



Consulting & Analytics Club
IIT Guwahati

Krack The Case



Business Casebook

*Comprehensive Insights into
Consulting, Product Management,
Guesstimates, and Industry Trends*

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Consulting & Analytics Club
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Foreword

We are delighted to present the **Casebook 2025**, crafted by the **Consulting & Analytics Club, IIT Guwahati**. This book is more than just a collection of cases, it is a learning companion designed to equip you with the problem-solving mindset, structured thinking, and business acumen required in consulting and product management.

At the heart of consulting lies the case interview: a test of clarity, creativity, and structured problem-solving. This casebook brings together a curated set of industry-inspired cases, guesstimates, and frameworks to help you prepare effectively. Each section has been designed to not only challenge you but also guide you towards developing the skills necessary for success.

What makes this edition unique is the **integration of AI-driven practice**. With every case and guesstimate, you'll find a link that connects you to an AI interview companion. This feature allows you to simulate real case interview experiences, practice interactively, and receive dynamic prompts, thus transforming preparation from a solitary exercise into a guided, personalized journey.

While no resource can replicate the full complexity of real-world engagements, we believe this blend of structured content and AI-driven practice will serve as a powerful tool to accelerate your growth.

As you explore this casebook, we encourage you to approach every problem not just as a test, but as an opportunity to learn, reflect, and innovate. We hope this resource becomes a trusted partner in your preparation and a catalyst for your journey into consulting and product management.

About Consulting & Analytics Club, IIT Guwahati

The Consulting & Analytics Club at IIT Guwahati (C&A) aims to facilitate a seamless transition from graduate school to a successful career in management consulting and data analytics through awareness, skill-building, and networking. We aim to impart and inculcate our culture of learning-by-practice among students and professionals alike. To that end, C&A supports and organises a multitude of events throughout the year, including webinars, AMAs, workshops, hackathons and case challenges.

Consulting & Analytics Club
IIT Guwahati



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We are C&A

It is with great pride and gratitude that we present the **3rd Edition of our Business Casebook**, a trusted resource for non-tech career preparation. Built on the legacy of our seniors, this edition aims to support students, especially engineers, who may not study business formally but bring the analytical mindset and enthusiasm needed to excel in consulting, product, and other emerging roles.

This year's edition marks a significant milestone, as the first ever casebook to integrate **AI-based mock interviews** for every case, allowing the reader to not only read, but actually practice and “*Krack the Case*”. Together with our companion publication, ***the Business Guide***, which provides essential theoretical concepts and frameworks for case solving, this book creates a complete ecosystem for preparation.

We are truly thankful to the heads, associates, seniors, and all well-wishers of the club for their constant support and encouragement throughout this journey. To every reader, whether you are just beginning to explore non-tech roles or are actively preparing for interviews, We hope this book becomes a reliable partner in your journey.

All the very best!

Editorial Team

The club acknowledges the invaluable contribution of the so owing members towards our Third Edition of the Business Casebook and the alumni of the club and the institute whose continued guidance, legacy, and support made this possible.

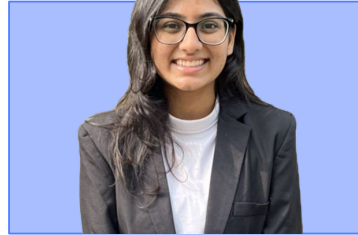
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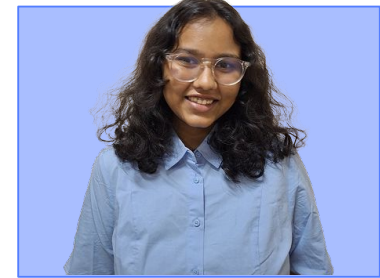
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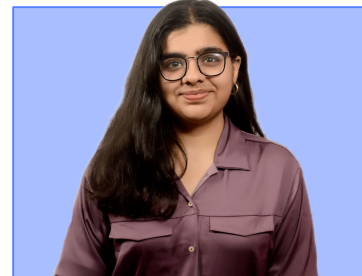
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Using the Casebook

Before you dive into the practice material, it's important to build a solid foundation of concepts, frameworks, and methods. That's where the [Business Guide 2025](#) comes in. It covers all the essential theory you need to know, from consulting frameworks and product management concepts to the technicalities expected from a PM. The guide is comprehensive, but remember: the given methods aren't fixed, and we highly suggest you practice making your own methods and principles. Once you're comfortable with the basics, here's how the casebook is structured:



Part 1 – Case Transcripts

Actual business case study problems curated from an extensive alumni base of IIT Guwahati.

- **50+ Consulting interview transcripts**
- **35+ Product interview transcripts**

Part 2 – Guesstimates

A curated set of **25+ guesstimate problems** drawn from real alumni interview experiences.

Part 3 – Industry Primers

A detailed collection of **30 industry reports** covering industry specific keywords, value chains, profit drivers, and external influencing factors.

Get Interview Ready with Tough Tongue AI

The platform for all your **tough conversations** whether it's a **mock interview**, a project presentation, or any high-stakes scenario. Practice in a safe space and get real, actionable feedback to improve every time



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Get detailed insights on strengths, weaknesses, and clear action items to improve

Create Your Own Scenarios – Sales • Interviews • Leadership • Debates



Tough Tongue AI

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Appendix



Interview Transcripts

Interview Transcripts



Profitability

Interview Transcripts

Fan Company

[Click here to give a mock interview](#)

Your client is a fan manufacturer in India. They want to improve their gross profit margin. How would you approach this?

Thank you. Before structuring, I'd like to clarify a few things. What kind of fans do we produce?

We manufacture ceiling and table fans. They're standard models with basic regulators, no advanced features

How competitive is the market, and what's our share?

The market is moderately competitive. National players like Havells, Crompton, and Orient dominate. Our share is around 12 percent.

Got it. Do we have any differentiation compared to competitors?

Not really. Our fans are functional but lack innovation in design, technology, or efficiency.

And geographically?

We have three plants across India and distribute nationwide

Thanks. So, we're a mid-range player with no differentiation, operating in a competitive and price-sensitive market. That means we can't just raise prices, since demand is elastic. To improve gross margins, I'd think of two levers: differentiation on the revenue side and cost optimization on the expense side.

Yes, go on.

On the revenue side, the lack of differentiation is a challenge. Premium players are already offering BLDC motors, IoT-enabled controls, and aesthetic designs. If we invest in R&D to develop more energy-efficient, quieter, and modern-looking fans, we could reposition ourselves in urban markets.

Suppose we invest in R&D. Where in the value chain could we cut costs to balance it out?

At a broad level, I'd target three stages of the value chain: procurement, manufacturing, and distribution. These are where the bulk of costs sit.

Can you go a bit deeper into each?

Sure. Let's start with procurement. Since copper, aluminum, and plastics are our key inputs, we could negotiate long-term bulk contracts or consolidate vendors to lower costs.

Okay, that's procurement. What about manufacturing?

In manufacturing, leaner operations and some automation could reduce waste. Also, if we use modular parts across different models, we can simplify production and lower per-unit costs.

Anything else?

On the distribution side, logistics optimization is important. Route planning, clustering vendors near plants, and adopting a hub-and-spoke warehousing model would cut down transportation expenses. Also, if we redesign packaging to be lighter and cheaper, while still eco-friendly, we'll save both on material and shipping costs.

Good. Can you wrap this up?

Sure. In the short term, the client should launch a cost-reduction program across procurement, manufacturing, and distribution. That will directly improve margins. In the medium to long term, they should differentiate by introducing energy-efficient and modern designs to justify a premium. This way, the company balances immediate profitability with sustainable growth.

That's a well-balanced answer. Thank you.

Clothing Fashion

[Click here to give a mock interview](#)

Our client is a major fashion brand with a nationwide presence. Their revenues have been constantly declining, and they have been trying to find the cause and devise a plan of action to get out of the slump.

Thanks. To clarify, does the client deal in any specific segment of fashion, or do they cover the entire clothing domain.

They deal in clothing fashion. They have offline outlets across the country and are also recognized in e-commerce.

Understood. Is the slump unique to our client, or is the entire fashion industry facing similar challenges?

The slump is specific to our client. The broader fashion industry has seen ~7% CAGR growth in the last two years

That suggests this is more of a company-specific issue. Do we know if the problem lies more on the revenue side or cost side?

Revenues have been stable. The decline in profits seems to be cost-related

Noted. Before diving into costs, could you share the client's geographic presence? Are they strong across the country or focused in certain regions?

They are a strong player in major parts of India but weaker in northern India. Sales there have been relatively weak

And how about competition? Are peers experiencing similar profitability pressure?

Not really. Other players are growing healthily.

Since revenue is stable, I'll focus on the cost side by breaking down the value chain into: R&D and raw material sourcing, Inventory and storage, Transportation and distribution, Outsourcing and marketing. Let's begin with **transportation and distribution**, as that often drives significant costs.

How do our transportation and storage costs compare to competitors?

Higher than competitors.

Interesting. Could we explore the client's distribution system, where factories and warehouses are located?

The client's major factories are in Hyderabad and Chennai, with head offices in those two cities. Goods are then shipped to warehouses across India.

Since all transport originates from these two hubs, we could break down costs by transport mode, distance traveled, and trade routes. What does that picture look like?

Goods are moved mainly by trucks and roadways. A common route is via the MP–UP–NCR highway, used to transport to the Gurgaon warehouse

Have there been any recent regulatory or infrastructure changes that could impact transport costs?

Yes. A year ago, the Madhya Pradesh government revised toll structures. Roads are being expanded, but tolls have increased.

Do we know the magnitude of these costs?

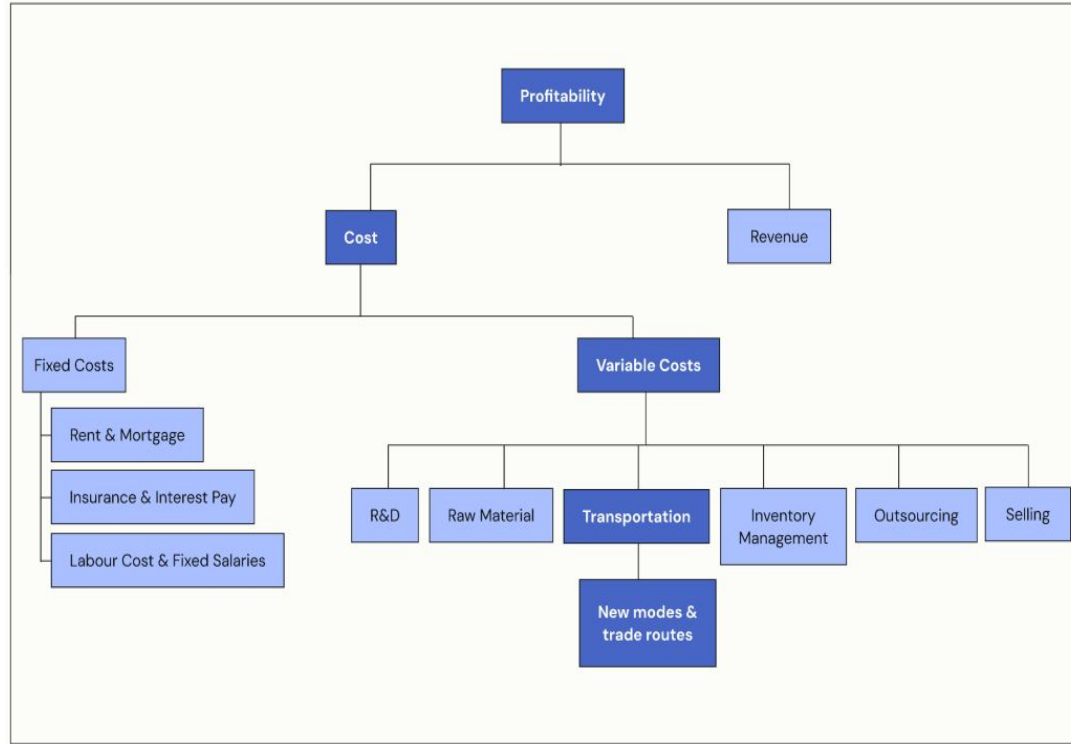
Each truck traverses ~600 km through Madhya Pradesh, incurring ~₹200 per toll, with multiple tolls along the way.

So, transportation costs are a major driver of the profit decline. Possible solutions could be: **Network optimization** – Set up a northern India production or warehousing hub to cut transport distances. **Transport mix shift** – Explore rail or multimodal options to reduce trucking costs. **Toll impact mitigation** – Negotiate state-level incentives or reroute to avoid expensive toll roads. **Benchmark best practices** – Learn from competitors who manage lower distribution costs.

Profitability | BCG | Medium

Clothing Fashion

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A fashion brand was grappling with high operational costs and sought to understand the underlying reasons.

Case Notes

- Client deals in fashion retail business.
- Client is having issues with cost management.
- Issue-specific to the client and not the whole industry.
- The client has issues with the current transportation.

Recommended Solutions

- The problem arises due to transportation costs.
- High storage and transportation costs arise due to an unfavorable mode of transport. Thus, the company should either change its transportation methods or set up new warehouses and trade routes.

Observations/Suggestions

- It's essential to find the key revenue streams for the clothing stores.
- Calculate the net effect of reduction of prices on profit and the possible ways of increasing revenue from the convenience store.
- Develop equation between x and y and find desired relationship.

Energy Drink

[Click here to give a mock interview](#)

Your client is a FMCG company manufacturing energy drinks. Initially the client had a market share of about 98% which has now reduced to 50%. Find out the reasons for the possible dilution in market share and also suggest measures to regain the market share.

Before starting off with the case, I would like to begin by asking a few questions. What is the exact product line of the company and where does it operate?

The company manufactures only one type of energy drink and it is based in India.

How long has it taken for the company's market share to decline from 98% to 50%?

The time of decline has been about 5 years for the company.

Market Share depends on the industry size and the revenue of the company. Do we know what has changed in the past 5 years?

The industry is not growing at all, in addition to which the revenue has decreased.

The revenue would in turn depend on the number of units sold and the price per unit. Since the revenue has decreased, we could say it is due to one of these two. Has the number of units being sold decreased?

That is indeed, correct. The number of energy drinks being sold has gone down in the 5 years which has led to a decrease in the revenue.

The number of units sold would be affected by the customer needs, affordability, accessibility and the customer experience. Customer needs would imply how much demand is there for the drink amongst the customers, affordability would imply benchmarking our product against that of our competitors. Accessibility is how easily a customer can reach our product. Customer experience could possibly revolve around the product design and the taste.

Energy Drink

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That's a good approach to break down the problem. The problem lies with the affordability of the product.

This could be a possible cause of the loss of market share, since it is directly affecting our revenues. Since the problem mainly lies with affordability, do we have any information related to the pricing of the products?

Our product has a selling price of 966 Rupees per unit which has been the same throughout the years, whereas our competitor is able to sell at 874 rupees per unit.

Since we're selling at a higher price, it could imply that we are incurring more costs per unit sold. I believe that costs will be incurred at every step of the value chain, which will be of two types essentially - fixed costs and variable costs.

We incur a cost of 366 Rupees per unit when it comes to our raw materials. In addition to this, we can broadly sum the costs over the production into fixed and variable. For every unit produced, we have a fixed cost of Rupees 178 and a variable cost of Rupees 166.

In order to optimize our costs, we can benchmark them against that of our competitor. Out of the three types of costs given, which type of costs is seeing the maximum amount of deviation?

The raw materials and variable costs, both per unit are almost similar to our costs and do not play a major difference. However, the fixed costs per unit of our competitors are much lower than our costs.

Fixed costs are usually independent of the total number produced - they would depend on other operational factors. Thus the fixed cost per unit could go up if we have been inherently producing less than that of our competitors. Since our competitors are able to produce more, it is possible that they might have achieved economies of scale

Let us look at the problems associated in the sourcing of raw materials and production.

Energy Drink

[Click here to give a mock interview](#)

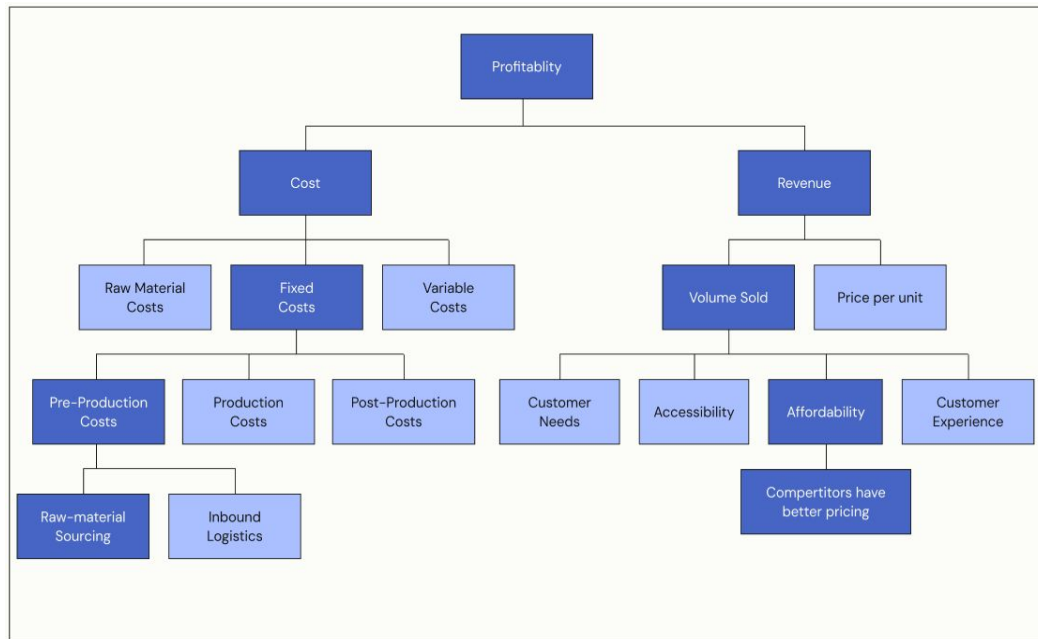
For sourcing of raw materials, it is possible that the amount and quality of raw material that we are effectively getting has gone down, which is leading to lowered production. For the producing and packaging part, there might be a problem of capacity utilization or the number of machine cycles that are being run for production.

What would you recommend as solutions for these problems?

For the problem with the sourcing of raw materials, we could negotiate better deals with the suppliers for better raw materials. In order to produce more, we could ensure maximum capacity utilization and that the machines are running at optimum number of cycles

Energy Drink

[Click here to give a mock interview](#)



Your client is a FMCG company manufacturing energy drinks. Initially the client had a market share of about 98% which has now reduced to 50%. Find out the reasons for the possible dilution in market share and also suggest measures to regain the market share.

Case Notes

- Two types of approaches, a growth type approach and a profitability type approach are possible but with clarifying questions -> profitability.
- Volume sold is broken into needs, accessibility, affordability, and experience, a proper end to end product experience.
- Costs can be broken into Raw Material, Fixed, Variable costs

Recommended Solutions

- Negotiate better deals with the suppliers for quality raw materials to improve raw material sourcing.
- Ensure maximum capacity utilization and that the machines are running at optimum number of cycles to improve production.

Your client is an FMCG company with a global presence, specifically their operations in South Africa. They have observed a decline in profitability and have asked you to identify the root cause and recommend solutions.

Thank you. Just to confirm, we are focusing on the South African operations where there's been a decline in profitability. To get a clearer picture, could you tell me how significant this decline is and how long it has been a concern?

The decline has been around 15% over the past year.

Understood. I would like to take a structured approach by analyzing the profitability equation: $\text{Profit} = \text{Revenue} - \text{Costs}$. First, let's look into the revenue side. Have there been any significant changes in revenue over the past year?

The revenue has remained relatively stable, with no significant growth or decline.

That's clear. Since the revenue side seems stable, it suggests that the decline in profitability is likely driven by rising costs. To proceed, I'd like to break down the cost structure into direct and indirect costs. The direct costs would mainly include raw material, labor costs. Have we seen any changes in them?

These direct costs have remained stable over the past year.

Thank you. Given that direct costs are stable, the issue might be stemming from the indirect costs. Indirect costs in this case would include Utilities, Fuel, Rent, Maintenance and Marketing costs.

The key indirect costs are related to fuel and machinery maintenance for our 40 factories.

I see. Let's first focus on the fuel costs. Can you provide more detail on how fuel is used in these factories?

The machinery in these factories runs on solid fuel, and the type of fuel used can change based on the availability. Each type of fuel has a different cost.

Okay so do we have data on does it vary across different factors like location, type of fuel, or availability?

Fuel costs do vary significantly based on different types of fuel used and their availability.

That makes sense. So, the inconsistency in fuel types and their costs is likely contributing to inefficiencies. Do we have data on how often the fuel type changes and the cost differences between them?

Yes, data shows that the costs can differ by as much as 20% between the most and least expensive fuels, depending on the availability.

Have there been any recent regulatory or infrastructure changes that could impact transport costs?

Thank you for that information. It sounds like standardizing the type of fuel used across factories could be a potential solution to manage these costs better. Before we discuss solutions, let's move on to the maintenance costs you mentioned. What does maintenance entail, and what factors are influencing these costs?

Maintenance involves managing around 7,000 different SKUs for spare parts. The prices of these parts vary across our 40 factories due to differences in supplier contracts and logistics.

I see. So, similar to fuel costs, there seems to be a lack of standardization in how spare parts are sourced and priced. Do the factories procure parts independently, or is there a central procurement process?

Currently, the procurement is managed locally at each factory, which is why the prices vary.

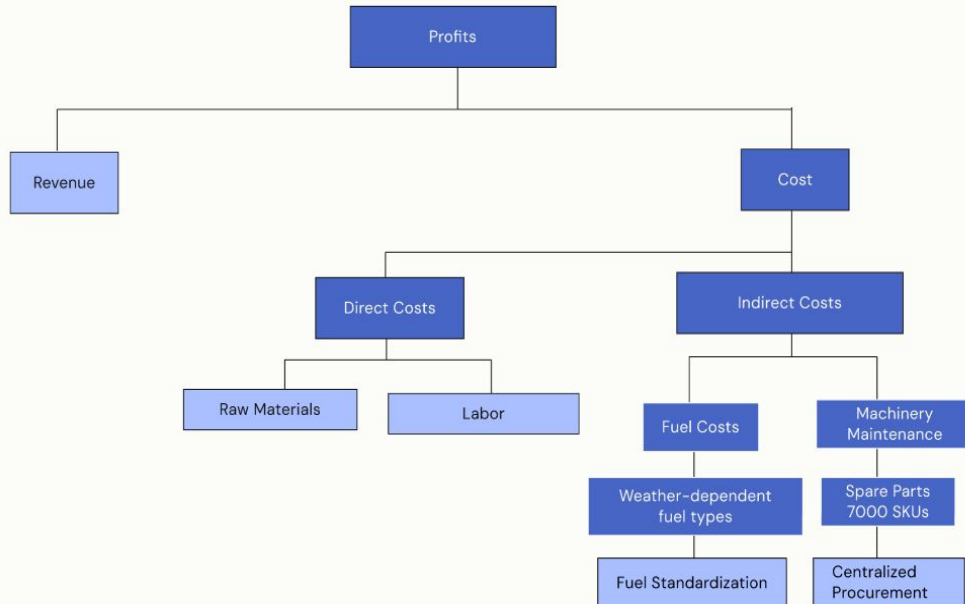
It appears that standardizing both the procurement process and pricing for spare parts could help in controlling these costs. To summarize, it seems the profitability decline is primarily driven by inefficiencies in fuel usage and the maintenance process, particularly the sourcing of spare parts. Does that align with your understanding?

Yes, that's correct.

Based on this, I would recommend focusing on two key areas:

- **Fuel Standardization:** Analyze the different fuel types and their costs to identify the most cost-effective option that could be standardized across all factories, possibly securing bulk purchase agreements to further reduce costs.
- **Centralized Procurement for Spare Parts:** Implement a centralized procurement system for spare parts to standardize pricing across all factories and potentially negotiate better terms with suppliers.

That sounds like a solid plan. Thank you for your detailed analysis and recommendations.



Your client is a FMCG company manufacturing energy drinks. Initially the client had a market share of about 98% which has now reduced to 50%. Find out the reasons for the possible dilution in market share and also suggest measures to regain the market share.

Case Notes

- Profitability has decreased recently, though revenue remains steady.
- Direct costs are unchanged, problem lies with rising indirect costs.
- Fuel and machinery expenses have grown significantly.
- Using various fuel types has caused higher costs and wastage.
- Spare part costs fluctuate widely due to factory-specific local suppliers.

Recommended Solutions

- Standardizing fuel supply to reduce costs and optimize efficiency.
- Centralizing spare part procurement across all factories to enhance training and improve operational flexibility.

Footwear Brand

[Click here to give a mock interview](#)

We are a footwear brand operating in India, and we're facing a significant decline in profitability. We're struggling to stay competitive in the market. We need your help to identify the core issues and recommend changes.

Alright, I'd like to ask whether this issue has come up recently or if it's been ongoing for a while?

The decline has been observed over the past 1-2 years, amounting to approximately 5-10%.

Is the decline in profits limited to our client's footwear brand, or have other brands in this sector also been facing similar challenges?

Other footwear brands have also seen some dip in their profits, but the client has been significantly impacted.

Okay. Could you please tell me more about the client's business and where their stores are located?

The footwear brand sells both online and offline, but most of its sales come from offline retail stores located all across India.

Could you tell me what types of products the client manufactures?

They manufacture and retail two kinds of products - formal shoes and slippers for men and women, all of premium quality.

I would like to ask whether the brand has experienced a decline across all of its offered footwear segments, or is there a specific category that has been affected?

The footwear brand has witnessed a comprehensive reduction in sales across all segments, relative to its competitors.

Okay, who are the major competitors and how are they performing?

Footwear Brand

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Our competitors comprise both smaller local manufacturers and established entities such as Bata, Clarks, and Hush Puppies.

Alright. The decline in profitability could either be due to a cost issue or a revenue problem. Which one has changed during this period.

The cost side doesn't have major issues, analyzing the revenue segment would be relevant.

Revenue depends on the product mix, price per unit, and the number of units sold. Has anything changed in these areas for the company?

That's a good question. The company is struggling with a decrease in both the volume of units sold and the product mix. But the major issue seems that our product mix is quite limited compared to our competitors.

The limited product diversity is definitely a concern. Not just the types of shoes, but also the variety of products offered under each type can impact the product mix. Is there a specific product segment that has been particularly affected by this?

Specifically, the formal shoes segment has faced a significant setback. Improvements made by other brands in this category have led to a decline in our sales.

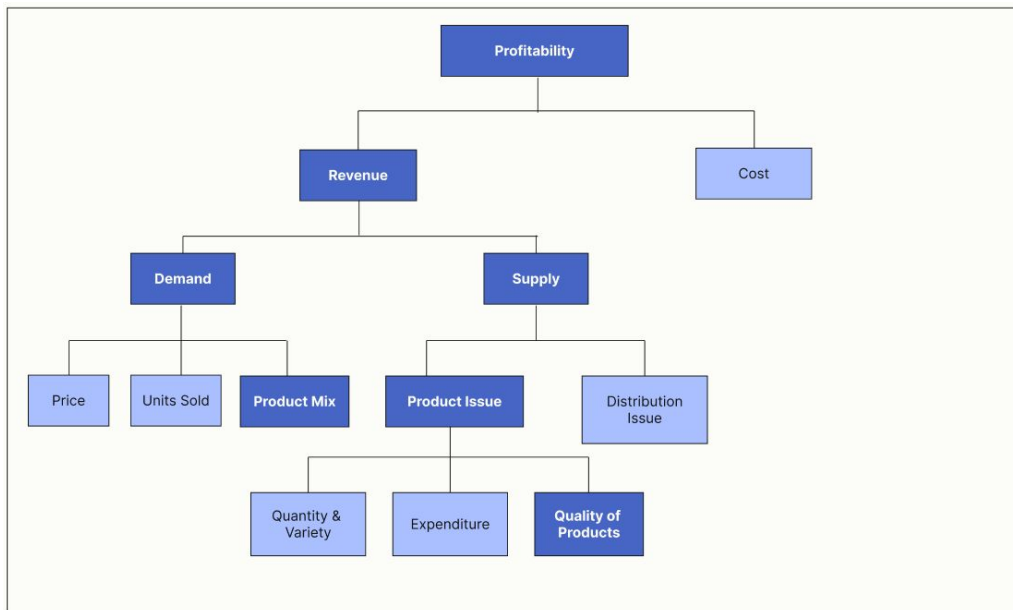
For a short-term fix, the company could focus on diversifying its formal shoe line. Adding more styles or variations could help boost sales in that segment and compete with other brands.

That makes sense. We've definitely seen competitors offer more variety in that space. What about long-term strategies?

In the longer run, we can launch sports wear for men and women and improve the marketing of our existing products through targeted channels.

That's interesting. Sportswear seems like a big market these days. Is there anything else we should consider?

Absolutely. Introducing sandals and flip-flops for kids would be another strong move. It would allow you to reach a new segment—families shopping for children. This would not only expand your audience but also increase the number of units sold, which would, in turn, drive up revenue and profitability.



Our client is a premium footwear brand in India selling mainly through offline stores. In the last 1–2 years, profits have fallen by 5–10%. Costs are stable, so the issue is on the revenue side.

Case Notes

- Decline bigger for client than industry average.
- Fewer units sold + narrow product range; price unchanged.
- Portfolio limited to formal shoes and slippers.
- Formal shoes hit hardest; competitors offer more variety.

Recommended Solutions

- Diversify formal shoe line immediately.
- Launch sportswear for men and women.
- Add sandals and flip-flops for kids.
- Strengthen marketing through targeted channels

Gas Company

[Click here to give a mock interview](#)

Your client is a leading gas company in India. It has been seeing a decline in profitability for the last 2 years. Analyze the causes for it.

To begin, I would like to know more about our client. Which domain does it operate in, who are its clients, what is its position in the value chain, and which geographic regions does it serve?

To begin, I would like to know more about our client. Which domain does it operate in, who are its clients, what is its position in the value chain, and which geographic regions does it serve?

Okay. Is the decline in profitability a industry wide problem or specific to our client?

It is specific to our client and others are doing pretty good.

I would like to know more about the different products that our client offers.

The client had been dealing with non-cryogenic gases for the last few years. Recently they have also entered into the cryogenic gases.

Okay. How long has it been since they started with cryogenic gases? Also could I know the market size and growth rate for the cryogenic gas industry?

It's been almost 3 years now since we entered into cryogenic gases. Coming to the market size it is almost \$100 billion and growing at 7% CAGR.

Alright, that seems like a good industry to enter, so the issue might be with them entering into new products since after that period their profitability has started declining. Is the decline visible in the Non cryogenic sector as well?

The cryogenic sector has not been much rewarding for us, though the growth in non cryogenic sector has been steady and growing.

Gas Company

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Okay. The decline in profitability could be due to issues on the cost or revenue side, but since we have just entered the new industry, I feel there could be an issue on the costs side, which part should I analyze first?

Yes you are right, you can proceed with Cost side analysis for now.

Sure. I'd like to look into their value chain first. Starting from raw material procurement, processing, storage & transportation, distribution and finally marketing.

Alright. The decline in profitability could either be due to a cost issue or a revenue problem. Which one has changed during this period?

Yes, these factors look fine. You can proceed with them.

Next, I would like to know which component causes maximum deviation from the costs.

Storage and raw material procurement costs seem to be an issue.

Okay, thank you. Raw material procurement could be divided into the cost of raw materials, supplier contracts, and efficiency of usage. For storage, I would like to examine packaging, warehouse costs, and distribution costs. Should I analyse all of these aspects, or is there a specific issue with only one of them?

The storage of these gases seems to be a bit complex and are causing concerns over profitability.

Okay. Could you provide me with information on how these gases are stored and what is the scenario for the manufacturers of such containers?

Gas Company

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Sure. Cryogenic gases are stored at extremely low temperatures. Hence they require special, expensive containers to be stored in. There are limited manufacturers for such containers.

Okay. From what I see the costs of raw material procurement and the storage costs are high which does not compensate for the revenue.

Yes, you are right.

Can I have some data to understand how much are we spending currently on this storage and transportation, just to understand if it's viable.

The raw material costs amount to INR 22.5 billion annually. The company has invested in specialised storage tanks and facilities, which incur an annual cost of INR 2.5 billion.

How are our competitors surviving in this industry sustainably?

The existing suppliers are already in long-term contracts with our competitors, making it difficult to establish new relationships with them. Additionally, due to the limited number of suppliers, their bargaining power is high.

Is our client aiming for immediate profitability, or are they looking for long-term profitability over a 10-15 year period in order to secure an optimal contract from the supplier?

The client is interested in instant profitability

As of now since there are no other alternatives, we will go for the exit option.

Okay. Please provide me with a rough guide for it.

Yes, sure. Can I get to know the costs for the exit option?

Gas Company

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For the exit option, consider the following costs: asset write-offs of 11.7 billion INR, employee severance of 2.34 billion INR, and contractual obligations of 4.68 billion INR. The projected revenue for the business is 5.77 billion INR.

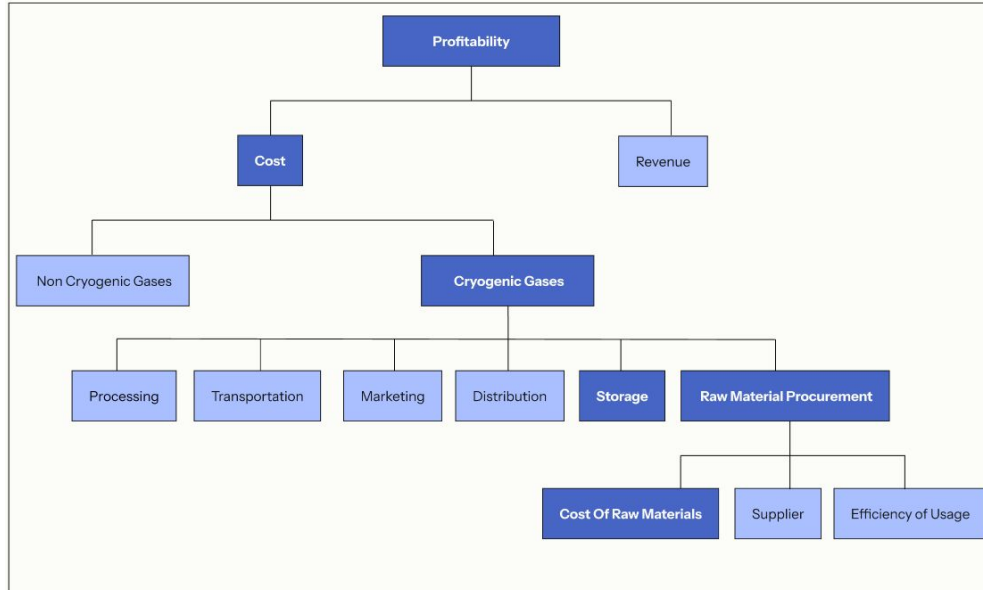
Sure. According to the data, the break-even time is calculated as Total exit costs upon Annual revenue. It would take approximately 3.24 years for the company to recover the exit costs through the projected annual revenue.

Okay, we can wrap the case here.

Profitability | KPMG | Medium

Gas Company

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Your client is a leading gas company in India. It has been seeing a decline in profitability for the last 2 years. Analyze the causes for it.

Case Notes

- Client is a gas manufacturing company
- Dealt in Cryogenics but started manufacture of Non-Cryogenic Gases since last 3 years
- Seen decline in profits since last 2 years
- Extremely high costs of raw material procurement and storage
- Client interested in instant profitability
- Existing Suppliers are in long contract with competitors

Recommended Solutions

- Since the costs of raw material and storage vessels are extremely high we can get into long term contracts with the existing suppliers.
- However the client is not interested in long term profitability hence we are left with no other option but to go for exit option.
- With current annual revenue it will take the client almost 3.24 years to break even.

Insurance Company

[Click here to give a mock interview](#)

Your client is a large insurance company which is facing a revenue drop in its healthcare insurance product. All other insurance products are going well. You have to find the cause and advise them on tackling this.

Okay before analyzing this further I would like to know if this issue is only affecting our client or if it's something seen across the industry. And is it specific to any particular region?

The competitors are doing good. The issue is faced within the company itself and is being observed throughout our operational areas.

So considering the product is facing a revenue drop, I would like to know more about the cause of this decline. Is the price per policy decreased or the total number of policies sold?

The client is facing a decline in the number of policies sold and the price per policy has remained constant throughout.

Since the competitors are doing good, I feel there is no issue with the demand side of the product. So the problem must be in production side or distribution side.

Yes, the number of customers that we onboard has dipped drastically when compared to previous times

Taking into consideration that our other products are working well, there is a chance that the issue resides in our conversion rate of specific Healthcare policy rather than the number of customers the company is onboarding in general, is it fine to go with this assumption?

Yes, the company is struggling to convert customers to buy the specific Healthcare insurance.

I would first like to know that for onboarding new customers what are the current methods the company uses and can we see any particular drop in any of them?

Currently, the company focuses on the Agent-based sales model apart from conventional sales and marketing, and there is no such deviation evidently visible.

Okay, could you please elaborate on how this Agent-based Sales model works? Do the agents have any incentives based on how much they sell?

Insurance Company

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Yes, you are right, so we have agents who work under us and get paid an extra commission according to the number of policies they sell as a whole

Okay, so I'd like to divide this Revenue from agents into the Number of Agents and multiply it with the Sales produced by each agent.

The issue seems to be with both the number of agents and the volume of sales that each of them is producing.

Oh okay, this seems alarming, Is there any specific reason why we are not recruiting more agents if we know it's an issue directly?

Yeah, we can do that but at the moment our priority is to maximise the volume of sales/agent.

Sure, for that I'd like to have a look at the agent's journey. So all the way from finding the right target audience to pitching them and making them feel that our product is important to them and then converting them into customers, can you tell me where the issue is in these steps?

The main issue is found at the pitching part and we are unable to convert the customer in the first place.

Okay, then if this public perception of the product is a problem, We can improve it by doing the following:

- Improve the insurance scheme by making it more affordable and increase the length of time duration, in order to average out the effect(increasing the number of people who take insurance, thereby producing more revenue and thus we'll be able to reduce cost per policy)

- Increase the commission for the agent, so that they can put better efforts into pitching the policy and converting the possible customers to consumers.

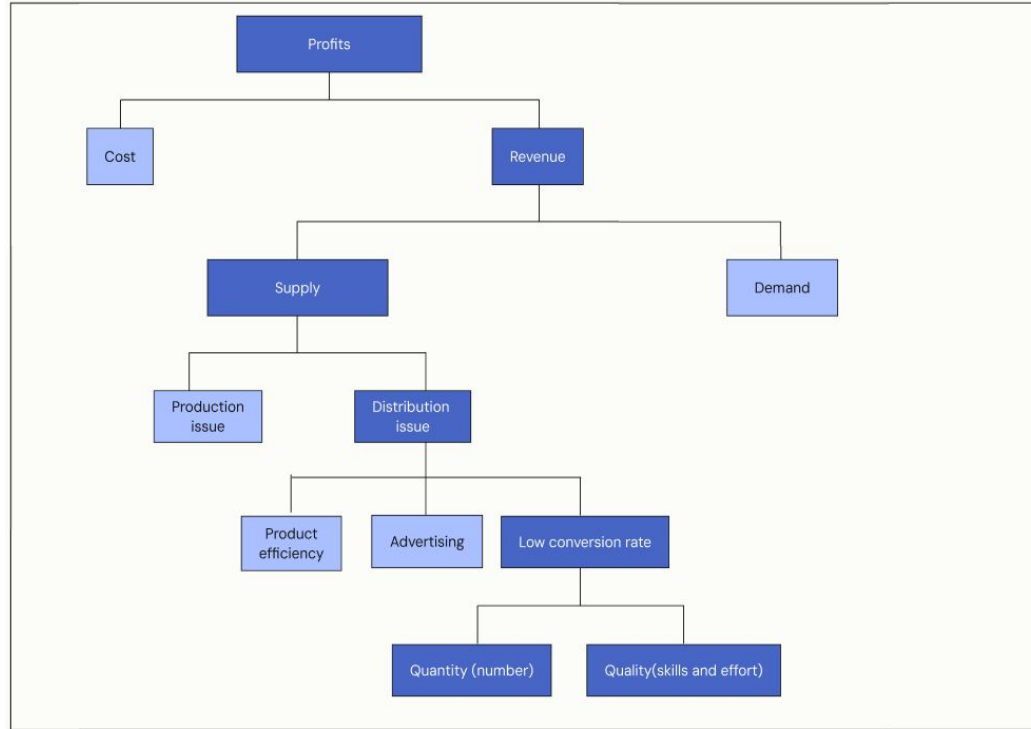
- Change the way people perceive our product(by collaborations with top medical associations and Hospitals).

Yes, these seem to be good suggestions, we can wrap the case here.

Profitability | PwC | Medium

Insurance Company

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The client is a large insurance company which is facing a revenue drop in its healthcare insurance product. All other insurance products are going well. You have to find the cause and advise them on tackling this.

Case Notes

- The Client is an established insurance company.
- The problem is a decline in revenue from healthcare product.
- Other products of the company do not face this issue.
- The decline is not in market size but in market share.
- The Agent benefits from selling health-care products are less..

Recommended Solutions

- Establish clear and open communication while pitching the product.
- Run targeted campaigns and educational events to promote the product.
- Offer rewards to agents in order to encourage them to sell the product more.
- Customize plans and introduce value-added services to cater to diverse needs.
- Improve the online experience and utilize data analytics for insights.
- Launch sustained educational campaigns.

Retail Store

[Click here to give a mock interview](#)

Your client is a retail store owner. They have been experiencing a decline in revenue, and would like you to analyze the causes of this issue and recommend potential solutions to address it.

Ok, before beginning I would like to clarify some things, Is this issue faced by only your client's store or all the stores?

Most of the stores are facing the decline in sales.

Ok, so that means that the issue is not particular to our client's service providing. As you said most stores, there are some stores which are not facing this issue. Is it a single store that is not facing the decline or are there more than one?

There is only one store that is making more profit and is not facing a decline in revenue.

Okay, I would like to know about the timeline and magnitude of the decline, how long have these stores been operating?

The stores have been operating for the past 10 years and the problem has been faced from the past three years. However, we don't have exact data on the extent of the decline.

When did the store in profit come into the race?

They started their store 6 years ago.

As you mentioned that the decline is in revenue, can you please confirm if the revenue from a specific product decreased or has the revenue from all categories of products declined?

The revenue from almost all the products has declined.

Is there a decrease in footfall across the stores or decrease in basket size?

There is no decrease in footfall or basket size but, they are comparatively lower than the store in profit.

Okay, So does the competitor that is making a profit have the edge in profit or the revenue generated?

The difference is in the net profit gained by the stores while revenue is comparable.

Do competitors offer a wider range of products? How do the prices compare between us?

That's a good observation. They have more volume and variety of products, and their selling price is slightly lower.

So let me clarify, the revenue is similar but profit margins are higher for the competitor, which means the issue is on the cost side.

Yes you are moving in the right direction.

That's interesting. So, even after selling at less price they are earning more. This can lead to two observations, that either the supplier provides them with more quantity and diverse products or they have less expenditure.

Can you tell me about the expenditure gap between your client's stores and the store in profit?

Can you tell me about the expenditure gap between your client's stores and the store in profit?

Ok then, let me start analysing the cost side. So, the major activities included in the cost side would be maintenance of the stores, cost price of goods, advertisement, and labour wages. Which one of these would you like me to consider?

I would like you to consider the cost price of goods as maintenance and advertisement costs are minimal and labour costs are similar.

So it's a supply-side issue—how's your communication with suppliers? Any delays or quality problems

There are no quality issues, but there are delays in receipt of product in some cases.

Do all the retail stores nearby our store buy from the same supplier?

Yes, most of them including the store in profit.

Ok, do the suppliers have a significant market share in the industry? Are they a very well established brand?

Yes, they are a very well established brand in the market.

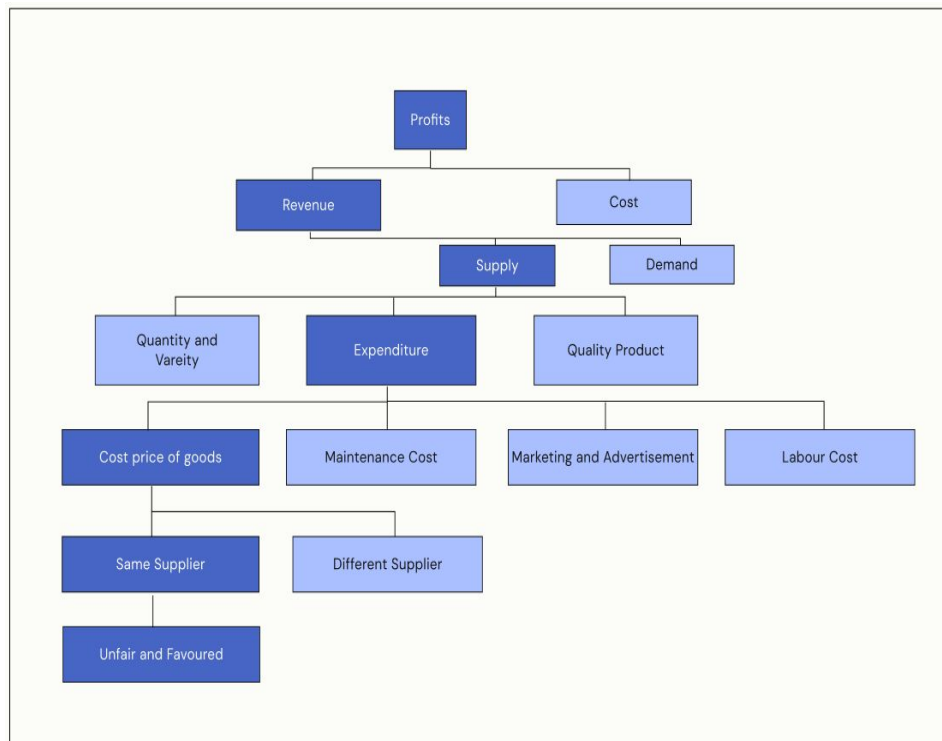
Ok, so that might be a reason due to which they could sell products at higher pricing and not deliver them as requested. The retailers won't be able negotiate with them due to their power in the market. But in that case even the store in profit must have been impacted, but that does not happen.

Yes you are moving in the right direction.

So what I think is maybe the suppliers provide exclusive deals and contracts to specific retailers like the store in profit and that results in a decline in the revenue of our clients' store.

Ok, so how would you like to conclude and what would you suggest to the clients?

So, the market power of the supplier acts as an unfair advantage to them and their preference to the store in profit, by providing exclusive contracts (like more diverse products for lesser prices) leads to the decline of revenue of our store. My suggestion would be To buy the supplies from any other supplier or directly from the manufacturer itself considering the transport and other costs. Negotiate with the supplier to come into a legal binding contract to deliver the products on time at at a mutually agreed price. Diversify our products to other brands of similar quality and customer demographics.



Your client is a retail store owner. They have been experiencing a decline in revenue, and would like you to analyze the causes of this issue and recommend potential solutions to address it.

Case Notes

- Client is a retail store owner.
- There is decline in revenue from past three years.
- There is only one store that is having more net profit.
- Each product is facing the decline in revenue and the client's expenditure is higher than the store in profit
- Issue is on the supply side, particularly the cost of goods and there are delays in product receipt.
- Supplier is a very well established brand in market: This acts as an unfair advantage to them
- Supplier also provides exclusive deals to the store in profit.

Recommended Solutions

- To buy the supplies from any other supplier or directly from the manufacturer itself considering the transport and other costs.
- Negotiate with the supplier to come into a legal binding contract to deliver the products on time at a mutually agreed price.
- Diversify our products to other brands of similar quality and customer demographics.

Steel Manufacturer - 1

[Click here to give a mock interview](#)

Your client is a steel manufacturer facing declining profits, the client has asked you to find out why and recommend solutions.

Okay. I want to ask a few preliminary questions before diving deep into my overall structure and strategy.

Okay. Let's go ahead.

Do we have any information on the quantum of profit decline and for how long they have been experiencing it?

Yes, the client is facing the decline of 20% over the 12-15 months.

So is this decline specific to our client or is it an industry wide issue and whether the decline is specific to any particular geography?

No, only our client faces declining profits from all over the India, while others have been experiencing profits.

What kind of product does our client manufactures and in which geography do they operate?

So, our client manufactures household furniture like Wardrobes, Tables, and chairs and their business has expanded across India.

In which part of value chain, does our client operates?

So, our client procures and manufactures the steel furniture and distribute it through various suppliers to the stores.

Now, I would like to look at the Profit Revenue Cost, and then I will deep dive into the various buckets under them.

Steel Manufacturer - 1

[Click here to give a mock interview](#)

Your structure seems good. Our cost have remained the same. Why don't you go ahead with the revenue?

Sure, I will break the revenue into three buckets, that is- Number of units sold, price per unit, and the product portfolio. Do you want me to look at any specific bucket out of them?

Yes, please go ahead with the Product portfolio.

Sure. According to my data, our client manufactures three kinds of steel furniture. Do we have any data on the % revenue share by each product?

Yes, wardrobe has a significant chunk of 70%, while tables and chairs contribute about 15% each.

So, out of these three, we have experienced a decline in the revenue share from which product?

We have experienced a decline in every segment of the product.

I see. There is some problem with any aspect of the product.

What do you mean by the aspect?

So, for any product, there are two aspects: Qualitative and Quantitative. Qualitative consists of the raw materials and the efficiency, while Quantitative covers the price and the Number of units produced.

Sounds good. So, we have no issue with raw materials and the efficiency of the product. Also, there is no change in the number of units produced.

So, now we can come to the price of the products. Do we have changed the pricing of our products?

Steel Manufacturer - 1

[Click here to give a mock interview](#)

No, our prices have not changed in the last two years.

So have our competitors changed their prices?

Yes, our competitors have slashed the prices of their furniture, causing our customers to buy their products and causing a decline in our profits. Can you quickly suggest some solutions?

Sure, I have two types of solutions for our client

Short term:

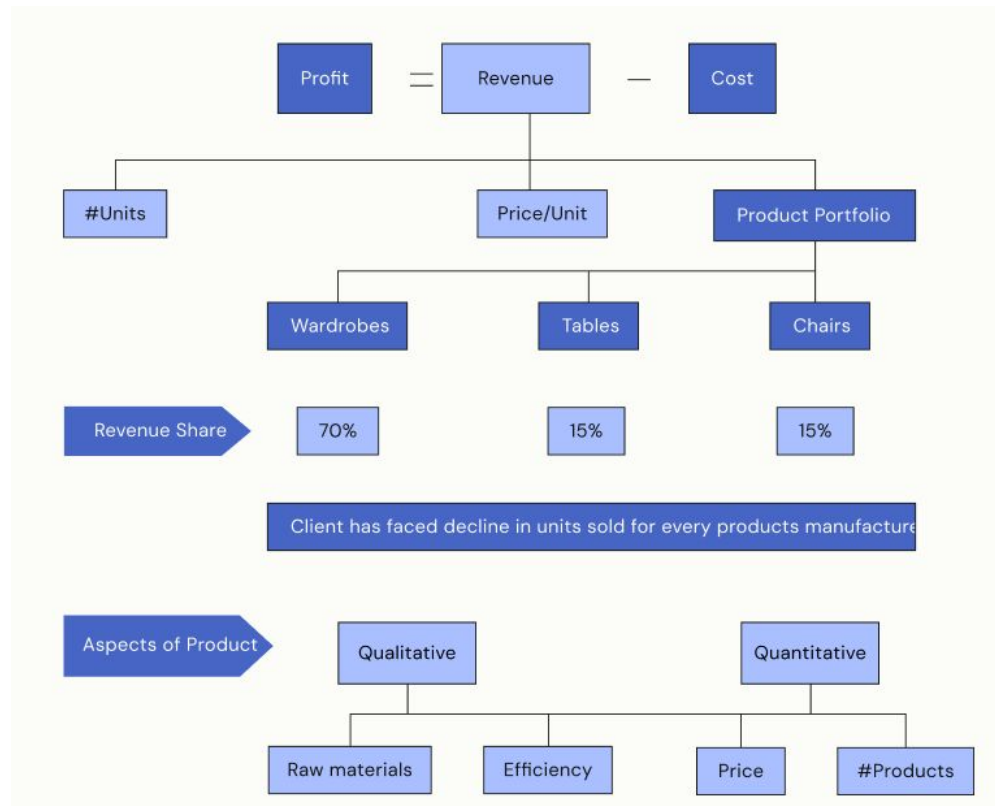
- Clients should match the prices of their furniture with their competitors.
- Client can give bundling offers like a free table or chair on the wardrobe purchase.
- Clients can also offer non-monetary benefits to their customers

Long term:

- The client should try other cheaper but durable materials for furniture manufacturing.
- They should make their presence on the Online E-commerce platforms.

Thank you. We can end the case here.

Steel Manufacturer - 1

[Click here to give a mock interview](#)

Your client is a steel manufacturer who is facing declining profits, you have been asked by the client to find out why and recommend

Case Notes

- Client is a steel furniture manufacturer
- Problem is declining profits of 20% over the past 12-15 months
- Each product is facing the decline in units sold.
- Client has no issue in their supply chain
- Competitor has slashed the prices of their products

Recommended Solutions

Short term:

- Client should decrease the price of the products and match with that of the competitor, considering the profit targets'
- Client should sell their products in bundles.

Long term:

- Explore the other materials for furniture.
- Increase the online presence.

Steel Manufacturer - 2

[Click here to give a mock interview](#)

Your client is a steel manufacturer facing increasing costs, the client has asked you to find out the reason and recommend solutions.

Before preliminary questions, I would like to reiterate the facts and objective of the case.

Sure, go ahead.

Okay. Our client is a steel manufacturer facing the problem of increasing costs and we have to find out why and recommend solutions to their problems.

Yes, correct.

Do we have any information on the quantum of cost increase and for how long they have been experiencing it?

No, we do not have any data on that.

Okay. Is this increase in Cost specific to our client or an industry-wide issue and whether this issue related to any specific geography?

No, this is limited to a specific manufacturing unit in a tier 2 city of our client only.

Okay, I have completed my preliminary questions. Give me a couple of minutes, and I will be back with my approach.

Okay, I would like to look at the cost and dive deep into the various buckets under it. Cost broadly includes two buckets i.e. Fixed Cost and Variable Cost.

Sure, the fixed Cost includes the labour wages, electricity bills, and rents, while variable Cost includes the raw materials, R&D and machinery.

Great. You've understood the situation well, how do you propose going about the solution?

Steel Manufacturer - 2

[Click here to give a mock interview](#)

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Steel Manufacturer - 2

[Click here to give a mock interview](#)

No, our prices have not changed in the last two years.

So, the wastage of coal must have increased due to the long transportation time. Can you tell me more about how the coal is transported?

Yes, our supplier is based outside the city, which has caused this wastage. The coal is transported through railways using open containers. Can you suggest some solutions?

Sure, I have two types of solutions for our client.

Short term:

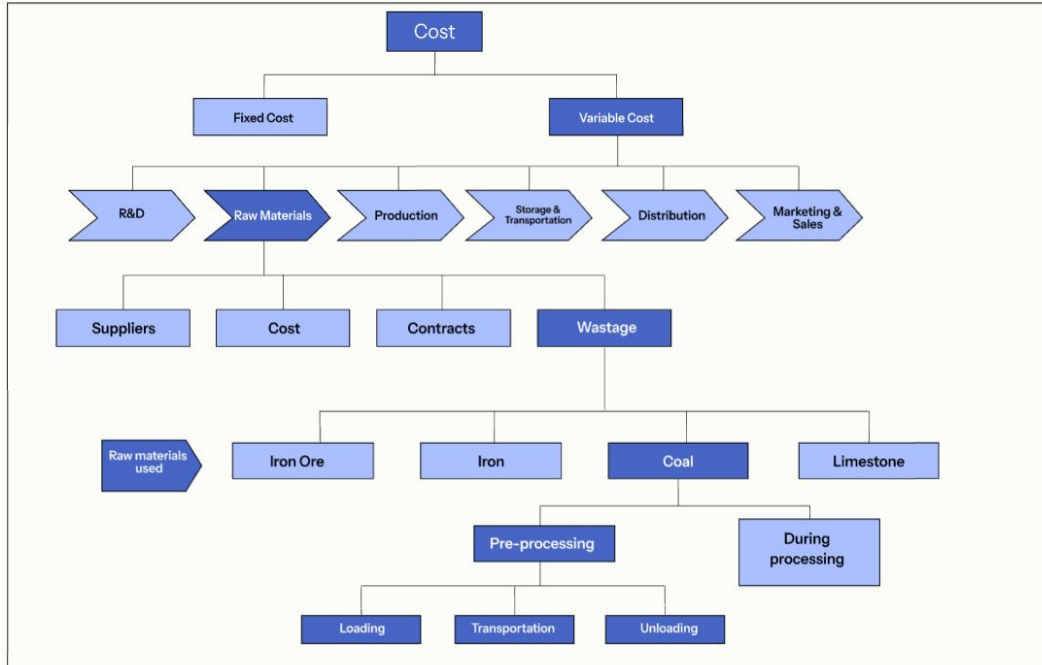
- The client should use small containers to store the coal while supplying
- The client can change their vehicle to a closed one.

Long term:

- The client should look for suppliers based in the city.

Thank you. We are done with the case.

Steel Manufacturer - 2

[Click here to give a mock interview](#)

Your client is a steel manufacturer facing increasing costs, the client has asked you to find out the reason and recommend solutions.

Case Notes

- Client is a steel manufacturer
- Problem is increasing cost
- Usage of raw material has increased
- Client's manufacturing plant is in the middle of the city
- Transportation of coal to a longer distance has increased the wastage

Recommended Solutions

- **Short term:** Client should use closed boxes/containers to transport the coal to their manufacturing unit
- **Long term:** Client should contract with the coal supplier based in the same city

Tractor Manufacturer

[Click here to give a mock interview](#)

Your client is a luxurious tractor manufacturer who is facing loss from the past 6 months, you have been hired as a consultant to find out the reason and suggest some solutions.

Before moving forward, I want to reiterate the case that our client is a premium Tractor manufacturer facing loss from the past 6 months and we have to find out why and recommend solutions to their problems.

Yes, correct.

Do we have any information on the quantum of loss

No, we do not have any data on that.

Okay. Is this loss specific to our client or an industry-wide issue?

No, this is limited to our client only. Our competitor is enjoying profits.

In which part of the value chain, does our client operates?

So, our client manufactures the Tractors and distributes them through various suppliers.

You have mentioned that the Tractor is a premium product, so what features make it a premium product?

Our Tractors are an example of state-of-the-art manufacturing and provide various features that make them run on any kind of field in adverse weather conditions.

Coming to the various parts of the Tractor whether our Client manufacture all parts or they have to outboud them?

Good question, The Client manufactures most of the essential parts but they have to outboud some parts to the third-party manufacturer.

Okay, I would like to propose my strategy that, first I will look at the Profit - Revenue - Cost and dive deep into the various buckets under it.

Your structure seems exhaustive. Please proceed ahead.

Tractor Manufacturer

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Sure, do we have any idea whether the Client has faced a decline in their revenue or an increase in cost?

Actually, the Client is facing both issues and wants you to analyze both. Why don't you go ahead with the cost?

Sure. Cost broadly includes two buckets, i.e., Fixed Cost and Variable Cost where the fixed Cost includes labor wages, electricity bills, and rents, while variable Cost includes the raw materials, R&D, and machinery.

Okay. We have no issue with the fixed Cost. Can you look at the variable costs?

Sure, coming to the variable costs. Do we have any data on the changes in any of the aforementioned buckets?

Yes, our spending on raw materials has increased in the past few months.

Next, in raw materials, I'll analyze insourcing vs. outsourcing. Have we seen any cost increases in either?

Your segment seems good. Yes, we have seen a significant increase in the cost of outsourcing the spare parts.

As you have mentioned our Client outsources some essential spare parts, so I want to ask whether our Client has increased the import of such parts or the third-party manufacturer has increased the prices.

There is no change in our demand, third-party manufacturer has increased the prices of the spare parts.

Sure, since there is no change in the demand side and the issue is related to the increased prices of the spare parts, there could be two reasons, i.e., first- either the raw materials cost have increased or the second-change in the spare parts. Do we have any idea about what has changed?

Yes, our client has changed some parts and manufacturing these parts requires special machinery which has increased the cost. Why don't you analyse the Revenue segment now?

Tractor Manufacturer

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Sure, coming to the Revenue, I can broadly divide it into segments, ie., Units Sold and Price per Unit. Does this seem to go ahead?

Your segmentation seems good, our prices have remained same but the units sold have declined.

Since the number of units has decreased, thus either the supply has decreased or the demand has decreased.

There is no issue with the demand of Tractors as they are unique and outperform other competitor's model.

So with this we will reach to the Supply side issue. Since, we are facing the loss for the last 6 months, so whether we have made some significant changes in the Tractor?

Yes, Client has slightly modified the Tractors and now our tractor requires the new parts and our supplier is not able to meet the demands.

Sure, with this we can come to the supplier issue. Since, there is significant changes in the spare parts the supplier is not able to meet the demand and is charging higher prices from the client.

Yes, your assumption is correct. Can you further look into this issue that why supplier is exactly not able to meet the demand?

Sure, I want to understand that how much time did it take to make the new spare parts?

The newly designed parts requires no significant time to manufacture them. Rather, the manufacturer needs some new machinery to manufacture those parts and we have not informed them prior.

Okay, so the outsourcing personnel has not informed the manufacturer about such changes in the parts and now they are facing the supply issue.

Yes, correct. Why don't you conclude the case with some recommendations?

Tractor Manufacturer

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The supplier issue seems to raise less from inefficiency and more from lack of advance communication.

Short-term solutions: Work with backup suppliers and negotiate temporary arrangements to stabilize supply and control costs.

Long-term solution: We can either help the current supplier upgrade their machines or slowly build in-house production for important parts. At the same time, we should share product changes with suppliers early so they can prepare in advance.

Thank you. We can close the case.

Barb's BBQ

[Click here to give a mock interview](#)

One day you are grocery shopping when you are approached by Barb B. Queue, the owner of the supermarket's deli shop. Facing serious competition from other supermarkets and fast food chains, Barb is worried whether his shop is working alright, as lately profits have been stagnating. He had figured that you work in a renowned consultancy and seeks your advice. Because you are a consultant from the bottom of your heart, you agree and sit together with Barb and have a look into his books.

What is exactly his Business ?
 What are timings of his business ?
 What are the constraints his business is facing ?

Deli is a Food business keeping meat food and per-processed food.
 We operate in two slots in morning and evening generally matching with peak timing when people come in supermarket.
 The Profits of business have been lately stagnant and declining in long run.

What are the products he is selling ? Is there any specific product facing problem ?
 Are there any combo products or famous products ? How's the market & competitor doing ?

We are earning through two type of foods, they are deli food and prepared food. Under deli meats, we are serving chicken bbq wings and pork burger.
 We are not sure with which particular product is causing profit stagnation.
 We need to surf the financial for specific problem.
 The combo of Pork Burger with some other item is famous and cheaper.
 We are based in Supermarket where there are some competitors which also sell similar types of products. Supermarket is a busy market.

What is the pricing structure of Business ?
 Can I be given P&L Statement as well ?

		In 1000\$		
		2014	2015	2016
Deli Foods	Revenue	280	275	280
	COGS	175	175	180
Prepared Foods	Revenue	260	300	340
	COGS	140	175	215
Overall	Revenue	540	575	620
	COGS	315	350	395
Gross Margin		225	225	225

BBQ Chicken Wings		
Price	3.75\$	For 10 piece
Total Material Cost	0.125\$	per piece
Preparation Time	15	min. per 100
Employee Cost	25\$	per hour
Turnover	400	pieces per hour

Pulled Pork Burger		
Price	5\$	For burger
Total Material Cost	2\$	per burger
Avg Sales/day	30	burgers
Employee Cost	25\$	per hour
Dedicated Hours	4	hours per day

Ok , So I am seeing this, it looks like the chicken wings are highly profitable with about 50% profit margin. While we are losing 10\$ per day on pork. So mainly problem lies with pork burger. Am I going correct ? Can I get what's going in market and among competitors for these foods ?

Yes, you are on right track. Competitor has better marketing and cheaper prices for deli meat. But in prepared foods there are fast food restaurants in the market that are our competition .

On having a look at revenue tables, it seems the cost has remained stagnant which do not possess an issue. So I would like to deep dive in revenue part of deli food to get a better look as stagnant revenue poses a bigger problem.

Sure.

I would like to start by diving in the pricing model of our business. Is our Employee cost and Cost of material optimal in comparison to competitors ? How many suppliers do we have ? How is our competitor pricing compared to us ?

Barb's BBQ

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We only have one supplier that supplies to whole market in large quantities, henceforth the prices of raw material are good. Employee cost can be something to look into.

Competitor is selling it for 4.5\$ a burger. But we have quality at par with them.

So your prices are also a issue because competitors are selling same quality at better price. this can be because of your Employee Costs as well.

Do you want me only analyze on prices or should I also dive into volume of sales as well.

Sales might be affected by both. Go in both directions

By calculating from your pricing sheet. It seems that even at break-even the employee cost can be maximum of 24\$. But it is currently higher. So according to me, to maintain some profit margin, th Employee cost should be between 16\$ - 20\$. That wil help us bring prices down as well. Am I going well with this?

You are on right track, go ahead.

So for the volume of sales we need to analyze both, supply and demand. As you mentioned earlier the raw material supply is adequate. So let's go straight to manufacturing part. Am I assuming correct.

Sure. Lets look deeper into each frame.

So what is happening in Manufacturing side ?
Our we adequate on staff ?
What is staff size?
Our we able to manage crowd?
If not ,Our we preparing slow ?
Is management part getting hustled?

We have Adequate Staff and moreover there is no capacity to increase. We have 1 manager and 5 chef that collectively look after serving each dish.
In rush hour we are not able to manage crowd mainly because of slow cooking process and we have let go of customers after a given amount of orders because of intense hustle.

Why can't we increase our work force?
How do we prepare food exactly?

Our shop is made for 5 cooks and cannot accommodate more people.
We make food from start, purely fresh on spot.

So another problem analyzed is in the making process of each burger that is time taking and staff is slow.

Now let's move to demand side.

Is overall market facing less demand or particular our customer base is same ?

Our customer base is mainly the loyal ones though market is a supermarket with increasing people.

I see problem in your Customer base also being stagnant. Let's look for more.
Is shop in prime Location ?
Are your competitors more vibrant and visible?

There is no such Prime Location in Supermarket. All the food shops are located in one place, in food court.
Yes, Our competitors are more vibrant and aesthetic shops that attracts more people.

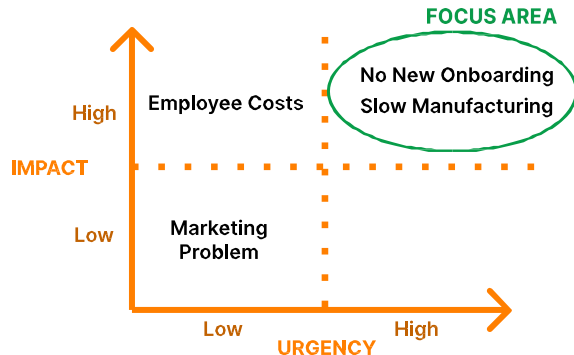
Are we investing good amount in marketing?
Do we have any digital operands?
How good is our onboarding rate ?
How is our churn rate?

We do not invest much in marketing. We don't have big hoardings. We only have posters in the checkout area of our store.
We do not have any digital operand or app or hoardings.

As mentioned before our onboarding rate is low and our main customer base is the loyal ones.

I seem to have found two more problems of marketing and low onboarding rate. As I now have analyzed your complete business model, I would like to move to propose my analysis and solution.

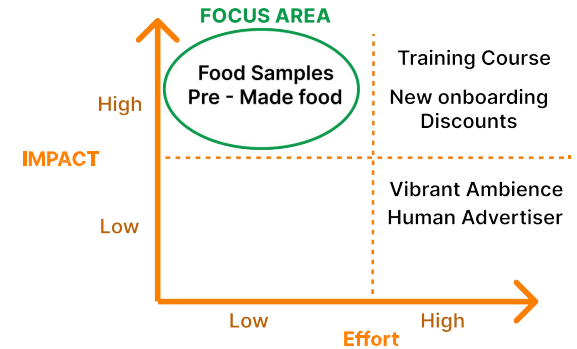
Let's start by prioritizing our problems to deal with the best ones first.



For our finalized problems, Let me list down some probable solutions.

1. Fast cooking and making training courses.
2. Introducing precooked food items that are easy to assemble.
3. Bring on new on boarder discounts.
4. Provide free samples to tune people into ordering.
5. Vibrant ambience of the shop.
6. Human advertiser in market that would convince people to try.

Lets Prioritize our solutions to implement the best

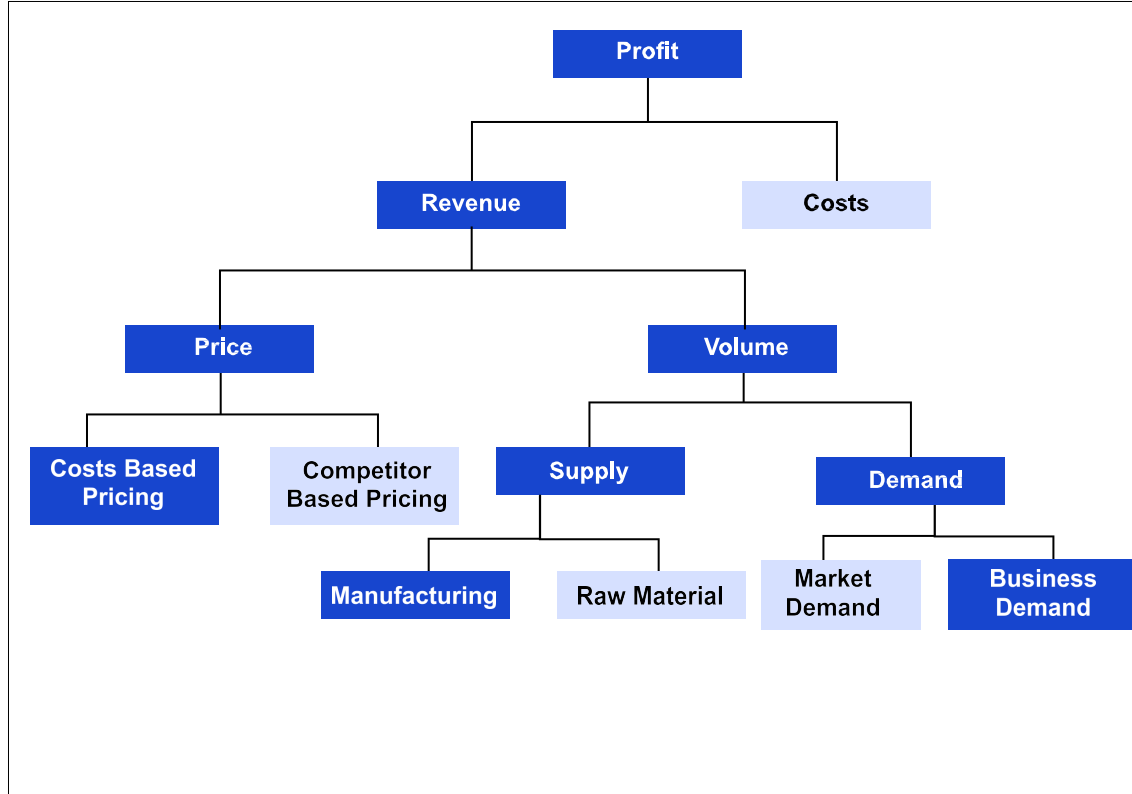


Lets move to the end to the interview. Summarize your suggestions with reasoning

So my suggestions are:

1. Pre-made food:- We make food in advance and assemble and heat on time.
2. Free Samples:- free samples are good way of initializing onboarding. Even if it gives 20-25% results only, then also we can achieve break even by making multiple sample from one food item only. this would lead to profit in higher frames.

Barb's BBQ

[Click here to give a mock interview](#)

Barb B. Queue, owner of a deli inside a supermarket, is facing stagnating profits despite a busy market. He seeks consulting advice to identify issues and improve sales against increasing competition from supermarkets and fast-food chains.

Case Notes

- Business sells deli meats (chicken BBQ wings, pork burgers) and prepared foods.
- Profits stagnating, mainly due to losses from pork burgers.
- Competition is strong: Sells food with cheaper pricing & marketing is better.

Proposed Solution

- Optimize pricing by reducing costs (employee & operations).
- Increase sales volume through marketing and onboarding new customers.
- Improve production efficiency via process changes and pre-made food strategies.

Observation/Suggestion

- Pork burger is the loss-making product; chicken wings are highly profitable.
- Employee costs are high; process inefficiencies slow production.
- Weak marketing, poor visibility, and lack of new customer onboarding limit growth.

Drug Manufacturer

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Your client, an oncology drug manufacturer, is facing a decline in profitability. The client has asked you to find the reasons, and hence recommend solutions.

Okay. I want to ask a few preliminary questions before diving deep into my overall structure and strategy.

Please, go ahead.

To the best of my knowledge, oncology is related to cancer. Is that correct?

That's right.

Is the problem company specific or industry specific?

The decline is specific to our client.

For how long has the client been experiencing the decline in profitability?

The client has been facing a decline for a year.

How does the client sell its products?

The drug is sold to pharmacies and hospitals.

What geographics does our client manufacture in, and is the problem related to a specific geography?

It has nationwide presence except the Northeast and the client is facing declining profits from all over India. The decline is more noticeable in regions where competition is high.

Okay, I have understood the situation. I would like to look at profit which is revenue - costs and hence dive deeper into each bucket.

The cost has been stagnant. The challenge really seems to be on the revenue side.

Okay. I would like to divide my revenue into three buckets, number of units sold, price per unit, and product portfolio. Firstly, is it fair to say that there has been a decrease in the number of units sold?

Drug Manufacturer

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Yes, although the client's product is the same as competitors' product, there has been a decline in the number of units sold.

Has the price of our client's product fluctuated? And has the price of competitors' products fluctuated in the same time frame?

No. The prices of the client's as well as the competitor's product have been maintained in the required time frame.

What are the promotion strategies used by our client?

Our client's primary method of promotion is through their team pharmaceutical sales representatives. Other methods are patient support programs, workshops and training sessions.

What are the promotion strategies offered by our competitors?

They employ a similar promotion strategy as our client. However, three out of the five competitors also offer additional commissions to doctors as an incentive for prescribing their drugs.

In light of industry practices, is there any interest in exploring the possibility of introducing incentives for doctors, or does our client intend to continue with their current approach?

Our client is committed to upholding their ethical stance and maintaining their current approach. Given this, what would be your final recommendations?

After analysing the case, I would recommend the following solutions:

1. Strategic Partnership: Consider partnering with the second manufacturer who employs similar sales strategies. This collaboration could enhance our revenue share and bring down the costs.
2. Advocacy: Engage in lobbying efforts with the government to enhance the promotion of our product and secure subsidies to boost visibility and financial support.
3. Market Expansion: Establish manufacturing facilities in the Northeast region. This approach will strengthen our market presence and drive sales growth in that area.

Sounds good. Let us move to the risk assessment of the proposed recommendations.

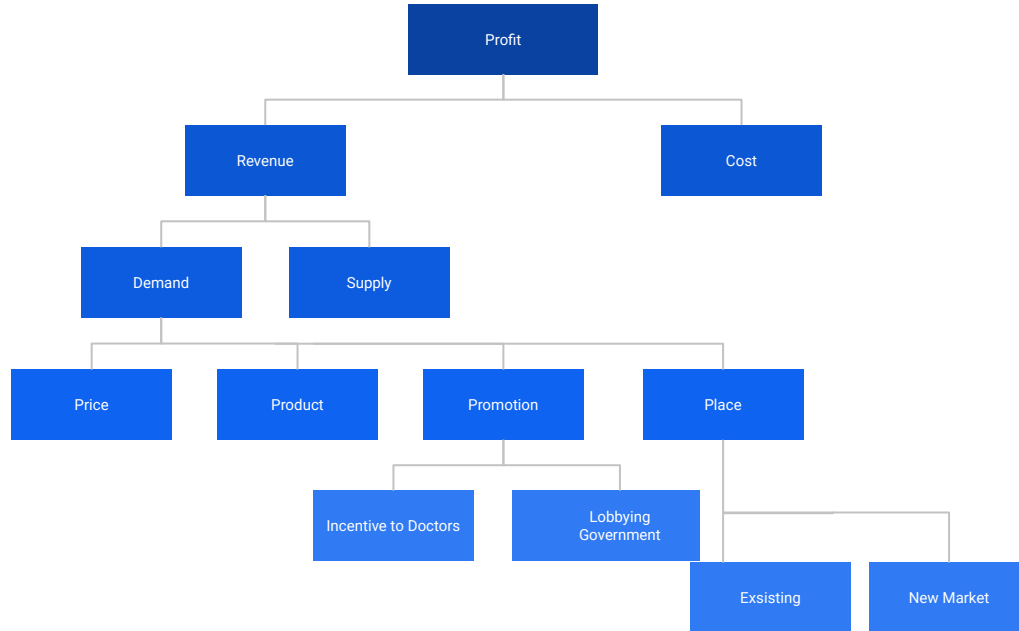
Sure. When entering a new market, there is a potential risk of increased costs. Additionally, in the case of a joint venture, challenges related to synergy could arise, and careful attention to regulatory compliance will be essential while engaging in lobbying efforts.

Thank you so much. The case concludes here.

