180 DEGREES CONSULTING
SHAHEED BHAGAT SINGH COLLEGE

CASEBOOK
FIRST EDITION

2023-24

DISCLAIMER

First Edition: April 2024

LETTER FROM PRINCIPAL

Prof. Arun Kumar Attree
Principal,
Shaheed Bhagat Singh College,
University of Delhi

It gives me great pleasure to see 180DC SBS- The Consulting Club of our College publishing a casebook. This case book is a manifestation of their unwavering commitment to ignite a vibrant consulting culture within Shaheed Bhagat Singh College.

Guided by our experienced faculty members and mentors our students have crafted this valuable resource which shows how well they have honed their research and analysis skills and have displayed great teamwork.
The casebook serves not just as a testament to their hard work, but as a powerful learning tool that equips future generations of aspiring consultants with the knowledge and frameworks they need to succeed.

This accomplishment deserves particular recognition. Within our university circuit, only a select few colleges can boast such a comprehensive resource dedicated to the field of consulting. The 180DC SBS casebook will not only empower our students but also act as a lighthouse for students of other colleges. I am confident that this work will establish Shaheed Bhagat Singh College as a nursery of consulting talent.

My deepest appreciation goes out to everyone involved in this project. The dedication and talent on display leave me with no doubt that the 180DC SBS College will continue to achieve even greater things in the years to come. This casebook marks a significant milestone and I eagerly await the impactful contributions that will follow.

LETTER FROM CONVENOR

Dr. Gunjan Singh
Convenor,
180DC SBS College

We're excited to celebrate the release of the inaugural casebook by 180DC SBS. This milestone underscores their commitment to cultivating a robust consulting ethos.

This endeavor epitomizes outstanding cooperation between students and faculty. Under the guidance of seasoned mentors, students dedicated considerable time and energy to researching, analyzing, and crafting this invaluable resource. Not only does the casebook highlight their diligence, but it also empowers future generations of aspiring consultants with essential knowledge and frameworks.

Within our university circle, this casebook stands out as a distinctive achievement, reaffirming our college's leadership in nurturing budding consulting talent.

We extend our heartfelt gratitude to all those involved in this endeavor. The casebook serves as a testament to their dedication and potential. We are confident that 180DC SBS College will continue to reach greater heights in the years ahead. This momentous occasion marks a significant milestone, and we eagerly anticipate their future contributions.

LETTER FROM PRESIDENT

Namrata Munjal
President,
180DC SBS College

Words cannot express the immense pride and gratification I feel today as we unveil our very own casebook. This Case Book has been a journey unlike any other, and witnessing its completion fills me with an overwhelming sense of accomplishment.

The entire experience has been a masterclass in teamwork and dedication. Each member of the 180DC family brought their unique strengths and perspectives to the table. From the initial brainstorming sessions to the meticulous research and analysis, every step of the way was fueled by a collective passion for consulting. This casebook stands as a testament to the tireless efforts of every single one who worked on the research and design of the casebook.

The final product is more than just a collection of cases – it is a veritable storehouse of knowledge. I hope this book acts as an asset for aspiring consultants within our college walls.

The immense credit for this achievement goes entirely to the incredible team behind it. The long nights spent researching, debating, and refining case studies truly embody the spirit of collaboration and intellectual curiosity that defines our society. Our team has poured their hearts and minds into this project, and the outcome is a remarkable testament to our dedication.

Congratulations, team! This casebook stands as a landmark achievement for 180DC, and it fills me with immense pride to lead such a talented and driven group. I do not doubt that this is just the first of many milestones to come. Let us continue to learn, grow, and push the boundaries of consulting knowledge together. Onwards and upwards!

FOREWORD

Greetings!
180 Degrees Consulting Shaheed Bhagat Singh College is delighted to present the first edition of its Casebook. The purpose of this book is to better equip students, with a keen interest in pursuing a career in the field of management consulting, with the different types of cases asked during the recruitment process. This casebook is a concise guide to developing the essential analytical approach to solving cases that is sought by most recruiting firms. It has been curated with utmost care, by the members and department heads of our society.

We are sharing this casebook on public domains to assist students with their preparation. Please note that this is meant to supplement the excellent work done by our and other schools in earlier casebooks and interview experience compendia, so we strongly encourage you to not make this your sole reference.

We hope you enjoy reading this book and practising cases with your peers. The process is just as fun as the destination!

Regards,
180 Degrees Consulting
Shaheed Bhagat Singh College

ACKNOWLEDGEMENT

The genesis of this casebook owes a profound debt to a multitude of individuals. Our gratitude extends to our mentors and supervisors whose erudite guidance and unwavering encouragement served as a lodestar throughout this endeavour. Their trenchant critiques and willingness to impart their vast knowledge were instrumental in refining this work.

We would like to extend our heartfelt appreciation to our Principal, Prof. Arun Kumar Attree and convener Dr. Gunjan Singh for their unwavering support and dedication. Their expertise fostered a stimulating learning environment, pushing us to reach our full potential. Their intuitive guidance not only enriched the process but also equipped us with the insights to navigate future challenges.

We would also like to thank our senior leadership of the session 2022-23 (Sarthak Dave, Kashish Bansal, Sagar Panjabi) for their invaluable insights for the casebook.

Lastly, we are extremely grateful to the existing resources which not only benefited our preparation but also inspired us to create something which can create an impact and further facilitate the preparation of others like us. We believe that this book will help candidates make the greatest possible combination of this resource with the already available materials, adding value to the entire concept-building and approach-formulation activity.

We sincerely apologise in case we missed any name(s) of those who feel their contribution was relevant in making this book a success. Thank you!

ABOUT 180DC SBS COLLEGE

Shaheed Bhagat Singh College

180 Degrees Consulting is the world's largest student-run consultancy for nonprofits and social enterprises. We, at 180 DC SBSC, envision to provide the most affordable and effective consulting services to Non Profit Organisations and Non Governmental Organisations to inspire positive change and growth by providing innovative, effective, sustainable and long term solutions to the challenges they face at a nominal fee.

We help socially-focused organisations scale their impact, by providing high-quality and extremely affordable consulting services in the form of solutions tailored for their problems from a business and social standpoint. We do so while we build the next generation of leaders committed to making a difference.

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GUESSTIMATES

GUESSTIMATE 1: Number of ACs sold in India in a year

Clarifying Questions:

- Consider AC's sold for household purposes only
- Both split/window AC's should be considered
- Centralised AC's should not be considered
- First-hand sales

Assumptions:

- Number of people per household = 4

Methodology:

- Calculate the number of households
- Further divide households based on income
- Then calculate the buying capacity of each income group
- Calculate the number of AC's sold using an expected lifetime of each AC

Solution:

- Population of India is 130cr.

- Dividing this population further into number of households:
  130/4= 33cr households (approximately)

- Dividing them further based on income:
  1. Rural (70%) = 23cr
  2. Urban (30%) = 10cr

- In the rural population, only 5% of people can afford AC's = 1.15cr

- Urban population can further be divided into:

	Lower Class (20%)	Lower Middle Class (40%)	Upper Middle Class (30%)	Upper Class (10%)
Buying Capacity	0	2	4.5	7
No. of ACs	0	8cr	13.5cr	7cr

- Total AC's needed = 29.65cr

- Expected life of 1 AC = 12 years

- **Total number of AC's bought in India in a year = 2.5cr**

GUESSTIMATE 2: Number of Burgers sold in a McDonald's outlet in a day

Clarifying Questions:

- Consider both dine in orders and takeaways

Assumptions:

- There are 30 seats in one outlet
- For dine-in, each customer takes 20 mins
- Some hours are peak hours whereas some are not
- Number of burgers/customers = 1.5

Methodology:

For Dine in

- Calculate total number of customers that can be served in 1 hour
- Determining the occupancy rate at various time intervals
- Keeping the occupancy rate, calculate the total number of burgers consumed in that time interval cuisine the formula = total capacity * occupancy rate * number of burgers per customer * time interval

For Takeaway

- Dividing this into peak hours and non-peak hours
- For peak hours:
  ~ Calculate time taken per cycle
  ~ Calculate total orders using the formula= total orders per hour x number of burgers per customer * time interval
- For non-peak hours we will assume a certain number of burgers sold per hour and multiply it by the time interval.

Solution:

For Dine in

- There are 30 seats in 1 outlet, and it takes 20 mins/customer
- Total customers in 1 hour/seat= 3 and number of burgers consumed/customer= 1.5
- Considering various time intervals:

Time	Occupancy	Number of burgers consumed
10:00 AM - 2:00 PM	100%	30 * 3 * 1.5 * 4 = 540 burgers
2:00 PM - 7:00 PM	50%	30 * 3 * 0.5 * 1.5 * 5 = 337.5 burgers
7:00 PM - 10:00 PM	100%	30 * 3 * 1.5 * 3 = 405 burgers

Total number of burgers sold in dine in = 1,283 burgers (approx)

For Takeaway

1. Peak Hours:

- Time taken per cycle: cooking=0, Assembling = 30 seconds, Billing = 1 min
  Waiting = 1.5 mins, Total time = 3 mins
  Total orders/hour = 20 per hour

Time	Burgers
10:00 AM - 2:00 PM	20 * 1.5 * 4 = 120 burgers
7:00 PM - 10:00 PM	20 * 1.5 * 3 = 90 burgers

2. Non-Peak Hours:

- Assuming 10 burgers are being sold in 1 hour, Number of burgers sold in non-peak hours = 10 * 5 = 50 burgers
- **Total burgers sold through takeaway = 260 burgers**

- **Total number of burgers sold = 260+1283 = 1543 burgers**

GUESSTIMATE 3: Number of people visiting Taj Mahal on a normal day

Clarifying Questions:

- Only travellers
- In a normal scenario

Assumptions:

- Open for 12 hours
- There are both peak hours and non-peak hours
- There are 4 ticket counters

Methodology:

- Determine the footfall in different time intervals
- Calculate the number of tickets sold using the formula = Number of tickets sold per hour by 1 counter * number of ticket counters * footfall in that time interval * Time interval

Solution:

- Taj Mahal is open from 6:00 AM to 6:00 PM.
- To calculate the number of tickets sold, assuming that in peak hours every ticket the counter will be selling 10 tickets per minute.
- Number of tickets sold per hour= 600

Peak Hours	8:00 AM - 10:00 AM and 4:00 PM - 6:00 PM	100%
Medium	10:00 AM - 4:00 PM	60%
Low	6:00 AM - 8:00 AM	30%

- Total number of tickets sold (all 4 counters) = 2400
- Total number of tickets sold in peak hours = 9600
- Total number of tickets sold in medium hours = 8600 (approx.)
- Total number of tickets sold in low hours = 1400 (approx.)

- **Total number of tickets sold in a day/ total number of people visiting Taj Mahal in a day = 19,700 (approx.)**

GUESSTIMATE 4: Number of trains in Delhi Metro Network

Clarifying Questions:

- Consider only regular metro lines
- Consider only functional trains

Assumptions:

- Total travel time i.e. from the 1st station to the last station is 70 mins.
- Time headway (time between two metros) = 3 mins

Methodology:

- Calculate the number of metro trains for 1 line and then multiply it by the total number of lines
- Calculate the number of trains on one track by dividing the total travel time and time headway
- Each line metro moves in two directions, so multiply by two
- Then multiply by the total number of regular metro lines in Delhi

Solution:

- Number of trains on 1 track= 70/3= 23 (approx.)
- Total trains in 1 line= 23 * 2 = 46 trains
- Total number of regular metro lines are 8

- **Total number of trains in Delhi Metro Network = 8 * 46 = 368 trains**

GUESSTIMATE 5: Revenue of a PVR Cinema in one day

Clarifying Questions:

- Consider from ticket sales and sales of food and beverages.

Assumptions:

- There are 4 halls in one PVR Cinema.
- In each hall, there are 15 rows and 20 columns
- 1st show is at 7am and last at 11:30 PM

Methodology:

- Calculate number of shows in a day in 1 hall
- Calculate the occupancy for various shows
- Calculate for all 4 halls
- Multiply it with the average price of a ticket to get the total revenue from the total ticket sales, sales from food and beverages can be counted.

Solution:

- Total capacity of one hall = 300
- Gap between two shows = 4 hours (3 hours + 1 hour cleaning)
- If the first show starts at 7am and the last show is at 11:30pm, then the maximum number of shows in a day can be 5.

Show timings	Occupancy	Number of tickets sold
7:00 AM	40%	120
11:00 AM	60%	180
3:00 PM	80%	240
7:00 PM	100%	300
11:00 PM	60%	180

- Total number of tickets sold in a day= 1020 * 4 = 4080
- Assuming avg. price of a ticket to be Rs. 300
- Total revenue from ticket sales in a PVR Cinema in a day = 4080 * 300
  = Rs. 12,24,000
- Assuming, 75% of the people buy at least 1 food and beverage.
- Assuming the average amount per person spends on food and beverages
  = ₹300
- Total revenue from sales of food and beverages = ₹9,20,000 (approx)

- **Total Revenue from ticket sales and sales of food and beverages**
  = ₹21,50,000 (approx)

GUESSTIMATE 6: Number of stories posted on Instagram by people in Delhi in a day

Assumptions:

- Instagram users lie between the ages of 14-60.
- Instagram users can be divided into three categories: high users, medium users and low users.

Methodology:

- Calculate people who may use Instagram on smartphones.
- Divide them on the basis of income to find among them those who own a smartphone and use Instagram.
- Divide all Instagram users on the basis of their age.
- Further divide these age groups on the basis of their usage/ frequency of putting up stories.

-To find the total number of stories posted in a day, add the number of stories posted by each group.

Solution:

- Population of Delhi ~ 3Cr
- People using Instagram on smartphones (60% of the population) = 60/100 * 3cr = 1.8cr
- Division of population into different strata :
  20% Upper class (Assuming all have smartphones)
  60% Middle class (Assuming all have smartphones)
  20% Lower class (Assuming 75% of the people have smartphones)
- 100% of the smartphone users in the upper class use Instagram.
  80% of the smartphone users in the middle class use Instagram.
  50% of the smartphone users in the lower class use Instagram.

Basis of Division	Upper Class	Middle Class	Lower Class
Population Division	36 Lakh	1.08 Cr	36 Lakh
Smartphone Users	36 Lakh	1.08 Cr	27 Lakh
Instagram Users	36 Lakh	86.4 Lakh	14 Lakh

- Total Instagram Users = 1.4 Cr
- Now, dividing Instagram users into three age groups:
  12-30 years of age (60% of the Instagram users) = 84 Lakh people
  30-45 years of age (25% of the Instagram users) = 35 Lakh people
  45-60 years of age (15% of the Instagram users) = 21 Lakh people

	High Users	Medium Users	Low Users
12-30 years of age (84 Lakh)	<u>2 Stories per day</u> (50%) 50.4 L* 2 = 1Cr stories per day	<u>0.5 Stories per day</u> (25%) 21 L* 0.5 = 10.5L stories per day	<u>1 Story every week</u> (15%) 12.6 L* 1/7 = 1.8 L stories per day
30-45 years of age (35 Lakh)	<u>0.5 Stories per day</u> (30%) 10.5 L* 0.5 = 5.25 L stories per day	<u>1 Story per week</u> (40%)14 L* 1/7 = 2 L stories per day	<u>1 Story per month</u> (30%) 10.5 L* 1/30 = 35K stories per day
45-60 years of age (21 Lakh)	<u>1 Story per week</u> (10%) 2.1 L* 1/7 = 30 K stories per day	<u>1 Story per month</u> (30%) 6.3 L* 1/30 = 21 K stories per day	<u>1 Story every 3 months</u> (60%) 12.6 L* 1/90 = 14 K stories per day

- Total stories posted by the people of Delhi in a day = 1.2 Cr

GUESSTIMATE 7: Number of Ola rides taken by people in Delhi in a month

Assumptions:

- Taxi using population is majorly 14-16 years of age.
- People in high-income groups rarely use taxis (as they prefer privately owned cars) and people in lower-income groups cannot afford them.

  We will proceed assuming the upper middle class and lower middle class people constitute Taxi users.

The upper middle class prefer taxis over public transport.

Methodology:

- Divide the population by age to find the taxi-using population.
- Further divide based on income.
- Find the number of people who actually use taxis in the upper middle class and lower middle class.
- Divide them into 3 categories (power users, medium users and low users) based on frequency of use to find out the total number of taxi rides in a month.
- On the basis of market share find the number of Ola rides taken in a month in Delhi.

Solution:

- Population of Delhi = 3 Cr
- Taxi using population (60% of the population) = 1.8 Cr
- Division of population of Delhi into Different Strata:
  1. Upper Middle Class: 20%
  2. Lower Middle Class: 40%
- For upper middle class:
  1. 70% of the people prefer using taxis and 30% prefer public transport/metro etc.
  2. Therefore taxi users = 25 lakh people
- For lower middle class:
  1. 30% of the people prefer using taxis and 70% prefer using public transport/metro etc.
  2. Therefore Taxi users = 21 lakh people
- **Number of taxi users = 46 Lakh**

- Division of taxi users into different categories :

  Power users(30% of the taxi users) = 10 rides per month = 1.38cr rides

  Medium users(50% of the population) = 4 rides per month = 92 lakhs

  Low users(20% of the population) = 1 ride per month = 9.2 lakh rides
- Total Taxi rides taken in Delhi in a month = 2.4 Cr
- Assuming the market share to be :
  - 45% Uber
  - 30% Ola
  - 25% Other taxi services

- **Number of Ola rides taken in a month in Delhi = 72 Lakh**

GUESSTIMATE 8: Revenue earned by an IPL team in one IPL season

Clarifying Questions:

Only the main sources of revenue will be considered, which are as follows-

1. Central pool: accounts for 70-80% of the revenue
2. Home match revenue: accounts for 10-15% of the revenue
3. Sponsorships: another significant source
4. Prize Money

Assumptions:

- Assuming the average price of each IPL ticket to be Rs. 2,000 and the average capacity of each stadium is 50,000.
- Each team plays 14 matches: 7 Home games and 7 away games
- The price for digital boards is 10,000 rupees per meter.
- Assuming each IPL team has 12 sponsors on an average: 7 on the T-shirt, 3 on the Trousers and 2 on the cap/ helmet.
- Assuming the average fee that each sponsor pays for a slot on the uniform as Rs 5 Cr for the T-shirt logo, Rs 3Cr for Trouser logos and Rs 1Cr for Cap/Helmet logos.

Methodology:

- Central pool:

- Media rights and sponsorships that the BCCI gets for a 5-year tenure make up the central revenue pool. The revenue per year is divided between BCCI and the teams. 50% is taken by the BCCI and the other half is divided equally amongst the teams.
- Team's share in the central pool = 50%*revenue per year/10 teams

- **Home match revenue:** This is further divided into 2 subparts:
  A. Ticket/gate sales: for all IPL matches, the home team gets 80% of the ticket sale revenue and the BCCI gets 20% of it.
  B. Digital advertising boards along the perimeter: The perimeter of a cricket ground on average is 420 meters.
- **Sponsorships**: Uniform Sponsors of IPL teams bring in quite a bit of revenue.
- Calculate on the basis of number of sponsors and fee per sponsor.
- **Prize Money:** The prize money for the winning IPL team is Rupees 20 Crores The probability of winning the trophy = 1/10. This is equal for all IPL Teams.

Solution:

- Central Pool for the 2023-27 tenure is expected to be Rupees 45,000 crores considering the ever-increasing popularity of the tournament.
- Revenue per year = 45,000 crores/5 years = Rupees 9,000 crores/year
- Revenue per team = Rupees 450 Cr.
- Home Matches:
  1. Ticket gate sales- 7 * 50,000 * 2000 * 80% = Rupees 56 Cr
  2. Digital Boards- 10,000 * 420 * 7 = Rupees 2.94 Cr
- Sponsorships: 7 * 5 + 3 * 3 + 2 * 1 = Rupees 46 Cr
- Prize Money: 20 Cr * 1/10 = Rupees 2 Cr.

- Total revenue earned by an IPL team in one season = Rs. 587 Cr

GUESSTIMATE 9: Number of Parker pens sold in a month in Delhi

Assumptions:

- Pens are not used by people below the age of 7
- Parker is an expensive yet popular brand and its main target market is the rich strata and to some extent the upper middle class. Hence, assuming that the lower middle class and poor people do not buy Parker pens.

Methodology:

- Find the number of people who use pens.
- Divide on the basis of income groups.
- Further dividing pen users on the basis of usage.
- Assuming Parker Pen's market share.
- Total pens bought for rich strata/ upper middle class = sum of pens bought by college/school going population + working population + non working population
- Total parker pens bought= (Rich strata * Market share of parker pens) + (Upper Middle-Class * Market share of Parker pens)

Solution:

- Population of Delhi ~ 3Cr
- Pens are not used by people below the age of 7 & 10% of the population is below the age of 7. Therefore, pen using population = 3Cr – 10% of 3Cr = 2.7Cr.
- Strata of society in Delhi:
  - 10% Rich (10/100 * 2.7Cr = 27 Lakh)
  - 20% Upper Middle Class (20/100 * 2.7Cr = 54 Lakh)
  - 40% Lower Middle Class (40/100 * 2.7Cr = 1.08Cr)
  - 30% Poor (30/100 * 2.7Cr = 81 Lakh)
- Pen using population divided into three categories :
  - College/School going Students: 40% of the population (8 pens a month on an average)
  - Working professionals: 40% of the population (4 pens a month on average)
  - Housewives/people who do not work: 20% of the population (2 pens on average)
- Assuming the market share of Parker to be :
  - 30% in the Rich Strata. i.e. 3 out of every 10 pens bought is Parker.
  - 10% for the Upper middle class. i.e. 1 out of every 10 pens bought is Parker.

- **Rich Strata**:
  - Pens bought by college/school-going students– 40% * 27 Lakh * 8 = 86.4 Lakh
  - Pens bought by working professionals- 40% * 27 Lakh * 4 = 43.2 Lakh
  - Pens bought by housewives/people who do not work- 20% * 27 Lakh * 2 = 10.8 L
  - Parker pens sold to rich strata = 1.4cr * 30% = 42 lakhs

- **Upper Middle Class**:
  - Pens bought by college/school-going students– 40% * 54 Lakh * 8 = 1.73 Cr
  - Pens bought by working professionals- 40% * 54 Lakh * 4 = 83.4 Lakh
  - Pens bought by housewives/ people who do not work- 20% * 54 Lakh * 2 = 21.6 L
  - Parker pens sold to upper middle class = 2.78cr * 10%= 28 lakhs

- **Therefore, the total number of Parker pens sold in Delhi in a month = 70 lakhs**

GUESSTIMATE 10: Revenue earned by Pepsi in Delhi in a month

Clarifying Questions:

- Cold Drinks bought for usual consumption will be accounted for. The consumption at weddings and parties will not be factored in.

Assumptions:

- People from lower income groups will not buy cold drinks.
- Soft drink-consuming population to be in the age bracket of 8-50 years of age
- The two most frequently bought soft drink bottles are :
  - The Rupees 40 bottle (750 ml)
  - The Rupees 20 bottle (250ml)
- Only these two bottles are bought by the consumers.

Solution:

- Population of Delhi ~ 3Cr
- Assuming the population divide to be:
  - Rich - 10%
  - Upper Middle Class - 20%
  - Lower Middle Class - 40%
  - Poor - 30%
- After removing the poor population, it leaves us with 3Cr – 30% * 3Cr = 2.1Cr people.
- Soft drink-consuming population to be in the age bracket of 8-50 years of age (70% of the population). That leaves us with 70% * 2.1Cr = 1.47Cr ~ 1.5 Cr potential soft drink consumers.
- Assuming that 20% of these people do not consume cold drinks.
- That gives us 80% * 1.5Cr = 1.2Cr soft drink consumers.
- Now dividing the soft drink-consuming population into 4 categories:
  - Ultra High Consumers (10%) = 10% * 1.2Cr = 12 Lakh
  - High Consumers (20%) = 20% * 1.2Cr = 24 Lakh
  - Medium Consumers (40%) = 40% * 1.2Cr = 48 Lakh
  - Low consumers (30%) = 30% * 1.2Cr = 36 Lakh
- Assuming:
  - Ultra High consumers consume THREE 750 ml bottles every week, which gives us 12 bottles in a month = 12 Lakh * 12 * Rs 40 = 57.6 Crores
  - High consumers consume ONE 750 ml bottle every week, which gives us 4 bottles in a month = 24 Lakh * 4 * Rs 40 = 38.4 Crores
  - Medium consumers consume ONE 750 ml bottle every two weeks, which gives us 2 bottles in a month = 48 Lakh * 2 * Rs 40 = 38.4 Crores
  - Low consumers consume ONE 250 ml bottle every two weeks, which gives us 2 small bottles a month = 36 Lakh * 2 * Rs 20 = 14.4 Crores
- Total revenue earned by soft drink companies is Rs 149 Crores.
- We will proceed assuming that the market share of Pepsi is 35%.

- Revenue earned by Pepsi in a month in Delhi = 149 Cr * 35% = Rupees 52 Crores.

INDUSTRY ANALYSIS

INDUSTRY ANALYSIS: MANUFACTURING INDUSTRY

Introduction:

One of the most important economic sectors in India is the manufacturing sector, which contributes significantly to the country's GDP and employs a large portion of the workforce. India has become one of the fastest-growing industrial centres in the world, attracting huge investments from domestic and foreign companies.

Industrial Structure:

Manufacturing in India is quite extensive with many sub-sectors including textiles, automotive, chemicals, pharmaceuticals, electronics and engineering. Small and medium-sized enterprises (SMEs), which produce around 90% of manufactured goods, dominate the industry. However, big players such as Tata Motors, Hindustan Unilever and Reliance Industries are also contributing significantly to the industry.

Strengths

India has a large and growing consumer market, providing manufacturers with a large customer base.
The country is an ideal location for labour-intensive manufacturing due to a well-educated workforce and affordable labour rates.
The "Make in India" project, which aims to increase the manufacturing industry's contribution to GDP to 25% by 2025, is just one of the policies and initiatives launched by the government to support the manufacturing industry.
India has an abundant supply of natural resources including metals and minerals that can be used as raw materials for manufacturing.

Weaknesses

The lack of transport, infrastructure, electricity and water remains a major obstacle to the growth of the manufacturing sector. India's regulatory system is widely seen as complex, bureaucratic and corrupt, which can be a deal breaker for investors.
The industry is highly dependent on imported technology and raw materials, which increases production costs and reduces its competitiveness. The SME-led structure of the sector poses additional challenges for growth and financing.

Opportunities

With the growing emphasis on digitization and automation, manufacturers have many options to increase production and reduce costs.
Manufacturers in the automotive and energy sectors could benefit from the government's focus on electric vehicles and renewable energy.
The development of e-commerce and the growing demand for online shopping provide opportunities for manufacturers in the consumer goods industry.
India's large population and rising standard of living provide opportunities for manufacturers in many industries, especially those producing consumer goods and healthcare.

Threats

The COVID-19 pandemic has had a significant negative impact on industry and production due to supply chain disruptions and reduced demand.
Indian manufacturers could be exposed to the risk of increasing competition from countries with stronger infrastructure and lower labour costs, such as China, Vietnam and Bangladesh. The industry's growth outlook could also be affected by heightened geopolitical tensions and trade protectionism, especially among export-oriented players.
Manufacturers that rely on traditional production processes and raw materials may face challenges due to environmental concerns and the growing emphasis on sustainability.

Overall, there is plenty of room for expansion in Indian manufacturing, but there are plenty of issues that need to be addressed. With the help of government policies and initiatives aimed at supporting manufacturing and private sector investment in infrastructure and technology, the industry can reach its full potential and become a significant contributor to the Indian economy.

INDUSTRY ANALYSIS: HEALTHCARE SECTOR

Introduction:

The healthcare industry in India is an important industry that contributes significantly to the social and economic progress of the country. Hospitals, clinics, diagnostic facilities, pharmaceutical companies, medical device manufacturers, and medical device manufacturers are all part of this industry. The healthcare industry has seen tremendous expansion in recent years due to factors such as increasing income levels, population growth and rising healthcare awareness.

Industrial Structure:

The Indian healthcare industry is highly fragmented with public and private companies. Primary healthcare services are at the centre of the government's public healthcare system, while secondary and tertiary healthcare services are mainly provided by the private sector. The Ayurvedic, Yoga, Naturopathic, Unani, and Siddha systems of medicine are popular with the public, and the profession is also known for its blend of modern and traditional medical practices.

Strengths

India's healthcare industry is well supported by a large pool of qualified medical personnel including doctors, nurses and paramedics.
The nation's middle class is growing, and as disposable income increases, so does the need for high-quality healthcare.
The Ayushman Bharat initiative to provide healthcare to socio-economically disadvantaged people is one of many policies and programs launched by the government to promote healthcare.
India is an ideal location for pharmaceutical companies due to its strong pharmaceutical industry and vast network of pharmaceutical manufacturers.

Weaknesses

India's healthcare system needs further improvement, especially in rural areas where hospitals, clinics and medical supplies are scarce.
The public healthcare system is often plagued by inefficiency, mismanagement and corruption, resulting in low patient satisfaction and poor-quality care.
There is a shortage of skilled workers in the healthcare sector, especially in specialised fields such as oncology and cardiology.
The high prevalence of infectious diseases in the country, especially tuberculosis and malaria, poses major challenges to the healthcare sector.

Opportunities

Due to the increasing use of technologies such as telemedicine and digital health, there are many opportunities in the healthcare sector to improve the accessibility and quality of care.
Due to the growing demand for medical tourism, the industry has the opportunity to attract foreign patients and earn money.
Developments in the field of healthcare and preventive care provide the industry with opportunities to diversify and increase its offerings.
Due to the increased emphasis on research and development, this industry has the opportunity to create new products and treatments.

Threats

The COVID-19 pandemic has had a major impact on the healthcare sector, with a drop in demand for elective surgeries and a shift towards emergency and intensive care departments.
Rising healthcare costs can impede access to healthcare, especially for low-income populations. Indian healthcare providers may be threatened by increasing competition from other countries, including Thailand and Malaysia, which offer high-quality healthcare at lower prices.
For the healthcare sector, the increasing prevalence of non-communicable diseases such as diabetes and heart disease can cause major problems.

Overall, India's healthcare industry still has a lot of room for development, but there are also quite a few issues that need to be addressed. With the help of government policies and programs that support healthcare and private sector investment in infrastructure, technology, and research and development, the industry can realise its full potential and deliver high-quality treatments. to all sectors of society.

INDUSTRY ANALYSIS: REAL ESTATE

Introduction:

The real estate industry is a globally recognized sector that consists of four sub-sectors: housing, retail, hospitality, and commercial. The growth of this sector is closely linked with the expansion of the corporate environment and the demand for office space, as well as urban and semi-urban accommodation. In India, the real estate sector is the second-largest employer, following the agriculture sector. It is projected that the real estate sector in India will attain a market size of US$1 trillion by 2030, which is a significant increase from US$200 billion in 2021, and will contribute 13% to the country's GDP by 2025. The real estate market is estimated to expand to Rs. 65,000 crore (US$9.30 billion) by 2040, from Rs. 12,000 crore (US$1.72 billion) in 2019.

Strengths

India's real estate market has always been strong and has shown resilience, bouncing back positively despite challenges. The sector has grown continuously due to the country's large population base, which has created a strong and increasing demand. This trend is expected to continue for the foreseeable future. The IT/ITeS and other industries are predicted to expand, resulting in job opportunities and stability. The rising disposable incomes and growing middle class will contribute to robust housing demand and overall growth in the real estate sector. Furthermore, Foreign Direct Investments across various sectors will continue to fuel the economy and create more opportunities. These factors naturally generate more housing demand and also support the development of infrastructure such as retail, office, hospitality, healthcare, entertainment, and lifestyle businesses.

Weaknesses

The recent past has been a bit bleak due to unstable government policies, indecisiveness, and inconsistencies in tax-related issues, which have had a direct impact on the real estate sector, leading to sluggish growth. The excessive bureaucracy and lengthy approval processes delay project delivery and make the business more risky, resulting in increased project costs. In addition, there is a scarcity of capital available for the real estate sector due to restrictions imposed by the Reserve Bank of India, which further drives up the cost of capital. The high inflation rate has increased construction costs, which, when combined with the high cost of capital, will result in steep pricing. Frivolous lawsuits and unclear land titles have been a persistent problem in the industry, and the lack of transparency has discouraged further investment in this field, with investors turning to more secure markets.

