are more coachable, ii) Financial Background: the motive behind a free course is to target those who can't afford the course; hence we must factor this in, iii) Educational Background: skills must be taught basis the educational background, in order to prioritize those with a relatively weaker background.

Great, keeping these metrics in mind the government has decided to go ahead with school dropouts between standards 1-12 as their target audience. Can you estimate their target audience in the entirety of India?

Sure, are we to account for private and public schools both?

Yes, I just want to know how to go about it.

Okay. To get the total number of school dropouts between class 1-12, we'll need the number of school students from 1-12 multiplied by the rate of students dropping out. To get the number of students, we can take the population of India and divide it into Urban and rural region. Further we can divide each region into respective income groups. We can then allot percentages to each group as per understanding, to determine what percent of that group would go to school. Next, we can divide our figures into age-groups and move forward with the 5-18 age group to arrive at the number of school students.

Col-LABOR-ate

Dalberg / Difficulty - Hard

Transcript

Alright. Can you know think of some factors that would cause students to dropout?

Sure. There can be economical factors, such as financial constraints, social factors such as gender, because it is observed that girls are more highly likely to dropout especially in rural areas. Some other factors can be health issue and discipline issues. A major factor is recurring failing of a student which can cause him/her to dropout.

Alright fair enough. Can you know outline how a chosen candidate's journey might look like once they are selected for the course.

Sure. Once the candidate applies and is chosen, they should be able to choose a field of interest or a skill they would like to learn. Next, they can begin the course (which may be held online or offline). Practice assignments and tests can be conducted to ensure performance and post a final examination the candidate can graduate from the course and receive a certificate of completion. Throughout the course duration, the candidate can use the support services available (for example doubt clearing forum).

Alright makes sense. We can end the case here, thank you.

Col-LABOR-ate

Dalberg / Difficulty - Hard

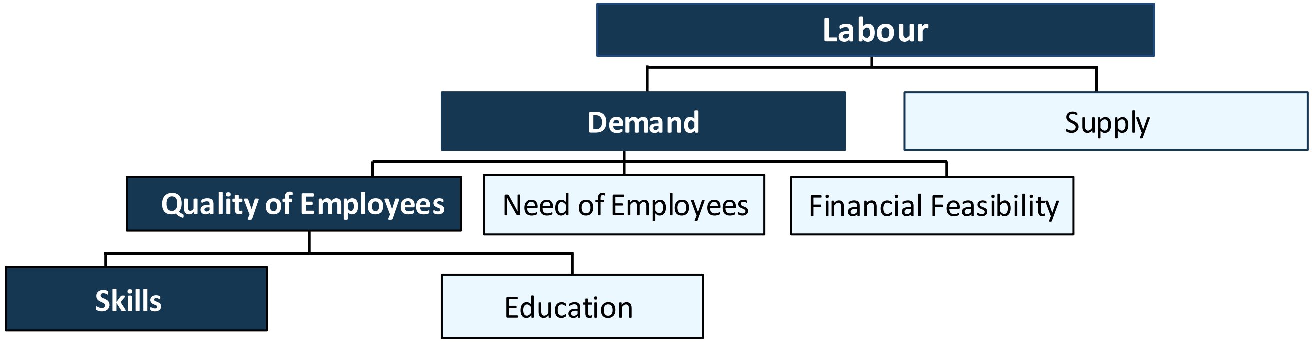
Clarifying Questions

- Occurred in any specific job sector? (Nothing specific)
- Any specific geography of India in which jobs were affected? (No)
- Any particular section of people that remains unemployed? (No)