Profitability | BCG | Hard

Drug Manufacturer

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Our client is an oncology drug manufacturer with nationwide presence (except in the Northeast). Over the past year, profitability has declined due to falling sales volumes, while costs and prices have stayed stable

Case Notes

- Profit = Revenue – Costs → revenue is the problem area.
- Revenue drivers: units sold ↓; price and portfolio constant.
- Promotions: sales reps, workshops, patient support.
- Competitors: same promotions + doctor incentives.
- Client maintains an ethical stance and avoids doctor commissions.

Recommended Solutions

- Strategic Partnership: Collaborate with another ethical manufacturer to improve reach and lower costs.
- Advocacy: Lobby for government support/subsidies to improve visibility and offset competitor advantage.
- Market Expansion: Establish presence in Northeast region to capture untapped demand.

Fashion Mail Order

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Your client is a direct mail clothing retailer. Postage costs for catalogs will rise to 40 cents each next year. The client wants to know if their current business model is still profitable.

Could you tell me more about the current setup? What exactly do you sell, and through which channel?

We sell a wide variety of low-cost clothing. Our only distribution channel is product catalogs mailed directly to customers.

How are margins currently?

Profit margin per order is 15% (excluding mailing costs).

Has the number of catalog orders been stable?

No, catalog orders have been declining over the past years, in line with the market trend in Europe.

Let's estimate revenue per catalog. What's the average order behavior?

Each catalog generates about \$2.50 in revenue on average (considering both initial and repeat orders).

Okay, so with a 15% margin, that's about 37.5 cents profit per catalog before mailing cost. With the new 40-cent mailing cost, we lose about 2.5 cents per catalog which means the current business model becomes unprofitable.

What about raising prices?

Not feasible. Price elasticity studies show even small price increases cause sharp customer drop-offs.

Since we already run a lean supply chain, cutting costs further in procurement or operations won't be feasible either.

Fashion Mail Order

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So, If we stick to our current market and current channel, what happens?

That means continuing with catalogs in Europe. But since catalog orders in Europe are already declining and postage costs are rising, this is unsustainable.

What if we keep the current market but switch to a new channel?

In Europe, instead of relying only on mail-order catalogs, we can launch an online store. This helps us capture customers who are shifting to digital shopping while reducing mailing costs.

What if we keep the current channel but explore new markets?

That would mean expanding catalog sales into emerging markets. In some developing regions, catalogs may still be relevant for cost-conscious buyers or areas with limited internet penetration.

And finally, what if we explore both new markets and new channels?

Here we could go digital-first in new geographies, e.g., entering emerging markets directly through e-commerce platforms instead of catalogs. This way, we skip the declining catalog model and ride the growth of online shopping globally.

Could the business pivot beyond retail?

Yes, since we have a large variety of low-cost clothes, we could sell B2B as a wholesaler, supplying smaller retailers in bulk.

So what's the big-picture recommendation?

With postage costs rising, the catalog model in Europe becomes unprofitable. In the short term, we should reduce reliance on catalogs, and in the medium term, shift to online channels to serve existing customers more efficiently. Longer term, exploring new markets and even a B2B wholesale model can provide sustainable growth. This balances immediate profitability with future expansion

Fashion Mail Order

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Your client, a clothing retailer using catalogs, will face higher mailing costs (40¢ each). With catalog sales falling, they want to check profitability and explore new growth options.

Case Notes

- Client: Direct mail clothing retailer in Europe.
- Issue: Postage costs rising to \$0.40 per catalog.
- Current model profitability in question as catalog sales are already declining.
- Orders have 15% margin (excluding mailing cost).

Recommended Solutions

- Enter emerging markets where demand for low-cost apparel is growing.
- Develop direct-to-consumer online sales channel alongside catalogs.
- Launch wholesale program selling bulk inventory to smaller retailers.
- Focus expansion on regions without dominant local competitors.

Observations/Suggestions

- Catalog-based retail in Europe is a shrinking market → not sustainable long term.
- Raising prices is unviable due to high price sensitivity.
- Costs already optimized, so efficiency gains limited.
- Explore **new channels**: e-commerce (website), partnerships with online platforms.
- Consider **new markets**: emerging economies with demand for low-cost clothing.



Market Entry

Interview Transcripts

Airport Taxi

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Dubai Airport is retracting all existing permits and is issuing 2,100 new permits to the three largest operators in the country. Our client is a local Big-three taxi operator with a 3,000-car fleet, but he is not servicing the airport yet. He has a spare capacity of 500 taxis and he is considering applying for 500 new permits. He asked us to help him determine if he should pursue applying for the permits or not.

What is the target profit for our client?

Our client is looking for an investment target of 20% ROI over 1 year.

Okay, so I would like to dive into the revenues first. On average how many passengers use the airport and how many of them go into Dubai?

The airport has 84 million passengers per year, and 20% go into Dubai using a taxi, the remaining 80% are transit passengers.

Is there a variation between amount of passengers overnight and during the day?

Yes, Between midnight(12 AM) and 6 AM, 50% require a taxi (this takes into account multiple passengers sharing a taxi). Between 6 AM and 12 AM(over a duration of 18 hours), the other 50% require a taxi (this takes into account multiple passengers sharing a taxi).

Alright, what are the fares for the two respective timings?

The night fares are \$80 and the day fares are \$70. The taxis operate 24/7 - assume no need for fuel, maintenance, and that there are no traffic jams.

How long is the journey of the passenger on average?

Every trip takes 60 minutes to leave the airport and get back on average.

Calculating the demand for taxis, during the night, there are $50\% * 20\% * 84,000,000 = 8,400,000$ passengers per year which is 3,835 passengers per hour. During the daytime, there are $50\% * 20\% * 84,000,000 = 8,400,000$ passengers per year which is 1,278 passengers per hour.

Airport Taxi

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As it is known that there is a supply of 2100 taxis expected to be available during this time, we can see that there is almost a 61% utilization during the daytime (1278/2100) (61% assuming the taxis travel with individual passengers).

Right. And what is the actual revenue per taxi?

The daily revenue of one taxi is $(6 * \$80) + (18 * \$70) = \$1,740$. The annual revenue of 500 taxis is $(500 * \$1,740) * 365 = \317.5 m . This revenue calculation assumes that the taxi utilization is 100%.

Seems right. You can dive into the costs now.

Right so breaking this into different buckets, for our client, there are Operating costs, License costs, and Driver Costs. What are the general costs per cab for each of these buckets?

So, drivers get 50% of the revenue instead of a salary. The operating costs are \$5,000 per cab per year, and the license costs are \$250,000 per cab paid in advance as a one-time fee.

So the total payroll comes out to $50\% * \$317.5 \text{ m} = \158.8 m . The operating costs are $\$5,000 * 500 = \2.5 m , and the total license costs are $\$250,000 * 500 = \125 m .

The calculations seem valid. Proceed with the ROI calculation.

Right, so the total earnings over the 1 year is $\$317.5 \text{ m} - \$158.8 \text{ m} - \$2.5 \text{ m} = \156.2 m . The ROI (Net Profit / Total Investment) * 100%.: $((\$156.2 \text{ m} - \$125 \text{ m}) / \$125 \text{ m}) * 100\% = 24.96\%$. So our return is an estimated 25% for the first year. Since the licence costs are a one-time payment, the ROI will increase to 125%.

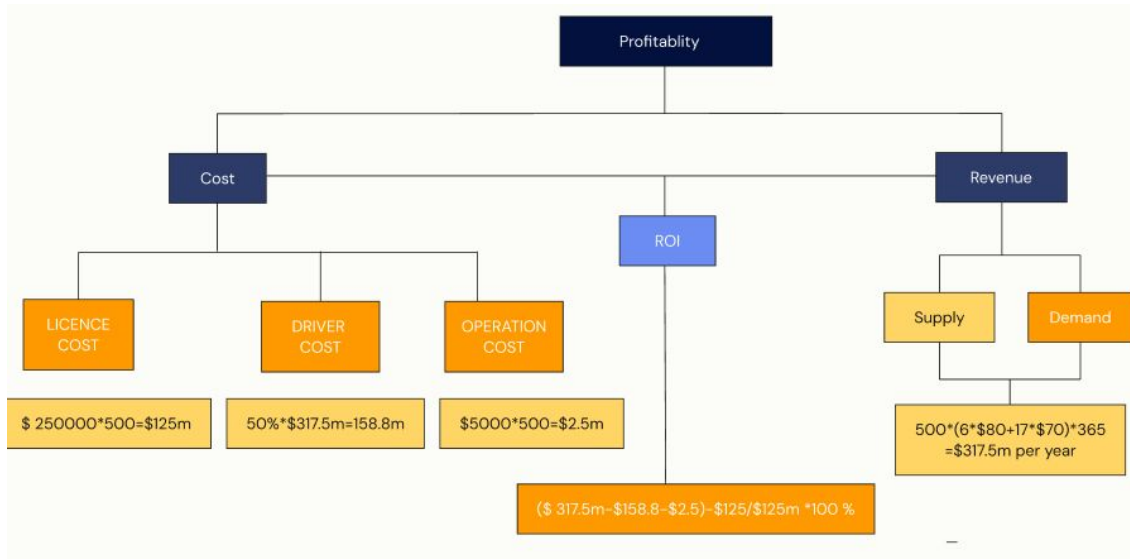
So what would be your final decision based on these calculations?

Given the calculated ROI of 25%, which exceeds the target of 20%, this investment appears financially viable. However, the client should also consider market fluctuations, potential regulatory changes, and competition before making a final decision.

Market Entry | BCG | Easy

Airport Taxi

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Dubai Airport is retracting all existing permits and is issuing 2,100 new permits to the three largest operators in the country. Our client is a local Big-three taxi operator with a 3,000-car fleet, but he is not servicing the airport yet. He has a spare capacity of 500 taxis and he is considering applying for 500 new permits. He asked us to help him determine if he should pursue applying for the permits or not.

Recommended Solutions

- ROI per year = (Earning over a year - investment per year) / investment per year * 100%
- Profit (Earning per year) = Revenue per year - Cost per year
- For the costs go into the value chain analysis
- Supply and demand side approach for the revenue calculation
- The client should consider the investment opportunity as the ROI is approximately 25% which is 5% greater than the expected (20%) ROI.

Observations/Suggestions

- The utilization calculation is an important addition to the overall calculation as it gives insights on how the demand varies over the time-period which is crucial for decision-making.
- The utilization percentage could've been included into the solution and recommended that the client supplies different amount of taxis respective to the timings, but since it is an overall lease-based system, it could cause troubles and can be deemed not feasible.

Airline Route Expansion

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Your client is an airline considering launching a new flight route from City A to City B. You are tasked with evaluating the feasibility of this initiative. How would you approach this scenario?

Thank you. I'd approach this systematically. First, I'd like to clarify some key details about the route, the competitive landscape, airport infrastructure, demand, government incentives, and strategic fit. To start, could you share the airline's USP and how it compares with competitors on this route?

Your airline is known for reliability, superior on-time performance, and excellent customer service. The frequent flyer program is also stronger than low-cost competitors.

That's great—it gives us a clear differentiator. Reliability appeals especially to business travelers who can't afford delays, and the loyalty program encourages repeat travel.

What's the distance between the cities and the typical flight duration? Also, what's the current demand like?

The cities are about 700 km apart, with a flight time of roughly 1.5 hours. Existing carriers operate at around 80% load factors. Passenger mix is about 40% business and 60% leisure.

That makes sense. 700 km is ideal long enough that flying saves a lot of time compared to rail, but short enough for narrow-body jets to operate efficiently. And the demand profile seems healthy. How do the airports compare in terms of infrastructure, connectivity, and scalability?

City A's airport is modern, with multiple terminals and sufficient slots. City B's airport is smaller but well-connected to the city center.

Perfect. City A can act as a mini-hub for feeder traffic, while City B's central location will be convenient for tourists. Good airport infrastructure is crucial for maintaining our USP of reliability, and available slots make scaling easier.

Airline Route Expansion

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Are there any government incentives or regulatory schemes that would apply to this route?

Yes, the route falls under the UDAN scheme, which offers ATF tax rebates, reduced airport charges, and potential subsidies.

That's definitely helpful. Lower costs and regulatory support would reduce early-stage break-even pressure and make the initial operations less risky. Finally, how does this route fit with the airline's broader network and sustainability objectives?

City A is already a hub. Adding City B enables connections to six additional cities. Government encourages fuel-efficient aircraft and carbon offset programs.

Got it. Strategically, this isn't just a point-to-point route—it strengthens the hub-and-spoke network. Deploying fuel-efficient aircraft would help with ESG commitments, and carbon offset initiatives could enhance brand perception among eco-conscious passengers.

Let's discuss operational feasibility. First, do you think the demand and passenger mix justify new flights?

Yes, the current load factors and dual passenger mix indicate sufficient demand.

The 40% business segment ensures weekday stability, while the leisure segment provides weekend and seasonal peaks. It also suggests we could start with a modest frequency and scale up based on observed demand. What about competitor operations and aircraft suitability?

Competitors operate frequent low-cost services but with variable punctuality. A320/B737 narrow-body jets are suitable for this route.

Competitors' inconsistent punctuality gives us an opportunity to differentiate on reliability. Using A320/B737 jets ensures fuel efficiency, lower turnaround times, and operational standardization, which also supports ESG objectives. Fleet simplicity will help us manage costs effectively.

Airline Route Expansion

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Your operational analysis seems reasonable. Please proceed with the financial analysis of the project.

With 180 seats and 75% load factor, ticket revenue is ₹8.1 lakh per flight. Ancillary revenue averages ₹1,200 per passenger, and business-class premium revenue adds ₹0.72 lakh per flight. So total revenue comes to about ₹10.44 lakh. That's promising, though slightly below operating costs, so occupancy management and incremental revenues will be critical in the early phase. Operating costs are ~₹12 lakh per flight. Break-even occurs around 85% occupancy (153 passengers). That's achievable with phased deployment and targeted marketing, especially given the strong business demand. The key will be monitoring load factors closely before expanding capacity. And how do government incentives impact this?

UDAN incentives could reduce operating costs to ~₹11 lakh per flight, lowering the break-even load factor to around 80%.

Excellent. That makes early operations much more viable and reduces financial risk. Combined with our ancillary and premium revenues, a phased entry seems financially justified.

What do you see as the main risks for this route? And how would you tackle those risks?

The main risks are competitive retaliation, rail substitution, fuel price volatility, and seasonal demand fluctuations. To mitigate these, we should emphasize reliability and service differentiation rather than competing on price, lock in corporate contracts for weekday stability, partner with tourism operators to boost leisure traffic, hedge fuel costs, and adjust flight schedules dynamically during peak and off-peak seasons.

Your risk assessment is comprehensive. Do you have any final recommendations?

Airline Route Expansion

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I'd recommend entering the route with a phased and differentiated approach:

- Start with two daily flights—one targeting business travelers, the other leisure.
- Position the USP around reliability and punctuality to stand out against low-cost competitors.
- Leverage UDAN incentives to reduce costs and improve early-stage viability.
- Deploy A320 fuel-efficient aircraft to optimize operational efficiency and support ESG goals.
- Integrate the route into City A hub to feed six new connecting destinations.
- Monitor load factors closely; expand capacity only if 80–85% occupancy is sustained.

With this approach, profitability could be achieved within 12–18 months, while also strengthening brand reputation, network connectivity, and sustainability positioning.

Excellent. That's a comprehensive, well-thought-out recommendation. We can close the case here.

Steel Manufacturing- 3

[Click here to give a mock interview](#)

There is a major Steel company that wants to expand to the Middle East part of the globe. You have been approached to suggest a suitable market entry strategy.

Great can you give some details about the present market and expertise of the Company

The company is a prominent market share holder globally in the production of hot-rolled steel.

Okay, to proceed, could you shed light on the specific objectives the company aims to achieve through this expansion?

The company aims to expand into the Middle East with the motive of dominating the other kind of steel i.e. cold rolled steel.

Okay, has the company ever explored cold-rolled steel manufacturing earlier or are you planning to start it from the Middle East only?

No, the company is planning to start it from the Middle East itself.

Any particular reason to do so?

The industry is very underdeveloped in the region and the company wants to leverage this opportunity. Moreover, cheap labour in the region provides an option to export to other countries as well

Okay, can you explain a bit about the usage and demand of cold roll steel in this market?

Cold rolled steel is used in high-precision applications like the automobile industry, appliances, and certain construction materials. The market is expected to grow at 6.2% CAGR and reach \$21B by 2026.

Great, considering this opportunity, there are two potential pathways: Brownfield Investment and Greenfield Investment. Is there a preference for either one?

I'd like you to explore both options.

Certainly, first could you explain the differences in the manufacturing processes between hot-rolled steel and cold-rolled steel?

Cold rolled steel is produced by passing previously hot rolled steel through rollers without reheating, unlike the manufacturing process of hot rolled steel.

Understood. Given this insight, it appears viable to leverage our current manufacturing capabilities while incorporating the necessary technological advancements for cold-rolled steel production. This aligns well with a Greenfield Investment strategy, we could establish new facilities in the Middle East, capable of producing both types of steel. These facilities would cater to local demand while also facilitating exports to broader markets.

Good enough. Any proposal for brownfield investment?

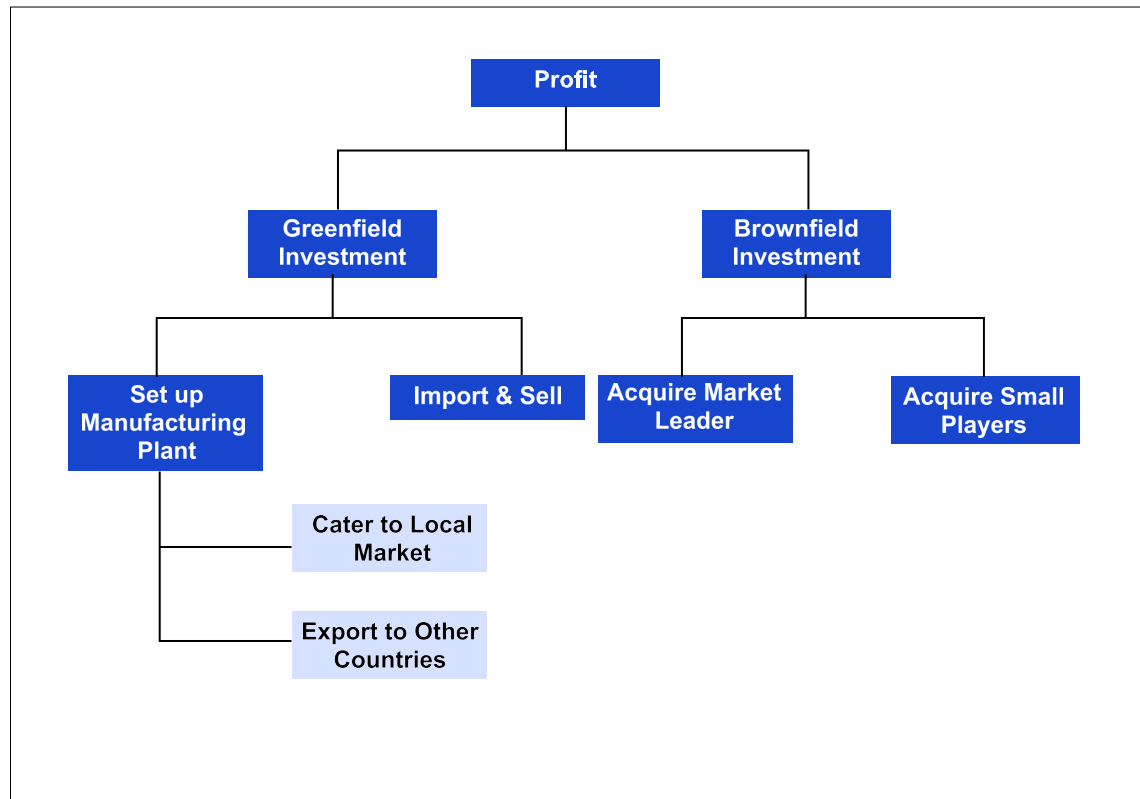
Certainly, as we are new to the Middle East market, it could be advantageous to partner with a company already possessing an extensive distribution network across the region. Through a Brownfield Investment approach, we could acquire an existing company operating in the Middle East and vertically integrate it into our production network. Since cold-rolled steel production builds upon hot-rolled steel production, we can leverage both products based on our interests. By leveraging their established client relationships and distribution channels, we could efficiently enter the market and expand our presence.

Your perspectives on both strategies are well-reasoned. It seems you've covered the crucial aspects. Thank you for your comprehensive analysis. That concludes our interview.

Market Entry | KPMG

Steel Manufacturing- 3

[Click here to give a mock interview](#)



There is a major Steel company that wants to expand to the Middle East part of the globe. You have been approached to suggest a suitable market entry strategy.

Case Notes

- Our client is a global steel company with a strong existing market share. They want to enter the Middle East market, which shows strong demand growth.
- They are expertised in manufacturing of hot-rolled steel. But they want to diversify into cold-rolled steel, which offers higher value-added applications.

Recommended Solutions

- Set up a greenfield plant in the Middle East, designed for both hot-rolled and cold-rolled steel.
- Leverage the facility to serve local demand and position it as an export hub.
- Acquire a local player to quickly access distribution networks and customer base.
- Integrate operations into the client's global supply chain to gain efficiency and scale.

Observation/Suggestion

- Manufacturing facilities should be flexible to produce both hot-rolled and cold-rolled steel.
 - A dual-market approach (domestic sales + exports) will maximize utilization of new capacity.
 - Acquiring a local player with strong distribution networks will accelerate market penetration.
- A hybrid strategy (Greenfield plant + acquisition of mid-sized player) balances long-term control with short-term speed to market.

Argentinian Toy Manufacturer

[Click here to give a mock interview](#)

The Client is an Argentinian toy manufacturer. It has 50% market share in Argentina and is the market leader in South America. However, its international market share is only 5%. Their CEO wants you to brainstorm and structure potential ideas to increase the company's profit margins and market share. The CEO also wants you to think about exploiting new revenue sources.

Commencing on our discussion, I would like to know about the competitors of the company, both local and international.

The company segments their customers into local and international markets. Since there are no significant local competitors, the company charges local customers premium prices. However, U.S., Chinese and Indian imports threaten our client's local position.

Fine, could you kindly furnish me with some data pertaining to the market expansion within the toy industry?

The global toy market is growing at an average of 1% per year. Further every year, India's market grows 10% and China's market grows 15%. However, the U.S. and European markets are shrinking at a yearly rate of 5%. The Argentinian toy market is growing at a yearly rate of 10%.

Alright, I would now like to comprehend the Client's business with greater clarity. Could you please brief me about the challenges that you are facing?

Sure, our company is a prominent toy manufacturer in Argentina, holding a solid 50% market share in the country. We're proud to be the market leader in South America as well. However, when it comes to international markets, our market share is just 5%, which is significantly lower. We're facing the challenge of expanding our global presence and increasing our profit margins while maintaining our leadership locally.

Argentinian Toy Manufacturer

[Click the title to give a mock interview](#)

Thank you for that overview. Expanding internationally is certainly a big step. To successfully expand your global market, I would like to inquire about the company's product portfolio: types of product prices and the number of units sold.

Rightly asked! The domestic market sales comprises 3 principal products with 600000, 200000, and 200000 sales respectively. The average selling price of the products are 21.00\$, 12.00\$ and 10.50\$ respectively.

Further, can I know a little bit about the competitive environment? Are the competitors also facing the same issue as us?

Clothing fashion is a dense industry. There has obviously been healthy competition. But our competitors, in general, have seen significant growth.

Okay. So let me focus on the cost aspects. I will start by analyzing the value chain. I will start by dividing the value chain into the following major subgroups:

R&D, Raw material extraction, Inventory management, Storage Transportation and Distribution and finally outsourcing and marketing.

The unit costs of the products are 9.00\$, 6.60\$ and 5.60\$ respectively. However, the international sales are not so promising with only 200000, 100000, and 50000 sales of products 1,2, and 3 respectively. The average selling price of the products at an international level are 17.00\$, 14.00\$ and 8.00\$ respectively.

Thank you for that overview. Expanding internationally is certainly a big step. To successfully expand your global market, I would like to inquire about the company's product portfolio: types of product prices and the number of units sold.

Argentinian Toy Manufacturer

[Click the title to give a mock interview](#)

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Well, after analyzing the profit margins of the three products, it can be concluded that products 1 & 3 are more profitable locally whereas product 2 is more profitable internationally. How do you plan to innovate and diversify your product portfolio?

Innovation is key in the toy industry. We're investing in research and development to create unique, trendsetting toy designs that cater to evolving consumer preferences. We're also exploring eco-friendly and educational toys to align with market trends and appeal to conscious parents who value both sustainability and learning opportunities. However, production lines cannot be easily altered to produce different products. It will cost a lot to alter production lines. So, without significant investment, factories cannot easily change the production mix.

Well, in that case, how do you plan to leverage digital platforms for growth considering e-commerce the future of business sales?

E-commerce is indeed a game-changer. We're focused on enhancing our online store to provide a seamless shopping experience for customers worldwide.

Hiring experienced web developers and web designers will do

Argentinian Toy Manufacturer

[Click here to give a mock interview](#)

the work. Strategic partnerships often play a vital role in expansion. Could you tell us more about your plans in this area?

Absolutely. We're actively pursuing partnerships with well-established retailers in our desired markets, aiming to present and sell our products in high-traffic stores. Furthermore, we're evaluating the potential of licensing arrangements with renowned entertainment franchises to create co-branded toys, tapping into existing fan bases and expanding our reach.

Expanding into new regions requires careful planning. Are there any specific emerging markets you're targeting?

We are considering the possibility of procuring businesses in more favorable markets such as China and India. This is also important because the company's primary export destination, the United States, is experiencing a decline.

It's clear you're exploring multiple avenues for growth. How do you plan to maintain customer engagement and drive brand loyalty?

Customer engagement is a priority. We're considering developing interactive apps that complement our toys and building online communities where customers can share their experiences and feedback. We are confident that this initiative will foster a feeling of inclusion and strengthen the bonds between our brand and customers.

These strategies sound promising. Are there any issues pertaining to the production and distribution of the products?

The factories are operating at full capacity and there are no significant issues regarding the distribution of the products.

Okay, these are a few things which I will recommend to expand the market share of the company internationally. The company should focus on the marketing and distribution of

Argentinian Toy Manufacturer

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product 2 since it is more vulnerable to the international market. Reducing its price to some extent and re launching the product in the international market with a more enhanced marketing would benefit the company in the long run, thus increasing its international market share gradually. The client should also ask the local Argentinian government to help its exports become more successful.

Clothing fashion is a dense industry. There has obviously been healthy competition. But our competitors, in general, have seen significant growth.

Okay. So let me focus on the cost aspects. I will start by analyzing the value chain. I will start by dividing the value chain into the following major subgroups:
R&D, Raw material extraction, Inventory management, Storage Transportation and Distribution and finally outsourcing and marketing.

Thank you for the suggestions! In addition, what else would

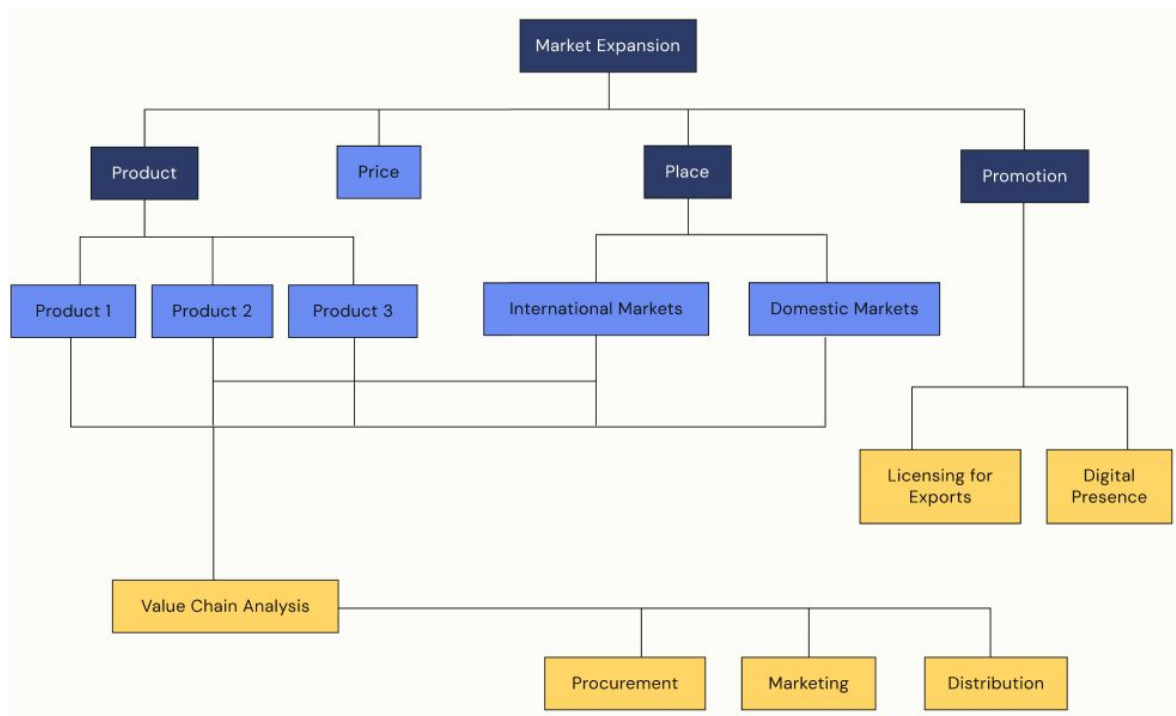
you recommend to maintain the company's position in the local market?

In order to maintain their leading position in the Argentinian market, the client could consider reducing its price to compete with Indian, Chinese and U.S. imports. Although this would reduce profit margins, the client's market size could increase, thus increasing the client's overall profitability. The client should also consider partnering with Argentinian clients to develop new products and to establish new distribution channels (e.g.: franchising, selling at supermarkets, selling online) to increase their client base. Setting up virtual showrooms where customers can interact with our products virtually will boost the market share of the company globally. Digital marketing, utilising social media and collaborations with online influencers will play a significant role as well.

Market Entry | PrepLounge | Hard

Argentinian Toy Manufacturer

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The Client is an Argentinian toy manufacturer. It has 50% market share in Argentina and is the market leader in South America. However, its international market share is only 5%. Their CEO wants you to brainstorm and structure potential ideas to increase the company's profit margins and market share. The CEO also wants you to think about exploiting new revenue sources.

Case Notes

Product 1 & 3 are more profitable locally. Product 2 is more profitable internationally. The factories are running at full capacity. Without significant investment, factories cannot easily change the production mix. There are NO significant competitors in the region. However, imports could provide some competition.

Recommendation Solution

In order to maintain their leading position in the Argentinian market, the client could consider reducing its price to compete with Indian, Chinese and U.S. imports.

Perpetual Motion

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Your client, a renowned scientist, has set his sights on creating the world's first perpetual motion apparatus. He's eager to explore potential markets for monetizing this invention, particularly in Europe. He's also curious about the potential earnings in the first year. How would you approach this scenario?

To begin, could you please furnish me with some details about the functionality of the technology, its associated costs, the availability of building materials, the machine's dimensions, and its efficiency?

Certainly. The machine's construction costs amount to approximately \$1,000. It's capable of perpetually powering a small fan without any external energy source. However, it weighs 30 kg and occupies a space of 1 m³. All the required materials are readily available. Additionally, the scientist believes that with technical enhancements, the technology could eventually produce twice the energy at a quarter of the weight and size.

Thank you for that information. From what I gather, the machine is quite sizable and heavy, yet it generates only a modest amount of energy. Even with potential improvements, it's unlikely to yield significantly more energy than it currently does. However, its scalability could allow for more power generation.

You've captured the essence well. Please proceed with your analysis.

Certainly. To delve into the monetization prospects, could you please provide me with the potential applications of this technology, following a MECE (Mutually Exclusive, Collectively Exhaustive) framework?

Certainly. The primary applications include Power Plants, which are vital as they cater to the majority of a city's energy needs and are not constrained by size or weight. Another avenue could be Transportation though due to its bulk, it's limited to large ships. This technology might not be suitable for smaller energy demands, but it could find a place in larger-scale requirements such as farms and islands.

Perpetual Motion

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Thank you for outlining the applications. It seems clear that despite not requiring fuel, the machine's weight and size constraints could limit its practical applications. As such, the primary market appears to be power plants.

Your deduction is on point. Proceed with your calculations for the first year's revenue

Certainly. To calculate the revenue, I'll start by estimating the market size. We have two customer categories: Households and Government/Industries. With a European population of 500 million and an average family size of 4, we have 125 million families. Assuming a \$40 monthly electricity bill per household, the Household market size is $\$40 \times 125$ million, equating to \$5 billion per month. Assuming similar energy spending by Government/Industries, the total market size becomes $2 \times \$5$ billion $\times 12$ months, or \$120 billion annually. If we consider that we can build power plants to meet 5% of the total market demand within the first year, the projected revenue for the initial year would be $0.05 \times \$120$ billion, amounting to \$6 billion.

Your revenue projections seem reasonable. Please proceed with the feasibility analysis of the project.

Certainly. To assess feasibility, let's calculate the Net Present Value (NPV) of the Project. Could you provide the power output, plant lifespan, selling price of electricity, and the discount factor?

Each power plant generates 50W of energy and sells it at 20 cents per kWh. The plant's lifespan is 20 years, and the discount rate stands at 5%

Understood. For each power plant, the revenue generated per hour is $0.05 \text{ kW} \times 20 \text{ cents/kWh}$, which is 1 cent/hour. Therefore, the annual revenue per plant is $1 \text{ cent/hour} \times 24 \text{ hours} \times 365 \text{ days}$, totaling \$87.6. This leads to a Present Value of \$1,091.69 and an NPV of \$91.69. This positive NPV indicates that the project is likely to generate favorable cash flows over its lifetime.

Your financial analysis is sound. Are there any potential risks or concerns associated with this venture?

Perpetual Motion

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Absolutely, there are a few notable risks. The risk of technology replication is substantial, so it's advisable for the scientist to promptly secure a patent for the invention. Moreover, swift improvements should be prioritized to enhance the return rate. Collaborations with major energy firms and venture capitalists for financial support would be strategic. Given the large-scale requirements of power plants, economies of scale could also be leveraged.

Your risk assessment is comprehensive. Do you have any final recommendations?

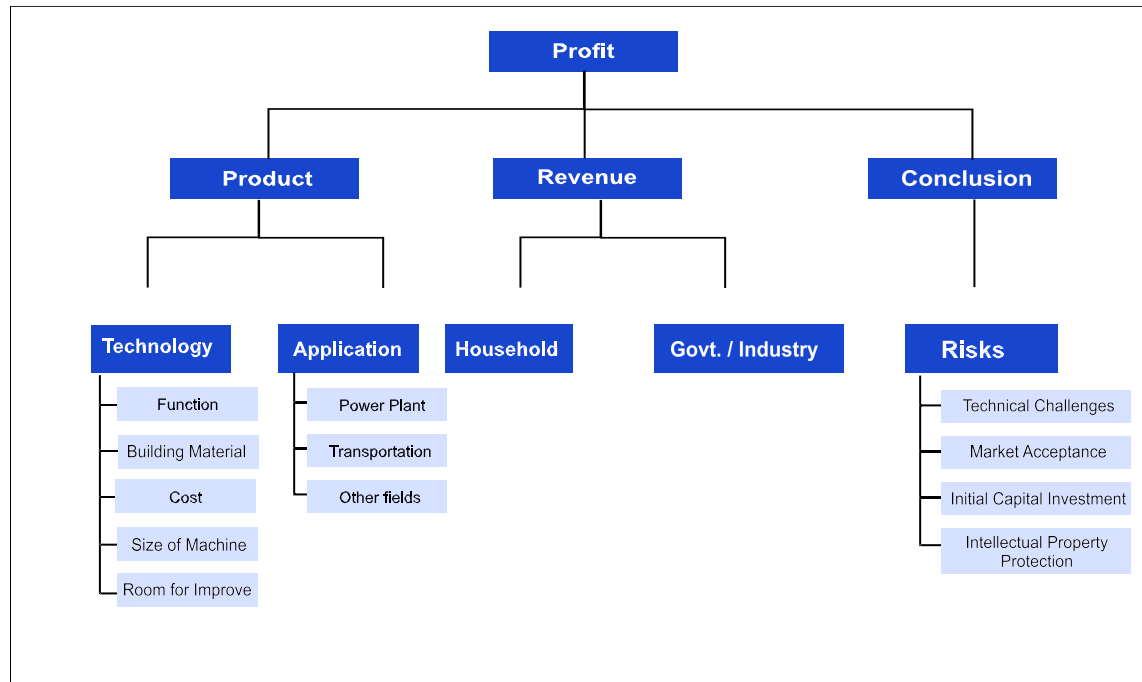
Certainly. Given the novelty of the technology and the significant market potential, I recommend pursuing this project. However, it's crucial to prioritize rapid enhancements and secure substantial capital investments for successful execution.

Your approach is well-structured and comprehensive. We can conclude this case study here.

Market Entry | American Express | Hard

Perpetual Motion

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Your client, a renowned scientist, has set his sights on creating the world's first perpetual motion apparatus. He's eager to explore potential markets for monetizing this invention, particularly in Europe. He's also curious about the potential earnings in the first year. How would you approach this scenario?

Case Notes

- Client is a Scientist who has recently invented a Perpetual Motion Apparatus
- He wants to market his new invention
- He wants to know about feasibility of the project and revenue in first year
- The product is new and market size is huge
- The size and weight constraints of the product limits its applications

Recommended Solutions

- Focus on niche applications (research, aerospace, defense) due to product size/weight limits.
- Pursue industrial collaborations to share high capital investment.
- License technology to established energy/manufacturing players.
- Seek government/research funding to support commercialization.

Observation/Suggestion

- Although the product is one-of-a-kind but has limited applications due to size constraints.
- Focus should be on improving and redesigning product for practical use large capital investment needed can be met with industrial collaboration.



Pricing

Interview Transcripts

The client is the market leader in hair oil in India. They have one brand and two standard SKUs. They have seen stagnancy in the productivity of their sales team for the last 3 years. You have been hired as a consultant to figure out the reasons

May I know the distribution model adopted by the company?

They follow a typical retailer distributor model, all sales happen offline

Okay. How is productivity defined here?

Productivity = (Total Revenue)/(Total salary of salesforce). Can you look into the possible reasons for stagnancy issue?

Sure. The stagnancy in productivity can be due to the following reasons

1. Both Increasing at a steady rate
2. Both decreasing at a steady rate
3. Both are constant at the same level

Correct. We are facing the first problem here i.e. both are increasing at a rate of 6%. Why don't you look at the possible reasons for that?

Okay, I would like to proceed by analyzing the costs first.

Sure, go ahead with your analysis.

For Salary = No. of Sales employees * Average salary / employee, which of these factors have fluctuated?

No. of employees has been the same. Can you list down different reasons due to which the second part can increase?

Sure. Few reasons that I can think of are: Promotion of employees, Inflation, Market Adjustments.

Fair enough. Let's focus on the Revenue side then.

Coming to the Revenue part, let revenue be defined as Price*No. of units sold. Is there any data on the increased figures of these?

Hair Oil

[Click here to give a mock interview](#)

Price and No. of Units Sold have both increased by 3% each, whereas the industry average is a 5% increase on both, resulting in a total increase of 10%. Why is this happening?

For this, I want to focus on why the average price increase is lower for us. May I know the pricing of the two SKUs and the volume of the SKUs?

Of the 2 SKUs, one is 250 ml and other 500 ml SKUs. Price of both the SKUs have increased, however, the price of 250 ml SKU is greater than that of 500 ml.

Okay, then if the average price increase is defined as the weighted average of the price increase across the SKUs based on sales figures as the weight, then if 250 ml SKU is getting sold less, then the average price increase will be lesser.

Yeah Perfect, Go Ahead

Sure, the 500 ml SKUs are getting sold more. As, Number of Units sold = No. of customers * Freq of purchase * Avg Quantity per purchase.

Out of these three, Freq of purchase will be less as people are buying more 500 ml SKUs without a drastic change in consumption pattern.

Correct, now can you think of any other reasons behind the sales getting stagnated?

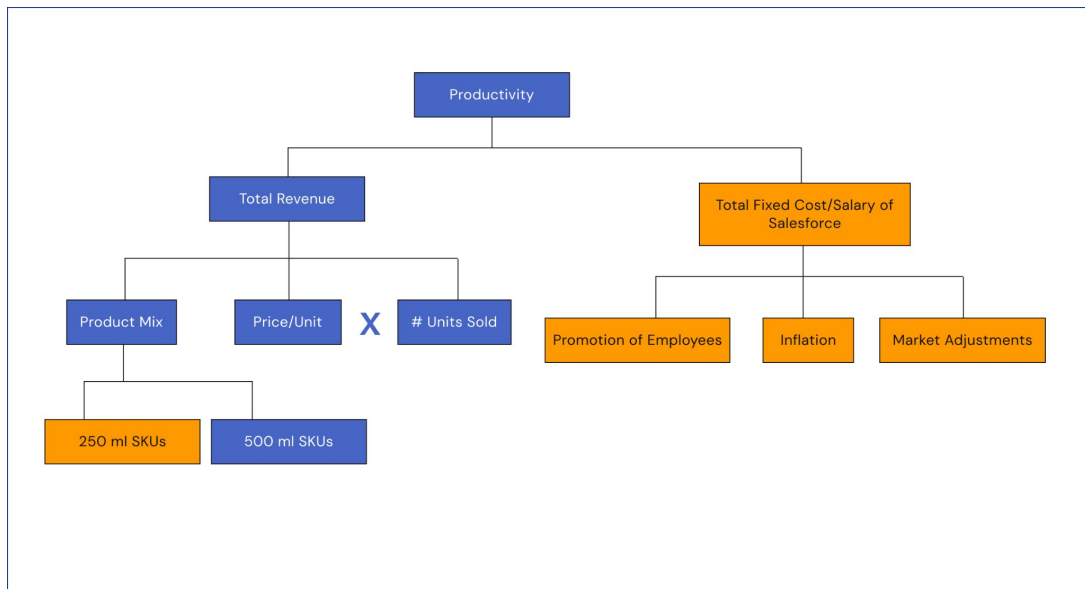
Retail channels can be Modern Trade, Small Shops and Malls. As per my understanding hair oils are generally sold through Small shops close to home.

Correct, What can go wrong in this channel?

Since we have increased the price, SKUs may not get sold as much as they did earlier, since small shops often run on low margins and are not stocking our product often

I think we have reached the problem faced by the client. We can close the case here.

Thank you so much. It was a nice and interactive discussion.



The client is the market leader in hair oil in India. They have one brand and two standard SKUs. They have seen stagnancy in the productivity of their sales team for the last 3 years. You have been hired as a consultant to figure out the reasons.

Case Notes

- Client is a market leader in Hair Oil in India
- Client have one brand and two standard SKUs.
- Client has been facing stagnancy in their productivity for the past 3 years.
- Both the factors of productivity are increasing at the rate of 6%.

Jio Pricing Model

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Jio wants to launch a pricing model for its existing platforms in India. You are hired to build its Pricing Model.

I would like to ask a few clarifying questions before I begin. Would you like me to consider any particular Jio service?

For now consider Jio Cinema.

Okay, so looks like we are catering to the entertainment platforms of Jio.

Do all these platforms provide absolute free services as of now?

Yes, all these platforms are absolutely free uptill now. And from now we are planning to launch a pricing model.

Is there any particular model you would like me to go ahead with, For ex. Competitor based pricing, Value based pricing, Cost based pricing

Which would be the best model according to you for this case?

According to me, a cost based model will not be useful in this

case. So I would like to proceed with the remaining two. Firstly, I would like to go with competitor based analysis, if this sounds good.

That sounds reasonable, you may proceed with the Competitor Based model.

The major competitors for Jio Cinema are Netflix, Disney+ Hotstar, and Amazon Prime. Each of these platforms has established pricing that reflects their content offerings and target markets. Specifically, Netflix charges ₹199 per month, Disney+ Hotstar has a plan at ₹99 per month, and Amazon Prime is priced at ₹299 per month.

Are the pricings considerable?

Given these competitor prices, how would you determine an appropriate base price for Jio Cinema?

To set a competitive base price for Jio Cinema, I will consider a few key factors. Firstly, the content library—Jio Cinema has a broad range of content, though it may not match the extensive libraries of Netflix or Amazon Prime.

Jio Pricing Model

[Click here to give a mock interview](#)

However, Jio Cinema's inclusion of regional and potentially exclusive content adds unique value. Next, I will look at the target audience. Jio typically appeals to a price-sensitive segment, which suggests that the price should be lower than that of Netflix and Amazon Prime, but possibly equal to Disney + Hotstar, depending on the perceived value.

Makes sense! Go ahead.

Finally, I will consider market positioning. Jio often adopts aggressive pricing to capture market share, so we want to set a price that's competitive but still reflects the platform's value.

Based on these considerations, what would you suggest as the base price for Jio Cinema?

The major competitors for Jio Cinema are Netflix, Disney+ Hotstar, and Amazon Prime. Each of these platforms has established pricing that reflects their content offerings and target markets. Specifically, Netflix charges ₹199 per month, Disney+ Hotstar has a plan at ₹99 per month, and Amazon Prime is priced at ₹299 per month. Are the pricings considerable?

Yes this makes sense.

Now I would like to proceed with a value-based approach.

Sure go ahead.

The IPL created substantial hype for Jio Cinema, which we can capitalize on by introducing a separate subscription plan for specific events like IPL, other sports events, and even high-profile movie releases. These events have a distinct value to users who are willing to pay a premium for access to live sports or exclusive content.

That sounds interesting. Could you elaborate on how you would structure this event-based subscription?

Certainly. The event-based subscription would be designed to cater to users who are primarily interested in specific high-demand content. For instance:

- Sports Package: This could include access to live streaming of IPL, other cricket tournaments, football leagues, and more.

Jio Pricing Model

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For instance:

- Sports Package: This could include access to live streaming of IPL, other cricket tournaments, football leagues, and more.
- Blockbuster Package: This would focus on high-profile movie releases, offering early access or exclusive streaming.
- Cultural Events Package: For users interested in cultural content, like live concerts, theater productions, or regional festivals.

Each of these packages would be available as add-ons to the standard Jio Cinema subscription, allowing users to customize their viewing experience based on their interests.

How do you plan to price these event-based packages?

Pricing for these packages would reflect the high perceived value of the content. For example:

- Sports Package: Given the massive popularity of IPL, we could price this package at around ₹149 to ₹199 per month during the IPL season, with other sports events bundled in.

- Blockbuster Package: This could be priced at ₹99 to ₹119 per month, depending on the exclusivity and timing of the movie releases.
- Cultural Events Package: This might be offered at ₹79 to ₹89 per month, catering to a niche but passionate audience.

These prices are designed to be attractive yet reflect the premium nature of the content.

That sounds good. Go on.

We can also introduce a family-based subscription. It would aim at households where different members have diverse entertainment preferences. This plan would include:

Multiple Profiles: Up to 4-5 profiles with personalized recommendations.

Content Bundles: Access to a wide range of content, including sports, Bollywood movies, cultural events, kids' programming, and more.

Flexible Viewing: Allowing simultaneous streaming on multiple devices, so family members can watch different content at the same time.

Jio Pricing Model

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What pricing do you envision for this family-based subscription? Your calculations seem fine. Consider that the average price in the Market per 0.75 l bottle of wine across all customer segments is below 3 \$. What steps would you take to sell your product and increase the profitability?

The family-based subscription would be priced to reflect its broader appeal and value. Given the variety of content and the number of profiles, I would suggest a monthly price of ₹199 to ₹249. This price point is competitive, offering significant value compared to individual subscriptions, while encouraging more families to choose Jio Cinema as their primary entertainment provider.

How do you think these pricing models will be received by users?

I believe users will appreciate the flexibility and value offered by these new subscription options. The event-based packages cater to specific interests, allowing users to pay only for the content they value most. The family-based subscription, on the other hand, offers convenience and cost savings for

households with diverse entertainment needs. By focusing on what users truly value, these pricing models should drive both customer satisfaction and revenue growth for Jio Cinema.

You've presented a comprehensive approach by combining both competitor-based and value-based pricing models. How would you summarize your recommendations.

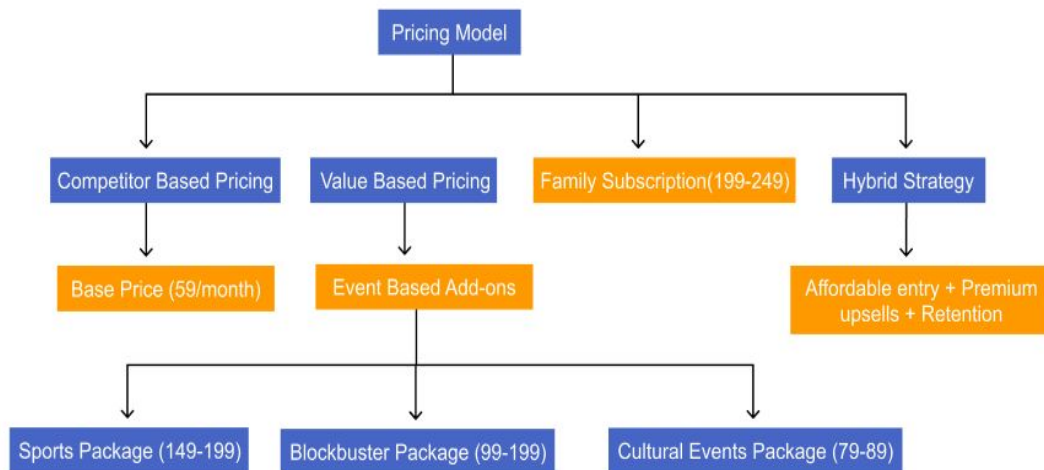
I recommend a multi-tiered pricing strategy for Jio Cinema. The base price should be set at ₹59 per month to ensure accessibility and competitiveness. For specific content, we can offer event-based packages: Sports Package at ₹149 to ₹199 per month, Blockbuster Package at ₹99 to ₹119 per month, and Cultural Events Package at ₹79 to ₹89 per month. Additionally, a Family-Based Subscription at ₹199 to ₹249 per month would cater to households with diverse needs.

This strategy balances affordability with value, appealing to a broad audience and maximizing revenue from both premium and family-oriented content.

That's a well-thought-out plan. We can close the discussion here.

Jio Pricing Model

[Click here to give a mock interview](#)



Jio wants to launch a pricing model for its existing platforms in India. You are hired to build its Pricing Model.

Case Notes

- Jio Cinema moving from free to paid, competing with Netflix, Hotstar, Prime.
- Cost-based pricing not useful → focus on competitor & value-based models.
- Target = price-sensitive, but events (IPL, movies) offer premium upsell.
- Competitor benchmarks: Netflix ₹199, Hotstar ₹899/year, Prime ₹299/month.

Recommended Solutions

- Set **base price at ₹59/month** for affordability & mass adoption.
- Launch **event add-ons** (Sports ₹149–199, Blockbuster ₹99–119, Cultural ₹79–89).
- Introduce **family plan at ₹199–249/month** for multiple profiles.
- Follow **multi-tiered hybrid strategy** → low entry + premium upsells + retention.

Bank Envelope

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Your client, CustomLope, is the leader in the US secure envelope manufacturing industry. Banks buy these envelopes for operations such as money deposits and high value transactions. Next year, a new digital technology will reduce the overall number of units sold in the industry by 25%. In short term, our client wants to maintain his current profit level without investing in new technology. How can you help him?

If the number of units sold will decrease, revenue to will decrease. So does that mean the client wants to optimize the costs?

Not necessarily, but you can dive into the cost analysis for now.

I want to analyze along the value chain. There are going to be R&D costs, Production Costs, Labor Costs, Marketing Cost, and Operational Costs. How are these individual costs for the company?

The respective costs last year came up to \$1 m, \$18 m, \$11 m, \$2 m, and \$3 m

Great. Just to clarify the revenue, how many products and units of each were sold and at what prices?

Our client only sells one type of product whose price is \$1/unit. Last year, our client sold 50 million units.

Alright, so that means the revenue last year was \$50 million and costs were $1+18+11+2+3 = \$35$ m which brings our client current profit to \$50 m. Is that correct?

Yes that is correct.

Since our client wants to improve the costs, are there economies of scale that haven't been reached or is there a lack of optimization in the operational/labor costs?

Costs have already been reduced as much as possible.

Cool, since the costs have already been perfected, we should take a look at the revenue shortcomings. First are we producing/selling the maximum amount or is there room for improvement?

Bank Envelope

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CustomLope has excess capacity. It can produce at least double the amount of units per year at similar or lower unit costs

Double the amount meaning 100 million units can be produced. However, since there is a better technology to come, there is no way to convert the entire batch produced.

That seems like a valid conclusion. Proceed further

So that means increasing the conversion of units sold, means the pricing of the product is to be fixed. Since we obviously cannot increase the price as that will make the situation worse leading to much lesser units sold, lowering the price is the best option. But before diving into that, I would like to take a look at our competitors. How are their costs and revenues?

There are 5 competitors with each of them having 10% market share, whereas our client holds a 50% market share. Our economies of scale allows us to produce our product at \$0.70/unit, whereas, they produce their products at \$0.90/unit.

Their selling prices are the same as us and they cannot reduce further as it will lead to loss

That gives us a strong advantage. If we reduce our price closer to \$0.90 per unit, competitors will not be able to match it profitably. Over time, customers should switch to us, which would allow us to capture additional market share.

That seems optimistic, but understandable. Please continue with your calculation.

If we assume we eventually capture 100% market share at a price of \$0.90/unit, that means selling 100 million units and generating \$90M in revenue.

- Last year, costs were \$35M for 50M units, or \$0.70/unit.
- At 100M units, costs scale to \$70M.
- This gives us a profit of \$20M, a 33.3% margin, compared to \$15M profit last year.

And how does the 25% decline in industry demand due to new technology affect this?

Bank Envelope

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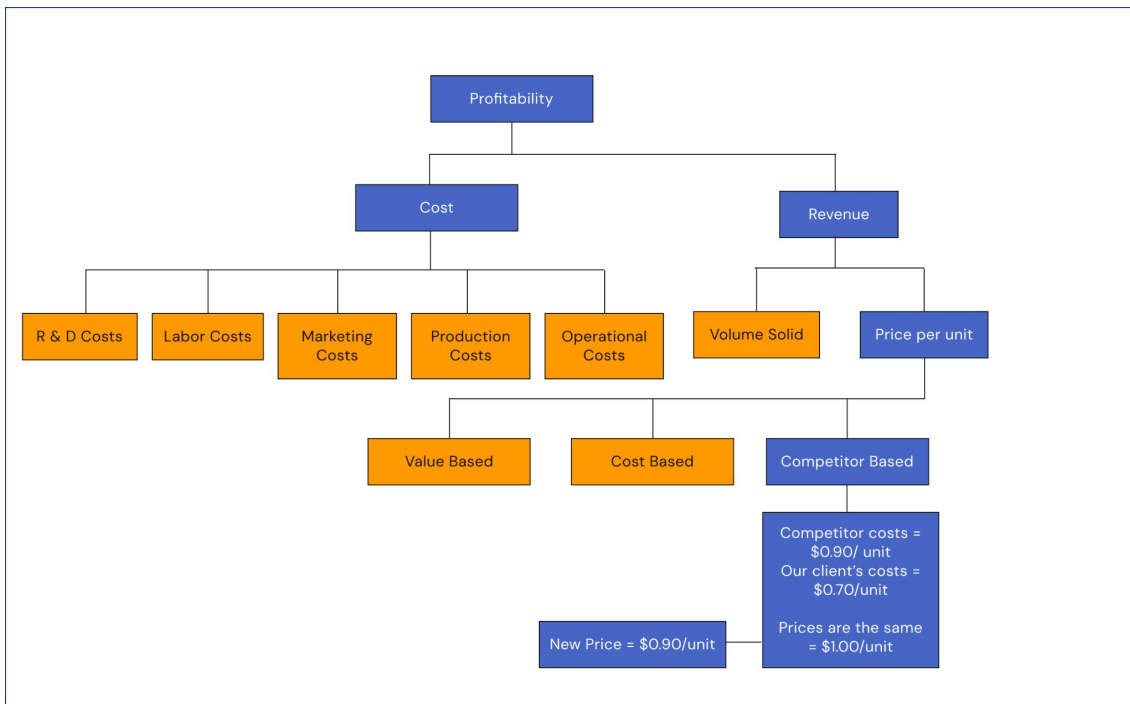
If total demand falls by 25%, we would sell 75M units instead of 100M. Applying the same profit margin, profits would drop to \$15M, which is the same as last year — meeting the client's goal of maintaining profits without new investment.

Alright. Can you wrap up with your final recommendation?

Yes. My recommendation is for CustomLope to reduce its price to \$0.90 per unit. This leverages its cost advantage, captures additional market share, and allows the company to use its full production capacity. Even with the expected 25% drop in demand, the client can sustain last year's profit of \$15M, fully meeting the short-term objective without new investment.

Excellent. That concludes the case.

Bank Envelope

[Click here to give a mock interview](#)

Your client, CustomLope, is the leader in the US secure envelope manufacturing industry. Banks buy these envelopes for operations such as money deposits and high value transactions. Next year, a new digital technology will reduce the overall number of units sold in the industry by 25%. In short term, our client wants to maintain his current profit level without investing in new technology. How can you help him?

Case Notes

- Increasing the price is **not an option** because the envelope is a commoditized good.
- Decreasing costs is **not an option** because costs are already optimized.
- The only way to maintain current profit levels (without investing in the new technology) is to **increase market share by decreasing per-unit price**.
- By taking advantage of its lower costs, **CustomLope** can push other competitors out of the market because the competitors cannot make a profit on their envelopes.

Recommended Solutions

- The client should **reduce the price of their products to \$0.90/unit**, which allows them to gain competitor market share and convert their high production capacity into sales.

EV Pricing

[Click here to give a mock interview](#)

Your Client is a car manufacturer, and they want to move into the EV segment. For this, they want you to determine the price of the car.

Before moving to the preliminary questions, I want to reconfirm the facts from the problem statement.

Sure go ahead with your facts.

Thank you. So, our client is a car manufacturer, and they want to enter the EV market and wants to price their product.

Absolutely correct, go ahead.

Before moving to the overall strategy for pricing the product I want to ask some preliminary questions. Can I know more about the client, i.e., their geographical area of operation, when they want to launch their product and is there any specific type of car which they want to launch?

Our client is an established car manufacturer in India. They produce a wide range of vehicle types.

For this venture, they are specifically interested in the EV segment, focusing on SUVs. They plan to launch their EV next year and are targeting a nationwide market.

I see. Can you provide me with their major competitors and what are the prices of their products?

Sure. Tata, Mahindra, and MG Hector are the main competitors. The current pricing of competitor SUVs is as follows: Tata Hatchback (Tiago) at ₹8 lakh, Sedans at ₹12-13 lakh, Mahindra SUVs at ₹19-20 lakh, and MG Hector at ₹25 lakh

Thank you for the content. Give me a couple of minutes to present an overall strategy to approach this problem.

Sure, take your time.

Okay, I would like to propose an overall strategy where I will first analyse the market attractiveness then I will look at the operational feasibility and at last the risks and concerns.

That seems reasonable. Go ahead.

EV Pricing

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Great. For market attractiveness, I will take market size as 5% of the overall auto space in India. Additionally, I'll factor in the client's production target of 50,000 cars per month, which amounts to 6 lakh cars annually. I will consider an expected market share of 50% since we will manufacture SUV cars superior in numbers, which will ultimately reach to our expected Market share.

Great, now how would you estimate the price?

For that I will need the cost of manufacturing the product, and the profit margin which our client wants to make.

We don't have any data on that. Can you suggest some other strategy to price our products?

Sure, in such case I'll analyze the current prices of the Competitors' products and for making our business to be profitable I will take the average of the overall prices of the competitors' EV cars. Based on competitor averages and our analysis, I will suggest a price range of ₹17-18 lakh per car.

Sounds reasonable. Can you look at the other non-quantitative factors that can affect our sales and capturing the market?

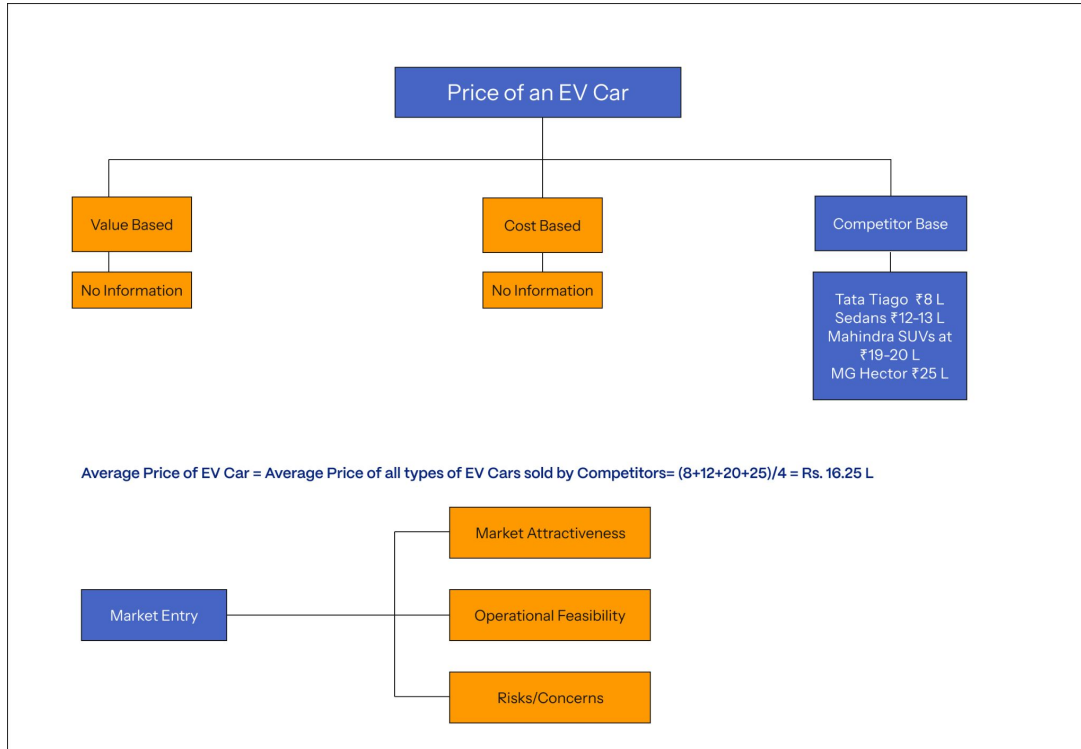
Sure. Next, I will look at the operational feasibility. Based on my instinct I think that since our client is already existing auto manufacturer and distributor they will not face any major threat. But, in EV cars, companies have to spend a lot on establishing Charging stations and manufacturing Li-ion batteries. But, based upon the current scenario in India, governments are also encouraging and providing subsidies for establishing Charging Stations. So, our only left concern is the procurement of batteries. Do we have any information on that?

Client have made an agreement with a local battery manufacturing company which will provide batteries for our SUVs.

Great. Do you want me to look at any other factors?

No. I think you have covered every aspect of concern, we can end the case here.

EV Pricing

[Click here to give a mock interview](#)

Your client is a car manufacturer, and they want to move into the EV segment. For this, they want you to determine the price of the car.

Case Notes

- Client is a car manufacturer, wants to move to the EV sector
- Client wants to launch their first Car next year across Indian Market
- Client wants to price their Product based upon their Competitor's pricing

Recommended Solutions

- Client should price their product for about Rs. 17-18 L

Fast Food Pricing

[Click here to give a mock interview](#)

Our client is a global fast-food chain. In the US, guest counts are flat and profitability is declining. They're known for \$1 value products. Please help them understand if pricing is the issue

Understood. So the core question is: how is pricing impacting profitability, and what changes could improve margins without losing too many guests.

Correct.

Before diving in, let me lay out how I'd like to structure the case. First, I'll check product-level economics: price, cost, margin. Second, I'll examine product mix and cannibalization. Third, I'll test elasticity to see optimal price points. Finally, I'll synthesize and recommend actions with risks. Does that approach work?

Yes, go ahead with this.

To begin, I need menu-level detail — prices, costs, and margins across value, core, and premium. Do we have that?

Yes, here's Exhibit 1.

Tier	Product	Current Price	Cost/Unit
Value	Cheeseburger	\$1.00	\$0.75
	4-piece chicken nuggets	\$1.00	\$0.75
Core	Bacon cheeseburger	\$3.00	\$1.00
	10-piece chicken nuggets	\$3.50	\$1.25
Premium	Double bacon cheeseburger	\$5.00	\$1.50
	20-piece chicken nuggets	\$5.50	\$1.50
Other	Medium soft drink	\$1.00	\$0.25
	Medium fries	\$1.00	\$0.25
Combo meals	Core combo meal ¹	\$5.00	\$1.50

¹ Includes Core entrée, medium soft drink, and medium fries.

Thanks. Let me talk through what I notice. First, value items are priced very low — \$1 or less — and margins in dollars are tiny. For example, the cheeseburger margin is only a few cents at current price. Is that accurate?

Yes

Second, core items like combo meals are priced higher but don't seem to deliver proportionally more margin. The combo pricing doesn't strongly incentivize a trade-up from value. True?

Fast Food Pricing

[Click here to give a mock interview](#)

True.

Third, premium sandwiches and specialty items deliver much higher margins, both in % and absolute \$. For example, moving from a value sandwich to a premium one adds more than double the contribution. Do I have that right?

You do.

Interesting. One odd thing: nugget pricing. The unit cost actually increases with larger pack sizes. Is that correct or a data issue?

It's correct — due to packaging and prep inefficiencies.

That's counterintuitive. Normally, larger packs should drive economies of scale. So this is a structural problem.

Let me pause and hypothesize. The pricing architecture encourages customers to stick with value items. The jump from value to core feels too steep, so they don't trade up. And some menu design flaws, like nuggets, may even erode margins further.

Good.

I want to confirm the sales mix. Roughly what share of units comes from value vs core vs premium?

Value sells about 2–3x more than core; premium is smaller still.

That's important. If most sales are concentrated in low-margin value items, overall profitability suffers even if premium margins are high. So the challenge is shifting the mix without scaring off guests.

At this point, I'd like to see demand elasticity data. Specifically, how volume responds to price changes for key SKUs like the cheeseburger and bacon cheeseburger. Can you share that?

Yes, here's Exhibit 2.

Value: Cheeseburger



Core: Bacon Cheeseburger



Fast Food Pricing

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Let me analyze step by step. For the cheeseburger, raising from \$0.75 to \$1.25 increases total profit from zero to \$450. Even at \$1.50 profit is lower than \$1.25, meaning elasticity bites. So the optimal point in this snapshot is \$1.25.

For the bacon cheeseburger, \$2.50 maximizes profit at \$1,200. Going higher loses too much volume. So the sweet spot is \$2.50.

If we broadly apply those changes, the case materials suggest gross margin rises from \$1,250 to \$1,650. That's a ~30% uplift. Does that sound right?

Yes it does, go on.

A few takeaways: raising value items by just \$0.50 can double contribution, which shows there's room to move. At \$2.50, core items look more attractive relative to value, which could shift the mix up. The risk, of course, is losing guests who only come for \$1 deals. Do we know if competitors are still pushing the \$1 price point aggressively?

Assume competitors still push \$1 deals.

Okay, so we can't eliminate the \$1 anchor completely — we need to keep at least one true value SKU to remain credible. Maybe raise some items like cheeseburger to \$1.25, but keep fries or drinks at \$1.

A few quick risks I see:

- We could lose some price-sensitive guests — so I'd keep a \$1 hero item and test changes in pilots first.
- People might not trade up, they might just buy less — so bundles and upsell prompts are important.
- Competitors might hit back with more \$1 deals — we'd need to keep an eye out and be ready with tactical promos.
- Franchisees could be hesitant — so showing them the profit math and giving short-term incentives would help.

Agreed, proceed further.

I'd suggest rolling this out in phases:

- Take a closer look at elasticity by SKU and market to see where price moves will stick.
- Test the changes in a few pilot markets — a mix of urban, suburban, and rural.
- In those pilots, lift the cheeseburger to \$1.25 and the bacon cheeseburger to \$2.50, but keep one \$1 item as a value anchor.
- Add a couple of straightforward bundles, update POS, and train crews to upsell.
- Back it with local marketing that highlights “value plus upgrade.”
- Watch the numbers — guest count, mix, and margins — and compare against control stores before rolling out wider.

Fast Food Pricing

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Good — pilot-first and measurement-driven. Can you wrap up?

Quick synthesis: The menu is currently anchored to low-margin value SKUs, which suppresses average check. Modestly increasing select value prices and resetting core pricing should narrow the gap, encourage trade-ups, and lift gross margin (illustrative uplift: \$1,250 → \$1,650). This must be tested via pilots, supported by bundles, marketing, and franchisee alignment.

One operational note: nugget pack economics are inefficient — larger packs have higher unit costs. We should address packaging and prep inefficiencies as a separate operational improvement alongside the pricing pilot.

Excellent — that's the case.

Thank you.

Samsung Pricing Model

[Click here to give a mock interview](#)

Let's begin with the case. You are a product manager at Samsung, and seeing the dominance of Apple mobile phones in the market, you are tasked with building a pricing model for Samsung mobile phones to reduce Apple's monopoly.

Okay, sure. I would like to ask a few clarifying questions before I begin.

Go ahead.

What market are we catering to, the Indian or the Global market?

Consider the Indian market.

Any particular mobile phone series that I should consider, or in general?

Go with the S series.

Should we consider new models or the previous ones as well?

All models existing in the market can be considered.

Referring to the information uptill now, we can consider these three paths for pricing.

- Competitor based pricing
- Value based pricing.
- Cost based pricing

Which path according to you should we go with?

We will begin with cost-based pricing. We can set a bottom line for our products, which could be Rs. 24–28K for the S24 FE, Rs. 30-35K for the S24, and Rs. 55-60K for the S24 Ultra. Am I correct with these assumptions?

What are the basis of these assumptions?

Considering Samsung as an efficient player in the market, I am assuming a gross profit margin of 60-70% per piece on each model.

Yes, sure.

Samsung Pricing Model

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So, we can come up with the base price for all the models. Now, I will consider value-based pricing. Can I proceed?

Sure.

Considering the features provided by Samsung which are its USP's are

- 100x camera zoom
- battery percentage
- Storage capacity which is also expandable
- ecosystem
- integration with AI leading to real time AI assistants

Shall I proceed further?

OK, go ahead!

Considering the vast Indian market and the growing content creation on social media platforms like Instagram and YouTube, we can see that demand for good camera features is increasing, and customers are willing to pay more for this particular feature. Similarly, for all the listed features, a certain value is added to the products.

Seems good!

The pricing of S-series models should be approximately Rs. 1.6L for the Ultra, Rs. 85-90K for the regular model, and Rs. 75-80K for the FE model. Does that seem fair?

Yes, go ahead.

Considering the dominance of Apple, I want to proceed with the competitor based model.

Yes, sure.

As a reference I will consider the recent series.

Sure.

The pricing of the new Apple models is as follows: There are 4 models:

- iPhone 15 Pro Max: Rs. 1.5 lakh
- iPhone 15 Pro: Rs. 1.2 lakh
- iPhone 15 Plus: Rs. 90K
- iPhone 15: Rs. 80K Am I right with the data?

Samsung Pricing Model

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OK, go ahead!

Now, considering the 3 models of the Samsung S series, these are:

- Samsung S24 Ultra: Rs. 1.5 lakh
- Samsung S24: Rs. 80K
- Samsung S24 FE: Rs. 70K

Is this data valid?

Seems good!

As we can see from the comparison:

- Our S24 Ultra model competes with the iPhone 15 Pro Max model.
- Our S24 model competes with the iPhone 15 Plus model.
- Our S24 FE model can be compared to the iPhone 15 model.

Yes, go ahead.

According to my knowledge, comparing the features of the new models also goes hand in hand with this comparison. Am I correct?

OK, go ahead!

A common human behavior is to spend a little extra to buy a top model, which can be observed in the sales of iPhone Pro Max and Pro models. My first suggestion would be to launch a model between the Samsung S24 and S24 Ultra, with slightly fewer features and pricing compared to the iPhone Pro.

Seems good!

Also, we can see that Apple has more brand value in the market, giving it an advantage to be priced higher. So, in my opinion, since the S24 Ultra and iPhone Pro Max have similar features, Samsung's pricing should be reduced slightly to increase sales. We can set the pricing of the S24 Ultra in the range of Rs. 1.35L to 1.4L. Am I going in the right direction?

Samsung Pricing Model

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Yes, go ahead.

Similarly, we can set the pricing of S24 at Rs. 75-80K and S24 FE at 60-65K to have a pricing advantage.

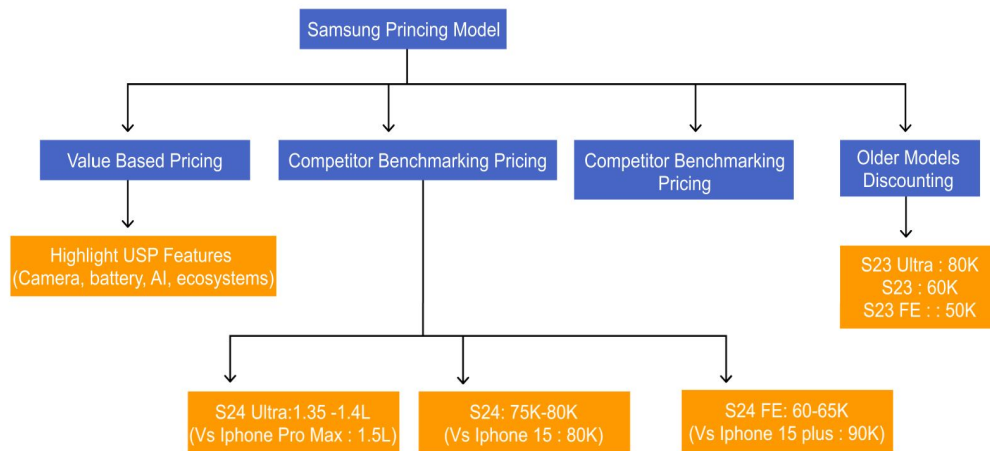
Yes, sure.

I also suggest dropping the prices of older models a little more during the launch of new models to boost their sales. I would recommend pricing the S23 Ultra at approximately Rs. 80K, the S23 at Rs. 60K, and the S23 FE at Rs. 50K.

Ok, great! That were quite good suggestions. We shall conclude now. Thankyou!

Samsung Pricing Model

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You are a product manager at Samsung, and seeing the dominance of Apple mobile phones in the market, you are tasked with building a pricing model for Samsung mobile phones to reduce Apple's monopoly.

Case Notes

- Task: Build a pricing model for Samsung S-series in India to counter Apple's dominance.
- Models considered: Cost-based, Value-based, Competitor-based pricing.
- Apple iPhone 15 pricing: Pro Max ₹1.5L, Pro ₹1.2L, Plus ₹90K, Base ₹80K.
- Samsung S-series pricing: S24 Ultra ₹1.5L, S24 ₹80K, S24 FE ₹70K.

Recommended Solutions

- Use value-based pricing → highlight features (camera, battery, AI, storage, ecosystem).
- Price S24 Ultra at ₹1.35–1.4L, S24 at ₹75–80K, S24 FE at ₹60–65K to undercut iPhone equivalents.
- Launch mid-model between S24 and Ultra to capture users trading up from Apple's Pro series.
- Reduce prices of older Samsung models (e.g., S23 Ultra ~ ₹80K, S23 ~ ₹60K, S23 FE ~ ₹50K) during new launches to boost adoption.



Growth

Interview Transcripts

Relaunch of a Tea Brand

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Your client is a tea manufacturer. Lately it is facing series of unsuccessful outcomes.

Just to confirm the client wants strategies to overcome the loss making outcomes. What was the company's vision and mission when it started?

The company wanted to capture the growing tea market of the country.

What were the reasons for the decline?

Essentially the company was not able to tap into the market. Nor did it get any positive response from the masses.

Before moving ahead I would like to ask about the particular demographic the company initially tapped into.

Northern India was the initially targeted demographic. So how would you approach this problem and provide a substantial solution.

Are there any logistical challenges the company faces in distributing its products to different regions?

No

Has the company conducted any recent market research to understand the changing preferences of customers in Northern India?

None

Firstly the company needs to pull in volunteers for tea trials to get the overview about the general population's taste. That being said the company can develop a new product line that caters to the targeted audience

Ok proceed.

The company can improve the quality of tea by sourcing better quality tea leaves. Also, can enhance the packaging and branding of tea products. Most essentially the company can explore the South Indian market.

Relaunch of a Tea Brand

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Can you elaborate further?

We can tap into the South Indian market and yield the best out of it. Precisely, the company can attend tea fairs and exhibitions in South India to showcase its products and network with potential customers.

What is going to be the company's 'USP' then?

Building a strong brand identity is what going to give the business an image, a voice. More likely the company need to develop a brand identity not just a logo. This is what is going separate the brand from competition

Ok sounds good. Then how are you going to design marketing strategies?

There are many ways. We can go for various forms of marketing including the most relevant like social media marketing, influencer marketing, content marketing, event marketing etc.

Can you brief us about the event marketing?

The company can organize events such as tea tastings and workshops to promote the tea brand and as I mentioned earlier this will increase the engagement with the potential customers.