Opportunities

In the current situation of tight liquidity, new investors may have a significant pricing advantage. Additionally, with a slight decrease in sales velocity, there may be opportunities for discounted deals. This presents a chance for investors who have access to a larger corpus of funds and a higher tolerance for risk. Owning real estate in India has traditionally been unaffordable for the lower-income group, resulting in a significant demand-supply gap in the affordable housing sector. However, this segment has enormous growth potential and offers limited or virtually no-risk investment opportunities. Stringent laws, including relaxed mortgage enforcement in the event of defaults, will increase the flow of capital to this sector, creating further investment opportunities.

Threats

The real estate industry may experience some turbulence due to market instability and uncertainty. While the current economic outlook is not necessarily dire, it is somewhat bleak, which could hamper industry growth. The increasing number of corruption allegations against various state governments and government officials reflects poorly on India and could have a cascading effect on attracting further investments. Continuous policy changes also affect investment. Additionally, restrictive laws governing foreign direct investment in real estate make it challenging for foreign investors to consider India.

INDUSTRY ANALYSIS: ENERGY

Introduction:

India's energy consumption has doubled since 2000, and it is now the third-largest energy-consuming country in the world due to rising incomes and improving standards of living. Coal, oil, and solid biomass continue to meet 80% of India's energy demand. However, India's energy use and emissions per capita are less than half the world average, and other key indicators such as vehicle ownership, steel, and cement output are also lower than the global average. As India recovers from the economic slowdown caused by the COVID-19 pandemic in 2020, it is entering a dynamic period in its energy development.

Strengths

India's rich and diverse energy resources include coal, oil, natural gas, hydropower, wind, and solar energy. India has significant reserves of coal, oil, and natural gas, making it a major player in the global energy market.
Furthermore, the country has tremendous potential for renewable energy development, specifically in the solar and wind power sectors. With its growing population and expanding economy, India has a large domestic market with an increasing demand for energy, which is expected to rise significantly in the coming years.
The Indian government is promoting renewable energy, energy efficiency, and expanding energy access to rural areas through various policies and initiatives, while the energy sector is receiving significant private sector investment, including foreign direct investment. This investment is being utilised to develop new energy projects like renewable energy installations and energy storage systems. Finally, India has a well-established infrastructure for the transportation, storage, and distribution of energy, including pipelines, refineries, power plants, and transmission and distribution networks.

Weaknesses

India's significant dependence on coal for generating electricity has resulted in environmental degradation and high carbon emissions, as well as exposing the country to global energy market volatility.
Despite having substantial potential for renewable energy development, India has invested less in renewable energy infrastructure and research and development compared to fossil fuel infrastructure. Additionally, research and development funding for new energy technologies has been constrained. India's energy demand is growing faster than its power generation capacity, resulting in frequent power cuts and blackouts that can have adverse effects on economic growth and quality of life.
Poor energy efficiency and wastage leading to high energy costs: India has a low level of energy efficiency and high energy wastage, leading to high energy costs for consumers and businesses.
Limited access to energy in rural areas leading to energy poverty: Many rural areas in India lack access to reliable and affordable energy, contributing to energy poverty.

Opportunities

Renewable energy development: India has significant potential for renewable energy development, especially in solar and wind power. Increasing investment in this sector can help reduce dependence on fossil fuels and mitigate environmental degradation.
Energy efficiency and conservation: Improving energy efficiency and reducing wastage can help lower energy costs and reduce carbon emissions.
Rural energy access: Expanding energy access to rural areas can help alleviate energy poverty and improve the quality of life for millions of people.
Electric vehicle adoption: India has significant potential for electric vehicle adoption, which can reduce dependence on fossil fuels and lower carbon emissions.
International partnerships & collaborations: India can collaborate with other countries to share knowledge, resources, and technology for the development of a sustainable energy sector.

Threats

Volatility of global energy markets: India's heavy dependence on fossil fuels exposes the country to the volatility of global energy markets, which can impact energy security and economic stability.
Climate change and environmental regulations: Increasing environmental regulations and the impacts of climate change can have significant implications for India's energy sector, particularly for its reliance on coal.
Competition from other energy-producing countries: India faces competition from other countries in the global energy market, particularly in the area of renewable energy development.
Technological disruption: Rapid technological advancements can disrupt the energy sector, particularly in the areas of renewable energy and energy storage systems.

INDUSTRY ANALYSIS: MATERIALS

Introduction:

The materials sector is a crucial component of India's economy, contributing significantly to the country's GDP and providing employment to a large workforce. India is endowed with abundant natural resources, including minerals such as iron ore, coal, bauxite, and copper, among others, providing a strong base for the materials sector in the country. As of 2021, the materials sector accounted for approximately 4.8% of India's gross domestic product (GDP), making it a significant 46 contributor to the country's economy. Over the past few years, the sector has shown steady growth, with a compound annual growth rate (CAGR) of 6.2% from 2016 to 2020. With India's expanding infrastructure and industrial development, the demand for materials such as steel, cement, and chemicals is growing, presenting an opportunity for the Indian materials sector to expand and diversify. Therefore, a comprehensive analysis of the materials sector is essential for policymakers and industry players to identify opportunities, mitigate risks, and drive sustainable growth.

Strengths

Rich in natural resources: India has abundant natural resources, including minerals such as iron ore, coal, bauxite, and copper, which form a strong foundation for the materials sector.
Low-cost production: Thanks to its large labour force, India can produce materials at low costs, providing a competitive edge for its companies in the global market.
Increasing demand: The development of India's infrastructure and industries has resulted in a rising demand for materials such as cement, steel, and chemicals

Weaknesses

Inadequate infrastructure: Insufficient infrastructure, including roads, ports, and power supply, can hinder the smooth transportation of materials, leading to increased logistics costs.
Limited technological capabilities: The Indian materials sector has limited technological advancements and innovation, making it challenging to improve product quality and productivity.
Reliance on imports: India relies on imports for certain raw materials, which can result in supply chain disruptions and price volatility.

Opportunities

Increasing exports: As the global demand for materials rises, India can emerge as a major exporter of materials like cement, steel, and chemicals.
Renewable materials: The use of renewable materials like bio-based polymers is gaining importance, providing an opportunity for the Indian materials sector to diversify and expand.
Government schemes: The Indian government's "Make in India" campaign and other policies to encourage domestic manufacturing offer the materials sector a chance to flourish.

Threats

Impact of environmental regulations: Regulations related to pollution and carbon emissions can affect the production of the materials sector in India and raise costs.
Global competition: Other countries, like China, also have a robust materials sector and can offer cheaper prices, posing a challenge to India's competitiveness in the global market.
Volatile commodity prices: The Indian materials sector is heavily dependent on raw materials, and fluctuations in commodity prices can significantly affect the sector.

INDUSTRY ANALYSIS: CONSUMER STAPLES

Introduction:

The Consumer Staples sector in India comprises companies that produce essential products such as food, beverages, personal care, and household items. As one of the largest consumer markets in the world, India's population of 1.4 billion creates a significant demand for consumer goods. The sector includes both local and multinational companies, and the competition is fierce, with companies vying for market share through product differentiation, branding, and pricing. According to a report by India Brand Equity Foundation, the Indian fast-moving consumer goods (FMCG) market is expected to reach US$ 103.7 billion by 2025, growing at a CAGR of 9-10% between 2020 and 2025. Moreover, the packaged food industry in India is expected to grow at a CAGR of 12.3% between 2021 and 2026. The sector is also heavily regulated, with strict quality control standards and price controls in place to protect consumers.

Strengths

Large and growing domestic market: India has a large population and a growing middle class, which creates a significant market for consumer staples such as food, beverages, personal care, and household products.
Strong distribution networks: Consumer staples companies in India have strong distribution networks, including rural areas, which allows them to reach a large customer base.
Innovation and product diversification: Consumer staples companies in India are increasingly investing in innovation and diversification, which helps them to remain competitive and meet changing consumer preferences.

Weaknesses

Price sensitivity: Indian consumers are price-sensitive, and consumer staples companies must keep their prices low to remain competitive.
Dependence on raw materials: The consumer staples sector in India is dependent on raw materials such as agricultural commodities and oil, which can be subject to price fluctuations and supply chain disruptions.
Low profitability margins: Consumer staples companies in India have low profitability margins due to intense competition and high operating costs.

Opportunities

Growing demand for healthy and organic products: The demand for healthy and organic food and personal care products is increasing in India, presenting an opportunity for consumer staples companies to expand their product offerings.
E-commerce: The growth of e-commerce in India provides an opportunity for consumer staples companies to reach a larger customer base and increase sales.
Rural market expansion: Consumer staples companies can expand into rural areas, where there is a growing demand for packaged foods and other household products.

Threats

Intense competition: The consumer staples sector in India is highly competitive, with many established domestic and international players.
Government regulations and policies: Changes in government regulations and policies, such as taxation and import/export regulations, can impact the consumer staples sector.
Economic downturns: Economic downturns and fluctuations in currency exchange rates can impact consumer spending, which can have a negative impact on the consumer staples sector.

INDUSTRY ANALYSIS: UTILITIES

Industrial Structure:

Companies that provide essential services such as electricity, water, gas and telecommunications are included in the Utilities at Is India. The country's growing population, urbanisation, and increasing demand for infrastructure and energy have fueled the growth of the Indian energy industry in recent years. There are 4 important sub-sectors of the utilities sector that majorly contribute to the utilities sector of the country: Electricity, Water, Natural Gas and Telecommunications

Electricity: The electricity sector of the Indian utilities sector is its most important sub-sector. The country ranks third in the world in electricity production and consumption. The Indian government has initiated several reforms which resulted in the construction of new power plants to stimulate the private sector in the industry. High export and import losses, low capacity utilisation and inadequate price adjustments are some of the issues that the industry has to contend with.
Water: State-owned companies control India's water resources without private sector intervention. Due to the poor water resources in the country, water quality and scarcity problems are very serious. To 49 increase access to clean water, the government is funding new infrastructure and promoting public-private partnerships.
Natural Gas: The natural gas sector in India is still in its infancy. The government is focusing on increasing carbon in the energy mix to reduce reliance on coal and oil. To improve health, the country is investing in natural gas infrastructure and there are many gas companies.
Telecommunications: One of the largest industries in the world is the telecommunications industry in India. The market is growing due to the government's Digital India initiative and the growth of smartphones. There are many telecommunications service providers across the country, and intense competition keeps prices low.

Strengths

Main Markets: Due to India's large and growing population, demand for utility services such as electricity, water, gas and telecommunications is expected to increase.
Government Aid: The government of India has taken various measures to attract private investment in the energy sector, including the introduction of P3 subsidies and foreign investment.
Sufficient natural resources: To meet its growing energy demand, India is likely to benefit from its natural resources, including coal, oil and renewable energy sources such as solar and wind.

Weaknesses

Infrastructure Issues: India's electricity sector suffers from infrastructure problems, particularly in regions that restrict access to essential services such as electricity and water.
Competition Act: The electricity sector in India is highly irregulated, which can lead to delays in project approvals and a lack of transparency in pricing and tariff systems.
Limited Private Sector Participation: State-owned companies dominate India's energy sector which limits participation and competition.

Opportunities

Increasing Demand: Demand is expected to increase as India's population and urbanization expand to unlock new resources and expand existing jobs.
Digital Transformation: The Government of India's Digital India initiative and increasing smartphone penetration have fueled the mobile industry, creating opportunities for new investment and innovation.
Energy Potential: India has huge renewable energy potential such as solar and wind to meet its growing energy needs while reducing dependency on fossil fuels.

Threats

Political Conflict: India is vulnerable to conflicts that could affect the investment and regulatory environment in electronic equipment.
Economic issues: Both the demand for energy services and the possibility of new investment can be affected by local and international influences, which in turn affects the Indian economy.
Environmental Concerns: India's energy sector is a major source of pollution and greenhouse gas emissions, raising concerns, especially over electricity generation, environment and management.

However, despite many problems, the Indian energy sector still has growth potential. The government's emphasis on governance and infrastructure reform should also be open to the private sector in the economy

INDUSTRY ANALYSIS: INFORMATION TECHNOLOGY

Introduction:

India's information technology (IT) industry is one of the most important and fastest-growing sectors in the country. Business process outsourcing includes businesses that provide IT services such as IT consulting and software development.

Industrial Structure:

The IT industry in India is expected to be worth $191 billion by 2020 and grow with a CAGR of 10.7% between 2021 and 2026. The industry is expanding rapidly due to the growing demand for cloud computing and digital transformation services, as well as India's large IT talent pool. A few big players dominate the Indian IT industry such as Tata Consulting Services, Infosys, Wipro, HCL Technologies and Tech Mahindra. These businesses serve clients in many industries and have a global reach. India is a major exporter of IT services, with exports accounting for around 45% of the industry's total revenue. Indian IT services are predominantly sold to the USA and Europe, with the USA alone accounting for more than 60% of exports.

Strengths

Large Pool of Talent: Indian IT companies benefit from a large pool of IT professionals.
Cost-Effective IT Services: India is the most popular destination for international business as the cost of IT services is relatively low compared to other countries.
Government aid: The Government of India actively supports the expansion of the IT sector through various initiatives such as the Digital India campaign, which aims to make services digitally accessible for all, and the Made in India campaign, which promotes Indian manufacturing. and export.

Weaknesses

Infrastructure Issues: The Indian IT sector is facing electricity and internet connectivity issues that will reduce the quality of service.
Low Innovation: India has great potential, but the country's IT industry still focuses on providing low-cost services rather than innovation.
High Turnover Rate: The Indian IT industry is characterised by high turnover which makes it difficult for businesses to retain their employees.

Opportunities

Increasing Demand: Due to the spread of COVID-19, demand for digital services has increased, accelerating the use of these services and providing opportunities for Indian IT businesses to provide business solutions across a wide range of industries.
Emerging Technologies: Thanks to new technologies such as artificial intelligence, machine learning and IoT, Indian IT companies have the opportunity to develop solutions and expand their services.
India's expanding middle class offers the IT industry opportunities to develop and market new products and services.

Threats

Competition from Other Countries: China, the Philippines and Vietnam provide excellent services and are competitors in the Indian IT industry.
Antitrust Laws: In some countries, antitrust laws may limit the export of Indian IT services and hinder business growth.
Security Protection: Cyber attacks and other similar security threats can have a huge impact on IT departments, businesses, and businesses as a whole.

As a result, The IT sector has huge growth potential due to the increasing demand for digital services and India's large pool of IT professionals. While the industry has many advantages such as increased demand for digital services and new technologies, it also faces disadvantages such as global competition, security concerns and resource retention issues.

INDUSTRY ANALYSIS: FINANCIAL SECTOR

Introduction:

The financial sector, which is an important part of the Indian economy, provides financial services to citizens, companies and governments. Approximately 8% of India's GDP is made up of the financial sector, which is a large business. The industry has experienced tremendous growth in recent years due to factors such as increased revenues, increased financial participation and government initiatives like Jan Dhan Yojana and Digital India. The industry is predicted to grow from 2021 to 2026 with a CAGR of 8.5%.

Industrial Structure:

The financial sector is ruled by the State Bank of India, ICICI Bank, HDFC Bank, Axis Bank & Kotak Mahindra Bank, which are India's leading financial institutions. These companies run the business and provide a variety of financial services to clients.

Banking: Banking accounts for around 80% of the economy's total assets and is by far the largest segment of the Indian financial sector. In recent years, Indian banks have gone through many reforms, including the integration and introduction of technology to increase productivity and customer satisfaction.

Insurance: The insurance industry in India has seen tremendous growth in recent years due to increased revenues and awareness of the value of insurance. About 70% of premiums are spent on life insurance, which is the largest segment of the insurance industry.

Strengths

Business Growth and Growth: The Indian financial sector is a large business and is growing thanks to increased revenues, greater financial inclusion and government efforts.

Domination of Large Corporations: Many large corporations dominate parts of the economy and provide a variety of financial services to their clients across the country.

Government Aid: The government of India has supported the expansion of financial markets through various programs such as Jan Dhan Yojana and Atmanirbhar Bharat that assist businesses and promote entrepreneurship.

Weaknesses

Insufficient Financial Inclusion: Despite initiatives, a significant proportion of Indians do not have access to basic financial services that will limit economic growth.

Regulatory Issues: The financial sector in India is governed by complex regulations that can hinder entry and discourage new business.

Low Technology Adoption: Despite increasing technology adoption, India's economy lags behind other countries in technology adoption, which will impact performance and customers.

Opportunities

Increasing Demand: The increasing use of digital technology in the financial sector offers businesses opportunities to increase efficiency, save costs and increase customer satisfaction.

Expanding into new markets: Indian financial institutions have a lot of room for growth in areas such as wealth management, wealth management and insurance.

Financial Inclusion: The need for greater financial inclusion in India presents opportunities for businesses to develop new ways to help underserved groups.

Threats

Competition from new players: New players, including fintech companies, are disrupting their business models and becoming competitive in the Indian financial and economic sector.

Economic Slowdown: A slowdown in the economy can affect the growth of the financial sector in India and reduce the demand for financial services.

Cybersecurity risks: The financial industry is vulnerable to cybersecurity risks, including data breaches and cyberattacks that can undermine consumer trust and cause financial loss. India still has not recovered from the impact of the COVID-19 pandemic on economic growth.

In conclusion, the Indian financial sector has many strengths, including a large and growing economy, control of large corporations and government support, but it also has weaknesses such as a lack of funds and difficult management. The industry has many opportunities, including greater use of digital technology, expansion into new countries, and greater financial inclusion, but it also faces threats from startup competition, economic slowdown, and cybersecurity concerns.

INDUSTRY ANALYSIS: COMMUNICATIONS

Introduction:

Telecommunications, internet services, advertising and broadcasting are just a few of the things that make up the communications industry in India. The business has expanded tremendously in recent years due to increased income, increased use of the Internet, and the adoption of new technologies. The telecommunications industry in India accounts for 6.5% of GDP and is an important and growing industry and is expected to grow at a CAGR of 7% from 2021 to 2026.

Industrial Structure:

A few big players, notably Reliance Jio, Bharti Airtel, and Vodafone Idea, dominate the telecommunications industry in India. These companies run the business and provide a variety of services to clients across the country. The communications industry in India is dominated by telecommunications, accounting for around 80% of total revenue. The group has seen major changes recently, with new competitors and advancements in technology. Some of the notable segments in the telecommunications industry include Website Services, Advertising, Print Media etc.

Strengths

Market Size: India has a large and growing telecommunications services market driven by factors such as rising revenues, expanding Internet usage and the use of new technologies.
Domination of Key Players: Many key players control a significant portion of the business and provide a variety of services to clients across the country.
Increasing acceptance of new technologies: As new technologies such as 4G, 5G and OTT platforms become prevalent, businesses will have more opportunities to innovate and improve customer service.

Weaknesses

Low Rural Penetration: Although the telecommunications industry has grown in major cities, penetration is still low in rural areas, which will limit job growth.
Regulatory Issues: The telecommunications sector in India is subject to complex regulations that can hinder entry and new job opportunities.
Restricted Funding: While the use of new technologies offers growth opportunities for businesses, profits of businesses may be affected by limited use of funds.

Opportunities

More Internet users: As smartphones and cheap data become more common, businesses have more options to reach new customers.
Increasing demand for digital media: As OTT platforms gain acceptance, businesses have the opportunity to generate new revenue and improve the customer experience.
Developing new markets: The Indian telecommunications industry offers businesses opportunities to develop new markets such as rural areas and foreign markets.

Threats

Competition from New Players: New players are rising in the Indian telecommunications industry and disrupting established business models.
Economic recession: The economic downturn may hinder the growth of the Indian telecommunications industry and lead to a decline in demand for services.
Technology Obsolescence: Businesses that cannot keep up with new technology will be left behind due to rapid changes in the communications industry.

In conclusion, greater connectivity and technology have led to massive growth in the telecommunications industry in India. The initiatives and policies adopted by the government have played an important role in supporting the economy. The market has the potential to expand significantly due to increasing demand for voice and data services and the introduction of new technologies such as 5G. To grow, the business must compete with intense competition, stringent regulations and cybersecurity concerns, among other issues. The telecommunications industry in India has enormous potential and is expected to grow further in the coming years.

INDUSTRY ANALYSIS: INDUSTRIAL SECTOR

Introduction:

India's industrial sector makes up over 30% of its GDP, making it a substantial contributor to the national economy. It includes a variety of businesses in the manufacturing, mining, building & energy production sectors. The government has implemented numerous policies & measures to encourage growth & competitiveness, which have resulted in major changes to the sector in recent years.

Industrial Structure:

The business sector is a significant contributor to GDP and is one of the main drivers of economic growth in India. Manufacturing, mining, construction and power generation are included in this sector. The government has implemented many policies and measures to promote growth and competitiveness, which has led to significant changes in the Indian economy in recent years.

Strengths

Abundance of Natural Resources: The Indian economy benefits from the country's resources such as coal, iron ore and other minerals.
Large and Diverse Workforce: The country has a large and diverse workforce that can be used to create a variety of industries.
Increasing Demand: India's middle class is expanding, which increases demand for goods and services and provides a large market for the economy.

Weaknesses

Infrastructure Issues: In the Indian economy, generation and distribution can be hampered by infrastructure problems such as insufficient electricity and transportation.
Difficult Regulatory Environment: Businesses may find it difficult to do business in India due to the complexity of the regulatory system characterised by high compliance costs and bureaucratic issues.
Despite having a large workforce, businesses have different capabilities in certain areas such as manufacturing and technology.

Opportunities

Exports: By leveraging competitive advantage and emphasising quality, India has the opportunity to increase exports in many sectors, including textiles, pharmaceuticals and engineering products.
Promote renewable energy use: With the government setting ambitious targets for solar and wind power, India has the potential to become a global leader in renewable energy generation.
Building a Smart City: To create modern, efficient cities that provide opportunities for many businesses, including technology and construction, the government has created the Smart City Mission.

Threats

Global Competition: Other countries, including China, can compete with the Indian economy by offering cheaper prices and better performance in space.
Environmental Issues: The Indian economy has come under fire for environmental damage and unsustainable operations that could lead to regulations and restrictions.
Uncertainty in the global economy: Uncertainty in the global economy will have an impact on the demand for goods and services, which may affect the Indian economy.

In conclusion, India's industrial sector has played an important role in the expansion of the economy and has increased GDP significantly. The sector includes many sectors such as manufacturing, mining, construction and power generation. India has many advantages in this regard, including a large and diverse workforce, natural resources and a growing middle class. However, the industry still has to deal with a lack of infrastructure, difficult job management and a lack of skills. There is hope for growth in the development of smart cities, renewable energy and exports. Overall, the Indian economy has the potential to continue to drive the country's economic growth and development with the right policies and strategies.

INDUSTRY ANALYSIS: CONSUMER DISCRETIONARY

Introduction:

The consumer discretionary sector in India comprises companies that provide non-essential goods and services to consumers. This sector includes industries such as automobiles, textiles, hotels, restaurants, and leisure and entertainment. The sector is important to the Indian economy as it contributes significantly to employment and economic growth. According to a report by Deloitte, the Indian consumer market is expected to reach $6 trillion by 2030, with the consumer discretionary sector playing a key role in this growth. In 2020, the sector accounted for 14.7% of India's GDP, making it a significant contributor to the economy. Despite challenges such as the COVID-19 pandemic and the slowdown in the automobile industry, the sector has shown resilience and continues to attract investments.

Strengths

Growing consumer base: With the increase in disposable income and growing middle-class population, there is a growing demand for consumer discretionary products in India.
Diversified product offerings: The Indian consumer discretionary sector offers a wide range of products such as apparel, footwear, electronics, automobiles, and household items, among others, which cater to the varied needs of consumers.
Strong e-commerce market: The increasing use of the internet and smartphones has resulted in the growth of e-commerce in India, which has provided an additional channel for consumer discretionary companies to reach customers.
Skilled labour force: India has a large and skilled labour force, which helps in the production of high-quality consumer discretionary products at lower costs.

Weaknesses

Dependence on imports: Many consumer discretionary products, such as electronics and luxury goods, are still heavily dependent on imports, which can lead to supply chain disruptions and price volatility.
Vulnerability to economic downturns: The consumer discretionary sector is highly sensitive to economic fluctuations, and a downturn can lead to reduced consumer spending, impacting the growth of the sector.
Inadequate infrastructure: Poor infrastructure, including roads and supply chain networks, can result in higher logistics costs, hindering the growth of the sector.
High competition: The consumer discretionary sector in India is highly competitive, with both domestic and international companies vying for market share, leading to intense price competition.

Opportunities

Growing demand for premium products: With the increase in disposable income and changing consumer preferences, there is a growing demand for premium and luxury consumer discretionary products in India
Increasing urbanization: As more people move to urban areas, there is a growing demand for consumer discretionary products such as automobiles, appliances, and electronics, among others.
Rising awareness of health and wellness: The growing awareness of health and wellness among consumers presents an opportunity for companies in the consumer discretionary sector to develop and market products that cater to this trend.
Shift to online shopping: The shift towards online shopping in India presents an opportunity for consumer discretionary companies to leverage digital platforms to reach a wider customer base.

Threats

Fluctuations in currency exchange rates: Fluctuations in currency exchange rates can impact the profitability of consumer discretionary companies that import raw materials or products.
Changes in government policies: Changes in government policies, such as changes in import duties or regulations, can impact the operations of consumer discretionary companies.
Supply chain disruptions: Supply chain disruptions, such as those caused by natural disasters or geopolitical tensions, can impact the availability of raw materials and finished products, affecting the growth of the sector.
Impact of COVID-19: The ongoing COVID-19 pandemic has had a significant impact on consumer discretionary companies, with reduced consumer spending and supply chain disruptions leading to decreased sales and revenue.

PROFITABILITY CASES

Pharmaceutical

Your client is a manufacturer of pharmaceutical products and has been facing declining profits since the past few months. You have been hired to analyse the situation and recommend solutions accordingly.

Sure, I would like to begin by asking a few preliminary questions. How much market share does this company have? How much is the decline in profits? What kind of products do they sell?

They have a market share of around 20%. They have seen a 15% dip in profits. They produce all those products which a typical pharmaceutical company like Abbott sells.

Is this decline restricted to a specific type of product or is this decline spread over all the products?

The decline in profit is majorly seen in syrups.

Before I proceed, I would like to know if our competitors are facing a similar problem?

Our competitors are not facing any such issue.

The decline in profits can be a result of either a decrease in revenue or increase in costs or a combination of both.

The Store's revenue has in fact increased, the issue is with the cost.

Okay! So the cost can be broken down into:
1. Fixed cost which includes Rent, Salaries, Interest, Plant and Equipment, R&D etc
2. Variable cost which includes Raw Material, Transportation, Packaging, Processing & Assembling etc.

Let's focus on the variable costs.

Variable cost includes Raw Material, Labour Costs, Power & Fuel, Transportation, Return Inwards, Storage, Packaging, Processing & Assembling, Ordering, Material Losses (breakage, spoilage, leakage, damage, pilferage etc.), and After-sales.

The problem is with Packaging.

Packaging can be either primary packaging or secondary packaging.

The containers for primary packaging are outsourced & the cost of that has gone up.

If our competitors are not facing this issue then either they are able to outsource the same container at a cheaper price or they are using different containers for packaging.

You have correctly identified it. Our competitors are using different containers for the same. Give suggestions as to how the client should move forward.

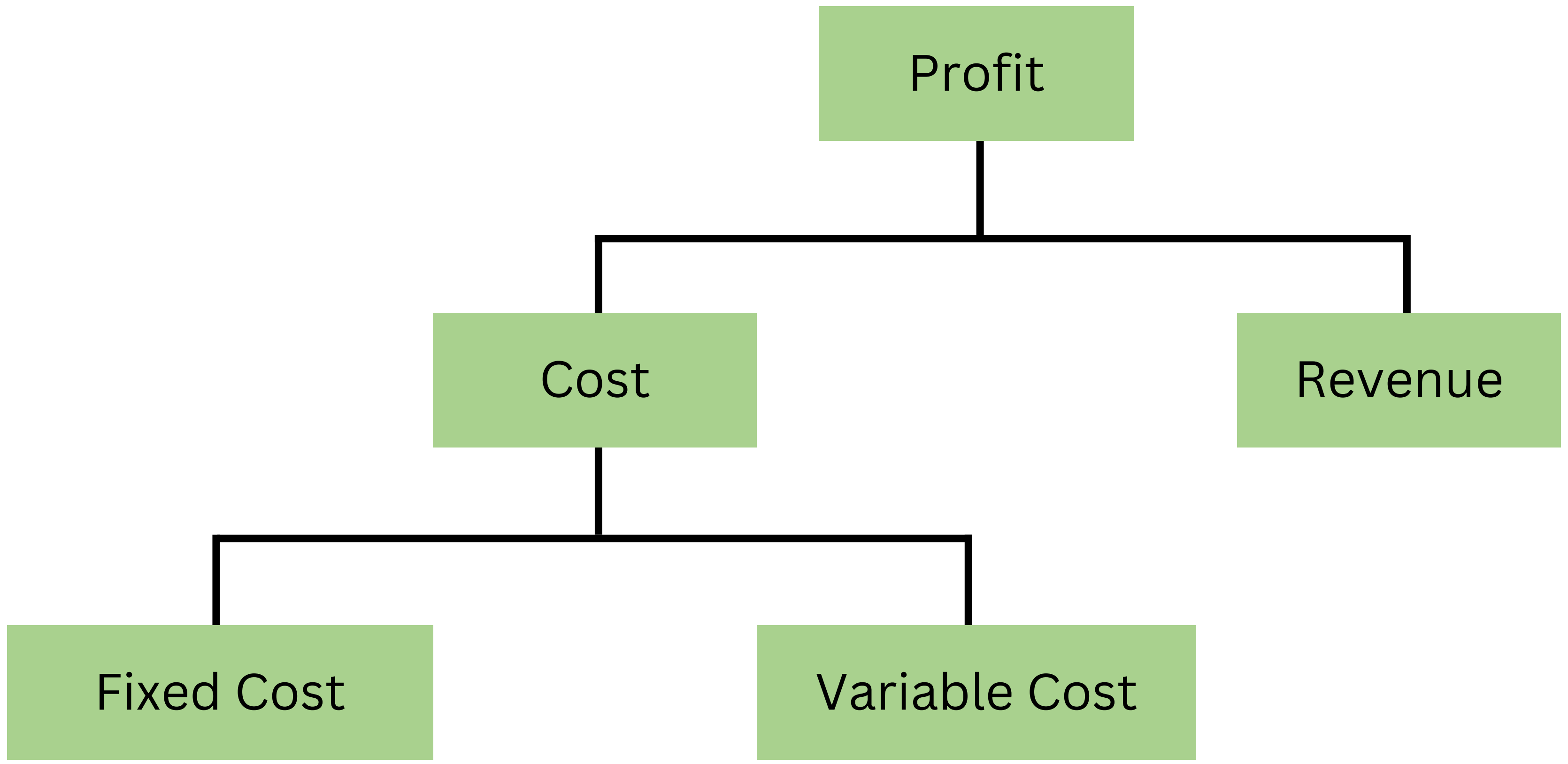
The client can:
1. Try and shift to a different container which is cheaper like our competitors are using.
2. If our client doesn't want to change the container, then they should find a supplier who is ready to supply the same item at a cheaper price.

Summary

Case Facts:

1. Client specific problem since the past few months.
2. A decline in profits is majorly seen in syrups.
3. Revenue and cost both have increased.
4. Fixed costs remained the same.
5. The containers for primary packaging are outsourced.

Approach:



Conclusion and Recommendations:

1. The cost has increased due to the increase in the cost of the containers used for primary packaging.
2. Use a different container for primary packaging.
3. Find a supplier who is willing to sell the same container at a cheaper price.

Your client is a major retailer of clothing products and has been facing declining profits for the last one year. You have been hired to analyse the situation and recommend solutions accordingly.

Sure, I would like to begin by asking a few preliminary questions. Where exactly is their business located? How much is the decline in profits? What are the various types of clothing items they sell?

They sell across India. They have seen a 20% dip in profits. They have two types of offerings: premium offerings and mid segment offerings.

Do we have information about the decline in profits in our stores in different locations? Are all stores affected equally? Have both the types of offerings seen a decline?

The problem is being faced by all the stores. Both the products are facing a decline in profits.

Before I proceed, I would like to know if our competitors are facing a similar problem?

Our competitors seem to be doing fine.

The decline in profits can be a result of either decrease in revenue or increase in costs or a combination of both.

The Store's revenue has seen a decrease.