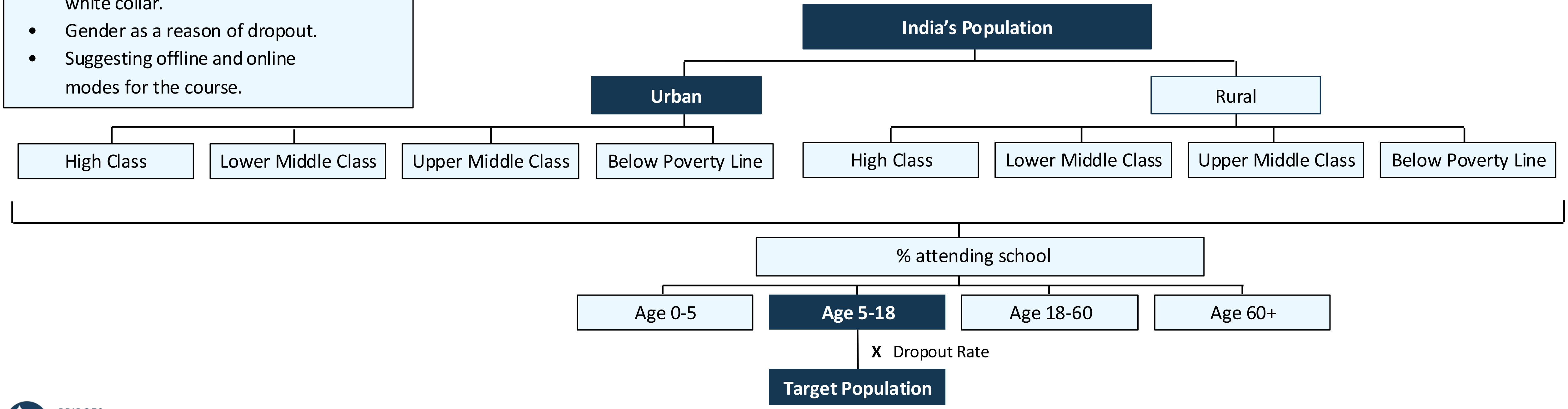
Brownie Points

- Division of jobs into blue, grey and white collar.
- Gender as a reason of dropout.
- Suggesting offline and online modes for the course.

Framework/Approach



For Vocational Skills Program



Doctor for Patient

Dalberg / Difficulty - Hard

Transcript

Your client is a Cancer Speciality Hospital based in Mumbai. They are facing a problem wherein there is a large number of patients who are living on the road in front of the hospital. You have been hired to solve this problem.

Sure, how long has the development financing bank been operating and what is the size of the bank?

The hospital is a pro-bono treatment provider and has the best doctors and provides great care in the area.

Interesting, could you tell me more about the patients, as well as the availability of resources with the hospital?

Yes. Since the hospital provides the best treatment, people come from all over the country in hope of recovery. The hospital has a limited number of doctors and beds, hence is unable to cater to the needs of all its patients.

Okay. Can I get some insight into the diagnosis and treatments provided to a Cancer patient?

Before providing treatment, diagnosis is made through clinical testing. Treatments include initial medication, chemotherapy and surgery.
Where do you think the problem lies?

So far, I can infer that it is a problem of optimizing the entire value chain and maybe scheduling appointments in a better manner.

Good. How do you think we can work on it?

Sure. We can have tie ups with aggregators who could do the initial filtering for us, to avoid a patient travelling for testing. Furthermore, we can establish partially specialized centers across different states. Lastly, we can compliment it with tele-consultation and consequently redistribute the high influx of patients.

Makes sense. Can you estimate the ideal number of doctors required for surgery at this hospital?

Sure. In my opinion, we can arrive at number of doctors by deriving the total number of cancer patients requiring surgery and dividing that by the average annual surgery rate of one doctor and multiplying this figure by the hospital's share of patients. Can you tell me the cancer incidence rate?

On an annual basis, 443 people out of 100,000 get cancer. You can take the Indian population as 1,200,000,000 .

Okay, so that gives us 5,316,000 cancer patients, multiplying that with a surgery rate of 55%, we get 2,923,800 patients requiring surgery. Let's assume that one doctor performs 7 surgeries in a month, which gives us an average annual surgery rate per doctor of 84. Considering that one surgery takes 3 doctors, this rate becomes 252. Dividing the patients by this rate, we get 11,602 oncologists in India. **(Ask the interviewer for the market share)**

Alright seems fair. Let's end the case here.