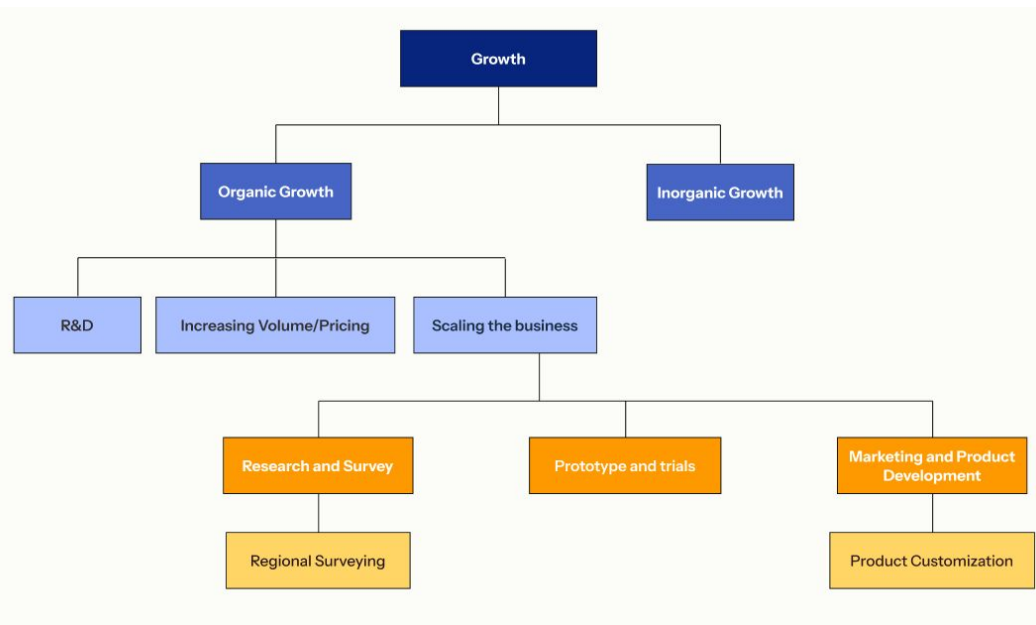
How else the client can grow their total customer base?

The client can either target new customer segments, more specifically can develop new products and distribution channels. Also, the company can make a mobile-friendly website in order to approach larger audience.

Good. Is there anything else?

The client needs to give very lucrative offers and discounts to attract new customers. For instance offering free samples in malls, yoga studios, etc.

That concludes the case



Your client is a tea manufacturer. Lately it is facing series of unsuccessful outcomes.

Case Notes

- Client deals in tea manufacturing and retail
- Client is having issues with the sales Pan India
- Issue-specific to the client and not the whole industry
- The problem needs to be identified in differentiating the product according to different regions and their demands

Recommended Solutions

- The problem arises due to improper research and development before the product launch. High difference in demands and taste arise due to large diversity in the taste cultures.
- Proceed by properly covering the southern part of the country by proper research and analysis
- A survey could be conducted or food and taste exhibitions could be attended
- Product should be launched keeping in mind the differences in cultures, hence different factories and warehouses should be made to work according to the regions where they are located.

Your client is a social media company whose significant chunk of users are Urban/well-to-do people. The client also has a small Tier 2 and 3 Rural user base. But a new competitor is taking away this share of the client's user base. You have to advise them on how to keep the urban user base intact or even increase it, but alongside counter the competitor and expand in Tier 2/3 rural areas.

Okay, How does the client operate?

The platform aims to remain classic and sophisticated and does not want to push a lot of user generated content to public feed viewers. We want to keep the vibe in the public feed domain.

What is different about the competitor ?

The competitor has a lot of user-generated content coming up, which hooked the tier 2/3 users on it, and there seems to be a lack of belongingness to the tier 2 and 3 users in the client's product.

One of the challenges is the absence of user-generated content on the client's platform, which has led to users seeking that engagement elsewhere. Additionally, there is a need to enhance the sense of belongingness for the Tier 2 and Tier 3 users. They currently don't feel connected to the platform in the same way as the urban users.

How do you propose to address these challenges and retain or increase the urban user base while countering the competitor and expanding in Tier 2 and Tier 3 rural areas?

I have a multi-faceted approach to tackle these challenges. Firstly, I suggest introducing user-generated content in a way that aligns with the client's desired classic and sophisticated vibe. This could involve creating private spaces where users can share their content, which would be visible to their followers only.

What other strategies do you recommend?

In order to increase the sense of belongingness for the rural users, I propose implementing features that cater specifically to their interests and backgrounds. This could involve showcasing localized content, promoting local events and initiatives, and encouraging users to share their experiences from their respective regions.

How would you leverage the influence of urban users to create a sense of aspiration for the rural users?

To create a sense of aspiration for the rural users, I would recommend highlighting success stories and achievements of urban users from similar backgrounds. By showcasing these stories, we can inspire the rural users and make them feel more connected to the platform.

Is there anything else you would like to add?

One more thing I would recommend is actively seeking feedback from both the urban and rural users. This will help the client better understand their needs and preferences, allowing them to continuously improve the platform and provide a personalized experience for all users.

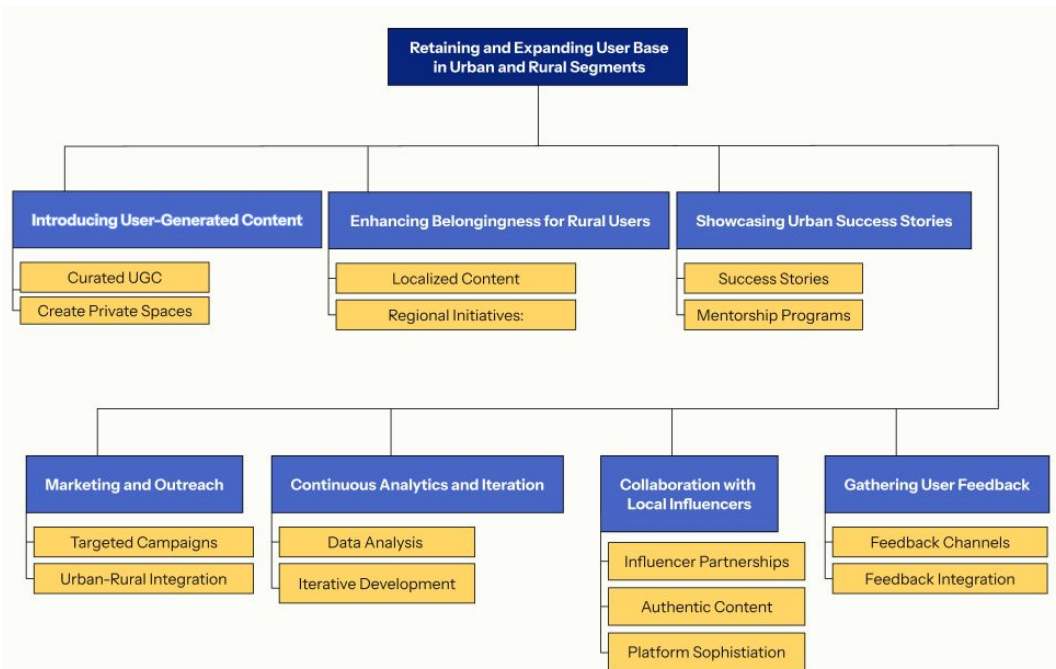
Thank you for sharing your insight. Do you have any other ideas or strategies you would like to discuss?

Yes, another strategy that can be considered is collaborating with local influencers or content creators in Tier 2 and Tier 3 rural areas. These influencers can help bridge the gap between the urban and rural users by creating content that resonates with the rural audience while still maintaining the desired brand image.

That concludes your case.

Growth | Accenture | Easy Social Media Company

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A social media client with a strong urban base is losing Tier 2/3 users to a competitor. They seek advice on retaining/growing urban users while countering competition and expanding in rural markets.

Case Notes

- Urban-focused platform competes with user-gen content
- Challenges include bridging urban-rural gap and retaining sophistication.

Recommended Solutions

- User-Gen Integration.
- Rural Engagement.
- Urban-Rural Bridge
- Feedback Loop.
- Local Influencer Collab
- Targeted Communication
- Network Growth

Observations/Suggestions

- User Demographics: Urban-centric with rural presence.
- Competitor Impact: Rival draws rural users via user-gen content.
- Client's Approach: Sophisticated, limited user-gen exposure.
- Challenges: User-gen absence, urban-rural disconnect.

Your client is Eyes Inc., a contact lens manufacturer in the US. They want to increase their market share over the next two years. How would you approach this problem?

Thanks. I'll take a clear, layered approach: (1) quickly understand the company and products, (2) identify the most attractive customer segments and regions, (3) analyze channels and competitor dynamics, and (4) recommend a prioritized growth plan with a short pilot and KPIs. I'll start by confirming the company facts can you share the product mix and any regional patterns?

Eyes Inc. sells Regular, Cosmetic, and Traditional lenses. Regular is saturated, Cosmetic is stagnating, and Traditional shows moderate growth. The company's U.S. sales are weaker in the South due to low presence. Two big competitors dominate the market.

Understood. Given that, I'd focus on where the client can win quickly: underserved regions and growing product segments. Before I dive into solutions, two quick commercial questions: who are their primary customers (new adopters vs repeat users) and how do they typically choose brands?

There are two customer types: new adopters who often guided by doctors and retail recommendations and existing users, who are more likely to stick with a brand. Young women are a high-potential demographic.

Good that clarifies customer behavior. Since doctors strongly influence new adopters and the South is underpenetrated, a strategy centered on doctor and retail partnerships.

Exactly. Women under 30 represent the largest potential. They account for roughly 70% of the growth potential.

Target & Positioning: Focus on young female new adopters in suburban/mall retail pockets in the South; position Eyes Inc. as both clinically trusted (doctor-backed) and style-forward.
Product: Introduce disposable traditional SKUs and low-friction trial bundles for first-timers.
Channels: Prioritize doctor engagement (samples + co-marketing), targeted mall/strip retail partnerships, and a complementary digital subscription for refills.
Marketing: Run localized grassroots campaigns in pilot metros.

That's reasonable. How would you phase investments between these elements over two years?

- Phase 1 : run pilots in 3–5 southern cities (doctor kits + a few retail partners + trial SKUs).
- Phase 2 : scale what works—expand retail and doctor networks, launch subscriptions.
- Phase 3 : optimize nationally and expand selectively if ROI is strong.

Suppose the competitor responds aggressively in the pilot cities with price promotions. What would you do?

Avoid a full price war; emphasize doctor endorsements and value-added offers (trial bundles, free fittings, subscription perks). Use pilot data to target price-sensitive segments and only cut price if LTV economics justify it.

What KPIs would you track to know whether the plan is working?

Key short-cycle KPIs: doctors onboarded & referrals/month, trial redemptions, trial→repeat conversion, retail listings opened, subscription sign-ups & retention, and CAC vs early LTV signals.

How would you quickly validate that the southern push is the right direction?

Run 1–2 city pilots with high-volume doctors and a few retail partners, distribute trial packs, and measure trial uptake, conversion, and partner feedback within 2–3 months; scale if economics look promising.

The CEO asks for a crisp two-year objective. What would you say without heavy numbers?.

Focus on quick, low-risk growth: run 3–5 Southern city pilots with doctor sample kits and mall/strip trial placements, launch disposable trial SKUs, and add a refill subscription. Prioritize doctor engagement, then scale retail and digital if pilots show strong unit economics. Track short-cycle KPIs.

That is a well balanced answer. Thank you.

Fire Extinguisher

[Click here to give a mock interview](#)

Your client is a fire extinguisher company, who wants to triple their revenue in the next two years. Evaluate how this can be done and suggest recommendations

When we say fire extinguishers, what range of products are we referring to?

The company has a single product line of conventional red can fire extinguishers.

Since we are looking to triple the revenue in the next two years, what is the current revenue of the company?

At present the company has a revenue of 100 Crore Rupees.

In what geographies does the company operate? Do we have any specific geography contributing to maximum sales?

The company operates pan-India and the revenue is evenly distributed.

Who are our customers and how much do they contribute to the revenue?

The customers are primarily of three types - Commercial Properties (Malls, Hotels, Restaurants), Residential Complexes, Offices, with the Residential Complexes contributing the maximum - 20% of the total revenue.

What part of the value chain does our client operate in?

The client has a robust end to end value chain starting from the procurement of materials to the after sales support.

Fire Extinguisher

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Since we now know the major contributors to the revenue, we can have a look at the market and our competitors. How large is the market for fire extinguishers in India?

The market size is about 200 Crore INR and the market shares of our two major competitors are 25% and 20% respectively. The rest of the market is fragmented

In that case, I believe that the problem could lie with either the occupation or the residence part. Since our client is the government dealing with a piece of land in an affluent area, we can assume that due to immense development, there would be a general constraint of space.

Yes that is a good assumption.

What is our client's current market share?

Our client holds 50% of the market currently.

Interesting, so we have 50% of the market share and we want our revenue to be 300 Crore rupees in two years, despite the market size being 200 Crore Rupees at the present. At what rate is the market growing?

You can consider the market growth rate as 10%.

This implies that the market size after two years is 242 Crore Rupees, and we are aiming at a revenue of 300 Crore Rupees. Thus the target set seems to be something which is unattainable, given the market size and its growth trends.

That is a very good observation. Keeping aside the aforementioned target, what do you think could be possibly done to increase revenue?

So given it is a fragmented market, the growth within the market can come by either acquisition or without it.

In case the company isn't looking acquisition.

Fire Extinguisher

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The company could consider entering into a new product line or a new market. Since we already have majority of the market share in India, we could think of expanding into new locations. Apart from this we could also consider selling complementary products like alarms, sensors, etc to ensure more revenue.

In case the company isn't looking for expansion, what are the things that can be done then?

We can segment revenue as the number of fire extinguishers sold and the price of one fire extinguisher. Since we need to increase our revenue we can first look at increasing the number of fire extinguishers sold.

How do you propose to do this?

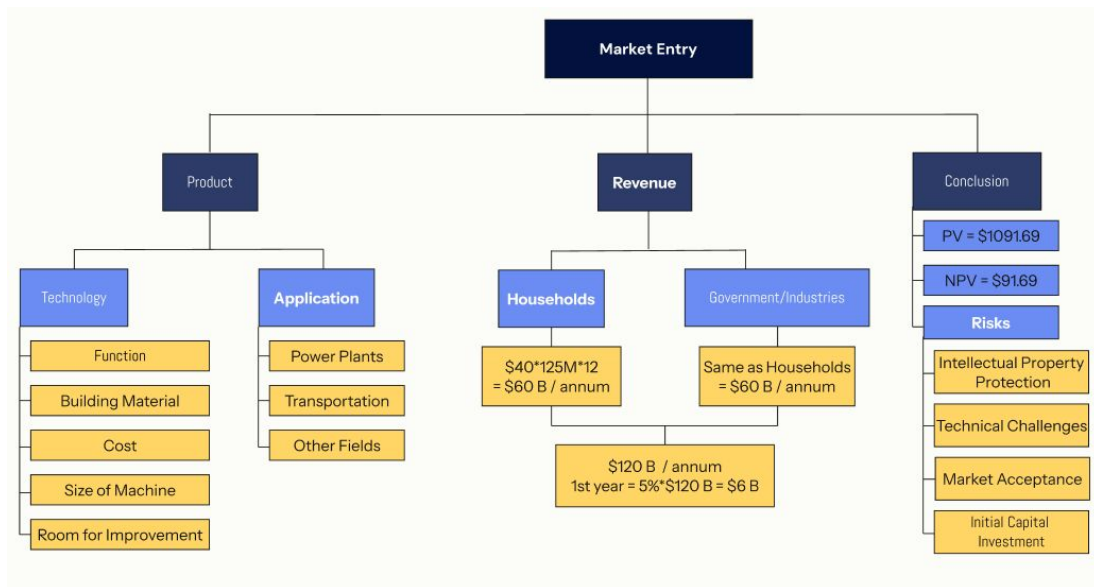
In order to increase the number of fire extinguishers sold, we would have to increase the demand. The factors that affect the demand of a product are its need, affordability, accessibility, and the customer experience.

Certainly. To delve into the monetization prospects, could you please provide me with the potential applications of this technology, following a MECE (Mutually Exclusive, Collectively Exhaustive) framework?

Could you take me through what could be done in this case for increasing the need?

Fire extinguishers as a product are not a commodity and thus the need can't be just increased by increased promotions. There are government norms which dictate the number of fire extinguishers depending on several factors like the type of property, its area, etc. We could look at properties not meeting this number and tap into their needs. Increasing need actually lies in the enforcement of the government rules and policies than the customer segment itself. The stricter is the enforcement of the rules and regulations, more would be the demand.

That's a very good point. We can conclude the case here. Thank you.



Your client is a fire extinguisher company, who wants to triple their revenue in the next two years. Evaluate how this can be done and suggest recommendations

Case Notes

- Dive into the product evaluation of the fire extinguishers and compare with how the different competitors are in the industry.
- Offer a new product line.
- Increasing the volume sold of products can be broken into customer needs, accessibility, affordability, and customer experience.
- Increasing customer need for a public commodity is difficult so offer increasing strictness of rules and regulations.

Recommended Solutions

- The need can't be just increased by increased promotions. There are government norms which dictate the number of fire extinguishers depending on several factors like the type of property, its area, etc.
- Increasing need actually lies in the enforcement of the government rules and policies than the customer segment itself.
- Although clients are not considering a dive into a newer product line that is also a good alternative.

Shaving Company

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Our client is an international CPG (consumer packaged goods) firm called Bryan, with multiple business units (toothpaste, batteries, skin & body care, among others). They are the global market leader in every market they play in except for the hair removal market. They came to us asking how they can also become number one in this market. How can you help them out?

Before diving into the case, I have a few questions. What type of products do our client offer in hair removal and how many SKU of each do they offer?

Our client provides Wet-Shaving, Dry-Shaving, and Waxing products. They provide 2 wet-shaving for women and 6 for men, 0 dry-shaving for women and 3 for men, and 1 waxing in common.

How are the volume sold and pricing for these products?

In terms of Market Share, the respective shares for Wet-shaving, Dry-shaving, and waxing are 10%, 0%, and 1% for women and 33%, 20%, and 5% for men.

As for pricing, the respective ranges are medium-low, none, medium for women and high, medium-high, and medium for men.

How are the market share statistics for competitors in each of these markets and how does our client reign amongst them?

The men's market has strong players (the 3 biggest players hold 75% of the market), which are not strong in the women's market. Bryan is the second company in terms of market share for wet and dry shaving. It is however the 8th for waxing. The women's market is very fragmented, with 8 companies possessing only 60% of the total market share.

As far as I can see the women's market share is much lower than the men. Is there any reason for that?

Bryan is seen as a cheap brand by its female customers. Men see it as a high-end brand. All products have similar profit margins.

Is there a specific reason for women seeing Bryan as a "cheap" brand?

We had received a few complaints from customers facing side effects after using our products but they are very low in number.

So the trend is that women find the brand less appealing and also they are facing some issues with the product, so there should be a brand survey conducted to find out what are their exact perceptions and preferences and focus on R&D of the product to increase product quality. Also, since the hint is already given saying the “cheap” is an issue, we can increase the pricing of the products in the women segment. Moreover, to increase the brand image, we can use marketing strategies that women find appealing like celebrity marketing and social media marketing.

Okay great. Now dive into the men’s market.

Although, waxing is common to both markets, it also seems to be another source of issue. Before diving into that, what is the demand for waxing in the individual segments?

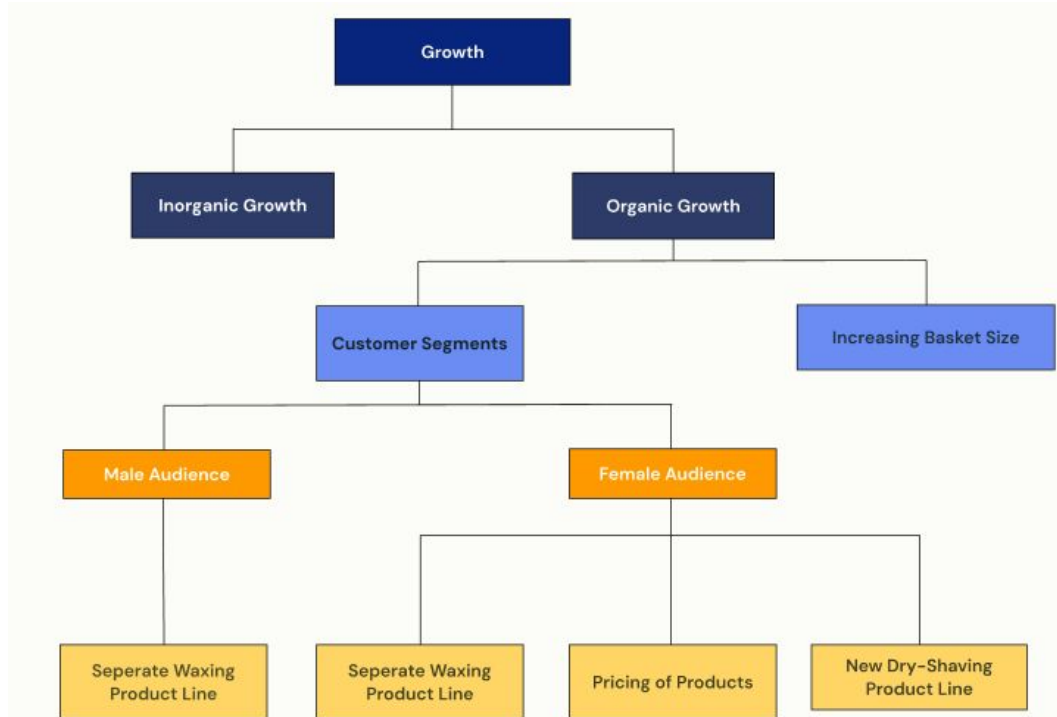
There is a low demand for waxing for men as they generally don’t prefer it, whereas there is a very high demand for waxing for women.

Since, there is a single common product for both men and women, they won’t find it as appealing. Releasing a separate product line for the individual segments would prove more effective and focusing the development on women segment primarily as there is a much higher demand.

Anything else?

Others forms of inorganic growth can also be considered like a merger with a top competitor or an acquisition of a smaller, yet niche brand to achieve greater market dominance.

This sums up the case. Thank You.



Bryan, a global CPG leader across categories, lags only in hair removal. They seek our help to become #1 in this market.

Case Notes

- Dive into different segments of the targeted market.
- Make solutions specific to the different product lines
- Primary focus is on expanding the brand through marketing.

Recommended Solutions

- Target Audience specific marketing for women and men to reach out to them more.
- Make a gender specific product (a new product line) for women and men in waxing and for women in dry-shaving.
- R&D on different product lines and improving the current set of products.
- Consider a merger or acquisition for a greater market dominance.

Observations/Suggestions

- It's important to dive into the different segment and understand our client's position in the market for these segments.
- Could've gone deeper into the segments for a more finished solution.
- The case could've led to a pricing strategy framework model

Our client is an Indonesian paperboard producer. They sell domestically and in the US. Last year revenue was \$5B, with 80% from Indonesia and 20% from the US. Growth has been about 3% annually. The client now wants to reach 5% in the next 1–2 years, but due to limited resources, they can only focus on one market. Which one would you recommend, and how should they approach it?

Could you share how the client has been growing in each market?

In Indonesia, the client has been growing at 1%, which is also the overall market growth. For the US, I'd like you to calculate it.

Okay. If the company overall is at 3%, with 80% of revenue from Indonesia growing at 1%, and 20% from the US at X, then: $0.8 \times 1\% + 0.2 \times X = 3\%$. That's $0.8\% + 0.2X = 3\%$. Subtracting, $0.2X = 2.2\%$. Dividing through, $X = 11\%$. So the client has been growing at about 11% in the US.

Correct.

And how are competitors doing in these two markets?

In Indonesia, growth is generally low and the client is already the market leader. In the US, competitors are growing faster, between 15% and 25%. The market is also more fragmented.

Understood. With growth at just 1% and the client already leading, do they have much room left to capture additional share?

Not significantly. The market is fairly consolidated, and given the low overall growth, it would be difficult to expand meaningfully.

What about operations in Indonesia, are there any cost advantages or efficiency levers they could push further to gain growth?

Operations are stable and already optimized. It's not an operational constraint; it's the lack of market expansion.

So even if we invest more resources there, the market ceiling is low and upside is minimal. That makes it hard for Indonesia to drive overall growth from 3% to 5%.

That's right.

Then let me explore the US more carefully. How is the client currently serving this market?

The client manufactures in Indonesia, ships to the US, and stores inventory in US warehouses before supplying customers. Lead time is not an issue, since they maintain adequate stock.

Okay, so logistics is not a barrier. And what about the product and pricing?

The product is a commodity. Quality is similar to competitors, and pricing is pegged to a public market index.

So no differentiation there either. That points me toward sales and customer management. How does the client sell in the US?

They sell through distributors and some direct sales. But they've only managed to secure spot contracts with smaller customers, typically under 12 months. Competitors, by contrast, have locked in long-term contracts with larger customers.

That creates revenue instability. And how are salespeople incentivized?

The US sales team is local, but their compensation is mostly fixed salary with a small commission. Competitors' teams are largely commission-based.

That could explain why they aren't aggressively pursuing larger, long-term deals. And after-sales service — how do we compare to competitors?

That has been another pain point. Competitors resolve claims within a week and sometimes refund unconditionally. The client's process often takes months.

Why does it take so long?

All claims must be approved by HQ in Indonesia. There is no dedicated person in charge in the US.

That's a major weakness. In a commodity market, if service lags while competitors are resolving in a week, customers will move away.

Exactly.

Putting it together:

- Indonesia is slow-growing at 1%, and the client already leads, leaving little upside.
- The US is more attractive: the client is at 11%, behind competitors at 15–25%, and the market is fragmented, so there's share to gain.
- Supply chain and product aren't constraints, but commercial execution is — sales incentives, short-term contracts, and poor after-sales service.

Based on this, I would recommend focusing on the US market.

That's a strong conclusion. Just to add — the client has already tried to grow in the US, but progress has been limited.

That makes sense given the issues we've discussed. My recommendation would be not just to focus on the US, but to change how we operate there:

1. **Sales incentives:** shift to commission-heavy pay, aligned with competitors, to push the team to secure larger accounts.
2. **Contracts:** focus effort on building long-term relationships with big customers, reducing reliance on spot sales.
3. **After-sales:** establish a US-based claims manager with authority to resolve quickly, ideally within a week.

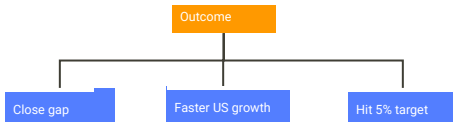
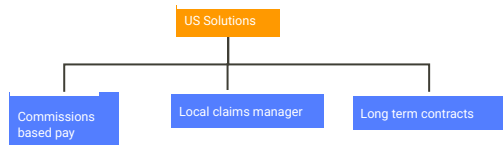
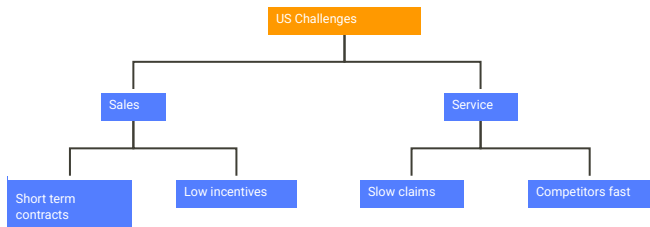
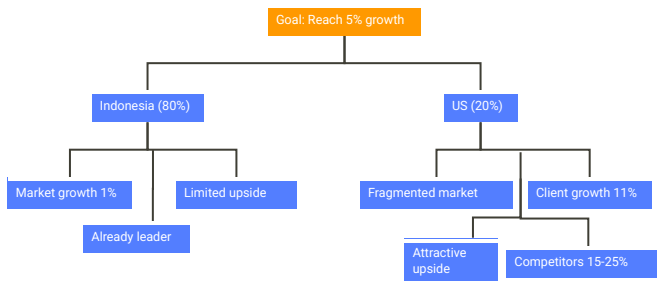
These changes would close the gap with competitors, unlock faster US growth, and help the client achieve the 5% company-wide target.

Very good. That's exactly the direction we were hoping for.

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Overseas Market Growth

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An Indonesian paperboard producer (\\$5B revenue; 80% Indonesia, 20% US) grows ~3% annually and seeks 5% growth in 1–2 years, but can only focus on one market.

Case Notes

- \$5B revenue: 80% Indonesia, 20% US..
- Goal: 5% growth vs. current 3%.
- Issues in US: weak sales incentives, short-term contracts

Recommended Solutions

- **Market Focus:** Prioritize US; Indonesia capped at ~1%.
- **Sales Incentives:** Shift to commission-heavy pay.
- **Contracts:** Secure multi-year deals with large customers.
- **After-Sales:** Add US-based claims manager for 1-week resolution.
- **Customer Relationships:** Compete on service and reliability.

Suggestions / Observations

- **Indonesia:** Saturated, 1% growth, limited upside.
- **US:** Faster growth (11% vs 15–25%), fragmented, share to gain.
- **Constraints:** Commercial execution (incentives, contracts, service), not logistics/product.
- **Impact:** Fixing execution can lift overall growth

Your client is a public sector bank. From past few years, they are losing a lot of money on payout fees. You are hired to help them figure out the reasons.

Can I know about the bank's size and quantum of loss?

The bank is one of the top four with pan-India operations, with losses are in excess of Rs 100 crore.

What is the market share of our client and whether the other competitors are facing similar issues?

This is an example of a zero-sum game, and the client has 6% market share in retail.

I see. If I am not wrong then Payout fee = No. of customers * % of customers using another bank's ATM * frequency of transaction * Flat rate of payment. Can I know whether we have been facing issues in any of these?

Customers are using other banks' ATMs 40% of the time and on average each customer does 4 transactions per month. Why don't you focus on the number of ATMs first?

Sure. Do we have any data about the number of ATMs that our competitors are having? Especially the market leaders, and what is the current total number of ATMs in the country?

Currently, India has a total of 3 lakh ATMs. We have 10,000 ATMs. The market leader has 30,000 ATMs, accounting for 10% of the market, the second player has 22,500 ATMs, accounting for 7.5% of the market, and the third player has 21,000 ATMs, accounting for 7% of the market.

Based on the data, we can see that all banks are lagging behind in terms of the number of adequate ATMs, but we are lagging far behind them.

Yes, the number of ATMs has been a problem for our client, but let's say they have strategically placed new ATMs in locations, although there have been a few hiccups which they faced due to the bureaucratic nature of the L1 models. Now the payout fee is still high after increasing the no. of ATMs. Can you look at the possible reasons for that?

Sure. I think this issue is dependent on the condition of the ATMs. This can be broadly broken down into 2 parts: 1. ATM machines are not getting switched on; 2. ATMs are switched on but still not operating properly.

Good observation. Let's proceed with the different factors that can create the first problem.

Few factors that I can think of for the first problem is, 1. Electricity issue, 2. Maintenance Issue, 3. Unavailability of guards

Sounds reasonable. Can you list the reasons why the ATMs aren't working even after they've been turned on?

Sure. The factors can be broken down into the following heads,

1. Software issues
2. Hardware issues
3. Cash Refill/Availability issue
4. Network Issue

Do we have any information on out of these four, what has changed over time?

We don't have any issues of Software or Hardware, neither we have issue of refilling cash. Can you look at the network issues?

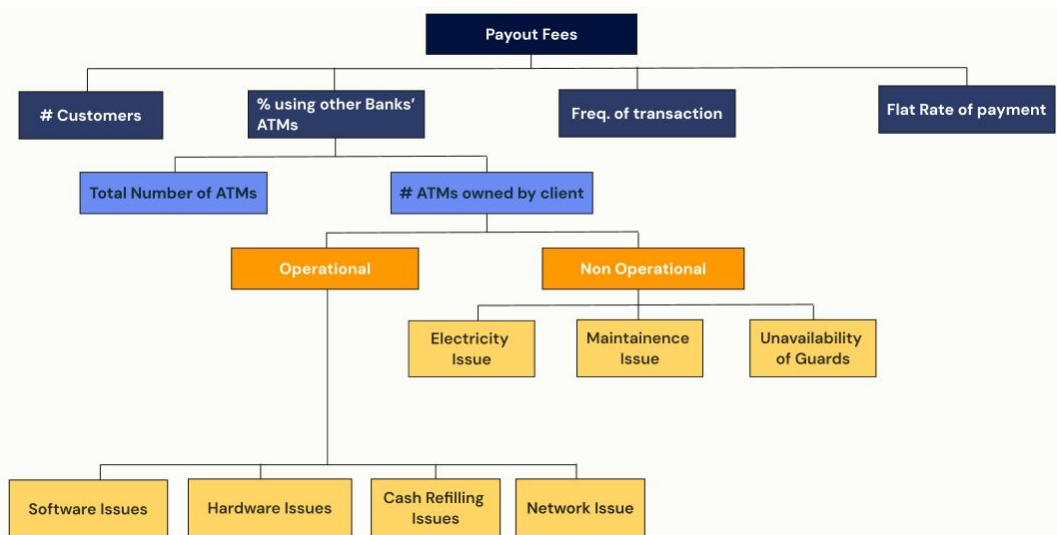
As per my understanding, ATMs require you to connect to the server to fetch and verify user information and update the bank balances in the bank server. So, if there is a network connectivity issue due to location or some other factor, ATMs may not work properly.

Yes, you are correct. The client did place a lot of new ATMs in rural areas without even testing the network connectivity, which is why the ATMs were not operational properly. Proceed to the solution

So some possible solutions to consider are:

- Switching to a different network provider whose services are much better in the given area.
- Contacting the current network provider and asking them to set up a better service network in the given area by showing them the benefits.
- Performing Load Balancing operations to enhance the network operations of the bank.

Okay, we can end this case here.



Your client is a public sector bank. Five to six years ago, they were losing a lot of money on payout fees. You are hired to help them figure out the reasons.

Case Notes

- Payout fees are charged by banks and interbank networks charge
- Number of ATM machines owned by Client are lesser
- Operational ATMs of rural area are facing the network issue.
- Client has placed many ATM machines in the rural areas

Recommended Solutions

- Switching to a different network provider who's services are much better in the given area.
- Performing Load Balancing operations to enhance the network operations of the bank
- Alternative technologies that could reduce the need for ATMs.



Krack The Case

M&A

Interview Transcripts

Disney buying Star Wars

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Disney purchased Star Wars 6 years ago for USD 6 Billion, was it a good decision or a bad decision?

Alright, so our aim is to evaluate the decision of Disney buying Star Wars. I would like to approach this question by evaluating the revenues that Disney has generated from Star wars since its acquisition and looking into whether the break-even point has been reached yet. Was there any target we had set back then during the acquisition and what was the specific purpose we were looking to achieve from this acquisition?

Yes, you can assume the target has been achieved and now we want to estimate the revenues that Star Wars has generated for Disney.

Sure, would you like me to focus on revenues from any specific location or shall I consider it globally throughout?

You can restrict yourselves to the Indian region.

Sure, I would like to consider that the sources of revenues are majorly of 3 types - the revenue generated from movie tickets sales, merchandise of Star Wars, licensing or broadcasting rights of the

movies and Star Wars related events. Do you feel is there any other revenue stream that I'm missing out on?

Yes these seem to be fine, you can focus on the movie ticket sales as of now.

Sure, can you tell me how many movies have been released within this time frame?

There were 2 movies released during this time, you need not go into the details of theatres at that point in time, consider the current status of theatres itself.

Alright, to estimate the revenue from ticket sales per movie, we would use this formula: $(\text{Number of theatres}) * (\% \text{ of theatres showing Star Wars}) * (\text{Number of screens}) * (\text{Number of shows per screen}) * (\text{Total seating capacity}) * (\% \text{ occupancy}) * (\text{Ticket price}) * (\text{Number of days the movie is screened})$. Have I missed any factors? And do we have the total number of theatres in the country?

Yes, this approach looks good. Can you quickly explain how you'd estimate the total number of theatres in India?

Disney buying Star Wars

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To estimate the total number of theatres in India, I'd divide the cities into tiers:

- Tier 1 cities with around 50 theatres each
- Tier 2 cities with about 15 theatres each
- Tier 3 cities with around 5 theatres each. Then, I'd look at how many cities fall into each of these categories.

Great, for now, you can proceed with this question and assume the number of theatres to be around 1000.

Alright, let's assume each theatre has an average of 3 screens, and about 40% of the theatres would screen a Star Wars movie. If each screen shows 4 shows a day with 300 seats per screen, and we consider an average occupancy rate of 65% (factoring in weekends and weekdays) at a ticket price of ₹250. Assuming the movie is screened for 15 days on average, the calculation would be $-(1000 \text{ theatres}) * (40\%) * (3 \text{ screens}) * (4 \text{ shows per day}) * (300 \text{ seats}) * (65\% \text{ occupancy}) * (₹250 \text{ per ticket}) * (15 \text{ days})$. This gives us around ₹350 crores per film. Then, we can multiply this by the total number of films released during that time.

Great, it's like a reasonable estimate. Now, walk me through how you'd approach calculating the revenue from merchandising?

Sure, for estimating merchandising revenue, I'd split the population into 30% urban and 70% rural, but we'll focus on the urban segment. Then, I'd consider income levels. People below the poverty line and lower middle class likely can't afford merchandise, so we're left with the wealthy (around 20%) and the upper middle class (about 40%). Next, I'd factor in age, focusing on people between 5-30 years. Finally, I'd calculate the number of people willing to buy merchandise—assuming 60% of people watch Star Wars, and typically 50% of them would be interested in buying merch.

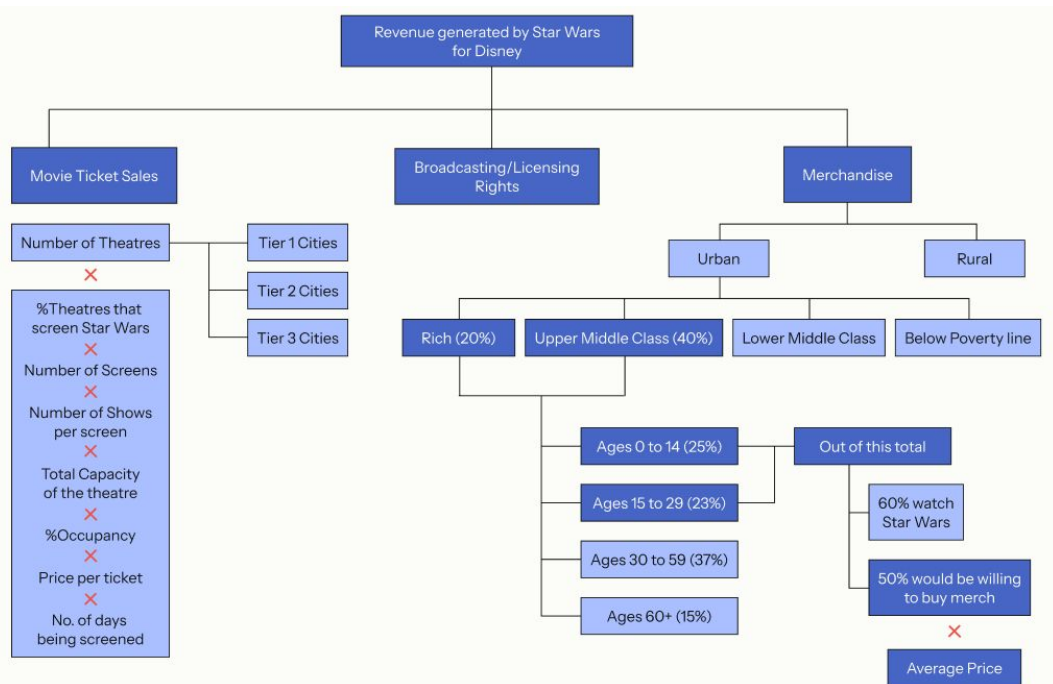
That makes sense, but this method only tells us how many potential customers there are. How can we figure out what different types of merchandise they might buy?

Yes. Since there's a wide range of merchandise, I'd like to calculate an average price that reflects different types, like apparel and toys. Overall, we see that the prices for this merch are generally higher because of the brand value, so I'd consider ₹750 as the average price and proceed with that.

That reasoning seems fair. We can wrap up the case here.

Disney buying Star Wars

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This case evaluates Disney's \$6 billion acquisition of Star Wars by analyzing its revenue generation in the Indian market through movie ticket sales and merchandise, focusing on whether the investment has achieved its break-even target.

Case Notes

- Disney bought Star Wars for \$6 billion 6 years ago.
- Focus is on evaluating revenues in India from three main sources:
 - a. Movie ticket sales
 - b. Merchandise
 - c. Licensing and Broadcasting rights
- Indian region selected for analysis.
- Estimate involves breaking down the number of theaters, occupancy rates, and average ticket prices.
- Merchandising revenue focused on urban populations, targeting wealthy and upper-middle-class consumers.
- Factors considered for merchandise: affordability, interest, and typical purchase rates.

Recommended Solutions

- The calculation method used to estimate movie ticket revenue based on theater count, occupancy, and ticket price seems reasonable.
- For merchandise, the pricing strategy accounts for brand value, and targeting the right consumer demographic is critical.
- No immediate concerns raised about Disney failing to break even, but further financial data may be required for conclusive insights.

Acquisition of a Clothing Firm

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Your client is a large multinational clothing brand seeking to increase its market share and achieve economies of scale by acquiring a smaller, locally popular clothing firm. Your task is to identify the key factors that should be considered to ensure a smooth acquisition.

To better understand the context, could you please provide more details about the client's current market focus and operational model?

The client is a diversified multinational corporation that caters to various market segments within the clothing industry. They operate both through traditional brick-and-mortar stores (It refers to a traditional company that operates through physical stores) and a highly successful e-commerce platform.

Okay. What is the primary strategic goal behind this acquisition? Additionally, what is the expected ROI for this venture?

The primary objective is to expand the client's luxury product line by acquiring a well-known brand that resonates with high-end

consumers. The anticipated ROI for this investment is around 15%.

Understood. Could you provide some insights into the performance of the client's e-commerce platform? Specifically, what portion of their sales is generated online?

The e-commerce platform is a crucial component of the client's business, contributing 30% of total sales.

Thank you. With that in mind, I would like to learn more about the target company. What is its niche within the market, and what business model does it follow?

The company the client is looking to acquire is a luxury brand with a strong reputation among its customers. However, it has experienced limited growth and remains primarily local due to its traditional brick-and-mortar model, which emphasizes personalized customer service.

It seems the client's strategy is to leverage the smaller firm's well-established brand name while utilizing economies of scale to boost production.

Acquisition of a Clothing Firm

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Is this the core approach they intend to take with the acquisition?

Yes, the client aims to integrate the smaller firm's luxury brand into their portfolio while maintaining its reputation for exceptional personalized service.

Could you provide details regarding the smaller firm's scale of operations, particularly the number of stores, its geographical presence, and its current valuation?

The smaller firm operates 50 stores, primarily in northern India, and is valued at INR 500 crore.

Based on our discussion, it sounds like the key factors to consider for this acquisition span across financial, legal, and social dimensions. Financially, the acquisition costs and pricing strategy are crucial, especially given the smaller firm's popularity and focus on personalized service. Legally, we need to ensure that all contracts are solid and that intellectual property rights are properly owned and transferable. Socially, the cultural fit between the two companies is essential, as well as ensuring that the smaller firm's brand aligns well with the client's luxury portfolio to maintain customer loyalty and market positioning.

That makes sense. Could we now discuss the risks associated with this acquisition?

The risks associated with this acquisition can be grouped into several categories. Pre-acquisition risks include the potential overvaluation of the acquisition target and insufficient legal due diligence. Operational risks involve potential inefficiencies in production processes and the risk of failing to maintain product quality. On the economic side, there could be a misalignment between business models, pricing discrepancies that might impact market positioning, and potential overruns in production costs. Lastly, social risks include cultural and organizational incompatibilities, as well as the failure to communicate and maintain the acquired brand's image.

That covers everything. We're done with the case.

Certainly. Given the novelty of the technology and the significant market potential, I recommend pursuing this project. However, it's crucial to prioritize rapid enhancements and secure substantial capital investments for successful execution.

Great! We can Conclude the case here.

Merger of Two Ed-tech Firms

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Your client is an online education platform A, and is looking to acquire its competing platform B. How should they proceed?

That's interesting. Before we delve into further details, could you clarify why "A" is interested in acquiring "B"? Are there specific financial goals or is this more about a strategic expansion?

The primary goal for the client is to boost their revenue through this acquisition. They are also looking to expand their product portfolio through this acquisition.

Great, so we may deal with this by dividing the problem into Financial and Non-Financial aspects. Which should I first look into?

You may start with Non-Financial aspects.

Certainly. The fit between the two companies is crucial. "A" should assess how well they align culturally, strategically, and organizationally. This involves evaluating the compatibility of employee skill sets, shared long-term goals, and company policies. External factors like a PESTEL analysis are important too. For instance, if there are any regulations against monopolies in the market, the acquisition might face challenges in regulatory approvals as their combined market share may pose a threat like a monopoly.

Perfect. Now, let's move on to the financial considerations.

Financial feasibility is important. "A" needs to factor in the costs of the acquisition itself and the integration process, such as combining technical interfaces. On the revenue side, they should anticipate an increase due to the expanded course portfolio. Can you provide revenue and cost numbers to continue with the calculations?

Merger of Two Ed-tech Firms

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Certainly, the revenue, fixed costs, variable costs, and overhead costs for both "A" and "B," as well as their combined entity after the merger are here.

Metrics (₹ Cr)	Firm A	Firm B	Combined (A+B)
Revenue	200	150	350
Fixed Costs	40	35	75
Variable Costs (40%)	80	60	140
Overheads	30	25	55
Total Costs	150	120	270
Profit (EBITDA)	50	30	80

Metrics (₹ Cr)	Post-Merger
Revenue	420
Fixed Costs	68
Variable Costs (40%)	168
Overheads	44
Total Costs	280
Profit (EBITDA)	140

Right. So, the calculated profit after the acquisition is three times the combined profit of individual firms earlier.

Great. Can you think of any other benefits through this deal?

Merger of Two Ed-tech Firms

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Yes, additionally we should consider synergies that can arise from the acquisition. This acquisition could lower overhead costs for “A” and expand its customer base and cross-selling opportunities.

Great, are there any risks involved with this deal?

Yes, I could see overvaluation and delays in regulatory approvals as major risks. Also, there could be Integration challenges like technological mismatch which could be an issue.

You've covered both the non-financial and financial aspects quite well. A successful acquisition involves a careful assessment of cultural alignment, strategic fit, and financial feasibility. Thank you for your insights.

Demerger of Units

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We're debating whether separating our traditional services unit from our digital division is the right move for future growth. How would you approach this?

Thank you. Before suggesting a direction, I'd like to understand a bit more. Could you describe the two businesses in terms of their role in the company?

Our services unit is the backbone of the company, it's profitable, stable, and provides consistent cash flow. But growth is limited; the market is mature. The digital division, on the other hand, is new and fast-growing, but it's investment-heavy and margins are thin.

Understood. And how are these two units linked? Do they share customers, resources, or strategy?

There are overlaps in customers and the company brand, but the operating models are quite different. The services unit works on efficiency and reliability, while the digital unit thrives on agility and innovation.

Got it. So, effectively, we're looking at two businesses with very different profiles:

- **Traditional services:** Stable, Dependable, Low growth.
- **Digital division:** High potential, Dynamic, But riskier. That creates some tension when managed together.

What kind of tension?

I see three main issues:

1. **Strategic conflict:** One unit prioritizes efficiency and steady margins; the other needs experimentation and bold investments.
2. **Investor perception:** The fast-growing digital story may be overshadowed by the slower services unit, leading to undervaluation.
3. **Leadership bandwidth:** Management has to juggle two very different priorities, which can dilute focus.

That's fair. So what could be the upside of separating them?

Demerger of Units

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Separation would give each unit its own identity. The digital division could stand out as a growth story attracting investors and talent drawn to innovation, while the services unit would appeal to those seeking stability and steady returns. This allows both to pursue strategies aligned with their agile nature for digital, disciplined for services.

And what about the risks?

There are important risks:

1. **Loss of synergies:** Both businesses currently benefit from shared brand strength and some customer overlaps.
2. **Funding pressure:** Today, the services unit helps fund the digital division; post-separation, digital may have to rely solely on external capital.
3. **Execution complexity:** Separation takes time and can unsettle employees and customers if not handled carefully.

Suppose we want to mitigate those risks. What would you recommend?

1. I'd suggest a phased separation strategy rather than an abrupt split:
2. **Phase 1:** List a minority stake of the digital division or bring in external investors. This gives the business its own identity, access to capital, and market visibility, while still benefiting from the parent's support.
Phase 2: Once the digital unit is more self-sufficient and profitable, move to a full separation. This unlocks valuation potential and gives both units independence without exposing them to early-stage risks.

Interesting. And how would this affect employees and culture?

Employees today may feel pulled in different directions, but separation would bring clarity. The digital unit could adopt a startup-like culture with faster decisions and innovation-driven incentives, while the services unit could strengthen its focus on reliability, consistency, and customer trust, improving morale and reducing internal conflict.

Demerger of Units

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Employees today may feel pulled in different directions, but separation would bring clarity. The digital unit could adopt a startup-like culture with faster decisions and innovation-driven incentives, while the services unit could strengthen its focus on reliability, consistency, and customer trust, improving morale and reducing internal conflict.

And what about the customer side, would they experience any noticeable impact or change in the way the two businesses serve them after separation?

For most customers, the transition would be smooth, as both units would still deliver under their respective brands. However, there is a risk of confusion if the market perceives the split as instability. This can be managed through clear communication: explaining that separation is about focus and better service, not withdrawal.

So, to summarize, what's your overall recommendation?

Separation is the right long-term move. The businesses are too different in pace, needs, and investor appeal to be housed together forever. But, instead of a sudden break, a staged approach is safer:

1. Start with a carve-out to give the digital unit visibility and resources.
2. Move to a spin-off once it is mature and stable.

Thank you. That gives us clarity, we can close the case.

SuperBurger

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SuperBurger is the world's fourth-largest fast-food chain (85% franchised stores) and it is considering acquiring Tasty Donuts, a growing U.S. and international doughnut producer, and seeks your recommendation.

To begin, I'd like to understand the market context. Could you tell about the growth potential in the market for doughnuts? For instance, how large is market, and what is projected growth rate?

The current doughnut consumption is \$10 per person annually for US population of 300 million. The market is projected to experience significant growth, doubling in size within the next 5 years, with per-person consumption also expected to rise to \$20.

Understood. My next question would be about the specific performance of the two companies. What can you tell me about the historic and projected sales growth for both SuperBurger and Tasty Donuts?

SuperBurger has grown at 10% annually, while Tasty Donuts has expanded at 15%.

Post-acquisition, Tasty Donuts aims to double its U.S. market share within five years.

Now, digging deeper into the first two buckets regarding value and strategic fit, what is the competitive landscape like? Are SuperBurger's major competitors also diversifying?

The client has only handled small acquisitions, while competitors have expanded into coffee, bakery, breakfast, and snacks through partnerships.

What is the current workforce profile of the two companies?

Tasty Donuts has 3,000–5,000 employees, mostly young store staff, with 200–300 in corporate roles, which aligns with SuperBurger's workforce.

So, there appears to be cultural alignment at the store level. To assess strategic fit and synergies, I would need data on store distribution and key financials.

SuperBurger

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Sure, here is the data.

Stores	SB	TD
Total	5,000	1,020
North America	3,500	1,000
Europe	1,000	20
Asia	400	-
Other	100	-
Annual growth in stores	10%	15%

Total store sales	\$5,500m	\$700m
Parent company revenue	\$1,900m	\$200m
Key expenses (% of sales)		
Cost of sales	52%	41%
Store operating cost	25%	27%
Property & equipment cost	4.6%	8.5%
G&A cost	9%	16%
Profit as % of sales	6.3%	4.9%

So, based on the data, I can identify some synergies.

1. We can cut significant overhead by merging corporate functions. Tasty Donuts' G&A is 16% of sales; SuperBurger's is 9%. Combined purchasing power will also reduce goods costs.
2. Doughnut sales in 5,000 stores, fast global growth via SuperBurger, and quicker Tasty Donuts expansion using SuperBurger's skills.

Okay with these synergies, client assumes the market share of Tasty Donuts in the US to double and their US stores to

increase by 2.5 times in 5 years. Do you find this target achievable ?

The targets are ambitious yet feasible. Projected Market Size = $\$20/\text{person} \times 300\text{M people} = \6B Current market size = $\$10/\text{person} \times 300\text{M people} = \3 B Target Number of Stores = $1,000 \times 2.5 = 2,500$ stores. Required Sales Per Store = Target Sales / Stores

$\$3\text{ billion} / 2,500\text{ stores} = \$1.2\text{ million per store}$, Success will hinge on execution, competitive positioning, and realizing synergies; with strong integration, the goal remains challenging but attainable.

Another synergy that could be valuable is the sale of doughnuts in SuperBurger's stores. How would you approach calculating/assessing its impact on profitability?

To assess impact, calculate per-store incremental profit: doughnut revenue minus all costs (equipment, ingredients, staffing, marketing, distribution). Then account for cannibalization by subtracting lost profit from reduced core product sales, giving the true net impact.

SuperBurger

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Moving ahead, what would the extra profit per store be if the client sells 60,000 doughnuts per store at a price of \$3 and a 70% margin? You should also assume a cannibalization rate of 15% of SuperBurger's sales. For your calculation, assume a SuperBurger store currently sells 350,000 units annually at a price of \$3.50 per unit, with a 60% margin.

Okay, I can calculate the net impact.

I'll calculate the additional profit from new doughnut sales.
 $60k \text{ doughnuts} \times \$3/\text{doughnut} \times 70\% \text{ margin} = \$126k$,

Next, I'll calculate the lost profit from the cannibalization of existing SuperBurger sales. $(350,000 \text{ units} \times \$3.50/\text{unit} \times 60\% \text{ margin}) \times 15\% \text{ cannibalization} = \$110,250$

Finally, I'll subtract lost profit from new profit to find the net gain.
 $\$126,000 - \$110,250 = \$15,750$

So, the additional net profit per store would be \$15,750 per year.

Well done. What is your final recommendation?

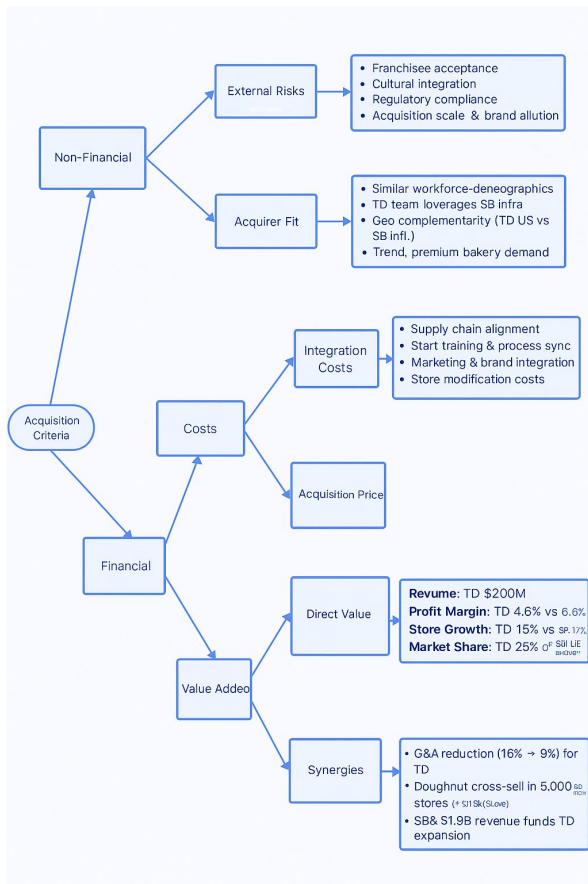
I recommend that SuperBurger proceed with the acquisition of Tasty Donuts.

Rationale:

1. Strong potential for significant value through multiple synergies.
2. U.S. growth targets appear realistic given rising donut consumption.
3. Selling donuts in SuperBurger stores could add ~\$15,750 profit per location.
4. Additional opportunities in international expansion and unquantified cost synergies.

Key Risks:

1. Launching a new product line across thousands of largely franchise-owned stores requires strong buy-in and consistent execution.
2. Manageable, given workforce alignment, but still a factor.
3. Donuts may dilute SuperBurger's brand, and profitability is sensitive to cannibalization rates exceeding 15%.



Your client is SuperBurger, a global fast food chain. They are evaluating the acquisition of Tasty Donuts, a fast-growing doughnut company.

Case Notes

- Cuts general and supply costs, cross-sells in 5,000 stores
- Fast international expansion, aim to double US share in 5 years
- Adds \$15,750 profit per store per year
- Risks: brand dilution, 15% sales loss, franchisee challenges

Recommended Solutions

- SuperBurger should acquire Tasty Donuts based on the financial and strategic analysis.
- Plan the rollout of doughnuts to SuperBurger stores and strategize for Tasty Donuts' international expansion.
- The next steps are to determine a fair acquisition price and create a detailed integration plan to manage risks.

Observations/Suggestions

- The US doughnut market is expected to grow significantly, with per-person consumption doubling in five years.
- Tasty Donuts has a higher annual store growth rate (15%) compared to SuperBurger (10%).
- Cross-selling doughnuts is projected to add \$15,750 in net profit per SuperBurger store annually.
- Successfully managing the franchisee network, which makes up 85% of SuperBurger's stores, is critical to success.



Unconventional

Interview Transcripts

Land Usage

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Your client is the Delhi State Government. The client has a piece of land available, and it wants to make good use of this land in a way that it can use the land for some social good and break even on whatever activity we pursue using the land.

To confirm that I have understood the question, the Delhi government has a piece of land available. We have to put the land to good use and justify the use of the land.

Yes, that's correct.

I would like to begin with a few clarifying questions first to understand the situation better. What do you exactly mean by social good of land?

Using the land in a way that would solve any problem faced by the maximum number of people in the area. It is just one of the things that can be done, and not necessarily the only use.

I see. Where is this piece of land located and what is the area of this land we have?

The area of the land is roughly 60,000 square feet and it is located in an affluent area, containing both residential buildings and office spaces.

Since the area is in the proximity of both office spaces and residential areas which have been built in the past decade, we could aim at looking at the major problems faced by the people to determine the possible uses.

That sounds like a good start to begin with, please go ahead.

The basic needs of any individual can be categorized into: occupation, lifestyle, residence. Since the area is in the office proximity and has residential buildings, we can assume that the land is getting high footfall.

Sounds good, let's begin by analyzing them one by one.

Do we have any information about the lifestyle amenities present in the locality?

Land Usage

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The area has convenience stores, salons, schools and other amenities needed for a daily basis at a very convenient distance, with high reachability.

Is there demand for any particular type of amenity in the locality and are the current amenities able to cater to everyone?

Yes, the current facilities are pretty robust and are able to cater everyone in the locality.

In that case, I believe that the problem could lie with either the occupation or the residence part. Since our client is the government dealing with a piece of land in an affluent area, we can assume that due to immense development, there would be a general constraint of space.

Good point! There is indeed a lack of parking space for the people of the area

Most residential complexes have their own parking facilities that people buy at the time of purchasing their homes, especially in affluent areas.

As for corporate offices, they usually have a lot of employees and generally not enough parking space for every employee, especially when they have been built in the past decade. Top executives may be able to reserve parking spaces but that is not necessarily the case for other employees.

That's an apt observation. The problem is essentially that the offices do not have enough parking spaces and the office vehicles are causing congestion.

We could consider using the land for parking spaces, given the area of the land. We could then set up a per hour pricing for the parking space, which would eventually lead to an increase in revenue for the government.

Considering that the government builds a multi-storey parking center on this land, what do you think the price of the parking should be? You can assume we have about 600 cars that are causing congestion, out of which all can be accommodated in the parking built.

Do we have any data pertaining how much is the initial investment and by when are we planning to break even?

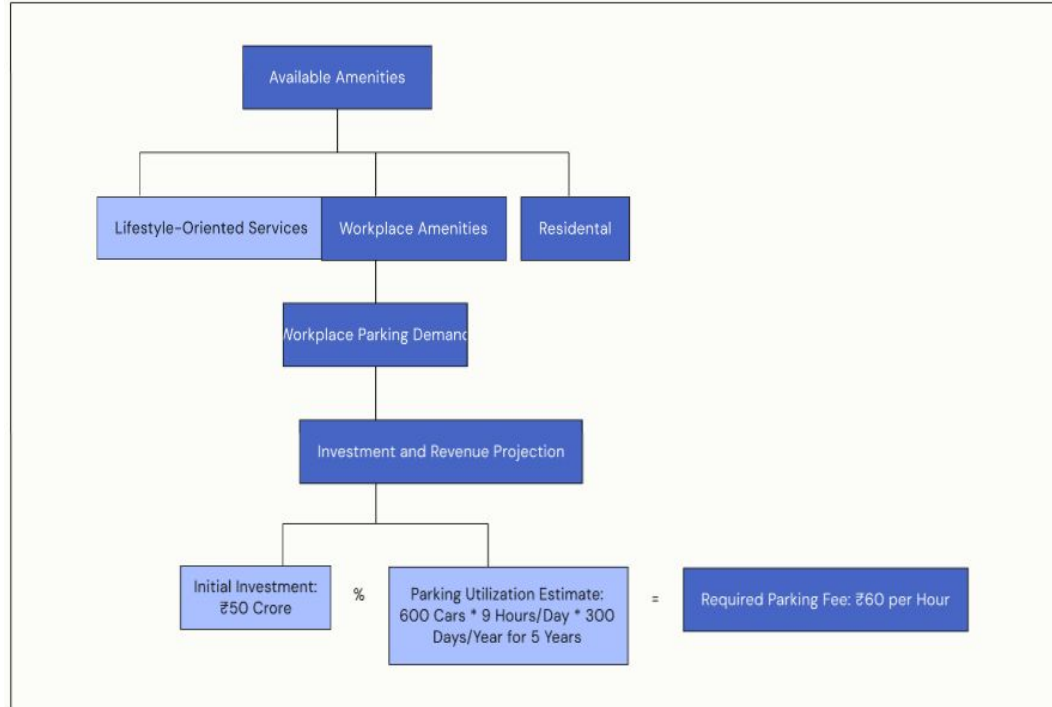
Land Usage

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The initial investment is 50 Crore Rupees and we're looking to break even in 5 years of operations. Assume that the car parking charges are the same for all five years.

Assuming that every car stays in the parking for 9 hours daily on an average, and most corporate offices work only on weekdays. Thus we have about 300 days of cars being parked in the center. We can assume that due to multiple office shifts, a total of 600 cars visit the center. The pricing per hour = $50 \text{ Cr.} / (600 * 9 * 300 * 5)$ which comes out to be approximately 60 Rupees per hour.

That sounds good! We're done with the case. Thank you.



Your client is the Delhi State Government. The client has a piece of land available, and it wants to make good use of this land in a way that it can use the land for some social good and recover the investment on whatever activity we pursue using the land.

Case Notes

- The government needs to understand the land's location and its potential value.
- The land is around 10,000 square feet, located in an affluent area with access to both residential and office spaces.
- The land's basic value is justified by the surrounding real estate and residential areas, but further use can be driven by existing and potential problems faced by residents and office workers.
- A particular issue in such areas can be parking, which is scarce and may create traffic congestion, making parking a useful potential use of the land.

Recommended Solutions

The best use of the land is to develop a parking facility, considering:

- The land's location and proximity to offices and other essential services.
- The consistent demand for parking in corporate areas.
- Revenue generation potential, with an expected break-even in 5 years.

This solution addresses the issue of congestion and limited parking, while also maximizing the financial return for the state government.

Your client is a local shipping firm in Spain where they handle local shipping of packages delivered by international shipping firms like FedEx, UPS & DHL. These firms deliver packages to the key city hubs and then our client takes it from there. They want to know how many trucks they should lease to support their operations. And also they are aiming to be profitable.

Before moving to solve the case I would like to ask some preliminary questions to the client.

Yes, sure.

So, May I know how many packages need to be delivered per day?

1000 packages.

We deliver packages in envelope format with dimensions of 1*1*1 cubic meters.

Well, what is the delivery service duration, i.e number of working days in a week and working hours?

Our delivery service runs 5 days a week from 09.00 AM to 06.00 PM i.e. 9 hours

Oh, so what is the average duration of delivering the parcel?

It takes on average 10 minutes to deliver each package.

So, Now I got ample amount of knowledge on parcel, so let's delve into the truck's side. How many models of trucks are available for us and their lease costs and their dimensions?

Sure, So the available models are

MODEL	COST PER DAY(\$)	DIMENSIONS
A	160	3*4*6
B	50	9*2*2
C	140	6*8*11

As I have got my questions clarified, let's move into volume calculation.

Great, you can proceed with your calculation.

First let's calculate optimum no. of any type lorries required based on time of delivery and no. of deliveries

There are 1000 packages to be delivered per day, the working hours are 9 hrs and the duration of delivery is 10 min. So no. of deliveries would be made per day = $9 \times 60 / 10 = 54$ deliveries
Hence 1 truck can deliver 54 packages per day, no. of lorries required to deliver 1000 packages = $1000 / 54 = 18.51 = 19$ required wholly.

That's a good approach, now could you do a similar type of approach in models?

Sure Calculating optimised option, we need to calculate the total daily costs for each model with 19 trucks.

- Model A $(1,000 \times (1 \times 1 \times 1)) / (3 \times 4 \times 6) = 14$ rounded trucks or a minimum of 19 trucks costing us $19 \times \$160 = \$3,040$ per day.
- Model B $(1,000 \times (1 \times 1 \times 1)) / (9 \times 2 \times 2) = 28$ rounded trucks or a minimum of 28 trucks costing us $28 \times \$50 = \$1,400$ per day.

- Model C $(1,000 \times (1 \times 1 \times 1)) / (6 \times 8 \times 11) = 2$ rounded trucks or a minimum of 19 trucks costing us $19 \times \$140 = \$2,660$ per day.

The cost-effective & optimised solution is to take 28 trucks of Model B which helps us meet our daily load & minimises daily lease costs.

This is a very good analysis and calculation, Now we can close the case.

CEO OF BCG

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Our client is the CEO of BCG. He wants to know what he has to do.

So to clarify, the CEO of BCG wants to know how to proceed about his work.

Yes that is correct.

Is this going to be how his day should look or an overall outlook on his responsibilities?

The overall outlook on his responsibilities.

A CEO's general responsibilities are Stakeholder Management, Financial Decision-Making, Organizational Strategy. Is there a specific one you want me to dive into?

For now, we will proceed with Stakeholder Management.

Stakeholders consist of Investors, Customers, Employees, Suppliers, Government bodies, Media, and Communities. Do you want me to focus on any specific one?

Dive into Investors, Employees, and Customers.

Investors primarily require the company (BCG's) performance statistics and profit margins, along with plans for the upcoming future. A CEO's job is to ensure that the investors are satisfied and are going to back the company. As for Employees, since BCG is a partnership driven firm he also has to update all the partners regularly about the company's proceedings.

Looking good so far, go ahead with Customers.

Right. For customers, each of the offices have their respective Managing Directors and partners who handle the offices' individual clients and the CEO's job is to ensure the managing directors handle these clients without problems.

Alright. Now dive into the Organizational Strategy aspect of a CEO's job.

Organizational Strategy begins with the CEO meeting with respective CXO's and Heads of subdivisions of the company such as Marketing, Sales, Finance, Operations, Strategy, IT, etc. and listening to problems and proposing solutions.

CEO OF BCG

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Other than just solving problems, what else should a CEO do in Organizational Strategy?

More than strategically proposing solutions to these problems, the CEO should also make the organization's performance more effective, both financially and temporally. Effective distribution of work down the hierarchy from CXO's to Associates is one of the examples.

Other than just solving problems, what else should a CEO do in Organizational Strategy?

The chain of financial transactions begin from the Investors, and as mentioned in Stakeholder Management, it is important that they have your back and support you when required. It proceeds into the CFO and CEO, who make business decisions on where to allocate these funds based on requirement and usage. From there it moves into the team of focus that require these funds and leads to excellent performance of the company overall.

Anything else?

Yes, so besides these, the CEO should also oversee the profitability and the global footprint of the company. Regarding the profitability, the CEO must evaluate the present revenue and cost segments and prepare future plans for these categories to improve functionality and return.

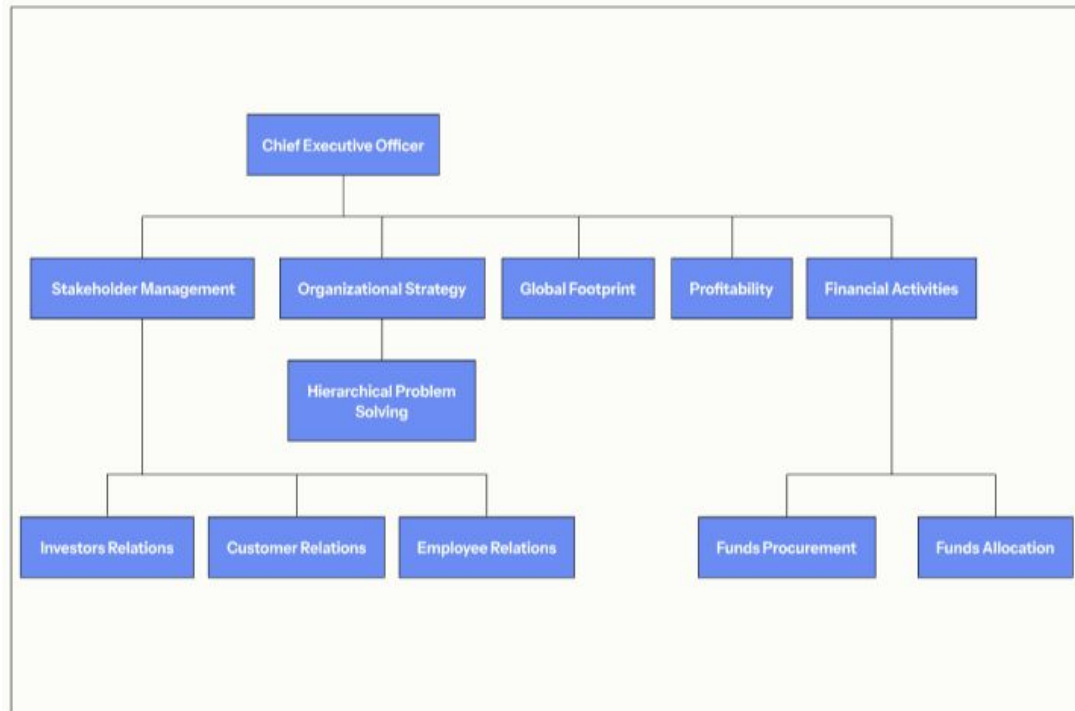
Dive deeper into the Global Footprint aspect.

For the global footprint, CEO needs to focus on increasing the company's impact in Metro and Tier 1 cities and a market entry into larger and higher end of tier 2 cities. As BCG is a highly prestigious and expensive firm, smaller companies might not be able to afford it, so larger tier 2 cities is a good initial focus group.

Great work. That concludes your case.

CEO OF BCG

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Our client is the CEO of BCG. He wants to know what he has to do.

Case Notes

- The CEO of BCG - Chief "Executive" Officer - Meetings with Board (Partners, Investors, CXOs)
- Important to note that BCG is a partnership based firm (autonomously each office is ran but still report to CEOs)
- Manage the operations of the company - Dive into segments like Marketing, Finance, Operations, Strategy, IT, Services, CRM, etc.
- CEO/CFO (If present) would deal with the financial aspect (Money comes from Investors goes to respective heads)
- Ask questions related to autonomy, specific functions to dive into, in a day/overall responsibility.

Recommended Solutions

Short term:

- Meeting with respective Managing Directors and Investors to ensure smooth performance of the company.
- Prepare financial plans (along with CFO) and propose these to Investors for funding procurement and allocation

Long term:

- Establish a perfect Organizational Strategy specific to different domains by communicating with the respective heads.
- Prepare plans for improving the global footprint and profitability of the company.

Observations/Suggestions

- CEO's job is very vast so diving into niche and specific approach would be better than a vague and universal approach.
- It is also important to know that BCG is a partner based firm and knowing the structure of the firm is important.

Chip Equity

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Our client is an electronics holding called Chip'n'Chip. They want to invest in a Printed Circuit Board (PCB) manufacturer called OnBoard and asked you whether it's going to be a good investment. How would you help them?

I want to start with a few clarifying questions. How much is our client willing to invest and how much is OnBoard looking to be paid?

Chip'n'Chip has more than \$80 m for investments. It requires a 10% ROI in the first year to invest. OnBoard has a valuation of \$320 m. They are looking for a private equity investor to inject \$80 m and are looking to give 20% of the shares for investment.

That's very helpful! Where does OnBoard operate and what is the market growth rate for PCBs?

OnBoard is looking to invest the funds into the factories in Vietnam. Also, the market for the 2-layer PCB technology has been declining globally by 4% per year in the last few years and tends to keep falling.

The market for the new 3-layer technology had an increase of 10% per year in the last few years (smartphone boom).

So I'm assuming our client is planning to use these investments to expand in the 3-layer PCB technology, is that correct?

Yes that is correct.

What is their target production capacity?

6 m units of the 3-layer PCB technology.

How is the competitive environment in the Asian market?

Japanese manufacturers control more than 50% of the market, but have stagnated as new manufacturers in Asia (specifically China and Southeast Asia) improve their technology with less labor costs. OnBoard has factories in Germany, China, and Vietnam.

How is the current production of these factories and what capacity utilization does each of these factories have?

Chip Equity

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The capacity of the factories in Germany/Vietnam is 5m boards per year, whereas the capacity in China is 10m boards per year. The factories are working with the following capacity utilization: Germany at 60%, China at 80%, and Vietnam at 100%.

Just to clarify, these values are only for 2-layer PCBs right?

That is correct. There is no active production of 3-layer PCBs from any of OnBoard's factories.

Great. So what are the costs of each of these factories?

China and Vietnam consume \$3.5 per unit and Germany consumes \$4 per unit produced.

And what prices are these products sold at?

All of these are sold at \$5 per unit.

That means China and Vietnam see \$1.5 per unit and Germany sees \$1 per unit profit. How will these costs and prices change for 3-layer PCBs?

The unit costs for the new 3-layer boards will be the same as for the old technology. The unit price, however, will be \$6.5 per unit.

That means a profit of \$3 per unit instead of \$1.5 per unit since the investment is only in Vietnam.

Good question. Yes, our client owns many manufacturers that need PCBs.

Where do those manufacturers operate?

Those companies are all in the US, apart from one motherboard manufacturer for high-end laptops in India.

How are the current purchases for each of these factories in terms of both volume and price?

Chip Equity

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The factory based in India currently outsources the production of 10 million units of the 3-layer PCBs. The client's companies in the US buy 20 million 2-layer PCBs per year for a price of \$5.

I noticed that the prices of these PCBs are the same for the US-based companies as OnBoard. This means there are no switching costs for those companies but indirectly our client benefits from the switching anyway.

Yes that is a good observation and suggestion.

Since our factories in Germany, China, and Vietnam produce a total of 20 million units already (5 m, 10 m, and 5 m respectively) all of them can be exported to US-based companies. The total revenues will be $5 * 1 \text{ m} + 10 \text{ m} * 1.5 + 5 \text{ m} * 1.5 = \27.5 m . What would be the transportation costs for these units to the US?

You can assume the transportation costs are negligible.

Great. Also, since we are producing 6 m units of 3-layer PCBs from investment, we can provide those to India, whose requirement is 10 m. This will further give our client $\$3 * 6 \text{ m} = \18 m and a total revenue of $\$27.5 \text{ m} + \$18 \text{ m} = \$45.5 \text{ m}$. Since our factories in Germany and China still don't have 100% capacity utilization, we can focus the next investment on improving those with acquired profits.

Yes the calculations seem accurate and the insight is also very useful for future business decisions. Proceed with an ROI sanity check.

Since our client holds 20% of the shares, the ROI will be $(45.5/80) * 0.2 * 100\% = 11.3\%$ ROI which is more than our client's expected 10% ROI.

Okay, so what is your final solution?

Great that concludes your case.

Chip Equity

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Our client should proceed with the investment because:
The expansion into the 3-layer PCBs market seems very attractive.
The profitability for both the 2-layer and 3-layer PCBs is also very attractive.
The companies' synergies also match as our client's existing companies based in the US and India could be potential customers for OnBoard and when these sales are converted, that gives our client an ROI of 11.3% which exceeds our client's expectations.
The investment also brings more business opportunities as there is potential to improve capacity utilization of factories in Germany and China which will further increase the sales of OnBoard and profits of our client.

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Chip Equity

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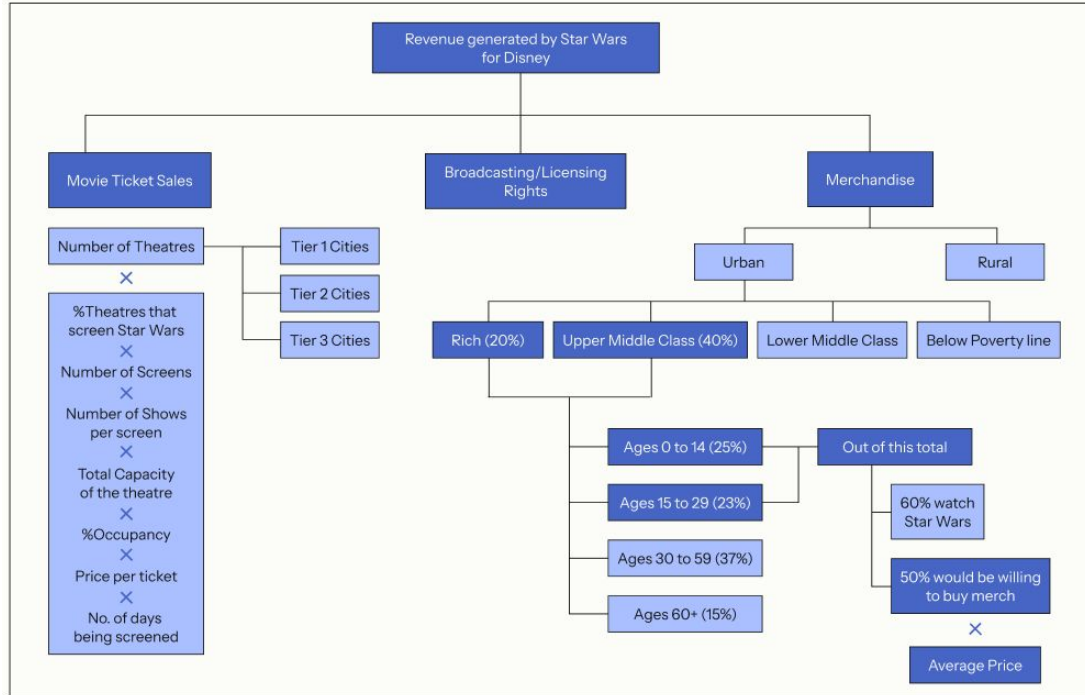
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Chip Equity

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Our client is an electronics holding called Chip'n'Chip. They want to invest in a Printed Circuit Board (PCB) manufacturer called OnBoard, and asked you whether it's going to be a good investment. How would you help them?