Okay! So the revenue can be affected by-
1) The quantity of goods sold
2) Price of the products

There has been a decrease in the quantity of goods sold.

The decrease in quantity of goods sold can be due to either decrease in demand or decrease in supply.

There has not been any change in the supply side. You can analyse the demand side.

So, I think the decrease in demand could be because of internal factors like quality of the product and customer service, or due to external factors like accessibility, customer preferences, substitutes etc.

Great. The problem is with substitutes.

So, customers are preferring our competitors' products. It can be due to relevance, experience, convenience, affordability and awareness.

You have correctly identified it. It is due to relevance and convenience. What do you think the client should do?

The client can:
1. Increase their social media presence to increase brand awareness and establish brand identity.
2. Increase their advertising expenses (TV ads, magazines, influencer marketing etc.)
3. Do a proper competitor analysis
4. Understand trends and consumer preferences through surveys

Summary

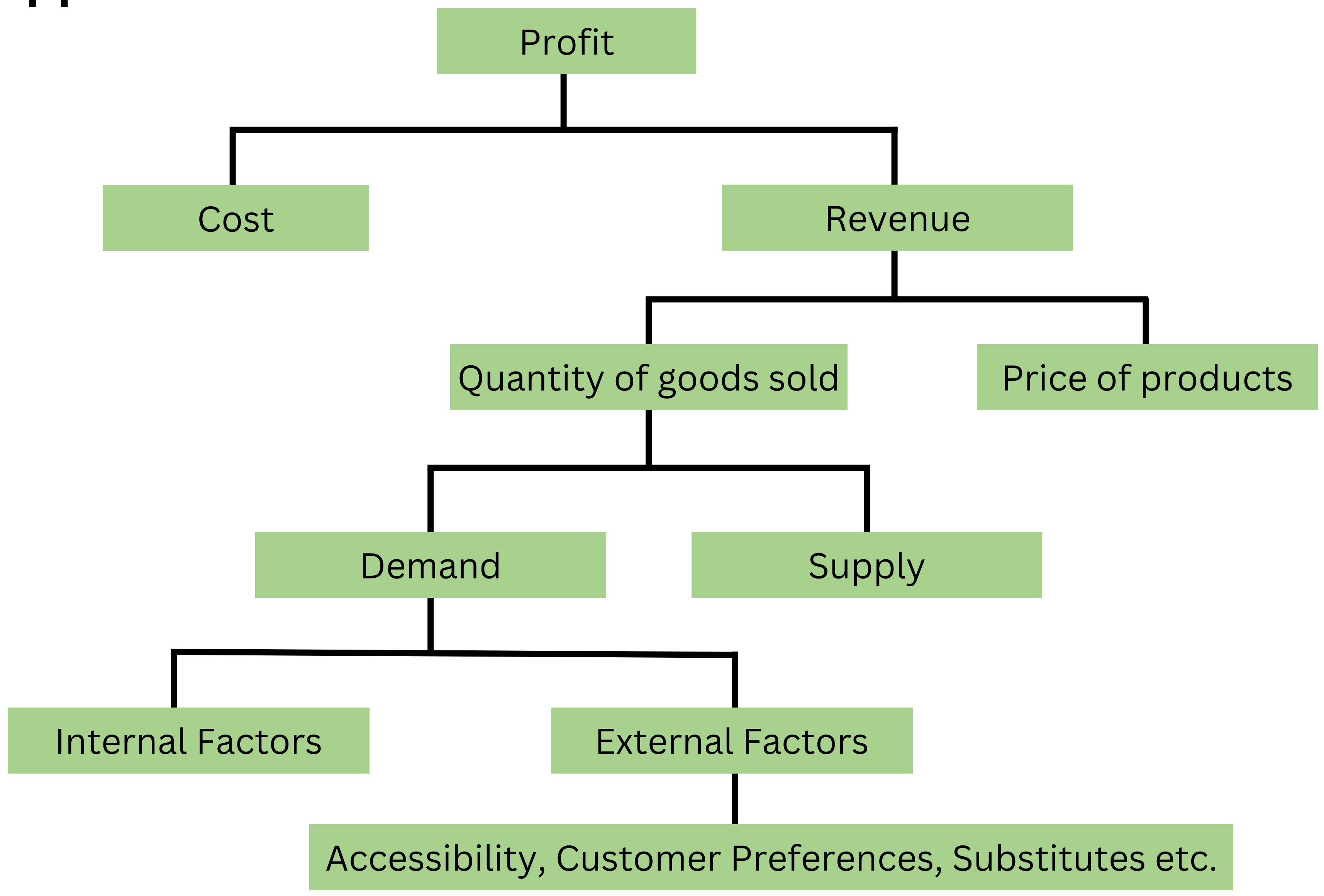
Case Facts:

1. Client specific problem since the past one year.
2. Decline in profits in all types of offerings across all the stores.
3. Revenue has decreased.
4. Price of the products has remained the same.
5. Supply has remained constant.

Conclusion and Recommendations:

1. Decrease in demand is due to availability of multiple substitutes in the market. The issue is with the relevance and convenience of the brand.
2. Increase brand awareness and create a brand identity.
3. Understand consumer preferences and the competitors' strengths.

Approach:



CASE 3 E-commerce

Your client is an e-commerce company which has been struggling with rising losses. You must examine the cause of the problem and make appropriate recommendations for a fix.

I want to start by getting to know our client better. Where is our client based? What does our client sell through their e-commerce platform?

The company is headquartered in Mumbai, Maharashtra and is an Indian multi brand beauty retailer selling cosmetic and wellness products.

Alright, what is the magnitude of the increase and are other industry players facing a similar issue?

Losses of the company jumped by 290% in FY22. No, other players are not facing this issue.

I think the problem might have two facets. One is the demand side, which may have an impact on sales, and the other is the cost side. Can I get more information about the revenue of the company, has it increased or decreased from FY21?

Total revenue rose by only 35% in FY22.

Then I'd like to analyse the various components in the cost structure of the e-commerce platform. They include: licences, research & development, advertising & promotional costs, inventory costs, logistic costs and SGA costs.

Proceed with advertising & promotional costs.

Since the company sells beauty products online, the major advertising and promotional costs could be roping in brand ambassadors, launching campaigns, SEO optimisation, targeted ads on social networks and hiring designers to work on branding.

Yes, you have analysed it correctly. The advertising & promotional expenses surged 214% to INR 176.9 Cr from INR 56.3 Cr in FY21, constituting 41% of the total expenses. The company has been spending heavily to grab eyeballs in the competitive beauty and personal care segment by roping in Bollywood actors and launching new campaigns with them. This is leading to higher costs and ultimately increasing the losses. What do you think the client should do?

- The client can start with referral programs which can be an effective way of acquiring new customers without the need for extensive advertising campaigns.
- Working with influencers who have a significant following in the beauty industry can be a cost effective way of advertising and these days they tend to have more impact on the targeted audience.
- Plan for targeted advertising opportunities. The company can examine venues that help them reach many potential customers for one fixed cost. For example, organising pop up events and makeup & skincare classes.
- Develop an advertising program that reflects the business goals and focuses on specific annual events. Should adhere to the financial goals throughout the year.

Summary

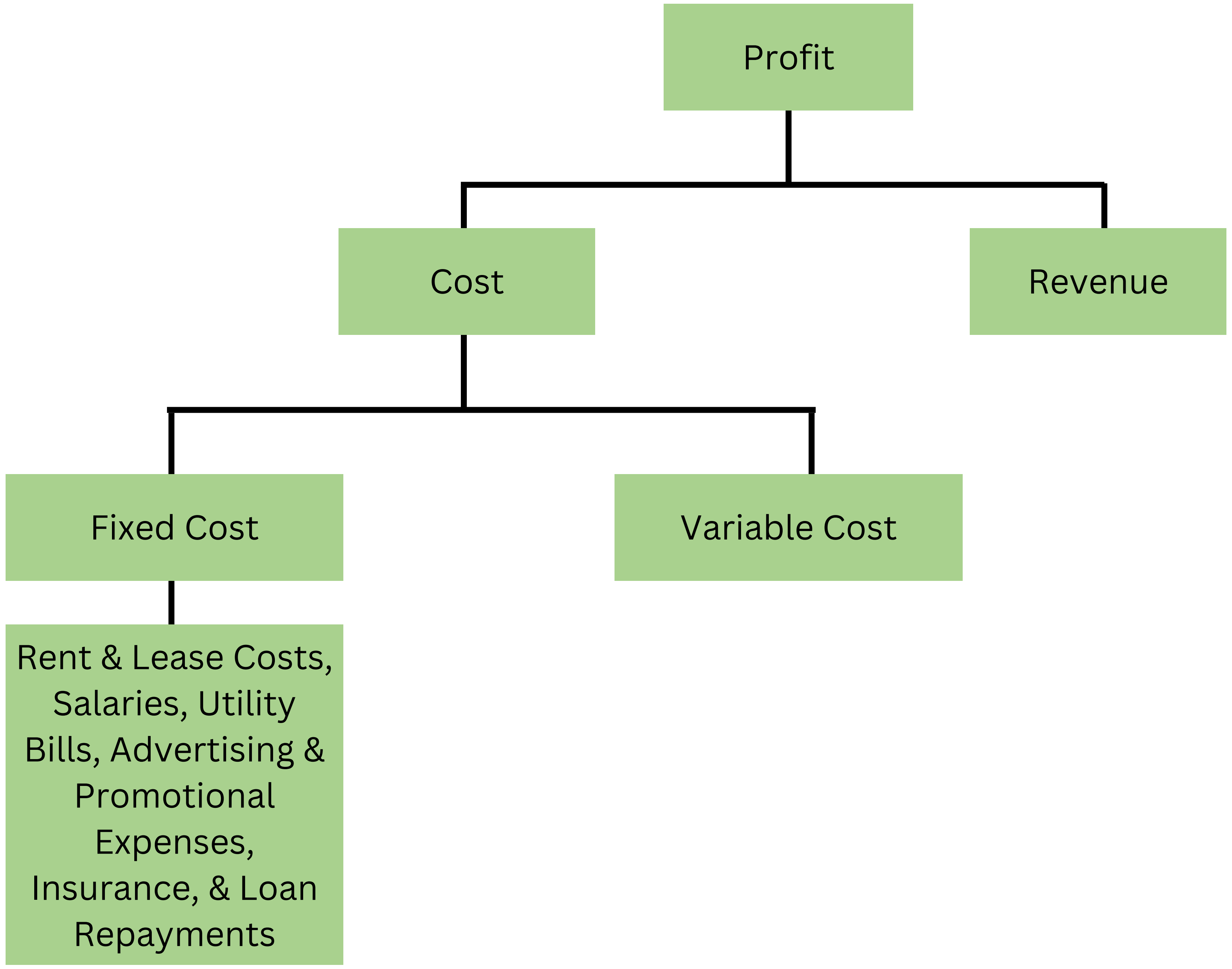
Case Facts:

1. Client specific problem.
2. Losses of the company jumped by 290%.
3. Revenue rose by 35%.

Conclusion and Recommendations:

1. Increase in cost is majorly due to advertising and promotional expenses.
2. The company should start referral programs.
3. Influencer marketing will be cost effective.
4. Should plan for targeted advertising opportunities and develop an advertising program that reflects business goals.

Approach:



Brewing Trouble

Your Client is a coffee bean manufacturer which has been observing a decline in operating profits. Analyse the situation and give a few recommendations for the same.

I would like to begin with a few preliminary questions.

Sure, go ahead.

Thank you. What is the magnitude of this decline, and since when is the decline being observed?

The client has observed a decline of 10%, in the past 2 months.

And is this decline visible across the industry, or is it limited to this specific company?

The decline in profits is not an industry-wide phenomenon. It has only been faced by this coffee bean manufacturer.

Understandable. Profitability can be divided into revenue and cost. I would like to focus on the revenue aspect first.

That sounds good. Go ahead.

Who is the target audience of this company? Has there been a decline in revenue per unit of the coffee beans?

The client's target audience is mostly manufacturers of packaged coffee, and cafes. And the prices for coffee beans provided by the client have remained the same.

Okay. So our client's customers haven't changed, and revenue per unit hasn't been affected either. Is that correct?

Yes, that's correct. Please go ahead.

Growing and drying coffee beans is seasonal in nature and sale of coffee beans cannot be ensured throughout the year. Could this decline be due to cyclic seasonal changes?

No, the company has recorded reduced profits while taking seasonal factors into consideration. There was a great harvest in the month of January. Last month was the peak month for selling coffee beans.

So the harvest for this year was decent. What was the volume of coffee beans sold in the peak selling season?

There was a decline in the volume of sales despite having the same production as last year.

This leads me to believe that there is a defect in the value chain of the coffee beans.

According to you, what is the value chain of coffee beans?

I believe the value chain of coffee beans would be: Cultivation at farm > Wet and Dry Processing Units > Refining. The coffee beans are stored and transported to different units for performing these steps. Then the coffee beans are sold to wholesalers and direct buyers.

Okay, that's decent. How would you go about finding the defect in the value chain?

I would like to ask a few questions regarding the same. May I proceed?

Sure, please proceed.

Has there been any faults or changes in the processing and refining units of the company?

There hasn't been any changes in the processing and refining units, except for regular maintenance and upkeep of machinery. The company owns its airtight containers and trucks for transport of coffee beans from one unit to the other. The transport fleet hasn't seen any changes in the past few years.

Okay, great, that explains a lot. From this information, I have learnt that there is no defect in the primary production at farm, considering the quantity produced this year. And since there hasn't been any change in the processing and refining units, and the units are checked and maintained regularly, the chances of these units having any defects is unlikely. Same can be said about the transport facility. So I am inclined to believe that the defect lies in the storage facility, which has severely affected the profits of the company.

Excellent work. You have managed to trace the root of the problem. Our client outsources its storage units, and due to unsuitable prices, they had changed their warehouse service provider two months ago. So what would be your final recommendation for our client?

The only reason for having reduced sales despite more produce can be spoilage of the commodity, which would lead me to my final recommendations. The client needs to sort this issue with the warehouse service provider or look for alternatives, and ensure quality control at each level of the value chain, so any issues can be spotted immediately. This will ensure that the customers get the best quality products.

We can close the case here. Great job.

Summary

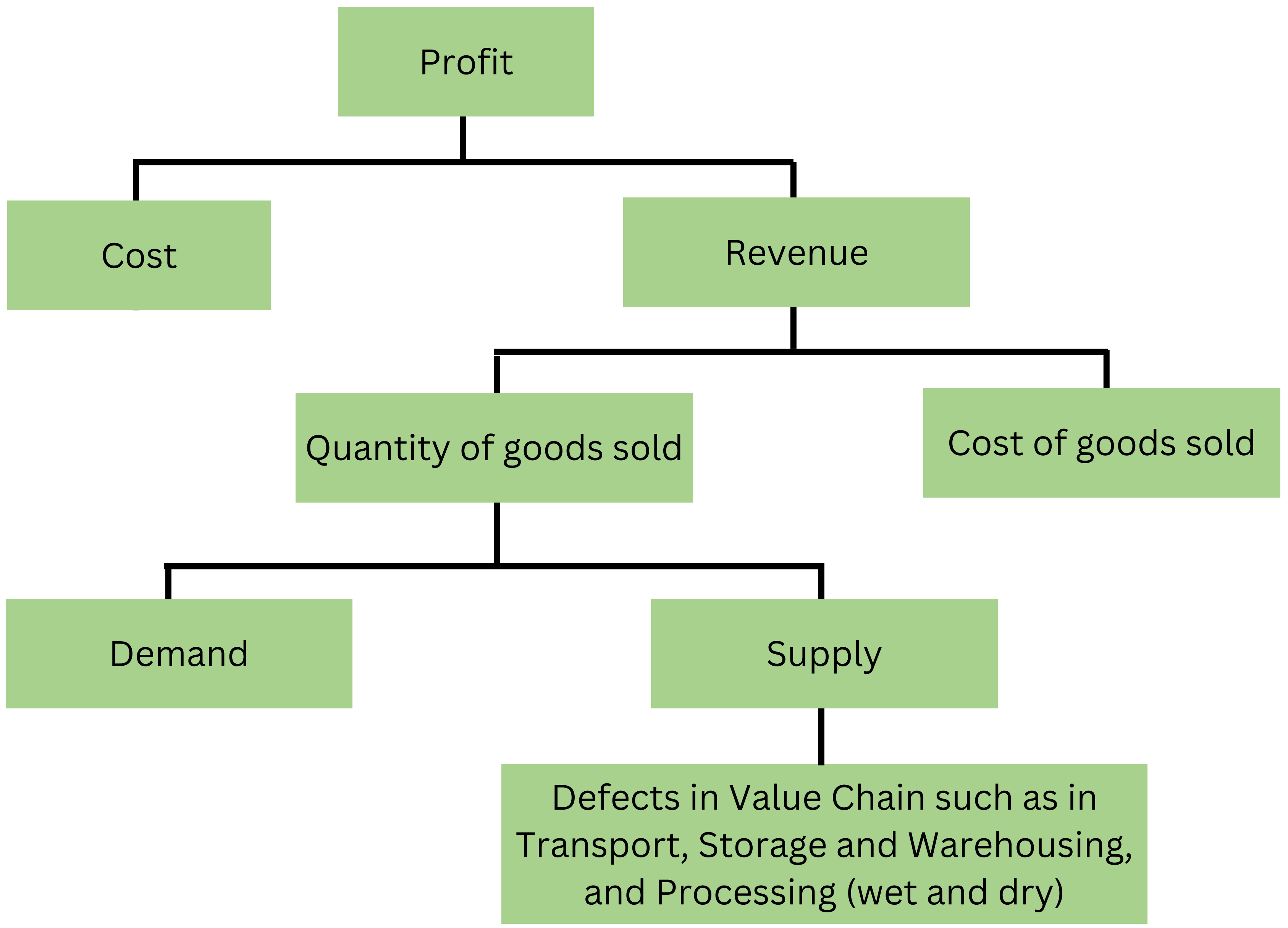
Case Facts:

1. Client is a coffee-bean manufacturer which has been experiencing decline in operating profits
2. 10% decline in profits in the past 2 months, specific to the client.
3. Great produce, reduced volume of sales.
4. Decline observed after taking seasonal changes into consideration.
5. Processing and refining units maintained regularly, transport unchanged.

Conclusion and Recommendations:

1. Resolve defects with warehouse service providers, or look for alternatives.
2. Ensure quality control at every stage of production to reduce faults.

Approach:



Endangered History

Your client is a museum located two hours away from Calcutta, which is experiencing a decline in profits.

I would like to start with a few basic questions regarding our client.

Okay, go ahead.

What kind of a museum is this? Since when has the museum been in operation?

It is a very famous, government owned museum. It is at least 25 years old, so it is pretty well established. It is located in Murshidabad, which is two hours away from Calcutta.

Okay. What is the magnitude of decline and since when has our client been observing this decline?

We have seen a 40% decline in profits, and this decline started 6 months ago, all of a sudden.

What is the size and classification of the customer base of this museum?

The museum gets a decent amount of traffic. There are three types of visitors in the museum. Firstly, there are tourists, which include both national as well as international tourists, whoever comes to calcutta might visit the museum. Then there are locals, from both Kolkata and Murshidabad.

Okay, I think I have a fair bit of understanding of our client, now I would like to focus on their problem. Profitability can go down because of two reasons, either because the costs have gone up, or because the revenues are declining. Do we know which of these is happening?

Client's costs have remained the same, they're not spending more than usual, but their revenues have gone down.

Considering that there has been no change in costs whatsoever, we can completely focus on the revenue aspect. Is this a fair approach?

Yes, sure. Continue.

Is it fair to assume that the main source of revenue for the museum is through tickets?

That is fair. Please proceed.

Okay, thank you. Now I'd like to break down revenue further into price of tickets and volume of tickets sold. Has there been a change in price of tickets in the past 6 months, and does the museum practice differential pricing?

There has not been a change in price of tickets, and for the sake of simplicity, we will not consider differential pricing. The museum doesn't charge differently from different customers.

Okay, this leads me to believe that there has been a decline in the volume of tickets sold. In conclusion, there has been a decline in footfall in the past 6 months. Is this a fair assumption?

Yes, that's a fair assumption.

Is this problem client-specific, or can it be witnessed across the industry?

Endangered History

It is not an industry-wide problem. In the sense that other museums haven't been witnessing such a decline. But the entire town of Murshidabad has witnessed a decline in footfall in the past 6 months.

Okay. Could this decline be recurring? Tourists may not visit Calcutta or Murshidabad during a specific season.

No, it is not recurring.

Has there been a decline in tourists visiting Calcutta? It is the nearest metropolitan city which attracts a lot of tourists

Good question. No, there has not been a decline in tourists visiting Calcutta.

I would now like to classify the problem into the following buckets:

- Awareness includes factors like tourists' knowledge of the museum, and the awareness of locals regarding the museum.
- Accessibility includes factors like availability of transport, safety during the journey, behaviour of employees, museum timings, and transport preferences.
- Affordability consists of the price of an entry ticket at the museum, and the cost of travel. From the previous responses, it can be assumed that there is no problem in Awareness. Is that a fair assumption?

Yes, that's fair. Please proceed.

Okay. I would now like to focus on Accessibility and Affordability. Is there any change in the cost of the journey?

No, there hasn't been any change.

Great. This leads me to believe the issue lies in Accessibility.

I would now like to proceed by using the customer journey approach. The customer journey of a tourist who wants to visit the museum is as follows: Need to visit the museum > Transport from Kolkata to Murshidabad > Transport requirement after entering the town > Reaching the main entrance of the museum.

That seems exhaustive. You may assume that there hasn't been any change in the needs of tourists to visit the museum.

Okay. Moving onto the next step, what is the main mode of transport for travelling from Kolkata to Murshidabad?

The main source of transport is via train. Only 10% of the people travelling use buses, the remaining 90% use the train.

Have there been any changes in the train schedule? Or decline in availability of tickets?

Good work. You have reached the root of the problem. Recently, the Railway Board changed the train schedule. The train used to start from Kolkata at 6 AM, & reach by noon. Now, it starts at 10 AM, & reaches by 3 PM. The museum timings are 9 AM to 4 PM. The timings are clashing with the train timings, thus reducing footfall. What are your recommendations?

I would like to suggest the following solutions to the problems:

- Since both the museum and the railways are government owned, they can come to an agreement to go back to the original schedule.
- The museum can change its timings in order to adjust with the new train timings.
- The local government could invest in providing better bus service, encouraging more people to use it, instead of the train.
- The museum can invest in its own full day plan for tourists, which includes transport as well as museum guides to enhance customer experience and footfall.

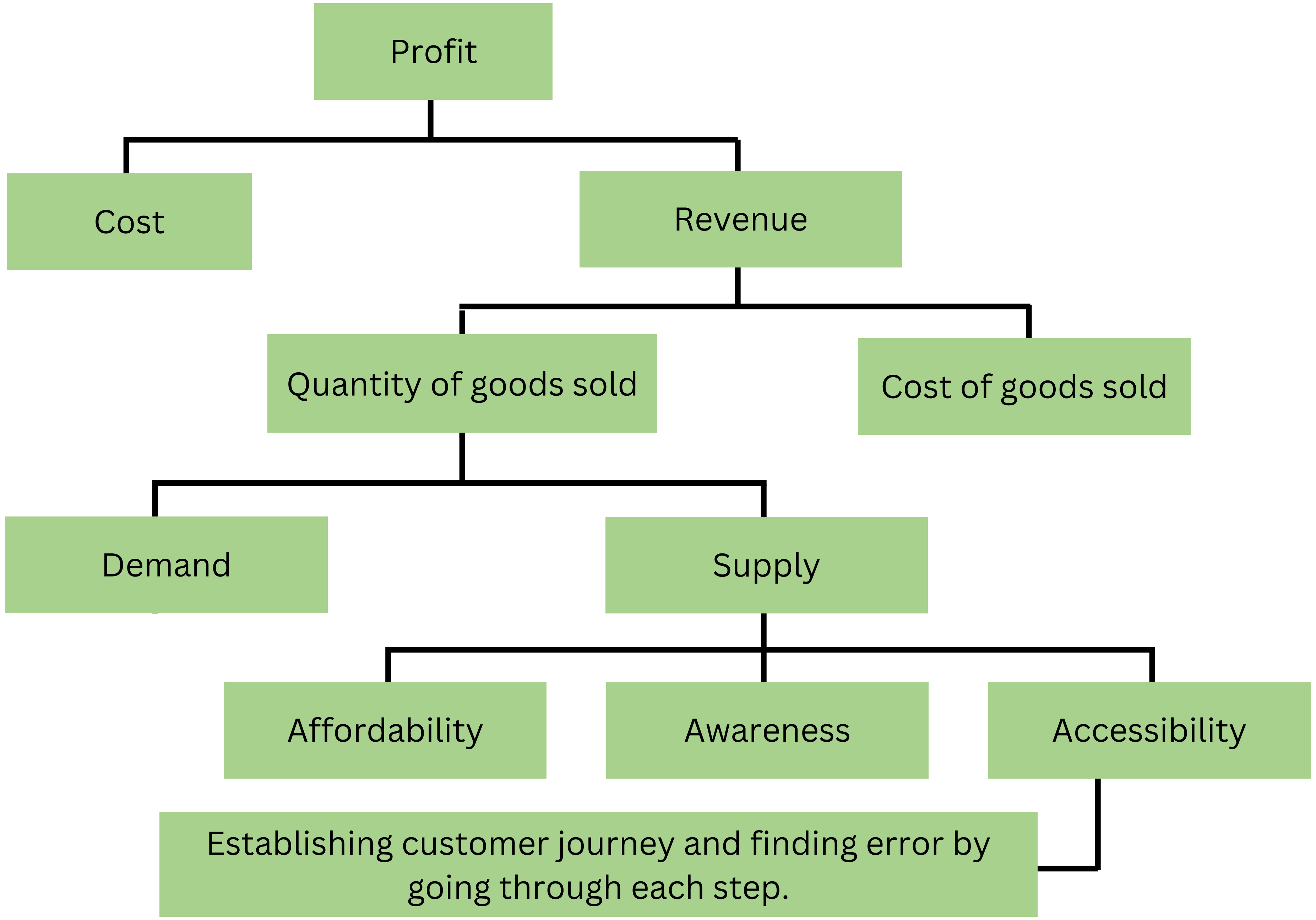
CASE 5

Summary

Case Facts:

1. Client is a very famous government owned museum located in Murshidabad, a town close to Kolkata.
2. They have witnessed a 40% decline in profits, which started 6 months ago.
3. There hasn't been any change in terms of cost of ticket or cost of travel.
4. The main mode of transport from Kolkata to the town is via train.

Approach:



Conclusion and Recommendations:

1. Change museum timings accordingly, or request the Railway Board to reverse their decision regarding new train timings.
2. Improving bus service, this can be done either by the local government, or the museum itself through a full day museum visit plan for tourists, which would include travel.

MARKET ENTRY CASES

CASE 1 High-end Fashion

SoulStyle Pvt. Ltd. is a lifestyle company that specialises in selling high-end fashion products, primarily aimed at a younger demographic. The company has its headquarters in the United States and has been successful in the US and other Western markets. Now, they are looking to expand their reach to India and gain a foothold in this lucrative market. You are required to assess if the proposition is desirable for the client.

Okay, Can you tell me what kind of customers are they targeting in India?

SoulStyle Pvt. Ltd. is primarily targeting young, affluent customers in India.

Alright. What type of fashion products does the company offer?

The company offers a range of high-end fashion products, including apparel, accessories, and footwear.

Got it. I understand that the company is successful in other markets. Are there any competitors in the Indian market that they will be facing?

Yes, there are a few competitors in the Indian market, but they are not as well-established as SoulStyle Pvt. Ltd.

What is the size of the Indian fashion market?

The Indian fashion market is estimated to be worth over $40 billion & is growing rapidly.

That's great. I can think of the following strategies the company should adopt in order to gain a foothold in this market:
SoulStyle Pvt. Ltd. should focus on creating a unique and differentiated product offering, as well as building a strong brand presence in India. They should also leverage digital marketing and social media campaigns to reach out to the target audience and create awareness about their products. Additionally, they should focus on expanding their distribution network in India to make their products accessible to more customers.

Sure. Are there any other strategies that the company can use to gain a foothold in this market?

Yes. They should focus on creating exclusive partnerships with leading fashion retailers in India. This will help them get more visibility and reach more customers. They can also leverage influencer marketing to reach out to their target audience and create awareness about their products.

That sounds like a good idea. What kind of resources are required to implement these strategies?

SoulStyle Pvt. Ltd. will need to invest in manpower, technology, and marketing to execute these strategies. They will also need to invest in building their brand and creating a unique product offering that appeals to the Indian market.

What kind of timeline should the company consider for the launch of its products in India?

Depending on the resources available, the company can consider launching its products in India within 6-12 months. They should also consider localising their product offering to cater to the specific needs of Indian customers. They should focus on creating an effective marketing campaign to reach out to their target audience and create awareness about the product.

They should also focus on building a strong distribution network in India to make their products accessible to more customers and also consider offering competitive pricing to make their products attractive to Indian customers.

That will be all. Thanks!

Summary

Case Facts:

1. Client wishes to enter the Indian market in the high-end fashion industry.
2. Currently operating in the USA and other western countries.
3. **Competition**: No major competitors in India.
4. **Target segment:** Upper middle class to rich population in the urban sector.

Conclusion and Recommendations:

1. The client should enter the Indian market as the market is expected to grow dramatically and the competition is considerably less.
2. Create a unique and differentiated product offering, as well as a strong brand presence by leveraging digital marketing, influencer marketing and social media campaigns.
3. Ensure a wide distribution network.
4. Enter into exclusive partnerships with leading fashion retailers in India.
5. Ensure adequate resources to implement the plans.

Approach:

ENTRY CONSIDERATION

INDUSTRY
- Market Size
- Expected Industry Growth Rate

COMPANY
- Long Term Experience
- Well established in other countries

COMPETITION
- No major competition

CUSTOMER
- Gain customers' trust and build brand loyalty

Renewable Energy

Sunpower Solutions Ltd., a global renewable energy company based in Europe, has successfully developed and operated offshore wind projects in several countries. With a strong track record in onshore wind and solar energy, the company is looking to expand its business by entering the offshore wind energy market in India, which has ambitious renewable energy targets and favourable market conditions. You are advising them on this activity. How should they go about it?

In order to advise them effectively, I would need to understand the Indian offshore wind energy market better. Can you tell me more about the market size, growth prospects, and existing players?

Sure. India has an estimated potential of 2,000 GW of offshore wind energy, mostly located in the western part of the country. The government has set a target of 30 GW of capacity by 2030, and the market is expected to grow rapidly in the coming years. Currently, there are a handful of developers in the market, including some of the top international players.

Based on this information, I recommend that Sunpower Solutions Ltd. create a strategic plan for entering the Indian offshore wind energy market. The plan should include a detailed analysis of the market size, growth prospects, existing players and regulatory framework. Additionally, the plan should identify a target market for the company's products and services, and outline specific steps for entering the market. Finally, the plan should include a financial analysis to determine the potential return on investment.

That sounds like a good plan. What do you recommend for their first steps?

The first step should be to research the Indian offshore wind energy market in detail, including the size, growth prospects, and regulatory framework. Additionally, the company should analyse the existing players in the market to identify potential partners and competitors. This information can then be used to create a target market and identify specific opportunities for the company.

What else should they consider?

Sunpower Solutions Ltd. should also analyse the financial feasibility of entering the market. This includes assessing the cost of setting up operations, the cost of development and maintenance of projects, and the potential return on investment. Additionally, they should consider the risks associated with entering the market, such as the regulatory environment and potential competition. Finally, they should consider their capacity and resources to ensure they have the necessary resources to enter the market successfully.

That covers all the key points. Do you have any final thoughts?

Yes. It is important that Sunpower Solutions Ltd. create a comprehensive plan that takes into account all of the factors mentioned above. Additionally, they should ensure that they have the necessary resources and capacity to implement the plan in order to ensure success. Finally, they should regularly review and update the plan to ensure that it remains relevant as the market changes.

Thanks, I think we can close the case with that.

Summary

Case Facts:

1. Client wishes to enter Indian in the offshore wind energy market.
2. Based out of Europe and currently operating in several countries.
3. **Competition**: Handful of developers in the market, including some of the top international players.

Conclusion and Recommendations:

1. The client should enter the Indian market.
2. A strategic plan for the entry is crucial. The plan must include research on market size,
growth prospects, existing players, regulatory framework, target market and financial analysis.
3. The company should analyse existing players too and identify potential partners and competitors.
4. Ensure adequate resources to implement the plans.

