BGCC
BITS GOA CONSULTING CLUB

CASEBOOK

2023-24



BITS GOA CONSULTING CLUB

A guide to crack case interviews

Copyright

BGCC
BITS GOA CONSULTING CLUB

© BGCC 2024. All rights reserved
All rights reserved by author. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the author.
Although every precaution has been taken to verify the accuracy of the information contained herein, the author and publisher assume no responsibility for any errors or omissions. No liability is assumed for damages that may result from the use of information contained within.

First Edition:- May 2024

Foreword

BGCC
BITS GOA CONSULTING CLUB

This casebook documents the consulting interview experiences of the students of BITS Goa. The aim of sharing these experiences is to inform students about the case interview experiences of the past batch and to help them prepare for their placements accordingly. The experiences listed below are not necessarily the best or the only way to handle case interviews. They only serve to give students an idea of what to expect when they walk into a case interview. Every individual could have his/her unique way of tackling consulting interviews, each of which could be correct.

This document has contributions from students who appeared for campus interviews conducted by consulting firms during the summer and the final placement process over the last year. The interview experiences have been sorted based on the type of case, consulting firm, and industry type.
Special thanks to all the contributors!

This book happens to be **BITS Goa's first Consulting Case Book**, having details pertaining to the case interviews of the big shots in the space. We have gathered resources from our experience and from our seniors placed at BCG, McKinsey, Kearney, EY, KPMG, and Deloitte. This book contains end-to-end transcripts from the case interviews mentioned above, frameworks related to different case types, and all other details for a candidate to secure a job in the consulting space.

BGCC wishes you the very best for your placements!

Acknowledgements

BGCC
BITS GOA CONSULTING CLUB

We owe an enormous debt of gratitude to everyone that has helped us in putting together the resources for this book. The stories behind their cases and preparation, make our book what it is - a valuable resource for anyone looking to crack their next consulting interview. This book is a culmination of their experiences and things they learned on their way to success.

Coordinating Committee - Arnav Thakur, Umang Sultania, Rupesh Yarlagadda, Bhavya L Narayanan, Dhruv Parashar, Aditya Pant, Sarvesh Bhagtani.

This casebook would not have been possible without the invaluable contributions of the team -
Core Team: Gaurav Srinivas, Raghav Wahal, Mumukshu Agrawal, Aditi Shankar, Nehal Dharwal, Arshdeep Singh

Special Thanks to Devansh Bhalla and Kaustubh Saoji for the casebook design.
Huge Thanks to Aman Agrawal, Ujjwal Kumar, Yash Pratap, Harshini Gandhi, Moksh Patil for constructing the case frameworks.

Their expertise, guidance, and dedication were instrumental in shaping this resource.

We are grateful to all our placed seniors for their willingness to share their experiences and insights about their case interviews, which have enriched the content of this casebook.

Thank you all for making this book a reality. We are forever indebted.

Coordinating Committee 2023-24



L-R - Rupesh Yarlagadda, Umang Sultania, Bhavya L Narayanan, Dhruv Parashar, Aditya Pant, Arnav Thakur, Sarvesh Bhagtani

TABLE OF CONTENTS

BGCC
BITS GOA CONSULTING CLUB

No.	Particulars	Industry	Page
	Introduction to frameworks		
1	MECE Approach	-	10
2	Issue Trees	-	11
3	Frameworks	-	12
4	Basics of Economics	-	23
5	Basics of Finance	-	25
A	Profitability Cases		
6	Ski Resort	Hospitality	27
7	IT Services Company	IT	31
8	Trouble in the Uber Paradise	Tech	34
9	Insurance Company	Insurance	37
10	McDonald's Profits	Fast Food	41
11	Home Appliance Company	Electronics	44

TABLE OF CONTENTS

BGCC
BITS GOA CONSULTING CLUB

No.	Particulars	Industry	Page
B	Guesstimate Cases		
12	Airplanes	Airline	48
13	Taxi Service	Transport	51
14	BCG Be Like	Consulting	54
15	Flights	Airline	57
C	Unconventional Cases		
16	Electronics Company	Electronics	61
17	Anemia Eradication	Government	64
18	Tractor Manufacturer	Automobile	68
19	IT Services Provider	IT	71
20	Time Delay	-	74
21	Church	-	78

TABLE OF CONTENTS

BGCC
BITS GOA CONSULTING CLUB

No.	Particulars	Industry	Page
D	Market Entry Cases		
22	Payments	Fintech	82
23	Monginis Expansion	Bakery	85
E	Additional Cases		
24	Restaurant Profits	Hospitality	89
25	VR Market Entry	Tech	92
26	Phone Manufacturer	Tech	96
27	Sportswear - Nike	Sportswear	99
28	Holographic Pets	Tech	103

BGCC
BITS GOA CONSULTING CLUB

Introduction to Frameworks



BITS GOA CONSULTING CLUB

A guide to crack case interviews

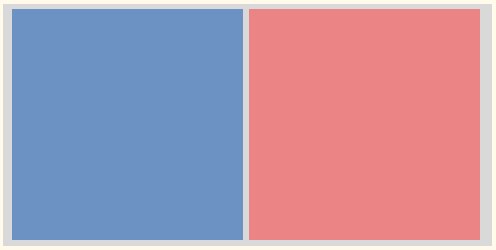
MECE APPROACH

Mutually Exclusive and Collectively Exhaustive

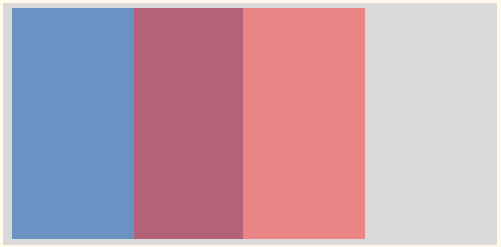
Branches should

- be distinct (exclusive) and
- together contain everything (exhaustive) in their field

- Exclusivity ensures no solution is counted twice
- Exhaustivity ensures all possible solutions are considered



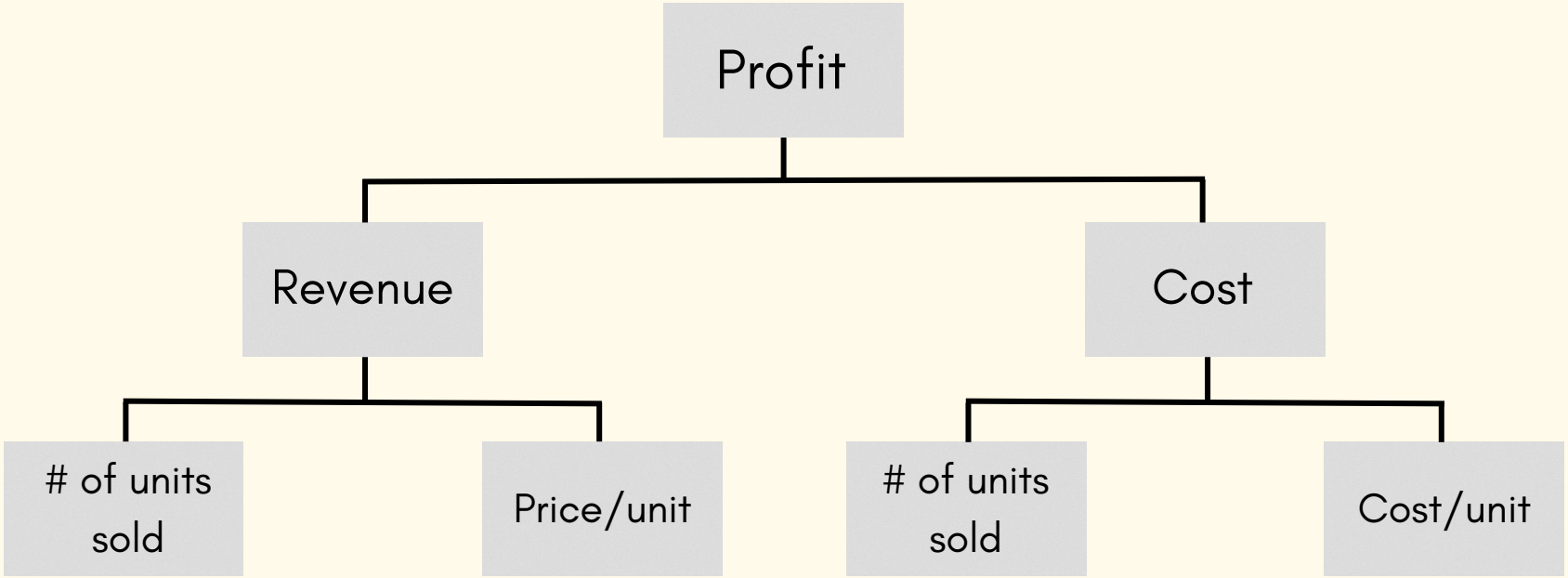
MECE



NOT MECE

ISSUE TREES

An Issue Tree is the most fundamental structural tool for case interviews and consulting. It is used to break down a problem in a MECE way.



FRAMEWORK

A framework is the high-level set of topics that must be addressed when answering a case question or business problem.

Your Frameworks break down a business problem into the component parts that need to be analyzed in order to:

Identify the root cause of the issue that needs to be solved, and

Develop a solution that will work for the client's business.

SWOT ANALYSIS

Strengths • What the company does well • What separates them from their competition • What internal resources do they have	**Weaknesses** • Where the company lacks • What their competition does better • What limitations do they have on resources
• Which markets are lacking or unexplored • Which strengths can be used to improve operations **Opportunities**	• What is our competition doing • Which weaknesses can be exploited by others • Which trends/issues may leave us vulnerable **Threats**

INTERNAL

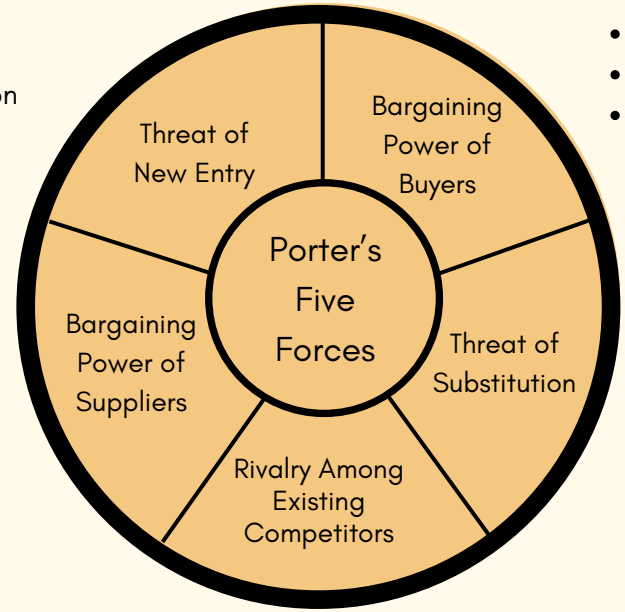
EXTERNAL

POSITIVE NEGATIVE

PORTER'S 5 FORCES

Porter's Five Forces helps in understanding a company's competitive landscape and how it is positioned within it.

- Barriers to entry
- Brand loyalty
- Access to distribution channels



- Number of buyers
- Price sensitivity
- Switching costs

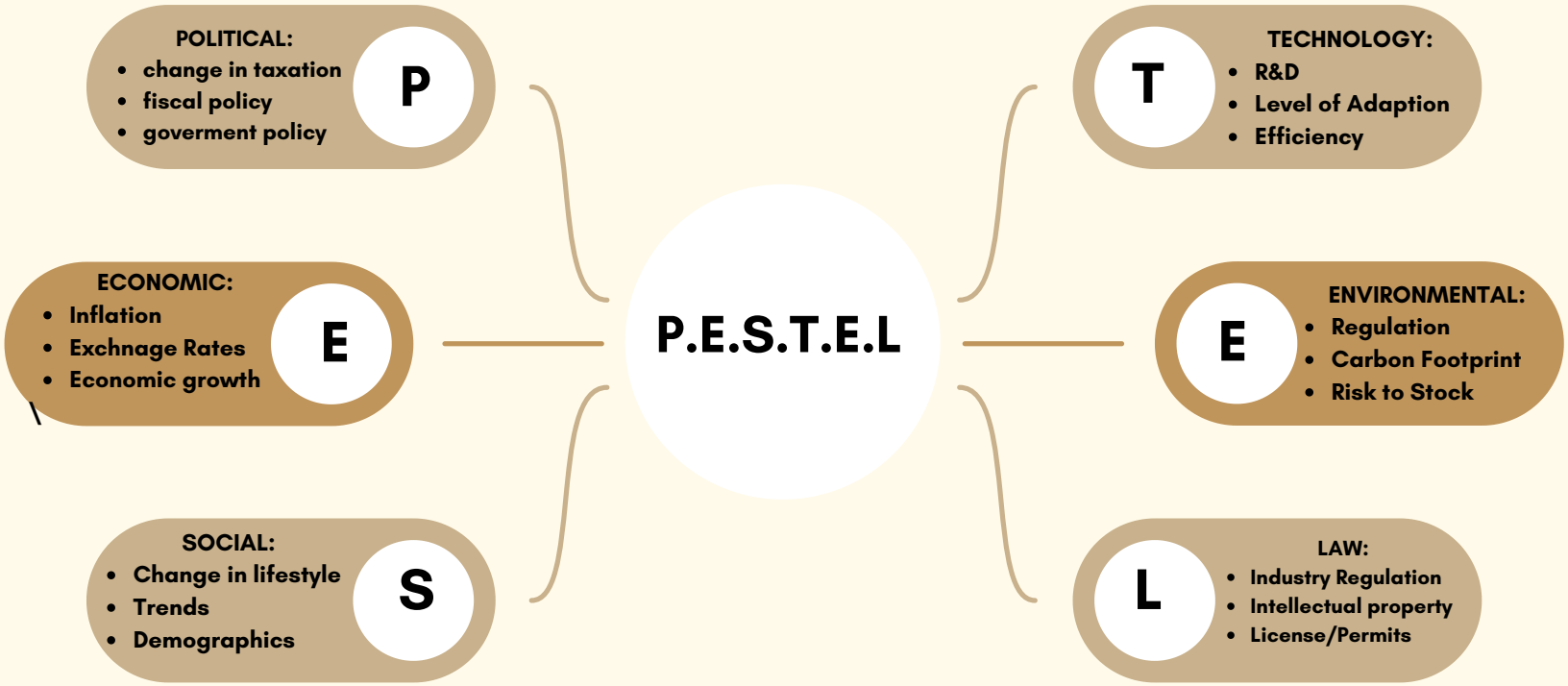
- Number of suppliers
- Uniqueness of products

- Number of close substitutes
- Buyer's inclination to substitute

- Number of competitors
- Diversity of competitors

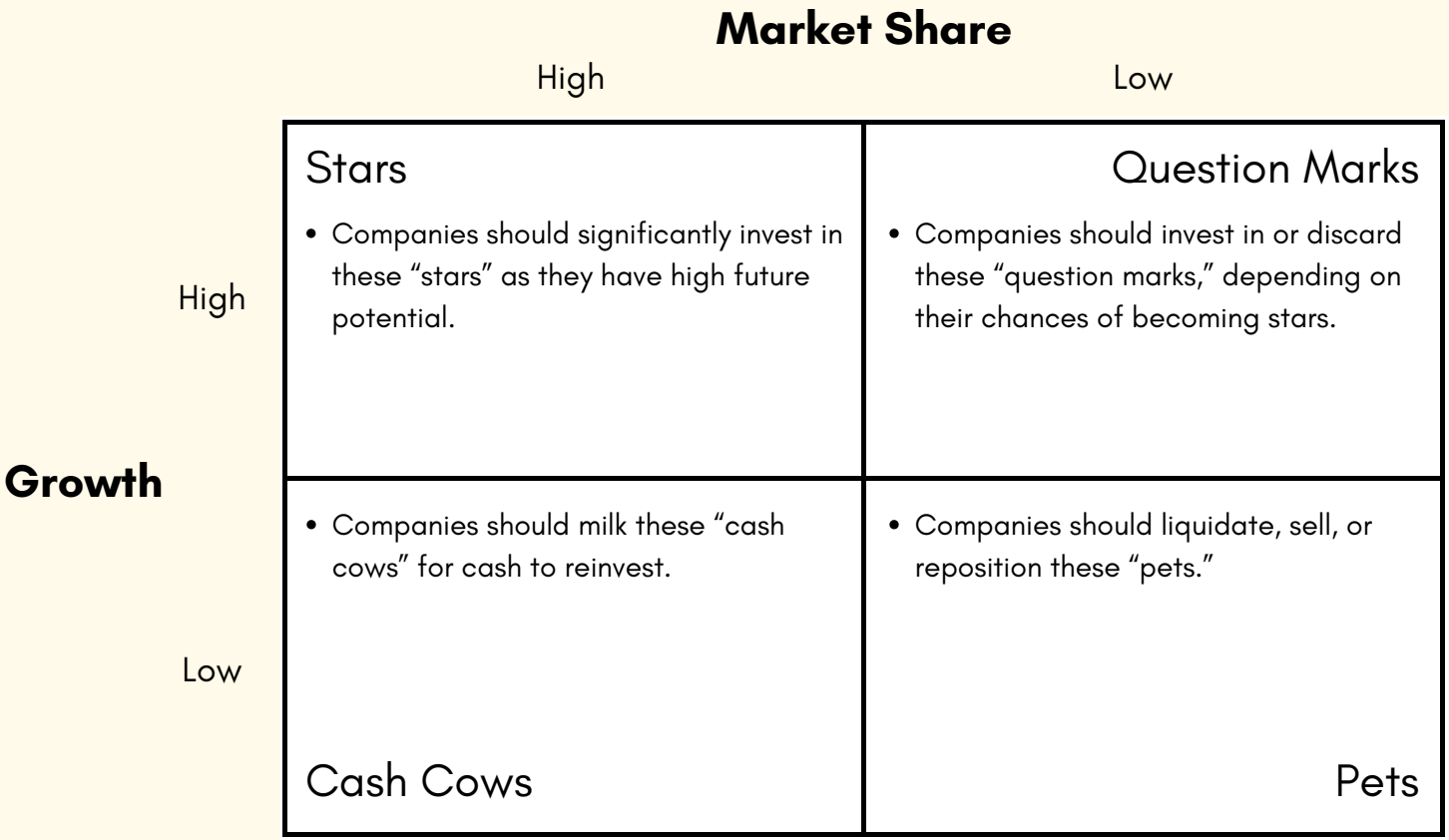
P.E.S.T.E.L ANALYSIS

P.E.S.T.E.L Analysis is used to evaluate the Business environment of a Firm
It is primarily used to evaluate the external factors governing a Firm



BCG MATRIX

The BCG growth-share matrix breaks down products into four categories; pets, cash cows, stars, and question marks.



4P FRAMEWORK

A helpful framework for introduction of new product , also know as “marketing mix” framework

PRODUCT

- ***Quality of product***
- ***design***
- ***packaging***
- ***features***
- ***cost of the supply chain***
- ***services***
- ***brand name***

PRICE

- ***Pricing Stratergy***

1. ***Value Pricing***
2. ***Penetration Pricing***
3. ***Competitive Pricing***

- ***Volume Discounts***
- ***Payment Period***
- ***Allowances***

PLACE

- ***Distribution Channel***
- ***Inventory***
- ***Channel of delivary***
- ***Locations***
- ***Transportation***
- ***Logistics***

PROMOTION

- ***Timing of Promotion***
- ***Segmentation***
- ***Marketing Channel***
- ***Messaging***
- ***Public Relations***

Frameworks How to use?

Every client is different and so the solutions to their problem are different. Because of this, Interviewers aren't looking for candidates to have an immediate solution to the business problem.

- Frameworks are Tools, Not Prescriptions: Consulting frameworks are important tools that can help in problem-solving and structuring complex issues. However, they should not be treated as rigid, one-size-fits-all solutions. Each of these frameworks serves as guides and should be adapted to the specific context of each case.

- Context Matters: Every consulting case is unique, and the application of a particular framework varies from situation to situation. It is crucial to understand the nuances of the case and assess whether a framework is suitable for addressing the specific problem at hand.

