

esade Consulting Club Case Book

2024-2025

Foreword and Welcome Message

Welcome to ESADE Casebook!

The Esade 2024-25 Consulting Case Book provides a comprehensive overview of consulting interview preparation, covering essential aspects of both fit and case interview sections. In addition to explaining the fundamentals of consulting interviews, the case book features a selection of industries commonly tested in cases, including emerging sectors, along with indicative frameworks to aid your preparation.

We are thrilled to present 8 highly engaging cases, featuring 3 unique and captivating cases contributed by Monstarlab and Globalpraxis. The remaining 5 cases have come from the case challenge that was judged by Roland Berger.

As you embark on your case preparation journey, remember that this process is not just about mastering frameworks and problem-solving techniques, but about building confidence, developing critical thinking, and embracing new challenges. Enjoy the process, trust in your abilities, and don't forget to have fun while learning!

We hope this casebook will be a helpful companion as you take on this exciting journey.

Good Luck!

ESADE MBA Consulting Club

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Cases

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Medical Tourism	Market Entry	Tourism	Page 48
Tomato Tech 🏆	Investment Decision	Agriculture	Page 57
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Yogurt Company In Ecuador	Pricing	FMCG	Page 74
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Fitness Stream 🏆	Product Launch	Smart Wearables	Page 98
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Section 1

Consulting Interview Process

Do Good. Do Better.

Consulting interviews

Typical interview format



+ Some companies may have additional rounds, following the same format, behavioural and case interview or interviewer with the HR personal

Key traits assessed

Problem solving skills	Leadership	Entrepreneurial drive	Passion
Ability to dive deep into critical client problems and derive actionable insights and solutions	Lead teams with diverse backgrounds and approach problems with open-mindedness and collaboration	Courage and creativity to charter new paths, driving solutions with ownership, akin to leading your own venture	Inquisitiveness, desire to create impact, taking initiative to look beyond the first thing before them, and being themselves

Section 2

Company Briefs

Do Good. Do Better.

Company brief **Globalpraxis**

Who they are?

Growth consulting: We help clients grow sales and profit margins faster and for longer, locally and globally

Multi-disciplinary: Interaction of professors, consultants, and senior operators

Truly international: Multi-cultural professionals representing over 20 nationalities work together under the same roof

Pragmatic: Strategic projects ready to be implemented

Experts: Highly specialized professionals in route-to-market, revenue growth management, and commercialization

What they do?

Revenue growth:

Consumer and shopper commercial offering and pricing

Shopper path-to-purchase and channel picture-of-success

Channel margin and spending

Route to market:

Salesforce and KAM optimization

Distribution and logistics optimization

RTM for complex and innovative product portfolios

Company brief **Globalpraxis**

Direct-to-consumer:

Retail, vending, home-delivery business
D2C digital commerce
List-mile D2C

Location?

Head quartered in Barcelona, Globalpraxis is helping clients across more than 70 countries to achieve their goals.

Industries?

Specialized in FMCG along with wide experience in other industries such as OTC pharma, retail, telecom, etc.



What services do they offer?

One of the world's leading strategy consultancies with a wide-ranging service portfolio for all relevant industries and business functions. The firm is renowned for its expertise in transformation, innovation across all industries and performance improvement.

Where are their offices located?

Over 50 offices across 30+ countries.

What are their core values?

Entrepreneurship, excellence, and empathy.

Is their focus on strategy or execution?

Primarily strategy-focused, with strong execution capabilities.

What is their approach to strategy consulting?

Develops strategies for clients across industries and fields (e.g., digital, transformation, sustainability) with customized solutions and a focus on a true impact.

Company brief :: Monstarlab ::

What services do they offer?

Seamless digital development powered by Consultants, Developers, Strategists – all under one global brand!

Where are their offices located?

Born in Tokyo, 1400+ strong present in more than 30 countries. The Middle East *the* bustling hub right now!

What are their core values?

Strategy. Experience. Technology. Data. That's what the four dots in the logo mean!

Is their primary focus on strategy or execution?

Perfectly placed at the junction of strategy & execution, and business & technology

What is their approach to strategy consulting?