Case Notes

- The framework should split into different sets of analyses for both the new product and the existing product.
- The competitive landscape doesn't seem to have a large significance since the market is an emerging market.
- Since client is an electronics holding company, they should own other electronics companies who could be potential customers for OnBoard.

Recommended Solutions

Expansion into the 3-layer PCB market is highly attractive.

- Profitability for both 2- and 3-layer PCBs is strong.
- Synergies align well, with client's US/India companies as potential customers; converted sales yield 11.3% ROI, above expectations.
- Investment enhances opportunities by improving capacity utilization in Germany and China, boosting OnBoard's sales and client profits.

Credit Card

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Your client is a big bank that issues credit cards with a €100 annual fee. Recently, a supermarket entered the credit card business. The supermarket's credit cards do NOT have an annual fee. Your client wants to know how they should react to this new competitor.

Interesting situation. Before diving into recommendations, I'd like to investigate the similarities and differences between the two credit cards, particularly the features and benefits aside from the fee. Is there any additional information on that?

The only difference between the two cards is the annual fee. All other aspects of the cards are the same.

Understood. I think it's important to assess the primary revenue streams from the client's product to quantify the contribution of the annual fee of €100 in this case. For this, we also need to factor in other revenue sources, such as interchange fees and interest on outstanding balances.

Certainly. Our client charges an interchange fee of 1% of the total amount paid using the credit card. The average interest on credit card balances is 10%.

Okay so based on this, we can estimate the revenue from each stream. Assuming a customer spends 45% of their €30,000 annual income via credit card, they would spend $€30,000 * 45\% = €13,500$ annually. With a 1% interchange fee, this generates: $€13,500 * 1\% = €135$ in interchange fees per customer. Now for the interest revenue estimation, do we have any information on the average outstanding balance or loan amount per customer?

Negative credit card balances are 20% of the average amount paid via credit card.

So, for the interest on balances, 20% of the amount spent on the card remains as an outstanding balance, which would be €2,700. With a 10% interest rate on this balance, the interest revenue is: $€2,700 * 10\% = €270$ per customer. So, adding the €100 annual fee, the total revenue per customer would be: €100 (Annual Fee), €135 (Interchange Fees), €270 (Interest). That brings us to a total of €505 in annual revenue per customer for VISO. Since the only difference is the annual fee, Supermarket would generate the same revenue from interchange fees and interest. The average yearly revenue per credit card is €405 for the supermarket. Thus, if VISO removes the €100 annual fee, it would face a 20% reduction in revenue. Am I going in the right direction?

Credit Card

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Correct. Can you suggest some recommendations based on your analysis?

I can suggest three potential recommendations:

1. Do Nothing: If VISO's customers are not price-sensitive, they may continue using the card despite the fee. The new competitor may also be targeting a different customer segment, so VISO can retain its existing clients without any major changes.
2. Remove the Annual Fee: This would help match the competitor's offer. However, VISO would need to compensate by increasing other revenue streams such as interchange fees or interest.
3. Introduce Bundling or Incentives: VISO could bundle the credit card with other banking products, such as savings accounts, or offer to waive the fee for customers who meet certain spending thresholds.

Good enough. Let's delve into this further. If VISO chooses to eliminate the annual fee, what strategies could they implement to recover the lost revenue? Additionally, what potential downsides might each approach bring?

VISO could consider several approaches: First approach could be to enhance customer spending and increase revenue. For this, I would recommend that VISO consider implementing rewards programs or expanding its network of retailers that accept the card. While this could boost interchange fee revenue, it would necessitate additional investment in partnerships.

Another strategy could be to increase the interchange fee percentage. Although this could generate more revenue, we need to be cautious, as some retailers might stop accepting VISO cards, which could ultimately reduce usage. Raising interest rates on outstanding credit card balances is another option. This could lead to higher revenue, but we should consider the potential impact on the bank's reputation and the risk of customers switching to competitors with lower rates.

Finally, promoting higher borrowing could increase interest revenue. However, we must be aware that encouraging larger credit balances comes with the risk of higher defaults due to increased debt levels.

Great. One last question: What challenges do, according to you, a bank like VISO might face when non-banks, such as supermarkets, enter the credit card market?

Credit Card

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Great. One last question: What challenges do, according to you, a bank like VISO might face when non-banks, such as supermarkets, enter the credit card market?

I think VISO could face several challenges in this scenario. First and foremost, reduced profits could be a significant issue. Non-banks often offer lower fees, which increases competition and may force traditional banks like VISO to lower their prices, ultimately shrinking profit margins. Also, there's the potential loss of customer information. As customers start using supermarket credit cards, VISO may lose access to valuable payment data that banks typically leverage to cross-sell other financial products. Lastly, customer acquisition could become more challenging. Credit cards usually serve as an entry point for banks to build long-term relationships with clients, and the entrance of supermarkets into this space could disrupt that customer journey.

Excellent analysis. We can conclude our discussion here.

Fysikum

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Your client, Fysikum, is an operator of squash centres in Sweden. The squash centres include sauna, spa, pool, gym and of course the squash courts. Due to the extreme success in Sweden the company is considering expanding to other countries of Europe, in particular Germany. Therefore they asked us to evaluate this possible expansion. To start, we have the cost structure of the company

	Fysikum
Total annual cost	€200,000
# of courts	15
Opening hours	8am-6pm
Days of use per week	7
Court use	1 hour per member per week
Usage capacity	70%

What kind of information would you need in order to estimate the outcomes of this expansion?

The best way to solve this is by using a “3C’s” or “Porter’s Five Forces” analysis. I will use the 3C framework here.

	Good answer	Additional points
Customers	- Market size and growth - Market segmentation (activity level, preferences)	Cultural factors (will Germans drive to a squash center, ...)
Competitors	- Number of competitors - Intensity of rivalry - Positioning of competitors	- Legal issues - Maturity level of industry - History of new entrants in the market
Company	- Replication of business model possible? - Possible economies of scale	- Cost of expansion (affordable?) - Real estate available?

How would you gather the needed information you just mentioned?

It will be a feasible option to purchase marketing analyses / research reports. Contacting someone in the consulting company who has experience in the market or industry also seems a feasible option.

Now we can start with the more quantitative part of the case. Can you determine the minimum annual membership fee Fysikum has to charge in order to cover the running cost?

Given the cost table, I would like to ask you about the revenues and what is the operational time of the courts, is there some particular time when the court is used in greater frequency?

The profits are equal to the annual costs, and the courts are always used in the operating hours. Also, the usage is 50% single and 50% double matches.

Okay, I will use the abovementioned information for the calculation purposes:

of players per court & hour (average)

$$= 50\% * 2 \frac{\text{players}}{\text{single match}} + 50\% * 4 \frac{\text{players}}{\text{double match}} = 3 \frac{\text{players}}{\text{O match}}$$

Hours played per week & court

$$= 7 \frac{\text{days}}{\text{week}} * 10 \frac{\text{hours}}{\text{day}} = 70 \frac{\text{hours}}{\text{week \& court}}$$

Total # of members

$$= 147 \frac{\text{members}}{\text{week \& court}} * 15 \text{ courts} = 2,205 \text{ members}$$

Cost per member and year

$$= \frac{€200,000}{2,205} = 90.70 \frac{\text{Euro}}{\text{member \& year}}$$

of members per court & week

$$= 3 \frac{\text{players}}{\text{O match}} * 1 \frac{\text{Amatch}}{\text{hour}} * 70 \frac{\text{hours}}{\text{week \& court}} * 70 \text{ capacity usage}$$

$$= 147 \frac{\text{members}}{\text{week \& court}}$$

Fysikum

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Are you sure that this is an annual membership fee and not a weekly charge?

As the annual costs are divided by the total number of members this is indeed an annual fee.

The dominant market player for squash centres (60% market share in Germany) offers memberships for €50. Would you recommend entering the market?

There could be other outcomes of the investigation. If the competitor operates across all segments, from low-end to high quality, and has a lower cost base, Fysikum should not enter the market. An entrance would only lead to a price competition that our client cannot win.

In order to make no loss, Fysikum would need to charge more than €90 per member.

The client should only enter the market if there is a possibility to differentiate from the dominant competitor. Other issues, mentioned while doing the 3C analysis should also be considered.

If you have to report to the CEO right now, what would you tell him/her?

In order to make no loss, Fysikum would need to charge more than €90 per member. The client should only enter the market if there is a possibility to differentiate from the dominant competitor.

Thank you, we can conclude the case here.

Road Accidents

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Recently, a highway in Bihar was expanded from 4 lanes to 6 lanes to reduce congestion. However, within a few months, we've noticed a spike in accidents in the area where the new road section was constructed. Can you help us identify the causes behind this?

Thank you for the context. Before jumping into the analysis, I'd like to ask a few clarifying questions to better understand the situation. What types of accidents are we seeing? Are they primarily collisions between vehicles, pedestrian-related, or something else?

The accidents are mostly vehicle to vehicle collisions.

Okay, Is there a particular time when these accidents are more frequent, such as during the day or night?

No, There's no specific time pattern that we've identified in the said period.

Understood. Are the accidents concentrated in a specific part of the expanded road, or are they spread evenly across the entire section?

Good question, the spike in accidents are mostly concentrated in the center lanes of the road.

Okay so based on this I'd like to break down the possible causes of these accidents into three broad categories: human error, design flaws, and external factors. Human error would cover issues like speeding, distracted driving, or a lack of familiarity with the new road. Design flaws would involve issues in road layout, signage, and markings. External factors could include weather conditions, poor lighting, or other unforeseen circumstances. Could you let me know which of these areas has been most problematic in recent months?

We've noticed that the issue primarily stems from design flaws.

Thank you for narrowing it down. Now, when we talk about design flaws, we can further break it down into specific areas such as Signage and markings whether the traffic signs and road markings are clear, visible, and properly placed, Road geometry how the road curves, merges, or diverges and Lane structure i.e. whether the lane width, positioning, or number of lanes creates confusion. Could you clarify where the design flaw lies?

Road Accidents

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The design flaw is specifically in the signage. The issue seems to be with how the traffic signs are positioned and their visibility.

Got it. So, focusing on the signage, the next step is to identify specific issues. Based on experience, the potential causes could include, Faded or worn-out signs where the signage has deteriorated and is difficult for drivers to read, Missing signs where some signs may have been removed or uprooted during the road expansion, Poor placement of signs where the signs may not be positioned effectively, leading to low visibility, especially for the new lanes and Obstructions either natural or man-made that lead to blocking the view of the signs. Which of these factors have you observed?

The main problem is inadequate placement. When the road was expanded, we didn't properly reposition or add new signs to accommodate the new lanes.

That's helpful to know. Just to summarize: The issue arises from inadequate signage placement after the road expansion. The signs that were originally positioned for a 4-lane highway were not adjusted or supplemented to accommodate the additional lanes. As a result, drivers, especially those in the innermost lanes, are not able to see important traffic signs, which is leading to accidents.

For a recommendation, I suggest the following steps: Install overhead signboards above the central divider. This would ensure that all lanes have clear visibility of the traffic signs.

Add additional signage closer to the new lane edges, and ensure these are placed at regular intervals to prevent drivers from missing any important signals.

Review lighting around the signs to ensure they remain visible at night or during low-visibility conditions.

That is a comprehensive analysis, we can conclude the case here.

Door-to-Door Newspaper

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We are thinking of establishing a door-to-door distribution of an existing online newspaper in Kolkata, India. We haven't spent much time on how the process would work in practice yet. Can you help us evaluate the feasibility of the plan?

What is the age group they currently attract?

Most of their online readership is young—18 to 35 years old. They are tech-savvy and prefer consuming news digitally.

Wouldn't targeting these readers with a physical newspaper be a mismatch? These consumers are unlikely to switch to a print format when they're already accustomed to the convenience of digital news.

What if we target a broader audience, potentially untapped?.

Kolkata's population is around 15 million, assuming the literacy rate to be 80%, around 12 million literate people. If we estimate that around 25-30% of Kolkata's population falls into the older demographic—those 40 and above—then we're looking at a target market of about 3.5 to 4 million people. Even if a small percentage, say 10-20%, would be interested in subscribing to a new physical newspaper, that only gives us around 350,000 to 800,000 potential readers. Are there already established newspapers that dominate this space?

Yes, Kolkata has a number of well-established newspapers with long-standing, loyal readerships. Some have been around for decades and have built strong trust among readers.

Door-to-Door Newspaper

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Entering a market with entrenched competitors who have loyal customers is very difficult. With their established distribution networks and brand loyalty, convincing people to switch to a new, unknown newspaper would be a tough sell.

The loyalty factor is something we're concerned about.

Considering the large upfront investment for door-to-door delivery infrastructure, do we have an estimate of the cost for launching this operation?

We'd need to invest in local distribution networks, printing facilities, and marketing campaigns to raise awareness. This, combined with potentially lower subscription revenues initially, makes the break-even point a few years away, at best.

How does the client currently perform in the online space in terms of revenue?

The client's online revenues are growing steadily, mainly through digital subscriptions and ad revenue. They've built a strong brand online with consistent traffic and reader engagement.

Given the growth in digital, I would question whether it makes sense to divert resources to an offline venture, especially when the younger, more future-proof audience is engaged online. Wouldn't it be more strategic to invest further in digital expansion, improving content, and increasing online advertising, rather than battling for a small slice of the offline market?

We wanted to explore whether there was a unique offline opportunity that we might be overlooking.

Based on the information provided, I would advise against pursuing the door-to-door offline model. The potential audience is small, the competition is fierce, and the costs are high.

Door-to-Door Newspaper

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Plus, your core strength lies in the digital space where you're already seeing growth. Instead of entering a declining offline market, focusing on digital innovations, expanding online reach, and monetizing that growing audience would be a more sustainable and profitable direction.

Your evaluation is well-reasoned. It seems you've covered the crucial aspects. Thank you for your comprehensive analysis. That concludes our interview.

Increasing Women Voters

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Your client is Nation with Namo with a campaign requirement. You are expected to design a campaign to increase participation from women voters.

Before starting, I have some clarifying questions.

Sure, go ahead.

To clarify, are we focusing on a specific election; like the national elections, or are we aiming at a regional election?

We are targeting the General Lok Sabha election, aiming to increase voter turnout specifically for this election.

Understood. Are we concentrating on any particular regions within India?

No, this campaign should have a pan-India reach, targeting women across all states and union territories, as well as across all age groups, socioeconomic backgrounds, and communities.

Alright. I will start with analyzing the root causes that shall resonate with majority of women across India.

Yes, go ahead.

Some of the pressing issues women face today include dowry, personal safety, equal rights, access to education, and fair representation in influential positions. Among these, I believe a strong focus on safety as the central narrative could make the campaign more impactful. Safety has been a top concern for women across regions, especially in light of recent incidents that have heightened awareness and discussions around this topic.

Very well. Safety is indeed a critical issue. Please proceed with outlining the campaign's mediums and approach.

I propose we focus on three major channels for our campaign. First, we will use Print Media, placing posters and banners in areas with high female footfall such as marketplaces, shopping areas, and community centers. These visual cues will serve as reminders of the importance of their vote and empower women to actively participate. Secondly, we will focus on Television Media

Increasing Women Voters

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when we can run targeted advertisements on popular TV channels, especially during daily soap operas and other programs that are highly viewed by women. Additionally, we could create a series of short public service announcements that emphasize the right to vote and how each vote contributes to addressing their safety and other societal needs. Third, we will leverage social media with a modern approach, utilizing platforms like Instagram, Facebook, and Twitter. The campaign can include a series of posts, reels, and trending hashtags to capture attention, particularly among younger women. Here, we could use relatable influencers and women leaders to share messages on why voting is vital for women's empowerment and societal change.

That seems a well-rounded media plan for advertising. Please elaborate on additional activities that will deepen and enhance the engagement of the campaign.

Yes, to build grassroots engagement, we could include several community-driven activities:

- For rural outreach, we could partner with Naari Sangathans—women's collectives or self-help groups—to reach villages and engage women directly. These groups have established trust within their communities, making them ideal partners to disseminate our message.

- In urban areas, we could organize campaigns within residential societies and conduct street plays that highlight the role of women in shaping the country's future through voting. Street plays can be an effective way to connect with people and leave a lasting impression.
- Additionally, we could collaborate with women leaders from various fields—such as education, healthcare, business, and activism—to conduct seminars and talk shows. These events can emphasize the importance of voting as a means to safeguard their rights, ensure better safety measures..

That seems good. To measure the effectiveness and success of the campaign, provide some KPIs.

Absolutely. To ensure we have clear targets, we could start by dividing India into various geographic and linguistic segments, adapting the messaging for each region. We could set a measurable goal to reach at least 1 crore women voters over six months. Additionally, we can track engagement rates on social media, the distribution and reach of print materials.

That's a comprehensive and measurable plan.

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Old Winery

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You've inherited the "Old Winery," a family-owned vineyard that's been passed down for five generations since the 16th century. Your grandfather, who resisted change, left the management to a young winemaker. Due to its low profile, demand for the winery's wine is currently low. With little experience in winemaking, you don't plan to manage the business directly but are excited about owning it. How would you give the winery a fresh boost while preserving its heritage?

Thank you for the case. Before moving ahead with the overall strategy, I would like to understand the winery, the area of land used for cultivation, and its method of raising.

The winery has 11 hectares of land, with half used for white grapes and the other half for red grapes. They are grown conventionally, i.e. they are not organically farmed and certified. The vine stocks are in good condition in terms of age and care.

Are we selling the whole produce as wine or some produce as grapes as well?

Only 1/4 of the harvest is made into wine by the winery; the rest is sold as grapes.

Good question. 1 kg of grapes yields usually between 0.4 and 0.8 l of wine. For a small and semi-professional winery like yours, yields are below average. 1-meter of Vine provides about 3 kg of grapes for wine production.

That sounds like a good start to begin with, please go ahead.

What is the target size of the wine bottles we will use?

We are targeting the wine bottles at 0.75 l. Why don't you come up with some strategy regarding the core problem?

Sure. Give me a couple of minutes, and I will be back with the overall strategy.

Sure. Take your time.

Thank you. Here is my overall strategy. First, I will look at the potential number of wine bottles that can be made using Vine. Then, I will cover the qualitative factor as the feasibility of establishing the value chain, which includes cultivation, harvesting, vinification, bottling, and sales, and the Quantitative factors, such as pricing, revenue, and cost.

Your structure seems good. Why don't you go ahead?

So, for calculating the total bottles, I will use the formula $(\text{Total grapes produced (kg) per hectare} \times \text{Number of hectares} \times \text{Wine produced per kg of grapes}) / (\text{Volume of each bottle})$.

Seems fine. Go ahead with your assumptions and calculations.

For that, I would assume Vines per area: approx. 2 m vines per 2 x 2 m² = 4 m².

The quantity of grapes per area is $2/4 \text{ m}^2 \times 3 \text{ kg/m}^2 = 1.5 \text{ kg/m}^2$. 1 hectare = 10,000 m². So, the quantity of grapes per hectare will be 15,000 kg/hectare. Total bottles = $(15,000 \times 11 \times 0.5 \text{ L}) / 0.75 = 1,10,000 / \text{year}$

Each vine occupies 4 square meters (2 m × 2 m), yielding 1.5 kg of grapes per square meter. With 10,000 square meters per hectare, the grape yield is 15,000 kg per hectare. For 11 hectares, the total grape yield is 165,000 kg. Since 1 kg of grapes produces 0.5 liters of wine, the total wine production is 82,500 liters. Given each bottle holds 0.75 liters, the winery produces: $82,500 \text{ L} / 0.75 \text{ L per bottle} = 110,000 \text{ bottles/year}$

Your calculation is correct. Why don't you analyze the Value Chain?

Sure. I will consider the feasibility of establishing the value chain where I will consider the major buckets to be cultivation, harvesting, vinification, storage, bottling, and sales.

Your segmentation seems exhaustive. Go ahead.

Do we have any information on the current processes and their efficiency, which I have mentioned in the value chain?

We use simple and rather old equipment for cultivation, harvesting, vinification, and bottling. The capacity of the available barrels suffices only for the currently produced amount of wine, and currently, no direct retail sale at the winery occurs. Why don't you suggest some solutions for this?

Since our methods of preparation are very old, we should have to upgrade ourselves. For that, we should look into the following major changes: 1. Technical upgrades for cultivation and harvesting. 2. Additional wooden barrels to increase the capacity of storing the wine.

3. Technical upgrade for in-house vinification and bottling process. 4. Improving the design and appearance of the winery for sale (e.g. building, office, tasting room)
For that, I would require the numbers on Fixed cost, variable cost and the quantum of profit our Client is targeting.

What costs will you include in fixed and variable buckets?

I will include Insurance, Property tax, and Maintenance in Fixed

costs while Labor costs, Packaging materials, Wooden barrels, Taxes, and Marketing in Variable costs.

Good. Consider fixed cost per year to be \$190,000 and variable cost per bottle to be \$ 7.3. Also, consider the Client is willing to sell their product without any profits. Can you give a rough price for each bottle?

Sure. I will consider the Price of bottle = Fixed cost/bottle + variable cost/bottle + Depreciation. Investments to be written-off over the next 15 years: $\$1,200,000 / 15 = \$80,000/a$
Fixed costs and depreciation per year: $\$190,000/a + \$80,000/a = \$270,000/a$
Fixed costs and depreciation per bottle: $\$270,000/a / 110,000 \text{ bottles/a} = \$2.50/\text{bottle}$
Variable costs, fixed costs, and depreciation per bottle: $\$7.30/\text{bottle} + \$2.50/\text{bottle} = \$9.80/\text{bottle}$

Your calculations seem fine. Consider that the average price in the Market per 0.75 l bottle of wine across all customer segments is below 3 \$. What steps would you take to sell your product and increase the profitability?

Sure. For this, I will consider the three key drivers: volume, costs, and price.

Good observation.
How would you achieve this?

So, to increase the profitability, we can increase the volume by increasing the yield by purchasing additional grapes, buying other vines, or using fertilizers. Further, we can decrease the costs by using less expensive harvesters from low-wage countries, using cheaper packaging materials, or optimizing the overall process. At last, we can increase the price charged per bottle by addressing the target customer segment who is willing to pay a price of over 10 \$ per bottle for a new wine brand like "Generation Y".

Can you tell me why have you mentioned Generation Y?

Sure, "Generation Y" is the first "Digital Natives" generation, i.e., the population raised with the Internet. They are less price-sensitive and more quality-focused and value the origin/ story of the product. Sustainability plays an important role for the "Generation Y".

Good observation. How would you place our product in the Market to justify the price? Suggest some marketing strategies.

First, we should develop critical elements and concepts for an image and marketing strategy to address "Generation Y" customers, being the most willing to pay more than 10 € for a bottle of wine. We should look for the needs of this segment, and then we can add possible elements of an image and marketing strategy like:

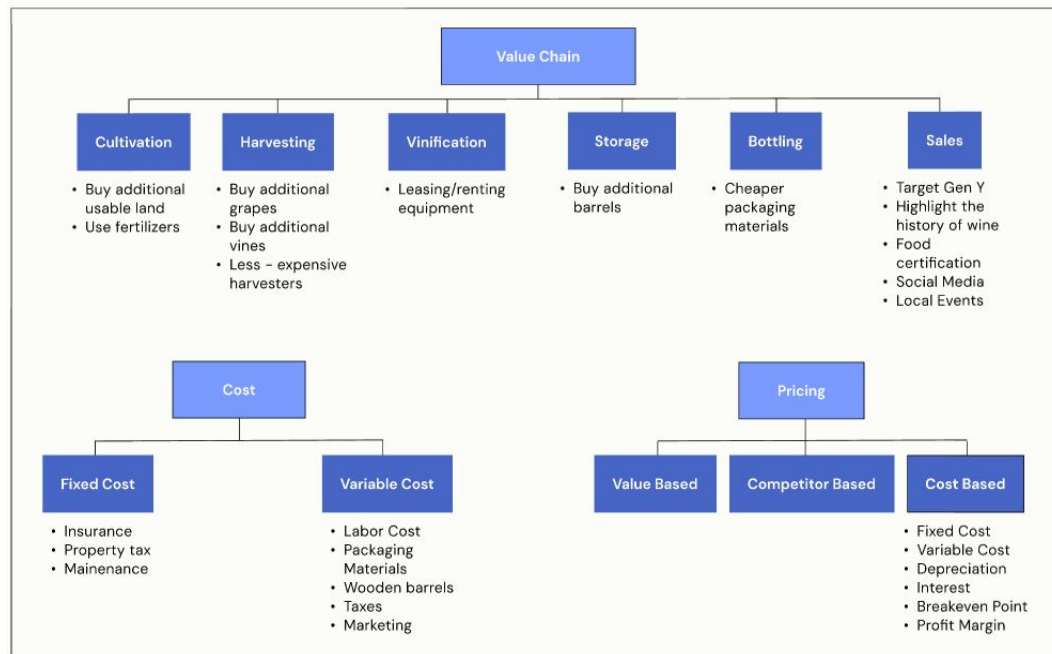
- 1.Highlighting the long and personal history of the winery
- 2.Physical/optical improvement of the "Old Winery"
- 3.Organic food certification
- 4.Focus on the quality/appearance of the wines such as new, modern labels/ bottles for the wines, possibly also individualized labels for smaller series upon customer request
- 5.Use of new/ social media channels
- 6.Activities in blogs and networks to present the winery online
- 7.Sale and marketing through existing wine Apps or by developing one's App
- 8.Organization of local events at the winery
- 9.Direct sale at the winery

Good recommendations. We can end the case here.

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Old Winery

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You have inherited the "Old Winery" from your grandfather, a winery that has been family-owned for five generations and can be dated back to the 16th century. Your grandfather never wanted to change the winery's image and left the managerial and administrative tasks to a young, energetic wine-maker. Due to the not-so-well-known brand, the demand for the "Old Winery" wine is currently relatively low. Given your limited knowledge of winemaking, you do not intend to run the winery operatively but find owning a winery exciting. You plan to give the winery some fresh impetus

Case Notes

- Client has inherited a winery and currently only 1/4th of the total 11 hectares is used for making vines
- Client is using old and typical method of making the vines
- Initial cost of Investment= \$ 120,000 with no interest for 15 years
- Cost of manufacturing each bottle of vine comes out to be \$ 9.80
- Average cost of vine in the market is \$ 3.00
- Client has to target those customers who are less price sensitive

Relationship Dilemma

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Suppose you get an internship at XYZ firm for 6 months. During this time, you also have a boyfriend/girlfriend, and this duration could possibly create conflicts in your relationship. How would you think about strategies to avoid this?

Thank you for the case. Before I structure my response, could I ask a few clarifying questions?

Sure, go ahead.

First, should I assume this is a college internship where I'm still a student balancing classes, or more of a professional corporate internship where it's treated like a full-time job?

Good question. Assume it's a professional corporate internship, more like a full-time role, with long hours.

Understood. Second, are we assuming my partner is also in college/early career, or are they working full-time? This could affect availability and expectations.

Assume your partner is also working, so both have busy schedules.

Got it. And finally, is this relationship long-distance during the internship, or are both partners in the same city?

Let's assume same city, but time availability is the main constraint.

Perfect, thank you. In that case, I'd like to divide my strategy into three stages before the project, during the project, and after the project.

Relationship Dilemma

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Before the internship begins, I'd focus on setting the right foundation. That means having an open conversation with my partner about the demands of the next six months — acknowledging that time may be limited, but also reinforcing that the relationship remains important. I'd also make sure we spend quality time together before the internship kicks off — whether that's a short trip, consistent outings, or simply more one-on-one time. Finally, I'd establish some ground rules for communication — for example, deciding whether we'll connect daily through short calls or every few days for longer conversations — so that expectations are aligned from the start.

Okay, so you're setting expectations and strengthening the bond beforehand. What happens when the internship actually begins?

During the internship is where challenges are most likely. My approach would be to maintain consistent, realistic communication despite the heavy workload.

That could be small gestures like a quick text in the morning, a five-minute call at night, or sharing an interesting moment from my day. I'd also consciously involve my partner by sharing what I'm learning or asking their perspective on challenges, so they feel included in my journey instead of left out. At the same time, I'd make sure to block some personal time — maybe a weekend evening that's reserved exclusively for the relationship, ensuring that professional commitments don't completely overshadow personal life.

Fair, but what if despite these efforts, your partner still feels neglected?

In that case, I'd respond by adapting how we connect. For example, instead of only short daily check-ins, I could schedule one or two longer, more meaningful conversations per week. Or I might plan small surprises — like dropping by with food, or sending them something thoughtful — to show effort even in limited time. The key is flexibility and addressing their needs directly instead of ignoring them.

Relationship Dilemma

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Nice. And once the internship is complete?

Once the internship ends, I'd focus on reconnecting fully. That could mean planning a trip, dedicating more time to shared activities, or simply being more present and engaged. Just as importantly, I'd reflect with my partner on how we handled the six months: where we did well, and where we struggled. This reflection makes the relationship stronger and builds resilience, so that if similar demanding situations arise in the future — like longer projects or relocations — we'll already have strategies in place to deal with them.

Nicely put. Can you summarize your overall approach in one line?

Sure. My approach is to set expectations and create security before, maintain steady communication and involvement during, and then reconnect deeply afterwards with reflection, so that the relationship grows even while professional responsibilities expand.

User Analysis

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You're analyzing user behavior on the Zomato app. Can you plot a graph of Conversion Rate vs. Time Spent and walk me through what you see?

We notice two local maxima with a dip in between.

What do you infer about the users from the two maximas?

First Peak—Users who already know what they want or decide quickly.

Characteristics: Higher loyalty, low offer sensitivity, short decision cycles.

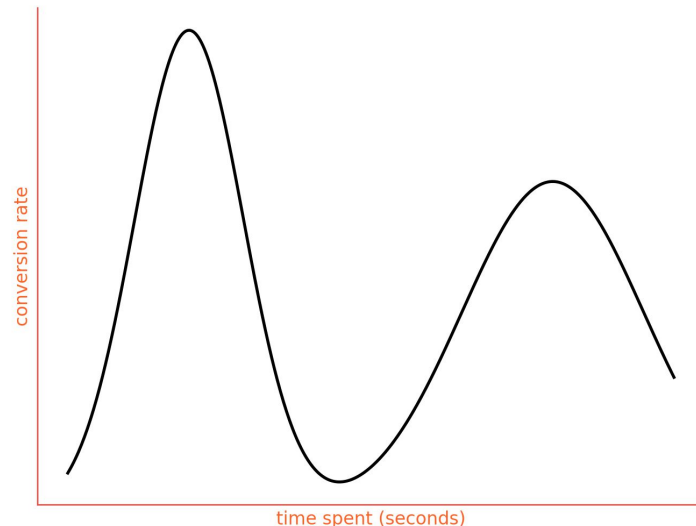
Second Peak – High exploration deciders and price-sensitive users

Characteristics: Menu explorers, value maximizers, time-insensitive.

What do you infer about the users from the two dips?

First Dip – Delayed deciders and light explorers.

Second Dip – Decision fatigue, overwhelmed explorers, or switch-outs.



User Analysis

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When would a user switch to a competitor?

They're most likely to switch if:

- Competitor offers better deals/discounts.
- Delivery is significantly faster.
- More variety in restaurants/cuisines.
- Higher service ratings or smoother app experience.

That's why our strategy needs **personalized offers, competitive delivery SLAs, and UX optimization** to reduce churn at decision points.

What Strategies will you recommend according to the user behaviour?

- **First Peak** : One-click reordering, "Order Again" section, and push notifications for favorites.
- **First Dip** : Mid-session nudges, abandoned-cart reminders, and "recently viewed" quick links.

- **Second Peak** : Dynamic personalized offers, bundle deals, deal-comparison widgets.
- **Second Dip** : Rescue prompts, time-limited flash deals, simplified filters.

How do you think delivery time affects the user?

Delivery time affects each group differently:

- Quick deciders are highly sensitive — even a small delay hurts conversion.
- Price-sensitive comparers are moderately sensitive — they may switch if another platform is faster.
- Decision-fatigue users are less sensitive but long ETAs still reduce completion.

Well Being Health Care

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Your client is Well Being (WB), a private healthcare company in Germany. They operate 10 hospitals in Germany (in comparison to 1,000 public hospitals). They are considering a proposal from the Governmental National Healthcare (NHC) to outsource some of their patients to WB. Do you have any questions before we dive into this?

Yes, just to clarify, what is WB's current position in the market? Are they looking to grow, or is this more about maintaining their position?

WB is looking to grow its market presence and improve profitability. Currently, they hold less than 1% of the market, with revenue at €100 million in 2012 and an operating profit of €0.5 million. Their main competition comes from the NHC.

Understood. What size are WB's hospitals compared to public ones, and what kind of services do they offer?

WB's hospitals are about half the size of public ones, and they don't offer Accident and Emergency (ER) services. Their revenue comes from patients paying through private insurance or by cash.

Got it. So, with NHC wanting to outsource patients to WB, are there any specific patient types or services involved in this offer?

No specific patient types mentioned yet, but the idea is for WB to take on some overflow patients from NHC, which could potentially increase WB's patient base and revenue.

That helps. Now, what can you tell me about the overall characteristics of the healthcare market in Germany? How competitive is it?

The degree of rivalry in the market is high. NHC is the dominant player, and other private hospital groups also add to the competition. This results in low profit margins for smaller players like WB.

I see. So, WB would need to find a way to stand out and differentiate themselves from competitors. They could do it by focusing on their brand, improving quality of service, reducing price, reducing waiting times, and possibly expanding to new locations or targeting new demographics. What about the supplier power? Do they face any challenges there?

Well Being Health Care

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The supplier power is medium to high. Top-quality doctors are a scarce resource, so WB needs to focus on attracting and retaining them.

Understood. What about the patients? How much power do they have in this market?

Patients have high buyer power because they can easily choose other hospitals, including public ones. So, WB must differentiate itself to attract and retain these patients.

Makes sense. Are there any substitutes to healthcare services that WB should be concerned about? And in terms of new entrants, are there significant barriers to entry?

The entry barriers are medium. Entering the healthcare market requires significant time, investment, and expertise. However, it's not difficult for international healthcare systems to enter the market.

Considering these factors, I think WB could raise these barriers by building hospitals in attractive locations and offering competitive prices for its services.

Considering these factors, I think WB could raise these barriers by building hospitals in attractive locations and offering competitive prices for its services.

Now coming back to the offer, NHC has decided to contract out operations for hip replacements due to long waiting times. What factors should WB consider when deciding whether to accept these new contracts?

That's an interesting opportunity. Could you clarify the scope of these contracts? Are they bulk contracts, and how would they affect WB's existing operations?

Yes, they are bulk contracts. NHC would send a significant number of patients for hip replacements.

I see. Well, one clear advantage of accepting these contracts is that it would increase WB's business volume. Since it's a bulk contract, WB can plan for the increased demand by scheduling resources more efficiently, which could help manage the influx.

That's a good point. Any other benefits?

Well Being Health Care

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Another benefit is that NHC patients who experience WB's superior facilities might be encouraged to take out private insurance later on. This could help WB expand its private insurance market, leading to potential long-term growth.

True. But are there any disadvantages WB should be concerned about?

Yes, there are a few. One major concern is that accepting more patients from NHC could increase waiting times at WB, which might undermine one of the key ways WB differentiates itself—by offering shorter waiting times compared to public hospitals.

That's definitely something to consider. Anything else?

Another issue is that private patients might not like being treated alongside public patients. This could reduce the appeal of private healthcare for WB's existing customers, especially if they value exclusivity.

Fair point. Would WB have enough capacity to take on these patients?

That's another potential downside. WB might not have the resources or capacity to handle the increased number of patients, especially if it strains their current infrastructure. Plus, since NHC would be paying less due to the bulk contract nature, WB might struggle to turn a profit from these contracts.

WB has decided to enter the NHC contracts. Now, how would you analyse the capacity of a hospital, particularly regarding outpatients?

Before we dive in, can you clarify what areas of the hospital we should focus on in terms of capacity?

Sure. Each WB hospital has two main areas: the inpatient area for surgeries and overnight stays, and the outpatient area for consultations, operations without overnight stays, physiotherapy, and tests like X-rays and blood tests.

Got it. So, for the outpatient area specifically, I'd start by looking at the key capacity constraints, which I assume would be personnel and equipment. Is that right?

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Exactly. What other factors would you consider?

I'd analyse every stage of the patient's journey through the hospital. This would include areas like appointment booking, the reception, the consultations, physiotherapy, and any tests like X-rays or blood work. We shouldn't only focus on doctors and nurses but also look at admin staff, as they're crucial in managing the flow of patients.

Good point. What would happen if demand exceeds capacity?

Since the utilisation of resources in the outpatient area can be quite variable, it's vulnerable to peak demand. If demand exceeds supply, it could lead to queues and a lower quality of service.

That's a concern. How could WB address these capacity challenges?

There are a few options to add capacity. First, WB could increase staff. Hiring more general staff for roles like reception would be relatively easy and inexpensive. However, hiring clinical staff like doctors and nurses would be much more difficult and costly.

Right. Any other solutions?

WB could also acquire more equipment, although that would be expensive. If space is an issue, they could even rent extra space, depending on the location.

And what about bottlenecks? Where do you think the major constraints would be?

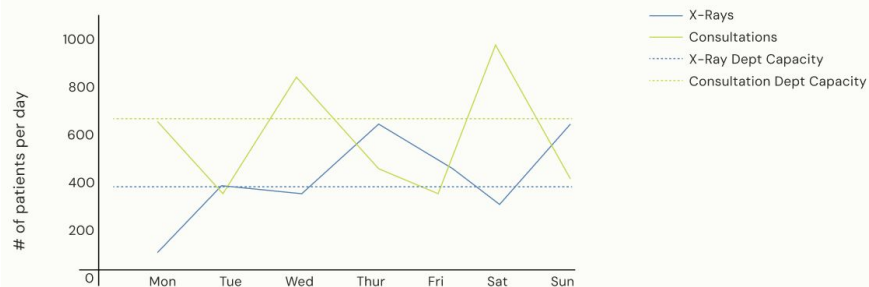
The biggest bottleneck would likely be clinical staff--doctors and nurses--since they're hard to substitute and expensive to acquire. Additionally, physical space could become a problem, especially waiting areas. Finally, if the admin staff is over utilised, it could lead to increased process times for patients.

Here's a graph showing the number of patients treated per day in consultations and X-rays. How would you interpret this graph? Do you think consultations lead to X-rays or vice versa?

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Patients Treated per day



Before I answer that, just to clarify, the graph shows the capacity and the actual number of patients treated in both the consultation and X-ray departments across a week, correct?

Yes, that's right.

Alright. From what I can see, there's a consistent inverse pattern between consultations and X-rays. On days where consultations exceed their capacity, like Wednesday and Saturday, the X-ray department is relatively less busy. Similarly, when X-rays peak on Thursday and Sunday, consultations are below capacity. So, it seems like these two areas complement each other in terms of patient load.

Good observation. What do you think about the relationship between the two areas? Could there be a lag or lead between consultations and X-rays?

Yes, I do see a potential lag. X-rays seem to lag consultations by one day—for instance, consultations peak on Monday, and X-rays peak the following day, Tuesday. But there isn't a consistent pattern of X-rays leading consultations by one or two days. The lag seems more evident.

That makes sense. And how do you interpret the capacity issue based on this graph?

Both areas appear to exceed their capacities at different times, leading to delays. Consultations go over their capacity on days like Wednesday and Saturday, while X-rays hit their limit on Thursday and Sunday. This could indicate operational bottlenecks during those peak times.

Right. Lastly, do you see any significant difference in the volume of consultations versus X-rays?

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Yes, there are more consultations than X-rays overall. This implies that not every consultation leads to an X-ray, but a single consultation might result in multiple follow-up consultations on later days.

Now let's move on to the next part. WB is planning to increase operations by 25%. How many outpatient visits will occur due to this increase?

Just to clarify, for each operation, there are about 6 outpatient visits, correct?

Yes, that's right.

Great. And do we know the current number of operations?

Yes, the total number of operations will be 1.75 million after the 25% increase.

Got it. So, with 1.75 million operations, and each operation requiring 6 outpatient visits, the total number of outpatient visits would be:
 $1.75 \text{ million operations} \times 6 \text{ outpatient visits} = 10.5 \text{ million outpatient visits}$.

Exactly. And what do you conclude from this?

The number of outpatient visits would reach 10.5 million, which could potentially exceed the current maximum capacity of the client. This suggests that in the long run, WB's outpatient capacity will be too small to handle the increased volume, and they may need to expand their capacity to meet demand.

Spot on. Now, based on everything we've discussed, what would be your recommendation to Well Being regarding their strategy?

Just to clarify, is the main issue that the additional NHC contracts will lead to exceeding WB's capacity?

Yes, exactly. The increase in operations due to the NHC contracts would push the capacity beyond its limit.

Understood. My recommendation would be as follows:
Monitor capacity levels closely: With fluctuating demand, capacity will regularly exceed 100%, which could cause significant issues like delays, lower service quality, and higher costs, ultimately leading to brand damage.

Well Being Health Care

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Consider accepting only part of the contracts: WB could take on half of the NHC contracts instead of all of them. This way, they can manage the additional workload while avoiding major strain on their capacity.

Expand capacity: Although this would be costly and take time, expanding WB's capacity could allow them to handle the increased demand in the long run without compromising service quality.

Assess financial details: WB should also analyse the revenue vs. costs related to the NHC contracts. This would help in determining whether it would be economically viable to agree to these contracts in the first place.

That makes sense. So, your main recommendation would be to expand capacity while carefully managing the number of contracts WB accepts?

Exactly, they should strike a balance between taking on new business and maintaining their high standards of service quality.

Lastly, how would you minimise the time for processing health records, given that NHC records need to be processed within 48 hours and private ones within 24 hours?

Just to clarify, are we looking to optimise the process using the current level of resources?

Yes, we're aiming to streamline the process without adding additional resources.

Got it. I'd suggest the following strategies:

Prioritise NHC records on less busy days: Since NHC records allow for a 48-hour window, they can be processed on quieter days, freeing up time for the more urgent private records which have a 24-hour deadline.

Merge the consultation and X-ray record systems: These two departments have similar records, so combining them into a single record system would streamline operations and eliminate capacity issues related to separate processing systems.

Well Being Health Care

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Implement IT-automated electronic health records: Transitioning to electronic health records could automate a significant portion of the process, making it more efficient and reducing delays.

Pre-process outpatient health records: For outpatients, preparing their records in advance can help cut down processing time.

However, this may not be applicable for X-ray records, which are only confirmed a day before the appointment.

Sounds efficient. So, the combination of prioritising based on deadlines and introducing automation would help reduce processing times?

Yes, exactly. This would ensure both NHC and private records are processed within their respective time limits without overburdening the current system.



Design

Interview Transcripts

Hi! Let's start with the case. How would you design packaging for an e-commerce company that minimizes environmental impact while ensuring product safety and brand visibility?

Step 1 — Clarify the Problem Statement

Before diving in, I'd like to clarify a few things to make sure I'm solving the right problem:

1. **Product category:** Are we talking about a specific type of product (like fragile electronics vs. apparel) or across the entire catalog?
2. **Environmental scope:** Should we focus on material sustainability (biodegradable/recycled), supply chain efficiency (less fuel use), or both?
3. **Cost constraints:** Do we have a target cost per package, or should I assume near-parity with current packaging cost?
4. **Scale:** Are we designing for a global marketplace or one region? Different geographies have different recycling infrastructure.

Great questions. Assume it's for a **large general e-commerce player** shipping a **wide range of products globally**. You need to **balance cost, sustainability, and protection** — no huge cost blowouts. Branding refers to **visual presence and premium feel** but *must not override sustainability*.

Step 2 — Restate and Frame the Problem

So our task is to **design packaging that reduces environmental impact while keeping products safe during transit and reinforcing brand identity — all at reasonable cost, and scalable worldwide**. If that's correct, I'd like to start by identifying the key stakeholders and success criteria.

Yes, that's correct. Go ahead.

Step 3 — Identify Stakeholders and Objectives

1. **End customers** — care about unboxing experience, easy disposal, no excess waste.

1. **Company operations** — need efficient, low-cost, standardized packaging.
2. **Environment / regulators** — need reduced carbon footprint and recyclability.
3. **Suppliers/logistics** — must handle packages easily without special processes.

Objectives:

- **Minimize environmental impact** → less material, recyclable or biodegradable.
- **Ensure safety** → protect fragile items, reduce damage rate.
- **Maintain branding** → clean, premium look without excess printing or plastics.
- **Cost feasibility** → not more than ~10–15% higher than current cost.

Comment: Explicitly listing **stakeholders and objectives** avoids missing hidden constraints later

Step 4 — Break Down the Problem Dimensions

I'd break packaging design into **four components**:

1. **Material choice** — what we make it from.
2. **Structural design** — how we shape it to use less volume.
3. **Branding & printing** — how to show the brand without heavy ink/laminate.
4. **Logistics optimization** — reducing air gaps → fewer trucks → less CO₂.

Sounds good. What's next?

Step 5 — Understand Product Segments

Since this is a general e-commerce platform, I'd segment products by **fragility and size**:

- **High-fragility, high-value (electronics, glassware)** → needs strong cushioning.
- **Medium-fragility (books, cosmetics)** → moderate protection.

Low-fragility (clothes, soft goods) → minimal protection needed.

This segmentation allows **custom packaging tiers** instead of one-size-fits-all.

Comment: Candidate uses **logical segmentation** to prevent over-engineering (e.g., using bubble wrap for T-shirts). Very PM-like.

Step 6 — Generate Solutions (User Stories → Design)

I'll now propose packaging ideas for each dimension:

1. Material choice

- Use **corrugated cardboard with high recycled content** → globally available, compostable.
- Replace plastic tapes with **water-activated paper tape**.
- For cushioning → **molded pulp trays, paper honeycomb** instead of bubble wrap.

2. Structural design

- **Right-size auto-cut boxes** → machines cut boxes to fit product height → reduce void fill.
- **Envelope mailers for soft goods** → no boxes for apparel

3. Branding

- Minimal, **single-color soy ink printing** (biodegradable).
- Consider **inside-the-box printing** for unboxing experience (keeps outside plain → eco-friendly).

4. Logistics optimization

- Flat-pack designs → store efficiently.
- AI-driven packing software → auto-choose optimal package to reduce wasted space.**Comment:** Solutions are **tied directly to the problem dimensions**, not random brainstorming. Shows a systematic approach.

Step 7 — Prioritize for MVP

For a pilot rollout:

1. Start with **paper tape + right-sizing boxes** → easy operational win.
2. Replace bubble wrap with **pulp cushions** in fragile segment.
3. Minimal branding change → **inside print with soy ink** as low-cost test.

This gives **quick environmental wins** with **manageable operational impact**. Larger changes like AI-driven packing can be Phase 2.

- **Ink visibility limits** → minimal printing may dilute premium feel.
- **Customer behavior** → some customers may not recycle correctly even if material is recyclable.
- Mitigations:
 - Negotiate bulk supply contracts.
 - Add “**recyclable**” **messaging** on box to educate users.

- Track **damage rate** to ensure safety is not compromised.

Step 8 — Measurement Plan

Metrics to evaluate success after launch:

1. **Environmental:** % reduction in virgin plastic, CO₂ savings per shipment.
2. **Operational:** Cost per package vs. baseline, warehouse throughput impact.
3. **Customer experience:** NPS on packaging/unboxing, complaint rate.
4. **Product safety:** Damage rate — must not increase.

Final Wrap-Up:

Give conclusion for your case finally.

- **Segment packaging by product fragility** to avoid overuse of material.
- Use **recycled cardboard, paper tape, pulp cushioning** as MVP.

Dashboard Design for Assam

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Great, thanks for coming today. Let's start the first question: How would you collect such data to create a dashboard for the State of Assam?

Before jumping into the solution, I'd like to clarify a few points:

- End User: Who is the primary audience for this dashboard — farmers, policymakers, or both?
- Objective: Is the purpose mainly monitoring agriculture for decision-making (e.g., by the Chief Minister/officials) or also providing actionable insights directly to farmers?
- Time Sensitivity: Do we need real-time updates (daily/hourly) or would periodic reporting (weekly/monthly) suffice?
- Coverage: Should the dashboard cover only major crops or all agricultural activities (inputs, soil, irrigation, markets)?
- Constraints: Are there any budget, technical, or data availability limitations we should be mindful of?

Good questions. Let's assume:

- The primary audience is the Chief Minister and top government officials (though farmer benefits are indirect).
- Objective: Enable quick decision-making on crop production, risks, and policy.
- Time Sensitivity: Mix of near real-time (for weather, alerts) and periodic (for surveys, market analysis).
- Coverage: Focus on major crops and high-impact indicators.
- Constraints: Keep it simple, visual, and easy to interpret.

To ensure coverage, I'd bring together multiple sources:

- Government Reports: Ministry of Agriculture, Assam Dept. of Agriculture – crop production, policy, subsidies.
- Remote Sensing: Satellite imagery for land use, soil health, vegetation index.
- Weather Data: Rainfall, temperature, extreme events – influencing crop yields.

Dashboard Design for Assam

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- Agricultural Surveys: Government/NGO surveys on crop performance, farmer demographics, land distribution.
- Market Data: Prices, demand-supply balance, export trends.
- On-Ground Data: Direct inputs from government godowns/stores where farmers procure seeds/fertilizer (ensures authenticity, even from remote regions).

Sounds really comprehensive. Could you give me a general outline of the dashboard, then tell me how you would present the key information?

Absolutely. The dashboard design is focused on simplicity and usability. There's a Navigation Bar to move between sections like Overview, Regional Insights, Market Trends, etc. The Overview Panel displays key KPIs such as total yield and market prices in large, bold numbers with distinct colors for quick recognition. An Interactive Map lets the user click on any region to see productivity, soil types, and farmer data. Graphs, Charts, and Tables show trends in crop production, weather impacts, and agronomic changes—highlighted clearly for easy reference. A Top Alerts Section notifies users about urgent issues like pest outbreaks or extreme weather so they can respond immediately.

Good approach. What information constituents would you like to include in such a dashboard?

The dashboard would have several important components to give a full picture of agriculture in Assam:

- Overview Dashboard – Key KPIs like total agricultural output and major crop production.
- Regional Insights – Geographic productivity, soil types, and farmer distribution.
- Crop Health Monitoring – Satellite imagery, crop condition tracking, and a crop calendar for planting/harvesting.
- Weather Impact Analysis – Current and historical weather data to assess influence on yields.
- Market Trends – Real-time prices, demand-supply analysis, and export data.
- Fertilizer & Chemical Use – Tracking natural vs. chemical inputs used.
- Actionable Insights – Notifications on pest outbreaks, and best practice tips tailored to real-time conditions.

Dashboard Design for Assam

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- Alerts Section – Critical banners at the top for immediate action items (like weather changes or pest warnings)

We're developing the Chief Minister's dashboard for Assam. How can we make it easy to read and understand?

Since this dashboard is designed for the Chief Minister, it must be clear, simple, and visually intuitive. It should have a navigation bar for easy movement between sections, while the main KPIs such as total production and market prices should be displayed in big, bold fonts with strong color contrasts for quick recognition. At the center, an interactive map would allow quick access to region-wise details like productivity, soil types, and farmer distribution. Graphs and charts can be used to present trends in crop production and climate changes in a visually digestible way. Finally, a top alerts section should highlight urgent updates such as pest outbreaks or extreme weather. Together, these elements ensure that critical insights stand out immediately and support fast, informed decision-making.

That makes a lot of sense! Last, can you say a little bit about the landing page?

Sure. The landing page is the entry point to the dashboard and is designed to be simple and easy to use. It would start with a welcome message that explains the purpose of the dashboard. At the top, quick stats like total crop output and current market prices would be shown for quick reference. There would be shortcuts to important sections like Overview, Weather, and Alerts so users can reach them quickly. A recent updates section would show the latest reports and changes in data, and a feedback button would let users share their suggestions or questions. Overall, the landing page gives a quick snapshot of key information while allowing users to explore details if they want.

Thanks for your insights! That's very clear.

Thank you! It was great to discuss this project and its potential impact on agricultural governance in Assam.

Product Delivery Commotions

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You're tasked with designing a product that reduces commotion and operational chaos in the food delivery ecosystem. How would you begin?

First, I'd like to know more about the client.

Our client is an established food delivery platform, similar to Zomato or Swiggy. Operating Pan-India, and primarily serves urban areas.

What is the business objective we're trying to achieve?

The goal is to enable faster, smoother, and more reliable deliveries.

The stakeholders involved are restaurants, riders and customers. Which stakeholder out of these is our priority ?

Customer satisfaction is the top most priority.

Understood. Meeting Customer satisfaction would in turn meet the goals of other stakeholders. So, are we building this for a new product or integrating into an existing platform?

Our client wants to integrate this into the existing platform.

So, are we building this only for tier-1 cities or are we aiming to implement this across the country?

The client wants to add this only in the tier-1 Cities.

As from my perspective, reducing chaos, optimizing kitchen workflows, and improving coordination across the stakeholders would be the primary approach to solve the problem. I would like to get clarification on the current delivery flow. Order Placed → Restaurant Accepts → Order Preparation → Rider Assignment → Rider Pickup → Delivery. Is this correct?

Yes, your assumptions are correct. Proceed.

Product Delivery Commotions

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Alright, so based on this I can pick up a few pain points. Kitchen delays, Food quality degradation, Inaccurate ETAs, Delays due to Traffic, Incorrect or mix up between orders, Riders facing issues in assignments and wait time, Payment refund and communication issues. Am I missing any major issues?

No, you can proceed further

Should I try to formulate some solutions to cater to these issues?

Yes, you can go on with the solutions.

I would start by proposing an idea of building a system integrating a dynamic ETA system alongside riders and customer incentives, the integrated system would provide the customers with options, riders with better pays and restaurants with better management systems.

How would you implement these ideas?

I would like to propose the idea of building a dynamic Estimated Time of Arrival (ETA) system that improves upon the already existing technology by taking restaurants prep time, weather, traffic and rider conditions into account, before predicting the ETA that would update every 2 mins, to show the real time adjustment.

Regarding your solution, this could strain the servers and could fall off during the peak hours.

I would like to clarify the solution a bit, we would be employing ML models to predict this and could change the 2 minute protocol to only change the ETA when something significantly changes like the traffic, rider or weather that influences the delay a great deal.

Alright, go on.

Product Delivery Commotions

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Second part of the solution is to promote a Rider incentives model that would pay them well for serving during the peak hours and they would receive bonuses for on-time deliveries and route efficiency. Also, enabling Customer discounts, if they would choose for flexible delivery slots during the peak hours, this would benefit both and enable reduced commotions in the marketplace.

This idea sounds fine. But would the customers choose for later delivery options if they need urgent deliveries and this could potentially harm the profits.

About these issues, the flexible delivery slots would be optional, not forced and the discounts and incentives would cross the margins of profit. Even if it diverts 10-15% of the customers, it would be pretty helpful.

The idea seems implementable, what are the other parts?

Adding another part of the solution can be providing the user with a live number of orders being prepared in the restaurant of their choice, suggesting potential food quality risk and giving them an alternative to try similar restaurants or different time slots. Restaurants would be provided a threshold of the active orders, beyond which they won't be able to take orders.

Wouldn't the restaurants resist the cap being placed over them and that could harm their profits?

The cap placed on the restaurants would be based on the history of delayed orders and reported quality degradation, this would allow the restaurants to manage their orders properly, which would lead to more satisfaction and in the long term, increase in the profit.

This sounds fine, anything else?

WhatsApp

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Today's case is on *WhatsApp Business*. Imagine you are part of the product team at Meta. WhatsApp Business is a widely used platform by business owners to reach out to customers. We want to understand how to improve it. How would you approach this?

From my understanding, WhatsApp Business is mainly used by business owners to reach potential customers and sell their services. Some of its key features include setting up a product or service profile, sending broadcast messages to customers and automated replies and quick responses. Am I missing any major features?

Yes, one important element is the *WhatsApp Business API*. It allows larger businesses to integrate with their own systems.

Understood. Has there been any negative feedback on this feature?

Yes, there have been complaints about the API restrictions. Once a customer sends a message, the company has a 24-hour window to respond freely. Beyond that, they can pay to reply freely or use pre-approved message templates for free

Okay, thank you. Another possible pain point could be engagement-related issues. Would that be right of me to assume?

Yes, Businesses feel it's harder to sustain conversations with customers compared to other platforms.

Let me first explore the engagement issues. I see a few possible pain points. The first is a lack of a dedicated web portal, forcing owners to constantly switch devices. Next are the restrictions on the number of broadcast messages, which limits customer reach. And finally there are very limited analytics for measuring engagement. Am I heading in the right direction?

Yes, please explore those first two.

WhatsApp

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Starting with the message restrictions, small business owners are likely most affected because they don't have dedicated teams to reply to queries within 24 hours. But I imagine it's also inconvenient for medium and large businesses.

That's right. It impacts businesses across the board.

In that case, I'd suggest a tiered subscription model: So basic is free and has the existing 24-hour restriction. Next, standard which is a paid model has an extended reply window, say 72 hours. Finally, a premium enterprise model that offers an unlimited reply time frame with additional API calls. This way, small businesses get flexibility, while larger businesses pay for reliability. It also ensures WhatsApp maintains profitability

Anything you would like add regarding the mass messaging problem

Next, on the inability to send mass messages, I assume this is a bigger problem for medium and large businesses trying to run campaigns..

Correct.

A possible solution is another subscription add-on, where businesses can purchase higher broadcast limits.

For example the free tier holds the current limit while paid tiers have a gradual increase in broadcast capacity, perhaps segmented by customer engagement scores (so spamming is discouraged). This balances business needs with user experience.

Are there any other recommendations that you would suggest

The absence of a proper web portal also seems to hinder engagement. Businesses often manage multiple channels, so having to rely only on mobile is inconvenient. I propose building a WhatsApp Business Web Platform with a centralized dashboard for all customer interactions, multi-agent access for

WhatsApp

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support teams, integration with CRM and analytics tools and an unified inbox across WhatsApp and API. Since this is mainly a problem for medium and large businesses, the portal could be offered as a one-time purchase or enterprise plan feature.

That makes sense. Anything else you'd consider?

Yes, I'd also address the API user experience. Many businesses find it rigid and complex. We could simplify the onboarding and approval for message templates, provide better documentation and developer support, add analytics on API usage and finally potentially redesign the UI/UX to feel more intuitive. Maybe inspired by community platforms like Discord, where multi-level communication is easie

Please summarize all the recommendations that you suggested today.

To summarize, I'd recommend three main improvements:

- Flexible Engagement via Subscriptions – Extend reply windows through tiered pricing.
- Scalable Broadcasting – Introduce paid options for higher broadcast limits with safeguards against spam.
- Dedicated Web Portal & Improved API – Create a centralized dashboard with team access, CRM integration, and an improved developer experience.
- These changes would increase business engagement, improve user satisfaction, and open up new revenue streams for WhatsApp.

Great. That concludes the case.

Google Home Mini

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How would you redesign Google Home Mini to better serve blind users?

Thank you. Before I jump into solutions, I'd like to clarify a few things. What is the main objective of this redesign?

The main goal is to increase independence. Blind users should be able to set up and interact with the device without relying heavily on external assistance.

Got it. But since the device already works with voice, why do we need a special redesign for the blind?

Good question. The current version has limitations: strict memorization of voice commands, visual setup steps, and weak feedback to confirm actions.

That makes sense. I'd also add one more challenge: the non-mobility of the Google Home Mini makes it a liability for blind users. They cannot be expected to repeatedly walk to the same room just to interact with the device.

For many blind users especially the elderly accessibility should mean *wherever they are*, not tied to a fixed location. Could you also share which age groups we should focus on?

Broadly, we see two segments: young blind users (15–40) who are somewhat tech-adaptive, and older users (40+) who face mobility and learning curve challenges

Thank you. If I were to prioritize, I'd focus on the elderly segment because they face compounded difficulties such as non-mobility, memorization, and setup.

Now in terms of solutions, I'd classify solutions into two categories:

New Dedicated Product → Google Stick

- A smart walking stick with Google Assistant built in.
- Provides audio + haptic feedback on demand.
- Portable, so users don't need to return to a fixed device.

Google Home Mini

[Click here to give a mock interview](#)

Modular Extension → Google Gadget for Any Stick

- i. A small attachable module (like a portable mini speaker with mic + haptic motor).
- ii. Can clip onto any existing stick, making it cheaper and more scalable.
- iii. Extends the Google Home ecosystem without forcing users to buy a new device.

Prioritization:

Short-term, high feasibility, high impact:

Modular extension → quicker adoption, low cost.

Long-term, visionary:

Google Stick → iconic product that positions Google as a leader in inclusive design. Other Enhancements for Both Approaches:

Tactile controls (physical raised buttons). Richer auditory confirmation. Setup through voice-guided onboarding, no visuals required.

Good. How would you evaluate success?

I'd measure using both **impact and usability metrics**:

- **Adoption rate among blind users** are they choosing this over alternatives?

- **Daily active usage** frequency of interactions, like we can track for the number of calls they make in a week for a month.
- **Task completion rate without assistance** especially for setup and routine tasks.
- **Mobility reliance reduction** measured by usage across different rooms, not only one.
- **Accessibility-specific satisfaction (CSAT/NPS).**

If I plot these on an effort vs impact grid:

- **Low effort, high impact:** haptic feedback + audio confirmation.
- **Medium effort, high impact:** wearable or stick integration to solve non-mobility.
- **High effort, medium impact:** redesigning the setup flow.

Thank you. That was a clear and user-centered approach good job prioritizing mobility and wearability in your solutions.

Thank you.

Healthcare Data

[Click here to give a mock interview](#)

You are a product manager at HiLabs and your work is to secure healthcare data from your client.

Before proposing specific solutions, I would like to ask a few preliminary questions to better understand the context.

Sure go ahead.

I'd like to understand the current state of your healthcare data security. Could you clarify if you're dealing with data stored on-premises, in the cloud, or both?

We primarily store data in the cloud, but there is also some legacy data on-premises.

That's helpful to know. Moving forward, I would focus on three main areas: data confidentiality, integrity, and availability. How sensitive is the data in question, and are there any specific regulatory requirements?

Yes, we must comply with HIPAA regulations, and the data

includes both PHI (Protected Health Information) and PII (Personally Identifiable Information).

I would start by ensuring data encryption both at rest and in transit. Can you confirm if encryption is already implemented, and if so, which encryption standards are you using?

We currently use AES-256 for data at rest and TLS for data in transit.

In addition to encryption, I would recommend implementing access controls and regular audits. Are you currently using role-based access control (RBAC), and how often are audits conducted on access logs?

We use RBAC, but audits are conducted semi-annually.

Given the sensitivity of healthcare data, I'd suggest increasing the frequency of audits to at least quarterly. It's also important to monitor for anomalies continuously. Do you have any incident response plans in place in case of a data breach?

Healthcare Data

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Yes, we have an incident response plan, but it hasn't been updated in over a year.

Regular updates to the incident response plan are critical. I'd recommend revisiting and updating the plan regularly, especially after any system changes or after a breach in the industry that could offer insights. How do you handle data backups, and are they encrypted and stored in a separate location?

We perform daily backups, which are encrypted, and they're stored in a different region in the cloud

That's a strong approach. Another consideration would be implementing data masking for non-essential access or during development and testing phases. Is data masking currently part of your security measures?

We haven't implemented data masking yet.

Implementing data masking can significantly reduce the risk of exposing sensitive information.

Lastly, I'd suggest conducting regular penetration testing to identify potential vulnerabilities. Is that something you currently practice?

We conduct penetration testing annually.

Increasing the frequency to bi-annually or even quarterly, depending on the resources available, could further enhance your security posture. I also recommend continuous training and awareness programs for employees to mitigate the risk of phishing and social engineering attacks.

Those are some insightful recommendations, thanks.



Root Cause Analysis

Interview Transcripts

Declining sales at Amazon

[Click here to give a mock interview](#)

Thanks for joining. We're seeing a 20% drop in sales at Amazon. We need to find the root cause.

Step 1 — Clarify the Problem Statement

Thanks. First, could you clarify when the decline began, and whether it's tied to specific regions or categories?

It started about three months ago and is affecting multiple regions and product categories. Any initial thoughts?

Is the decline specific to either the website or the mobile app?

No, it's consistent across both platforms.

Are certain products more affected than others, or is it uniform across all items?

The decline is uniform across all products..

Is this an industry-wide issue, or is Amazon uniquely impacted?

Only Amazon is experiencing this decline.

I'd consider both external and internal factors. Have there been any significant changes with competitors or in the market recently?

No, there haven't been any major external changes.

So, the drop in sales seems to be tied to a decrease in orders. Has there been any recent change to the app, website, or user experience?

No, there have been no changes on that front.

How about your supply chain has anything changed in manufacturing, procurement, storage, or delivery processes?

The only change is that we've started using a new machine learning model to manage item storage in our local warehouses.

Step 2 — Go through User Journey Questions and deduce Root Cause

Could you explain how this new ML model works?

Declining sales at Amazon

[Click here to give a mock interview](#)

Sure. The model predicts which items will be in demand locally and stocks them in the nearest warehouses accordingly.

If the model's predictions are off, it could lead to the wrong items being stocked, causing delays in delivery. Have you noticed any issues with the model's accuracy?

Yes, some products aren't selling as predicted, and others are going out of stock more frequently. What do you think?

It sounds like the model isn't adapting well to market trends, which is leading to slower delivery times. This would naturally impact customer satisfaction and, consequently, sales. Does that align with the feedback you've been receiving?

These indeed align with the feedback that we are receiving, go ahead.

Step 3 — Solutions with Rationale

To address this, I'd propose a **three-part action plan**:

Short-term fixes (quick wins):

- Manually adjust inventory for high-demand items using live sales data.
- Increase safety stock levels for fast-moving products.
- Enable warehouses to override model predictions when errors are obvious.

Model improvements (medium term):

- Set up a **feedback loop** where actual sales are fed back into the ML model to refine predictions.
- Integrate **real-time signals** like search queries, browsing patterns, and seasonal spikes.

Structural adjustments (long term):

- Build **flexibility in supply chain** so stock can be redistributed quickly across warehouses.
- Develop a **monitoring dashboard** tracking prediction errors, stockouts, and delivery delays.

That's practical and well-structured. Thank you.

HiLabs Plans

[Click here to give a mock interview](#)

HiLabs' main customers are Health Plans, and we rely on them for patient-level data. However, some of this data is very sensitive and cannot be shared. As a Product Manager, how would you handle this challenge while ensuring accuracy of our reports?

Before suggesting solutions, I'd like to clarify the context. Could you tell me more about HiLabs' core role in this ecosystem?

HiLabs provides AI-based technology that detects human errors in Electronic Health Records (EHRs) and helps Health Plans generate accurate reports.

Thank you. Could you also explain what Health Plans do and why they are so critical to our business model?

Health Plans are insurers. They manage the financial risk of their members' healthcare by collecting premiums and paying for medical services. To function, they depend on accurate data for claims, risk assessment, and quality management. That makes clean EHR data vital.

Understood. Finally, how flexible are they when it comes to data sharing — are they completely rigid, or open to alternatives?

They are very cautious due to compliance requirements but remain open if we can show a secure and reliable approach.

Okay. Here's how I'd approach the problem:

1. **Federated Learning** – Train AI models directly within Health Plan environments so data never leaves their systems.
2. **Data Anonymization** – Strip personal identifiers but keep structures required for error detection.
3. **Synthetic Data Generation** – Create artificial datasets that mirror the statistical properties and error patterns of real EHRs.

Interesting approach. How would you ensure synthetic data is accurate and reliable?

We'd build it iteratively. First, generate synthetic records using machine learning trained on partial/anonymized datasets. Then, validate by comparing our model's error-detection accuracy on synthetic data versus limited real samples. Keep refining until the performance gap is minimal. This way, synthetic data is "close enough" to reality to trust for testing and reporting.

So to confirm, HiLabs' focus is on the accuracy and integrity of health records, even with limited access to raw data?

Exactly. Our value proposition remains ensuring accurate and reliable EHR reports, even if data access is restricted.

What about regulations in India ,what falls under sensitive data, and what do we need to comply with?

Sensitive health data covers medical histories, biometrics, and health conditions. The upcoming **Personal Data Protection Bill (PDPB)** will strengthen the rules for handling such data, much like HIPAA in the U.S. This means any substitute method must maintain absolute compliance.

And how would you measure the success of the strategies you just outlined?

I'd measure across three dimensions:

- **Accuracy of Error Detection:** Benchmark model accuracy on synthetic/anonymized data vs. original where possible, targeting close equivalence.
- **Regulatory Compliance:** Ensure all approaches align with PDPB/HIPAA, proven through internal checks and third-party audits.
- **Partner Satisfaction:** Positive feedback, willingness to expand collaborations, and sustained trust from Health Plans.

Very good, that's structured and practical. This concludes the case.

Orders Decline

[Click here to give a mock interview](#)

Hey! Let's say that you are a PM at Meesho and you have noticed that the orders are declining. Your task is to identify the root cause for the same.

Before beginning, I'd like to clarify a few things first.

Sure, go ahead.

Are there any specific product categories or types of orders that are experiencing greater decline, like electronics, clothing, or groceries?

No, we're looking at this from a broad perspective, so consider all product categories.

Are we considering the decline in orders placed through our website, app or both?

Take the decline in the orders placed through both our app and website.

Is there a decline in the number of customers visiting our

app/website or is there a decline in just the number of orders placed?

It can be said that there is a decline in both the number of customers and the number of orders placed.

Has the decline in orders been a gradual trend over time, or did it happen suddenly?

This trend started to become noticeable about two months ago.

Is this decline across the entire country, or is it localised to specific regions?

It is happening nationwide.

Is this an industry wide phenomenon or only restricted to Meesho?

This is restricted to Meesho.

Orders Decline

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Got it. That suggests the issue is internal to Meesho, not market-wide. I'll look at three possible areas:

1. **Demand-side (customers):** awareness, marketing, app experience.
2. **Supply-side (operations):** delivery, product quality, service.
3. **Competition:** are rivals offering better value or visibility?

Let's start with competition. Have there been new entrants or major shifts in competitor behavior?

No, the competition level is the same as it was before and there has been no new market entry as such.

That's helpful. Internally, have we changed anything in operations, pricing, or supply chain in the past two months?

We haven't undergone any changes in our daily operations or supply chain. We have fallen short in marketing and services than our competitors.

Understood. So likely causes are:

- **Marketing gap:** customers see competitor ads more often.
- **Service gap:** better delivery/after-sales support from rivals.

This would explain why both new acquisition and repeat orders are falling

Yes, conclude this case with recommendations to solve this problem.

Ad Tech Platform

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We have a campaign where both CTR and CVR are underperforming. How would you structure your investigation?

I'd split the investigation into two parts, following the user journey: *Pre-Click Issues* causing the low CTR, and *Post-Click Issues* causing the low CVR.

Let's start with Pre-Click. What are the three primary suspects for a low CTR?

The main causes would be poor *Ad Creative* that doesn't capture attention, incorrect *Audience & Targeting*, or low-quality *Placement & Delivery*.

Our reports show targeting is correct and placements are on premium sites. Yet, CTR is still low. What does this suggest?

That suggests the issue isn't traffic quality it's likely the **Ad Creative**. If the creative fails to capture attention or mismatches the audience's expectation, CTR will suffer.

If the ad creative is the weak link, how could that also explain the severe drop in CVR Post-Click?

Yes. That points to a **message mismatch**. For example, the ad might promise "50% Off Today!" but when users click, the landing page doesn't confirm that offer. Users feel misled and drop off, which drags down CVR.

So the investigation now moves to Post-Click. What are the two main categories of problems on the landing page?

Two main categories:

- **Landing Page Experience** (slow load, poor mobile UX, unclear CTA, or message mismatch).
- **Technical & Tracking Issues** (e.g., conversions not being recorded properly).

Assume tracking is fine. What elements of landing page experience would you analyze?

Ad Tech Platform

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I'd analyze the page's *load speed, mobile usability, the clarity of the offer, and the prominence of the call-to-action (CTA) button.*

Upon review, we see the landing page's main image is huge, causing very slow load times on mobile. Is this our root cause?

Yes. A **slow load time** is a major driver of drop-offs. Users click the ad but abandon before the page even loads, leaving **zero chance of conversion**. This clearly explains the low CVR.

What is your immediate action plan to fix this?

The immediate priority is to *optimize the landing page*. I would compress the images, simplify the code, and ensure the page loads in under three seconds on a standard mobile connection.

And what's the long-term solution to prevent this?

Long-term fixes:

1. Build a **pre-launch checklist** for all campaigns with mandatory performance testing on both desktop and mobile.
2. Automate **page speed monitoring** with alerts when load time exceeds thresholds.
3. Standardize creatives and landing pages so **messaging stays consistent**.

In one sentence, how would you report this issue and solution to a manager?

Our campaign underperformed because the landing page was too slow to load on mobile, but we're optimizing speed and implementing mandatory pre-launch checks to recover performance.

Good clear and actionable approach. Thanks.

Declining orders at Zomato

[Click here to give a mock interview](#)

Hello, the case we need to discuss is that Zomato has been experiencing a decline in food delivery orders. I need your help to analyze the situation and determine the possible root cause.

To clarify, are you referring specifically to food delivery orders, or does this include dine-in and table booking services as well?

I'm referring specifically to food delivery orders.

How long has Zomato been facing this issue?

The decline has been ongoing for the past three months.

Is this problem unique to Zomato, or is it an industry-wide issue?

It's an industry-wide problem.

Is the decline affecting specific types of food, such as pizzas, burgers, or Chinese cuisine, or is it across the board?

The decline is uniform across all types of food.

Is this issue widespread across India, or is it concentrated in a particular region?

The decline is specifically happening in the Delhi-NCR region.

Has the decrease in orders been more significant on the app or the website, or is it consistent across both platforms?

The decrease in orders is consistent across both platforms—there's no particular difference.

When considering orders, they can come from either new customers or returning ones. Has the rate of new customer acquisitions decreased, or is the issue more related to retaining existing customers?

There has been a decrease in both new customer acquisitions and retention rates.

Declining orders at Zomato

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New customer acquisition often depends on factors like brand visibility, ease of use of the app or website, and the simplicity of the user journey. Has there been any recent change in the app or website that might have affected user experience? Additionally, has there been any decline in brand visibility?

Yes, the app has undergone a modification recently. However, there hasn't been any issue with brand visibility—our marketing team is continuing its efforts as usual.

This suggests that new customers may be finding the app more difficult to use after the modification. As for retention rates, they can be influenced by service quality and competition. Has there been any change in customer satisfaction scores?

The Customer Satisfaction (CSAT) score for service remains good, but there has been some dissatisfaction with the pricing from a few major restaurants.

I'd start by reviewing the ML models to understand why they're missing trends and make necessary adjustments. Additionally, I'd suggest optimizing inventory management for faster response times. Does that make sense? Have there been any recent changes in the delivery pricing?

Yes, some restaurants have recently negotiated for higher delivery prices with us.

Have these restaurants made any changes to their operations?

Yes, they have started offering their own food delivery services.

Based on this information, I believe the root cause of the decline has been identified. Firstly, the major restaurants, which are key sources of orders, have begun offering their own delivery services at lower prices, leading to a loss of customers for Zomato. Additionally, the recent modification of the app seems to have negatively impacted user experience, contributing to customer dissatisfaction and further decline in orders.

Thank you. We can conclude the case with that analysis.

Myntra Orders

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Your client is Myntra, currently experiencing a 20% decline in orders. As a Product Manager, the client has requested a root cause analysis.

To thoroughly understand this decline, I would like to begin by asking a few clarifying questions. Is this decline exclusive to our client?

Yes, the decline is specific to our client.

Could you please provide some insights into the duration of this issue? Specifically, how long has the client been experiencing this decline?

The decline has been progressively increasing over the past few years.

Has this decline been observed across both the website and the app channels?

Yes, the decline in orders is evident on both the website and the app.

Have there been any recent modifications or updates to the app and website that could potentially impact the user experience?

No, our suppliers have not faced any financial crisis.

How are our suppliers distributed? What percentage of our suppliers are locally based?

No significant changes have been made to the client's marketing strategy. On the contrary, the client has recently introduced new offers to attract customers.

Are there any new market entrants that could potentially influence our client's order volume?

No, there has been no new entry into the market that could impact our client's orders.

Have there been any significant changes in our competitive environment that can possibly lead to decline in orders?

Myntra Orders

[Click here to give a mock interview](#)

No, our competitors have not brought about any significant changes to impact our orders.

Have there been any recent challenges or disruptions in the logistics operations that might be impacting order fulfillment?

Yes, there have been a few logistical challenges recently, particularly with some delays in order processing and delivery times.

To explore this further, has there been any observation or feedback indicating issues with the product inspection processes during these logistics operations?

Yes, there have been some inconsistencies in product inspection processes.

Given these inconsistencies, are there any underlying issues from the supply side that can impact the products before they reach the inspection stage?

Yes, it has been observed that a majority of our suppliers are not able to meet the demand. Can you analyse this further in depth?

