Consulting & Analytics Club
IIT Guwahati

Krack The Case



Business Casebook

Complete Insights into Consulting, Product Management, Guesstimates, and Industry Trends

Disclaimer & Issue Details

First Issue: October 2023
Second Issue: November 2024
Third Issue: September 2025
ISBN: To be Assigned
Current Edition Published: September 2026

All information in this guide is accurate and complete to the best of our knowledge. Any data, definitions, or inspirations have been duly acknowledged wherever possible.

Any redistribution or reproduction of part or all of the contents in any form is strictly prohibited. Although every precaution has been taken to ensure accuracy, if you find any discrepancies in the material, please feel free to contact us at **cac@iitg.ac.in**.

© Consulting & Analytics Club, IIT Guwahati. All rights reserved.
Developed and published by the **Consulting & Analytics Club, IIT Guwahati**.

Visit the official page of *Krack the Case*: https://iitg.ac.in/sa/caciitg/ktc

Consulting & Analytics Club
Technical Board
Indian Institute of Technology, Guwahati

Foreword

We are delighted to present the **Casebook 2026**, 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

cac@iitg.ac.in /company/caciitg iitg.ac.in/sa/caciitg



It is with great pride and gratitude that we present the ***4th 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 builds on a significant milestone, as the **second edition** 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!

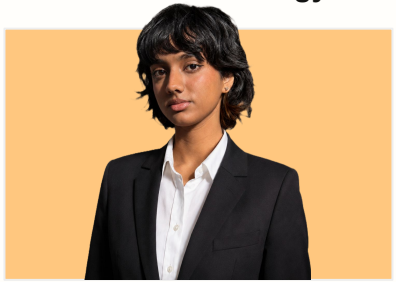
Editorial Team

The club gratefully acknowledges the invaluable contributions of the team behind the 2026 edition of the Business Casebook, and extends heartfelt appreciation to the alumni of C&A whose continued guidance and legacy made this possible.

Dhairya Nisar
Head of Consulting



Keerthana Mahesh
Head of Product & Business Strategy



Tanmay N
Creatives Head



Yashvi Mehta
Institute Secretary



Prakhar Gupta
Overall Coordinator



Sanchit Pendharkar
Outreach Head





C&A Associates Casebook Team 2026

Aarna Singal
Anjali Pogulwad
Aryan Sinha
Avranu Biswas
Falak Baweja
Jitesh Mundhra
Jiya Dhanuka
Khushi Gupta
Lavanya Singh
Linga Raja
Mohith Kumar
Nehal Aggarwal
Nidhi Tater
Nij Singh
Nisarg Thakkar
Pratyush Agrahari
Priyanshu Gupta
Pushkar Sharma
Sanjna Anand
Shravani Pathari
Subarna Mallick
Tejas Khanna
Vasu Bansal
Vishwas Rajawat
Vitika Madhwani
Zayan Amjad

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 2026*** 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

Curated case problems; expanded dialogue and illustrative figures are educational scenarios, not verified company statements.

- **50 Consulting interview transcripts**
- **34 Product interview transcripts**

Part 2: Guesstimates

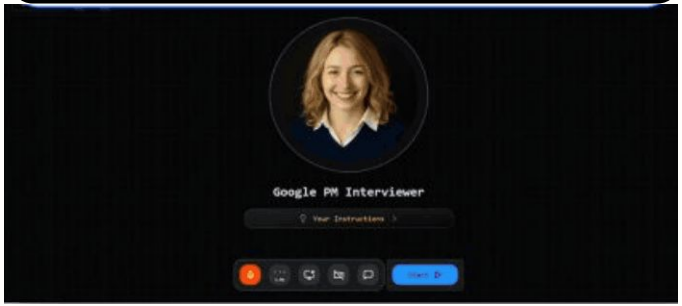
A curated set of 28 guesstimate problems drawn from real alumni interview experiences.

Part 3: Industry Primers

A collection of 33 industry primers 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



Hyper-Realistic Solutions
Practice with built-in tools like code editors, whiteboards, and Google Slides to simulate real-world situations

Custom Scenarios
Don't see your case? Create your own with ease and tailor it to your needs

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

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

Tough Tongue AI

Index

Sr. No.	Case Title	Company	Category	Sub Category	Difficulty
	Interview Transcripts				
1	Fan Company	BCG	Consulting	Profitability	Easy
2	Clothing Fashion	BCG	Consulting	Profitability	Medium
3	Energy Drink	Accenture	Consulting	Profitability	Medium
4	FMCG South Africa	KPMG	Consulting	Profitability	Medium
5	Footwear Brand	Deloitte	Consulting	Profitability	Medium
6	Gas Company	KPMG	Consulting	Profitability	Medium
7	Insurance Company	PwC	Consulting	Profitability	Medium
8	Retail Store	McKinsey & Company	Consulting	Profitability	Medium
9	Steel Manufacturer - 1	KPMG	Consulting	Profitability	Medium
10	Steel Manufacturer - 2	Accenture	Consulting	Profitability	Medium
11	Tractor Manufacturer	BCG	Consulting	Profitability	Medium
12	Barb's BBQ	PrepLounge	Consulting	Profitability	Hard
13	Drug Manufacturer	BCG	Consulting	Profitability	Hard
14	Fashion Mail Order	PrepLounge	Consulting	Profitability	Hard

Index

Sr. No.	Case Title	Company	Category	Sub Category	Difficulty
15	Airport Taxi	BCG	Consulting	Market Entry	Easy
16	Airline Route Expansion	Grant Thornton	Consulting	Market Entry	Medium
17	Steel Manufacturer - 3	KPMG	Consulting	Market Entry	Medium
18	Argentinian Toy Manufacturer	PrepLounge	Consulting	Market Entry	Hard
19	Perpetual Motion Invention	American Express	Consulting	Market Entry	Hard
20	Hair Oil	Deloitte	Consulting	Pricing	Easy
21	Jio Pricing Model	HiLabs	Consulting	Pricing	Easy
22	Bank Envelope	Bain & Company	Consulting	Pricing	Medium
23	EV Pricing	Mastercard	Consulting	Pricing	Medium
24	Fast Food Pricing	Accenture	Consulting	Pricing	Medium
25	Samsung Pricing Model	Tata 1mg	Consulting	Pricing	Medium
26	Relaunch of Tea Brand	BCG	Consulting	Growth	Easy
27	Social Media Company	Accenture	Consulting	Growth	Easy
28	Eyes Inc.	PrepLounge	Consulting	Growth	Medium

Index

Sr. No.	Case Title	Company	Category	Sub Category	Difficulty
29	Fire Extinguisher	Indus Insights	Consulting	Growth	Medium
30	Shaving Company	Bain & Company	Consulting	Growth	Medium
31	Overseas Market Growth	PrepLounge	Consulting	Growth	Hard
32	Public Sector Bank	BCG	Consulting	Growth	Hard
33	Disney Buying Star Wars	BCG	Consulting	M&A	Easy
34	Acquisition of a Clothing Firm	McKinsey & Company	Consulting	M&A	Medium
35	Merger of Two Ed-Tech Firms	LEK Consulting	Consulting	M&A	Medium
36	Demerger of Two Units	McKinsey & Company	Consulting	M&A	Hard
37	SuperBurger	PrepLounge	Consulting	M&A	Hard
38	Land Usage	BCG	Consulting	Unconventional	Easy
39	Shipping Company	KPMG	Consulting	Unconventional	Easy
40	CEO of BCG	BCG	Consulting	Unconventional	Medium
41	Chip Equity	McKinsey & Company	Consulting	Unconventional	Medium
42	Credit Card	PwC	Consulting	Unconventional	Medium

Index

Sr. No.	Case Title	Company	Category	Sub Category	Difficulty
43	Fysikum	PrepLounge	Consulting	Unconventional	Medium
44	Road Accidents	Nation with NaMo	Consulting	Unconventional	Medium
45	Door-to-Door Newspaper	Nation with NaMo	Consulting	Unconventional	Hard
46	Increasing Women Voters	Nation with NaMo	Consulting	Unconventional	Hard
47	Old Winery	Bain & Company	Consulting	Unconventional	Hard
48	Relationship Dilemma	PwC	Consulting	Unconventional	Hard
49	User Analysis	Zomato	Consulting	Unconventional	Hard
50	Well Being Healthcare	McKinsey & Company	Consulting	Unconventional	Hard
51	Bicycle Resale	media.net	Product	Design	Easy
52	Packaging Optimization	Zomato	Product	Design	Easy
53	Dashboard Design for Assam	media.net	Product	Design	Medium
54	Product Delivery Commotions	NoBroker	Product	Design	Medium
55	WhatsApp	Zomato - The Product Folks	Product	Design	Medium
56	Google Home Mini	Google - The Product Folks	Product	Design	Hard

Index

Sr. No.	Case Title	Company	Category	Sub Category	Difficulty
57	Healthcare Data	HiLabs	Product	Design	Hard
58	Declining Sales at Amazon	Amazon	Product	Root Cause Analysis	Easy
59	HiLabs Plans	HiLabs	Product	Root Cause Analysis	Easy
60	Orders Decline	Meesho	Product	Root Cause Analysis	Easy
61	Ad Tech Platform	HiLabs	Product	Root Cause Analysis	Medium
62	Declining Orders at Zomato	Zomato	Product	Root Cause Analysis	Medium
63	Myntra Orders	media.net	Product	Root Cause Analysis	Medium
64	Product Mismatch Return	Meesho	Product	Root Cause Analysis	Medium
65	Amazon Abandonment	media.net	Product	Root Cause Analysis	Hard
66	ClearAsthma New Medicine	Zomato	Product	Go-To-Market	Easy
67	GTM for MX Player	HiLabs	Product	Go-To-Market	Easy
68	GTM for E-Rickshaw	Meesho	Product	Go-To-Market	Medium
69	Netflix's Advent	HiLabs	Product	Go-To-Market	Medium
70	Spotify Kids	media.net	Product	Go-To-Market	Medium

Index

Sr. No.	Case Title	Company	Category	Sub Category	Difficulty
71	Blinkit	Tata 1mg	Product	Metrics	Easy
72	Boosting Loan Growth	Indus Insights	Product	Metrics	Easy
73	Dark Stores	Zomato	Product	Metrics	Medium
74	Zerodha	media.net	Product	Metrics	Medium
75	CEO Dashboard Features	media.net	Product	Metrics	Hard
76	Job Posting Feature	LinkedIn - The Product Folks	Product	Metrics	Hard
77	Snapchat	Tata 1mg	Product	Critique	Easy
78	Uber	Zomato	Product	Critique	Easy
79	Unstop	American Express	Product	Critique	Easy
80	Milk Basket	Zomato	Product	Critique	Medium
81	Myntra	Meesho	Product	Critique	Medium
82	Reddit	media.net	Product	Critique	Medium
83	Google Cloud Platform (GCP)	Google	Product	Critique	Hard
84	LitFlask 3-in-1 Smart Water Bottle	American Express	Product	Critique	Hard

Index

Sr. No.	Case Title	Company	Difficulty
	Guesstimates		
85	Automobiles in India	BCG	Easy
86	Cups of Tea	Zomato	Easy
87	Cups of Tea at Airport	NoBroker	Easy
88	Flights at Delhi Airport	KPMG	Easy
89	Tattoos in Mumbai	Meesho	Easy
90	Automobile Spare Parts	Nation with NaMo	Easy
91	ATMs in Delhi	American Express	Easy
92	Diaper Market Size	Meesho	Easy
93	Maruti Service Centers	BCG	Easy
94	MCU Revenue	Accenture	Easy
95	Noodle Consumption	Bain & Company	Easy
96	Petrol Pump Revenue	EY	Easy
97	Tinder Users	HiLabs	Easy
98	Zomato Orders in Noida	Zomato	Easy

Index

Sr. No.	Case Title	Company	Difficulty
99	American Express Credit Cards	American Express - Nailit	Medium
100	Campus Canteen Revenue	media.net	Medium
101	Packets of Lays	Ola	Medium
102	Baby Strollers	Meesho	Medium
103	Big Billion Days	Tata 1mg	Medium
104	Delhi Planes	Indus Insights	Medium
105	Homeopathic Medicines	Tata 1mg	Medium
106	MRI Scanner	EY	Medium
107	Pet Ownerships	Meesho	Medium
108	Words in a Newspaper	BCG	Medium
109	AI Consulting tools	Deloitte - Nailit	Hard
110	Notion Sessions Per Day	Notion - Nailit	Hard
111	Shopify Merchants	Shopify - Nailit	Hard
112	XBox Sales	Microsoft - Nailit	Hard

Index

Sr. No.	Case Title
	Industry Primers
113	Automobile
114	Pharmaceuticals
115	FMCG
116	Insurance
117	Defence
118	Media & Entertainment
119	Retail
120	Food Delivery
121	Cement
122	E-Commerce
123	Alcobev Market & Premiumisation
124	Alcobev Regulation & Economics
125	Banking
126	Hospitality
127	Tourism
128	IT & ITeS

Index

Sr. No.	Case Title
129	Semiconductors & Electronics
130	Chemicals & Petrochemicals
131	Logistics & Warehousing
132	Steel
133	Textiles & Apparel
134	Data Centres & Cloud Infrastructure
135	EV & Battery Ecosystem
136	Telecommunications
137	Real Estate & Construction
138	Biotechnology & Biopharma
139	Renewable Energy
140	Digital Payments
141	Airlines Market Structure
142	Airlines Operating Economics & Regional Connectivity
143	Food Processing
144	Asset Management
145	Healthcare Hospitals

Krack The Case



Interview Transcripts

Interview Transcripts

Krack The Case



Profitibility

Interview Transcripts

Profitability | BCG | Easy

Fan Company

Click the title 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?

Step 1: Clarify the Objective & Understand the Context

Thank you. Before jumping into a solution, I'd like to clarify the problem statement to ensure alignment.

1. Are we focusing on improving profit margins by increasing revenue, reducing costs, or both?
2. What products do we make, and do they target a specific price segment?
3. How competitive is the market, and what's our market share?

We manufacture ceiling and table fans, standard models with basic regulators and no advanced features.
The market is moderately competitive. National players like Havells, Crompton, and Orient dominate. Our market share is around 12%.
You can consider both revenue improvement and cost reduction levers.

Got it. So we're a mid-range player with no strong differentiation. Since demand is elastic, simply raising prices isn't an option. We'll need to explore both **revenue differentiation** and **cost optimization**.

Step 2: Structure the Approach

Candidate:
Here's how I'd like to structure my approach:

- **Revenue side:** Assess how we can differentiate our product to command a premium.
- **Cost side:** Analyze the value chain (procurement, manufacturing, distribution) to identify cost-saving opportunities.

Does that sound reasonable?

Yes, go ahead.

Fan Company

Click the title to give a mock interview

On the revenue side, the lack of differentiation is a challenge. Premium players are already offering fans with BLDC motors, IoT-enabled controls, and modern aesthetic designs.

If we invest in R&D to develop energy-efficient, quieter, and modern-looking fans, we could reposition ourselves in urban markets and justify a higher price point.

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

Step 3: Cost Optimization (Value Chain)

At a broad level, I'd focus on three stages where the bulk of costs sit: **procurement, manufacturing, and distribution.**

a) Procurement

- Key inputs are copper, aluminum, and plastics.
- We could negotiate long-term bulk contracts or consolidate vendors to lower raw material costs.

Okay, that covers procurement. What about manufacturing?

b) Manufacturing

- Implement linear operations to reduce waste.
- Automate select processes where feasible.
- Use modular parts across models to simplify production and reduce per-unit costs.

Anything on the distribution side?

c) Distribution

- Optimize logistics via better route planning, clustering vendors near plants, and adopting a hub-and-spoke warehousing model.
- Redesign packaging to make it lighter and cheaper (while still eco-friendly), cutting both material and shipping costs.

Fan Company

Click the title to give a mock interview

Step 4: Wrap-Up with Recommendations

Good. Can you summarize your recommendations?

Sure.

- **Short term:** Launch a cost-reduction program across procurement, manufacturing, and distribution to directly improve margins.
- **Medium to long term:** Invest in R&D to create differentiated, energy-efficient, and modern fan models to reposition the brand and justify a premium price.

This way, we balance **immediate profitability improvements** with **sustainable growth**.

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

Profitability | BCG | Medium

Clothing Fashion

Click the title to give a mock interview

Our client is a major fashion brand with a nationwide presence. Their profitability has declined while revenues remain stable. Find the cost drivers and recommend a recovery plan.

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.

Profitability | BCG | Medium

Clothing Fashion

Click the title to give a mock interview

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?

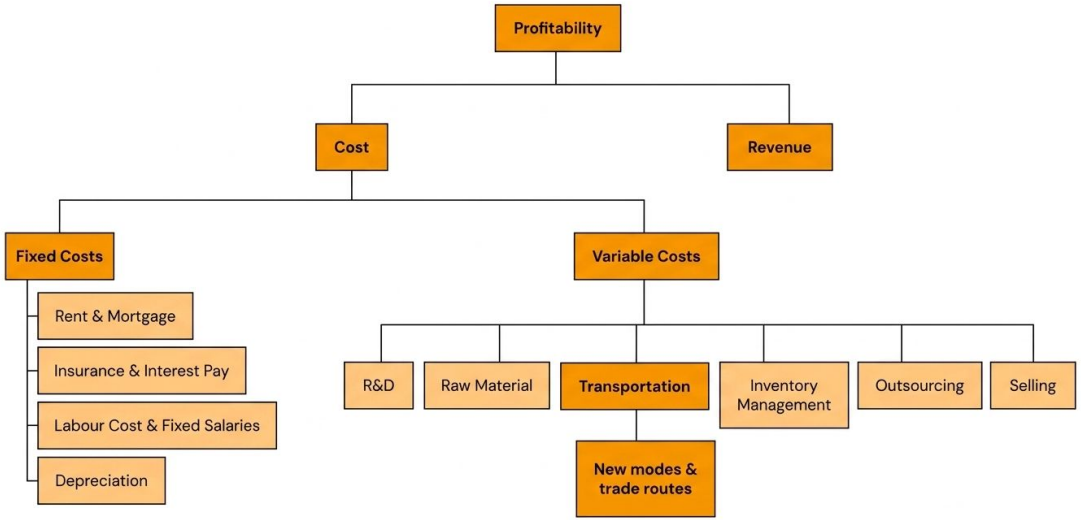
Each truck traverses ~600 km through Madhya Pradesh, incurring ~₹200 per toll, with multiple tolls along the way.

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

Click the title to give a mock interview



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

- Quantify route costs and toll charges by origin, destination, and transport mode.
- Compare northern warehousing, rail/multimodal freight, and alternate routes on delivered cost.
- Pilot the lowest-cost route and track freight cost per unit, lead time and service levels.

Profitability | Accenture | Medium

Energy Drink

Click the title 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%? Was it gradual, or a sharp drop after a specific event like a recall, a price hike or a competitor launch?

The original case states a gradual five-year decline. The following practice round uses a separate illustrative scenario.

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 customer needs, affordability, accessibility and the customer experience. Customer needs would imply how much demand there is 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. I would also like to look at the competition and the company's internal operations. Is the share being lost in a particular region, channel or consumer segment?

Profitability | Accenture | Medium

Energy Drink

Practice this case →

Our energy-drink client once had 98% market share. It now has 50%. What happened, and how would you recover the share?

I'll first confirm the metric. Is share measured in units, liters, retail sales value or distribution points? Is the comparison within the same geography and definition of “energy drinks,” and over what time period?

[Independent illustrative scenario, not the original case facts] Share is by volume in the same national market; it fell over three years.

Was 98% the share of a young category with few competitors? Has the total category grown? Market share can fall even when our absolute sales rise.

[Illustrative assumption] Yes. The category expanded rapidly as several companies entered. Our annual unit sales are slightly higher than before.

That changes the interpretation. I'll decompose Market share = our volume / total category volume. There are two broad drivers: our sales trajectory and overall category expansion / competitor growth. A fall of 48 percentage points from 98% to 50% is not automatically a 48% fall in our own sales. In relative terms, share fell by 48/98 ≈ 49%.

Can you illustrate the difference with numbers?

Using a simple illustrative example, suppose the market originally sold 100 million cans, of which our client sold 98 million. Three years later, the market sells 200 million, and the client sells 100 million. Then:

Profitability | Accenture | Medium

Energy Drink

Practice this case →

Metric — Earlier · Now
Category volume — 100 million cans · 200 million cans
Client volume — 98 million cans · 100 million cans
Competitor volume — 2 million cans · 100 million cans
Client share — 98% · 50%

The client's volume increased 2.0%, while the category doubled. The 48-point share loss is caused here by the client's inability to capture new category growth, not by an absolute decline in its units. That is a critical distinction for the recovery plan.

Fair. How would you structure possible reasons?

Four diagnostic areas: (1) market and customers—new needs and segments; (2) competitive proposition—price, taste, ingredients, branding and promotions; (3) route to market—numerical/weighted distribution, shelf space, out-of-stock rates and online availability; (4) our execution—product innovation speed, trade terms, sales incentives, production capacity and marketing effectiveness. I would segment each by geography, channel and pack size to identify where growth was missed.

Which questions would you ask customers?

For current buyers: why choose us, at what frequency, and against which alternatives? For competitor buyers: what triggered their first trial, what does the competing product offer and would they consider switching? For former buyers: did they actively switch, reduce consumption, or simply add multiple brands to their repertoire? These represent switching, category growth and multi-brand usage, which require different responses.

Profitability | Accenture | Medium

Energy Drink

Practice this case →

How would you segment the market?

By consumer need state (performance, taste, convenience, sugar sensitivity), age-appropriate adult segments, price point, pack size, geography, and channel (general trade, modern trade, convenience, gyms/cafés and e-commerce). I'd check where the overall category added customers relative to our presence. Any marketing or sampling must respect applicable caffeine, labeling and age-related safeguards.

[Illustrative assumption] New competitors launched lower-priced small cans and zero-sugar variants. Our flagship is mostly a large, premium-priced can.

My hypothesis becomes a portfolio-positioning gap: we defend the legacy premium core but under-serve lower entry-price and zero-sugar occasions. I would compare our relative price per serving, taste ratings, repeat rates, retailer margins and SKU distribution against those new alternatives.

What if our distribution is already nationwide?

“Nationwide” does not imply equal weighted distribution or availability. A brand can appear in many stores but miss high-velocity outlets, lack cold-shelf facings or frequently be out of stock. I would examine numeric distribution, ACV/weighted distribution, shelf share, stockouts and sales per distribution point—by competitor, channel and region.

[Illustrative assumption] Competitors gained cold-shelf space in convenience stores, while our online and convenience-channel availability is weak.

That strengthens the route-to-market hypothesis. I'd quantify lost potential as relevant outlet sales opportunity × distribution gap × likely share of shelf / conversion, using observed outlet-level data, not a blanket national estimate. I would first restore availability in stores where demand exists but our products are absent, since that is often quicker than changing consumer preferences.

Profitability | Accenture | Medium

Energy Drink

Practice this case →

How would you determine the most important cause rather than listing many possible causes?

Build a share bridge by segment. For example, split category incremental volume by price tier, sugar variant, channel and geography. Estimate how much share erosion is explained by our under-indexing in each fast-growing segment, and test interactions to avoid double-counting. Then use retailer sell-out data, brand-tracking research, lost-store audits and cohort repeat rates to distinguish distribution loss from consumer preference loss.

Suppose the new low-price segment is the fastest-growing. Should we cut the premium product's price?

Not necessarily. A broad discount can destroy premium positioning and cannibalize profitable sales. I would assess price elasticity, retailer economics and competing pack architecture, then consider an entry pack or differentiated sub-line. The decision needs to protect contribution per liter and avoid a price war we cannot sustain.

What about the zero-sugar trend?

I would test a compliant zero-sugar or lower-sugar formulation through concept research, sensory trials, willingness-to-pay studies and limited-market launches. Position it as another choice, without unsubstantiated health or performance claims. The goal is to win occasions currently going to competing variants, not merely shift our existing users into a new SKU.

Your client asks for a return to 98% share. Is that a reasonable objective?

Profitability | Accenture | Medium

Energy Drink

Practice this case →

I would challenge it constructively. The original 98% may reflect a near-monopoly before competitors entered; restoring it in a growing multi-brand market may be uneconomic. In the illustrative 200-million-can market, increasing share from 50% to 60% requires selling 20 million additional cans if market size is unchanged; reaching 70% requires 40 million extra. Reaching 98% requires 96 million extra cans and may be unrealistic. We should optimize profitable absolute growth and share of addressable segments, not maximize a percentage at any cost.

What would you do in the first 90 days?

Days 1–30: Build the share bridge, audit out-of-stocks and shelf space, interview customers/retailers and benchmark prices/pack sizes. Days 31–60: Restore high-priority shelf availability, negotiate better visibility where returns are positive, and test promotions and entry packs in selected markets. Days 61–90: Pilot new variants or pack architecture, assess incremental purchase versus cannibalization, and scale only winning combinations.

How will you know that an initiative grows the business rather than just shifting our existing volumes?

Measure incremental category penetration and competitor switching, not only new-SKU sales. Compare matched test and control markets: incremental client liters, total client contribution, competitor share, category growth, repeat rates and existing flagship cannibalization. A zero-sugar launch that merely converts our own regular buyers has limited share-recovery value.

Profitability | Accenture | Medium

Energy Drink

Practice this case →

What could go wrong?
Three primary risks: price cuts destroy margins, portfolio expansion cannibalizes the core, and trade spend buys temporary shelf space without repeat demand. Additional risks involve claims, product-safety requirements, supply capacity and retailer compliance. I would run a margin and sell-through gate before scaling each intervention.
Summarize your recommendation to the CEO.

The loss from 98% to 50% is a 48-percentage-point share dilution, but we first need to prove whether our sales declined or competitors simply captured most of a growing category. In this illustrative case, our absolute sales rose slightly while competitors won new low-price, zero-sugar and convenience-channel demand. I'd defend the profitable premium core, fix distribution gaps and develop targeted packs/variants for growth pockets. Set a staged, profit-aware share recovery target rather than promising a return to 98%.

Profitability | Accenture | Medium

Energy Drink

Practice this case →

A company goes from 98% share to 50%. Is it correct to say its own sales have nearly halved?

No. Market share is a ratio: client sales / category sales, with a precisely defined category, geography, period and volume-versus-value basis. The denominator can expand while the client's volume also grows. A share change from 98% to 50% is a 48-percentage-point loss and roughly a 49% relative share decline, not automatically a 49% fall in units or revenue. My first task is to build a denominator-consistent market-volume bridge.

Give two scenarios with the same share outcome but very different business realities.

[Illustrative scenarios] Scenario A: category volume is unchanged at 100 million cans; client volume falls from 98 million to 50 million, so the business has suffered a major absolute contraction. Scenario B: category volume expands from 100 million to 250 million cans, while client volume grows from 98 million to 125 million; its share still drops to 50%. In scenario B the company sold 27 million more cans (about 27.6% volume growth) but lost its near-monopoly relative position. The response in scenario A prioritizes fixing sales losses; in scenario B it prioritizes underpenetrated incremental demand and competitor growth.

Which market definition could make the 98% figure misleading?

Profitability | Accenture | Medium

Energy Drink

Practice this case →

A once-narrow energy-drink segment may have expanded to include new price points, new pack sizes, newer channels or adjacent functional beverages. We must verify whether the client originally had 98% in a premium imported-style energy drink niche while 50% is now measured in the entire domestic energy-drink market. If the category boundary changed, part of the share loss is definitional. Before analyzing strategy, align measurement by SKU, package, channel, geography and time.

Build a structured diagnostic tree that separates things the company lost from things competitors gained.

I would examine (1) category and denominator growth, (2) client execution, (3) competitor appeal and distribution, (4) consumer preferences and context, (5) channels and route-to-market. Within client execution: fill rates, retail availability, net price, trade margin, marketing share of voice and brand differentiation. Within competitor factors: affordability, taste, local relevance, shelf access, distribution, promotions and innovation. Each branch must generate a falsifiable test.

What data would you request first?

Profitability | Accenture | Medium

Energy Drink

Practice this case →

Monthly category volume and value, the client's and top competitors' sales by SKU/channel/region, points of distribution, weighted distribution, out-of-stock rates, numeric distribution, per-serve retail prices, trade margins, market research and consumer purchase occasions. I'd separate traditional trade, modern trade, quick commerce and e-commerce. A national average is insufficient: the brand may remain dominant in premium urban outlets while losing mass-market local retail.

Explain numeric and weighted distribution in plain language.

Numeric distribution is the proportion of relevant outlets carrying our product. Weighted distribution considers the category-selling importance of those outlets, so presence in large category-volume stores counts more. A brand can appear in many tiny stores yet miss high-throughput outlets; it can also retain weighted distribution in metros while failing in a growing Tier 2/3 market. I would compare both measures and shelf visibility against competitor sales by channel.

Suppose a competitor's drink sells for ₹35 and our comparable serving sells for ₹110. Is cutting price the obvious answer?

Profitability | Accenture | Medium

Energy Drink

Practice this case →

Not necessarily. First normalize for millilitres, caffeine/ingredient positioning, pack format and channel. Determine whether the competitor is capturing new value-seeking consumers or stealing loyal premium users. The market may support multiple segments. An across-the-board discount might destroy premium contribution without gaining price-sensitive shoppers. I would test a portfolio response—smaller trial packs, a clearly differentiated value tier or accessible distribution—while protecting core premium positioning and avoiding misleading product claims.

What consumer research would you run?

Use a quantitative switching survey and qualitative interviews by cohort: former loyal buyers, new category entrants, competitor-only buyers, occasional buyers and retailers. Ask about purchase occasion, taste, functional expectation, affordability, product visibility, social influence and willingness-to-pay. Use blind taste tests where meaningful and behavioral trial/repurchase data to avoid relying entirely on stated preferences. No survey result should be treated as causal proof on its own.

Show the consumer funnel you would measure.

Category need → brand awareness → mental availability / consideration → store encounter → in-stock and visible → trial purchase → product satisfaction → repeat → advocacy. Then split penetration (share of buyers purchasing the brand) from frequency (units bought per buyer). A decline caused by low penetration in new regions needs a different solution than existing users reducing repeat purchases due to taste or price.

Profitability | Accenture | Medium

Energy Drink

Practice this case →

What does the company's route-to-market reveal?

Study distributor and retailer economics: distributor margin, retailer incentives, working capital, minimum order size, cooler/display access, salesforce reach, replenishment speed, expiry losses and stockout frequency. Shelf space is scarce; a challenger might win through better retailer margins or more reliable replenishment even if brand awareness is weaker. I'd audit stores in lost-share regions instead of only spending on national ads.

Build a market-share bridge that demonstrates the size of the recovery task.

[Illustrative assumption] Category volume is now 250 million cans and our volume is 125 million, or 50% share. If the market stays constant, reaching 70% requires 175 million company cans, an incremental 50 million. But suppose category volume grows to 300 million by the target year; 70% then requires 210 million, or 85 million more cans than today. This shows why market-share targets must come with a category-growth forecast and feasible capacity/distribution plan.

Can you regain 98%?

Profitability | Accenture | Medium

Energy Drink

Practice this case →

Possibly in a theoretical sense, but I would not recommend a 98% target by reflex. In a competitive growing category, near-monopoly share could be costly or unrealistic. I'd optimize profitable, defensible share and growth in absolute contribution, subject to competitive conduct, consumer welfare and brand strategy. A 65–70% share ambition may or may not be sensible; I would derive it from segment economics, category growth and competitor strength rather than nostalgia for the old ratio.

Suggest three strategic options and compare them.

Option 1: Defend premium leadership—differentiation, superior distribution, retail execution and targeted loyalty; relatively lower cannibalization but misses entry-level growth. Option 2: Introduce an affordable sub-brand or pack—reaches new budgets and occasions, but requires clear separation to avoid diluting flagship price. Option 3: Compete broadly with aggressive price promotions—fast trial but likely heavy margin erosion and competitor retaliation. I favor a staged premium defense + targeted access-tier pilot, not a blanket price war.

How would you test price elasticity responsibly?

Profitability | Accenture | Medium

Energy Drink

Practice this case →

Run geographically contained and commercially compliant tests with matched channels, controlling for promotions, seasonality and distribution. For each SKU, observe units, net realized revenue, contribution, repeat purchase and cannibalization of existing brand SKUs. Maintain clear health/ingredient labeling and avoid claims of health benefits without evidence. Because beverage consumption may be sensitive among young consumers, advertising and promotion should follow applicable regulations and responsible-marketing standards.

Give an illustrative unit-economics check for a recovery campaign.

[Illustrative assumptions] A targeted tier yields 15 million genuinely incremental cans annually, each with ₹15 contribution after production, distribution and trade costs, producing ₹22.5 crore contribution before campaign overhead. If the incremental trade/marketing and launch costs are ₹18 crore for the same period, the first-year incremental contribution net of that program is ₹4.5 crore. The calculation fails if half the units simply cannibalize the premium product, or if retailer incentives are understated. I would measure net incremental portfolio contribution, not sub-brand revenue.

How would you handle existing premium customers who switch to the cheap offering?

Profitability | Accenture | Medium

Energy Drink

Practice this case →

Define distinct packaging, occasions, flavors and channel strategies where sensible, and measure switching at the customer/retailer level. Simulate the contribution bridge: additional access-tier buyers less premium cannibalization, channel displacement, promotion spending and incremental fixed costs. If the value offer recruits only existing buyers at lower margins, redesign the product or market positioning.

Concentrate on those occasions: size and price architecture suited to impulse purchasing, adequate chilled availability, compliant merchandising, local distributor reach and rapid replenishment. Test with a limited set of comparable catchments. I would also examine whether the brand has genuine reasons-to-believe beyond celebrity advertising—taste, consistent product quality, packaging convenience and accessibility may be stronger levers.

You find the challenger is winning mainly at college canteens and neighborhood kiosks. How does that change the plan?

Which numbers would you monitor in the first 90 days?

Category share by volume and value, client unit growth, weighted distribution, on-shelf availability, price per standard serving, trial-to-repeat conversion, competitor substitution, trade spend per incremental unit and portfolio contribution. Early gates should focus on distribution and repeat purchase, because broad national share may lag. I'd establish clear holdouts and flag changes in category definition.

Profitability | Accenture | Medium

Energy Drink

Practice this case →

How do you defend your recommendation if the board demands an immediate share jump?

A temporary deep discount can produce apparent share without economic sustainability. I would present a forecast with base/upside/downside and the cost of each percentage point of share, plus the time needed to install distribution. The board should decide whether it is buying transient volume or a lasting competitive advantage. Protecting brand equity and contribution is a valid constraint, not reluctance to act.

Close the case in 45 seconds.

The 98%-to-50% decline is a major relative loss, but the first step is to see whether absolute client sales fell or the market expanded faster. I'd build a consistent volume/value share bridge, map where challenger share rose, and test three mechanisms—affordability, distribution and consumer fit. My likely recovery approach is to defend the profitable premium business while piloting a value-access offer and stronger retail execution in specific growth channels. I'd scale only where incremental buyers, repeat rates and portfolio contribution justify it; returning to 98% is not an objective by itself.

Profitability | Accenture | Medium

Energy Drink

Practice this case →

Bridge (illustrative) — Old period · New period · Interpretation
Category sales (million cans) — 100 · 250 · Category ×2.5
Client sales (million cans) — 98 · 125 · Client volume +27.6%
Competitor sales (million cans) — 2 · 125 · New/reinvigorated rivals capture growth
Client market share — 98% · 50% · Share falls 48 percentage points

Quantitative interviewer probes: How many incremental units are needed at a forecast total market size? How large could cannibalization be before a new tier destroys value? What if a challenger also expands premium offerings? Are modern-trade and traditional-trade shares measured consistently?

Common mistake to avoid: Saying “our revenue fell 48%” solely because share fell 48 percentage points. That is not mathematically valid without market-size and value-versus-volume information.

Diagnosis: Category expansion + unmet emerging needs + distribution/availability gaps. Recovery levers: High-velocity outlet coverage; targeted entry packs; tested zero-sugar variant; disciplined promotions; data-led trade execution. North Star: Incremental profitable unit sales. Supporting KPIs:

Share by value and volume, weighted distribution, on-shelf availability, penetration, competitor switching, repeat rate and contribution margin. Key warning: The supplied share figures alone cannot prove customer churn or identify a single cause.

PART IV — COMPETITIVE STRATEGY & GO-TO-MARKET

Profitability | KPMG | Medium

FMCG South Africa

Click the title to give a mock interview

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: Profit = Revenue - 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.

FMCG South Africa

Click the title to give a mock interview

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?

FMCG South Africa

Click the title to give a mock interview

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:

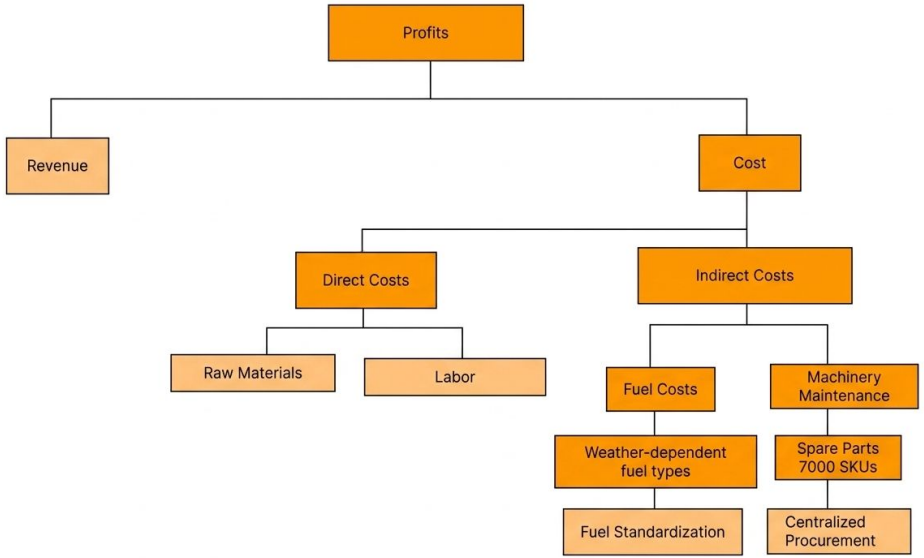
- Fuel Standardization: Analyze the different fuel types and their costs to identify the most cost-effective option that could be standardized across all factories, possibly securing bulk purchase agreements to further reduce costs.
- Centralized Procurement for Spare Parts: Implement a centralized procurement 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.

Profitability | KPMG | Medium

FMCG South Africa

Click the title to give a mock interview



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.

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.

Profitability | Deloitte | Medium

Footwear Brand

Click the title 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?

Sales have dipped across the category, but the decline has been disproportionately concentrated in our formal shoes segment.

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

Profitability | Deloitte | Medium

Footwear Brand

Click the title to give a mock interview

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

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 drop in unit sales volume alongside an adverse product mix shift toward lower-margin SKUs . But the major issue seems that our product mix is driven by limited catalogue breadth compared to 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 and athleisure footwear for men and women and improve the marketing of our existing products through targeted channels.

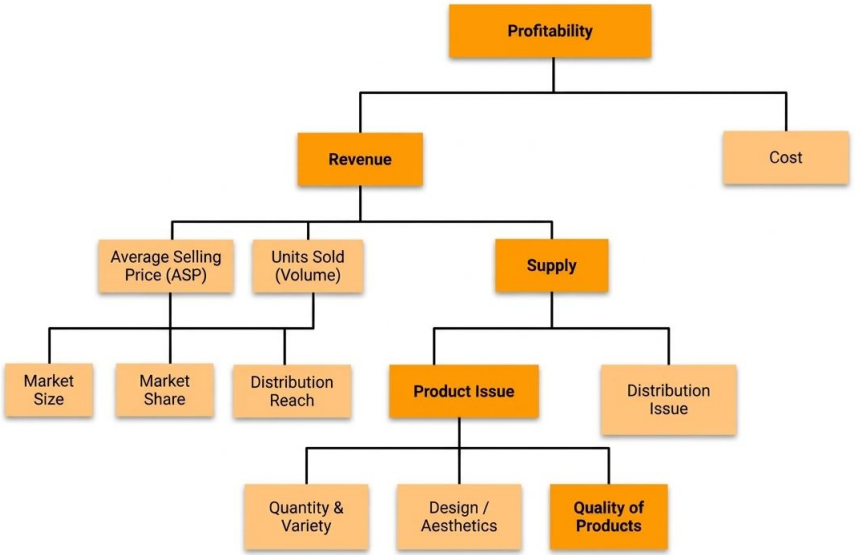
That's interesting. Sportswear seems like a big market these days. Is there anything else we should consider?

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.

Profitability | Deloitte | Medium

Footwear Brand

Click the title to give a mock interview



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 sports and athleisure footwear for men and women.
- Add sandals and flip-flops for kids.
- Strengthen marketing through targeted channels

Profitability | KPMG | Medium

Gas Company

Click the title 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?

The client manufactures and supplies industrial gases directly to B2B clients across India. They operate across the entire value chain procurement, processing, storage, and distribution.

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?

Coming to the market size, the global market is ~$100 billion, while the domestic Indian cryogenic gas market is approximately $3.5 billion (~₹29,000 crore), growing at 8–9% 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.

Profitability | KPMG | Medium

Gas Company

Click the title to give a mock interview

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.

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?

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

Profitability | KPMG | Medium

Gas Company

Click the title to give a mock interview

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

Click the title to give a mock interview

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.

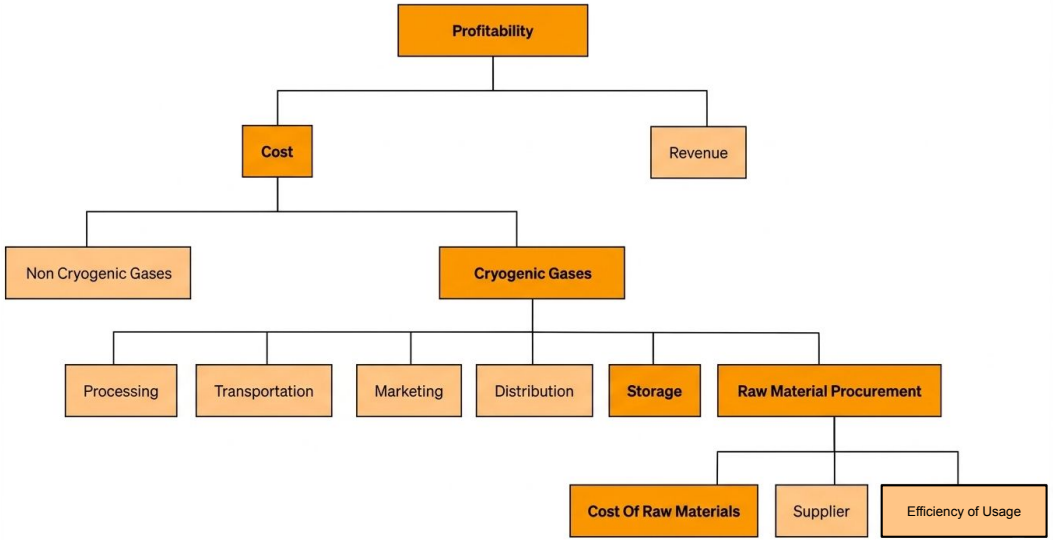
Total one-off exit costs are ₹18.72 billion (₹11.7B + ₹2.34B + ₹4.68B). Because operating the division burns ₹19.23 billion annually (₹25B operating costs vs. ₹5.77B revenue), shutting down eliminates this recurring operating cash burn. The ₹18.72 billion exit cost pays for itself in avoided operating losses in under 1 year (~0.97 years)

Okay, we can wrap the case here.

Profitability | KPMG | Medium

Gas Company

Click the title 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.

Case Notes

- Client is a gas manufacturing company
- Core business in non-cryogenic gases; expanded into cryogenic gas manufacturing 3 years ago.
- 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.
- Exiting immediately requires ₹18.72 billion in one-off exit costs, which avoids ₹19.23 billion in recurring annual net operating losses, delivering a payback on shutdown costs within ~12 months.

Profitability | PwC | Medium

Insurance Company

Click the title 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.	Yes, the number of customers that we onboard has dipped drastically when compared to previous times
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?	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?
The competitors are doing good. The issue is faced within the company itself and is being observed throughout our operational areas.	Yes, the company is struggling to convert customers to buy the specific Healthcare insurance.
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?	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?
The client is facing a decline in the number of policies sold and the price per policy has remained constant throughout.	Currently, the company focuses on the Agent-based sales model apart from conventional sales and marketing, and there is no such deviation evidently visible.
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.	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?

Profitability | PwC | Medium

Insurance Company

Click the title to give a mock interview

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.

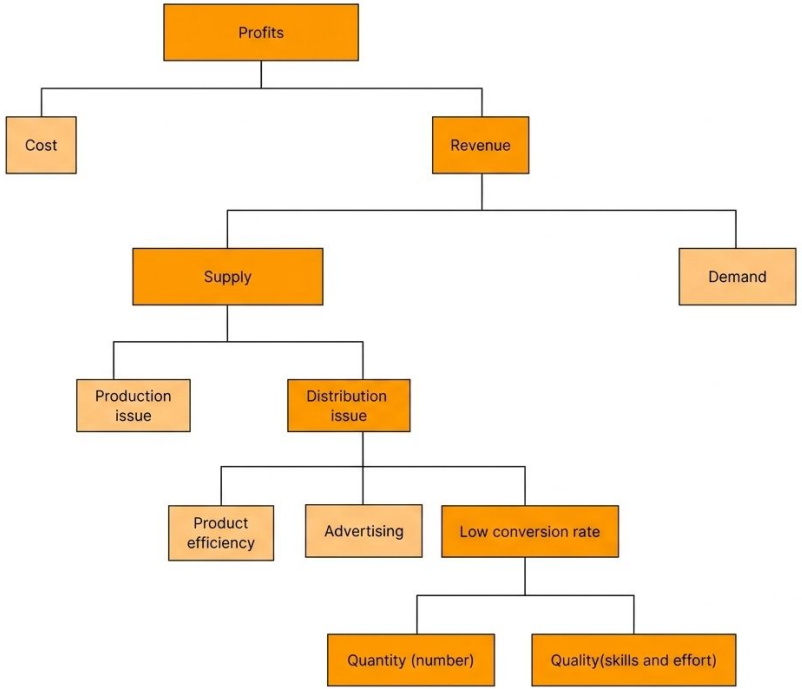
Okay, then if this public perception of the product is a problem, We can improve it by doing the following:
-Improve the insurance scheme by making it more affordable and increase the length of time duration, in order to average out the effect(increasing the number of people who take insurance, thereby 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

Click the title to give a mock interview



The client iis 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.

Profitability | McKinsey & Company | Medium

Retail Store

Click the title 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.

Profitability | McKinsey & Company | Medium

Retail Store

Click the title to give a mock interview

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?

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 receival of product in some cases.

Profitability | McKinsey & Company | Medium

Retail Store

Click the title to give a mock interview

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.

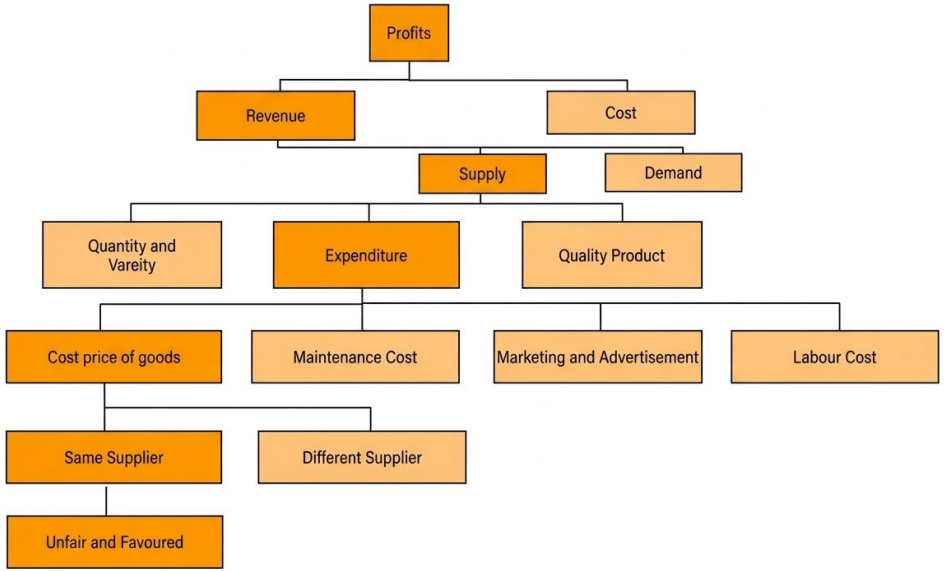
Ok, so how would you like to conclude and what would you suggest to the clients?

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.

Profitability | McKinsey & Company | Medium

Retail Store

Click the title 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.

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 receival.
- 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 at a mutually agreed price.
- Diversify our products to other brands of similar quality and customer demographics.

Profitability | KPMG | Medium

Steel Manufacturer - 1

Click the title 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.	No, only our client faces declining profits from all over the India, while others have been experiencing profits.
Okay. I want to ask a few preliminary questions before diving deep into my overall structure and strategy.	What kind of product does our client manufactures and in which geography do they operate?
Okay. Let's go ahead.	So, our client manufactures household furniture like Wardrobes, Tables, and chairs and their business has expanded across India.
Do we have any information on the quantum of profit decline and for how long they have been experiencing it?	In which part of value chain, does our client operates?
Yes, the client is facing the decline of 20% over the 12-15 months.	So, our client procures and manufactures the steel furniture and distribute it through various suppliers to the stores.
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?	Now, I would like to look at the Profit Revenue Cost, and then I will deep dive into the various buckets under them.

Profitability | KPMG | Medium

Steel Manufacturer - 1

Click the title 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?

Profitability | KPMG | Medium

Steel Manufacturer - 1

Click the title 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.

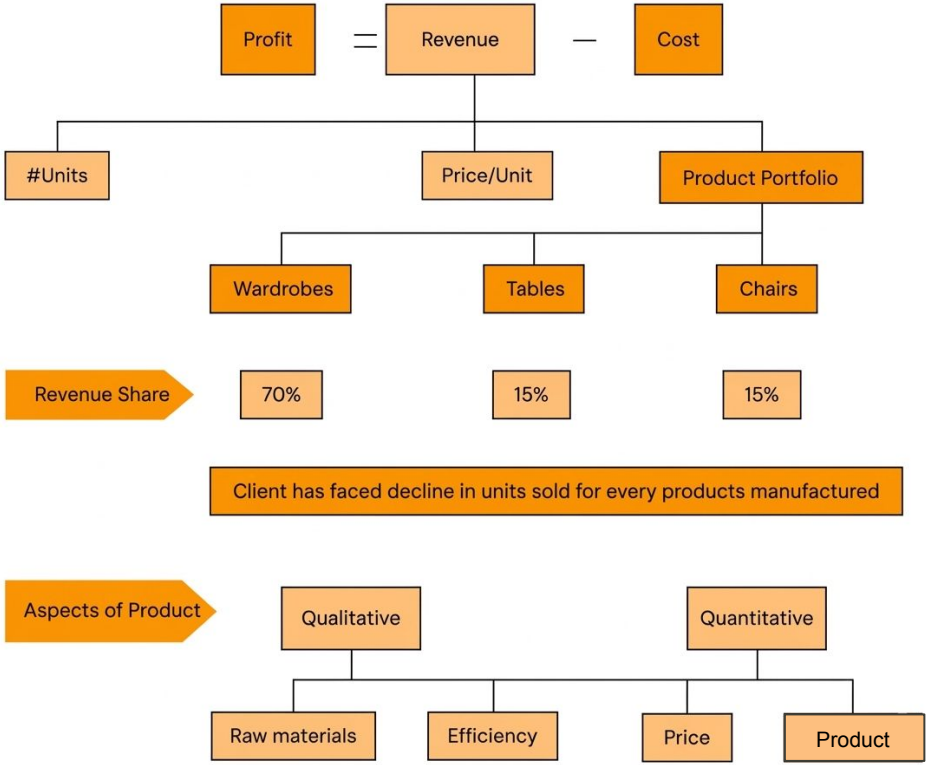
- They should make their presence on the Online E-commerce platforms.

Thank you. We can end the case here.

Profitability | KPMG | Medium

Steel Manufacturer - 1

Click the title 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.

Profitability | Accenture | Medium

Steel Manufacturer - 2

Click the title 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?

Profitability | Accenture | Medium

Steel Manufacturer - 2

Click the title to give a mock interview

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

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, have we experienced a decline in the revenue share from any 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?

Profitability | Accenture | Medium

Steel Manufacturer - 2

Click the title 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.

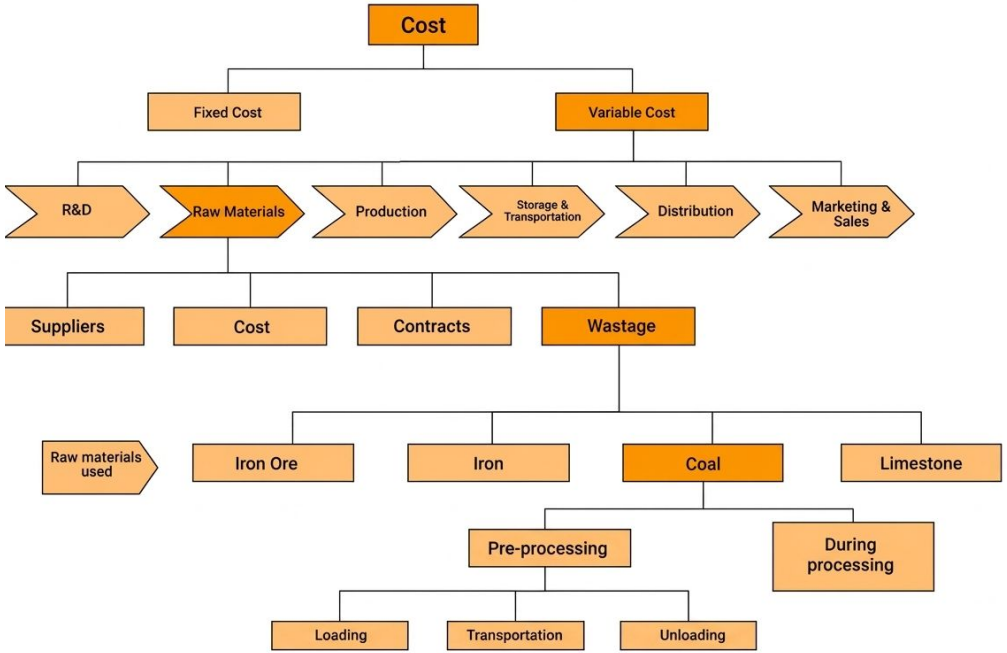
Long term:

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

Thank you. We are done with the case.

Steel Manufacturer - 2

Click the title 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

Profitability | BCG | Medium

Tractor Manufacturer

Click the title 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 outbound them?
Good question, The Client manufactures most of the essential parts but they have to outbound 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.

Profitability | BCG | Medium

Tractor Manufacturer

Click the title to give a mock interview

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 month

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 have increased the prices.

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

Sure, since there in no change in the demand side and the issue is related to the increased prices of the spare parts, there could be two reasons, ie, 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?

Profitability | BCG | Medium

Tractor Manufacturer

Click the title to give a mock interview

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

Profitability | BCG | Medium

Tractor Manufacturer

Click the title to give a mock interview

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.

Profitability | PrepLounge | Hard

Barb's BBQ

Click the title to give a mock interview

Your client is Barb B. Queue, the owner of a deli shop situated inside a busy supermarket. The shop has been facing stiff competition from neighboring supermarket offerings and nearby fast-food chains. Barb is concerned because store profits have stagnated and are beginning to decline over the long term. He has asked us to look into his books, diagnose the root causes of this stagnation, and propose actionable solutions. How would you like to approach this?

Thank you. To establish a baseline, could you clarify what Barb's business model looks like in terms of operating hours, core product categories, and any major operational constraints he is currently facing?

Barb's operates as a food business serving both deli meats and pre-processed prepared foods. The shop runs across two primary shifts—one in the morning and one in the evening—to align with the peak foot-traffic hours of the supermarket. As Barb noted, overall profits have hit a plateau and are trending downward over time.

Understood. Looking at the product mix, what specific items are we selling, and are there any signature items or combo meals? Furthermore, is there a particular product line driving this stagnation, and how is the broader competitive landscape performing?

Revenue is generated across two primary categories: deli foods and prepared foods. Within deli meats, the core offerings are BBQ chicken wings and pulled pork burgers. We don't immediately know which specific product is responsible for the stagnation, so we'll need to dig into the financials. We do know that Barb's pulled pork burger combo is quite popular and budget-friendly. In terms of competition, we are inside a busy supermarket where several rivals sell comparable food items. Here is an excerpt from our financial performance over the past decade, as well as a unit-level breakdown of our two main deli items.

Profitability | PrepLounge | Hard

Barb's BBQ

Click the title to give a mock interview

Looking at the unit economics, the chicken wings have healthy margins. At a selling price of $3.75 per 10-pack, raw material is $1.25, and labor adds roughly $0.40 per 10-pack ($16 hourly wage spread over 40 servings), delivering an operating margin around 50%. In contrast, the pulled pork burger faces a clear profitability issue. At 31 burgers sold over a 4-hour window, that is fewer than 8 burgers an hour. The raw material is $2.00 per burger, and the dedicated labor cost is $112 per day (4 hours at $28 per hour), or approximately $3.61 of labor per burger. That brings total variable cost to roughly $5.61 against a $5.00 selling price, which translates to a direct loss of around $0.60 per burger, or roughly $10 to $19 lost per day on pork burgers alone. Deli food revenue has also remained stagnant around $280,000 while cost of goods increased. How are our competitors pricing and marketing these categories?

You are spot on. In deli meats, our competitors have more aggressive marketing and undercut us on price. On the prepared foods side, our primary pressure comes from surrounding quick-service fast-food outlets.

Given that deli food has flatlined, I'd like to dissect the pricing and cost structure. Are our supplier contracts and employee labor rates competitive, and how does our burger price compare to the market?