Suite of services offered to clients: Transformation & Execution, Strategy & Growth, People & Organization, Customer & Marketing, Analytics & Data, Risk & Regulatory, and Innovation & Sustainability

Consulting Sector Landscape

Strategy
Consulting



In-house/
Boutique
Consulting



Section 3

Industry Overview

Do Good. Do Better.

Industry Overview: Fintech

Revenue drivers

- **Product:** Mobile payment solutions, P2P lending platforms, neobanks, robo-advisors, blockchain security, regtech, insurtech solutions
- **Price:** Subscription models (freemium, premium, pay-per-use), licensing fees for white-labeled solutions, bundling
- **Promotion:** Partnerships with govt./ firms (for cross-promotions), referral programs, incentives for fintech adoption, financial literacy campaigns
- **Place:** D2C through mobile apps, partnerships with financial institutions for white-labeled solutions, distribution via retailers/ e-commerce platforms

Additional revenue drivers

- Data monetization through analytics and insights
- Licensing of proprietary algorithms or software
- Consultancy services for financial institutions

Key terminologies

- **Robo-advisor:** Automated investment platform that provides algorithm-driven financial planning services
- **Peer-to-peer (P2P) lending:** Online platform that connects borrowers with individual lenders
- **Regtech:** Regulatory technology, which uses technology to help businesses comply with regulations efficiently and effectively
- **Insurtech:** Technology to enhance and streamline the insurance industry, including processes such as underwriting, claims management, and customer engagement
- **Neobank:** Digital-only bank that operates exclusively online without physical branches
- **White-labeled solutions:** Products or services developed by one company but rebranded and sold by another company

Cost drivers

- **Fixed costs:** R&D, software/ app development and maintenance, regulatory and licensing fees, infra costs for servers and cost centers
- **Variable costs:** Data storage and processing costs, transaction fees, customer acquisition costs, customer support and service expenses

Trend considerations

- Digital transformation in financial services
- Increasing adoption of mobile payments and digital wallets
- Growth of cryptocurrencies and blockchain technology
- Regulatory changes impacting the fintech industry

Industry Overview: Healthcare

Revenue drivers

- **Product:** Medical devices and equipment, surgeries (medical, cosmetic), consultations, diagnostic tests, imaging services, prescription drugs
- **Price:** Reimbursement rates (government payers, private insurance, self-payers), care packages (eg. maternity), loyalty programs, cash discounts
- **Promotion:** D2C for pharmaceuticals and medical services, campaigns targeting healthcare professionals, referral programs, educational programs
- **Place:** Agreements with wholesalers, pharmacies and hospitals, online pharmacies, specialty network for high-cost drugs

Additional revenue drivers

- Telemedicine and virtual healthcare services
- Clinical research and development partnerships
- Wellness and preventive care programs

Key terminologies

- **Value-based care:** Healthcare delivery model focusing on improving patient outcomes and reducing costs by focus on quality of care rather than quantity of service
- **Telemedicine:** The remote diagnosis and treatment of patients using telecommunications technology
- **Electronic Health Record (EHR):** Digital records of a patient's medical history, treatment, and health information stored and accessed electronically
- **Fee-for-Service:** A payment model where healthcare providers are reimbursed based on the number of services or procedures performed

Cost drivers

- **Fixed costs:** Healthcare facilities and equipment, R&D, EHR systems, telemedicine platforms, accreditation fees, compliance audits
- **Variable costs:** Staffing, medical supplies and consumables, diagnostic testing and imaging (maintenance, salaries of technicians), patient services

Trend considerations

- Shift towards value-based care and alternative payment models
- Rise of telehealth and digital health solutions
- Population age trends and prevalence of chronic diseases
- Regulatory changes and healthcare policy reforms

Industry Overview: Airlines

Revenue drivers

- **Product:** Flight capacity, fleet size, routes/ destinations, mobile app, charter for corporate clients/ retreats, cargo/ delivery brand
- **Price:** Ticket class prices, vacation packages (tours, cabs, hotels), in-flight facilities (food, WiFi, calling), business/ pleasure travel deals, infotainment
- **Promotion:** Loyalty program, subscription plan for loyal customers (annual lock-in of passengers), co-branded credit card and insurance, sponsorships
- **Place:** Increase network of travel agencies, online booking aggregators, codeshare agreements with other airlines to expand route network