Approach:

ENTRY CONSIDERATION

INDUSTRY
- Market Size
- Expected Industry Growth Rate

COMPANY
- Strong track record in the industry internationally

COMPETITION
- Identify potential partners in competitors
- Review plans regularly to ensure persistent relevance.

CUSTOMER
- Understand customer segments and focus on their preferences.

CASE 3 Lab Grown Diamonds

VERSA is a USA based company that manufactures LAB GROWN DIAMONDS. The company wants to enter the Indian market while maintaining the manufacturing unit in the USA. They have hired your team as consultants to advise them on the same.

I would firstly like to know if the client is operating in countries other than the USA and why they want to enter the Indian market.

They are currently operating in the USA, Mexico, Canada, Thailand and Singapore. The client is well aware of the fact that the LGD market in India is expected to grow exponentially in the future and thus wants to capture the Indian market before it's too late.

So can we say that the client's main focus is to get a larger market share more than profits?

Yes, the client wants to focus on market share. But it does not want to go below breakeven either.

Alright. What is the market size of lab grown diamonds in India, the acquirable market size and the kind of customers the client wants to target.

Our team has gathered the following information for you in this regard- Market Size is INR 30,000 crores

- CAGR- 17%
- Acquirable market share- 12%
- Target segment- Upper middle class to rich (20 to 45 years old)

Okay, so all these figures show a positive pattern for the client. But are there any competitors? If yes, what are their market shares?

As of now, there are 6 major competitors acquiring a total of 40% of the market and various small companies having 12% of the market.

What are the differentiating features of the client's product over the competitors'?

Well, our client has the major USP of offering lab grown diamonds from different ranges of quality varying from 9 to 18 carats.

Very well, what is the average price point of the jewellery?

That would be around INR 45000.

So, I think that it would be a smart move to enter the market if VERSA distributes its products through premium department stores like SHOPPERS STOP and LIFESTYLE while setting up a couple of warehouses in cities like New Delhi and Mumbai for uninterrupted deliveries of online orders. A significant footfall of High Net Worth Individuals to the department stores, who are the client's target segment, and simplified supply chain for the online business, would aid in covering the high operating costs.
Along with this, engaging an Indian brand ambassador will help gain trust and credibility in the Indian market.

Alright, that would be all.

Wonderful, Thankyou!

Summary

Case Facts:

1. Client wishes to enter the Indian market with its lab grown diamond jewellery.
2. Existing production facility in the USA.
3. Currently operating in the USA, Mexico, Canada, Thailand and Singapore.
4. 6 major and various smaller competitors with 52% market share.
5. **Focus:** Larger market share and to not go below breakeven.
6. **Target Segment:** Upper middle class to upper class (20 to 45 years old)
7. **Average price of product:** ₹45000

Conclusion and Recommendations:

1. The client should enter the Indian market as the market is expected to grow substantially.
2. Partnership with premium department stores and expanding online presence.
3. 2 warehouses in New Delhi and Mumbai should be set up to minimise complexity of operations.
4. Ensure adequate resources to meet the high demand in order to breakeven first and increase profits further.
5. Rigorous advertising and collaborations with popular Indian celebrities along with exhibitions should be a part of the strategy, in order to connect with the potential customers.

Approach:

ENTRY CONSIDERATION

INDUSTRY
- Market Size
- CAGR

COMPANY
- Long Term Experience
- Already established in 5 countries

COMPETITION
- Total acquirable Market
- Adequate resources for marketing

CUSTOMER
- Offer bespoke diamond jewellery in various carat sizes

CASE 4 Dog-Food manufacturing company

The Royal Dog Diet is a company that produces dog feed and treats and operates through its various distributors. The company has 3 manufacturing units set up for servicing the entire Indian market. Their unit in Nasik needs to be shut down due to some government regulations. Thus, the company is considering the following possibilities:

- Set up a larger, new plant in Mumbai
- Set up 2 medium size plants in Mumbai and Surat respectively

You are required to assess both alternatives and guide the client to select the best alternative.

First, I would like to know a little background of the company and where exactly it has its current units situated.

The Royal Dog Diet was established in 2005. The company also exports 30% of its produce to 12 nations across the globe.The company already has 2 units in Himachal Pradesh and Chhattisgarh, meeting the needs of all of north and east of India.

Alright. And what is the objective behind selecting Mumbai and Surat for their next unit/s?

Firstly, it is to cover the south and west parts of India.And as I mentioned, the client also exports 30% of their produce,so it makes sense for the unit/s to be near the coast for logistic purposes.

Alright. What is the market size like? And what is the client's share in it?

The current market size is US$2.4B. The client has a market share of 2%.

Okay, so that makes the current revenue roughly equal to Rs.400 Cr.

Yes, correct.

How is the production split between the various units?

60% of the total production is done by the units in Himachal Pradesh and Chhattisgarh and the rest 40% was done by the unit in Nasik.

That means that the total revenue expected from the new unit/s is 40% of 400 Cr. Which is equal to 160Cr. Now, I would like to calculate the desired production capacity per day.

Sounds good. Do you need any data for it?

Yes, the price per unit.

The price per bag of 1 Kilogram is Rs. 400.

Okay, so to find the desired production capacity, we will divide total revenue expected by the price per unit.1,60,00,00,000/400 = 40,00,000 Kgs p.a. 40,00,000/365 = 11000 Kgs per day
Next, I would like to divide the solution into two alternatives.

Alright, go ahead.

ALTERNATIVE 1. (SINGLE UNIT IN MUMBAI)
I will need some data to calculate manufacturing cost.
- Number of machines to be set up
- Number of employees
- Number of running hours for the machinery
- Average annual remuneration
- Overhead cost
- Hours to produce 500 kgs of produce
- Material cost

Yes, we have collected the data for you as follows-

No. of employees	300(8hrs/day)
Number of running hours for the machinery	16 hrs
Overhead cost	Rs 7,00,00,000
Average remuneration	Rs 2,50,000 p.a
Hours to produce 500 kg	8
Material cost	25% of CP
Number of machines	12

From the data provided, i have calculated the following:-

Machinery-hour capacity (MHC)	No. of machine * running hours = 12 * 16 = 192 hrs
Production capacity	= MHC/hours to produce 1 unit (1 unit = 500 kgs) = (192/8)500 = 12000 kgs/ day
Annual Revenue	= 12000 * 400 * 365 = 1,75,20,00,000 = (175 Cr)
Labour cost	300 * 2,50,000 = 7,50,00,000 p.a.
Annual material cost	25% of 175 Cr. = Rs. 44 Cr.
Manufacturing cost (labour cost + material cost + overhead expenses)	7.5 Cr. + 44 Cr. + 7 Cr. = Rs.58.5 Cr.
Profit (revenue-manufacturing cost)	Rs. 175 Cr. - Rs. 58.5 Cr. = Rs. 116. 5 Cr.

The approach seems good. What will be your next step?

Now I would like to analyse the same information about the second alternative.
ALTERNATIVE 2: (2 SMALLER UNITS IN MUMBAI AND SURAT RESPECTIVELY)
I will be needing the same data for both Mumbai and Surat now.

Dog-Food manufacturing company

Sure. Here you go.

	MUMBAI	SURAT
No. of employees	200	200
Overhead cost	Rs. 4,00,00,000	Rs. 3,60,00,000
Number of machines	6	6

Using this data and what was provided earlier, I will calculates the following:-

Machinery-hour capacity (MHC)	6 * 16 = 96 Hours	6*16 =96 hours
Production capacity	6000 kgs	6000 kgs
Labour cost	200 * 2,50,000 = Rs. 5 Cr.	200 * 2,50,000 = Rs. 5 Cr.
Annual material cost	Rs. 20 Cr.	Rs. 20 Cr.
Material cost	22,00,00,000	22,00,00,000
Manufacturing cost (labour cost + material cost + overhead expenses	5 Cr. + 22 Cr. + 4 Cr. = 31 Cr.	5 Cr. + 22 Cr. + 3.6 Cr. = Rs. 30.60 Cr
Profit (revenue-manufacturing cost)	87.5 Cr. - 31 Cr. = Rs. 53.5 Cr	87.5 Cr. - 30.6 Cr. = Rs. 56.9 Cr.

Total Profit = 110.4 cr.

It is clear from the analysis that the client should set up a single unit in Mumbai. Considering that the geographic distance between Mumbai and Surat is lesser in comparison to the distance between other units, there should be no difficulty in the area of distribution as well.

Great, that would be all.

Thank you so much!

Summary

Case Facts:

1. Client wants help in weighing the two options of setting up a single, larger unit in Mumbai or two medium size units in Mumbai and Surat.
2. Currently it has 2 units in Himachal Pradesh and Chhattisgarh.
3. They export 30% of the produce, thus, a coastal unit is crucial.
4. **Expected revenue:** 40% of the total, i.e. 160 Cr.

Conclusion and Recommendations:

1. According to the analysis, the client should set up a single unit in Mumbai.
2. As Mumbai is closer to Nasik, the raw materials can be procured from the same vendors as before.
3. A single unit would simplify operations, reduce operating cost and generate higher profits.

Approach:

ENTRY CONSIDERATION

INDUSTRY
- Market Size

COMPANY
- Current Market Share, Expected Sales
- Profit comparison between the two alternatives

COMPETITION
- Captured larger market share

Fast Food Restaurant Chain

The Chipotlehub is an American chain of Mexican fast casual restaurants specialising in made to order in front of the customer. The Chipotlehub is currently operating in the United States, United Kingdom, Canada, Germany, and France and has decided to expand by entering the Indian market. Assess whether they should or should not make this move.

In order to understand the scale of operations of The Chipotlehub, i would like to know more about the presence and no. of restaurants in each country.

It has close to 300 restaurants in the United States, and approximately 100 in Europe.

What is their reasoning behind expanding to India?

As a multinational chain, The Chipotlehub has a long-term vision of expanding its footprint in various countries to establish a global presence. Their goal is to broaden its international operations and capture a share of the growing Indian food market.

What are the regulatory requirements and challenges for a foreign fast casual restaurant chain entering the Indian market?

India has certain regulatory requirements and challenges for foreign restaurant chains, including local sourcing norms and food safety regulations.

What is the market size for fast food chains in india?

India's Quick Service Restaurants Market is estimated to be USD 16.72 Bn in 2023 and is expected to reach USD 32.22 Bn by 2028, growing at a CAGR of 14.2%

Alright, thank you.
I would like to use the 3C approach to assess whether they should make this move.

Very well, go ahead.

Company:

- With a significant brand presence in the United States, United Kingdom, Canada, Germany, and France, The Chipotlehub is a well-known American chain of fast-casual Mexican restaurants.
- The key differentiator for Chipotlehub is its made-to-order, personalised approach to Mexican food, which is popular with customers in its current regions.
- Although Chipotlehub has expertise growing in foreign markets, breaking into the Indian market would necessitate comprehending and negotiating special cultural, governmental, and operational hurdles.

Customer:

- Chipotlehub would need to evaluate the market potential and customer demand for Mexican fast casual restaurants in India. Indian consumers may not be familiar with or aware of Mexican cuisine except in metropolitan areas where competitors like taco bell are not present.
- When it comes to food, Indian customers have diverse preferences, including a stronger predilection for vegetarian and plant-based options and a variety of spice preferences.
- Chipotlehub's pricing policy and menu selections would be impacted by Indian consumers' price sensitivity and distinctive purchasing patterns compared to consumers in other nations.

Competition:

- There are a variety of local and foreign competitors offering a wide range of cuisines in India's fast-casual restaurant market.
- Direct competition: Taco Bell is a global Mexican fast food chain which has close to 600 restaurants in a variety of locations in India and is growing at a steady pace.
- Indirect competition: other fast food chains such as KFC, McDonalds.

Based on the analysis you have provided, what would be your final recommendations?

Final recommendation:

1. The Chipotlehub's USP is its made to order facility just like Subway which is preferred by majority of the consumers as it gives them the right to customise according to their taste, this could act as an advantage over their direct competition, Taco Bell.
2. The Chipotlehub should modify their menu according to the preference of Indian consumers with more vegetarian options and spice preferences.
3. Since India is a country which is price sensitive, they should keep their pricing within the range of Rs. 150-350 which is equivalent to their competition- taco bell.
4. In order to understand the target population, I would like to present a guesstimate.

Market size for The Chipotlehub in Delhi:
Population of Delhi as of 2023: 3 cr.
Target population- 12 yrs - 70 yrs i.e 65% of the population i.e 65/100* 3cr = 1.95 cr.
Division of population: Population which could afford mexican food (average price range from Rs.150-350)
Upper class: 10% (all can afford)= 19.5L
Upper Middle class: 20% (all can afford) =39L approx
Lower Middle class: 40% (30% can afford)= 23L
Lower class: 30% (none) = nil

Hence, The Chipotlehub should target opening their restaurants in metropolitan cities such as Delhi, Mumbai, Bangalore as market size is bigger and consumer taste and preferences are in accordance with The Chipotlehub's menu.

5. India has a rapidly growing online food delivery market, and The Chipotlehub should leverage this trend by partnering with popular online food delivery platforms in India such as Zomato and Swiggy, as well as developing its own mobile ordering and delivery capabilities. This can provide convenience to consumers and reach a wider audience, especially in urban areas where online food delivery is popular.

Hence, they should enter the Indian market and target metropolitan cities for the launch of their restaurants.

This seems good enough, Thankyou.

CASE 5 Summary

Case Facts:

1. Client wishes to enter Indian in the fast food industry.
2. Currently operating in the United States, United Kingdom, Canada, Germany, and France
3. **Focus:** capture a large share of the market.
4. **Market size:** USD 16.72 Bn
5. **CAGR:** 14.2%

Conclusion and Recommendations:

1. The Chipotlehub should enter India and leverage their made- to-order facility and brand value.
2. Modify the menu to cater the Indian audience better.
3. Pricing should be nominal to tackle competition.
4. Initially, the branches should be set up in metropolitan cities as they have larger markets.
5. Partnering with food delivery apps and developing their own app for this purpose shall prove beneficial.

Approach:

ENTRY CONSIDERATION

INDUSTRY
- Market Size
- Expected industry growth's rate

COMPANY
- Long term experience in the industry market
- Will need to adapt to the Indian taste & preferences

COMPETITION
- 'Made to order' feature USP.
- Mindful pricing

CUSTOMER
- Understanding Indian taste
- Competitive Pricing

GROWTH CASES

CASE 1

Real Fruit Juice

Your client, a really popular beverage company, is looking for new options to grow after years of stagnant growth. You have been appointed to determine the best way to grow.

What are the goals of Real? Do they want to increase revenues , profits or something else?

They are looking to grow revenue

How much growth in revenue is Real expecting and over what period of time?

They are looking to increase their revenues by INR 150 Cr. over the next 2 years.

Are there a lot of competitors in the market for fruit juices?

Yes, there are various brands like B-Natural, Patanjali and many more which have seen a growth in market share for their products and they have also seen a relatively larger growth in revenues over the last 3 quarters as compared to Real Fruit Juice.

Okay. To achieve the goal of increasing revenue by INR 150 Cr. over the next 2 years, I'd like to use the following framework.

First of all, I would take into consideration the potential organic growth opportunities. The growth can be either through existing revenue resources or growth through new revenue resources.

Now, I'd also like to look at potential inorganic growth opportunities. Is there a particular acquisition, joint venture, or partnership that would make sense for Real Juice?

That sounds like a good plan to me. How shall we proceed?

Let's look at organic growth options first. Real Juice is a mature company that has seen stagnant growth. I'm assuming that there won't be significant opportunities to grow or increase revenue from existing revenue sources.

That seems like a reasonable assumption.

Alright. So let's focus on potential new revenue resources.
To achieve its revenue growth targets, I recommend that Real Fruit Juice enter three emerging drink beverage markets and that they acquire Company Z. I have deduced two reasons for this. Number one, Real Fruit Juice can leverage its existing production and distribution capabilities to gain a sizable market share in these emerging beverage markets . They could increase revenues by INR 50- 75 Cr fairly easily over a period of two years. Number two, the acquisition of company Z would also increase revenues by at least INR 100 Cr. In addition to the strategies mentioned above , there are many revenue synergies that Real can take advantage of to grow revenues even more over the next few years.

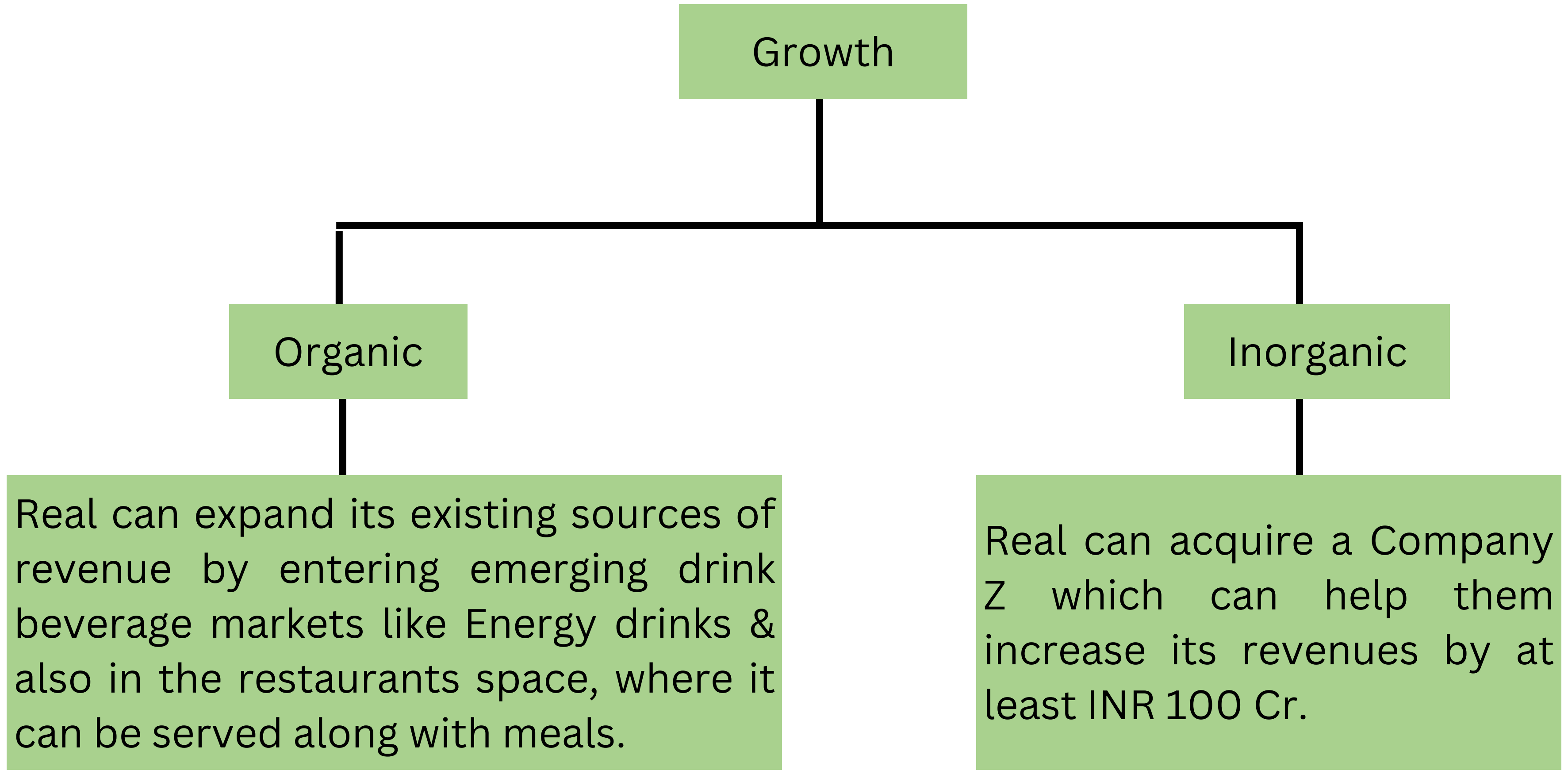
Fantastic. Thank you for your recommendation.

Summary

Case Facts:

1. Real Fruit Juice has been facing stagnant growth and wanted new options to grow.
2. Real is looking to grow revenues by INR 150 Cr. in 2 years.
3. As for competitors, Real is facing competition majorly from BeReal and Patanjali.

Approach:



Conclusion and Recommendations:

1. Two types of approach can be followed : Organic Growth Approach and Inorganic Growth Approach.
2. Through the Organic Growth Approach, Real can expand its existing sources of revenue by entering emerging drink beverage markets like energy drinks and can also enter the Restaurants space where Real can be served.
3. Through the inorganic growth approach, Real can acquire a company Z which can help them achieve over INR 100 Cr.

Film Studio

Your client is a large scale film studio which operates multiple entertainment events. The film studio has been experiencing a stagnant growth in profitability since the last 2 years. How will you help your client in its growth strategies?

Alright. So the client runs a film studio, which operates on a very large scale. The profitability has not seen any major leaps in the last 2 years, and the studio is seeking advice regarding whether they should discontinue the studio and all its operations or renew the studio for the next year. Is my understanding of the scenario correct?

Yes, you are going in the right direction.

Okay. First of all, I would like more information regarding the client. Is the studio operating at a national level or in selected regions?

The studio operates in Mumbai. The client wishes to keep operating in Mumbai only for the next year.

Alright. I would like to know how the situation around revenues and expenses has been with the studio?

Revenue and expenses have both been constant for the last 2 years.

How does the studio operate exactly? Do they organise their plays or shows in any theatres?

Yes, the studio organises their shows in theatres. Bookings for the shows are made through the BookMyShow app.

Okay. Revenue is defined as Price * Quantity. Here, revenue will be calculated as the price of a ticket multiplied by the quantity of tickets sold. Keeping this in mind, what is the price of the tickets and has the client changed the pricing over the last 2 years?

There are three types of seats in the theatres: Classic, Premium and Ultra Premium and prices for the same are Rs 500, Rs 800 and Rs 1000 respectively. And yes, the pricing has been the same for the last 2 years.

What is the total occupancy of theatres? Also, what are the occupancy rates for different categories?

On an average, across Mumbai, a theatre has 1500 seats, 700 being in classic section, 500 in Premium and 300 in ultra premium. The occupancy rates are 100%, 80% and 50% for Ultra Premium, Premium and Classic seats respectively.

How many shows does the studio organise ?

The studio organises 1 show a day, for 5 days a week. The shows are organised for 40 weeks in a year.

As per my calculations for the given data, per show the ticket revenue being earned by the client is roughly around Rs 7,95,000. That equates to approximately around Rs 16 Cr in revenue annually. Are there any other sources of revenue for the client which I am missing?

CASE 2

Film Studio

Yes, revenue from sponsorships, hospitality and merchandising. Assume that the revenue from the bookings amount to three-fourths of the total revenue. The remainder comes from the sources stated above.

Okay. So all this leads to approximately Rs 10 Lacs per show and a total of Rs 20 Cr revenue earned by the studio annually, after taking into consideration all the possible sources of revenue for the client.

Alright so let us focus on the costs now.

Yes. Costs can be broken down into two categories: variable cost and fixed cost. Variable costs would involve expenses on staff crew, costumes, props etc. Fixed costs would involve rents, advertisement, contracts etc.

That's correct. The annual costs were as follows- INR 2 Cr salary, INR 2 Cr rent, INR 1 Cr for contracts, INR 3 Cr for advertisement, costumes INR 1000 per show, maintenance costs INR 2000 per show and some other variable costs of INR 4 Lakhs per week.

Alright. The annual cost for the studio should be roughly around INR 10 Cr . This would give a profit margin of more than 50 % for the studio.

Okay, so what are your suggestions?

The studio is currently maintaining a really healthy profit margin of a little over 50 % annually. Profits can be further increased by increasing revenue or reducing the costs. Revenue can be increased by increasing the booking prices for the shows, by hiring bigger studios to accommodate more audiences or by offering discounts or schemes for the shows. Frequency of shows on a daily basis can also be reduced. As far as costs are concerned, it can be reduced by formation of new contracts with the existing staff/crew members or by switching to different locations to get lower cost of rent. On the basis of my above suggestions, I would like the studio to continue its operations and the studio should renew for the next year too

Alright, thank you so much for your time!

Summary

Case Facts:

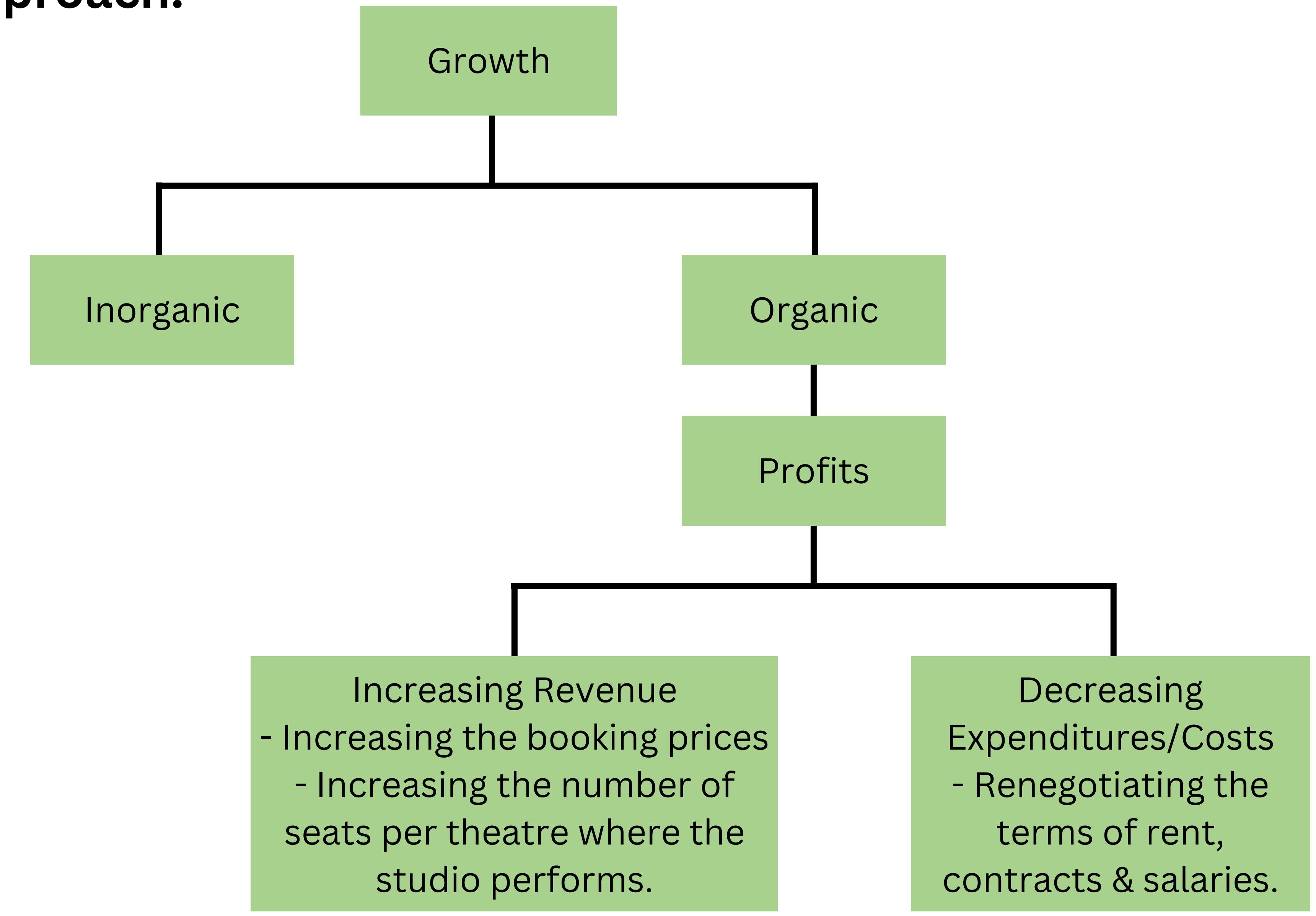
1. The client is running a large scale film studio in Mumbai. The growth has been stagnant for the past 3 years.
2. Schedule of the shows : 1 show a day, for 5 days a week and 40 weeks in a year.
3. Bookings amount to three-fourth of the total revenue.
4. INR 9.6 Cr. for the annual cost.

Conclusion and Recommendations:

1. Total Revenue for the studio from bookings = INR 15.1 Cr.
2. Total Annual Revenue for the studio= INR 20 Cr.
3. The profit margin for the studio was a little over 50% (52% to be precise) & to further increase the profit margin, there are 2 ways through organic growth approach:

- Increasing the Revenue by increasing the number of seats as well as the pricing of the seats, offering discounts etc.
- Decreasing the costs by negotiating the cost of rent, contracts etc.

Approach:



CASE 3

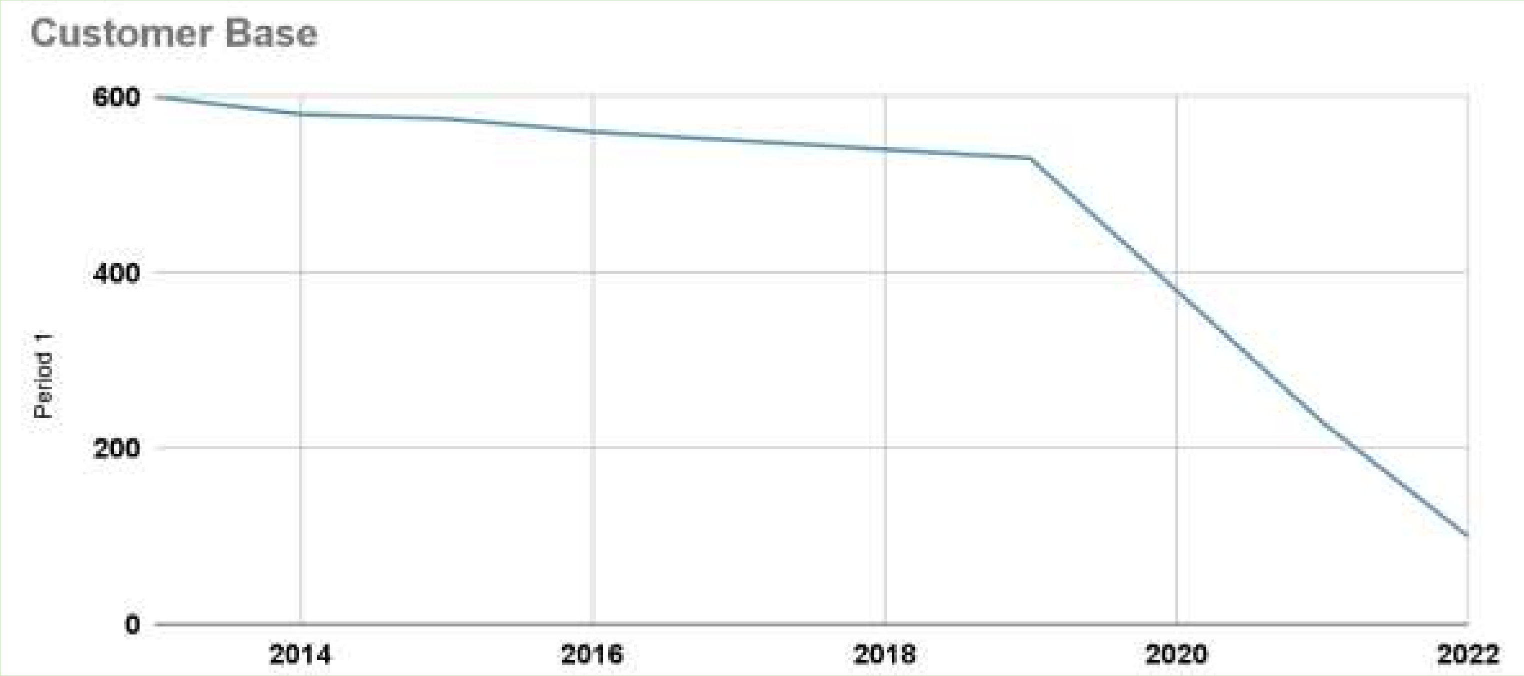
DTH vs OTT

In the past 10 years a local DTH provider has seen a steep fall in revenues of the company. You are required to find out the reason for the decline and suggest solutions to stop the decline and fuel growth.

What is the reason for loss of revenue? Is it because of shrinking customer base, discounts offered or Increase in costs?

It is because of shrinking customer base.

Is the contraction regular or is some pattern noticeable?