Have our suppliers been recently subjected to any financial crisis?

Although most of our suppliers are based locally, they do rely on imports to manufacture clothes and other products sold on Myntra.

If I recall correctly, with the introduction and implementation of Make in India Policy, the government has adjusted customs duties or tariffs on certain imports to protect and encourage local industries. Has this impacted our suppliers in any ways?

That is a very good point. Yes, a major chunk of our suppliers have been impacted by this over a gradual course of time.

In the light of given information, this could be the possible root cause of the decline. And a possible solution could be to invest in local manufacturers.

Thank you. The discussion concludes here.

Product Mismatch Returns

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Your client is a social commerce platform. From the last month, they are facing a high percentage of returns due to “product not as described” complaint.

What was the original vision and mission when the platform was launched?

The company wanted to empower small sellers across India to sell online without heavy upfront investment, focusing on low-cost, wide selection, and quick onboarding.

Could you share the current return rate for “product not as described” cases and how it compares to the industry benchmark?

Ours is at 18%, whereas most competitors maintain it below 10%

That’s quite a gap. Could you explain how product descriptions, images, and size charts are currently added and verified during seller onboarding?

Sellers upload all details directly on the app. There is basic format compliance check but no deep content verification.

Do we have any internal quality control team or automated tools for catalog accuracy before listings go live?

There is a small QC team that manually reviews a sample of listings, but no automated system in place

Got it. Are return complaints clustered around specific categories or types of sellers?

Mostly apparel and footwear categories, concentrated among new or unverified sellers.

That makes sense. Have there been recent platform changes, such as onboarding flow updates, policies, or commission changes?

We recently simplified the seller upload flow to speed up onboarding, but this reduced some mandatory verification steps.

Product Mismatch Returns

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Understood. Do we currently incentivize or penalize sellers based on catalog accuracy or return rates?

Currently, no. Sellers are only penalized for late dispatches, not for inaccurate listings.

Do we track repeat offenders among sellers for inaccurate product listings?

Yes, but the action taken is limited to temporary suspension for extreme cases.

From an external perspective, have customer expectations changed like increased demand for exact sizing, better visuals, or brand authenticity?

Yes, especially in Tier 1 cities where customers compare quality with established e-commerce players.

Are there any specific internal KPIs to monitor catalog accuracy or customer trust?

No dedicated KPI exists for catalog accuracy returns are tracked in aggregate without granular cause mapping.

Are we facing competitive pressure from platforms with stronger catalog verification processes?

Yes, major competitors use AI image-text matching and have stricter onboarding requirements.

Are sellers provided with training or guidelines on how to prepare accurate descriptions, images, and size charts?

Very limited training. Most rely on generic templates without customization for their actual products.

Product Mismatch Returns

[Click here to give a mock interview](#)

Do sellers have easy access to professional tools or services for product photography?

No, most use smartphone cameras and inconsistent lighting setups, leading to poor image quality..

Are size charts localized for Indian customers, considering regional body measurement variations?

No, most size charts are generic international formats not tailored to local needs.

Is there a feedback loop for sellers to learn from customer return reasons?

Only basic automated emails are sent; no detailed guidance is provided for improvement

Have we analyzed whether customers are misled by intentionally manipulated images or descriptions?

Yes, in some cases sellers use stock images that differ from the actual product.

Do regional language barriers contribute to incorrect or incomplete product descriptions?

Yes, many sellers struggle with English-only fields, leading to vague or inaccurate text.

Are there seasonal spikes in such returns possibly due to temporary seller influx during sales events?

Yes, return rates peak during festive seasons when many new sellers join the platform.

Amazon Abandonment

[Click here to give a mock interview](#)

Percentage of abandoned orders at Amazon increased by 25% in December 2022. Find out why this has happened and suggest possible solutions.

Before proposing specific solutions, I would like to ask a few preliminary questions to better understand the context. You mentioned the word abandonment here, what exactly does this mean here and what are the metrics for an order being put in the abandoned category?

Abandoned orders here means the orders that were left in the cart and were not checked out. The metric used here in the PS is that if an order stays for more than 12 hours in the cart.

Okay noted. Was this problem seen globally or was the problem specific to the Indian market?

The problem was specific to the Indian market.

Was the problem applicable in particular regions of the country or as a whole? Also did our competitors face the same issue?

The problem was prevalent in all the regions of the country and we do not have data on whether our competitors were facing the same problem.

Also December is a time where there is a festive season in the country. To maximise this time, E-commerce platforms come out with a lots of discounts and offers. So was there a different pattern for discounts that year or were the discounts reduced?

There was no such change in discount and its percentages. You can avoid seasonality for this particular problem.

Were there any changes in Amazon's revenue or the average revenue generated per user?

Yes, there was a change in Average Revenue Per User (ARPU), we saw a decrease of about 5% there.

Got it. So the scope is: **India-wide issue, no seasonal cause, not linked to revenue drop alone.** A 25% spike in cart abandonment is significant.

Amazon Abandonment

[Click here to give a mock interview](#)

To structure my analysis, I'll use three lenses:

1. External factors (PESTEL, competition, regulations).
2. Internal factors (app changes, marketing, supply chain).
3. User journey frictions (search, delivery, payments).

This looks good. For this case you can take the external causes afterwards and directly move to the internal reasons and then evaluate the user journey.

I will then delve into internal analysis. Firstly, I would like to ask if there have been some organisational changes, layoffs or other changes?

No, there have not been any organisational changes, this factor can be ignored.

Have there been any changes in the features on the app, maybe some changes in the user interface that might have diverted the user's experience from Amazon's core values?

No, there have not been any feature changes as well.

Any marketing changes in particular, or any changes in the celebrities representing Amazon ?

No, there have not been any marketing changes as such.

Have there been any changes in the value chain, issues in availability of certain products in certain areas or any external factors that could have affected the supply side ?

No, you can ignore the value chain aspects and look at other factors.

Okay noted. That's it for the internal causes, I will now look at the external causes that might have had an effect on the orders.

Amazon Abandonment

[Click here to give a mock interview](#)

Yeah sure, you can proceed with the analysis.

Were there any political or socio-economic disruptions like elections, income shocks, or downturns?

No there were not any major socio-political factors that could have affected the company's scenario.

Any economical changes that I should take care of, some significant decrease in the per capita income of the lower-middle class some depression that the country experienced at that time?

No, there were no such economic factors that had an impact, you can move ahead.

Considering the advent of other e-commerce platforms like Myntra, Ajo and Big Basket, was December a time when these companies were booming and might have affected Amazon's sales?

No, there have not been any changes in Amazon's market share,

it has rather remained the top e-commerce platform throughout.

Some technological changes? Changes in the algorithm Amazon follows?

Yes there were some technological changes, mostly external, like there were external policy changes, financial and cybersecurity regulations by the Government and other stuff, which we can look at later in the case.

I cannot think of any legal or environmental factors that could have had an effect on the situation. I would like to dive deep into the external technological factors and analyse the root cause in this domain.

Okay fair enough. What I would like you to do is analyse the user flow, then maybe we can find the area of concern for the user and then come back to the technological changes that I mentioned.

Okay, so I will now analyse the user journey. Firstly, when I open the app, there are product and icons displayed. Has there been any change on the landing page of Amazon app?

Amazon Abandonment

[Click here to give a mock interview](#)

As mentioned earlier, there has been no change in the design flow of the app.

If there are no changes in the design flow of the app, shall I move to the part where a customer searches for his/her desired product and adds it to their cart?

Yeah sure.

Okay so whenever a user searches for a product and he/she finds the one desired, he/she looks for discounts and offers that might be applicable there. Were there any changes in this regard?

No, as mentioned earlier, the average order value has remained the same.

The next thing the user looks after is whether the product is deliverable to his/her location. I assume there were no logistical issues in the deliveries?

Yes, there were no logistical issues. Infact, we increased our Pincode coverage during this period.

Have we recently changed our marketing strategies or run a new or recent marketing campaign?

No, there have not been any marketing changes as such.

After sorting the location and delivery, user moves on to payment. So coming to the payment interface, since nowadays UPI is widely used, were there any glitches in these payment methods?

There was no glitch in UPI. We saw an increase in cash on delivery order by 10% though.

Okay noted. Coming to third mode of payment, card. Were there any any changes in the card payment algorithm?

Since you mentioned cards in general, there was a tokenization by RBI, the users had to reverify their cards saved on e commerce platforms and save the card again. Users who didn't do this in November had their cards revoked by Amazon and had to enter their card details again.

Amazon Abandonment

[Click here to give a mock interview](#)

Okay, so there was a friction when the users wished to make payments through their cards. Earlier they only had to enter their CVV, but after this tokenization they had to enter the card details all at once, hence this seems to be the reason that could have caused a lot of abandonment in the orders. Tokenization is the issue in our case.

Yeah, this is the correct root cause of the problem. Since you have identified the problem, can you suggest possible solutions for the problem?

To solve this, I'd suggest:

1. **Promote alternate payment modes:** Push UPI usage more visibly (e.g., UPI “quick pay” button near cart).
2. **Smooth card flow:** Provide clear reminders and step-by-step guidance for re-verifying cards before checkout.
3. **Fallback options:** Add a quick switch button to COD or UPI when card payment fails.
4. **Recovery nudges:** Send reminders to users who dropped off at payment, offering to save/re-verify their card with incentives.

Those were some pretty good recommendations, we can close the case now.



Go-To-Market

Interview Transcripts

ClearAsthma New Medicine

[Click here to give a mock interview](#)

Hello, we've been approached by a company named ClearAsthma, which manufactures medicines to treat asthma. They've recently launched a new medicine and need a Go-To-Market (GTM) strategy for it. How would you approach this?

Step 1 — Clarify the Problem Statement

Thank you. Before diving in, I'd like to clarify the target audience for this product. Is the medicine aimed primarily at hospitals, or pharmacies, or both?

The target audience is the entire Indian market, which includes both hospitals and regular pharmacies.

Understood. Can you share some background on ClearAsthma? How long have they been operating, and what is their reputation like?

ClearAsthma has been around for 10 years, and they have an excellent reputation in the Indian market.

Step 2 — Restate and Frame the Problem

Great, that's helpful. I'd like to structure my approach in three steps:

1. **Understand the market landscape.**
2. **Identify ClearAsthma's differentiators and positioning.**
3. **Lay out a phased GTM plan (Pre-launch, Launch, Post-launch).**

Sounds good. Let's start with the market.

Sure.

- **Asthma prevalence:** India has over 30 million asthma patients, with higher prevalence in urban and industrial regions.
- **Current treatment landscape:** There are several generic and branded inhalers, tablets, and syrups already available.

ClearAsthma New Medicine

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- **Stakeholders:** Patients rarely buy on their own. Doctors, pulmonologists, and general practitioners play a crucial role in prescriptions, while pharmacies ensure availability.
- **Challenge:** High competition + patient trust heavily dependent on doctor recommendations.

So, the GTM strategy must focus on **both supply-side (hospitals, doctors, pharmacies)** and **demand-side (patients, awareness campaigns)**.

Good analysis. How does ClearAsthma fit in and differentiate?

Since ClearAsthma already has 10 years of credibility, they can position this new medicine as:

1. **Scientifically superior:** If it has faster relief, fewer side effects, or better delivery mechanisms (e.g., improved inhaler tech), that should be the key differentiator.
2. **Trusted brand extension:** Build on their reputation — “10 years of trust, now with a breakthrough.”

1. **Accessibility:** Ensure wide availability across Tier-1, Tier-2 cities, and eventually rural areas where asthma prevalence is underdiagnosed.
2. **Affordability:** Price competitively against established players (like Cipla or GSK) to encourage quick adoption.

Assuming these are the differentiators, how would you go about launching the product?

Step 3 — Propose GTM

I'd propose a **three-phase GTM plan**.

1. Pre-launch:

- **Regulatory approvals & certifications:** Ensure compliance with DCGI and highlight clinical trial success.
- **KOL engagement:** Partner with key doctors and pulmonologists to trial and endorse the medicine.
- **Medical awareness:** Conduct webinars, CME (Continuing Medical Education) sessions, and distribute sample pack.

- **Distribution prep:** Sign agreements with large pharmacy chains (Apollo, MedPlus) and leading hospital networks for early availability.

2. Launch:

- **National medical conference launch:** Position product in front of doctors first.
- **Doctor-first campaigns:** In India, prescriptions drive adoption. Focus on detailing via medical reps, providing product brochures, and highlighting patient success stories.
- **Pharmacy visibility:** In-store branding, discounts for first-time buyers, and point-of-sale material.
- **Patient awareness:** Use digital campaigns (Facebook health groups, YouTube explainers) and asthma-day events to educate patients about benefits.

3. Post-launch:

- **Feedback loop:** Collect doctor and patient feedback for fine-tuning dosage packs or delivery formats.
- **Loyalty programs:** Discounts for chronic patients who refill monthly.
- **CSR campaigns:** Free asthma check-up camps in schools and industrial zones, promoting ClearAsthma as a patient-first company.
- **Scale distribution:** Expand aggressively into Tier-3 and rural areas, where awareness is low but need is high.

That's quite detailed. But what about retention of doctors and patients once the product is in the market?

Retention relies on **trust, outcomes, and accessibility**.

- **Doctors:** Continuous engagement via medical reps, regular CME sponsorships, and showcasing new clinical data.
- **Patients:** Ensure affordability (subscription refill packs, digital reminders). Reinforce trust by highlighting "ClearAsthma saves X lives monthly."

ClearAsthma New Medicine

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- **Pharmacies:** Offer margin incentives so they actively recommend stocking ClearAsthma.

Excellent. Now let's touch upon pricing. How would you approach it?

For pricing:

- **Penetration pricing strategy:** Launch slightly below established competitors to encourage doctors to trial and patients to adopt.
- **Bundle packs:** Monthly subscription packs with small discounts for regular users.
- **Tiered approach:** Keep urban market competitive but push affordability in semi-urban and rural markets.
- **Insurance tie-ups:** Explore partnerships with Ayushman Bharat and private insurers for chronic patient coverage.

Nicely done. Can you summarize your GTM plan?

Step 5 — Summarise Case

- **Market landscape:** Large patient base, doctor-driven prescriptions, heavy competition.
- **Differentiation:** Build on ClearAsthma's strong reputation, emphasize clinical superiority, affordability, and accessibility.
- **GTM strategy:**
 - **Pre-launch:** Regulatory approvals, KOL engagement, pharmacy tie-ups.
 - **Launch:** Doctor-first campaigns, medical conference visibility, pharmacy branding, patient awareness.
 - **Post-launch:** Feedback, loyalty programs, CSR asthma camps, Tier-3 expansion.
- **Retention:** Build trust with doctors, affordability for patients, and margins for pharmacies.
- **Pricing:** Penetration strategy with bundles, subscriptions, and insurance linkages.

MX player is evaluating an India strategy focused on hyperlocal/regional content for Tier 2 and Tier 3 cities. Assume Amazon Prime/Hotstar/YouTube are major competitors. Can you give a go-to-market (GTM) strategy for this entry?

Before I jump into a strategy, I'd like to clarify a few points to ensure precise targeting. What's the primary objective for this entry: rapid user base expansion/market share or immediate profitability?

The main target is families and youth, especially mobile-first users new to OTT.

Should our content push be more about launching original hyperlocal series/movies or dubbing/subtitling existing Netflix hits in local languages?

A mix, but original content (regional webseries, films) tailored to the cultural tastes of each region should be the focus.

Which regions and languages are the highest priority? India has so much diversity, so should we begin with just a few key languages and areas?

It makes sense to start with major language clusters with proven demand, like Bhojpuri in Bihar/Jharkhand, Tamil in Tamil Nadu, Marathi in Maharashtra, Bengali in West Bengal, and Punjabi in Punjab. This balance lets us learn and optimize before going pan-India.

We know connectivity can be an issue in smaller cities. What's the expected tech setup, are users on budget phones and struggling with data?

Most users will be on basic smartphones with limited or inconsistent internet. We need to ensure offline viewing, adaptive streaming, and a fast, lightweight app experience to maximize accessibility.

Can you please take me through the working and USP of the application?

Sure! MX Player is an OTT platform offering a huge range of regional and vernacular content across many Indian languages. Users can stream movies, web series, TV shows, originals, and live channels. Key features include easy language selection, offline downloads, AI-based personalized recommendations, and both free ad-supported and affordable subscription plans. The USPs are its deep regional content library, smooth streaming on low-end devices, offline viewing for limited data users, and strong personalization that helps users discover relevant content fast.

Finally, what are our key success metrics? Are we focusing mainly on app downloads, watch time, retention, or monetization initially?

The primary focus in the first year should be rapid user growth and high engagement such as downloads, daily active users, and watch time. Monetization through ads and premium packs should begin once we have solid retention.

Given this information. I would like to put forth my strategy. The strategy is broken into four Buckets : pre-launch, launch, post launch, retention. Firstly, I would like to discuss the pre launch phase.

Sure Go ahead

In the pre-launch phase, MX Player will conduct targeted market research in Tier 2 and Tier 3 cities to understand regional language preferences and content consumption habits. The company will partner with local production houses and emerging regional creators to secure exclusive content. A limited beta launch in high-potential regions will help gather user feedback on experience and content appeal. Early buzz will be created through influencer seeding, WhatsApp groups, and vernacular radio promotions.

It seems good , move to launch strategy

During the launch, MX Player can roll out regional content hubs like Bhojpuri Corner or Tamil Spotlight in selected Tier-2 cities. Live events, on-ground activations, and cultural screenings will highlight app features and benefits. Collaborations with regional celebrities, singers, and comedians will boost visibility and emotional connect. Digital ads on YouTube, Instagram, and local platforms in vernacular languages can drive adoption. For monetization, MX Player can introduce freemium plans with ads, along with affordable subscriptions starting at ₹29–₹49/month

Sure move to post launch.

In the post-launch phase, MX Player should expand content libraries with regional web series, folk shows, and devotional streams. Personalization using AI-driven recommendations tuned to festivals and local trends will enhance user engagement. Community features like contests, short videos, and live streaming in regional languages can further increase stickiness. Gamification with rewards and festival-based campaigns will ensure sustained engagement.

Alright how will you make sure that the app has high retention rate?

To ensure high retention, I would personalize content recommendations using AI based on user preferences and regional tastes. Adding gamification like daily rewards and referral bonuses will encourage regular use. We'll also tie content drops and campaigns to local festivals to keep users engaged. Finally, optimizing offline viewing and smooth streaming on low-end devices will reduce friction and keep users coming back.

Good . How will you define success for MX Player in this regional expansion?

Success will be measured through four key lenses. First, acquisition, which includes new app downloads and sign-ups in Tier-2 and Tier-3 cities. Second, engagement, measured by daily active users and average watch time per user, especially for regional content. Third, retention, tracked via 30-day and 90-day retention rates along with returning weekly users.

Lastly, monetization, reflected in regional ad revenue, subscription conversions, and telecom bundle uptake. Hitting these KPIs consistently will validate the success of the strategy and justify further expansion.

This shall conclude the discussion, thankyou

GTM for E-Rickshaw

[Click here to give a mock interview](#)

Great having you here! Let's get straight to it. ABC company is planning to launch E-rickshaw services at IIT Guwahati. How would you approach creating a GTM strategy for them?

Thank you! Before I jump into the solution, may I clarify the primary goal? Are we focusing on increasing awareness and adoption of this service within IIT Guwahati or planning to scale it beyond the campus eventually?

For now, your task is to create a go-to-market strategy specifically for the IIT Guwahati campus.

Got it. I'd like to start by understanding the current transportation landscape at IIT Guwahati.

- The campus is quite large and spread out, which means students, faculty, and staff often rely on walking, bicycles, or private vehicles.

- There are likely a few informal shared transport options, such as autos or vans, but nothing fully organized.
- Students are cost-sensitive but also value convenience and time-saving solutions.
- Since this is an academic institution, any service must align with sustainability goals — which makes E-rickshaws a strong fit.

Interesting. So, where does ABC company fit in, and how can they differentiate?

E-rickshaws can solve three major pain points:

1. **First/last-mile mobility:** Helping people travel from hostels to academic blocks or other facilities quickly.
2. **Affordability:** Offering shared rides at lower costs than traditional autos.
3. **Sustainability:** Zero emissions, aligning with IIT's green campus initiatives.

ABC company can differentiate by:

- **Organizing the service:** Fixed stops, predictable timings, and cashless payments.
- **Building trust:** Ensuring safety (verified drivers, trackable rides).
- **Using data:** Optimizing routes based on peak traffic patterns — something unorganized options can't do.

Good. Now, suppose these are the strengths. How would you launch this service on campus?

I'd structure the GTM plan into three phases — **Pre-launch, Launch, and Post-launch.**

1. Pre-launch:

- **User research:** Conduct quick surveys with students and faculty to validate routes, timings, and price points.
- **Pilot testing:** Start with 2–3 vehicles on the busiest routes to observe adoption and gather feedback.

- **Hype creation:** Use posters, social media groups, and student clubs to create buzz — “Something green is coming to IITG!”

2. Launch:

- **Campus event:** Host an inauguration with the Director or student leaders to create visibility.
- **Free first-week rides:** Encourage trial by removing cost friction early on.
- **Digital engagement:** Use IITG's official channels and student WhatsApp/Telegram groups for announcements and route maps.

3. Post-launch:

- **Feedback loop:** Collect rider feedback weekly to refine timings, stops, and pricing.
- **Referral programs:** Offer free rides for students who bring new users.
- **Integration:** Explore partnerships with campus canteens

- **GTM strategy:**
 - **Pre-launch:** Research, pilot test, and create buzz.
 - **Launch:** Campus event + free trials + digital outreach.
 - **Post-launch:** Feedback-driven improvements, referral programs, subscription passes.
- **Retention:** Ensure reliability, integrate digital payments, highlight impact on time saved and emissions reduced.
- **Pricing:** Free trials → affordable per-ride fare → monthly passes for regular users.

Overall, the focus is to make E-rickshaws the **default campus mobility choice** by proving convenience, cost-effectiveness, and sustainability from day one.

This makes sense. But how would you ensure retention of users after the launch buzz dies down?

For retention, the focus should be on **consistent value delivery**:

- **Reliability**: Vehicles must run on schedule. If students miss one, they should know when the next will come.
- **Convenience**: Enable UPI-based payment and possibly subscription passes (e.g., unlimited rides per month at a flat fee).
- **Safety and transparency**: Real-time tracking using a simple app or WhatsApp bot to reassure students about ride safety
- **Engagement**: Periodically update users with usage summaries (“You saved 3 hours and 2kg of CO₂ this month!”) to build loyalty.

Good points. Now, how would you price this product?

This will be my strategy for pricing:

- **Introductory phase**: Free rides for the first week to encourage trial.
- **Regular phase**: Nominal pricing, say ₹10–₹15 per ride, comparable to walking time saved.
- **Subscription model**: ₹200–₹250 monthly pass for unlimited rides. This suits regular commuters like students going from hostel to classes daily.
- **Special offers**: Discounts for group rides or off-peak hours to maximize utilization.

Can you summarize your plan?

Sure.

- **ABC company’s differentiation**: Organized, safe, eco-friendly, and data-driven service unlike informal options.

Netflix's Advent

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Thank you for joining me today. Let's explore Netflix's future potential. What do you think could be the next big thing for Netflix, and how would you develop a go-to-market strategy for it?

Thank you for having me! I believe Netflix can successfully expand into the gaming sector, particularly by focusing on streaming gaming content and interactive gaming experiences.

Great, how will you build a GTM for netflix to enter the gaming sector?

I would start by conducting thorough market research to identify trends in the gaming industry, particularly in streaming and interactive content. Understanding the demographics of gamers and their viewing habits would be crucial.

That makes sense. Once you've identified your target audience, what would be your next step?

The next step would be to define the content strategy. Netflix could create exclusive gaming events, live esports tournaments, and interactive streams where viewers can participate, such as voting on game outcomes or engaging with gameplay in real-time.

How would you position this new gaming content in the market?

Positioning would involve emphasizing Netflix's strengths in storytelling and engagement. Highlighting the unique aspect of interactive gaming streams where viewers can influence the game or interact with their favorite characters would differentiate Netflix from other platforms.

That's a solid approach! What kind of partnerships would you consider to enhance this strategy?

Collaborating with game developers, esports organizations, and popular gaming influencers would be key. Partnerships with platforms that specialize in live streaming could also help optimize the viewer experience and expand reach.

Netflix's Advent

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How do you plan to engage potential viewers for this new gaming content?

A comprehensive marketing strategy would be essential. Netflix could utilize social media, gaming platforms, and influencer marketing to build excitement. Hosting preview events or beta tests for select games could create buzz and attract viewers.

And what monetization strategies do you foresee for this gaming initiative?

Monetization could include premium subscription tiers for exclusive access to live gaming events or in-depth interactive experiences. Additionally, offering in-game purchases or exclusive content related to popular shows could generate additional revenue streams.

Do you anticipate any challenges in implementing this strategy?

Yes, technical challenges like ensuring low latency and high-quality streams for gaming content could arise. Moreover, transitioning traditional Netflix viewers to a gaming format might take time and effort. Continuous testing and feedback loops would be essential to refine the offering.

Finally, how would you measure the success of this go-to-market strategy?

Success metrics could include viewer engagement levels during live streams, subscriber growth, and retention rates. Analyzing viewer feedback and participation in interactive elements would provide valuable insights for future content development.

Great ,that concludes the case .

Spotify for Kids

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Spotify, the largest provider of music streaming services is planning to launch Spotify for Kids. Given that YouTube Kids would be its largest competitor, devise a go-to-market (GTM) strategy for this product.

To be able to deliver an appropriate GTM strategy, I would like to begin by asking clarifying questions.
What age bracket are we considering for kids?

The age group that will cover kids will span from four or younger to twelve years

With the launch of Spotify for Kids, are we looking to explore and dive into a new market or for profitability?

Given Spotify's well-established position in its existing market, Spotify for Kids aims for a new-market exploration. We do not expect immediate profits, however, it can be achieved gradually.

Is the launch of Spotify Kids globally or in India?

As an initial plan, Spotify Kids will be launched in India and in due course of time, the market can be expanded to other countries.

Can you please take me through the working of the application? What are the USPs of the application?

Parents can sign up via an existing or new Spotify account, creating profiles for each child which will be age-specific. All content is curated for age-appropriateness and the content is ad-free. Parental controls, including content filters and time limits, are set up during this process. The app offers personalized playlists, easy navigation through music, audiobooks, and educational content, and a voice search feature for young users. The app's interactive features includes sing-along mode, interactive stories, and educational quizzes that reward children with badges and points. The app also uses gamification, offering badges and new content alerts to keep kids engaged.

Spotify for Kids

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Given this information, I would like to put forth my strategy. The strategy is broken into four buckets; pre-launch, launch, post-launch, and retention. Firstly, I would like to discuss the pre-launch phase.

Sure. Go ahead.

Pre-launch phase will be centric to tier-1 cities, primarily to offer early access to families with premium accounts and educators for beta testing, hence gathering feedback to refine the product before the full launch. Secondly, collaborate with local educational institutions and popular children's brand to build credibility and gain early attraction for the product. Further, launching teasers on social media can keep the audience engaged. Lastly, collaborating with influencers and advertising can keep the audience excited for the product launch.

Sounds good. Can you move to the launch phase?

Sure. During the launch phase, hosting launch events and gradually rolling out the app in selected tier-2 cities where there are higher chances of product success. Showcase the app's features and benefits through live demos, child-friendly activities, and hands-on experiences for families. Collaborate with well-known children's brands and retail chains to feature Spotify Kids in-store and online, offering promotional deals such as free trials with purchases of specific products.

During this phase, what will be your marketing strategies for the product?

Yes, as far as marketing is concerned, we can launch a social media campaign targeting parents on platforms like Facebook, Instagram, and YouTube, using playful and engaging content such as videos, contests, and giveaways. We can even consider running targeted ads on YouTube Kids to reach children directly, highlighting the fun and interactive features of Spotify Kids.

Spotify for Kids

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Furthermore, engage with popular parenting and children's influencers who can review and promote the app through their channels, sharing authentic and relatable content

It seems good. Please move to post-launch strategy

Yes. During the post-launch phase, accommodating the user feedback to improve on the application, and focusing on marketing will be the key components. Further, updating the content regularly and also aligning it with ongoing trends will keep the audience engaged. For that matter, content can be regional as well to enhance the experience. Additionally, the market can be expanded to cover the rest of the country and eventually global expansion of the market. Lastly, introducing games and rewards to increase the frequency of app usage.

Alright. How will you make sure that the app has high retention rate?

Coming to the retention part, use AI and machine learning algorithms to personalize content recommendations based on the child's age, interests, and listening habits. Enhance the gamification features by introducing progressive badges, levels, and rewards. Children could unlock new content, features, or customizations as they engage more with the app. For parents, offer robust parental controls that allow parents to monitor their child's usage, set limits, and receive regular updates on their child's engagement as parents who feel in control are more likely to continue using the app for their children. Also, we can develop automated email and notification campaigns that remind users of new content, special offers, or upcoming features. Lastly, we need to ensure that the app runs smoothly, with minimal bugs, fast load times, and an intuitive interface.

Can you briefly describe the pricing strategy of the app?

Spotify for Kids

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As a part of the beta testing, the app can be rolled out under Premium, or Spotify's Family Plan. While moving ahead with launch in other cities, the app can be made available on a free trial basis for a period with limited content. Further, a standalone subscription for Spotify Kids at a competitive price point, targeting parents who might not already be Spotify subscribers but are looking for a dedicated children's app can be introduced.

This shall conclude the discussion, thank you.



Krack The Case

Metrics

Interview Transcripts

What Metrics will you use to measure the success of Blinkit ?

Step 1: Understand the Context

Blinkit is a quick-commerce platform focused on ultra-fast delivery of groceries and essentials — typically within 10–20 minutes. To measure its success, I'd break it down by core objectives: (1) drive adoption and engagement, (2) boost order frequency and value, and (3) deliver consistently fast and reliable service.

Good framing. How would you structure the metrics?

Step 2: Map them to the customer journey funnel

I'd map them to the customer journey funnel.

1. Awareness

- New App Installs (daily/weekly)
- Referral Conversions – % of new users acquired via referral programs
- Cost per Acquisition (CPA) – track efficiency of campaigns

2. Engagement

- DAU/MAU Ratio – healthy engagement is crucial in a habit-forming product
- Session Duration & Product Browsers per Session – are users exploring enough inventory?
- Search-to-Add-to-Cart Ratio – are they finding what they look for?

3. Conversion

- Conversion Rate – % of sessions resulting in purchase
- Average Order Value (AOV) – track upselling and cross-selling effectiveness
- Cart Abandonment Rate – key to spotting friction in checkout flow

I see, and what about delivery?

Well structured — you clearly mapped metrics to the customer journey and identified where Blinkit should focus to maintain its edge.

Other Optional steps to keep in mind in an interview can be used

Step 4. Segment the Data

Step 5. Check for Internal Causes

Step 6. Check for External Causes

Step 7. Form a Hypothesis & Propose fixes if any

Boosting Loan Growth

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Alright, let's dive in. Our client is a European lender using a direct mail campaign for customer acquisition. They've asked us to figure out if it's working and how to make it better. Can you walk me through how you'd approach evaluating the effectiveness of this direct mail campaign?

Gladly. First, I'd want to clarify what "effectiveness" really means for us, is the goal more applications, actual loans booked, or maybe just higher engagement? I assume it's primarily about driving conversions, but would appreciate your confirmation. Either way, I'd map the customer journey: from mailers sent, to those opened/read, responses, applications, and finally loans disbursed. Comparing these funnel numbers to our digital campaigns should give us an initial benchmark, would that align with your view on objectives?

Yes, conversions and cost efficiency are our main focus. With that in mind, which KPIs would you hone in on, and why?

Sure, I'd prioritize these four KPIs:

- **Response Rate:** Tells us basic engagement, did the mailer spark any interest at all?
- **Application Rate:** Of those reached, who took the next step, shows if messaging is resonating.
- **Conversion Rate:** Ultimately, how many actually took a loan (the true ROI driver).
- **CAC:** Costs divided by customers acquired, vital for gauging efficiency versus other channels.

I chose these because they break down the funnel, exposing bottlenecks. I'd track them via unique QR codes, campaign-specific URLs, and CRM source tags. Assuming we log offline actions in our system, we should be able to attribute results cleanly.

Good. But how do we know if direct mail itself is moving the needle?

I'd set up a randomized control - split prospects into two groups, one gets the mail, one doesn't. After the campaign, compare outcomes across both.

Boosting Loan Growth

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That way, we can confidently attribute any lift to the mailers. If there's room, I'd further segment, testing different messages or incentives within the treatment group to see what works best.

Makes sense. What other external factors would you weigh in this analysis?

A few jump to mind:

- Demographics: Age, income, region, these likely affect reaction rates.
- Credit Score: Some risk profiles may engage/respond differently.
- Previous Touchpoints: Existing customers or warmer leads might act differently than cold prospects.
- Macro Trends: Seasonality or economic environment might skew results.
- To avoid confounding, I'd use regression or another statistical control method.

Good. Now suppose we find the program isn't very efficient. What would you try differently?

If I assume the CAC is too high, I'd suggest shifting towards more personalized and digital-first outreach, email, SMS, or even push notifications, which are trackable and low-cost. For mail, I'd propose narrowing the list to high-propensity segments, focusing on personalization, and including incentives like pre-approved limits. Integrating easy digital follow-up (QR or codes) could boost conversion. Ultimately, I'd reallocate spend to wherever our experiments show the best ROI.

Excellent, appreciate the clear, thoughtful approach. That wraps it up, thank you.

Dark Stores

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Zomato is planning to set up a network of dark stores to enable faster grocery delivery in Tier-1 cities. Imagine you're leading the business analysis for this initiative. What are the key metrics and data points you would track to evaluate the performance and viability of these dark stores.

Thanks for the question. Before I jump in, can I clarify two things so I aim at the right target?

1. For the pilot, is the priority proving that customers actually adopt ultra-fast delivery, or showing profitability straight away?
2. And scope-wise, are we talking groceries and daily essentials within a tight radius?

Let's assume the main goal right now is enabling ultra-fast grocery delivery to test customer adoption, but profitability will become important once demand is validated. For this pilot, focus is mainly on groceries and daily essentials.

Perfect, thank you. In that case, I'd structure my metrics across a few buckets: demand, operations, inventory, delivery, customer experience, financial viability, and scalability. Would you like me to start with demand-side metrics first?

Yes, let's start there.

I want to see if people in the delivery radius try us and come back.

- **Penetration:** what % of households in the 2 km radius placed at least one order.
- **Simple funnel:** visits → checkout → paid orders.
- **Basket & stickiness:** average order value, order frequency, D7/D30 repeat, plus top churn reasons.
- **Efficiency:** CAC and how quickly we earn it back through margin and repeat.

Good. Now how would you think about operations.

Dark Stores

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I'll split it in two: can customers buy what they see, and how fast/accurately do we pick it?

1. **Availability:** in-stock %, fill rate, substitution rate (customer pain), forecast error, days of cover, stock accuracy, and spoilage/aged stock.
2. **Store ops:** pick lines per hour, pick accuracy, and end-to-end order cycle time from "place order" to "dispatch." Staffing and capacity vs peak hours also matter.

Nice. Inventory management is usually tricky for groceries. What would you track?

Right, inventory is critical. I'd look at inventory turnover ratio, how fast stock cycles, stockout rate, shrinkage and losses due to spoilage or mismanagement.

Makes sense. How would you reflect customer experience?

I'd pair sentiment with root causes: CSAT/NPS tagged to "late," "substitution," and "freshness." Also watch cancellations, refunds, and refund ₹ per order.

Finally, how do you know if this model is scalable?

For scalability & sustainability, order growth rate by demand compounding week-over-week, customer churn and expansion readiness that is, once a store stabilizes at profitable unit economics, does it justify replication?

That's a thorough breakdown. Anything you'd add in closing?

Yes, since this is a pilot, I'd emphasize setting up a real-time performance dashboard across these metrics. That way, Zomato can iterate quickly, whether that means tweaking delivery zones, optimizing SKUs, or adjusting pricing, before scaling dark stores across other Tier-1 cities.

Great case, thanks.

Your client is Zerodha, a stock broker and financial services company. It offers online platform to invest in stocks, derivatives, mutual funds, ETFs, bonds, and more. As a product manager, evaluate the success metrics for your client.

Sure. Can I begin with a few clarifying questions?

Yes, please go ahead.

First, what's the **time horizon** we're evaluating are we looking at success over the next 12 months, or a longer horizon?

And second, who are the **primary users** retail investors, institutional investors, or both?

The horizon is the next year and primarily, we focus on retail investors, including beginners and experienced traders. We aim to cater to a diverse user base with varying levels of investment knowledge.

Understood. Can you briefly explain the main objectives of Zerodha for the next year?

Our primary goals are to increase user acquisition, enhance customer engagement, and improve retention rates. We also want to expand our product offerings and improve the user experience on our platform.

That's clear. Do you also have specific growth targets tied to these goals?

Yes, we aim for a 20% increase in active users and a 15% increase in transaction volume year-over-year.

Got it. Based on that, I'd propose grouping success metrics into a few simple buckets: **Acquisition, Engagement, Retention, Transactions, and Satisfaction**. Shall I walk through each?

Yes, please.

- **Acquisition:** New sign-ups, onboarding completion rate (to catch early drop-offs), and CAC (customer acquisition cost).
- **Engagement:** Daily Active Users (DAU), Monthly Active Users (MAU), and DAU/MAU ratio to gauge stickiness.

- **Retention:** Churn rate (how many users leave the platform each month), and cohort-based repeat usage.
- **Transactions:** Total trade volume (₹), number of orders placed, and average revenue per user (ARPU).
- **Satisfaction:** Net Promoter Score (NPS), support tickets per 1,000 users, and ratings around platform stability and reliability.

That's a strong framework. Let's talk about challenges what specific ones might metrics help address?

Two come to mind:

1. **Volatile markets:** During big swings, casual investors disengage so tracking **DAU/MAU** and **transaction frequency** will show us when users pull back.
2. **Onboarding drop-offs:** If too many new users leave before their first trade, monitoring **onboarding completion** helps us spot and fix the bottlenecks.

Any external risks we should account for?

If there are no major competitive changes right now, we can focus on internal performance. But it's still useful to benchmark NPS and transaction volumes against peers quarterly.

Excellent thank you. That concludes the case.

CEO Dashboard Features

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Assume you are the CEO of a fast-growing tech startup. You've been asked to define a dashboard that you'll review daily to track the health of the business. What are the top 5 key metrics you would include on your CEO dashboard, and why?

Alright, before suggesting the metrics, I'd like to ask some clarifying questions to better understand the business context. Could you tell me what stage the company is in and what product domain it operates in?

We are a 6-month post-MVP startup. Our product line is sound systems - amplifiers, speakers, and full-fledged sets.

Got it. Do we operate only in B2C or is there also a B2B component?

We operate in both: B2C is finished systems, B2B is raw component sales.

And for B2C specifically, could you tell me more about our major sales channels?

Yes. Our online sales come from:

- Amazon – 64%
- Flipkart – 34%
- Own website – 2%

Understood. Apart from sales, what are the critical business levers or pain points we're tracking in B2C?

For B2C, we track advertising effectiveness, e-commerce sales, customer feedback, complaints/issues, customer care queries, popularity on Google, and replacement orders.

That's helpful. And on the B2B side, what are the key drivers?

We're still exploring, but the important levers are supply relationships, contract pipelines, and fulfillment reliability.

And for B2C specifically, could you tell me more about our major sales channels?

CEO Dashboard Features

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Perfect. With that in mind, here are the **five metrics I'd put on a CEO dashboard** simple enough to glance at daily, but broad enough to reflect the company's health:

1. **Daily Sales & Revenue Split (B2B vs B2C, by channel):** tells us where traction is coming from.
2. **Gross Margin:** not just revenue, but whether we're making money after costs.
3. **Customer Experience:** # of complaints, replacement orders, and a simple NPS score.
4. **Order Fulfillment & Reliability:** are we shipping on time, are vendors meeting commitments?
5. **Marketing Reach & Visibility:** CAC, traffic to our website, and brand search trends.

Together, these cover growth, profitability, customer health, supply chain, and brand presence.

That looks good. How would these metrics differ for an early-stage company like ours vs. a growth-stage company?

- **Now (early stage):** focus is proving traction and fit like sales split, margins, complaints, replacement rate, and CAC.
- **Later (growth stage):** shift to scaling like retention, repeat purchases, lifetime value vs CAC, market share, and efficiency metrics like working capital cycles.

How would you balance short-term performance with long-term vision in this dashboard?

I'd design a two-layer dashboard:

- Short-term (daily ops): Sales split, margin, fulfillment rate, complaints.
- Long-term (trend view): Repeat purchase %, NPS, Google popularity, B2B pipeline.

Lastly, how would you structure the dashboard for product, marketing, and finance teams?

Job Posting Feature

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Let's dive into the job posting flow at LinkedIn. Just to set the stage, what do you think is the core product goal for this feature?

The core goal is to quickly connect employers with the best-fit candidates. That means shortening time to hire, improving hire quality, balancing supply and demand, and also monetizing promoted listings along the way. Does that sound right?

Right, so it's a mix of efficiency and business goals. When you think about the different people involved, who would you say are the key stakeholders, and what does each care about?

We've got four main groups.

- **Employers** want fast, predictable, quality hires.
- **Candidates** want relevant roles and an easy, transparent application process.
- **LinkedIn itself** wants engagement, trust, and revenue.
- And **hiring managers or ATS tools** want smooth integrations and accurate data sync.

Nice breakdown. And how about external factors, what forces do you think most affect how this product performs?

Several. Legal and regulatory forces like anti-discrimination and hiring laws definitely play a role. Economic cycles influence hiring demand, and social trends like the rise of remote work shape candidate preferences.

We also need to account for tech advancements like AI matching, and privacy regulations like GDPR or CCPA. Interestingly, environmental impact is low here.

Yeah, that tracks. Let's talk about data now, if you had to instrument the product, what are the key funnels you'd want visibility into?

Metrics | LinkedIn – [The Product Folks](#) | Hard

Job Posting Feature

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We need to track two funnels:

- **Employer funnel:** post → publish → promote → outreach → interviews → hire
- **Candidate funnel:** impression → click → view → apply start → submit → interview → offer

Both need instrumentation at each step to detect drop-offs and optimize performance.

Good. And when it comes to measuring outcomes what kind of OKRs would you set, especially for content quality or product adoption?

One challenge I've noticed is that many sellers struggle with English-only fields, which often leads to vague or inaccurate job descriptions. So one OKR could be improving the clarity and completeness of postings.

Another could be tied to reducing time-to-fill or increasing funnel conversion rates.

Fair point on the language barrier. Lastly, can you give me formulas for a few of the key funnel metrics?

Sure:

- **Fill rate** = hires within 45 days / total posts
- **CTR** = clicks / impressions
- **App completion rate** = submitted applications / started applications
- **Apply-to-Interview rate** = interviews / total applications
- **Time-to-first-contact** = median(hours from application to first recruiter contact)

Perfect. Super comprehensive. You've touched on both tactical and strategic layers, and your stakeholder thinking was solid. Thanks for the thoughtful responses!



Critique

Interview Transcripts

Hi, let's start with a product critique. What's your favourite product?

I'd say Snapchat is my favourite.

What are its most helpful features?

Interesting! Of those several products, what is so great about Snapchat that has drawn you in?

I like Snapchat because it is a multimedia messaging app, and it lets me send disappearing snaps, videos, and chats-not to mention stories. I get to share various types of media with such great speed, and the filtered photos and videos are just so much fun! And SnapStreak is so interactive; it keeps me going to keep up the streaks. Also, Snap Map is really a cool way to share your location in real time with your friends. No other app does that, really.

So, all in all, it sounds like a pretty good experience. What about pain points? Is there anything that you think could be improved upon?

Uh, definitely! I think one of the big issues I've come across is cluttered filters. They're a little disorganised; some may be difficult to find out. And I think people just turn off doing that more than they actually should.

That's a valid criticism. How would you fix it?

First, I'd look at filters because they are high-frequency, high-engagement features. I'd categorize them (seasonal, trending, AR) and add search + 'favourite filters'. This is a low engineering effort but likely to reduce friction and increase daily engagement. We can measure success by tracking % of users accessing filters via search vs. scrolling.

That totally makes sense. That could really keep people in if things are organised. What else have you noticed that could use some improvement?

Another thing is the Discover page. The algorithm there isn't quite as strong versus other platforms such as Instagram Reels or YouTube Shorts. It tends to show people irrelevant content, which in turn people skip over.

Yeah, recommendations of content are so important. How would you improve that?

For Discover, I'd focus on improving relevance since irrelevant content drives drop-offs. I'd combine behavioral data (past views, skips) with explicit preferences (topic selection) to personalize the feed. I'd run an A/B test and measure CTR, time spent per session, and % of users returning to Discover within 24 hours.

Good! Personalization is the name of the game nowadays. Anything else bothers you?

One of those things that comes to mind would be the crop feature. It's super limited, where right now you can only zoom in and out. It doesn't allow you to actually crop it, which makes it pretty frustrating

I can imagine how that would be a problem. What would you suggest changing?

Lastly, I'd improve the crop feature, though this is lower priority. We could allow freeform cropping, aspect ratio presets, and a preview mode. This likely has a smaller impact on retention compared to filters/Discover, so I'd ship it later.

That is a solid enhancement. These solutions really can enhance the Snapchat experience. Thanks for taking me through that!

Hi, let's start with a simple question. What's your favourite product?

I'd pick Uber. It's really convenient, offers a wide range of services, and keeps innovating—something I admire from a product standpoint.

Interesting choice! What are some of the features that really make Uber stand out for you?

Three big things:

- Simplicity: Booking a ride to payment is frictionless.
- Variety: Cars, bikes, rentals—it's not one-size-fits-all.
- Support & Evolution: Their customer service is responsive, and I like how they expanded into Uber Eats, showing constant iteration on value.

Yeah, they've definitely grown into more than just a ride-sharing app. However, I'm sure Uber isn't without its challenges. What are some of the pain points or issues you've encountered with the service, especially in terms of emergency features?

Oh, absolutely. As much as I enjoy using Uber, there are a few challenges that I've experienced over time. For example, sometimes finding a driver can be a real struggle, especially during peak hours or if you're in a less populated area. I've been in situations where I had to wait a lot longer than I expected just because no drivers were available.

Another issue is ride cancellations. I've had drivers accept a ride only to cancel a few minutes later, which can be really frustrating, especially if you're in a hurry. You end up having to rebook, and that only adds more waiting time.

When it comes to emergency features, I think the SOS options could be improved. It's not always clear how to access them quickly, and in an emergency, you don't want to waste precious time figuring out how to call for help. It can leave you feeling a bit unsafe, especially in unfamiliar places or at night.

Then there's communication between riders and drivers, which isn't always smooth. Misunderstandings about pickup locations or timing can create a bit of chaos.

Those are definitely valid concerns. Do you have any suggestions for how Uber could address these issues?

Yeah, I think there are a few things they could do. For instance, I've noticed that rewarding drivers for consistency could really help reduce cancellations. If they offer bonuses or incentives for drivers who complete a certain number of rides without cancellations, it might encourage more reliable service. Safety is another area where I believe Uber could step up. Adding features like voice recordings or an option to send an emergency message directly to your contacts could make a big difference. If riders knew they had that extra layer of protection, it would definitely make them feel more secure. Improving the ride-matching algorithm could also help with cancellations. If they can optimize it to connect riders with drivers who are closer and less likely to cancel, that would cut down on waiting times and frustration. And I think letting drivers choose high-demand areas would be useful too. If they know they're more likely to get rides in busy places, it could help match supply and demand more effectively, which in turn would improve availability for riders.

Good solutions. How would you measure if these changes are successful?

Drop in cancellation rate (baseline vs post-change).

Reduction in average wait time (especially at peak hours).

% of trips where SOS is triggered successfully within 5 seconds.

Driver acceptance rate & completion rate for rides in high-demand areas.

Rider NPS (safety-specific).

Which app do you think is particularly useful for college students in terms of professional development?

Unstop stands out for students. It goes beyond job searches, helping them grow skills and build networks through various competitions, internships, and learning opportunities.

Good pick. Can you break down what you find most valuable about Unstop?

- Breadth of opportunities: Competitions, hackathons, internships, and job listings in one place.
- Personalization: Tailored recommendations based on interests.
- Mentorship access: Expert sessions and guidance, though I think there's scope to improve availability.
- Platform convenience: Single login for discovery, participation, and applications — reduces friction.

What sets it apart from other platforms?

Its unique selling point is end-to-end participation — not just job listings but live skill-building through competitions and hackathons, which LinkedIn doesn't focus on.

It also gives businesses a dedicated place to engage with students, which creates a stronger ecosystem.

Fair. But every product has gaps. What are some drawbacks you've noticed?

The competition diversity could improve, especially in fields like social impact or sustainability. The UI can feel cluttered, and mentor access isn't always timely. Also, some competitions lack value, and international opportunities are limited. A better feedback system would also help.

What improvements would you suggest?

- UI revamp: Simplify navigation using tabs (Competitions | Jobs | Mentorship | Community).
- Mentor SLAs: Guarantee mentor response times or allow users to book slots.
- Feedback & gamification: Provide post-competition scorecards and badges to boost engagement.
- Community layer: Discussion forums and peer groups around themes (AI, consulting, design) to drive ongoing engagement beyond events.

If you were a Product Manager at Unstop, what would you focus on?

I'd focus on improving the UI, expanding mentor access, introducing community features and gamification, ensuring competition quality, and expanding international opportunities. These would boost the platform's value for students.

Great, thanks for your insights!

Milk Basket

[Click here to give a mock interview](#)

Hi, let's begin with the case. What is your favourite product?

One of my favourite products is Milk Basket, a daily grocery delivery app. You place your order by night, and everything arrives the next morning at your doorstep. As a married professional with a small child, this has been a huge convenience for me.

Great. Can you tell me about some features that you find appealing?

Sure, here are the key aspects I love about Milk Basket:

- **Ease of Use:** Simple one-click orders, flexible cut-off times till late night, and editable carts.
- **Cost Effectiveness:** Competitive prices and decent deals, ensuring good value for money.
- **Efficiency & Sustainability:** Instead of wasteful instant deliveries, Milk Basket aggregates hundreds of orders into a single van delivery every morning. This saves packaging and reduces last-mile costs.

Interesting. What about pain points? What areas do you think still need improvement?

From my perspective, the main issues are:

- **Search isn't optimal:** Queries in regional/vernacular languages (e.g., cumin vs. jeera) don't always return relevant results.
- **Payment options are limited:** No "buy now, pay later" or automated recharge features yet.
- **Lack of novelty:** While the service works well, it sometimes feels like a commodity. There are few "wow" features to engage users beyond the basics.

Good points. Let's pick one or two of these to improve. What solutions would you suggest?

I'd propose two initiatives:

- **Vernacular Search Enhancement** – Build classifiers and multi-language models to better handle mixed queries and improve auto-suggest. This directly boosts search-to-order conversion.

Milk Basket

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- “Recipe of the Day” Feature – Curate daily recipes with a one-click option to add all ingredients to the cart. Test in one city first, then scale regionally with localized dishes. This adds novelty and repeat engagement.

Nice. How would you measure success for these initiatives?

For Search:

- % of searches leading to cart additions or completed orders (target: increase from ~78% to 82–84%).
- Classifier precision (ideally >95%) and recall for vernacular queries.

For Recipe of the Day:

- Conversion rate from viewing to ordering.
- Monthly retention (aiming for 80%+ repeat users engaging with the feature).

Are there any risks you'd watch out for?

For search, the key risk is data privacy and compliance when training new models. We'd need legal checks on storing and processing user queries. The recipe feature has fewer risks but should be tested carefully for regional acceptance.

Great. Could you summarize your thought process?

Sure:

- Start with why I love the product → set context with personal connection.
- Identify pain points → prioritized by impact vs effort.
- Select solutions → vernacular search & recipe engagement.
- Define success metrics and risks.
- End with a structured summary that shows both user empathy and business alignment.

Hi, let's begin with the case. What is your favourite product?

I'd pick Myntra. It's India's largest fashion and lifestyle e-tailer and offers a premium, curated shopping experience that appeals to fashion-conscious users.

Great. Tell me about some appealing features that attract you to this product.

- Latest trends, easy discovery: Myntra stays ahead of fashion trends and has a very intuitive UI for browsing.
- Personalization: It uses data to provide size recommendations based on my past purchases.
- Emotional connection: Myntra recognizes fashion as a form of identity and expression, not just a transactional purchase.

Good observations. Now let's get into product critique — what pain points have you experienced?

Two key issues come to mind:

- Limited selection in new categories (like electronics and home essentials).
- Inconsistent product quality and authenticity for some items.

Let's go deeper on the first one — limited selection.

Problem: As Myntra expands into adjacent categories, users sometimes find too few options compared to competitors like Amazon/Flipkart.

Solution:

- Brand partnerships: Onboard more partner brands in these categories.
- Data-driven curation: Use search data to identify gaps and prioritize high-demand products.
- Marketplace model: Allow vetted third-party sellers to list products to scale supply faster.

That seems like a reasonable approach. Now, let's address the issue of product quality and authenticity.

description and images. This inconsistency can lead to a lack of trust in the platform. To address this, Myntra could introduce a virtual try-on feature using augmented reality (AR) to let users see how clothes will look on them in real time using their smartphone cameras. Additionally, an AI-driven fit feedback system that suggests the best size based on the user's body measurements and previous purchases could be implemented. Moreover, adopting a more rigorous quality control process, including more detailed product verification before listing, could enhance authenticity.

Besides these, are there any new features you think Myntra should introduce to gain an edge over its competitors?

Myntra could consider introducing a "Group Feature for Collaborative Shopping." This could include a "Group Wishlist" feature, where users can invite friends to a shared space within the app, allowing them to add items to a collective wishlist. It could be coupled with a voting system where group members can vote on items, making it easier to decide on gifts or group purchases. This feature could definitely give Myntra an edge over its competitors.

Those are well-thought-out points. We can close the case now. You did well.

Hi, let us start with the case. What is your favourite app?

I'd choose Reddit. It's a platform that enables deep, authentic discussions through its subreddit-based community structure, giving users a space to explore virtually any topic.

Good choice. What features do you find most helpful?

So, Reddit offers several compelling features.

- Community variety: Thousands of subreddits for every interest — niche or broad.
- Anonymity: Users can engage without revealing identity, encouraging honest discussions.
- Nested comment threads: Enables rich, multi-level conversations instead of shallow engagement.
- Voting system: Surfaces the most relevant, useful, or entertaining content.

And why Reddit over other platforms like Instagram or Facebook?

Unlike other platforms optimized for quick dopamine hits, Reddit focuses on depth and quality of discussion.

The upvote/downvote mechanism rewards valuable content, and the lack of real-name pressure creates a safe space for honest knowledge-sharing.

Fair point. But Reddit's popularity still lags competitors. Why do you think that is?

The biggest factor is poor mobile app experience. Reddit's web experience is stronger, but the majority of social media users are mobile-first. If the app isn't compelling, growth stalls.

Can you break down the major issues with the app?

UI Issues:

- Outdated, text-heavy design makes it feel cluttered.
- Limited thread exploration hampers navigation.
- No clear visual distinction between posts and comments.
- Poor ad integration disrupts the experience.

Converts trending posts into live, real-time discussion threads (like a chatroom).

Great for events like sports matches, award shows, or breaking news.

Could drive high engagement, especially among younger users who want real-time interactions.

Success metric: Track number of live sessions joined per user, messages per session, and retention among first-time live participants.

That's a creative idea and aligns well with Reddit's community-first ethos. Nice work — this is a strong, structured critique.

Google Cloud Platform (GCP)

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What is your favourite Google product and why?

My favourite product is Google Cloud Platform (GCP). I find it fascinating because of its scale, sophistication, and how it supports multiple user segments. I'll explain my reasoning in three parts:

1. Business objective
2. User problems it solves
3. Solutions and trade-offs compared to competitors

Let's begin with the business objective.

At its core, Google's mission is to make the world's information universally accessible and useful. GCP aligns with this by making Google's computing power, storage, and AI capabilities accessible to developers, startups, and large enterprises. Its objective is to let anyone—from indie coders to Fortune 500s—build and scale products on Google's backbone.

What user problems does GCP solve?

Different segments have distinct pain points:

- Individual developers: Don't want to host servers or set up heavy IT. They need to spin up an app or MVP quickly and deploy live within hours.
- Small businesses: Need slightly more complexity—domains, Gmail, storage, databases—while still keeping setup simple and affordable.
- Large enterprises: Often spend millions on server farms and infrastructure. GCP helps them cut costs, scale faster, and access modern AI/analytics tools without maintaining everything in-house.

And how does GCP provide solutions across these segments?

- For developers: Quick setup, app instances, storage, samples, and a clean console. You can go from code to demo in a day.

Google Cloud Platform (GCP)

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- For small businesses: Domains, App Engine, storage, collaboration tools—everything to run operations smoothly.
- For enterprises: A full suite—compute, networking, analytics, AI, databases, developer tools (literally 25+ services). It's a one-stop platform.

How does GCP compare to competitors like AWS or DigitalOcean?

- DigitalOcean: Great for indie developers, but very command-line heavy and not enterprise-ready.
- AWS: Fantastic for enterprises, but extremely complex—indie developers often find it overwhelming.
- GCP: Strikes a balance. Easier for indie devs and small businesses to start with, while still robust enough for enterprises. AWS may still have an edge for enterprise, but GCP excels in AI/ML and developer-friendliness.

What improvements would you suggest for GCP?

- Simplify further for indie developers: More guided flows, tutorials, and starter templates.
- Expose advanced AI/ML tools to individual developers in easier, “plug-and-play” formats.
- Clarify product overlaps: Some services (e.g., App Engine vs. Compute Engine) feel too similar—GCP could make boundaries clearer.

What do you dislike most about it?

The blurry edges between services. At times, it's hard to distinguish when to use one service vs. another. This can confuse users. Sharper product boundaries would improve usability.

Google Cloud Platform (GCP)

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Could you summarize your thought process?

- Business Objective: Democratize computing using Google's infrastructure.
- User Problems: Developers → speed; SMBs → affordability & flexibility; Enterprises → cost efficiency & scale.
- Solutions: Tailored features for each segment, spanning from simple app hosting to enterprise AI.
- Comparison: Better for indie devs than AWS, more accessible than DigitalOcean, strong AI leadership.
- Improvements: Simplicity, AI accessibility, clearer product boundaries.

LitFlask 3-in-1 Smart Water Bottle

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Hi, let's begin with the case. What's your favorite physical product?

My favorite physical product is the LitFlask 3-in-1 Smart Water Bottle. It uniquely combines hydration, entertainment, and power—all in one portable device—perfect for modern active lifestyles.

Great—can you tell me what features make it so appealing?

Absolutely, here's why I love it:

- Multifunctionality: It integrates three core utilities—water bottle, Bluetooth speaker, and 5,000 mAh power bank—so you only need one item when heading out.
- Outdoor-friendly design: It's made of vacuum-insulated stainless steel, keeping drinks cold for hours, and is splash-resistant—ideal for gyms, beach trips, or hikes.

- Ambient lighting & sync: LED lights sync with music playback, adding ambiance and mood, and ensure you can locate the bottle after dark. Plus, the “Bump Technology” allows two LitFlasks to sync up for stereo sound.

Interesting. What other products is LitFlask competing with, and how is the current landscape?

The landscape falls into two main categories:

- Conventional water bottles (e.g., Hydro Flask)—reliable, simple, and insulated, but lack smart features.
- Smart bottles (e.g., HidrateSpark, self-cleaning bottles like LARQ)—they focus on hydration tracking or sterilization, but don't offer entertainment or power backup.

LitFlask sits at a unique intersection—hydration meets fun meets utility.

LitFlask 3-in-1 Smart Water Bottle

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What's the goal for improving this product?

The chief goal would be to drive engagement and frequency of use, turning it from a novelty gadget into a daily-essential. Engagement supports stronger customer loyalty, word-of-mouth, and upsell opportunities (e.g., accessories or branded additions).

Who are the key customer segments you'd focus on, and what are their pain points?

Three segments:

- Outdoor enthusiasts (hikers, campers): Want durability, ambient lighting, and multiple utilities to minimize what they carry.
- Fitness buffs / gym-goers: Need hydration, music, and the ability to charge devices—without multiple items cluttering their bag or locker.
- Urban commuters / festival-goers: Appreciate portability, music, charging, and visibility (LED lighting) in one compact package.

Pain points include carrying multiple gadgets, forgetting power banks or speakers, and wanting more immersive experiences during outdoor or fitness activities.

What solutions would you propose to enhance LitFlask?

I thought of three potential enhancements:

1. User-customizable light modes & notifications—lights could pulse for hydration reminders or incoming calls.
2. Integrated solar charging rim—a flexible solar layer to extend battery life during long trips.
3. Modular accessory docks—clip-in modules like air filters or aroma diffusers, enabling customization

How would you weigh their pros and cons?

LitFlask 3-in-1 Smart Water Bottle

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Light notifications:

- Pros: Increases daily use and reliance; low engineering complexity.
- Cons: Might drain battery faster; possible feature overload.

Solar Charging Rim:

- Pros: Extends usability off-grid; enhances outdoor utility.
- Cons: Higher product cost; adds design complexity and potentially fragility.

Modular Accessories:

- Pros: Adds personalization and product ecosystem potential.
- Cons: Increases manufacturing complexity; may shift focus away from core functionality.

Which would you prioritize and why?

I'd prioritize light-based notifications, because it aligns with the existing LED system, drives regular engagement, and can be delivered with minimal cost and design shifts. It reinforces daily use and usability without diluting the bottle's core value.

Any trade-offs worth mentioning?

A trade-off is minor battery impact—voice or app-triggered lighting could reduce standby time—but the design should allow the user to toggle reminders on/off. Also, ensuring the UI for customizing lighting stays intuitive is critical to avoid overwhelming the user.

Could you summarize your approach?

- Why I love it: smart, multifunctional, outdoor-ready, fun.
- Landscape: beats standard bottles and singular-function smart bottles in versatility.
- Goal: Increase engagement and daily usage.
- Customers: outdoor users, fitness enthusiasts, commuters.
- Solution: Push light-based reminders and notifications as low-cost, high-impact enhancement.
- Trade-offs: battery usage vs. utility; simplicity vs. flexibility.



Guesstimates

Interview Transcripts

Setting the stage

We aim to calculate the total number of registered automobiles in India as of 2025, segmented by urban and rural distribution patterns. We will define "automobiles" to include all motor vehicles: passenger cars, two-wheelers (motorcycles/scooters), three-wheelers (auto-rickshaws), and commercial vehicles (trucks/buses). We'll start with official government data and apply growth patterns observed in recent years, then segment by urban-rural ownership patterns based on demographic and economic factors. Key assumptions include India's population split (46% urban, 54% rural), differential vehicle ownership rates between urban and rural areas, and segment-specific preferences based on income levels, infrastructure availability, and transportation needs.

Validation

Our 123 million estimate aligns with recent registration and sales trends. FY 2025 new registrations totalled ~26 million (6.5% growth), implying a stock near 123 million when accounting for retirements. Rural two-wheeler and passenger vehicle growth rates (8.4% and 7.9%, respectively) outpaced urban rates (6.8% and 3.1%), supporting our 55/45 and 70/30 urban-rural splits. Annual passenger car sales of ~4.3 million in FY 2025 vs. the projected fleet of 20 million also validate our assumptions.

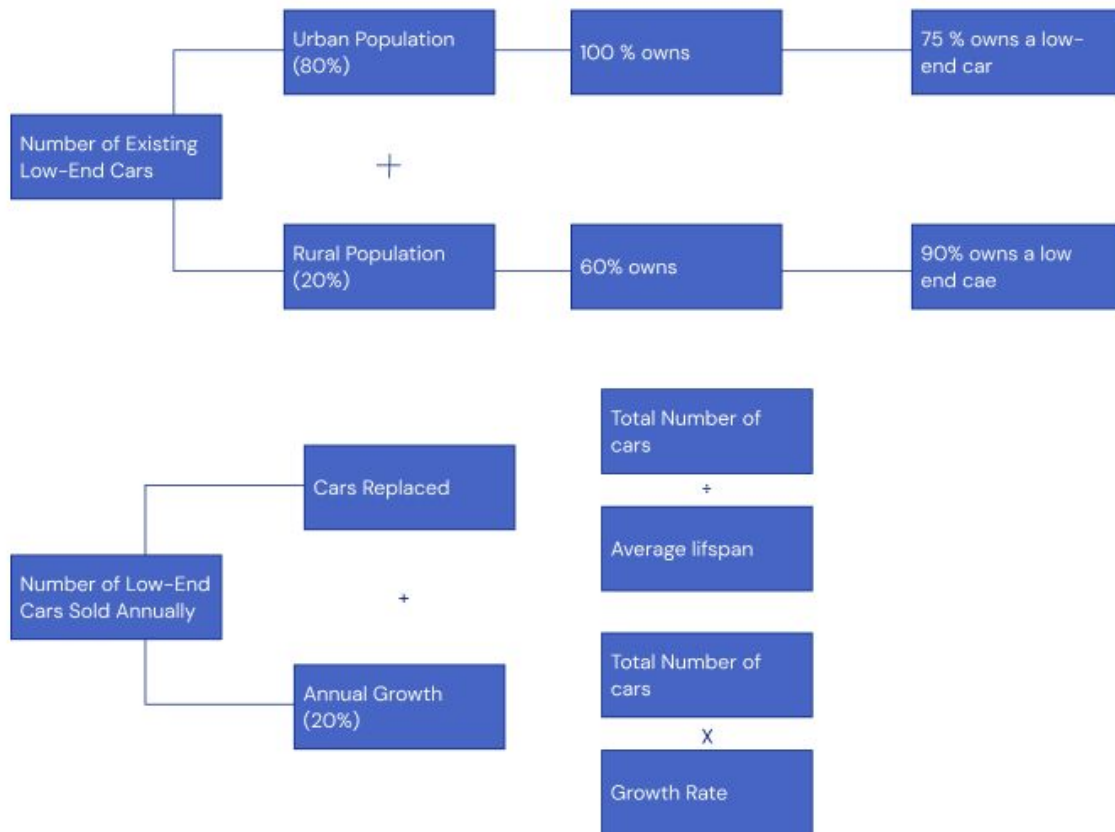
Approach

- Start with population: India $\approx$ 1.46B; convert to households using avg size 4 $\rightarrow$ ~365M households.
- Geographic split: Rural 70% $\rightarrow$ 255.5M; Urban 30% $\rightarrow$ 109.5M households.
- Rural income bands and car-owning rates:
 - BPL 20% $\rightarrow$ 51.5M, 0% own
 - Lower 30% $\rightarrow$ 76.7M, 2% own
 - Middle 40% $\rightarrow$ 102.2M, 20% own
 - Upper 10% $\rightarrow$ 25.6M, 80% own
- Urban income bands and car-owning rates:
 - Lower 40% $\rightarrow$ 43.8M, 5% own
 - Middle 40% $\rightarrow$ 43.8M, 50% own
 - Upper 20% $\rightarrow$ 21.9M, 90% own
- Compute owners:
 - Rural owners $\approx$ 42.4M; Urban owners $\approx$ 43.8M
- Total car-owning households $\approx$ 86M $\rightarrow$ base automobiles $\approx$ 86M
- Optional sensitivity: add 10–20% uplift for multi-car urban upper-income households if needed.

Guesstimate | BCG | Easy

Automobiles in India

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Setting the Stage

We want to estimate the **total number of cups of tea consumed in India in a week**. To do this, we break the problem into the following key steps:

- Estimate the size of the population and divide based on age
- Estimate drinking share among each segment of Age.
- We calculate daily consumers.
- Account for daily consumption per customer and then weekly.

Key assumptions:

- We consider that days of week do not have different consumption.
- We assume three age segments and average them out across market.
- We consider people across India to be similar and no different effect on tea consumption.
- All numbers are illustrative guesstimates based on logical assumptions and secondary data.

Validation

- **Cross-check with supply side:** Validate our guesstimate by comparing to avg tea sold in weekly across India and then estimate number of consumers from it.
- **Estimate from household expense:** Validate by looking at average monthly household spend on tea/tea leaves.

Approach

1. Divide into Age groups

- Total Population = **140 Cr**
- Let's divide the population into age groups:
 - 0-14 -> 25% population
 - 14-25 -> 20% population
 - 25+ -> 55% population

2. Estimated cups per age group

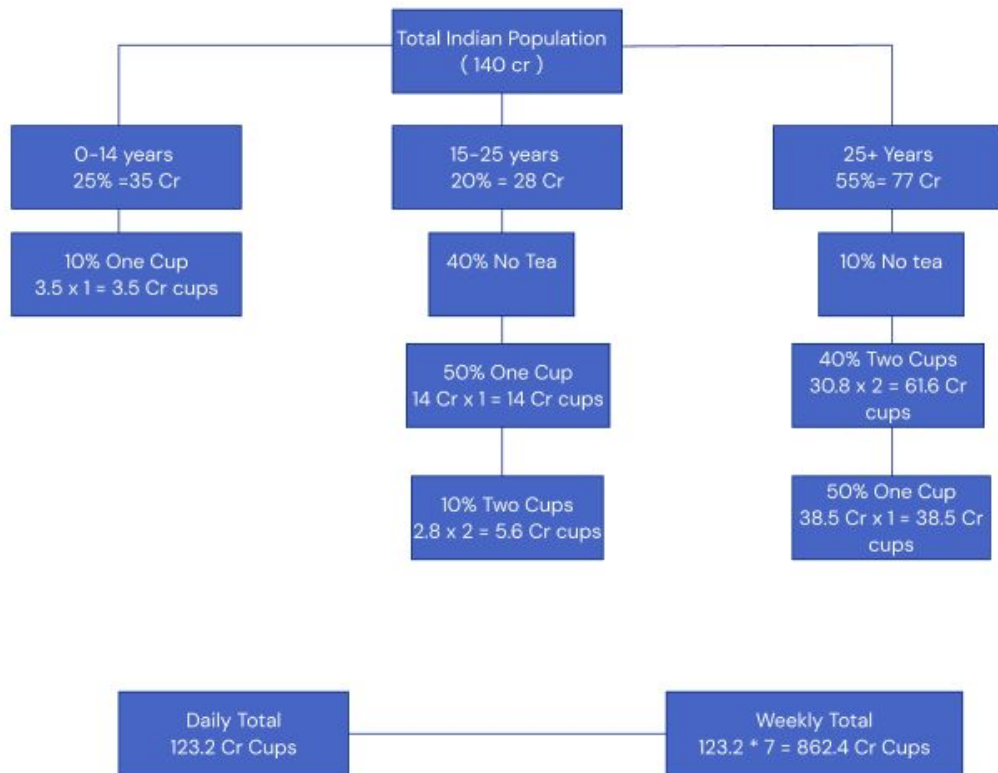
- **0-14 age group** => we can consider negligible consumption.
 - 90% consume 0 cups
 - 10% consume 1 cup a day
- **14-25 age group** => we consider moderate consumption at young adults
 - 40% consume 0 cups.
 - 50% consume 1 cup a day.
 - 10% consume 2 cups a day.
- **25+ age group** => we consider main/high consumers as working class and habit
 - 10% consume 0 cups.
 - 50% consume 1 cup a day.
 - 40% consume 2 cups a day.

3. Estimate final consumption count

- 0-14 age group => $25\% \times 140 \text{ Cr} \times 10\% \times 1 = 3.5 \text{ Cr}$
- 14-25 age group => $20\% \times 140 \text{ Cr} \times (50\% \times 1 + 10\% \times 2) = 19.6 \text{ Cr}$
- 25+ age group => $55\% \times 140 \text{ Cr} \times (50\% \times 1 + 40\% \times 2) = 100.1 \text{ Cr}$

Weekly Consumption = $7 \times (3.5 + 19.6 + 100.1) \text{ Cr} = 862.4 \text{ Cr Cups}$

Cups of Tea

[Click here to give a mock interview](#)

Setting the Stage

We want to estimate the total number of cups of tea and coffee sold at Mumbai Airport on a typical weekday morning (6:00AM–12:00PM). To do this, we break down the problem into the following key steps:

- Estimate total flights (arrivals + departures) in this 6-hour window.
 - Estimate total airport footfall based on flight count and plane occupancy.
 - Estimate the share of the footfall buying tea/coffee, and average cups per buyer.
- Key assumptions:**
- Airport: Mumbai International (both terminals included).
 - Analysis window: 6AM to 12PM (6 hours).
 - All numbers are illustrative guesstimates based on logical assumptions and secondary data.
 - There are 2 runways in Mumbai Airport.
 - We have considered all types of tea and coffee (hot, cold etc.)

Validation

- Cross-check with vendor data: Reach out to airport or F&B outlets for actual sales for similar time windows.
- Comparison with terminal footfall data: If available, compare with published passenger handling and F&B sales reports.
- Refine purchase %: Adjust estimate if data shows higher/lower beverage penetration or event-driven spikes (e.g., holidays).

Approach

1. Estimate Total Flights (6AM–12PM)

- Split hours into peak (2h, high throughput) and non-peak (4h, lower throughput), based on typical airport movement patterns.
 - Peak hours (2h): 30 flights/hour $\rightarrow 30 \times 2 \times 2 = 120$ (landings + takeoffs)
 - Non-peak hours (4h): 15 flights/hour $\rightarrow 15 \times 4 \times 2 = 120$ (landings + takeoffs)
- Total flights (during 6 hours): 240

See Flowchart 1 for calculation steps.

2. Estimate Total Passenger Footfall

- Assume 10% of flights are large (300 seats), 90% are smaller (180 seats).
 - Large flights: $24 \times 300 = 7,200$ seats
 - Small flights: $216 \times 180 = 38,880$ seats
 - Total possible occupancy: 46,080 seats
- Assume average load factor (utilization): 80%
 - Footfall = $46,080 \times 0.8 \approx 36,864$ passengers (arrivals + departures during 6AM–12PM)

See Flowchart 2 for steps.

3. Estimate Tea/Coffee Purchase Incidence

- Assume a certain % of the footfall purchases tea/coffee in this window. Reasonable for mornings might be 20% (due to high preference in India, and morning time).
- Average cups per purchasing passenger: 1.1 (to account for seconds/companions).
 - Cups sold = Footfall $\times$ % buyers $\times$ avg cups
 - Cups sold = $36,864 \times 0.20 \times 1.1 \approx 8,110$ cups

Guesstimate | KPMG | Easy Flights at Delhi Airport

[Click here to give a mock interview](#)

Setting the Stage

We want to estimate the total number of flights per day at Delhi's Indira Gandhi International Airport (DEL). We will use a bottom-up, capacity-based approach that relies on the airport's runway infrastructure and operational tempo.

Our estimation will be based on the following key assumptions:

- **Airport Infrastructure:** The airport operates on a 24-hour cycle and has a total of four operational runways: 2 major runways and 2 minor runways.
- **Definition of a "Flight":** We will define a flight as a single aircraft movement, either a takeoff or a landing.
- **Objective:** Our final number will be the sum of the total flights from both the major and minor runways over a 24-hour period.

Validation

We can validate this result using a top-down, "supply-side" approach based on domestic air traffic in India.

Total Domestic Flights: We assume there are approximately 30 states and territories in India and that, on average, there are 5 domestic departures per hour from a major airport within each state. Over 24 hours, this would result in a total of: $30 \text{ states} \times 5 \text{ departures/hour} \times 24 \text{ hours} = 3,600$ total domestic departures per day

Delhi's Share: As the busiest airport in the country, we can assume Delhi handles a significant portion of this traffic. We will allocate **25%** of the total domestic departures to Delhi. $3,600 \times 0.25 = 900$ flights per day. The result of **900 flights** from the supply-side approach is very close to our runway-capacity estimate.

Approach

Our approach is based on a runway-by-runway capacity model. We will calculate the total flights per day by adding the capacity of the major runways to the capacity of the minor runways.

Major Runways Calculation

We assume that the **two major runways** together handle a combined total of **576 flights per day**. This is derived from the following steps:

- **Planes per 15-minute window:** 3 for takeoff + 3 for landing = 6 planes
- **Flights per hour:** $6 \text{ planes} \times 4 \text{ (15-min intervals)} = 24 \text{ flights per hour}$
- **Flights per day:** $24 \text{ flights/hour} \times 24 \text{ hours} = 576 \text{ flights per day}$

Minor Runways Calculation

We assume the **two minor runways** handle a separate volume of flights. Based on our assumption of 4 planes every 30 minutes per runway, here are the steps for the combined capacity of both:

- **Planes per 30-minute window:** 4 planes per runway $\times$ 2 runways = 8 planes
- **Flights per hour:** $8 \text{ planes} \times 2 \text{ (30-min intervals)} = 16 \text{ flights per hour}$
- **Flights per day:** $16 \text{ flights/hour} \times 24 \text{ hours} = 384 \text{ flights per day}$

Total Flights Per Day

The total daily flight count for the airport is the sum of the major and minor runway capacities:

$576 \text{ (Major Runways)} + 384 \text{ (Minor Runways)} = 960 \text{ total flights per day}$

Setting the Stage

We will estimate the total number of tattoos on people in Mumbai. We will use a population-based approach, segmenting the population into different age groups and applying assumptions about tattoo prevalence within each group. Our final estimate will be the sum of all tattoos across all age segments.

Our estimation will be based on the following key assumptions:

- **Population of Mumbai:** 20 million (2 Crore)
- **Age Segmentation:**
 - 0-18 years: 20% of the population (4 million people)
 - 18-45 years: 50% of the population (10 million people)
 - 45+ years: 30% of the population (6 million people)
- **Tattoo Prevalence:**
 - **0-18 Group:** 1% have 1 tattoo, 0.5% have 2, and 0.5% have 3.
 - **18-45 Group:** 2% have 1 tattoo, 2% have 2, and 1% have 3.
 - **45+ Group:** 0.5% have 1 tattoo, 0.25% have 2, and 0.25% have 3.