Additional revenue drivers

- Brand experience: Priority check-in, priority boarding, immigration priority, lounge access, door-door pick up and drop
- In-flight: Ticket exchange fee, cancellation fee, fee to upgrade seat class, in-flight ads, upgraded packages for corporate clients (XL seats, better food)

Key terminologies

- **Load Factor:** Percentage of available seats filled with passengers on a flight
- **Yield Management:** Pricing strategy to maximize revenue by adjusting fares based on demand and inventory
- **Code Sharing:** Agreement between airlines to share the same flight under multiple designator codes
- **Fleet Utilization:** Measure of how efficiently an airline uses its aircraft fleet to generate revenue
- **Cost per Available Seat Mile (CASM):** Measure of operating costs per seat mile available for sale, indicating cost efficiency
- **Revenue Passenger Mile (RPM):** Measure of airline revenue generated per mile flown by paying passengers

Cost drivers

- **Fixed costs:** Aircraft acquisition and leasing, airport landing fees and gate rentals, insurance of flights & offices, maintenance of fleet, salaries
- **Variable costs:** Fuel expenses, in-flight catering, ground handling fees, aircraft maintenance (parts and labour)

Trend considerations

- Fluctuations in fuel prices and hedging strategies to mitigate price volatility
- Shifts in consumer behavior
- Digital tech for customer engagement, operational efficiency
- Industry Consolidation and Alliances

Industry Overview: Banking

Revenue drivers

- **Product:** #Accounts (savings, commercial), loans (personal, home, education, business), wealth management, insurance, investment banking
- **Price:** Locker fees, card fees (credit & debit), trading commission, M&A fees, asset management fees, transaction fees, interest on loans
- **Promotion:** Offline & digital ads, email promotions, tele-calling, eCommerce + offline sales offers
- **Place:** Physical locations, apps

Additional revenue drivers

- Currency exchange services
- Corporate collaborations
- Brand collaborations

Key terminologies

- **Net Asset Value (NAV):** The total value of a mutual fund's assets minus the value of its liabilities, divided by the number of outstanding shares
- **Non-Performing Loans (NPLs):** Loans that are in default or close to default, indicating potential credit risk
- **Liquidity Ratio:** Ratios such as the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) measure a bank's ability to meet short-term and long-term liquidity needs
- **Return on Assets (ROA):** A measure of a bank's profitability, calculated by dividing its net income by average total assets

Cost drivers

- **Fixed costs:** Lease/ rent of land for office, insurance, maintenance, management software, taxes, R&D (ex. on bonds, securities)
- **Variable costs:** Salaries, marketing, utilities, employee trainings, brand collaboration commissions, losses on investments/ loans

Trend considerations

- Digital/ fintech advancements
- Cybersecurity resilience
- AI, blockchain, cloud computing integration
- ESG considerations

Industry Overview: Manufacturing

Revenue drivers

- **Product:** Core product, insurance, AMCs, maintenance app, replace old client fleets, feature innovations, low breakdowns, long PLC, after-sales service quality, salvage value
- **Price:** Competitive base price, volume discounts, competitive discounts, low TCO (eg. fuel consumption, maintenance, insurance), flexible payments
- **Promotion:** B2B marketing events/ ads, marketing messages addressing client pain points, positive PR building
- **Place:** Strong distribution, service network, salesforce quality & incentives

Additional revenue drivers

- Licensing and Intellectual Property
- Value-Added Services (customization, advisory services, bundling)
- Sustainability Initiatives (carbon offsetting, recycling, waste reduction)

Key terminologies

- **Lean Manufacturing:** A methodology focused on minimizing waste and maximizing efficiency in production processes
- **Just-in-Time (JIT) Inventory:** Inventory management approach aimed at reducing carrying costs by having materials delivered only when needed for production
- **Total Quality Management (TQM):** Continuous improvement and customer satisfaction through quality control and employee involvement
- **Make-to-Order (MTO) Manufacturing:** Production method where products are manufactured only after receiving customer orders, reducing inventory holding costs
- **Reshoring:** The process of bringing back manufacturing operations and jobs to the domestic country from overseas locations
- **Nearshoring:** The practice of relocating manufacturing operations to a nearby country with geographical proximity or cultural similarity to the home market