This is the graph representing our customer base.

Has it been an industry wide trend?

Yes, other DTH players have also suffered similar losses. The overall industry size is shrinking.

Have you updated your DTH boxes anytime in the past decade?

No.

Are these DTH boxes outsourced or home manufactured?

Outsourced. They are made by a Chinese manufacturer, made on order.

Are there any other streams of income for the company other than the subscription revenue? What are the major expenses?

Company earns a small share from the setting up fee we charge from the customers upfront and some interest on the investments made from the lump sum of DTH box securities deposits.

For expenses, our major expense is the procurement and shipping of our boxes, then a huge portion goes into running the telecall centre and then some other miscellaneous expenses, But these two make up for over 80% of the costs.

What is the call centre used for?

DTH vs OTT

For everything, people call us for booking or applying for a box, for servicing any issue, upgrading their plans or any other customer query. We use it to call customers to remind them of payments and tapping new customers by telemarketing.

The first thing to be observed is that it is an industry-wide trend, but not just specific to the client. Secondly, the customer retention graph shows a steep fall since 2019.
We can use the aforementioned 2 insights to get an outlook on the industry wide trend and get an outlook on why the industry is facing problems.

Content consumption on TV is still there, meaning that DTH is getting replaced by something else. The best counterpart to DTH is new OTT platforms, OTTs replacing DTH can also be confirmed by looking at the industry growth numbers.
The client has also brought to our notice that their DTH boxes have not been updated or upgraded ever since, which also brings forth technological backwardness as a reason for the downfall.

That means that to stay in the business we either have to go with or against the grain to change trends, as the company is not a very large company, we cannot change the trend so a rational way would be to either become a part of the trend or something that complements it.

As the client told us that the DTH boxes are outsourced for manufacture, we can change the designs and technology of these boxes without major capital expenditure. New DTH boxes can cater to families who want both the facility of OTT for the younger generation whilst having the comfort of traditional DTH for people set in their ways. Offering both facilities in one place will help us double our target audience hence capturing the better part of the market and accelerating the growth of the company.

That will be all, thank you.

CASE 3 Summary

Case Facts:

1. The client is a DTH provider.
2. The customer base has dropped dramatically between 2019 and 2022 leading to loss in revenue.
3. Major competition exists in terms of OTT platforms.

Conclusion and Recommendations:

1. The client needs to adapt to current industry trends and launch new DTH boxes for the customers who want both DTH and OTT facilities.
2. This will help the company double its target audience and boost revenue.

Approach:

Problem- Reason for loss of revenue

Part 1-Shrinking customer base

Part 2-OTTs are replacing DTH industry as over the course of last 3-4 years OTT platforms have started replacing DTH.

Solution for part 1-Company can change the design and overall technology used for the DTH boxes.

Solution for part 2-
The newly designed DTH boxes can cater to families who want both the facility of OTT for the younger generation whilst having the comfort of traditional DTH for people set in their ways.

Impact of both the Solutions
The newly designed DTH boxes will help the company double their target audience hence capturing the better part of the market and accelerating the growth of the economy.

CASE 4 Brominoes Pizza

Brominoes Pizza is a pizza chain serving pizza across the country for 15 years, It has over 700 stores and 20 cloud kitchens. For the past 3 years, Brominoes has seen a shrinking customer base and reduced profit margins. You are hired as a consultant to find out why and help Brominoes reverse this trend.

What is the reason for loss of revenue? Is it because of shrinking customer base, discounts offered or Increase in costs?

Increasing costs and having to give big discounts to compete with competitors, is cutting our revenues down. Throughout the year we have consistently lost our recurring customer base.

What segment of customers do you cater to?

Low to medium budget, our range starts from Rs. 80 and goes upto Rs. 400.

What category of pizza accounts for the highest revenue?

Our budget range accounts for the major part of our revenue. The units sold are comparatively 7 times our higher range.

What % of Revenue accounts for dine-in & takeaway/delivery?

25% & 75% respectively

What are the major costs associated with your product?

Rent accounts for almost 40% of our cost., salaries - 25%, Raw Material - 20%, electricity, water and other utilities - 10% and miscellaneous 5%.

How many locations per-city are placed?

For Tier 1 or larger cities we have above 30-50 locations & 2-4 cloud kitchens, for Tier 2 cities we have 15-25 locations and 2-10 locations for tier 3 or small towns.

Have new varieties/offerings/flavours been introduced in the past year?

No.

In Brominoes case, we can see that the slowing growth is two fold. The company is incurring higher costs as well as a shrinking customer base.

Let's start addressing one problem at a time.

-If we dissect the costing element, we can see that the majority of the costs incurred by the company are of rent and salaries. To bring these major causes down, we either have to cut down on staff and the number of locations or choose cheaper locations and lower the salary of staff or a combination of all. From the revenue model, we can see that the company earns 3/4 of the revenue from takeaways and deliveries and just 25% from Dine in. This shows that although the company spends huge amounts on building restaurants, the return on investment for specifically the rent of dining areas is comparatively low.
- For the shrinking customer base, we can reason that since there are no new customer offerings in terms of items or discounts offered. That is why, Brominoes is losing its share to other competitors.
-The best way to deal with both of these problems simultaneously is to restructure the company. As we can see right now the company's focus is mainly on restaurants, As hardly 2.7% of the outlets are cloud kitchens.
-In restructuring, if we can increase the number of cloud kitchens while reducing the number of restaurant outlets, we can significantly bring down the expenditure on rent and salaries which can heavily reduce the overall cost element and solve half the problem for the other half company can bring new offerings in various segments for the consumers And market it so that people are aware of these new offerings, thus reversing the customer downfall trend.

Summary

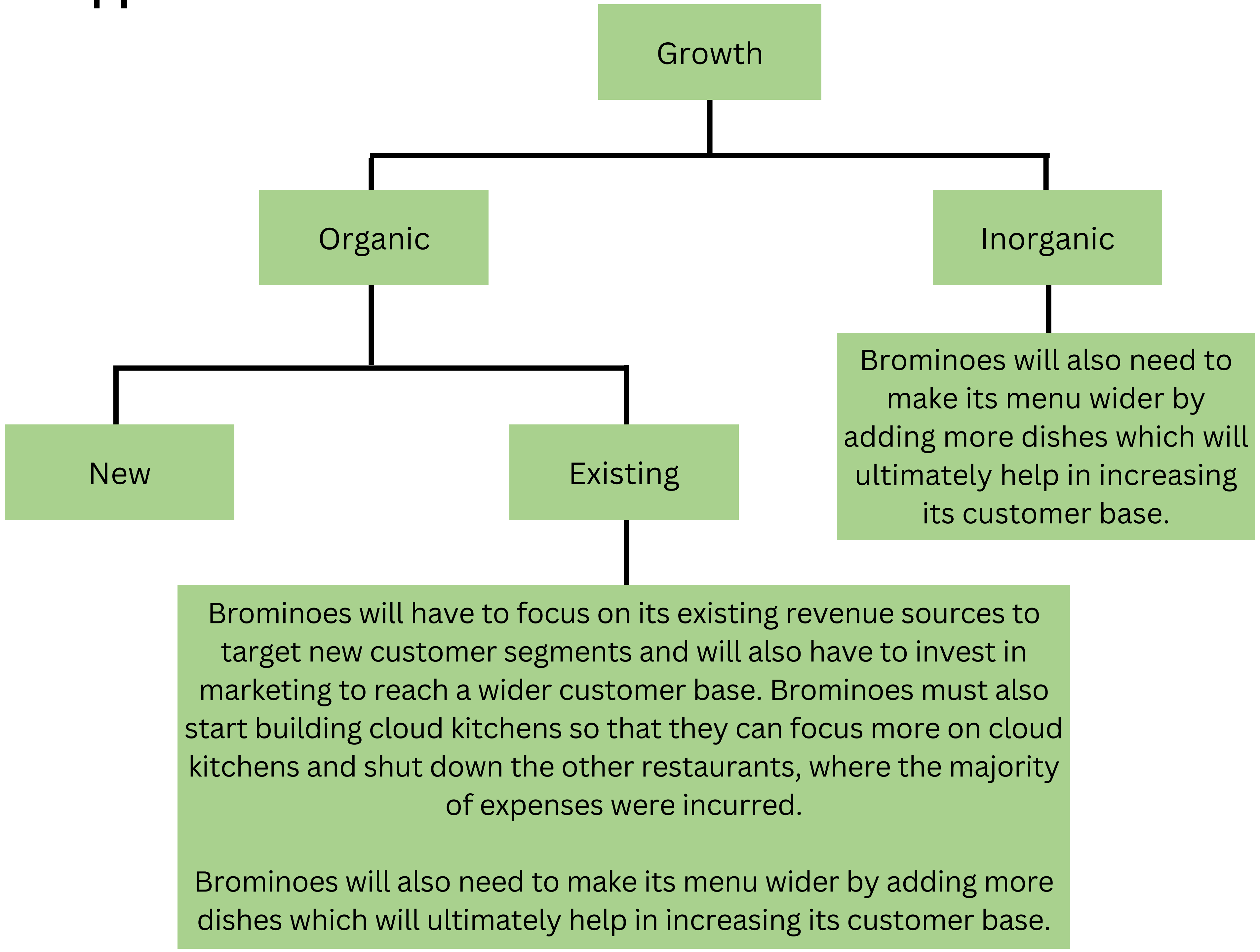
Case Facts:

-The client is a large pizza chain company experiencing a shrinking customer base for the last 3 years.
- Target: low to medium-budget customers
- Outlet split: 2.7% of the total are cloud kitchens.
- 75% of the revenue is through takeaway/delivery.

Recommendations:

-The client should restructure the business model to deal with high costs and low revenue and induce business growth.
- Since 3/4th of the revenue is through takeaway/delivery but the majority of the expense is incurred in restaurants, it is wiser to open small cloud kitchens.
- Aggressive marketing with a wider menu will also help people recall the brand and increase its customer base.

Approach:



CASE 5 Cloth Shop

Your client is a Gujarati cloth shop owner in Janpath. He wants to grow his revenues in terms of profit and customer footfall and has reached out to you for advice

Okay. I would like to gather more information about the client. Regarding its location, the quality of the cloth sold, and whether he sells online or not.

The cloth shop is located right on the corner of the main Janpath Road, which is a very lively place for leisure and shopping activities in Delhi. The client currently owns only one shop. The client enjoys a good reputation in the area due to his quality clothes and competitive prices.

Okay. Also, is there a particular timing for the store's functions? Is there any particular segment of people who purchase clothes from our client's store or a particular gender, and what kind of competition does our client have in the area

The client operates his clothes shop from 1 PM to 9 PM on weekdays and 10 AM to 8 PM on weekends. There is a specific customer segment that our client caters to, which is females and young girls. There are three more similar clothing and traditional shops in the area. And no, our client does not have an online presence.

Got it. Is there any information on how much our client wants to increase his revenue and by when? What kind of market share does he have in his area? How has the revenue growth rate been for our client and for the shops nearby surrounding the entire Janpath market?

Our client wants to increase his revenues by 10% in the next year. You can assume that he has a market share of about 15% in the entire Janpath cloth market. Our client's revenues have been fluctuating for the past six months, and the revenues for other shops from sales in the area have decreased.

The first thing here is to look at the overall market trend for our client.

As the client mentioned, the business of the entire cloth market in Janpath is steadily decreasing, so it is not a problem specific to our client, on the contrary, fast fashion industries are making all-time highs, as well as the luxury fashion industry, which is also making record sales because of the more discrete income available. So we can rule out that the problem is segment-specific for the client. I will divide the client segments into 3 parts for better understanding:

- Offline Clothing;
- Budget Clothing
- Female and teen Clothing

Now that we have identified each segment, we can work better on understanding the problems and coming up with solutions.

Offline Clothing

It is an undeniable fact that, after the rise of e-commerce, offline apparel industries have taken a massive hit. The main reasons for this are convenience and variety. Now our client cannot compete with giants in both of these spaces, especially alone. Creating an e-commerce site or app, setting up distribution channels, and bringing in a huge variety would require huge capital investment and working capital, so we can rule that out.

Budget Clothing

Budget clothing is a sector where people have started to migrate from the premium economy, which is somewhat between premium and budget, and large corporate giants have already captured a significant portion of that market. But also, given the current clientele and the type of area our client runs in, it will be a foolish step to shift to the premium or luxury segment.

Female and teen clothing

According to studies - women tend to shop more than men.

And also, teenagers are the ones who are mostly categorised as budget spenders, so our client is targeting the right audience. One can argue to include men's segments or other varieties to attract more customers, but that would require more working capital investment, and as the shoppers for these segments are not that high in number, the ROWC will actually drop.

So now that we have identified the problems, let us start working on the solutions.

We have established that the problem has roots in the industry or a particular subsection of the industry, and there is no foreseeable force that will stop or reverse this trend. At this rate, if substantial steps are not taken to work outside this subsection or along the trend, the business will slowly decay and become obsolete.
Converting our client's shop to a pure e-business is not a sensible decision as it is not financially feasible and exposes the entire business to massive risks.

So the solution lies somewhat in between.
The client should take the following steps:

- Revisit inventory and hire a small, dedicated team of a fashion analyst and a social media manager, preferably teenagers because they are more aware of fast fashion and require less pay.
- Rotate the inventory to meet current standards.
- Bring your clothing online, not through traditional means but through social media, for example, by showcasing products on Instagram, publishing offers on Facebook, etc.
- Instead of using a dedicated e-commerce site to take orders and involving designers, engineers, advertising agencies, payment gateways, and banks. They should use free, readily available infrastructure such as social media for advertising and selling, UPI for payments, Excel for inventory management, etc.
- Instead of establishing new distribution channels, partner with courier agencies to provide delivery.

Steps for future growth
Our client can also partner up with its competition; as the entire market is on the decline, our client can let its competitors in on his or her hybrid e-business. The competitors will be able to use our client's existing channels to boost their sales, and our clients can charge a fee per order. Letting the competitors in has intangible gains as well. As other players also start to display their merchandise on our client page, the variety proposed to our clientele will increase, bringing in more orders. It can also increase the clientele as other competitors bring in clothes from different segments, which will attract a higher and wider audience.

CASE 5 Summary

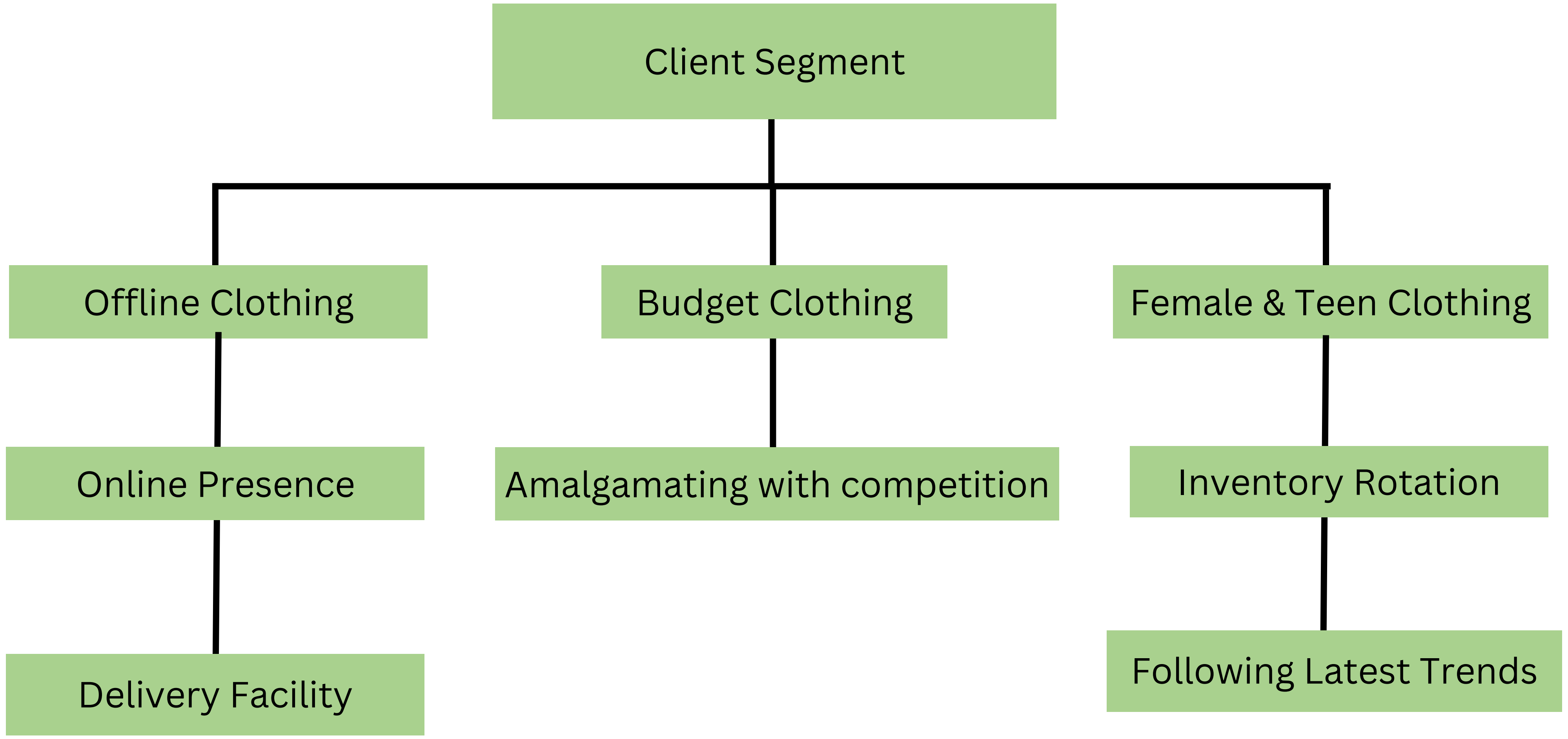
Case Facts:

1) Client is a Gujarati cloth shop owner based in Janpath, Delhi, owning only one shop, and has a great reputation since they provide competitive prices.
2) Client doesn't operate online, especially caters to female customers, and teenage girls.
3) They wish to increase revenues by 10% and their current market share is 15% of the entire cloth market in Janpath.
4) Their revenues have been fluctuating in the past half year, similar to the competitors in the same area.

Recommendations:

1) Redo the inventory with the help of a fashion analyst and grow with the help of social media, and practice inventory rotation.
2) Start conducting business online, apart from traditional store-selling. Using dedicated e-commerce sites and emphasising the use of technology for conducting day-to-day business activities.
3) Partnering with delivery agencies for speedy and safe delivery of products. Partnering with existing competitors and combining resources.

Approach:



PRICING CASES

CASE 1 Protein Ice Cream

BluSugar is an ice cream company that has formulated a low-calorie, whey protein-based ice cream to be sold within a B2C business model. You are required to suggest pricing for their product.

Thank you. Firstly, can you tell me more about the product details: health benefits, sugar content and calorie comparison to regular ice creams? Please tell me about BluSugar's market share as well.

BluSugar's Protein ice cream has zero added sugar and amounts to 150 calories per 100 grams as against 250 calories per 100 grams of any other ice cream. It does not provide any health benefits but is suitable for diabetic patients. BluSugar has a market share of 25% in the Ice cream market.

Are there any competitors in the market? If yes, what is their pricing like?

Yes, there are 2 competitors that hold 30% of the market. Their protein ice cream ranges from ₹100 to ₹130 for 100 grams.

Alright, so one way to set the pricing for BluSugar could be COMPETITOR-BASED. According to this, the price for BluSugar can be between ₹100 to ₹130.
However, if there is any Unique Selling Proposition that BluSugar will offer, they can charge a premium.

Very well, that's what we thought. BluSugar uses sustainable glass jar packaging that is reusable. Considering the growing consciousness of the environment, people will pay a premium for BluSugar.

Alright. Provided that the market BluSugar is aiming to tap is a niche market that will majorly consist of a certain percentage of the upper middle class and rich population and considering BluSugar's persisting goodwill in the market, charging a premium on the basis of sustainability and quality is possible.

How much could that be?

Quantifying such qualitative factors is difficult. But based on past trends, it is fair to say that charging a premium of 20% of the competitors' price will be appropriate.

So, what will be your final pricing for it?

Before I answer that, please walk me through the cost involved in the production.

We have calculated a fixed cost of ₹20,00,000(for one production cycle = 6 months) for the new machinery and the raw material cost will be ₹18/- 100 grams and an additional variable cost of 10% of the raw material cost. The production capacity per cycle is 10,00,000 units. We have also forecasted an additional marketing cost of ₹10,00,00,000 for the first two years.

According to this, the cost per cycle:
= fixed cost + variable cost + marketing cost = 20,00,000 + (18+1.8)*10,00,000 + 2,50,00,000 = ₹4,68,00,000
Cost per unit = ₹46.8

Therefore, from a COST-BASED perspective, the minimum price would be ₹46.8 for BluSugar to break even after the first production cycle if they are selling 10,00,000 units in that cycle.
According to the VALUE-BASED pricing charging a premium of 20% over and above the competitor based pricing, the final pricing will be
= 130 + 20% of 130 = ₹156 per unit.

Wonderful! That would be all for now.

Great! Thank you so much!

Summary

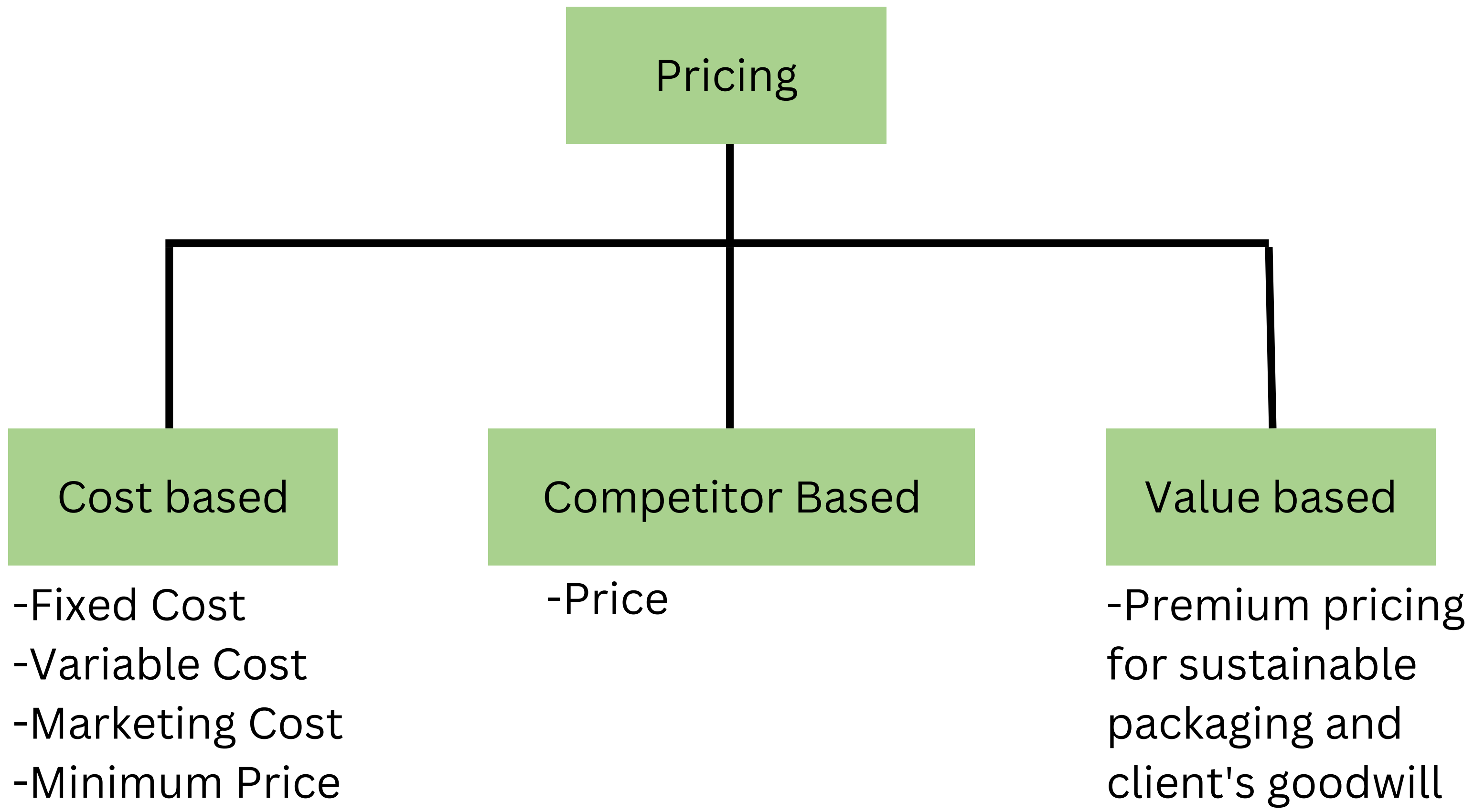
Case Facts:

1. Client wishes to launch low calorie, protein based ice creams.
2. Two Competitors holding 30% of the market share.
3. Competitors price: ₹100 to ₹130 per 100 grams.
4. Production cycle: 6 months.
5. Production capacity per cycle: 10,00,000 units.
6. Cost per production cycle: ₹4,68,00,000.
7. Assume sales: ₹15,60,00,000 (during 1st production cycle)

Conclusion and Recommendations:

1. According to cost-based pricing, the client must price the ice cream at a minimum of ₹46.8 per unit to break even after the first production cycle.
2. According to competitor-based pricing, the client can price the ice cream at ₹130 per unit.
3. Since the target audience is from the upper middle class & rich population, charging a premium of 20% over and above the competitor's price for the sustainable and reusable glass packaging and the client's goodwill is justified. Hence, the ice cream shall be priced at ₹156 per unit.

Approach:



CASE 2 ByteTech Solutions Ltd.

ByteTech Ltd. is a software company that sells a cloud-based project management tool to small and medium-sized businesses. The company has been in business for three years and has acquired a sizable customer base. However, they have noticed that their revenue growth has slowed down in the past few months because of a new and cheaper alternative that has entered the market. They have come to you to decide new pricing for their product.

Alright. Firstly, can you tell me the current pricing?

The company charges a flat monthly fee of Rs. 4100 per organisation, regardless of the number of users.

Okay, from this I can make out that this pricing strategy may not be optimal for customers with small teams, who find the flat fee too high, while customers with larger teams are receiving a discount for bulk purchases leading to a lower average revenue per user (ARPU). Can you tell me the minimum and maximum users per team that subscribe to the plan?

Yes. That is what our team found. The major loss of sales are from smaller teams. The team size varies from 3 to 45 members.

Okay. Since the difference in team sizes is that big, I advise introducing a new pricing that has different tiered plans. This would make the tool more affordable for small teams and attract more customers.

Why haven't the larger teams opted for the cheaper alternatives in the market?

The size of the team sometimes makes the software go through technical glitches. The client's software is well known for its speed while handling the work of a larger team.

That is great. This allows the client to use a VALUE BASED approach while pricing the plan for larger teams. Please tell me about the competitors' pricing.

The average pricing offered by the competitor is currently Rs.2700 per month.

Okay. Do the competitors have tiered pricing?

No, they don't.

Alright. So, working on the tiered pricing strategy should be the best for the client at this point. Since, the company already has a good reputation in the market, the audience will jump at an opportunity to use their long trusted software when offered at a competitive price. The fact that no competitor has a tiered pricing plan yet, will also give a competitive advantage to the client.
Before I suggest the final pricing, please tell me about the objective - is it to maximise profits or to increase subscribers?

The client's main aim is to increase subscribers as they aim to acquire larger market share that will eventually increase their profits.

Perfect! I suggest that the client plan their tiered pricing as follows:

TEAM SIZE	PRICING
Up to 3 Members	Rs. 999 per month
Up to 7 Members	Rs. 1800 per month
Up to 10 Members	Rs. 2500 per month
Up to 20 Members	Rs. 4000 per month
More than 20 Members	Rs. 6000 per month

This pricing will help the smaller teams to still opt for the client's software, while charging a premium to the teams based on the quality offered by the client will help cover the difference.

Alright. That seems fair.

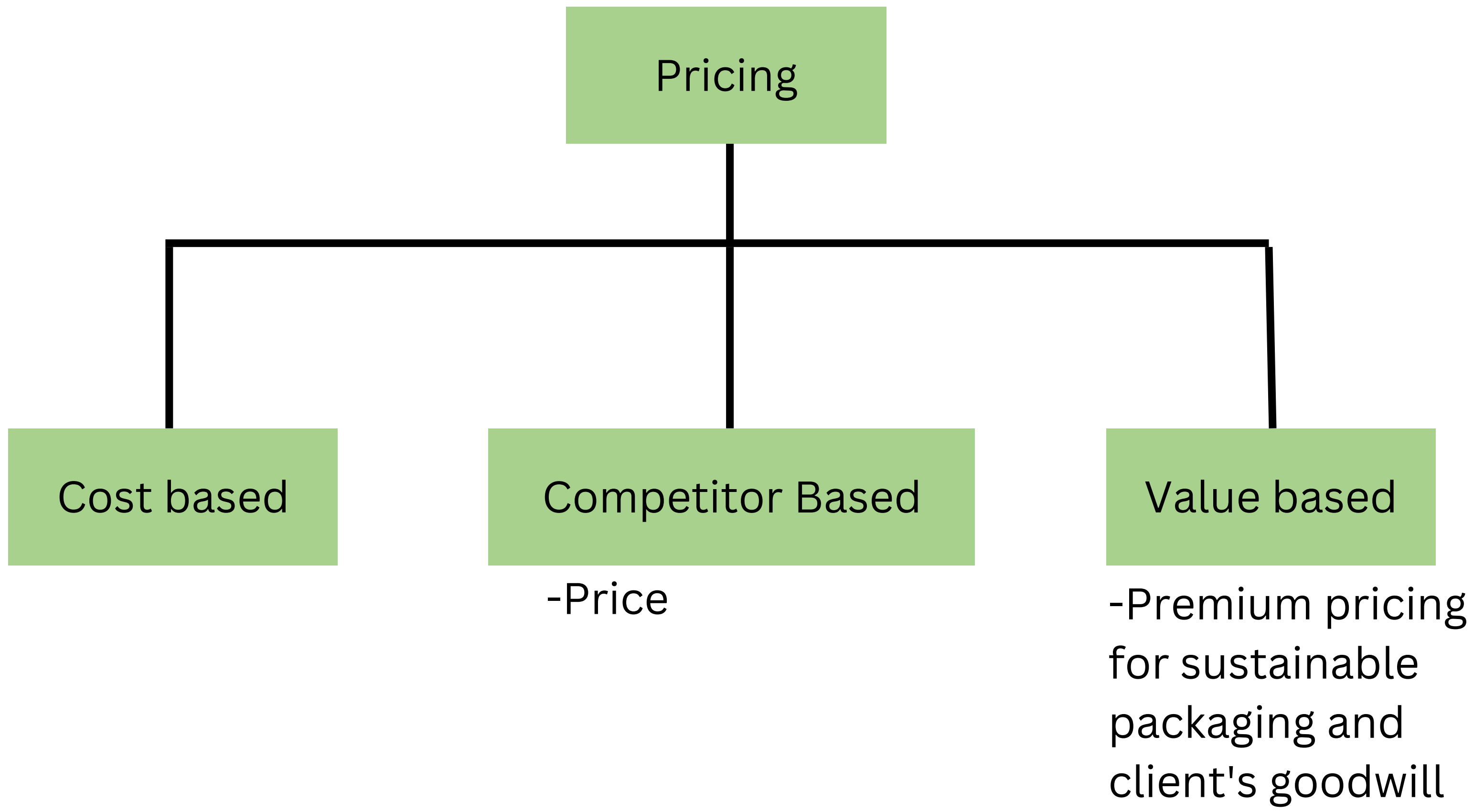
Great! Thank you.

Summary

Case Facts:

1. The client is a cloud-based project management software provider that has a sizable customer base.
2. They are currently facing the issue of lost sales due to cheaper alternatives in the market.
3. Their main objective is to maximise subscribers and acquire a larger market share.

Approach:



Conclusion and Recommendations:

1. The client should launch tiered pricing plans in order to retain smaller teams and leverage the quality of software by charging a higher amount to larger teams.

MERGERS & ACQUISITIONS CASES

CASE 1 Spoilt for Choice

Your client is a major telecommunications service provider. They have been doing well but want to grow furthermore and are looking at M&A as a means to achieve this. You have been on-boarded to advise the client on potential M&A ventures as a consultant.