PROFITABLITY FRAMEWORK

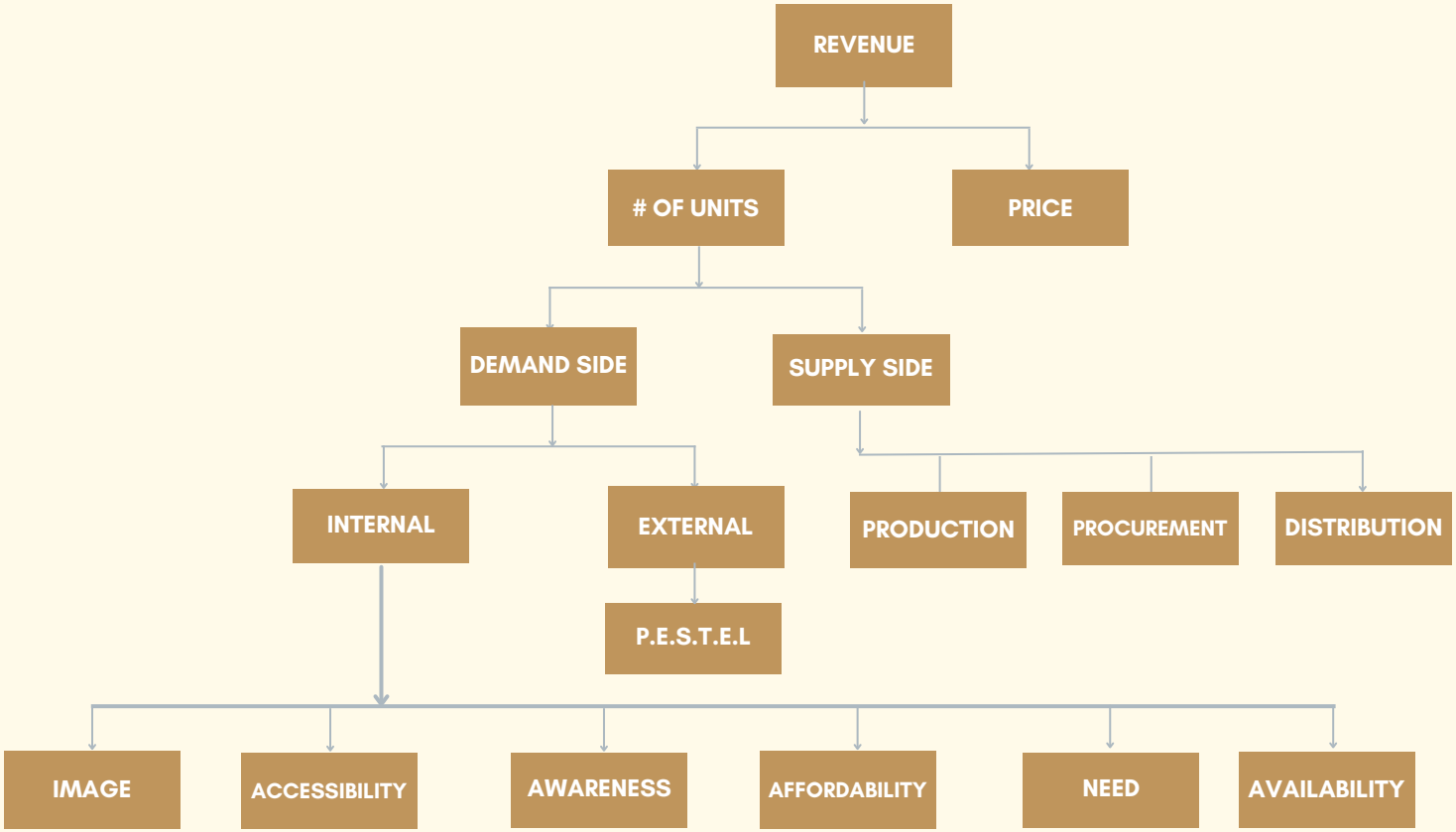
The profitability framework is a common analytical tool used in management consulting to analyze the profitability of a business, product, service, or a specific aspect of an organization.

Profit = Revenue - Cost

(price*units sold) **(fixed + variable)**

Profitability problems require analysis of revenues and cost of a company to identify the cause of increasing/decreasing profitability . a comprehensive analysis of revenue and cost heads for various industries can help bring out key insights into the problem and reach valuable recommendations

REVENUE-ANALYSIS FRAMEWORK



VALUE CHAIN ANALYSIS

The value chain is a traditional framework for organising a company's operations. Every stage changes resources to provide a product more value. Because of this value add, a profit margin is justified in the end, meaning that the final product's price exceeds the total of all costs incurred across the value chain.



VALUE CHAIN ANALYSIS

COST ANALYSIS

- HUMAN CAPITAL
- TECHNOLOGY
- PATENTS
- EQUIPMENT
- FINANCING
- TIMELINE

- MACHINERAY
- FACTORY RENT
- ELECTRICITY
- LABOUR HOURS
- TECHNOLOGY
- UTILISATION
- PACKAGING

- SALES CHANNELS
- TRAINING
- SALES FORCE
- INCENTIVES

- REPAIRS
- RETURNS
- SPARE PARTS

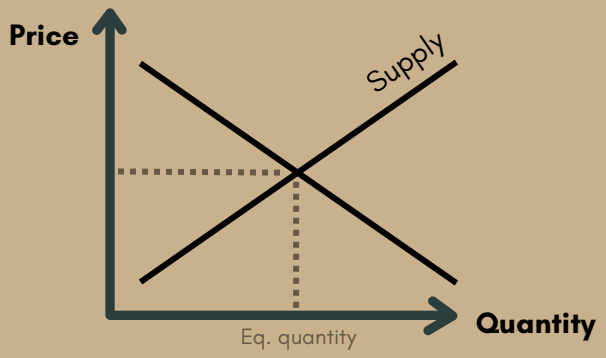
- RAW MATERIAL COST
- CONTRACTS
- SUPPLIER PARTY
- USE EFFICENCY

- TRANSPORT TO WAREHOUSE
- STORAGE FACILITY
- TRANSPORT TO CUSTOMER

- CHANNELS
- EACH CHANNEL COST
- CONSVERSION RATE
- PERCEPTION
- CRM

BASICS OF ECONOMICS

Supply and Demand

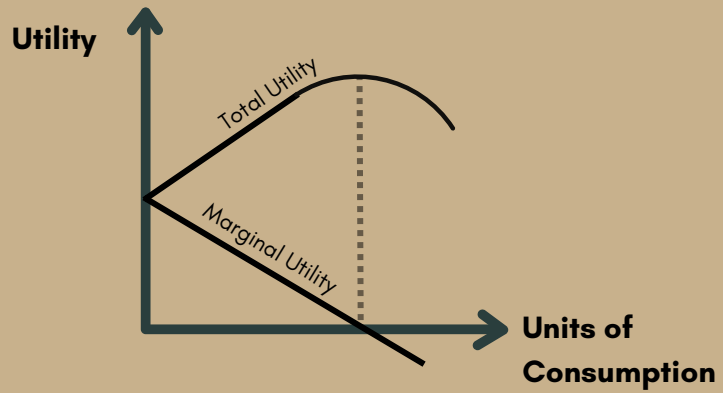


Equilibrium price and quantity are obtained where the supply and demand curves intersect.

Law of Supply: As the price of a good increases, its quantity supplied increases.

Law of Demand: As the price of a good increases, its quantity demanded decreases.

Diminishing Marginal Utility



Law of Diminishing Marginal Utility: The more an item is consumed, the less satisfaction (utility) you get from each additional unit consumed.

Marginal Utility is the additional satisfaction in consuming one more unit of a good or service.

BASICS OF ECONOMICS

Price Discrimination

It refers to charging different prices to different consumers for the same product or service.

Complementary Goods	Supplementary Goods
• Goods which are used along with each other. • Increase in demand of one good leads to the increase in demand of the other. • Eg: Pen - ink, paper	• Goods which are used as substitutes to each other. • Increase in demand of one good leads to the decrease in demand of the other. • Eg: Pen - pencil, marker

BASICS OF FINANCE

REVENUE = **PRICE** * **QUANTITY**

COST = **FIXED COSTS** + **VARIABLE COSTS**

Revenue - The total amount of money that the company receives from customers from sales.

Costs, or expenses, are the total amount of money that the company pays to its various suppliers

MARKET SHARE = **COMPANY REVENIUE IN THE MARKET** / **TOTAL MARKET REVENUE**

PROFIT = **REVENUE** + **COSTS**

PROFIT MARGIN = **PROFIT** + **REVENUE**

ROI = **PROFIT** / **INVESTMENT COST**

OPERATING PROFIT = **GROSS PROFIT** - **OPERATING EXPENSES** - **DEPRECIATION** - **AMORTIZATION**

Depreciation is the spreading of a fixed asset's cost over its useful lifetime.
Amortization is the spreading of an intangible asset's(assets that aren't physical) cost over its useful lifetime

BGCC
BITS GOA CONSULTING CLUB

Profitability Cases

BITS GOA CONSULTING CLUB



Ski Resort

CASE TYPE

PROFITABILITY

COMPANY

BCG

INDUSTRY

HOSPITALITY

Client is a ski resort based in Switzerland, they are losing revenue. Suggest why and give suitable solutions.

Consultant: Can you quantify the loss in revenue? How much revenue have we been losing, and for how long?

Interviewer: We have some data right now, but I don't think that it is very relevant to the case

Consultant: I would like to understand our client a little better. Does the client company have a chain of hotels or is it an individual establishment?

Interviewer: We have a single hotel in a popular ski area.

Consultant: Do you have any data on our competitors? What is their revenue in the same timeframe, do these all operate with a similar business model?

Interviewer: You can proceed with the assumption that our competitors are identical. We have data that implies their profits have also been declining.

Consultant: What is our target customer segment? Do we get mostly businessmen or tourists visiting our establishment?

Interviewer: Most of our customers are tourists...

Consultant: Do you want me to analyze the cost aspect of our operations as well, or only revenue?

Interviewer: Please do go ahead with looking into the revenues

Consultant: I would like to proceed with two assumptions; 1) That the number of rooms offered remains constant, and 2) That the root cause of our revenue loss is an industry wide issue since all our competitors are facing this issue.

Ski Resort

CASE TYPE

PROFITABILITY

COMPANY

BCG

INDUSTRY

HOSPITALITY

Interviewer: Those are fair and reasonable assumptions, you can go ahead with the revenue breakdown.

Consultant: So I would like to break down our revenue as Revenue = No of rooms x occupancy rate x Cost per room. With the assumption that the number of rooms offered is constant, the decline comes from either the occupancy rate or the cost per room. Do we have data on these factors?

Interviewer: Yes, the cost per room has remained constant.

Consultant: Alright, so we will need to look deeper into the decline in occupancy rate. To do this, I'll walk through the customer journey and see which steps of the journey can be a potential factor in the occupancy rate decline. This would be Planning >> Booking (If pricing is agreeable) >> Arrival (Visas, accommodation etc). Does the data point to customers not wanting to ski - out of lack of awareness or safety risks, or the customers not wanting to come to Switzerland?

Interviewer: I don't have an answer for that. An additional piece of information that might help here: the revenue decline is impacting the Swiss businesses as a whole.

Consultant: Does that mean that all of Switzerland is seeing a decline in tourism?

Interviewer: Yes, I think we can come to this conclusion. Can you go into why Switzerland might be facing a decline in tourism?

Consultant: I can think of 4 possibilities; 1) The tourism board might have reduced spending on attracting tourists (CAC), 2) Maybe it is becoming harder to get tourist visas, 3) Maybe the local politics and local events have discouraged tourists - perhaps blizzards and avalanches, 4) Flights might be too expensive.

Ski Resort

CASE TYPE

PROFITABILITY

COMPANY

BCG

INDUSTRY

HOSPITALITY

Interviewer: Yes, airlines' ticket prices have increased across the board. Can you suggest some solutions for our company to improve revenues despite the decline in tourism?

Consultant: For the short term, we can adjust our pricing, reduce the rates so that it falls within budget of tourists or target tourists from other countries who usually do not visit Switzerland. For the long term, we can increase awareness about tourism in Switzerland by partnering with international celebrities and social media influencers. This might increase our total serviceable market share by attracting more tourists to Switzerland. We can even approach the government for subsidizing flights as the entirety of the Swiss tourism industry was affected.

Interviewer: Good job! That will be all for today.

Ski Resort

CASE TYPE

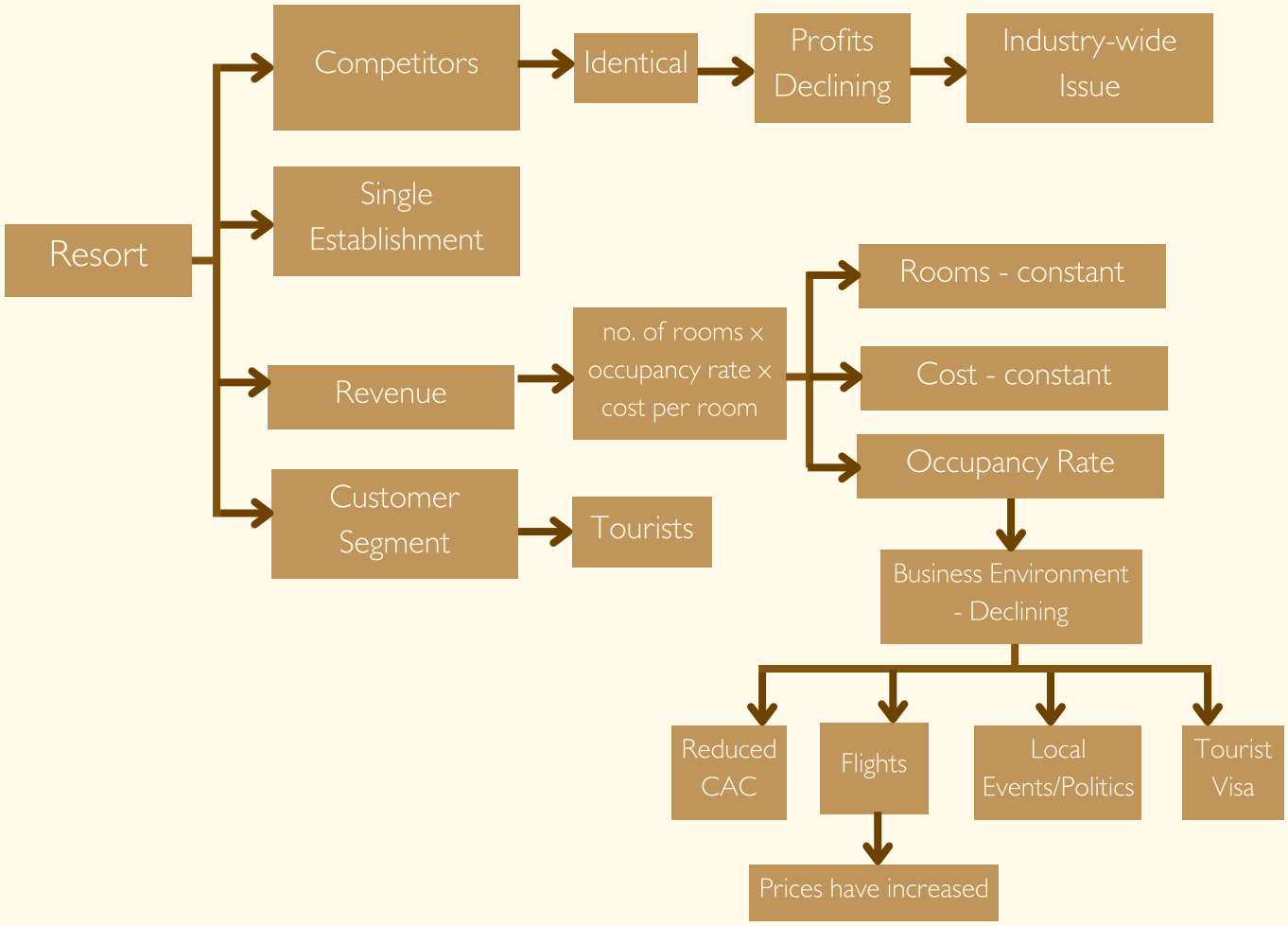
PROFITABILITY

COMPANY

BCG

INDUSTRY

HOSPITALITY



IT Services Company

CASE TYPE

PROFITABILITY

COMPANY

KPMG

INDUSTRY

IT

We have a client based in Mumbai that provides IT services to clients in North America and Europe. They are looking to boost their profit margins, as a consultant what would you suggest?

Candidate: To gain a comprehensive understanding of the client's current situation, let's first delve into their business model and service offerings.

Interviewer: The client operates as an IT services company based in Mumbai, offering a range of services to clients primarily located in North America and Europe. Their expertise encompasses software development, consulting, and support services. They undertake diverse projects, including custom software development, system integrations, and IT consulting engagements.

Candidate: Now, let's delve into the client's cost structure to identify areas for potential improvement. The client's cost structure likely comprises employee salaries, infrastructure expenses, sales and marketing expenditures, and potentially outsourcing costs for specific projects. A detailed breakdown of each category would provide insights into the percentage allocation and identify areas for cost optimization.

Interviewer: Great. Now, focus on the revenue side of the equation. How does the client generate revenue, and what is their pricing strategy for their services?

Candidate: The client generates revenue through project-based contracts with their clients. They employ a time and materials billing model, with rates varying according to the complexity and expertise required for each project. An evaluation of their pricing strategy, including any discounting practices, could reveal opportunities for revenue optimization.

IT Services Company

CASE TYPE

PROFITABILITY

COMPANY

KPMG

INDUSTRY

IT

Interviewer: Good points. Moving on to the competitive landscape, can you shed light on the competitive environment in North America and Europe for IT services? How does the client differentiate itself from its competitors?

Candidate: Certainly. A thorough analysis of the client's competitors in these regions would provide insights into their strengths and weaknesses. Additionally, an assessment of the client's unique value proposition, client satisfaction, and market positioning, whether as a cost leader or a specialized services provider, would be crucial.

Interviewer: Now, let's explore potential strategies to improve profitability. What specific approaches would you consider to increase profit margins for the client?

Candidate: I would propose a multi-pronged approach:

i) Optimizing the cost structure through operational efficiencies and potentially renegotiating contracts with suppliers.

ii) A review of the pricing strategy to ensure it reflects the value delivered and exploration of opportunities for upselling or cross-selling additional services to existing clients would be beneficial.

iii) I would also evaluate the sales and marketing strategy to ensure it effectively targets high-margin opportunities.

Interviewer: How would you prioritize these strategies, and what challenges can the client face in implementing these changes?

Candidate: Prioritization would be based on the potential impact and feasibility of each strategy. For instance, if there's significant room for improvement in the cost structure, that might be a quick win. However, potential challenges, such as resistance from employees or clients, would need to be considered. A phased implementation plan that addresses these issues gradually would be essential for successful execution.

Interviewer: I think we can wrap this up. Thank you for sharing your expertise and insights.