Cost drivers

- **Fixed costs:** Lease/ rent of land, factory insurance, factory maintenance, management software, taxes, R&D, depreciation
- **Variable costs:** Wages, marketing, utilities, raw materials, office supplies, transportation (to and away from facilities), distributors commission

Trend considerations

- Industry 4.0 and Digital Transformation
- Reshoring and nearshoring
- Sustainability and ESG
- Impact of macroeconomic factors on supply chain resilience

Industry Overview: Pharmaceuticals

Revenue drivers

- **Product:** Drug itself (OTC/ niche/ specialty/ biosimilars), drug packaging quality, consumption frequency, patents
- **Price:** Drug price, frequency of use, bundling with other drug (if needed), negotiations with insurers and pharmacies, discounts (bulk and government)
- **Promotion:** Medical magazines, medical conferences, D2C offline and digital ads (if permitted in that country)
- **Place:** Hospitals, medical clinics, retailers, online (if permitted in that country, especially OTC drugs), salesforce effectiveness

Additional revenue drivers

- Licensing and royalties from patented technologies or drug formulations
- Medical devices, diagnostics, and companion diagnostics
- Contract manufacturing services for third-party pharmaceutical companies

Key terminologies

- **Biosimilar:** A biological product highly similar to an existing approved biological product, with no clinically meaningful differences in terms of safety and efficacy
- **Specialty pharmacy:** A pharmacy that dispenses specialty medications, often used to treat complex or chronic conditions, and provides specialized support services
- **Clinical trial:** A research study involving human participants to evaluate the safety and efficacy of a new drug or treatment
- **Patent cliff:** A period during which multiple patents for blockbuster drugs expire, leading to a significant decline in revenue for pharmaceutical companies
- **Orphan drug:** A pharmaceutical agent developed to treat a rare medical condition, typically affecting fewer than 200,000 individuals

Cost drivers

- **Fixed costs:** R&D for drug discovery, manufacturing facilities and equipment, regulatory compliance and drug approvals
- **Variable costs:** Raw materials, clinical trials (patient recruitment, monitoring), distribution, salaries, sales commissions

Trend considerations

- Increasing focus on personalized medicine and targeted therapies
- Rising costs of drug development and regulatory hurdles
- Shift towards specialty drugs and biologics
- Impact of healthcare reforms and policy changes

Industry Overview: Tourism & Hospitality (Hotels)

Revenue drivers

- **Product:** #Rooms, #Locations, F&B, services like laundry/ parking, check-in/ out experience – mapping to customer segments
- **Price:** Changes in room price, price to match customer experience
- **Promotion:** Low awareness vs competition, channel presence (ATL/ BTL/ Digital)
- **Place:** Proximity to tourist sites, booking channels (in-person/ own website/ aggregators)

Additional revenue drivers

- Rent for other events: Official conferences, weddings
- Taxi service, pick & drop to airport services
- Retail stores, boutique stores in the hotel

Key terminologies

- **Occupancy Rate:** % of available rooms that are occupied during a specific period
- **Average Daily Rate (ADR):** Average price paid per room over a specific period, (total room revenue/ number of rooms sold)
- **Average Length of Stay (ALOS):** Average number of nights guests stay
- **Customer Acquisition Cost (CAC):** Cost associated with acquiring a new customer

Cost drivers

- **Fixed costs:** Lease / rent of land, insurance, maintenance, management software, taxes, franchise cost, depreciation
- **Variable costs:** Salaries and wages, marketing, utilities, F&B raw materials, room services raw materials (ex. cleaning, laundry)

Trend considerations

- Changing customer travel habits
- Seasonality of occupancy
- Partnerships for services (travel agencies, car rentals)
- Competition from Airbnb

Industry Overview: Consumer Goods

Revenue drivers

- **Product:** #Products, volume, product mix, channel mix (online, retail stores, supermarkets)
- **Price:** Raw material, product price, bundling with other products, competitive base price, volume discounts, competitive discounts, channel discounts
- **Promotion:** B2B/B2C marketing events/ ads, marketing messages, addressing client pain points, positive PR building
- **Place:** Strong distribution, manufacturing units, salesforce quality and incentives