Doctor for Patient

Dalberg / Difficulty - Hard

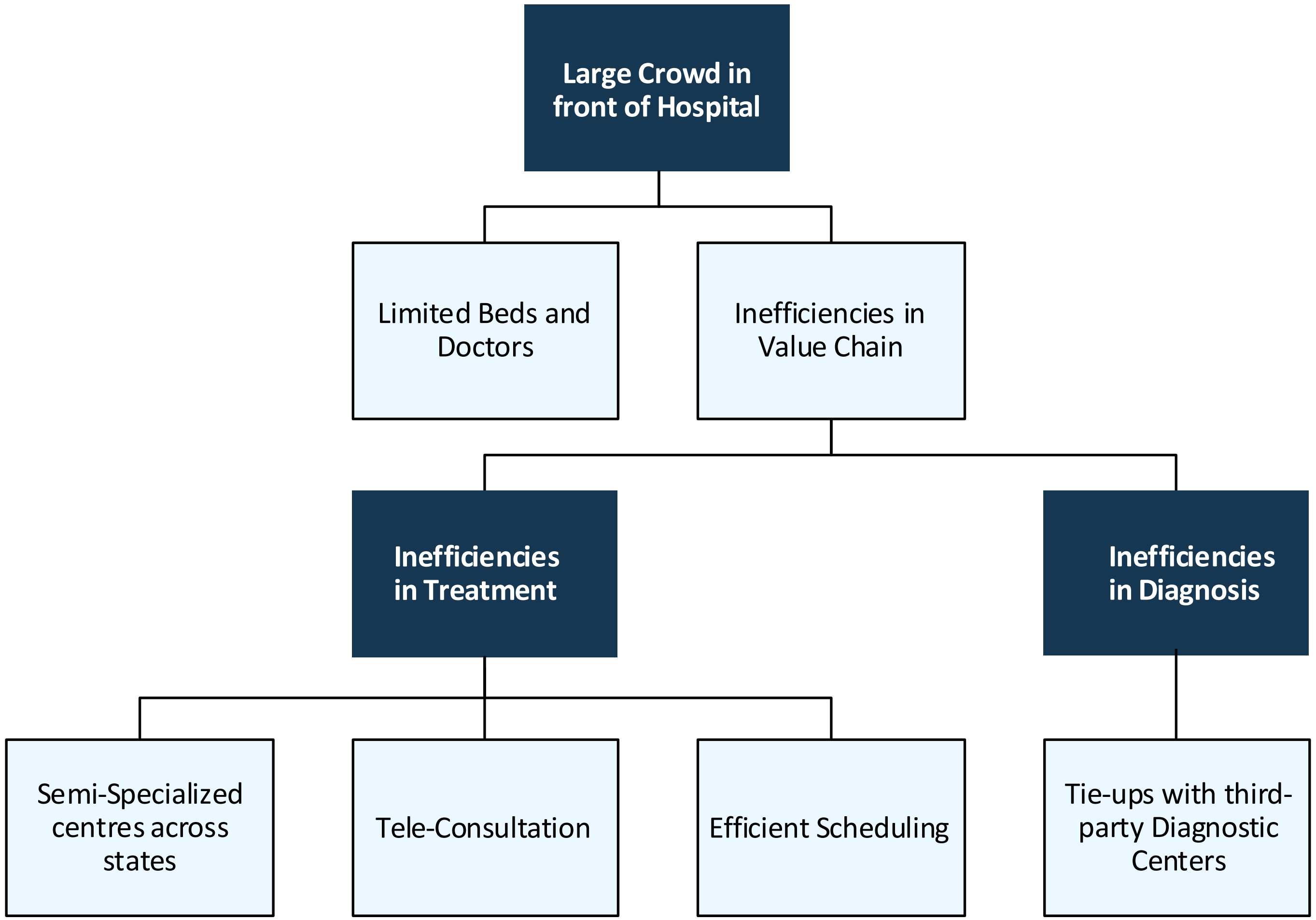
Clarifying Questions

- Why is the crowd there?
- What is the capacity of the hospital?
- What sort of treatment and diagnosis is offered?
- Asking about the cancer incidence rate