IT Services Company

CASE TYPE

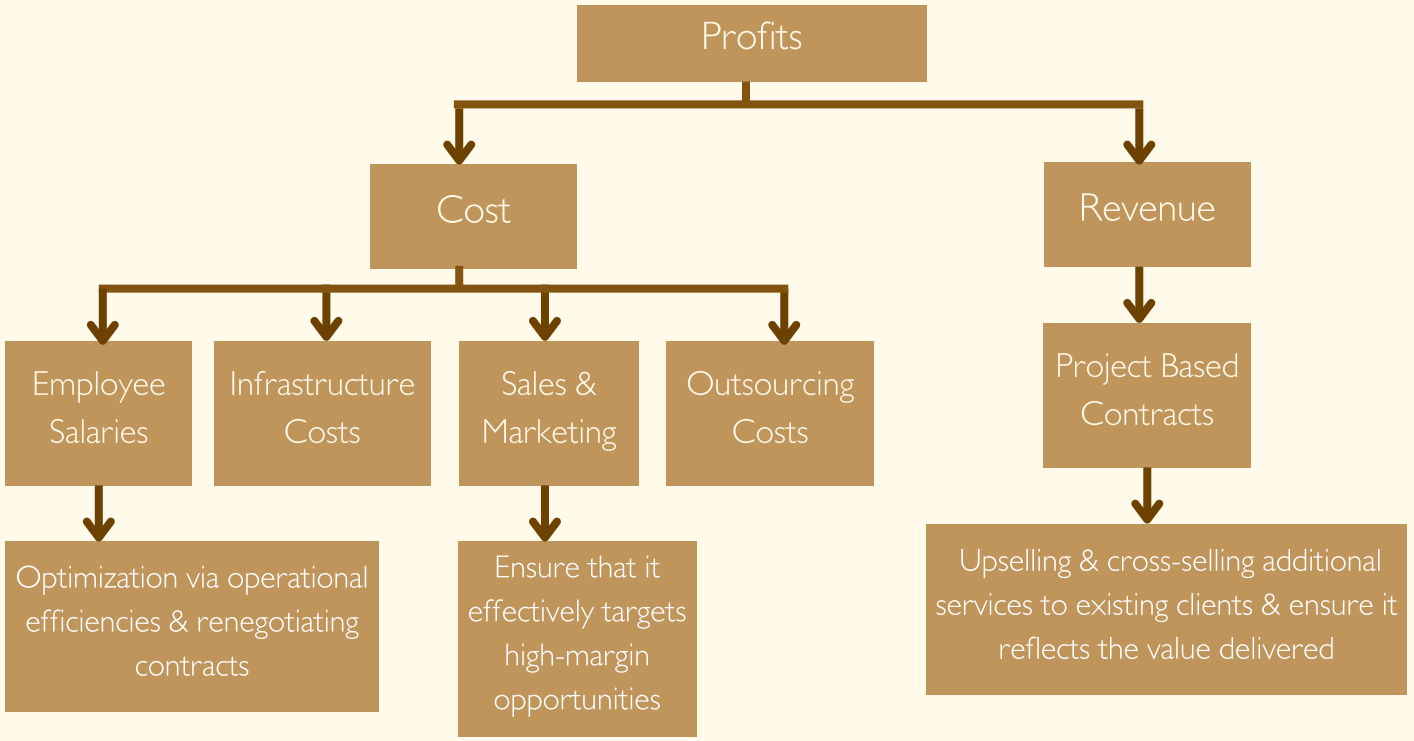
PROFITABILITY

COMPANY

KPMG

INDUSTRY

IT



Trouble in the Uber Paradise

CASE TYPE

PROFITABILITY

COMPANY

DELOITTE

INDUSTRY

TECH

Uber has noted a reduction in its revenue. Find out the underlying cause.

Candidate: What are the regions we are taking into account?

Interviewer: We are talking about India

Candidate: Okay, has the number of customers gone down or the ride prices?

Interviewer: Number of customers has gone down significantly in the last 30 days

Candidate: I will begin by understanding what revenue here comprises. What exactly do we lie in the revenue? Are we talking about revenue generated by just Uber Ride or Uber Eats as well?

Interviewer: Revenue only comprises what is generated from rides booked through the Uber app.

Candidate: I'll start by breaking down the possible reasons for the decrease in revenue. Do we have any new competition in the market? And have we recently changed any rules or regulations for our customers?

Interviewer: There is no new competitor, and our regulatory framework remains the same.

Candidate: Are the customers facing any issues with our app or customer services?

Interviewer: Yes, we have received several complaints about our app's working.

Candidate: Alright, I will now break down the possible issues one could have with the working of the app. Has the UI of the app recently been updated? Or have the font or the widgets of the app been disrupted in any way, creating inconvenience?

Interviewer: The UI has not been updated, and it is working seamlessly.

Candidate: Since the UI is not the issue, I will focus on the user journey while booking a ride on the app. Is the user facing any issue up to the point of booking the ride?

Trouble in the Uber Paradise

CASE TYPE

PROFITABILITY

COMPANY

DELOITTE

INDUSTRY

TECH

Interviewer: No, there is no issue with the payment or location aspects.

Candidate: Okay, is the user able to cancel the ride in case they wish to do so?

Interviewer: No, there is some technical issue with the app which prevents the user from cancelling a ride.

Candidate: Okay, this must be the reason why the user wasn't booking the ride again, and thus causing the revenue to go down.

Interviewer: Yes, indeed. We can end the interview here. Thank you!

Trouble in the Uber Paradise

CASE TYPE

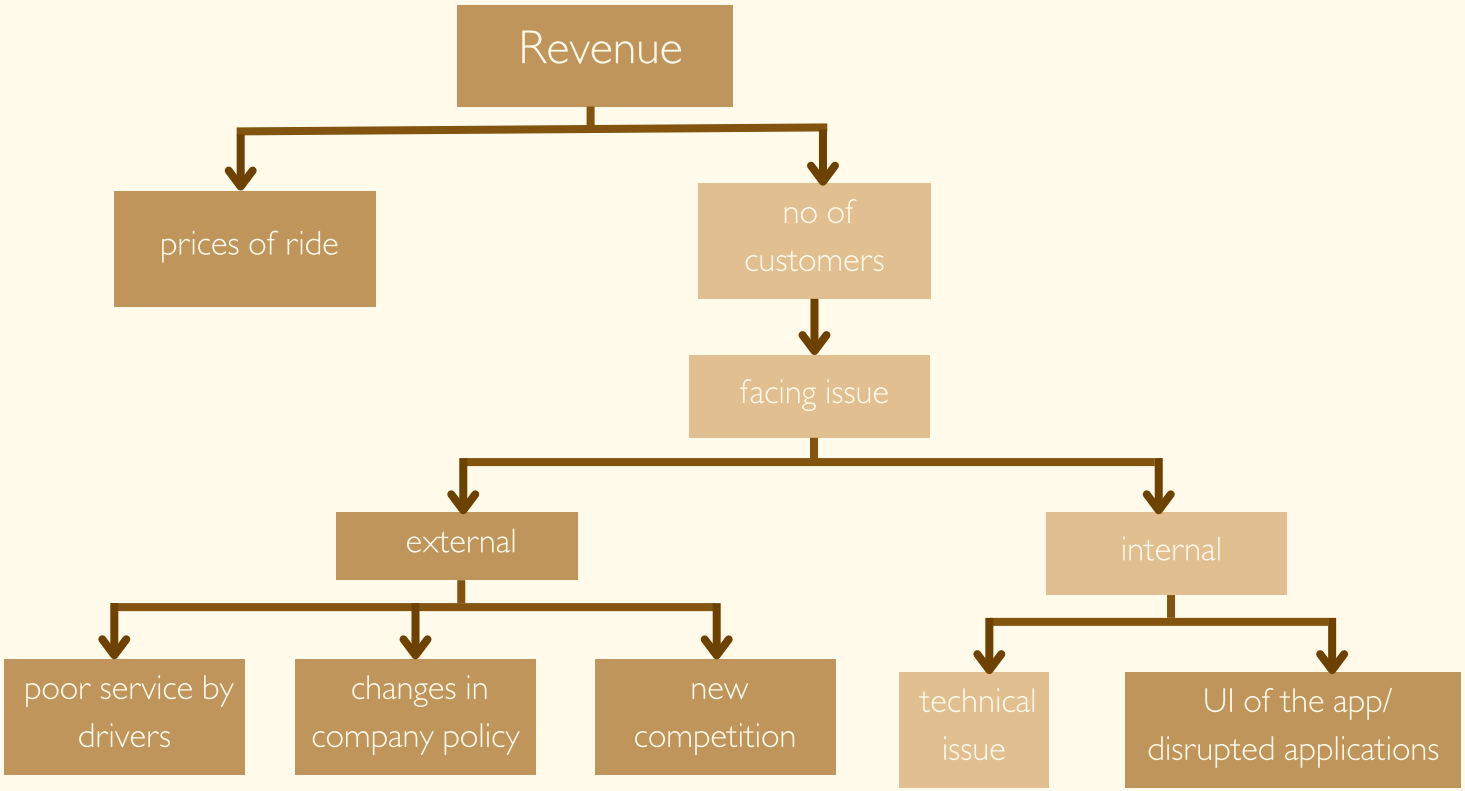
PROFITABILITY

COMPANY

DELOITTE

INDUSTRY

TECH



Insurance Company

CASE TYPE

PROFITABILITY

COMPANY

BCG

INDUSTRY

INSURANCE

Your client is an insurance company, and it is facing a decline in sales. Find the cause and suggest solutions.

Consultant : Okay, so what are the products that they offer? What is the customer segment they cater to? Who are the competitors? Is the decline only for our client or for the whole industry? In which region are they facing a decline?

Interviewer : They offer Term life insurance mainly for the working class to the age group of 25 and above. There are 3 big players with about 12-15% market share, and the client is one among them. The whole industry is facing it, and the industry is declining by 12% and the client by 8%. The decline is not specific to a particular region but is faced pan India.

Consultant : Okay, so what is the current business model?

Interviewer : There are basically 4 sales channels: door to door, direct sales from banks, call center sales, and their own and third-party websites.

Consultant : Cool, so basically, in which channel, according to you, are you facing the issue?

Interviewer : We are facing issues in the call center approach and in the door-to-door sales.

Consultant : Okay, give me some time to structure it. So since it is a sales issue from the call center and door-to-door approach, so is it customer-centric or company-centric?

Interviewer : It is company-centric.

Consultant : Okay, so let's look at the value chain of business from the sales perspective.

For the call center, first, the contacts are allotted to the employees, and then the whole calling procedure takes place where they are convinced for a meetup and also includes regular follow-up, and then the requests are sent to the door-

Insurance Company

CASE TYPE

PROFITABILITY

COMPANY

BCG

INDUSTRY

INSURANCE

to-door channels for further process.

For the door-to-door channel, the employees are allotted particular regions and the number of houses they have to visit in a day, then they visit there and pitch to them, and then happens the after-sales procedure and customer care.

Interviewer : Very well then, according to you, which channel should we look upon.

Consultant : We have to go through historical figures and find out through which channel do we convert the customers most.

Interviewer : Good, so according to the data, we get most of the sales through the door-to-door approach, and there has been a significant decrease in it.

Consultant : Okay, so do we have to look at any particular segment of the sales journey of the door-to-door approach?

Interviewer : Yes, sales pitch and conversion is the main problem.

Consultant : So basically, there are 2 aspects either it can be related to the brand image, or it can be related to the agent. So, has there been any change in the brand perspective or is there any negative news about the brand?

Interviewer : No, there has been no such change in brand perspective.

Consultant : So it is fair to assume that there is a problem from the agent side and look forward in this direction.

Interviewer : Yes, sure.

Consultant : So basically, there are 3 factors responsible for the work of an agent. First, the commission or the incentive offered, second, are they able to keep up their productivity and are they putting the right effort, and lastly, the experience that they have. So which among these is a problem?

Interviewer : Yeah, the agents have a lack of experience and therefore are not able to pitch to the customers properly.

Insurance Company

CASE TYPE

PROFITABILITY

COMPANY

BCG

INDUSTRY

INSURANCE

Consultant : Okay, I think there is a problem with the high attrition rate, which is causing the increase in the number of inexperienced and new employees and thus posing problems.

Interviewer : Great work, this is the problem we are facing. You can close the framework now.

Insurance Company

CASE TYPE

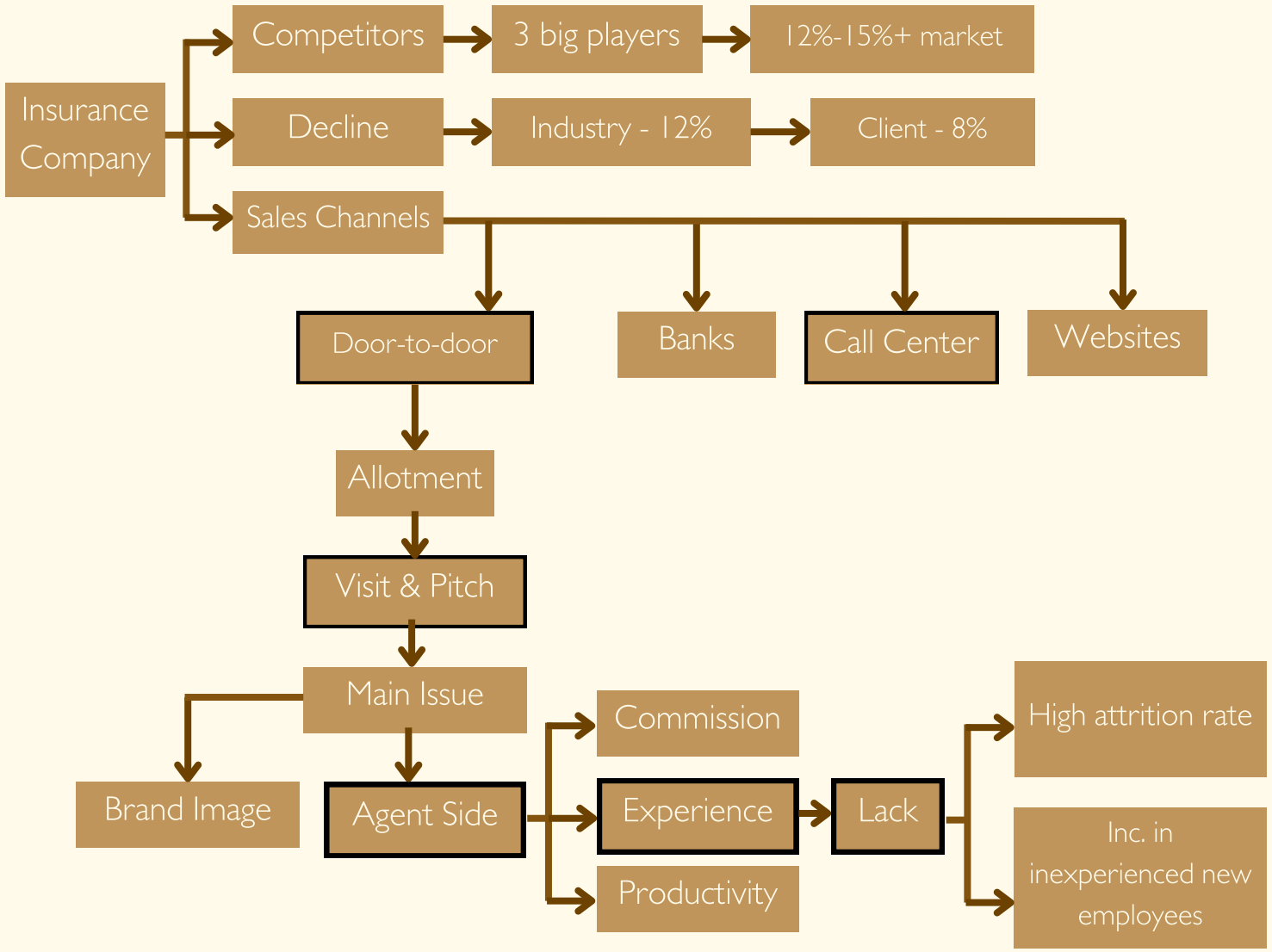
PROFITABILITY

COMPANY

BCG

INDUSTRY

INSURANCE



McDonald’s Profits

CASE TYPE

PROFITABILITY

COMPANY

KPMG

INDUSTRY

FAST FOOD

You're tasked with turning around a McDonald's outlet in Connaught Place, Delhi, that's been facing recent losses. What would be your strategy to make it profitable?

Consultant- I'd start by analyzing the financial statements to understand whether the issue lies with declining revenue or increasing costs.

Interviewer- Upon examination, it seems that the revenue is indeed decreasing, while costs have remained relatively stable. What steps would you take to address the declining revenue?

Consultant- In that case, I'd focus on understanding the root causes of the revenue decline. I would conduct customer surveys, analyze sales data, and assess the impact of any recent changes in the market or customer preferences.

Interviewer - Further analysis indicates that the decline in revenue is primarily due to increased competition in the area. How would you respond to this insight?

Consultant- If competition is the key issue, I would propose a multi-pronged strategy. First, we need to enhance our competitive positioning. This might involve revisiting the menu, introducing new and innovative items, or even creating exclusive offerings that set McDonald's apart.

Interviewer- That sounds like a good start. How else would you tackle the competition-driven revenue decline?

Consultant- I would also focus on marketing and promotional activities. Leveraging digital marketing, social media, and loyalty programs can help in retaining existing customers and attracting new ones. Additionally, we could explore strategic partnerships or collaborations to enhance the brand's visibility in the face of increased competition.

Interviewer- One last question: How would you measure the success of the implemented strategies?

McDonald's Profits

CASE TYPE

PROFITABILITY

COMPANY

KPMG

INDUSTRY

FAST FOOD

Consultant- Key performance indicators (KPIs) such as same-store sales growth, customer satisfaction scores, and overall revenue and profit margins would be crucial metrics. Regular monitoring and adjustments based on performance metrics would be essential to ensure the continued success of the strategy.

Interviewer- Thank you for your inputs. We can wrap up the interview here.

McDonald's Profits

CASE TYPE

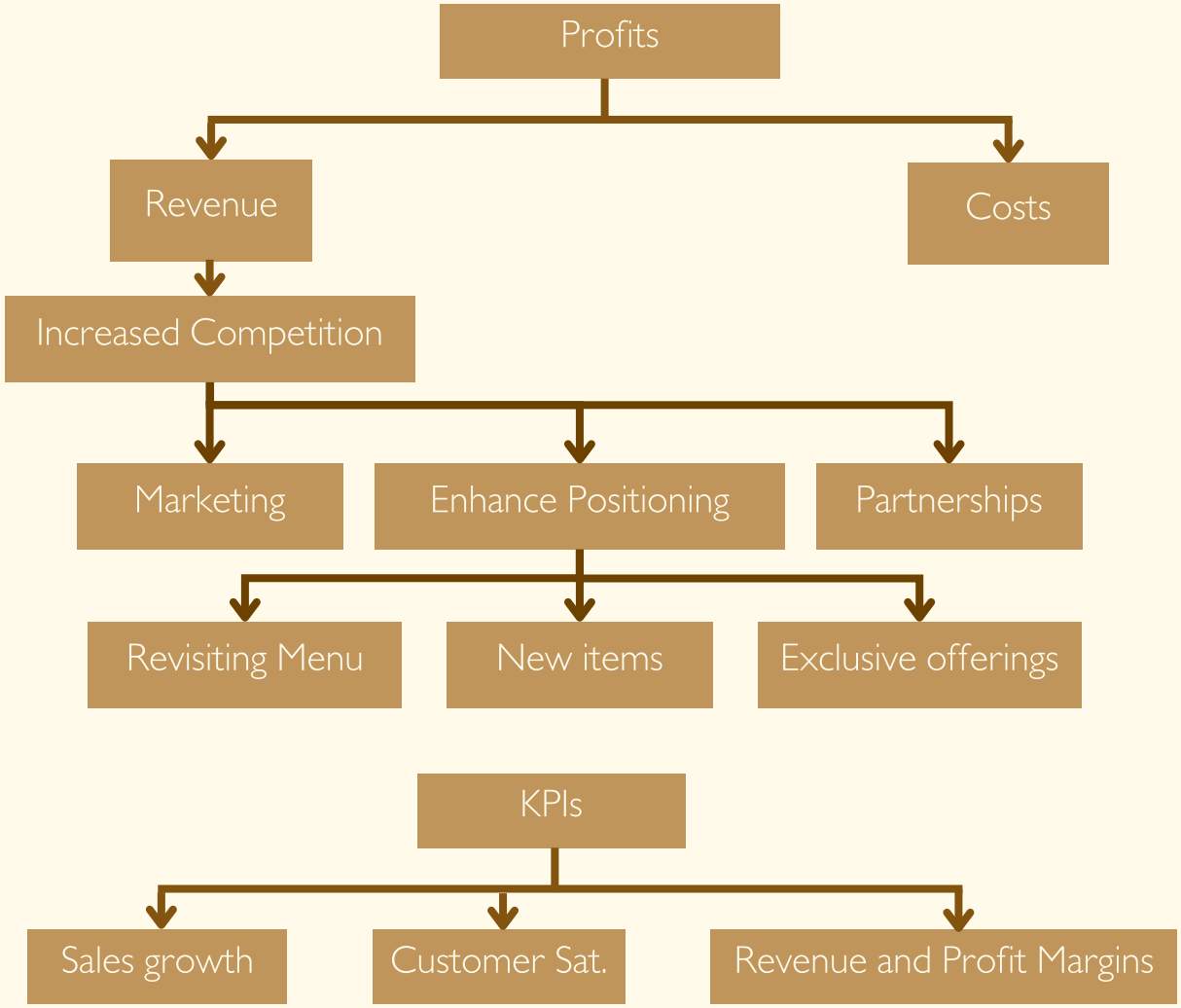
PROFITABILITY

COMPANY

KPMG

INDUSTRY

FAST FOOD



Home Appliance Company

CASE TYPE

PROFITABILITY

COMPANY

BCG

INDUSTRY

ELECTRONICS

A home appliance company has experienced a consistent decline in profits. The company manufactures and sells a variety of home appliances - fans, coolers, and air conditioners. Analyse the situation and provide recommendations.