We source all ingredients from a single large-scale distributor who supplies the broader market in bulk, so our procurement costs are competitive. Competitors sell comparable burgers for $4.50, and customer feedback indicates our food quality is on par with theirs. Labor costs, however, may warrant further scrutiny.

That highlights two immediate headwinds: our competitors undercut us by $0.50 on identical quality, and our labor costs are too high to support that price point. With a $2.00 material cost and 31 daily sales across 4 hours, Barb's labor rate would need to stay below $23–$24 an hour just to break even, and ideally drop between $16 and $20 an hour to carve out a sustainable margin and allow us to match competitor pricing. Beyond price and cost, should I investigate sales volume across supply and demand?

Profitability | PrepLounge | Hard

Barb's BBQ

Click the title to give a mock interview

Sales are driven by both dimensions, so analyzing both makes sense.

Since our raw material supply is stable, let's look at the operational capacity on the supply side. What does our staffing model look like, how are orders processed, and do we run into operational bottlenecks during peak periods?

We have five cooks and one manager who jointly manage kitchen operations and front-of-house service. The shop layout is physically constrained and cannot accommodate more than five kitchen staff. Furthermore, everything is prepared entirely fresh from scratch on the spot. During rush periods, that slow preparation process creates major bottlenecks, and staff regularly have to turn away paying customers because they cannot keep up with order volume.

That points to an operational throughput bottleneck: scratch cooking inside a fixed kitchen footprint slows order fulfillment and caps capacity. Turning to the demand side, is foot traffic dropping across the supermarket, or is the issue localized to our store?

Supermarket foot traffic is actually increasing. However, our customer base consists almost entirely of repeat, loyal patrons rather than new foot traffic.

That indicates a low customer acquisition rate despite a growing pool of potential shoppers. Is our store poorly located, or are competitors doing a better job capturing shoppers' attention?

Store location isn't an issue—all food stalls are clustered together in the central supermarket food court. However, our competitors have modern, vibrant storefronts that naturally draw people in, whereas our branding is quite dated.

How active is Barb in marketing, digital outreach, or customer retention programs?

We don't spend much on marketing. We have no digital footprint, no mobile presence, and no billboards. Our only promotional presence consists of basic posters hanging near the supermarket checkouts.

Barb's BBQ

Click the title to give a mock interview

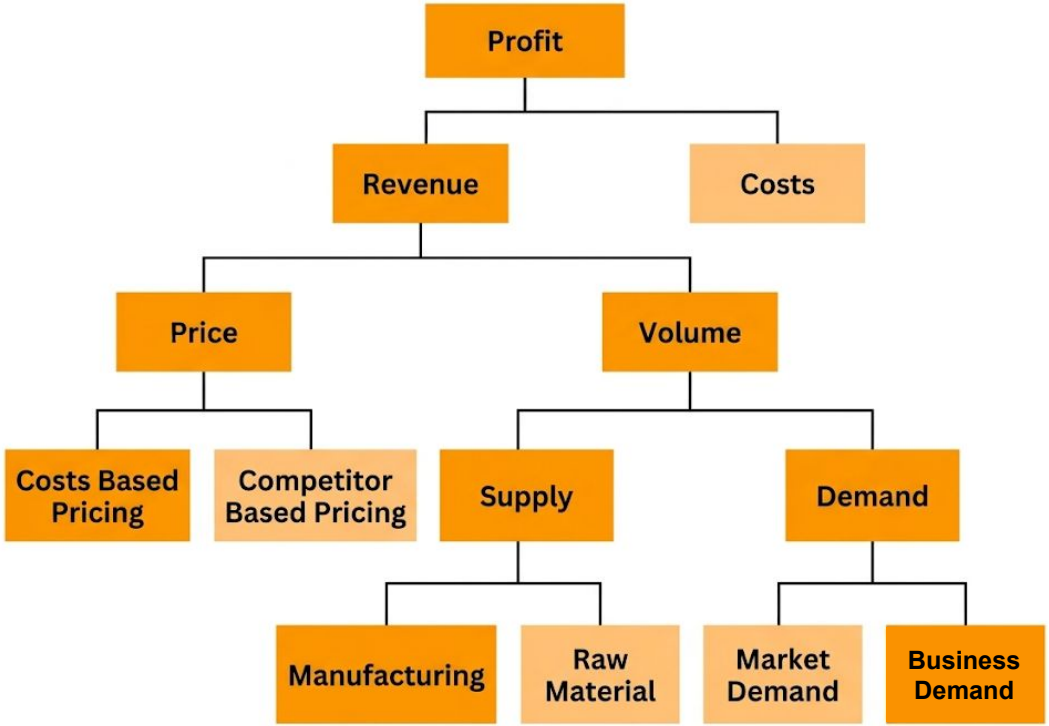
To summarize, Barb's BBQ is constrained by scratch-cooking bottlenecks that turn away peak-hour crowds, weak customer acquisition due to dated branding, and high labor costs on low-throughput items like the pork burger that prevent competitive pricing. To turn this around, Barb should immediately transition to batch-prepared, pre-assembled ingredients to clear kitchen backlogs without added headcount, while running walkway tasting stations to capture passing supermarket foot traffic. Over the medium to long term, standardizing staff assembly workflows will drive labor costs down to the targeted $16–$20 per hour range, and modernizing the storefront alongside introducing checkout intro-coupons and digital ordering will sustain customer acquisition against rivals.

Excellent synthesis. Focusing on prep bottlenecks and low-cost sampling addresses both the supply ceiling and the demand acquisition gap directly. That concludes our case.

Profitability | PrepLounge | Hard

Barb's BBQ

Click the title 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.

Profitability | BCG | Hard

Drug Manufacturer

Click the title to give a mock interview

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

Click the title to give a mock interview

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:
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.

1. Advocacy: Engage in lobbying efforts with the government to enhance the promotion of our product and secure subsidies to boost visibility and financial support.
2. Market Expansion: Establish manufacturing facilities in the Northeast region. This approach will strengthen our market presence and drive sales growth in that area.

Drug Manufacturer

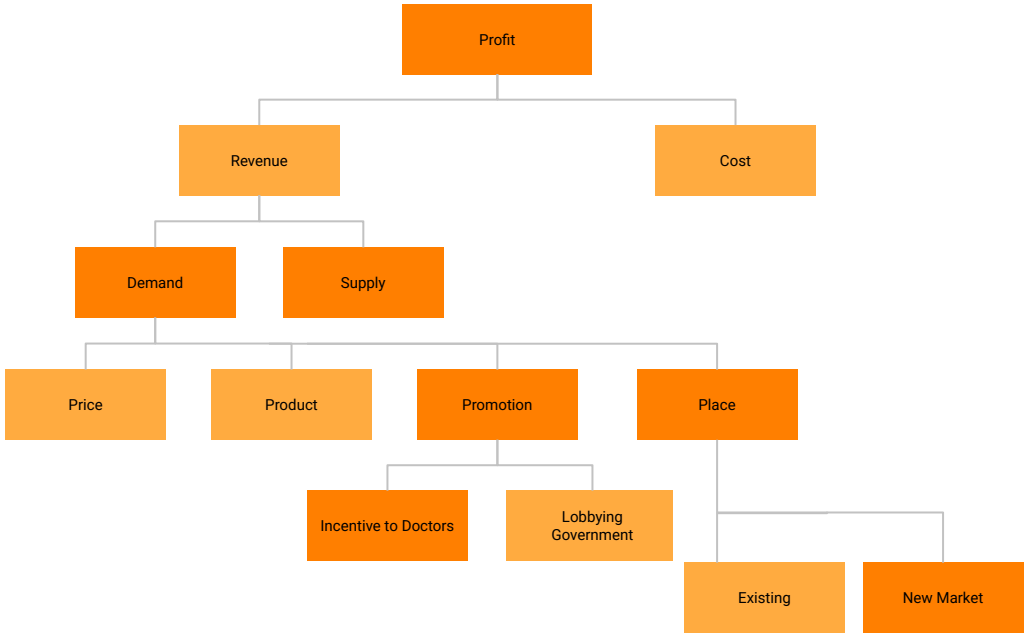
Click the title to give a mock interview

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

Click the title to give a mock interview



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.

Profitability | PrepLounge | Hard

Fashion Mail Order

Click the title to give a mock interview

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

Click the title to give a mock interview

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

Profitability | PrepLounge | Hard

Fashion Mail Order

Click the title to give a mock interview



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.

Krack The Case



Market Entry

Interview Transcripts

Market Entry | BCG | Easy

Airport Taxi

Click the title to give a mock interview

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.

Market Entry | BCG | Easy

Airport Taxi

Click the title to give a mock interview

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 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 m - $158.8 m - $2.5 m = $156.2 m.
The ROI(Net Profit / Total Investment) * 100%.: (($156.2 m- $125 m)/$125 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%.

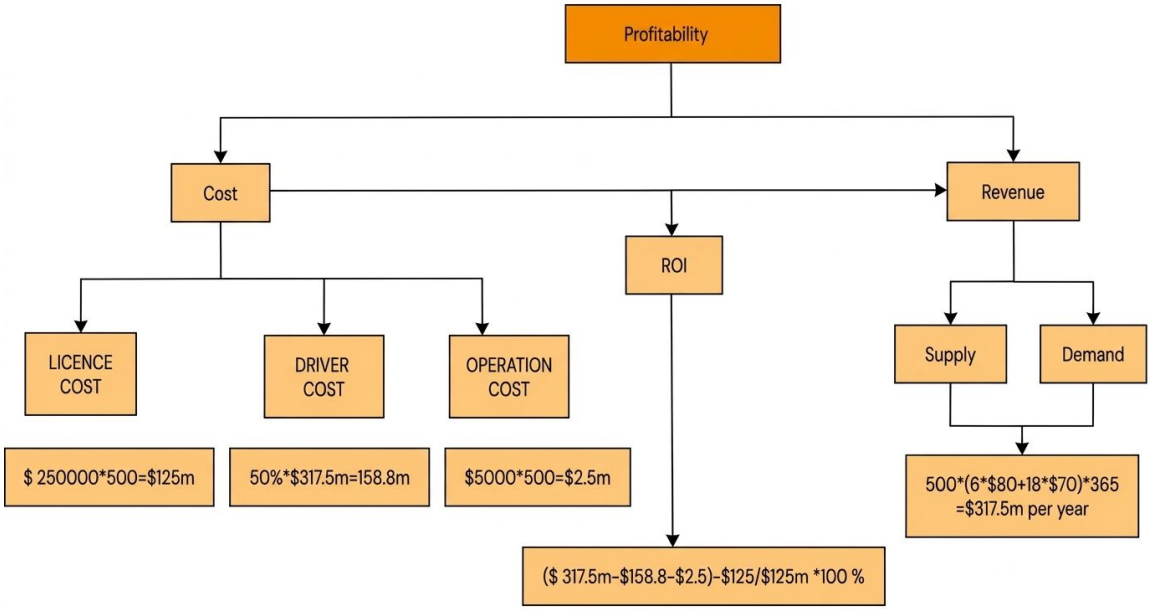
So what would be your final decision based on these calculations?

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

Click the title to give a mock interview



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.

Market Entry | Grant Thornton | Medium

Airline Route Expansion

Click the title to give a mock interview

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.

Market Entry | Grant Thornton | Medium

Airline Route Expansion

Click the title to give a mock interview

Are there any government incentives or regulatory schemes that would apply to this route?	Let's discuss operational feasibility. First, do you think the demand and passenger mix justify new flights?
Yes, the route falls under the UDAN scheme, which offers ATF tax rebates, reduced airport charges, and potential subsidies.	Yes, the current load factors and dual passenger mix indicate sufficient demand.
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?	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?
City A is already a hub. Adding City B enables connections to six additional cities. Government encourages fuel-efficient aircraft and carbon offset programs.	Competitors operate frequent low-cost services but with variable punctuality. A320/B737 narrow-body jets are suitable for this route.
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.	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.

Market Entry | Grant Thornton | Medium

Airline Route Expansion

Click the title to give a mock interview

Your operational analysis seem 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. With ₹7,200 revenue per passenger plus ₹72,000 fixed premium, break-even is ~87% occupancy (157 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?

Market Entry | Grant Thornton | Medium

Airline Route Expansion

Click the title to give a mock interview

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 after sustained load factors exceed the applicable break-even threshold (~87% before incentives).

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.

Market Entry | KPMG

Steel Manufacturer - 3

Click the title 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?

Steel Manufacturer - 3

Click the title to give a mock interview

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.

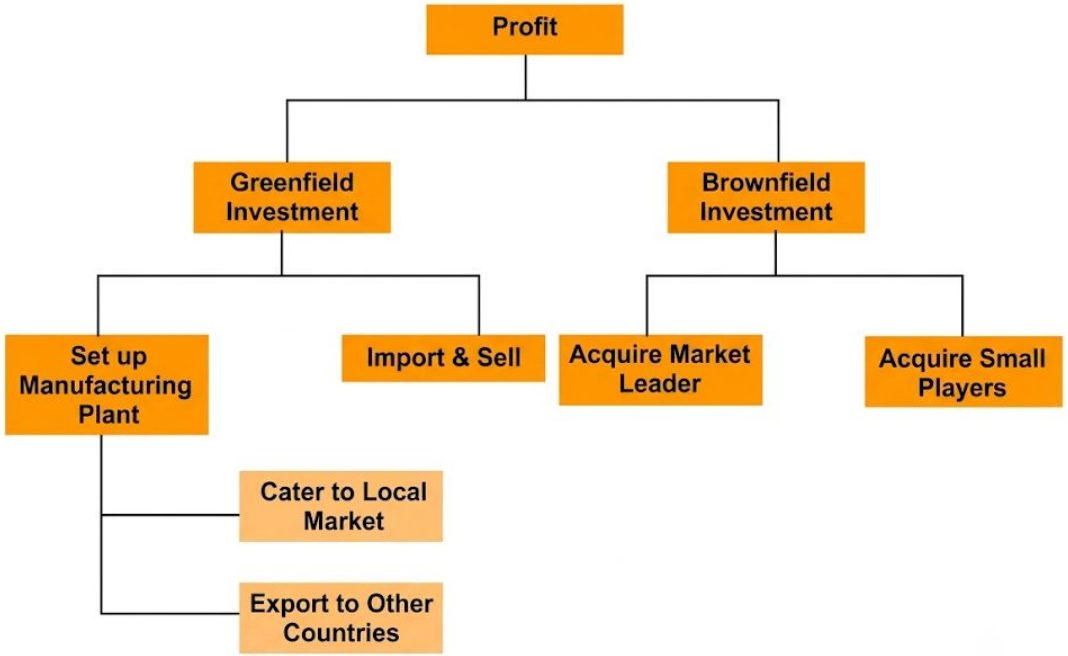
Good enough. Any proposal for brownfield investment?

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.

Steel Manufacturer - 3

Click the title 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 the title 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

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. 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.

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 the title 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

Click the title to give a mock interview

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.

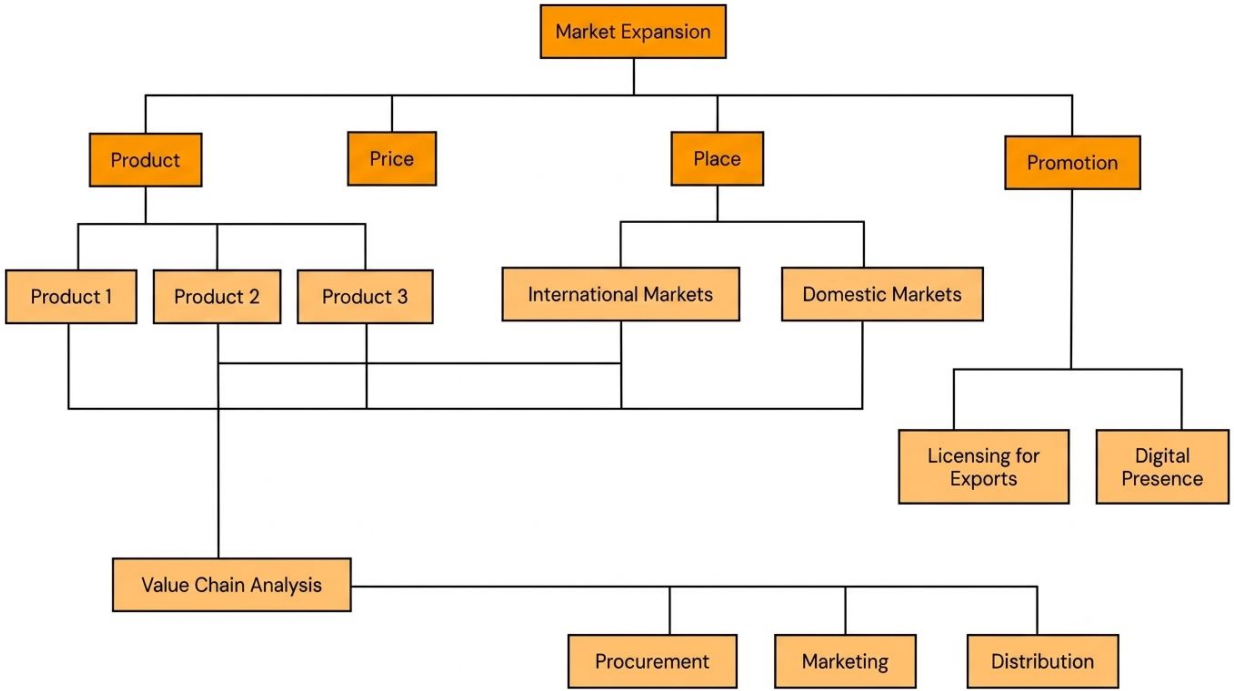
Okay. So let me focus on the cost aspects. I will start by analyzing the value chain. I will start by dividing the value chain into the following major subgroups:
R&D, Raw material extraction, Inventory management, Storage Transportation and Distribution and finally outsourcing and marketing.

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.

Argentinian Toy Manufacturer

Click the title 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.

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.

Market Entry | American Express | Hard

Perpetual Motion

Click the title to give a mock interview

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.

Market Entry | American Express | Hard

Perpetual Motion Invention

Practice this case →

A scientist wants to sell his perpetual-motion invention in Europe. How do you approach the market and first-year earnings?

I'd address three sequential questions: does it actually generate net usable energy, where would its physical characteristics create customer value if validated, and what first-year revenue and cash profit are realistic given capacity and a business model. Scientific validation is a gating requirement; market sizing is premature without it.

What product information do you need?

Claimed continuous electrical output, all measured energy inputs, size, weight, reliability, manufacturing and installation cost, maintenance requirements, regulatory safety, intellectual-property position and production readiness.

The PDF gives a manufacturing cost of $1,000, weight 30 kg, volume 1 m³, available materials, and a claim of continuous power. Later it specifies 50 watts output.

Then only conditional on independent verification it's a 50-watt continuous source that is physically large for its output. I'd verify metering, hidden batteries, temperature gradients, external fields, fuel inputs and instrument error before calling it a generator.

The scientist says it can later double power while reducing weight and volume to one-quarter. Does that change your assessment?

It would improve an otherwise valid product but not remove the need to prove the underlying physics. Under the claim, power would rise from 50W to 100W, weight fall from 30 kg to 7.5 kg, and volume fall from 1 m³ to 0.25 m³. This is a future design hypothesis, not a current specification.

Market Entry | American Express | Hard

Perpetual Motion Invention

Practice this case →

Where would you search for customers?

Segment by problem being solved, not only by total electricity demand: residential backup; ordinary commercial users; industrial/grid users; and remote infrastructure such as communications, monitoring, remote farms, islands and research sites. At only 50W and 1 m³, grid-scale and propulsion uses look implausible in the current claimed form. Remote sites might value continuous power more highly because grid connection or fuel delivery is costly.

Could you size the European opportunity by household electricity spending?

That would give context on electricity expenditure, but not our serviceable product market. The source assumes approximately 700 million people, four people per household and $1,500 annual electricity spend, producing 175 million households × $1,500 = $262.5 billion in theoretical household electricity spending. These are case assumptions, not verified current European data. Applying an arbitrary 2% market share to that spending does not establish first-year revenue from a 50W device.

Why is that distinction so important?

Because a 50W machine produces relatively little energy. We need to convert watts into annual kilowatt-hours, compare customer cost savings and choose whether the client sells devices, leases devices or sells electricity. Each has a different revenue model. The original draft moves between these models and projects billions without unit demand, manufacturing capacity or price validation.

Market Entry | American Express | Hard

Perpetual Motion Invention

Practice this case →

Calculate the theoretical annual output of one 50W machine.

If it operates 24 hours every day, 50 W = 0.05 kW; 0.05 × 24 × 365 = 438 kWh/year. At the source's illustrative electricity price of $0.30/kWh, the annual energy value is 438 × $0.30 = $131.40 per device before any maintenance or downtime. The earlier document also mentions $88/year for the same assumptions; that figure is inconsistent. $131.40 is the arithmetic result.

Is the economics compelling at a $1,000 manufacturing cost?

Ignoring many real costs, a theoretical simple payback from avoided electricity purchases is $1,000 / $131.40 = 7.61 years. That is a long capital recovery for an unproven device. Importantly, avoided grid cost is a value to the customer, not automatically the inventor's revenue. If we sell the unit upfront, revenue is the sale price; if we retain and operate it, revenue depends on contracted electricity or service payments.

The source also asks for an NPV calculation over 20 years at 5%. Can you evaluate it?

Only as a conditional mathematical exercise, with 438 kWh delivered every year, electricity valued at $0.30/kWh, a 20-year usable life, no downtime, no operating or replacement costs, and a 5% discount rate:

PV of 20 years of annual energy value = $131.40 × [1 − (1.05)^(-20)] / 0.05 ≈ $1,637.5.

Conditional NPV = $1,637.5 − $1,000 ≈ +$637.5 per machine.

This is not proof of project viability. It ignores physical feasibility, additional initial costs, maintenance, financing, taxes, customer willingness to pay and the fact that the energy value may accrue to the customer rather than the manufacturer.

Perpetual Motion Invention

Practice this case →

Could you estimate first-year earnings instead of a huge theoretical market number?

We need an explicit commercialization model. For a purely illustrative device-sale scenario, suppose—after independent proof and certification—the client can produce and sell 500 units in year one for $1,800 each. That price, volume and customer demand are [Illustrative assumption], not present in the source.

Illustrative first-year device-sales P&L — Calculation · Amount
Units sold — Assumption · 500
Revenue — 500 × $1,800 · $900,000
Manufacturing cost of units — 500 × $1,000 · $500,000
Gross profit before other costs — $900,000 − $500,000 · $400,000
Validation, sales, distribution and operating expenses — [Illustrative assumption] · $600,000
Operating profit / (loss) — $400,000 − $600,000 · −$200,000

So this deliberately conservative example produces $0.9 million of first-year sales but a $0.2 million operating loss. Actual results are indeterminate without validated technology, sales price, demand, costs and timing.

How would earnings differ if the firm sold generated energy rather than machines?

Market Entry | American Express | Hard

Perpetual Motion Invention

Practice this case →

At 500 working units and the source's assumed $0.30/kWh, maximum theoretical annual electricity revenue would be 500 × 438 × $0.30 = $65,700, before any operating costs and availability losses. That makes clear why device sale revenue, annual electricity revenue and market electricity spend must never be conflated.

Which European segment would you pilot first if the science checked out?

Remote monitoring or infrastructure buyers who need tens of watts continuously and face high alternatives to grid electricity. I'd interview a narrow set of customers and compare this hypothetical machine against solar plus batteries, conventional batteries, grid extension, fuel cells and generators on reliability, total cost, serviceability, footprint and safety. Novelty is not itself a business case.

What are the biggest risks?

First and decisive: scientific impossibility or measurement error. Second, regulatory and product-safety evidence. Third, low energy density and customer adoption. Fourth, manufacturing scale, service obligations and working-capital funding. Fifth, a mismatch between the chosen business model and the value created for buyers.

What if an independent test shows a hidden external energy input?

Then the device is not perpetual motion, and the investor case must be rebuilt as an energy conversion or storage technology using its true input cost, efficiency, reliability and competing alternatives. We should not market or value it as “free continuous energy.”

If a successful validation did occur, what would the commercialization sequence be?

Market Entry | American Express | Hard

Perpetual Motion Invention

Practice this case →

Independent verification → standards/safety work → constrained customer pilot → real-world total-cost comparison → paid contracts and manufacturing scale-up. I'd set stop/go gates at every stage. I would avoid a claim such as “2% of Europe's electricity market in year one” unless unit capacity, addressable applications, customer purchasing decisions and prices justify it.

Give me your final recommendation.

Do not invest in commercialization or claim first-year profits before independent scientific validation. The case's conditional math is useful for interviewing—438 kWh/year, $131.40 annual energy value and a hypothetical +$637.5 discounted value under

unrealistic zero-cost assumptions—but none of it overcomes the fundamental physics problem. If the device instead proves to be a legitimate externally powered technology, start with narrowly defined remote-use pilots and build forecasts bottom-up from proven unit economics.

The inventor calls this a perpetual-motion machine. What's the single most important conceptual problem with the case?

A machine that produces net usable energy indefinitely without any external energy input conflicts with established thermodynamic principles. There is no credible demonstrated perpetual-motion apparatus producing free energy. A strong answer cannot treat that

Perpetual Motion Invention

Practice this case →

premise as a proven engineering breakthrough. I can still explain how to evaluate a hypothetical claim—independent verification, energy accounting, safety, markets and commercial forecasts—but no revenue forecast should be presented as attainable until the science is independently established.

Suppose the scientist insists the machine runs continuously. What experiment do you request?

Independent metrology in a controlled environment by qualified external experts. Document system boundaries and measure all inputs and outputs over sufficient time: electricity, heat, stored mechanical or chemical energy, batteries, environmental gradients, magnetic fields or hidden connections. Calibrate instruments, repeat tests, use independent replication and publish the measurement methodology. If a legitimate input exists, classify the product as energy conversion or harvesting and evaluate it under its real input/output balance.

The PDF claims each unit produces 50 watts continuously. What can you calculate conditionally?

At 50 W = 0.05 kW for 8,760 hours in a 365-day year, energy is 0.05 × 8,760 = 438 kWh/year. At the source's hypothetical $0.30/kWh, the gross annual electricity value is $131.40 per unit. These are arithmetic results if steady output exists, not evidence that such output is physically possible or sellable at that price.

The source gives a manufacturing cost of $1,000, 30 kg mass and 1 cubic metre volume. Evaluate power density.

Market Entry | American Express | Hard

Perpetual Motion Invention

Practice this case →

The device produces 50 W per cubic metre and about 1.67 W per kilogram under its claimed specs. That's low for many transportation and residential applications because space and mass matter. A customer may also need wiring, protective enclosures, installation and power conditioning; usable output might be less than the claimed figure. Those costs and derating factors are not specified by the source.

The scientist hopes to address Europe's electricity market. Why not take two percent of that market as sales?

Because a market-spend percentage is not device revenue. The device's addressable value depends on verified output, customer alternatives, price, feasible use cases, manufacturing capacity, certification, willingness-to-pay and route-to-market. A large electricity market does not imply customers will purchase millions of bulky 50-watt units. I would instead calculate addressable applications and units through a bottom-up demand model.

Show the simple payback and its limitations.

At a $1,000 acquisition/manufacturing cost and $131.40 yearly electricity value, simple payback is 1,000 / 131.40 ≈ 7.61 years. But cost-to-manufacture is not automatically the customer's purchase price; the producer needs a selling margin, and customers incur service/installation expenses. This payback also assumes 100% uptime, no output degradation, constant tariffs, perfect conversion/usage and no maintenance. It is an optimistic arithmetic bound even before the physics problem.

The original source computed a positive NPV over 20 years. Reconcile it.

Market Entry | American Express | Hard

Perpetual Motion Invention

Practice this case →

With annual hypothetical benefit $131.40, life 20 years and discount rate 5%, the annuity present-value factor is approximately 12.4622; PV of benefits is about $1,637.53. Deducting $1,000 upfront yields +$637.53 per machine before maintenance, installation, downtime, taxes, real purchase margin and technical feasibility. That's an economic thought experiment, not a go decision. If the machine were sold to customers for $1,800, the buyer's NPV at the same electricity price would become approximately −$162.47 before other costs.

How much does even a modest annual maintenance fee change the model?

[Illustrative assumption] With $20/year of operating expense, annual net benefit drops to $111.40. Its PV is approximately 111.40 × 12.4622 ≈ $1,388.3; minus $1,000 upfront gives about +$388.3. If we add $400 of installation expense, the simplified NPV turns slightly negative. Small unmodeled costs matter because the device produces so little energy per unit.

Can we make a commercial case by selecting high-electricity-price customers?

Theoretically, yes as a conditional economic scenario. Remote monitoring or isolated facilities may face higher effective cost per delivered kWh due to fuel transport, battery replacement or grid connection. But they also face severe demands on reliability, serviceability, weight, storage and environmental resilience. We should compare the real alternatives, such as solar plus battery, remote power cables and conventional generators, using an application-specific total cost of ownership.

Market Entry | American Express | Hard

Perpetual Motion Invention

Practice this case →

Define a market segment more tightly than "remote industries."

I'd target 50-watt-class continuous loads in locations with unusually costly power delivery, provided 30 kg and 1 m³ are acceptable perhaps certain stationary sensor or telecom auxiliary loads. I would exclude applications needing kilowatts of power until product density improves. For each microsegment, estimate installed-base count, percent with unmet power needs, applicable service cost and acceptable upfront price. Then interview customers to verify those values.

Illustrate bottom-up year-one unit demand.

[Illustrative assumption] We identify 2,000 potentially suitable remote sites within the reachable pilot region. After feasibility screening, 20% qualify physically, 25% of qualified sites enter a funded trial and each trial buys 2 units. That suggests 200 trial units (2,000 × 0.20 × 0.25 × 2). At a hypothetical selling price of $1,500, gross device sales would be $300,000. This depends entirely on scientific validation and actual buyers. The result is much more defensible as a model than claiming a fixed percentage of Europe's electricity spend.

Give the corresponding device-business P&L.

Market Entry | American Express | Hard

Perpetual Motion Invention

Practice this case →

At 200 units sold for $1,500, revenue is $300,000. If the $1,000/unit manufacturing cost holds, COGS is $200,000, leaving $100,000 gross profit before transport, warranty, engineering and distribution. [Illustrative assumption] If R&D, validation, compliance, sales and overhead cost $180,000 in year one, approximate operating result is −$80,000. A very different result could arise with licensing, energy-as-a-service or other pricing—but none can be reliably valued today.

Could you instead sell the electricity output from the 200 units?

Assuming all 200 units run continuously all year and someone pays $0.30/kWh for the electricity, gross energy revenue is 200 × 438 × $0.30 = $26,280 per year. This is much smaller than $300,000 in one-time device revenue. Comparing device sales to yearly electricity-market spend without recognizing the distinct business model is a fundamental modeling mistake.

Suppose the inventor claims future improvements will double output and cut size and weight to a quarter. What's the new density?

Under that source-supplied hypothetical, the unit would produce 100 W, weigh 7.5 kg, occupy 0.25 m^3. Power density becomes 400 W/m^3 and 13.33 W/kg—an eightfold improvement over the 50 W/m^3 and ~1.67 W/kg initial version, assuming comparable definitions. But future claims need their own independent proof and may change cost, lifetime, safety and manufacturability.

How should IP ownership affect commercialization choices?

Market Entry | American Express | Hard

Perpetual Motion Invention

Practice this case →

Once the underlying science is validated, verify freedom to operate, patentability, ownership and licensing rights before revealing details widely. A credible licensing model could reduce manufacturing capital needs but lower retained economics. The invention's novelty or a patent application is not itself scientific proof; patents and experimental validity must be assessed separately.

What are the operational and regulatory hurdles in Europe?

Product safety, electrical interfaces, conformity assessment, installation requirements, warranty and environmental considerations would need expert review based on the actual device. I'd avoid naming a uniform regulatory approval pathway without knowing the product category. Purchasers would need service guarantees and evidence of reproducible performance, especially because the underlying claim is extraordinary.

Would you advise raising money immediately?

Only for an appropriately bounded validation study if evidence merits investigation, with honest disclosure of the thermodynamic issue and a strict stop rule. I would not recommend fundraising on projected perpetual-motion sales or exaggerated European market capture. If independent tests reveal a hidden input, reframe the opportunity around the real technology and its demonstrable comparative advantage.

Summarize the final recommendation and its main caveat.

The commercial analysis begins with a hard scientific gate: an independently reproducible power balance. The source provides useful hypothetical arithmetic—438 kWh/year, $131.40 annual energy value, 7.61-year simple payback and a positive zero-maintenance NPV at the manufacturing cost—but it

Market Entry | American Express | Hard

Perpetual Motion Invention

Practice this case →

does not demonstrate a physically feasible perpetual-motion system. Conditional on verified technology, focus on narrow 50-watt remote applications and build year-one earnings from viable units, selling price and full operating costs. Without independent proof, there is no credible commercial forecast.

Gate — Evidence required · Decision
0. Energy conservation — Independently measured input/output balance over time · If unaccounted net energy is claimed, require replication; do not commercialize
1. Reproducible output — Calibrated external test of actual usable watts · Continue only if legitimate technology is verified
2. Safety and lifecycle — Reliability, installation, maintenance, regulatory review · Build realistic total ownership economics
3. Buyer value — Paid customer pilots versus available alternatives — Price and position only where customer value is demonstrated
4. Scale economics — Manufacturing cost, capacity, warranty, operating overhead · Forecast earnings bottom-up

Critical analytical hygiene: Device sales, the financial value of electricity produced, supplier manufacturing costs, and end-user purchase-price economics are four different quantities. Their accidental conflation is the biggest arithmetic error in the original hypothetical narrative.

Gate 1: Independent measurement and scientific validation. Gate 2: Total cost, safety and customer value versus conventional alternatives. Gate 3: Paid pilot and capacity-based sales forecast. Conditional economics only: 438 kWh/year at 50W;

Market Entry | American Express | Hard

Perpetual Motion Invention

Practice this case →

$131.40 of annual electricity value at $0.30/kWh; theoretical 7.61-year simple payback. Critical correction: Large electricity-market expenditure is not the venture's revenue, and physical laws cannot be assumed away by a positive spreadsheet NPV.

Pricing | Deloitte | Easy

Hair Oil

Click the title to give a mock interview

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?

Pricing | Deloitte | Easy

Hair Oil

Click the title 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

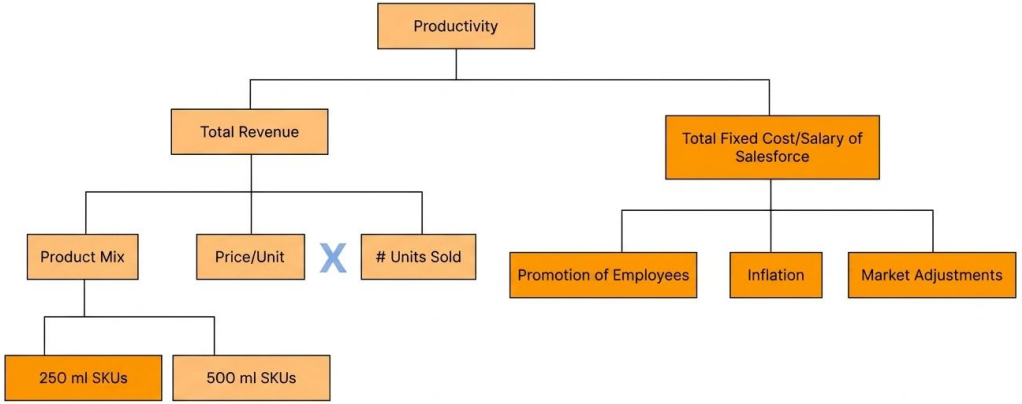
I think we have reached the problem faced by the client. We can close the case here.

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

Pricing | Deloitte | Easy

Hair Oil

Click the title to give a mock interview



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%.

Pricing | HiLabs | Easy

Jio Pricing Model

Click the title 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.

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 the title 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?

Based on the competitive benchmarks, Jio Cinema's price-sensitive target segment, and for acquiring a large user base, I would recommend testing a base subscription price of ₹59 per month. This would create an affordable entry point while leaving room for premium tiers and content-specific add-ons.

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

Click the title to give a mock interview

- 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

Click the title to give a mock interview

What pricing do you envision for this family-based subscription?

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.

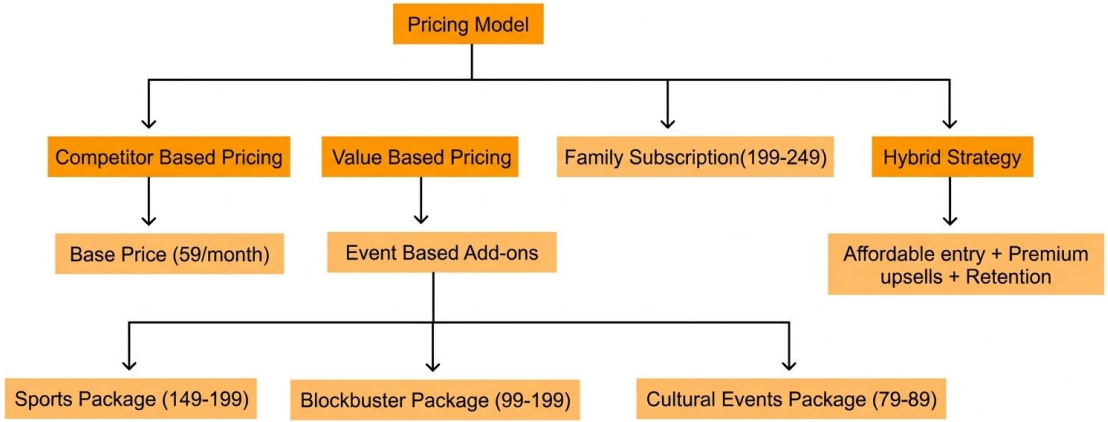
I recommend a multi-tiered pricing strategy for Jio Cinema. The base price should be set at ₹59 per month to ensure accessibility and competitiveness. For specific content, we can offer event-based packages: Sports Package at ₹149 to ₹199 per month, Blockbuster Package at ₹99 to ₹119 per month, and Cultural 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.

Pricing | HiLabs | Easy

Jio Pricing Model

Click the title 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.

Pricing | Bain & Company | Medium

Bank Envelope

Click the title 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?

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 $15 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?

Pricing | Bain & Company | Medium

Bank Envelope

Click the title to give a mock interview

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 22.2% margin, compared to $15M profit last year.

Capturing 100% market share is unrealistic, despite our cost advantage. We should explore a smaller price reduction that maintains profitability with a more achievable market share.

Bank Envelope

Click the title to give a mock interview

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

The 25% decline reduces market demand from 100 million to 75 million units. At $0.90 per unit, we must capture 100% of the market to maintain our $15 million profit.But capturing 100% of the market cannot be solely assumed from our cost advantage.Therefore, I recommend testing targeted price reductions and evaluating alternative price points before implementing a universal price cut.

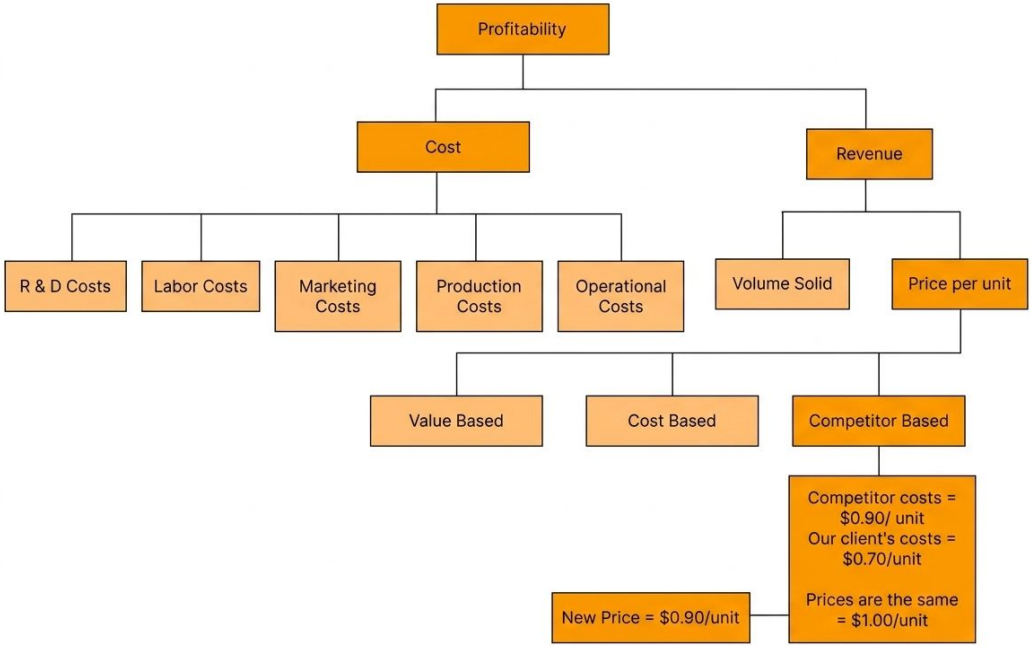
Alright. Can you wrap up with your final recommendation?

I recommend leveraging CustomLope's cost advantage to grow market share profitably. At $1 per unit, it needs **66.7% market share** to maintain $15 million in profit, while a $0.90 price requires capturing 100% of the market which not realistic. I recommend testing targeted discounts to win competitor customers while protecting margins, scaling only if we can maintain the $15 million profit target.

Excellent. That concludes the case.

Bank Envelope

Click the title 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.

Pricing | Mastercard | Medium

EV Pricing

Click the title 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.

Pricing | Mastercard | Medium

EV Pricing

Practice this case →

Our car client is entering EVs. What should it charge for the new car?	[Illustrative assumption] It has competitive basic features and a reliable warranty, but no extraordinary technological differentiation. The goal is profitable entry, not market share at any price.
Before naming a number, I would clarify the car segment and target market, the product's specifications, the launch objective, the company's unit economics and the competitive alternatives. Otherwise a single price would be arbitrary. Are we discussing a premium SUV, mass-market hatchback or another segment, and in which market?	I would triangulate price using customer willingness to pay, competitor reference points, and a cost-and-margin floor, then test demand and capacity. What's the competitive range for comparable vehicles, on the same tax and feature basis?
[Illustrative assumption] A compact city-oriented passenger EV in India, aimed at middle-income commuters.	[Illustrative assumption] Comparable customer propositions cluster around ₹12.5–15 lakh on a normalized pre-indirect-tax price basis.
What are the range, charging speed, warranty and safety positioning? Are they at parity with current alternatives?	Do we know our likely customers' willingness to pay?

Pricing | Mastercard | Medium

EV Pricing

Practice this case →

[Illustrative assumption] Research suggests a meaningful target segment will consider about ₹13.5–14.5 lakh for our offering. This needs field validation.

Next I'd quantify unit economics. What are expected variable production costs, warranty/logistics/dealer costs and fixed program investment?

[Illustrative assumption] Manufacturing variable cost is ₹8.7 lakh/car; variable warranty, distribution and dealer-support costs add ₹1.0 lakh/car. Annual allocated fixed program cost is ₹260 crore, with a base-case volume of 20,000 cars/year. Treat all these as comparable net-of-indirect-tax manufacturer economics.

Then variable cost per car is ₹8.7L + ₹1.0L = ₹9.7L. At 20,000 cars, fixed cost per car is ₹260 crore / 20,000 = ₹1.3L. So the fully loaded base-case unit cost is ₹11.0L. If the target is a 20% operating margin on selling revenue, the price must be ₹11.0L / (1 − 20%) = ₹13.75L, assuming this cost allocation and sales volume hold.

Is cost-plus pricing enough?

No. ₹13.75L is a financially justified candidate, not a valid price without demand testing. It falls inside the illustrative customer-acceptance band and competitive range, which is encouraging. But I would validate feature parity, charging needs, financing attractiveness, competitor promotions and price sensitivity, because the optimal price maximizes risk-adjusted profit, not a target markup in isolation.

Can you sanity-check annual profit at ₹13.75 lakh?

Pricing | Mastercard | Medium

EV Pricing

Practice this case →

Yes, using only the illustrative assumptions and excluding taxes, financing and any additional corporate overhead not modeled:

Base case at 20,000 vehicles — Calculation · Result
Annual manufacturer revenue — 20,000 × ₹13.75L · ₹2,750 crore
Variable cost — 20,000 × ₹9.7L · ₹1,940 crore
Contribution after variable costs — ₹2,750cr − ₹1,940cr · ₹810 crore
Fixed program cost — Given · ₹260 crore
Modeled operating profit — ₹810cr − ₹260cr · ₹550 crore
Modeled operating margin — ₹550cr / ₹2,750cr · 20%

This is a scenario, not a forecast. In a true launch P&L I'd include marketing, incentives, corporate costs, capital spending, after-sales obligations, battery warranty risk, plant utilization and taxes consistently.

What happens if demand is lower than expected?

Fixed cost gets spread across fewer cars, so margins fall. The fixed-cost break-even volume at the candidate price is approximately ₹260 crore / (₹13.75L − ₹9.7L) = 6,420 cars, assuming contribution per car remains ₹4.05L. This is a simplified program operating break-even, not necessarily cash-flow breakeven after all corporate and capital costs.

Would you charge less to accelerate adoption?

Possibly, but I would test whether incremental volume offsets the lost margin and whether capacity can absorb it. At ₹12.75L, unit contribution drops from ₹4.05L to ₹3.05L before fixed costs. A one-lakh reduction needs a meaningful volume gain to compensate. Conversely, price above ₹14L may limit entry into the target buyer segment.

Pricing | Mastercard | Medium

EV Pricing

Practice this case →

What alternatives to a headline discount can improve affordability?

Competitive financing, clear total-cost-of-ownership comparisons, a strong warranty, charging-support partnerships and a well-structured variant ladder. These can improve perceived value without permanently lowering the manufacturer's base price. Claims about running costs must be based on realistic tariffs and driving patterns.

Would you launch one price across all cities?

I'd begin with a clear national reference strategy but account for tax treatment, dealer structures, local fees and charging convenience, which affect the final consumer price. We must not confuse manufacturer net realization, ex-showroom price and on-road price. The illustrated ₹13.75L is a comparable pre-indirect-tax net selling-price recommendation, not a quoted on-road consumer price.

How would you select a test price?

Use stated-preference research to set candidate prices, then small-scale booking or dealership experiments that comply with applicable consumer rules. Track qualified leads, booking conversion, cancellations, variant mix, financing acceptance, net revenue per car and realized contribution. The effect of price should be estimated against comparable geographies and channels.

Suppose a competitor launches a cheaper EV just before us. What changes?

Recalculate the value differential, not merely match its sticker price. If it wins through range, charging speed, reliability or financing, our product or value proposition may need improvement. If the difference is only promotional, an unconditional permanent price cut could be unnecessary. I would also model competitor response and dealer profitability.

Pricing | Mastercard | Medium

EV Pricing

Practice this case →

Give me your final price.

Under the illustrative case facts, I'd recommend ₹13.75 lakh per car on the agreed net-of-indirect-tax comparison basis as the initial candidate price. It's consistent with the 20% modeled margin, the

stated ₹13.5–14.5L customer acceptance band and the competitive ₹12.5–15L range. I'd only convert it to a final advertised ex-showroom and on-road price after confirming tax/channel treatment, and I'd validate demand before scaling production.

You need to decide the price of a new EV. Why is taking manufacturing cost plus a fixed margin inadequate?

Customers buy against alternatives, not against our factory ledger. Price must reflect target users' willingness-to-pay, competitive positioning, total ownership cost, features, warranty, charging experience and channel economics. Cost-plus establishes a floor or profitability constraint, not necessarily the market-clearing optimum. A car can be profitable per unit but sell too few units to recover platform development and tooling costs.

First clarify the product. What do you ask the client?

Is it a mass-market city car, compact SUV, premium family vehicle or fleet product? Which country/regions and customer income group? What are the planned range, battery size, real-world efficiency, safety and comfort features, warranty, charging capability and production capacity? What ICE and EV alternatives are consumers comparing? Is the objective launch penetration, near-term unit profit, total program NPV or branding the manufacturer as an EV player?

Pricing | Mastercard | Medium

EV Pricing

Practice this case →

For this mock, assume an Indian compact electric SUV for urban households, targeting practical daily commute and occasional longer trips. There is no established price yet.

[Illustrative interviewer scenario] I would evaluate three price anchors: comparable EV transaction prices, selected ICE vehicle total cost of ownership and our economics at scale. I'd also segment fleet buyers versus families; their TCO and financing sensitivities differ. I would avoid pretending the source PDF provides any actual battery capacity, cost or competing prices—it contains only the one-line case prompt.

How does an EV's total ownership cost influence sticker price?

EV buyers may consider energy expense, maintenance, insurance, resale uncertainty, battery degradation, home charging access, charging downtime and financing. I would compute the present value of incremental savings versus an ICE alternative under a realistic driving profile. Those savings can support willingness-to-pay, but not all savings translate one-for-one into a price premium because convenience and risk also matter.

Give an illustrative TCO comparison.

Pricing | Mastercard | Medium

EV Pricing

Practice this case →

[Illustrative assumptions] A buyer drives 12,000 km/year. The EV consumes 0.15 kWh/km, so it requires 1,800 kWh/year. At ₹9/kWh, charging energy is ₹16,200/year before charging losses. An ICE alternative achieves 15 km/litre, using 800 litres/year at ₹100/litre, or ₹80,000/year. The annual energy-cost difference is ₹63,800, before varying maintenance, charging losses, insurance, finance, resale and infrastructure cost. Over five undiscounted years that's ₹3.19 lakh, but the actual ownership-value premium is lower or higher depending on those omitted terms and discounting.

Can your launch price simply equal the ICE price plus ₹3.19 lakh?

No. It would misstate five-year savings as guaranteed, ignore discounting and non-energy costs, and assume consumers value uncertain future savings at par. Some buyers lack home charging or drive too little to recoup the EV premium. I would measure willingness-to-pay through research and actual revealed behavior, supported by a TCO calculator with transparent assumptions.

Build a factory-to-customer price bridge.

Pricing | Mastercard | Medium

EV Pricing

Practice this case →

Separate ex-showroom customer price, OEM net realization, applicable taxes/fees, distribution/channel share, warranty reserves, production variable cost, and allocated fixed program cost. They cannot be treated as synonyms. The answer should declare which "price" the interviewer expects. For this mock, I'd quote an illustrative ex-showroom launch price and show the OEM contribution bridge using an assumed net realization fraction.

Work through one transparent price scenario.

[Illustrative assumptions; all numbers invented for interview arithmetic] Proposed ex-showroom price ₹17.99 lakh. Assume OEM net realization after the channel/tax adjustments included in this simplified scenario is 86% of that price = ₹15.4714 lakh. Unit variable manufacturing cost is ₹11.50 lakh, and variable warranty/logistics/service provisions are ₹0.70 lakh. Then approximate contribution before fixed program costs is ₹3.2714 lakh per car. Actual tax incidence, accounting treatments and dealer structures must be confirmed before any real quote.

Your team says lower the price by ₹1 lakh to sell 15% more cars. Is that better?

Pricing | Mastercard | Medium

EV Pricing

Practice this case →

[Illustrative demand scenario] At ₹16.99 lakh, assume the same 86% realization: ₹14.6114 lakh. With the same ₹12.20 lakh combined variable cost, unit contribution becomes ₹2.4114 lakh. At 10,000 units under the higher price, total contribution is about ₹327.14 crore. At 11,500 units under the lower price, it's approximately ₹277.31 crore. Under these assumptions, the higher price creates more total contribution; the 15% sales lift doesn't offset the lower margin. But those volumes and margins are hypothetical—consumer research must inform the elasticity curve.

What volume would make the lower price equally profitable on contribution?

The required units are ₹327.14 crore ÷ ₹2.4114 lakh per unit ≈ 13,566 cars, about 35.7% more volume than the assumed 10,000 at ₹17.99 lakh. That is the break-even volume uplift on this simplified contribution basis, ignoring differences in fixed marketing, support and capacity investment.

What are the biggest pitfalls in that model?

Assuming per-car cost is independent of volume, not testing whether capacity can support the extra cars, neglecting financing discounts and dealer promotions, and treating taxes as a universal fixed percentage. More vehicles could improve procurement economies or increase working-capital and warranty exposure. Battery input prices, supplier contracts and product variants can materially change contribution over time.

How would you measure willingness-to-pay without relying solely on a survey?

Pricing | Mastercard | Medium

EV Pricing

Practice this case →

I'd combine competitor configuration mapping, customer interviews, discrete-choice/conjoint research, dealer-level lead-to-booking conversion tests where permissible, reservation deposit experiments and financing offer uptake. Survey interest is not a purchase commitment. For a new vehicle, a small pilot with real offers is more reliable than a single hypothetical price question.

Should the firm offer one trim or many?

Likely a small, clear ladder: entry trim with adequate safety and core range; mainstream trim offering useful comfort; premium trim adding convenience. Keep variant count manageable so parts and supply-chain complexity don't consume margin. The entry price must not rely on a token low-stock variant; customer trust is harmed by misleading availability.

What if charging infrastructure is a stronger purchase barrier than price?

Then a price cut may be ineffective. The strategy should include partnerships for dependable charging, home installation support, transparent battery warranty, real-world range education and service readiness. I'd test the lift in conversion from a charging-support bundle versus an equivalent monetary discount. Some buyers primarily need confidence rather than a lower sticker price.

Where does price sensitivity vary?

By annual mileage, charging access, geography, household income, fuel usage, financing availability, resale expectations and fleet versus private use. High-mileage fleet operators may value TCO and uptime more than ex-showroom sticker price. Low-mileage private buyers may be more sensitive to upfront cost and uncertain resale value. The initial portfolio and channel strategy should reflect these differences.

How should you handle subsidies and regulations?

Pricing | Mastercard | Medium

EV Pricing

Practice this case →

Model incentive-eligible and non-eligible scenarios separately, validate actual current subsidy eligibility and tax rules before announcing prices, and avoid building sustainable economics around a subsidy that may expire. The source document does not specify current policy. Finance and legal teams should approve final customer prices and disclosures.

Give an optimization framework beyond static profit per car.

For candidate price p, estimate expected program contribution(p) = expected units(p) × [OEM net realization(p) − variable unit cost(p)] − incremental marketing/fixed program spend(p). Then assess NPV over the program, financing and capacity constraints, and strategic value. Price choices should be stress-tested against battery-cost swings, demand elasticity, competitor cuts, warranty claims and production ramp delays.

What would you actually recommend in this hypothetical?

I'd test ₹17.99 lakh ex-showroom as an illustrative anchor, not a proven optimal market price. Run structured willingness-to-pay and booking research around ₹16.99–18.99 lakh, estimate the demand curve by trim, and choose the price maximizing sustainable program contribution while meeting the intended positioning. Confirm that safety, warranty and charging propositions are adequate; a compelling sticker price alone doesn't create an EV business.

Pricing | Mastercard | Medium

EV Pricing

Practice this case →

Illustrative variable — Higher-price scenario · Lower-price scenario
Customer ex-showroom price — ₹17.99 lakh · ₹16.99 lakh
OEM realization, assumed 86% — ₹15.4714 lakh · ₹14.6114 lakh
Variable production + provisions — ₹12.20 lakh · ₹12.20 lakh
Contribution per vehicle — ₹3.2714 lakh · ₹2.4114 lakh
Assumed units — 10,000 · 11,500
Total contribution — ₹327.14 crore · ₹277.31 crore

Candidate launch price: ₹13.75 lakh, illustrative manufacturer net-of-indirect-tax basis. Why: Value-compatible and meets 20% modeled operating margin at 20,000 annual sales. Key tests: Actual willingness to pay, booking conversion, competitive positioning, battery warranty and realistic volumes. Risk: Fixed-cost absorption if demand is weak; unmodeled regulatory or commercial costs.

Coaching note: Distinguish sticker price from OEM realization, and contribution margin from program profitability. A real EV-pricing answer requires verified cost build, channel/tax treatment, competitor offers and demand evidence; this is an internally consistent illustrative exercise.

Pricing | Accenture | Medium

Fast Food Pricing

Click the title 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?

Pricing | Accenture | Medium

Fast Food Pricing

Click the title 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.

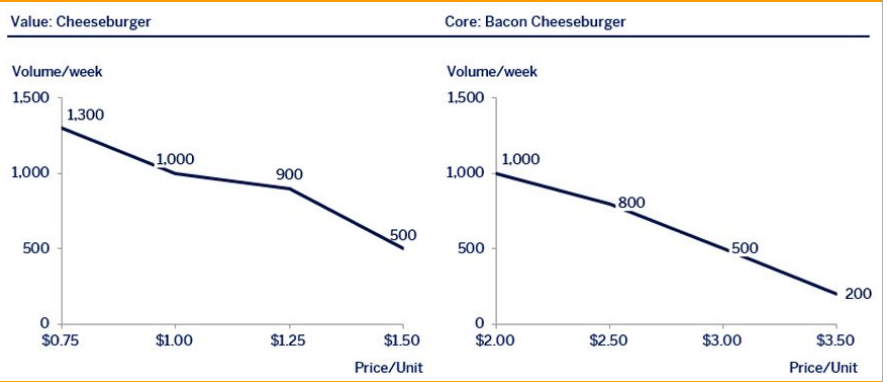
Good.

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.



Pricing | Accenture | Medium

Fast Food Pricing

Click the title to give a mock interview

Let me analyze step by step. For the cheeseburger, raising from $1.00 to $1.25 is modeled to produce $450 profit, subject to the missing demand exhibit. 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 is stated to maximize profit at $1,200, but the volume data are missing. Going higher loses too much volume. So the sweet spot is $2.50.

If we broadly apply those changes, the case materials suggest illustrative profit is stated to rise from $1,250 to $1,650; the missing exhibit must be supplied to validate this. 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.

Pricing | Accenture | Medium

Fast Food Pricing

Click the title to give a mock interview

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.

Pricing | Tata 1mg | Medium

Samsung Pricing Model

Click the title 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

Click the title to give a mock interview

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. 1.6 lakh
- iPhone 15 Pro: Rs. 1.35 lakh
- iPhone 15 Plus: Rs. 90K
- iPhone 15: Rs. 80K Am I right with the data?

Samsung Pricing Model

Click the title to give a mock interview

OK, go ahead!