Sure. I'd first like to understand what kind of "growth" the client is aiming to achieve and the motive behind it.

The client is looking at top-line growth, preferably by expanding operations into another European country. Their ultimate objective is to establish themselves as market leaders in Europe.

Okay. What are the areas where the company currently has its operations established?

They currently operate in the UK.

Okay, my analysis will be three-fold :

- Getting to know the client.
- Determining weather M&A is the right way to go or not
- If it is, what are the potential M&A targets that we can consider

Seems good, you can proceed using this approach.

Sure. I'd like to know exactly what kind of services the client provides and a brief overview of their business.

The company is a leading telecommunications service provider. Their USP is that they offer mobile network services & data services, all at affordable rates. They have tapped almost all areas of the UK and expansion plans have been on the table for a year now.

Now, considering the competitive landscape I'd like to know about the market share owned by the client in the UK. How does it compare to their competitors?

They have been able to capture 35% of the market share. They are the market leaders but are closely followed by other prominent companies operating in the same sector. Market shares of all prominent companies have remained somewhat constant in the last two years.

Thank you, that was indeed helpful and enough information for me to conclude that an acquisition in another European country would be the right way to go concerning the client's goals. Even considering the competitive landscape we can see clearly that there haven't been any drastic changes in the market share for any of the prominent telecom companies in the UK.
Based on this, I'm assuming most of them must be trying to get their growth and expansion plans in place and M&A would be a popular choice. This is an excellent opportunity to gain a first-mover advantage as well. Are there any potential targets that the client has in mind?

Logically deduced, makes sense. Yes, the client has three targets in mind :
TARGET 1: A French company which has been operating in the telecommunications sector for 9 years. They have shown slight but constant growth in terms of the amount of market share owned by them. They own 15% of the market share and are a popular choice amongst users in some areas of the country. They are a good cultural fit for the client and management styles match to some extent as well.
TARGET 2: A German Company that entered the telecommunications industry 15 years ago and started gaining popularity amongst mobile network users 8 years ago by rolling out attractive all-inclusive mobile plans at affordable rates. Their growth rate has been high all along since then and they own 25% of the market share.

Spoilt for Choice

TARGET 3: Another French operator which entered the telecommunications sector 30 years back. They are a conglomerate and started in the steel pipe market. They then diversified into various sectors including the telecommunications sector. They have been a prominent force in the French telecommunications sector for a long time now. Their market share has been constant at 30% for more than 3 years.

Based on these options 2 and 3 seem like apt choices keeping the client's goal of becoming a market leader in Europe in mind. However, target 1 provided a good cultural fit. It will be easier to acquire. I'd like to examine the synergies associated with each of these acquisitions. Starting with cost synergies, moving on to revenue synergies and lastly operational synergies.
How much does each of these acquisitions benefit us in terms of increasing revenues and decreasing costs? Do operational synergies paint a whole new picture in terms of the ideal acquisition?

In terms of revenue, targets 2 & 3 would contribute more than target 1. Operating model in terms of assets aligns most with target 3 and then with target 2.

This strengthens the premise that targets 2 and 3 are both ideal options. Operational capabilities might align a little more with target 3 but target 2 also follows the strategy of using affordable prices and offers to attract customers which signifies a matching ideology and a commonality in the customer bases of this target and the client. So, targets 2 and 3 are still on a level playing field while target 1 is probably not going to be in the reckoning again. I'd like to assess the European Telecom market and how it is expected to evolve in the coming years.

Going by recent trends, the customers are evolving and are changing their approach. They are going for quality and affordability instead of just the brand name. They are attracted to all-inclusive mobile network packages offered at low prices which is emerging as a new way of attracting customers based on its success as strategy in the recent past.

Well, then that makes it clear that target 2 seems to be the ideal acquisition target. However, another important factor that needs to be taken into account before an acquisition target is chosen by any company is the cost of acquisition. In this case, though it seems like a formality because Target 3 is a conglomerate of companies and I am assuming would quote a figure significantly higher than the one which would be quoted by Target 2.

That's a fair assumption, accurate as well.

Right then, target 2 is the most apt acquisition target for the client because :
- Their ideology matches with the client's.
- They are in sync with the ever-evolving market trends and seem to have cracked the code to attract and retain customers which is the reason for the constant and fast-paced rise in their market share.

Therefore, they offer the greatest growth potential.
All in all, I'd recommend the client to consider acquiring target 2.

Great, that will be all. All the best!

CASE 1 Summary

Case Facts:

1. Client is a telecom company based in the UK. They own 35% of the market share.
2. The client is looking at top-line growth, preferably by expanding into other countries of Europe which is in correspondence with their goal of becoming a European market leader.
3. Three potential targets. The ideology of the 2nd target is similar to that of the client.
4. Revenue synergies are better with targets 2 and 3 while operational synergies are best with target 3 (target 2 is a close second based on this parameter).

Conclusion and Recommendations:

1. The client should focus on the market analysis.
2. Target 2 is suitable for acquisition.

Approach:

GOALS AND MOTIVE	• Determining the goals of the client • Ascertaining the motive behind those goals
GETTING TO KNOW THE CLIENT	• Business overview of the client • Market standing w.r.t. competitive landscape • Recommending whether M&A is the right way to go or not
TARGET ANALYSIS	• Determining potential M&A targets • Assessing the suitability in terms of market standing, the commonality of goals, ideology, culture, etc
MARKET ANALYSIS	• Assessing market trends and growth potential • Determining growth potential and sustainability of targets w.r.t the market trends and growth pattern.
ONE TIME COST	• Factoring in the cost of acquisition w.r.t. the suitability of each target

CASE 2 Striving for More

Our client is a pharmaceutical company which has had decent financial performance in the past, but wishes to expand overseas. They are looking to acquire another company Y, which has a market presence across 13 different countries.

What is the final objective for which this acquisition is taking place?

Our main objective is Revenue Growth. We plan on doing this through market expansion.

I'd like to understand a few things about our client. What kind of a business does our client undertake, and what products are provided by the business? What is the Market Share and Profit Margin of our client?

Our client produces goods under 4 verticals, Allopathy, Homeopathy, Ayurvedic, and Equipment. These goods are supplied throughout India and our client comprises 18% market share of the entire Pharma sector of the country.

Okay, now to help our client with the decision, I'd like to divide the analysis into 3 heads, Target Analysis, Synergies, and Risks and Threats.

That seems like a good approach. Please proceed.

Thank you. What information is available regarding our target company?

Yes. Our target company has its market spread across 14 countries, with India as its HQ. It has managed to capture 7% of the global pharmaceutical market.

Why has our client chosen Company Y as the target? Are there any better companies available for acquisition?

The company has introduced initial capital investment. They want to invest in technology that can greatly improve their research and development process in the coming years. Due to their lack of capital to invest, they wish to get acquired and have more capital investment in research and development. They have projected a 13% growth in global market share and a 50% increase in revenue within the next decade.

Okay. We can now focus on Synergies. I would like to begin with Revenue and Cost Synergies. What would be the change in revenue margins post-acquisition? What about cost margins?

Revenue margins would show major fluctuations, due to increased market reach, in-depth knowledge of the market, and amalgamation of respective customer bases. Cost-effectiveness will also improve due to the combined workforce, working costs, and capital requirements. Combining the Research and Development departments of both companies would greatly benefit the client.

Okay, that's great. Are there any risks pertaining to this acquisition which might render the entire process futile or is there any flaw which might make this acquisition non-profitable?

No, there are no such risks.

Noted. Our client has captured a decent portion of the Indian pharma market. They are looking to expand into the global pharmaceutical market. The best of entering a new market in the least amount of time is through acquisition. The target company has the best technology but inadequate capital to enable proper usage of the technology over a long period. This is the primary reason why they are looking to hand over the company to someone who can fund the expansion and grab the potential market. Our client can meet this capital requirement and successfully increase the market base of the company. Our client can expect a significant rise in revenues post-acquisition.

Great. That seems logical. What is your final recommendation?

Not only does the acquisition help in entering into the global market, the technology can be harnessed to increase production in the existing market. With adequate capital contribution, the potential market can be seized with ease. The client can continue to sell the goods under the name of the target company as it already exists as a trusted brand globally. Hence, the client should go ahead with the acquisition.

We can stop here. Well done.

CASE 2 Summary

Case Facts:

1. The client is a Pharmaceutical company with an 18% market share in the country.
2. The client is looking to increase revenues by expanding to the global market.
3. Target has made the initial capital investment but lacks the finances to make further investments.
4. With proper investment, there is potential to increase market share by 13%

Conclusion and Recommendations:

1. The client has enough capital to invest in the target company.
2. The Client should go ahead with the acquisition of the target company.
3. It will result in growth in revenue and profits in the future.

Approach:

PRELIMINARY QUESTIONS	• Current position of client • Future growth plans • Reason for acquisition
TARGET ANALYSIS	• Basic functions of target • Market share of target • Reason for allowing acquisition
SYNERGIES	• Cost Synergies • Revenue Synergies
RISKS AND THREATS	• Economic Risks • Fatal Risks • Operating Risks

CASE 3 Covering the Spectrum

Our client is looking to expand through the acquisition of another company. They have identified three potential target companies and would like you to evaluate each one and provide your recommendation on which one they should acquire.	Great, thank you for the context. Let's start with the technology startup. What are their revenue and growth projections?
Sounds great. What information do we have regarding these three companies?	The startup is projecting $5 million in revenue for this year and is growing at a rate of 30% year over year
Company A: The first company is a technology startup that specialises in mobile app development. They have a strong team of developers and have already launched several successful apps. Company B: The second company is a traditional manufacturing company that produces high-quality consumer products, and produces only electronic goods. They have been in business for over 50 years and have a loyal customer base. Company C: The third company is a retail chain with over 100 locations across the country. They specialise in home goods and have a strong online presence.	Those are impressive growth numbers. How does their revenue compare to their expenses? Their expenses are in line with industry standards and they are projected to break even next year. Okay, and what about the manufacturing company? How have they been performing financially?
Interesting mix of companies. Can you provide some additional information about our company's goals and priorities?	The manufacturing company has been steadily growing at a rate of 5% year over year and has annual revenue of $50 million.
Absolutely. Our client conducts business through the production of electronics, for final consumption by consumers. They are looking to expand its offerings to better serve our customers and increase revenue. We are open to all industries, but our main focus is on companies with strong growth potential and a solid financial track record. Our client has a very limited customer base due to geographical limitations and a lack of proper advertisement and communication. The client's products have the potential to capture a very large market but have found themselves unable to do so in the past few years. They came to the conclusion that the best way to expand the market is through acquiring another company.	That's a respectable revenue number, but how do their expenses compare? Their expenses are also in line with industry standards and they have a healthy profit margin. Great, and what about the retail chain? The retail chain has annual revenue of $200 million and is growing at a rate of 10% year over year.

Those are impressive growth numbers. How does their online presence compare to their brick-and- mortar locations?

Their online sales make up about 30% of their total revenue and they are investing heavily in their e-commerce platform.

Okay, thank you for that information, now I would like to go ahead with the analysis.

Yes, please continue.

All the potential targets have decent financial positions. Targets B and C have the potential to expand our clients' market without major investments. B can allow the client to produce a larger number of goods, whereas C can solve problems like geographical limitations using online presence. Target A has the potential to expand the market by creating an app for our client but this would require a lot more investment and constant bug fixing and updating. Our client would require a larger market base to make the creation of an app viable and useful.

So what is your final recommendation? Which company should the client choose?

I would recommend that we acquire company C, the retail chain. They have the highest revenue of the three companies and are growing at a steady rate. Their online presence is also strong, which will allow us to expand our digital offerings. The client is looking to increase their growth through market expansion. But our client does not face any shortage in production that they are unable to meet demands. Thus acquiring a manufacturing firm would not make sense. Whereas, acquiring a retail firm would add to the market base of the client and allow our client to enter the online retail market. Do you have any additional questions or concerns?

No, I think you've provided a thorough analysis and your recommendation is sound. Thank you for your time and insights.

CASE 3 Summary

Case Facts:

1. The client produces electronics for final consumption.
2. Looking to expand the market, lack presence across the country.
3. Potential targets:

Company A	Technology Startup	$5 Million Revenue	30% Growth Rate YoY
Company B	Manufacturing Company	$50 Million Revenue	5% Growth Rate YoY
Company C	Retail Startup	$200 Million Revenue	10% Growth Rate YoY

Conclusion and Recommendations:

1. Proceed with acquisition of company C since it has the highest revenue with a steady growth rate.
2. There is no deficiency in supply, so acquiring a manufacturing firm wouldn't be beneficial, and the client already has a strong online presence, so it wouldn't make sense to acquire a technological startup either.

Approach:

CLIENT ANALYSIS	• Current position of client • Future growth plans • Reason for acquisition • Financial viability
TARGET ANALYSIS	• Basic functions of target • The revenue and growth • Comparison between client requirements & services offered by targets.

CASE 4 Diligence is the mother of good fortune

Your client is a large firm based in the UK and a market leader in the fashion industry globally. The client wants to sell a specific arm of the business in a particular geographical location and you are expected to conduct due diligence. How would you go about this and what factors would you take into account?

So to clarify, the client is a global market leader in the fashion industry wanting to sell a business unit in a particular geographical location and requires our end of the due diligence for the same.

Yes, your job pertains to the due diligence activities that need to be conducted. The client has decided firmly in favour of selling and therefore does not require any recommendations.

Okay, I'd be giving a threefold analysis consisting of the following parts : a) Internal and external company analysis
b) Alternative courses of action for selling
c) Deal Execution Roadmap

Sounds good, kindly proceed using this approach.

Sure, I'd like to begin with company analysis to assess the factors that are causing the client to sell off a business unit. As part of this phase of the analysis I'd also like a brief overview of the client's business and the operations of the unit being sold.

The client wants to sell off the Indian business unit involved in production and supply of leather wear clothing. The recent government regulations pertaining to animal rights and production of animal based leather have slowed the operations down.

The cost involved in the entire process has increased and the client has decided that it is best to sell the unit off as it isn't a major part of the firm as a whole and has been taking up more resources than expected. The unit has been highly profitable in the past.

So the main problem seems to be the current legal environment w.r.t the regulations established by the government due to which the unit does not seem to fit into the business plans of the client going forward even though it has been profitable in the past. Anything that I am missing here?

No, all bases covered, kindly proceed.

Sure, I now have a clear picture of the client's motive behind selling. Before I move on to sell alternatives, I'd like to cover an integral part of company analysis which is assessing the client's capabilities w.r.t the assets owned in the target region.

The client owns large factories in Sonipat, Chandigarh and Lucknow with outlets in the same places including Delhi. They have about 10000 people employed at the moment. Even though they've always been in favour of striking a balance between labour and technology, they've gradually edged over to a more capital intensive model for production with experts employed at appropriate checkpoints to give the final touches to their products.
So, in a nutshell, the client believes in the principle of keeping up with the ever evolving technological environment and tapping into its potential to optimise processes. Well, I'd now like to analyse the selling alternatives that the client has.
The client currently has a good number of firms vying for a majority stake and is pondering over how they should go about choosing the best option to sell.

There are two major considerations that the client needs to make in order to make a sound decision w.r.t. the appropriate sell option to be chosen:
1. The client should decide which firm provides an appropriate technological and cultural fit in order to facilitate an easy handover.
2. The business has been profitable in the past, therefore it seems wise to own a minority stake. The client must determine how much of the ownership they would want to retain keeping the market conditions, growth potential and competitive landscape in mind.

That's logical, imperative in fact.

After taking these factors into account, the most obvious, yet crucial step needs to be taken which entails assessing the kind of assets and capabilities owned by the client and determining their value in order to be able to select the best deal.

Makes sense. You can assume that the client has now decided on the minority stake that has to be retained and has taken all the factors into consideration. Proceed with the deal execution phase analysis.

Sure, this phase would include:
• Compiling and organising all business applications in the most efficient manner and deciding what part of it has to be given away. Everything down to the last internal accounting record must be compiled. Full disclosure and transparency is of utmost importance.
• Considering the client's needs and the acquiring firm's needs and determining a deal execution strategy that resonates with the needs of both parties.

Putting into effect the new organisational plans pertaining to the structure, personnel requirements, management style and workplace culture in a methodical and gradual manner so as to ensure a smooth transition and acclimatisation process.
Considering these factors would help implement the deal without any major hiccups.

Great, that will be all for this due diligence exercise.

Summary

Case Facts:

1. The client produces electronics for final consumption.
2. Looking to expand the market, lack presence across the country.
3. Potential targets:

Company A	Technology Startup	$5 Million Revenue	30% Growth Rate YoY
Company B	Manufacturing Company	$50 Million Revenue	5% Growth Rate YoY
Company C	Retail Startup	$200 Million Revenue	10% Growth Rate YoY

Conclusion and Recommendations:

1. Proceed with acquisition of company C since it has the highest revenue with a steady growth rate.
2. There is no deficiency in supply, so acquiring a manufacturing firm wouldn't be beneficial, and the client already has a strong online presence, so it wouldn't make sense to acquire a technological startup either.

Approach:

COMPANY ANALYSIS	• Assessing the factors causing the sell out (internal and/or external) • Brief overview of the business operations of the unit • Assets and capabilities owned by the client in the target region
ANALYSING SELL OPTIONS	• Determining the sell alternative to be chosen w.r.t the apt technological and cultural fit and the best deal value offered. • Deciding the amount of minority stake to be retained.
EXECUTION ROADMAP	• Compiling and organising all business applications and deciding the part that has to be given to the acquirer • Considering the needs of both the client and acquirer • Organisational restructuring

UNCONVENTIONAL CASES

CASE 1 Threads Of Deception

A well-known fashion brand is facing a social media scandal. A video surfaced on social media showing the brand's products being produced in a sweatshop with poor working conditions. The video has gone viral, with many users calling for a boycott of the brand. The brand has a reputation for being ethical and environmentally conscious, and this scandal has put its reputation at risk.

What is the brand's current reputation in the market and how has it evolved over time?

The brand's current reputation is ruined because of that leaked video but before that, it was recognised as a great brand because of delivering quality products at a cheaper rate.

How does the brand currently communicate its ethical and environmental practices to its customers?

Brand uses sustainable practices to produce apparel and uses boards having images of its site using eco-friendly practices. The client also has a strong online presence wherein it regularly posts content about the company's motto and its customer reviews.

What is the brand's supply chain and manufacturing process, and how are they monitored for ethical and environmental standards?

The brand has outlets at various places in Delhi and has 1 warehouse in the periphery of Delhi to supply products to outlets. The area of machinery does not allow footwear to be used around that. The plant has appointed a decent number of staff to maintain cleanliness and regular visits of owners and Consumer Protection officers to monitor ethical practices. The warehouse is regularly visited by the owners as well as officers from Customer Protection Offices to monitor the process.

How has the brand handled and responded to this negative feedback on social media and other online platforms?

It has gained negative reviews recently because of the popularity of that video so it has been addressed by saying that the video is fake. Since it is posted by a random user, it is not credible.

What is the brand's customer base, and how might they be impacted by this scandal?

Customer base is mainly upper middle class adults as the average price is around 2000/- for all the categories. The increasing views by the existing and potential customers is dramatically affecting the sales.

How have other companies in the fashion industry dealt with similar scandals, and what can the brand learn from their experiences?

No other brand as of now has experienced this.

Well, this case clearly showcases the power of social media and the ability to influence people with just one video. Therefore, I recommend the client to use the same measure to restore its reputation.

Can you elaborate this a little?

Sure. I. Since the brand has a strong online presence, it will be easy to reach its existing and online customers through it. Measures like posting a new video showing around the warehouse, its cleanliness, sharing testimonials of its workers and their experience working in the company should be the way to go. The client should also keep in mind that, while posting such content, there is no mention of the viral video in order to avoid more scandal. II. There is also a need to find out who leaked that video in the first place. The company shall try to find that out and send out a strict message about repercussions against such actions. III. Lastly, it is crucial for the client to ensure that the working conditions are never compromised again. The client must install any technology that might be needed for the same, along with a more sincere property manager.

Thank you, that would be all!

CASE 1 Summary

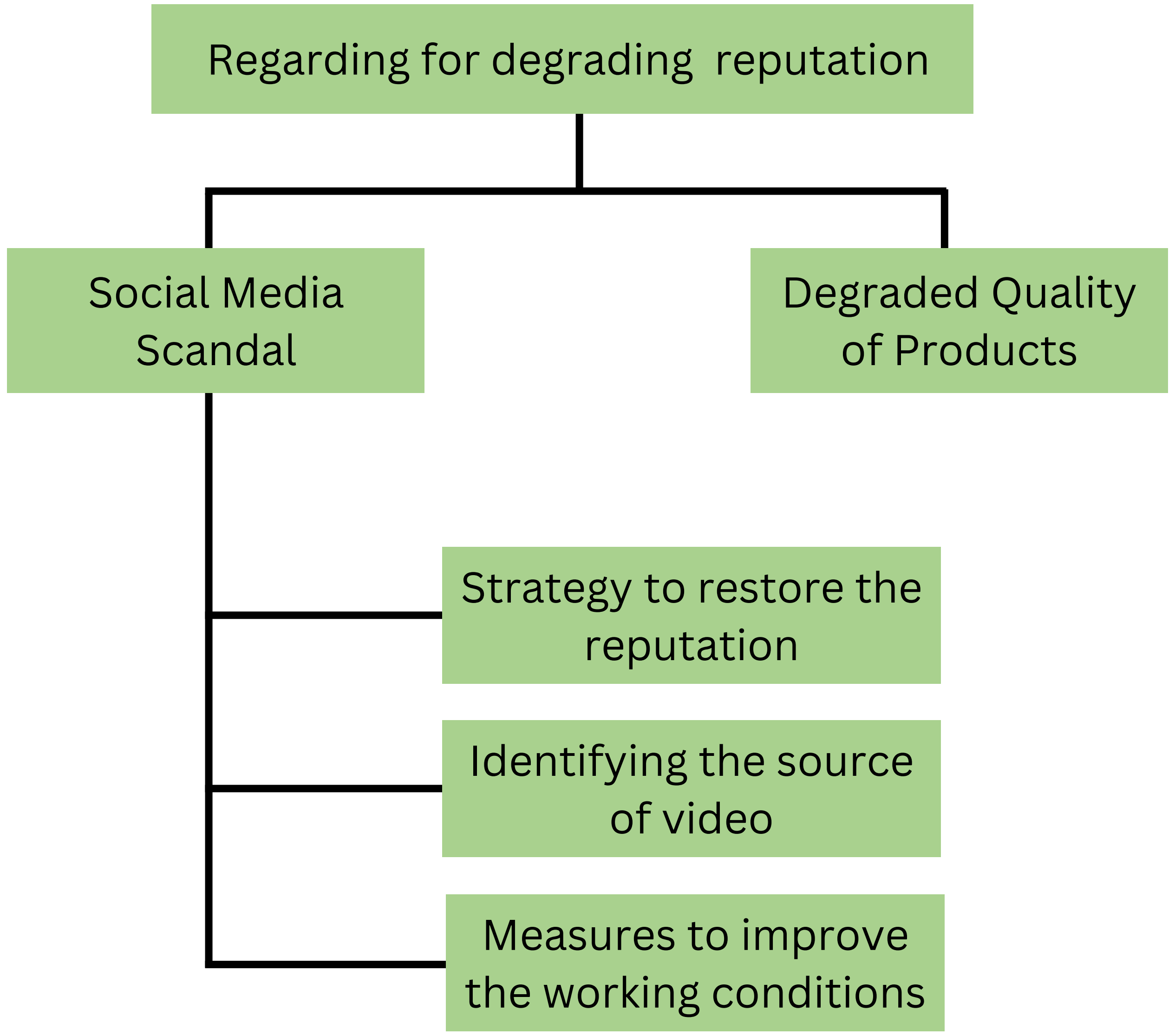
Case Facts:

1. The client is facing a negative hit to its reputation due to some viral video.
2. The client was known for its ethical and environmentally conscious practices.
3. The video is from the client's own warehouse, posted by a random social media account.
4. The mishap occurred despite the client's regular visits and the CPA officers' inspections of the warehouse.

Conclusion and Recommendations:

1. The client should post videos showing the working around the warehouse, staff testimonials and more to restore the reputation.
2. It should issue a notice stating the consequences against anyone who publishes the inner workings of the organisation.
3. Should ensure proper working conditions for the future.

Approach:



CASE 2 Turbulence Ahead

A regional airline has been struggling to maintain its schedule, and several flights have been cancelled or delayed, resulting in negative reviews. The airline is also facing severe competition from low-cost carriers. They have hired you as a consultant to help the company improve its performance and restore its reputation in the market.

What are the key operational challenges faced by the airline in maintaining its schedule? Is there a pattern to the cancellations and delays?

Technical glitches are the main cause leading to delays in schedule.

Alright. Talking about the financial status, are there any external factors, such as changes in fuel prices or regulatory requirements, that have impacted the airline's financial performance?

The factors are two fold-

➔ Inefficient Management: These include overstaffing, underutilization of assets and lack of cost control measures.

➔ Competition: Brand faces stiff competition from other airlines operating in the domestic and international markets, leading to lower revenues and market share.

Okay. From what you've told me, it looks like the client is having trouble keeping up with the dynamically evolving industry. Can you tell me about the major low-cost carriers operating in the market? How has the entry of these carriers impacted the regional airline market share and profitability?

Yes. There are three major competitors in the low-cost carrier business. The major competitive advantages these companies enjoy are - point-to-point routes, and additional charges for services like food, baggage, and seat selection; thus letting them charge lesser airfare.

What is the airline's current pricing strategy? Are there any opportunities to adjust pricing to improve profitability or attract new customers?

The client majorly uses dynamic pricing that varies in accordance with the market demand. The airline did however charge a premium for its brand value and quality of service.

Alright. Considering that the reputation of the client's company has been degrading lately, it is not wise to charge a premium if that value is not being offered to the customer. So, the client definitely needs to work on their pricing strategy and lower it in order to still get people to choose their airlines.

That seems correct.

The next step would be to deal with the financial situation and improve the airline's service quality.
For that, the client should reassess the prevalent staff and identify the manpower needed. The client must ensure proper utilisation of resources in terms of money and manpower.

In order to reduce the number of delayed and cancelled flights, the team of technicians should be sent for additional training.

Aggressive marketing is crucial to restore the reputation.
The client should also conduct a financial analysis to deduce the best source of funds in order to implement the plans.

Alright. That would be all. Thank you.

Summary

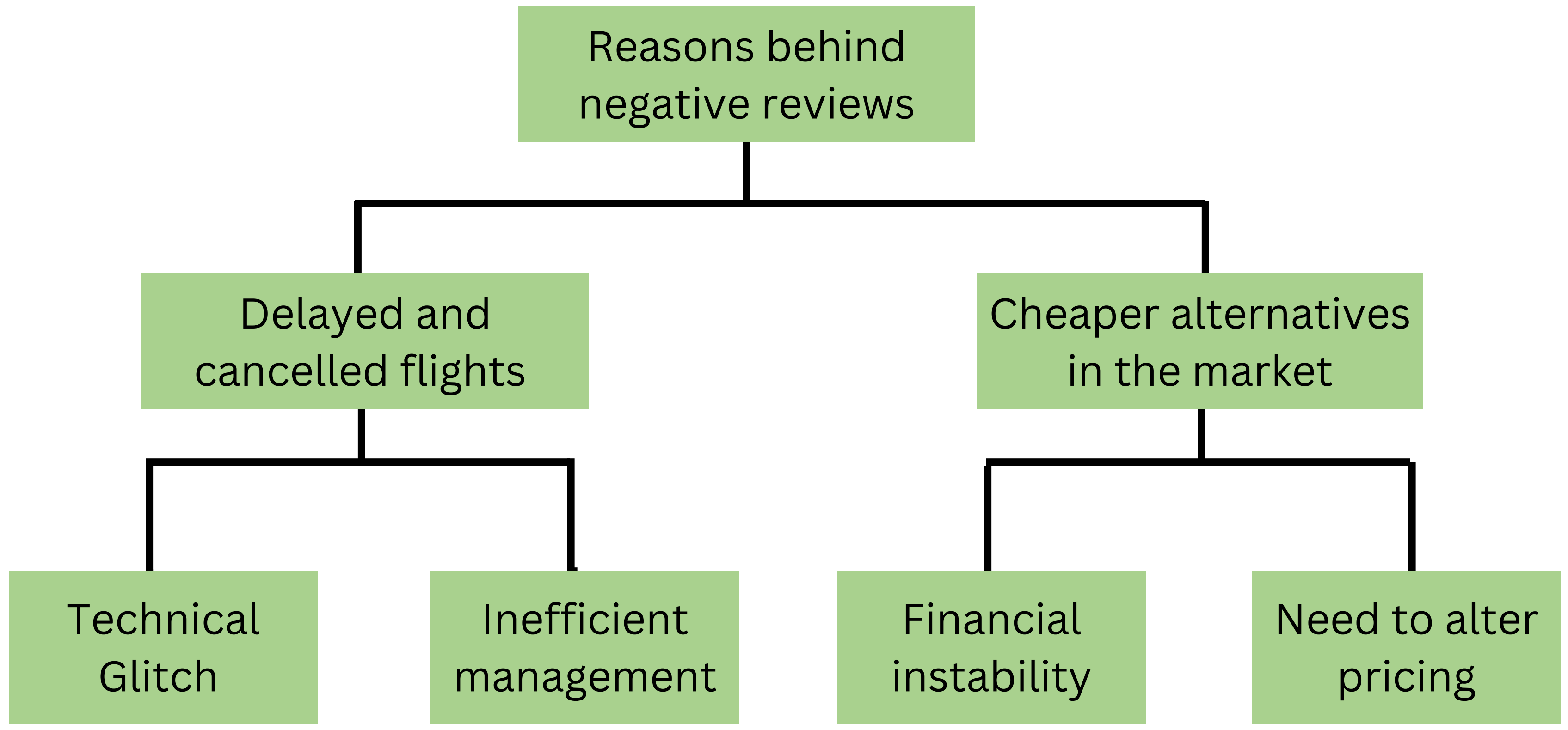
Case Facts:

1. The client is a regional airline facing a downfall in its reputation because of degraded quality of services due to operational difficulties, severe competition and financial instability.
2. The company is experiencing technical glitches, overstaffing and underutilization of resources.
3. The client charges a premium for the previously prevalent brand value.

Conclusion and Recommendations:

1. The client must lower its pricing in order to attract new customers.
2. The client must ensure proper utilisation of resources.
3. Additional training must be provided to technicians to ensure minimum delay and cancellation of flights.
4. Aggressive marketing and financial analysis should also be a part of the strategy.

Approach:



CASE 3 UK-Based University

A UK-based university has been noticing a decline in the enrolment rate of international students. Identify the possible reasons behind this and develop a program that will help the university in providing a safe environment for international students.

Hi, so I would like to start off by understanding the overall outlook, is this a global problem? Are most universities receiving more domestic applications?

While there is a slight decline in applications from international students, it is well within the threshold and not an alarming issue.

Fair enough, so this does not seem to be a global issue since the university in particular is seeing the rates drop far more than the benchmark set. Focusing on the UK, are there any political or economic issues in the country that may have an effect on the applications?

Yes, there has been a slight worry of decreased economic growth in the UK.

Given that is the case, are all universities facing a drop in international applicants?

No, there has been research conducted that shows some universities have, in fact, increased the number of international applicants. This is not a nationwide problem.

While economic worries can be a contributing factor to the decreased applications, if that is not the case for all universities then that cannot be the underlying reason for the drop in applications. Have there been any immigration or visa issues with other countries?

No, that is also not something that has come up.

Before focusing on the university, how is the locality where the university is situated?

The city is one of the hotspots of the country, however, there are some safety concerns. It is located in one of the top few cities in terms of crime rates in the UK.

Okay, so since there seem to be no macroeconomic factors contributing to the issues, I'd like to ask a few questions regarding the university and its programs with regard to international students before forming a program fit for the university.

Sounds fair, you may proceed with the questions.

Given that one of the preliminary issues that international students face is the cost of tuition and living, I am assuming there have been no price increases by the university in those regards.

Yes, that is a fair assumption.

Great so the questions I have regarding the university are:

- How is the university perceived outside the UK? What is its national ranking?
- Is there any pattern of a drop in international applications that the university has seen in the past few years?
- Have there been any misconduct or disturbing behaviour towards an international student?
- Are there any ongoing programs that cater to international students?