Consultant: Since when are they facing this decline?

Interviewer: Over the past few years.

Consultant: Of course. To start, can you tell me a bit more about the company's operations? Where are you based, and who is your target audience?

Interviewer: We're headquartered in Maharashtra, but we sell across India through distributors. We primarily target middle- and lower-income families.

Consultant: Interesting. And have you observed this decline in profitability to be widespread in the industry, or is it specific to your company?

Interviewer: It seems to be specific to us. Our competitors are actually doing quite well. The issue started cropping up around 2-3 years ago.

Consultant: Excellent context. When analyzing profitability, we typically look at two levers: revenue and cost. Can you tell me if your costs have increased significantly during this period?

Interviewer: No, our costs have remained fairly consistent.

Consultant: Therefore, the issue must lie with revenue. Revenue itself can be further broken down into price and volume. Has there been a change in the price of your products?

Interviewer: Yes, the problem lies with the pricing while the volume has also remained stable.

Home Appliance Company

CASE TYPE

PROFITABILITY

COMPANY

BCG

INDUSTRY

ELECTRONICS

Consultant: Okay, to delve deeper, what are the main factors that influence your product pricing?

Interviewer: We consider production costs, supply and demand, consumer perception, and competition.

Consultant: Thanks for outlining those. Have there been any significant shifts in supply and demand for your products?

Interviewer: No, things have been relatively stable on that front.

Consultant: And production costs? Any substantial changes there?

Interviewer: There was a slight increase recently due to some supplier issues, but it wasn't major.

Consultant: Understood. What about consumer perception? Do you have a strong brand image?

Interviewer: Yes, we're known for reliable, quality products at competitive prices.

Consultant: Excellent. Finally, how has the competitive landscape evolved in recent years?

Interviewer: There are a few established players, but a new competitor emerged during the pandemic, forcing us into more competitive pricing.

Consultant: I see. So, based on your analysis, the main culprit seems to be the new competitor's aggressive pricing strategy, coupled with slightly increased production costs putting pressure on your margins.

Interviewer: Exactly. Do you have any recommendations on how we can address this?

Consultant: Certainly, a few ideas are:

1. Market Segmentation: Analyze your customer base and segment them based on their needs and preferences. Tailor your marketing and product development strategies to each segment for more targeted and effective reach.

2. Value Differentiation: Clearly communicate the unique value proposition of your products compared to competitors. Emphasize quality, features, or superior customer service to justify your pricing and differentiate yourself.

Home Appliance Company

CASE TYPE

PROFITABILITY

COMPANY

BCG

INDUSTRY

ELECTRONICS

3. Pricing Strategy Review: Consider your current pricing strategy in light of the new competition. Perhaps you can maintain your established prices to emphasize the perceived value and quality of your products while offering targeted promotions or special bundles to specific segments.

4. Supply Chain Management: Reduce your reliance on a single supplier by diversifying your supplier base. This can mitigate the impact of disruptions and potentially negotiate better pricing.

Interviewer: These are fantastic insights! We haven't explored market segmentation in detail before, and the differentiation strategy sounds promising. Thank you for your valuable analysis and recommendations.

Consultant: You're welcome. Remember, implementing these changes takes time and effort, but by focusing on your unique value proposition, understanding your customers, and optimizing your operations, you can overcome this challenge and regain your profitability.

Home Appliance Company

CASE TYPE

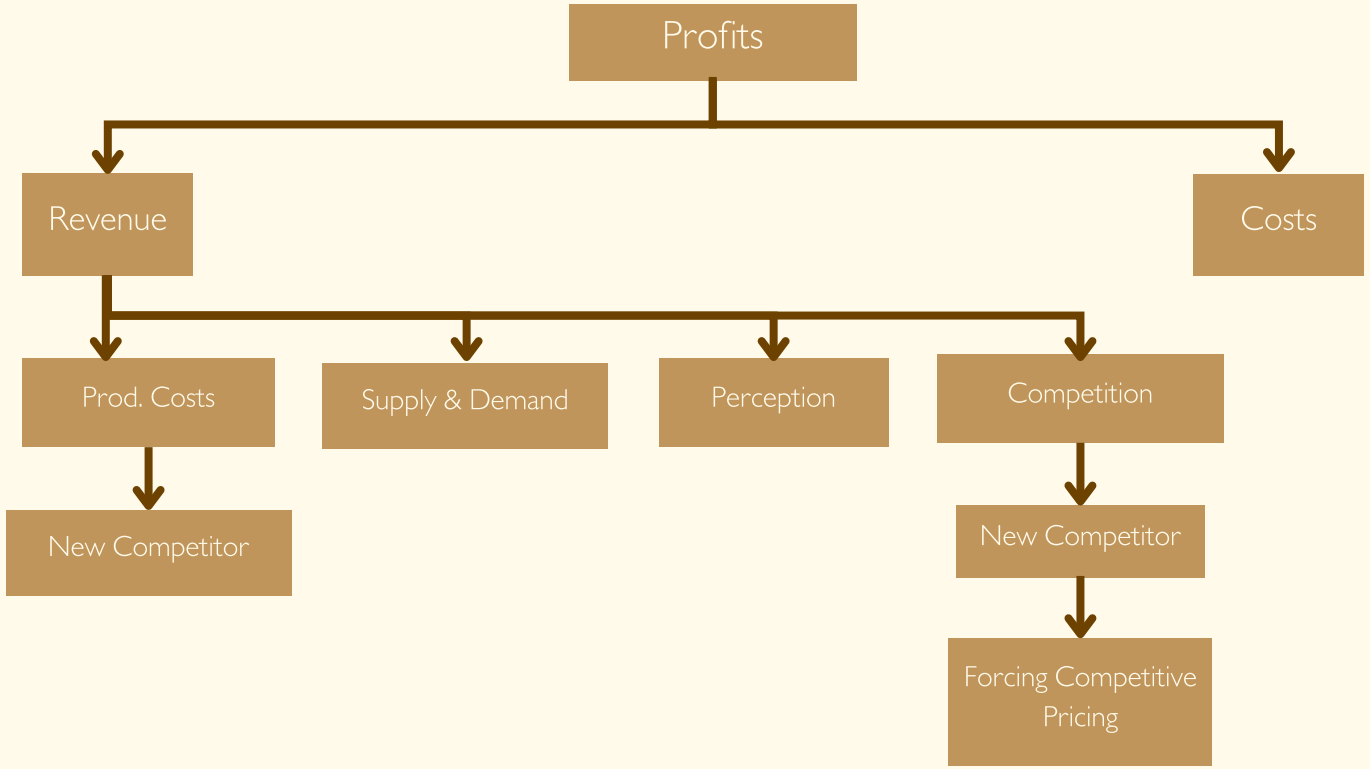
PROFITABILITY

COMPANY

BCG

INDUSTRY

ELECTRONICS



BGCC
BITS GOA CONSULTING CLUB

Guesstimate Cases

BITS GOA CONSULTING CLUB



Airplanes

CASE TYPE

GUESSTIMATE

COMPANY

BCG

INDUSTRY

AIRLINE

Estimate the number of airplanes manufactured in the world?

Consultant: Are we considering only passenger airplanes or all others as well?

Interviewer: We are assuming only commercial passenger airplanes.

Consultant: Is it fair to assume only those airplanes that are currently in use?

Interviewer: Sure, let us assume only those airplanes that are in active use.

Consultant: We can split the world into five continents, leaving out Africa and Antarctica as they have comparatively fewer airports and commercial flights than other continents.

Interviewer: Okay, you may go ahead with the guesstimate for any one continent, say North America.

Consultant: I would like to continue with a demand side approach. Broadly, I would divide the total number of passengers in the country traveling by flights by the average number of passengers in a commercial flight. This would give me the average number of flights per year. I can divide this number by the average number of flights flown by an airplane in a year.

Interviewer: This seems like a viable approach. Now let's dive into the details.

Consultant: I would like to continue with the USA alone and then multiply this number by 0.1 for Canada due to its reduced population and 0.1 for Mexico due to lower standards of living resulting in fewer people having access to air travel. So overall multiply the number of airplanes in the USA by 1.2.

Interviewer: Those seem like reasonable assumptions.

Consultant: We can split the total population into three categories - those who travel 1-2 times a year for leisure, those who travel 3-4 times a year for leisure and those who travel for work on average 4-6 times a year. Assuming one-third of the population can afford air travel for leisure in some capacity, 25% comes under the first

Airplanes

CASE TYPE

GUESSTIMATE

COMPANY

BCG

INDUSTRY

AIRLINE

category while 5% come under the second category. Additionally, around 10% will travel regularly for work. This gives us 300,000,000*[0.25*1+0.05*3+0.1*5] = 270,000,000 passengers. Also, an average commercial flight will carry 200 passengers. This gives 270000000/200 = 1350000 flights per year.

Interviewer: That seems fair.

Consultant: We can assume a plane flying domestically flies up to 4 flights per day while those flying internationally fly 1-2 flights per day. On average let us assume 3 flights per day. This gives us 3*365, which is approximately 1000 flights per year. Finally we get 1350000/1000 = 1350 planes are actively flying every year. If we assume an average lifespan of an airplane to be 20 years, we get 1350/20 = 67.5 planes. Therefore, approximately 70 airplanes are manufactured in the USA every year. This gives 70*1.2 = 84 airplanes manufactured in North America every year.

Interviewer: This number seems to be correct. Can you quickly give a supply side approach as a sanity check?

Consultant: Sure, do we know which companies manufacture airplanes in North America?

Interviewer: Yes, only two major companies do, Airbus and Boeing.

Consultant**:** We can take the number of manufacturing units in North America and divide it by the average number of aircrafts manufactured in each unit. Do we have any data regarding manufacturing units in North America?

Interviewer: **There are 3 Boeing units and 2 Airbus units in North America. Each unit produces 20 airplanes per year.**

Consultant: This gives us 100 airplanes manufactured per year, but not all airplanes will pass through the quality checks.

Interviewer: **Assume that 5 airplanes in total do not pass the quality checks.**

Consultant: Great, so that leaves us with 95 airplanes produced per year.

Interviewer: **Perfect, this number aligns with the demand side approach as well.**

Airplanes

CASE TYPE

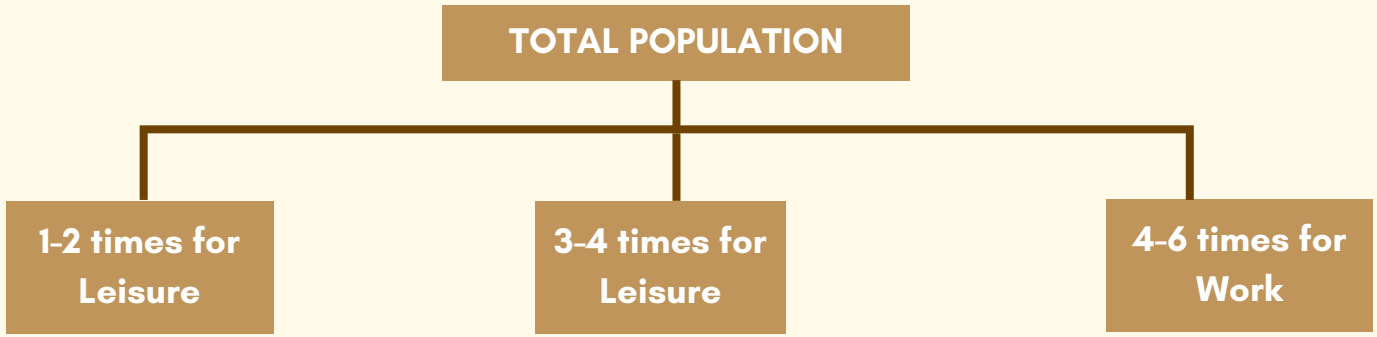
GUESSTIMATE

COMPANY

BCG

INDUSTRY

AIRLINE



Total number of passengers = 25% of first category × 5% of second category × 10% travel regularly for work

Total number of flights = Total number of passengers ÷ Average no. of passengers in one flight

Actively flying planes per year = Total number of flights per year ÷ Average flights per plane per year

Taxi Service

CASE TYPE

GUESSTIMATE

COMPANY

BCG

INDUSTRY

TRANSPORT

Estimate the revenue of a taxi service in a week.

Consultant: Where is the taxi service based?

Interviewer: Assume it to be based in Mumbai

Consultant: Sure, can you tell me the fleet size? Along with that could you tell me the type of vehicle they use?

Interviewer: Assume that there are 20 cars in the fleet, for the sake of simplicity assume all of them to be hatchbacks.

Consultant: Okay, the framework I am using is as follows:

Revenue = Total trips * Average revenue per trip

= Total available time * Average speed during ride (city conditions) * rate per km * % occupancy

Interviewer: Okay.

Consultant: For the % occupancy on a weekday lets consider these brackets:

8-10AM: Peak rush (90% occupancy)

10-1PM: Lean rush(50% occupancy)

2-5PM: Moderate rush (70% occupancy)

5-8PM: Peak occupancy (90% occupancy)

On a weekend I am going to assume a Moderate Rush throughout the day. Keeping that in mind could you tell me the rate of a hatchback per km.

Interviewer: Take it as 10 rupees per km

Consultant: Okay cool , so based on the city we can assume that the average car speed is about 30 km/hr.

Taxi Service

CASE TYPE

GUESSTIMATE

COMPANY

BCG

INDUSTRY

TRANSPORT

Interviewer: Yes, please go ahead and calculate

Consultant: Yes, for a weekday the revenue is 9360 rupees. For a weekend it is 10,080 rupees. So for a week the revenue of the taxi service is 66960 rupees per taxi. For a fleet of 20 taxis, the revenue will be 13,39,200 rupees.

Interviewer: Okay, we can end the case here.

Taxi Service

CASE TYPE

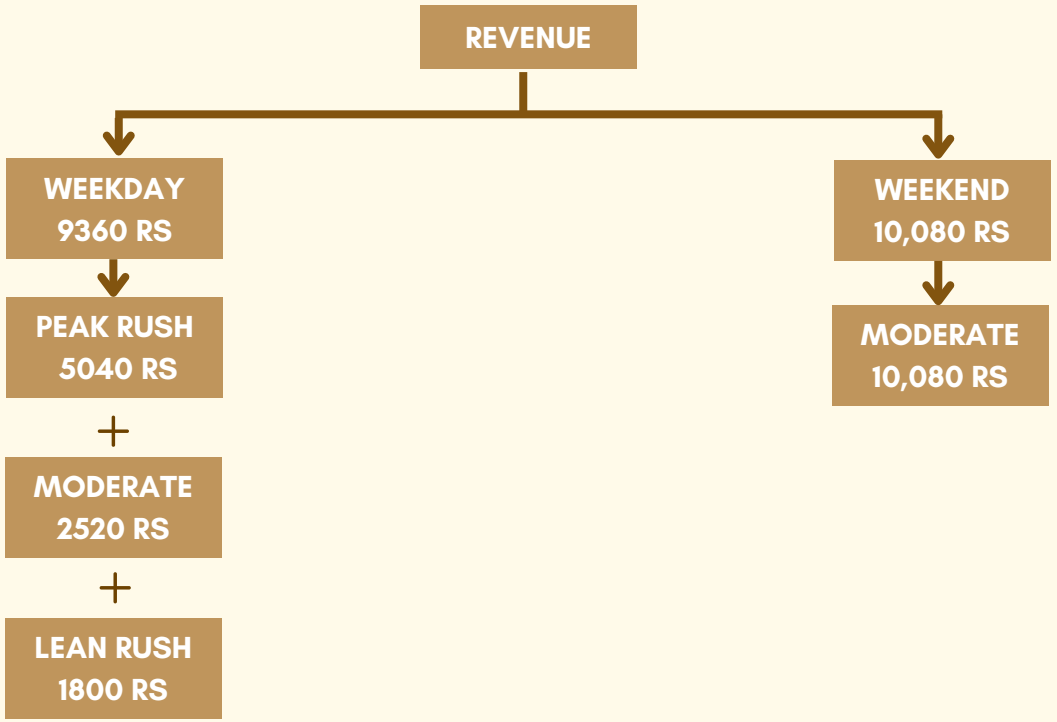
GUESSTIMATE

COMPANY

BCG

INDUSTRY

TRANSPORT



BCG BE LIKE

CASE TYPE

GUESSTIMATE

COMPANY

BCG

INDUSTRY

CONSULTING

Estimate the total revenue and profitability of BCG India

Consultant: Sure, Let me first clarify, are we looking at front end or overall?

Interviewer: Front end

Consultant: Okay, let's look at the working model of the industry, and how many offices are there in the nation. So we have 4 offices in India. Based on the business model we have two approaches possible: the Project side approach and the employee side approach.

1) (No. of projects) x (Avg revenue per project) x (percentage of a project completed in a year)

2)(No. of employees) x (total number of working hours devoted per employee) x (revenue charged per hour)

Interviewer: Please proceed with the employee side approach

Consultant: We have 52 weeks in a year, so that would translate to 52 x 5 = 260 working days. Let us remove 20 days for government holidays, employee holidays, etc. This leaves us with 240 working days. Let us divide the days into long days and short days. Assuming 60% of the days to be long and the remaining 40% to be short days. Would this be a fair assumption?

Interviewer: Yes, proceed

Consultant: On average long working days would be 11 hours and short days around 8 hours. So calculating the average we get that (11*0.6)+(8*0.4)=10 hours is the average number of hours spent on work each day. Now expanding this for a year, we get 2400 hours/year. Now if we see the the typical team size, we would be 6 associates (both juniors and seniors) along with one lead and a partner. Is this a fair assumption?

Interviewer: Yes that's a fair assumption.

BCG BE LIKE

CASE TYPE

GUESSTIMATE

COMPANY

BCG

INDUSTRY

CONSULTING

Consultant: Okay great, so now if we look at the billable hours, we see that 90% of the grunt work is billable, Project leaders in managerial roles 70% of the time is billable, and for partners 50% is billable. Thus calculating on the basis of weighted averages, according to revenue based on per working hour for each employee find revenue per employee, and then multiply it by the total number of employees we would arrive at the number. Would you want me to compute the numbers?

Interviewer: No, this is quite exhaustive, let's wrap up. Thank you.