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

- Samsung S24 Ultra: Rs. 1.3 lakh
- Samsung S24: Rs. 80K
- Samsung S24 FE: Rs. 60K

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?

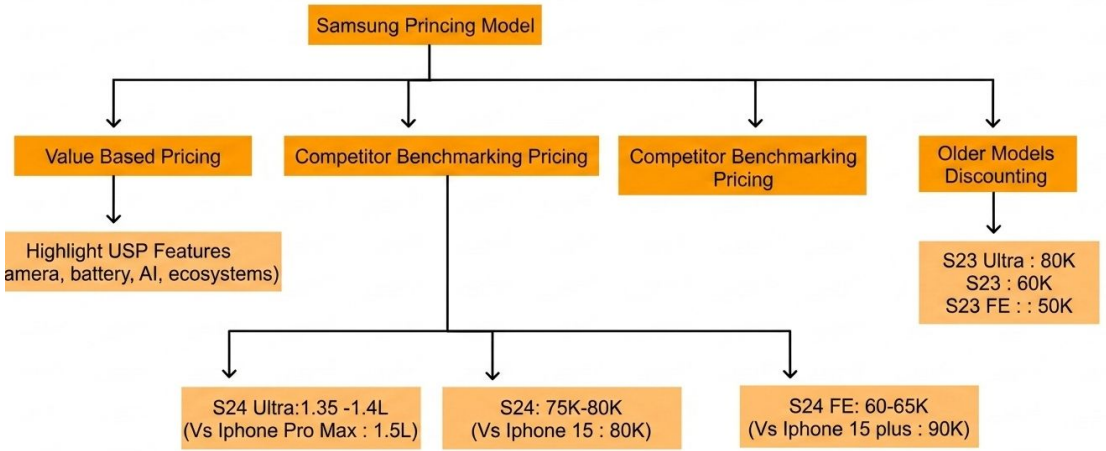
Samsung Pricing Model

Click the title to give a mock interview

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

Click the title to give a mock interview



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.

Krack The Case



Growth

Interview Transcripts

Growth | BCG | Easy

Relaunch of Tea Brand

Click here to give a mock interview

Your client is a tea manufacturer. Lately it is facing series of unsuccessful outcomes.	Are there any logistical challenges the company faces in distributing its products to different regions?
Just to confirm the client wants strategies to overcome the loss making outcomes. What was the company's vision and mission when it started?	No
The company wanted to capture the growing tea market of the country.	Has the company conducted any recent market research to understand the changing preferences of customers in Northern India?
What were the reasons for the decline?	None
Essentially the company was not able to tap into the market. Nor did it get any positive response from the masses.	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
Before moving ahead I would like to ask about the particular demographic the company initially tapped into.	Ok proceed.
Northern India was the initially targeted demographic. So how would you approach this problem and provide a substantial solution.	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.

Growth | BCG | Easy

Relaunch of Tea Brand

Click here to give a mock interview

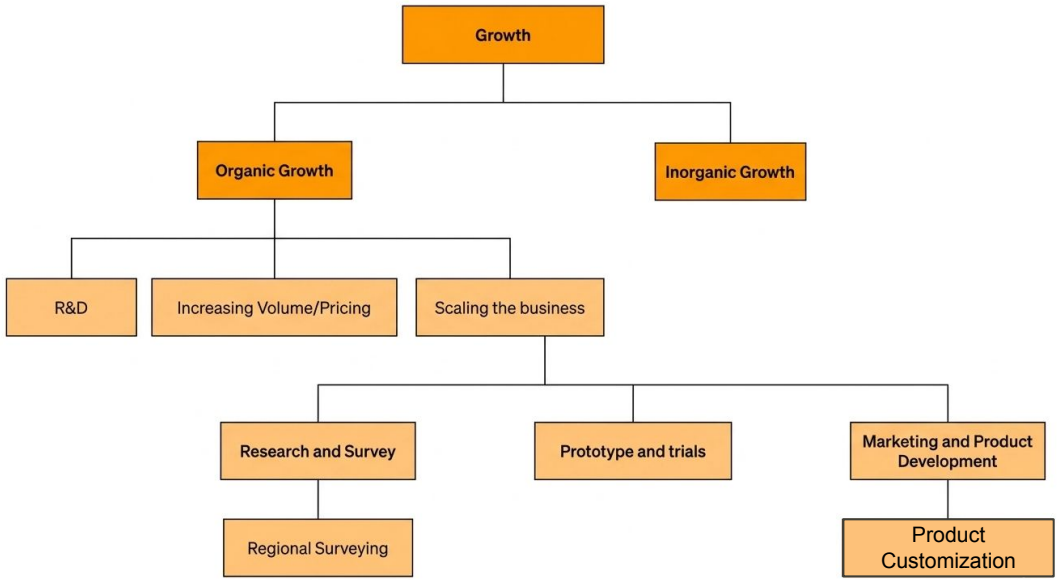
Can you elaborate further?
We can tap into the South Indian market and yield the best out of it. Precisely, the company can attend tea fairs and exhibitions in South India to showcase its products and network with potential customers.
What is going to be the company's 'USP' then?
Building a strong brand 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

Growth | BCG | Easy

Relaunch of Tea Brand

Click here to give a mock interview



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.

Growth | Accenture | Easy

Social Media Company

Click here to give a mock interview

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 ⅔ 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?

Growth | Accenture | Easy

Social Media Company

Practice this case →

The competitor is gaining users in Tier 2/3 markets. What is your approach?

I'd start by separating defense and expansion, because the urban and Tier 2/3 segments may value different things. Is the competitor also taking urban users?

Not substantially yet. The loss is concentrated in Tier 2/3. Urban usage is broadly stable, although there is a risk if the competitor scales.

What advantages does the rival have—content relevance, app performance, pricing, distribution or community effects?

It has a light app for inexpensive phones and weak connectivity, strong regional-language content and popular short vernacular video.

So this looks like a product-market-fit and content-supply problem, not merely weak advertising. How are we measuring the problem—DAU, MAU, engagement or revenue?

Use DAU/MAU. Urban users generate most ad revenue; Tier 2/3 is critical for future reach and growth.

Is the client's current feed locally relevant, and do we have resources to serve both audiences?

The feed is mostly English and metro-culture-oriented; regional content is not prioritized well. The budget is moderate, so we cannot invest in every initiative simultaneously.

Then our objective is two-part: keep urban DAU/MAU and ad contribution healthy, while raise Tier 2/3 activation, retention and share of engagement. We should not combine both groups into an average that could mask churn in one segment.

Growth | Accenture | Easy

Social Media Company

Practice this case →

What framework would you use?

I'd build two journeys. Urban defense: existing user → daily relevant content → social interactions → repeat usage → long-term loyalty. Tier 2/3 acquisition: awareness → compatible install → localized onboarding → first relevant content → creator interaction → 7-/30-day retention. Across both, I'd organize levers into technology, content, community/distribution, and monetization/partnerships.

Which friction matters most for Tier 2/3?

I'd test device and network failure rates versus content relevance. If a user cannot install or buffer content, localization cannot help. If the app works but local content is absent, optimizing download size alone will not create retention. My initial sequence is reliability first, then content liquidity—with quick tests that reveal which is actually binding.

Suggest a low-cost product solution.

Offer a data-efficient mode or Lite experience with compressed media, lower storage usage, graceful handling of weak networks and simple onboarding. It need not be a fully separate app if a single app can reliably adapt. Track install success, data consumed per viewing minute, start latency and crash-free sessions on low-end devices.

What would you do about localized content?

Support regional-language discovery, captions and search; improve recommendation relevance; seed initial content with credible local micro-creators, and encourage responses/comments that help a network form. I would start with two or three specific language/geography clusters, rather than scattering resources across every region at launch.

Growth | Accenture | Easy

Social Media Company

Practice this case →

Could an algorithmic localization push harm urban users?

Yes, if it forces irrelevant content into feeds. Relevance should be inferred from user behavior and explicit preferences, not crudely from geography alone. Test recommendation changes separately, preserve existing urban engagement and offer understandable language controls.

How would you retain the urban user base?

Investigate leading churn signals—declining session quality, creator migration, repetitive feeds, notification fatigue and privacy or trust concerns. Protect creator tools, differentiated formats and reliable messaging/interaction features with proven engagement. I'd maintain a baseline product budget for the urban revenue engine rather than overfunding speculative rural growth.

Should the company launch premium features or a paid tier to fund expansion?

Only if user research and unit economics support it. Higher urban willingness to pay is a hypothesis, not a guaranteed subsidy. I'd test whether ad-free or creator-specific value generates incremental margin without cannibalizing advertising or reducing engagement.

What role do telecom partnerships play?

Affordable data and distribution can help, but I would focus on lawful carrier bundles, discoverability and efficient encoding, with legal review of any zero-rating or exclusive arrangement. A commercial partnership is only worthwhile if incremental retained users justify the acquisition cost.

Give me a prioritized plan under the budget constraint.

Growth | Accenture | Easy

Social Media Company

Practice this case →

Phase 1: Diagnose cohort churn, launch data-efficiency fixes and select high-potential language clusters. Phase 2: Recruit local creators and improve content discovery, supported by targeted campus/community marketing. Phase 3: Add partnerships where economics work, then scale clusters with strong 30-day retention. In parallel, continue essential urban retention and creator investments.

Suppose Tier 2/3 installs rise but retained users do not. What is your interpretation?

Top-of-funnel awareness is not the bottleneck anymore. I would inspect first-session relevance, recommended-language accuracy, content inventory, social connections and loading latency. Paid installation campaigns should be paused until the activation and retention loops improve.

What metrics will you present monthly?

Urban: DAU/MAU, 30-day retention, creator activity, ad revenue per active user and negative-feedback rates. Tier 2/3: compatible install rate, first-week activation, 7-/30-day retention, repeat viewing, locally relevant-content consumption and qualified creator supply. Company-wide guardrails: content safety, privacy incidents, contribution or acquisition economics and user satisfaction.

What is your recommendation?

Keep the urban experience reliable and relevant, but do not fight the rural competitor with metro-centric features. Build a low-data, local-language experience and a genuine regional creator ecosystem. Prove retention in focused language clusters before scaling. This is an expansion through product-market fit, not merely higher promotional spending.

This is both defense and expansion. Why not launch the same feature set across everyone?

Growth | Accenture | Easy

Social Media Company

Practice this case →

Because the segments have different constraints and economic roles. The urban base already drives most advertising income and appears stable in the source, so its primary job is retention and monetization without degradation. The Tier 2/3 base is smaller and losing users to a lighter, vernacular-first competitor; its job is acquisition, activation and repeat engagement. Forcing one feed or feature experience on both risks losing the urban revenue engine while still failing to serve low-connectivity users.

Frame the company's goal as an objective function, not a slogan.

I'd maximize long-run contribution from engaged, retained users across both segments, subject to a capped product/marketing budget and user-safety guardrails. Segment-specific objectives differ: urban ad revenue and retained engagement; Tier 2/3 engaged monthly users and 30/90-day retention; overall creator supply and content quality. I'd also monitor content moderation, harms, privacy and app performance because raw watch time can reward addictive or unsafe content.

Which qualitative evidence makes product fit the leading Tier 2/3 issue?

Growth | Accenture | Easy

Social Media Company

Practice this case →

The source says the competitor works on low-end devices and weak networks and offers regional-language short-form video. The client's current experience is predominantly English/metro-centric, with regional content underweighted by recommendations. That's evidence of a plausible product + content fit gap, not proof that advertising alone is deficient. I would validate with device-level performance and user interviews before sizing the intervention.

Lay out the retention and acquisition funnels separately.

Urban defense: active user → relevant content → satisfying social participation → continued habit → creator/network value → retention. Tier 2/3 growth: awareness → lightweight install → successful first session → relevant regional content shown quickly → interaction/follow/creator discovery → repeat week-one use → day-30 retention. A customer can clear installation but still churn within a day if the content graph is empty or wrong-language.

What do you mean by "content graph" and why does it matter?

A social platform must supply enough relevant creators, viewers and responses so that users consistently find value. Local-language content quality is not simply an app translation problem; it requires creator economics, moderation in that language, discoverability and enough audience liquidity for creators to keep posting. If we solve low-data streaming but ignore creator supply, first-day experiences will remain thin and users will return to the competitor.

Propose a Tier 2/3 MVP.

Growth | Accenture | Easy

Social Media Company

Practice this case →

In two or three chosen language markets, optimize low-memory devices, app install size, first-load latency, data usage and crash rates; add clear language preference and recommendations that surface relevant local content. Partner with credible local creators and establish moderation processes capable of handling regional languages. Test within a limited set of districts before scaling; do not assume a "Lite" label alone resolves the user value gap.

Should the company build a separate Lite app or a mode within the existing app?

Growth | Accenture | Easy

Social Media Company

Practice this case →

A separate app can reduce footprint and simplify messaging but fragments product development, creator experience, identity and cross-app network effects. A low-data mode in the main app preserves unified users but may not shrink download size enough on low-end devices. I'd decide with device/storage constraints, app performance testing, engineering maintenance cost and expected acquisition uplift. In either case, content and social graph should be sufficiently interoperable.

Which urban defenses would you deploy first?

Diagnose actual threats before building premium features: user cohort retention, creator churn, satisfaction and content freshness. Protect reliability, privacy, creator tools and recommendation relevance. If a subgroup is showing fatigue, targeted creator discovery or community features may outperform broad subsidies. Urban retention spend must have explicit guardrails so the expansion push doesn't starve the established revenue business.

Show an economic model of how much an urban user is worth relative to a Tier 2/3 user.

[Illustrative assumptions—not platform data] Suppose there are 10 million urban MAU at ₹60 advertising revenue per MAU per month, and 2 million Tier 2/3 MAU at ₹12 per month. That is urban revenue of ₹60 crore/month and Tier 2/3 revenue of ₹2.4 crore/month; combined ₹62.4 crore/month. Losing 200,000 urban MAU loses ₹1.2 crore monthly of run-rate revenue, while losing 400,000 Tier 2/3 MAU loses ₹48 lakh monthly. Thus urban defense matters for current cash generation, but the lower-monetized segment could still matter substantially for long-term market share and creator network effects. These figures are a thought experiment, not a claim about real monetization.

Doesn't that math suggest ignoring Tier 2/3 entirely?

Growth | Accenture | Easy

Social Media Company

Practice this case →

No. It describes current revenue, not lifetime value or strategic threats. Tier 2/3 penetration could be the largest remaining user growth opportunity, and competitors can eventually expand into metros. The relevant comparison is future incremental contribution, including creation and distribution costs, user retention and whether this engagement strengthens the entire creator marketplace.

You have a finite budget. How would you divide it?

[Illustrative planning example] With a ₹10-crore pilot program budget, I could reserve ₹3 crore to protect urban reliability and key creators, ₹5 crore for low-end performance plus localized discovery/creator supply, and ₹2 crore for localized distribution and measurement. The allocation is not a source fact or final recommendation; it should shift after evidence from adoption, retention and contribution tests. I would approve spend in stages with stop/go gates rather than fund everything upfront.

How would you select geographic pilot markets?

Use a score combining market size, growth in low-cost smartphone use, language/content supply gap, competitive pressure, network/connectivity constraints, moderation feasibility and access to creator partnerships. Pick regions with different but measurable conditions and enough sample to infer effects. Avoid always choosing the easiest metropolitan-adjacent towns, because that could overstate how well the product works in genuinely low-connectivity districts.

How do you prevent regional content from harming the urban experience?

Growth | Accenture | Easy

Social Media Company

Practice this case →

Let language preference and observed user behavior drive feed relevance, with transparent controls and exploration safeguards. Build localized recommendation quality without globally forcing one content category. Track satisfaction, hides/not-interested signals, urban cohort retention and creator exposure. A separate language signal should not become a crude geographic stereotype: multilingual users exist in every segment.

What are the risks of recruiting regional creators with cash bonuses?

Subsidies may lead to low-quality spam, artificial engagement or creator departure when payments stop. I would reward quality, verified originality, viewer retention and healthy interactions, with independent moderation and transparent program rules. Measure whether these creators retain active organic audiences after temporary incentives end.

How would you measure whether Lite actually fixes the problem?

Compare install completion rate on low-memory devices, cold-start time, data used per minute of viewing, playback stalls, first-session completion, percentage exposed to their preferred language, D1/D7/D30 retention and moderation outcomes. The primary product gate should be retained meaningful engagement, not only reduced application size.

Suppose installation improves 30% but day-30 retention does not move.

Then the technical barrier was real but not the principal retention barrier. I'd examine content supply, initial language selection, recommendation diversity, harassment/moderation and creator network effects. Additional acquisition marketing would bring more users into a leaking funnel. Fix the experience before purchasing scaled traffic.

Growth | Accenture | Easy

Social Media Company

Practice this case →

And if rural retention rises but urban ad revenue falls?

Isolate why urban revenue fell: macro advertising demand, ad-load changes, feed relevance or shifting resources. Compare urban holdout cohorts and revenue per engaged hour. A launch should not be called successful simply because one segment's MAU grew; the strategic objective includes defending the revenue engine. I might ring-fence urban engineering and moderation capacity while fixing regressions.

Give a staged roadmap.

Stage 1: 0–30 days—baseline users, competitive UX research, device/network performance, creator availability and content safety. Stage 2: 30–90 days—localized performance/content pilot in selected markets, with an urban-retention guardrail. Stage 3: 90–180 days—expand only languages/regions with durable retention, sensible CAC and creator liquidity. These are illustrative planning windows, not obligations stated in the PDF.

Give me the board-level recommendation.

Defend urban monetization and user trust; attack the Tier 2/3 product-fit problem rather than attempting to outspend the competitor on generic marketing. Test low-data performance, relevant vernacular discovery and creator ecosystem in selected markets. Scale after durable 30/90-day retention improves without harming urban revenue, trust and contribution.

Growth | Accenture | Easy

Social Media Company

Practice this case →

Dimension — Urban — defend · Tier 2/3 — expand
North Star — Retained engaged users and ad contribution · Retained engaged new users, 30/90 days
Key friction — Content fatigue, creator value, trust · Install/data/device burden, language, creator supply
Main intervention — Feed quality, reliability, creator tools · Low-data experience, local creators, vernacular discovery
Guardrail — Urban churn, moderation, revenue quality · CAC, spam, data use, harmful content, early churn

Trap to avoid: Treating "regional language" as only translation. In consumer social products, supply of relevant content and community relationships are often central to retention.

Defend: Urban retention, creator value and current monetization. Attack: Tier 2/3 performance, vernacular discovery and local creator communities. Sequencing: Product friction → content liquidity → distribution → scale. Leading metric: 7-day activation; outcome metric: 30-day retained active users in launch clusters. Guardrails: Urban engagement, acquisition efficiency and trust/safety.

Growth | PrepLounge | Medium

Eyes Inc.

Click here to give a mock interview

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 are 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.

Eyes Inc.

Click here to give a mock interview

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 2-3 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.

Growth | Indus Insights | Medium

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	The company operates pan-India and the revenue is evenly distributed.
When we say fire extinguishers, what range of products are we referring to?	Who are our customers and how much do they contribute to the revenue?
The company has a single product line of conventional red can fire extinguishers.	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.
Since we are looking to triple the revenue in the next two years, what is the current revenue of the company?	What part of the value chain does our client operate in?
At present the company has a revenue of 100 Crore Rupees.	The client has a robust end to end value chain starting from the procurement of materials to the after sales support.
In what geographies does the company operate? Do we have any specific geography contributing to maximum sales?	

Growth | Indus Insights | Medium

Fire Extinguisher

Click here to give a mock interview

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.

Growth | Indus Insights | Medium

Fire Extinguisher

Click here to give a mock interview

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?

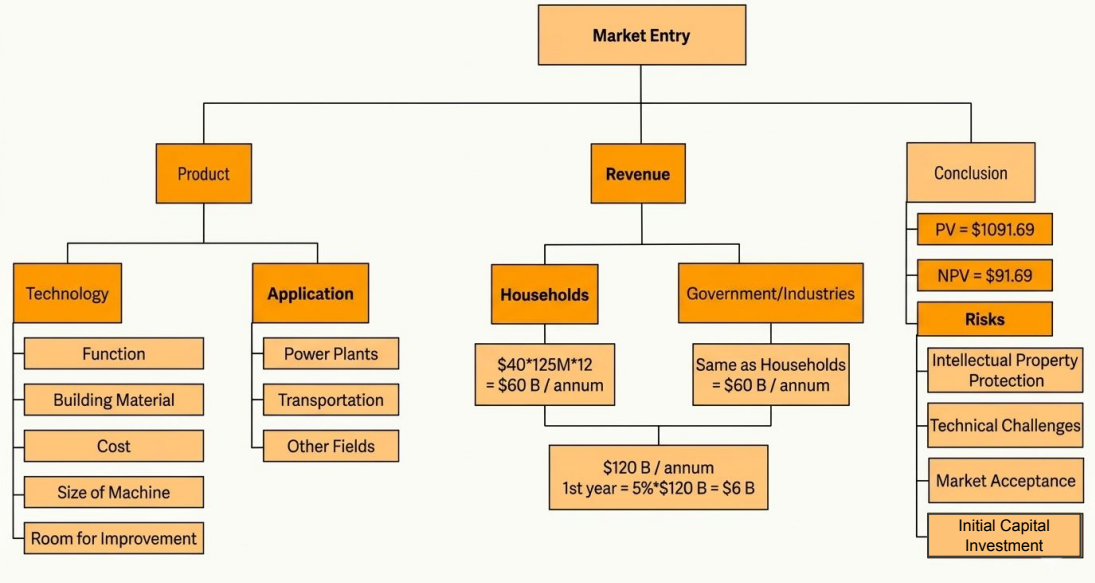
Fire extinguishers as a product are not a commodity and thus the need can't be just increased by increased promotions. There are government norms which dictate the number of fire extinguishers depending on several factors like the type of property, its area, etc. We could look at properties not meeting 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.

Growth | Indus Insights | Medium

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

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.

Growth | Bain & Company | Medium

Shaving Company

Click here to give a mock interview

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?

Growth | Bain & Company | Medium

Shaving Company

Click here to give a mock interview

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 data points to pricing as a likely driver, 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?

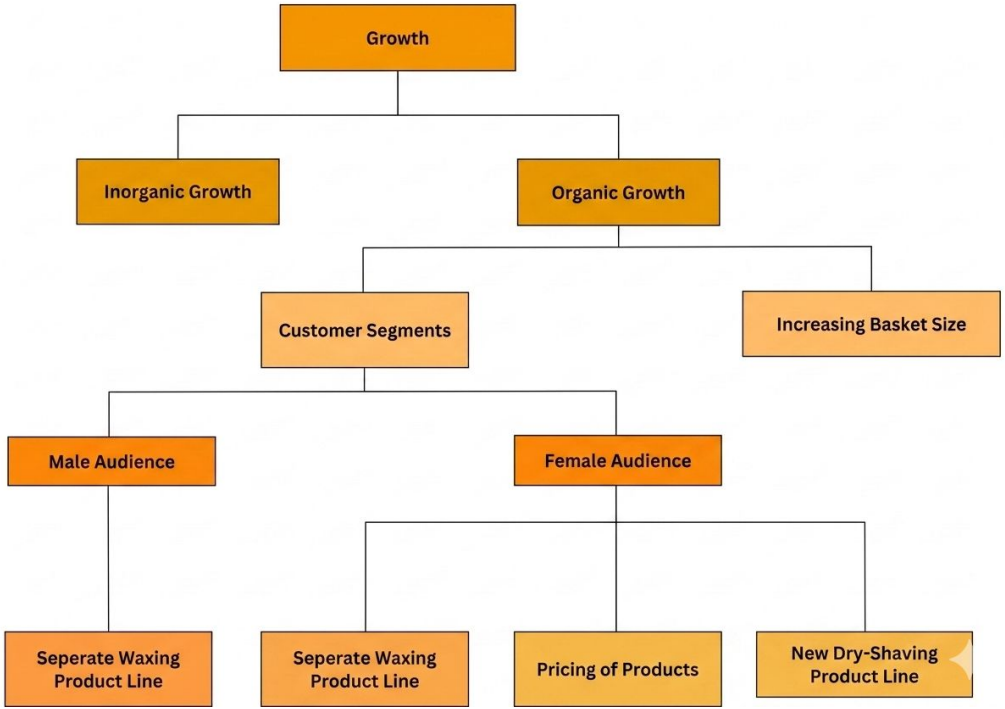
Others forms of inorganic growth can also be considered like a merger with a top competitor or an acquisition of a smaller, yet niche brand to achieve greater market dominance.

This sums up the case. Thank You.

Growth | Bain & Company | Medium

Shaving Company

Click here to give a mock interview



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

Growth | PrepLounge | Hard

Overseas Market Growth

Click here to give a mock interview

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%.

Overseas Market Growth

Click here to give a mock interview

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.

Overseas Market Growth

Click here to give a mock interview

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.

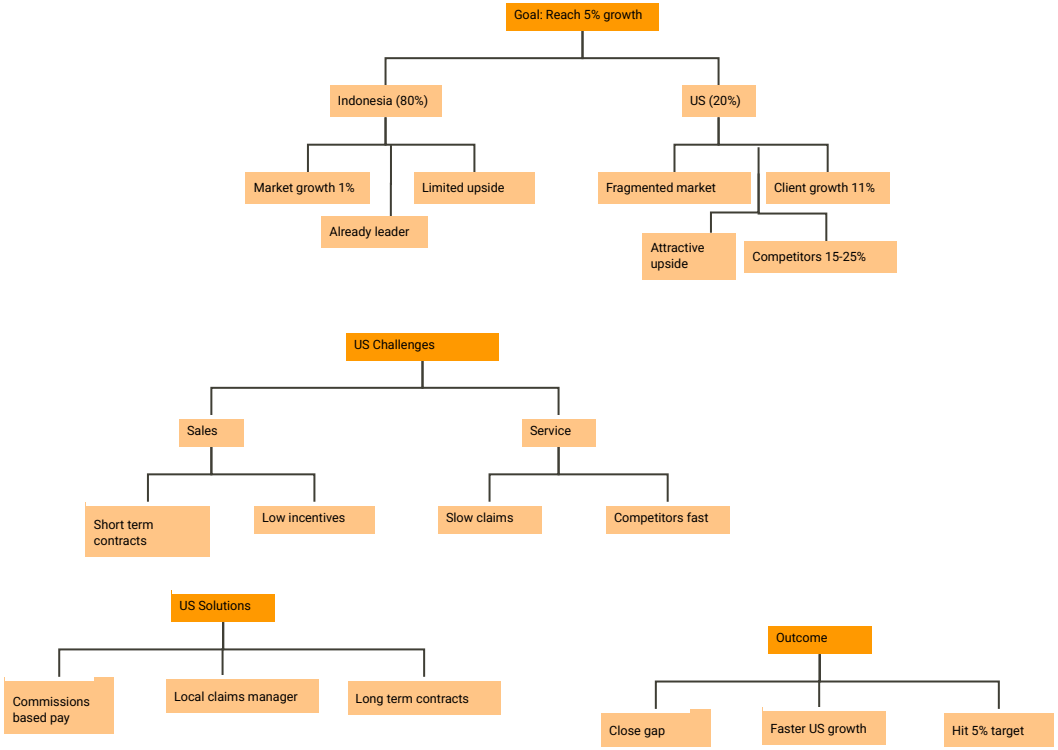
These changes would close the gap with competitors, unlock faster US growth, and help the client achieve the 5% company-wide target.

Very good. That's exactly the direction we were hoping for.

Growth | PrepLounge | Hard

Overseas Market Growth

Click here to give a mock interview



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

Growth | BCG | Hard

Public Sector Bank

Click here to give a mock interview

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.

Growth | BCG | Hard

Public Sector Bank

Click here to give a mock interview

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.

Public Sector Bank

Click here to give a mock interview

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:

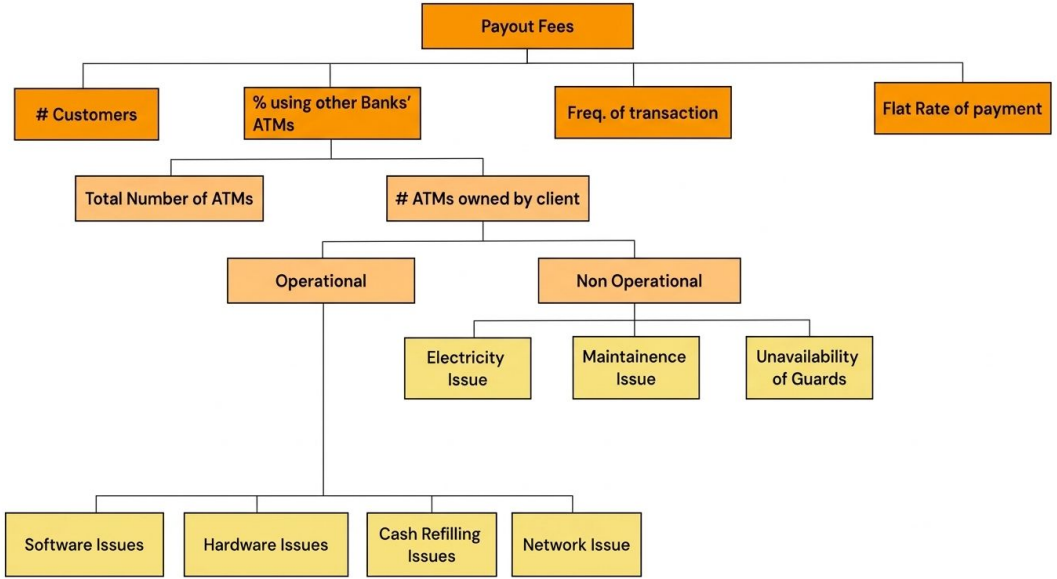
- Switching to a different network provider whose services are much better in the given area.
- Contacting the current network provider and asking them to set up a better service network in the given area by showing them the benefits.
- Performing Load Balancing operations to enhance the network operations of the bank.

Okay, we can end this case here.

Growth | BCG | Hard

Public Sector Bank

Click here to give a mock interview



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

M&A | BCG | Easy

Disney buying Star Wars

Click here to give a mock interview

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:(Number of theatres) * (% of theatres showing Star Wars) * (Number of screens) * (Number of shows per screen) * (Total seating capacity) * (% occupancy) * (Ticket price) * (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?

M&A | BCG | Easy

Disney buying Star Wars

Click here to give a mock interview

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 theatres) * (40%) * (3 screens) * (4 shows per day) * (300 seats) * (65% occupancy) * (₹250 per ticket) * (15 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, its like 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?

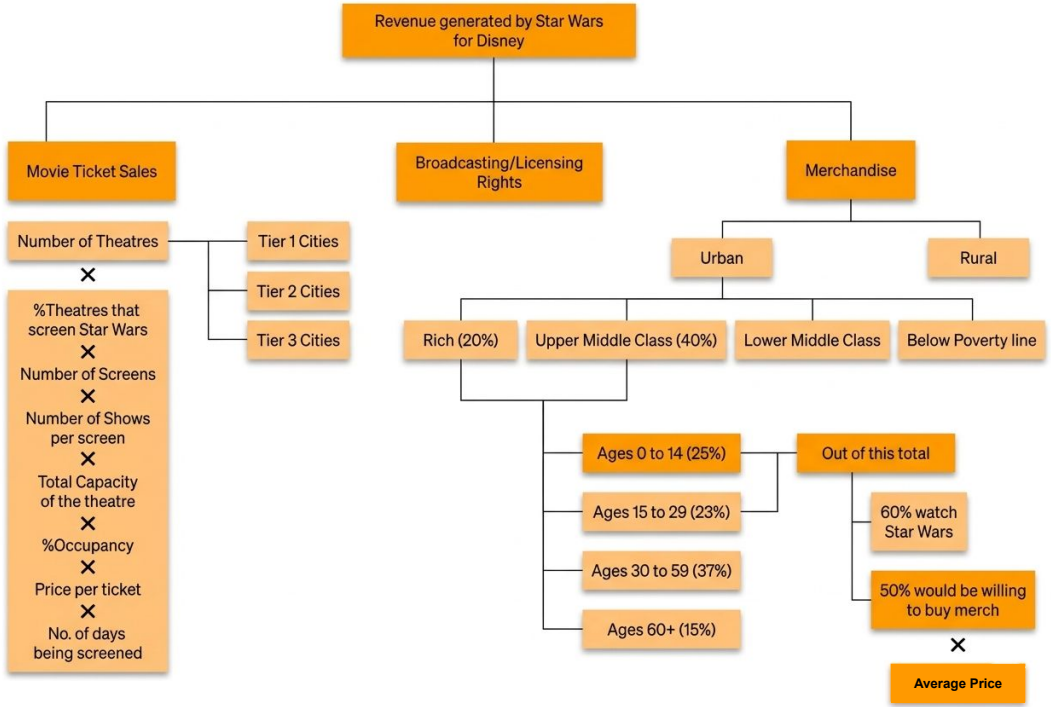
Yes. Since there's a wide range of merchandise, I'd like to calculate an average price that reflects different types, like apparel and toys. Overall, we see that the prices for this merch are generally higher because of the brand value, so I'd consider ₹750 as the average price and proceed with that.

That reasoning seems fair. We can wrap up the case here.

M&A | BCG | Easy

Disney buying Star Wars

Click here to give a mock interview



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.

M&A | McKinsey & Company | Medium

Acquisition of a Clothing Firm

Click here to give a mock interview

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

Click here to give a mock interview

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.

M&A | LEK Consulting | Medium

Merger of Two Ed-tech Firms

Click here to give a mock interview

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

Click here to give a mock interview

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 1.75 times the combined profit (75% higher) of individual firms earlier.

Great. Can you think of any other benefits through this deal?

Merger of Two Ed-tech Firms

Click here to give a mock interview

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.

M&A | McKinsey & Company | Hard

Demerger of Units

Click here to give a mock interview

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

Click here to give a mock interview

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

Click here to give a mock interview

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.

M&A | PrepLounge | Hard

SuperBurger

Click here to give a mock interview

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

Click here to give a mock interview

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/person×300M people=$6B Current market size = $10/person×300M people=$3 B Target Number of Stores = 1,000 ×2.5=2,500 stores. Required Sales Per Store =Target Sales / Stores
$3 billion / 2,500 stores =$1.2 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

Click here to give a mock interview

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 doughnuts × $3/doughnut × 70% margin = $126k,

Next, I'll calculate the lost profit from the cannibalization of existing SuperBurger sales. (350,000 units × $3.50/unit × 60% margin) × 15% 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:

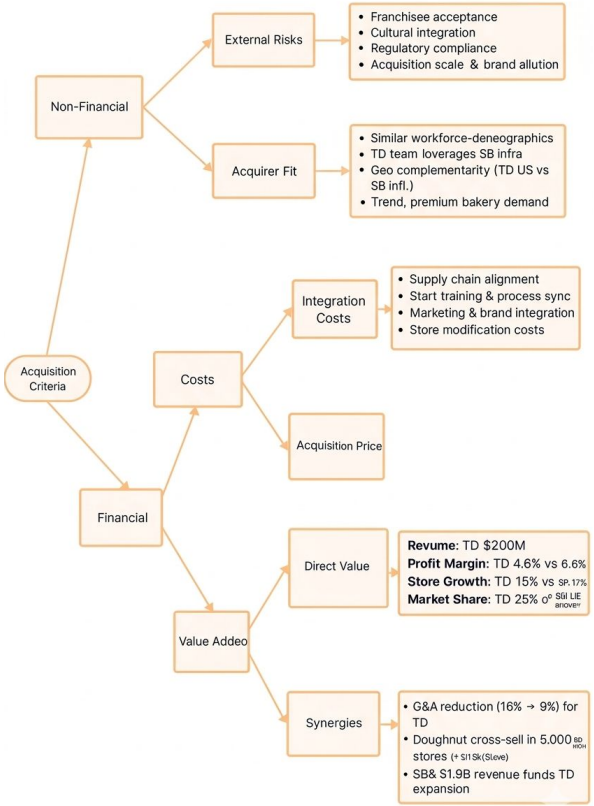
1. Strong potential for significant value through multiple synergies.
2. U.S. growth targets appear realistic given rising donut consumption.
3.Selling donuts in SuperBurger stores could add ~$15,750 profit per location.
4. Additional opportunities in international expansion and unquantified cost synergies.

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%.

SuperBurger

Click here to give a mock interview



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.

Krack The Case



Unconventional

Interview Transcripts

Unconventional | BCG | Easy

Land Usage

Click here to give a mock interview

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?

Unconventional | BCG | Easy

Land Usage

Click here to give a mock interview

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 accomodated 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?

Unconventional | BCG | Easy

Land Usage

Click here to give a mock interview

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.

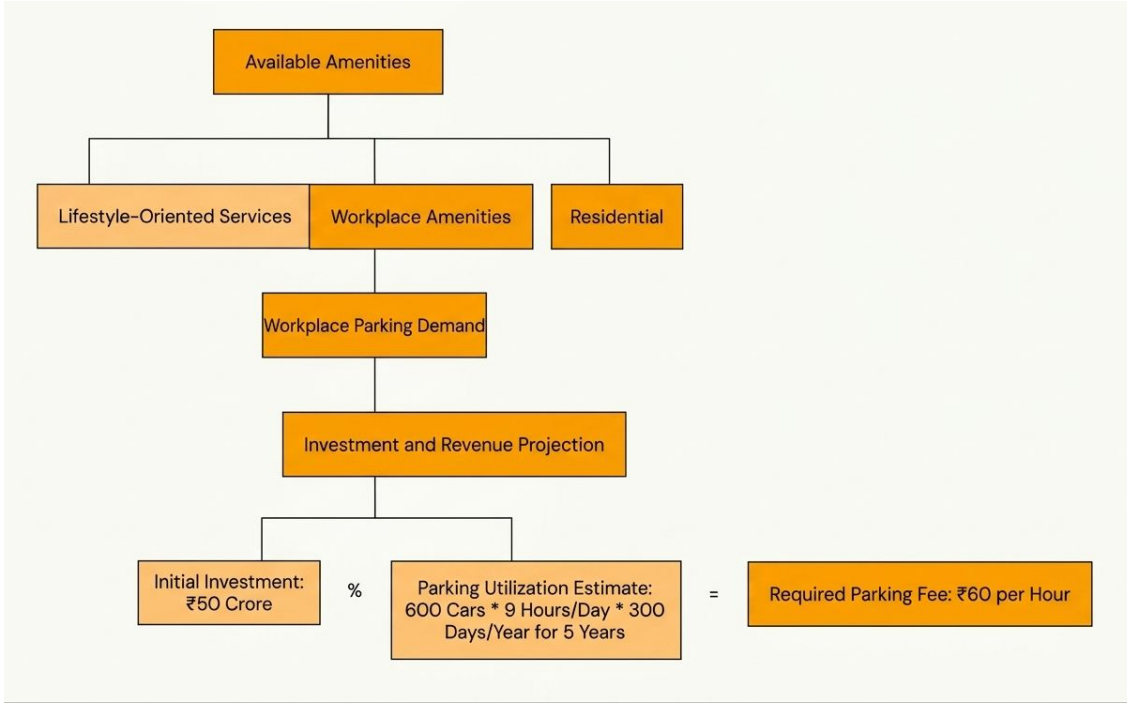
Assuming that every car stays in the parking for 9 hours daily on an average, and most corporate offices work only on weekdays. Thus we have about 300 days of cars being parked in the center. We can assume that due to multiple office shifts, a total of 600 cars visit the center. The pricing per hour = 50 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.

Unconventional | BCG | Easy

Land Usage

Click here to give a mock interview



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.

Unconventional | KPMG | Easy

Shipping Company

Click here to give a mock interview

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.

Shipping Company

Click here to give a mock interview

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*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*(1x1x1))/(3x4x6)=14 rounded trucks or a minimum of 19 trucks costing us 19*$160=$3,040 per day.
- Model B (1,000*(1x1x1))/(9x2x2)=28 rounded trucks or a minimum of 28 trucks costing us 28*$50=$1,400 per day.
- Model C (1,000*(1x1x1))/(6x8x11)=2 rounded trucks or a minimum of 19 trucks costing us 19*$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.

Unconventional | BCG | Medium

CEO OF BCG

Click here to give a mock interview

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.

Unconventional | BCG | Medium

CEO OF BCG

Click here to give a mock interview

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.

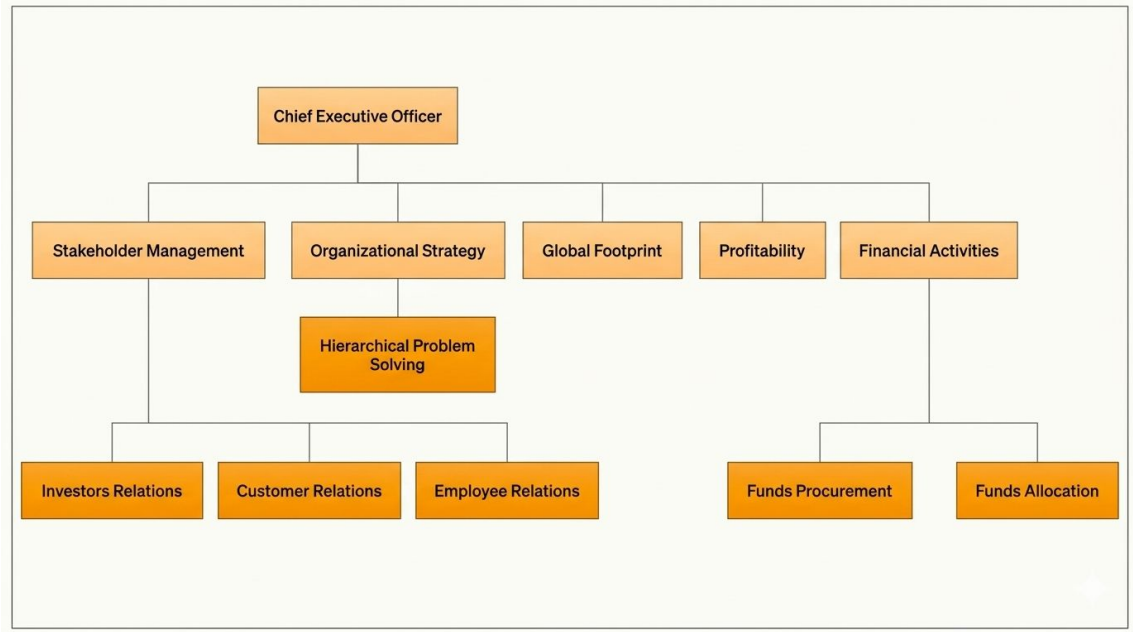
For the global footprint, CEO needs to focus on increasing the company's impact in Metro and Tier 1 cities and a market entry into larger and higher end of tier 2 cities. As BCG is a highly prestigious and expensive firm, smaller companies might not be able to afford it, so larger tier 2 cities is a good initial focus group.

Great work. That concludes your case.

Unconventional | BCG | Medium

CEO OF BCG

Click here to give a mock interview



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.

Unconventional | McKinsey & Company | Medium

Chip Equity

Click here to give a mock interview

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

Click here to give a mock interview

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

Click here to give a mock interview

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 have 20 million units of nameplate capacity but produce only 16 million at current utilization (3m Germany, 8m China, 5m Vietnam) all of them can be exported to US-based companies. The total revenues will be 3m × $1 + 8m × $1.5 + 5m × $1.5 = $22.5m. 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 m = $18 m and a total revenue of $22.5m + $18m = $40.5m. 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 (40.5/80) × 20% = 10.125%, only an illustrative profit-to-price proxy, NOT investor cash-flow 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

Click here to give a mock interview

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 m = $18 m and a total revenue of $22.5m + $18m = $40.5m before overhead and investment costs. 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 (40.5/80) × 20% = 10.125%, which does NOT establish actual investment ROI; obtain capex, free cash flow, and exit value which is more than our client's expected 10% ROI.

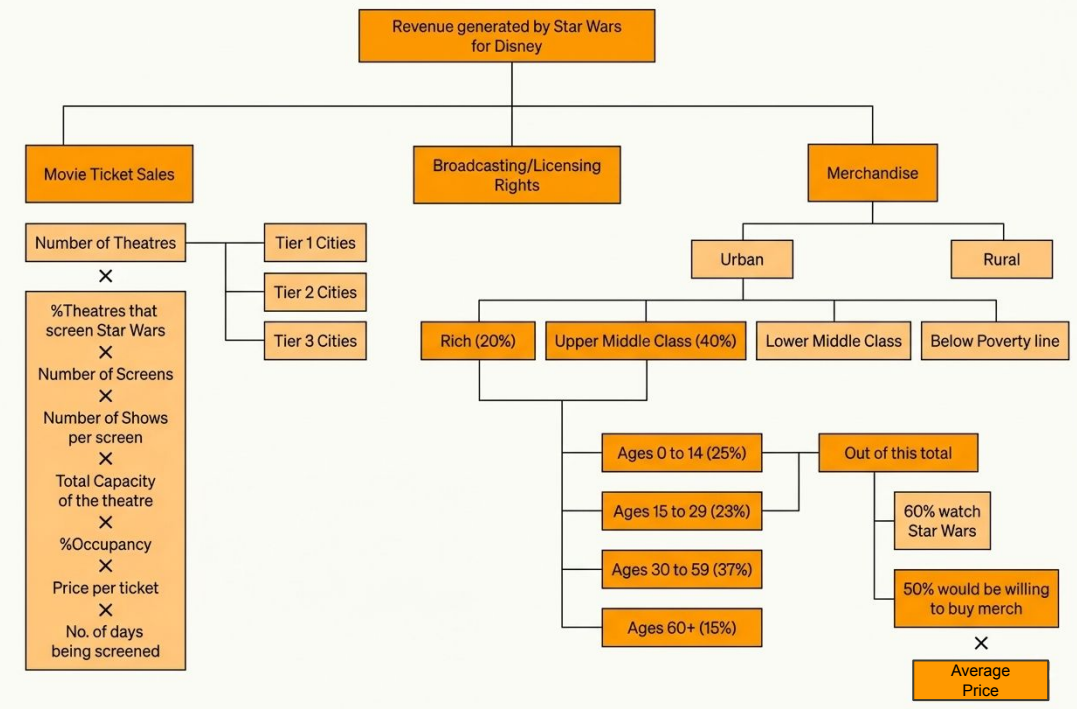
Okay, so what is your final solution?

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 suggests potential operating synergies, but investor ROI remains unproven 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.

Great that concludes your case.

Chip Equity

Click here to give a mock interview



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 a emerging market.
- Since client is an electronics holding company, they should own other electronics companies who could be potential customers for OnBoard.

Recommended Solutions

3-layer PCB expansion requires diligence on utilization, capex and customer contracts before investment approval.

- 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 an unverified illustrative return proxy, above expectations.
- Investment enhances opportunities by improving capacity utilization in Germany and China, boosting OnBoard's sales and client profits.

Unconventional | PwC | Medium

Credit Card

Click here to give a mock interview

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

Click here to give a mock interview

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

Click here to give a mock interview

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, thee'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.

Unconventional | PrepLounge | Medium

Fysikum

Click here to give a mock interview

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.

Fysikum

Click here to give a mock interview

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

Click here to give a mock interview

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.

Unconventional | Nation with NaMo | Medium

Road Accidents

Click here to give a mock interview

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?

Unconventional | Nation with NaMo | Medium

Road Accidents

Click here to give a mock interview

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 sign boards 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.

Unconventional | Nation with NaMo | Hard

Door-to-Door Newspaper

Click here to give a mock interview

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.

Unconventional | Nation with NaMo | Hard

Door-to-Door Newspaper

Click here to give a mock interview

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.	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.
Considering the large upfront investment for door-to-door delivery infrastructure, do we have an estimate of the cost for launching this operation?	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'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.	We wanted to explore whether there was a unique offline opportunity that we might be overlooking.
How does the client currently perform in the online space in terms of revenue?	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

Click here to give a mock interview

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.

Unconventional | Nation with NaMo | Hard

Increasing Women Voters

Click here to give a mock interview

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

Click here to give a mock interview

whew 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.

Unconventional | Bain & Company | Hard

Old Winery

Click here to give a mock interview

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.

Unconventional | Bain & Company | Hard

Old Winery

Click here to give a mock interview

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 (Total grapes produced (kg) per hectare×Number of hectares×Wine produced per kg of grapes)/(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 m/m2 x 3 kg/m = 1.5 kg/m2. 1 hectare = 10,000 m2. So, the quantity of grapes per hectare will be 15,000 kg/hectare. Total bottles = (15,000 * 11 * 0.5 L)/0.75 = 1,10,000 / 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 L /0.75 L per bottle = 110,000 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?

Unconventional | Bain & Company | Hard

Old Winery

Click here to give a mock interview

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 a = $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 bottles/a = $ 2.50/bottle
Variable costs, fixed costs, and depreciation per bottle: $ 7.30/bottle + 2.50/bottle = $9.80/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?

Unconventional | Bain & Company | Hard

Old Winery

Click here to give a mock interview

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.

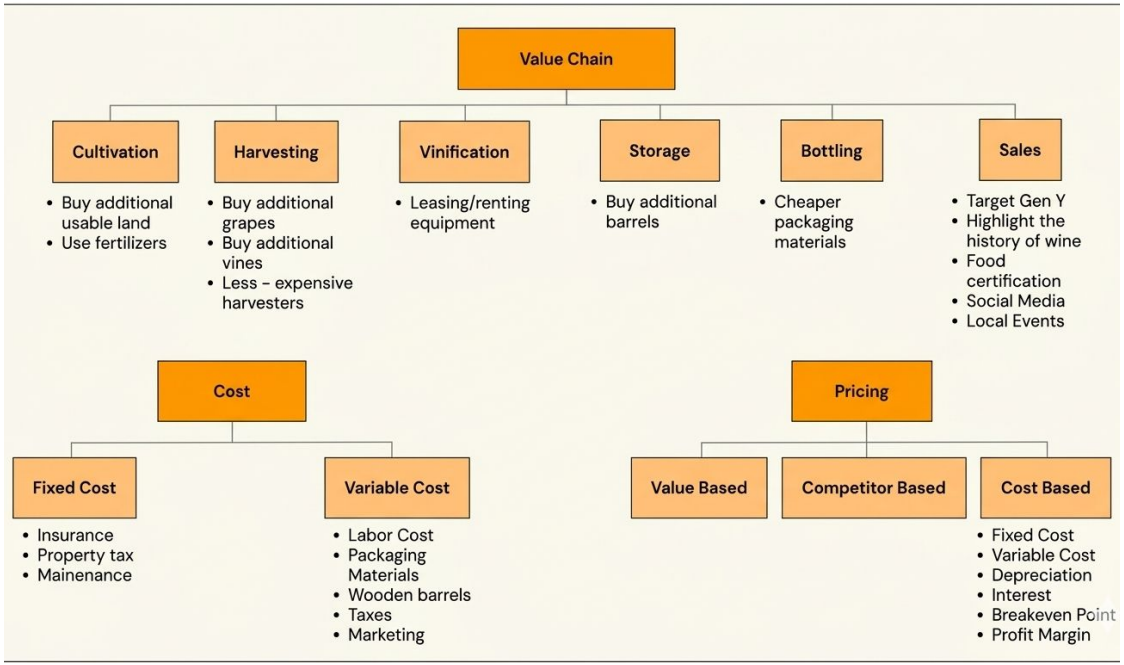
First, we should develop critical elements and concepts for an image and marketing strategy to address "Generation Y "customers, being the most willing to pay more than 10 € for a bottle of wine. We should look for the needs of this segment, and then we can add possible elements of an image and marketing 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.

Unconventional | Bain & Company | Hard

Old Winery

Click here to give a mock interview



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

Unconventional | PwC | Hard

Relationship Dilemma

Click here to give a mock interview

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.

Unconventional | PwC | Hard

Relationship Dilemma

Click here to give a mock interview

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.

Unconventional | PwC | Hard

Relationship Dilemma

Click here to give a mock interview

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?

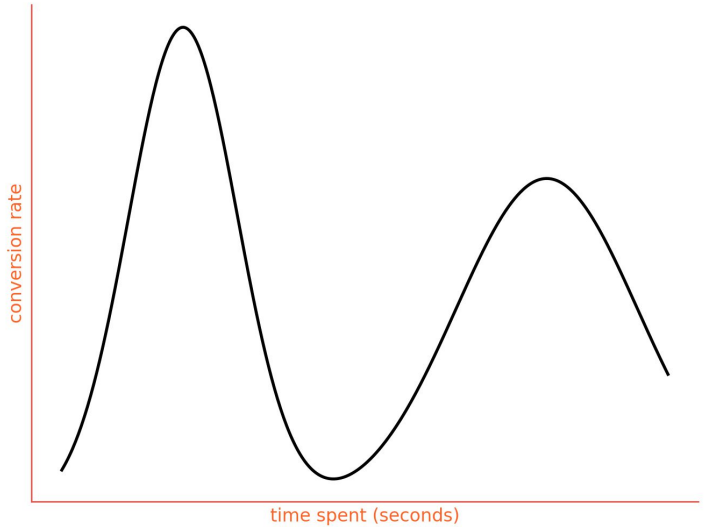
Sure. My approach is to set expectations and create security before, maintain steady communication and involvement during, and then reconnect deeply afterwards with reflection, so that the relationship grows even while professional responsibilities expand.

Unconventional | Zomato | Hard

User Analysis

Click here to give a mock interview

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.



Unconventional | Zomato | Hard

User Analysis

Click here to give a mock interview

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.

Unconventional | McKinsey & Company | Hard

Well Being Health Care

Click here to give a mock interview

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

Click here to give a mock interview

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.

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

Click here to give a mock interview

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?

Well Being Health Care

Click here to give a mock interview

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?

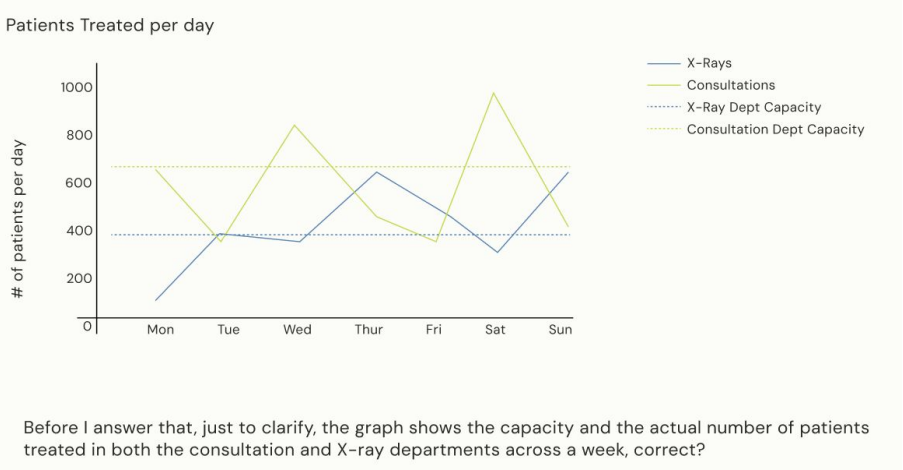
The biggest bottleneck would likely be clinical staff--doctors and nurses-since they're hard to substitute and expensive to acquire. Additionally, physical space could become a problem, especially waiting areas
Finally. it the admin statt is over utilised. it could lead to increased process times for 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?

Unconventional | McKinsey & Company | Hard

Well Being Health Care

Click here to give a mock interview



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?

Well Being Health Care

Click here to give a mock interview

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, The 25% increase represents 0.35 million additional operations (1.75M-1.40M). At 6 visits per operation, that generates 2.1 million additional outpatient visits.

Exactly. And what do you conclude from this?

The number of outpatient visits would reach 2.1 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

Click here to give a mock interview

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.

Unconventional | McKinsey & Company | Hard

Well Being Health Care

Click here to give a mock interview

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.

Krack The Case



Design

Interview Transcripts

Design | media.net | Easy

Bicycle Resale

Click the title to give a mock interview

Hi, Let's start the case. You are tasked with building an application for resale of cycles. What key product features would you incorporate to market this app more interactive?

Comprehend the situation (Clarify problem statement)

Let me clarify the problem first. So, I need to design a mobile application where users can buy and sell second-hand cycles. Is this correct?

Yes, go ahead.

Are we targeting a particular geography or demographic—like students, city commuters, or professional cyclists?

You can choose any target segment.

Great. Also, by "interactive," do you mean we should focus on features that increase **user engagement** and **ease of transaction**, apart from just listing and browsing cycles?

Correct. Feel free to make it as engaging as possible.

Identify customers & report their needs (User personas and problems)

I'll first identify potential user personas:

1. **College students or young professionals** – looking for affordable cycles for daily commute.
2. **Cycling enthusiasts** – searching for specific brands/models at lower prices.
3. **Parents** – buying/selling kids' cycles that are quickly outgrown.

Key user needs:

- **Buyers:** Want verified sellers, fair prices, and quick filtering by type (mountain bike, road bike, kids' cycle).
- **Sellers:** Want fast listing, easy photo uploads, and better reach to genuine buyers.

Design | media.net | Easy

Bicycle Resale

Click the title to give a mock interview

Cut through prioritization (Choose primary target)

Since this is a resale market, **students and parents** may be the largest, most active group—they have strong price sensitivity and frequently trade used cycles. Enthusiasts are fewer but may spend more per cycle.

For **launch and scale**, I'd target students and parents first because:

- High transaction volume.
- Low friction to adopt an easy-to-use app.
- Word-of-mouth growth within campuses or local communities

Good. Now, how will you make this app interactive?

I'll map the **user journey**: Search → Discover → Evaluate → Negotiate → Purchase → Post-sale feedback.
Key features to enhance interactivity:

1. **Guided Listing Flow:** Sellers answer simple voice or chatbot questions ("What's the brand?" "Any scratches?") → app auto-generates an attractive listing.
2. **AR/Photo Verification:** Buyers can view 360° photos or AR overlays to inspect cycle condition remotely.
3. **Smart Matchmaking:** Use preferences (budget, type, location) to send instant push notifications when a relevant cycle is listed.
4. **In-app Chat + Price Suggestions:** Buyers can negotiate inside the app with AI-driven price recommendations ("Typical resale value: ₹3,500–₹4,200").
5. **Gamification for Engagement:** Badges for verified sellers, referral bonuses for inviting friends, and a leaderboard for top resellers.
6. **Community Layer:** Local cycling groups and events integrated to make the app sticky beyond just buying and selling.