Validation

To validate our approach, we can perform a quick sanity check by estimating the total number of individuals with tattoos. Based on our assumed prevalence rates, approximately 5% of the total population (1 million people) has at least one tattoo.

Our final estimate of **1.145 million** tattoos is logically consistent with this number of people. If 1 million people have tattoos, and the average number of tattoos per person is slightly more than one, a total tattoo count of 1.145 million is a reasonable and internally consistent result.

Approach

Our approach is to calculate the number of tattoos for each age group based on the assumed prevalence rates and then sum them to find the total.

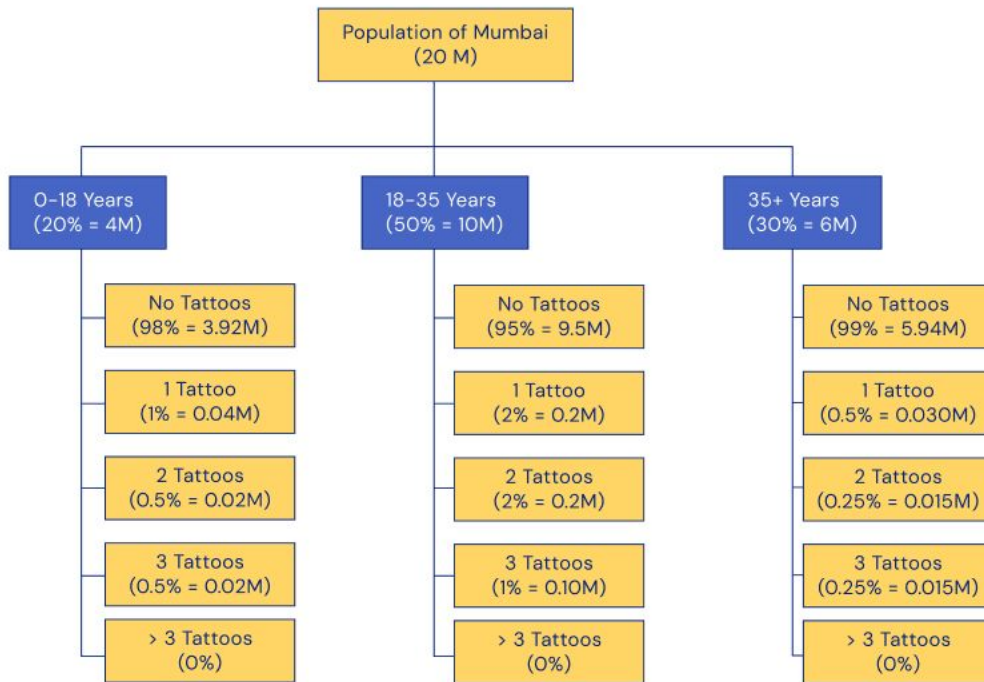
For the **0-18 age group** (4 million people), we calculate the number of tattoos by multiplying the population by the assumed prevalence for each tattoo count. This gives us 40,000 people with 1 tattoo, 20,000 with 2, and 20,000 with 3, for a total of 140,000 tattoos.

For the **18-45 age group** (10 million people), we apply a higher prevalence rate, leading to 200,000 people with 1 tattoo, 200,000 with 2, and 100,000 with 3, for a total of 900,000 tattoos.

For the **45+ age group** (6 million people), we use a lower prevalence rate, which results in 30,000 people with 1 tattoo, 15,000 with 2, and 15,000 with 3, for a total of 90,000 tattoos.

By adding the totals from each age segment, we arrive at the total number of tattoos in Mumbai which is $140,000 + 900,000 + 90,000 = 1.145$ million tattoos.

Tattoos in Mumbai

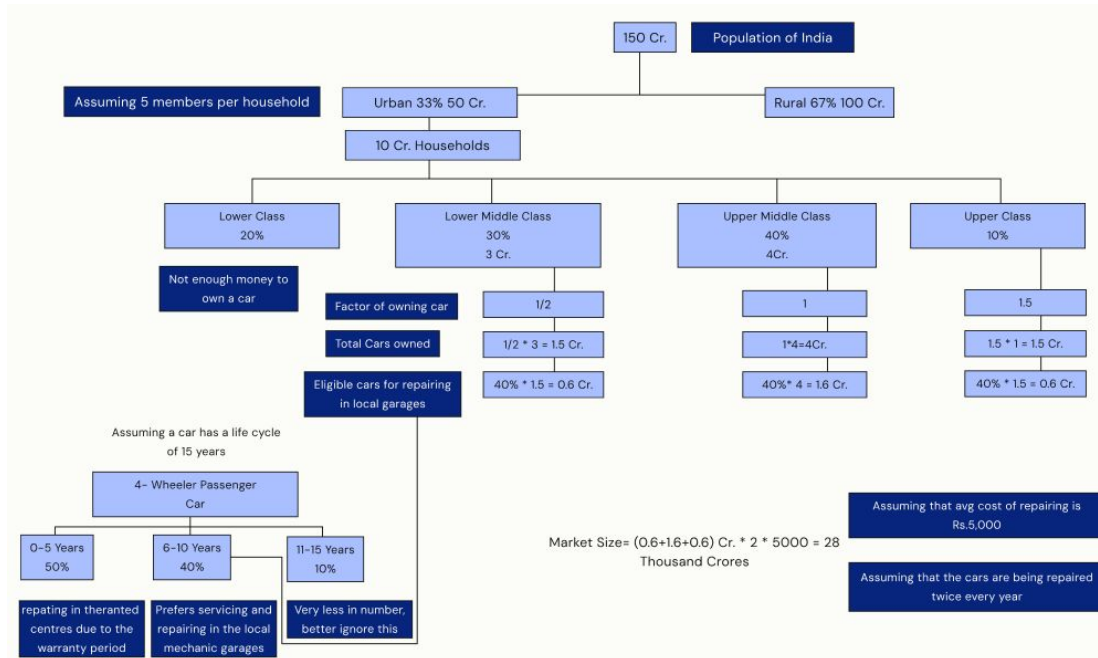
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$$\# \text{ Tattoos} = 1 \times (0.04 + 0.2 + 0.03) + 2 \times (0.02 + 0.2 + 0.015) + 3 \times (0.02 + 0.1 + 0.015) = 1.145 \text{ M}$$

Automobile Spare Parts

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Estimate of the market size for spare parts catering to four-wheeler passenger cars within India's local mechanic garage sector, denominated in Thousand Crores INR.



Formula

Market Size= #Different Cars repaired in local garages in one year* #Times repaired per year *Cost of repairing each time

Points for Interviewee:

- Rural households have not been taken, however it should be confirmed from the interviewer before proceeding
- Private cabs can be taken into consideration
- A big chunk of households belong to the upper class can opt for premium services even after expiry of warranty period
- Cost of repairing has been taken same for each income class, but it can vary from class to class

ATMs in Delhi

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I want you to estimate the number of number of ATMs in Delhi

I'd like to clarify a few points before I proceed:

Are we looking at just **Delhi NCT** or the larger **Delhi NCR** region?

Consider Delhi NCT only

I'll then start by estimating the **population of Delhi** and break it into **households and income segments**, since ATM demand usually varies by income and card penetration. Does that approach sound okay?

Yes, that's a good approach. Continue.

Delhi has around **30 million people (3 Cr)**. Assuming an **average household size of 4**, that gives us about **7.5 million households (75 lakh)**.

To refine demand, I'll split households into:

Lower income (15%) $\approx$ 1.1M households

Middle income (55%) $\approx$ 4.1M households

Upper income (30%) $\approx$ 2.3M households

Is this segmentation reasonable?

Yes, that works. Proceed with your ATM demand logic

Now, let's estimate **bank card ownership per household**:

Lower income: ~ 1 card/household $\rightarrow \sim 1.1$ M cards

Middle income: ~ 2 cards/household $\rightarrow \sim 8.25$ M cards

Upper income: ~ 4 cards/household $\rightarrow \sim 9$ M cards

So total $\approx$ **18.4M cards**.

For **ATM-to-card ratios** (i.e., one ATM serves X cards):

Lower: 1 ATM per 1500 cards $\rightarrow \sim 750$ ATMs

Middle: 1 ATM per 1500 cards $\rightarrow \sim 5500$ ATMs

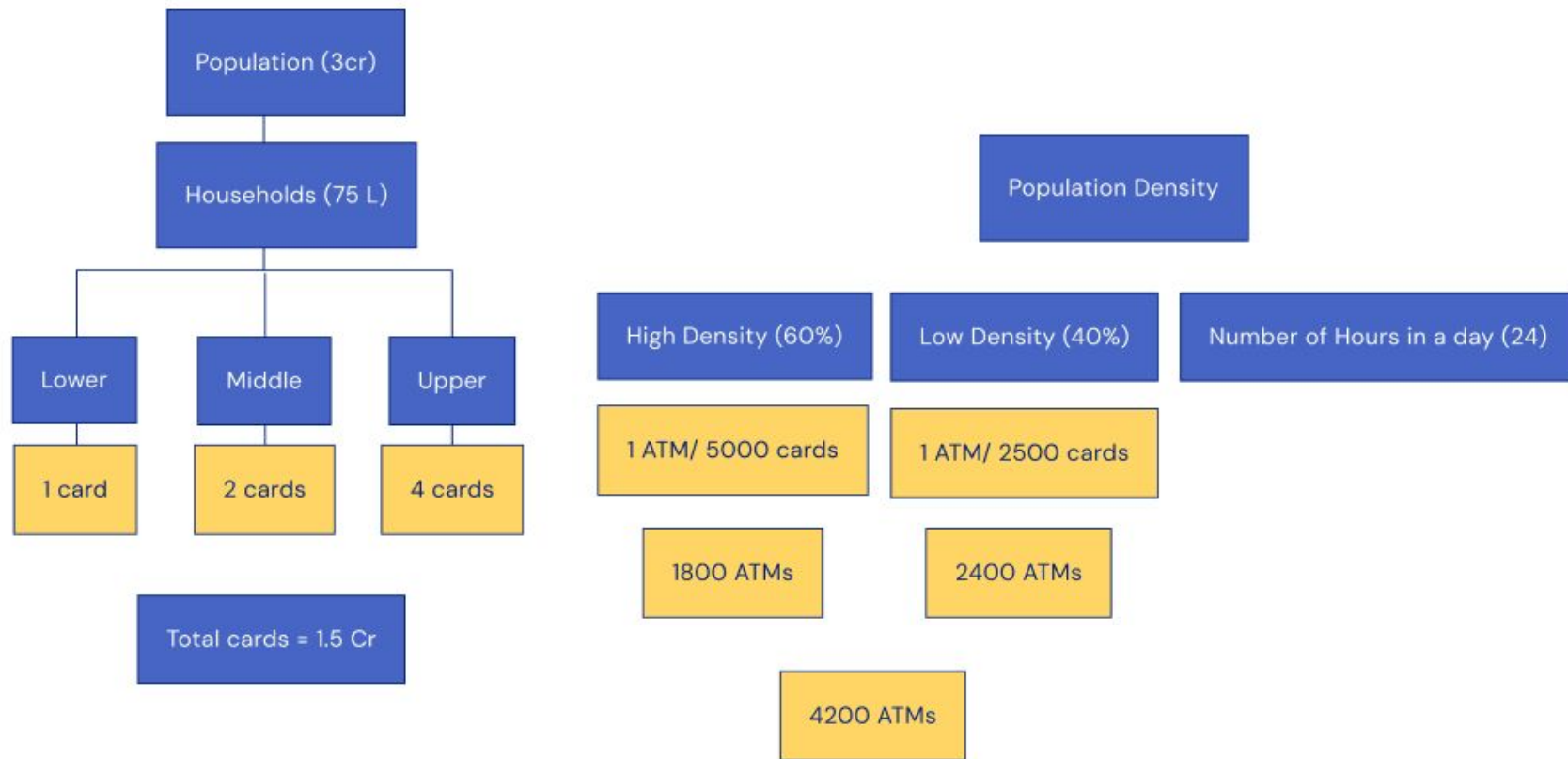
Upper: 1 ATM per 2000 cards $\rightarrow \sim 4500$ ATMs

That gives a total of **$\sim 10,750$ ATMs in Delhi**

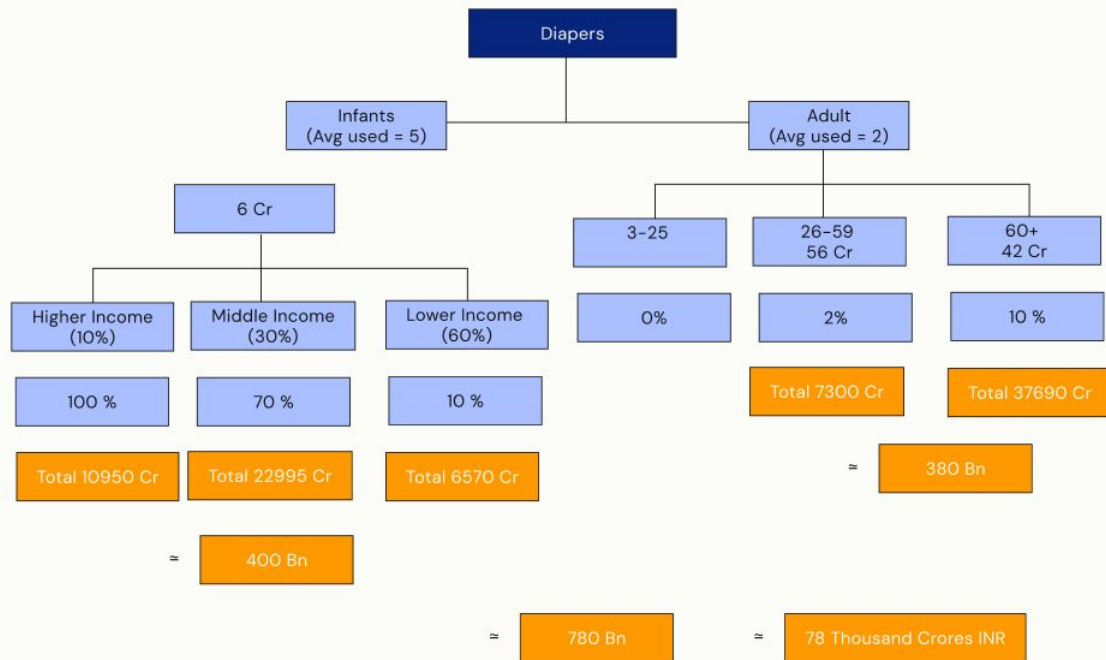
Guesstimate | American Express | Easy

ATMs in Delhi

[Click here to give a mock interview](#)



Diaper Market Size

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Estimate the market size of all types of Diapers sold in India in Thousand Crores INR

Formula

Diaper Market Size = No. of People who can afford x
No. of Diapers used per day x 365 x Price of Each Diaper

Validation

- Monthly Spending: Estimated at ₹180 per household, or ₹720 for 25% of households with diaper users.
- Total Market Size: Approx. ₹780 Cr, combining infant and adult segments.

Guesstimate | BCG | Easy

Maruti Service Centers

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Can you estimate the number of service centers required for Maruti Suzuki in Guwahati city?

I have a few preliminary assumptions before I jump into the guesstimate, may I go ahead?

Sure. Go Ahead.

I know for a fact that my hometown, Hubli, has a population of 12 Lakhs, which is very similar structure as a city to Guwahati, should I proceed with this assumption?

Yes sounds good, Go Ahead.

Assuming an average of 4 people per household for an urban area, That would mean around 3 lakh households in total. Is that reasonable to proceed with?

Yes, that works.

I'll break down the population into four socio-economic classes that likely have different rates of car ownership:

Lower Class (20%) – Most may not be able to afford a car.

Lower Middle Class (30%) – Some can own cars, but the rate of ownership may be lower.

Upper Middle Class (40%) – A higher ownership rate.

Upper Class (10%) – The highest ownership rate.

That sounds good, we can get started with the numbers with this

Now, let's estimate car ownership:

Lower Class: 20% of 3 lakh is 0.6 lakh households, but they don't own cars, so they won't contribute to this estimate.

Lower Middle Class: 30% of 3 lakh is 0.9 lakh households, and I estimate around 50% of them own a car. That's 0.45 lakh cars.

Upper Middle Class: 40% of 3 lakh is 1.2 lakh households, and I estimate around 100% of them own cars. That's 1.2 lakh cars.

Guesstimate | BCG | Easy

Maruti Service Centers

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Upper Class: 10% of 3 lakh is 0.3 lakh households, and I assume 1.5 cars per household, which means 0.45 lakh cars. Summing these, the total number of cars owned would be:

$0.45 \text{ (Lower Middle Class)} + 1.2 \text{ (Upper Middle Class)} + 0.45 \text{ (Upper Class)} = 2.1 \text{ lakh cars.}$

Does this estimation seem appropriate?

Yes, that works.

Now, assuming Maruti Suzuki holds a 40% market share of these cars, the total number of Maruti Suzuki cars in Guwahati would be:
 $2.1 \text{ lakh cars} \times 40\% = 0.84 \text{ lakh Maruti Suzuki cars.}$

Right, go ahead.

To estimate the number of service centers required, I'll first calculate the number of services needed per day.

Assuming each car is serviced once a year on average and there are 300 working days in a year, the number of cars serviced per day would be:

$0.84 \text{ lakh cars} \times 1 \text{ service per year} / 300 \text{ days} = 280 \text{ cars per day.}$

Okay, and how do you estimate the capacity of each service center?

Each car takes around 10 hours for servicing and A service centre can service 3 cars simultaneously, with a working day of 10 hours.

So, the capacity per centre would be: $10 \text{ hours} \times 3 \text{ simultaneous cars} / 2 \text{ hours per service} = 15 \text{ cars serviced per day.}$

Finally, the total number of service centres required would be:
 $280 \text{ cars per day} / 15 \text{ cars per service centre per day} = 18.67 \text{ service centres.}$

Rounding up, I estimate that 19 service centres would be needed to meet the demand in Guwahati.

That's a well-thought-out approach. You broke it down clearly. Thank you!

Guesstimate | BCG | Easy

Maruti Service Centers

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Estimate service centers required by Maruti in Guwahati City

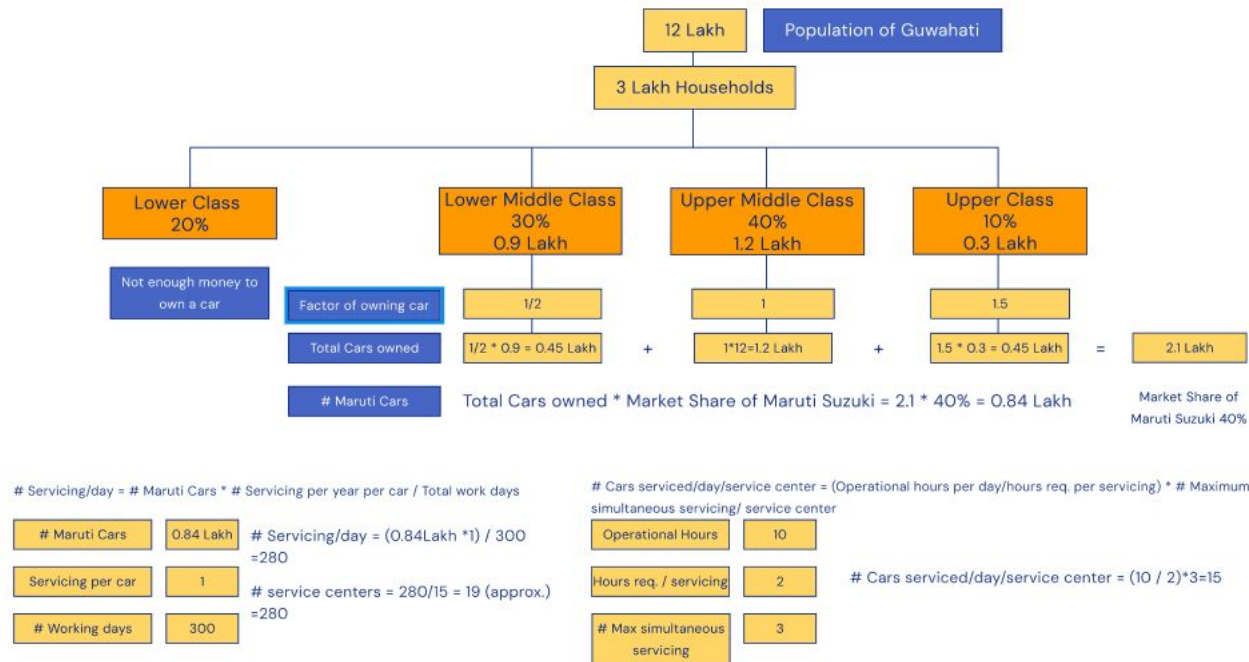
Formula

Growth rate =

$$\frac{\Sigma(\text{Market share} * \text{Growth rate})}{\Sigma(\text{Market Share})}$$

Points for Interviewee

- Ask for the market share of Maruti Suzuki from your interviewer
- A split can be taken for the age of cars and their variable rate of servicing
- Narrow down the problem to the household, only after confirmation from the interviewer



MCU Revenue Sources

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Can you outline the revenue sources for a studio like MCU?

Sure. The MCU generates revenue through multiple streams. I'd like to clarify—are we focusing on specific revenue streams or a broader picture?

Let's take a broader approach but focus on the key categories of revenue.

Okay, I'll break down the major revenue streams into three categories: Theatre Audience, Comics, and Merchandise, Am I missing something ?

Yes, The approach is comprehensive, Go Ahead.

Let's start with the theatre audience, which is one of MCU's largest revenue streams. We can segment this by age groups and income levels to get a better idea of their contribution:
Age Group 25-30: This is the largest segment, with 88.2 million people.

Age Group 25-40: This group adds another 31.5 million people.
Age Group 40-60: This segment is smaller, with 6.3 million people.

In total, that's around 126 million people who contribute to theatre revenue. However, their spending behavior may differ based on their income levels. Would it be safe to assume that middle- and high-income groups contribute more to theatre revenue?

Yes, that's a reasonable assumption.

Now for the comics segment, which also contributes significantly to MCU's revenue. I'll split the comic readers by age and income:
Age 10-25: There are around 60,000 readers in this group.
Age 25-40: Around 15,000 readers.
Age 40-60: A smaller segment of around 3,000 readers.
In terms of income:
Low-income readers: They account for around 4-6% of comic revenue.

MCU Revenue Sources

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Middle-income readers: This group is the largest, contributing 55-60% of comic sales.

High-income readers: They make up around 40% of revenue.

Does this segmentation for comics look reasonable to you?

Yes, it captures the major demographics well.

The third major source of revenue is merchandise, which MCU sells to fans through various channels. Merchandise revenue can also be segmented by income levels:

Low-income: Contribute around 0.75 million units sold.

Middle-income: Contribute around 0.6 million units.

High-income: Contribute around 0.75 million units.

It's important to note that the price point of the merchandise varies, so high-income groups may purchase more premium products.

That's a well-structured breakdown. You've clearly identified the key revenue streams and segmented them logically.

Noodle Consumption

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Can you estimate the number of noodle packets consumed monthly at a college campus?

May I begin by clarifying a few preliminary assumptions that will help guide my estimate?

Yes, please go ahead.

Are we talking about a fully residential campus? Should I consider both students and staff, including their families, or just the students?

Yes, it's a fully residential campus, and you should include both students and staff, along with their families.

Great. One more thing, are we assuming that people primarily purchase noodles from campus stores? And is it okay if I estimate consumption patterns based on different frequency levels, like frequent, moderate, and occasional eaters?

Yes, you can assume purchases are made mainly on campus, and breaking consumption into frequency levels sounds like a good approach.

Let me start by estimating the population. I'll assume there are about 7000 students on campus. For faculty, I'll estimate around 50 professors per department across 8 departments, which gives 400 professors. I'll also assume there are around 300 other staff members, bringing the total professionals to 700. If I include one family member per staff member, that adds up to 1400 professionals and their families, along with the 7000 students. Does that seem reasonable?

Yes, those numbers sound good.

Noodle Consumption

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Now, for noodle consumption, I'll divide students and staff into three groups—frequent, moderate, and occasional consumers. For students, I'll assume that 20% eat noodles four times a week, which means about 1400 students consuming $1400 \times 4 \times 4 = 22,400$ packets a month.

Next, 50% of students might eat noodles twice a week, which adds up to 28,000 packets monthly. The remaining 30%, or about 2100 students, could eat noodles just once a week, which totals 8400 packets per month.

That gives us a total of 58,800 packets per month for students.

Okay, and how would you handle the professionals?

For professionals and their families, I'll use a similar division. I'll assume 20% are frequent consumers, eating six packets a month per family, giving us $0.2 \times 700 \times 2 \times 6 = 1680$ packets.

50% might eat four packets monthly, which gives us 2800 packets. The last 30% would eat just two packets a month, contributing 840 packets.

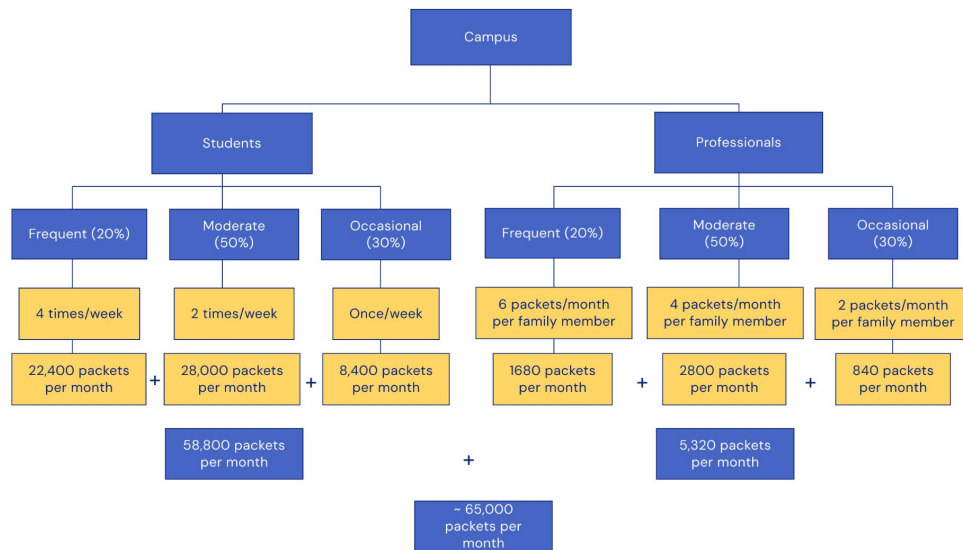
In total, professionals and their families would consume 5320 packets monthly. Combining students and professionals, the total would be 64,120 packets, which I'll round to 65,000 packets per month.

That's a well-rounded estimate. Thanks, we can stop here.

Guesstimate | Bain & Company | Easy

Noodle Consumption

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Estimate the number of noodle packets consumed monthly at a college campus.

Interviewee Notes

Good Job Asking and clearing out the case first hand.
Did not account for the types and amount of noodles consumed in the calculations.

Validation

- The total number of people considered for the guesstimate is $7000 + 1400 = 8400$
- The number of packets consumed in a day = $65,000 / 30 = 2166.67$
- Number of packets consumed by one individual in one day = $2166.67 / 8400 = 0.26$
- This means that, on average, a person in the college consumes roughly one packet of noodles every four days, which is a reasonably acceptable rate.

Guesstimate | EY | Easy

Petrol Pump Revenue

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Can you estimate the daily revenue of a highway-side petrol pump?

May I begin by clarifying a few preliminary assumptions that will help guide my estimate?

Sure. Go Ahead.

A petrol pump generally has three sources of revenue: the sale of fuel, a convenience store, and the air filling service for tires. Would you like me to consider all three sources for this estimate?

No, for the purpose of this case, just consider the sale of fuel as the only source of revenue.

Got it. Where is this petrol pump located? Do we have any competitors nearby?

This petrol pump is located in the central business district of the city. Yes, there are three other petrol pumps located within a 5-kilometre radius.

Alright. For this guesstimate, I'll take the supply-side approach. I'll divide the day into three sets of traffic hours: negligible hours, peak hours, and non-peak hours. Does that sound good?

Yes, go ahead.

I'll assume that the negligible hours are from 12 AM to 8 AM. The peak hours are from 8 AM to 12 PM and 5 PM to 9 PM, based on typical office commuter patterns in a central business district. Lastly, the non-peak hours are from 12 PM to 5 PM and 9 PM to 12 AM. Based on observation, during peak hours, one car arrives at the petrol pump every 2 minutes. That brings us to a figure of 240 cars during peak hours in a day. Now, for the non-peak hours, from observation, I assume that one car arrives every 10 minutes. This gives us approximately 50 cars during non-peak hours. Is this approach good?

Yes, that makes sense. Continue.

Guesstimate | EY | Easy

Petrol Pump Revenue

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Moving on to the types of fuel, petrol pumps usually offer petrol, diesel, and CNG. Should I consider all three for this estimate?

No, just consider petrol and diesel for this case.

Okay, understood. I will assume that 60% of the cars use petrol and 40% use diesel. The average tank capacity of a car is around 40 to 70 litres, but since no car arrives with an empty tank, I'll assume that each car requires a refill of 20 litres on average. Is this Assumption valid?

Yes, that's fine. Keep going.

Based on the assumption that 60% of the 240 cars arriving during peak hours and 50 cars during non-peak hours will need petrol, the total demand for petrol would be around 3,500 litres per day.

The price of petrol is assumed to be ₹100 per litre, so the total revenue from petrol sales would be: $3,500 \text{ litres} \times ₹100/\text{litre} = ₹3,50,000$

Using the same logic for diesel, with 40% of the cars requiring diesel and assuming each car needs around 20 litres, the demand for diesel would be about 2,300 litres per day.

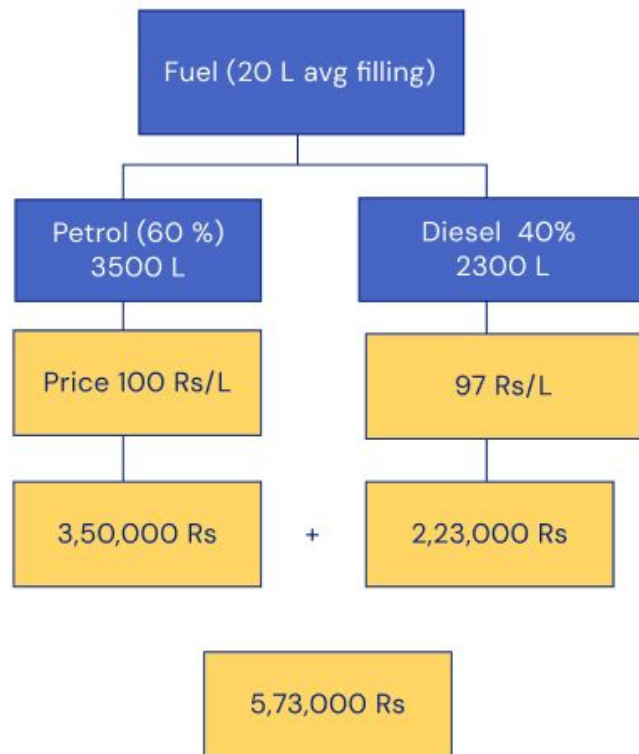
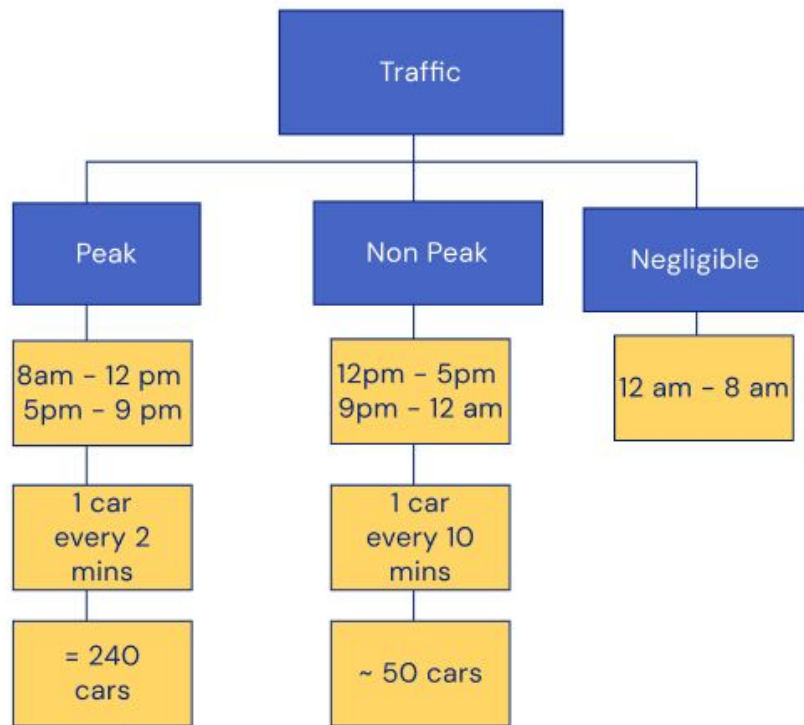
If the price of diesel is ₹97 per litre, so the total revenue from diesel sales would be: $2,300 \text{ litres} \times ₹97/\text{litre} = ₹2,23,000$ Total daily revenue = ₹5,73,000

That seems about right. We can close the case here.

Guesstimate | EY | Easy

Petrol Pump Revenue

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Tinder Users in India

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Can you estimate how many tinder users there are in India?

Sure! Before I dive in, may I clarify a few assumptions to help guide my estimate?

Yes, please go ahead.

Firstly, Tinder is a popular dating app primarily used by young adults primarily between 18-30. Secondly, tinder has most of its users in metropolitan cities. So would like me to consider only those cities or estimate the same for the entirety of India?

Proceed with calculation of the number of users for the entirety of India.

Got it. To start, I will divide demographic regions to rural and urban. I will also assume that the users from rural areas will be close to zero.

That makes sense. Continue with your approach.

I will next further classify urban cities into different tier cities, i.e. Tier 1, Tier 2 and Tier 3, out of which users from Tier 3 will be assumed to marginal hence negligible.

Sounds good. Could you walk me through that calculation?

So Indian Population is roughly around 150 cr out which roughly 40% is urban. So this gives us an urban population of 60 cr. So out of this urban population let's assume that the number of people that are in the age ranges 18-30 are 30%. So then the young adult population comes out to be 30% of 60bn = 18cr. Let's further assume the Tier wise breakup of the cities are:
-Tier 1: 30% (30% of 18cr = 5.4cr)
-Tier 2: 30% (30% of 5.4cr = 1.62cr)
And the remaining in Tier 3.
Does these Demographic-wise splits seem reasonable?

Seems reasonable enough. How do you move forward from here?

Tinder Users in India

[Click here to give a mock interview](#)

We will further Assume the market penetration in these city Tiers would be:

-Tier 1: 70%(70% of 5.4cr=3.78 cr)

-Tier 2: 40%(40% of 5.4cr=2.16 cr)

So are we ready to move onto the final number or is there anything left?

Before getting the final figure we also need to consider Tinder's Market share with respect to its competitors. Let assume that the market share be close to 50%. Then the tier wise Tinder users are:

-Tier 1: 50% of 3.78cr= 1.89cr

-Tier 2: 50% of 2.16cr= 1.08cr

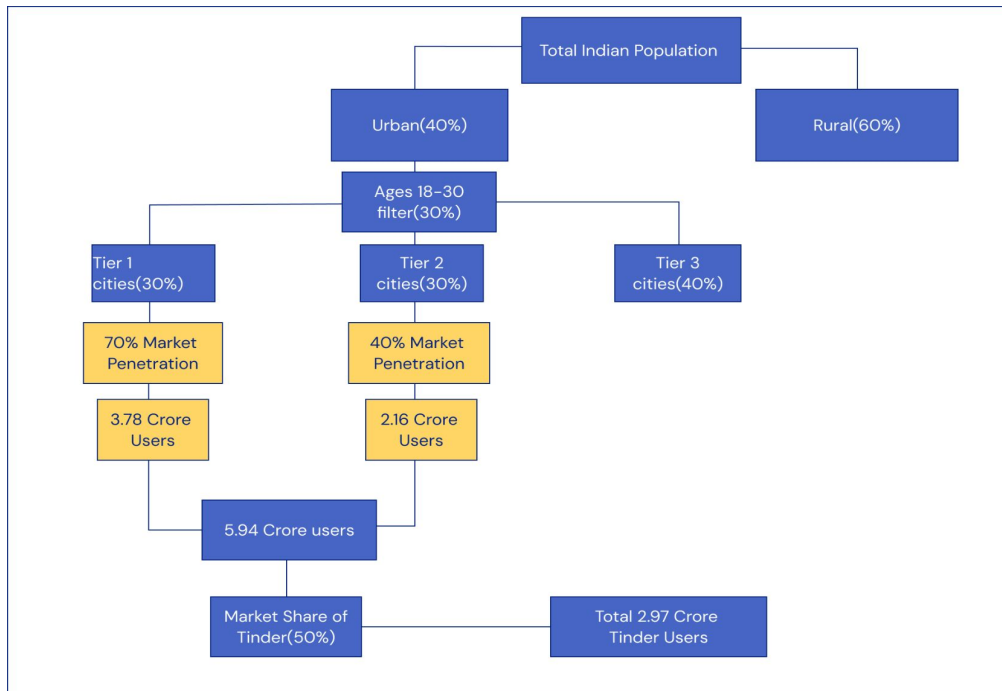
Okay so now what are the final numbers?

So the Total Number of Tinder Users in India comes out to be 1.89cr + 1.08cr that is 2.97 cr.

Ok that sounds good, lets end it here.

Tinder Users in India

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Estimate the number of Tinder users in India

Interviewee Notes

- Good job on the sanity check
- Separate male vs female if behavior differs; adjust adoption accordingly.
- Distinguish in stalls vs active users (MAU/WAU); apply activity rate.

Key Takeaways

- Always segment population logically (urban/rural, age group).
- Classify cities by tier to refine estimates.
- Apply penetration rates stepwise, not all at once.
- Account for market share vs competitors.
- Keep math clean and rounded for speed.
- Show structured reasoning, not just final number

Zomato Orders in Noida

[Click here to give a mock interview](#)

Can you estimate the number of Zomato orders placed weekly in Noida?

Sure! Before I dive in, may I clarify a few assumptions to help guide my estimate?

Yes, please go ahead.

First, let's look at Noida's total population of 800,000, with 90% being urban, so we have about 720,000 people. Excluding the 0-14 age group, which comprises 25% of the population, we're left with 600,000 people. Next, I'll consider income distribution. The income-wise split is as follows: 5% are BPL, 20% fall under the lower income category, 30% are lower middle class, another 30% are upper middle class, and 15% are in the upper-income bracket.

That makes sense. How would you calculate the order frequency among these groups?

In estimating order frequency by income group, I have assumed some patterns. For the BPL group, making up 5% of the population, I assume there are zero orders per week. The lower income group, at 20%, averages about 0.5 orders weekly. For the lower middle class, which accounts for 30%, I project 1 order per week. The upper middle class, also at 30%, averages around 2 orders weekly, while the upper income group, representing 15%, averages about 3.5 orders per week. Out of this I will assume that 30 percent of people use Zomato.

That's a comprehensive breakdown. What's your total order estimate?

Zomato Orders in Noida

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BPL individuals, representing 5% of this base, typically don't order, resulting in zero orders. The lower-income group, 20% of users, averages 0.5 orders per week, contributing roughly 14,400 orders. The lower middle class, making up 30%, averages 1 order per week, adding around 43,200 orders. The upper middle class, also 30%, averages 2 orders weekly, totaling about 86,400 orders. Finally, the upper-income group, at 15% of users, averages 3.5 orders per week, resulting in 75,600 orders. Summing these figures gives a total of approximately 219,600 orders each week.

How do these orders break down across the week?

Yes, please go ahead.

To break down the weekly order distribution, I'll consider how orders might vary across different days. For Monday to Thursday, which tends to be slightly lower-traffic, I'll allocate 45% of total orders. With our estimate of 219,600 weekly orders, this means roughly 98,820 orders from Monday to Thursday. Fridays typically see a bit of a spike, so I'll assign 20% of orders to this day alone, totaling around 43,920 orders. Finally, weekends tend to be the busiest for food delivery, so I'll allocate 35% of orders to Saturday and Sunday, which translates to approximately 76,860 orders over those two days.

That's a solid estimate. How would you validate your guesstimate?

To validate the estimate of 219,600 weekly Zomato orders, I'd consider the average ordering behavior in similar-sized urban areas. For instance, if we assume that a typical user places around one to two orders per week, then a base of around 136,000 users generating approximately 219,600 orders weekly seems plausible.

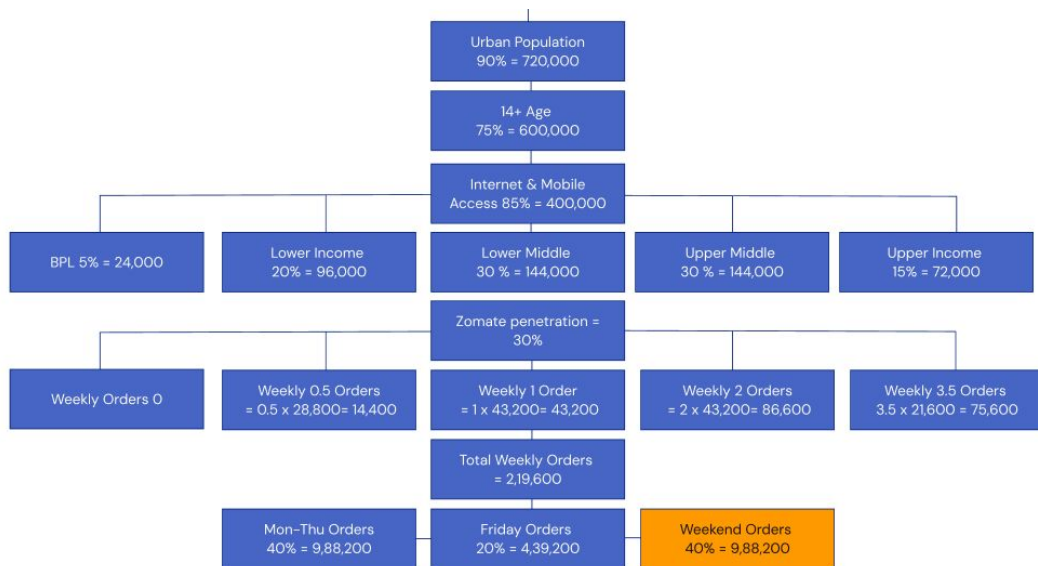
That's a well-rounded estimate. Thanks, we can stop here.

Guesstimate | Zomato | Easy

Zomato Orders in Noida

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Estimate the number of weekly Zomato orders in Noida



Interviewee Notes:

- Good Clarifications: Clearly defined assumptions for Noida's population breakdown and internet usage.
- Missed Age Group Variation: Didn't account for possible order frequency differences within age segments.
- Solid Income-Based Approach: Effectively segmented income groups to estimate order frequency based on spending patterns.

Validation:

Considering the average ordering behavior in similar-sized urban areas. For instance, if we assume that a typical user places around one to two orders per week, then a base of around 136,000 users generating approximately 219,600 orders weekly seems plausible.

American Express Credit Cards

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Setting the Stage

We want to estimate the proportion of transactions on **partner co-branded American Express cards** versus **standard Amex cards**.

We'll start with global Amex cardholder numbers, split into card types, estimate monthly active users, and use average transactions per user (based on intent and card category) to compute total usage.

Key assumptions:

Total Amex cards = 120M globally

Co-branded share = 30% (36M), **Standard share** = 70% (84M)

Monthly active rate = 80% for both types

Co-branded split: 50% airline/travel, 50% retailer

User intent and transactions:

Airline: High intent (85%, 18 txn/month), Low intent (15%, 7 txn/month)

Retailer: High intent (55%, 16 txn/month), Low intent (45%, 8 txn/month)

Standard cards: 16 txn/month average

Approach

We start by estimating the total number of American Express cardholders globally (120M) and splitting them into co-branded cards (30%, 36M) and standard cards (70%, 84M). We assume that 80% of cardholders in each segment are monthly active users.

For co-branded cards, we further split users evenly between airline/travel partnerships and retailer partnerships. Within each category, we classify users into high-intent and low-intent segments based on their spending patterns. Airline cards are assumed to have 85% high-intent users making 18 transactions per month and 15% low-intent users making 7 transactions per month. Retailer cards are assumed to have 55% high-intent users making 16 transactions per month and 45% low-intent users making 8 transactions per month.

For standard Amex cards, we apply an average of 16 transactions per month per active user. Multiplying these transaction rates by the number of active users in each segment gives total monthly transactions for co-branded and standard cards, which we can then use to calculate the overall usage share of each card type.

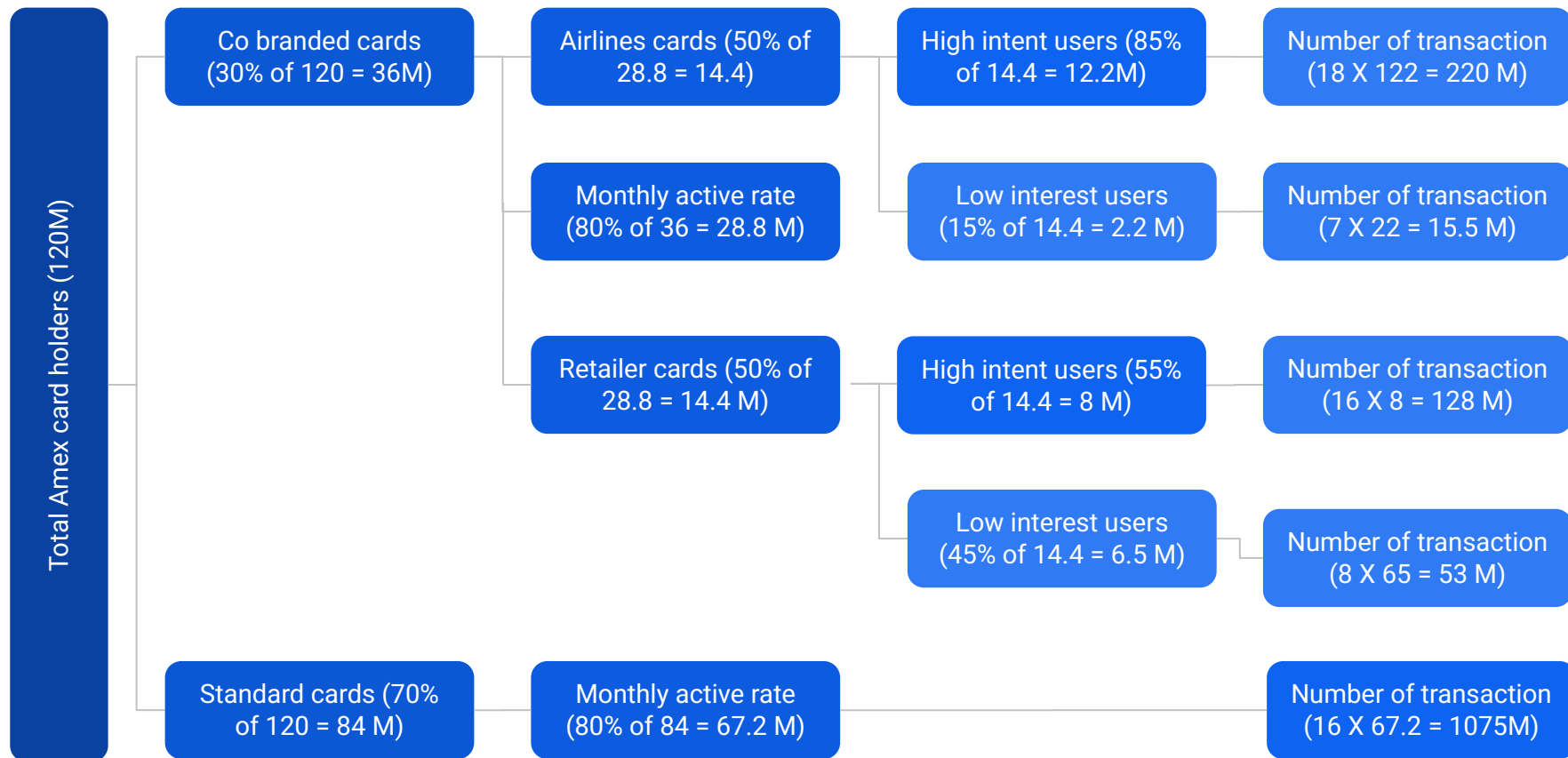
Validation

We start with the known figure of 1,500M total monthly transactions. Based on our earlier assumptions, the average number of transactions per active user is around 15.6, which is a weighted average accounting for both co-branded and standard cardholders. Dividing the total transactions (1,500M) by this average gives approximately 96.15M active users.

Next, we adjust for the assumed 80% monthly active rate. Dividing the active users (96.15M) by 0.8 gives a total of about 120.19M cards in circulation. This is essentially identical to our original assumption of 120M cards, confirming that our transaction and usage assumptions are internally consistent.

American Express Credit Cards

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Campus Canteen Revenue

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Setting the Stage

Our goal is to estimate the total weekly revenue of the canteen based on specific assumptions about the campus and customer behavior.

Key Assumptions:

- Location: Near a hostel and classrooms.
- Operating Hours: 7 days a week, 10 AM to 10 PM.
- Customer Base:
 - Students: 24,000
 - Faculty & Staff: 4,000
 - Total Campus Population: 28,000
- Footfall by Customer Group:
 - Normal Week: Weekdays (60% students, 55% faculty); Weekends (20% students, 30% faculty)
 - Exam Time: 70% students, 10% faculty
 - Fest/Vacation: 10% of total campus population

Average Spend: Based on a typical canteen menu of items like sandwiches, Maggie, tea, and juice, we'll assume a reasonable average spend of ₹75 per customer.

Approach

To estimate the weekly revenue, we'll calculate the total customer footfall and average spend for three different scenarios: a Normal Week, an Exam Time week, and a Fest/Vacation week.

- Normal Week: We'll calculate footfall by breaking down weekdays and weekends for both students and faculty.
- Exam Time: We'll use the provided footfall percentages for students and faculty for all seven days of the week.
- Fest/Vacation: We'll assume a consistent, lower footfall percentage for the entire week.

The total revenue for each scenario is calculated as: $\text{Weekly Revenue} = (\text{Total Weekly Footfall}) \times (\text{Average Spend per Customer})$

Validation

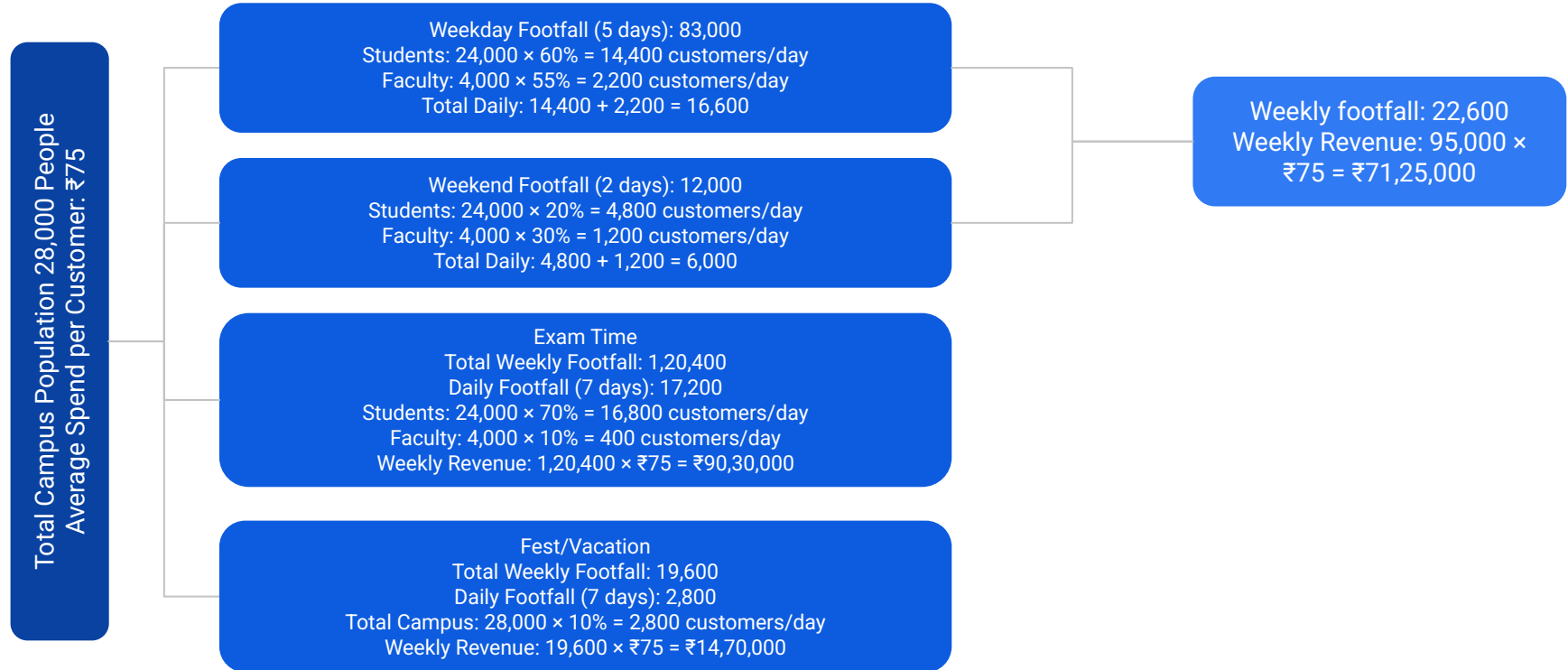
To validate this guesstimate, you would need to compare the estimated figures with the canteen's actual data.

Post-facto Validation:

1. Point-of-Sale (POS) Data: Analyze the total number of transactions and the average transaction value from the canteen's register. This would provide the actual weekly revenue and average spend.
2. Footfall Data: Use a simple physical count or motion sensors to get a more accurate count of daily visitors and confirm the footfall assumptions for normal, exam, and fest weeks.

Campus Canteen Revenue

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Packets of Lays

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Setting the stage

We aim to calculate the total number of Lays chips packets sold per day at the New Delhi Railway Station (NDLS). Our estimate will be built from the station's daily passenger footfall, which serves as the primary demand driver. The methodology involves segmenting this passenger base by travel patterns (long-distance vs. daily commuters), as ownership and consumption habits differ significantly between these groups. We will then apply segment-specific purchase probabilities for snacks and a final market share for the Lays brand to arrive at the final number. Key assumptions include a stable daily footfall and defined purchase behaviors for each passenger segment.

Validation

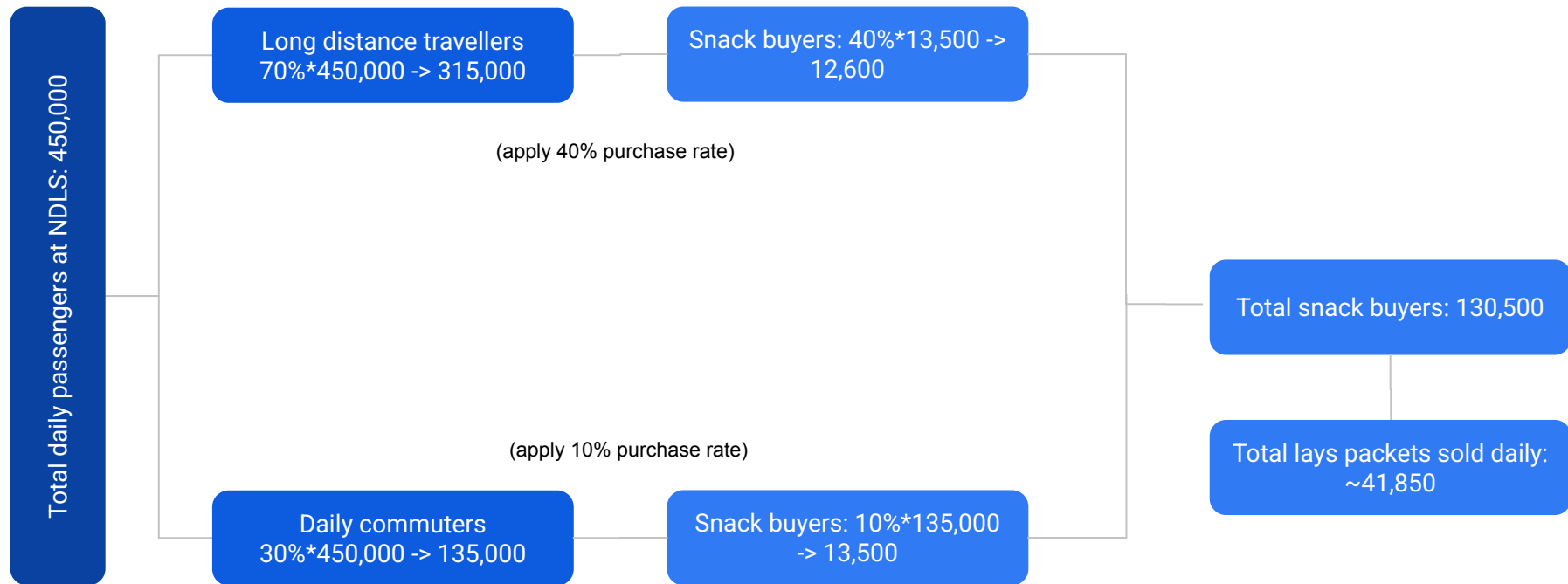
Our estimate of ~41,850 packets can be validated through a supply-side sanity check. NDLS has "dozens" of vendors. Assuming 50 vendors sell Lays chips across the station's 16 platforms, the daily sales per vendor would be approximately 837 packets ($41,850/50$). With vendors operating 24 hours, this translates to an average of ~35 packets per hour per vendor. This rate, equivalent to selling one packet every two minutes, is highly plausible within the bustling, high-traffic environment of a major railway hub, thus validating our demand-side estimate.

Approach

- **Start with the average daily passenger footfall at NDLS: 450,000.**
- **Passenger Segmentation:**
 - Long-distance travelers: 70%
→ 315,000 passengers
 - Daily commuters: 30%
→ 135,000 passengers
- **Snack Purchase Rates by Segment:**
 - Long-distance travelers likely to buy snacks: 40% of 315,000
→ 126,000 buyers
 - Commuters likely to buy snacks: 10% of 135,000
→ 13,500 buyers
- **Compute Total Snack Buyers:**
 - Total potential buyers = 126,000 + 13,500
→ 139,500 buyers
- **Apply Lays Brand Market Share:**
 - Assuming Lays captures 30% of all packaged snack sales.
- **Total Lays packets sold = 30% of 139,500**
→ ~41,850 packets

Packets of Lays

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Baby Strollers

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Population of US

330 M

 $\times 0.333$

Households in US

110 M

 $\times 0.800$

Household w/ children

88 M

 $\times 0.800$

Household w/ strollers

70.4 M

 $\times 0.033$

Strollers per year

2.3 M

 $\times$

\$200

 $=$

\$460

Determine the annual market revenue of baby strollers that are sold in the United States?

Formula Used:

Annual market revenue of stroller per year = ((Number of people in US per household * percentage of households w/ children * percentage of households w/ strollers) / time in which family buys a stroller) * Average price of strollers.

Points for Interviewee:

It is important to some assumptions such as population of the US and people per household. Other assumptions can be estimated but have to be close to these assumptions. Another approach that would have also been taken with the number of babies born in a year per family and percentage that are first born (as strollers are passed down for second, third, etc. children) and then multiplied by average price of strollers

Big Billion Days

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How would you estimate the number of customers purchasing smartphones from Flipkart during the Big Billion Day Diwali Sale?

Firstly, could you confirm the time frame we're considering for the Diwali Sale? Are we looking at a specific duration, like a week?

Yes, let's consider the sale period to be around a week.

Should I assume that Flipkart's promotions during the sale are similar to previous years, or do you expect any significant changes this time around?

You can assume they'll have similar promotions as in the past.

Thank you for the clarifications. Now, I'll first consider factors like internet penetration, urban and rural population distribution, income splits, and Flipkart's market share. Is it okay if I proceed with these assumptions?

Yes, please go ahead.

Alright. India's population is approximately 1.4 billion. Given the current internet penetration rate of around 40%, we'd focus on the 560 million people who have internet access.

Good breakdown. How would you further segment this population?

I'd next split it into urban and rural areas since urban users are generally more likely to shop online. With a 30:70 split, we get approximately 168 million internet users in urban areas and 392 million in rural areas.

I'd next split it into urban and rural areas since urban users are generally more likely to shop online. With a 30:70 split, we get approximately 168 million internet users in urban areas and 392 million in rural areas.

Big Billion Days

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I'll focus on the middle and higher-income segments as they're more likely to purchase smartphones. Here's how I'd break it down:

Urban areas:

Lower income: 40% of urban users, with 30% likely to buy online, which results in 21 million potential buyers.

Middle income: 40% of urban users, with 70% likely to buy online, giving us 50 million buyers.

Higher income: 20% of urban users, with 80% likely to buy online, leading to 28 million buyers.

Rural areas:

Lower income: 40% of rural users, with 20% likely to buy online, giving us 33 million.

Middle income: 30% of rural users, with 30% likely to buy online, resulting in 37 million.

Higher income: 10% of rural users, with 50% likely to buy online, leading to 21 million.

Adding these, we get a total of approximately 190 million potential online buyers across India.

Great analysis. How would you estimate the number specifically for Flipkart?

Flipkart holds around 40% of the online electronics market, so we could estimate that about 40% of these potential buyers, or roughly 76 million, might consider purchasing from Flipkart.

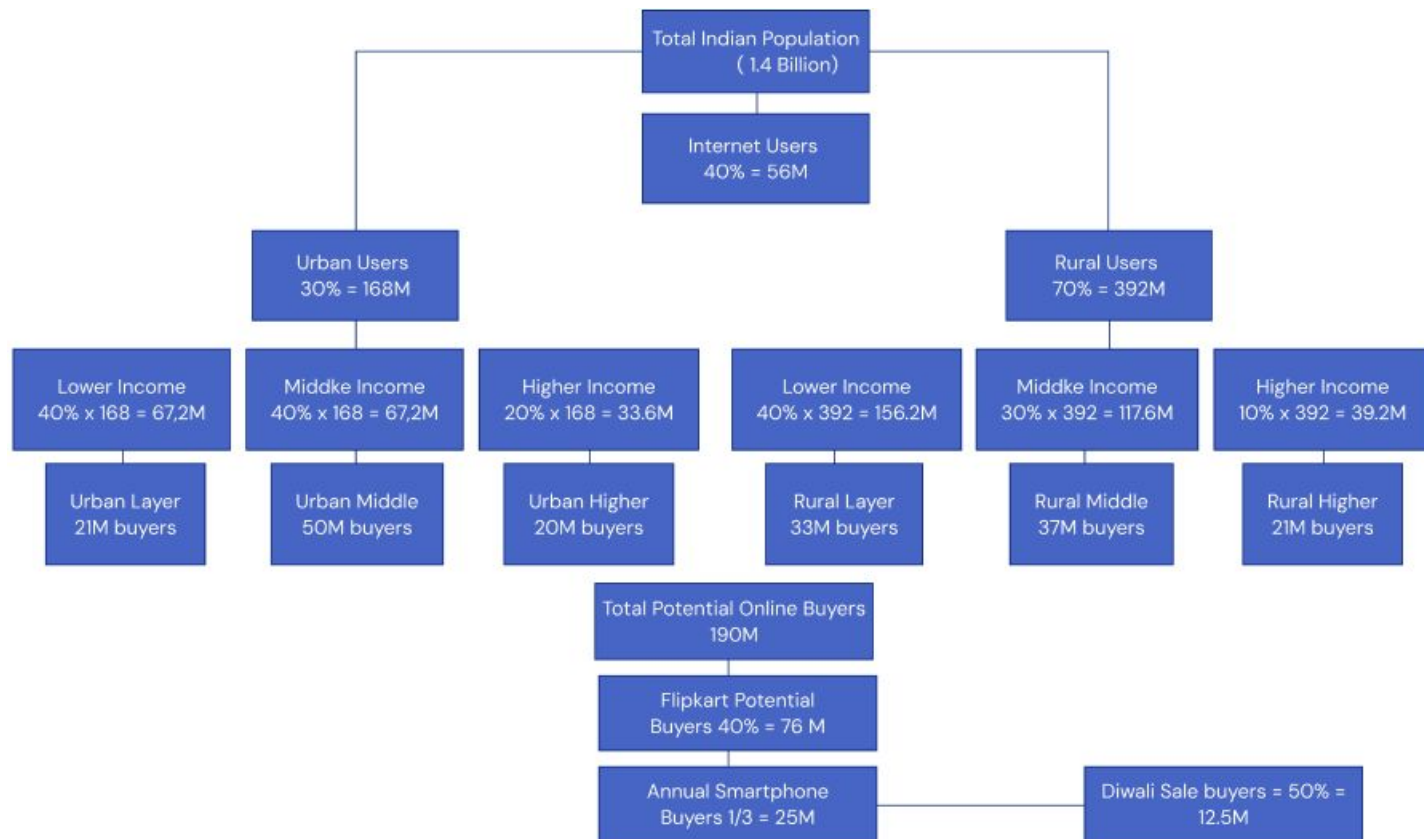
Now, how would you account for smartphone purchase patterns?

I'd assume that people replace smartphones every three years on average, so each year, about one-third of the 76 million, or approximately 25 million, would buy a new smartphone.

Good. And how would the Diwali sale affect this?

The Diwali season typically sees a spike in sales. I'd assume around 50% of annual smartphone sales happen during this season, so we'd have roughly 12.5 million buyers purchasing smartphones from Flipkart during the Big Billion Day Diwali Sale.

That sounds very comprehensive. We can close the case.



Delhi Planes

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Can you tell me the number of airplanes that fly over Delhi in a day?

I have a few preliminary questions before I jump into the guesstimate, may I go ahead?

Sure. Go Ahead.

When we refer to the number of airplanes, does that include only commercial passenger planes, or are chartered flights counted as well? Additionally, are we considering both domestic and international flights?

You can assume that we are only looking at domestic passenger flights.

I would like to ask the number of runways in the Delhi Airport, and I am assuming that there is only one airport am I right?

There are two airports but we'll go ahead with the calculations for one which has 2 major & 2 minor runways.

To begin with, the number of airplanes flying over Delhi can be categorised into two types: first, the planes flying into or out of Delhi, and second, the planes traveling between two other cities with Delhi being a city they pass over. Does this approach sound good to you?

That sounds good, we can get started with the numbers with this.

Let's first focus on the planes flying in and out of Delhi. At any given time, At a major runway there are an average of 3 planes lined up for takeoff on the pre-runway taxi area and 3 more for landing. Each plane takes 15 minutes to fly in or out of the airport's airspace. This means 6 planes (3 for takeoff and 3 for landing) fly in and out within a 15-minute window. Over an hour, this amounts to $6 \times 4 = 24$ flights, and over 24 hours, it results in 24 flights per hour $\times 24$ hours = 576 flights per day. Should I continue the same approach?

Yes, Proceed on these lines.

Delhi Planes

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Similarly for the minor runways assuming 8 planes every 30 mins (4 takeoff and 4 landing). It results in $8 \times 2 = 16$ flights. Over 24 hours the total will be $16 \times 24 = 384$ flights per day. The total for both the types of runways is 960 flights per day. .

Great! Can you think of a Supply Side approach to cross check your calculations for the previous approach.

I'll go forward by calculating the number total no. of departures in India. I will assume there to be 30 states and 5 departures per hour, The total per day being $30 \times 24 \times 5$ so approximately 3600 domestic departures per day.

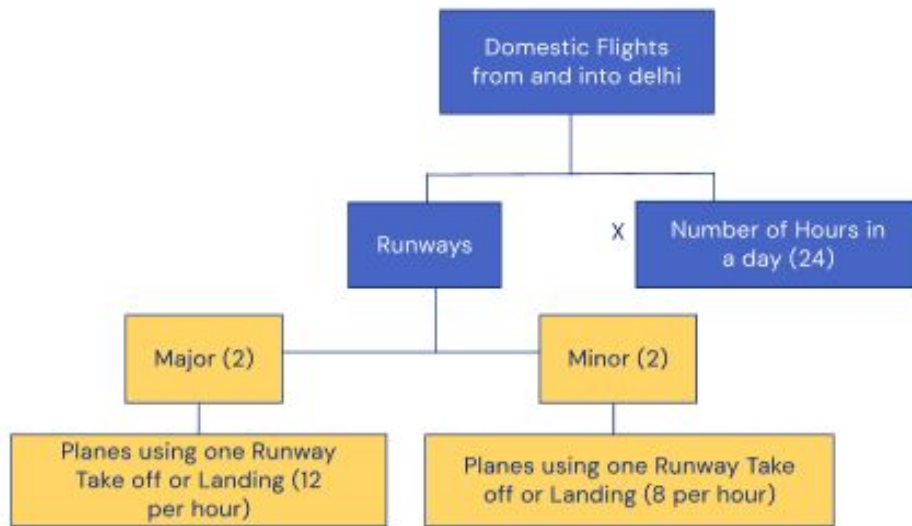
That makes sense. Go on with the approach.

Delhi being the busiest airport, we can allocate 25% of the flying to them which is 900 out of the 3000. This suggests our numbers are in the right range. Next, we'll look at the second type of planes. Does that sound okay, or should I analyse further?

Looks good to me, we can close this one now.

Delhi Planes

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Estimate the number of planes that fly over the Delhi Airport

Interviewee Notes

- Good job on the sanity check, but ensure you provide a basis for your assumptions.
- Consider dividing flights between peak and non-peak hours.
- All flights were treated as domestic; make sure to exclude the international proportion.

Key Takeaways

- Estimating the number of flights at any given time was challenging; the interviewer was more focused on the correct approach than precise figures.
- Starting with a supply/demand-side analysis helps in building a solid structure and allows for a sanity check using the other perspective.
- Don't hesitate to ask as many clarifying questions as needed to avoid arriving at an incorrect estimate.

Homeopathic Medicines

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I want you to estimate the number of homeopathic medicines sold by Sun Pharma's Homeopathic Sub annually.

I'd like to clarify a few points before I proceed with the estimation. Where does Sun Pharma's sub. sell its products? Are we considering sales across India, specific regions, or globally?

The company primarily sells its products all over India.

What is the company's market share in the homeopathic medicine segment? Are they a dominant player, or do they face stiff competition?

Our company holds about 15% of the homeopathic medicine market in India.

Can I assume that homeopathic medicines' consumption rate is similar to allopathic medicines, or are there significant differences in usage frequency?

You can assume that the consumption frequency is somewhat similar, though patients may take homeopathic medicines more consistently over longer periods.

Thank you for the information. I'll now estimate the total population of potential users, segment it by relevant demographics, and apply the company's market share to estimate the number of medicines sold.

Sounds good. Go ahead.

1.4Bn divide into Urban-Rural (30-70) gets us 420Mn Urban Population and 980Mn Rural Population further dividing into income levels

Urban (420Mn)

High Income (20%) = 84Mn

Middle Income (40%) = 168Mn

Low Income (40%) = 168Mn

Rural (980Mn)

High Income (10%) = 98Mn

Middle Income (40%) = 392Mn

Low Income (50%) = 490Mn

Is this assumption okay?

Homeopathic Medicines

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Sure, go ahead

I assume the usage rates to be different for different income levels in different areas due to exposure, cost constraints, and health consciousness, and each user consumes an average of 10 units of medicine per year. Is this okay with you?

Go ahead

Usage in Urban Areas

High Income (20%) = 16.8Mn

Middle Income (15%) = 25.2Mn

Low Income (10%) = 16.8Mn

Usage in Rural Areas

High Income (15%) = 14.7Mn

Middle Income (10%) = 39.2Mn

Low Income (5%) = 24.5Mn

Therefore total users of homeopathic medicine comes out to be 137.2 Mn. Considering the 15% market share of our company, its user count comes out to be 20.58Mn.

Total Medicines Sold = 20.58 million users * 10 units = 205.8 million units annually.

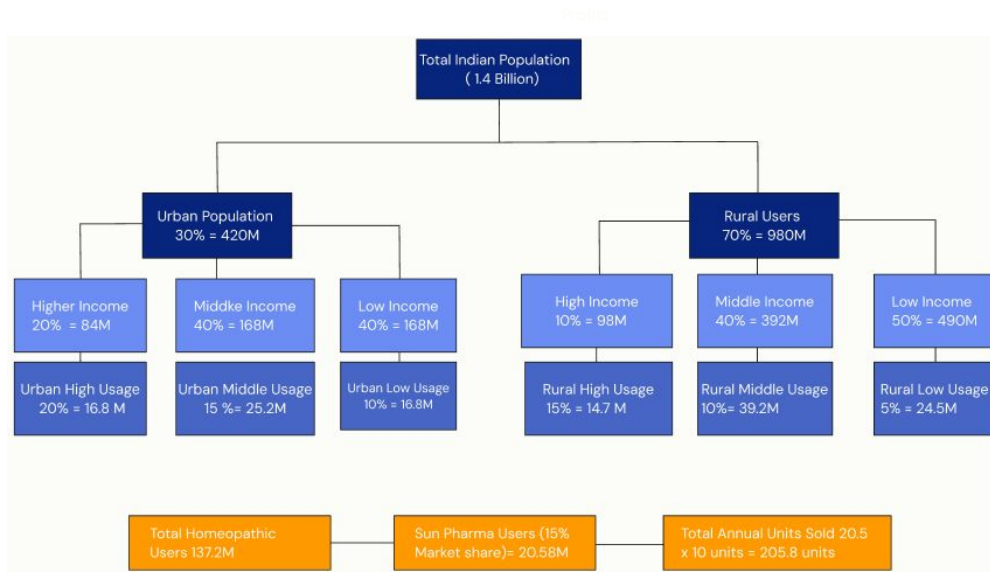
OK, that sounds good, let's end it here.

Guesstimate | Tata 1mg | Medium

Homeopathic Medicines

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Estimate the number of homeopathic medicines sold by Sun Pharma's Homeopathic Sub annually.



Interviewee Notes

Strong upfront clarification of assumptions (market share, geography, consumption patterns)
Good segmentation (Urban-Rural, income levels)
Could have explored medicine types/categories
No seasonality consideration

Validation

Total Users: 137.2M
Urban: 58.8M
Rural: 78.4M
Sun Pharma Share (15%): 20.58M users

Reasonableness Check:

10 units/user/year is reasonable
205.8M total units aligns with market size
15% market share realistic in competitive market

Overall:

Structured approach with logical assumptions, though some depth missing in product mix analysis.

MRI Scanner Manufacturer

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Equinite is a manufacturer of horse MRI machines in the UK. Equinite provides MRI-qualified veterinary clinics with a horse MRI machine for use in the diagnosis of lameness without the additional complexities of general anaesthesia. Their main source of revenue is fee per scan, but they also offer maintenance services. A private equity firm is interested in acquiring the business and has engaged you to assess the size of the market in which Equinite operates.

Formula

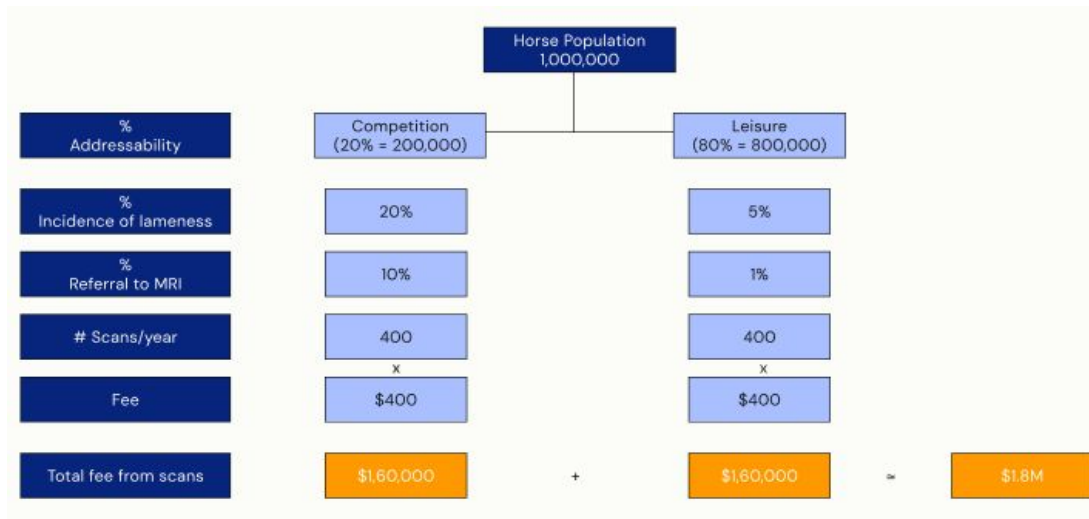
$$\text{Market Size of MRI Scanner} = \# \text{ Scans/year} * \text{Fee/scan}$$

Assumptions:

- For coming up with population of horses in UK, interviewer wants from the interviewee that he/she should use some proxy
- In this case, interviewer has given the number of horses in US as 10 M
- Take ratio of #horses to the # population of US as 1:30
- Taking the ratio into account, assume UK horse-to-human ratio to be 1:60
- UK horse population = UK population of 60M * horse-to-human ratio 1:60 = 1M
- Racing horses assumed to have a higher incidence of injury

Points for Interviewee

Maintenance revenue of MRI should also be considered
 $\text{Maintenance revenue} = \# \text{ Scanners} * \text{Annual maintenance fee}$



Pet Ownerships

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Can you estimate the size of the Indian pet supply market in 2024?

First, could you confirm if you want me to include indirect costs associated with pets, like those related to animals taken care of by NGOs and street animals, or should I focus only on household pets?

Yes, please include both direct household pet costs and indirect costs associated with NGOs and street animals.