BCG BE LIKE

CASE TYPE

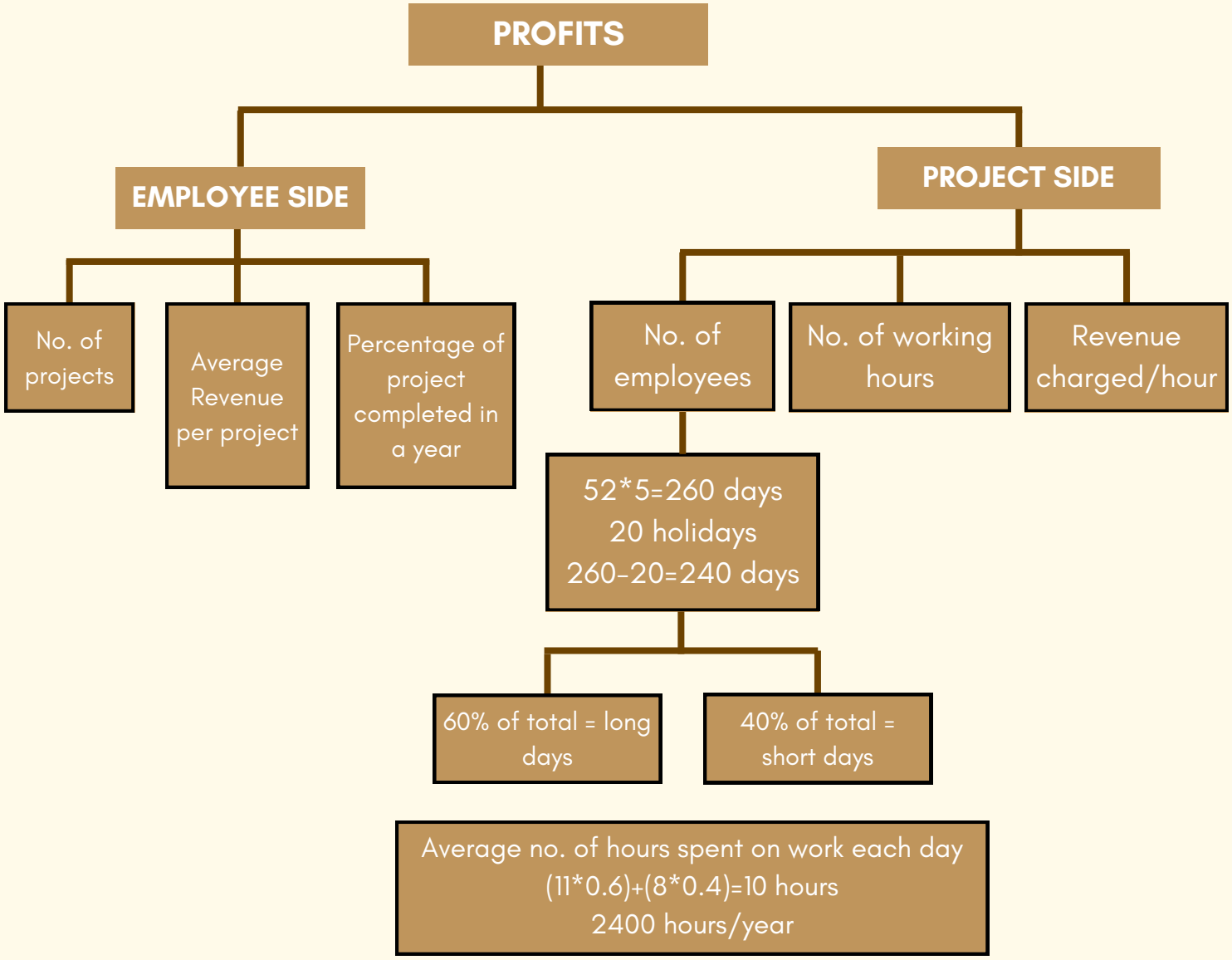
GUESSTIMATE

COMPANY

BCG

INDUSTRY

CONSULTING



FLIGHTS

CASE TYPE

GUESSTIMATE

COMPANY

KPMG

INDUSTRY

AIRLINE

Estimate the number of commercial flights landing in Mumbai airport each day.

Consultant: Should we assume passenger and cargo flights?

Interviewer: No, consider only passenger flights.

Consultant: Is it ok to consider a typical day, that is, no specific seasonal demand?

Interviewer: Yes, go ahead.

Consultant: We can assume a supply side approach as demand side will require too many assumptions and will not properly take into account supply side bottlenecks

Interviewer: Sure, go ahead.

Consultant: The only major bottleneck on the number of flights landing is the availability of parking gates in the airport because the time required for preparation and take-off is much larger than that of landing and parking. So let us assume that the number of flights landing is equal to the number of flights taking off.

Interviewer: That seems fair.

Consultant: The number of flights taking off is determined by the time taken for boarding, preparation and take-off. Let a day into two parts in terms of number of flights - peak and non-peak of 8 hours each. We can also assume the number of boarding gates to be around 50.

Interviewer: Ok, so you are assuming that the number of boarding gates is equal to the number of parking gates.

Consultant: Yes.

Interviewer: Ok, continue.

FLIGHTS

CASE TYPE

GUESSTIMATE

COMPANY

KPMG

INDUSTRY

AIRLINE

Consultant: Let us assume that each plane spends one hour from engines off at the parking gate to take-off. This includes 15 minutes of off-boarding time and 40-45 minutes of boarding time. This one hour also includes cleaning, re-fueling and maintenance.

Interviewer: Sure, that seems reasonable.

Consultant: For peak hours, there are 50 gates and 12 flights per gate equating to 600 flights. For non-peak hours, we assume 60 percent or 30 gates are in use. So 30 gates and 12 flights per gate equating to 360 flights. This gives us a total of 960 flights per day.

Interviewer: This number seems correct. We can close the case here.

FLIGHTS

CASE TYPE

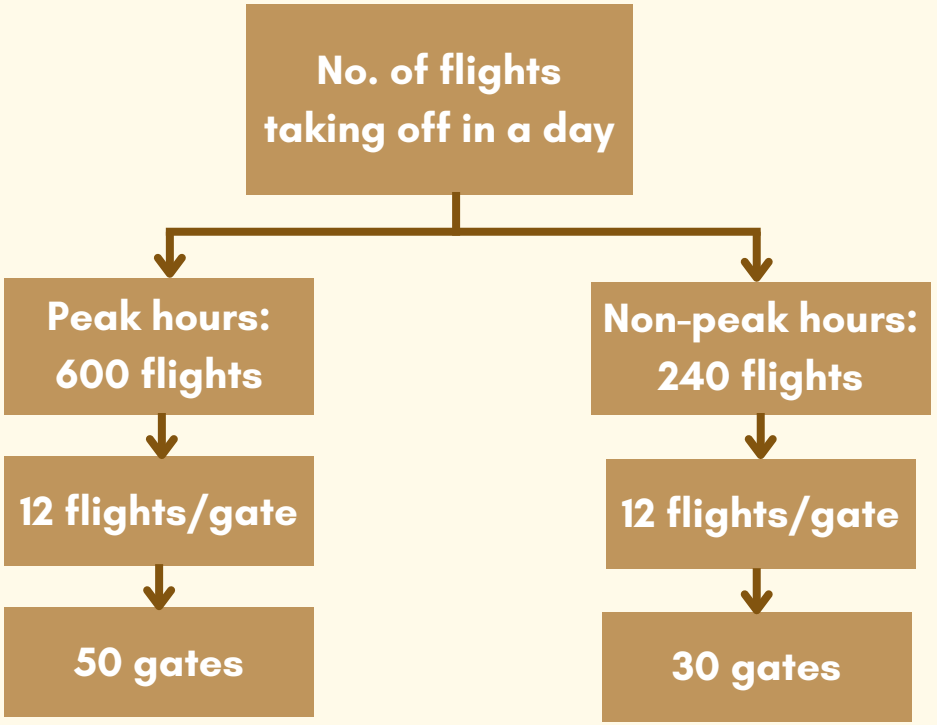
GUESSTIMATE

COMPANY

KPMG

INDUSTRY

AIRLINE



BGCC
BITS GOA CONSULTING CLUB

Unconventional Cases



BITS GOA CONSULTING CLUB

ELECTRONICS COMPANY

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

ELECTRONICS

The client is a Consumer Durables manufacturer and has allocated a budget of 100 Cr for advertisements. Analyse if this budget is optimal or if it can be reduced.

Consultant: What all products are you looking to sell?

Interviewer: We'll look at Fans and lights.

Consultant: Where is the company located, and where does it plan to sell these?

Interviewer: The company is based in India and plans to sell the items Pan-India.

Consultant: Is this the first time that you are doing an advertisment campaign of this level?

Interviewer: Yes, normally the company allocates a budget of 40-50 crores, but this time we are going with 100 crores.

Consultant: Why have you increased the budget this time?

Interviewer: We are the market leaders, but the competitors are catching up with us.

Consultant: Are you the market leaders in both the products?

Interviewer: We are the market leaders in Fans and stand 2nd in lights by a close margin.

Consultant: Are you doing the manufacturing in-house, or is it contract based?

Interviewer: It is a 3rd party contract.

Consultant: I would like to understand it better, please give me a breakup of the investment.

Interviewer: 60 cr is for TC, 35 cr for digital marketing, and 5 cr will go to commission.

Consultant: Can you give a separate breakup for the two products?

Interviewer: Look at them as a whole.

ELECTRONICS COMPANY

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

ELECTRONICS

Consultant: The Highest budget that we have available is 60 cr. Let's now check how valid this is. No. of ads x frequency x duration of each ad x no. of viewers x price per second per viewer = 60cr

Interviewer: We have a model which works on the basis of rupee/rating, and then explains the model.

Consultant: I will be assuming that certain aspects of these ads cannot be changed.

Interviewer: You are correct, the ads have already been made.

Consultant: Let's talk about the pricing now, is the pricing competitive with other players in the market?

Interviewer: No, the pricing is probably higher than the industry standards.

Consultant: Is this because the 3rd party ads are charging a higher rate as compared to others? Another possible explanation could be that you are using the same strategy as you used for earlier campaigns. For our products, the fan and the lights, there come out to be two use cases 1) First buy 2) Replacement.

The first buy case has a strong possibility of coming from villages where even TVs might not be present. A good recommendation would be to add radios to our line up so that the same people be our customers for radios as well.

Interviewer: Good job! Thanks for coming, that'll be all.

ELECTRONICS COMPANY

CASE TYPE

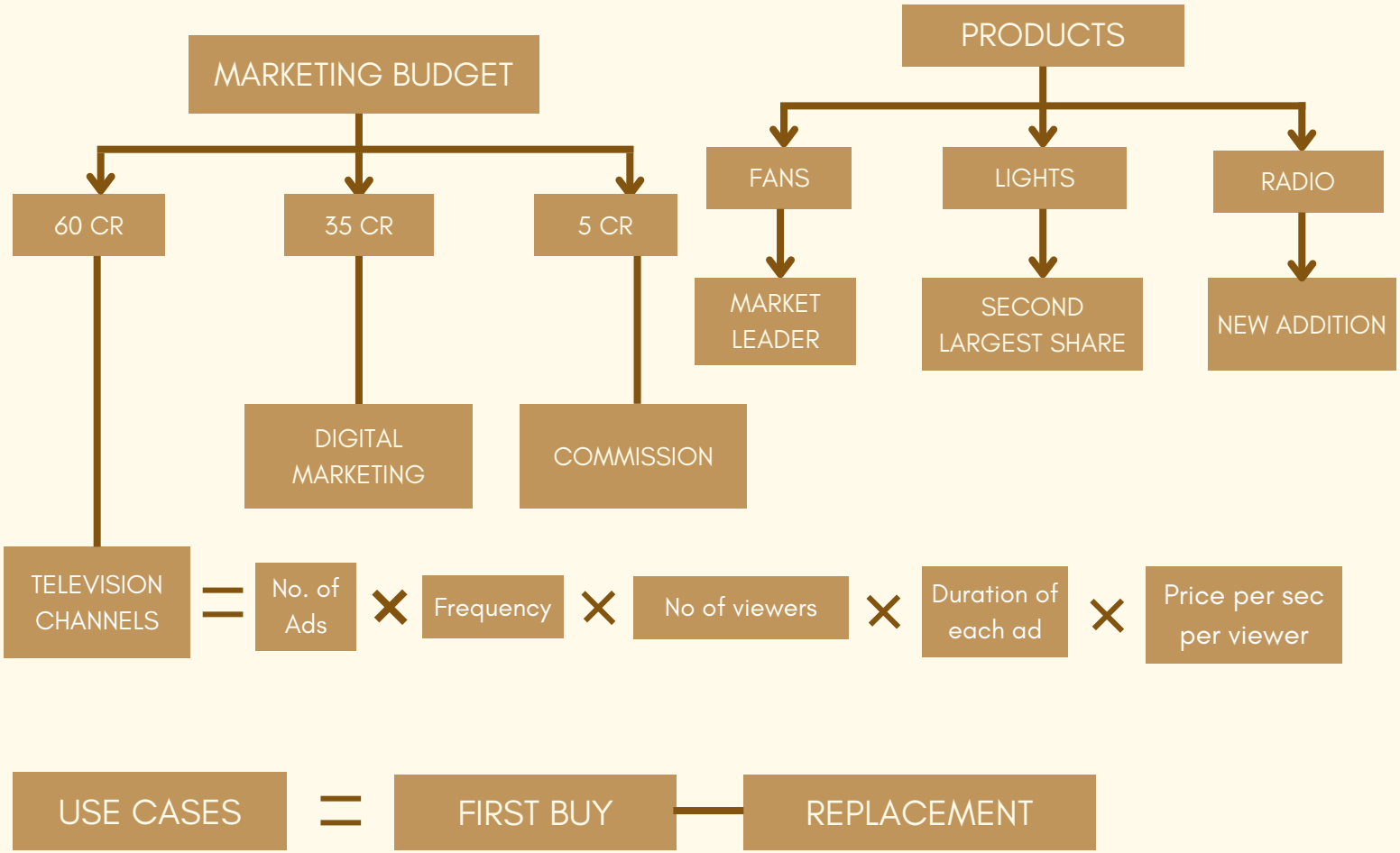
UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

ELECTRONICS



ANEMIA ERADICATION

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

GOVERNMENT

You are consulting the govt. Of UP and they are looking to eradicate anemia from the state. How should they go about it?

Consultant: Can you tell me more about anemia and how is it caused?

Interviewer: Yeah, so anemia is an iron deficiency disease, it is non-chronic and can be cured by nutritional food.

Consultant: What are the segments most affected by it?

Interviewer: Mostly the poor who cannot afford to consume a proper nutritional diet.

Consultant: What are the current measures undertaken by the government?

Interviewer: So, there is Anganwadi for women in villages and tier-3 cities and mid-day meal-free lunch in schools, funded by the government.

Consultant: Since we already have some measures do we have to look at the problems in our current efforts?

Interviewer: Yes, that's the primary objective.

Consultant: we can look into this from 2 aspects - the government (supply side) or the patient/population side. Supply-side has 4 factors - medicines, funding, medical centers, and medical professionals. Is there a specific segment you want me to look into?

Interviewer: yes, look at the medicinal aspect from the supply side

Consultant: Medicinal supply can have 4 factors -expiry date, number, quality, and side effects. So is there any issue with any one of these?

Interviewer: Yes, expiry issue - shorter shelf life

Consultant: So, is there any other bucket or sub-issue or should I move ahead?

ANEMIA ERADICATION

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

GOVERNMENT

Interviewer: No, move ahead with the demand side approach

Consultant: Demand side approach needs –, awareness of the disease, accessibility, affordability of treatment, overall treatment Awareness – are there any current measures looking for these?

Interviewer: Yes, the government has agents who spread awareness via 2 approaches 1st group campaign and 2nd door-to-door approach, where they spread awareness as well as diagnose.

Consultant: Do you feel are we lacking?

Interviewer: Yes, the group campaign is not able to cater to a large number of people. What do you think can be the reasons?

Consultant: Trust, participation, rumours, and unwanted negative promotion. Is any one of these the reason?

Interviewer: Yes, one problem is the trust issue, people don't trust the government agents.

Consultant: Is this the only reason or should I look into the others as well?

Interviewer: Yes, go ahead

Consultant: Is the cure accessible to people?

Interviewer: The problem is with reach as the medical centers are located far away from the villages.

Consultant: if a person is ill, are they able to reach the centers?

Interviewer: No, why do you think people are not going to these centers although they're far?

Consultant: From the point of view of a villager it can be either **Time cost** – as most of the villagers are laborers who are paid on an hourly basis, they'll lose their earnings due to the travel time. The other reason can be **Effort** – both monetary and non-monetary.

Interviewer: Spot on! The problem with them is the time cost. What solutions do you recommend?

ANEMIA ERADICATION

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

GOVERNMENT

Consultant: I would suggest the following:

- Medicine issue - Getting new lots of medicines of longer shelf life. Partnering with manufacturing units of pharmaceuticals - particularly of anemia in U.P. for better convenience.
- Group campaign - Validating these group campaigns via the panchayat - increasing the participation by distribution of food rations.
- Accessibility - Creation of a mobile center i.e. the villagers can actually contact the medical center so that they can get the cure on the phone itself. We can also set up a temporary Medical center during labor holidays for medical check-ups.

Interviewer: That is quite exhaustive, thank you!

ANEMIA ERADICATION

CASE TYPE

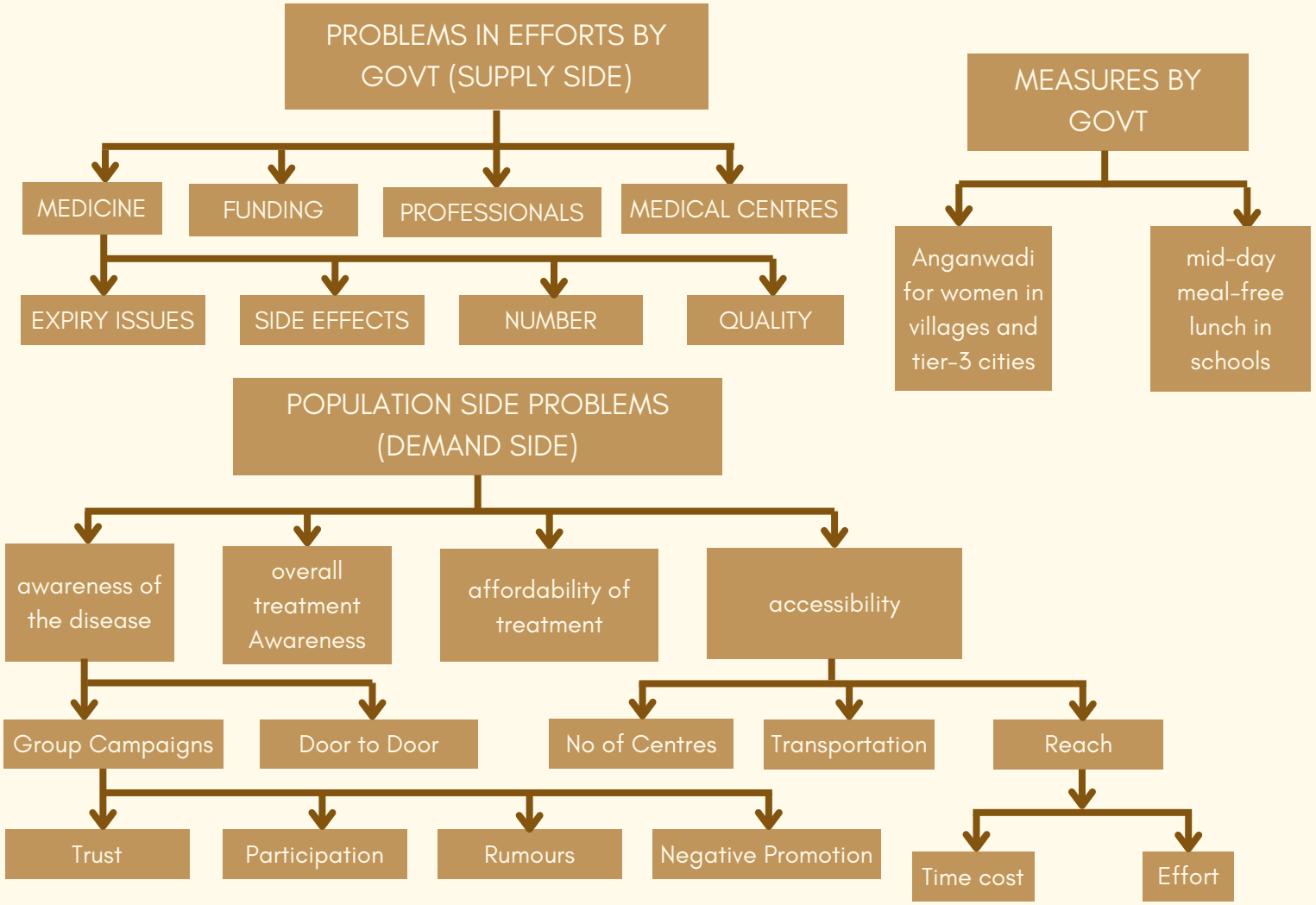
UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

GOVERNMENT



TRACTOR MANUFACTURER

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

AUTOMOBILE

A tractor manufacturer dropped from number 2 to number 4 in the market. Identify the causes of this fall and what should be done to regain their original position.