What are the possible revenue streams?

Bicycle Resale

Click the title to give a mock interview

- **Listing Boost Fees:** Sellers can pay a small fee to promote their cycle at the top of search results.
- **Transaction Commission:** Take a small cut for facilitating payments within the app (ensuring safety).
- **Partnerships:** Tie up with repair shops or cycling accessory brands to advertise or provide bundled services

Would you recommend building this product?

Evaluate trade-offs (Decision: build or not?)

Yes, but with some considerations:

1. **Market size:** The second-hand mobility market is growing, especially in urban India. Cycles are affordable, and word-of-mouth marketing is strong.
2. **Competition:** Platforms like OLX or Facebook Marketplace already cater to general resale. Our app must win on **better user experience** and **trust-building features**.

3. **Effort vs ROI:** Adding AR and matchmaking increases development cost, so I'd launch a lean MVP with guided listings, in-app chat, and verified seller badges first, and add premium features later.

Comment: The candidate clearly structured the approach: clarified scope, defined users, prioritized segments, mapped journeys, proposed interactive features, and evaluated build vs. no-build logically.

Design | Zomato | Easy

Packaging Optimization

Click the title to give a mock interview

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. **Branding goal:** Is brand visibility more about printed logos/colors, or creating a premium unboxing experience?
5. **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*.

Comment: The candidate **doesn't jump to solutions immediately** — they clarify objectives and constraints. This shows structured thinking and ensures alignment.

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.

Design | Zomato | Easy

Packaging Optimization

Practice this case →

PS — Problem Statement: “How would you design packaging for an e-commerce company that minimizes environmental impact while ensuring product safety and brand visibility?”

Company: Unnamed e-commerce retailer
Pattern: Product design / operations optimization
Difficulty: Medium
Objective: Improve packaging sustainability subject to product-protection, branding, cost and compliance constraints.

How would you approach the packaging problem?

I see three competing objectives: reduced environmental impact, adequate protection and strong brand presentation. I would begin by clarifying the product mix, what “environmental” means, current packaging, cost tolerance and geography. Then I'd map the packaging lifecycle and propose designs by product-risk tier rather than one universal box.

What environmental dimension should you optimize?

Are we prioritizing material use and disposal, shipment emissions or a full lifecycle footprint?

Primarily material sourcing, recyclability and end-of-life disposal.

Understood. What does the retailer ship, and how fragile are the items?

Small-to-medium goods: apparel, electronics accessories and cosmetics. Fragile items are a meaningful share.

What is the baseline packaging and existing recovery performance?

Mostly virgin cardboard and plastic air pillows; roughly 20% of packaging is recyclable today.

Design | Zomato | Easy

Packaging Optimization

Practice this case →

I'll treat 20% as the source's stated baseline, but before final reporting would specify whether that means recyclable by weight, actually collected and recycled, or containing recycled content—those are different measures. What is the cost ceiling?

A modest increase is acceptable, up to about 10%, provided protection and brand perception do not worsen.

How important is the unboxing moment and are there jurisdictional requirements?

Brand visibility is important, including social sharing. The company operates in India and the EU and faces packaging-waste/EPR requirements.

Then I would design the full flow: material procurement → packaging fabrication → fulfillment and right-sizing → transit/handling → unboxing → reuse, recycling or disposal. Failure anywhere can negate gains elsewhere. Damaged products also require replacement shipments and extra packaging.

Give me your issue tree.

Four largely distinct levers: (1) material composition, including recycled inputs, inks, tape and fill; (2) structure, including right-sizing and protective inserts; (3) brand experience, including printing and customer-facing messaging; and (4) end-of-life, including separability, labeling and viable local recycling routes. Protection and unit cost are cross-cutting constraints.

What would you do for apparel?

Design | Zomato | Easy

Packaging Optimization

Practice this case →

For non-fragile apparel, test a correctly sized recycled-content paper mailer where moisture resistance and shipping performance permit it. Minimize layers and avoid unnecessary void fill. I'd compare it with the current solution for damage, material grams, total packaging cost and actual recyclability in destination markets.

And fragile cosmetics or electronics?

Use a recycled-content corrugated box of appropriate compression strength, with paper-based or molded-pulp protective inserts validated through drop, vibration and humidity testing. The packaging should be risk-tiered, not uniformly thin. Any paper-based option that causes more product damage is a poor environmental outcome.

How would you keep branding visible?

Use legible single- or limited-color printing on the outer pack, low-impact inks where feasible and simple branding within the unboxing sequence. A QR code can optionally lead to product instructions or loyalty content, but it should complement rather than replace accessible printed information. Digital experiences also have an environmental footprint; I would not call them carbon-free.

Would you move entirely to one material?

I would favor easily separable or mono-material packaging where practical, because mixed bonded layers can complicate recycling. But moisture protection, cosmetics leakage and product safety may necessitate different materials. I would validate local recycling infrastructure rather than assuming “technically recyclable” equals “actually recycled.”

How would you keep the 10% budget constraint visible?

Design | Zomato | Easy

Packaging Optimization

Practice this case →

As a worked hypothetical, if current packaging costs ₹20 per shipment, the ceiling is ₹22. A candidate new design costing ₹21.50 is a 7.5% premium: (21.50 - 20) / 20 = 7.5%. I would calculate total delivered cost too, since better box sizing might offset material costs through lower dimensional weight and less damage.

What if the new recycled option reduces packaging waste but increases damaged shipments?

I would reject or redesign it until protection passes. The primary guardrail is damage/return rate by product class and transport lane. We should compare net material impact including replacement shipments, not solely packaging weight for the original order.

What would the pilot look like?

Select representative apparel, cosmetic and accessory SKUs. A/B test the old and new pack over comparable routes, carrier handling patterns and weather. Record package mass, virgin material mass, viable recyclability, damage claims, unit cost, fulfillment time, shipping expense and unboxing satisfaction. Monitor performance across both Indian and EU fulfillment destinations.

Give a realistic success definition.

Set a proposed 80%+ recyclable-by-weight design target as an ambition, starting from the source's ~20% baseline, but do not claim that 80% will actually be recycled. Maintain or reduce product-damage rates and remain within a 10% packaging-cost premium. Improve total cost and customer perception wherever possible.

Your final recommendation?

Design | Zomato | Easy

Packaging Optimization

Practice this case →

Introduce three packaging tiers—soft/non-fragile, standard boxed and fragile-protected—using right-sized recycled-content materials and separable components. Preserve practical branding and test recyclability in real customer locations. Roll out only designs that pass protection and cost gates; establish EPR tracking by market.

You mentioned recyclability. How is that different from actual environmental benefit?

We must distinguish recycled content, technical recyclability, access to a collection system, actual recovery, and life-cycle environmental impact. A box may be technically recyclable yet discarded where paper collection is unavailable. A biodegradable label does not establish lower emissions or safe degradation in ordinary waste. I'd define a materials-and-end-of-life scorecard, then use a life-cycle assessment (LCA) if the business needs a defensible net-impact comparison.

What is the functional unit for an LCA here?

I'd compare the impact of delivering one undamaged, usable product to the customer, not merely the impact of producing one empty box. That is crucial because packaging that reduces material use but raises product damage can increase replacement shipments, embodied product waste and reverse logistics. For each package design I would evaluate sourcing, fabrication, transport volume, damage, reuse where realistic, and disposal under actual market conditions.

Describe a baseline measurement exercise before designing packaging.

Design | Zomato | Easy

Packaging Optimization

Practice this case →

Audit a representative sample across product size, mass, fragility and destination; record every packaging component, its material composition and weight, package dimensions, empty space, labor time, shipping volume and damage incidence. Check supplier declarations, test actual protective properties and map whether municipal recovery channels accept the material in relevant destinations. The source's ~20% recyclable baseline is a useful prompt, but its denominator needs clarification before it can support any quantitative performance claim.

Segment the product catalog, but avoid creating dozens of expensive packaging SKUs.

I'd create a risk-tier matrix with three dominant designs: (A) soft durable items such as apparel; (B) rigid non-fragile accessories; (C) fragile or leak-sensitive items such as some cosmetics. Instead of one package per product, use 2–4 size options per common tier and a limited selection of standardized protective inserts. An automated packaging rule can decide based on dimensional fit, fragility, leakage risk and carrier restrictions. Exceptions require a deliberate business case.

Walk through a quantitative packaging-cost example.

Design | Zomato | Easy

Packaging Optimization

Practice this case →

[Illustrative assumption] Suppose the retailer ships 1 million packages per year and its current average packaging bill is ₹20 per shipment; annual packaging spend is ₹2 crore. The source allows at most 10% average packaging-cost growth, so the initial design budget is ₹22 per shipment, or ₹2.2 crore annually. But the real decision should compare landed cost: if right-sizing saves ₹1.20 in transport and reduces damage-claim cost by ₹0.50, a ₹21.50 box may actually lower net cost versus the baseline.

Show the landed-cost comparison explicitly.

Hypothetical old pack: materials ₹20 + dimensional/transport increment ₹6 + expected damage/replacement cost ₹3 + packing labor ₹4 = ₹33 per shipment. New pack: materials ₹21.50 + transport ₹4.80 + expected damage ₹2.50 + packing labor ₹4.20 = ₹33.00. We spend 7.5% more on materials but remain cost-neutral at the delivered-product level. If the new box instead raises damage cost to ₹5, landed cost becomes ₹35.50 and is not justified merely by a sustainability label.

Is damage cost really the same for every product category?

Design | Zomato | Easy

Packaging Optimization

Practice this case →

No. A broken inexpensive cosmetic bottle and a damaged high-value electronics accessory have very different replacement costs, return labor, customer trust and leakage consequences. I would estimate expected damage cost per shipment = probability of damage × average end-to-end damage cost, separately by category, transport lane, climate and packaging design. I'd prioritize protecting products where a small rise in damage rate has a large economic or environmental penalty.

How would you test a new paper-based void fill?

First do laboratory tests—compression, drop, vibration, edge-crush where relevant, and exposure to moisture/temperature. Then ship a controlled field pilot with comparable SKUs and fulfillment regions. Collect carrier scan data and product-condition outcomes at the customer. Lab failure blocks the field trial; field results can still reveal shortcomings not captured in standardized tests.

Suppose the paper filler performs well in Europe but fails during an Indian monsoon.

I would not impose global uniformity. The procurement ambition can be common, but protective design needs regional qualification. Could use treated paper if its environmental and recycling properties remain acceptable, a moisture barrier in limited cases, or a different packaging format. A sustainability strategy that compromises product safety in a predictable climate is not responsible design.

What does "brand visibility" mean beyond a logo?

Design | Zomato | Easy

Packaging Optimization

Practice this case →

It can include recognition on arrival, perceived product quality, ease of opening, return instructions, authenticity cues and a distinctive unboxing moment. I'd measure package NPS or satisfaction, brand recall in a test, customer complaints about damaged or messy parcels, and optional QR engagement. Avoid assuming every shopper has a smartphone or wants a digital interaction; essential handling, hazard and recycling information must remain accessible.

How do you decide between a branded rigid box and a simpler mailer for apparel?

I would test by cohort and customer value rather than assume a premium box creates incremental loyalty. If the mailer prevents damage and reduces material while leaving brand recall unchanged, it is likely better for everyday apparel. For a premium gift category, a reusable branded box may be justified if real repeat use is observed. The right measure is incremental customer value against incremental full-lifecycle cost.

Where could right-sizing fail operationally?

Warehouse complexity. More sizes can slow picker/packer selection, increase storage footprints, create stockouts in packaging materials, and generate mispacks. I would simulate box-size distribution and test a packaging-recommendation rule on actual order baskets, not on single-SKU dimensions alone. A rule that optimizes the empty space in a box but adds one minute of packing labor may lose the total-cost benefit.

What compliance checks are required for India and the EU?

Design | Zomato | Easy

Packaging Optimization

Practice this case →

At minimum, map local packaging-waste and producer-responsibility obligations, registration/reporting, labeling and material restrictions by market; then have compliance counsel verify the current rules. Regulations are market- and material-specific, and the source identifies the existence of EPR obligations, not a universal compliance threshold or single common reporting method. We should never label a product “100% recyclable” without a substantiated, market-specific basis.

Define a testable sustainability objective.

I would set a staged target for lower virgin material grams per delivered undamaged order, while separately tracking design recyclability and verified recovery where measurable. The source suggests moving toward 80%+ recyclable material as a target; I would call that an aspiration until material audits prove it. I would also track package volume, damage/return rates, packed-order time, branding experience and packaging cost versus the 10% ceiling.

What if recycled-content cardboard becomes temporarily expensive?

Protect the key environmental goal but preserve operational resilience: prequalify multiple suppliers, prioritize high-volume formats, reduce material through right-sizing, and negotiate longer-term contracts where sensible. Do not sacrifice protection or make unsubstantiated environmental claims. I would distinguish temporary procurement overruns from persistent unit-cost disadvantages and report both transparently.

Present the roadmap as if you were requesting approval.

Design | Zomato | Easy

Packaging Optimization

Practice this case →

Phase 1: Baseline, 3–4 weeks—SKU audit, material verification, damage analysis, regulations. Phase 2: Prototype and lab tests, 4–6 weeks—three risk tiers and size selection. Phase 3: Controlled field pilot, 6–8 weeks—compare total delivery cost and defect rates across seasons/markets. Phase 4: Scale conditional on gates—supplier qualification, staff training, EPR reporting, quarterly monitoring. These are proposed project phases, not commitments from the source.

Deliver your final answer in three lines.

Standardize risk-tiered, right-sized packaging, substitute avoidable virgin/plastic inputs with verified alternatives, and retain a simple, recognizable unboxing experience. Optimize for the environmental cost of an undamaged delivery, not light packaging alone. Scale only when tests show acceptable protection, market-specific compliance, credible recovery and total cost within the allowed envelope.

Product tier — Proposed pack · Primary risk · Validation gate
Non-fragile apparel — Correctly sized recycled-content mailer, where suitable · Moisture, tearing, brand feel · Weather tests, damage rate, recall
Accessories — Recycled-content corrugated box with minimal separable filler · Crush, loose motion · Drop/vibration, pack time
Fragile/leak-prone goods — Reinforced right-sized box and tested protective insert · Breakage, leakage · Damage claims, handling and returns

Key analytical distinction: Recyclable by design is not equivalent to actually recycled. Watch for total environmental harm from product replacement, whether “20% recyclable” has a clear denominator, and accidental greenwashing through unverified terms.

Design | Zomato | Easy

Packaging Optimization

Practice this case →

Launch: Risk-tiered packs, right-sizing and reduced virgin/plastic inputs. Guardrails: No deterioration in damage rates, regulatory compliance and ≤10% packaging-cost premium. Scorecard: Virgin grams per shipment, recyclable/recovered share, packaging cost, shipping cost, returns and brand experience.

Design | media.net | Medium

Dashboard Design for Assam

Click the title to give a mock interview

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

Click the title to give a mock interview

- 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.

Design | media.net | Medium

Dashboard Design for Assam

Click the title to give a mock interview

- 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.

Design | NoBroker | Medium

Product Delivery Commotions

Click the title to give a mock interview

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.

Design | NoBroker | Medium

Product Delivery Commotions

Click the title to give a mock interview

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

Click the title to give a mock interview

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?

Design | NoBroker | Medium

Product Delivery Commotions

Click the title to give a mock interview

The final part of my solution aims to cover the communication gaps and refund related issues. For refund related issues, we could employ a system that provides some immediate refund and later issues further refund. For the communication gaps that can occur, the platform can enable three way communication and push notifications regarding delays and other issues.

Alright, how would you choose to measure the success of your proposed solution?

The success metrics of the solution would be dependent on later observed: deviation of delivery time against our new ETA estimates, customer and rider reviews, percentage of order cancellations, report of food degradation, rider wait time and delivery time.

Design | Zomato - The Product Folks | Medium

WhatsApp

Click the title to give a mock interview

Design a new feature for WhatsApp to improve user engagement.

Step 1 — Clarify the Problem Statement

Before diving into solutions, I'd like to clarify the scope:

1. **Target audience:** Are we designing for individual users, business users, or both?
2. **Objective:** Is the goal to increase daily active users (DAU), time spent on app, or revenue?
3. **Constraints:** Should this feature be platform-agnostic (iOS, Android, Web) and privacy-compliant with WhatsApp's end-to-end encryption?
4. **Current pain points:** Are there any known drop-off points or engagement metrics we are trying to improve specifically?

Good questions. The focus is **individual users**, and the objective is **to increase engagement without compromising** **privacy**. Assume we want to maintain WhatsApp's core positioning: **fast, simple, and secure messaging**.

Comment: The candidate clarifies the target, business goal, and constraints — ensuring they solve the *right* problem instead of jumping into random features.

Step 2 — Restate and Frame the Problem

So our task is to **introduce a feature that gets individual users to spend more time on WhatsApp or come back more often**, while ensuring:

- **No privacy compromise** (E2E encryption stays).
- **No overloading the interface** (WhatsApp is known for simplicity).
- **Global appeal** (WhatsApp has a massive diverse user base).

If this framing is correct, I can proceed with identifying user segments.

Correct. Go ahead.

Comment: Restating the problem aligns both parties and shows structured thinking. It also sets boundaries early.

Step 3 — Identify Users and Their Needs

WhatsApp has different user segments:

1. **Heavy chatters** – teens, friend groups (seeking fun, constant sharing).
2. **Family connectors** – parents, relatives (sharing updates, calls).
3. **Transactional users** – coordinating tasks, logistics (high utility).
4. **Content consumers** – who mainly view statuses but don't chat much.

To improve **engagement**, we should target **light/occasional users** or **content consumers**, since heavy chatters are already very active.

User needs (examples):

- Share moments quickly with less friction.
- Feel more connected in groups without spamming chats.
- Discover interesting content in a safe/private way.

Comment: Breaking users by behavior (not just demographics) makes insights actionable. The candidate logically picks segments where engagement lift is possible

Step 4 — Prioritize a Focus Segment

For an MVP, I'll focus on **content consumers** who browse but don't initiate chats. **Rationale:**

- This segment shows **low active participation** → high headroom for engagement.
- WhatsApp already has **Status** (stories-like feature), but interaction on statuses is passive.
- If we can **enable lightweight engagement (quick replies, reactions, polls)** without adding noise, these users could become active contributors.

Comment: Candidate chooses a single focus segment and backs it up with a clear rationale — showing product prioritization

Step 5 — Define User Journey and Pain Points

The current Status journey:

- User posts → others view → maybe someone sends a private reply → low feedback loop.

Pain points:

1. **Low interaction feedback** – People don't know who really liked their update unless someone messages.
2. **High friction to respond** – You must type a full reply → barrier to casual reactions.
3. **Limited discovery** – You only see content from contacts, no thematic grouping.

Comment: Mapping the journey to specific pain points ensures feature ideas are anchored to real problems, not arbitrary brainstorming

Step 6 — Feature Ideas (User Stories → Solutions)

For this MVP, I'd define **3 user stories**:

Story 1 — I want lightweight interaction

- **Solution:** Add quick emoji reactions to Status (like Instagram but fully private).

Story 2 — I want group feedback without spam

- **Solution:** Introduce group polls inside chats or Status for fast opinion gathering.

Story 3 — I want a personalized content feed

- **Solution:** Curate "Close Friends" Status view → allow users to highlight select people's statuses at top.

Comment: Candidate links each user story directly to a tangible solution. Keeps ideas **privacy-respecting** and **interface-simple**, aligned with WhatsApp DNA.

Step 7 — Prioritize for MVP

To choose MVP features, I'd use **impact vs. effort**:

- **Story 1 (emoji reactions):** High impact, low effort → implement first.
- **Story 2 (polls):** Medium impact, medium effort → second.
- **Story 3 (curated feed):** High impact but high complexity → future roadmap.

Comment:
Good PM practice — explicitly justifying *why* some features are built now vs. later.

Step 8 — Evaluate Trade-offs

Would you go with all these at once?

No. I'd ship **quick reactions** first to test engagement lift, then analyze metrics:

- % users reacting to Status
- Frequency of replies after reactions
- Retention uplift for passive users

If results are positive, proceed with polls as next iteration.

Shows iterative product mindset — start small, measure, expand.

Step 9 — Business and Privacy Considerations

- **Privacy:** Reactions remain E2E encrypted, only visible to poster.
- **Monetization (future):** Engagement → better user retention → more time in app → stronger foundation for WhatsApp Business features later.
- **Risks:** Must avoid turning WhatsApp into a "social feed," which breaks simplicity principle

Comment: Candidate balances feature ambition with WhatsApp's brand positioning. Shows awareness of strategic risks.

Final Wrap-Up

Good. Any closing thoughts?

- Focus on **lightweight engagement for passive users** → Quick Reactions MVP.
- Validate impact via controlled rollout → measure retention + interaction lift.
- If successful, layer additional features (polls, curated feeds) incrementally.
- Always maintain WhatsApp's **privacy-first, clutter-free** philosophy.

Comment: The case ends with a **high-level roadmap and measurement plan**, not just a feature list — exactly what interviewers look for.

Key Takeaways for Readers

1. **Clarify → Restate → Segment → Prioritize → Solve → Measure** is the golden flow.
2. **Anchor features to pain points, not creativity alone.**
3. **Show MVP discipline** — don't try to boil the ocean.
4. **Explain trade-offs and risks clearly.**
5. **End with a testing plan, not just an idea.**

Design | Google – The Product Folks | Hard

Google Home Mini

Click the title to give a mock interview

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.

Design | Google – The Product Folks | Hard

Google Home Mini

Click the title 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.

Design | HiLabs | Hard

Healthcare Data

Click the title 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?

Design | HiLabs | Hard

Healthcare Data

Practice this case →

You're a Product Manager at HiLabs. How would you secure our client's healthcare data?

I'd first clarify what data is collected, where it flows, who can access it, what contract/regulations apply, and what security outcome the client requires by when. Security is not one feature; it is a set of controls across the data lifecycle.

The data is primarily provider and claims data for network and quality analytics; some datasets contain patient-identifiable or PHI-related fields.

Understood. Claims records can contain identifying information, so I would classify by actual field contents and role, not assume a dataset is safe merely because it's called “provider data.” Is the immediate concern ingestion, internal storage or client-facing outputs?

All three, with particular concern about data in transit and how many people can access data once it reaches our systems.

Has an incident prompted this or is there a new contract requirement?

A large health-plan client is onboarding. It expects SOC 2 evidence and a HIPAA Business Associate Agreement, or BAA, as appropriate.

Who touches the data, and what is the time constraint?

Infrastructure teams, data scientists, analysts and customer-success staff. The client hopes to onboard in the next quarter.

Design | HiLabs | Hard

Healthcare Data

Practice this case →

I would define success as secure and contract-compliant onboarding with least-privilege access and auditability, not simply “zero incidents,” which is impossible to promise. I'd confirm whether HIPAA applies to the exact datasets and relationships, what contractual controls the client asks for and whether HiLabs already has a valid SOC 2 report.

Map the data journey.

Client export → secure transfer / API → validation and ingestion → storage → transformation/analytics → internal access → dashboards/reports/API delivery → retention and deletion. I would place trust boundaries at transfer, tenant segregation, raw-data access, derived outputs, vendor integrations and deletion. Each boundary needs preventive and detective controls.

How do you protect data during transfer?

Use authenticated APIs with modern TLS or appropriately configured SFTP, scoped credentials, key rotation, integrity checks, replay protection and logging. Restrict inbound endpoints and avoid email or open object-store links for sensitive exports. Encrypting transport is necessary but insufficient if an attacker steals a valid long-lived credential.

What should happen after ingestion?

Classify and minimize fields, encrypt at rest using managed keys and rotation policies, separate client tenants and apply retention rules. Tokenize or de-identify identifiers where analytics permits. Keep re-identification mappings under stricter access controls. Importantly, pseudonymized data may still be regulated; do not relabel it anonymous without a valid de-identification assessment.

Data scientists say they need broad access for model development. What would you do?

Design | HiLabs | Hard

Healthcare Data

Practice this case →

Define a role- and attribute-based access model: scientists use masked or tokenized datasets by default; analysts receive only fields necessary for QA; customer-success staff see customer-scoped outputs; and infra administrators get infrastructure permissions without universal access to readable raw records. Sensitive-access exceptions require documented approval, expiration and review.

How would you prevent privileges from quietly expanding?

Use centralized identity management, MFA, least-privilege roles, automated joiner/mover/leaver flows, short-lived credentials, quarterly—or risk-based more frequent—access recertification and privileged-session logging. Alert on high-volume exports, anomalous access times and unexpected cross-tenant queries. These are both product requirements and operational processes.

Can encryption alone solve insider risk?

No. An authorized user or service can still decrypt data they legitimately access. We need authorization boundaries, data minimization, masking, audit logs and monitoring, with separation of duties where practical. Also ensure logs themselves do not accidentally record sensitive payloads.

Suppose an analyst accidentally exports a report containing patient-level identifiers to the wrong health-plan client. How do you respond?

Contain access immediately, preserve evidence, assess what was disclosed, notify the internal incident lead, legal/privacy and client teams, and apply the appropriate contractual or legal breach-notification procedures. Investigate the access path, remove unnecessary identifiers from the report by default, and add review or automated policy checks for future exports.

What controls would you build into the reporting product?

Design | HiLabs | Hard

Healthcare Data

Practice this case →

Tenant-scoped queries enforced server-side, approved report templates, suppression of unnecessary sensitive fields, fine-grained download permissions, export-size limits, audit trails and explicit access-expiration rules. Test for broken object-level authorization and inadvertent cross-tenant data leakage before go-live.

Explain the SOC 2 and HIPAA pieces carefully.

A BAA is a contractual arrangement used when HIPAA business-associate obligations apply; it is not a general security certification. SOC 2 Type II is an attestation report evaluating controls over a specified observation period; it's not something a company can simply “certify” on demand in the next few weeks. If the client asks for an existing Type II report, we must verify current coverage. If none exists, we should negotiate acceptable evidence and a realistic audit roadmap rather than promise a completed Type II within a quarter.

How would you prioritize for next-quarter onboarding?

In parallel workstreams:

1. Contract and scope: Inventory PHI, classify transfers, confirm HIPAA applicability, required BAA language, subprocessor list and exact client controls.
2. Immediate technical blockers: Strong transfer controls, MFA, tenant isolation, least-privilege roles, encryption, logging and raw-data masking.
3. Operational evidence: Data-flow diagrams, access reviews, incident response tests, vendor assessments, penetration/security testing and documented policies.
4. Independent assurance: Share existing audit evidence if available; build a credible SOC 2 Type II timeline if it does not exist.

Design | HiLabs | Hard

Healthcare Data

Practice this case →

I'd sequence production rollout against identified critical risks, not mark security “complete” simply because documentation exists.

How do you decide which controls ship first?

Rank by data sensitivity × likelihood of exposure × impact × client dependency, balanced with implementation time. Raw-data overexposure and cross-client access are high-severity. An unprotected transfer channel is an immediate blocker. Lower-value UI preferences can wait. I would also assess whether tokenization breaks necessary analytics before making it universal.

What should the client see during onboarding?

Clear data inventory and retention schedule, approved transfer mechanism, access matrix, security contacts, incident escalation path, penetration and audit evidence as permitted, subprocessor disclosures, and demonstration of tenant separation. Trust improves when controls are testable and ownership is visible.

Which metrics would you track?

100% of identified sensitive access paths covered by auditable authorization is an engineering target, to be verified. Other measures: raw-PHI access grants and time to revoke them, percentage of access reviews completed, encryption/key-policy compliance, time to detect/respond to simulated incidents, critical vulnerabilities past SLA, and security-related onboarding blockers. Incident counts alone are a weak measure because under-detection can look like “zero incidents.”

What is the minimum acceptable launch condition?

Design | HiLabs | Hard

Healthcare Data

Practice this case →

No known critical cross-tenant exposure, approved and tested secure ingestion, least-privilege access and MFA, auditable data exports, appropriate executed agreements, documented incident response, and client acceptance of available assurance evidence. Any outstanding high-risk issues need explicit remediation and client/legal sign-off; a deadline does not justify silently accepting them.

Summarize your solution.

I would make healthcare security a designed property of the data product: classify and minimize incoming information; encrypt and authenticate transfers; isolate tenants; default to masked analytics data; make raw access rare, time-bound and logged; protect exports; and practice incident response. In parallel, validate HIPAA/BAA scope and be accurate about SOC 2 evidence and audit timelines. Success is secure, auditable onboarding that enables repeatable growth without compromising patient trust.

Design | HiLabs | Hard

Healthcare Data

Practice this case →

"Secure the client's healthcare data" is broad. What is your first PM artifact?

A jointly reviewed data inventory and flow diagram. List source systems, datasets, fields and sensitivity, customer/legal ownership, integration endpoints, internal storage locations, transformations, downstream reports, subprocessors, retention obligations and approved user roles. For each step identify the trust boundary and threat: unauthorized extraction, wrong-tenant disclosure, excess insider permissions, insecure transport, accidental report leakage, compromised credentials or improper deletion. Without this inventory, encryption and RBAC can create a false sense of completeness.

What makes the healthcare context different from ordinary analytics?

Some records may contain highly sensitive health information linked to individuals, with significant privacy, contractual and regulatory consequences if exposed. The applicable legal duties depend on who HiLabs and the client are, the data content, covered-entity/business-associate relationships and jurisdiction. A claims or provider dataset cannot be considered non-sensitive merely from its label. The PM must partner with legal/privacy and security to classify actual fields.

Distinguish prevention, detection and response.

Prevention: minimize collection, authenticate users/services, restrict access, isolate tenants, encrypt, tokenize and validate exports. Detection: comprehensive access logs, anomaly rules, periodic reviews and security testing. Response: contain incidents, revoke credentials, preserve evidence, determine scope, notify responsible stakeholders and remediate. These are complementary; no preventive system guarantees zero breaches.

Design | HiLabs | Hard

Healthcare Data

Practice this case →

A client sends data to an API. What exact capabilities do you require?

Mutually appropriate authenticated connections, current TLS, short-lived scoped credentials, request integrity controls, replay protection, input validation, rate limits, secure secret storage, service-to-service authorization, and a traceable but privacy-safe ingestion audit. Reject or quarantine malformed uploads, enforce file-size restrictions and scan untrusted content. Avoid logging raw payloads, tokens, full identifiers or unencrypted patient information.

Why isn't encryption at rest enough?

It generally protects storage media and some forms of unauthorized storage access, but applications and privileged services must decrypt data to process it. Compromised application credentials, broken tenant isolation or an overprivileged analyst can still expose records. Encryption must be combined with correct authorization, key governance, network controls, data minimization and auditability. Also distinguish TLS for transfer from true end-to-end encryption; an analytics service ordinarily processes plaintext within a controlled execution boundary.

How would you build tenant separation?

Design | HiLabs | Hard

Healthcare Data

Practice this case →

Enforce tenant scope at the service authorization layer and in data access patterns, not only in UI filters. Depending on platform architecture, use per-tenant schemas, accounts, encryption boundaries or robust row-level access policies with mandatory tenant predicates. Test object-level authorization and cross-tenant joins. A client ID in a URL must never by itself authorize access to a different client's data.

Build an access matrix for four internal roles.

Data scientists: de-identified/tokenized analytical views by default, narrow time-limited raw access by exception. Analysts/QA: case-specific masked views; only fields required for quality validation. Customer success: tenant-scoped aggregated outputs, not broad raw datasets. Platform engineers: manage infrastructure and deployment without routine access to readable PHI; exceptional break-glass access is tightly logged and reviewed. Owners approve access, time limits and revocation, and all roles use MFA and centralized identity where feasible.

Explain RBAC versus ABAC and when you'd use both.

Design | HiLabs | Hard

Healthcare Data

Practice this case →

Role-based access control (RBAC) grants capabilities by job role, such as report viewer or privileged reviewer. Attribute-based access control (ABAC) evaluates resource and context attributes, such as client tenant, data sensitivity, specific project, legal basis, environment and expiration. For multi-tenant healthcare analytics, roles alone may be too broad: two analysts have the same role but should not necessarily see the same health-plan datasets. I'd implement roles plus tenant/project-scoped conditions and audit both policy and decision outcomes.

Your models need patient identifiers to link records. Can you still minimize raw exposure?

Yes, use a controlled linkage or tokenization service where the workflow permits it. Provide stable pseudonyms to analytics while restricting re-identification keys and mapping tables to a tiny authorized service. In some cases exact identifiers are genuinely necessary; approve narrowly, keep access time-bound and retain evidence. Pseudonymization is not equivalent to anonymization, and external data-linkage risk still needs review.

Which risks arise from reporting and exports?

A report can accidentally include patient-level fields, be emailed to the wrong customer, expose an unprotected download URL, fail to apply tenant scoping or reveal individuals through small-group aggregates. Defenses include approved field allowlists, aggregation/small-cell suppression where appropriate, server-side tenant checks, signed short-expiry links, download permissions, watermark/audit where useful, and a review step for high-risk exports.

Design | HiLabs | Hard

Healthcare Data

Practice this case →

Construct a concrete incident scenario.

[Illustrative simulation] A support employee uses a misconfigured report endpoint and downloads another client's claims records. Detection could come from a cross-tenant authorization audit or anomalous export alert. Response: immediately disable access/rotate affected credentials, preserve relevant logs, identify exact data scope and recipients, notify security/privacy/legal and contractual contacts, follow applicable breach-notification requirements, and patch/retest the failed authorization path. Never use an invented fixed notification deadline without knowing the contract and law.

How would you translate security into a product roadmap given the quarter deadline?

I would identify hard launch blockers first: insecure inbound transfer, missing tenant isolation, unscoped raw-data access, absent MFA for privileged roles and export leaks. In parallel, coordinate legal review of the BAA and contract exhibits, obtain any existing SOC 2 assurance evidence, run a third-party security assessment as warranted and build an incident-response tabletop. Lower-risk feature polish and extensive automation can follow after minimum secure onboarding gates, but not after a known critical exposure is left unresolved.

Give a 90-day illustrative execution plan.

Design | HiLabs | Hard

Healthcare Data

Practice this case →

Days 1–15: inventory data, map system boundaries, confirm contract/legal obligations, perform gap assessment and triage critical fixes. Days 16–45: implement or verify identity/MFA, least privilege, tenant authorization, secure ingestion, key management and log protection; perform negative authorization tests. Days 46–75: validate masking and reporting safeguards, execute access reviews, run penetration/privacy assessments and incident tabletop. Days 76–90: provide a client evidence package, remediate remaining issues and make a documented go/no-go decision. Existing architecture and audit lead times may force this schedule to change; it is not a promise to achieve a new SOC 2 Type II report in a quarter.

Clarify a frequent confusion about SOC 2 Type II.

SOC 2 Type II is an independent examination report covering control operation over a defined observation period, not a checkbox obtained instantly after adding features. A business associate agreement is a contract when HIPAA applies; it is not an audit certificate. If the enterprise buyer contractually requires a completed Type II report and HiLabs lacks one, the correct action is to negotiate acceptable interim assurance or adjust the onboarding timeline—not misrepresent progress.

Which security metrics can a PM realistically own?

Design | HiLabs | Hard

Healthcare Data

Practice this case →

Product-facing outcomes: percent of sensitive data flows documented; percent of production data accesses evaluated by centralized authorization; raw-data grants with a business-approved justification/expiration; unreviewed privileged access; percent of exports with verified tenant restrictions; age of critical vulnerabilities; incident detection and containment times during drills; security-related procurement blockers and client onboarding lead time. A target like 100% logging coverage must be validated through testing, including whether log records themselves protect patient information.

What about vendor/subprocessor risk?

Inventory downstream hosting, monitoring, model, support and file-transfer vendors that may touch data. Confirm contract obligations, access limitation, encryption/key responsibility, geographic processing constraints where relevant, retention/deletion evidence and incident escalation. A beautifully secured application can still leak data through a careless third-party integration. Vendor approvals belong in the product launch checklist.

What if model accuracy suffers after masking sensitive features?

Design | HiLabs | Hard

Healthcare Data

Practice this case →

Determine whether the feature is actually required and lawful to use. Compare performance using privacy-preserving representations and narrower authorized access where necessary; document trade-offs and impacts on fairness and quality. Security should be engineered to preserve legitimate customer value wherever possible, rather than solved by either exposing everything or disabling necessary analytics without analysis.

How would you verify that the controls actually work?

Automated negative tests for cross-tenant access, role escalation, expired tokens, improperly scoped exports and missing audit events; external testing where appropriate; periodic credential and data-retention checks; simulated incident response; and client acceptance tests. Evidence matters more than policy declarations. I'd assign a named owner and reviewer to each control, define when it was last tested and link remediation tickets to the corresponding risk.

Build a security scorecard that executives can understand.

Design | HiLabs | Hard

Healthcare Data

Practice this case →

Four rows: Critical exposure and overdue fixes (must be zero at release), least-privilege adoption and sensitive access exceptions, control proof (tenant-isolation tests, audit coverage, incident drills), and enterprise readiness (contractual/security evidence accepted and onboarding blockers). I would avoid calling zero detected incidents proof of security: a poorly instrumented system can appear incident-free.

What is your final recommendation?

Treat trust as a product capability. Build a verified data-flow inventory, secure and authenticate every inbound path, enforce tenant-aware least privilege, limit raw PHI through masking/tokenization, protect outputs and exports, and establish immutable-enough audit evidence and incident playbooks appropriate to the threat model. Separate legal/contract obligations from technical architecture, state SOC 2 and HIPAA status accurately, and make onboarding conditional on objective security gates.

Threat — Preventive control · Detective / response control · Release criterion
Client file intercepted in transit — Encrypted authenticated ingestion, scoped short-lived credentials · Transfer audit and alerting · No known unencrypted sensitive production path
Analyst sees unnecessary identifiers — RBAC + tenant/project conditions, masking/tokenization · Access logs, grant reviews · Sensitive exceptions approved and expiring
Cross-tenant report

disclosure — Server-side object authorization, export field allowlists · Negative authorization tests, export monitoring · No known critical cross-tenant flaws
Credential theft — MFA, secret rotation, narrow service

Design | HiLabs | Hard

Healthcare Data

Practice this case →

identities — Anomaly detection, incident process · Key privileged access controls verified
Improper retention or subprocessor exposure — Retention schedule, vendor approval, scoped deletion · Periodic data/vendor audits · Contractual obligations demonstrably addressed

Case realism: The original prompt supplies the security and onboarding context but does not establish that HiLabs currently has or lacks any particular certification, nor the actual field schema or deployment topology. This transcript uses explicit implementation examples, not claims about its current infrastructure.

Priority: Data inventory and trust boundaries → secure ingestion and tenant isolation → least privilege and tokenization → export controls → monitoring and tested response. Contract: Verify BAA applicability and existing SOC 2 evidence; do not promise a new Type II attestation without an adequate observation and audit timeline. Scorecard: Access hygiene, logging coverage, critical vulnerabilities, incident-response test performance and absence of unresolved client security blockers.

Root Cause Analysis | Amazon | Easy

Declining sales at Amazon

Thanks for joining. We're seeing a 20% drop in sales at Amazon. We need to find the root cause.

Thanks for having me. To start, could you tell me when this decline began? Is it affecting specific regions or products?

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.

Could you explain how this new ML model works?

Root Cause Analysis | Amazon | Easy

Declining Sales at Amazon

Mock interview link under review

Our sales at Amazon have declined by 20%. What would you do?

I'll first clarify the metric and comparison. By “sales,” do we mean number of orders, gross merchandise value or net revenue after refunds? Is the decline year-on-year, month-on-month or versus a forecast?

[Illustrative assumption] Gross merchandise value from successfully placed orders has fallen by 20% month-on-month in one country.

Has the decline been gradual or sudden? And have we adjusted for category seasonality, holiday events or a planned reduction in discounts?

[Illustrative assumption] It began abruptly after a recent app release, with no major seasonal event.

I would decompose GMV = completed orders × average order value (AOV). Do we know which term changed?

[Illustrative assumption] AOV is nearly flat. Order count is down about 20%.

Next I would split orders across geography, device, channel, buyer cohort and category. Is the decline broad-based or concentrated?

[Illustrative assumption] It is strongest among Android-app users; web and iOS remain fairly stable. It spans several categories.

That makes a platform-specific funnel issue more likely than a category-demand issue. I would map app open → browse/search → product view → add to cart → checkout → payment authorization → order confirmation and compare conversion at each transition against the previous period.

Root Cause Analysis | Amazon | Easy

Declining Sales at Amazon

Mock interview link under review

What equation would guide you?

Orders = eligible shopping sessions × session-to-checkout-start rate × checkout-completion rate. For a broader business view, I would also inspect returning-customer frequency and traffic quality. The immediate question is whether we lost eligible sessions or conversion after they entered the app.

[Illustrative assumption] Eligible shopping sessions are steady; the deterioration is at checkout completion.

I would check payment attempt success, app crash rate, page latency, shipping-fee changes, coupon failures, address validation, inventory reservations and instrument-specific issues. A broken payment gateway might show errors; an unexpected delivery charge might show voluntary abandonment. I need to separate technical errors from customer decisions.

Can you demonstrate the 20% decline numerically?

Yes, with a consistent illustrative funnel:

Measure — Before · After
Eligible shopping sessions — 10,000,000 · 10,000,000
Reach checkout start — 6.25% · 6.25%
Checkout starts — 625,000 · 625,000
Complete checkout — 80% · 64%
Completed orders — 500,000 · 400,000
AOV — ₹1,200 · ₹1,200
GMV — ₹600 million · ₹480 million

So GMV change = (480 − 600) / 600 = −20%. The lost 100,000 orders are mathematically consistent with the 16-percentage-point checkout-completion drop; the table alone does not prove the reason it happened.

Root Cause Analysis | Amazon | Easy

Declining Sales at Amazon

Mock interview link under review

How would you find the specific reason within checkout?

Compare error-code counts and payment-success rates before and after the release, split by Android app version, operating system, payment type, network quality and geography. I'd overlay the time of each release and payment-service incident. Then inspect logs and anonymized failure traces while respecting customer payment-data protection.

[Illustrative assumption] Payment authorization failures rose sharply on the newest Android version, coinciding with a checkout SDK update.

My leading hypothesis is a release-related payment defect. I would validate it using older-version users and comparable unaffected platforms as controls. If the change in checkout conversion appears only after the SDK release, that strengthens—but does not by itself prove—causality.

What would you do immediately?

Initiate an incident response: stop further rollout, revert the problematic SDK or use a tested fallback where possible, coordinate with the payment provider, and display clear recovery options to affected users. Avoid encouraging repeated charges if payment status is ambiguous; payment and reconciliation safety comes first.

Suppose the new version also introduced a higher shipping charge. Could that matter?

Absolutely. I would compare hard payment failures separately from voluntary checkout abandonment, and run a clean decomposition. Changes can coexist. A 20% sales fall is an outcome; we should not stop at the first correlated release event.

How would you validate the fix?

Root Cause Analysis | Amazon | Easy

Declining Sales at Amazon

Mock interview link under review

Use a canary release with pre-defined thresholds for authorization success, app crashes, checkout conversion, charge reversals and support cases. Monitor by app version and payment method. Compare the recovered cohorts against unaffected cohorts and check refund/reconciliation anomalies.

What would you do after the urgent incident?

Establish automated release guardrails and alerts on each checkout step, segmented by device and payment rail. Require synthetic checkout testing and graduated rollouts for payment-sensitive changes. I would also quantify lost GMV and retained customers to understand both immediate and follow-on impact.

Your one-minute conclusion?

The 20% decline is illustratively explained by lower Android checkout completion, not lower traffic or order value. A payment integration defect is the leading root-cause hypothesis, to be verified using version-level telemetry and controlled rollback. I'd restore payment reliability first, then harden release monitoring and track conversion, successful orders and payment integrity until they return to baseline.

I told you Amazon sales declined by 20%. What is the first thing you need to clarify?

Root Cause Analysis | Amazon | Easy

Declining Sales at Amazon

Mock interview link under review

"Sales" could mean gross merchandise value (GMV), gross orders, paid orders, net merchandise revenue, seller revenue or even units sold. I need the exact definition, time periods, same-store/geography scope and whether the figures are adjusted for cancellations and returns. A 20% drop in revenue can be caused by lower order volume, smaller basket size, lower realized price or higher returns. I shouldn't anchor on marketing or the app before establishing the metric.

For this exercise, say net completed-order GMV fell from ₹100 crore to ₹80 crore in one comparable month. The metric is consistent before and after. What is your formula?

Completed GMV = qualified traffic × conversion to completed order × average completed-order value. For a marketplace, I would also reconcile sellers' assortment and product availability, since these affect conversion and basket value. In logarithmic or multiplicative terms the three drivers compose, rather than adding percentages naïvely.

Give me a decomposition using hypothetical operating data.

[Illustrative assumption] Baseline: 10 million qualified sessions × 5% completed-order conversion × ₹2,000 per completed order = ₹100 crore. Current: 10 million sessions × 4% conversion × ₹2,000 = ₹80 crore. Traffic and AOV are flat; the full 20% GMV decline is explained arithmetically by a one percentage point absolute conversion fall, or 20% relative fall in conversion. Next I would verify whether this drop is in purchase intent, checkout, payment, fulfillment or returns, since "conversion" aggregates multiple mechanisms.

Root Cause Analysis | Amazon | Easy

Declining Sales at Amazon

Mock interview link under review

Does that prove conversion caused the decline?

It establishes the accounting identity, not the underlying cause. Conversion itself could decline because the category mix changed, advertised prices rose, stock availability worsened, promotions ended, delivery promises lengthened, payment failed, competitors offered more attractive terms or the measurement pipeline changed. I'd use stage-level conversion and compare affected slices before selecting a hypothesis.

Separate macro explanations from Amazon-specific ones.

External causes include weaker category demand, seasonality, competing marketplace promotions, inflation and macro income changes. Internal causes include assortment, stockouts, pricing, search/ranking, offers, delivery performance, checkout friction, payment reliability, seller quality and policy changes. A broad category decline across competing platforms suggests an external effect; a break concentrated in Amazon's own checkout step suggests an internal fault. We must not invent market benchmarks—use real comparable evidence if available.

How would you locate the largest source of lost GMV without drowning in cuts?

Root Cause Analysis | Amazon | Easy

Declining Sales at Amazon

Mock interview link under review

Start with an additive absolute-change bridge by non-overlapping segment—product category, geography or customer cohort, choosing one primary partition first. Quantify each segment's current versus baseline GMV and rank by rupees lost, then drill into high-impact cells with other dimensions. If electronics accounts for ₹15 crore of the ₹20-crore total loss, deep analysis there is more productive than explaining a small dip in stationery.

Why shouldn't you simply report percentage declines by category?

Root Cause Analysis | Amazon | Easy

Declining Sales at Amazon

Mock interview link under review

A 60% decline in a ₹1-crore category loses ₹60 lakh, while a 15% decline in a ₹50-crore category loses ₹7.5 crore. Percentage change measures intensity; absolute change measures contribution to the headline decline. I would report both, with volume and margin implications.

Suppose a large share of decline is in first-time mobile buyers. Which funnel do you inspect?

Landing → discovery/search → product detail → add to cart → shipping quote → checkout → payment attempt → payment authorization → confirmed order → fulfilled delivery. At each transition compare counts, rates and latency before/after. I'd split by device model, OS and app version, since a rollout-specific bug can masquerade as weaker consumer demand.

We discovered checkout success declined after a new shipping-fee presentation. How do you confirm this is the cause?

[Illustrative interviewer development] First verify timestamp alignment. Then use a controlled rollback or A/B test if safe. Compare exposed versus non-exposed cohorts and alternative channels; control for traffic quality, category mix and seasonality. Review session replay or qualitative research carefully and with privacy controls to determine whether fee surprise, layout confusion or a technical defect caused abandonment. Timing alone is suggestive, not conclusive.

Demonstrate the distinction with a simple difference-in-differences example.

Root Cause Analysis | Amazon | Easy

Declining Sales at Amazon

Mock interview link under review

[Illustrative assumption] Exposed app users' checkout completion falls from 80% to 68% (−12 pp). Unexposed web users fall from 79% to 76% (−3 pp). The difference-in-differences estimate is about −9 percentage points, under the strong assumption that trends would otherwise have been parallel and that user mixes are comparable. It's preliminary evidence, not a substitute for validating confounding, simultaneous changes or channel switching.

Would you advise restoring the previous shipping-fee policy immediately?

Possibly a reversible presentation rollback, if risk is low and the data implicate the feature. But I'd distinguish price level from fee disclosure design. Customers may abandon because the fee is high, because it appears unexpectedly, or because the checkout UI fails. Reversing the price may restore conversion but eliminate needed margin. I'd test transparent early fee disclosure versus actual fee reductions, with profit and repeat-purchase guardrails.

Quantify the business case for repairing conversion.

Under the worked baseline of 10 million qualified sessions and ₹2,000 order value, restoring conversion from 4% to 4.5% creates 50,000 additional completed orders and ₹10 crore incremental completed-order GMV, if the other terms remain stable. The final financial impact depends on net take rate, product margin, shipping subsidy, returns and whether orders are incremental or cannibalized.

Imagine customer support reports an increase in late deliveries. Could that matter even with stable traffic?

Root Cause Analysis | Amazon | Easy

Declining Sales at Amazon

Mock interview link under review

Yes, particularly through repeat buying. I'd examine cohorts with recent service failures, customer-level repeat intervals and shifts in promised dates. Late delivery can reduce conversion on future visits when the shopper sees slow promises, or cause direct churn after a poor order. I'd compare before/after customer experiences and avoid labeling correlation as causation.

What checks protect you from a false diagnosis?

Validate data pipelines, deduplicate orders, account for refunds recognized later, compare like-for-like dates and promotional calendars, ensure identical customer/visit definitions, and check platform mix. Also confirm whether a marketplace seller changed catalog, was suspended or went out of stock. If analytics changed during the period, apparent sales declines may be partly measurement artifacts.

How do you sequence intervention decisions?

First 24–48 hours: validate metric and identify concentrated losses; halt a clearly broken rollout if supported by evidence. Next 1–2 weeks: fix high-confidence high-volume funnel failures; test pricing/fee messaging; restore seller availability if that is the driver. Next 4–8 weeks: resolve structural category, logistics or retention issues and establish leading-warning dashboards. These are illustrative response windows, not a claim about Amazon operations.

What dashboard would reveal recurrence?

Daily completed GMV and order count decomposed by traffic, conversion, AOV, cancellation and return effects; stage-by-stage conversion; inventory availability; delivery promise accuracy; pricing/fee exposure; and margin by segment. Alert on significant deviations from seasonally comparable baselines rather than arbitrary universal percentage thresholds.

Root Cause Analysis | Amazon | Easy

Declining Sales at Amazon

Mock interview link under review

The interviewer asks, "So what's the root cause?" How should you answer when data were not provided?

I should distinguish diagnostic result from hypothetical illustration. The original one-line case does not identify a verified cause. My illustrative branch shows checkout conversion deteriorating after fee-display changes; I

would state that as a scenario to investigate, not a factual finding about Amazon. My recommendation is to validate the metric, isolate the largest GMV driver and then act on evidence from a stage-level funnel and controlled test.

Scenario (illustrative) — Qualified sessions · Completion conversion · AOV · Completed GMV · Primary accounting change

Baseline — 10m · 5.0% · ₹2,000 · ₹100 crore · Reference

A: traffic shock — 8m · 5.0% · ₹2,000 · ₹80 crore · Traffic −20%

B: conversion shock — 10m · 4.0% · ₹2,000 · ₹80 crore · Conversion −20% relative

C: basket decline — 10m · 5.0% · ₹1,600 · ₹80 crore · AOV −20%

D: mixed shock — 9m · 4.8% · ₹1,850 · ₹79.92 crore · Several smaller changes

Interviewer trap: The table demonstrates that a 20% outcome does not by itself reveal which driver is responsible. A good candidate proves the metric bridge, then tests a falsifiable hypothesis. Do not treat the mock shipping-fee explanation as a fact supplied by the original PDF.

Root Cause Analysis | Amazon | Easy

Declining Sales at Amazon

Mock interview link under review

Diagnosis chain: GMV ↓20% → orders ↓20% → traffic steady / AOV steady → Android checkout completion ↓ → payment failures after release. Decision: Validate and roll back or repair the defective integration. Risks: Misattributing concurrent pricing changes, payment duplication, unsupported device versions. Metrics: Authorization success, checkout conversion, completed orders, refunds and complaints.

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?

HiLabs Plans

Click here to give a mock interview

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.

Root Cause Analysis | Meesho | Easy

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.

Root Cause Analysis | Meesho | Easy

Orders Decline

Practice this case →

PS — Problem Statement: “Orders are declining at Meesho. Find the root cause and recommend corrective actions.”

Company: Meesho
Pattern: Root-cause analysis / repeat-purchase and logistics
Difficulty: Medium
Objective: Diagnose falling repeat purchases and determine whether a logistics-partner change caused the decline.

Meesho's orders have been declining. How would you approach this?

First, when you say orders, are we measuring placed orders, successfully delivered orders or GMV? And for how long has the issue persisted?

Number of orders placed is falling, with GMV falling proportionally. It has been a gradual decline over roughly two months.

That suggests a volume problem rather than lower basket value, although I would verify exact mix effects. Does the decline affect all product categories?

Mostly fashion and home; electronics and accessories are relatively stable.

Is it concentrated geographically?

Primarily Tier 2 and Tier 3 towns.

Is order loss driven by fewer new buyers, or existing customers buying less often?

Existing and repeat buyers order less. New sign-ups are roughly stable.

Root Cause Analysis | Meesho | Easy

Orders Decline

Practice this case →

So the problem sits closer to repeat purchase and customer experience, not only acquisition. I'd map first order → dispatch → shipping → delivery → issue resolution or return → satisfaction → next order. Before narrowing to delivery, have there been any catalog, pricing, policy or logistics changes over the past two months?

Meesho changed its logistics/delivery partner model in some regions to reduce costs.

That's a strong lead, not yet proof. My working hypothesis is that the transition worsened delivery reliability in the same regions and categories, reducing repeat purchase. I would test this against two alternatives: a competitor's promotions in those towns, and a deterioration in fashion/home assortment or quality.

What exactly would you analyze?

Compare partner × pincode × category × weekly cohort before and after the transition. Track dispatch-to-delivery time, on-time SLA compliance, failed delivery attempts, lost/damaged parcels, refund speed, wrong-item complaints and customer support contacts. Then compare repeat-order rates for customers actually exposed to the new logistics partner versus similar unexposed customers.

Why separate fashion/home from other categories?

Different categories may have different parcel sizes, packing quality, cash-on-delivery exposure and return behavior. If new-partner performance deteriorated primarily on fashion/home deliveries in Tier 2/3, the segment concentration becomes explainable. But the category mix must be checked instead of assuming it.

Is an increase in delivery time sufficient to establish causation?

Root Cause Analysis | Meesho | Easy

Orders Decline

Practice this case →

No. We need timing, exposure and a comparison group. I'd run a before/after analysis with control pincodes, check whether delivery problems preceded the drop in subsequent orders, and control for promotions, pricing, seasonality, app changes and seller inventory. We should distinguish correlation from a demonstrated effect.

Suppose the worst-affected regions also have significantly more late deliveries.

I would prioritize a targeted operational intervention there. That might mean routing high-risk orders through a proven partner, adding temporary capacity, correcting address/pincode coverage and revising delivery estimates. I'd avoid switching all regions back before assessing economics and performance elsewhere.

What would you do with unhappy existing customers?

Proactively communicate realistic tracking updates, speed up refunds and issue resolution, and selectively offer service recovery to customers with verified poor experiences. A generic discount campaign could hide the real reliability problem and increase losses without rebuilding trust.

Could Meesho retain the cost advantage of the new partner?

Possibly. Partner-level SLA targets, better capacity planning, pickup scheduling, packaging and exception handling could improve reliability without total rollback. I'd measure the true delivered cost per successfully completed order, including failed delivery, returns and customer churn—not just headline courier fees.

How would you know the interventions worked?

Root Cause Analysis | Meesho | Easy

Orders Decline

Practice this case →

Delivery reliability should improve first, followed with a lag by repeat purchasing. I would track an exposed-customer cohort: percent ordering again within 30 or 60 days, orders per existing buyer and gross contribution. On-time delivery and complaint rate are leading indicators; repeat orders are the outcome.

What dashboard would prevent a recurrence?

Weekly or daily partner × region × category dashboards with change alerts for late deliveries, failed attempts, damage and returns, and a linked repeat-purchase view. Before any future logistics migration, require a controlled rollout and a stop condition for service degradation.

Close the case.

The most plausible explanation in the supplied case is a logistics-partner transition that hurt the delivery experience for repeat fashion/home customers in Tier 2/3 towns. I would validate that with cohort- and partner-level evidence, apply a targeted routing and service fix, then rebuild repeat order frequency. I would not declare it proven solely from the change's timing.

The source case suggests a change of logistics partner. Why is that not automatically the proven root cause?

Root Cause Analysis | Meesho | Easy

Orders Decline

Practice this case →

Because a contemporaneous change could be coincidental. The original material says the decline is gradual over two months, concentrated in fashion and home, especially Tier 2/3, and affects repeat users; it also states that a logistics partner model changed in some regions. That pattern gives us a strong testable hypothesis. But we need evidence that service deteriorated, exposed customers experienced it and their subsequent ordering fell relative to a credible comparison group.

Distinguish the outcome you want to explain from the operational leading indicators.

The lagging business outcome is repeat completed orders from existing customers. Leading indicators are dispatch delay, attempted-delivery failure, on-time percentage, P90 delivery time, damage, return/refund rate, inaccurate promised dates and first-contact resolution. If the logistics hypothesis is correct, I expect the leading service metrics to deteriorate before repeat ordering falls.

Construct the repeat-order equation.

For a fixed eligible customer cohort, repeat orders ≈ eligible retained customers × probability of purchasing × order frequency among purchasers, with careful definitions to avoid double-counting. At a broader level, completed orders = ordering customers × orders per ordering customer × completion rate. I would see whether the problem is fewer repeat purchasers, reduced frequency among those still purchasing or more post-order cancellations.

Provide an example at customer level.