Got it. Next, are we focusing solely on physical goods like food and toys, or should I also consider services like grooming, veterinary care, and training?

Please consider both goods and services in your estimate.

Thank you! This helps clarify the scope. I'd like to start by making a few initial assumptions. Would that be okay?

Yes . Go ahead.

India's population in 2024 is estimated to be around 1.4 billion people. I'll assume an average household size of 4 people, which gives us approximately 350 million households. Is that assumption reasonable?

Yes, that sounds good. Please continue.

Based on the data, 6-7% of households in India own pets. So if we take the upper limit of 7%, that gives us approximately 24.5 million pet-owning households. Does that sound okay?

Yes, that works. What's next?

Now, let's estimate the direct costs of owning a pet. These costs include food, supplements, grooming, veterinary care, toys, and training. Here's the breakdown:

Pet Ownerships

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Food: An average pet consumes around 100 kg of food annually, costing approximately INR 15,000 per year.
Supplements: Around INR 2,000 annually.
Grooming: At INR 500 per session, with 3 sessions per year, that's INR 1,500 annually.
Veterinary Care: Two vet consultations cost INR 1,000, plus an additional INR 1,500 for medicine, totaling INR 2,500 per year.
Toys: INR 250 per toy, with 4 toys annually, totals INR 1,000.
Training: A one-time cost of INR 35,000 for training, which I'll annualize over 10 years, so about INR 350 annually.
The total annual cost per pet adds up to INR 22,350 per year.

Alright, so how would you calculate the direct pet market size?

If we multiply the annual cost per pet (INR 22,350) by the 24.5 million pet-owning households, the total direct pet market size comes to around INR 621.75 billion.

Does this seem reasonable?

How do the costs break down for NGO and street animals?

For indirect costs, I'm considering animals taken care of by NGOs and street animals. Let me walk you through the numbers:
NGOs: There are around 750 to 1,500 large NGOs, with an average of 500 animals each. That gives us between 375,000 to 750,000 animals. Additionally, there are 14,250 to 28,500 small and medium NGOs, each with an average of 50 animals, bringing the total number of animals in these NGOs to between 712,500 to 1,425,000.

Adding the upper limits, that totals 2.5 million animals in NGOs.
Street Animals: Let's assume 2 million street animals consume pedigree food, and another 0.5 million animals are cared for by locals. So, in total, there are 3.5 million animals in the indirect category.

What about indirect costs related to pets?

Pet Ownerships

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For indirect pets:

- Food: I'm assuming the cost is 60% lower than for personal pets, so that's INR 6,000 per animal annually.
- Health: Veterinary care costs 20% more than personal pets, so that's INR 3,000 per year.

With these numbers, the total annual cost per indirect animal comes to INR 9,000

If we multiply the 3.5 million animals by INR 9,000 per animal, the total cost for the indirect pet market comes to around INR 31.5 billion annually.

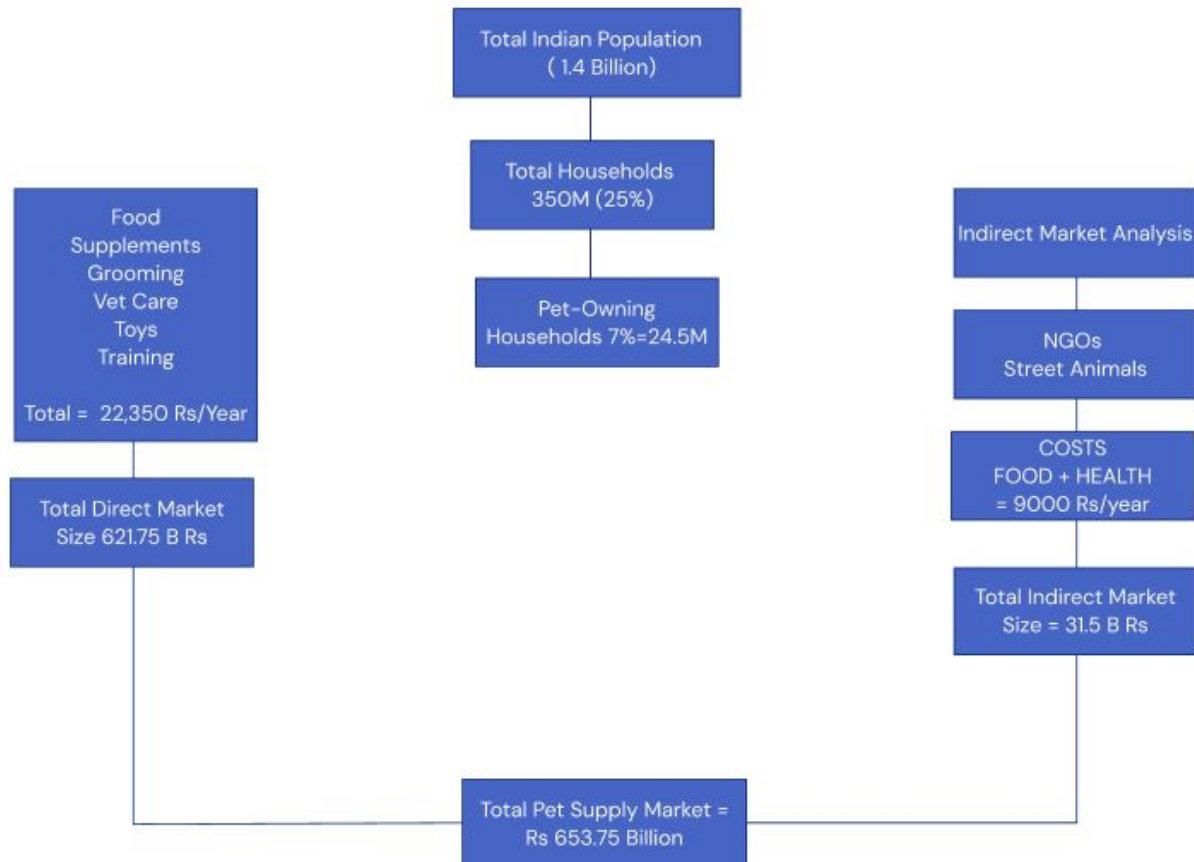
So what's the final estimate for the total Indian pet supply market in 2024?

The direct pet market is INR 621.75 billion, and the indirect pet market is INR 31.5 billion. So, the total Indian pet supply market in 2024 is approximately INR 653.75 billion.

That's a well-rounded estimate. Thanks, we can stop here.

Pet Ownerships

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Words in a Newspaper

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Can you estimate how many words are there in an average daily newspaper?

Sure! Before I dive in, may I clarify a few assumptions to help guide my estimate?

Yes, please go ahead.

To begin, let's assume a standard newspaper has a page size of 12 by 20 inches with a total of 24 pages. I'll focus on calculating the usable text space by factoring in space occupied by illustrations, borders, and margins.

That makes sense. How would you calculate the usable space for text?

With these assumptions, let's break down the area calculations.

- Total Area per Page: Each page has an area of 240 square inches.
- Space Occupied by Illustrations: With illustrations covering 33% of each page, this comes to 80 square inches per page.

Space Occupied by Borders: The borders take up about 56.5 square inches, leaving us with 103.5 square inches of usable space per page.

After adjusting for spacing between columns, this usable area reduces to around 100 square inches per page. I'll allocate 90% of this area to standard text and 10% to headings.

Sounds good. Could you walk me through the calculation for words per page?

Certainly, Using the adjusted text area, I'll calculate the number of words per page as follows:

- Words from Standard Text: 90 square inches for standard text at 30 words per square inch: $90 \times 30 = 2700$ words
- Words from Headings: 10 square inches for headings at 8 words per square inch:
 $10 \times 8 = 80$ words
- Combining these, the total number of words per page is approximately:
 $2700 + 80 = 2780$ words

Great! And how would you estimate the total word count for the newspaper?

Words in a Newspaper

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Since we have 24 pages in total and 4 pages are illustration-heavy, I'll use the remaining 20 pages for our word count calculation. So, the total word count would be:

$2780 \times 20 = 55,600$ words, or roughly 50,000 words

That's a solid estimate. How would you validate this number?

To validate, I'd consider the average article length. Most newspaper articles are around 250 words, meaning a 50,000-word newspaper would have approximately 200 articles, which aligns with the typical content of a daily newspaper.

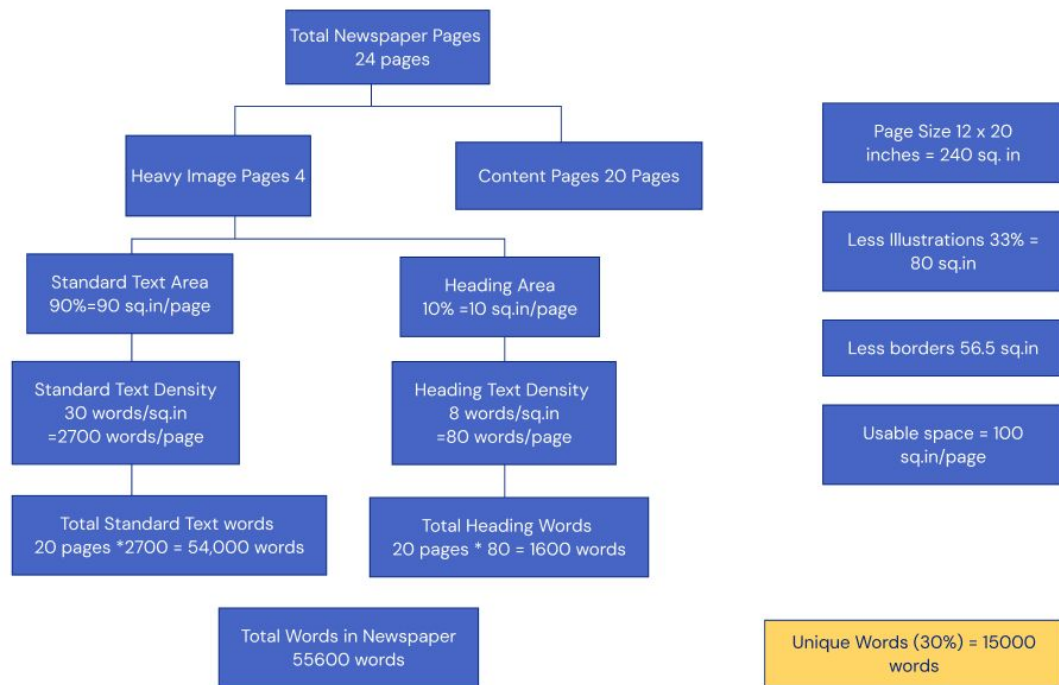
Interesting approach. And if I asked you to estimate the number of unique words in the newspaper?

I'd look at the percentage of unique words in a sample of articles to identify a pattern. For instance, considering about 30% of words tend to be unique across articles, I'd multiply 50,000 by 0.3, estimating around 15,000 unique words.

That's a well-rounded estimate. Thanks, we can stop here.

Words in a Newspaper

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Estimate how many words are there in an average daily newspaper

Interviewee Notes

- Effectively defined boundaries on the newspaper format, layout, and assumptions.
- Overlooked differences in text density across sections like editorials, classified etc.
- Skilfully analysed usable space for text..

Validation

- Considering the average article length.
- Most newspaper articles are around 250 words, meaning a 50,000-word newspaper would have approximately 200 articles.
- This aligns with the typical content of a daily newspaper of around 200 articles.

AI Consulting tools

[Click here to give a mock interview](#)

Setting the Stage

Deloitte is rolling out new **AI-powered consulting tools** across its global consulting workforce.

These tools aim to improve project delivery through automation, analytics, and strategic insights. Adoption will depend on factors such as:

- **Service line differences** (Strategy/Analytics vs. Audit/Tax)
Ease of integration with workflows and client data
- **Training & enablement support**
- **Enterprise SaaS adoption benchmarks**

Our goal is to estimate the **sustained adoption rate** (i.e., active usage after 6–12 months) among Deloitte's ~100,000 consultants. We'll use a **structured bottom-up approach**: start with initial activation, estimate long-term usage, adjust for service-line differences, and factor in adoption barriers.

Validation

Our estimate suggests **10–20% adoption (10K–20K users)** within 6–12 months.

- This aligns with **enterprise SaaS benchmarks**, where sustained adoption usually settles at **10–20% of the total user base**.
- Service lines with strong data and analytics focus (e.g., Strategy, Consulting) will drive higher adoption.
- Audit/Tax functions will likely lag due to heavier compliance dependencies.
- Deloitte's enablement programs (training, success metrics, client impact) will be key in pushing adoption upward.

Final Range:

10–20% sustained adoption = 10,000–20,000 active users out of 100,000 consultants.

Approach

Step 1: Base Population

- Total consultants = **100,000**

Step 2: Initial Activation (Benchmarking)

- Enterprise SaaS rollouts (Slack, Salesforce, Teams) show **20–30% early adoption**.
- Assume midpoint = **25%** → **25,000 initial users**.

Step 3: Sustained Usage

- Typically, **40–60%** of early adopters remain active after 6 months.
- Assume **50% retention** → **12,500 sustained users**.

Step 4: Service Line Adjustment

- Strategy/Analytics (~30% workforce) → higher adoption (~20%).
- Audit/Tax (~70% workforce) → slower adoption (~10%).
- Weighted average adoption rate = **13% overall** → **~13,000 users**.

Step 5: Adoption Barriers

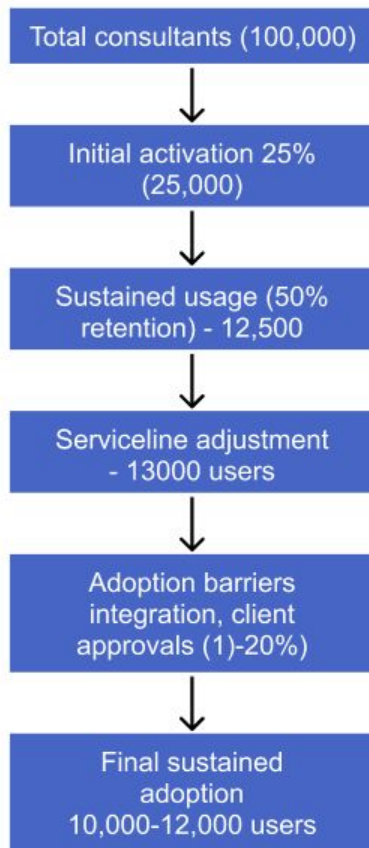
- Integration challenges, client approvals, training gaps may reduce adoption by ~10–20%.
- Final sustained usage range = **10,000–12,000 users**

We used enterprise SaaS benchmarking to estimate valuation. SaaS benchmarking involves comparing metrics such as ARR multiples, growth rates, and profitability with industry standards from global studies (Bessemer, SaaS Capital, Meritech). Since SaaS firms with 25–30% annual growth typically trade at 5–7x ARR multiples, we assume this benchmark range for our guesstimate. This provides a realistic and industry-aligned valuation estimate instead of arbitrary assumptions.

Deloitte has different **service lines** (like **Strategy & Analytics, Consulting, Audit, Tax**).

AI Consulting tools

[Click here to give a mock interview](#)



Estimate the number of AI Consulting Tools Adoption at Deloitte

Interviewee Notes

- Consider **regional differences** or **client-specific adoption barriers**.
- Include **cost-benefit or ROI analysis** to justify adoption estimates.
- Factor in **change management speed** and **training timelines** explicitly.
- Explore **sensitivity analysis** to show impact if activation/retention rates vary

Validation

- Cross-check with **real Deloitte pilot data**, not just SaaS benchmarks.
- Validate **service-line weightings** using internal workforce mix.
- Run **sensitivity checks** on adoption rates (best/worst case)

Notion Sessions Per Day

[Click here to give a mock interview](#)

Setting the Stage

Notion is a popular productivity and collaboration platform used by individuals, students, and businesses to organize projects, documents, and workflows. Collaboration is a key aspect of the platform, as multiple users can edit and update pages simultaneously.

Our goal is to estimate the number of collaboration sessions initiated daily on Notion. For this analysis, we define a **collaboration session** as a **10-minute window in which more than two users edit any page**.

We'll use a **top-down approach**, starting from the global population and narrowing down through successive filters, ultimately arriving at an estimate for daily session initiations.

Validation

Our estimate of ~1.50M daily sessions seems reasonable when compared to engagement benchmarks for productivity tools:

- Pages updated per day:** With 5 edits per session, total edits/day = **7.5M**, which is far lower than Google Docs (hundreds of millions) but reasonable for Notion's scale.
- Comments /mentions:** If 20% of sessions include a comment, that's **~300K comments/day**, realistic for team-based workflows.
- Shared workspace activity:** With 12M team users and an average of 6 members per team → **~2M teams**. Our estimate implies **~1 session per team per day** ($2M \div 1.5M = 1.3$), which is plausible for active teams.

Approach

To estimate the number of daily collaboration sessions on Notion, we make the following assumptions and calculations:

- Global population:** 8 billion
- Internet access:** 60% → **5,000M users**
- Productivity tool usage:** 50% of internet users → **2,500M users**
- Notion adoption:** 1% of productivity tool users → **~20M users**
- Team account share:** 60% → **12M team users**

We segment team users into two categories:

- Students:** 20% → **2.4M users**
- Working professionals:** 80% → **9.6M users**

Next, we estimate collaboration and initiation behavior:

- Students:** 25% collaborate daily → 0.6M; 30% of them initiate sessions → **0.18M sessions**
- Working professionals:** 30% collaborate daily → 2.88M; 50% initiate sessions → **1.44M sessions**

Adding both:

Total initiations/day = 0.18M + 1.44M = 1.62M sessions

Adjusting for asynchronous contributions that don't fit the 10-minute definition (~10%):

Net sessions/day = 1.62M - 0.16M ≈ 1.50M sessions/day

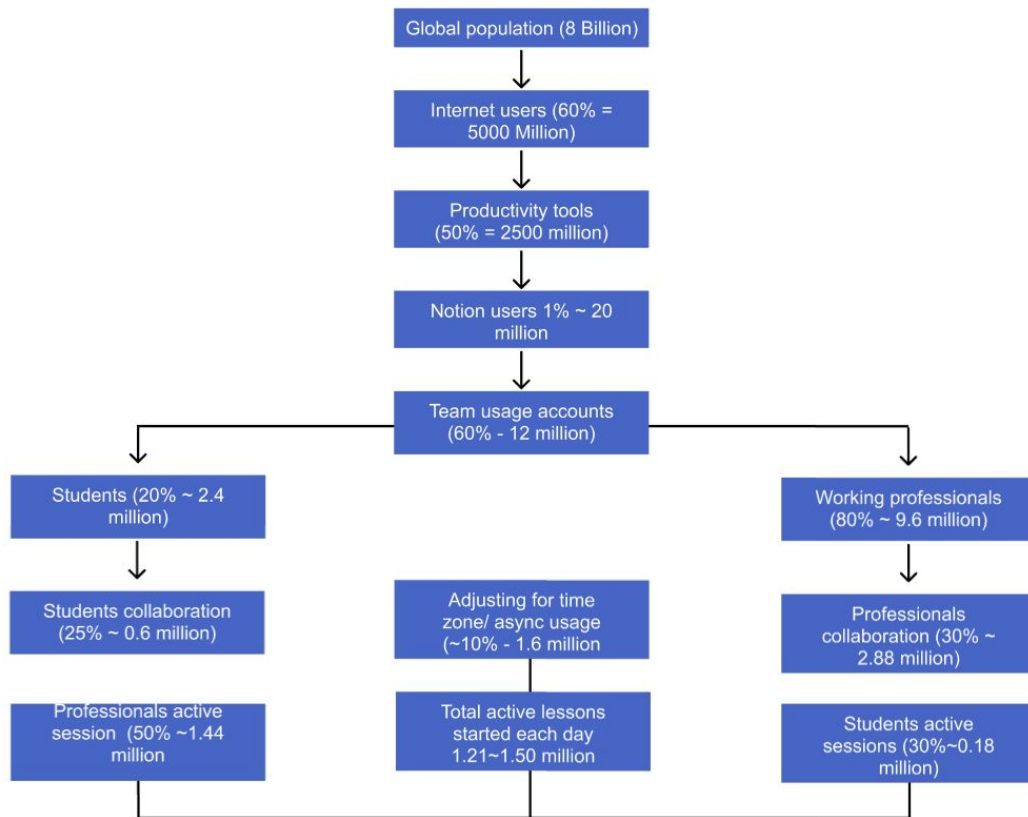
Formula Used:

Active Sessions = Segment Size × Collaboration Rate × Initiation Rate

Total Daily Collaboration Sessions Initiated = ~1.50M

Segment	users	Collab rate	Initiation rate	Sessions
Students	2.4M	25%	30%	0.18M
Professionals	9.6M	30%	50%	1.44M

Notion Sessions Per Day



Shopify Merchants

Setting the Stage

Shopify is a global e-commerce platform that powers online storefronts for businesses ranging from solo entrepreneurs to large retail brands. These merchants vary greatly in scale, geographic location, and engagement behaviour.

Our goal is to estimate the number of merchants who are **active on Shopify daily** (DAU).

Since merchant engagement depends on factors like **business size**, **region**, and **seasonality**, we will take a structured approach to estimate daily activity using logical assumptions and behavioural patterns. Engagement levels (daily logins, sales management, fulfilment) differ depending on merchant size and region (developed markets like North America/Europe vs. developing markets).

We'll take a **bottom-up approach**, estimating daily activity within smaller sub-groups and then summing those up to arrive at a global DAU figure

Validation

We estimate 651K daily active merchants (32% of Shopify's 2M total), aligned with SaaS and e-commerce benchmarks where DAU is typically 5–15% of MAU. Our segmented approach accounts for varying engagement:**Large-Scale Sellers (100% DAU)**: Highly active due to continuous operations and team usage.**Mid-Scale Sellers (20–30% DAU)**: Mix of full- and part-time businesses.**Small-Scale Sellers (10–15% DAU)**: Often side hustles or early-stage ventures. Regionally, DAU is higher in North America & Europe due to stronger digital infrastructure, and lower in developing markets with slower tech adoption.Shopify's disclosures confirm that only a fraction of merchants are highly active daily, supporting our segmented method and DAU estimate of 651K, rising to 716K during peak seasons.

Approach

To estimate the number of daily active merchants (DAU) on Shopify, we start by assuming that the platform has around 2 million merchants globally. We segment these into three merchant categories

15% large-scale (0.15 × 2M = 300K)
50% mid-scale (1M)
35% small-scale (700K)

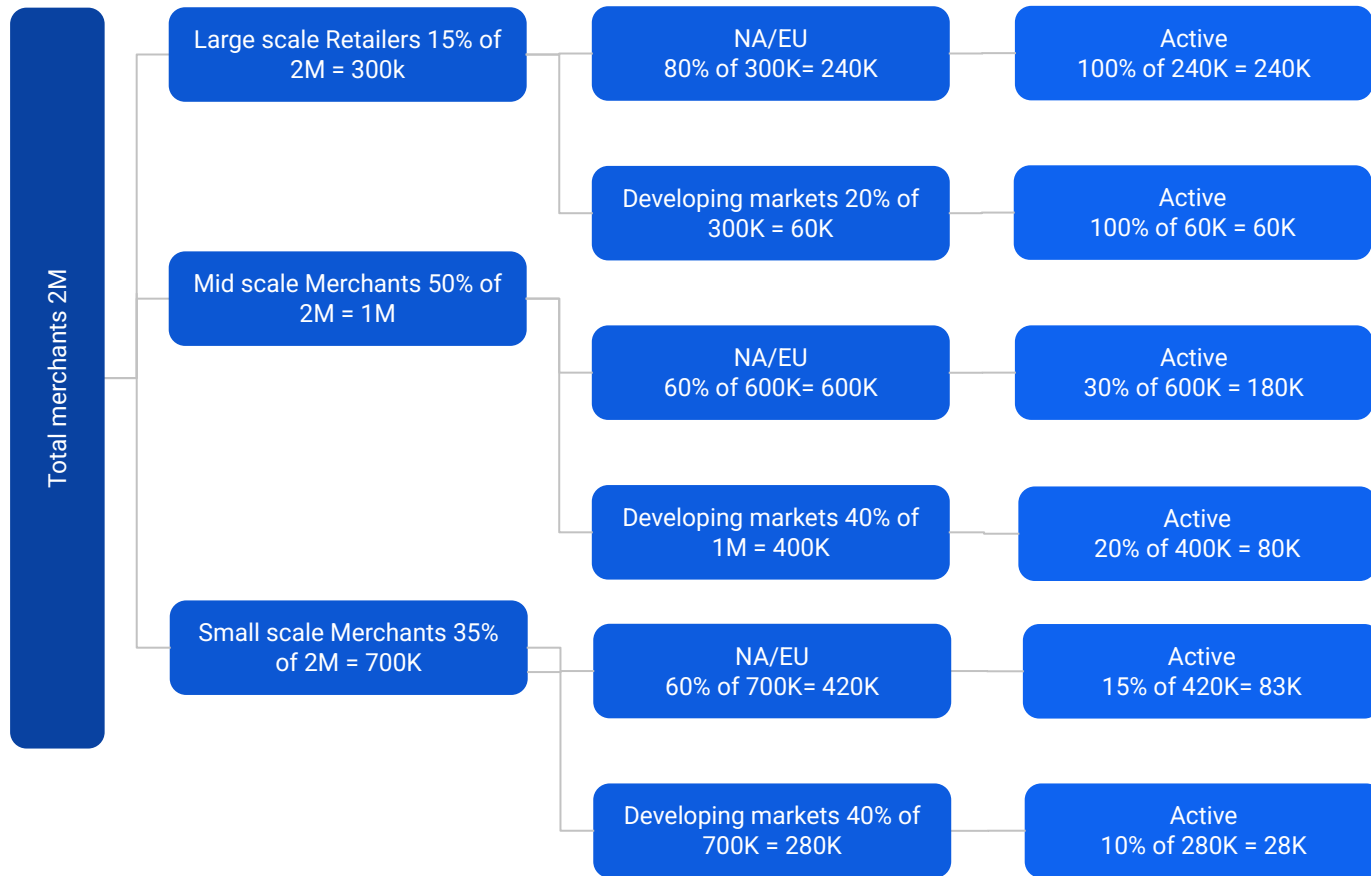
Next, we assume a regional split — large-scale merchants are mostly based in developed regions, with 80% in NA/EU and 20% in developing markets, while mid- and small-scale merchants are split 60% in NA/EU and 40% in developing regions.This gives us the following merchant distribution:
Large-scale → 240K (NA/EU) + 60K (Dev),
Mid-scale → 600K (NA/EU) + 400K (Dev),
Small-scale → 420K (NA/EU) + 280K (Dev).
We then apply assumed daily activity rates: 100% for all large-scale merchants (due to their operational scale), 30% for mid-scale merchants in NA/EU and 20% in developing regions, and 15% for small-scale merchants in NA/EU and 10% in developing markets.

Formula Used = **Active Users = Segment Size × Activity Rate**

Large-scale Retailers	Mid-scale Retailers	Small-scale Retailers
NA/EU: 240K × 1.0 = 240K	NA/EU: 600K × 0.30 = 180K	NA/EU: 420K × 0.15 = 63K
Developing: 60K × 1.0 = 60K	Developing: 400K × 0.20 = 80K	Developing: 280K × 0.10 = 28K
Total Daily Active Users (DAU)		
DAU = 240K + 60K + 180K + 80K + 63K + 28K = 651K merchants/day		
In Promotional/Festival Sales		
Assume a 10% increase during high activity seasons:		
Peak DAU = 651K × 1.10= 716K		

Shopify Merchants

[Click here to give a mock interview](#)



XBox Sales

[Click here to give a mock interview](#)

Setting the Stage

We want to estimate the **total number of Xbox consoles sold in India in a given year**. To do this, we break the problem into the following key steps:

- Estimate the size of the target market
- Estimate the share of that market inclined toward console gaming
- Estimate Xbox's share within the console gaming segment
- Account for replacement purchases and new buyers

Key assumptions:

- The total world population is assumed to be 8B, with 3.5 as the average household size.
- Xbox market share is considered to be 30% of the total market share.
- The lifetime of an Xbox is considered to be 7 years.
- Off-season sales are considered as 15% of total yearly sales.
- The industry growth rate is considered to be 5%.

Validation

- **Cross-check with external data:** Validate estimated Xbox unit sales by comparing with industry trackers and Microsoft's reported hardware revenue/shipments for the same period.
- **Estimate from supply side:** Validate by checking average Xbox units supplied per retail store and scaling across outlets.

Approach

1. Estimate Total Console Base

- Start with **world population = 8B** → **households = $8B \div 3.5 \approx 2.3B$**
- Split households by income: **upper (20%), middle (40%), lower (40%)**.
- Apply console penetration & ownership rates:
 - Upper: $460M \times 40\% \times 1.5 = \mathbf{276M}$
 - Middle: $920M \times 15\% \times 0.8 = \mathbf{110M}$
 - Lower: $920M \times 5\% \times 0.3 = \mathbf{14M}$
- **Total installed consoles $\approx 400M$.**

2. Estimate Xbox Installed Base

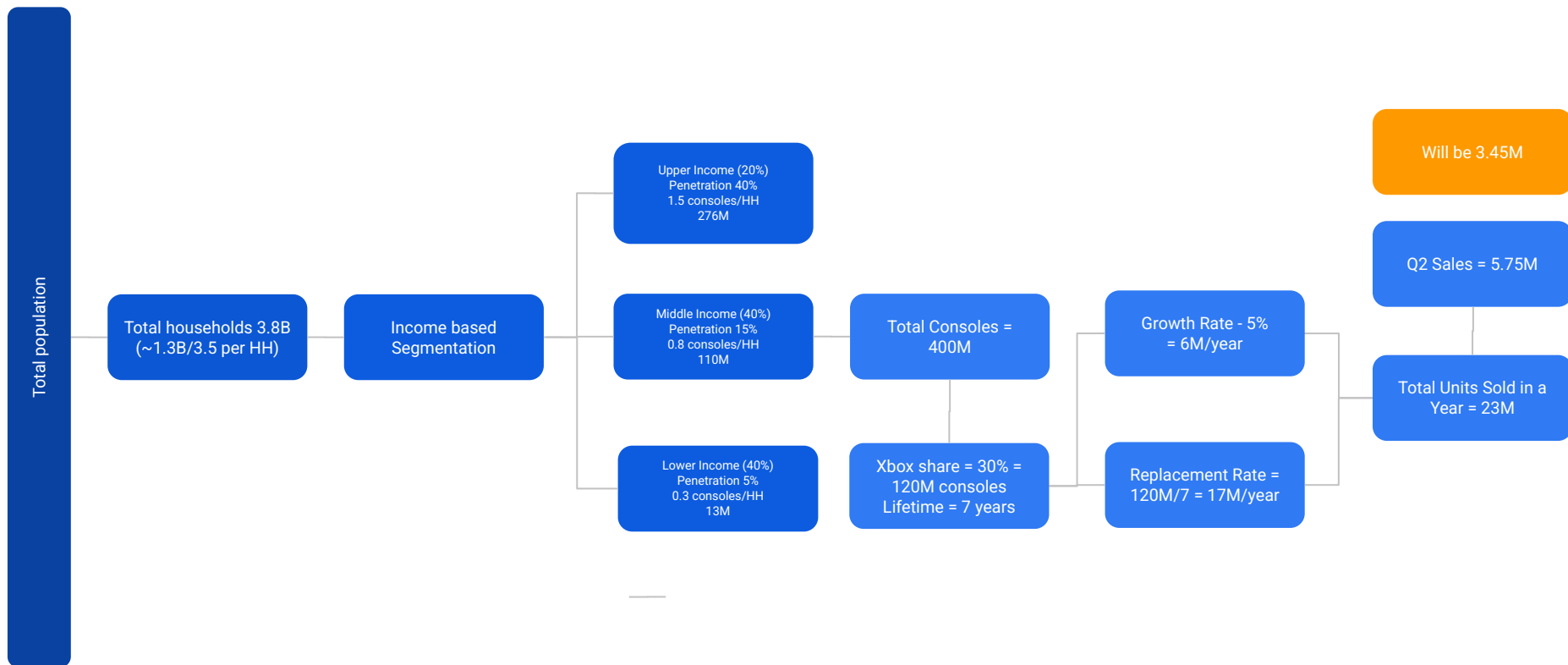
- Assume Xbox share = **30%** of installed base.
- **Xbox installed base = $400M \times 30\% \approx 120M$ units.**
- Average lifetime of a console = **7 years**.
- **Annual replacement demand = $120M \div 7 \approx 17M$ units.**
- Add growth factor = **5% of 120M = 6M units.**
- **Annual Xbox sales $\approx 23M$ units.**

3. Estimate Quarterly Sales (Off-Season)

- Seasonal split: off-season quarter $\approx$ **15% of annual sales.**
- **Quarterly sales = $23M \times 15\% \approx 3.5M$ units.**

XBox Sales

[Click here to give a mock interview](#)





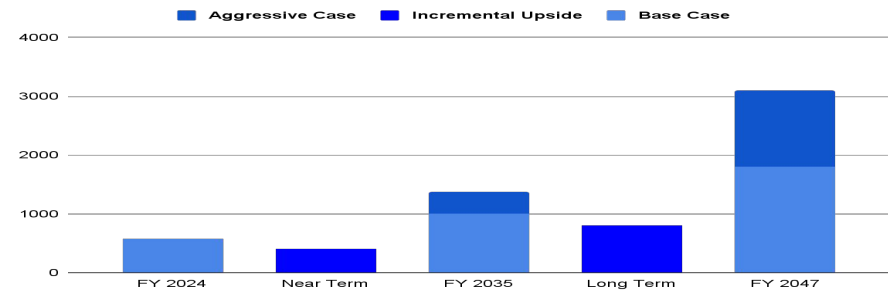
Industry Primers

Agriculture

INDUSTRY

Key Growth Metrics

- India's agriculture sector valued at **\$580–650 billion** (2025)
- One of the **largest employers** and contributors to GDP.
- Ground Level Credit (GLC)** to agriculture grew at **12.98% CAGR (2014–2025)**.



Cost Segments

Seeds, fertilizers, pesticides, irrigation, machinery, labor, post-harvest handling, processing, logistics & storage.

Revenue Streams

Crop sales (grains, fruits, vegetables), livestock & dairy, fisheries, agro-processing, exports, FPO collective marketing.

Licensing Requirements

MSP procurement, APEDA export norms, FSSAI food safety, PM-Kisan & PMFBY schemes, e-NAM trading regulations.

Challenges

- Climate change and water scarcity
- Soil degradation and pest attacks
- Feeding grow population
- Market volatility
- Labour shortage and high cost
- Regulatory compliance and Quality standards
- Weak infrastructure



Pestel Analysis

Political	Govt subsidies (MSP, PM-Kisan), export policies, farm loan waivers, FPO promotion.
Economic	\$580–650B sector, agri credit growth, rising exports, input cost inflation, rural income dependency.
Social	Large rural workforce, food security needs, dietary shifts, farmer livelihood concerns, migration trends.
Technological	Precision farming, agri-drones, digital platforms (e-NAM, FPOs), irrigation tech, biotechnology & GM crops
Environmental	.Climate change, water scarcity, soil degradation, pest outbreaks, need for sustainable practices.
Legal	FSSAI food safety norms, land ownership laws, crop insurance (PMFBY), pesticide/seed regulations.

Industry Trends & Innovations

- Solar hub expansion in India
- Offshore wind projects potential 70 GW
- Battery storage for grid stability
- AI & robotics in O&M operations
- Surge in ESG funds & green bonds
- Growing carbon credit trading market

KEY INDUSTRY TERMS

MSP (Minimum Support Price) – Govt. guaranteed base price for key crops.
E-NAM – Digital mandi platform for transparent nationwide agri trade.
Cash Crops – High-value crops grown for sale (e.g., sugarcane, spices).
Horticulture – Cultivation of fruits, vegetables, flowers, medicinal plants.
Drip Irrigation – Water-saving irrigation delivering water to roots.
Precision Agriculture – Data & IoT-based farming to optimize yield.
FPO (Farmer Producer Organisation) – Farmer collectives for better prices & resources.

AIRLINE Industry

KEY METRICS

- CAGR (2023) : 12.21%
- Value (2024) : ₹1.2 lakh crore
- Employs : 369,700 people
- Operational Airports : 157
- Total Aircrafts : 834

Market Leaders



Combined Industry Challenges

- **High Fuel Costs:** Fuel accounts for 30–40% of airline operating expenses; volatility significantly affects profitability.
- **Government Intervention:** Policies such as ticket price caps restrict pricing flexibility.
- **Environmental Pressures:** Growing climate change awareness and regulatory pressure to reduce carbon emissions lower demand and require sustainability investments.
- **Post-COVID Hesitation:** Continued reluctance among certain groups to travel.
- **Low Switching Costs:** Standardized service means customers can easily switch airlines, increasing competition.
- **Intense Competition:** Limited service differentiation and opportunities for scale create price and margin pressures.
- **Financing Constraints:** The industry faces high capital and operating expenses, making access to financing crucial.
- **Market Demand:** Limited by both external perceptions (e.g., climate concerns) and regulations.

Value Chain Analysis

359

Inbound Logistics

1. Aircraft acquisition/lease/design
2. Fuel procurement and management
3. Route and yield management
4. Facility and infrastructure setup/planning
5. Flight and crew scheduling
6. Support crew provision



Manufacturing

1. Ticketing, digital/electronic ticketing, and check-in (including gate management)
2. Boarding and in-flight services/onboard amenities
3. Aircraft operations and cockpit processes
4. Baggage and cargo handling



Outbound Logistics

1. Baggage and cargo transport/connection
2. Flight connections and airport transfers
3. Rental car, cab, and hotel/travel accommodation reservations



Marketing & Sales

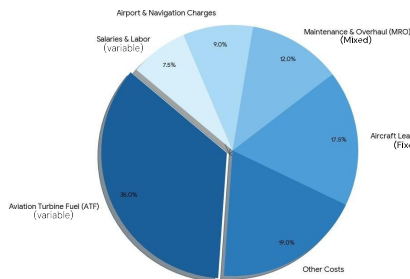
1. Digital ticketing platforms and promotions
2. Advertising, group sales, and fare promotions
3. Loyalty/frequent flyer programs and travel agent partnerships
4. Electronic tickets and e-commerce



Services

1. Support center operations
2. Inquiry and complaint handling
3. Lost baggage and complaint follow-up services
4. Real-time issue resolution and feedback collection

Cost Analysis



PESTEL Analysis

Political :

Government actively promotes growth through airport expansion and FDI, but also intervenes with regulations like price caps.

Economical :

The market is rapidly growing, driven by a rising middle class, yet profitability is squeezed by high fuel and operational costs.

Social :

Increasing demand for tourism and business travel is met with intense competition due to low customer switching costs.

Technological :

Digital innovations like DigiYatra and self-service kiosks are modernizing the passenger experience and operations.

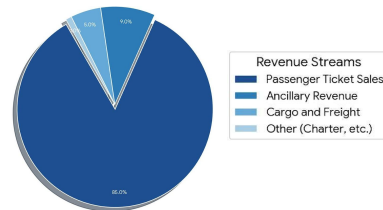
Environmental :

Growing pressure to decarbonize is driving the adoption of sustainable aviation fuels (SAF) and green initiatives.

Legal :

Airlines must operate within a strict framework of government regulations, including licensing (AOC) and investment laws.

Revenue Sources



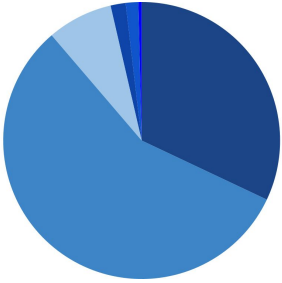
Growth Drivers

- **1. Expanding Market & Rising Demand:** A growing middle class with higher incomes, rapid urbanization, and a surge in tourism are creating a massive increase in demand for air travel.
- **2. Government Initiatives & Policy Support:** Proactive government policies, including nationwide airport expansion, the regional UDAN scheme, and 100% FDI, are creating a strong framework for growth.
- **3. Infrastructure Investments:** Significant capital is being invested in massive fleet expansions, modernizing airport facilities, and developing domestic MRO hubs to boost capacity and efficiency.
- **5. Sustainability & Green Initiatives:** A focus on sustainability is driving the industry forward through targets for green fuel (SAF), carbon offset programs, and investment in eco-friendly airport logistics.
- **6. Private Sector & New Entrants:** Growth is being accelerated by the private sector through the dominance of low-cost carriers, the entry of new airlines, and an increase in privatized airports.

Tech Adoption

- **DigiYatra (MoCA/AAI initiative):** Biometric, facial-recognition-based, paperless travel is rolled out at 38+ airports.
- **Self-service Kiosks & E-gates:** Check-in kiosks, automated boarding gates widely adopted at major airports (Delhi, Mumbai, Hyderabad, Bengaluru).

Alcohol INDUSTRY



● United Breweries
● United Spirits
● Allied Blenders & Distillers
● Pernod Ricard
● Sula Vineyards
● Fratelli Wines

Inbound Logistics

Suppliers provide grains, fruits, molasses, and packaging material. Raw material costs ~35% including duties. Focus is on quality sourcing and cost control.

Operations (Production & Packaging)

Covers distillation, blending, bottling, and labeling. Packaging adds ~15%, duties ~40%. Efficiency, branding, and innovation are key.

Outbound Logistics

Finished goods move via warehouses and distributors. Distribution cost ~10%. Premiumization and e-commerce channels are rising trends.

Marketing & Sales

Sold through bars, restaurants (on-license) and retail shops (off-license). Strong promotions and brand visibility drive consumer choice.

After-sales Services

End-user experience builds loyalty. Consumer insights guide innovation, premium products, and lifestyle positioning.

360

Industry Trends

- Growing demand for low-alcohol and non-alcoholic beverages.
- Strong shift toward premium and imported brands.
- Rising adoption of e-commerce and D2C alcohol sales.
- Expansion of craft and artisanal alcohol segments.

PESTEL Analysis

Political :

Alcohol is highly regulated with strict licensing, advertising bans, and heavy excise duties that impact pricing and market entry.

Economical :

Rising urbanization and income levels boost demand, while consumers increasingly prefer premium brands and lifestyle-driven choices.

Social :

The industry contributes major tax revenue. Premium and craft segments are growing even as consumers remain price-sensitive.

Technological :

Automation improves production efficiency, and e-commerce with digital marketing expands access to consumers.

Environmental :

The sector faces pressure on water usage and raw material sustainability, pushing companies toward eco-friendly packaging.

Legal :

Age restrictions, health warnings, and varying regional regulations create compliance challenges across markets.

Beer
CAGR- 8%

Country Liquor
CAGR- 4.9%

IMFL
CAGR- 8%

Industry Specific Terminology

IMFL (Indian Made Foreign Liquor): Whisky, rum, vodka made in India, following international styles.

Excise Duty: Important state-level tax on alcohol, a major government revenue source.

Fermentation: Natural process where yeast converts sugars into alcohol.

Distillation: Scientific method to purify alcohol obtained from fermented raw material.

Molasses vs Grain Alcohol: Molasses used for mass spirits; grains used for premium quality spirits.

Premiumisation: Growing trend of consumers shifting toward higher-quality and pricier alcohol.

On-Trade / Off-Trade: On-trade refers to bars and restaurants; off-trade means retail liquor shops.

Alcohol by Volume (ABV): Standard measure showing percentage of pure alcohol in a beverage

SWOT Analysis

Strengths : Large consumer base, brand loyalty, strong premium growth.

Weaknesses: High taxes, strict rules, ad restrictions.

Opportunities: Rising incomes, craft & premium demand, e-commerce.

Threats: Regulatory risks (especially evolving food safety and environmental laws).

Cost Structure

- Taxes & Duties are the largest cost block, making alcohol one of the most heavily taxed consumer goods in India.
- Raw materials like grains, sugarcane, molasses, and fruits contribute significantly, with costs often impacted by climate volatility.
- Packaging is an important expense, especially as companies invest in premium bottles and branding to attract consumers.
- Distribution and logistics add to costs, though technology and supply chain optimization are helping improve efficiency.
- Overall, the industry faces tight margins, driven by high taxation and volatile input costs.

Asset Management INDUSTRY

361

Key drivers

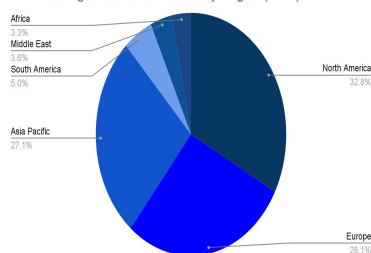
Revenue segment

1. Mgmt Fees – % of AUM
2. Performance Fees – Incentive/Carry
3. Advisory Fees – Consulting/Wealth
4. Distribution – Platform/Tail income
5. Other Income – Securities lending, data

Cost Segments

1. People Costs – PMs, Analysts, Sales
2. Tech & Data – Systems, Market Data
3. Distribution – Partner/Platform fees
4. Ops/Admin – Custody, Fund admin, Audit
5. Compliance – Regulatory & Overheads

Asset Management Market Share By Region (2025)



Inbound Logistics
Institutional mandates (pensions, insurers, sovereigns), HNI/retail flows, product structuring (MFs, ETFs, PMS, AIF/hedge, PE/VC), disclosures & KIM/PPM.

Execution & Operations

Trading (equities/bonds/derivatives), best-execution, liquidity management, collateral/treasury, corporate actions, NAV calculation, fund accounting.

Distribution & Marketing

Brokers/RIA/IFAs, banks & platforms, direct-to-investor apps, institutional RFPs, brand content & factsheets.

Client Service & Reporting (Outbound)

Promotions, Trade shows, Product launches, Digital marketing, Retail partnerships

Post-sale Services

Query resolution, redemptions/SIPs/STPs, product changes, stewardship & voting disclosures, periodic audits.

Pestel Analysis

Political

Government push for financialization of savings, retirement reforms; geopolitics affects flows & valuations.

Economic

Interest-rate cycles, inflation, GDP growth drive returns and flows; shift from physical to financial savings.

Social

Rising middle class, SIP culture, retirement planning, trust in brands; demand for transparent low-cost products.

Technological

Algo/quant strategies, AI for research & service, digital onboarding/KYC, low-latency trading, data lakes.

Environmental

ESG integration, climate risk disclosures, green taxonomies; investor preference for sustainable funds.

Legal

SEBI/RBI/IRDAI norms (India), MiFID II/UCITS (EU), SEC rules (US): fee caps, disclosure, valuation, liquidity, stewardship codes, suitability & product governance.

Industry Challenges

- **Fee Pressure:** Passive adoption compresses active fees; share-class/fund rationalization.
- **Alpha Scarcity:** Efficient markets make consistent outperformance difficult; capacity constraints.
- **Distribution Concentration:** Platforms/banks wield pricing power; rising acquisition costs.
- **Regulatory Burden:** Disclosure, valuation, liquidity rules; compliance cost escalates.
- **Market Volatility:** Pro-cyclical flows, redemption spikes; liquidity management risk.
- **Data & Tech Costs:** Expensive data, cybersecurity, model governance.

Porter Five Forces

Bargaining Power Of Suppliers High. Scarce PM/quant talent and critical market-data vendors command leverage.

Bargaining Power Of Buyer: High. Institutional RFPs and platform gatekeepers squeeze fees; retail has abundant low-cost choices.

Threat Of New Entrants: Moderate. Tech lowers setup barriers (SaaS ops, platforms), but brand, trust, track record, licenses, and distribution remain hurdles.

Threat Of Substitutes: High. Direct indexing, passive ETFs, target-date funds, robo-advisors, and DIY brokerage substitute active management.

Industry Rivalry: Intense. Thousands of strategies, performance chasing, high switching, marketing spend; scale players vs. niche specialists.

AUTOMOBILE

INDUSTRY



Key Growth Metrics

- Domestic Sales:** +7.3% YoY (31.03M units produced).
- Passenger Vehicles:** 4.30M units (+1.97%), SUVs = 65% of PV sales.
- Two-Wheelers:** 19.6M units (+9.1%), scooters leading growth.
- Three-Wheelers:** 741K units (+6.7%), record high.
- Exports:** +19.2% YoY (4.5M units).
- Market Size Forecast:** USD 129.4B (2025) → USD 276.5B (2034), CAGR ~8.8%.

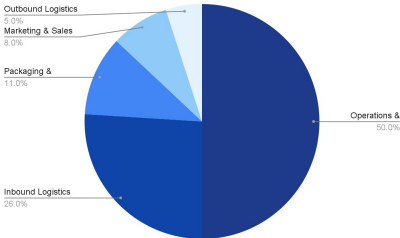
Revenue Streams

- Vehicle Sales:** 31M units FY25 (PV 4.3M, 2W 19.6M)
- Aftermarket & Services:** \$70B (FY23) → \$200B (FY26)
- Exports:** 4.5M units; \$35.7B (FY23)
- Connected Services:** \$19.2B (2023) → \$8.4B (2032, 16.4% CAGR)
- Financing & Leasing:** Driven by rising middle-class demand (550M by 2030)
- Emerging Models:** 4.4M EVs (Aug 2024); E2W >50% EV share FY25

PESTEL Analysis

- Political :** Govt. push for EVs (FAME, EMPS), high import tariffs to boost local manufacturing.
- Economical :** Strong GDP growth, rising middle class, growing urbanization; auto sector = 7.1% of GDP.
- Social :** Low vehicle penetration (26–44/1000) → high growth headroom; rising demand for personal mobility.
- Technological :** Rapid EV adoption, ADAS, connected cars, AI/GenAI integration, domestic battery manufacturing.
- Environmental :** Shift to sustainable mobility (EVs, biofuels, hybrids, flex-fuel); govt. green targets.
- Legal :** Emission norms (BS-VI), safety mandates, evolving EV policies.

COST SEGMENT



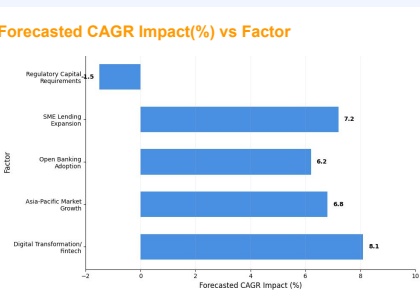
OPPORTUNITIES	CHALLENGES
- Low vehicle penetration → untapped demand. - Rising exports & global OEM partnerships. - Strong FDI inflows (\$37.21B since 2000). - Govt. infra push (highways, 5G, charging stations). - Multi-pathway to carbon neutrality (EVs, hybrids, biofuels).	- Supply chain dependency on imports. - EV charging infra lag (1 charger / 235 EVs). - Skilled workforce shortage (EVs, AI, battery tech). - Intense domestic & global competition. - Policy uncertainty & frequent regulatory changes.

BANKING INDUSTRY

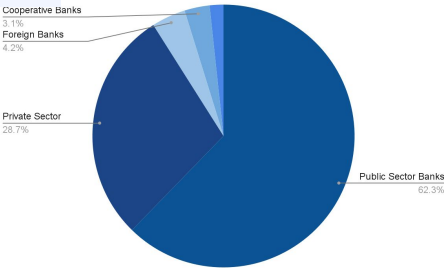
Key Growth Metrics (FY25)

- Market Value: USD 29.80 trillion (2025), projected USD 52.56 trillion (2033).
- Market Growth: CAGR of 7.35% (2025-2033)
- Digital Banking Share: 99.9% adoption in developed markets

Forecasted CAGR Impact(%) vs Factor



Banking Sector Market Breakdown India (by Assets & Market Share) for 2025



Cost Segments

Infrastructure cost (IT systems, branches)
Operational cost (personnel, compliance, cybersecurity)
Technology investment (digital transformation, AI/ML)
Regulatory compliance cost
Risk management and fraud prevention

Revenue Streams

Net Interest Income (primary revenue source)
Fee Income (transaction fees, advisory)
Trading and Investment Income
Wealth Management Fee
Credit Card and Payment Processing
Foreign Exchange Services

Licensing requirements

Banking License (Commercial/Universal)
Investment Banking License
Payment Services License
Insurance Distribution License
Asset Management License
Money Service Business Registration

Challenges

- Economic headwinds and interest rate pressures are compressing profit margins.
- Asset quality is deteriorating, with an expected increase in non-performing loans.
- Cybersecurity has become the top operational risk for bank executives.
- Intensifying competition from fintech is eroding market share and driving costly tech investments.
- Regulatory scrutiny and compliance costs are rising, adding pressure to bank operations.
- Aging legacy systems create expensive and complex modernization challenges.

Industry Trends & Innovations

- Digital Transformation: Neobanks and digital-first strategies driving 8.1% CAGR.
- Open Banking: Europe leading with \$9.28B market, 25% growth to \$44.9B by 2030.
- AI Integration: 250% increase in AI-related patent filings over 5 years.
- Embedded Finance: B2B2X fintech market expected \$440B by 2030.
- Real-time Payments: API adoption accelerating cross-border transactions.

Initiation
Customer/business initiates banking transaction or service request
Involved party: Customer/Corporate Entity

Authentication
Identity verification through KYC/digital authentication
Involved party: Bank/Financial Institution

Processing
Core banking systems, payment networks (SWIFT, RTGS, NEFT) handle transactions.
Involved parties: Banks, Clearing Houses, Central Banks

Settlement
Funds transfer completion and account updates
Involved parties: Beneficiary Banks, Central Settlement Systems

Monitoring
Regulatory oversight, risk management, compliance monitoring
Involved party: Central Banks, Financial Regulators

Regulators: **363**
Basel Committee
Central Banks (Fed, ECB, RBI)
Financial Stability Board

Pestel Analysis

- Political** Basel III implementation, digital currency initiatives, regulatory harmonization across jurisdictions.
- Economic** Global banking assets **\$160T** (top 1000 banks); Asia-Pacific holds **48.8%** of total assets.
- Social** 1.4 billion unbanked globally; mobile banking adoption in Asia/LatAm surpassing traditional channels.
- Technological** AI/ML fraud detection growing **250% in 5 years**; open banking API calls reaching billions annually.
- Environmental** ESG compliance mandates, Green Deposits Framework, sustainable finance requirements.
- Legal** Basel III endgame rules increasing capital requirements **9-16%**; GDPR and data protection compliance.

Key Industry Terms

Core Banking Terms

- APR (Annual Percentage Rate): Total annualized cost of borrowing expressed as percentage
- APY (Annual Percentage Yield): Effective annual return including compound interest
- Assets: Resources with economic value owned by individuals/institutions
- Balance Sheet: Financial statement showing assets, liabilities, and equity at specific time
- Capital Adequacy Ratio (CAR): Measure of bank's capital relative to risk-weighted assets
- Credit Risk: Risk of economic loss from borrower's failure to repay

Digital Banking Terms

- ACH (Automated Clearing House): Electronic network for fund transfers between institutions
- API (Application Programming Interface): Software allowing different applications to communicate
- Core Banking: Centralized system enabling customers to access accounts from any branch
- Digital Wallet: Electronic device/service allowing electronic transactions
- Fintech: Technology innovation transforming financial services provision
- Open Banking: Sharing customer-permissioned data with third-party developers

Regulatory & Compliance Terms

- AML (Anti-Money Laundering): Laws preventing criminals from disguising illegal funds
- Basel III: Global regulatory framework on bank capital adequacy and liquidity risk
- CET1 (Common Equity Tier 1): Highest quality regulatory capital for banks
- D-SIBs (Domestic Systemically Important Banks): Banks requiring additional capital buffers
- KYC (Know Your Customer): Process of verifying client identity and assessing risks
- Stress Testing: Analysis of bank's ability to handle adverse economic scenario

Investment & Risk Terms

- Asset Allocation: Strategy balancing risk/reward by adjusting portfolio percentages
- Credit Rating: Assessment of borrower's creditworthiness
- Leverage: Use of borrowed capital to increase potential investment returns
- Liquidity: Availability of liquid assets or ease of converting assets to cash
- Net Interest Margin (NIM): Difference between interest earned and paid, as percentage
- Non-Performing Assets (NPAs): Loans where borrower has stopped making payments

Payment & Transaction Terms

- RTGS (Real Time Gross Settlement): Real-time settlement of high-value transactions
- SWIFT: Global messaging network for secure financial transactions
- Wire Transfer: Electronic payment service for transferring funds
- Float: Time between payment authorization and settlement
- Correspondent Banking: Bank accepting deposits and performing services for another bank
- Clearing House: Intermediary settling transactions between buyers and sellers

CEMENT

INDUSTRY

Inbound Logistics

Raw material sourcing, Fuel procurement, Supplier selection, Transport planning, Inventory control, Cost optimization

Operations (Manufacturing)

Crushing & grinding, Clinker making, Additive blending, Quality checks, Energy efficiency

Packaging & Storage

Bagging, Bulk storage, Inventory tracking, Loading, Safety compliance

Outbound Logistics

Transport scheduling, Dealer distribution, Direct project deliveries, Route optimization, Freight management, Order tracking

Marketing & Sales

Branding,, Dealer incentives, Pricing, Key account management, Regional sales campaigns, Market analysis

Key drivers

Revenue segments	Cost Segments	Political
1. Bagged Cement Sales	1. Raw material	Govt infra push & PMAY housing driving demand; green cement policies linked to net-zero 2070.
2. Ready-Mix Concrete	2. Logistics & Distribution	Economic
3. Bulk Cement Supply	3. Sustainability Investments	\$19.6B market growing 7.6% CAGR; demand strong but margins hit by fuel/raw material price swings.
4. Allied Products	4. Advertisement	Social
		Urban migration & affordable housing fueling ~60% residential demand; shift toward eco-friendly products.
		Technological
		Automation, digital supply chains, and green cement tech adoption improving efficiency & sustainability.
		Environmental
		~5.8% of India's CO ₂ emissions from cement; tighter norms pushing lower clinker factor & circular economy.
		Legal
		28% GST burdens pricing; strict mining licenses & environmental compliance rules add cost pressures.

Key Players



- UltraTech Cement
- Ambuja Cement (Adani)
- Shree Cement
- ACC Ltd (Adani)
- Dalmia Bharat
- Others

Industry Challenges

- **Price Pressure** – Low utilization & intense competition hit margins.
- **High Costs** – Fuel, raw materials & logistics inflation.
- **Regulatory Strain** – CO₂ norms, GST at 28%, ESG investments.
- **Demand Fluctuation** – Seasonal & regional growth gaps.
- **Overcapacity Risk** – Capacity growth outpacing demand.
- **Logistics Bottlenecks** – Rail/road congestion, high freight charges.
- **Technology Gaps** – Slow adoption of automation & digital systems in smaller players.

Porter Five Forces

Bargaining Power Of Suppliers

Moderate, as key raw materials like limestone have limited leases, and energy costs are volatile, but supplier base is fairly diverse.

Bargaining Power Of Buyer

Moderate to High, as large government and infrastructure buyers negotiate aggressively, though retail buyers have less influence.

Threat Of New Entrants

Low, due to high capital requirements, strict regulations, and established distribution dominance by incumbents.

Threat Of Substitutes

Low, as there are few cost-effective alternatives to cement for large-scale construction projects.

Competitive Rivalry

High, with few large players competing intensely on price, capacity expansion, and regional dominance.

DEFENCE Industry

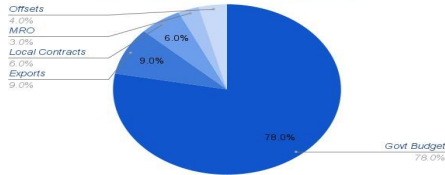
KEY METRICS

- CAGR : 4.24%
- Operating Profit Margin : 26%
- Defence Budget : Rs. 4.8 lakh Crore
- Defence Exports : Rs. 23,622 Crore
- Defence Production : Rs. 1.5 lakh Crore

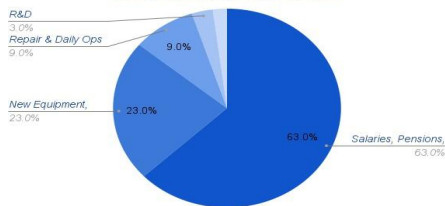
Market Leaders



Revenue Structure Of Defence



Cost Structure Of Defence



Inbound Logistics

Sourcing raw materials, components, and sub-systems from domestic and foreign suppliers.

Development of vendor ecosystem within Defence Industrial Corridors (UP & TN).

Manufacturing

Production & integration of aircraft, warships, missiles, and electronics by PSUs and private sector using DRDO tech.

Assembly, testing, and commissioning in line with indigenisation policy.

Value Chain Analysis

Outbound Logistics

Delivery to Indian Armed Forces under procurement contracts with trials & acceptance.

Export fulfilment for global contracts like BrahMos to Southeast Asia.

Marketing & Sales

MoD-led tenders & bidding processes with PSU dominance and private sector competition.

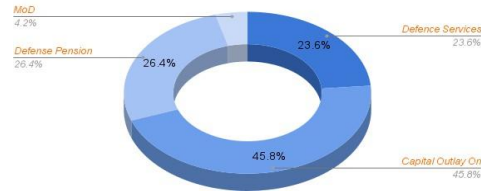
Promotion via defence expos and offset-based partnerships for domestic & export orders.

Services

Lifecycle MRO, upgrades, and spare parts support for systems in service.

Indigenous upgrade programs to extend operational life of platforms.

Fund Allocation in Defense Budget



PESTEL Analysis

- ➔ **Political** : Strategic importance for India; strong government focus on modernization and indigenization
- ➔ **Economical** : Significant budget allocation; growing exports; private sector collaboration.
- ➔ **Social** : Employment generation in public & private defense sector; national security priorities.
- ➔ **Technological** : Advancements via DRDO, AI, missile defense, naval capabilities; 194 defense startups driving innovation
- ➔ **Environmental** : Focus on sustainable manufacturing and resource efficiency in defense production.
- ➔ **Legal** : Procurement policy reforms, vendor registration rules, offset obligations, joint venture regulations

Initiatives

- Make in India push for domestic manufacturing
- SRIJAN Portal to promote indigenization of defense components
- Establishment of Defence Industrial Corridors in Uttar Pradesh & Tamil Nadu
- DRDO-led R&D and collaboration with startups
- Export growth in advanced platforms and equipment
- Increasing private sector participation and joint ventures

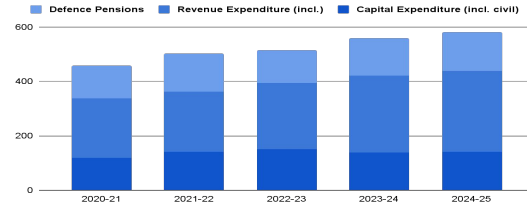
Challenges

- High dependence on imports for critical components
- Long procurement cycles and procedural delays
- Balancing modernization with budget constraints
- Ensuring technology security in collaborations
- Building resilient supply chains amid geopolitical risks
- Scaling indigenous R&D to meet world standards

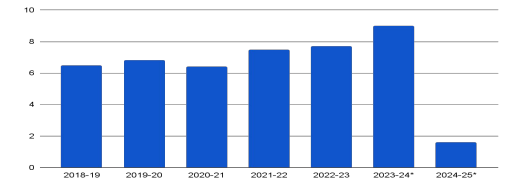
Govt. Policies

- Defence Acquisition Procedure reforms to simplify procurement, prioritizing Buy Indian categories to boost indigenization.
- Positive Indigenization Lists restricting import of specific components to encourage domestic production.
- Offset policy mandating foreign vendors to invest a percentage of contract value into Indian defence manufacturing and R&D.
- FDI limit raised to 74% via automatic route in defence manufacturing.

Defence Expenditure (₹ Billion)



Value of Production by Defence PSUs (US\$ Billion)



E-Commerce INDUSTRY

Inbound Logistics

Goods and raw materials need to be stored, inventoried, packaged and moved. Software and apps can benefit inventory control, transportation and tracking



Operations

Technology automation, communication and interconnection
Robots Integration



Outbound logistics

Distribution and delivery order fulfillment, distribution, product tracking, and delivery, improved by several kinds of technologies such as GPS, robotics (through drones), communications (smartphone apps), and security.



Marketing And Sales

Customer Targeting and segmentation through social media. Personalized Pay-Options and Gift Vouchers



Products & Services 366

Virtual Customer Assistance to improve customer satisfaction. Customer Feedback collection, return options with refunds, surveys and polls via emails and social media.

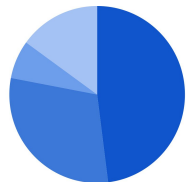
Key drivers

Revenue segments

- Commissions / Take Rate
- Advertising & Sponsored Listings
- Logistics & Fulfillment Fees
- Subscription Models
- Private Labels

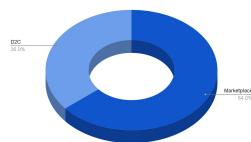
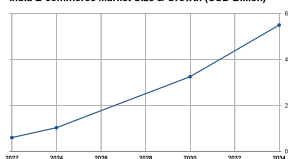
Cost Segments

- Logistics & Delivery Costs
- Customer Acquisition Cost (CAC)
- Returns & RTO
- Technology Infrastructure
- Seller Incentives & Discounts



● Flipkart
● Amazon India
● Meesho
● Tata 1

India E-commerce Market Size & Growth (USD Billion)



Industry Specific Keywords

E-Tailing (Electronic Retailing): Selling goods/services online via platforms or D2C websites.

B2C (Business-to-Consumer): Direct sales from business to end consumers (e.g., Amazon).

B2B (Business-to-Business): Digital wholesale trade between businesses (e.g., IndiaMART).

D2C (Direct-to-Consumer): Brands selling directly to customers through their own websites/apps.

Social Commerce: Selling via social platforms (e.g., Meesho leveraging WhatsApp/Facebook).

Marketplace Model: A platform acts as an intermediary, connecting buyers and third-party sellers.

Inventory Model: E-commerce player owns and sells inventory (restricted under Indian FDI rules).

SEO/SEM: Search engine optimization/marketing for better visibility.

3PL (Third-Party Logistics): Outsourced warehousing and delivery (e.g., Delhivery, Ecom Express).

Fulfillment Center: Warehouse handling storage, packaging, and shipping.

Last-Mile Delivery: Final stage of delivery from warehouse to customer's address.

Hyperlocal Delivery: Ultra-fast (10–30 min) delivery in limited radius (e.g., Blinkit, Zepto).

Reverse Logistics: Handling product returns and exchanges.

RTO (Return to Origin): Undelivered shipments returned to the seller.

ONDC (Open Network for Digital Commerce): Govt-backed open protocol enabling interoperability between buyer and seller apps

Affiliate Marketing: Commission-based sales driven by third-party referrals/influencers.

AR/VR Shopping: Augmented or virtual reality try-ons for apparel, beauty, etc.

Industry Challenges

- **Logistics & Infrastructure:** High last-mile costs, poor road connectivity, and gaps in rural reach despite heavy investment in warehouses and distribution.
- **Digital Divide:** Limited internet access and digital literacy among elderly and low-income groups hinder inclusive e-commerce growth.
- **Technology & Security Risks:** Rising cyber fraud and data breaches demand stronger compliance under the DPDP Act and advanced IT security measures.
- **Intense Competition & Profit Pressure:** Price wars, subsidized delivery, and omnichannel expansion by offline players strain margins.
- **Regulatory Complexity:** Evolving FDI restrictions, taxation (GST TCS), and consumer protection laws require agile compliance.
- **Quality & Trust Issues:** Counterfeit goods, inconsistent service, and high returns (especially in fashion) challenge customer confidence.

Industry Trends & Innovations

AI & Advanced Technologies

AI/ML for personalization, dynamic pricing, and inventory forecasting; AR/VR and chatbots enhancing customer engagement and reducing returns.

Digital Payments & Fintech Integration

UPI transactions hit 18.4 B in June 2025; BNPL, QR payments, and embedded finance are seamlessly blending commerce and fintech.

Quick, Live & Social Commerce

15–30 min deliveries, influencer-led live shopping, and social selling via platforms like Meesho are rapidly gaining traction, especially in Tier-2/3 markets.

Tier-II/III Expansion

Smaller cities now account for 56% of online shopping (FY2024), projected to reach ~64% by 2030, driving vernacular interfaces and suburban warehouse growth.

Augmented & Voice Commerce

Virtual try-ons for fashion/beauty and voice-enabled reordering are emerging to improve convenience and loyalty.

Private Labels & Sustainability

In-house brands boost margins; growing demand for eco-friendly packaging and green logistics as consumers pay premiums for sustainable products.

Content Creation
Development of high-quality, gamified, CBSE/NEP-aligned multimedia content including videos, simulations, and quizzes in English and regional languages



Platform Development
Creation of robust LMS platforms integrating AI-driven personalization and adaptive learning (e.g., Byju's 3.0, Vedantu's W.A.V.E 2.0)



Distribution and Onboarding
Multi-channel digital marketing (YouTube, Instagram), direct-to-school (B2B) models, government collaborations, and vernacular outreach



Delivery and Engagement
Real-time live tutoring, AI chatbots, gamified progress tracking, hybrid models (offline + online centers like PW Vidyapeeth)



Assessment and Analytics
AI-based adaptive tests, dashboards for students and teachers, predictive performance analysis to personalize learning paths

Key drivers

Revenue segments

1. Freemium Model
2. Subscriptions
3. B2B Licensing

Cost Segments

1. Content Development
2. Tech Infrastructure
3. Sales & Marketing (CAC)

Key Players



Byju's
Unacademy
Vedantu
Others

Industry Challenges

- **Funding and Financial Pressures:** Funding winter has reduced venture capital inflows, forcing EdTechs to focus on profitability instead of hypergrowth.
- **Fierce Competition and Market Saturation:** New entrants and freely available MOOCs / YouTube content intensify rivalry.
- **Digital Divide and Access Gaps:** Rural areas still face patchy internet and device availability, limiting market penetration.
- **Talent Acquisition and Retention:** High attrition rates as experienced teachers shift to freelance or competitor platforms.
- **Technology Dependence and Scaling Costs:** Rising server costs (AWS/GCP) and platform maintenance expenses impact sustainability.

PESTEL Analysis

Political

Government initiatives like Digital India, SWAYAM, and NPTEL expand reach and legitimize online learning.

Economic

Increasing **disposable incomes** in Tier 2/3 cities boosts demand for affordable online learning solutions.

Social

Increasing **skills-first mindset**: students and parents prioritize ROI-driven education and employability.

Technological

AI-driven personalization (adaptive learning, chatbots, dashboards) is a major differentiator.

Environmental

Low environmental footprint compared to traditional education (reduced paper use, less commuting).

Legal

International expansion requires **cross-border compliance** with education and data laws.

Porter Five Forces

Bargaining Power Of Suppliers

Low, Faculty and content creators are key suppliers, but increasing automation (AI tutors, recorded modules) reduces dependency.

Bargaining Power Of Buyer

High, Students and parents have many choices, pushing companies to offer discounts, freemium models, and job-linked courses.

Threat Of New Entrants

High, Low initial barriers (online platform + digital content) allow new players to enter.

Threat Of Substitutes

Moderate, Traditional offline coaching, government MOOCs (SWAYAM/NPTEL), and free YouTube content act as substitutes.

Competitive Rivalry

Very High, Over 17,000 EdTech startups, with major players (Byju's, PW, Vedantu, upGrad, LEAD School) competing on content, pricing, and delivery.

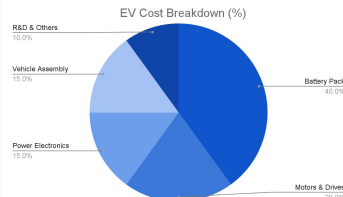
INDUSTRY

Industry Overview:

- EV sales grew **26.5% YoY in 2024** (Vahan data, MoRTH).
- Covers cars, 2W, 3W, buses, and commercial vehicles.
- Driven by **FAME-II, state subsidies, import reduction**.
- Push from **environmental concerns & crude oil dependency**.

Risks and Challenges:

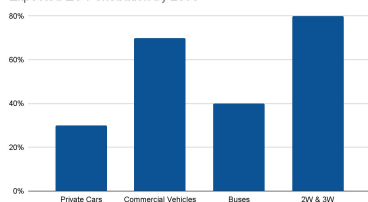
- Higher upfront cost vs. ICE.
- Battery cell imports, critical component dependency.
- Limited public charging (esp. rural).
- Range anxiety, battery life, limited models.
- Policy uncertainty, slow infra rollout.
- Price-sensitive consumer base.



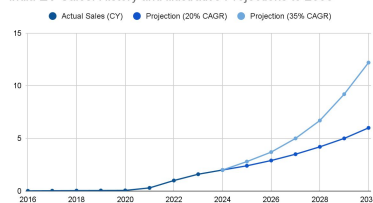
Market Growth:

- Market valued at **\$8.03B (2023)** → **projected \$117.78B by 2032 (CAGR 22.4%)**.
- Up to 17M EV units annually by 2030
- Two- & three-wheelers dominate; passenger & commercial EVs growing fast.

Expected EV Penetration by 2030



India EV Sales: History and Illustrative Projections to 2030



Revenue Streams:

- EV sales across all segments.
- After-sales, service & spare parts.
- Battery leasing & swapping services.
- Charging infra installation & operations.
- Govt. subsidies, carbon credits, export revenue.

Regulatory Landscapes:

- Laws: Motor Vehicles Act (1988), CMVR & amendments.
- Central policies: FAME-II subsidies, PLI for ACC & EV manufacturing.
- State policies: subsidies, infra, tax benefits.
- Challenges: policy uncertainty, localization rules, technical standards.

Key Terms:

- FAME-II**: Central subsidy program for EV adoption and charging infra.
- PLI (ACC & EVs)**: Incentives to promote local EV and battery manufacturing.
- ICE**: Traditional petrol/diesel-powered vehicles.
- TCO**: Overall vehicle cost including purchase, running, and maintenance.
- EVSE**: Charging equipment and related infrastructure.
- MaaS**: On-demand, shared, and digital mobility solutions.

Opportunities and Growth Drivers

- EV sales across all segments.
- Strong government incentives & mandates
- Falling battery costs, variety of new EV launches.
- 2W & 3W markets = high adoption growth.
- Charging infra & battery swapping expansion.
- Exports & India as EV manufacturing hub

Value Chain:

Raw Material and Supply:

Imports and local sourcing of lithium, cobalt, and rare-earths.

EV & Battery Manufacturing: OEMs assemble vehicles and integrate battery systems.

Distribution & Retail: Vehicles sold via dealerships, online platforms, and exports

Market & Adoption: Government incentives and fleet partnerships drive uptake.

After-Sales & Infrastructure: Charging, servicing, and recycling sustain the ecosystem.

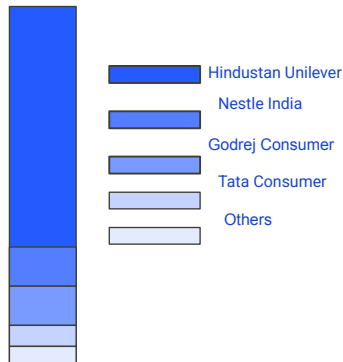
FMCG Sector

INDUSTRY

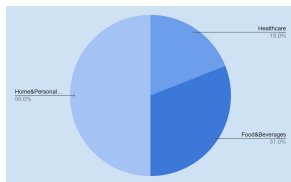
Industry Trends

- Digital-first sales & analytics: Supply chain and market data leveraged for demand forecasting.
- Sustainability: Focus on recyclable packaging, carbon neutrality (Godrej Consumer—NetZero 2035 target).
- Product Innovation: Health, wellness, immunity, “free-from” and organic offerings.
- Direct-to-Consumer (D2C) and quick commerce.
- Technology adoption: AI-driven logistics, customer analytics, personalized marketing.

Key Players



Market Segment



Revenue Streams

- **Volume-driven product sales:** majority from food, beverages, detergents, and toiletries.
- **Channel Variations:** General trade (kirana), modern trade (supermarkets), e-commerce/D2C.
- **Brand Licensing/Royalty:** For flagship products/franchises.
- **Ancillary:** Premium offerings, value-adds, and loyalty programs.

SWOT Analysis

Strengths: Scale economies of top players aid advertising, supply chain, innovation

Weaknesses: Heavy reliance on channel partners; rural logistics complex.

Opportunities: scope to introduce organic, natural, and premium products.

Threats: Regulatory risks (especially evolving food safety and environmental laws).

Cost Structure

- Raw Material (RMPM + packaging): 40–55% of total cost—largest component, highly inflation-sensitive.
- Logistics and Distribution: Up to 20% of price, especially for rural reach.
- Manufacturing: Labour, utilities, plant depreciation (variable vs. fixed cost mix depends on scale).
- Marketing/Trade Promotions: Often 8–15% of revenues to push sales; digital spend rising.
- Regulatory/Compliance: Recurring for safety, labeling, audits.
- Capex vs. Opex: Major firms manage asset-light models; contract manufacturing is common.

Inbound Logistics

Raw material procurement , Supplier management, Inventory planning , Receiving and warehousing, Quality inspection

Operations (Manufacturing)

Production scheduling , Processing and assembly , Packaging and labeling , Quality control , Product safety compliance

Outbound Logistics

Finished goods warehousing , Order fulfillment , Transportation and distribution , Retail delivery , Export logistics

Marketing

Branding and promotions , Advertising campaigns, Trade marketing , Product launches , Consumer engagement

After-sales Services

Customer support, Complaint resolution , Product recalls , Feedback collection , Loyalty programs

PESTEL Analysis

➡ **Political :**

Government schemes like the Production-Linked Incentive (PLI) for food processing boost growth..

➡ **Economical :**

Rapid urbanization and rising incomes fuel premiumization and product diversification. Diverse demography: different tastes/needs in urban and rural populations.

➡ **Social :**

➡ **Technological :**

Digital adoption: E-commerce, quick commerce, and D2C models on the rise.

➡ **Environmental :**

FMCG leaders (Godrej Consumer, HUL) making Net Zero/Carbon Neutrality pledges..