Consultant: Have there been any losses?

Interviewer: No, our competitors are simply outperforming us.

Consultant: How many competitors exist?

Interviewer: 4

Consultant: Where does the company lie in the value chain?

Interviewer: They are involved in the manufacturing, distribution and sales aspects

Consultant: Is the company PAN India?

Interviewer: Yes, but they operate solely within the country

Consultant: What are the company's revenue streams?

Interviewer: Their revenue is solely from tractor sales

Consultant: Are there any supply-side issues, that is, in processing, distribution or customer pull?

Interviewer: No, it is a demand-side issue, how do you think the products are classified?

Consultant: I would classify them as follows: i) Premium product A; ii) Good product B; iii) Mass produced product C

Interviewer: Yes that is correct

Consultant: Let us divide them as number of units sold versus prices per unit. Which of these two has shown a change?

Interviewer: Prices have remained the same while number of units have declined

Consultant: Okay, Which products have declined in number?

TRACTOR MANUFACTURER

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

AUTOMOBILE

Interviewer: A and C. Also what do you think are the differentiation factors between us and our competition?

Consultant: I think they would be : i) Product efficiency; ii)Look and feel; iii)After purchase problems

Interviewer: Correct.

Consultant: Is there any difference in the efficiency of our product when compared to our competitors?

Interviewer: Yes, a competitor has amped up the power of their mass produced tractor engine at the same price point. There is no change in the look and feel or after purchase service of any competitors. What courses of action should the tractor manufacturer adopt to counter this?

Consultant: In order to increase the number of units sold and to regain our original market position:

i) We must increase the power of our mass produced tractors to at least match our competitors

ii) We must invest in R&D to improve the features of our premium tractors.

Interviewer: Thank you, that will be all.

TRACTOR MANUFACTURER

CASE TYPE

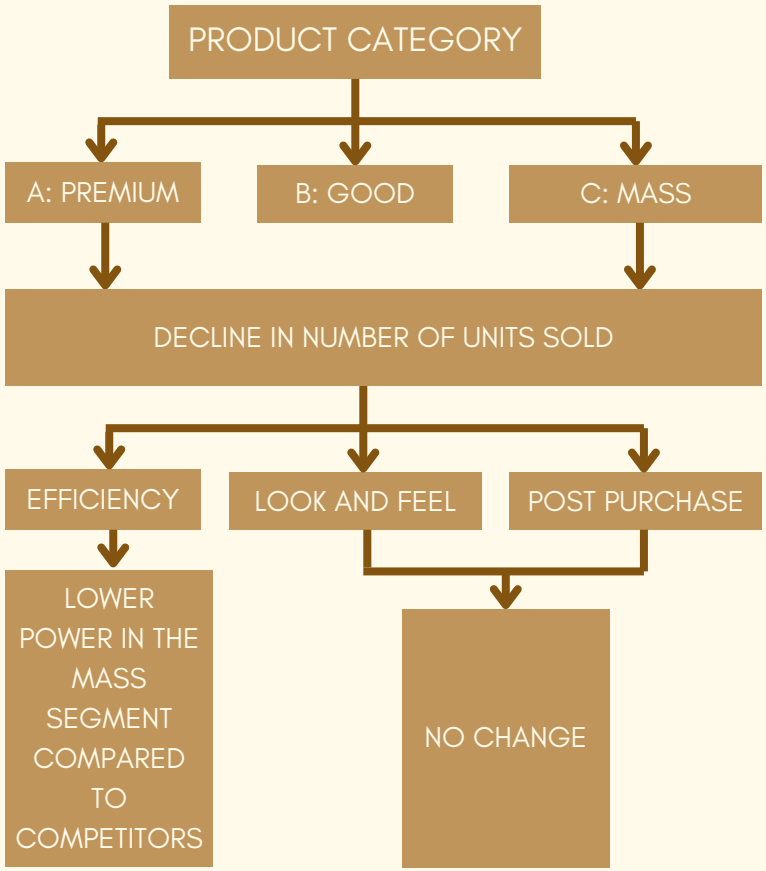
UNCONVENTIONAL

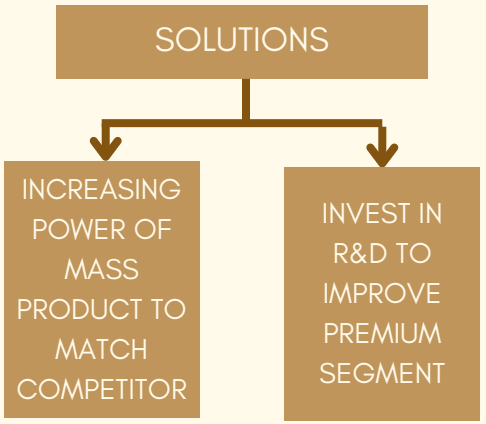
COMPANY

BCG

INDUSTRY

AUTOMOBILE





IT SERVICES PROVIDER

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

IT

An IT service provider with four offices in India, in Delhi, Bangalore, Pune and Hyderabad was seeing declining productivity. Analyse and suggest solutions.

Consultant: Thank you for the case, to clarify, what was the time frame in which productivity was declining?

Interviewer: (2-3 years).

Consultant: What is the type of service the company provides?

interviewer: The company is a big player in the market so it provides a sufficient number of services.

Consultant: Is the decline taking place in a specific office or at a certain level of management?

Interviewer: It is happening throughout the company, irrespective of the office.

Consultant: Was a decline seen in any other major IT companies?

Interviewer: The decline is only in our company. Also note that there are new IT start-ups coming up which are capturing the market at a fast pace.

Consultant: Okay, were there any change in salaries or employee benefits?

Interviewer: There was no change in salaries or employee benefits.

Consultant: During the hiring process did the company hire a lot of freshers or inexperienced people?

Interviewer: The company hires a lot of freshers from college while other competitors were hiring experienced individuals which have been in the field for a minimum of 5 years.

Consultant: How were the company operations during COVID-19?

Interviewer: The company had shifted entire operations to online work, and post-Covid all work was being done offline, in the offices.

IT SERVICES PROVIDER

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

IT

Consultant: Are start-ups doing relatively better in general?

Interviewer: Yes start-ups are doing better mainly because of the advent of AI which significantly boosted their productivity.

Consultant: Okay, Based on the information that is provided I have a few recommendations to boost productivity:

i) Come up with creative ways to train employees.

ii) Restructure the hiring process

iii) Introduce Hybrid work Conditions.

iv) Introduce AI within the Company

IT SERVICES PROVIDER

CASE TYPE

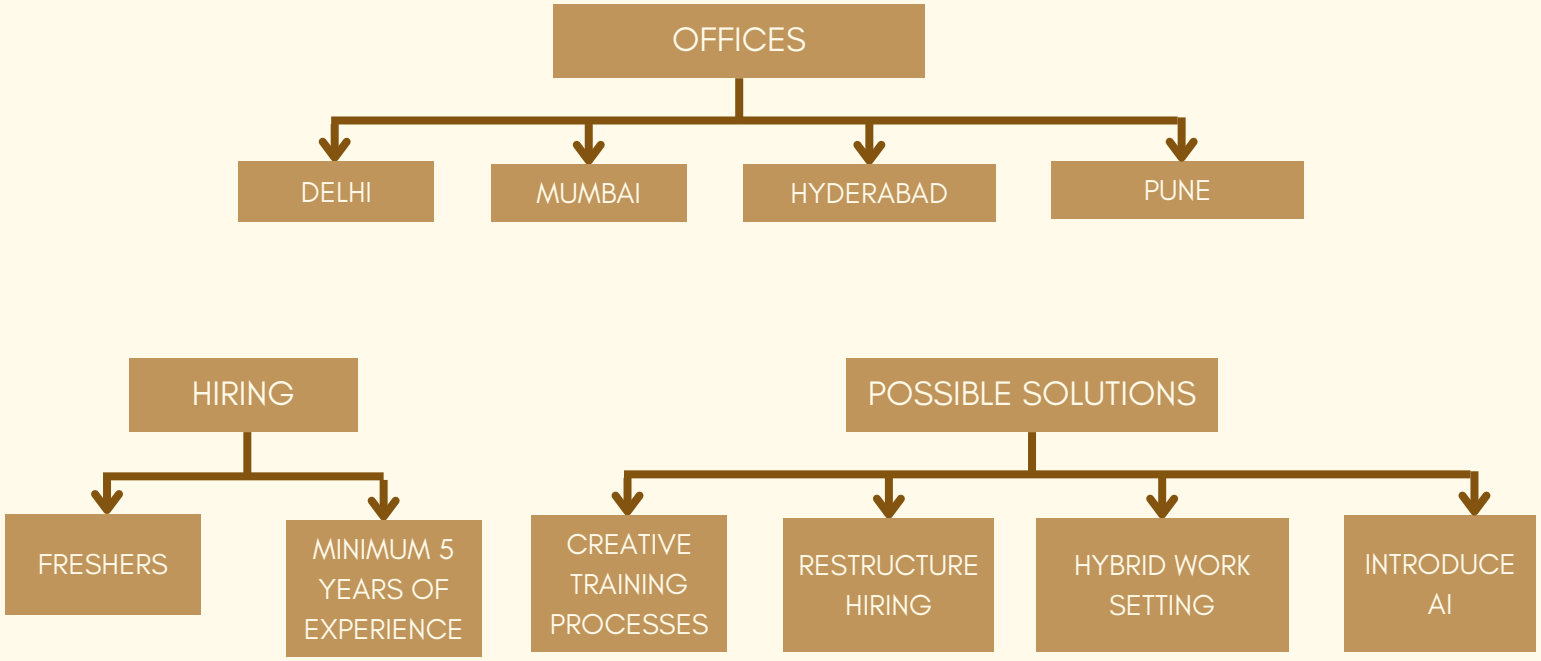
UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

IT



TIME DELAY

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

-

One of your clients (who is the CEO of a company) wanted to consult you about why he is reaching home 30 minutes later than usual.

Consultant: What is the mode of transportation that he is using?

Interviewer: He uses a cab.

Consultant: How far is his home from the office?

Interviewer : He has to go from Gurgaon to South Delhi. The distance is 20 Kilometers.

Consultant: How much did he take before and after this change of duration?

Interviewer: It used to take him 1 hour to reach his home earlier and now it takes him 1.5 hours.

Consultant: How long has he been facing this problem?

Interviewer: This issue has been persisting for 3 months now.

Consultant: Is the 1.5 hours inclusive of the time taken to book the cab or is this only the journey time?

Interviewer: This 1.5 hours includes everything, from booking to cab, to reaching home.

Consultant: Can I take a minute to think about the solution?

Interviewer: Of course.

Consultant: Let us go over the entire journey and look at all the possible issues. The first step is navigating the taxi. (Questions) Is there any issue in the app interface?

Interviewer: No, the app works fine.

Consultant: Okay then. Let us take a look at the process of booking the cab. Are there any issues with the availability of cabs?

Interviewer: Due to heavy rain and high prices, it takes an extra 10 minutes to book the cab.

TIME DELAY

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

-

Consultant: Is there any delay from the time of booking the cab and reaching the office.

Interviewer: No, once the cab is booked, it takes the usual time to reach the office.

Consultant: Is there any unusually high time taken in going from the office desk to reaching the taxi for the client?

Interviewer: Yeah, the office lift is under maintenance. So, it takes an extra 5 minutes to reach the cab from his office.

Consultant: Sure. Now, take a look at the journey time. There are 2 aspects regarding the journey time.

- The first aspect is that either he might have shifted his home or shifted his office, which would mean change in the route of travel.
- The second aspect is related to constraint or willingness i.e. either there are barricades or diversion in the area due to construction or he might willingly take another route to buy groceries or any other reason.

Interviewer: Yes, he has to take a 2 Km detour due to a diversion in the area which adds 5 minutes in the usual time.

Consultant: Does he stop on the way?

Interviewer: Yes, he is a bachelor and buys groceries for himself. So he takes 10 minutes extra to get groceries and other items from the market.

Consultant: Is there any delay in the mode of payment and reaching home after stepping out from the cab?

Interviewer: No, there is no delay in this.

Consultant: So the delay is due to availability of cabs, maintenance of lifts, the 2 Km detour due on the route and buying groceries. Anything else?

Interviewer: No, this is quite comprehensive. What are your recommendations?

TIME DELAY

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

-

Consultant: I would suggest the following:

- Get the lift fixed. Since he is the CEO of a big firm, he can get the maintenance team to get lift fixed as a priority.
- Try using a different app based cab service. Also, getting a private taxi at a premium would not be an issue for the client.
- Look for an optimized route to avoid the 2 Km detour.
- He can look to buy groceries online, which will save 10 minutes of his travel time.

TIME DELAY

CASE TYPE

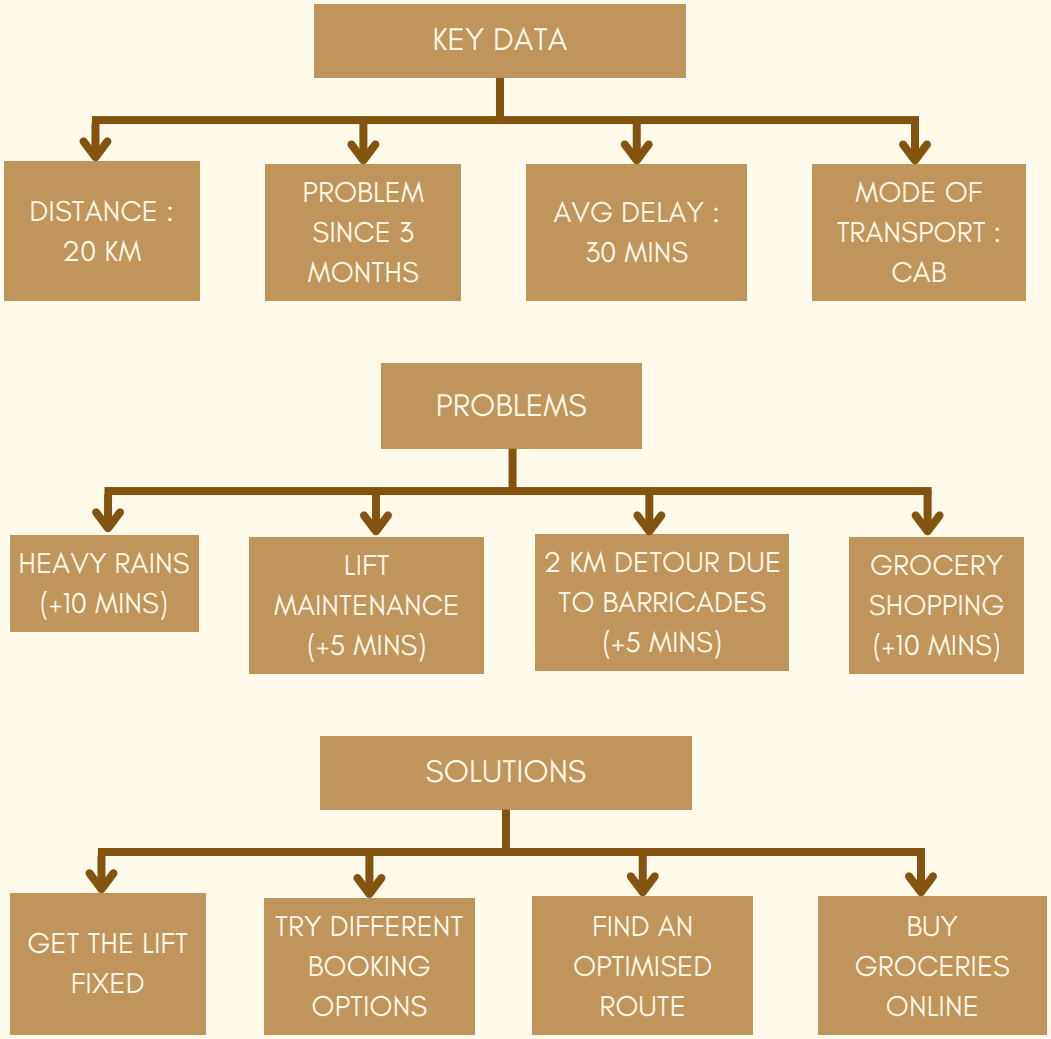
UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

-



CHURCH

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

-

You are a devout Christian who spent his childhood in America. You then moved to Africa for a few years , upon coming back you were called by the priest of your childhood church and were told that the number of worshippers visiting the church has reduced. Find out why and suggest some solutions.

Consultant: By what percentage have the number of worshippers reduced?

Interviewer: 40 percent.

Consultant: Since when is the church facing this issue?

Interviewer: It has been 1 year.

Consultant: On what day of the week do we see this reduction?

Interviewer: On Sunday, from 11am-4pm.

Consultant: Is there any change in the immediate surroundings?

Interviewer: There have been four churches in the colonies A, B, C, D.

Consultant: Is every church facing a decline in attendees?

Interviewer: No , Church D has an increase

Consultant: There can be two factors for this - Internal (issues faced by church) and External (issues faced by worshippers)

Interviewer : Focus on the worshippers' perspective.

Consultant : Since we are looking at Sunday, lets look at the entire journey - Pre-prayer, During prayer, Post prayer

Interviewer : Segment each one out

Consultant : A worshipper leaves the house - drives to church - parks - enters church - seating arrangement - does prayer - exits church and leaves locality.

CHURCH

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

-

Interviewer : Focus on the leaving part.

Consultant : There can be two issues here. Logistic issue (traffic/parking space) or Preference issue (family outing/lunch etc)

Interviewer : Look at the latter.

Consultant : Since our church has seen a decline while church D has seen an increase, is it likely that a new park or a mall has been built near it?

Interviewer : Yes there is a new cinema near Church D

Consultant: This seems to be the main issue, is there anything else I should look into?

Interviewer: No, go ahead with your recommendations.

Consultant : Here are my recommendations :

- Networking activities post prayer
- Since there is an adequate amount of seating, we can form an agreement with the other churches to open one church per weekend.
- Meals can be served post prayer.
- We can request the cinema owners to change their timings to the later half of the day to more suit our worshippers.

Interviewer : Good job, we can end the case here.