CASE 3 UK-Based University

Alright, so answering them by order:

- It is ranked amongst the top 25 universities in the UK and is a preference of many national and international students.
- There is no such pattern that clearly indicates a prolonged issue, however in the past 2-3 years the rates have gone down significantly.
- No misconduct has been reported; however, the university has a slightly low rank in terms of suitability for international students.
- There is an ongoing program called “Open Arms”, which focuses on international students and their safety and well-being, however, due to management issues and improper resources, the program is not functional as of now.

Great, thank you for clarifying. International students are very careful when deciding to take education abroad. While expenses are a major factor, safety and well-being are other important factors that they consider. It is clear that the drop in rates is largely due to safety concerns. Hence, I’ll move forward with forming a program and the steps the university can take up to see a rise in application rates.

Yes, great, you can go ahead.

So, my process will be two-fold:

1. Re-opening “Open Arms”
2. Establishing a safety-based program.

The following things need to be kept in mind for re-opening “Open Arms”:

1. Management should include professors and senior international students.
2. Updated technology and use of up-to-date methods and services.
3. The program should focus on the safety of the student. It should help in guiding students about housing, travel, and other daily activities.

Furthermore, the university can invest heavily and focus on implementing rigorous safety protocols, including campus security enhancements, emergency response systems, and regular safety awareness campaigns.:

- The program could focus on safety forums where international students can discuss any safety-related issue.
- Safety seminars that help give safety tips can be set up.
- A helpline number specifically for university students can be initiated to assure the students of their safety.
- Updated safety system technology such as cameras can be checked and monitored.

All in all, the university needs to cater to the international students. Specific programs need to be set up with proper efficiency and emphasis on safety should be given due to the environment around which the university is located.

Great, thank you, that will be all.

Summary

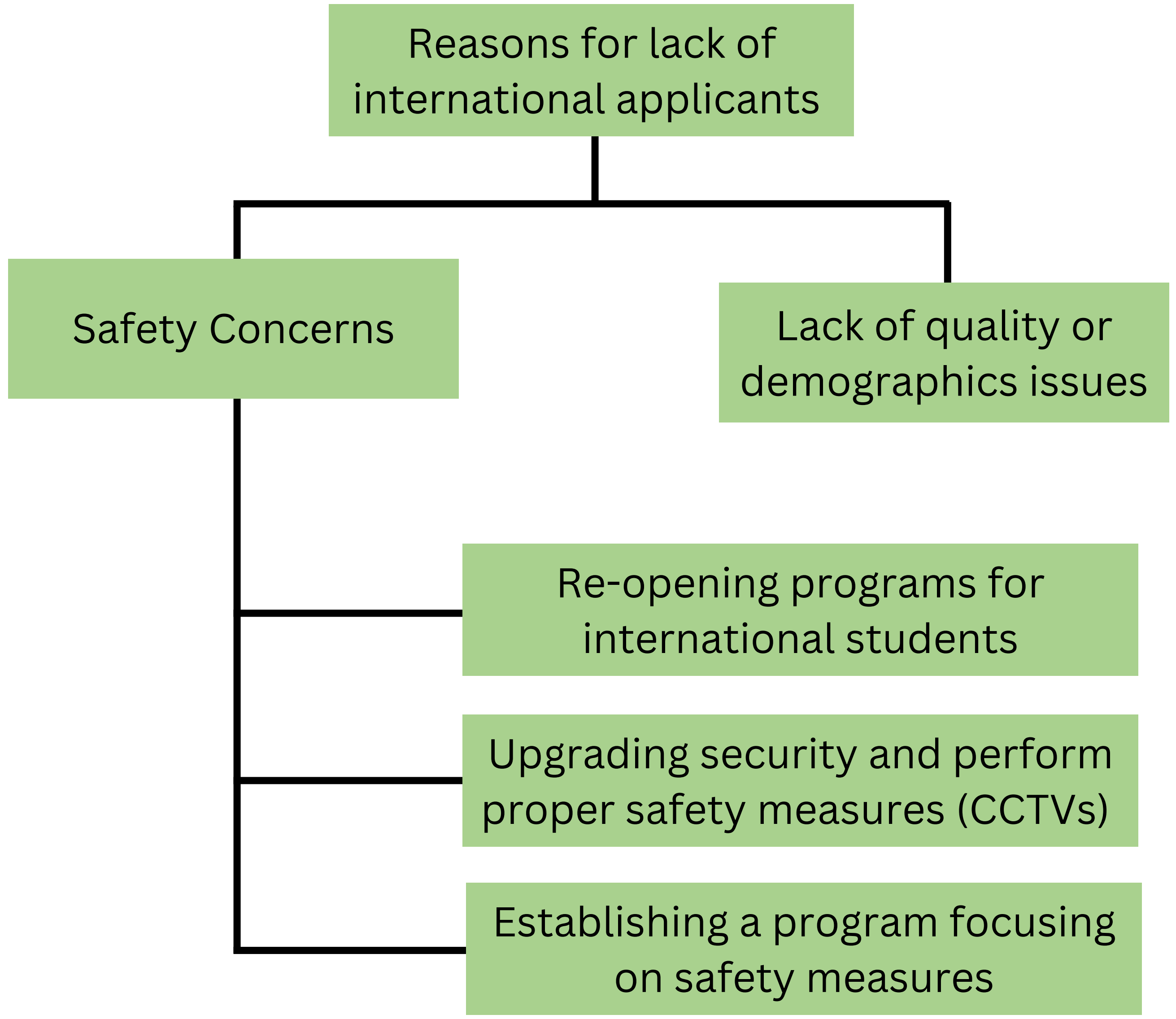
Case Facts:

1. The client is a top-ranked UK university.
2. The university is facing a drop in applications from international students.
3. The university had an international students program but was shut down.
4. The client wants a program designed around international students, focusing on their safety and well-being.

Conclusion and Recommendations:

1. The client should re-establish its international student program, fixing previous issues.
2. It should open up a safety-centric program for international and domestic students with more emphasis on international students.
3. Safety parameters such as controlling systems, cameras, monitoring devices, etc should be installed and be up to date.

Approach:



CASE 4 Major Conundrum

A high school senior (male) is unsure about which college major to choose and how to navigate the college application process. Develop a consulting plan that will guide the student in identifying their interests, skills, and values and selecting a college major and university that aligns with their goals and aspirations.

Great, thanks. So firstly, I'd like to ask about the stream he's chosen and if he finds it interesting.

So, the student has chosen commerce as his stream and yes, he's found some of the topics interesting.

Okay, given that he's found a few topics interesting, could you mention some of them?

The student found management studies, stats, and analytical portions of the subjects intriguing.

Great, so the student is interested in management and data analytics?

Yes, that is correct.

Okay, and what are his views towards math as a subject, is he comfortable doing it or he would prefer a course with less maths?

The student does not have an issue with maths and has it as a subject in his high school curriculum too, however, he wants the course to focus on other aspects too, and not be math heavy.

Great thank you, now with regards to his parents, what field of work are they in and does he find any interest in their work?

His father is a lawyer, and his mother is a dentist. He is not very keen on the medical field however has found law somewhat interesting but again, is not keen on studying it further.

Okay, so till now his interests have included, data and analytics, and law. Since in high school, most students experiment with certain subjects and fields, has he done anything like that, where he picked up some skills or anything that interests him?

He took up a short accounting boot camp during the summer break but was not interested. However, he has recently participated in an economics case competition in school and had a good experience.

Great, so the student is inclined towards management and economics, and more specifically he has an interest in data and stats. Since there are varying college-level degrees pertaining to his interests, what is his preference with regard to universities, does he prefer going abroad or does he want to stay in India itself?

So, the student would prefer staying in India, but if a perfect course did come up somewhere abroad, he wouldn't mind exploring that option.

CASE 4 Major Conundrum

Okay, fair, so I'd like to move forward with the plan for the student that will help him decide and then take any further steps that may be required. Given that the student is not interested in law and medicine, political science, law, and medicine courses are not being considered at the college level. Courses that focus on maths and science streams like BTech, engineering and are also not viable given that he chose commerce as his stream.

Yes, that seems fair, you may continue.

Firstly, filtering out his course preferences, specific to India, his interests lie in management, economics, and data analytics.

Given the choices, the student can focus on management universities that provide courses such as BBA, BMS, etc. These courses focus on management studies and touch on topics related to data and statistics.

Further, if the student wants to prioritize data analysis as a course, his college preferences could look for more holistic courses, specifically courses such as Bachelor of Science (BSc) which have courses like Stats Honours. Computer science courses in certain universities do not require science as a stream in class 12th, so the student can take those into consideration too.

Okay, so the student is focused on Indian universities only, you may proceed to analyze those only.

Great, thank you. Now that Indian universities are the target, the student should follow the following plan while deciding on his college courses:

1. Check and go through the course contents briefly since the courses tend to have a similar syllabus, going through the content and analyzing will help narrow it down.
2. Filtering out the universities, their ranking, course structure, professors, location, etc.
3. He can then enroll in a coaching institute; it will help with the application process as well as the aptitude tests that are part of the selection process.
4. He should narrow down the courses and universities to which he wants to apply a few months prior.
5. After receiving the acceptance letter, to further help understand the best choice, he may talk to a senior doing the course or a professor who teaches the course.

Since selection is not guaranteed, he should apply to a few universities that have his preferred course. From my understanding of his interests and skills, a course such as BMS or BSc. Stat Hons will fit his criteria. BMS is focused on overall management studies whereas Statistics Honours is an extremely sought-after course focusing on data and statistical analysis.

Great, that will be all, thank you.

CASE 4 Summary

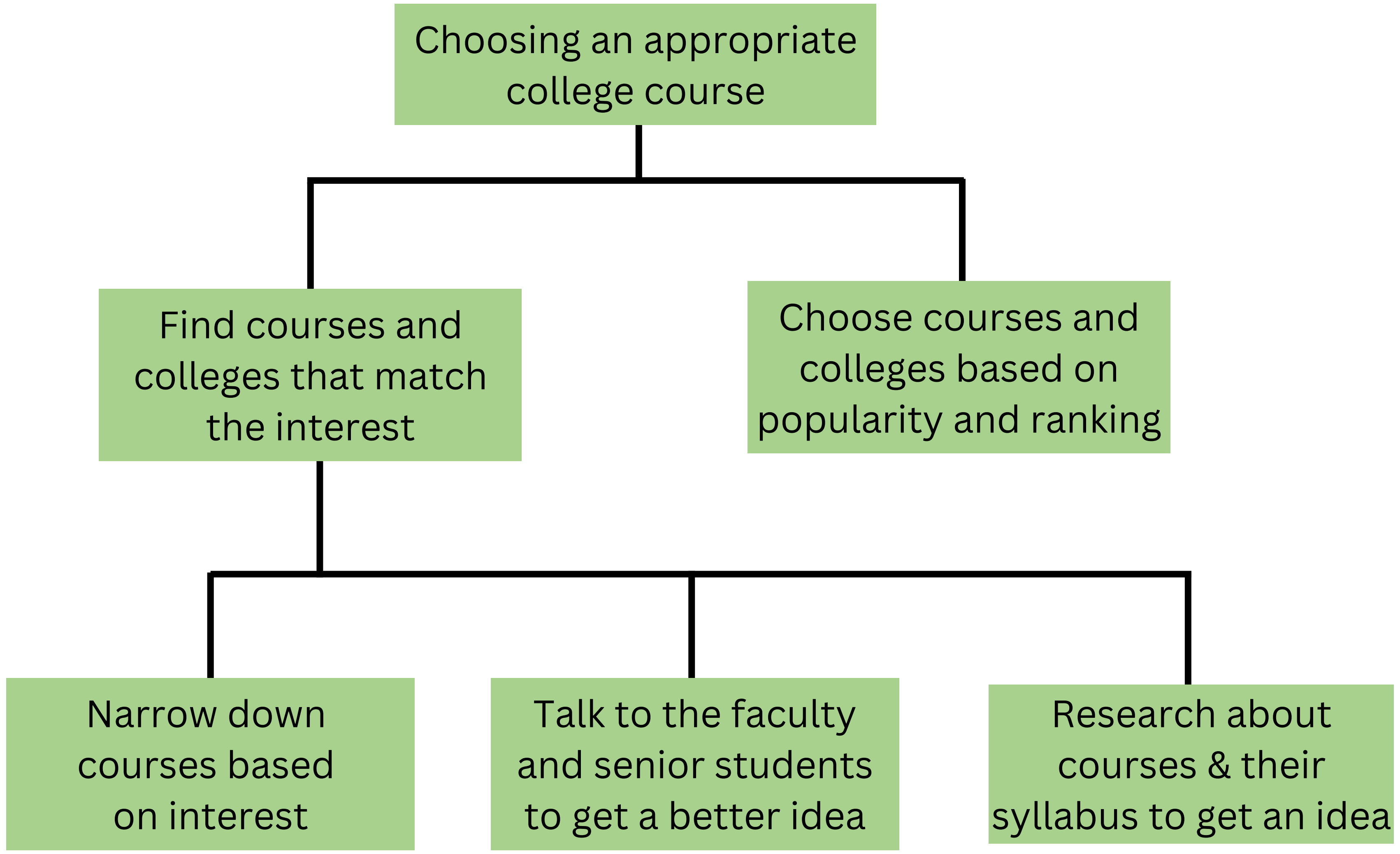
Case Facts:

1. The client is a high school student.
2. The client wants to narrow down college courses based on his interests.
3. The client is a keen learner of management, economics, data, and statistics.

Conclusion and Recommendations:

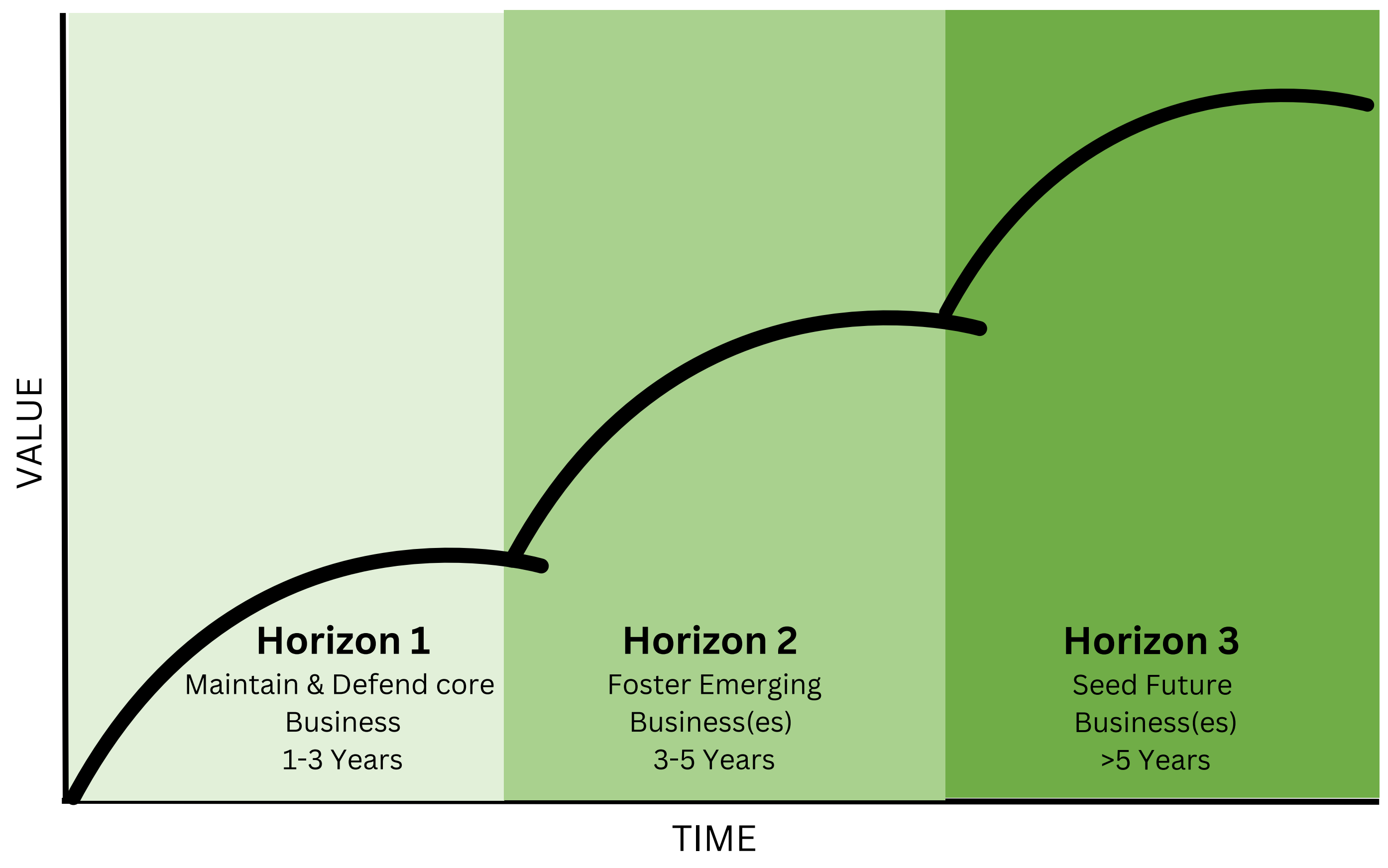
1. The client should enroll in an institute to prepare for entrance exams done by colleges.
2. Since there are various combinations and varieties, the client should do prior research before applying to colleges and their courses.
3. The course should be according to his interests and hence the client should read the course structure and syllabus before applying.

Approach:



FRAMEWORKS

McKinsey's 3 Horizon Model



The McKinsey three-horizon growth model focuses on growth and innovative thinking. The three horizons act as stepping stones to making a profitable business that also focuses on growth.

It is an extremely versatile business framework that helps in the overall analysis while focusing on developing the business in different aspects.

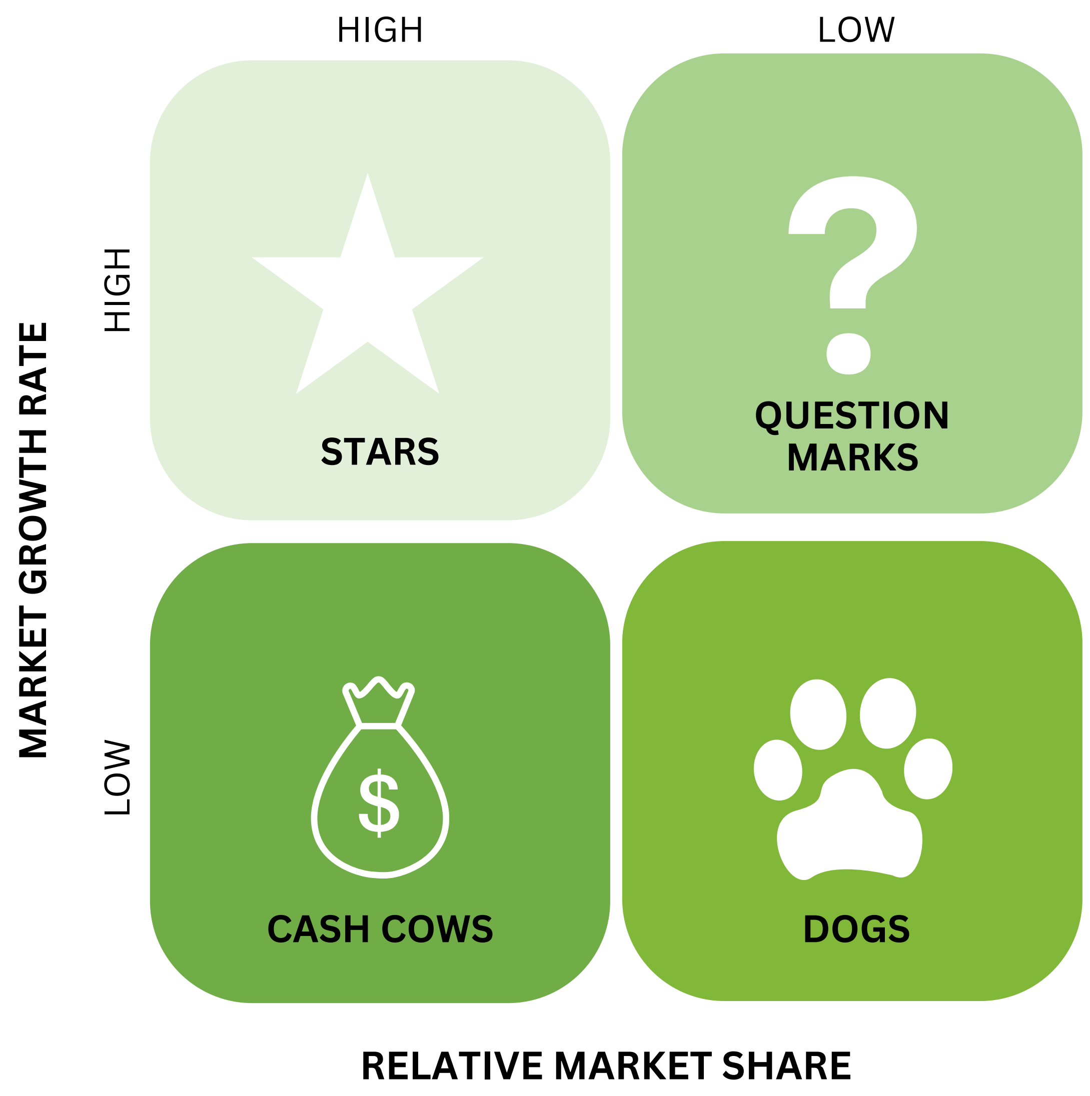
HORIZON	TENURE	DESCRIPTION	KEY STRATEGIES ADOPTED
1	1-3 Years	Horizon 1 focuses on innovation in the existing business model and its core workings. It works on innovating the current products and services of the business, as well as cost reduction.	Cost Reduction, Product Enhancement, Efficient Business Operations
2	3-5 Years	Horizon 2 moves further from the existing business model & extends the company's core workings.	Product Diversification, New Market Entry, Investment in Operations, R&D
3	>5 Years	Horizon 3 is the final step, involving creative thinking and innovation. It focuses on disruptive opportunities that can create new business lines for the company.	Creative Thinking, Innovation, Futuristic, Forward Thinking

McKinsey's 3 Horizon Model

Framework Case: Uber Inc.

HORIZON	DESCRIPTION
1	With new designs and better technology, Uber developed its UI (user interface) and UX (user experience) in its app. Introducing different car models such as Uber Go, Uber Sedan, Uber Black etc.
2	Introducing features such as inter-city rides, UberEats etc, Uber tapped new consumer markets and expanded the core workings of the business.
3	Uber Air, a future service through the use of drones and AI.

BCG Matrix



The BCG matrix is a strategic tool applied in businesses to analyse product portfolios. It serves as an indicator of growth and market share for the company's products.

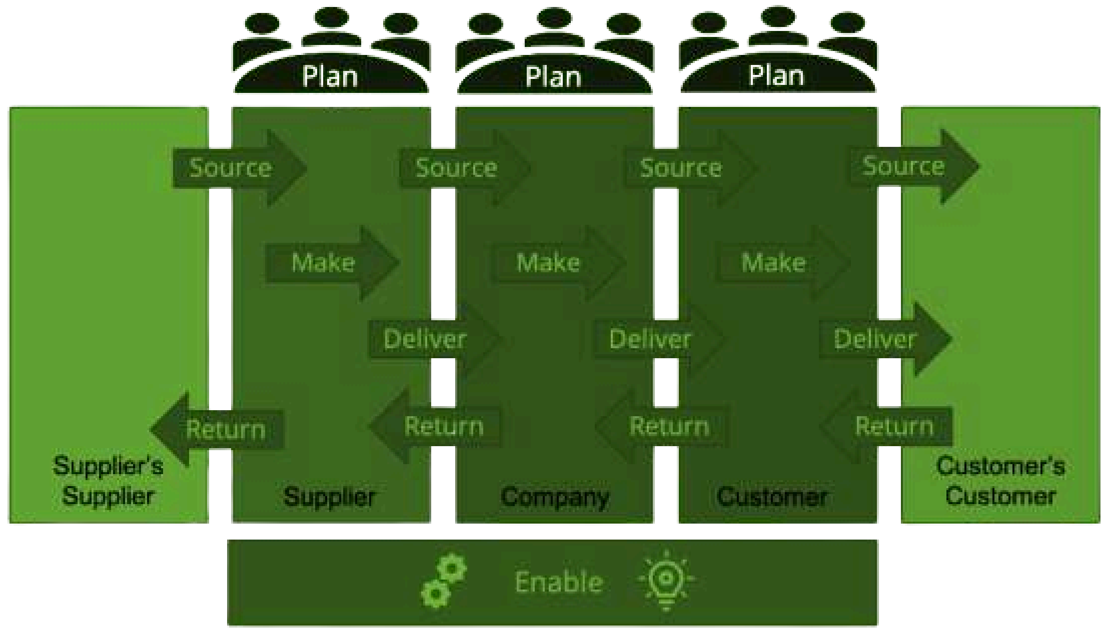
MATRIX	DESCRIPTION
Star	They are the cash generators, as well as cash users of the business, and are monopolies or first-to-market products of the business.
Question	Products that are standing on the edge have a low market share in a fast-growing market. They can either become the stars and achieve greater market share and growth, or become the dogs and underperform.
Cows	They are present in a relatively slow-growing market but have a high market share in it. Generate the most amount of cash and are the most profitable.
Dogs	Dogs are the ones with a low market share, in a slow-growing market. This shows a lack of future opportunities and is not worth investing in. Liquidation and exiting from them is the best option.

BCG Matrix

Framework Case: Amul

MATRIX	DESCRIPTION
Star	Amul has multiple products in the Star category, including Amul Ghee and Amul Ice Cream. Star products have high market shares in markets with high growth potential, making them the most desirable. Amul Ice Creams are marketed through targeted advertisements and continuous improvement efforts to make them more appealing to the public, using descriptive terms like "creamy" and "medium-fat".
Question	Amul Lassi falls under this category, being in a highly competitive market. Through its targeted advertisements and growing reputation, it is slowly establishing itself against close competitors and becoming a fast-growing product for Amul.
Cows	Amul's primary Cash Cow product is cow milk, while Amul Butter and Amul Cheese are also considered to be Cash Cows. These three products generate consistently high revenue for the brand, which supports the growth of other products. Despite the dairy industry's changing trends and numerous brands and competitors, Amul's Cash Cows maintain high market shares in markets with relatively low growth.
Dogs	Amul Cookies and Amul Pizza are considered to be Dog products as they have low growth and market share, which makes them less profitable for the company. As a result, Amul does not invest much in product changes or promotions for these products. They may be discontinued or produced in low quantities.

SCOR Model



The SCOR (Supply Chain Operations Reference) model is a process reference model that helps organisations to understand, manage, and improve their supply chain operations. It is used when an organisation needs to evaluate and improve its supply chain management processes. The model provides a framework to identify the areas where supply chain improvements can be made and offers a common language and set of metrics to evaluate the effectiveness of these improvements.

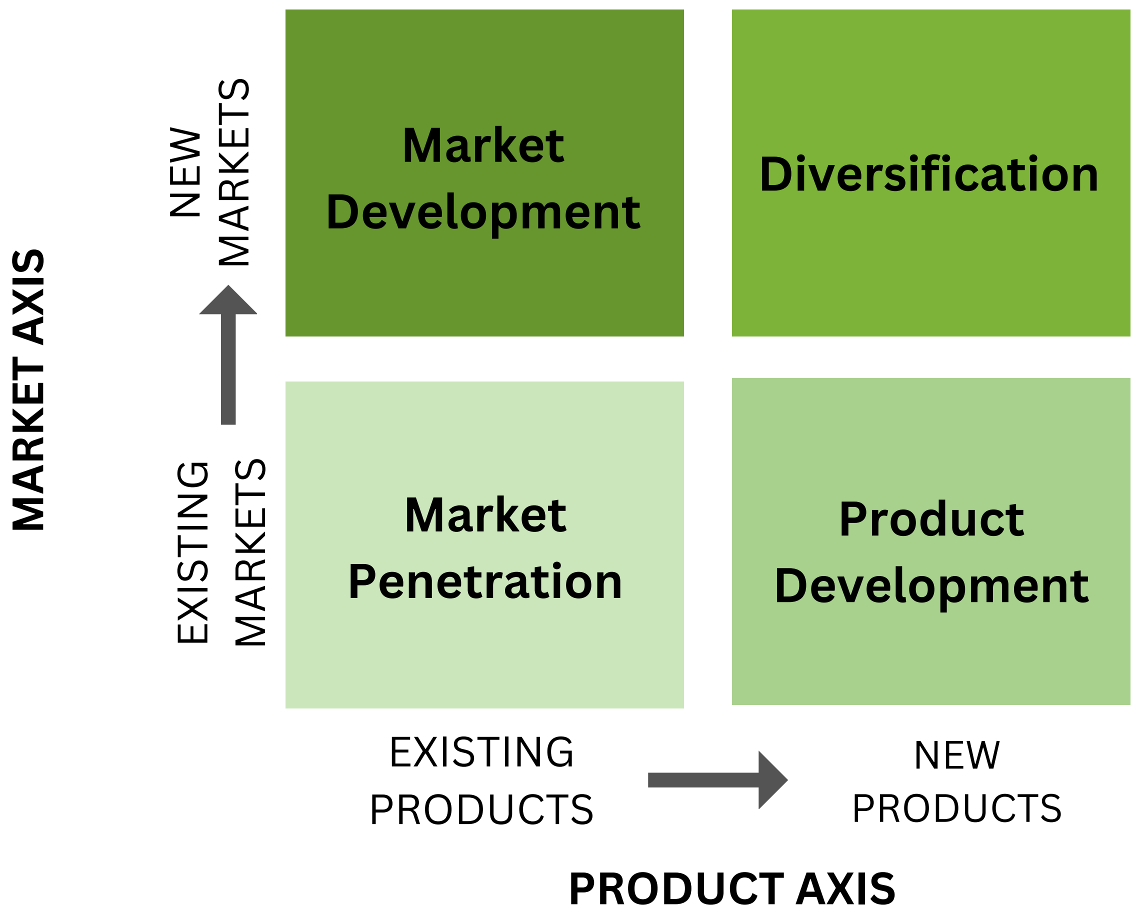
PROCESS	DESCRIPTION
Plan	This first process of the SCOR model focuses on developing plans to operate the supply chain and is focused on demand and supply. It outlines the procedures involved in creating plans to manage the supply chain, controlling manufacturing, and inventory planning.
Source	This includes locating the suppliers who will be employed to make the most profitable and effective purchases of goods or services to satisfy the anticipated or existing demand. It explains how to manage performance, quality standards, supplier agreements, and inventory.
Make	The SCOR model's Make phase focuses on manufacturing and production. This procedure includes all steps involved in turning purchased components and raw materials into the finished product in order to satisfy anticipated or actual demand.
Deliver	Deliver is the business procedure that will deliver the final good to the client or distribution centre in accordance with the demand plan. The actions involved in the development, upkeep and fulfilment of customer orders are covered by this procedure.
Return	Any company that sells items will occasionally need to return containers, packaging, or damaged goods. The return process, which includes returned inventory, transportation, and post-delivery customer service, denotes the actions connected to the reverse flow of goods.
Enable	Processes that are connected with supply chain management to support the overall framework and the improvement of the supply chain make up the final part of SCOR. Performance management, data management, resource management, supply chain network management, managing regulatory compliance, and risk management are some examples.

SCOR Model

Framework Case: Hindustan Unilever Ltd.

PROCESS	DESCRIPTION
Plan	In the "Plan" component of the SCOR model, HUL would need to develop a strategy for its supply chain operations. This would involve determining the optimal supply chain network for its products and services, taking into account factors such as demand variability, lead times, and production capacity. HUL would also need to forecast demand for its products and ensure adequate inventory levels are maintained to meet customer demand. Additionally, HUL would need to monitor its supply chain performance and continuously evaluate its strategy to adapt to changing market conditions.
Source	HUL would need to identify and select suppliers that meet the company's quality standards and ensure a reliable supply of materials. This would involve negotiating favourable pricing and payment terms and managing supplier relationships. HUL would also need to assess supplier performance regularly to ensure that they are meeting the company's expectations.
Make	In the "Make" component of the SCOR model, HUL would need to optimise its production processes to minimise waste and inefficiencies and ensure that products are manufactured to meet customer demand and quality requirements. This would involve implementing new technologies and processes to increase efficiency and reduce lead times. HUL would also need to monitor production performance regularly and evaluate the effectiveness of its manufacturing processes.
Deliver	In the "Deliver" component of the SCOR model, HUL would need to optimise its distribution networks to reduce delivery times and improve customer service levels. This would involve working with logistics providers to improve transportation and delivery processes, implementing new technologies to improve order tracking and visibility, and implementing a reliable system for returns and reverse logistics. HUL would also need to monitor delivery performance regularly and evaluate the effectiveness of its distribution processes.
Return	In the "Return" component of the SCOR model, HUL would need to manage the return and disposal of products. This would involve implementing a system for managing product returns and customer complaints and ensuring that products are disposed of in an environmentally responsible manner. HUL would also need to monitor return performance regularly and evaluate the effectiveness of its return processes.
Enable	HUL would analyse its production and take into effect the risk management and optimal supply chain methods to enhance the supply chain of its products. These would support the overall framework and improvement of the supply chain procedure.