Additional revenue drivers

- Licensing, Intellectual Properties and Contract Manufacturing
- Value-added services (customization, product bundling, cross-selling)
- Sustainability Initiatives (carbon offsetting, recycling, waste reduction)

Key terminologies

- **Stock Keeping Units(SKU):** A unique code assigned to each distinct product variant to track inventory, sales, and pricing.
- **Point of Sales(POS):** The location where a transaction occurs, typically a retail store or online platform where consumers purchase FMCG products
- **Brand Equity:** The perceived value and strength of a brand in the eyes of consumers
- **Private Label:** Products manufactured by one company for sales under another company's brand
- **Offshoring:** The practice of relocating certain operations to a foreign country typically taking advantage of lower labor costs, expertise etc.

Cost drivers

- **Fixed costs:** Lease/ rent of land, factory insurance, factory maintenance, management software, CRM license fee, taxes, R&D, depreciation
- **Variable costs:** Salaries and wages, marketing, utilities, raw materials, room services raw materials (ex. cleaning, laundry)

Trend considerations

- Organic v/s inorganic ingredients
- Reshoring, nearshoring and offshoring
- Sustainability and ESG
- Impact of macroeconomic factors on supply chain resilience

Industry Overview: Infrastructure (smart cities)

Revenue drivers

- **Product:** Infra development, smart transportation, smart energy, data monetization, smart waste management
- **Price:** Variable pricing for services, bundling for integrated smart solutions, discount incentives for early adopters/ long-term contracts
- **Promotion:** Marketing and advertising, partnerships with tech firms and service providers
- **Place:** Strategic location for residents and biz, collab with transport firms

Additional revenue drivers

- Incentives/ subsidies for developers/ investors
- Ad revenue from digital signages/ kiosks
- Partnerships with real estate developers

Key terminologies

- **Green Building Certification (e.g., LEED):** Rating for environmental performance of buildings based on energy efficiency, water conservation, indoor air quality
- **Public-Private Partnership (PPP):** Cooperative arrangement between government and private sector for provision of public infrastructure or services
- **Sustainable Development Goals (SDGs):** Set of 17 global goals by the UN to address social, economic, and environmental challenges and promote sustainability
- **Smart Mobility:** Transportation solutions that utilize technology to improve efficiency, safety, and accessibility, such as ridesharing, electric vehicles
- **Digital Twin:** Digital replica of a physical entity or system that enables real-time monitoring, analysis, and optimization of its performance and behavior

Cost drivers

- **Fixed costs:** Land acquisitions, initial infra building, smart tech investment, regulatory/ legal expenses
- **Variable costs:** Talent acquisition and training, marketing, Opex and maintenance, upgrades/ updates of systems

Trend considerations

- Urbanization and population growth + changing customer trends
- Technological advancements (e.g., IoT, AI, blockchain)
- Sustainability initiatives and green building standards
- Digitalization and smart solutions in urban planning

Industry Overview: Electric vehicles

Revenue drivers

- **Product:** Vehicle models, innovative features, customization options, sustainability and environment impact, energy efficiency
- **Price:** Total cost of ownership (TCO), government incentives, leasing and financing options, economies of scale
- **Promotion:** Marketing and advertising, brand image, partnerships (influencers, environmental organizations, events, test drives)
- **Place:** Dealer network, charging infrastructure (collaboration), online sales

Additional revenue drivers

- Energy services related to EV charging and grid support
- Commercial fleets
- Software services (apps, analytics)

Key terminologies

- **Kilowatt-Hour (kWh):** Unit of energy used to measure the capacity of an EV battery
- **Plug-In Hybrid (PHEV):** Vehicles that use both a traditional engine and a battery
- **Fast Charging:** High-powered charging stations that rapidly charge EV batteries
- **Electric Vehicle Supply Equipment (EVSE):** Equipment such as charging stations for electric vehicles
- **Vehicle-to-Grid (V2G):** Technology allowing EVs to return power to the electric grid