CHURCH

CASE TYPE

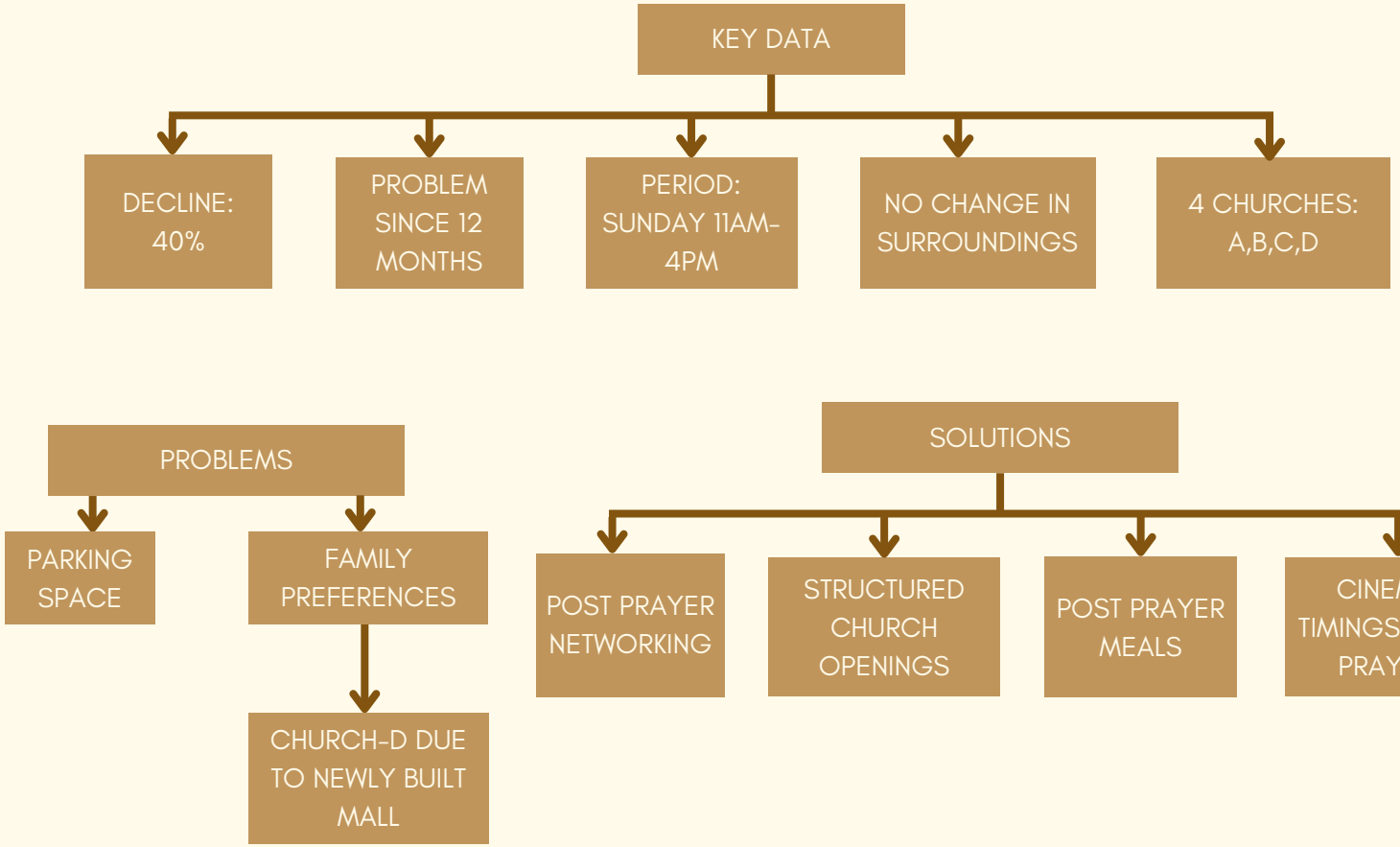
UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

-



BGCC
BITS GOA CONSULTING CLUB

Market Entry Cases

BITS GOA CONSULTING CLUB



PAYMENTS

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

FINTECH

Your client is a big name company and they want to expand in the payments (UPI) market.

Consultant: How much of the market share does the company currently occupy?

Interviewer: We have the data, but it's irrelevant to the case.

Consultant: Do the competitors have a similar business model?

Interviewer: The approach is different; they are solely payment oriented, whereas we already occupy the messaging platform and built the payments platform on top of it.

Consultant: Is there anything else that the platform does differently than the competitors?

Interviewer: We focus primarily on P2P payments at the moment and are occupying merchants to start P2M soon.

Consultant: Is the market crowded? Are there many players?

Interviewer: Yes, there are many competitors.

Consultant: Do you have data on the competitors on what their P2P and P2M market share is?

Interviewer: Go ahead (proceeds to give the market share of the competitor)

Consultant: The revenue would be= (P2P market share*transaction value)+(P2M market share*transaction value). As we can see from the revenue breakdown, the competitor can stay afloat primarily due to their P2M revenue. The P2P revenue is just a small fraction of their turnover. Now, do you have some data regarding the brand loyalty of Indian customers? Also, what are its USPs?

Interviewer: I don't have information regarding that, but I would say it's on the higher side. As for the USP, the app is used in almost every Indian household.

PAYMENTS

CASE TYPE

UNCONVENTIONAL

COMPANY

BCG

INDUSTRY

FINTECH

Consultant: In a volatile situation with already great players that dominate the market, the company needs to focus on advertisements and offer something that the competition currently does not to break brand loyalty.

Interviewer: Any other recommendations?

Consultant: The company must aggressively acquire merchants and start P2M transactions. Also, we need to be in constant talks with the government body to get the P2M transactions approval fast-tracked to prevent further delay.

We may need to break the mental model regarding using the messaging platform as a payments interface because money transaction is seen as something serious in the Indian environment, coupled with a messaging application that is very casual, and people may not be comfortable using the same app for the two purposes, which is your biggest selling point.

Interviewer: Thank you, that'll be all.

PAYMENTS

CASE TYPE

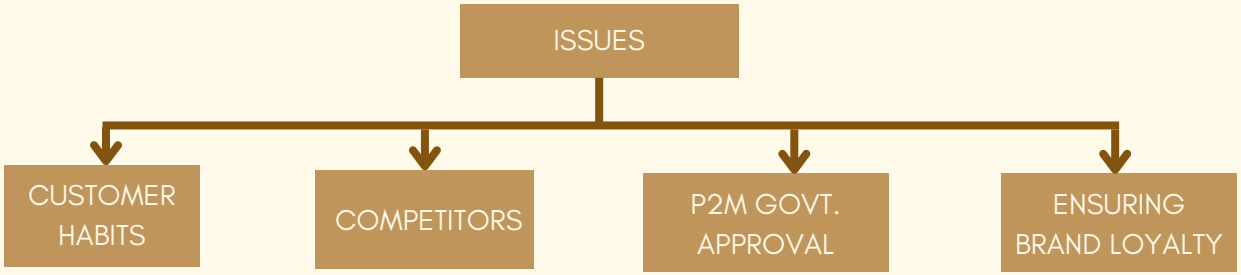
UNCONVENTIONAL

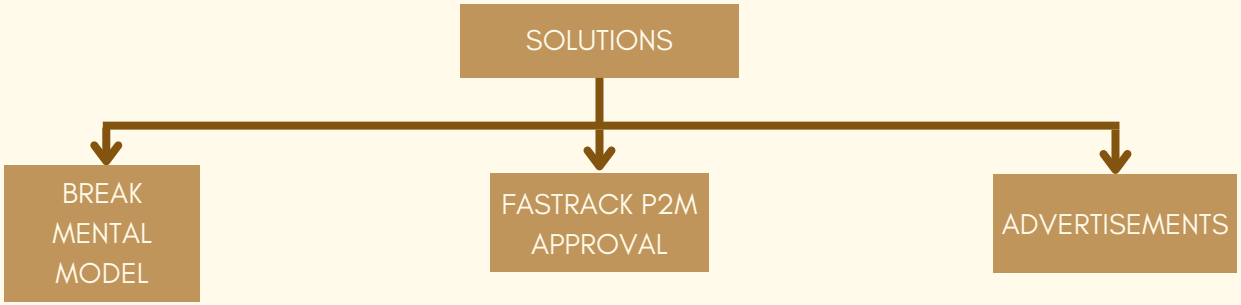
COMPANY

BCG

INDUSTRY

FINTECH





MONGINIS

CASE TYPE

MARKET ENTRY

COMPANY

KPMG

INDUSTRY

BAKERY

Monginis expansion strategy

Interviewer: Do you know Monginis, the bakery chain?

Consultant: Yes sir.

Interviewer: So Monginis is a brand only known in the western part of India. What should be done to establish them as a player in the Southern part of India too? Come up with a strategy for the same.

Consultant: I'd approach it using the 3C-1P framework. First, we need to understand the customer, competition, and company dynamics. Then, we can formulate a positioning strategy.

Interviewer: Interesting approach. Could you walk me through your strategy and how you would execute it?

Consultant: Certainly. I propose targeting Tier 1 cities initially and introducing complete birthday packages to attract families. Additionally, a strong social media campaign can help create brand awareness. To kickstart our presence, offering significant discounts in the beginning could attract a larger audience.

Interviewer: That sounds promising. How do you plan to differentiate Monginis from existing players in the Southern market?

Consultant: I believe creating a niche audience could be key. For instance, focusing on unique and customizable offerings within the birthday packages can set us apart. Also, leveraging social media influencers and local celebrities can help in building trust and credibility

Interviewer: Interesting points. Now, considering your strategy, who do you think would be the target customers for Monginis in the Southern market?

Consultant: Our primary target would be families in Tier 1 cities, particularly those celebrating birthdays. By offering complete and hassle-free birthday packages, we aim to become their go-to choice for celebrations.

MONGINIS

CASE TYPE

MARKET ENTRY

COMPANY

KPMG

INDUSTRY

BAKERY

Interviewer: Good. Now, let's delve deeper. How do you plan to scale this strategy for further growth? Any thoughts on expansion to other cities or regions?

Consultant: Once we establish a strong presence in Tier 1 cities, we can gradually expand to Tier 2 cities. The success of our initial campaigns and the feedback from customers will guide our expansion strategy. Continuous market research and staying adaptive to local preferences will be crucial.

Interviewer: Alright. Any other ideas or initiatives to enhance Monginis' market penetration?

Consultant: Yes, exploring partnerships with event organizers or local businesses could be beneficial. This could help us tap into existing networks and reach a wider audience. Additionally, collaborating with popular online platforms for delivery services can further extend our reach.

Interviewer: Great, thank you!

MONGINIS

CASE TYPE

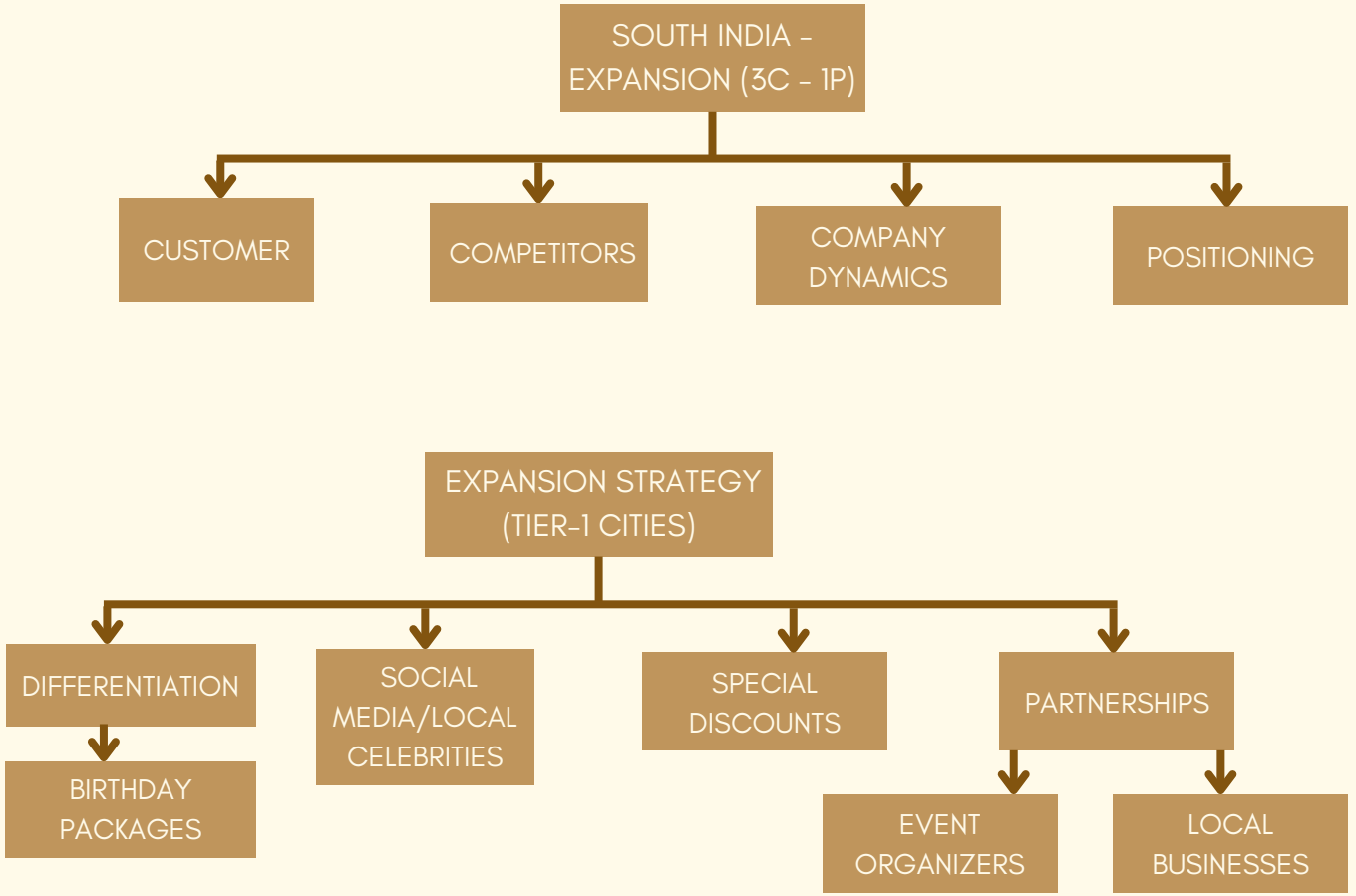
MARKET ENTRY

COMPANY

KPMG

INDUSTRY

BAKERY



BGCC
BITS GOA CONSULTING CLUB

Additional Cases

BITS GOA CONSULTING CLUB



RESTAURANT PROFITS

CASE TYPE

PROFITABILITY

COMPANY

-

INDUSTRY

HOSPITALITY

Our client, a well-established restaurant chain, is facing a decline in profits. Identify strategies to boost profitability, while maintaining their reputation for quality food and service.

Consultant: Sure, let's delve into the details and explore potential solutions.

Interviewer: As a starting point, can you outline the key factors that may affect the restaurant chain's profitability?

Consultant: Sure, several factors could be contributing to the decline in profitability. These include:

- Cost of Goods Sold (COGS)
- Labour Costs
- Operational Efficiency
- Customer Traffic and Sales Mix
- Menu pricing and profit margins
- Location-Specific Performance

Interviewer: Great. Matter of fact, these above factors have taken a hit. Additionally, there are two underperforming locations. Now, let's explore the specifics.

Consultant: Sure, the main strategies would include:

- Menu Optimization: A comprehensive menu analysis can identify underperforming items. Consider lowering prices, increasing portion sizes, and removing the bottom-most performers. Restructure the menu to increase visibility and add tags such as 'Chef's recommendation' to high-margin items.
- Cost Control Measures: Implement strict cost control measures, such as negotiating better deals with suppliers that could reduce COGS, implementing waste reduction strategies, and optimizing inventory management.

RESTAURANT PROFITS

CASE TYPE

PROFITABILITY

COMPANY

-

INDUSTRY

HOSPITALITY

- Labor Optimization: Conduct a labor utilization analysis and implement scheduling software to optimize staffing levels. Cross-train staff to increase flexibility and consider outsourcing non-core functions to reduce labor costs.
- Targeted Marketing: Analyze customer data to understand preferences and segment the customer base. Develop targeted marketing campaigns to attract new customers and retain profitable customer segments, aiming to increase customer traffic and shift the sales mix towards higher-margin items.
- Location-Specific Strategies: Analyze the performance of individual restaurants and adapt marketing, menu, or operational strategies to cater to local preferences and market conditions. Focus on improving performance at the two underperforming locations, aiming to increase their profitability.

Interviewer: Those recommendations sound well-structured and actionable. How would you ensure that the implementation of these strategies aligns with the client's commitment to quality and service?

Interviewee: We can implement regular training programs, conduct performance reviews, and establish feedback mechanisms to ensure that staff uphold high standards. We must ensure consistent monitoring of customer satisfaction through surveys and online reviews and address any concerns promptly to retain a loyal customer base.

Interviewer: Excellent approach. Can you elaborate on how we will effectively implement these strategies.

Interviewee: We should use data-driven decision-making as it is crucial for optimizing profitability. Regularly collect and analyze data on sales, costs, employee, and customer behavior. Use this data to identify areas for improvement, measure the impact of implemented strategies, and make data-driven adjustments as needed.

Interviewer: Thank you, that should be all.

RESTAURANT PROFITS

CASE TYPE

PROFITABILITY

COMPANY

-

INDUSTRY

HOSPITALITY



VR MARKET ENTRY

CASE TYPE

MARKET ENTRY

COMPANY

-

INDUSTRY

TECH

Client wants to enter VR market to enhance shopping experiences.

Interviewer: Our client, a well-established e-commerce giant, is considering entering the rapidly growing market of virtual reality (VR) shopping experiences. They are seeking your expertise to formulate a robust market entry strategy.

Consultant: To begin, I would conduct a thorough research on the VR shopping market. Do we have the market size and CAGR numbers?

Interviewer: According to recent industry reports, the global VR shopping market is around $20 billion, with a projected compound annual growth rate (CAGR) of 30%. This growth is being driven by increasing consumer adoption of VR devices, advancements in VR technology, and growing interest in immersive shopping experiences.

Consultant: Interesting figures. It's clear that VR shopping is a market with significant potential for our client. To fully grasp this opportunity, I would also analyze the current players in the VR shopping landscape, understanding their strengths, weaknesses, and market positioning.

Interviewer: Absolutely. There are currently several VR shopping platforms vying for market share, each with its own unique offerings.

Consultant: We should assess each of their capabilities, target audiences, and competitive advantages to identify potential gaps and opportunities for our client. I would also delve into consumer adoption which would involve studying market reports, surveys, and possibly conducting focus groups to gain insights into consumer demographics, preferences, behavior and purchasing patterns.

Interviewer: Considering our client's interest in entering the North American market, we must tailor our research to this specific region.

VR MARKET ENTRY

CASE TYPE

MARKET ENTRY

COMPANY

-

INDUSTRY

TECH

Consultant: Okay, the North American market represents a significant portion of the global VR market, with a projected CAGR of 32%. To effectively enter this market, I would focus on understanding regional preferences, cultural nuances, and any regulatory considerations specific to the North American landscape.

Interviewer: Alright, moving on to the market entry strategy, how should our client enter the VR shopping market?

Consultant: Given the complexity of VR technology and the potential benefits of leveraging existing expertise, I would recommend exploring strategic partnerships or acquisitions. This could provide access to essential technology, experienced personnel, and established relationships with key players in the VR ecosystem.

Interviewer: Keep in mind that it's important to consider the potential benefits of maintaining control over the core technology and ensuring alignment with our client's overall vision.

Consultant: Yes, a hybrid approach could allow our client to leverage the expertise of existing VR companies while maintaining control over key aspects of the platform and ensuring it aligns with their long-term goals. Moreover, targeting tech-savvy consumers who have shown interest in early adoption of innovative technologies would be a strategic initial target segment. Tech-savvy consumers are more likely to be receptive to VR shopping experiences and provide valuable feedback for further development.

Interviewer: Good strategy. What potential risks and challenges do you foresee in entering the VR shopping market, and how would you propose a risk mitigation plan?

Consultant: Potential risks include technology barriers, consumer hesitancy, and the evolving nature of VR regulations. To mitigate these risks, I would recommend a phased market entry approach, starting with a limited product range and gradually expanding as the technology matures.

VR MARKET ENTRY

CASE TYPE

MARKET ENTRY

COMPANY

-

INDUSTRY

TECH

Interviewer: What strategies would you propose to address consumer hesitancy?

Consultant: A comprehensive user education program could address consumer hesitancy by providing clear and informative guidance on how to use VR shopping experiences. This could include tutorials, FAQs, and interactive demos to familiarize users with the technology and alleviate any concerns.

Interviewer: Also, how would you approach regulatory compliance in this emerging market?

Consultant: Establishing transparent communication with regulatory authorities would be crucial to ensure compliance and build a trustworthy brand image. Additionally, regularly updating our platform to align with changing regulations would be essential to avoid any legal issues.

Interviewer: Good, we can end the case here.