The Ansoff Matrix



The Ansoff Matrix is a strategic planning tool commonly used to help businesses identify potential growth strategies. It is often used when a company is looking to expand its operations and wants to evaluate different options for growth.

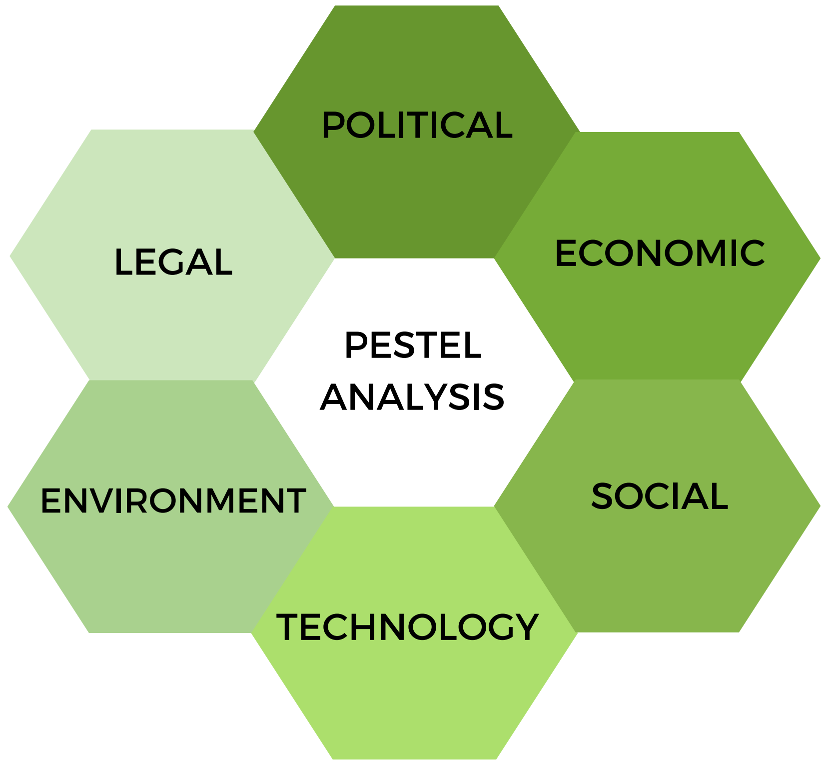
MATRIX	DESCRIPTION
Market Penetration	The least risky approach, market penetration concentrates on increasing sales of an existing product in an existing market. However, it might be a little bit restrictive in terms of the scale of the market and the potential sales of your goods or services.
Product Development	The following choice is product growth, in which you release a new product into the current market. Since you already know what will sell in your market and should therefore have a good understanding of it, doing this is less risky than entering new markets.
Market Development	In this, you might want to implement a market growth strategy by introducing your current product into new markets. Due to the requirement of gaining knowledge of an entirely new industry, this is riskier. This can be done in various ways like finding new customer segments for the current product or finding new uses for the current product.
Diversification	The riskiest business strategy is diversification because it entails launching a new product into an untapped market. Since you are presenting the product to a new market, you have no idea whether it will be successful. This approach can yield substantial benefits, but it also has the potential to backfire, so you need to have a well-thought-out risk management plan in place.

The Ansoff Matrix

Framework Case: Apple Inc

MATRIX	DESCRIPTION
Market Penetration	Market penetration is the process of selling existing products to existing markets. Apple has a global market consisting of five operating segments, with over 500 retail stores in 25 countries and regions. Apple uses a market penetration strategy to penetrate these markets, and its ecosystem of products and services helps them do so effectively.
Product Development	This involves developing new products to sell to existing markets. This includes regularly developing new products and services. The company also updates its existing products and introduces entirely new ones. Apple has increased its research and development investments in new products from USD 0.78 billion in 2007 to USD 18.75 billion in 2020.
Market Development	Apple has adopted market development as its primary growth strategy, with a particular focus on emerging economies in Asia. The company tailors its marketing strategies to local cultures and sentiments to appeal to these new markets. Despite this focus, the America’s segment remains Apple's largest revenue source, generating over 45% of the company's revenue in 2020.
Diversification	Apple has engaged in diversification occasionally but not all attempts have been successful. For example, despite the pandemic-driven growth in the video streaming industry, Apple TV has ranked low compared to competitors like Netflix and Amazon Prime Video. Since the global market for iPhones, which is Apple's largest revenue source, is becoming saturated, the company is expected to adopt a diversification strategy in the short-to-medium term. This includes diversification to AI-driven products or a new product line in the earphones segment. The Apple Air-Tag is also a potential diversification product that can contribute to the company’s revenue.

PESTEL Analysis



The PESTEL framework is often used in strategic analysis to identify and evaluate the various external factors that can impact a business or organisation. The framework is typically used when a business or organisation assesses the external environment in which it operates or plans to operate. It can help identify potential opportunities and threats, as well as the challenges that the organisation may face in the future.

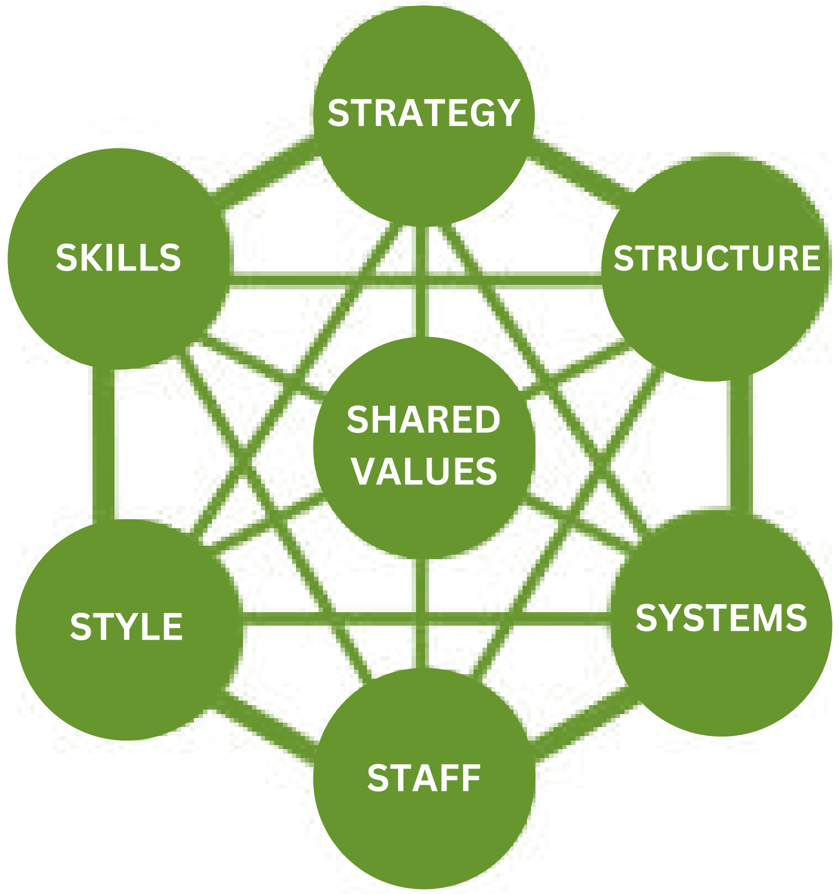
PROCESS	DESCRIPTION
Political	The potential impact of the government and government policies on a company or an industry. In addition to trade, economic, & taxation policies, this would also involve political stability & policy.
Economic	An economic component directly affects the economy's performance, which directly affects the organisation's profitability. Interest rates, employment, and unemployment rates, the cost of raw materials, and exchange rates are all factors.
Social	Here, recognizing new trends and the social environment are the main concerns. This aids a marketer in better comprehending the requirements and desires of customers in a social context. Changing family demographics, educational attainment, cultural fads, attitudinal shifts, and lifestyle changes are among the contributing factors.
Technology	The rate of technological innovation and development that could have an impact on a market or sector is one of the technological aspects. Changes in digital or mobile technologies, automation, and research and development may all be factors.
Environment	Environmental factors are those that are impacted by ecological factors and the environment around them. This component is becoming more crucial to how businesses should operate as CSR and sustainability becomes more and more important. Climate, recycling practices, carbon footprint, and sustainability are all factors.
Legal	An organisation must understand what is legal and allowed within the territories they operate in. They also must be aware of any change in legislation and the impact this may have on business operations. Factors include consumer law, health and safety, and international as well as trade regulations and restrictions.

PESTEL Analysis

Framework Case: ITC Ltd.

	DESCRIPTION
Political	The stability of the government is a crucial factor for the ease of working in a particular region. ITC faces regulatory challenges in its tobacco-based products division, which is heavily taxed and regulated. However, the FMCG market in India provides the company with growth opportunities, and recent trade agreements may lessen the impact of trade wars.
Economical	Changes in global market conditions can affect businesses worldwide. Economic stability in developing countries like India can lead to higher disposable incomes and better living standards. Changes in policies that impact income levels can cause a shift in the consumption of essential goods. Currency devaluations or fluctuations, changes in capital controls, and government currency policies can further affect the company.
Social	ITC's operations have positive and negative effects on profitability. Quality is a prime concern, and the promotion of harmful products is avoided due to society's increased concern. Awareness programs for minors are important. Analysis of changing trends and innovation is necessary for success. ITC believes in strengthening rural areas and has various CSR initiatives. Workforce talent impacts development and growth.
Technological	ITC undertakes technological initiatives to stay relevant in the market and promote its products. New systems have been set up to monitor all operations and supply chain processes. ITC is exploring the use of Artificial Intelligence to increase its hold in various fields.
Environmental	ITC has taken various initiatives to work sustainably & preserve the environment. Its strategy includes reducing specific energy consumption through improved technology & processes and sequestering greenhouse gases through a large-scale forestry program. The company has been carbon positive for 14 years, water positive for 17 years, & solid waste recycling positive for 12 years, making it the only company in the world with such achievements.
Legal	ITC must comply with legal requirements and regulations related to product quality, employee health and safety, labour laws, social benefits, trademark and IPO rules, environmental laws, and patent rights. Failure to comply with regulations can lead to reputation damage and monetary losses. The company needs to keep up with changing regulations and establish a team of experts for compliance-related issues

McKinsey 7S



The McKinsey 7S framework is used by business professionals and consultants to assess and coordinate different aspects of a company. By exploring the connections between these components, companies can detect weaknesses or inconsistencies and implement adjustments to enhance their overall performance and efficiency.

FRAME WORK	DESCRIPTION
Structure	A company's organisational structure, represented by its organisational chart and its line of command and accountability relationships, is referred to as its structure.
Strategy	A well-crafted business plan known as strategy enables an organisation to create a plan of action to attain a long-term competitive advantage that is supported by the mission and values of the organisation.
Systems	Systems refer to the business and technical framework of an organisation that sets up processes and the hierarchy of decision-making.
Skills	The abilities and proficiency of a company, which empowers its workforce to accomplish its goals, are known as skills.
Style	The management style of the leaders of a company is shaped by the conduct and symbolic decision-making of its senior employees, which sets a standard of behaviour for the organisation.
Staff	Staff refers to the management of talents and all human resources that relate to the decisions of the company, such as recruitment, training, and systems for rewards.
Shared Values	The foundation of every organisation is built upon its mission, objectives, and values, which are crucial in aligning all the essential components to maintain a successful organisational structure.

Framework Case: Coca-Cola

FRAMEWORK	DESCRIPTION
Structure	At Coca-Cola, the Head Office division oversees the company as a whole and manages its regional structure. Managers may be responsible for overseeing large regions or specific areas of expertise. Different departments handle decision-making at the national level, conduct market analysis for the country, and produce local advertising.
Strategy	The company is expanding its portfolio by acquiring the Chinese Fruit/Veg and Asian Speciality brands, which will help establish a presence in the Asia Pacific region. The company is focusing on resource expansion in China and India and utilising cost synergies from its manufacturing and bottling facilities to maintain high quality. Marketing, growth and other such strategies are also present in the company.
Systems	The Process Systems department divides tasks into manageable activities and establishes benchmarks for the 6P initiatives, which include Profit, People, Portfolio, Partners, Planet, and Productivity. The management team implements day-to-day administrative procedures and conducts regular reviews and reports to track progress and outcomes.
Skills	The Vision 2021 initiative requires inventive strategies to accomplish its goals, particularly in terms of product content, volume, and efficiency innovation. The objectives outline the primary activities that Coca-Cola should undertake at each stage. From a strategic standpoint, the company is committed to investing in product quality, innovation, volume, and effectiveness.
Style	The Coke Society encourages forward-thinking and inspiration, while also promoting a sense of unity and solidarity among employees. The motto "One business. One team. One love." reflects this sentiment, emphasising the importance of teamwork and a shared commitment to the company. Through this approach, employees are given access to relevant and efficient learning opportunities that ultimately benefit the overall success of Coca-Cola.
Staff	The business strategy for recruitment and retention has been benchmarked, and efforts are being made to facilitate clear career pathways for employees. The focus is on implementing systems that improve performance and can be effectively monitored. In light of some employees working in silos, measures are being taken to encourage creativity and promote collaborative activities.
Shared Values	Coca-Cola aims to introduce new beverages that cater to changing consumer preferences. This plan aligns with the company's 6P vision, which includes Profit, People, Portfolio, Partners, Planet, and Productivity.

Porter’s 5 Forces

Porter's Five Forces is a commonly employed method in the consulting industry to assess the competitive landscape of a specific sector. Strategy consulting frequently utilises this tool to assist firms in comprehending their industry's dynamics, pinpoint potential risks and opportunities, and formulate a plan to achieve a competitive edge.

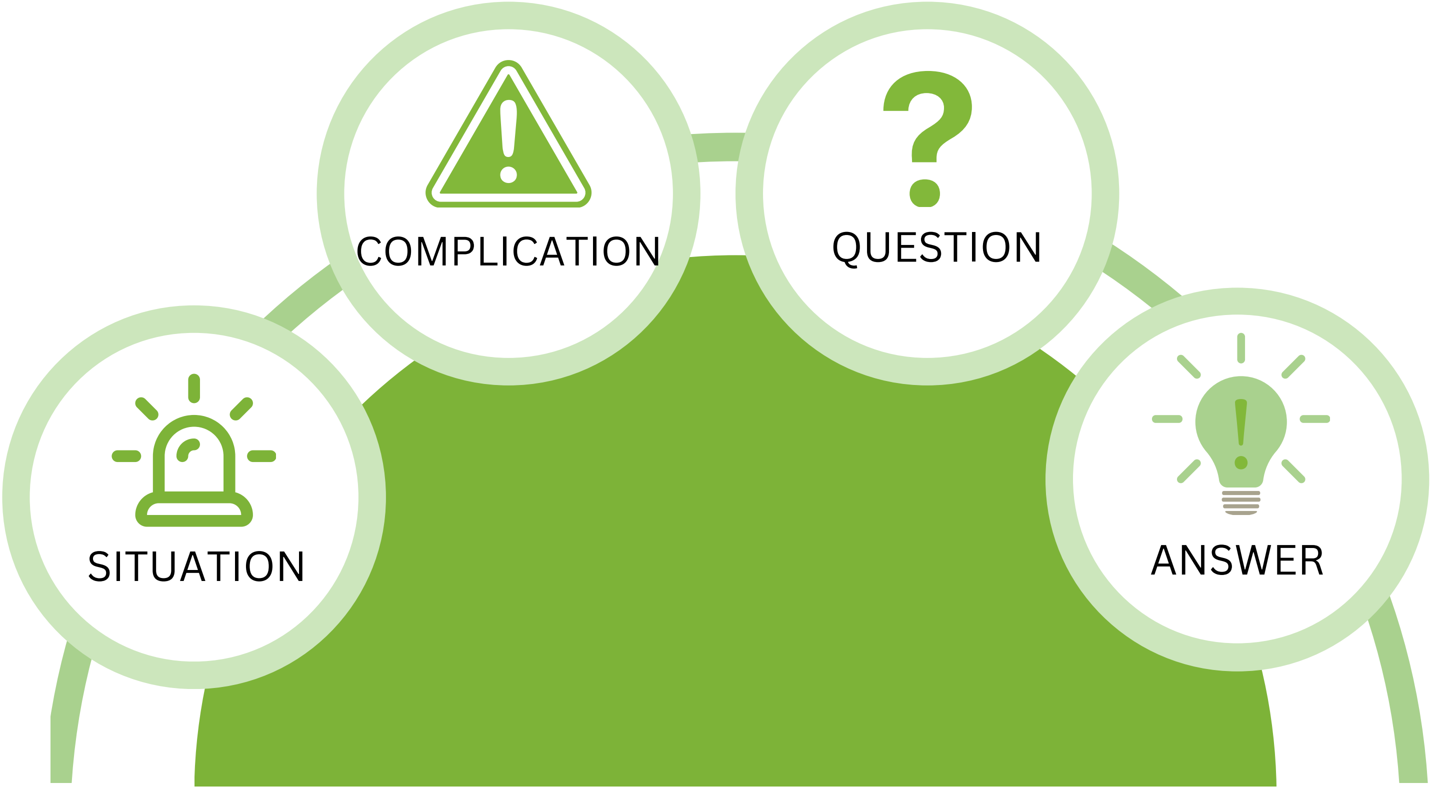
FRAME WORK	DESCRIPTION
Threat of New Entrants	This component looks at how easy or difficult it is for new companies to enter the market and compete with established players. Factors like entry barriers, economies of scale, and government regulations can affect the threat of new entrants.
Bargaining Power of Suppliers	This component examines the power that suppliers have over the companies in the industry, which can impact the quality and price of inputs. The number of suppliers, their size, and the availability of substitutes can affect the bargaining power of suppliers.
Bargaining Power of Buyers	This component examines the power that buyers have over the companies in the industry, which can impact the quality and price of outputs. The number of buyers, their size, and the availability of substitutes can affect the bargaining power of buyers.
Threat of Substitutes	This component examines the extent to which alternative products or services can be used instead of the products or services in the industry. Factors like the availability and price of substitutes can impact the threat of substitutes.
Rivalry Among Existing Competitors	This component looks at the intensity of competition among the companies in the industry, which can impact the price and quality of products and services. Factors like the number of competitors, their size, and the degree of product differentiation can impact the rivalry among existing competitors.

Porter’s 5 Forces

Framework Case: Infosys Ltd

FRAMEWORK	DESCRIPTION
Threat of New Entrants	The IT industry in India is highly competitive and crowded with established players, making it tough for new entrants to penetrate the market. Nevertheless, the emergence of startups and small-scale IT service providers poses a threat to new entrants.
Bargaining Power of Suppliers	Suppliers such as hardware and software providers have low bargaining power due to the presence of numerous suppliers in the market. However, some suppliers with strong brand recognition like Intel and Microsoft may possess more bargaining power.
Bargaining Power of Buyers	Buyers in the IT industry have a high bargaining power because of the availability of many IT service providers and the commoditization of IT services. This makes it difficult for Infosys to differentiate itself based on price.
Threat of Substitutes	The IT industry has a low threat of substitutes as most companies rely heavily on IT services for their operations. However, the emergence of new technologies like Artificial Intelligence and automation could potentially disrupt the industry and create new substitutes.
Rivalry Among Existing Competitors	The competition in the IT industry is intense, with established players like TCS, Wipro, and HCL Technologies vying for market share. Infosys competes with these players on the basis of price, quality of services, and innovation.

SCQA



SCQA is often used in consulting when preparing for client meetings or developing proposals. It is a structured approach to analysing a situation and developing a clear and concise response to a client's needs. Consultants can use the SCQA framework to organise their thoughts and present a compelling argument or solution to the client's problem. The framework is particularly useful in situations where the client is facing a complex issue or multiple challenges, as it can help to break down the problem into manageable components and identify potential solutions.

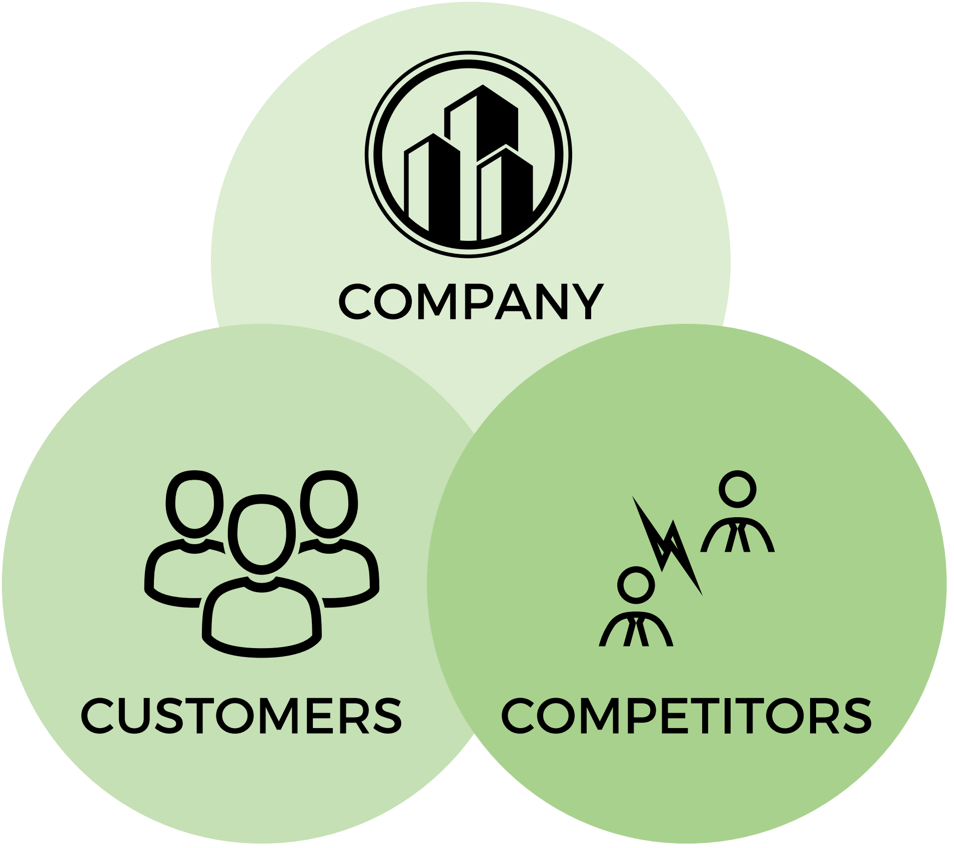
FRAMEWORK	DESCRIPTION
Situation	This involves defining the current situation or problem that needs to be addressed. It includes identifying the context, background, and any relevant facts or data.
Complication	This involves identifying any complicating factors that make the problem more complex or difficult to solve. It includes evaluating any constraints, limitations, or obstacles that may need to be overcome.
Question	This involves formulating a clear and specific question or set of questions that need to be answered in order to solve the problem. It includes identifying the key issues and priorities that need to be addressed.
Answer	This involves developing a well-reasoned and evidence-based answer or solution to the problem. It includes evaluating different options, weighing the pros and cons of each, and identifying the best course of action.

SCQA

Framework Case: Rising chip costs for Wipro

FRAMEWORK	DESCRIPTION
Situation	Wipro is a leading technology company that offers IT solutions and services globally. The situation focuses on the rise in chip costs and its potential impact on the company's financial performance.
Complication	The global semiconductor shortage has resulted in a significant increase in the cost of chips. The shortage has been caused by several factors, including disruptions in the supply chain, increased demand for electronic devices, and manufacturing shutdowns due to the COVID-19 pandemic. This has led to a significant increase in the cost of chips, which could potentially impact Wipro's financial performance.
Question	The objective is to provide insights to Wipro on the impact of rising chip costs on the company's financial performance and recommend strategies to mitigate this impact.
Answer	In order to address the impact of rising chip costs on Wipro's financial performance, the following strategies are recommended: • Diversify the supply chain: Wipro should explore partnerships with additional chip suppliers to reduce its dependence on a single supplier. This will enable the company to negotiate better prices and ensure a consistent supply of chips. • Optimise inventory management: Wipro should analyze its inventory levels and demand forecast to ensure that it has the appropriate levels of inventory to meet customer demand while minimising excess inventory costs. • Consider alternative technologies: Wipro should explore alternative technologies that are less reliant on chips, such as software-based solutions or systems that use alternative materials. • Pass on costs to customers: Wipro should consider passing on the increased chip costs to customers by increasing prices or negotiating higher prices for its services.

3C's



The 3 C's framework is commonly used in consulting to analyse a company's internal and external environment. It helps consultants to understand a company's capabilities, customers, and competition, and develop strategies to achieve competitive advantage. The framework can be used in various contexts, such as market entry, mergers and acquisitions, and strategic planning.

FRAMEWORK	DESCRIPTION
Customers	This refers to an analysis of the external factors related to the company's customers. This includes identifying the needs, wants, and preferences of the target market, as well as the factors that influence their purchasing decisions. This information can help the company better understand its customers and develop products and services that meet their needs.
Competition	This refers to an analysis of the external factors related to the company's competitors. This includes identifying the strengths and weaknesses of the company's competitors, as well as the strategies they are using to gain a competitive advantage. This information can help the company develop strategies to differentiate itself from its competitors and gain a competitive edge in the market.
Company	This refers to an analysis of the internal factors of the company, including its strengths and weaknesses. This includes an evaluation of the company's resources, capabilities, and core competencies, which can help identify areas where the company can gain a competitive advantage.

3C's

Framework Case: HDFC Bank

FRAMEWORK	DESCRIPTION
Customers	HDFC Bank is one of the largest private sector banks in India with a diverse customer base. HDFC Bank's objective is to identify opportunities to enhance its customer engagement and loyalty. To achieve this, it needs to understand the needs and preferences of its customers and design a customer-centric strategy that delivers value across all customer touchpoints. HDFC Bank should segment its customers based on their unique needs and preferences and develop tailored solutions for each segment to deliver targeted solutions that meet the specific needs of each customer segment. It should also focus on providing a seamless, convenient, and personalized customer experience across all touchpoints, and this can be achieved by developing a robust customer service program.
Competition	HDFC Bank needs to constantly innovate and offer differentiated products and services to stay ahead of the competition in the highly competitive market with traditional banks and new digital players. HDFC Bank should continue to invest in its digital capabilities to provide a seamless banking experience to its customers through mobile banking and other digital channels. HDFC Bank should also explore partnerships with fintech companies and startups to leverage their expertise and develop innovative solutions that meet the evolving needs of its customers. Additionally, HDFC Bank should focus on offering differentiated products and services that are not easily replicable by competitors by developing a strong brand, leveraging data analytics and customer insights to offer personalized solutions, and developing niche products and services.
Company	HDFC Bank can leverage its strengths to achieve its growth objectives, given its strong reputation for innovation and customer service. HDFC Bank should continue to build its brand by enhancing its marketing and branding efforts and leveraging its customer service to build customer loyalty. Additionally, HDFC Bank should expand its product portfolio by offering new products and services such as wealth management, insurance, and investment advisory services to meet the diverse needs of its customers. Moreover, HDFC Bank should focus on delivering exceptional customer service by developing a robust customer service program that focuses on training, technology, and processes to ensure customer satisfaction.

4 P's Framework

The 4 P's framework (product, price, place, promotion) is commonly used in consulting when analysing and developing marketing strategies for businesses. Consultants may use the framework to assess a company's current marketing mix and identify opportunities for improvement. The 4 P's framework helps consultants and businesses to better understand the elements of their marketing strategy, including the products or services they offer, the pricing strategies they use, the channels they use to distribute their products, and how they promote their offerings to customers. By using this framework, consultants can help businesses develop effective marketing strategies that meet the needs of their target customers and achieve their business objectives.

FRAME WORK	DESCRIPTION
Product	Product refers to the features, benefits, and overall quality of a company's products or services. We work with our clients to help them understand their customers' needs and develop products that meet those needs.
Place	Place refers to the distribution channels a company uses to get its products or services to customers. We help our clients identify the most effective channels, such as online marketplaces, brick-and-mortar stores, or partnerships with other businesses.
Price	Price refers to the pricing strategy a company uses for its products or services. We help our clients determine the optimal price point for their offerings, based on factors such as customer demand, competition, and production costs.
Promotion	Promotion refers to the methods a company uses to communicate with customers and promote its products or services. We work with our clients to develop effective promotional strategies, such as advertising, public relations, and social media marketing.

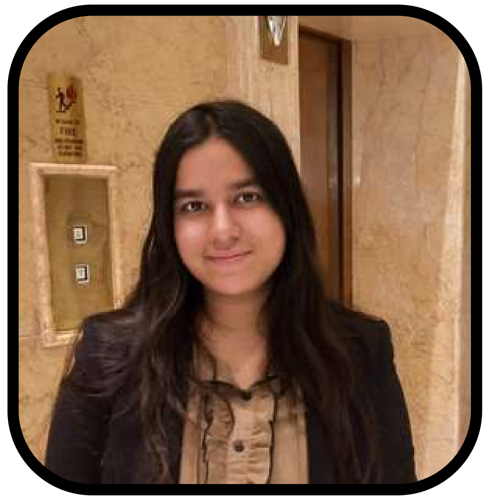
4 P’s Framework

Framework Case: BoAt LifeStyle

FRAMEWORK	DESCRIPTION
Product	BoAt LifeStyle offers a wide range of products, including earphones, headphones, speakers, and mobile accessories. To further enhance their product offerings, BoAt LifeStyle should focus on developing innovative and high-quality products that cater to the needs of their target customers. This could include investing in R&D to develop products with cutting-edge features or expanding their product range to cater to different segments.
Place	BoAt LifeStyle should also evaluate their distribution channels to ensure they are reaching their target customers effectively. This could involve expanding their online presence through e-commerce platforms and optimising their physical retail store footprint.
Price	BoAt LifeStyle should carefully evaluate their pricing strategy to ensure they are competitive in the market while maintaining profitability. They should consider factors such as production costs, competition, and customer demand to determine optimal price points for their products.
Promotion	BoAt LifeStyle should focus on developing an effective promotional strategy to increase brand awareness and drive sales. This could include investing in targeted advertising campaigns, leveraging social media platforms, and partnering with influencers and celebrities to endorse their products.

LEAD CONSULTANTS


SARTHAK DAVE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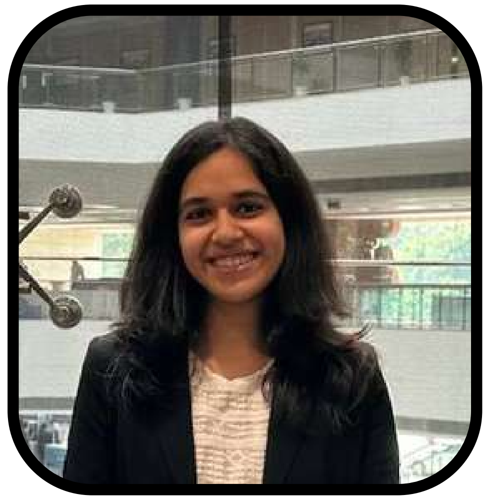
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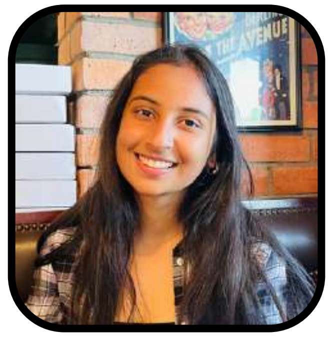
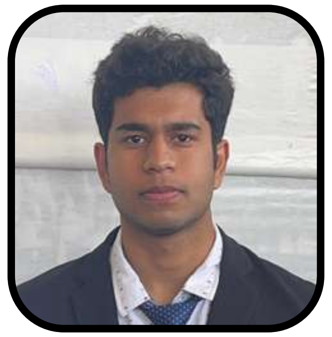


AVISHI GUPTA

AKSHAY JAIN

CHHAVI GOYAL

ARYAN SEHGAL



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