Root Cause Analysis | Meesho | Easy

Orders Decline

Practice this case →

[Illustrative assumption] In affected regions, 200,000 previously active buyers had a 30% monthly reorder probability before the transition, yielding about 60,000 customers who reordered. Later the probability falls to 24%, yielding 48,000. That's 12,000 fewer repeat purchasers, not necessarily 12,000 fewer orders: retained customers could place more than one order. To estimate lost orders, we must additionally measure orders per repeat purchaser and completion rates.

What segmentation makes the hypothesis more precise?

Root Cause Analysis | Meesho | Easy

Orders Decline

Practice this case →

Create a matrix of logistics partner × region/pincode × category × promised delivery window × customer tenure. Then layer in order value, delivery mode, COD versus prepaid if relevant, and item size/fragility. The original case singles out fashion/home and Tier 2/3, so I would start where the exposure to the new partner and the decline overlap. A platform-wide average could hide serious underperformance in rural service lanes.

Use a treatment-control comparison to check causality.

[Illustrative assumption] Exposed regions' repeat-purchaser rate falls from 30% to 23% (−7 pp). Similar unexposed regions fall from 31% to 30% (−1 pp). A simple difference-in-differences estimate is −6 percentage points attributable to exposure if parallel trends and the other design assumptions hold. I'd verify that exposed regions did not simultaneously receive different promotions, inventory policies or competitor campaigns.

What operational data would strengthen the case?

Compare before/after distributions for promised delivery time, actual delivered time, missed handoffs, failed attempts, damaged parcels and return-to-origin by partner and region. Test whether customers with a late/damaged delivery are more likely to stop purchasing; establish that worse delivery performance started when routing changed. Interview affected customers and frontline delivery/warehouse staff to identify mechanisms rather than rely on dashboards alone.

Suppose the new model saves ₹7 per shipment. Is reversing it worth the cost?

Orders Decline

Practice this case →

We should calculate the full contribution impact, not just shipping savings. [Illustrative assumption] For 1 million monthly parcels, ₹7 direct savings equals ₹70 lakh. Suppose the switch also leads to 20,000 fewer completed repeat orders and normal net contribution before the logistics change is ₹60 per order; that's ₹12 lakh in lost monthly contribution, ignoring long-term churn. On those figures, immediate rollback purely for current-month contribution may not pay. But if lifetime customer retention loss, refunds, support costs, brand trust and increased returns exceed the savings, the economics can flip. We should estimate each component with actual data.

Rework the scenario with much higher long-term churn.

If 30,000 customers become chronically inactive and each would otherwise generate a present-value future contribution of ₹400, the implied customer value at risk is ₹1.2 crore, subject to a credible causal estimate and avoiding overlap with current lost-order contribution. That can outweigh ₹70 lakh monthly savings on a comparable time horizon, but we must align dates and discounting; it's easy to double-count lost orders and lifetime value.

Which solution would you recommend if only 15% of pincodes are underperforming?

A targeted routing rollback or a dual-partner system for the failing pincodes, with a clear SLA trigger. Keep the new partner where on-time delivery and total cost are healthy. In affected locations, negotiate corrective action, better dispatch handoffs, capacity commitments and packaging standards. This preserves savings where they are real while protecting customers where they are not.

Root Cause Analysis | Meesho | Easy

Orders Decline

Practice this case →

What if the new partner's on-time rate is excellent, but orders still fell?

Then the partner hypothesis weakens. I would look at actual promised delivery duration even when met, order tracking transparency, return convenience, pricing, assortment, seller quality, refunds and competitor offers. For example, a carrier can deliver 98% "on time" against promises that became three days longer; customers may still be unhappy. Operational metrics must measure customer value, not merely compliance with a relaxed SLA.

How would you approach high return-to-origin (RTO) or COD failures?

If COD is relevant to the affected segment, investigate whether the new partner's cash handling, phone contact, delivery attempts or address verification changed. Compare RTO by payment type and region. Fix logistics workflows and communications rather than blaming customers; don't assume digital payment adoption can immediately replace COD in every market.

What are short-, medium-, and long-term interventions?

Short term: isolate worst affected pincodes, re-route high-risk deliveries, proactively communicate delays, prioritize unresolved complaints and correct inaccurate ETAs. Medium term: improve partner SLAs, coverage planning, packaging and dispatch coordination; reward successful first-attempt delivery, not only lower shipping price. Long term: create a partner-region-category monitoring system and include customer repeat outcomes in procurement decisions.

Root Cause Analysis | Meesho | Easy

Orders Decline

Practice this case →

Design a recovery experiment.

Apply a better-performing partner or targeted SLA fix to matched exposed pincodes, then compare delivery metrics and subsequent repeat orders against a credible holdout. Measure customer-level effects after sufficient time for reorder cycles. Track direct freight cost, support and refunds so the solution's net economics are visible. For ethical and commercial reasons, don't deliberately maintain severely poor service in a test group.

What's your final statement of confidence?

The logistics change is the leading hypothesis grounded in the source, not a proven causal verdict. I would validate it using partner/region comparisons, operational deterioration and repeat-customer behavior. If confirmed,

I'd selectively route around weak service, fix partner operations and monitor customer retention by service area. A good RCA concludes with a falsifiable diagnosis and economically justified remedy, not merely a plausible story.

1. Observation: orders declined in a segment after a logistics change.
2. Mechanism: delivery promises, delays, damage or failed attempts worsened where the partner changed.
3. Exposure: the customers who experienced those failures show a greater repeat-order decline than appropriate controls.
4. Intervention: a corrective pilot improves delivery and downstream repeat orders without worse total contribution.

False-positive checks: seasonality; changes in catalog availability; regional competitor discounts; return-policy shifts; customer-cohort mix; COD/payment disruptions; imprecise definitions of "repeat order" and "on-time".

Root Cause Analysis | Meesho | Easy

Orders Decline

Practice this case →

Primary hypothesis: Service deterioration following the logistics change. Immediate: Investigate SLA by partner and pincode; selectively reroute high-risk orders. Medium-term: Improve partner operations and

claims resolution. Long-term: Controlled partner migrations and early-warning dashboards. Primary KPI: Repeat orders per affected existing customer; guardrail: true delivered cost per successful order.

Ad Tech Platform

Click here to give a mock interview

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

Click here to give a mock interview

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.

Root Cause Analysis | Zomato | Medium

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.

Root Cause Analysis | Zomato | Medium

Declining orders at Zomato

Click here to give a mock interview

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.

Root Cause Analysis | HiLabs | Medium

Myntra Orders

Click here to give a mock interview

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,there were no modification or updates.

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.

Root Cause Analysis | Meesho | Medium

Product Mismatch Returns

Click here to give a mock interview

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.

Root Cause Analysis | Meesho | Medium

Product Mismatch Returns

Click here to give a mock interview

Understood. Do we currently incentivize or penalize sellers based on catalog accuracy or return rates?	Are there any specific internal KPIs to monitor catalog accuracy or customer trust?
Currently, no. Sellers are only penalized for late dispatches, not for inaccurate listings.	No dedicated KPI exists for catalog accuracy returns are tracked in aggregate without granular cause mapping.
Do we track repeat offenders among sellers for inaccurate product listings?	Are we facing competitive pressure from platforms with stronger catalog verification processes?
Yes, but the action taken is limited to temporary suspension for extreme cases.	Yes, major competitors use AI image-text matching and have stricter onboarding requirements.
From an external perspective, have customer expectations changed like increased demand for exact sizing, better visuals, or brand authenticity?	Are sellers provided with training or guidelines on how to prepare accurate descriptions, images, and size charts?
Yes, especially in Tier 1 cities where customers compare quality with established e-commerce players.	Very limited training. Most rely on generic templates without customization for their actual products.

Root Cause Analysis | Meesho | Medium

Product Mismatch Returns

Click here to give a mock interview

Do sellers have easy access to professional tools or services for product photography?	Yes, in some cases sellers use stock images that differ from the actual product.
No, most use smartphone cameras and inconsistent lighting setups, leading to poor image quality..	Do regional language barriers contribute to incorrect or incomplete product descriptions?
Are size charts localized for Indian customers, considering regional body measurement variations?	Yes, many sellers struggle with English-only fields, leading to vague or inaccurate text.
No, most size charts are generic international formats not tailored to local needs.	Are there seasonal spikes in such returns possibly due to temporary seller influx during sales events?
Is there a feedback loop for sellers to learn from customer return reasons?	Yes, return rates peak during festive seasons when many new sellers join the platform.
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?	

Root Cause Analysis | Meesho | Medium

Product Mismatch Returns

Click here to give a mock interview

Thanks. So the problem stems from **three main areas**:

1. **Catalog Quality:** Weak verification, no automation, poor photos, and non-localized size charts.
2. **Seller Capability:** Limited training, no feedback loop, no incentives/penalties tied to accuracy.
3. **Platform Policy:** Simplified onboarding removed safeguards, and there's competitive pressure from platforms with stronger catalog checks.

What are your recommendation to tackle the issue?

Short-Term:

- Reinstate **mandatory checks** during seller onboarding for high-risk categories like apparel and footwear.
- Launch a **seller training kit** (visual guides, multilingual templates, size chart localization).
- Start tracking **catalog accuracy KPIs** (return rate per seller, per category).

Medium-Term:

- Deploy **AI-driven catalog checks** (image-text match, duplicate detection).
- Introduce **incentives/penalties**: reward sellers with low returns, penalize consistent offenders.
- Create a **feedback loop**: detailed return reason reports sent to sellers with recommendations.

Long-Term:

- Build a **standardized catalog management system** with automated validation, multi-language support, and category-specific templates.
- Benchmark against competitors and set a target to bring return rates <10% within a year.

That's structured and actionable. Thank you.

Root Cause Analysis | Amazon | Hard

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 a 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.

Root Cause Analysis | Amazon | Hard

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, Ajio 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 technologiocal 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.

Krack The Case



Go-To-Market

Interview Transcripts

GTM | Zomato | Easy

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?

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.

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

Click here to give a mock interview

- **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?

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 packs to hospitals.

ClearAsthma New Medicine

Click here to give a mock interview

- **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

Click here to give a mock interview

- **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?

Sure

- **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.

GTM | HiLabs | Easy

GTM for MX Player

Click here to give a mock interview

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?	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?
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?	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.
The main target is families and youth, especially mobile-first users new to OTT.	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?
Should our content push be more about launching original hyperlocal series/movies or dubbing/subtitling existing Netflix hits in local languages?	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.
A mix, but original content (regional webseries, films) tailored to the cultural tastes of each region should be the focus.	Can you please take me through the working and USP of the application?

GTM for MX Player

Click here to give a mock interview

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

GTM for MX Player

Click here to give a mock interview

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.

GTM for MX Player

Click here to give a mock interview

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.

GTM | Meesho | Medium

GTM for E-Rickshaw

Practice this case →

PS — Problem Statement: “ABC company plans to launch e-rickshaw services at IIT Guwahati. Develop a go-to-market strategy.”

Company: ABC mobility (fictional client)
Pattern: Campus services GTM / two-sided operations / unit economics
Difficulty: Medium–hard
Objective: Obtain institutional approval, create repeat demand, deploy fleet efficiently and establish a financially coherent business model.

How would you launch an e-rickshaw service at IIT Guwahati?

I'd first establish the exact travel job and customers. Is the service mainly internal to campus or intended to connect people to the wider city?

Primarily intra-campus. Distances between hostels, academic areas and the market complex can be inconvenient.

Who are we targeting, and what existing alternatives do they use?

Students will be the biggest group; faculty and staff are relevant too. Students already have a free loop bus and bicycles.

So our competitor is not just another paid vehicle—it's free transport with different convenience trade-offs. We must offer clear reliability, speed, accessibility or bad-weather value that justifies paying. Does the institute have to approve the operation?

Yes. Route permissions, parking areas and timings require administration approval.

Is the pricing already decided, and how large could the initial pilot be?

Pricing is open. Assume 8–10 e-rickshaws initially.

GTM | Meesho | Medium

GTM for E-Rickshaw

Practice this case →

I'd structure this into permission/stakeholders, demand and service design, pricing/economics, and activation/retention. The logical customer path is institute approval → campus awareness → trial → reliable boarding experience → repeated use → referral.

Start with the regulatory stakeholder.

Secure a pilot MoU with the institute that defines approved routes, stopping points, operating hours, safety, vehicle and driver requirements, accessibility, charging/parking, complaints and data sharing. The administration can also provide an official channel for announcements, but any proposed subsidy must be agreed, not assumed.

What initial service model would you choose?

I'd begin with two or three high-demand fixed or semi-fixed corridors connecting hostel clusters, academic areas and the market, with extra coverage around peak class-change windows. Predictable routes lower dispatch complexity. I would reserve capacity for accessibility needs and assess whether exam-season or monsoon demand requires scheduling changes.

Why not make it completely on-demand?

An on-demand model adds dispatch, low-density repositioning and pickup uncertainty. For a limited pilot fleet, fixed stops with clear frequencies may give better occupancy and more reliable service. I would consider on-demand service later if actual trip data shows substantial demand outside fixed corridors.

What fare do you suggest?

GTM | Meesho | Medium

GTM for E-Rickshaw

Practice this case →

The source proposes an initial hypothesis of ₹10–15 per passenger ride and perhaps a ₹150–200 monthly pass. I'd treat both as prices to test, not settled willingness to pay. A pass is economically safe only if it includes a usage cap or is priced against likely passenger trips; unlimited rides at ₹150 could lose money on a heavy user.

Can you show quick unit economics?

Yes. The supplied example assumes 10 vehicles, 15 paid passenger rides per vehicle per day and ₹12 per passenger ride. Then:

- Daily fleet revenue = 10 × 15 × ₹12 = ₹1,800.
- Monthly fleet revenue at 30 days = ₹1,800 × 30 = ₹54,000.
- Monthly revenue per vehicle = ₹54,000 / 10 = ₹5,400.

The original material provides a rough ₹25,000–₹30,000/month per-vehicle operating-cost hypothesis. That would imply ₹250,000–₹300,000/month for 10 vehicles, far above the illustrative ₹54,000 of fare revenue. Those are not verified local operating costs; we'd obtain actual vendor and driver quotes.

How many rides would break even at ₹12 per ticket?

Ignoring any extra variable cost per passenger, a vehicle costing ₹25,000/month needs 25,000 / (30 × 12) = 69.4, or at least 70 paid passenger rides per day. At ₹30,000/month, it needs 30,000 / (30 × 12) = 83.3, or 84 rides per day. We must distinguish a vehicle trip from a paid passenger ride—one e-rickshaw trip with four paying passengers creates four tickets. The economics also change if the institute pays a fixed service fee.

The original case mentions a target of 20–25 rides per rickshaw per day. Is that profitable?

GTM | Meesho | Medium

GTM for E-Rickshaw

Practice this case →

Not on those cost and fare assumptions if it means paid passenger tickets. At 25 tickets/day × ₹12 × 30 days, revenue is ₹9,000 per vehicle per month—still below ₹25,000–₹30,000 cost. So 20–25 tickets/day can be an early adoption milestone, not a breakeven target. We would need higher occupancy/ticket throughput, lower costs, a better price, institutional support or a different service design.

What revenue model would you take to the institute?

Test three alternatives: (1) per-ride tickets, (2) campus-paid fixed-route service with passenger fare subsidy, and (3) hybrid base payment plus small rider fares. A hybrid is likely more robust for a welfare-oriented pilot, but only after estimating operating costs and potential institute budget. If an institutional payment is necessary, I would state that explicitly rather than presenting a structurally loss-making model as self-sustaining.

How would you estimate demand before buying 10 vehicles?

Combine a short origin-destination survey with footfall counts at hostel gates and academic stops, bus waiting times, weather usage and willingness-to-pay tests. Estimate demand by time slot: eligible people × frequency of trips × willingness to switch × expected capture. Then translate passenger rides into required vehicle departures based on occupancy, route time, charging downtime and permitted capacity.

How would you create awareness and trial?

After institute approval, use official notices, hostel and department channels, route signage and a short demonstration or free-trial period. Clear stop locations, fares and service hours matter more than broad digital ads. Avoid large subsidy campaigns until routes and wait times are reliable.

GTM | Meesho | Medium

GTM for E-Rickshaw

Practice this case →

What makes a first ride become a habit?

Predictable waiting, clean and safe vehicles, courteous drivers, transparent fares and coverage at the times students actually travel. An optional, fairly priced pass can help recurring commuters. I would not promise a “ride every 10 minutes” before validating cycle times and fleet capacity.

What would you monitor during the pilot?

Passenger tickets/vehicle/day, passengers per vehicle departure, peak/off-peak occupancy, paid kilometers, wait-time percentiles, service availability, contribution per vehicle, student complaints, accessibility and driver safety. For retention, track share of first-time users taking at least three rides over two weeks, without collecting unnecessary location histories.

When would you scale?

Only after routes demonstrate repeat demand, safe operations, acceptable wait time and a funded route to sustainable economics. Add vehicles by corridor and time slot—not simply because the fleet is fully deployed at peaks. I'd revisit pricing and institute support when actual cost and occupancy data arrive.

Close the case in one minute.

My recommendation is an administration-approved, limited-route pilot with 8–10 e-rickshaws only if funding permits, initially serving dense hostel–academic–market corridors. Test fares around the source's ₹10–15 hypothesis, but

repair the economics through realistic throughput, cost control and possibly an institutional service contract. Judge success on sustained passenger demand, reliability, safety and fully funded operating economics, not launch-day trial alone.

GTM | Meesho | Medium

GTM for E-Rickshaw

Practice this case →

Your plan mentions rides per rickshaw. Define "ride"—one vehicle trip or one paying passenger?

That is critical. A fixed-route e-rickshaw can transport multiple passengers per vehicle trip. For unit economics I would define paid passenger trips, while separately tracking vehicle departures, passengers per departure, average load factor and kilometers. Confusing the two can make the business appear dramatically more or less viable. Fare revenue equals paid passenger trips × average realized fare, not vehicle trips × headline passenger fare unless each vehicle trip carries one customer.

The source suggests 8–10 vehicles, ₹10–15 per ride and a ₹150–200 monthly pass. Analyze a ten-vehicle pilot.

[Illustrative assumptions] Start with 10 vehicles, ₹12 realized fare per passenger trip, 25 paid passenger trips per vehicle per day, and 30 operating days. Revenue is 10 × 25 × ₹12 × 30 = ₹90,000/month. The source includes an indicative operating cost of ₹25,000–30,000/month per vehicle, so ten vehicles would be ₹2.5–3 lakh/month if that estimate is all-in. A pure low-fare model would be deeply loss-making under these specific assumptions. We must verify cost scope and realistic load factors before seeking approval.

GTM | Meesho | Medium

GTM for E-Rickshaw

Practice this case →

The earlier case mentions 15 rides per vehicle per day. Quantify that as well.

At 15 paid passenger trips per vehicle daily, 10 vehicles, ₹12 per trip and 30 days, fleet revenue is ₹54,000/month, not ₹1.8 lakh or ₹54,000 per vehicle. That is a fleet-wide number. The interpretation is not that the business cannot work, but that the assumed fare, throughput and cost model cannot support an unsubsidized ten-vehicle fleet.

What is the break-even passenger demand under the ₹25,000 per-vehicle cost assumption?

Simplifying by assuming every passenger trip contributes the full ₹12 to fixed operating cost, break-even is ₹25,000 / (₹12 × 30 days) = 69.44, or about 70 paid passenger trips per vehicle per day. If variable electricity, payment charges or pass discounts reduce average contribution below ₹12, required trips rise. If the ₹25,000 already includes those costs, subtracting them again would double-count. I'd make the cost definition explicit.

Is 70 passenger trips per vehicle per day physically plausible?

GTM | Meesho | Medium

GTM for E-Rickshaw

Practice this case →

It depends on seats, trip length, dwell time, route cycle and operating hours. [Illustrative assumption] A vehicle offers 4 passenger seats, runs an 8-hour service day, and completes two one-way revenue trips per hour. Its theoretical passenger-trip capacity is 4 × 2 × 8 = 64 passenger trips at 100% occupancy. That cannot reach the 70-trip break-even target under those illustrative settings. Improving route cycle time, operating hours, realized fare, subsidy, vehicle utilization or cost structure is therefore necessary. Actual campus operating constraints must be measured, not guessed.

How would you account for seasonality?

Demand will vary by semester start, exams, breaks, rain and class schedule. I would collect origin-destination counts at multiple times and use scenarios for a normal academic month versus vacation periods. A service built only around peak class-change intervals may have high midday idle time. The institute may value accessibility and student welfare enough to fund that service gap, but the economics must make the subsidy explicit.

Who is your most important customer—students or the administration?

There are two related customers. Students, faculty and staff are end users who determine adoption; the institute administration is the permission-holder and potential enterprise customer. Without approvals for routes, stops, charging, parking and safety, no launch is possible. Without riders, approval is not enough. I'd therefore pursue an institute MoU and rider research in parallel, with launch conditional on authorization.

GTM | Meesho | Medium

GTM for E-Rickshaw

Practice this case →

What would you propose to the institute?

A six- to eight-week illustrative pilot with clearly marked stops, approved routes, operating hours, accessible boarding where feasible, trained drivers, maintenance/charging plan, emergency procedures, transparent pricing and a dashboard of adoption, punctuality and complaints. Clarify whether the institute wants a public-service model, a vendor concession or a subsidized accessible shuttle. The contract must specify who bears ridership, energy, maintenance and regulatory risk.

Why shouldn't the operator simply replace the free bus with a paid option?

The case says a free bus and cycles already exist. We should complement them on routes and times where convenience is meaningfully better, not assume people will pay for the same service. Potential needs include dispersed hostel connections, rainy-day short trips, last-mile from bus stops, special accessibility use cases and trips at hours when the bus frequency is low. This must be validated with actual OD surveys and institute policy.

Give a clear route-selection framework.

Rank routes using rider demand by hour, density of origin/destination pairs, unmet need versus the bus, safe stopping places, route cycle time, charging logistics and likely occupancy. Avoid a completely on-demand system at pilot scale if fixed corridors cover most needs; it adds dispatch and deadheading cost. For high-demand routes, use loop timetables and visible stop signage; test a simple QR or WhatsApp information channel only if it does not exclude riders without smartphones.

GTM | Meesho | Medium

GTM for E-Rickshaw

Practice this case →

What if management insists on a monthly pass?

A pass can improve habit formation and predictable cash flow but can also lower realized revenue per trip for heavy users. [Illustrative calculation] A ₹180 pass used for 30 trips produces only ₹6 average revenue per trip, half the ₹12 spot fare. If sold without a realistic ride cap or institute subsidy, it may worsen already fragile economics. I'd pilot limited-ride bundles, off-peak passes or an institute-funded commuter arrangement, with transparent terms and no hidden usage restrictions.

Could a hybrid B2B + B2C contract solve the deficit?

Potentially. [Illustrative assumption] At 10 vehicles × 25 passenger trips/day × ₹12 × 30, ticket revenue is ₹90,000. If all-in monthly operating cost is ₹2.5 lakh, the monthly gap is ₹1.6 lakh, before any corporate overhead or financing cost not included. An institute contract or sponsorship might cover some fixed availability hours, and per-ride fares recover variable demand. But the administration must see student-welfare, accessibility, congestion or sustainability value that justifies a subsidy. This isn't guaranteed funding.

What service-level commitments would you offer?

GTM | Meesho | Medium

GTM for E-Rickshaw

Practice this case →

Published operating hours and route frequency, maximum safety inspection interval, clear rules for cancellations and maintenance, driver training, designated stops and response to rider complaints. Promise reliability based on demonstrated pilot performance, not an arbitrary "every five minutes" commitment. Report route-level P90 wait times and actual departures; do not conflate planned and achieved headways.

How do you market without spending heavily?

Institute channels and hostel groups after official approval, stop signage, demonstrations at semester start and simple first-ride offers. I would avoid large referral discounts until we have capacity. The real retention driver is arriving when expected and offering a fair, easy-to-understand price compared with walking, cycling and the free bus.

How would you assess safety and regulatory constraints?

Verify permissible vehicle types, driver licensing, passenger capacity, route rights, insurance, charging/fire safety, designated stopping areas and institute requirements with relevant authorities. Design for weather, night visibility and accessible alternatives. Do not make a commercial launch before permissions or make universal claims about zero emissions without considering electricity supply and battery lifecycle.

What would be a go/no-go gate at the end of the pilot?

At minimum: authorized safe operations, a credible positive service benefit, improving repeat ridership, an operating model with transparent subsidy or a path to viable contribution, predictable wait times and no unacceptable incidents. If ridership stays below viable capacity and the institute won't fund availability, I'd scale down routes or vehicles rather than grow a structurally loss-making fleet.

GTM | Meesho | Medium

GTM for E-Rickshaw

Practice this case →

Summarize your GTM plan.

Secure the institute as gatekeeper and potential B2B partner, map actual OD demand, run a few approved fixed routes with 8–10 vehicles only if justified, and price using paid passenger-trip economics rather than intuition. Use

a limited pilot to establish capacity, utilization and rider repeat behavior; expand only when a fare-plus-contract model can cover service costs while providing a safe and materially more convenient alternative to free incumbents.

Illustrative monthly scenario — Formula · Result
Low pilot usage — 10 vehicles × 15 passengers/day × ₹12 × 30 · ₹54,000
Moderate pilot usage — 10 × 25 × ₹12 × 30 · ₹90,000
Operating cost, lower bound — 10 × ₹25,000 · ₹2,50,000
Operating cost, higher bound — 10 × ₹30,000 · ₹3,00,000
Moderate-usage gap at lower cost — ₹2,50,000 − ₹90,000 · ₹1,60,000
Simplified no-subsidy break-even — ₹25,000 ÷ (₹12 × 30) · ~70 paid passenger trips/vehicle/day

Important interview distinction: Vehicle runs, seats sold and unique riders are not interchangeable units. A strong candidate converts every utilization, fare and cost assumption to the same unit and period.

GTM | Meesho | Medium

GTM for E-Rickshaw

Practice this case →

Decision — Recommended pilot approach
Gatekeeper — Approved institute MoU, safety and operating rules
Service — 2–3 high-density fixed or semi-fixed corridors
Pricing — Test ₹10–15 single ticket; capped pass and/or institutional contract
Acquisition — Institute channels, stop signage, targeted trial
Economics — Count passenger tickets, vehicle departures and cost separately
Expansion gate — Repeat demand + service standards + economically funded model

Critical arithmetic check: The PDF's ₹1,800/day figure is for the entire 10-vehicle fleet, not one vehicle. The proposed 20–25 paid rides/vehicle/day is not breakeven under its own rough cost assumptions.

PART V — PRICING & COMMERCIAL FEASIBILITY

GTM | HiLabs | Medium

Netflix's Advent

Click here to give a mock interview

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

Click here to give a mock interview

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 .

GTM | media.net | Medium

Spotify for Kids

Click here to give a mock interview

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

Click here to give a mock interview

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

Click here to give a mock interview

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

Click here to give a mock interview

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

Blinkit

Click here to give a mock interview

What Metrics will you use to measure the success of Blinkit's services?

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?

I'd map them to the customer journey funnel. This gives us visibility from awareness all the way to retention.

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 Browses 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

Metrics | Tata 1mg | Easy

Blinkit

Practice this case →

PS — Problem Statement: “What metrics would you use to measure the success of Blinkit?”

Company: Blinkit
Pattern: Product metrics / North Star design
Difficulty: Medium
Objective: Create a balanced measurement framework for long-term sustainable growth, rather than relying on downloads, GMV or order count alone.

How would you measure Blinkit's success?

First I'd define “success.” Is the goal user growth, customer experience, market position, operating profitability or sustainable growth?

Assume sustainable business growth.

And over what horizon—this quarter, the next year or the long term?

Think long term.

Any specific constraint I should keep in mind, such as customer acquisition cost or profitability?

Profitability should be a key guardrail.

Then I would study the complete order journey and separate growth, engagement/retention, fulfillment quality and economics. The customer journey is app discovery → search/browse → cart → checkout → payment → picking → dispatch → delivery → satisfaction → reorder. Blinkit also depends on store operations and delivery partners, so customer-only metrics would be incomplete.

Choose one North Star metric.

Metrics | Tata 1mg | Easy

Blinkit

Practice this case →

My proposed North Star would be weekly successfully fulfilled orders from active customers, segmented by new and repeat customers. This captures delivered customer value, but it must be paired with contribution margin per order and reliability guardrails. If the company wanted a more retention-led North Star, repeat completed orders per weekly active purchasing customer would be a strong alternative.

Why not gross merchandise value, or GMV?

GMV can rise through larger baskets, inflation or expensive discounting, without customer loyalty or profitable fulfillment improving. I'd still track GMV = completed orders × average order value, but view it as one output, not proof of sustainable success.

Which acquisition metrics matter?

New purchasing customers, acquisition cost per first purchaser, install-to-first-order conversion, new-customer activation time and first-order promotion spend. I'd assess acquisition by geography and channel because paid installs that never order are not meaningful.

What tells you engagement and retention are healthy?

Repeat-purchase rate, orders per purchasing customer per month, cohort retention at 30/60/90 days, weekly active transacting customers, and time between orders. I'd separately examine frequency across grocery staples, impulse purchases and infrequent categories.

Which fulfillment indicators would you report?

Metrics | Tata 1mg | Easy

Blinkit

Practice this case →

On-time delivery rate, promised versus actual delivery-time percentiles, order fill rate, item substitution and out-of-stock rates, cancellations, refunds, damaged/wrong items and customer support complaints per thousand orders. Average time alone hides the late-delivery tail; P90 matters.

What about the business model?

Track contribution margin per completed order after relevant variable economics—customer delivery fees, merchandise margin or marketplace take, discounts, pick-and-pack cost, delivery partner payouts, payment costs and variable loss/refund costs, using a consistent accounting definition. Also track customer acquisition cost, customer lifetime value, dark-store productivity and customer cohorts that reach positive contribution over time.

Suppose order frequency drops sharply. What would you investigate?

I'd break frequency by customer cohort, geography, tenure, product category, price/promo exposure and recent service experience. Then split possible causes into need or category mix, availability, price and promotions, delivery reliability, competitive substitution, and app experience.

Suppose the drop is only among older customers and is worse where stockouts rose.

That points toward a retention problem linked to assortment reliability. I would compare customers' repeat rate after an out-of-stock event with similar customers without such events, adjusting for their historical frequency. Then improve stock forecasting for high-repeat SKUs and check whether frequency recovers without unsustainable discounts.

How would you calculate an illustrative frequency change?

Metrics | Tata 1mg | Easy

Blinkit

Practice this case →

[Illustrative assumption] Suppose 100,000 active repeat customers placed 300,000 monthly orders before the issue and 250,000 after, with the active customer base stable. Frequency falls from 300,000 / 100,000 = 3.0 to 250,000 / 100,000 = 2.5 orders per customer, a 16.7% decline. The important next step is locating the cohorts responsible for the lost 50,000 orders.

Could a discount campaign solve it?

It might temporarily lift orders while damaging contribution margin. I would prefer a targeted test on affected repeat customers and compare incremental completed orders, retention after promotions expire and net contribution, not redemption rates alone.

How would you communicate performance to leadership?

A single dashboard with a headline of completed order growth, repeat-customer retention and contribution margin per order, followed by drill-downs: acquisition, frequency, fulfillment and unit economics. City and customer-cohort views prevent strong overall growth from masking weak operating areas.

Finish with your final definition of success.

Blinkit succeeds sustainably when more customers repeatedly receive complete, reliable orders, and the company improves the economics of serving them. I'd judge growth and customer value together, with profitability, cancellations, safety and stock availability as guardrails.

Your North Star is completed orders. Why not monthly active users?

Metrics | Tata 1mg | Easy

Blinkit

Practice this case →

MAU is useful but can include people who browse once and receive no value. A completed order represents a fulfilled core job. However, pure order count can reward deep discounts or tiny unprofitable baskets, so I would pair the North Star with repeat purchasing cohorts, fulfillment reliability and unit economics. Some companies could reasonably choose a different North Star based on their strategic phase; the important thing is to make the choice explicit and understand how it could be gamed.

What exact events need instrumentation to calculate the order funnel?

At minimum: app/session start, successful location resolution, category/search view, product impression, product availability state, add-to-cart, cart value, checkout started, payment attempt, payment success, confirmed order, picker assignment, picking complete, dispatch, delivered, partial/complete refund, cancellation and support contact. Each event needs timestamp, anonymized user and order identifiers, service zone, store, device and experiment assignments—with privacy safeguards. The funnel should not silently count retries or bot activity as new orders.

How do you separate customer experience from operations?

Metrics | Tata 1mg | Easy

Blinkit

Practice this case →

Model three linked funnels. Customer: intent → browse → selection → payment → reorder. Dark store: inventory available → picking accurate → packed in time → handed off. Delivery: rider supply → assignment → pickup → arrival within promise. Poor overall completion could arise from any one. A customer-only dashboard would miss an inventory replenishment defect even if app conversion superficially looked normal.

Make the North Star operational rather than aspirational.

I'd define weekly successful completed orders as distinct confirmed orders delivered to a customer with no full cancellation, using a defined late-refund adjustment policy. I'd publish both gross completed orders and net-of-full-refund orders so definition changes remain auditable. For cohort retention, the denominator is the set of customers whose first order occurred in that cohort, and the numerator is those placing a subsequent successfully fulfilled order within the specified window.

How would you measure whether the 10-minute promise is helping or hurting?

Metrics | Tata 1mg | Easy

Blinkit

Practice this case →

Track promised-versus-actual delivery time distributions, on-time percentage, P50/P90/P99, and customer complaint rate at each lateness bucket. Most importantly compare whether aggressive promises increase conversions enough to offset late delivery, cancellation, support expense and trust loss. A median below ten minutes could conceal a painful long-tail failure. I would seek sustainable promise accuracy rather than optimize only for a marketing headline.

You receive a dashboard: GMV up 25%, orders up 20%, contribution margin per order down 40%. Are you satisfied?

Metrics | Tata 1mg | Easy

Blinkit

Practice this case →

Not yet. GMV and growth could be bought by coupons or economically unattractive categories. I'd build a contribution bridge: incremental gross profit, customer delivery fees, platform fees, discounts, fulfillment costs, delivery partner payouts, payment costs, refunds and variable store operating expenses. I'd analyze mature versus new stores, first-time versus repeat customers and promotional versus organic orders before declaring success.

Compute an illustrative contribution-margin bridge.

[Illustrative assumptions; not Blinkit financials] Per fulfilled order: merchandise margin or net marketplace contribution ₹105, customer delivery/platform fee retained ₹20, discount funded by platform ₹25, picking/packing ₹28, last-mile expense ₹38, payment/refund variable expense ₹9. Contribution is ₹105 + ₹20 − ₹25 − ₹28 − ₹38 − ₹9 = ₹25 per order. If deep promotions rise to ₹50 while other terms remain fixed, contribution becomes ₹0. Doubling such orders would not by itself demonstrate healthy economics. Cost accounting definitions and whether product inventory sits on platform books must be consistent.

What are the three most useful ways to cohort customers?

Metrics | Tata 1mg | Easy

Blinkit

Practice this case →

First-order month (lifecycle maturity), city/store service area (availability and logistics), and behavior/need state (staple stock-ups, urgent top-ups, impulse purchases). I would additionally split paid-acquisition versus organic channels and customers exposed to stockouts or poor deliveries. A drop in order frequency among repeat grocery buyers after outages signals a very different issue from lower first-order conversion among ad-driven new users.

Illustrate the difference between retention and frequency.

Suppose two cohorts each begin with 10,000 first-time buyers. In month two, Cohort A has 4,000 repeat purchasers placing 12,000 orders; Cohort B has 5,000 repeat purchasers placing 10,000 orders. A's customer retention is 40% with 3 orders per retained buyer; B's is 50% with 2 orders per retained buyer. Neither cohort dominates on every measure. I'd examine customer value and marginal contribution rather than collapse them into one opaque score.

Your retention team wants a free-delivery program. What questions do you ask?

Who qualifies; what behavior would change; what is the subsidy per order; will high-frequency buyers merely switch from paid to free delivery; how much incremental contribution does the change create; does it increase peak capacity risk; and is there an expiry/fair-use policy? A program that gives discounts to users who would purchase anyway can show excellent retention while destroying incremental margin.

How would you test incremental lift?

Metrics | Tata 1mg | Easy

Blinkit

Practice this case →

Randomize eligible customers into treatment and control, assign users persistently, and compare order frequency, customer retention, contribution per assigned user, and fulfillment service levels over a meaningful window. Use intent-to-treat: measure outcomes for every assigned customer, not only those who redeem the offer. Segment by new/repeat users and avoid extrapolating from one city if last-mile cost structure differs elsewhere.

What if order frequency drops only in two dark-store catchment areas?

Focus first on local operational causes: inventory in-stock rate of top ordered SKUs, picker accuracy, local delivery capacity, cancellation reasons, promised ETAs, price differences, competitor activity and relevant marketing. Compare affected and unaffected areas and the change date. Check whether customers churn after encountering stockouts or late delivery, then run an intervention targeted at the identified failure.

Can you quantify how a stockout causes lower repeat ordering?

[Illustrative assumption] Among 20,000 recurring customers, 5,000 encounter a failed search for a high-frequency item. Their following-month reorder rate is 30%, versus 42% for otherwise similar customers without such failures. The raw difference is 12 percentage points, corresponding to a rough 600 fewer repeat customers if comparable. But that is observational: those shopping for different categories or at different hours may differ. I'd check matched cohorts, timing and, where feasible, randomized availability interventions before assigning a causal effect.

If you were CEO, what seven metrics would you see every morning?

Metrics | Tata 1mg | Easy

Blinkit

Practice this case →

(1) successfully completed orders, (2) repeat purchasing buyers, (3) net contribution per order, (4) order fill rate, (5) on-time rate and P90 delivery time, (6) cancellations/refunds, and (7) rider/dark-store operating capacity and utilization. For monthly reviews I'd add CAC payback, cohort retention and store-level fixed-cost coverage. The daily scorecard should be short enough for decisions but not hide root causes.

Which guardrail would stop you from launching a new monetization fee?

A material deterioration in retained customers, checkout conversion among price-sensitive cohorts, transparency complaints, or fairness/access concerns could outweigh short-run fee revenue. I'd measure the fee's incremental net contribution over multiple purchases, not merely same-day revenue. Changes in fee presentation may also require legal review and clear user disclosure.

Give a concise final response.

Blinkit success is repeatably delivering complete, timely baskets at improving unit economics. My primary weekly outcome is successfully fulfilled orders, interpreted through cohort repeat rates and contribution margin, with fill rate, cancellation, ETA accuracy and worker safety as quality guardrails. Any proposed growth intervention must survive a controlled incremental-contribution test.

Metrics | Tata 1mg | Easy

Blinkit

Practice this case →

Formula / trigger — Interpretation
GMV = completed order count × average basket value — Revenue-like merchandise activity; not platform profit
Purchase frequency = orders / purchasing customers — Intensity of consumption; interpret with retention
On-time delivery % = delivered on/before promise / deliveries — Promise reliability, supplemented by time percentiles
Fill rate = fulfilled item quantity / requested item quantity — Stock and picking health; define substitution policy
CM/order = variable income − attributable variable costs — Economic quality; accounting boundaries must be stable
Cohort repeat rate = original cohort buyers who reorder / original cohort

buyers — Comparable retention, not DAU/MAU alone

Advanced interviewer challenge: If weekly completed orders rise but repeat-customer contribution falls, should leadership still call it a success? Defend a decision with incremental contribution, customer value and long-run retention rather than a vanity growth metric.

Dimension — Example priority metric · Diagnostic/supporting metrics
Customer value — Weekly successfully fulfilled orders · Search-to-order conversion, completion rate
Retention — 30-/60-/90-day purchasing-cohort retention · Orders per buyer, reorder interval
Service quality — On-time and complete delivery rate · P90 ETA, item availability, refunds, complaints
Sustainable economics — Contribution margin per completed order · Discounts, delivery/picking cost, CAC and LTV
Operational capacity — Orders per dark store / labor hour · Pick time, inventory loss, delivery utilization

Practice this case →

PART III — ROOT-CAUSE ANALYSIS & MARKET-SHARE DIAGNOSIS

Metrics | Indus Insights | Easy

Boosting Loan Growth

Click here to give a mock interview

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

Click here to give a mock interview

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.

Metrics | Zomato | Medium

Dark Stores

Click here to give a mock interview

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

Click here to give a mock interview

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.

Metrics | media.net | Medium

Zerodha

Click here to give a mock interview

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 an 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.

Metrics | media.net | Hard

CEO Dashboard Features

Click here to give a mock interview

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

Click here to give a mock interview

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?

CEO Dashboard Features

Click here to give a mock interview

- Product: Complaints, replacements, defect rates.
- Marketing: CAC, traffic, ad ROI, Google popularity.
- Finance: Revenue split, gross margin, contribution margin, burn.
- CEO: Unified 5 metrics for overall business health, with drill-downs per team.

That concludes the case, thanks.

Metrics | LinkedIn – The Product Folks | Hard

Job Posting Feature

Click here to give a mock interview

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

Click here to give a mock interview

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.

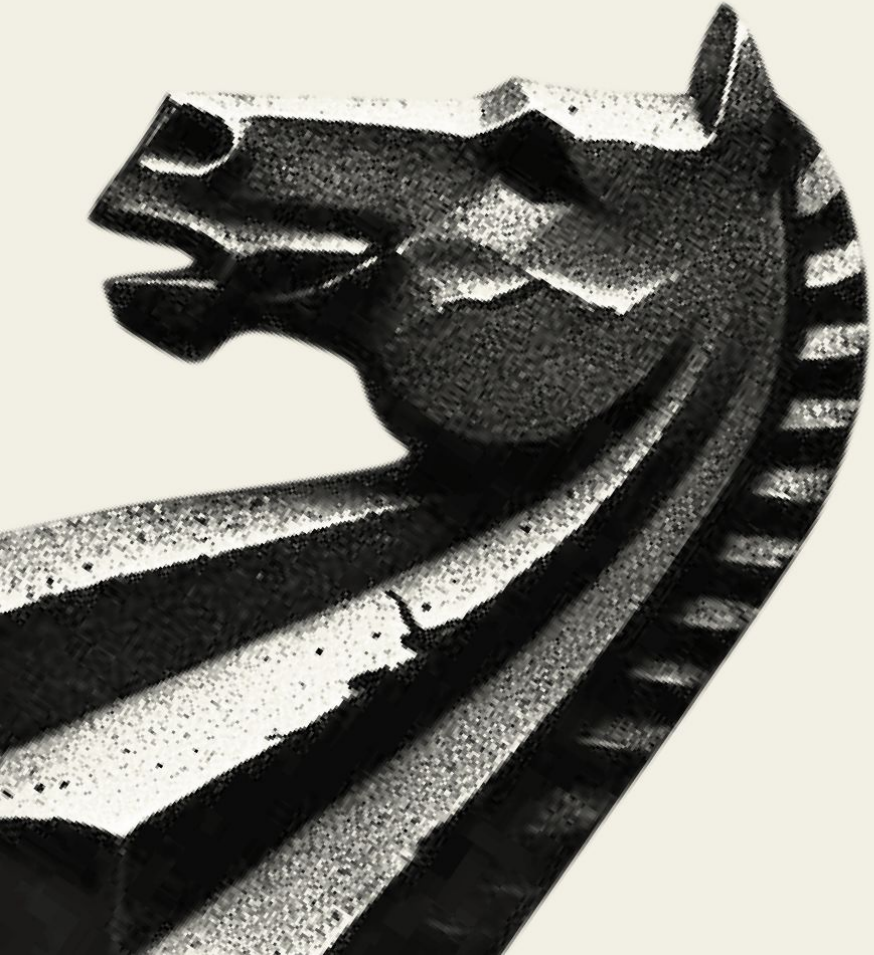
Fair point on the language barrier. Lastly, can you give me formulas for a few of the key funnel metrics?

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!

Krack The Case



Critique

Interview Transcripts

Critique | Tata 1mg | Easy

Snapchat

Click here to give a mock interview

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.Few other apps do 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.

Snapchat

Click here to give a mock interview

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!

Critique | Zomato | Easy

Uber

Click here to give a mock interview

Hi! Let’s start with a simple question to warm up. What’s your favourite product, and why?

If I had to pick my favourite product, I would pick Uber. What I really like about Uber is that it has taken something as mundane as travelling from one place to another and made the entire experience feel simple and predictable. So instead of looking at Uber as just a cab-booking app, I think about it as a journey where every step removes a little bit of friction for the user.

That’s a great perspective. Can you walk me through how Uber addresses the very first stage of a user's journey when they decide to travel?

It starts with a very simple problem- I need to get somewhere. Imagine I'm leaving college at 8 PM and I need to get home. Earlier, I would have to stand outside, find an auto or cab, negotiate the price and then hope the driver actually agrees to take me. With Uber, I simply enter where I want to go, and the transportation comes to me. I think that's the first big breakthrough, Uber changed transportation from something I had to actively find into something I could request on demand. I also like that I'm not restricted to just one mode.

Depending on the situation, I can choose a Bike if I'm in a hurry, an Auto if I want something affordable, or a Cab if I want more comfort. So the product adapts to the situation rather than making the user adapt to the product.

Once a user decides to move forward, how does Uber build trust and transparency before the ride even starts?

I get transparency before I even get into the vehicle. Once I enter my destination, I can see an estimated fare, ETA and the available options before I commit. That solves a very human problem. I don't have to ask, "Bhaiya, kitna loge?" and negotiate. I already know roughly what the trip is going to cost and how long I might have to wait. I also think this creates trust because the experience is much more predictable. Even when prices vary because of demand, I can see the price before making a decision rather than discovering it at the end.

Critique | Zomato | Easy

Uber

Practice this case →

PS — Problem Statement: “What is your favourite product? Explain what makes it good, critique its weaknesses and recommend improvements.” The candidate chooses Uber.

Company: Uber
Pattern: Product critique / product sense
Difficulty: Easy–medium
Objective: Evaluate a product along its full user journey, prioritize real pain points and define success metrics.

Let's begin simply. What is your favourite product?

I'd choose Uber. What I admire is less the act of booking a cab and more the way Uber turns uncertain travel into an experience with visible choices, price estimates, driver matching, tracking and payment. I would assess it from the perspective of a passenger and then briefly consider the driver side, because this is a two-sided marketplace.

What user problem does it solve better than the alternatives?

The core job is, “Get me from A to B with predictable time, cost and safety.” Without an app, I may have to find transport, negotiate a fare and coordinate a pickup. Uber helps with discovery, comparison, booking, pickup, the journey, payment and feedback. I would not assume every ride is seamless, but the product removes friction across most steps.

Can you break down the user journey more precisely?

Yes. Need / discovery → destination and ride selection → fare and ETA → driver matching → pickup coordination → ride and safety → payment → feedback and repeat usage. I would look for where users abandon the journey, where trust breaks down and where users need to leave the app to solve a problem.

Which three features stand out?

Critique | Zomato | Easy

Uber

Practice this case →

First, pre-trip transparency: seeing approximate fare, pickup ETA and ride choices before commitment. Second, real-time coordination: driver and vehicle information, live tracking and maps. Third, integrated completion: safety tools, receipts, digital payment when available and ratings. Bike, auto and cab options also allow users to trade off time, comfort and price, depending on the market.

You are describing benefits. How would you critique the experience objectively?

I would combine user interviews with the funnel: search-to-booking conversion, driver acceptance, pre-pickup cancellations, true pickup time versus promised ETA, support tickets, safety incidents and post-trip satisfaction. A feature feels good only if these measures and actual user experience support it.

What problems have you personally noticed or would investigate first?

Three high-impact hypotheses: unavailable drivers at peak periods, driver cancellations after accepting, and pickup confusion in complex locations. I would also examine how quickly a rider can find emergency help. Each creates a different failure: inability to book, inability to trust a confirmed booking, coordination friction and safety anxiety.

Why might a driver cancel after accepting?

Possible drivers include poor pickup accuracy, long unpaid pickup distance, insufficient expected earnings, a destination mismatch with preferences or a better competing job. I would compare cancellations by pickup distance, time of day, geography, driver tenure and incentive structure. I would not jump directly to punishing cancellations, since that might reduce acceptance or driver supply.

Suppose cancellation is especially high near large college gates. What would you build?

Critique | Zomato | Easy

Uber

Practice this case →

I would test recommended pickup zones using frequently successful historical pickups, clearer landmarks and synchronized rider-driver map pins. Riders could choose a well-lit gate, see walking directions and share a short landmark message. I would start with one campus or railway-station cluster instead of a global launch.

What if the problem is insufficient drivers rather than inaccurate pins?

Then the pickup feature alone will not solve it. I would examine supply-demand imbalance by 15-minute time window. Options include demand forecasts, targeted driver incentives, pre-shift scheduling, better expected-earnings transparency or directing riders to nearby pickup points that reduce driver approach time. I would test incentive profitability and not promise permanently low ETAs without enough supply.

How would you improve safety without overwhelming riders with controls?

Put essential safety tools in an obvious, consistent place, with accessible trip sharing and emergency-help flows, test them under poor connectivity and protect privacy. For high-risk situations, consider clear escalation, trained human support and local emergency-service integration where feasible. Any recording or notification functionality would need consent, data-retention safeguards and jurisdiction-specific review.

You have several ideas. Which gets priority?

Critique | Zomato | Easy

Uber

Practice this case →

My first candidate is pickup reliability, because it affects a large part of the funnel and both sides of the marketplace. I'd rank problems using frequency, severity, user trust, effort and confidence. I would treat safety-critical failures as a separate mandatory guardrail; a lower-frequency safety issue should not be deprioritized simply because an engagement score is smaller.

Define an MVP and a measurable experiment.

Pilot improved pickup-zone guidance in a small set of high-cancellation locations, with a comparable set of control locations. Measure pre-pickup cancellation rate, median and 90th-percentile actual pickup time, pickup-location support contacts, driver acceptance and completed trips per supply hour. Include guardrails for accessibility, safety complaints and rider walking distance.

What if cancellations fall but completed trips do not rise?

That suggests we may have shifted friction rather than removed it—for example, more riders may give up before booking. I would inspect the full funnel and guardrails, not celebrate a single metric. If ETA or walking burden worsens, I would redesign or roll back.

What is your final view of Uber?

Uber is compelling because many small product decisions make an uncertain journey more predictable. My recommendation is to improve reliable pickup and driver-rider coordination first, with visible safety tools as a non-negotiable constraint. Success means more completed, safe rides with lower cancellation and wait time—not simply more app opens.

You called Uber a two-sided marketplace. Draw its value equation. Who must be satisfied for the service to remain healthy?

Critique | Zomato | Easy

Uber

Practice this case →

Riders need a reasonable price, short and credible pickup time, safety, and dependable completion. Drivers need sufficient net earnings per online hour, predictable pickup effort, manageable idle time and fair treatment. Uber must match supply to demand while retaining enough contribution after incentives, refunds, support and platform operating costs. A rider-only experience improvement could backfire if it systematically shifts cost onto drivers. I would monitor three connected outcomes: rider completion and retention, driver supply-hour retention, and platform contribution per completed trip.

What would you measure at each stage of the booking funnel?

I would instrument: eligible users opening the ride flow; fare quote impressions; quote-to-request; request-to-match; driver acceptance; driver-to-pickup arrival; rider pickup completion; ride completion; payment success; and next-month repeat riding. In parallel I'd capture elapsed time, drop-off reason and geography at each transition. The key denominator changes by stage. For example, driver cancellations / accepted trips is not the same as unfulfilled requests / ride requests. A low cancellation rate could coexist with terrible matching if riders never get accepted.

Give me a numerical example that makes this distinction tangible.

Critique | Zomato | Easy

Uber

Practice this case →

[Illustrative assumption] In a district, 10,000 requests are made: 8,500 receive driver acceptance, 800 accepted trips are cancelled by drivers, 200 by riders, and 7,500 trips complete. Request-to-completion is 75%; driver cancellation conditional on acceptance is 800/8,500 = 9.4%. If a new algorithm discourages low-quality driver acceptances, requests accepted may fall to 8,000 and driver cancellations to 300. Even with an impressive cancellation improvement to 3.75%, completed trips may not improve. We must track the complete waterfall and rider waiting time.

Which cancellation drivers are within the product team's control, and which are operational?

Product choices can improve location accuracy, ETA communication, driver-side information, destination-handling rules, incentives presented in the app and call/chat coordination. Operations and policy control the supply mix, driver onboarding, earnings guarantees, service zones, support and conduct standards. External drivers include weather, road closures, events and regulations. I would assign ownership by failure mechanism, rather than send every issue to the matching-algorithm team.

Critique | Zomato | Easy

Uber

Practice this case →

Design a root-cause tree for a rise in pickup-time complaints.

First separate actual lateness from perceived lateness. Actual lateness may come from long matching time, distant driver assignment, traffic, inaccurate pickup pin, circuitous last-200-metre navigation or driver detours. Perceived lateness comes from optimistic initial estimates, stale GPS updates and unclear location instructions. I would compare actual arrival − promised arrival, then segment it by driver distance at acceptance, venue type, cellular quality and trip period. That avoids shipping a map feature for what is really an expectation-setting problem.

Suppose university pickups have poor GPS precision indoors. Which alternatives do you test?

I would test a venue-aware pickup interface with preapproved gates, text landmarks, walking instructions and accessible pickup alternatives. The rider should still be able to choose a different safe location. I'd compare (A) standard pin placement, (B) recommended gate plus route, and (C) recommended gate plus driver confirmation. A gate recommendation should be based on verified legal pickup locations, not simply where many past trips happened; otherwise the system might direct users into unsafe roads or inaccessible routes.

Does better rider accuracy always help drivers?

Not automatically. A far-away recommended gate may raise rider walking effort, while a poorly positioned gate may cause driver queues. I would track pickup distance driven, idle minutes, cancelled pickups, driver net earnings per supply hour and rider accessibility complaints. A viable solution should improve overall coordination rather than optimize the rider map at the driver's expense.

Critique | Zomato | Easy

Uber

Practice this case →

How would you prioritize driver cancellations versus emergency assistance access?

I'd use a risk-adjusted framework. Routine reliability improvements can be prioritized with frequency × impact × confidence ÷ effort. Safety features need a distinct severity threshold: even rare, severe harm can justify immediate action and human escalation. I would never optimize a safety workflow against ride volume alone. I'd involve legal, trust-and-safety and accessibility teams before changing emergency controls.

What would an experiment look like, and how long would you run it?

Randomize at a practical cluster or location-time level to minimize riders and drivers crossing treatments. Pre-register one primary outcome—completed trips per request—and secondary metrics such as pickup P90, driver cancellation, driver earnings, safety complaints and accessibility. Run through weekdays and weekends, including a peak-demand cycle; decide sample size from historical variability rather than selecting an arbitrary number of days. Verify balance in route mix, weather and demand surges. An A/B test is only credible if marketplace spillovers are accounted for.

Why are spillovers particularly troublesome here?

Critique | Zomato | Easy

Uber

Practice this case →

Drivers are shared across users. If treated customers match faster, they may consume drivers that control users would have received. Then the control group's experience worsens even without a genuine system-level productivity gain. For marketplace changes I may need geographic switchbacks, matched market clusters or other designs that estimate the overall equilibrium effect, not just the selected rider's outcome.

Show me the basic economic stakes of a reliability intervention.

[Illustrative assumption] A region receives 100,000 requests monthly with a 70% completion rate. A pilot suggests a 3 percentage point absolute lift to 73%, which is 3,000 incremental completed trips. If contribution per additional trip after variable costs is ₹35, that yields ₹105,000 in monthly incremental contribution before added program cost. If pickup guidance costs ₹30,000 monthly to operate, illustrative net contribution is ₹75,000. I would not extrapolate this as guaranteed: demand growth, incentive cost and driver substitution could change the result.

What if faster matching raises cancellations by sending drivers farther away?

Critique | Zomato | Easy

Uber

Practice this case →

That's a classic local-metric trap. Improve end-to-end completed trip time and reliability, not time-to-assignment by itself. I would introduce a pickup-distance penalty or expected acceptance/completion probability into the matching objective, then validate driver economics and regional equity. An impressive match-rate metric is meaningless if the rider is left waiting 12 minutes for a driver who cancels.

How do you assess users who never book because estimated prices are high?

Distinguish ride availability from price willingness-to-pay. Observe searches and quoted fares by time and segment, and test whether willingness-to-pay is genuinely lower or the quoted price is poorly explained. I would not indiscriminately discount surge periods: that may increase excess demand, reduce fulfillment and worsen the experience. Better alternatives might include a transparently priced flexible-pickup option or allowing a customer to wait for lower demand.

Now pressure-test the ethics of your recommendation.

Critique | Zomato | Easy

Uber

Practice this case →

Geofenced pickup zones can exclude users with mobility needs; driver incentives can conceal poor earnings; safety recordings can violate privacy; and pricing experiments can be unfair if poorly governed. Any launch would require accessibility alternatives, clear consent, data minimization, safety review, fair driver communications and a manual appeal route for errors. The strongest product critique is not just a feature wish list—it exposes the full set of trade-offs.

Summarize your decision as a one-minute interview close.

Uber wins by reducing uncertainty across travel. My priority is the accepted-to-completed trip experience at known high-friction pickup locations. I would first identify whether the failure is supply, location precision or ETA expectation; then pilot venue-aware pickup guidance with marketplace-aware testing. The launch gate is higher completed trips per request, lower P90 pickup time and no regression in driver earnings, safety or accessibility. If those metrics fail, I would revisit the mechanism, not just add another feature.

Product/marketplace journey: Rider need → price quote → request → accepted match → coordinated pickup → safe trip → payment → support / rating → repeat; parallel supply journey: driver availability → offer → acceptance → pickup → trip → earnings → continued availability.

Metric dictionary: Fulfillment = completed trips / valid requests; driver-cancel rate = driver cancellations / accepted requests; P90 pickup time = 90th-percentile actual time from accepted request to rider pickup; rider retention = riders taking another trip in the defined future window / riders eligible at cohort start.

Critique | Zomato | Easy

Uber

Practice this case →

Strong follow-up candidates: Would you still launch if completion increased but P90 deteriorated? How does the intervention change under low connectivity? Does it hold for riders with disabilities? Can venue managers approve pickup gates? Is the driver supply sufficient without incentives?