Brownie Points

- What is the objective behind this visit?
- Finding innovative ways to structure the problem based on inefficiencies in diagnoses and treatment

Framework/Approach



English Medium

Dalberg / Difficulty - Hard

Transcript

Your client is an giant ed tech company based out of India. They have a freemium model of educating people on their digital platform. The company wants to provide it"s services to lower income households as a CSR initiative and has approached Dalberg for the same.

Alright! I would like to know more about the company and its target market. Also, I want to clarify the objective and timeline for implementing the initiative?

This Indian company offers a freemium model for teaching subjects like Maths and Science in English language on their app. Their target market primarily includes medium to high income households. The main objective is to reach 5 million users in 5 years along with improvement in learning outcome. Guesstimate the number of students that the edtech can target in the lower income household.

Okay, understood. Are there any budget constraints for the same?

No, the company has no budget constraints in implementing the initiative.

Okay, I'll use a top-down approach for the guesstimate, if that works.

Sounds good. Go Ahead.

So, I'll start with India's population i.e. 140 Cr. Then I'll divide the population into rural and urban split assuming 7:3 ratio. After this we can further divide into lower, middle, and high-income classes. For rural areas it can be taken as 40,50,10 and for urban areas 30,50,20. After this we'll further divide lower income households into 0-18, 18-35 and 30+ age bracket. For rural areas it can be a taken as 30,50,20 and for urban areas it can be taken as 20,50,30. At this point, I'll get an approximate figure of number of children in the lower income households. Does this approach sound fair?

Sounds good till now, please continue.

Further to arrive at a more approximate figure, I'll use the internet penetration and the English-speaking population percentages, assuming them to be 40% & 20% respectively.

Sound fair, you can follow this approach to get the final number.

Rural population = 0.7*140Cr ~ 100Cr, Urban population ~ 40 Cr
Lower Income Households Rural = 0.4*100Cr = 40Cr: Urban = 0.3*40Cr = 12Cr
5-18 Age Bracket: Rural = 0.2*40Cr = 8Cr: Urban = 0.3*12Cr ~ 4Cr
Total Lower Income 5-18 Age Bracket Children = 12 Cr
Assume 40% Internet Penetration rate exists in India, therefore the figure will boil down to approximately 5Cr.
Since the edtech only teaches in English which is prevalent mostly in north India, we can to further reduce the number to 20% of the arrived internet users to find out the eligible English-speaking children in the lower income households. That gives us 1Cr users.
Does this seem okay?

Sounds good. Do you think there is enough potential for this CSR initiative to benefit 5Cr users? If yes how do you plan to evaluate the performance of the same?

I believe that there is potential for the CSR initiative to reach at least 20 lacs (20%) children of poor households of rural and urban population within the 2 years of its launch by keeping the following things in mind:

- Already existing **brand name** of the company,
- **Improving** internet penetration and literacy rate of the country,
- **Compounding effect** of the improved learning outcome

The approach seems fair. Now you can carry on with the evaluation metrics.

Transcript

Yes Sure. Since our objective is two-fold, we can divide the performance evaluation into broad categories i.e. Reach and Improved Learning. Can I carry on with them?

Sure, please continue.

Alright! Under the Reach bucket, we can include three metrics naming as follows:

- **Revenue Per Customer:** Since the Edtech firm is offering freemium model, we can analyse the conversion rates of the poor households opting for the continued use of the initiative under concessional rates.
- **State Burden:** States like Delhi and UP have different number of people below poverty line, therefore we can assess percentage of users contributing to the app from the states having high burden.
- **Number of Users:** This metric helps us in forming the base of the evaluating the performance achieved post initiative.

They seem like fair metrics. Please continue.