VR MARKET ENTRY

CASE TYPE

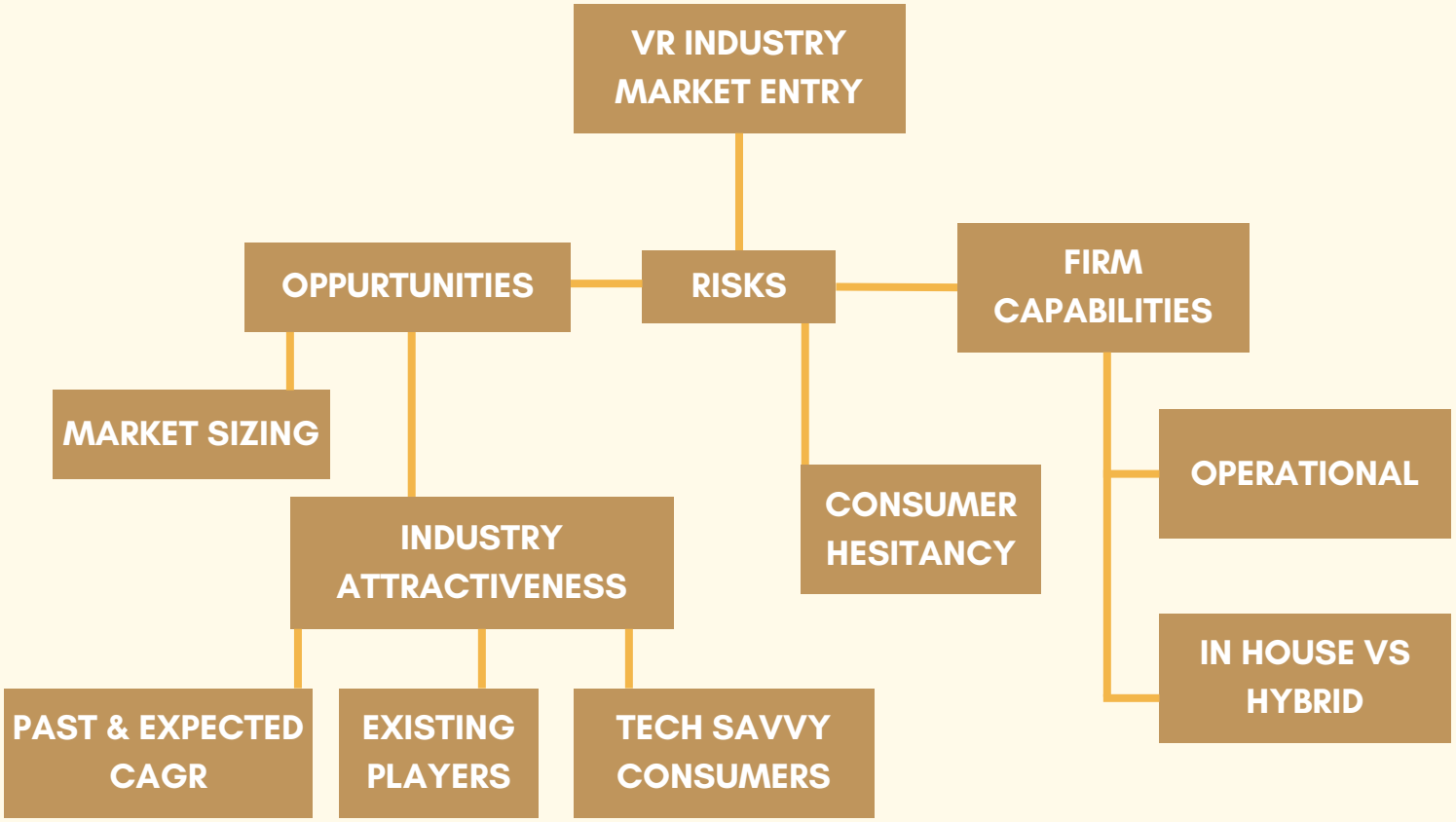
MARKET ENTRY

COMPANY

-

INDUSTRY

TECH



PHONE MANUFACTURER

CASE TYPE

MARKET ENTRY

COMPANY

-

INDUSTRY

TECH

Our client is a well-established smartphone manufacturer looking to expand its reach into the dynamic Southeast Asian market. Analyse the market.

Consultant: To start out, I would conduct a thorough market analysis. This would involve studying market size, growth trends, and consumer preferences to understand the target audience and explore prevalent distribution channels in the region. I would also conduct an in-depth analysis of the competitive landscape, both global and local, to identify market gaps and potential differentiation strategies. Moreover, I would assess the regulatory environment in each country to understand the regulatory challenges that might impact our client's operations.

Interviewer: How would you recommend our client approach entering the Southeast Asian market? Should they consider partnerships, acquisitions, or go at it alone? And what market segments should they target - high-end, mid-range, or budget smartphones?

Consultant: The entry strategy would depend on various factors, including the client's risk appetite and resources. Given the intense competition in the smartphone industry, I would recommend exploring strategic partnerships or joint ventures with local players to gain valuable insights into the nuances of the Southeast Asian market. This could provide access to local consumer preferences, distribution channels, and regulatory expertise. As for market segments, I would initially recommend targeting the mid to high-range segment to strike a balance between affordability and quality. This segment aligns with the growing middle-class population in the region and offers a significant market opportunity without being overly competitive.

Interviewer: Alright, now, as with any market entry, there are associated risks. What potential risks and challenges do you foresee in entering the Southeast Asian market, and how would you propose a risk mitigation plan?

PHONE MANUFACTURER

CASE TYPE

MARKET ENTRY

COMPANY

-

INDUSTRY

TECH

Consultant: Indeed, there are several potential risks that need to be carefully considered. Intense competition from established brands, cultural differences, and regulatory uncertainties are some of the key challenges to be addressed. To mitigate these risks, I would propose a thorough market pilot in one or two key countries before a full-scale launch. This pilot would allow the client to test consumer response, understand distribution challenges, and adapt marketing strategies accordingly. Additionally, building strong relationships with local partners can help navigate cultural intricacies and regulatory hurdles effectively.

Interviewer: That's a well-planned approach to risk mitigation. Moving on to regulatory compliance, what steps would you take to research and outline the regulatory requirements and challenges in each of the target countries within Southeast Asia?

Consultant: Regulatory compliance is essential for a successful market entry. I would engage legal experts and collaborate with local authorities to ensure a comprehensive understanding of regulations in each target country. This involves studying import restrictions, tariffs, data protection laws, and any market-specific regulations. Building a legal framework that aligns with local requirements while ensuring global standards would be key to avoiding potential legal issues and ensuring smooth operations.

Interviewer: That's a prudent approach to regulatory compliance. Lastly, considering the highly competitive nature of the Southeast Asian smartphone market, how would you suggest our client differentiate their products from competitors?

Consultant: Firstly, incorporating features tailored to local preferences, such as language support and cultural aesthetics, can set our client apart and cater to the unique needs of the region. Additionally, strategic partnerships with local influencers and celebrities can enhance brand visibility, credibility, and appeal among the target audience.

Interviewer: You have covered everything well, I think we can end the case here.

PHONE MANUFACTURER

CASE TYPE

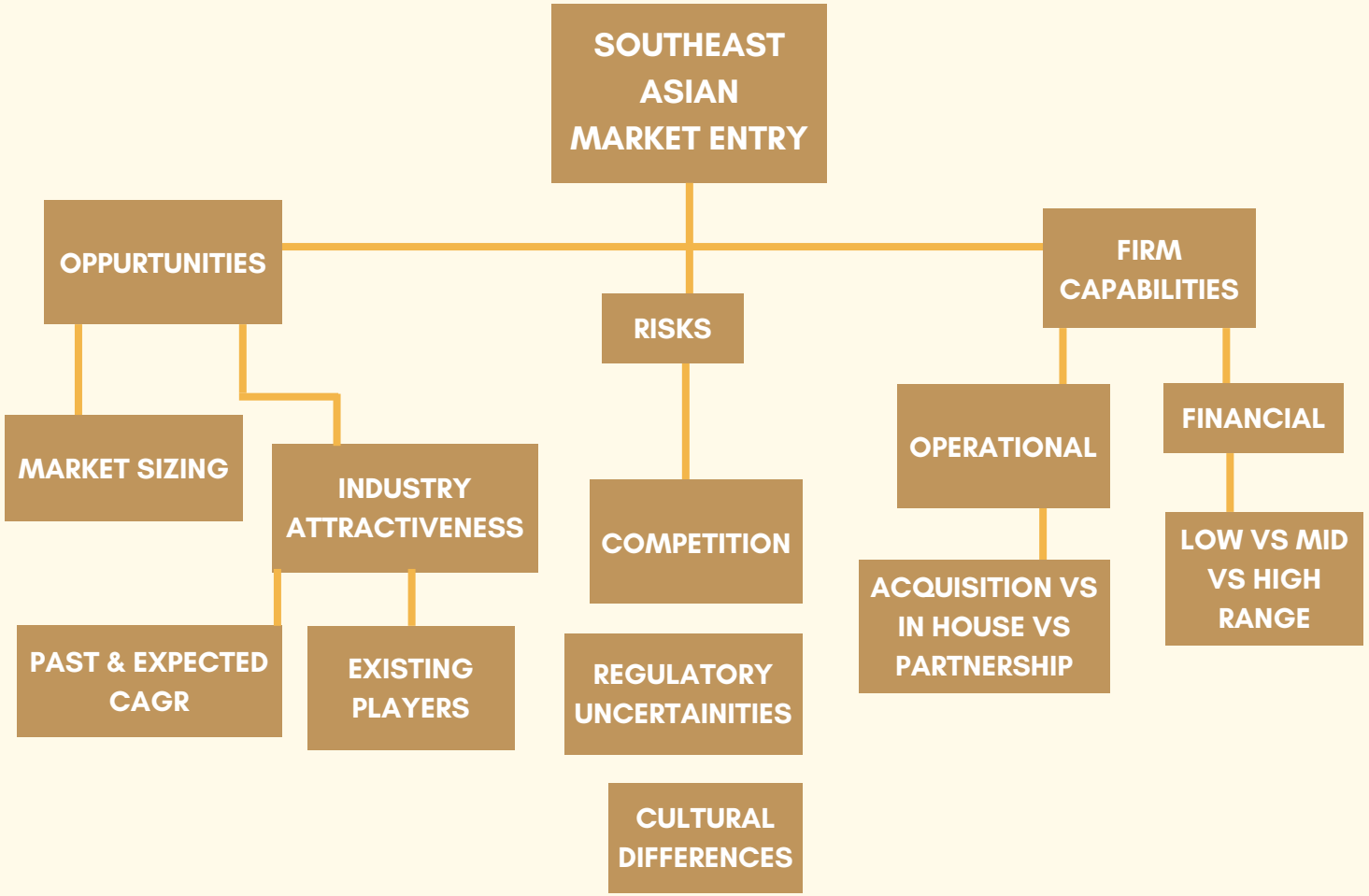
MARKET ENTRY

COMPANY

-

INDUSTRY

TECH



SPORTSWEAR - NIKE

CASE TYPE

UNCONVENTIONAL

COMPANY

-

INDUSTRY

SPORTSWEAR

Nike Inc. is facing some challenges, namely - the growing demand for sustainable and locally sourced products, as well as the resurgence of vintage athletic wear from the '90s. Imagine you're the CEO, how will you address the situation?

Consultant: Thank you for the case. First, I would conduct a comprehensive analysis of the market trends to understand the depth and breadth of these consumer shifts. This would involve reviewing customer surveys, analyzing sales data, and engaging with industry experts.

Interviewer: That's a good start. Simultaneously, how would you evaluate Nike's current product portfolio?

Consultant: I would thoroughly examine each product line to identify areas that align with the evolving market trends and those that might require adjustments. This would involve assessing the sustainability, sourcing practices, and overall design aesthetic of each product.

Interviewer: Excellent. Now, let's imagine that your analysis reveals a potential opportunity in the market for a new line of sustainable and locally sourced athletic wear with a vintage twist. How would you approach developing and launching this new product line?

Consultant: I would start by establishing a sustainable supply chain, collaborating with suppliers who align with Nike's commitment to eco-friendly materials and local manufacturing. Simultaneously, I would assemble a team of designers to create athletic wear that seamlessly blends sustainability with the nostalgic appeal of the '90s.

Interviewer: That sounds promising. How would you market this new product line to appeal to both environmentally conscious consumers and those interested in vintage fashion?

Consultant: The marketing strategy would emphasize Nike's commitment to sustainability, highlighting the use of eco-friendly materials and local sourcing practices. We would showcase the unique vintage-inspired designs, leveraging nostalgia to appeal to those with a penchant for retro styles.

SPORTSWEAR - NIKE

CASE TYPE

UNCONVENTIONAL

COMPANY

-

INDUSTRY

SPORTSWEAR

Interviewer: Now, let's envision a scenario where the launch of the new product line receives mixed reviews. Some praise the sustainability efforts, but others express disappointment with the departure from Nike's traditional high-performance image. How would you address these divergent reactions?

Consultant: I would carefully consider the feedback from both sides of the consumer base. To address concerns about the shift from high-performance, I might consider incorporating some of the sustainable elements into certain existing high-performance lines, without diluting its high-performance image and offering a broader range of products that cater to diverse preferences. Additionally, we would launch targeted marketing campaigns to communicate the dual commitment to sustainability and performance, emphasizing the innovative aspects of the new product line.

Interviewer: That's a well-balanced approach. Now, imagine a competitor entering the market with a sustainable athletic wear line that not only focuses on eco-friendly materials but also integrates advanced wearable technology for enhanced performance tracking. How would you respond to this new competitive threat?

Consultant: We would conduct a thorough analysis of the competitor's product to understand its features and potential appeal. Depending on the findings, we might consider integrating wearable technology into Nike's sustainable and vintage-inspired lines, offering a unique combination of performance tracking, eco-friendly design, and retro aesthetics. Emphasizing Nike's commitment to innovation and sustainability, while also keeping the vintage aesthetic would be crucial in responding to the competition.

Interviewer: That sounds like a strategic approach. Now, let's imagine a scenario where a group of environmentally conscious consumers forms an online community advocating for increased transparency in Nike's supply chain, specifically regarding the sourcing of sustainable materials. How would you address this movement?

SPORTSWEAR - NIKE

CASE TYPE

UNCONVENTIONAL

COMPANY

-

INDUSTRY

SPORTSWEAR

Consultant: I would view this movement as an opportunity to strengthen Nike's connection with environmentally conscious consumers. We might consider collaborating with third-party certification organizations to validate our commitment to sustainable sourcing. Additionally, we could implement a transparency initiative, sharing information about key suppliers and sourcing practices without compromising proprietary information. This would help build trust with the advocacy group and the broader consumer base.

Interviewer: That's a thoughtful strategy. You've handled this unconventional case quite professionally. That will be all.

SPORTSWEAR - NIKE

CASE TYPE

UNCONVENTIONAL

COMPANY

-

INDUSTRY

SPORTSWEAR



STRATEGIES TO BE IMPLEMENTED



HOLOGRAPHIC PETS

CASE TYPE

UNCONVENTIONAL

COMPANY

-

INDUSTRY

TECH

You're the CEO of a company that specializes in holographic pet companions. Recently, you've observed a sudden decline in sales, and customer complaints about unusual behaviors exhibited by the holographic pets. Analyze the situation.

Consultant: This is a concerning situation. It is quite likely that the sudden drop in sales was caused by the reports of unusual behaviors. It's crucial to identify the root cause of these issues promptly to address them effectively.

Interviewer: I agree. Let's break it down step by step. What actions would you take to investigate the technical aspects of this problem?

Interviewee: I would immediately initiate a comprehensive technical analysis of the holographic software. Our engineers would thoroughly examine the code and identify any potential glitches or anomalies that could be causing these malfunctions.

Interviewer: That's a good start. Simultaneously, how would you gather information about the customer complaints?

Consultant: I would establish direct communication channels with our customers to gather detailed feedback. This would involve conducting surveys, analyzing customer support tickets, and engaging in online forums to understand the specific instances and patterns of these unusual behaviors.–

Interviewer: Excellent. Let's assume your investigation reveals that the holographic pets are mirroring the personalities and habits of their owners, even those not programmed into the original software. How would you navigate this unexpected development?

Consultant: This presents an intriguing challenge. Instead of viewing it as a glitch, I'd consider it an opportunity to enhance the product's personalization and interactivity. We could invest in further developing this adaptive technology to make the holographic pets even more responsive to their owners' personalities and habits.

HOLOGRAPHIC PETS

CASE TYPE

UNCONVENTIONAL

COMPANY

-

INDUSTRY

TECH

Interviewer: That's an interesting perspective. How would you ensure transparency with customers about this unexpected feature?

Consultant: Open and transparent communication with our customers would be paramount. We would issue clear and concise statements explaining this new feature and its implications. We would also provide customers with options to adjust or disable this feature if they prefer.

Interviewer: That's important. Now, envision a scenario where a group of customers forms an online community advocating for the ethical treatment of holographic pets, arguing they should not be treated solely as virtual toys. How would you address this movement?

Consultant: I would engage with this online community to understand their concerns and perspective and to address their ethical considerations. We could explore partnerships with animal welfare organizations to demonstrate our commitment to ethical treatment while maintaining our focus on the virtual nature of our product.

Interviewer: That sounds like a balanced approach. Now, imagine a competitor entering the market with holographic pets claiming not only to mirror their owner's personality but also to predict future behavior based on data analysis. How would you respond to this new competitive threat?

Consultant: We would need to carefully assess the feasibility and ethical implications of incorporating predictive features into our holographic pets. If it aligns with our values and doesn't compromise privacy, we will thoroughly analyse our competitor’s product and might consider developing a predictive element to stay competitive. Alternatively, we could focus on enhancing the interactive and emotionally fulfilling aspects of our holographic pets to maintain our unique selling proposition.

Interviewer: Those are thoughtful considerations. Thank you for your time today.

HOLOGRAPHIC PETS

CASE TYPE

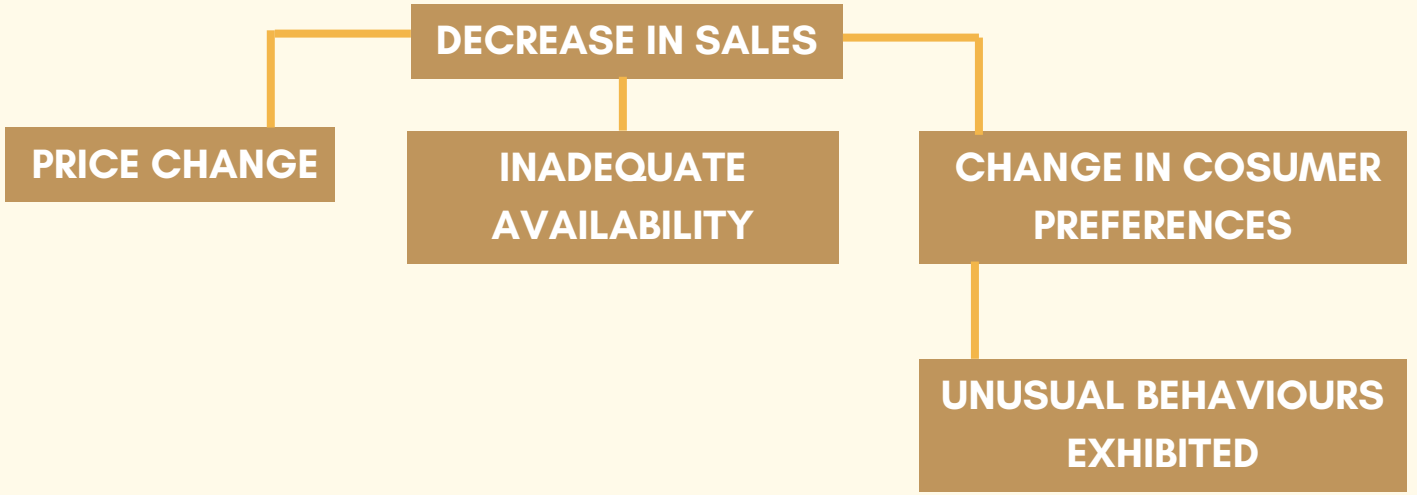
UNCONVENTIONAL

COMPANY

-

INDUSTRY

TECH



STRATEGIES TO BE IMPLEMENTED



BGCC

BITS GOA CONSULTING CLUB

For any queries, reach out to us at
bgcc.bitsgoa@gmail.com

BITS GOA CONSULTING CLUB

Strategize. Strive. Soar