Common interview mistakes: Jumping from complaints directly to a feature; measuring only cancellations; ignoring driver-side incentives; randomizing users in a shared-supply marketplace without checking interference; promising safety outcomes from a UX tweak without a validated operational response.

Focus: Improve pickup reliability through clearer meeting points, accurate ETAs and supply-aware matching. Pilot: Selected high-friction locations. Primary metric: Completed rides per booking attempt. Supporting metrics: Cancellation, P90 pickup time, driver acceptance and safety satisfaction. Risks: Driver incentives, accessibility and privacy.

Critique | American Express | Easy

Unstop

Click here to give a mock interview

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.

Unstop

Click here to give a mock interview

- International expansion: Partner with global universities and orgs to bring in cross-border opportunities.

Good suggestions. How would you measure success if these were implemented?

- UI improvement: Drop in bounce rate and increase in avg. session duration.
- Mentor access: % of mentor queries resolved within SLA.
- Engagement: DAU/MAU ratio, number of community posts per active user.
- Learning outcomes: % of users who view feedback reports and participate again.
- International impact: Number of global competitions hosted and user participation split (domestic vs international).

Excellent. One last question — how can Unstop stay competitive with giants like LinkedIn?

By doubling down on the student-first niche. They can:

- Strengthen partnerships with colleges to make Unstop the default campus engagement platform.
- Launch exclusive hackathons and industry challenges that LinkedIn doesn't host.
- Use data analytics to create career pathways — e.g., "students like you participated in X, then got Y internships."

This positions them as the go-to early career growth platform rather than just a job board.

That's a well-rounded approach. Clear prioritization, actionable solutions, and measurable outcomes — great job!

Critique | Zomato | Medium

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

Click here to give a mock interview

- "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.

Critique | Meesho | Medium

Myntra

Click here to give a mock interview

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.

Myntra

Click here to give a mock interview

Problem: Some users receive items that don't match description or quality expectations, which erodes trust.

Solution:

- AR Virtual Try-on: Let users preview outfits in real time to set expectations right.
- AI-driven fit feedback: Suggest optimal size based on measurements + past returns.
- Stricter QC: Mandate photo verification and quality audit before listing products.

Makes sense. If you were the PM, how would you measure if these changes are working?

- For category expansion: Increase in GMV from new categories, repeat purchase rate, and time spent exploring those categories.
- For quality improvements: Drop in return rate (esp. "item not as described"), higher product rating averages, and improvement in NPS related to trust.
- For AR & fit features: % of users using virtual try-on and corresponding conversion uplift.

Excellent. Before we close — any new feature you'd introduce to give Myntra a competitive edge?

I'd add a Collaborative Shopping / Group Wishlist feature:

- How it works: Users can invite friends/family to a shared wishlist space. Everyone can add items and vote on them.
- Use cases: Great for wedding shopping, gifting, group purchases.
- Impact: Boosts social engagement and drives multi-user conversion events.
- Metrics: Track group wishlist creations, votes per group, and conversion rates from group events.

That's a creative idea — you've addressed current pain points and proposed a differentiator. Nicely done.

Critique | media.net | Medium

Reddit

Click here to give a mock interview

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.

Reddit

Click here to give a mock interview

UX Issues:

- Video playback is slow and buffers frequently.
- Clicking links opens an internal browser that disrupts flow.
- Deleted comments are hard to access, breaking continuity of conversations.

If you were Reddit's PM, how would you prioritize and address these?

I'd prioritize UI overhaul first, as design is the first impression and strongly impacts engagement. A redesign could include:

- Cleaner, modern layout with visual distinction for posts vs. comments.
- Rich text formatting (bold, highlights, quote blocks) for better readability.
- Infinite thread navigation to encourage deeper participation.

Then, focus on UX enhancements:

- Optimize video playback to reduce buffering by using adaptive streaming.
- Better link-handling: Open links in-app with a persistent back button.
- Deleted comment access: Allow viewing of deleted comment metadata to preserve discussion flow.

Good. How would you measure if your redesign worked?

UI Metrics: Increase in session time, reduction in bounce rate, higher comment-to-view ratio.

UX Metrics: Drop in video buffering complaints, higher completion rate for video views, reduction in link drop-offs.

Retention & Engagement: Growth in DAU/MAU ratio and upvote/downvote activity.

Ad Metrics: Better CTR on native ads post redesign (since layout is cleaner).

Excellent. Before we wrap up — any feature you'd add to differentiate Reddit from competitors?

I'd add a "Live Discussion Mode" feature:

Reddit

Click here to give a mock interview

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.

Critique | Google | Hard

Google Cloud Platform (GCP)

Click here to give a mock interview

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.

Critique | Google | Hard

Google Cloud Platform (GCP)

Click here to give a mock interview

- 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.

Critique | Google | Hard

Google Cloud Platform (GCP)

Click here to give a mock interview

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.

Critique | American Express | Hard

LitFlask 3-in-1 Smart Water Bottle

Click here to give a mock interview

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.

Critique | American Express | Hard

LitFlask 3-in-1 Smart Water Bottle

Click here to give a mock interview

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?

Critique | American Express | Hard

LitFlask 3-in-1 Smart Water Bottle

Click here to give a mock interview

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.

Krack The Case



Guesstimates

Interview Transcripts

Guesstimate | BCG | Easy

Automobiles in India

Click the title to give a mock interview

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 (30% urban, 70% rural), differential vehicle ownership rates between urban and rural areas, and segment-specific preferences based on income levels, infrastructure availability, and transportation needs.

Validation

The 86M result estimates car-owning households only; it does NOT establish the stock of all motor vehicles or support the separate 123M claim. 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.

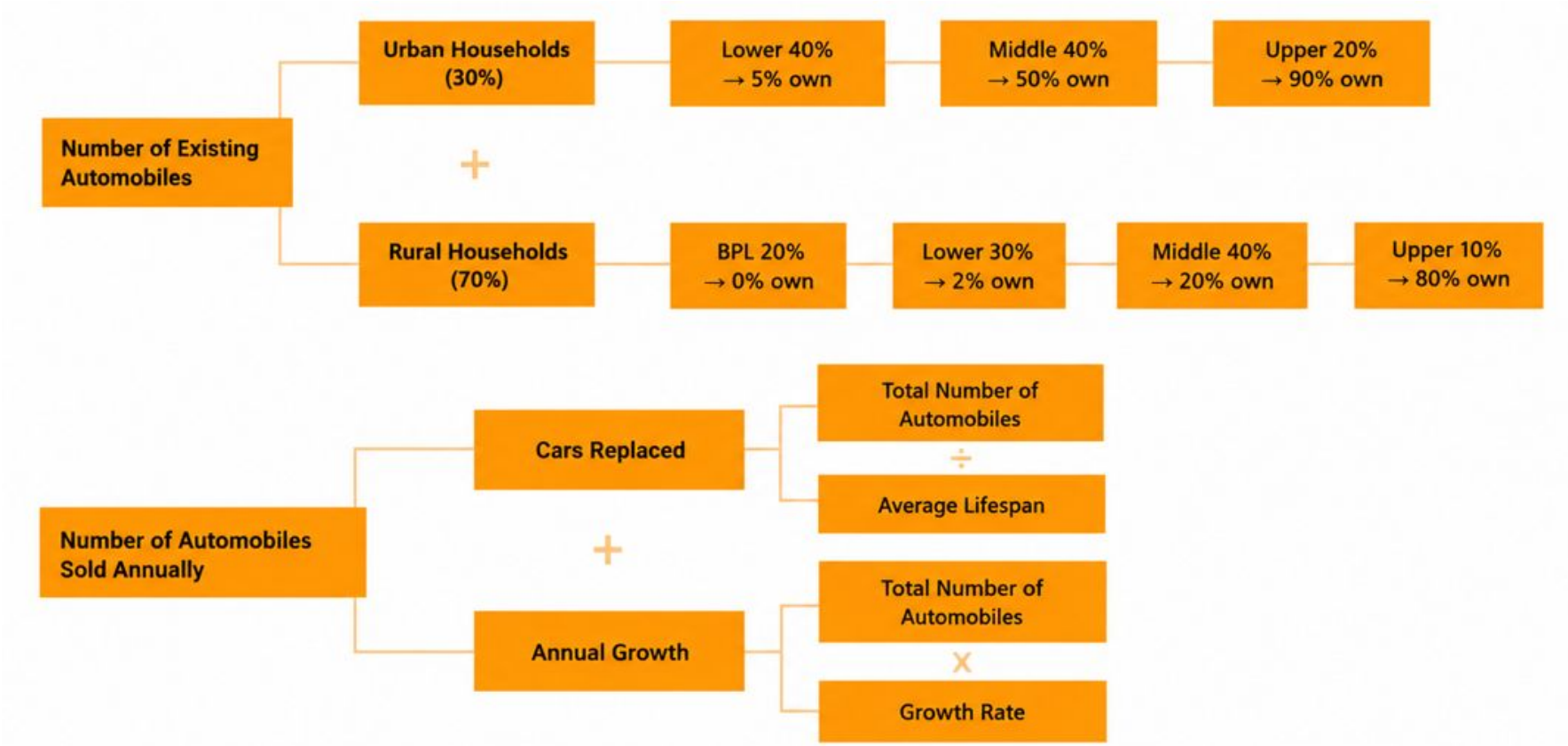
Approach

- Start with population: India ≈ 1.46B; convert to households using avg size 4 → ~365M households.
- Geographic split: Rural 70% → 255.5M; Urban 30% → 109.5M households.
- Rural income bands and car-owning rates:
  - BPL 20% → 51.5M, 0% own
  - Lower 30% → 76.7M, 2% own
  - Middle 40% → 102.2M, 20% own
  - Upper 10% → 25.6M, 80% own
- Urban income bands and car-owning rates:
  - Lower 40% → 43.8M, 5% own
  - Middle 40% → 43.8M, 50% own
  - Upper 20% → 21.9M, 90% own
- Compute owners:
  - Rural owners ≈ 42.4M; Urban owners ≈ 43.8M
- Total car-owning households ≈ 86M → base automobiles ≈ 86M
- Optional sensitivity: add 10–20% uplift for multi-car urban upper-income households if needed.

Guesstimate | BCG | Easy

Automobiles in India

Click the title to give a mock interview



Guesstimate | Zomato | Easy

Cups of Tea

Click the title to give a mock interview

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 the 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 guestimate by comparing to avg tea sold 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 among 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

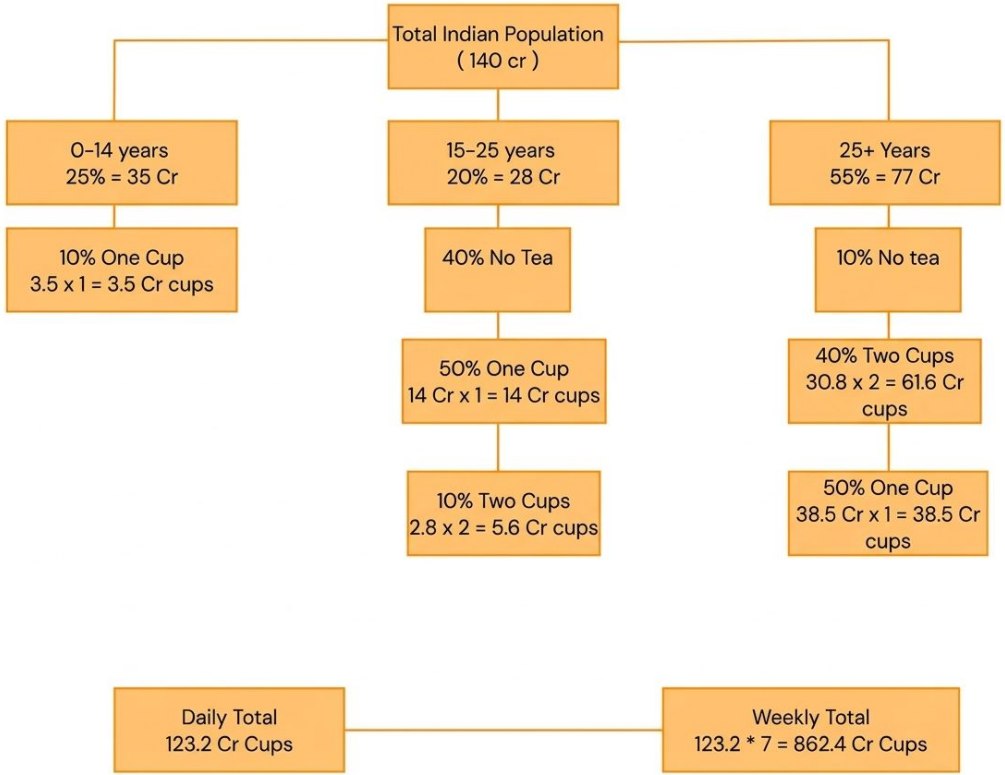
- 0-14 age group => **25% X 140 Cr X 10% X 1 = 3.5 Cr**
- 14-25 age group => **20% X 140 Cr X (50% X 1 + 10% X 2) = 19.6 Cr**
- 25+ age group => **55% X 140 Cr X (50% X 1 + 40% X 2) = 100.1 Cr**

Weekly Consumption = 7 X (3.5 + 19.6 + 100.1)Cr = 862.4 Cr Cups

Guesstimate | Zomato | Easy

Cups of Tea

Click the title to give a mock interview



Guesstimate | NoBroker | Easy

Cups of Tea at Airport

Click the title 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 ARRIVALS/hour ➔ 30 × 2 × 2 = 120 (landings + takeoffs)
  - Non-peak hours (4h): 15 ARRIVALS/hour ➔ 15 × 4 × 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 × 300 = 7,200 seats
  - Small flights: 216 × 180 = 38,880 seats
  - Total possible occupancy: 46,080 seats
- Assume average load factor (utilization): 80%
  - Footfall = 46,080 × 0.8 ≈ 36,864 passengers (arrivals + departures during 6AM–12PM)

See Flowchart 2 for steps.

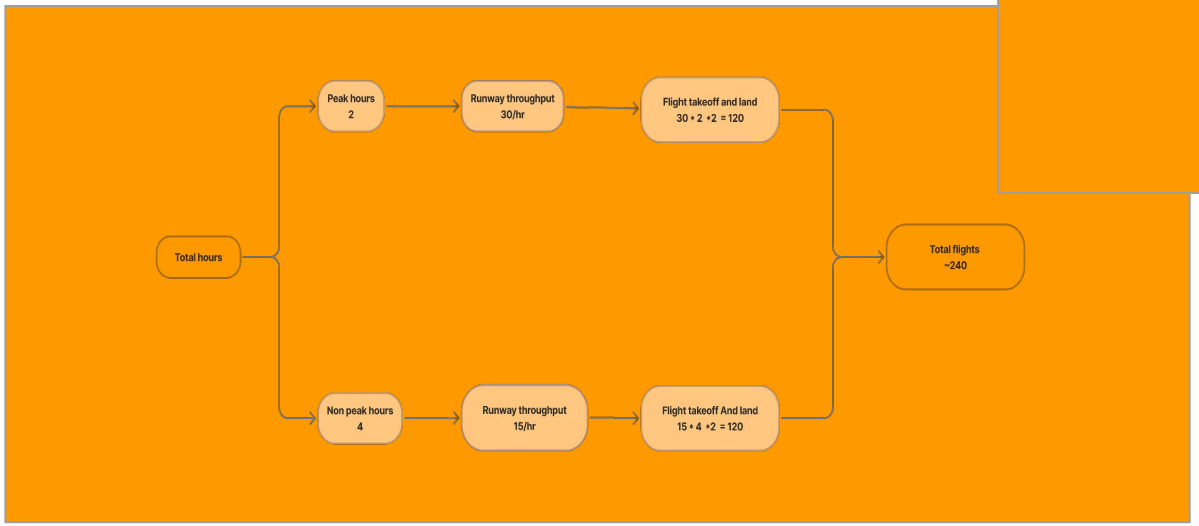
3. Estimate Tea/Coffee Purchase Incidence

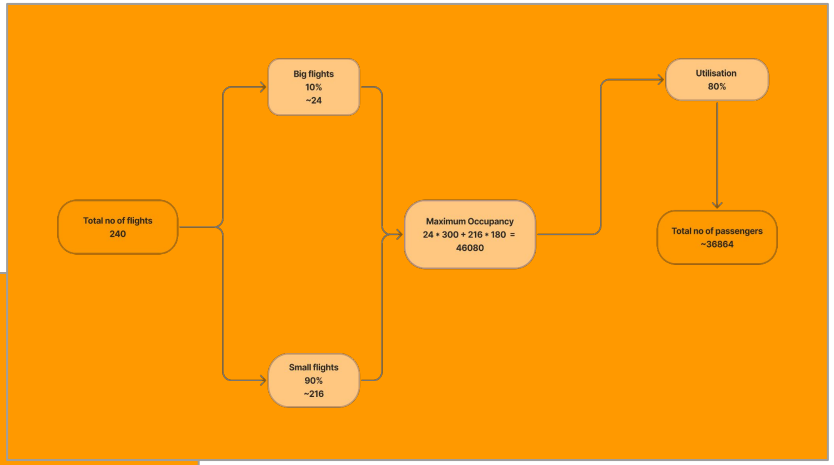
- Assume a certain % of the footfall purchases tea/coffee in this window. Reasonable for mornings might be 20% (due to high preference in India, and morning time).
- Average cups per purchasing passenger: 1.1 (to account for seconds/companions).
  - Cups sold = Footfall × % buyers × avg cups
  - Cups sold = 36,864 × 0.20 × 1.1 ≈ 8,110 cups

Guesstimate | NoBroker | Easy

Cups of Tea at Airport

Click the title to give a mock interview





Guesstimate | KPMG | Easy

Flights at Delhi Airport

Click the title 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 states×5 departures/hour×24 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. 3,600×0.25=900 flights per day. This 900 domestic-departure estimate is not directly comparable to the 960 total daily movements estimate; match flight scope and direction before using it as a validation.

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 planes×4 (15-min intervals)=24 flights per hour
- **Flights per day**: 24 flights/hour×24 hours=576 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 × 2 runways = 8 planes
- **Flights per hour**: 8 planes×2 (30-min intervals)=16 flights per hour
- **Flights per day**: 16 flights/hour×24 hours=384 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 (Major Runways)+384 (Minor Runways)=960 total flights per day

Guesstimate | Meesho | Easy

Tattoos in Mumbai

Click the title to give a mock interview

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 3.2% of the population (640,000 people) has at least one tattoo.

Our final estimate of **1.145 million** tattoos is logically consistent with this number of people. If 640,000 people have tattoos, and the average number of tattoos per person is slightly more than one, 1.145 million tattoos implies about 1.79 tattoos per tattooed person under the assumptions.

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.

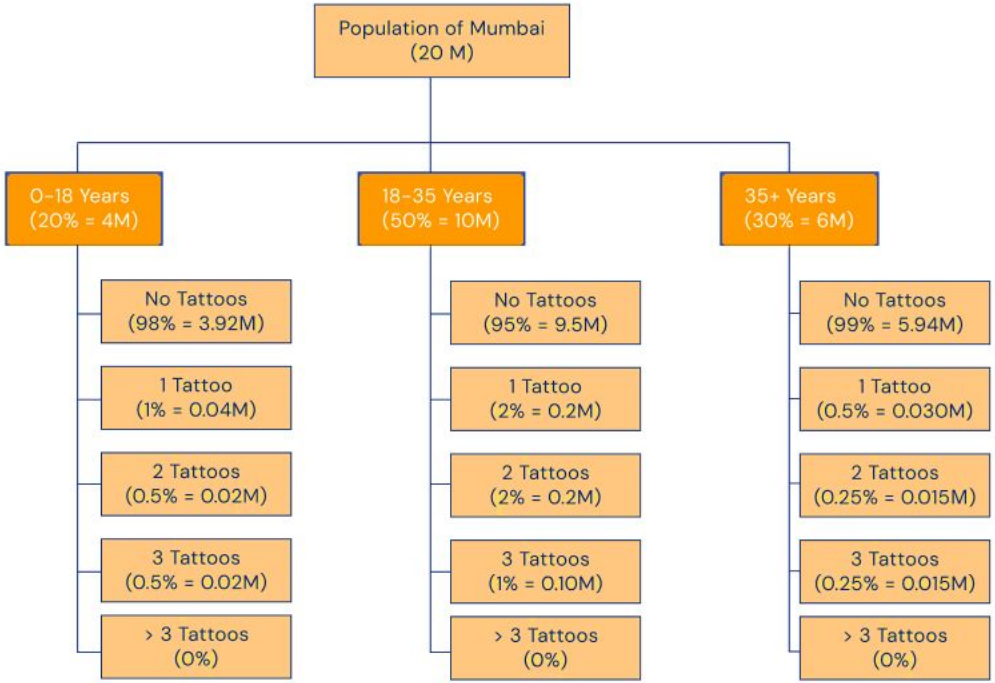
For the **45+ age group** (6 million people), we use a lower prevalence rate, which results in 30,000 people with 1 tattoo, 15,000 with 2, and 15,000 with 3, for a total of 105,000 tattoos.

By adding the totals from each age segment, we arrive at the total number of tattoos in Mumbai which is 140,000 + 900,000 + 105,000 = 1.145 million tattoos.

Guesstimate | NoBroker | Easy

Tattoos in Mumbai

Click the title to give a mock interview



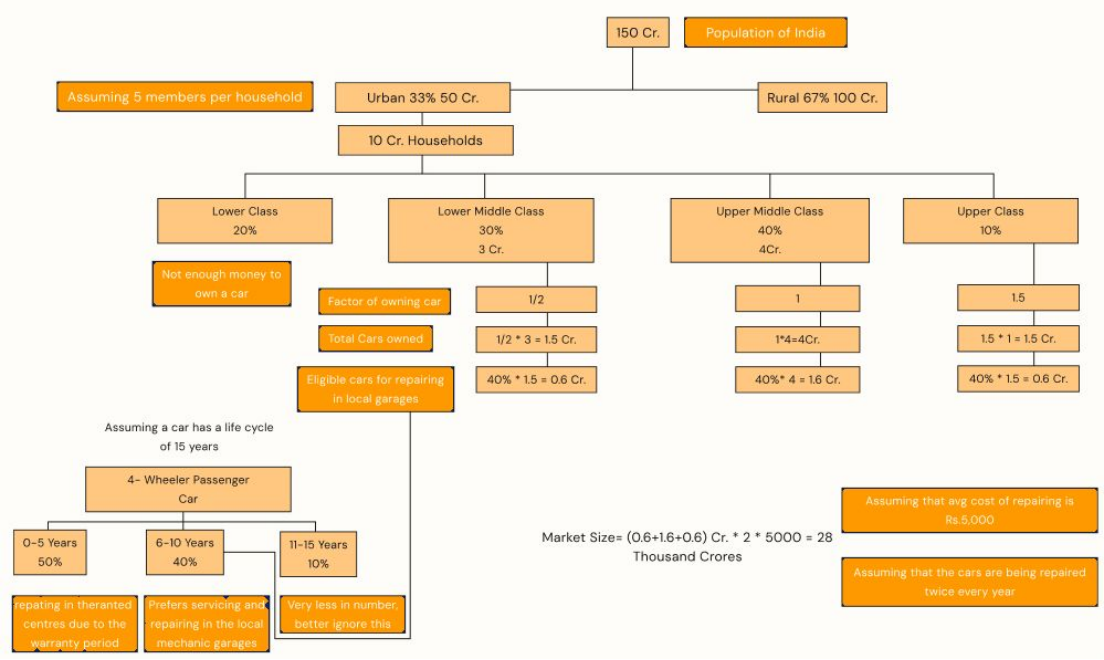
Tattoos = 1"(0.04+0.2+0.03) + 2"(0.02+0.2+0.015) + 3* (0.02+0.1+0.015) = 1.145 M

Guesstimate | Nation with NaMo | Easy

Automobile Spare Parts

Click the title to give a mock interview

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

Guesstimate | American Express | Easy

ATMs in Delhi

Click the title to give a mock interview

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%) ≈ 1.1M households
Middle income (55%) ≈ 4.1M households
Upper income (30%) ≈ 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 → ~1.1M cards
Middle income: ~2 cards/household → ~8.25M cards
Upper income: ~4 cards/household → ~9M cards
So total ≈ **18.4M cards**.

For **ATM-to-card ratios** (i.e., one ATM serves X cards):

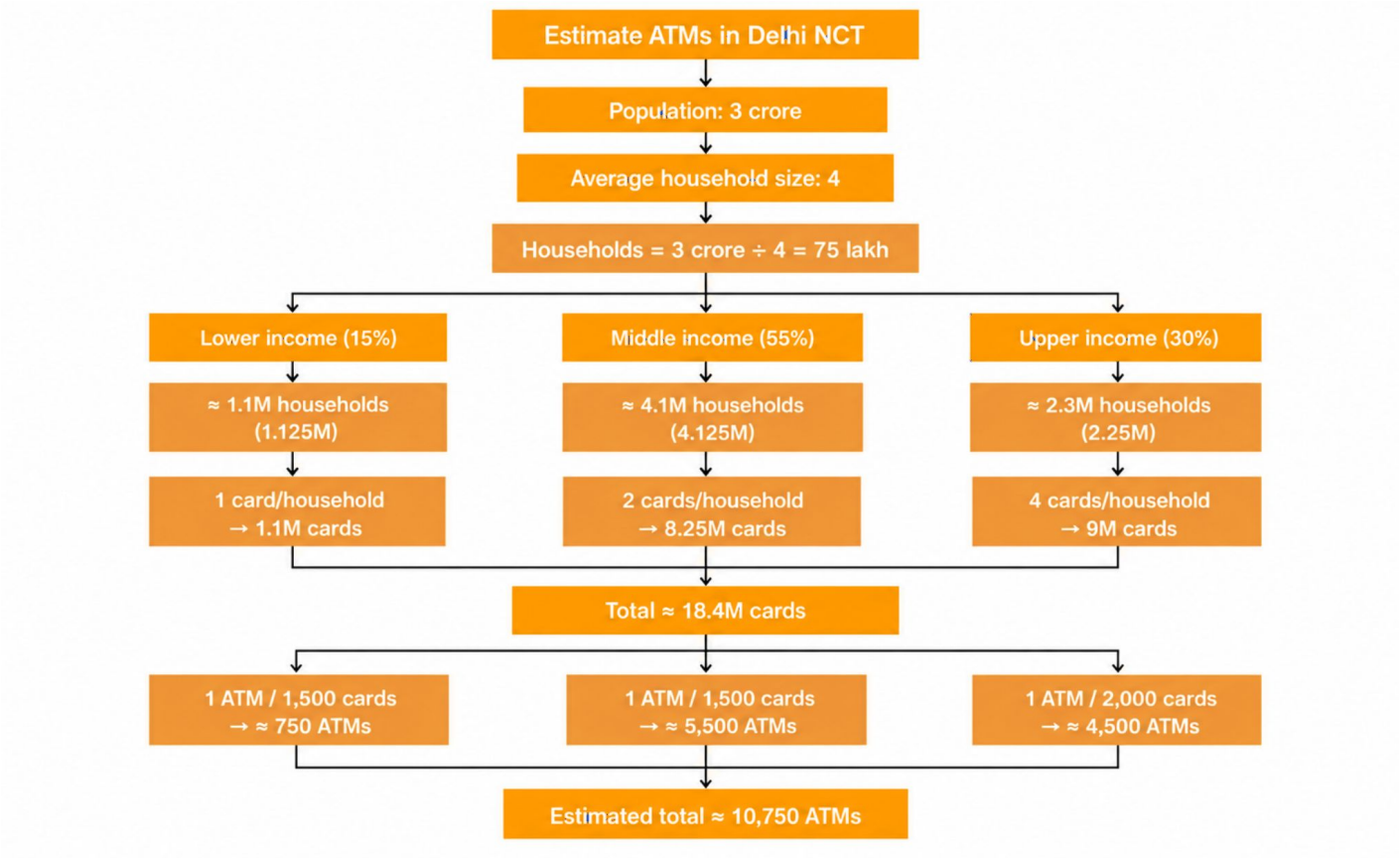
Lower: 1 ATM per 1500 cards → ~750 ATMs
Middle: 1 ATM per 1500 cards → ~5500 ATMs

Upper: 1 ATM per 2000 cards → ~4500 ATMs
That gives a total of **~10,750 ATMs in Delhi**

Guesstimate | American Express | Easy

ATMs in Delhi

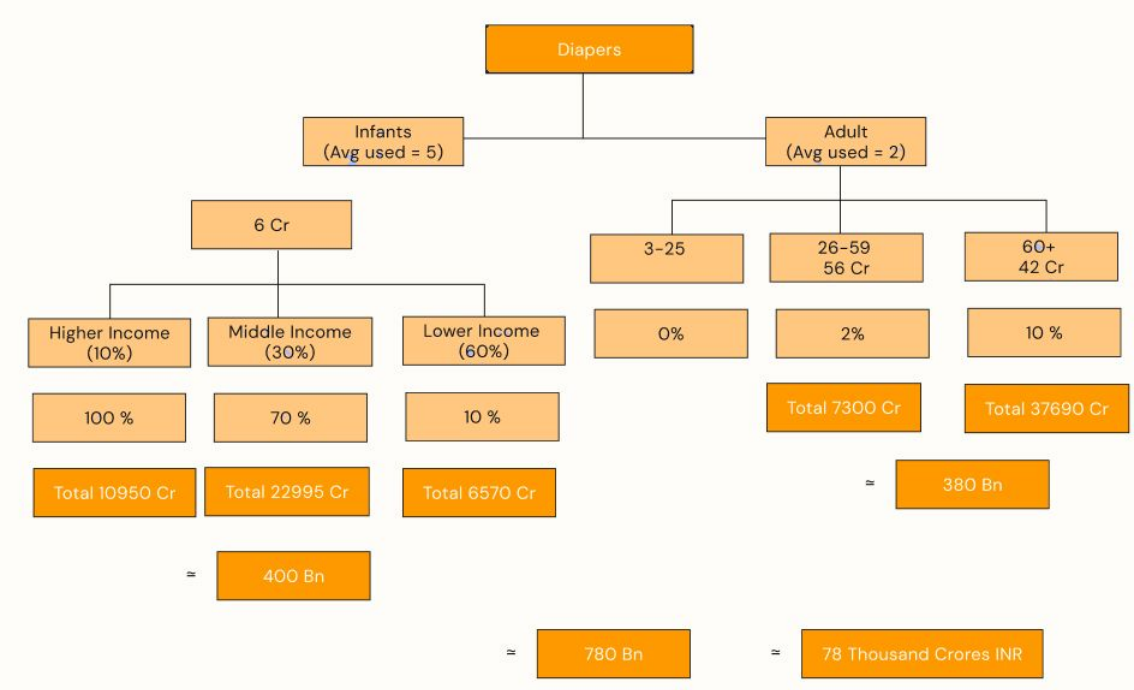
Click the title to give a mock interview



Guesstimate | Meesho | Easy

Diaper Market Size

Click the title to give a mock interview



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.
- A final ₹ estimate is not supported without segment populations, usage rates and unit prices.

Guesstimate | BCG | Easy

Maruti Service Centers

Click the title to give a mock interview

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 has a 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

Click the title to give a mock interview

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 (Lower Middle Class)+1.2 (Upper Middle Class)+0.45 (Upper Class)=2.1 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 lakh cars×40%=0.84 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 lakh cars×1 service per year/300 days=280 cars per day.

Okay, and how do you estimate the capacity of each service center?

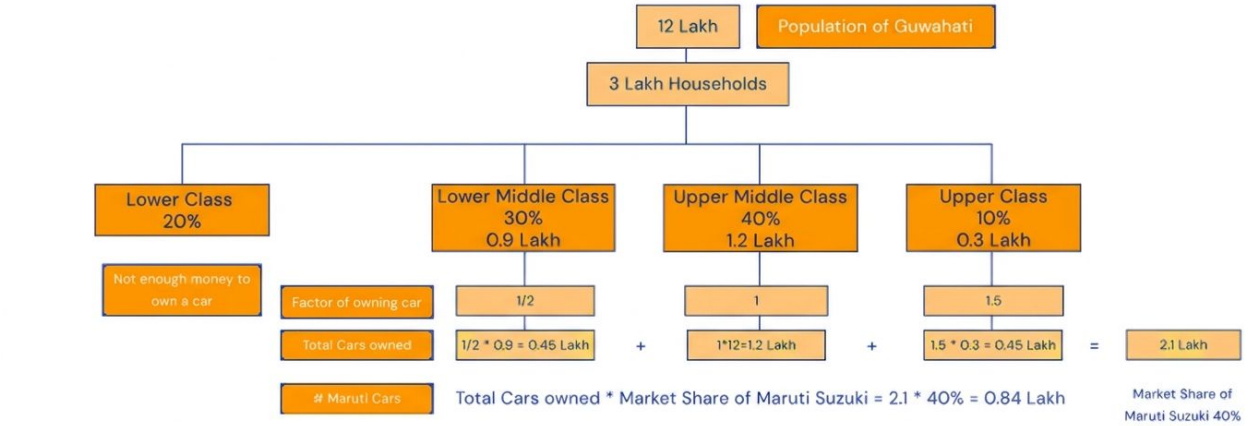
Assume each car requires 2 service-hours, with 3 simultaneous bays and a 10-hour working day.
So, the capacity per centre would be: 10 hours×3 simultaneous cars/2 hours per service=15 cars serviced per day.
Finally, the total number of service centres required would be:
280 cars per day/15 cars per service centre per day=18.67 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

Click the title to give a mock interview



Servicing/day = # Maruti Cars * # Servicing per year per car / Total work days

# Maruti Cars	0.84 Lakh
Servicing per car	1
# Working days	300

Servicing/day = (0.84Lakh *1) / 300 =280

service centers = 280/15 = 19 (approx.) =280

Cars serviced/day/service center = (Operational hours per day/hours req. per servicing) * # Maximum simultaneous servicing/ service center

Operational Hours	10
Hours req. / servicing	2
# Max simultaneous servicing	3

Cars serviced/day/service center = (10 / 2)*3=15

Estimate service centers required by Maruti in Guwahati City

Formula

Centres required = daily Maruti service demand / daily capacity per centre = 280 / (10 × 3 / 2) ≈ 19

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

Guesstimate | Accenture | Easy

MCU Revenue Sources

Click the title to give a mock interview

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 27 million people.
Age Group 30-40: This group adds another 45 million people.
Age Group 40-60: This segment is smaller, with 87 million people.
In total, that's around 159 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.

Guesstimate | Accenture | Easy

MCU Revenue Sources

Click the title to give a mock interview

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.

Guesstimate | Bain & Company | Easy

Noodle Consumption

Click the title to give a mock interview

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 professional, that adds up to 1400 professionals and their families, along with the 7000 students. Does that seem reasonable?

Yes, those numbers sound good.

Guesstimate | Bain & Company | Easy

Noodle Consumption

Click the title to give a mock interview

Now, for noodle consumption, I'll first account for category penetration. For students, I'll assume an 85% penetration rate, meaning 15% are non-consumers who rely strictly on mess food or outside dining, leaving 5,950 consuming students. I'll divide them into three groups—frequent, moderate, and occasional consumers.

For students, I'll assume that 20% are frequent consumers who eat noodles four times a week, which means about 1,190 students consuming 1,190 x 4 x 4 = 19,040 packets a month. Next, 50% of students might eat noodles twice a week, which adds up to 23,800 packets monthly (2,975 x 2 x 4). The remaining 30%, or about 1,785 students, could eat noodles just once a week, which totals 7,140 packets per month (1,785 x 1 x 4).

That gives us a total of 49,980 packets per month for students.

Okay, and how would you handle the professionals?

For professionals and their families, packaged noodle consumption is significantly lower than among hostel students, so I'll assume a 60% penetration rate (40% non-consumers). That leaves 420 consuming families (840 individuals) out of the 700 staff households. I'll use a similar frequency division across these consuming families:

I'll assume 20% are frequent consumers, eating six packets a month per family member, giving us 0.2 x 420 x 2 x 6 = 1,008 packets.

50% might eat four packets monthly per family member, which gives us 0.5 x 420 x 2 x 4 = 1,680 packets.

The last 30% would eat just two packets a month per family member, contributing 0.3 x 420 x 2 x 2 = 504 packets.

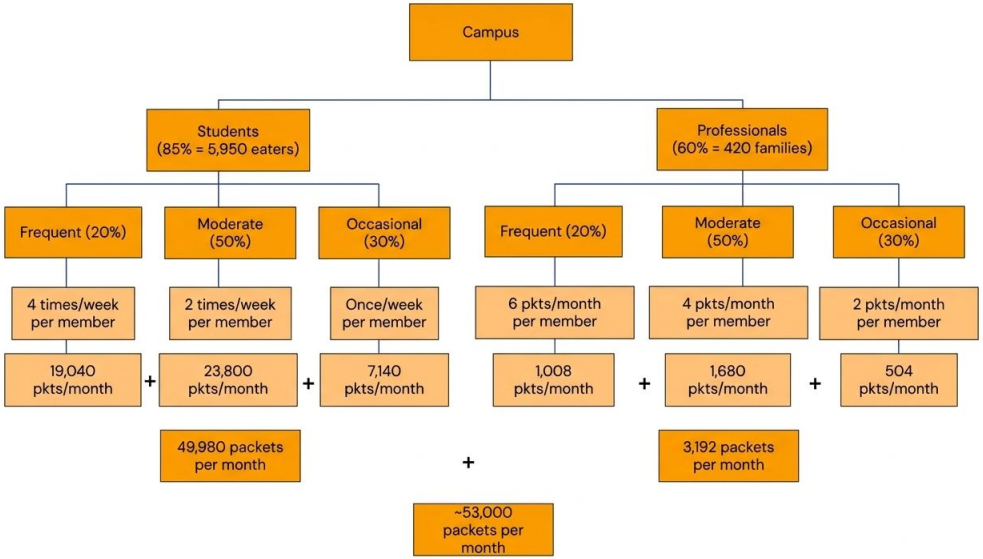
In total, professionals and their families would consume 3,192 packets monthly. Combining students and professionals, the total would be 53,172 packets, which I'll round to 53,000 packets per month.

That's a well-rounded estimate. Thanks, we can stop here.

Guesstimate | Bain & Company | Easy

Noodle Consumption

Click the title to give a mock interview



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 = 53,000 / 30 = 1766.67
- Number of packets consumed by one individual in one day = 1766.67 / 8400 = 0.21
- This means that, on average, the estimate is approximately 6.3 packets per resident per month, or 0.21 packets per resident per day, which is a reasonably acceptable rate.

Guesstimate | EY | Easy

Petrol Pump Revenue

Click the title to give a mock interview

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

Click the title to give a mock interview

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 if assumed to be ₹100 per litre, so the total revenue from petrol sales would be: 3,500 litres×₹100/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.

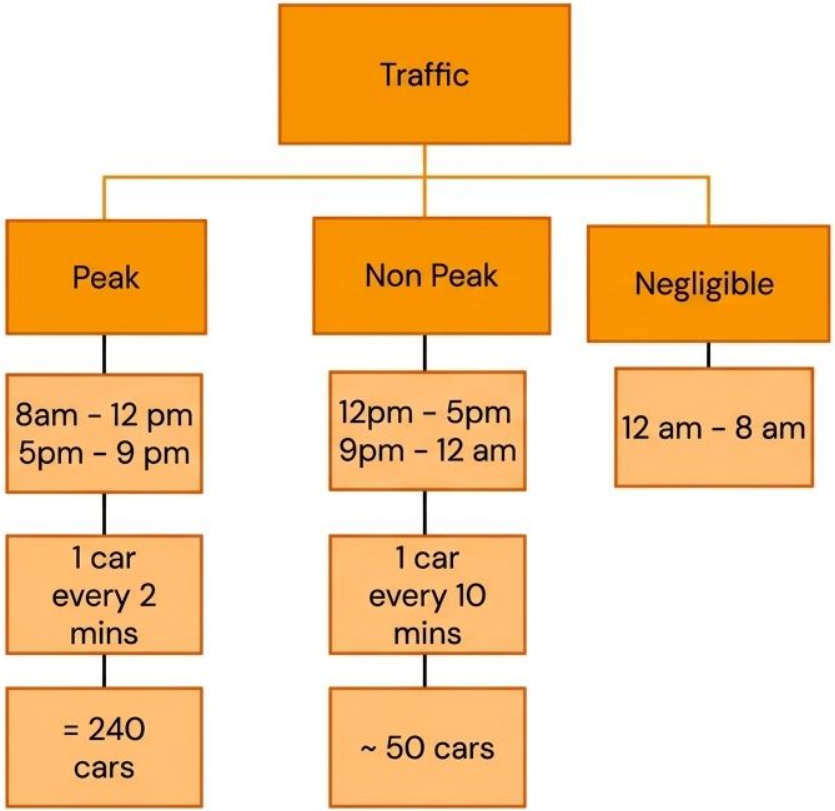
If the price of diesel is ₹97 per litre, so the total revenue from diesel sales would be: 2,300 litres × ₹97/litre ≈ ₹2,23,100 (rounded to ₹2.23 lakh)
Total daily gross fuel sales ≈ ₹5.73 lakh, not retailer commission or net profit

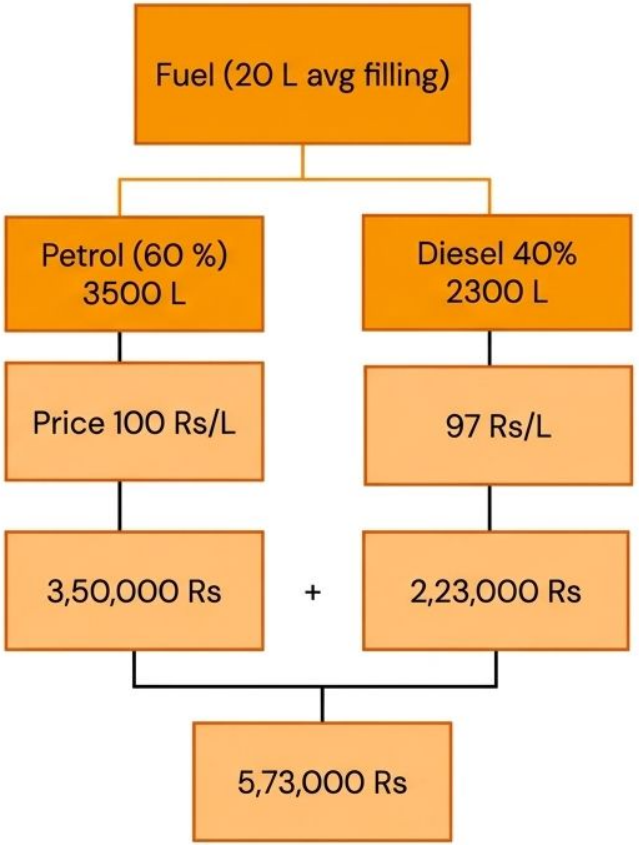
That seems about right. We can close the case here.

Guesstimate | EY | Easy

Petrol Pump Revenue

Click the title to give a mock interview





Guesstimate | HiLabs | Easy

Tinder Users in India

Click the title to give a mock interview

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 be 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 60cr = 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 18cr = 5.4cr)
And the remaining in Tier 3.
Does these Demographic-wise splits seem reasonable?

Seems reasonable enough. How do you move forward from here?

Guesstimate | HiLabs | Easy

Tinder Users in India

Click the title 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?

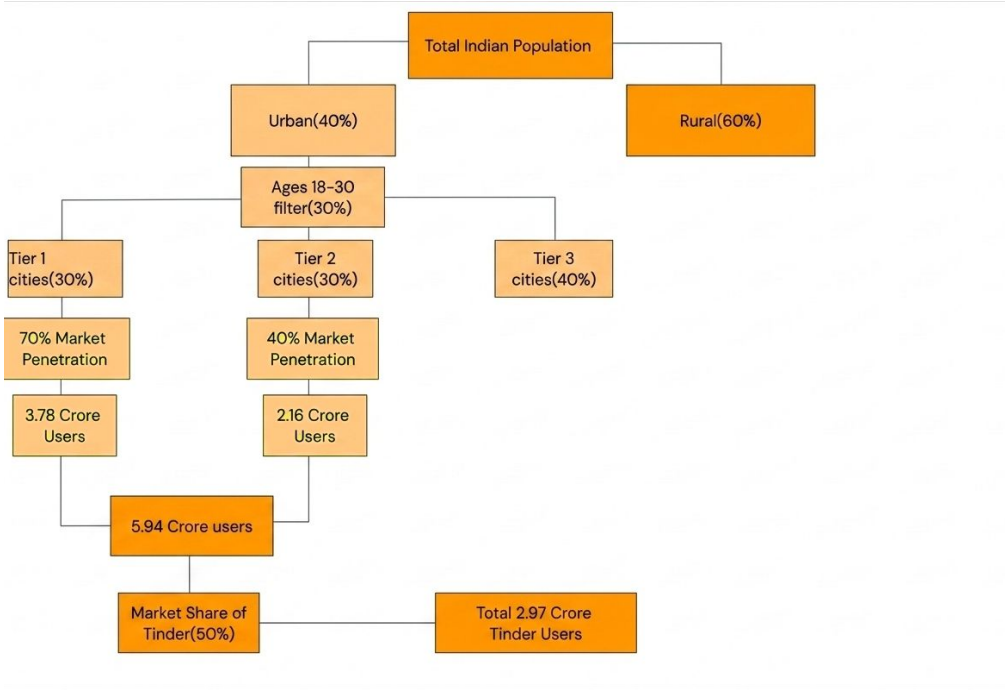
So the illustrative estimate of potential Tinder users (not verified MAU or registered accounts) comes out to be 1.89cr + 1.08cr that is 2.97 cr.

Ok that sounds good, lets end it here.

Guesstimate | HiLabs | Easy

Tinder Users in India

Click the title to give a mock interview



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 installs 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

Guesstimate | Zomato | Easy

Zomato Orders in Noida

Click the title to give a mock interview

Can you estimate the number of Zomato orders placed weekly in Noida?

Sure! Before I dive into the calculations, I would like to establish a baseline for the city's population. Relying on Census 2011 figures would significantly distort the estimation because Noida has developed rapidly over the past decade.

Yes, please go ahead.

Delhi has an estimated population of around 3 crore, and Noida holds roughly 10% of that size, so we can assume Noida's base population to be 30 lakhs. From this, we remove about 20% who are under 16 since they cannot order independently, and 10% over 60 who rarely use delivery apps. Excluding this 30% leaves 70% of 30 lakhs, which is 21 lakhs, rounded to 20 lakhs for ease of calculation. Looking at income dynamics, lower-income households typically prefer local stalls and street food while avoiding packaging and platform fees. Therefore, we focus on the middle and upper classes, representing about 60% of the remaining population, yielding a final addressable pool of 12 lakh users.

Makes sense. How will you segment this addressable market and calculate order frequency?

We can segment these 12 lakh people into two primary age brackets based on lifestyle and eating habits. The first group consists of individuals aged 16 to 25, who make up roughly 33% of the cohort (4 lakh individuals). These are predominantly students, hostelers, and young bachelors living away from home. While individual reliance on delivery is very high, group orders placed from hostels or shared apartments moderate the count, resulting in an average frequency of 3 orders per week per person, contributing 12 lakh weekly orders.

That’s a comprehensive breakdown. Go ahead.

Guesstimate | Zomato | Easy

Zomato Orders in Noida

Click the title to give a mock interview

The second group comprises working professionals and families aged 26 to 59, making up the remaining 67% (8 lakh individuals). Within this demographic, approximately 30% are unmarried bachelors (2.4 lakhs) who possess higher disposable income and heavy platform dependency, ordering on average 4 times a week to generate 9.6 lakh orders. The remaining 70% are married individuals living with families (5.6 lakhs). Because family households largely consume home-cooked food and order delivery only occasionally or on weekends, each person averages 0.5 orders per week, adding 2.8 lakh orders.

That is a structured breakdown. What is your total estimate?

Summing up our three segments—12.0 lakh orders from students and young bachelors, 9.6 lakh orders from older working bachelors, and 2.8 lakh orders from married individuals—the total estimated volume is 24.4 lakh Zomato orders per week in Noida, which translates to roughly 3.5 lakh orders per day.

That is a sound and structured derivation. How would you validate these numbers and distribute this volume across the week?

To analyze the weekly distribution, ordering patterns reflect distinct peaks between weekdays and weekends. Monday through Thursday captures 40% of the weekly demand as routine off-peak meals, accounting for 9.76 lakh orders across four days or roughly 2.44 lakh daily orders. Friday serves as the transition into the weekend, capturing 20% of the volume with 4.88 lakh orders due to late-night shifts and end-of-week social plans. Saturday and Sunday account for the remaining 40% of the weekly volume, totaling 9.76 lakh orders or 4.88 lakh orders each day, driven by family dining, celebrations, and high weekend leisure ordering.

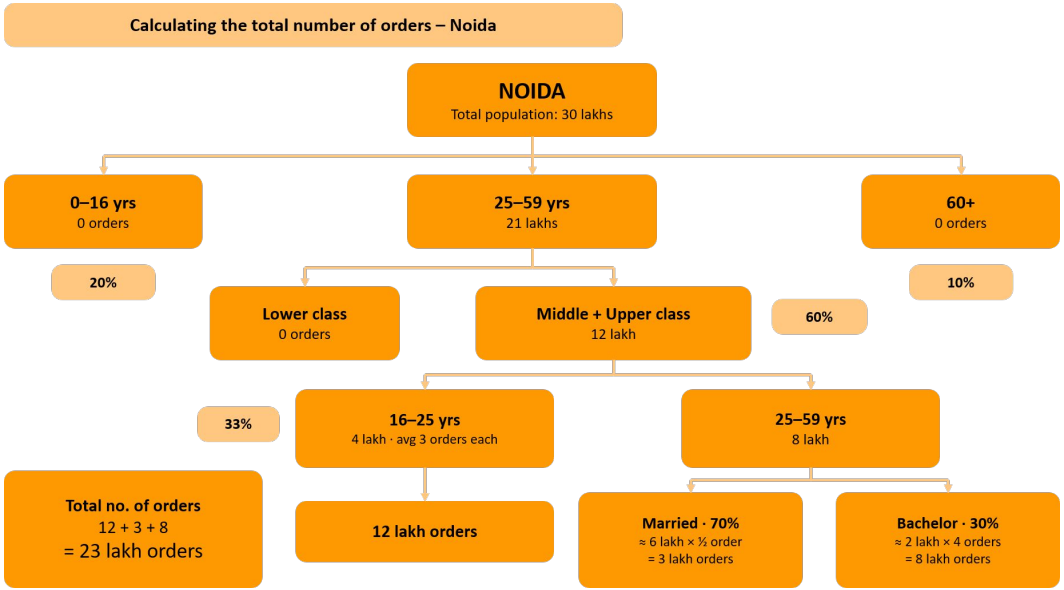
That’s a well-rounded estimate. Thanks, we can stop here.

Guesstimate | Zomato | Easy

Zomato Orders in Noida

Click the title to give a mock interview

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 caution: The 136,000-user / 219,600-order alternative is a different scenario and cannot validate the 12-lakh-user / 24.4-lakh-order model. Verify Noida's actual addressable platform audience and cohort order frequency.

Guesstimate | American Express - Nailit | Medium

American Express Credit Cards

Click the title to give a mock interview

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 = 150M globally
Co-branded share = 30% (45M), **Standard share** = 70% (105M)
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

Validation

We start with the MODEL-IMPLIED figure of 1,861.5M total monthly transactions; this is internal reconciliation, not independently observed data. Based on our earlier assumptions, the average number of transactions per active user is around 15.5, which is a weighted average accounting for both co-branded and standard cardholders. Dividing the total transactions (1,861.5M) by this average gives approximately 120M active users.
Next, we adjust for the assumed 80% monthly active rate. Dividing the active users (120M) by 0.8 gives a total of about 150M cards in circulation. This is essentially identical to our original assumption of 150M cards, confirming that our transaction and usage assumptions are internally consistent.

Approach

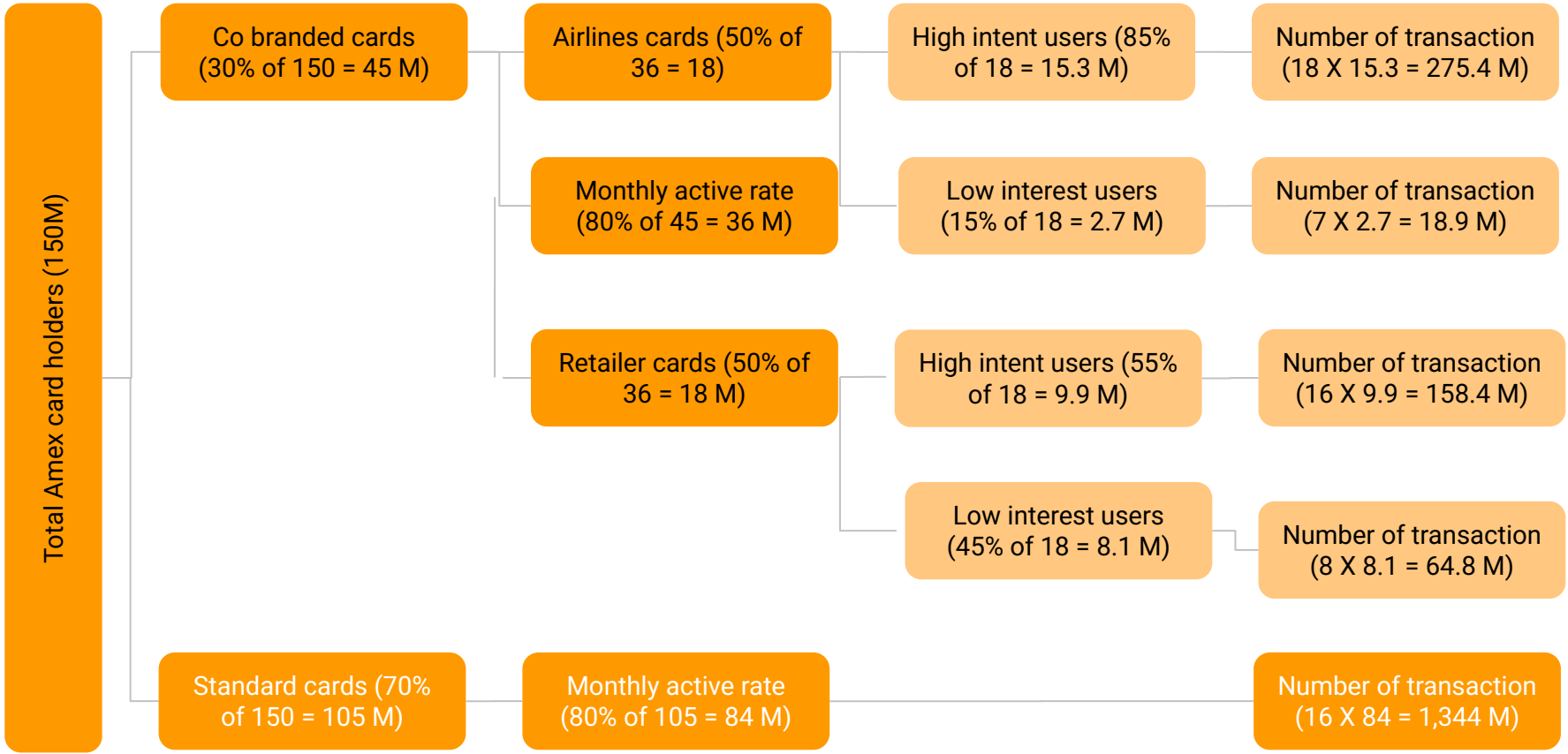
We start by estimating the total number of American Express cardholders globally (150M) and splitting them into co-branded cards (30%, 45M) and standard cards (70%, 105M). We assume that 80% of cardholders in each segment are monthly active users.

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.

American Express Credit Cards

Click the title to give a mock interview



Campus Canteen Revenue

Click the title to give a mock interview

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.

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.

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: Weekly Revenue = (Total Weekly Footfall) × (Average Spend per Customer)

Campus Canteen Revenue

Click the title to give a mock interview

Total Campus Population 28,000 People
Average Spend per Customer: ₹75

Weekday Footfall (5 days): 83,000
Students: 24,000 × 60% = 14,400 customers/day
Faculty: 4,000 × 55% = 2,200 customers/day
Total Daily: 14,400 + 2,200 = 16,600

Weekend Footfall (2 days): 12,000
Students: 24,000 × 20% = 4,800 customers/day
Faculty: 4,000 × 30% = 1,200 customers/day
Total Daily: 4,800 + 1,200 = 6,000

Exam Time
Total Weekly Footfall: 1,20,400
Daily Footfall (7 days): 17,200
Students: 24,000 × 70% = 16,800 customers/day
Faculty: 4,000 × 10% = 400 customers/day
Weekly Revenue: 1,20,400 × ₹75 = ₹90,30,000

Fest/Vacation
Total Weekly Footfall: 19,600
Daily Footfall (7 days): 2,800
Total Campus: 28,000 × 10% = 2,800 customers/day
Weekly Revenue: 19,600 × ₹75 = ₹14,70,000

Weekly footfall: 95,000
Weekly Revenue: 95,000 × ₹75 = ₹71,25,000

Guesstimate | Ola | Medium

Packets of Lays

Click the title to give a mock interview

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.