Okay, the other category being improved learning can be evaluated using the following two-fold areas:

- **Hours Spent:** This factor will tell us in the number of hours a child is spending on the app.
- **Results of Quizzes & Growth:** Assuming the app has various tests and quizzes attached post lectures, we can analyse a child's growth on the basis of number of attempts and correct answers of the tests.

Using these parameters along with Reach, we evaluate the performance of the CSR initiative and take respective measures to meet any discrepancies if required.

Sounds good. We can end the case here.

English Medium

Dalberg / Difficulty - Hard

Clarifying Questions

- How does the company provide their product offering?
- What is the timeline of the CSR initiative?

Brownie Points

- What is the objective behind this?
- Are there any budgetary constraints?
- Finding innovative ways to structure evaluation metrics with objectives in mind.
- 'State Burden' as an evaluating criteria under Reach.

Framework/Approach

Population
140cr

- **Rural** — 70%*140cr ~ 100cr
  - High — 10%*100Cr
  - Middle — 50%*100cr
  - Low — 40%*100Cr = 40Cr
- **Urban** — 30%*140cr ~ 40cr
  - High — 20%*40Cr
  - Middle — 50%40cr
  - Low — 30%*40Cr = 12Cr

5-18 Age Bracket → **Internet Penetration Rate** → **English Speaking**

20% of 12Cr + 30% of 40Cr = 12 Cr

40% of 12Cr ~ 5 Cr

20% of 5Cr = 1Cr

Evaluation Metrics

- **Reach**
  - Revenue Per Customer
  - State Burden
  - Number of Users
- **Improved Learning**
  - Hours Spent
  - Quizzes & Growth

MalNOtrition

BCG / Difficulty - Hard

Transcript

Your client is the Government of Rajasthan and they have been observing unsatisfactory results for their "Malnutrition Eradication Program". They have approached you to provide assistance.

Sure. May I know since when have they been experiencing such results?

Since the advent of the program, that is since 2 years. This has been a constant response from all locations.

Interesting, could you tell me how is the impact measured?

Sure, it is done by measuring the malnutrition levels in the state.

Okay. Can I get some insights into the workings of this program

The objective of the program is to promote women and child health by providing medicines to pregnant women and new-born children through state run anganwadis.

So just to be clear, the government provides aganwadis with medicines which they further distribute to patients.

Yes, that's correct. However, the footfall at these anganwadis has been low.

Okay. First, we can try and outline a value chain for the anganwadis into 3 broad points, planning, resources and implementation. First, they receive medicines from the government, based on the government's assessment of prospective demand for each anganwadi. Next, they distribute these medicines to the patients based on their requirements

Yes that is essentially how it works.

So, one of the reasons of the low footfall could be unavailability of medicines due to inefficient planning.

No there are ample medicines available.

Okay, then there must be an issue on the distribution side. Are these anganwadis easily accessible to rural patients?

Yes they are fairly distributed within the state.

Interesting. Is there any reluctance exhibited by patients towards anganwadis?

Yes it is a taboo. These families do not have faith in such practices.

Alright. So, to summarize, the problem lies in the distribution segment, specifically because of unacceptance of medical help provided. In order to fix this, the government can implement a three-pronged approach. Firstly, awareness campaigns need to be taken up, to make people aware about the existence and benefits of such services. Secondly, the sarpanch can act as an agent, to further reinforce the benefits of the service. Thirdly, organization of doctor visits to random houses, in order to prove by example, the need for such services.

Alright seems fair. Let's end the case here.

MalNOtrition

BCG / Difficulty - Hard

Clarifying Questions

- Since when have they been experiencing such results? (2 years)
- How is impact measured? (through malnutrition levels)
- How does the program work?

Brownie Points

- Using the Sarpanch as a point of connection to establish trust and spread awareness

Framework/Approach

- Anganwadi
  - Planning
    - Expected Patients
    - Medicines Required
  - Resources
  - Implementation
    - Need
    - Awareness
    - Accessability
    - Acceptance

THANK YOU

bfe_delhi@sscbs.du.ac.in

@bfe.nd

@Bridges for Enterprise, New Delhi