➡ **Legal :**

.Stronger consumer protection laws (Consumer Protection Act, 2019)

FOOD DELIVERY INDUSTRY

370

INBOUND LOGISTICS

- Supplier tie-ups (FMCG, farms, kiranas)
- Procurement & cold storage
- Quality checks & packaging material



OPERATIONS

- Order processing (app/website)
- Picking & packing in dark stores
- Route planning & fleet allocation



OUTBOUND LOGISTICS

- Last-mile delivery (own/3rd party)
- Real-time tracking & slots
- Quick-commerce (10-30 min) models



MARKETING & SALES

- App discounts & offers
- Loyalty & bundles
- Digital ads & partnerships



SERVICES

- Customer support & refunds
- Replacement & returns
- Personalized offers & retention

Key Drivers

Online Food Delivery

Revenue: ₹4.59 lakh crore (projected 2025)

CAGR: 13.26% (2025-2030)

Market Volume: ₹8.56 lakh crore (by 2030)

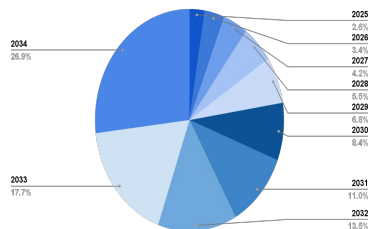
Grocery Delivery Market

ARPU: ₹17,257.24 (2025)

Market Volume: ₹3.35 lakh crore (2025)

YoY Growth: 22.1% (2025-26)

Grocery Delivery Market Growth (in billion rupees)



SWOT Analysis

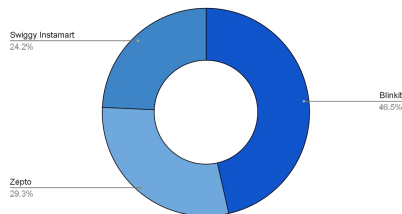
Strengths: Rapidly growing market driven by urbanization & rising incomes, High smartphone penetration & internet access, Strong consumer preference for convenience, Advanced mobile apps & digital platforms enhancing efficiency

Weakness: High logistics, delivery & marketing costs, Heavy reliance on third-party delivery partners, Inconsistent food & service quality across outlets, Persistent profitability challenges due to discounts & competition

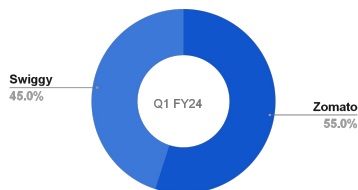
Opportunities: Expansion into Tier-2, Tier-3 cities & rural markets, AI-driven route optimization & predictive analytics, Adoption of eco-friendly packaging & green delivery practices, Diversification into groceries, meal kits & adjacent services

Threats: Intense competition & price wars reducing margins, Shifts in consumer dietary preferences (health-focused), Regulatory & compliance hurdles in food safety & operations, Economic downturns lowering discretionary spends, Supply chain vulnerabilities from external shocks

Quick Commerce Market Share



Food delivery market share



INDUSTRY CHALLENGES AND FUTURE TRENDS

Regulatory Complexity – Navigating multi-level compliance requirements.

Quality Assurance – Maintaining food safety & consistency in rapid delivery.

Gig Worker Status – Ongoing debates on worker classification & legal implications.

Tech Integration – Adapting emerging technologies for efficiency & CX.

KEY KPI'S/INDUSTRY SPECIFIC TERMINOLOGY

On-Time Delivery Rate – % of orders delivered within promised timeframe

Customer Satisfaction Score (CSAT) – measures customer happiness with delivery experience

Customer Retention Rate – % of repeat customers using the service

Revenue per Order – revenue generated per transaction

Cost per Delivery – average cost of completing each delivery

Vehicle Capacity Utilization – efficiency of delivery fleet usage

Stops per Route Hour – Helps optimize delivery routes and driver efficiency.

Cart Abandonment Rate – Measures the percentage of customers who add items to their cart but don't complete the purchase

Food Processing

INDUSTRY

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Inbound Logistics

Raw material sourcing ,Supplier management
Cold chain setup ,Facility preparation
Storage planning,Quality checks



Operations

Sorting & grading,Cleaning & cutting, Food preservation
Manufacturing,Packaging
Quality control



OutBound Logistics

Warehousing ,Distribution
Inventory management
Transportation ,Export handling
Retail delivery



Marketing

Promotions , Trade shows , Product launches , Digital marketing ,Retail partnerships



Services

Customer support ,After-sales service
Product recalls ,Feedback collection
Training programs ,Regulatory compliance

Key drivers

Revenue segment

1. Ingredient Supply
2. Private Label
3. Meal Subscriptions
4. Logistic Services
5. Bulk Exports

Cost Segments

1. Material Costs
2. Staff Wages
3. Packaging Expenses
4. Utility Bills



- Bakery
- Dairy
- Beverages
- Fruits
- Vegetables
- Meat/Fisheries
- Others

Key Players



Industry Challenges

- Margin pressures: Due to raw material price volatility, intense competition.
- Compliance costs: Frequent regulatory changes, food safety standards.
- Supply chain disruptions: Seasonal raw material fluctuations, logistics breakdowns.
- Adulteration/Food Safety: Recall risks, strict liability on safety breaches.
- Customer churn: Low brand loyalty in commoditized categories.
- Tech disruption: Automation, evolving retail formats.
- Sustainability Pressures: Regulatory and consumer push for eco-friendly practices.

Pestel Analysis

Political

Government incentives (PLI), food parks, FDI policies, agri subsidies, import-export regulations, stable food security policies.

Economic

Income growth, urbanization, input cost volatility, inflation in raw materials, exchange rates for exporters..

Social

Rising health consciousness, preference for convenience, demographic changes, urban lifestyles, focus on food safety.

Technological

Automation, robotics, IoT in supply chain, e-commerce, R&D in preservation, new product innovations (plant-based, organic)..

Environmental

Sustainability, eco-friendly packaging, waste management, energy usage, food miles concerns, regulatory push for green tech.

Legal

Compliance with FSSAI, food safety/labelling laws, intellectual property, packaging norms, product recalls, international food standards

Porter Five Forces

Bargaining Power Of Suppliers

Moderate. Raw material price volatility, but large players can hedge risks; perishability limits supplier power.

Bargaining Power Of Buyer

High. Large retailers and institutional buyers bargain heavily; consumers have low switching costs

Threat Of New Entrants

Moderate to High. Capital investment is moderate; branding, distribution, and regulatory compliance can be barriers.

Threat Of Substitutes

.High in commoditized segments. Direct competition among fresh vs. processed foods, and between brands.

Industry Rivalry

Intense. Many players, price wars in major segments (bakery, dairy, beverages), need for continual innovation.

HEALTHCARE INDUSTRY

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Inbound Logistics / Procurement of medical supplies, pharmaceuticals, and equipment. This includes managing relationships with suppliers and negotiating contracts

Operations
The core of the healthcare value chain, encompassing patient care, surgical procedures, diagnostics, and clinical services.

OutBound Logistics
The delivery of services, including patient discharge processes, follow-up care scheduling, and pharmacy services

Marketing
Patient outreach, brand building, and creating a patient-centric experience. This also includes physician and hospital referral networks

Services
Post-treatment care, patient education, chronic disease management, and telehealth services.

Key drivers

Revenue segments

1. Clinical Services
2. Pharmaceutical Sales
3. Medical Device and Equipment Sale

Cost Segments

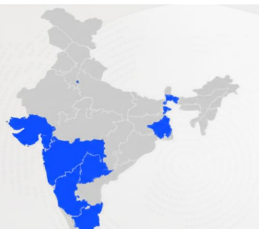
1. Employee Salary
2. Medical Supplies and Equipment
3. Facility and Maintenance Costs

Key Players:

Sun Pharmaceutical Industries
Dr. Reddy's Laboratories
Cipla
Lupin
Cadila Healthcare
(Zydus Lifesciences)

Major Healthcare Centers in India

- Delhi
- Mumbai
- Hyderabad
- Kolkata
- Chennai
- Bengaluru
- Ahmedabad



Pestel Analysis

Political

Government policies and regulations, such as the Affordable Care Act (ACA), and public health initiatives.

Economic

Healthcare costs, insurance reimbursement rates, and the general economic well-being of the population affecting ability to pay for services

Social

Demographic trends (e.g., aging population), lifestyle choices, and public awareness of health issues

Technological

Adoption of Electronic Health Records (EHRs), telemedicine, AI diagnostics, and medical device innovations.

Environmental

Sustainable practices in healthcare facilities, waste management, and the impact of climate change on public health

Legal

Patient privacy laws (HIPAA), malpractice litigation, and pharmaceutical regulations

Industry Challenges

- **Rising Costs:** Healthcare costs are a major challenge for providers, governments, and patients, outpacing economic growth.
- **Workforce Shortages:** A lack of doctors, nurses, and other medical professionals, leading to burnout and decreased quality of care.
- **Cybersecurity Threats:** The healthcare industry is a prime target for cyberattacks due to the sensitive nature of patient data.
- **Regulatory Compliance:** Navigating the complex and ever-changing landscape of healthcare regulations

Initiatives

- **Shift to Value to -Based Care:** Moving away from a fee-for-service model to a system that rewards quality of care and patient outcomes.
- **Digital Transformation:** Implementing EHRs, telehealth, and AI to improve efficiency, reduce costs, and enhance the patient experience.
- **Focus on Population Health:** Initiatives aimed at managing the health of a specific population, such as a community or a group of employees.

Govt. Policies

- **Public Health Programs:** Government-funded initiatives to address public health issues and provide care to underserved populations.
- **Healthcare Reform Legislation:** Major policy changes aimed at expanding insurance coverage and controlling costs.
- **Regulatory Frameworks:** Establishment of bodies like the FDA to regulate pharmaceuticals and medical devices

HOSPITALITY

Industry

Asset Development & Procurement

Property acquisition, franchise tie-ups
Vendor management (F&B, linen, amenities, tech)
Inventory management

Hotel Operations

Rooms & housekeeping, hygiene, facility upkeep, F&B (restaurants, banquets, catering)
Events, conferences
Safety, security, and compliance

Distribution and Booking

Reservation systems, OTAs, corporate tie-ups, travel agents, Direct digital channels (apps, websites, loyalty portals)

Marketing & Customer Acquisition

Dynamic pricing, Loyalty programs, promotions, partnerships, Brand-building, digital campaigns, influencer tie-ups

Guest Services & Retention

Leisure & ancillary services (spa, transport, wellness)
Personalization & curated experiences
Feedback management & CRM integration

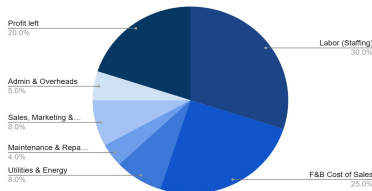
Licensing Requirements

Trade License (municipal)
Tourism Classification (Ministry of Tourism)
Fire Safety NOC
Health & Sanitation License
FSSAI Food License
Liquor License (State Excise)
GST: 12-18% - room tariff, 5-18% on F&B

Key Growth Metrics

- Market Size (2023): ~\$24B
- CAGR (2023–28): ~9–10%
- Hotels Contribution: ~60% of revenue
- F&B Contribution: ~30%
- Alternative Stays: ~10%

COST STRUCTURE



Cost Segments

Property & Real Estate – High Costs
Payroll – Labor-intensive, service quality driver
Commissions – Heavy payouts to OTAs/aggregators
Raw Materials – Food inflation
Utilities & Maintenance – Significant in premium/luxury segment

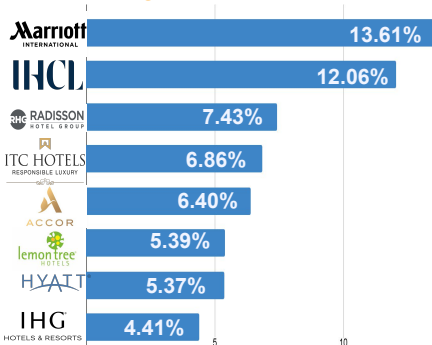
Revenue Streams

Rooms – Core revenue driver for hotels
Food & Beverage – Restaurants, bars, in-room dining, standalone outlets
Banqueting & Events – Major share for city/business hotels
Leisure & Ancillary – Spa, co-working, loyalty programs

Growth Drivers

Rising Incomes: Higher spending on travel.
Tourism Growth: Domestic & inbound demand.
Budget Hotels: Rapid Tier II/III expansion.
Digital Adoption: OTA & direct bookings.
Govt. Push: Tourism & infra support.
Experiential Demand: Fine dining, events, immersive stays.

KEY PLAYERS



INDUSTRY CHALLENGES

- High Capex** – Real estate, long payback.
- Low Margins** – Price wars, high costs.
- Fragmented Market** – Large unorganized share.
- Staffing Gaps** – Attrition, skill shortages.
- Regulatory Hurdles** – Multiple permits, policy shifts.
- Volatile Demand** – Seasonality, shocks.
- Tech Lag** – Legacy systems, low digitization.
- Aggregator Dependence** – High OTA/food delivery fees.
- Rising Costs** – Food, utilities, energy.

PESTEL ANALYSIS

Political

Government stability, tax policies, and complex state-specific regulations shape hospitality growth.

Economic

Rising incomes, foreign exchange trends, and seasonal demand cycles drive revenues and costs.

Social

Urbanization, lifestyle shifts, and wellness focus fuel hospitality growth, with evolving consumer preferences and workforce challenges.

Technological

Online booking platforms, AI-driven personalization, IoT-enabled smart rooms, and digital payments enhance efficiency and guest experience.

Environmental

Sustainability, climate change, and eco-tourism trends influence operations and infrastructure.

Legal

Labor laws, licensing norms, and compliance with safety, FSSAI, and liquor policies regulate the sector.

INDUSTRY TRENDS

- Premiumization** – Growth in luxury hotels, boutique stays, upscale dining.
- Budget Chains** – Rapid expansion of branded economy hotels in Tier II/III.
- Digitization** – OTAs, mobile apps, contactless payments, AI-driven ops.
- Sustainability** – Eco-hotels, zero-waste dining, ESG-linked investments.
- Alternative Stays** – Homestays, serviced apartments, co-living spaces.
- Experiential Travel** – Themed stays, chef's tables, curated events.
- Bleisure & Hybrid Work** – Work-from-hotel packages, co-working lounges
- Wellness Tourism** – Rise of retreats, spa-led resorts, holistic wellness focus.

KEY INDUSTRY TERMS

ADR (Average Daily Rate) – Average room revenue per occupied room.
Occupancy Rate – % of rooms sold in a period.
RevPAR (Revenue Per Available Room) – ADR × Occupancy; key revenue metric.
GOP (Gross Operating Profit) – Revenue minus operating expenses.
TRevPAR (Total Revenue Per Available Room) – All revenue streams per available room.
Channel Mix – Share of bookings by channel (direct, OTA, corporate, agents).

OTA (Online Travel Agent) – Third-party platforms (ex: MMT).
Asset-Light Model – Brand manages/markets, doesn't own real estate.
Management Contract – Brand operates property, earns management fees.
Franchise Model – Owner operates property, pays brand franchise fees.
MICE (Meetings, Incentives, Conferences, Exhibitions) – Business travel/events segment.
FOH / BOH (Front / Back of House) – Guest-facing vs. service/operations areas.

Insurance

INDUSTRY

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Product Development

Market research & customer segmentation, Product design & features, Risk assessment & modeling, Actuarial analysis & pricing, Regulatory compliance, Product testing & launch



Distribution & Sales

Agent network, Bancassurance partnerships, Direct sales channels, Insurance brokers, Digital platforms & apps, Corporate tie-ups



Underwriting & Policy Issuance

Application processing, Risk evaluation & medical tests, Premium calculation, Policy documentation, KYC & compliance checks, Policy delivery



Policy Administration

Premium collection systems, Policy servicing & updates, Customer relationship management, Government securities & corporate bonds investment, Asset-liability management, Regulatory compliance (IRDAI norms)



Claims Processing & Settlement

Claim registration & documentation, Investigation & verification, Medical assessment & surveys, Claims adjudication, Settlement & payment processing, Customer communication & support

Key drivers

Revenue segments

- Policy Premiums
- Investment Income (Government Securities, Corporate bonds, Equity Investments, Real Estate)

Cost Segments

- Claims And Benefits
- Operating Expenses
- Commission Expenses
- Regulatory Compliance

Key Players



- Life Insurance
- Health Insurance
- Motor Insurance
- Fire Insurance
- Marine Insurance

Industry Glossary

- **Insurance Penetration:** Ratio of total insurance premiums to GDP, measuring market development level.
- **Insurance Density:** Per capita insurance premium, indicating market maturity.
- **Gross Written Premium (GWP):** Total premium income before reinsurance adjustments.
- **Claims Settlement Ratio:** Percentage of claims settled by insurers, key trust indicator.
- **Solvency Ratio:** Measure of insurer's financial stability and ability to meet obligations.
- **Underwriting:** Risk evaluation and premium determination process.
- **ULIP:** Unit Linked Insurance Plan combining investment and insurance.
- **Reinsurance:** Risk transfer mechanism between insurers.

Industry Challenges

- **Low Penetration:** India's 3.7% insurance penetration remains significantly below global average of 7%.
- **Rural-Urban Gap:** Only 22% of rural population has life insurance compared to 73% in urban areas.
- **Trust Deficit:** Delays and disputes in claim settlement erode consumer confidence. Many policyholders face complex paperwork, opaque processes, and sometimes claim denials due to technicalities.
- **Fraud & Mis-Selling:** The sector faces rising insurance fraud, including fake claims and mis-selling (offering unsuitable policies to customers), particularly via third-party agencies and call centers.

Industry Trends & Innovations

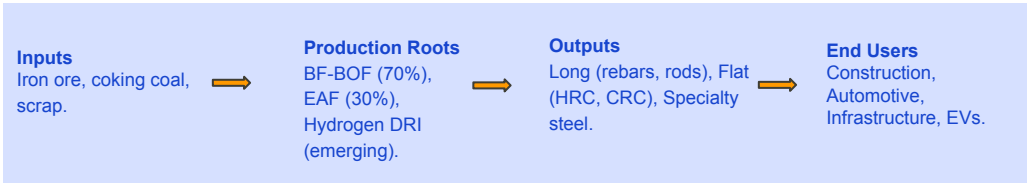
- **Health Insurance Boom :** Health insurance has emerged as the fastest-growing segment in India's insurance sector, recording an impressive 32.2% growth in FY24. This surge is primarily driven by increased post-COVID health awareness among consumers and the expansion of government-backed schemes like Ayushman Bharat.
- **InsurTech Revolution:** Digital-first companies like Acko General Insurance offering fully digital insurance experiences.
- **Usage-Based Insurance:** Pay-as-you-go models, particularly in motor insurance . Embedded Insurance: Integration of insurance products into other financial services and e-commerce platforms.
- **Product Customization & Flexibility:** Insurers are offering more personalized products—usage-based insurance, wellness-linked plans, modular add-ons—meeting evolving customer needs.

IRON & STEEL

INDUSTRY

Key Growth Metrics

- Global Market Size: \$1.47T → \$1.92T (CAGR 4.6%)
- Production Volume: 1.84 bn tonnes → 2.0 bn tonnes (CAGR 1.8%)
- India Market: \$102.6B → \$167B (CAGR 8.3%)
- Green Steel Market: \$5.9B → \$117.4B (CAGR 31.4%)
- Electrical Steel for EVs: \$2.5B → \$5.8B (CAGR 9.8%)



Cost Segments

Raw materials dominate (60–70%), followed by energy (15–25%) and labor (8–12%). Compliance costs (2–4%) and logistics (3–5%) add further pressure.

Revenue Streams

Major share from finished steel sales (85–90%). By-products (3–5%) and value-added products (10–15%) boost margins, while trading (2–4%) and emerging areas like carbon credits and hydrogen offer new opportunities.

Licensing Requirements

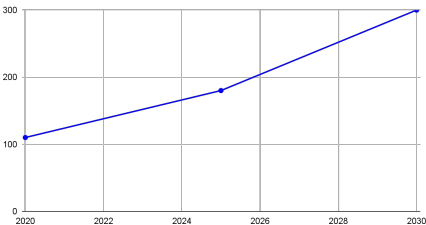
Driven by **NSP 2017** targeting 300 MT by 2030, **PLI incentives** for specialty steel, **EU CBAM** carbon tariffs, strict **BIS standards**, and the **Green Hydrogen Mission** supporting decarbonization.

Pestel Analysis

- Political:** Gov. infra push, trade protection, PLI schemes.
Economic: CAGR 4.6% global, India fastest at 8.3%.
Social: Steel = backbone of urbanization & jobs.
Technological: Hydrogen steel, AI/IoT, EAF adoption.
Environmental: 7–9% of global CO₂, carbon pricing rising.
Legal: EU CBAM, BIS quality orders, emission mandates.

MARKET SIZE FORECAST

India Steel Industry Market Size Forecast



Challenges

- Global overcapacity, China slowdown.
- High coal import dependency (India 85%).
- Green steel cost premium (20–30% higher).
- Raw material & energy volatility.
- Skills gap for hydrogen/AI technologies.

KEY INDUSTRY TERMS

- **BF-BOF:** Blast Furnace – Basic Oxygen Furnace.
- **EAF:** Electric Arc Furnace (scrap route).
- **DRI:** Direct Reduced Iron.
- **Green Steel:** Low-carbon, hydrogen/renewable-based.
- **AHSS:** Advanced High-Strength Steel (auto/EVs).
- **CBAM:** EU Carbon Border Adjustment Mechanism.
- **PLI:** Production-Linked Incentive (India).
- **TMT Bars:** Reinforcement bars for construction.

Industry Trends & Innovations

- Green Steel (Hydrogen DRI, CCUS).
- Shift to EAF (scrap-based, lower emissions).
- AI, IoT, Blockchain for efficiency & traceability.
- AHSS for EVs & lightweight autos.
- Circular economy (scrap recycling).

Resources: <https://steel.gov.in/>

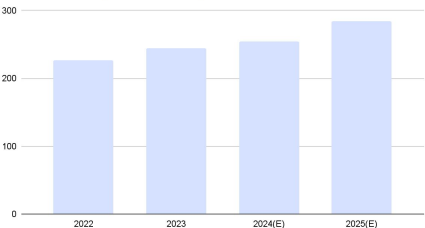
IT & ITeS

INDUSTRY

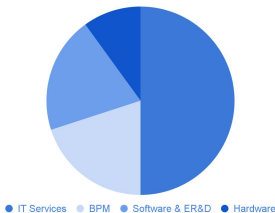
Key Growth Metrics (FY25)

- Economic Contribution:** Contributed 7.5% to India's GDP in FY23, projected to reach 10% by 2025.
- Market Position:** Holds 56% of the global outsourcing market.
- Workforce :** Employs a workforce of 5.4 million people as of FY24.

Total Revenue (in US\$ Billions)



Revenue By Market Segment (FY24)



Growth Drivers

- Artificial Intelligence:** AI-driven growth and new opportunities.
- Market:** Significant global market expansion potential.
- Future-Ready Workforce:** A large, skilled digital workforce.
- Digital Transformation:** Sustained digital transformation demand.

Challenges

- Talent Management:** High upskilling costs, employee attrition, and workforce contraction.
- Cybersecurity Threats:** Increased cyber risks due to widespread digitalization.
- Global Competition:** Intense global competition, rising wages, and price pressure.
- Regulatory Environment:** Complex and costly compliance with data protection laws.

Inbound Logistics: It involves Product vision and research to identify market needs and Selecting development platforms & software to build the technological foundation.

Operations It is the core execution stage involving product development, improvement using service data, and incident resolution.

Outbound Logistics: Outbound Logistics delivers the service, managing subscriptions, customer relationships, and system integration.

Marketing & Sales: It drives revenue through Online/usage-based billing systems, strategic initiatives for Customer retention, and use of Analytics to measure engagement and profitability.

Service: The Service stage ensures long-term client value through billing, support, maintenance, and warranty fulfillment.

Regulators: Support: Favorable government policies and increased IT budgets. Compliance: Strict new data laws (DPDP Act) with heavy penalties.

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Pestel Analysis

- Political:** The industry is influenced by tax policies, international relations, labor laws, and trade restrictions.
- Economic:** Economic growth, monetary policy, employment rates, and supply and demand dynamics are key factors.
- Social:** Media views and changing consumer attitudes and opinions shape the industry's environment.
- Technological:** The pace of automation, research, technological awareness, and innovation are critical drivers.
- Environmental:** Environmental policies, waste disposal regulations, and pressure from NGOs are growing concerns.
- Legal:** The sector must navigate laws related to equal opportunity, consumer protection, employee rights, copyright, and safety.

Industry Trends & Innovations

- Generative AI:** Driving massive investment and a shift in required skills.
- Cloud Computing:** Public cloud market projected to reach \$17.8 billion by 2027, fueled by data center growth.
- Cybersecurity:** A top priority with government and IT firms collaborating to combat threats.
- SMAC Stack:** Continues to be a key driver for digital transformation.
- FDI and Investments:** The sector has attracted over \$70 billion in FDI over 10 years and ranks 2nd for FDI in the computer software and hardware sector.

Key Industry Terms

- First Call Resolution Rate (FCR):** A KPI measuring the percentage of issues resolved on the first customer interaction.
- Mean Time to Recovery (MTTR):** A KPI measuring the average time it takes to repair a failed component.
- Software as a Service (SaaS):** A software licensing and delivery model where software is licensed on a subscription basis and is centrally hosted.
- Intellectual Property (IP):** Intangible creations of the human intellect.
- Freemium:** A business model where basic features are offered free of charge, and a premium is charged for advanced features.

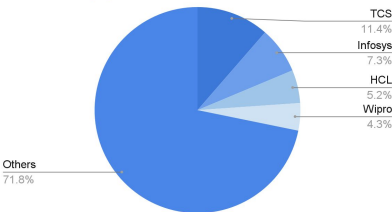
Cost Segments

- Employee Salaries:** Largest cost: salaries, benefits.
- Software Costs:** Licensing for software tools.
- Hardware & Infrastructure:** Physical servers, networking, facilities.
- Other Costs:** Marketing, legal, regulatory expenses

Revenue Streams

- On-Premise Delivery:** On-site service deployment.
- SaaS:** Subscription-based cloud software.
- Support & Maintenance:** Ongoing fees for technical support.
- Other Drivers:** Forex rates impact revenue. Internet access expands market.

Market Share (%)



Logistics

INDUSTRY

Inbound Logistics
This initial stage involves sourcing raw materials from suppliers and coordinating their transportation to production facilities, ensuring timely availability while minimizing inventory costs



Manufacturing and Production
This phase is increasingly integrated with logistics to optimize manufacturing capacity, reduce lead times, and minimize work-in-progress inventory using just-in-time models.



Warehousing and Distribution
Providing strategic storage and inventory management, this stage has shifted to fewer, larger regional distribution centers, with modern Grade A facilities now comprising 45% of supply.



Transportation and Freight Movement
This involves the physical movement of goods through various modes. Road transport dominates, handling 66-71% of total freight, followed by railways at 18-31%.



Last-Mile Delivery
The final and most critical customer touchpoint, this stage is the most expensive, accounting for up to 53% of total shipping costs in e-commerce operations.



Reverse Logistics
This process manages the return of goods from customers back through the supply chain for returns, recycling, or disposal, which is increasingly important for e-commerce operations.

Key drivers

Revenue segments

1. Freight Transportation
2. Warehousing and Storage Services:
3. Contract Logistics:
4. Express and Courier Services
5. Value-Added Services (VAS)

1.

Cost Segments

1. Fuel and energy
2. Labor
3. Infrastructure and Handling
4. Technology Investments

Key Players



CONCOR
Delhivery
Blue Dart
TCI
Shipping Corp
VRL Logistics
Others

Pestel Analysis

Political

Government's National Logistics Policy and infrastructure projects are transforming the sector to reduce costs and improve efficiency. The market is valued at USD 228.4B with strong growth, but high logistics costs remain a challenge.

Economic

Social

Technological

Environmental

Legal

A major employer of over 22 million people, the sector faces skilled labor shortages and changing consumer expectations. Rapid digital transformation is underway through AI, IoT, and extensive automation and robotics in warehouses.

A focus on green logistics includes a major transition to electric vehicles (EVs) and developing sustainable infrastructure.

GST and the E-Way Bill simplified taxes, but firms face high regulatory complexity with many compliance requirements.

Key Terms

- **4PL (Fourth-Party Logistics):** Integrates and oversees entire supply chains, coordinating 3PLs without owning assets.
- **Supply Chain Visibility:** Enables real-time tracking of goods, data, and finances using IoT and digital tools.
- **Multimodal Transportation:** Combines road, rail, air, and sea transport to cut costs and improve efficiency.
- **Dedicated Freight Corridor (DFC):** High-capacity rail lines built to streamline freight and ease passenger congestion.
- **Reverse Logistics:** Moves goods back for returns, recycling, or disposal, crucial for e-commerce.

Industry Challenges

- **Infrastructure Gaps:** Poor roads, port/rail congestion, and limited modern warehousing reduce efficiency.
- **Market Fragmentation:** Numerous small players drive price wars and inconsistent service quality.
- **Regulatory Burden:** Multiple compliance requirements create heavy administrative load.
- **Skilled Labor Shortage:** Lack of drivers and supply chain staff weakens operations.
- **Fuel Dependency:** High reliance on fuel makes costs vulnerable to price fluctuations.
- **Land Acquisition Issues:** High costs and complex approvals hinder warehouse and logistics park development.

Porter Five Forces

Bargaining Power Of Suppliers

Key suppliers hold significant power due to extreme fuel price volatility and a persistent shortage of skilled labor.

Bargaining Power Of Buyer

High market fragmentation gives buyers significant leverage, enabling them to easily switch providers and drive intense price competition.

Threat Of New Entrants

Entry is easy for small players, but high capital, technology, and regulatory hurdles limit large-scale competition.

Threat of Substitutes

Government-led pushes for rail and waterways create a growing substitution threat for the currently dominant road sector.

Competitive Rivalry

A highly fragmented market creates intense price competition among many small players, while larger firms compete on scale.

Media & Entertainment

INDUSTRY

Resources:

Key drivers

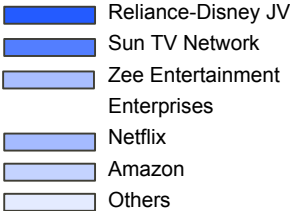
Revenue segments

1. Advertising
2. Subscriptions
3. Theatrical
4. Live Events

Cost Segments

1. Content Production & Acquisition
2. Marketing & Sales
3. Technology & Infrastructure
4. Regulatory & Compliance

Key Players



Blueprint

Script writing & Development, Ideation, Casting, Financing, Scheduling, Talent, Rights, Legal, Location Scouting



Production

Shooting, Directing, Costume, Makeup, Data Wrangling, Set Operations, Crew, Gear, Locations



Post-Production

VFX, Sound Design, Colour Grading, Licensing, Picture Editing, Final Mastering



Launch

Trailer, Poster, Media Buying, Public Relations, Social Media Campaign, Performance Analytics,

Pestel Analysis

Political

Subject to significant government influence through content censorship policies, balanced by investment-friendly FDI rules and production incentives.

Economic

Heavily reliant on advertising revenue sensitive to economic cycles, while challenged by low average revenue per user (ARPU) and rising production costs.

Social

Driven by a massive audience shift towards vernacular (regional) content, consumed primarily by a young, mobile-first demographic.

Technological

Fundamentally powered by cheap, widespread mobile data (4G/5G) enabling mass streaming, with AI being adopted for personalization and efficiency.

Environmental

Facing pressure to adopt sustainable "green filmmaking" practices and address the high energy consumption of data centers for streaming.

Legal

Operates within a strict regulatory environment, shaped by IT Rules governing digital content and competition laws scrutinizing major industry consolidation.

Industry Challenges

- **Monetization & Piracy:** Difficulty in growing subscription revenue fuels rampant digital piracy, costing the industry an estimated \$2.7 billion annually.
- **Regulatory Uncertainty:** Evolving government regulations, especially the IT Rules, 2021, create business uncertainty and compliance risks.
- **Infrastructure Gaps:** Low fixed-line broadband penetration limits the growth of high-bandwidth streaming experiences.
- **Imbalanced Revenue Sharing:** Creators and publishers struggle to get a fair share of ad revenue from global distribution platforms.
- **Subscription Fatigue:** The market is saturated, and consumers are highly sensitive to the price and number of subscriptions.

Key Terminologies

- OTT - (Over-the-Top)
- AVOD - (Advertising Video-on-Demand)
- SVOD - (Subscription Video-on-Demand)
- ARPU - (Average Revenue Per User)
- Churn - (Subscription cancellation rate)
- DTC - (Direct-to-Consumer)
- IP - (Intellectual Property)
- Vernacular Content - (Regional language media)
- Theatrical - (Cinema box office)
- Capex - (Capital Expenditure)
- Opex - (Operating Expense)
- CAGR - (Compound Annual Growth Rate)
- IT Rules, 2021 - (Digital media regulations)
- CBFC - (Central Board of Film Certification)
- Creator Economy - (Individual creator ecosystem)

Key Growth Metrics (FY25)

- **AUM (Assets Under Management):** Reached ₹48 lakh crore (USD 5.8 trillion) in FY25.
- **Credit Growth:** 18% YoY in FY25, maintaining strong momentum.
- **Market Share:** NBFCs now account for 21% of total systemic credit, up from 12% in FY08.
- **Historical CAGR:** Sector expanded at 13% CAGR (FY19–FY25).
- **Future Outlook:** Projected to grow at 15–17% CAGR till FY28, driven by digital lending & co-lending.

Cost Segments

Borrowing Costs – Interest paid on bank loans, bonds, and market borrowings.
Operational Expenses – Branch setup, staff salaries, admin & IT costs.
Credit Costs – Provisions for NPAs, write-offs, and restructuring.
Regulatory & Compliance Costs – Audit, reporting, and RBI compliance expenses.
Technology & Digital Infra – Investments in fintech platforms, cybersecurity, analytics.

Revenue Streams

Interest Income – Loans & advances.
Fees & Charges – Processing, penalties, foreclosure.
Commissions – Cross-selling insurance & mutual funds.
Securitization Gains – Selling loan portfolios.
Treasury Income – Investments in bonds & deposits.

Challenges

- **Funding Dependence** – Heavy reliance on banks and market borrowings.
- **Asset Quality Risks** – Rising NPAs in MSME, real estate, and unsecured loans.
- **Regulatory Pressure** – Stricter RBI norms increase compliance burden.
- **Competition** – Banks, fintechs, and payment apps eroding NBFC market share.
- **Liquidity Mismatches** – Short-term borrowings vs. long-term lending creates risk.
- **Cybersecurity Threats** – Growing digital adoption raises fraud & data breach concerns.

Key Growth Metrics

- **AUM Growth** – Sector AUM crossed ₹48 lakh crore in FY25, 18% YoY growth.
- **Market Share** – NBFCs now contribute 21% of total credit in India.
- **Disbursement Momentum** – Strong growth in retail, MSME, gold, and vehicle loans.
- **Digital Adoption** – Rapid expansion in digital lending & co-lending partnerships with banks.
- **Future Outlook** – Expected 15–17% CAGR growth till FY28, driven by consumption & financial inclusion.

Pestel Analysis

Political – Government schemes & RBI policies support sector growth.
Economic – High credit demand from MSMEs, housing, and retail fuels expansion.
Social – Rising financial inclusion and middle-class aspirations drive borrowing.
Technological – Digital lending, AI, and UPI boost efficiency & reach.
Environmental – Green finance & EV funding create new opportunities.
Legal – Stricter RBI norms (SBR, NPA rules, digital lending guidelines) increase compliance.

Key Industry Terms

- **NBFC-Non-Banking Financial Company** – a financial institution offering loans and credit services without a banking license.
- **AUM (Assets Under Management)**-Total value of loans and financial assets managed by the NBFC.
- **Net Interest Margin (NIM)**-Difference between interest earned and interest paid, as a % of earning assets. Indicates profitability.
- **CRAR (Capital to Risk-Weighted Assets Ratio)**-Minimum capital buffer NBFCs must maintain against risk-weighted assets (like loans).
- **NPA (Non-Performing Asset)**-A loan classified as overdue for more than 90 days; represents credit risk.
- **NOF (Net Owned Fund)**-Core capital held by NBFCs; required for licensing.
- **DSA (Direct Selling Agent)**-Third-party agents who source and process loans on behalf of NBFCs.
- **MFI (Microfinance Institution)**-NBFCs that provide small-ticket loans to low-income and rural borrowers.
- **HFC (Housing Finance Company)**-NBFC focused specifically on housing loans and real estate finance.
- **Securitization**-Pooling and selling of loans to investors to generate immediate liquidity.
- **Co-lending**-Joint lending arrangement between NBFCs and banks, where risk and funding are shared.
- **LCR (Liquidity Coverage Ratio)**-Regulatory ratio ensuring NBFCs maintain enough liquid assets to survive short-term shocks.
- **Credit Bureau Score**-A score (e.g., CIBIL) indicating borrower creditworthiness based on history and behavior.
- **Fintech NBFC**-NBFCs integrated with digital platforms for app-based or AI-driven lending.
- **Scale-Based Regulation (SBR)**-RBI framework categorizing NBFCs into layers based on size and systemic importance.
- **CGTMSE**-Government credit guarantee scheme for MSME loans, often accessed via NBFCs.
- **LTV (Loan-to-Value Ratio)**-Percentage of the asset value that can be financed by a loan (e.g., 75% LTV on a gold loan).
- **Embedded Finance**-Offering credit at the point of purchase (e.g., BNPL at checkout), often by NBFCs.
- **Bounce Rate**-% of EMI payments that fail or bounce due to insufficient funds; an NPA risk signal.
- **Stress Testing**-Simulating crisis scenarios to assess NBFC financial resilience.

Key Players

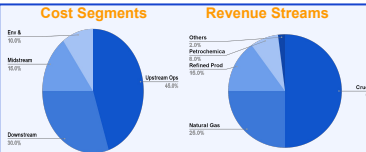
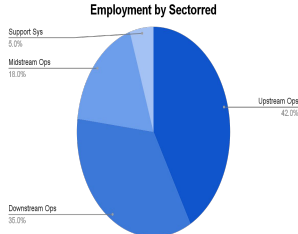
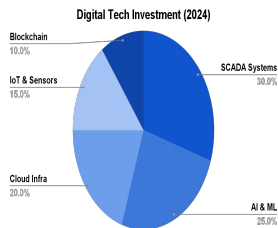
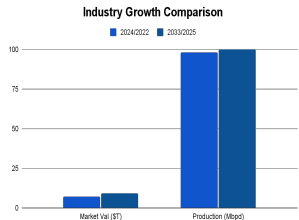
Bajaj Finance Ltd – Market leader in retail & consumer lending, strong AUM growth.
Muthoot Finance & Manappuram Finance – Dominant players in the gold loan segment.
Shriram Finance Ltd – Large presence in vehicle finance & MSME lending.
LIC Housing Finance & PNB Housing Finance – Major players in the housing finance space.
Power Finance Corporation (PFC) & REC Ltd – Leading Infrastructure Finance Companies (IFCs).

OIL & GAS

INDUSTRY

Key Growth Metrics (FY25)

- Market Size: \$7.97 trillion(2024) to \$11.04 trillion 2033
- GDP Contribution: 8% of US GDP, 6% of India's GDP
- Growth rate: 4.86% CAGR(2025-2033)

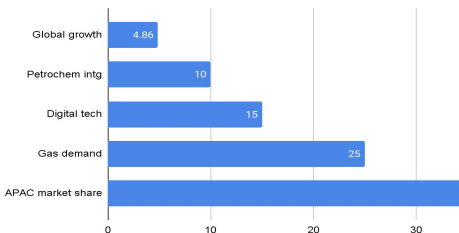


Upstream Licenses:
->Exploration and Production (E&P) permits
->Environmental Impact Assessments (EIA)
->Drilling permits and safety certifications

Licensing Requirements
Midstream Licenses:
->Pipeline construction and operation permits
->Storage facility licenses
->Interstate commerce authorizations

Downstream Licenses:
->Refinery operating permits
->Petrochemical facility licenses
->Retail fuel station permits

Forecasted CAGR Impact(%) vs Factor



Challenges

-Energy Transition Pressures: Decarbonization requirements, renewable energy competition
-Price Volatility: Significant commodity price swings affecting profitability
-Regulatory Complexity: Environmental regulations, carbon pricing, permitting challenges
-Infrastructure Aging: Major decommissioning investments, replacement infrastructure needs
-Talent Gap: Aging workforce, competition from other sectors for skilled workers

Upstream
Exploration and production:
Exploration companies, drilling contractors

Midstream
Transportation and Storage:
Pipeline companies, storage operators

Downstream
Refining and Marketing:
Refiners, petrochemical companies

End Markets
Consumers and Industries:
Transportation, manufacturing, power generation

Regulators: 380
International Energy Agency(IEA)
Environmental Protection Agency(EPA)
Department of Energy(DOE)

Pestel Analysis

Political	Government regulations, energy policies, geopolitical tensions affecting supply chains
Economic	Oil price volatility, \$36-52/barrel production costs (US-UK), significant GDP contributions globally
Social	7.5M+ direct employment, energy access for communities, environmental concerns from stakeholders
Technological	AI/ML adoption growing 15% annually, SCADA systems, enhanced recovery techniques, digital transformation
Environmental	Carbon management (40.8M tons CO2 reinjection), CCUS technologies, renewable energy integration
Legal	Environmental compliance costs, carbon pricing, decommissioning regulations, international trade laws

Industry Trends & Innovations

- Digital Transformation: AI-driven operations, SCADA systems (\$4.52B market by 2026)
- Carbon Management: CCUS technology adoption, 40.8M tons CO2 reinjection achieved
- LNG Expansion: European imports reaching all-time highs in 2025
- Consolidation: Major M&A activity in US shale regions (ExxonMobil-Pioneer, Chevron-Hess)
- Petrochemical Integration: \$30/barrel margin improvement potential

KEY INDUSTRY TERMS

- Upstream: Exploration and production activities, drilling and extraction
- Midstream: Transportation, storage, and processing of crude oil and natural gas
- Downstream: Refining crude oil into petroleum products and marketing
- F&D Costs: Finding and Development costs (\$12-15 per barrel industry average)
- LNG: Liquefied Natural Gas for international transport and trade
- CCUS: Carbon Capture, Utilization, and Storage technologies

RESOURCES:

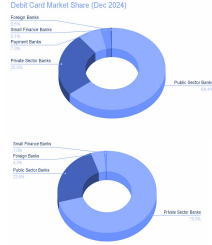
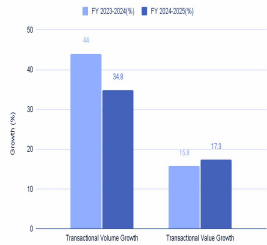
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Regulators: Department of Energy (DOE), EPA, International Energy Agency (IEA)
Industry Bodies: American Petroleum Institute (API), International Association of Oil & Gas Producers

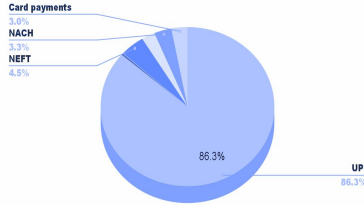
PAYMENT INDUSTRY

Key Growth Metrics (FY25)

- Transaction Volume: +34.8% (following +44% prior year).
- Transaction Value: +17.3% (vs. +15.8% prior year), driven by RTGS.
- Digital Share: 99.9% of non-cash retail payments.



Payment system wise breakup of digital payments (in cr) for 2024



Cost Segments

Infrastructure cost
Operational cost: This includes expenses related to IT systems, Security (like cyber resilience), and Customer Support/Operations.
Development and Fraud management cost

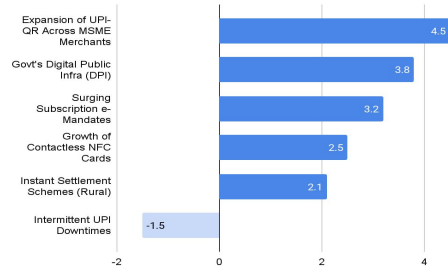
Revenue Streams

Transaction Banking
Credit Card Fees
Subscription fees
Float & Net Interest Income: Significant contributor (e.g., 73% of payments revenues in 2008).
Merchant Discount Rate (MDR)
Interchange fees

Licensing Requirements

Online Payment Aggregators (PAs)
Payment Aggregators - Cross Border (PA-CB)
Non-bank Prepaid Payment Instrument (PPI) issuers
Trade Receivables and Discounting System (TReDS) entity
White Label ATM (WLA) operators
Banks for PPI Issuance

Forecasted CAGR Impact(%) vs Factor



Challenges

- Regulatory Hurdles:** Frequent revisions/limit enhancements (RTGS, NEFT, UPI).
- Rural Adoption:** Low digital literacy & poor infrastructure in rural areas.
- Cybersecurity:** High fraud cases (14,483 cases, INR 2,642 Cr in H1 FY24); rising push-payment scams (25% of fraud).
- Revenue Pressure:** Zero-MDR (estimated INR 5,500 Cr annual loss); talks of 0.2-0.3% MDR for large merchants.
- System Stability:** Intermittent UPI downtimes (-1.5% CAGR impact).

Initiation
Consumer or business starts the payment.
Involved Party: Consumer/Merchant.

Authentication
Transaction is verified by the issuer.
Involved Party: Issuer.

Processing
Payment networks (UPI, RuPay) handle the transaction.
Involved Party: (IPS), Acquirer, Issuer.

Settlement
Funds are credited to the beneficiary's account.
Involved Party: Merchant, Issuer.

Monitoring
RBI monitors systems for stability and fraud.
Involved Party: RBI.

Regulators: Reserve Bank of India (RBI)
Department of Payment and Settlement Systems (DPSS)
Department of Information Technology (DIT)

Pestel Analysis

Political

Strong government backing for digital payments (e.g., Digital India, UPI promotion) & RBI regulation (**PSS Act, BPSS**). Political drive for global UPI promotion, targeting 20 countries by 2028-29.

Volume **+34.8%**, Value **+17.3%** (FY25). UPI volume **+41.7%**, nearly **50%** small-value. Reduced transaction costs.

Significant cash-to-digital shift. Improved digital literacy. Focus on Tier III-VI centers & PwD accessibility.

Economic

Social

Adopting AI/ML for fraud detection, cloud infrastructure, advanced security (e.g., tokenization, DoT's Financial Fraud Risk Indicator), contactless payments, wearables, CBDC (Digital Rupee).

Reduced paper usage. Energy concerns from data centers. RBI's Green Deposits Framework.

Technological

Environmental Legal

Governed by PSS Act (2007). RBI regulates (PAs). Compliance with **Digital Personal Data Protection Act (2023)**. Debates on MDR & 30% UPI app cap.

Industry Trends & Innovations

- UPI Dominance: Widespread P2P & P2M adoption; global expansion (Project Nexus, live in UAE, Bhutan, Singapore).
- Digitalization Drivers: FASTag (₹170 Cr/day toll volume), cross-border UPI, Instant Settlement Schemes (UPI-Lite, 123Pay for rural).
- Future Tech: CBDC (Digital Rupee) to reduce cash.
- RBI's Tech Focus: PRAVAH portal, ChiRAG AI tool, Sarthi 2.0, NEFT ISO 20022 compliance, real-time payee validation, B2B in BBPS, new bank/fin domains, Cloud Facility (2025-26), AI Governance Policy.

KEY INDUSTRY TERMS

- Point of Sale (PoS):** Where a customer makes a payment (e.g., checkout counter, card reader).
- Payment Service Provider (PSP):** Helps merchants accept and process digital payments.
- Merchant:** A business accepting electronic payments, paying a transaction fee.
- Digital Public Infrastructure (DPI):** Government-backed digital systems (e.g., UPI, Aadhaar) **Payment Gateway:** Securely links a merchant's system to banks for safe money transfers.
- DBT (Direct Benefit Transfer):** Government initiative using digital tools for transparent fund transfers.
- FR1 (Financial Fraud Risk Indicator):** DoT tool assessing mobile numbers for fraud risk (Medium, High, Very High).
- Interoperability:** Different payment systems working together smoothly.
- Tokenization:** Replaces sensitive payment data with a non-sensitive code for security.
- Interchange Fee:** A small fee paid by the merchant's bank to the customer's card-issuing bank per card transaction.

RBI Reports:

RESOURCES:

- <https://www.rbi.org.in/scripts/AnnualReportPublications.aspx?id=1436>
- <https://rbidocs.rbi.org.in/docs/Publications/PDFs/2024PAYMENTANDSETTLEMENTSYSTEMS/ISSUE/PDF>

PHARMA

INDUSTRY

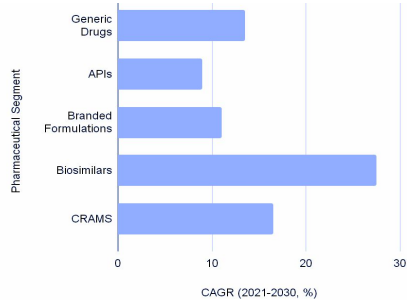
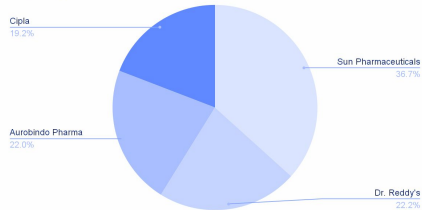
Market Size and Growth

- **Current Market:** The Indian pharma industry is valued at **\$50 billion**.
- **Projected Growth:** Expected to grow to **\$65-70 billion by 2030**.
- **Exports:** India supplies **40% of global generics**.
- **Domestic Demand:** Increasing healthcare spending and insurance coverage.

Revenue Streams

- Exports (60%): US \$9.2B (42%), Europe \$5.1B (24%), emerging markets growing 18–22%.
- Domestic (40%): Prescription drugs ₹1.65 lakh crore, OTC ₹22,000 crore.

Key Players and Market Share



Industry Challenges

- **R&D Investment:** Indian firms' R&D spending (**6-8% of revenue**) is low compared to the global average of **15-20%**, leading to an **innovation gap**.
- **Regulatory Hurdles:** Firms face challenges with complex regulations and compliance, with **data integrity** being a key issue in **40%** of FDA warning letters.
- **API Dependency:** A heavy reliance on China for **60-70%** of APIs creates a significant supply chain risk.
- **Price Competition:** The market is highly competitive and fragmented (**3,000+ manufacturers**), leading to intense price wars in the generic segment.

Research & Development(R&D)
This is the initial and longest phase, involving drug discovery and clinical trials. R&D accounts for **15-20%** of industry revenue, though top Indian firms spend less (Sun Pharma at 8.5%, Dr. Reddy's at 12.8%).



Raw Material Sourcing
Procurement of APIs and excipients accounts for **35-40%** of total costs. India is heavily reliant on imports from China for **60-70%** of its APIs.



Manufacturing
The process of formulating, producing, and packaging drugs under strict quality control (GMP). Manufacturing and quality control account for **25-30%** of total costs.



Distribution & Marketing
This involves selling and distributing the final products to various markets. Marketing and distribution are **15-20%** of total costs, covering sales through prescriptions, over-the-counter channels, and exports.

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Regulatory Landscape

- **Indian Oversight:** CDSCO has cleared 3,150+ new drugs in FY25; India hosts 11,200+ WHO-GMP certified plants.
- **Global Compliance:** 780+ US FDA and 385+ EMA-approved facilities reflect strict foreign oversight.
- **Challenges:** Data integrity lapses caused 40% of FDA warning letters to Indian firms (2020–23).
- **Policy Push:** PLI scheme, API Security Fund, and a dedicated medical device framework aim to boost self-reliance and quality.

Porter's Five Forces

Threat of New Entrants – Medium

New players face high capital requirements, complex regulatory approvals, and strict quality standards, which slow down but do not completely block market entry.

Bargaining Power of Suppliers – High

With 70% of APIs imported from China and a limited pool of qualified suppliers, raw material providers hold significant pricing and supply chain leverage.

Bargaining Power of Buyers – Medium to High

Large hospital chains, government procurement bodies, and insurance companies use bulk purchasing power and formulary control to demand competitive pricing and favorable terms.

Threat of Substitutes – Low to Medium

Patented and life-saving medicines face minimal substitution risk, but in segments with biosimilars and generics, competition creates moderate pricing pressure.

Competitive Rivalry – High

The presence of over 3,000 licensed manufacturers results in intense price competition in generics and an ongoing race to innovate in biosimilars and complex generics.

KEY INDUSTRY TERMS

- **ANDA** – Abbreviated New Drug Application; mandatory for US generic drug approval and market entry.
- **API** – Active Pharmaceutical Ingredient; the core drug component and a major Indian export strength.
- **Biosimilars** – Biologic drugs highly similar to approved biologics; a high-growth and high-margin segment.
- **CDSCO** – Central Drugs Standard Control Organization; India's top drug regulator, equivalent to US FDA.
- **CRAMS** – Contract Research and Manufacturing Services; outsourcing model driving pharma exports.
- **DPCO** – Drug Price Control Order; Indian regulation capping prices of essential medicines, affecting margins.
- **Para-IV Certification** – Patent challenge route for generic makers, offering potential 180-day US exclusivity.
- **Patent Cliff** – Sharp revenue loss as branded drug patents expire, opening doors for generics.
- **PLI Scheme** – Production Linked Incentive by government to promote domestic pharma manufacturing.
- **Bioequivalence Studies** – Clinical studies proving generic drugs perform the same as branded originals.
- **WHO-GMP** – detailed quality compliance; usually assumed for export-grade firms.
- **DMF** – very technical filing, mostly relevant for deep regulatory teams rather than investors.

REAL ESTATE INDUSTRY

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Key Growth Metrics

- **Global Real Estate Market (2024):** USD 4.13 trillion → **USD 5.85 trillion by 2030** (CAGR 6.2%)
- **Alternative Estimate:** USD 4.06 trillion (2024) → USD 7.84 trillion (2033), CAGR 7.6%
- **Asia-Pacific Share:** 40–53% of the global market
- **Residential Real Estate (2024):** USD 10.68 trillion forecasted to reach USD 25.82 trillion by 2034 (CAGR 9.2%)

Cost Segments

Land & construction, regulatory compliance, operations, finance costs, tech & marketing.

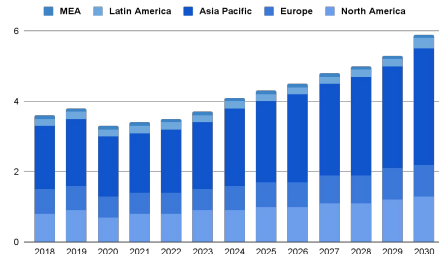
Revenue Streams

Sales & leasing income, management fees, brokerage commissions, financing revenues.

Licensing Requirements

Zoning & building codes, mortgage rules, housing incentives, ESG/green standards

MARKET SIZE FORECAST



Challenges

- Rising interest rates increasing borrowing costs and lowering investment appeal
- Oversupply in certain segments (e.g., offices post-pandemic)
- Capital market volatility affecting valuations and liquidity
- Regulatory complexity and construction cost inflation

Inputs

Land, capital, labor, raw materials (cement, steel, glass)..

Development Stages:

Land acquisition → Planning & approvals → Construction → Sales/Leasing.

Outputs

Residential (apartments, villas), Commercial (offices, retail), Industrial (warehouses, factories), Mixed-use projects.

End Users

Homebuyers, Corporates, Retailers, Industrial players, Government.

Pestel Analysis

Political: Government housing policies, FDI norms, RERA compliance.

Economic: Interest rates, inflation, income levels, investment cycles.

Social: Urbanization, demographics, lifestyle & work-from-home trends.

Technological: PropTech, AI/ML analytics, smart homes, digital platforms.

Environmental: Green building norms, sustainability, climate resilience.

Legal: Zoning laws, land acquisition, taxation (GST, stamp duty).

KEY INDUSTRY TERMS

- **Residential / Commercial / Industrial Real Estate** – Key property types
- **REITs (Real Estate Investment Trusts)** – Public investment vehicles with dividend focus
- **PropTech** – Property technology for operations and transactions
- **Zoning & Compliance** – Regulatory terms governing development
- **Leasing vs. Sales** – Revenue methods across sectors
- **Green Building / ESG Standards** – Sustainability benchmarks

Industry Trends & Innovations

- **Urbanization:** Rising demand for affordable & sustainable housing.
- **Commercial Shift:** Hybrid work & e-commerce reshape spaces.
- **PropTech:** Growth of digital tools, AI, IoT in real estate.
- **Market Risks:** High interest rates & debt pressures.

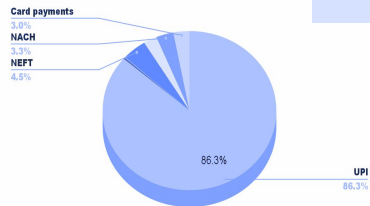
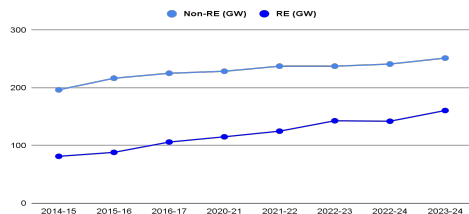
Resources: <https://www.grandviewresearch.com/industry-analysis/real-estate-market>

RENEWABLE ENERGY

INDUSTRY

Key Growth Metrics

- Installed capacity reached **220.1 GW in 2025**
- Battery storage grew to **7.4 GW (+64%)**
- Market size growing from **\$23.9B to \$52.1B**.



Cost Segments

High upfront CapEx for new projects. O&M costs across solar, wind, hydro. Raw material demand: steel, lithium, silicon. Supply chain reliance on Chinese imports

Revenue Streams

Long-term power purchase agreements (PPAs)
Renewable energy certificates (RECs) trading
Carbon credit sales and monetization
Merchant sales & green open access

Licensing Requirements

National Electricity Plan: 500 GW by 2030
PLI scheme promoting solar manufacturing
Renewable Purchase Obligations (RPOs) enforced, FAME scheme indirectly boosting RE demand, Carbon credit market launch in 2025

Module import
Heavy reliance on China for solar modules

Steel supply
Domestic availability but highly price volatile

Composites & Rare Earths
Strong import dependence continues to grow

Logistics
Major challenges transporting blades and solar panels

Policy push
Strong incentives to boost local manufacturing

Pestel Analysis

Political

Strong government push with subsidies, NEP 2030 targets, PLI incentives.

Economic

\$52B market by 2033, FDI inflows, rising green bond financing.

Social

Rooftop solar adoption rising to 25%, ESG-driven corporate decarbonization.

Technological

AI-based O&M, robotic cleaning, floating solar, offshore wind innovation.

Environmental

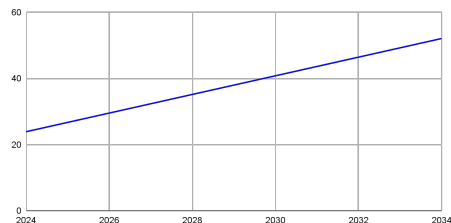
Net-zero commitments, climate change mitigation, green hydrogen adoption.

Legal

Land acquisition hurdles, DISCOM delays, regulatory uncertainty on tariffs.

MARKET SIZE FORECAST

India Renewable Energy Market Size Forecast (USD Billion)



Challenges

- High CapEx and financing issues
- DISCOM delays and cash flow risk
- Land acquisition hurdles across India
- Import reliance for solar modules
- Weak grid and storage shortage
- Ultra-thin tariffs below ₹2/unit
- Weather risks: monsoon, cyclones

KEY INDUSTRY TERMS

PPA: Long-term renewable power contract
REC: Certified renewable energy certificate
RPO: Mandated clean energy purchase quota
LCOE: Lifetime cost per electricity unit
BESS: Battery energy storage system
Green Bonds: Financing for renewable projects
Carbon Credits: Tradable emission reduction units

Industry Trends & Innovations

- Solar hub expansion in India
- Offshore wind projects potential 70 GW
- Battery storage for grid stability
- AI & robotics in O&M operations
- Surge in ESG funds & green bonds
- Growing carbon credit trading market

Resources: <https://mnre.gov.in/en/>

RETAIL INDUSTRY

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Sourcing
Vendor selection
Demand forecasting
Price forecasting
Quality testing
Negotiating deals



Inbound Logistics
Network optimization
Transportation
Cold chain management
Receiving & unloading
Storage & warehousing



Inventory
Storage & warehousing
Distribution
Scheduling Merchandising



OutBound Logistics
In-store pickup
On-time, in-full delivery
Route analysis
Order tracking
Warranty & services



Sales & Marketing
Promotions
Discounts
Digital marketing
Cross-selling
Payment options

Industry Metrics

- Food & Grocery contributes 63.30% to total market of INR 1.2 Tn (FY 2023) in India, expected to reach INR 1.88 Tn by 2030
- India's CPI based retail inflation eased to 4.83% in Apr'24, compared to 6.44% in Feb'23
- ONDC is set to disrupt retail by democratizing digital commerce and reshaping operations for a more open, competitive market.

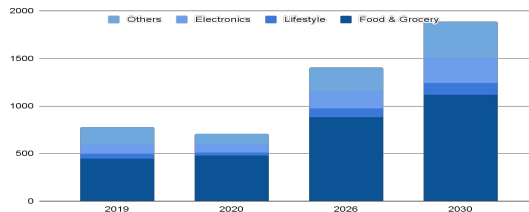
Customer Journey In Retail

- Pre-Purchase** → Search online, compare prices, visit store.
- Purchase** → Billing, delivery options, payment method.
- Post-Purchase** → Return/refund, customer care, loyalty benefits.

Industry Challenges

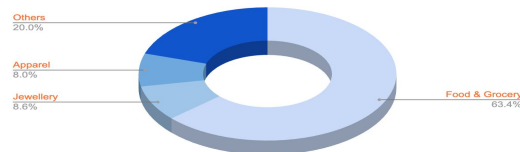
- Fragmented logistics** – Delivery and supply chain split among many uncoordinated players, leading to delays, higher costs, and inefficiency.
- Slow digitization** – Limited tech adoption by small retailers reduces efficiency and competitiveness.
- E-commerce giant dominance** – Large online players capturing market share, making it harder for smaller retailers to grow.
- Poor Tier 2/3 logistics** – Weak infrastructure in smaller cities causes delivery delays and higher costs.
- Price wars** – Heavy discounting by online and offline players reduces profit margins.
- E-commerce retailers face **high customer acquisition costs** due to intense competition and heavy spending on marketing, discounts, and promotions.

Market Size



Market Segmentation

Market Segmentation



Porter Five Forces

Bargaining Power Of Suppliers-High

Big FMCG brands like HUL, Nestlé, and ITC control pricing and shelf space, while rising costs cut retailer margins.

Bargaining Power Of Buyer-High

Customers have many choices and switch easily for price or convenience, being highly price-sensitive and seeking discounts or rewards.

Threat Of New Entrants-High

Easier to launch retail brands, especially online or D2C, with digital tools and government support like ONDC. Entry is simpler in Tier 2 cities.

Threat Of Substitutes-High

Low product differentiation means customers can easily switch between kiranas, malls, apps, or quick commerce. Retailers must offer speed, uniqueness, or better experience.

Competitive Rivalry-High

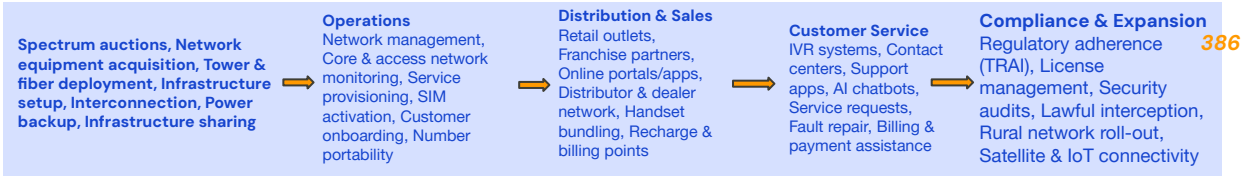
Intense competition across formats leads to price wars, low margins, and high costs, especially for traditional players. Retailers must be efficient, tech-savvy, and customer-focused.

Opportunities & Growth Drivers

- Tier 2/3 City Expansion** – Growing incomes, young consumers, and lower costs make smaller cities attractive for retail growth.
- Collaborative Warehousing** – Shared storage and logistics reduce costs and speed up deliveries, vital for quick commerce.
- Mergers & Acquisitions** – Big players acquiring smaller brands to expand products and markets.
- Omnichannel Loyalty** – Unified rewards across online and offline channels improve retention.
- Subscription Models** – Regular deliveries for essentials boost convenience and loyalty.

TELECOM

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Key drivers

Revenue segments		Cost Segments	
1.	Data Services	1.	Network Infrastructure
2.	Voice Services	2.	Spectrum Costs
3.	Enterprise Services	3.	Tower and Maintenance
4.	Value-added Services	4.	Operating Expenses

Key Players

Reliance Jio – 41.01% market share, 477.02M subscribers
Bharti Airtel – 33.62% market share, 391.01M subscribers
Vodafone Idea – 17.56% market share, 204.22M subscribers
BSNL – 7.78% market share, 90.46M subscribers

Industry Challenges

- Rising debt levels: Debt estimated to reach ₹6.6 lakh crore by March 2025, posing a significant challenge
- Government regulations: Policies and interventions aimed at capping local prices, affecting profit margins
- Infrastructure investment: Requires ₹3 lakh crore over next 4-5 years for 5G expansion
- Post-COVID slowdown: A segment of socially remains hesitant to resume normal telecom usage patterns following the pandemic
- Increasing user expectations: The industry is characterized by substantial competition, technology shifts, and evolving consumer demands, requiring continuous capital and operating costs investments to provide quality services

Pestel Analysis

Political	TRAI regulatory changes, focus on digital connectivity for all, spectrum policies. Sector growth (12-14% in FY25), tariffs hikes, rising operating costs.
Economic	
Social	Surging digital consumption, rural digital inclusion, fintech and digital services adoption.
Technological	5G & FWA expansion, AI, UPI integration, M2M/IoT, satellite connectivity.
Environmental	Rural network expansion, e-waste, energy-efficient networks.
Legal	Compliance with QoS, consumer protection laws, aggressive government policy for universal coverage.

Porter Five Forces

Bargaining Power Of Suppliers High. A few major vendors (Ericsson, Nokia, Huawei) dominate equipment; expensive spectrum and regulatory costs further increase dependence on key suppliers.	Threat Of New Entrants Low. Huge investment needs, strict regulations, and high spectrum costs create major barriers, protecting the incumbents from new large-scale competitors.
Bargaining Power Of Buyer Moderate. Consumers are price-conscious and do switch providers, but must choose among only a handful of major telecom operators, somewhat limiting their leverage.	Of Substitutes Low. Mobile and broadband connectivity are essential services with few true alternatives available at scale; most substitutes like fixed lines or satellite are niche or costly.
Competitive Rivalry High. Jio, Airtel, and Vodafone Idea constantly compete on price, bundles, and innovation, resulting in aggressive retention tactics and ongoing market share battles.	

Tourism

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Planning & booking

Tourists research destinations, attractions, accommodation, and transportation options. Travelers plan their routes, activities, and duration of stay. Reservations are made for flights, trains, buses, hotels, tour packages, and activities.



Transportation

Long-Haul Travel: Flights, trains, and inter-state buses. Local Commute: Taxis, (Ola, Uber), auto-rickshaws, local buses, and rental cars. Specialized Transport: Tourist coaches, luxury trains, and cruise lines.



Accommodation

Lodging: Offering rooms, suites, and other living spaces. Ancillary Services: Food and beverage, laundry, concierge, recreational facilities (pools, gyms, spas).



Attraction & Activities

Sightseeing: historical monuments, cultural sites. Adventure Sports: Trekking, rafting, skiing, safaris. Cultural Experiences: festivals, culinary tours.. Shopping: handicrafts, souvenirs..



Support Services

Financial Services: Currency exchange, travel insurance. Technology & Connectivity: Telecommunications, internet access, travel tech solutions. Human Resources: guides, hospitality staff. Marketing & Promotion: Advertising campaigns, digital marketing.

Key segments

- Cultural and heritage tourism
- Pilgrimage tourism
- Adventure tourism
- Medical tourism
- Beach tourism
- Wellness tourism
- Business tourism
- Wildlife and eco-tourism

Key Players



Transport operators

Hotels

Retail Trade

Travel Agents

Government Bodies

Online Travel

Agencies

Industry Challenges

- **Infrastructure Gaps:** inadequate infrastructure (roads, last-mile connectivity, quality accommodation in remote areas, public amenities) in less-explored destinations.
- **High Taxation:** High GST rates on tourism-related services can make India a relatively expensive destination compared to some competitors.
- **Safety & Security Concerns:** Perceptions around safety, particularly for solo female travelers, and occasional incidents can deter international tourists. Travel advisories from other countries can also impact tourist sentiment.
- **Unorganized Sector:** A large unorganized sector, especially in local guiding and small accommodation, can lead to inconsistent service quality and lack of standardization.
- **Environmental Degradation:** Increased tourist footfall, if not managed sustainably, can lead to ecological damage, waste management issues, and overcrowding at popular sites.

Industry Glossary

- **FTA (Foreign Tourist Arrivals):** Number of non-resident visitors entering within a country.
- **DTV (Domestic Tourist Visits):** Number of visits made by residents within their country.
- **RevPAR (Revenue Per Available Room):** A key performance indicator in the hospitality industry.
- **FEE (Foreign Exchange Earnings):** Revenue generated from international tourists in foreign currency.
- **PRASHAD Scheme:** A government initiative for Pilgrimage Rejuvenation and Spiritual Heritage Augmentation Drive.
- **Swadesh Darshan Scheme:** A government scheme for the integrated development of theme-based tourist circuits..
- **Incredible India:** The official marketing campaign of the Ministry of Tourism, Government of India.

Industry Trends & Innovations

- **Digital Transformation:** Widespread adoption of AI, IoT, and big data for personalized recommendations, dynamic pricing, efficient booking, and enhanced customer service.
- **Sustainable & Responsible Tourism:** Government initiatives like green certifications for tourism businesses are promoting this.
- **Experiential Travel:** A shift from traditional sightseeing to immersive experiences, including culinary tours, cultural workshops, adventure activities, and rural homestays.
- **Niche Tourism Growth:** Continued expansion in specialized segments like medical tourism, wellness tourism, spiritual tourism, and adventure tourism.
- **Increased Domestic Travel:** Post-pandemic, domestic tourism has seen a massive surge, becoming a primary growth engine.
- **"Bleisure" Travel:** The blending of business and leisure trips, leading to longer stays and higher per-trip spending, often driven by flexible work policies.



Appendix

Glossary of Commonly Used Terms

NPS (Net Promoter Score)

Net promoter score is a widely used market research metric that typically takes the form of a single survey question asking respondents to rate the likelihood that they would recommend a company or a product.

$$\text{NPS} = \% \text{ promoters} - \% \text{ detractors}$$

Social Share of Voice (SSoV)

It is a way to measure how much people are talking about the brand on social media. It's usually calculated as a percentage of total mentions within an industry or a defined group of competitors.

$$\text{Social Share of Voice} = \frac{\text{Your brand's advertising spend}}{\text{Total advertising spend in the market}} \times 100 \%$$

Glossary of Commonly Used Terms

FICO Score

Financial institutions and lenders use this to determine how much credit they can offer borrowers and at what interest rate.

Knowledge Process Outsourcing

KPO refers to outsourcing knowledge-intensive activities that are data-driven and encompass the process of gathering, managing, analysing and delivering objective insights into businesses.

Personally Identifiable Information (PII)

PII refers to any user data that could be used to distinguish one person from another. Standard PII identifiers include phone numbers, email addresses, social security numbers or mailing addresses.

Return on Ad Spend (ROAS)

It is a marketing metric that measures the efficacy of a digital advertising campaign. ROAS helps online businesses evaluate which methods are working and how they can improve future advertising efforts.

Glossary of Commonly Used Terms

$$\text{ROAS} = \frac{\text{Total Campaign Revenue}}{\text{Total Campaign Cost}}$$

Client Retention Rate

It is used to measure the number of loyal customers, i.e. the customers who continued to purchase the product and are satisfied with it. The percentage of customers and revenue lost during a period is called the **Churn Rate**.

Client Lifetime Value (CLV)

It is the profit brought by a customer to the business, and in this way, the company can individually fulfil the need of the customer.

$$\text{CLV} = \text{Lifetime Value} \times \text{Margin}$$

Time Value of Money

A sum of money today is worth more than the same sum in the future, as it can earn interest in the meantime. A delayed investment is a lost opportunity.

Glossary of Commonly Used Terms

Cash Flows

The term cash flow refers to the net amount of cash and cash equivalents transferred in and out of a company. Cash received represents inflows, while money spent represents outflows.

Free Cash Flow

It's the residual cash flow that's left over after all of the project's requirements have been satisfied, and the implications accounted for. It's the cash flow that can be distributed to the financial claimants of the company, debt and equity.

$$\text{FCF} = (\text{Revenue} - \text{Costs} - \text{Depreciation}\#) \times (1 - \text{tax rate}) + \text{Depreciation} - \text{Capital Expenditures} - \text{Change in Net Working Capital}$$

- EBIT (Earnings before interest and taxes)

Free Cash Flow to Equity

It's the residual cash flow left over after all of the project's requirements have been satisfied, implications accounted for, and all debt financing has been fulfilled.

Glossary of Commonly Used Terms

Present Value

The present value of a sum FV received in t periods discounted at a rate of interest r is given by

$$PV = \frac{FV}{(1 + r)^t}$$

The present value of a future stream of cash flows CF_t time intervals is given by

$$PV = \sum_{i=1}^n \frac{CF_t}{(1 + r)^t}$$

Return on Assets (ROA)

It is a measure of how much profit a business is generating from its capital. If a company's ROA is 7.5%, this means that the company earns seven and a half cents per dollar in assets.

$$\text{Return on Assets} = \frac{\text{Net Income}}{\text{Total Assets}}$$

Glossary of Commonly Used Terms

Annuity Formula (Present Value):

For an **ordinary annuity**:

$$PV = P \times \left(1 - \frac{1}{(1+r)^n} \right) \div r$$

Future Value of an Annuity:

$$FV = P \times \left(\frac{(1+r)^n - 1}{r} \right)$$

Where:

- P = Payment per period
- r = Interest rate per period
- n = Total number of payments

Perpetuity: A **perpetuity** is a stream of **equal payments** made at **regular intervals forever** (no end date).

Examples: Endowments paying yearly scholarships

Where:

Perpetuity Formula (Present Value):

$$PV = P/r$$

- PV = Payment per period
- r = Interest rate per period

Glossary of Commonly Used Terms

A growing perpetuity is an infinite stream of cash flows that grow at a constant rate and are evenly spaced through time.

$$PV = \frac{CF}{r - g}$$

Discount Rate/ Rate of Return

Factors like inflation and taxes influence r , i.e. the rate of return/discount rate. In the case of inflation, where the inflation rate is given by i , the inflation-adjusted resultant rate of return, say

$$RR, \text{ can be calculated as } RR = \frac{1 + R}{1 + i} - 1.$$

In the case of taxes, if the rate of taxation is t , then the resultant rate of return is $RR = R(1 - t)$.

Net Present Value

NPV is simply the difference between the present value of cash inflows and outflows. It is a metric used to determine whether an investment is profitable. Investments with negative NPVs

Glossary of Commonly Used Terms

are avoided. The formulae remain the same as PV's; however, we take the net cash inflow- outflow or the free cash flow in this case.

Net Present Value Rule

The NPV Rule recommends making only investments with a positive net present value.

Internal Rate of Return(IRR)

The internal rate of return is the discount rate, which would equal the NPV to zero. It helps to identify the annual growth rate. A high IRR is desirable for investment.

Net Profit Margin

It is the ratio of net profits to the revenue expressed as a percentage. It represents how much of each dollar collected in revenue translates into a profit.

$$\text{Net Profit Margin} = \frac{\text{Net Income}}{\text{Total Revenue}} \times 100$$

Glossary of Commonly Used Terms

Break Even Point

In accounting, it refers to the production quantity where the total production revenue compensates for production costs.

Return on Investment (ROI)

ROI indicates the total growth of an investment over a period of time. The ROI is the net profit expressed as a percentage of the initial investment.

$$\text{ROI} = \frac{\text{Return} - \text{Cost} - \text{Investment}}{\text{Investment}} \times 100$$

Compounded Annual Growth Rate(CAGR)

Given the amount invested today and its expected value in the future, CAGR is the rate of interest at which the investment will have to be compounded to give the expected future value.

$$\frac{\text{Final Value}}{\text{Beginning Value}}^{(1/t)} - 1$$

Glossary of Commonly Used Terms

Profitability Index

The profitability index is an index that attempts to identify the relationship between the costs and benefits of a proposed project through the use of a ratio calculated as:

$$\text{Profitability} = \frac{\text{PV of future cash flows}}{\text{Investment}}$$

A ratio of 1.0 is logically the lowest acceptable measure on the index, as any value lower than 1.0 would indicate that the project's PV is less than the initial investment. As values on the profitability index increase, so does the financial attractiveness of the proposed project.

Initial Investment

The initial investment is the amount required to start a business or a project. It is also called initial investment outlay or simply initial outlay. It equals capital expenditures plus working capital requirement plus after-tax proceeds from assets disposed off or available for use elsewhere.

Glossary of Commonly Used Terms

Capital Asset Pricing Model (CAPM)

The market rate of return is the return the company could receive by investing in a well-diversified portfolio of stocks. The discount rate can be calculated as:

$$r = r_f + \beta(r_m - r_f),$$

where r is the discount rate,
 r_f is the risk-free rate of return,
 r_m is the market rate of return, and
 β is the calculated market risk of an investment.

Bounce Rate

The bounce rate is the percentage of people who come to the landing page and leave without browsing further or clicking elsewhere on the company's website.

Key Performance Indicator (KPI)

KPIs provide targets for teams to shoot for, milestones to gauge progress, and insights that help people across the organisation make better decisions.

Business Process Reengineering (BPR)

It includes reviewing a client's business processes, eliminating unneeded or 'non-value-added' tasks, and implementing a leaner, more efficient strategy.