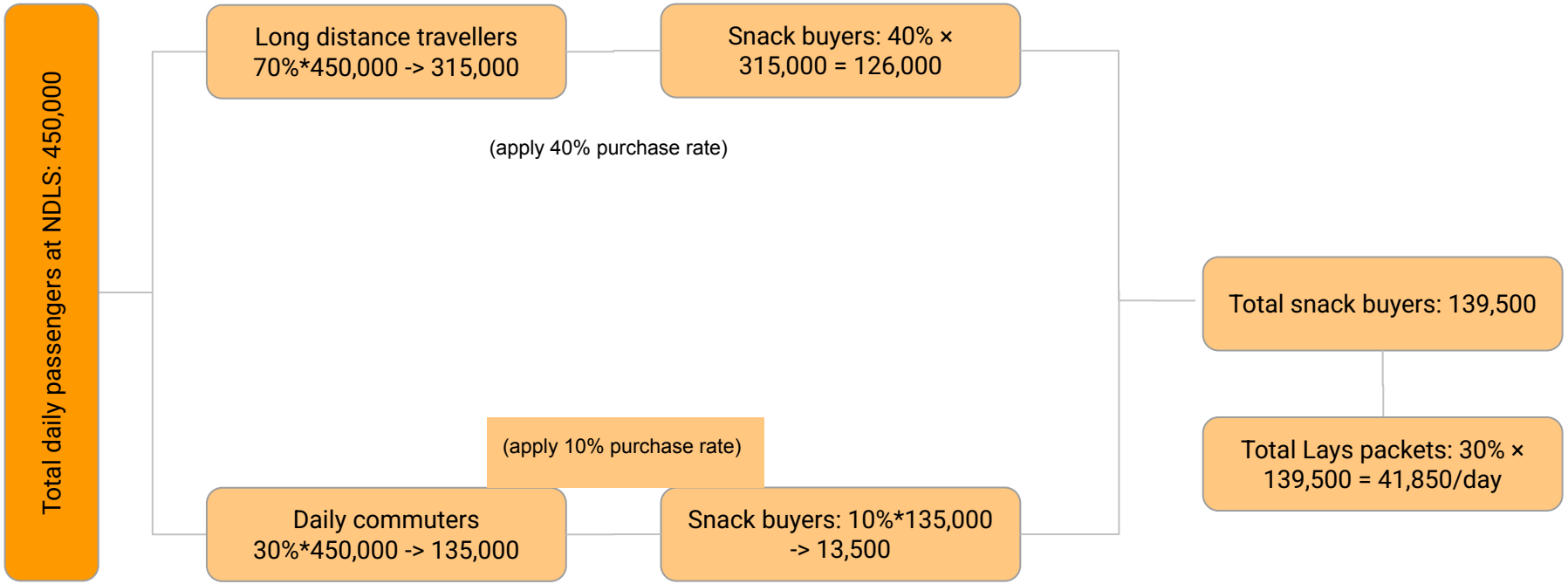
Approach

- **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

Guesstimate | Ola | Medium

Packets of Lays

Click the title to give a mock interview



Guesstimate | Meesho | Medium

Baby Strollers

Click the title to give a mock interview

Determine the annual market revenue of baby strollers that are sold in the United States?

Population of US	340 M				
	x 0.382				
Households in US	129.8M				
	x 0.400				
Household w/ children	52 M				
	x 0.200				
Household w/ strollers	10.4 M				
	x 0.250				
Strollers per year	2.6 M	x	$200	=	$520 million/year

Formula Used:
Annual market revenue of stroller per year = ((Number of US households * 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

Guesstimate | Tata 1mg | Medium

Big Billion Days

Click the title to give a mock interview

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.

Guesstimate | Tata 1mg | Medium

Big Billion Days

Click the title to give a mock interview

Urban areas:
Lower income: 40% of urban users, with 30% likely to buy online, which results in 20 million potential buyers.
Middle income: 40% of urban users, with 70% likely to buy online, giving us 47 million buyers.
Higher income: 20% of urban users, with 80% likely to buy online, leading to 27 million buyers.
Rural areas (20% of income categories are not modeled and are explicitly excluded from this scenario):
Lower income: 40% of rural users, with 20% likely to buy online, giving us 31 million.
Middle income: 30% of rural users, with 30% likely to buy online, resulting in 35 million.
Higher income: 10% of rural users, with 50% likely to buy online, leading to 20 million.

Adding these, we get a total of approximately 180 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 an illustrative 40% of potential online buyers (not a validated smartphone conversion), or roughly 72 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 72 million, or approximately 24 million, would buy a new smartphone.

Good. And how would the Diwali sale affect this?

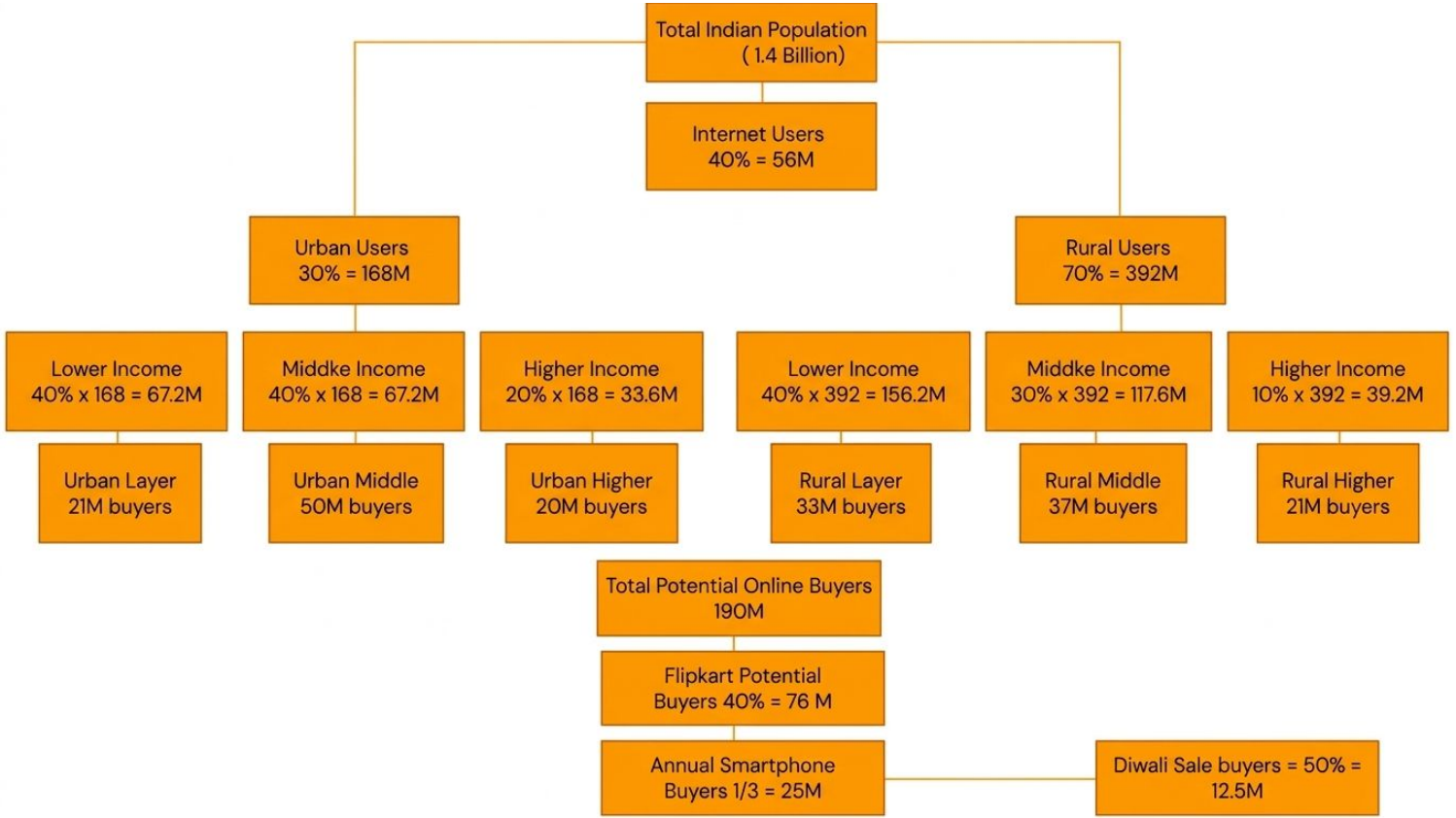
The Diwali season typically sees a spike in sales. For this high-impact illustrative sensitivity, I'll assume 50% of annual smartphone sales occur in this one-week event, so we'd have roughly 12 million buyers purchasing smartphones from Flipkart during the Big Billion Day Diwali Sale.

That sounds very comprehensive. We can close the case.

Guesstimate | Tata 1mg | Medium

Big Billion Days

Click the title to give a mock interview



Guesstimate | Indus Insights | Medium

Delhi Planes

Click the title to give a mock interview

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 x 4 = 24 flights, and over 24 hours, it results in 24 flights per hour x 24 hours = 576 flights per day. Since the airport has two major runways, this gives us 576 x 2 = 1,152 flights per day. Should I continue the same approach?

Yes, Proceed on these lines.

Delhi Planes

Click the title to give a mock interview

Similarly for the minor runways assuming 8 planes every 30 mins (4 takeoff and 4 landing). It results in 8 x 2 = 16 flights. Over 24 hours the total will be 16 x 24 = 384 flights per day. The total for both the types of runways is 960 flights per day. Since there are two minor runways, this adds another 384 x 2 = 768 flights. Therefore, the grand total for both types of runways is 1,152 + 768 = 1,920 flights per day. Assuming every airplane that lands also takes off on the same day, one physical airplane accounts for two movements. Therefore, we divide 1,920 by 2, resulting in 960 arrivals-equivalent pairs of movements, NOT proven unique aircraft.

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 x 24 x 5 so approximately 3600 domestic departures per day.

That makes sense. Go on with the approach.

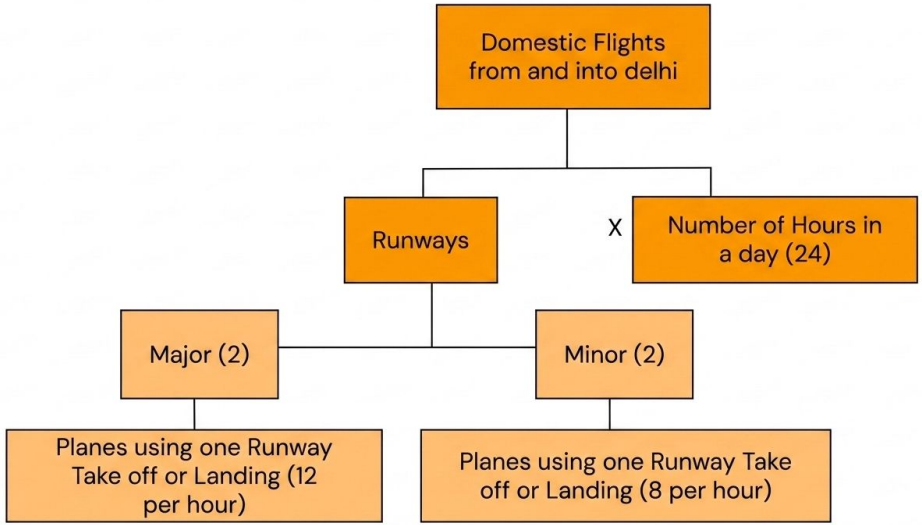
Delhi being the busiest airport, we can allocate 25% of the flying to them which is 900 out of the 3600. This is domestic departures while the other model counts total movements; the comparison is not a valid cross-check. Next, we'll look at the second type of planes. Does that sound okay, or should I analyse further?

Looks good to me, we can close this one now.

Guesstimate | Indus Insights | Medium

Delhi Planes

Click the title to give a mock interview



Estimate Delhi Airport flight movements; overflights and distinct aircraft need separate models.

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.

Guesstimate | Tata 1mg | Medium

Homeopathic Medicines

Click the title to give a mock interview

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
High Income = 12LPA or above

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?

Guesstimate | Tata 1mg | Medium

Homeopathic Medicines

Click the title to give a mock interview

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

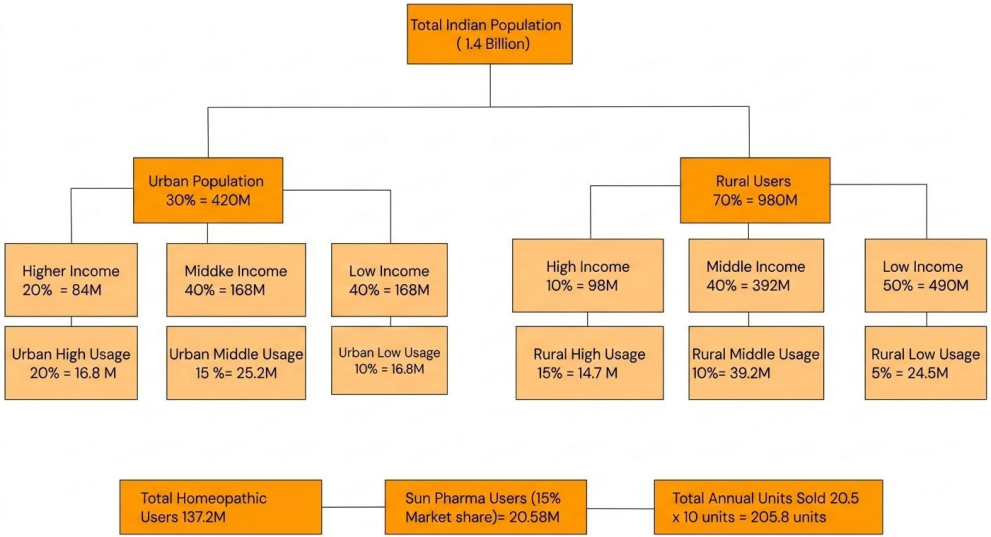
Therefore total users of homeopathic medicine comes out to be 137.2 Mn. Considering the 15% market share of our company, its user count comes out to be 20.58Mn.
Total Medicines Sold = 20.58 million users * 10 units = 205.8 million units annually.

OK, that sounds good, let's end it here.

Guesstimate | Tata 1mg | Medium

Homeopathic Medicines

Click the title to give a mock interview



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

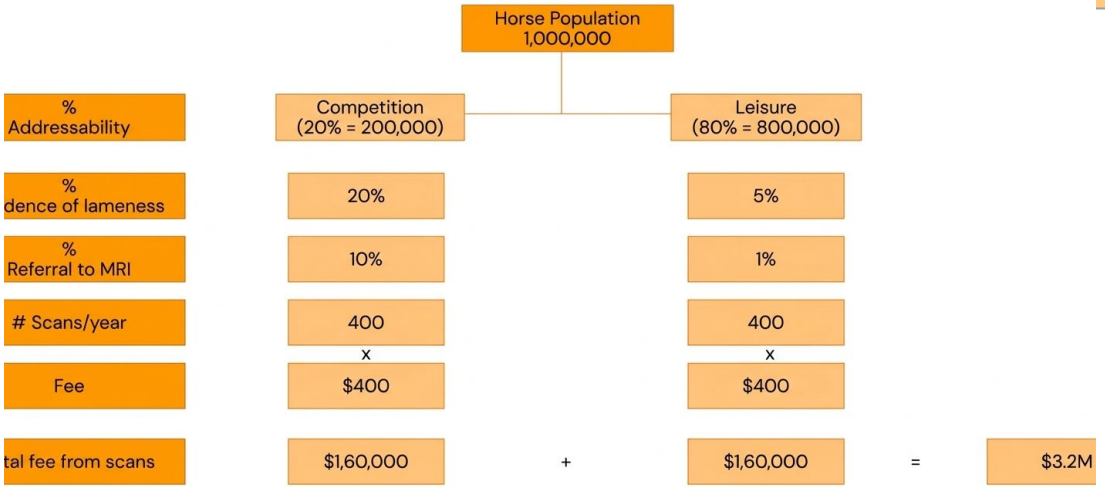
Overall:
Structured approach with logical assumptions, though some depth missing in product mix analysis.

Market Sizing | EY | Medium

MRI Scanner Manufacturer

Click the title to give a mock interview

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

Market Size of MRI Scanner = # Scans/year * 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 Maintenance revenue= # Scanners * Annual maintenance fee

Guesstimate | Meesho | Medium

Pet Ownerships

Click the title to give a mock interview

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:

Guesstimate | Meesho | Medium

Pet Ownerships

Click the title to give a mock interview

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 INR 3,500 annually.
The total annual cost per pet adds up to INR 25,500 per year.

Alright, so how would you calculate the direct pet market size?

If we multiply the annual cost per pet (INR 25,500) by the 24.5 million pet-owning households, the total direct pet market size comes to around INR 624.75 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 2.175 million NGO animals (upper-bound; check for overlap with street animals).
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, NGO and street categories total 4.675 million animals before overlap adjustments.

What about indirect costs related to pets?

Pet Ownerships

Click the title to give a mock interview

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 4.675 million animals by INR 9,000 per animal, the total cost for the indirect pet market comes to around INR 42.075 billion annually.

So what's the final estimate for the total Indian pet supply market in 2024?

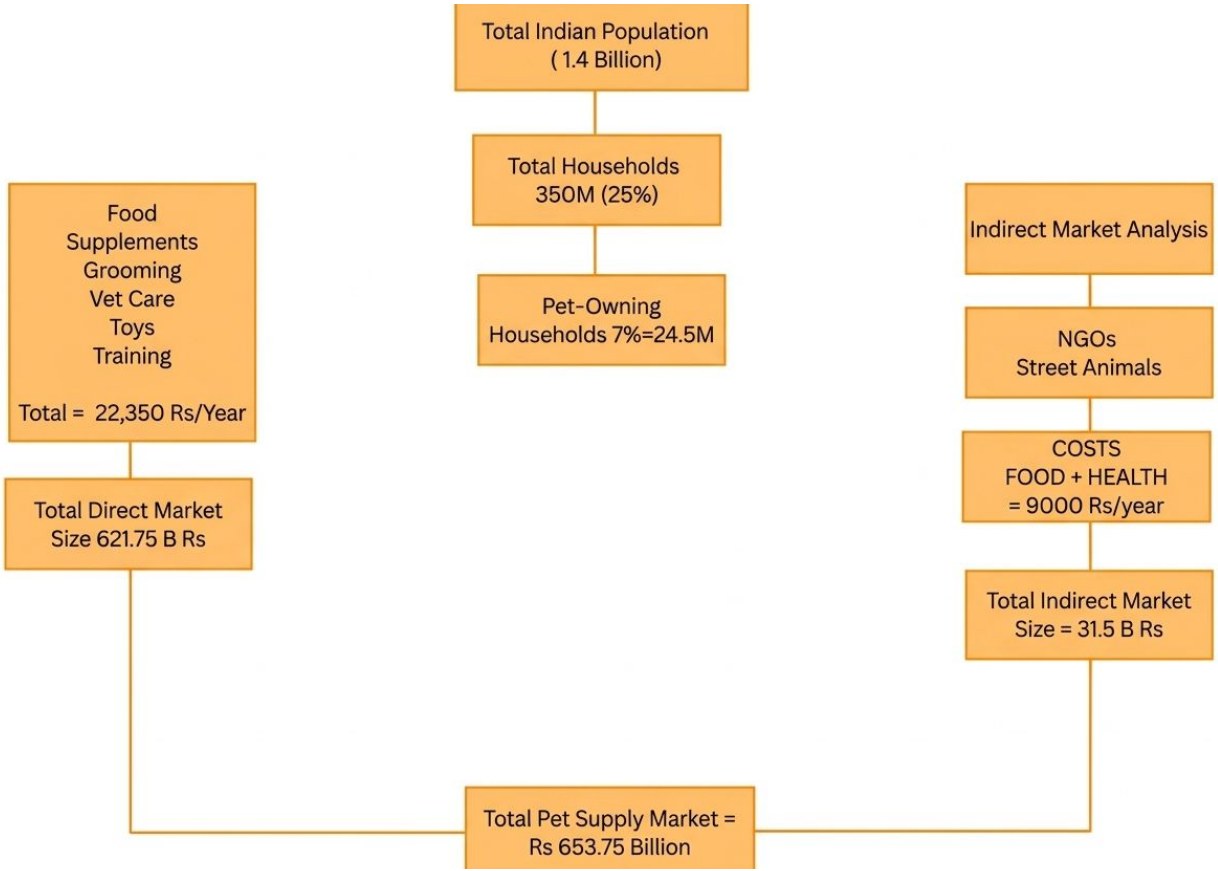
The direct pet market is INR 624.75 billion, and the indirect pet market is INR 42.075 billion. So, the total Indian pet supply market in 2024 is approximately INR 666.825 billion (before population-overlap adjustments).

That's a well-rounded estimate. Thanks, we can stop here.

Guesstimate | Meesho | Medium

Pet Ownerships

Click the title to give a mock interview



Guesstimate | BCG | Medium

Words in a Newspaper

Click the title to give a mock interview

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?

Guesstimate | BCG | Medium

Words in a Newspaper

Click the title to give a mock interview

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:
2780×20=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?

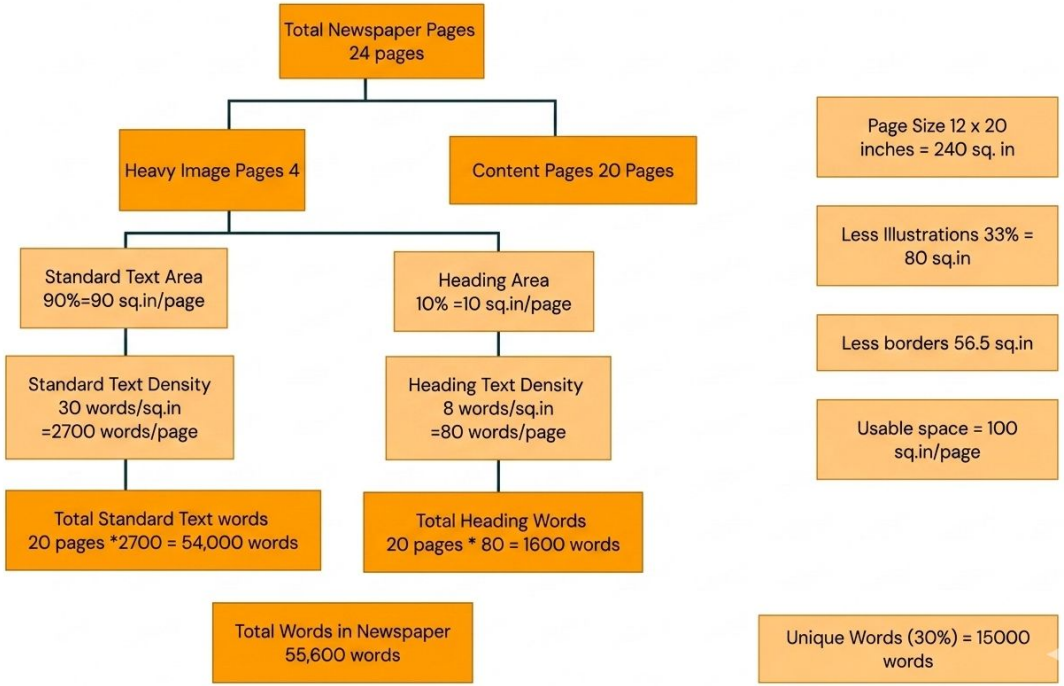
I'd look at the percentage of unique words in a sample of articles to identify a pattern. For instance, considering about 30% of words tend to be unique across articles, I'd multiply 50,000 by 0.3, estimating around 15,000 unique words.

That's a well-rounded estimate. Thanks, we can stop here.

Guesstimate | BCG | Medium

Words in a Newspaper

Click the title to give a mock interview



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.

Guesstimate | Deloitte - Nailit | Hard

AI Consulting tools

Click the title 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 (illustrative midpoint, not independently validated).

Step 5: Adoption Barriers

- Integration challenges, client approvals, training gaps may reduce adoption by ~10–20%.
- Model sensitivity ≈ 10,000–13,000 sustained users, subject to cohort and activation definitions

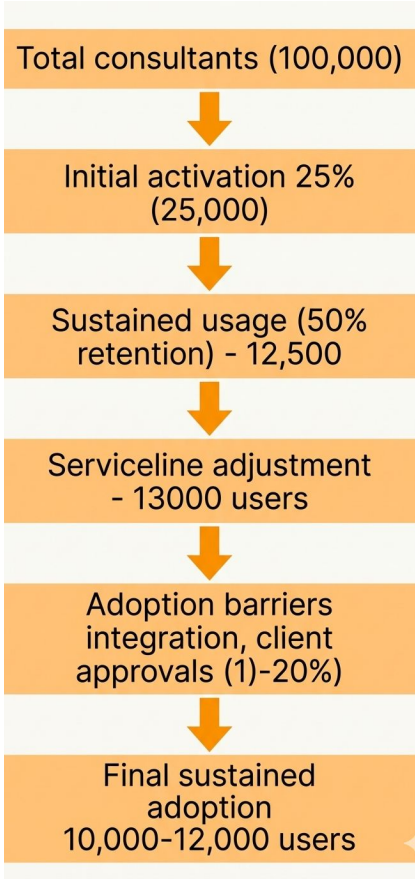
Illustrative adoption outputs: 12,500 from activation × retention; ~13,000 from service-line weighting. These are alternative estimates, not additive results. Validate with actual activation and retained usage.

Deloitte has different **service lines** (like **Strategy & Analytics, Consulting, Audit, Tax**).

Guesstimate | Deloitte - Nailit | Hard

AI Consulting tools

Click the title 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)

Guesstimate | Notion - Nailit | Hard

Notion Sessions Per Day

Click the title 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 ~1.75M daily sessions seems reasonable when compared to engagement benchmarks for productivity tools:

- **Pages updated per day**: With 5 edits per session, total edits/day = **8.75M**, 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 **~350K comments/day**, realistic for team-based workflows.
- **Shared workspace activity**: With 14.4M team users and an average of 6 members per team → **~2.4M teams**. Our estimate implies **~1 session per team per day** (1.75M ÷ 2.4M ≈ 0.73), 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% → **4,800M users**
- **Productivity tool usage**: 50% of internet users → **2,400M users**
- **Notion adoption**: 1% of productivity tool users → **~24M users**
- **Team account share**: 60% → **14.4M team users**

We segment team users into two categories:

- **Students**: 20% → **2.88M users**
- **Working professionals**: 80% → **11.52M users**

Next, we estimate collaboration and initiation behavior:

- **Students**: 25% collaborate daily → 0.72M; 30% of them initiate sessions → **0.216M sessions**
- **Working professionals**: 30% collaborate daily → 3.456M; 50% initiate sessions → **1.728M sessions**

Adding both:
Total initiations/day = 0.216M + 1.728M = 1.944M sessions

Adjusting for asynchronous contributions that don't fit the 10-minute definition (–10%):
Net sessions/day = 1.944M – 0.194M ≈ 1.75M sessions/day

Formula Used:
Active Sessions = Segment Size × Collaboration Rate × Initiation Rate

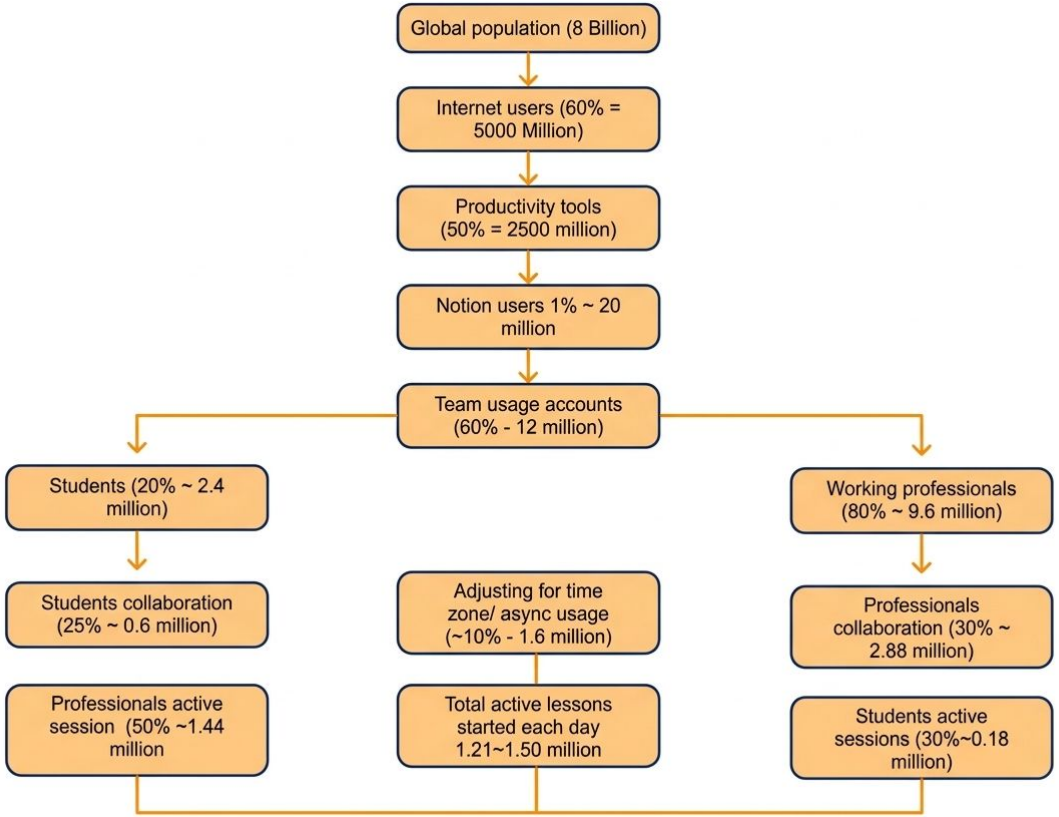
Net daily collaboration sessions ≈ 1.75M (after 10% exclusion)

Segment	users	Collab rate	Initiation rate	Sessions
Students	2.88M	25%	30%	0.216M
Professionals	11.52M	30%	50%	1.728M

Guesstimate | Notion - Nailit | Hard

Notion Sessions per Day

Click the title to give a mock interview



Guesstimate | Shopify - Nailit | Hard

Click the title to give a mock interview

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 (32.6% of Shopify's 2M total)**, aligned with B2B SaaS operational benchmarks where platform DAU/MAU stickiness typically ranges between **25–40%** (as opposed to consumer e-commerce at 5–15%).

Our segmented approach accounts for varying engagement: • **Large-Scale Sellers (100% daily activity):** Highly active due to continuous operations, automation, and dedicated team usage. • **Mid-Scale Sellers (20–30% daily activity):** Mix of full- and part-time businesses checking inventory and orders. • **Small-Scale Sellers (10–15% daily activity):** Primarily early-stage ventures or side hustles with periodic order cycles.

Regionally, daily activity is higher in North America & Europe due to mature digital commerce infrastructure, and lower in developing markets with slower adoption. This 651K estimate is an illustrative

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

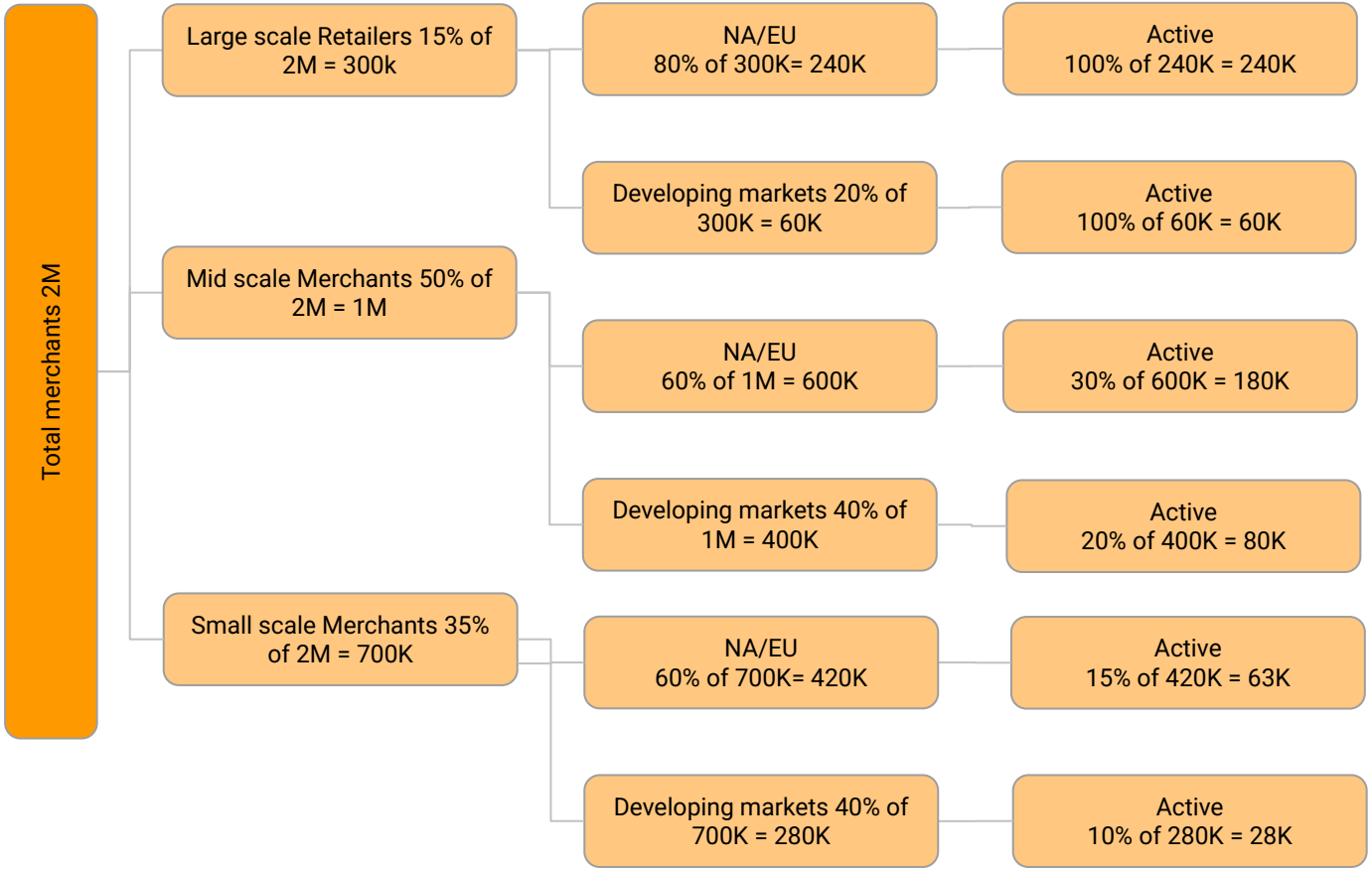
Assume a 10% increase during high activity seasons:

Peak DAU = 651K × 1.10= 716K

Guesstimate | Shopify - Nailit | Hard

Shopify Merchants

Click the title to give a mock interview



Guesstimate | Microsoft - Nailit | Hard

XBox Sales

Click the title to give a mock interview

Setting the Stage

We want to estimate the **total number of Xbox consoles sold globally in an illustrative model (not an India estimate)**. 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:

- This is a GLOBAL illustrative calculation, not an India market estimate. 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 ÷ 3.5 ≈ 2.3B**
- Split households by income: **upper (20%), middle (40%), lower (40%)**.
- Apply console penetration & ownership rates:
  - Upper: 460M × 40% × 1.5 = **276M**
  - Middle: 920M × 15% × 0.8 = **110M**
  - Lower: 920M × 5% × 0.3 = **14M**
- **Total installed consoles ≈ 400M**.

2. Estimate Xbox Installed Base

- Assume Xbox share = **30%** of installed base.
- **Xbox installed base = 400M × 30% ≈ 120M units**.
- Average lifetime of a console = **7 years**.
- **Annual replacement demand = 120M ÷ 7 ≈ 17M units**.
- Add growth factor = **5% of 120M = 6M units**.
- **Annual Xbox sales ≈ 23M units**.

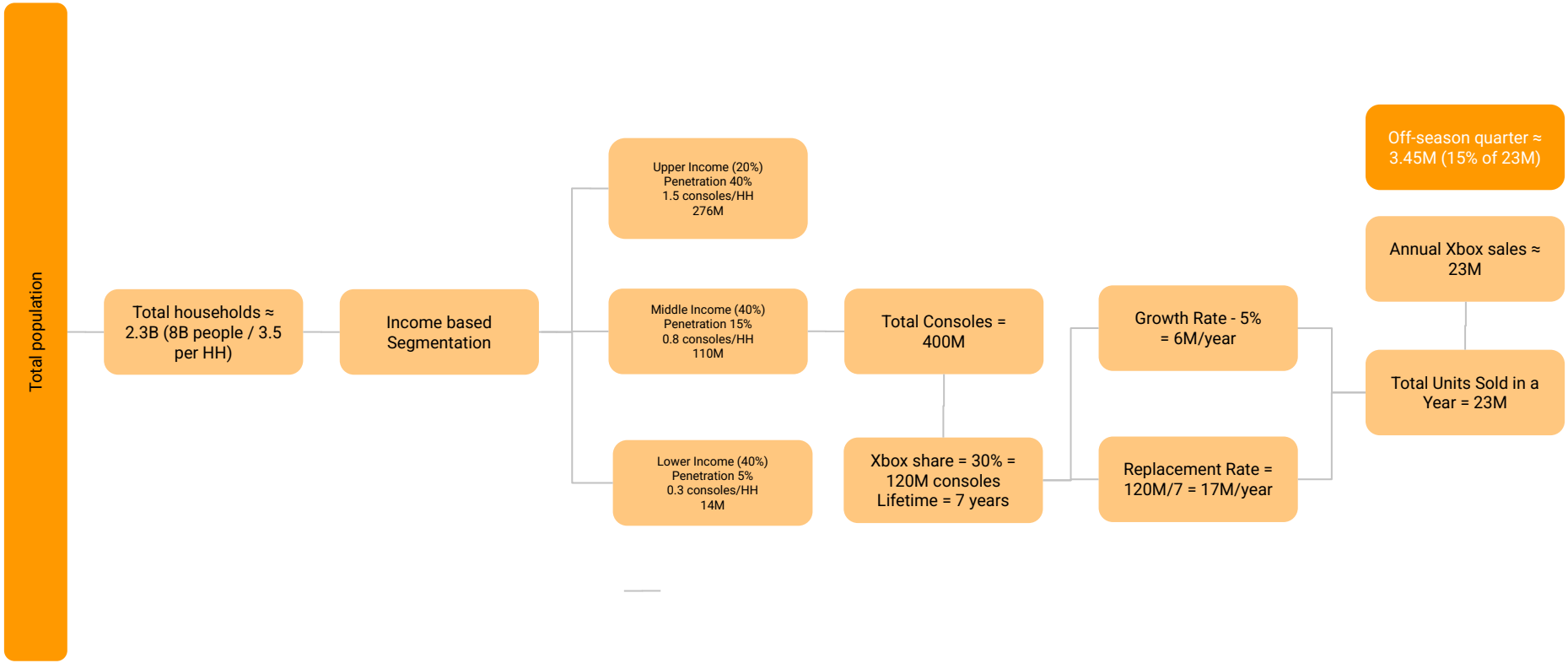
3. Estimate Quarterly Sales (Off-Season)

- Seasonal split: off-season quarter ≈ **15% of annual sales**.
- **Quarterly sales = 23M × 15% ≈ 3.5M units**.

Guesstimate | Microsoft - Nailit | Hard

XBox Sales

Click the title to give a mock interview



Krack The Case



Industry Primers

AUTOMOBILE

FY2025-26 set new records across Indian vehicle production, domestic demand and exports.

34.71 million
Vehicles produced, FY26

28.27 million
Domestic sales, FY26

6.65 million
Exports, FY26

FY25 vs FY26 volumes (million units)



FY26 growth: production +11.8%, domestic +10.4%, exports +24.0%. FY26 domestic mix: PV 4.64M, 2W 21.71M, 3W 0.84M, CV 1.08M.

PESTEL

Political
Industrial policy encourages localisation and cleaner mobility.

Economic
Demand follows income, financing costs, fuel prices and infrastructure.

Social
Personal mobility remains aspirational; SUVs and premium features gain share.

Technological
EVs, ADAS, connected vehicles and software are reshaping vehicles.

Environmental
Emission reduction and electrification are structural priorities.

Legal
Safety, emission and homologation requirements continue to tighten.

VALUE CHAIN

1 Raw Materials
Steel, aluminium, plastics, battery materials

2 Tier Suppliers
Components and systems

3 OEM Manufacturing
Assembly, quality and testing

4 Dealers / Distribution
Retail and fleet channels

5 Aftermarket & Services
Parts, maintenance, financing, software

ECONOMICS

REVENUE Vehicle sales · Financing · Spare parts · Service · Connected features

COSTS Materials and components · Labour · R&D and tooling · Logistics · Warranty

PORTER'S FIVE FORCES

Supplier power	Medium
Buyer power	High
New entrants	Medium
Substitutes	High
Rivalry	High

KEY CHALLENGES

- EV transition
- Critical-component localisation
- Pricing pressure
- Charging ecosystem
- Technology investment

TRENDS & OPPORTUNITIES

- Premiumisation
- EV adoption
- ADAS
- Export growth
- Software-defined vehicles

PLAYERS Maruti Suzuki · Hyundai · Tata Motors · Mahindra · Hero MotoCorp · Bajaj · TVS

SOURCE SIAM figures reproduced by JETRO, Apr-Jun 2026

PHARMACEUTICALS

India combines global-scale generic manufacturing with a policy push toward higher-value biopharma, innovation and export growth.

US$60B
Current domestic pharma market

US$130B
2030 projection

US$30.47B
FY25 pharma exports

Domestic pharmaceutical market (US$ billion)



FY25 sector turnover ₹4.72 lakh crore. ~20% of global generic supply by volume. 3,000+ companies, 10,500+ manufacturing units. 3rd-largest producer by volume, 11th by value.

PESTEL

Political
PLI and Biopharma SHAKTI support domestic capability.

Economic
Export demand and affordability are key competitive advantages.

Social
Chronic disease and healthcare penetration support domestic demand.

Technological
Biologics, biosimilars, complex generics and continuous manufacturing are growing.

Environmental
Effluent, solvent and waste-management compliance are increasingly important.

Legal
Patent, DPCO, CDSCO, USFDA and global-GMP requirements drive compliance.

VALUE CHAIN

1 Drug Discovery / R&D
Discovery, trials, portfolio development

2 API / Raw Materials
Active ingredients and excipients

3 Formulation & Mfg
Production and quality control

4 Regulatory Approval
Domestic and global filings

5 Distribution / Exports
Domestic channels and export markets

ECONOMICS

REVENUE Domestic formulations · Exports · APIs · CRDMO / CRAMS · Biosimilars

COSTS APIs and materials · Manufacturing and QA · R&D · Regulatory compliance · Sales and distribution

PORTER'S FIVE FORCES

Supplier power	Med-High
Buyer power	High
New entrants	Low-Med
Substitutes	Medium
Rivalry	High

KEY CHALLENGES

- Regulatory quality
- API dependency
- Price controls
- R&D productivity
- Global pricing pressure

TRENDS & OPPORTUNITIES

- Complex generics
- Biosimilars
- CRDMO expansion
- API localisation
- Biopharma

PLAYERS Sun Pharma · Dr Reddy's · Cipla · Aurobindo · Lupin · Zydus

SOURCE PIB / Economic Survey 2025-26 and Commerce Ministry, Feb-Mar 2026

FMCG

India's FMCG growth story is shifting from pure distribution expansion toward premiumisation, digital commerce and more sophisticated rural consumption.

US$289.12B
2025 FMCG market

US$642.87B
2030F market

62% / 38%+
Urban vs rural share of 2025 sales

FMCG market size (US$ billion)



Forecast CAGR 17.3%. E-commerce contributes about 14% of FMCG sales across metros and nearly 18% in the top eight cities.

PESTEL

Political
GST, food regulation and rural policies affect demand and cost.

Economic
Inflation and income growth influence volume versus premiumisation.

Social
Health, convenience and regional preferences shape portfolios.

Technological
Q-commerce, D2C and analytics transform distribution.

Environmental
Packaging, water use and sourcing face sustainability pressure.

Legal
Consumer, labelling and food-safety rules remain important.

VALUE CHAIN

1 Raw Materials
Ingredients and packaging inputs

2 Manufacturing
High-volume production and QA

3 Warehousing
Inventory and regional stock

4 Distribution & Retail
General trade, modern trade, q-commerce

5 Consumer
Purchase, usage and repeat

ECONOMICS

REVENUE Volume · Premium products · New categories · General and modern trade · E-commerce and D2C

COSTS Raw materials · Packaging · Manufacturing · Distribution · Advertising and promotions

PORTER'S FIVE FORCES

Supplier power	Medium
Buyer power	High
New entrants	Med-High
Substitutes	High
Rivalry	High

KEY CHALLENGES

- Input inflation
- Rural / urban demand swings
- Distribution complexity
- High advertising requirements

TRENDS & OPPORTUNITIES

- Premiumisation
- Health and wellness
- Q-commerce
- D2C
- Regional products

PLAYERS HUL · ITC · Nestlé India · Britannia · Dabur · Marico

SOURCE IBEF FMCG report, current 2026 edition

INSURANCE

India's insurance industry has reached significant scale but penetration remains low, leaving a large long-term protection opportunity.

₹11.93 lakh crore
Premiums, FY2024-25

₹8.36 lakh crore
Claims paid

₹74.44 lakh crore
AUM at 31 Mar 2025

Premiums vs claims, FY2024-25 (₹ lakh crore)



41.84 crore policies issued. Penetration 3.7% of GDP (life 2.7%, non-life 1.0%); insurance density US$97 per capita.

PESTEL

Political
Insurance for All by 2047 remains a major policy objective.

Economic
Income, interest rates and asset markets affect premiums and investment income.

Social
Protection awareness and healthcare costs drive adoption.

Technological
Digital distribution, telematics and automated underwriting are expanding.

Environmental
Climate-linked catastrophe risks increasingly influence pricing and reinsurance.

Legal
IRDAI supervision, solvency and customer-protection requirements shape products.

VALUE CHAIN

1 Product / Actuarial
Coverage, pricing, actuarial assumptions

2 Distribution
Agents, bancassurance, brokers, digital

3 Underwriting
Risk selection and pricing

4 Policy Administration
Premiums, endorsements, servicing

5 Claims & Renewal
Investigation, settlement, retention

ECONOMICS

REVENUE Premiums · Investment income · Fees

COSTS Claims · Distribution commissions · Operations · Reinsurance · Compliance

PORTER'S FIVE FORCES

Supplier power	Medium
Buyer power	High
New entrants	Med-Low
Substitutes	Medium
Rivalry	High

KEY CHALLENGES

- Low penetration
- Mis-selling and trust
- Claims experience
- Catastrophe risk
- Distribution costs

TRENDS & OPPORTUNITIES

- Embedded insurance
- Usage-based insurance
- Wellness-linked products
- Digital claims
- Product simplification

PLAYERS LIC · SBI Life · HDFC Life · ICICI Prudential Life · New India Assurance · ICICI Lombard

SOURCE PIB insurance sector backgrounder, 2026

DEFENCE

India's defence industrial strategy is shifting from import dependence toward domestic production, private participation and export scale.

₹1.78 lakh crore
Defence production, FY26

₹38,424 crore
Defence exports, FY26

₹7.85 lakh crore
Defence allocation, FY27

Defence production (₹ crore)



Exports ₹686 crore (FY2013-14) to ₹38,424 crore (FY2025-26). FY26 production mix: PSUs 76%, private 24%. 6th Positive Indigenisation List: 405 items, ₹3,070 crore potential, notified 18 Aug 2026.

PESTEL

Political
Strategic autonomy and domestic procurement are core objectives.

Economic
Large government procurement budgets underpin demand.

Social
Skilled engineering and manufacturing jobs expand with localisation.

Technological
Missiles, drones, electronics, cyber and space technologies are critical.

Environmental
Defence manufacturing faces rising energy and material efficiency requirements.

Legal
Procurement, security, licensing and export controls create high entry barriers.

VALUE CHAIN

1 R&D / Design
Platforms, systems and technologies

2 Components / Sub-systems
Electronics, engines, materials, weapons

3 Platform Manufacturing
Air, land, naval and missile systems

4 Testing / Certification
Qualification and acceptance

5 Procurement / Export
Government orders and overseas sales

ECONOMICS

REVENUE Government orders · Exports · MRO and upgrades · Technology partnerships

COSTS R&D · Special materials and components · Manufacturing and testing · Long qualification cycles

PORTER'S FIVE FORCES

Supplier power	High
Buyer power	Very High
New entrants	Low
Substitutes	Low
Rivalry	Medium

KEY CHALLENGES

- Technology gaps
- Long procurement cycles
- Component localisation
- Certification
- Scale economics

TRENDS & OPPORTUNITIES

- Private participation
- Export markets
- Drones and autonomy
- Indigenous electronics
- iDEX start-up ecosystem

PLAYERS HAL · BEL · Mazagon Dock · Bharat Dynamics · Tata Advanced Systems · L&T Defence

SOURCE Ministry of Defence / PIB, Jun-Aug 2026

MEDIA & ENTERTAINMENT

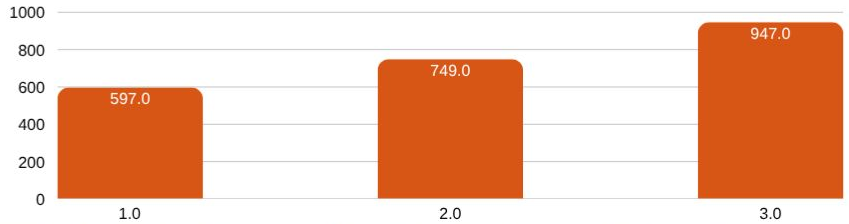
Digital is now India's largest M&E segment, while live experiences and subscriptions are creating additional monetisation engines.

₹2.78 trillion
2025 M&E sector

₹947 billion
Digital advertising

₹163 billion
Digital subscriptions

Digital advertising revenue (₹ billion)



2025 growth +26%. Digital media crossed ₹1 trillion in 2025 and represented 63% of total advertising revenue. Paid video subscriptions 216M across 143M households.

PESTEL

Political
Policy and content regulation influence platforms and broadcasters.

Economic
Advertising is cyclical; subscriptions provide diversification.

Social
Regional content and large-screen digital consumption are rising.

Technological
AI, CTV and recommendation systems transform production and distribution.

Environmental
Production and data infrastructure face sustainability pressure.

Legal
Copyright, content rules and platform competition remain central.

VALUE CHAIN

1 IP / Content Development
Ideas, rights, scripts and formats

2 Production
Film, television, music, digital

3 Distribution / Platforms
Broadcast, streaming, theatrical, social

4 Audience Acquisition
Marketing and discovery

5 Monetisation
Advertising, subscription, licensing

ECONOMICS

REVENUE Advertising · Subscription · Licensing · Theatrical · Events

COSTS Content and talent · Production · Marketing · Technology · Rights acquisition

PORTER'S FIVE FORCES

Supplier power	High
Buyer power	High
New entrants	Medium
Substitutes	High
Rivalry	High

KEY CHALLENGES

- Content inflation
- Subscription fatigue
- Piracy
- Fragmented attention

TRENDS & OPPORTUNITIES

- CTV
- Regional content
- AI-assisted creation
- Live experiences
- Commerce-linked advertising

PLAYERS JioStar · Zee · Sun TV · Sony Pictures Networks India · Netflix India · Prime Video

SOURCE FICCI-EY Media & Entertainment Report 2026

RETAIL

India's retail sector is approaching a structural digital shift: e-commerce's share is projected to double while Tier-II/III markets become increasingly important.

US$1.06T
Retail market, 2024

US$1.93T
2030F retail market

US$75B → 260B
Online retail, 2024 to 2030F

Total and online retail (US$ billion)



Online share rises from 7% to 14%. More than 60% of e-commerce transactions now originate in Tier-II and Tier-III cities.

PESTEL

Political
Retail, FDI and marketplace rules affect operating models.

Economic
Consumption and disposable income remain the core growth engines.

Social
Young consumers increasingly expect convenience and experiences.

Technological
AI, omnichannel and q-commerce reshape operations.

Environmental
Packaging, returns and circular consumption receive greater attention.

Legal
Consumer protection, GST and data rules remain important.

VALUE CHAIN

1 Sourcing
Vendor selection and procurement

2 Warehousing
Inventory and distribution centres

3 Merchandising
Assortment and pricing

4 Store / Online Fulfilment
Physical and digital delivery

5 Customer / Loyalty
Service and retention

ECONOMICS

REVENUE Product margin · Private label · Marketplace and brand fees · Advertising · Loyalty

COSTS Inventory · Rent · Logistics · Labour · Customer acquisition

PORTER'S FIVE FORCES

Supplier power	Medium
Buyer power	High
New entrants	Medium
Substitutes	High
Rivalry	High

KEY CHALLENGES

- Low margins
- Inventory risk
- Price competition
- Omnichannel complexity
- Returns

TRENDS & OPPORTUNITIES

- Q-commerce
- Private labels
- Omnichannel
- Tier-II/III expansion
- Hyper-personalisation

PLAYERS Reliance Retail · DMart · Trent · Vishal Mega Mart · Nykaa

SOURCE Deloitte-FICCI retail research, Aug 2025

FOOD DELIVERY

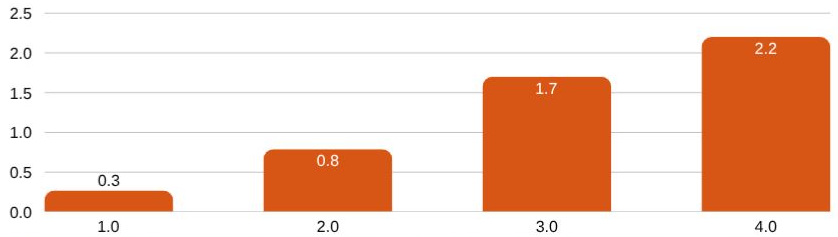
India's next food-delivery growth phase is expected to come from higher order frequency, broader Tier-II+ adoption and formalisation of food services.

~₹0.79T
Online delivery market, FY25

₹1.7-2.2T
FY30P market range

17-23%
CAGR, FY25-FY30P

Online food delivery market (₹ trillion)



The FY30 forecast is a range and is shown as low and high bounds, not a single invented midpoint. Broader food services ₹7T (FY25) to ₹11-12T (FY30P); organised share 47-52% to 60-65%.

PESTEL

Political
Gig-work and food-sector policies can affect operating models.

Economic
Consumer affordability and delivery economics determine frequency.

Social
Nuclear households and convenience needs drive demand.

Technological
Dispatch, routing and personalisation are platform differentiators.

Environmental
Packaging and delivery emissions remain concerns.

Legal
FSSAI, consumer protection and labour regulations apply.

VALUE CHAIN

1 Restaurant Supply	2 Digital Discovery	3 Order / Payment	4 Dispatch / Delivery	5 Support & Retention
Restaurants and kitchens	Search, ranking, recommendation	Checkout and transaction	Rider assignment and fulfilment	Refunds, care, loyalty

ECONOMICS

REVENUE Commission and take rate · Delivery fees · Advertising · Membership · Restaurant services

COSTS Delivery fulfilment · Discounts · Customer acquisition · Support and refunds · Technology

PORTER'S FIVE FORCES

Supplier power	Med-High
Buyer power	High
New entrants	Low-Med
Substitutes	High
Rivalry	High

KEY CHALLENGES

- Contribution margins
- Delivery-partner economics
- Restaurant relationships
- Discount dependence

TRENDS & OPPORTUNITIES

- Higher order frequency
- Tier-II+ expansion
- Subscription
- Cloud kitchens
- Ad monetisation

PLAYERS Eternal / Zomato · Swiggy · Rebel Foods · Restaurant chains and QSR ecosystem

SOURCE Redseer research, Swiggy placement document, Dec 2025

CEMENT

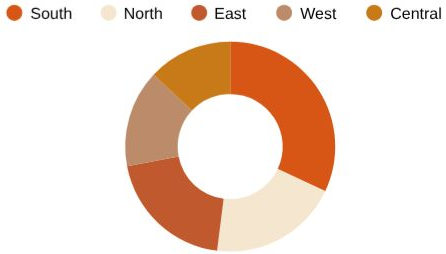
India's cement industry is adding capacity aggressively as infrastructure and housing sustain high volume growth.

~700 MTPA
Installed capacity

491.4 MT
FY26 production

+8.6% YoY
FY26 production growth

Regional installed-capacity mix (%)



Production 453 MT (FY25) to 491.4 MT (FY26). FY27 projected volume growth 7-8%.

PESTEL

Political
Infrastructure and housing expenditure support demand.

Economic
Fuel, freight and regional pricing drive margins.

Social
Urbanisation and housing increase cement consumption.

Technological
Automation, WHRS and alternative fuels improve efficiency.

Environmental
Cement is carbon-intensive; clinker reduction is strategically important.

Legal
Mining and environmental clearances create substantial compliance requirements.

VALUE CHAIN

1 Limestone Mining
Raw material extraction

2 Crushing / Raw Meal
Preparation and homogenisation

3 Clinker / Kiln
High-temperature processing

4 Grinding & Packaging
Final cement preparation

5 Dealer / Bulk Distribution
Retail and project sales

ECONOMICS

REVENUE Bagged cement · Bulk cement · Ready-mix · Premium and green products

COSTS Raw material · Power and fuel · Freight · Packing · Labour and maintenance

PORTER'S FIVE FORCES

Supplier power	Med-High
Buyer power	Med-High
New entrants	Low
Substitutes	Low
Rivalry	High

KEY CHALLENGES

- Energy and freight inflation
- Carbon intensity
- Regional oversupply
- Logistics
- Regulatory approvals

TRENDS & OPPORTUNITIES

- Capacity consolidation
- Green cement
- Alternative fuels
- WHRS
- Digital plants

PLAYERS UltraTech · Ambuja · Shree Cement · Dalmia Bharat · JK Cement

SOURCE IBEF Cement Industry report, current 2026 data

E-COMMERCE

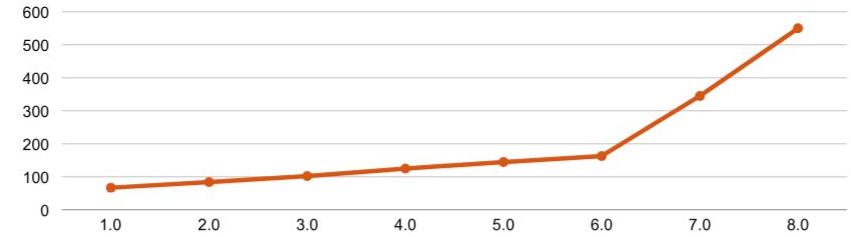
India's e-commerce market is expected to keep expanding rapidly as online retail penetrates deeper into smaller cities and additional categories.

US$125B
Market size, 2024

US$345B
2030F

US$550B
2035F

Indian e-commerce market (US$ billion)



Values from 2025 onward are forecasts (F). Online retail share rises from 7% in 2024 to 14% in 2030F.

PESTEL

Political
Marketplace, FDI and digital-commerce policy shape structures.

Economic
Consumption growth and logistics economics determine expansion.

Social
Convenience and smaller-city adoption expand the user base.

Technological
AI search, recommendations and fulfilment automation improve conversion.

Environmental
Packaging and reverse logistics are growing concerns.

Legal
Consumer protection, data protection and marketplace accountability matter.

VALUE CHAIN

1 Seller / Sourcing
Marketplace supply and inventory

2 Marketplace Discovery
Search, ads and recommendations

3 Payment
Checkout and financial rails

4 Fulfilment
Warehouse, pack and dispatch

5 Last Mile / Returns
Delivery, exchange, reverse logistics

ECONOMICS

REVENUE Commissions · Advertising · Fulfilment · Subscriptions · Private label

COSTS Warehousing · Last mile · Returns and RTO · Technology · Acquisition incentives

PORTER'S FIVE FORCES

Supplier power	Medium
Buyer power	High
New entrants	Medium
Substitutes	High
Rivalry	High

KEY CHALLENGES

- Returns and RTO
- Logistics costs
- Counterfeit and trust
- Seller quality
- Profitability

TRENDS & OPPORTUNITIES

- Q-commerce
- Social commerce
- Voice and AI shopping
- Private labels
- Tier-II/III growth

PLAYERS Flipkart · Amazon India · Meesho · Myntra · Nykaa

SOURCE IBEF E-Commerce industry infographic / report

ALCOBEV MARKET & PREMIUMISATION

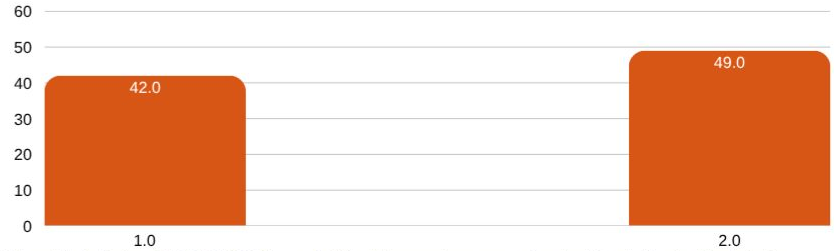
India's spirits market is shifting toward value rather than pure volume growth, with premium products taking a larger share.

3rd-largest
Spirits market, ISWAI current industry description

49%
Premium spirits share, CY2023

42%
Premium share, CY2019

Premium share of spirits (%)



Total spirits industry CAGR 2019-23 was 2.6% while premium grew at a double-digit rate. Market-size definitions are unreconciled (ISWAI site cites US$55B; a Jan 2025 newsletter cited US$59.8B for FY24), so neither is used as the hero chart.

PESTEL

Political
State-level excise policy is the dominant regulatory influence.

Economic
Premiumisation benefits from rising disposable income.

Social
Consumption preferences are moving toward quality and experience.

Technological
Modern production, traceability and retail analytics improve operations.

Environmental
Water, glass and packaging footprints are important.

Legal
Advertising, labelling, age and route-to-market restrictions remain extensive.

VALUE CHAIN

1 Agricultural Inputs
Grains, molasses, fruits, packaging

2 Brewing / Distilling
Fermentation and distillation

3 Blending / Bottling
Product finishing and packaging

4 State Distribution
State-specific route to market

5 On- / Off-Trade
Retail, bars, restaurants, hospitality

ECONOMICS

REVENUE IMFL and spirits · Beer and wine · Premium and imported products · On- and off-trade

COSTS Raw material · Packaging and glass · Production · Distribution · State taxation and compliance

PORTER'S FIVE FORCES

Supplier power	Medium
Buyer power	Med-High
New entrants	Low
Substitutes	High
Rivalry	High

KEY CHALLENGES

- State fragmentation
- High taxation
- Marketing restrictions
- Raw-material and packaging inflation

TRENDS & OPPORTUNITIES

- Premium spirits
- Indian single malts
- Experience-led retail
- Domestic brands
- Responsible consumption

PLAYERS United Spirits / Diageo India · Pernod Ricard India · United Breweries · Radico Khaitan · Allied Blenders · Sula

SOURCE ISWAI publications and current website

ALCOBEV REGULATION & ECONOMICS

AlcoBev is effectively not one national market: state-specific taxation, pricing and distribution rules create fundamentally different operating models across India.

36
Distinct state / UT market regimes cited by ISWAI

>20 lakh
Direct and indirect employment

Up to 50%
Share of own-tax revenue from excise in some states

Route to market

1. **Manufacturer**
2. **State excise approvals**
3. **State corporation, distributor or licensed wholesale**
4. **Licensed retail, hotels and restaurants**
5. **Consumer**

Pricing, tax rates, approvals and distribution rules differ materially by state. Do not present a universal cost stack: a single national 40% tax / 35% raw material split is not valid across India's state markets.

PESTEL

Political
State governments directly regulate beverage alcohol.

Economic
State revenue objectives strongly affect taxes and pricing.

Social
Premiumisation coexists with responsible-consumption concerns.

Technological
Track-and-trace and digital excise systems are spreading.

Environmental
Water efficiency and packaging circularity are major industry themes.

Legal
Excise Acts, FSSAI, Legal Metrology and state licensing all apply.

VALUE CHAIN

1 Inputs
Agricultural and packaging materials

2 Production
Brewing, distilling, blending, bottling

3 State Approval
Excise and product / pricing approvals

4 Distribution
State-specific wholesale route

5 Retail / Hospitality
Licensed consumer-facing channels

ECONOMICS

REVENUE Portfolio mix · Price / mix premiumisation · Geography · Channel mix

COSTS Excise and VAT · Packaging · Agricultural inputs · State compliance · Distribution

PORTER'S FIVE FORCES

Supplier power	Medium
Buyer power	Med-High
New entrants	Low
Substitutes	High
Rivalry	High

KEY CHALLENGES

- Regulatory fragmentation
- Price controls in some states
- Excise burden
- Marketing restrictions

TRENDS & OPPORTUNITIES

- Premium categories
- Indian-made premium brands
- Export markets
- Modern retail experiences

PLAYERS United Spirits · Pernod Ricard India · United Breweries · Radico Khaitan · Allied Blenders

SOURCE ISWAI current industry and regulatory information

BANKING

India's banking system combines large balance-sheet scale with increasingly digital distribution and historically stronger asset-quality conditions.

₹257.16 lakh crore
Bank deposits, Feb 2026

₹208.37 lakh crore
Bank credit, 28 Feb 2026

5.25%
RBI policy repo rate, current 2026 level

Deposits vs credit, Feb 2026 (₹ lakh crore)



ATMs and CRMs 208,834; micro-ATMs 1.39 million (Feb 2026). Note: the source's US$2,832.5 billion is the dollar conversion of approximately ₹257 lakh crore, not ₹2,832 billion.

PESTEL

Political
Financial inclusion and formalisation remain policy priorities.

Economic
Growth, inflation and interest rates drive credit and margins.

Social
Digital banking adoption is now mainstream.

Technological
AI, UPI, APIs and digital lending reshape distribution.

Environmental
Sustainable and green finance is emerging.

Legal
RBI regulation, KYC/AML, capital and data rules are intensive.

VALUE CHAIN

1 Deposits / Funding
Retail, corporate and wholesale liabilities

2 Credit Underwriting
Risk assessment and pricing

3 Lending / Investment
Deployment into loans and securities

4 Payments & Transactions
Cards, transfers and digital rails

5 Collections / Service
Recovery, customer service, compliance

ECONOMICS

REVENUE Net interest income · Fees · Cards and payments · Treasury · Wealth distribution

COSTS Funding · Staff and branches · Technology · Credit losses · Compliance

PORTER'S FIVE FORCES

Supplier power	Medium
Buyer power	High
New entrants	Low
Substitutes	High
Rivalry	High

KEY CHALLENGES

- Deposit competition
- Cyber risk
- Credit quality through cycles
- Technology modernisation

TRENDS & OPPORTUNITIES

- Digital lending
- AI-led service
- Co-lending
- ULI and open infrastructure
- Green finance

PLAYERS SBI · HDFC Bank · ICICI Bank · Axis Bank · Bank of Baroda

SOURCE IBEF / RBI, Feb-Aug 2026

HOSPITALITY

Indian hotels entered 2026 with strong pricing power, supported by domestic travel, corporate activity, events and disciplined branded supply.

63-65%
CY2025 occupancy

₹8,500-8,700
Average Room Rate

₹5,400-5,600
RevPAR

Branded development activity, 2025 (keys / rooms)



Signings cover 586 properties; openings cover 176 properties. Signings and openings are shown as separate columns because they have different denominators.

PESTEL

Political
Tourism and infrastructure policy support demand.

Economic
Corporate activity, weddings, MICE and leisure drive room rates.

Social
Domestic experience-led travel is structurally stronger.

Technological
Revenue management and digital distribution are critical.

Environmental
Water, energy and waste-management pressures are growing.

Legal
Licensing, labour, FSSAI and state regulations remain complex.

VALUE CHAIN

1 Development / Ownership
Capital and property creation

2 Brand / Management
Brand standards and hotel management

3 Distribution / Booking
Direct, OTA, corporate, travel channels

4 Hotel Operations
Rooms, F&B, housekeeping, engineering

5 Guest Experience
Service and repeat business

ECONOMICS

REVENUE Rooms · F&B · Events and MICE · Management fees · Ancillary services

COSTS Payroll · Utilities · Food and consumables · Distribution commissions · Property maintenance

PORTER'S FIVE FORCES

Supplier power	Medium
Buyer power	High
New entrants	Medium
Substitutes	High
Rivalry	High

KEY CHALLENGES

- High capex
- Talent retention
- OTA commissions
- Seasonality
- Aviation disruptions

TRENDS & OPPORTUNITIES

- Tier-II/III hotels
- Asset-light management contracts
- Luxury and premiumisation
- MICE
- Branded supply

PLAYERS IHCL / Taj · EIH / Oberoi · ITC Hotels · Marriott India · Lemon Tree · Chalet Hotels

SOURCE HVS ANAROCK India Hospitality Overview 2025 (pub. May 2026)

TOURISM

Domestic tourism is now the dominant scale engine of India's travel economy, while international arrivals remain below their full potential.

20.22 million
International Tourist Arrivals, 2025

9.15 million
Foreign Tourist Arrivals, 2025

4.287 billion
Domestic Tourist Visits, 2025

Inbound composition, 2025 (million arrivals)



The two components sum to total international tourist arrivals of 20.22M. FEE ₹2.7 lakh crore; tourism 5.22% of GDP; 84.63 million jobs. GDP and jobs correspond to the latest economic-account period, not calendar-2025 flows.

PESTEL

Political
Destination and infrastructure development are important policy priorities.

Economic
Tourism multiplies spending across transport, hotels, food and local services.

Social
Domestic, spiritual, wellness and experience travel are growing.

Technological
OTAs, digital payments and AI trip planning reshape discovery.

Environmental
Carrying capacity and sustainable tourism are increasingly important.

Legal
Visa, safety, licensing and local tourism regulations affect experience.

VALUE CHAIN

1 Trip Discovery	2 Booking / Transport	3 Accommodation	4 Attractions / Experiences	5 Local Services / Return
Destination research and inspiration	Travel and reservation	Hotel, homestay and lodging	Culture, nature and activities	Food, transport, retail, repeat travel

ECONOMICS

REVENUE Accommodation · Transport · Attractions · Food · Shopping · Experiences

COSTS Infrastructure · Labour · Marketing · Transport · Destination maintenance

PORTER'S FIVE FORCES

Supplier power	Medium
Buyer power	High
New entrants	High
Substitutes	High
Rivalry	High

KEY CHALLENGES

- International recovery
- Destination infrastructure
- Safety and quality consistency
- Seasonality

TRENDS & OPPORTUNITIES

- Spiritual tourism
- Wellness
- Domestic experiences
- MICE
- Sustainable tourism

PLAYERS MakeMyTrip · EaseMyTrip · Thomas Cook India · IRCTC · OTAs · State tourism boards

SOURCE Ministry of Tourism official data portal, accessed Aug 2026

IT & ITeS

India's technology industry crossed US$300 billion in FY26 as AI simultaneously creates new revenue opportunities and disrupts labour-arbitrage models.

US$315B
FY26 technology-industry revenue

+6.1%
YoY revenue growth

5.95 million
Industry workforce

How AI is reshaping the revenue base

1. **US$315B industry revenue (FY26)**
2. **AI embedded across proposals and delivery**
3. **US$10-12B AI-service revenue estimate**
4. **Shift toward automation and outcome-based value**

AI-service revenue is a subset of broader technology-industry revenue, not an additive market. Do not add the two figures together.

PESTEL

Political
Data sovereignty, global trade and mobility policy affect delivery.

Economic
Global enterprise tech spending and FX influence demand.

Social
Talent scale remains a strategic advantage while skills requirements shift.

Technological
GenAI and agentic systems are transforming development and services.

Environmental
Data-centre energy efficiency and sustainable IT receive greater focus.

Legal
Privacy, IP, AI governance and cross-border data rules are growing in importance.

VALUE CHAIN

1 Client Consulting
Business problem and transformation design

2 Solution Design
Architecture and delivery planning

3 Development / Implementation
Software, cloud and integration

4 Managed Services
Run, support and operations

5 Transformation / AI
Automation, data and advanced services

ECONOMICS

REVENUE Application services · Cloud · BPM · ER&D · AI and data · Managed services

COSTS Talent · Training · Sales · Cloud and technology · Facilities and compliance

PORTER'S FIVE FORCES

Supplier power	High
Buyer power	High
New entrants	Medium
Substitutes	High
Rivalry	High

KEY CHALLENGES

- AI-led disruption
- Global discretionary spending
- Talent reskilling
- Pricing pressure
- Visa and geopolitical policy

TRENDS & OPPORTUNITIES

- Outcome-based pricing
- GenAI engineering
- GCC expansion
- ER&D
- Platform and IP-led services

PLAYERS TCS · Infosys · HCLTech · Wipro · Tech Mahindra · LTIMindtree · Persistent · Coforge

SOURCE Nasscom figures reported 24 Feb 2026

SEMICONDUCTORS & ELECTRONICS

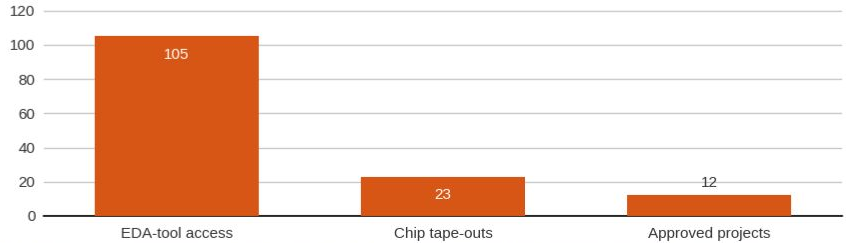
India is moving from electronics assembly toward a full semiconductor ecosystem spanning design, fabrication, packaging and materials.

12 projects
Semiconductor projects approved, Jun 2026

₹1.64 lakh crore
Approved investment pipeline

US$200B
Target domestic market by 2035

Semiconductor programme scorecard, 2026



105 companies have access to advanced EDA tools and 23 tape-outs are complete. Electronics Components Manufacturing Scheme outlay: ₹40,000 crore.

PESTEL

Political
Semiconductors are treated as strategic infrastructure under ISM and ISM 2.0.

Economic
High capex is offset by domestic electronics demand and incentives.

Social
Investments create high-skilled engineering and advanced-manufacturing jobs.

Technological
Chip-design talent is strong; fabrication capability is still developing.

Environmental
Fabs require significant water, electricity and chemical management.

Legal
Export controls, licensing, IP and supply-chain rules shape the sector.

VALUE CHAIN

1 Design / IP
Chip architecture, EDA, IP cores

2 Wafer Fabrication
Silicon and compound semiconductor fabs

3 Assembly & Packaging
ATMP, OSAT, test and advanced packaging

4 Components & Modules
Passives, PCBs, displays, modules

5 OEM Integration
Finished electronics and systems

ECONOMICS

REVENUE Foundry · Packaging and testing · Chip design and IP · Components

COSTS Fab equipment · Clean rooms · Wafers and materials · Yield losses

PORTER'S FIVE FORCES

Supplier power	Very High
Buyer power	High
New entrants	Low
Substitutes	Low
Rivalry	High

KEY CHALLENGES

- Technology transfer
- Yield ramp-up
- Equipment and material imports
- Process-engineering talent
- Power and water reliability

TRENDS & OPPORTUNITIES

- Compound semiconductors
- Automotive and power electronics
- Domestic chip IP
- Advanced packaging
- Equipment and materials manufacturing

PLAYERS Tata Electronics · Micron India · CG Power/Renesas · Kaynes Semicon · SiCSem · Crystal Matrix

SOURCE MeitY / PIB, May-Jul 2026; Union Budget 2026-27

CHEMICALS & PETROCHEMICALS

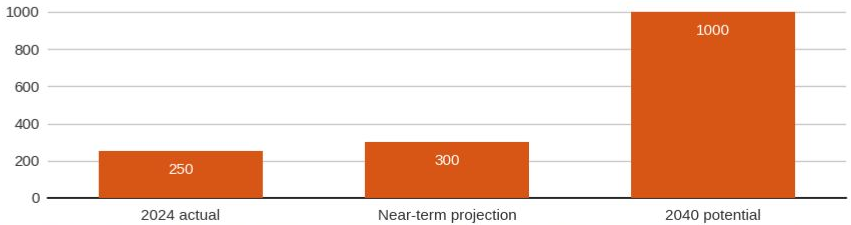
A large domestic consumption base plus export strength makes specialty chemicals India's pathway to higher-value global manufacturing.

~US$250B
Indian chemicals market, 2024

US$300B
Near-term industry projection

US$1 trillion
Long-term demand potential by 2040

India chemicals market outlook (US$B)



Specialty chemicals US$67.0B (2025) → US$93.4B (2034F), CAGR 3.65%. FY26 chemicals and allied exports ~US$20.54B.

PESTEL

Political
Chemical parks, PCPIRs and domestic manufacturing remain policy priorities.

Economic
Industrialisation and import substitution provide structural demand.

Social
Consumer sectors lift demand for hygiene and personal-care chemicals.

Technological
Process optimisation and green chemistry matter increasingly.

Environmental
Pollution, water use, hazardous waste and emissions face strict scrutiny.

Legal
Hazardous-chemical handling creates heavy compliance obligations.

VALUE CHAIN

1 Feedstocks
Crude derivatives, naphtha, gas, minerals

2 Basic Chemicals
Crackers, petrochemicals, intermediates

3 Specialty Chemicals
Performance and application chemistry

4 Formulation
Blending, processing, custom synthesis

5 End Industries
Agri, pharma, auto, textiles, consumer

ECONOMICS

REVENUE Commodity and specialty chemicals · Petrochemicals · Custom synthesis

COSTS Feedstock · Energy · Logistics · Plant depreciation · Environmental compliance

PORTER'S FIVE FORCES

Supplier power	High
Buyer power	Med-High
New entrants	Med-Low
Substitutes	Medium
Rivalry	High

KEY CHALLENGES

- Feedstock volatility
- Environmental compliance
- Import dependence
- Sector cyclicality
- Global price competition

TRENDS & OPPORTUNITIES

- Specialty chemicals
- China+1 sourcing
- Agrochemicals
- Electronic chemicals
- Green chemistry and custom synthesis

PLAYERS Reliance Industries · Tata Chemicals · SRF · Aarti Industries · Deepak Nitrite · UPL · PI Industries

SOURCE IBEF Chemicals Industry Report, May/Aug 2026

LOGISTICS & WAREHOUSING

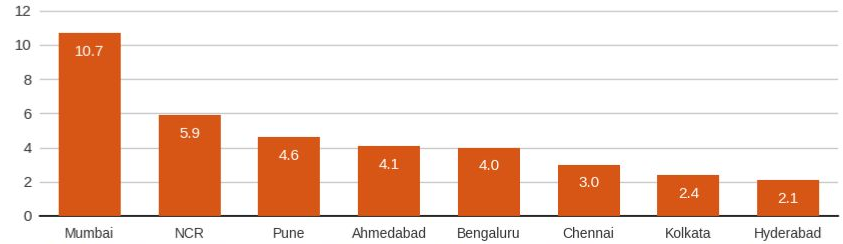
Manufacturing localisation and 3PL adoption, not only e-commerce, are now the largest drivers of industrial and warehousing demand.

36.8M sq ft
Warehousing transactions, H1 2026

+15% YoY
H1 transaction growth

46%
Manufacturing share of H1 2026 demand

Warehousing transactions, H1 2026 (M sq ft)



Total 36.8M sq ft across the top eight cities, up 15% YoY. Manufacturing accounted for 46% of demand and 3PL a further 30%.

PESTEL

Political
National Logistics Policy, GatiShakti and freight corridors aid efficiency.

Economic
Manufacturing, retail and e-commerce growth lift freight and storage needs.

Social
Faster delivery expectations push inventory closer to demand centres.

Technological
WMS, robotics, route optimisation and IoT are standard in Grade-A facilities.

Environmental
Electric fleets, warehouse energy efficiency and routing are priorities.

Legal
GST, transport rules, warehousing standards and land regulation shape networks.

VALUE CHAIN

1 Supplier / Factory
Origin of goods and primary despatch

2 Primary Transport
Line-haul road, rail and multimodal

3 Regional Warehouse
Storage, inventory and cross-docking

4 Distribution
Fulfilment and secondary transport

5 Last Mile
Final delivery and reverse logistics

ECONOMICS

REVENUE Freight · Warehousing rental · 3PL contracts · Fulfilment · Value-added services

COSTS Fuel · Fleet · Warehouse rent · Labour · Technology and inventory handling

PORTER'S FIVE FORCES

Supplier power	Medium
Buyer power	High
New entrants	Medium
Substitutes	Low
Rivalry	High

KEY CHALLENGES

- High logistics costs
- Fragmented trucking
- Land availability
- Last-mile congestion
- Cold-chain gaps

TRENDS & OPPORTUNITIES

- Grade-A warehousing
- Manufacturing logistics
- Q-commerce micro-fulfilment
- Warehouse automation
- 3PL consolidation

PLAYERS Delhivery · Blue Dart · DHL Supply Chain · Mahindra Logistics · TCI · Allcargo/Gati

SOURCE Knight Frank India Warehousing H1 2026; CBRE, 2026

STEEL

India remains the world's second-largest steel producer, with infrastructure and manufacturing demand supporting output growth despite price volatility.

168.4 MT
FY2025-26 crude steel output

164 MT
FY26 finished steel consumption

222.7 MTPA
Crude steel capacity, Jul 2026

Apr-Jul output: 2025 vs 2026 (MT)



Crude steel +2.4% and finished steel +4.7% year on year over Apr-Jul 2026, against 222.7 MTPA of installed capacity.

PESTEL

Political
Infrastructure investment and domestic manufacturing support steel demand.

Economic
Prices are highly cyclical and linked to commodity and construction cycles.

Social
Urbanisation and infrastructure improve long-run steel consumption.

Technological
DRI, electric arc furnaces and process automation are expanding.

Environmental
Decarbonisation is a major challenge given coal-intensive production.

Legal
Mining, pollution, trade remedies and quality standards shape economics.

VALUE CHAIN

1 Iron Ore & Coal
Mining, beneficiation and coke

2 Iron Making
Blast furnace and DRI routes

3 Steelmaking
BOF and EAF conversion

4 Rolling & Finishing
Flat, long and coated products

5 End Users
Construction, auto, capital goods

ECONOMICS

REVENUE Flat steel · Long steel · Value-added and special steels · Export sales

COSTS Iron ore · Coking coal · Energy · Freight · Labour and maintenance

PORTER'S FIVE FORCES

Supplier power	Med-High
Buyer power	Med-High
New entrants	Low
Substitutes	Low-Med
Rivalry	High

KEY CHALLENGES

- Coking-coal imports
- Carbon intensity
- Import and dumping pressure
- Price cycles
- Large capex requirements

TRENDS & OPPORTUNITIES

- Green steel
- Hydrogen-based DRI
- Scrap and EAF routes
- Capacity expansion
- Automotive and electrical steel

PLAYERS Tata Steel · JSW Steel · SAIL · AM/NS India · Jindal Steel · Jindal Stainless

SOURCE Ministry of Steel / JPC, FY26 and Jul-Aug 2026

TEXTILES & APPAREL

India's fibre-to-fashion value chain is its core advantage, but competitiveness now depends on scale, man-made fibres and supply-chain speed.

US$35.52B
Textile and apparel exports, FY26

45 million+
People employed

US$350B
Industry ambition by 2030

FY26 export mix (US$B)



Garments make up 44% of FY26 exports, cotton textiles 29% and man-made textiles 15%. Export target: US$100B by 2030.

PESTEL

Political
PM MITRA, PLI, RoSCTL and technical-textile programmes support expansion.

Economic
Export demand, cotton prices and currency movements drive profitability.

Social
Fashion cycles and athleisure and sustainable demand shift the product mix.

Technological
Automated cutting, digital printing and digitisation raise productivity.

Environmental
Water-intensive processing and chemical discharge are major ESG concerns.

Legal
Labour, export, quality and environmental standards affect competitiveness.

VALUE CHAIN

1 Fibre
Cotton, polyester, viscose, blends

2 Yarn & Fabric
Spinning, weaving, knitting

3 Processing
Dyeing, printing, finishing

4 Garmenting
Apparel and home textiles

5 Retail & Exports
Brands, buyers, export houses

ECONOMICS

REVENUE Apparel · Home textiles · Yarn and fabric · Technical textiles · Exports

COSTS Fibre and raw material · Labour · Energy · Processing and dyeing · Logistics

PORTER'S FIVE FORCES

Supplier power	Medium
Buyer power	Very High
New entrants	Medium
Substitutes	High
Rivalry	Very High

KEY CHALLENGES

- Fragmented scale
- Labour productivity
- Bangladesh and Vietnam competition
- MMF capability gap
- Sustainability compliance

TRENDS & OPPORTUNITIES

- Technical textiles
- Man-made fibre shift
- Integrated mega parks
- Sustainable fibres
- Fast-fashion supply chains

PLAYERS Arvind · Welspun Living · Vardhman · Trident · Raymond · Gokaldas Exports · Page Industries

SOURCE Ministry of Textiles / PIB and IBEF, FY26-Jul 2026

DATA CENTRES & CLOUD INFRASTRUCTURE

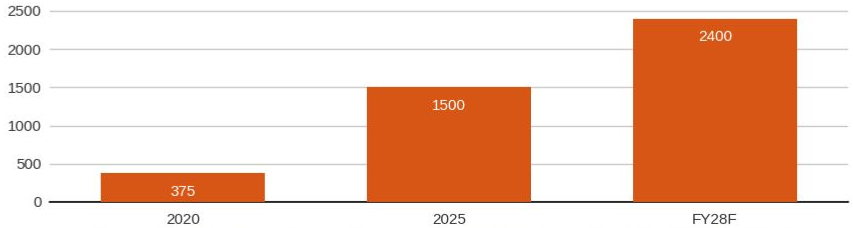
India's data-centre capacity quadrupled between 2020 and 2025, and AI is accelerating the next investment cycle through compute and power demand.

~1,500 MW
Installed data-centre capacity, 2025

~375 MW
Installed capacity, 2020

2.4 GW
Projected capacity by FY28

Installed data-centre capacity (MW)



Potential investment of ₹1.6-2.0 lakh crore over 5-7 years; ~7.1 GW of projects announced, though many remain early-stage.

PESTEL

Political
Data localisation, AI infrastructure and sovereign capacity are priorities.

Economic
Cloud, financial services, streaming and AI create strong demand.

Social
Rapid digitisation increases data generation and latency-sensitive services.

Technological
AI and HPC sharply increase rack density, cooling and power needs.

Environmental
Electricity and water requirements create sustainability challenges.

Legal
Data protection, cybersecurity and localisation rules shape facility design.

VALUE CHAIN

1 Land & Power
Sites, grid connectivity, PPAs

2 Development
Design, build and commissioning

3 IT Infrastructure
Servers, storage, networking, GPUs

4 Colocation & Cloud
Hosting, managed and cloud services

5 Applications & AI
Enterprise workloads and AI compute

ECONOMICS

REVENUE Colocation · Managed hosting · Cloud services · AI and HPC capacity

COSTS Power · Servers and networking · Cooling · Land and buildings · Fibre

PORTER'S FIVE FORCES

Supplier power	High
Buyer power	Med-High
New entrants	Low
Substitutes	Low
Rivalry	Med-High

KEY CHALLENGES

- Power availability
- Grid connectivity
- Land acquisition
- Cooling and water use
- GPU and server imports

TRENDS & OPPORTUNITIES

- AI data centres
- Liquid cooling
- Renewable PPAs
- Edge data centres
- Hyperscale campuses and sovereign cloud

PLAYERS NTT GDC India · CtrlS · Nxtra by Airtel · Sify · Yotta · STT GDC India · AdaniConneX

SOURCE PIB / IBEF; India Ratings data-centre outlook, 2025-26

EV & BATTERY ECOSYSTEM

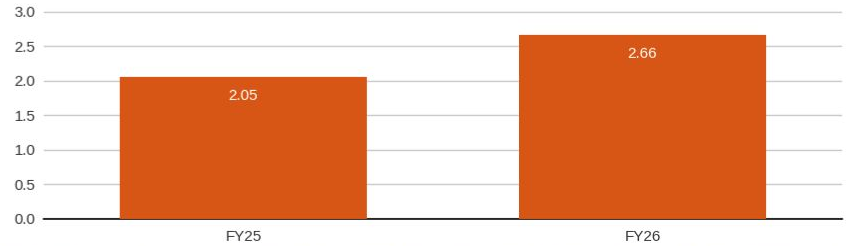
EV adoption is accelerating, but the binding constraint is shifting from vehicle availability to batteries, charging and localisation.

2.66 million
EVs sold, FY26

+29.7% YoY
FY26 EV sales growth

8.62%
EV share of total auto sales

EV sales, FY25 vs FY26 (million units)



Two- and three-wheelers were nearly 87% of FY26 volumes. ACC PLI: 50 GWh target, 40 GWh awarded, 1 GWh installed as of March 2026.

PESTEL

Political
PM E-DRIVE, PLI and localisation policies support electrification.

Economic
Battery cost and financing strongly influence total cost of ownership.

Social
Adoption is fastest in high-utilisation two- and three-wheeler segments.

Technological
Cell chemistry, BMS, fast charging and swapping are evolving quickly.

Environmental
EV benefits depend on the electricity mix and battery recycling.

Legal
Safety standards, recycling rules and homologation continue to evolve.

VALUE CHAIN

1 Critical Minerals
Lithium, nickel, cobalt, graphite

2 Cells & Packs
Cell manufacturing, packs, BMS

3 EV Manufacturing
Vehicle assembly and powertrain

4 Charging
Public, home and swapping networks

5 Recycling
Second life and material recovery

ECONOMICS

REVENUE Vehicle sales · Batteries · Charging · Software · Financing · Recycling

COSTS Cells and packs · Power electronics · Motors · Raw materials · R&D · Distribution

PORTER'S FIVE FORCES

Supplier power	High
Buyer power	High
New entrants	Medium
Substitutes	High
Rivalry	Very High

KEY CHALLENGES

- Cell imports
- Charging density
- Residual values
- Battery safety
- Upfront price premium

TRENDS & OPPORTUNITIES

- LFP chemistry
- Battery swapping
- Fleet electrification
- Local cell production
- Fast charging and recycling

PLAYERS Tata Motors · Mahindra Electric · Ola Electric · Ather Energy · TVS · Exide Energy · Amara Raja

SOURCE IBEF EV Report May 2026; MHI / PIB, Feb-Mar 2026

TELECOMMUNICATIONS

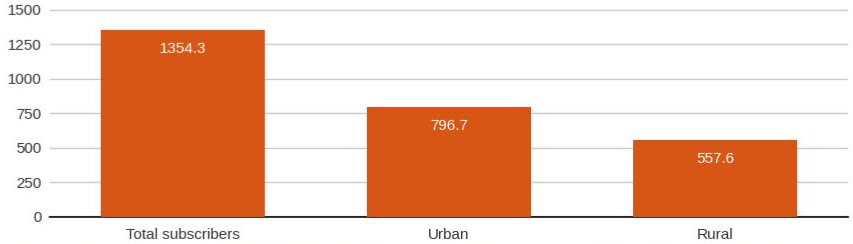
With nationwide 5G rollout effectively complete, the next competitive phase is monetising it through fixed wireless, enterprise and digital services.

1.354 billion
Total telephone subscribers, Jul 2026

1.094 billion
Broadband subscribers incl. M2M

1.306 billion
Wireless subscribers

Subscriber base, Jul 2026 (million)



5.63 lakh 5G base stations by June 2026, 5G available in 99.9% of districts and covering roughly 85% of the population.

PESTEL

Political
Spectrum, BharatNet and indigenous equipment remain strategic priorities.

Economic
ARPU growth is required to finance sustained network investment.

Social
Mobile broadband underpins payments, entertainment and public services.

Technological
5G standalone, FWA, network slicing and 6G reshape network economics.

Environmental
Towers and networks face rising energy-efficiency pressure.

Legal
Spectrum rules, QoS, security and Right-of-Way heavily shape operations.

VALUE CHAIN

1 Spectrum
Auctions, allocation and licensing

2 Towers & Fibre
Passive infrastructure and backhaul

3 Mobile Network
Radio, core and network operations

4 Connectivity
Retail, enterprise and FWA plans

5 Digital Services
Cloud, IoT and content platforms

ECONOMICS

REVENUE Mobile plans · Data · Enterprise connectivity · FWA and fibre · Digital services

COSTS Spectrum · Network equipment · Towers and fibre · Power · Customer acquisition

PORTER'S FIVE FORCES

Supplier power	Med-High
Buyer power	High
New entrants	Very Low
Substitutes	Medium
Rivalry	High

KEY CHALLENGES

- Large capex
- Monetising 5G
- Rural economics
- Spectrum cost
- Network quality

TRENDS & OPPORTUNITIES

- 5G fixed wireless access
- Private networks
- Enterprise IoT
- Satellite connectivity
- Cloud, edge and 6G R&D

PLAYERS Reliance Jio · Bharti Airtel · Vodafone Idea · BSNL

SOURCE TRAI / DoT / PIB, Jul-Aug 2026

REAL ESTATE & CONSTRUCTION

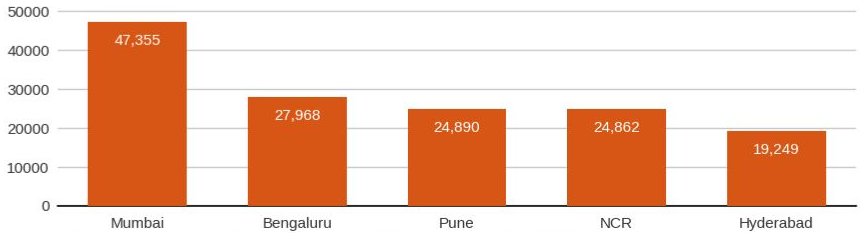
The cycle is bifurcating: residential demand is resilient but increasingly premium, while office demand is at record levels on GCC and flex expansion.

171,471 units
Housing sales, top 8 cities, H1 2026

187,350 units
New residential launches

45.5M sq ft
Office absorption, H1 2026

H1 2026 housing sales, top markets (units)



Sales up 1% YoY, with homes above ₹1 crore now 54% of sales versus 49% in H1 2025. Office absorption 45.5M sq ft, GCC share 43%.

PESTEL

Political
Urban infrastructure and housing policy shape development corridors.

Economic
Rates, employment and income determine affordability and leasing demand.

Social
Urbanisation and preference for larger, premium homes shape demand.

Technological
PropTech, BIM, prefab and smart buildings improve productivity.

Environmental
Green buildings and energy-efficient construction are increasingly important.

Legal
RERA, land title, zoning and approvals create regulatory complexity.

VALUE CHAIN

1 Land Acquisition
Sourcing, aggregation, joint development

2 Approvals
Planning, RERA and municipal clearances

3 Construction
Materials, contracting and execution

4 Sales & Leasing
Pre-sales, channel partners, leasing

5 Asset Management
Property and facility management

ECONOMICS

REVENUE Residential sales · Office and retail leasing · Property management

COSTS Land · Construction materials · Labour · Financing · Marketing and approvals

PORTER'S FIVE FORCES

Supplier power	Med-High
Buyer power	High
New entrants	Med-Low
Substitutes	Medium
Rivalry	High

KEY CHALLENGES

- Affordability
- Land pricing
- Approval timelines
- Interest-rate exposure
- Construction inflation

TRENDS & OPPORTUNITIES

- Premium housing
- GCC-led office demand
- Flex workspaces
- Green buildings
- REITs and transit-oriented development

PLAYERS DLF · Godrej Properties · Prestige Estates · Macrotech/Lodha · Oberoi Realty · Brigade · Embassy REIT

SOURCE Knight Frank India H1 2026; CBRE India, Q2 2026

BIOTECHNOLOGY & BIOPHARMA

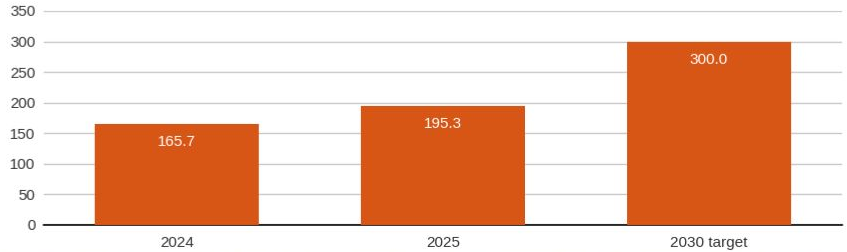
India's biotech sector is evolving from vaccines and generics into a broader bioeconomy spanning biologics, industrial biotech and biofuels.

US$195.3B
India BioEconomy, 2025

~+18%
BioEconomy growth in 2025

US$300B
2030 BioEconomy target

India BioEconomy (US$B)



Regional 2025 split: South US$93.2B, West US$59.68B, North US$29.82B, East US$12.58B. Biopharma SHAKTI commits ₹10,000 crore over five years.

PESTEL

Political
BioE3 and Biopharma SHAKTI provide explicit policy support.

Economic
Global outsourcing and domestic healthcare demand create expansion room.

Social
Ageing and non-communicable disease raise the need for advanced therapies.

Technological
Synthetic biology, biologics, genomics and AI discovery are expanding.

Environmental
Bio-manufacturing can replace some fossil-based industrial processes.

Legal
Trial regulation, biosimilar approval, biosafety and IP are critical.

VALUE CHAIN

1 Research
Basic science and target identification

2 Discovery
Molecule and candidate development

3 Clinical
Preclinical and clinical trials

4 Biomanufacturing
Fermentation, bioreactors, fill-finish

5 Commercialisation
Approval, launch and market access

ECONOMICS

REVENUE Biologics · Biosimilars · Vaccines · CDMO · Diagnostics · Industrial biotech

COSTS R&D · Clinical trials · Bioreactors · Quality systems · Compliance

PORTER'S FIVE FORCES

Supplier power	Med-High
Buyer power	High
New entrants	Low
Substitutes	Medium
Rivalry	High

KEY CHALLENGES

- High R&D risk
- Clinical-development cost
- Advanced talent
- Biomanufacturing scale
- Regulatory capability

TRENDS & OPPORTUNITIES

- Biosimilars
- Cell and gene therapies
- Precision fermentation
- Synthetic biology
- AI-enabled drug discovery

PLAYERS Biocon Biologics · Serum Institute of India · Bharat Biotech · Syngene · Indian Immunologicals · Biological E

SOURCE India BioEconomy Report 2026 / BIRAC; NITI Aayog, 2026

RENEWABLE ENERGY

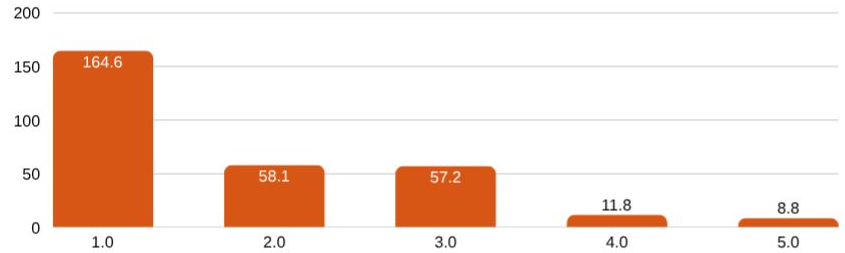
India crossed 300 GW of non-fossil electricity capacity in July 2026, with solar now accounting for more than half of the non-fossil capacity base.

300.50 GW
Total non-fossil installed capacity, 31 Jul 2026

164.59 GW
Solar capacity

>54%
Non-fossil share of India's ~552 GW total installed capacity

Non-fossil capacity mix, 31 Jul 2026 (GW)



Total 300.50 GW. 2030 objective: 500 GW of non-fossil capacity.

PESTEL

Political
Strong national push toward 500 GW non-fossil capacity by 2030.

Economic
Capital-intensive projects stay sensitive to rates, equipment prices and offtaker quality.

Social
Rooftop solar and distributed generation are increasing consumer participation.

Technological
BESS, improved modules, forecasting, digital O&M and floating solar are expanding.

Environmental
Decarbonisation benefits coexist with land-use, recycling and biodiversity issues.

Legal
PPAs, open-access regulation, RPO compliance and transmission approvals shape economics.

VALUE CHAIN

1 Equipment & Components
Solar modules, turbines, inverters, batteries

2 Project Development
Land, approvals, resource assessment

3 Financing & EPC
Capital raising, engineering, construction

4 Generation & Storage
Power production, BESS, O&M

5 Grid & Market
DISCOMs, open access, exchanges, corporate PPAs

ECONOMICS

REVENUE Long-term PPAs · Merchant / open-access power · Renewable attributes and RECs · Storage and ancillary services

COSTS Modules, turbines, BESS · Financing · Land and evacuation infrastructure · O&M and grid connectivity

PORTER'S FIVE FORCES

Supplier power	Med-High
Buyer power	High
New entrants	Medium
Substitutes	Low-Med
Rivalry	High

KEY CHALLENGES

- Grid congestion and intermittency
- Storage requirements
- Land and transmission availability
- DISCOM / offtaker risk

TRENDS & OPPORTUNITIES

- Utility-scale storage
- Rooftop and distributed solar
- Floating solar
- Domestic manufacturing
- Green-hydrogen-linked demand

PLAYERS Adani Green Energy · ReNew · Tata Power Renewable Energy · NTPC Green Energy · JSW Energy · Waaree

SOURCE MNRE / PIB, 9-13 Aug 2026

DIGITAL PAYMENTS

UPI is now the dominant rail of India's digital-payment ecosystem, accounting for 84% of digital-payment volume in FY26.

2,365.8 crore
UPI transactions, Jul 2026

₹29.87 lakh crore
Jul 2026 transaction value

741
Banks live on UPI

A decade of UPI: FY2016-17 → FY2025-26

TRANSACTION VOLUME

1.78 crore → 24,162 crore

TRANSACTION VALUE

₹0.07 lakh crore → ₹314 lakh crore

GLOBAL FOOTPRINT

India only → 11 countries (2026)

MDR: UPI remains free for citizens and everyday transactions. In Aug 2026 the government said any future MDR would be nominal and limited to selected merchant transactions.

PESTEL

Political
Digital public infrastructure remains a strategic government priority.

Economic
Near-zero-friction payments accelerate formalisation and merchant digitisation.

Social
QR acceptance and smartphones have normalised digital payments across income groups.

Technological
Biometrics, on-device authentication, tokenisation and fraud analytics are expanding.

Environmental
Cash-handling needs fall, though digital infrastructure carries an energy footprint.

Legal
Payment regulation, cybersecurity and data-protection requirements keep strengthening.

VALUE CHAIN

1 Payment Initiation	2 Authentication	3 Routing	4 Bank Processing	5 Settlement & Monitoring
Customer or merchant	App, bank and device authentication	PSP / TPAP / NPCI infrastructure	Payer and beneficiary banks	Clearing, reconciliation, fraud oversight

ECONOMICS

REVENUE Merchant acquiring · Devices and value-added services · Credit and financial products · International payments

COSTS Transaction infrastructure · Fraud prevention · Customer support · Cybersecurity and compliance · Merchant acquisition

PORTER'S FIVE FORCES

Supplier power	Medium
Buyer power	High
New entrants	Med-Low
Substitutes	High
Rivalry	High

KEY CHALLENGES

- Fraud and social engineering
- Monetisation economics
- System resilience at enormous scale
- Merchant and consumer security

TRENDS & OPPORTUNITIES

- Biometric / on-device UPI
- Cross-border UPI
- Embedded credit
- Merchant analytics
- Offline and low-connectivity use

PLAYERS NPCI · Banks · PhonePe · Google Pay · Paytm · Acquirers and payment gateways

SOURCE Ministry of Finance / PIB / NPCI statistics, Aug 2026

AIRLINES MARKET STRUCTURE

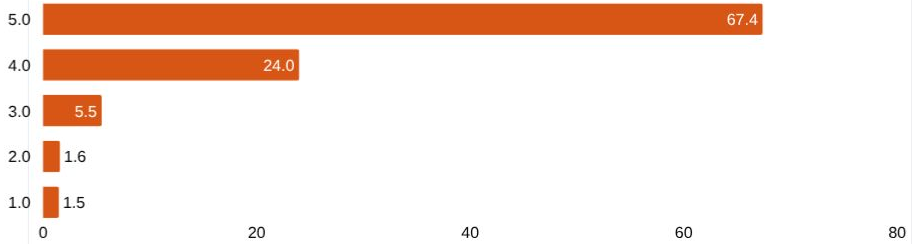
India's domestic airline market is highly concentrated: IndiGo and Air India Group together controlled 91.4% of passenger traffic in July 2026.

1.20 crore
Domestic passengers, Jul 2026

98.40 million
Passengers, Jan-Jul 2026

+0.64% YoY
Jan-Jul traffic growth

Domestic market share, Jul 2026 (%)



IndiGo and Air India Group together account for 91.4% of July 2026 domestic passengers.

PESTEL

Political
Aviation infrastructure and UDAN remain national connectivity priorities.

Economic
Demand is highly sensitive to GDP growth, fares, fuel and exchange rates.

Social
Rising incomes and regional connectivity expand the flying population.

Technological
Digital distribution, predictive maintenance and operating analytics are core.

Environmental
Fuel efficiency, emissions and SAF adoption are growing strategic concerns.

Legal
Safety, slots, crew-duty rules and consumer protection create heavy compliance.

VALUE CHAIN

1 Network Planning
Routes and slots

2 Fleet & Procurement
Aircraft, leases, fuel

3 Flight Operations
Crew, maintenance, ground handling

4 Distribution & Revenue Mgmt
Pricing, OTAs, direct channels

5 Passenger & Ancillary
Baggage, food, loyalty, cargo

ECONOMICS

REVENUE Passenger fares · Ancillaries · Cargo · Loyalty and partnership income

COSTS ATF · Aircraft leases and ownership · Maintenance · Airport charges · Crew and staff

PORTER'S FIVE FORCES

Supplier power	High
Buyer power	High
New entrants	Med-Low
Substitutes	Medium
Rivalry	High

KEY CHALLENGES

- Fuel and FX exposure
- Market concentration
- Aircraft availability
- Airport slot constraints
- Yield pressure

TRENDS & OPPORTUNITIES

- Premiumisation
- International expansion
- Digital revenue management
- Fleet renewal
- Direct booking

PLAYERS IndiGo · Air India / Air India Express · Akasa Air · SpiceJet · Alliance Air

SOURCE DGCA data reported 20-21 Aug 2026

AIRLINES OPERATING ECONOMICS & REGIONAL CONNECTIVITY

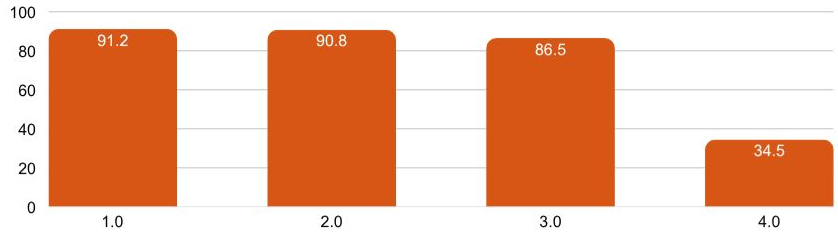
Growth now depends not only on passenger demand but on operational reliability, aircraft utilisation and expansion beyond major metro routes.

679
UDAN routes operationalised

95
Connected airports, heliports and water aerodromes

>1.68 crore
Passengers served through UDAN

On-time performance, July 2026 (%)



Modified UDAN runs FY27-FY36 with a ₹28,840 crore outlay.

PESTEL

Political
Regional connectivity receives direct policy support.

Economic
High fixed costs create strong operating leverage.

Social
Tier-2/3 travel and first-time flyers support network growth.

Technological
Reliability depends on integrated scheduling and operational platforms.

Environmental
Fleet efficiency and cleaner fuels are becoming strategic.

Legal
Safety and duty-time compliance limit operating flexibility.

VALUE CHAIN

1 Route / Slot Acquisition
Network rights and airport capacity

2 Fleet Deployment
Aircraft and route allocation

3 Ground & Flight Ops
Turnaround, maintenance, crew

4 Yield Management
Fare inventory and pricing

5 Customer / Loyalty
Service, retention, repeat travel

ECONOMICS

REVENUE Load factor · Yield · Ancillary revenue · Aircraft utilisation · Network connectivity

COSTS Fuel · Lease rentals · Maintenance · Airports and ground handling · Crew

PORTER'S FIVE FORCES

Supplier power	High
Buyer power	High
New entrants	Med-Low
Substitutes	Medium
Rivalry	High

KEY CHALLENGES

- Operational reliability
- Engine and aircraft availability
- Pilot and crew planning
- Fuel and FX volatility

TRENDS & OPPORTUNITIES

- Regional aviation
- Aircraft MRO localisation
- Automation in operations
- Network densification
- Loyalty ecosystems

PLAYERS IndiGo · Air India Group · Akasa Air · SpiceJet

SOURCE Ministry of Civil Aviation / PIB and DGCA, Jul-Aug 2026

FOOD PROCESSING

Government incentives and processing infrastructure are rapidly expanding organised value addition from farm gate to domestic and export markets.

₹4,064 crore
MoFPI allocation FY2026-27

₹1,08,854 crore
FY26 sales of PLI-supported products

1,256
PMKSY projects completed / operational by Jun 2026

Sales of PLI-supported products (₹ crore)



Approx. 10.82% CAGR. PMKSY capacity 294.21 LMT/year, 37.76 lakh farmers benefited, 9.16 lakh employment opportunities.

PESTEL

Political
PMKSY, PLI and PMFME support processing investment.

Economic
Higher value addition improves farmer and processor economics.

Social
Demand is shifting toward convenience, branded and healthier foods.

Technological
Automation, traceability and cold-chain monitoring are expanding.

Environmental
Food waste, water, energy and sustainable packaging matter increasingly.

Legal
FSSAI, labelling and export standards drive compliance.

VALUE CHAIN

1 Farm Production
Primary agricultural output

2 Aggregation & Cold Chain
Collection, storage, temperature control

3 Processing
Value addition and manufacturing

4 Packaging & QA
Pack, safety and quality systems

5 Distribution / Exports
Domestic channels and overseas markets

ECONOMICS

REVENUE Branded products · Private label · B2B ingredients · Exports · Contract manufacturing

COSTS Raw materials · Packaging · Cold chain and logistics · Labour and utilities · Quality and compliance

PORTER'S FIVE FORCES

Supplier power	Medium
Buyer power	High
New entrants	Medium
Substitutes	High
Rivalry	High

KEY CHALLENGES

- Perishability
- Raw-material volatility
- Cold-chain gaps
- Food safety
- Fragmented supply

TRENDS & OPPORTUNITIES

- Premium processed foods
- Millet and health products
- Export orientation
- Automation
- Traceability

PLAYERS ITC Foods · Nestlé India · Britannia · Tata Consumer · Amul / GCMMF · Parle

SOURCE MoFPI / PIB, Jul-Aug 2026

ASSET MANAGEMENT

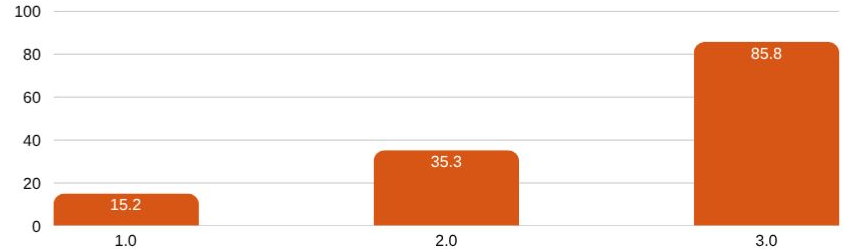
India's mutual-fund industry has expanded nearly sixfold in a decade, supported by deepening retail participation and SIP adoption.

₹85.76 lakh crore
AUM, 31 Jul 2026

₹31,961 crore
SIP contribution, Jul 2026

28.09 crore
Total folios

Mutual fund AUM (₹ lakh crore)



Nearly sixfold growth over a decade, with SIP flows now a structural source of monthly inflow.

PESTEL

Political
Policy promotes financialisation of household savings.

Economic
Market levels, interest rates and liquidity directly affect flows and AUM.

Social
SIP culture is bringing more retail investors into capital markets.

Technological
Digital KYC, apps, analytics and automation lower distribution friction.

Environmental
ESG and climate considerations increasingly enter product design.

Legal
SEBI rules govern disclosure, expense ratios, suitability and classification.

VALUE CHAIN

1 Product Design
Funds, strategies and mandates

2 Distribution
Banks, IFAs, platforms and direct

3 Fund Management
Security selection and portfolio management

4 Administration / Custody
NAV, accounting, custody, operations

5 Investor Reporting
Statements, servicing and disclosure

ECONOMICS

REVENUE Management fees · Performance and advisory fees where permitted · Distribution and platform income

COSTS Fund-management talent · Market data and technology · Distribution · Fund administration · Compliance

PORTER'S FIVE FORCES

Supplier power	Med-High
Buyer power	High
New entrants	Medium
Substitutes	High
Rivalry	High

KEY CHALLENGES

- Fee compression
- Alpha generation
- Market volatility
- Distribution concentration
- Compliance complexity

TRENDS & OPPORTUNITIES

- Passive and index products
- SIP growth
- Digital distribution
- Alternatives
- Quant / AI-assisted research

PLAYERS SBI MF · HDFC MF · ICICI Prudential MF · Nippon India MF · Kotak MF

SOURCE AMFI, July 2026

HEALTHCARE HOSPITALS

India's hospital sector has strong long-term demand, but infrastructure and workforce capacity must expand considerably to meet it.

US$98.98B
Hospital market, 2023

US$193.59B
2032F hospital market

~1.3 beds
Per 1,000 people, current bed-density benchmark

Hospital market (US$ billion)



Forecast CAGR 8.0%. Public health FY2026-27: PM-JAY ₹9,500 crore, NHM ₹39,390 crore.

PESTEL

Political
Public health schemes and hospital infrastructure remain policy priorities.

Economic
Rising incomes and insurance expand paid healthcare demand.

Social
Ageing, chronic disease and health awareness increase utilisation.

Technological
EHR, telemedicine, AI-assisted workflows and remote monitoring are spreading.

Environmental
Medical waste, water and energy use are material operational issues.

Legal
Clinical regulation, patient safety and personal-data protection are critical.

VALUE CHAIN

1 Patient Acquisition
Referral, emergency or direct entry

2 Diagnostics
Tests, imaging and clinical assessment

3 Treatment / Procedure
Inpatient, outpatient and surgical care

4 Pharmacy & Recovery
Medication, monitoring and discharge

5 Follow-up / Digital Care
Post-discharge and remote services

ECONOMICS

REVENUE Inpatient · Outpatient · Surgery and procedures · Diagnostics · Pharmacy

COSTS Clinicians and staff · Consumables · Medical equipment · Facilities · IT and compliance

PORTER'S FIVE FORCES

Supplier power	Med-High
Buyer power	Medium
New entrants	Low-Med
Substitutes	Low
Rivalry	Med-High

KEY CHALLENGES

- Clinical talent
- Bed and infrastructure shortage
- Affordability
- Insurance reimbursement
- Cybersecurity

TRENDS & OPPORTUNITIES

- Asset-light expansion
- Day-care procedures
- Digital care
- Medical tourism
- Speciality healthcare

PLAYERS Apollo · Max Healthcare · Fortis · Narayana Health · Manipal Hospitals

SOURCE IBEF healthcare data; Union Budget / PIB 2026-27

Krack The Case



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.

$$\text{Social Share of Voice} = \frac{\text{Brand-relevant social mentions}}{\text{All relevant category social mentions (same period)}} \times 100\ \%$$

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.

$$FCF = (Revenue - Costs - Depreciation\#) \times (1 - tax\ rate) + Depreciation - Capital\ Expenditures - Change\ in\ Net\ Working\ Capital$$

- 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

$$PV = \sum_{t=1}^{n} \frac{CF_t}{(1 + r)^t}$$

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**:

$$PV = P \times \left(1 - \frac{1}{(1+r)^n}\right) \div r$$

Where:

- P = Payment per period
- r = Interest rate per period
- n = Total number of payments

Future Value of an Annuity:

$$FV = P \times \left(\frac{(1+r)^n - 1}{r}\right)$$

Perpetuity: A **perpetuity** is a stream of **equal payments** made at **regular intervals forever** (no end date).

Examples: Endowments paying yearly scholarships

Perpetuity Formula (Present Value):

PV = P/r (P: periodic payment; r: matching discount rate; PV: present value)

Where:

- P = Payment per period; PV = Present value
- 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, 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 Simple ROI is net gain divided by initial investment; do not subtract the outlay twice.

$$\text{ROI} = \frac{\text{Net gain}}{\text{Investment}} \times 100$$

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.

$$\left(\frac{\text{Final Value}}{\text{Beginning Value}}\right)^{(1/t)} - 1$$

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 minus 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.

Krack The Case



End