Cost drivers

- **Fixed costs:** Lease/ rent of land for manufacturing, insurance, R&D, dealer network, administration & overheads, battery production
- **Variable costs:** Salaries, marketing, utilities, quality control & testing, raw materials, warranty and support, software updates, regulatory, recycling

Trend considerations

- Autonomous driving
- Government regulations
- Battery technology advancements
- Consumer adoption trends

Industry Overview: Space tourism

Revenue drivers

- **Product:** #tickets, \$tickets, F&B, onboard activities, door-door pick and drop, duration of travel, distance from earth, safety
- **Price:** Not much of a consideration since HNI clients
- **Promotion:** Ads on spacecraft, offline and digital ads, tour announcement events
- **Place:** Own website

Additional revenue drivers

- Collaboration with other industries (hospitality, entertainment)
- Diversify beyond HNI customer segment with leaner packages
- Diversify beyond core product (ex. insurance)

Key terminologies

- **Suborbital Space Tourism:** Short-duration trips that reach the edge of space but do not complete a full orbit around the Earth
- **Orbital Space Tourism:** Extended trips that involve reaching and orbiting the Earth. This typically requires more advanced spacecraft and involves longer periods of weightlessness
- **Spaceport:** Facility designed for launching and receiving spacecraft. Different spaceports around the world serve as launch sites for space tourism ventures
- **Payload:** The cargo or equipment carried by a spacecraft. In space tourism, the payload includes the passengers and any additional cargo

Cost drivers

- **Fixed costs:** Launchpad lease, fleet, corporate offices lease, taxes, insurance of spacecrafts & offices, maintenance of spacecrafts & offices, interest payments on spacecrafts loans (if any), R&D
- **Variable costs:** Pilots base salary + wages/ hour, pilots overtime/ hour, pilots' allowances, pilots' transportations, marketing, other staff salary, fuel

Trend considerations

- Technological advancements (ex. reusable rockets)
- Regulatory framework development
- Sustainability and environmental concerns
- Integration with other industries (hospitality, entertainment, education)

Section 4

Fit Interviews

Do Good. Do Better.

Fit Interviews: Understanding the person behind the candidate

Kick-starters

- Tell me something about yourself
- Why consulting?
- Why this firm? Why this region?
- What do you bring to the table?
- Tell me something that's not on your CV
- What are your interests outside of work?

Tread carefully

- Why this consulting firm and not any other?
- What is the one thing you want me to know/remember about you?
- Looking back at your professional experience, what is the one thing you would change?
- Tell me about a time when you set your goals too high
- Tell me about a time when you dealt with a disagreement with your boss

The golden rule

Follow a structured format to relay your thoughts!

Recommended structure

- Headline
- Situation
- Task or Objective
- Actions
- Challenges or Obstacles
- Results
- Learnings

Fit Interviews: Understanding the person behind the candidate

Knowing the professional you

- What are some of your strengths and weaknesses?
- Which is your proudest achievement?
- How do you approach an ambiguous problem?
- Tell me about a time when you had to deliver results in a diverse team
- Tell me about a time when you had to deal with conflict in your team
- Which is the one failure that you wished you had managed better? What have your learnings been?
- Tell me about a time you have to persuade someone in the workplace

More open-ended

- Which is your dream project?
- What are your short and long-term goals?
- What do you see yourself 5-10 years from now?
- Who do you look up to professionally and why?
- What can you teach me?
- What was the last thing you learnt?
- Something on your resume in the extra-curriculars section

The golden rule

Follow a structured format to relay your thoughts!

Recommended structure

- Headline
- Situation
- Task or Objective
- Actions
- Challenges or Obstacles
- Results
- Learnings

Section 5

Case Interviews

Do Good. Do Better.

Case Interviews: The flow

Interviewer

- Shares the case prompt (client problem)
- Offers bird's eye view of the client's business

- Evaluates the framework shared by the interviewee
- Decides the next step in the flow of the case analysis (interviewer led case)

- Provides specific data and/ or exhibits as requested
- Evaluates candidate business judgement

- Qualitative question addressing a key element of the case
- Pushes candidate beyond the initial list of solutions

- Evaluate consistency and coherence from case prompt to final conclusion

Problem statement

Framework

Analysis

Creativity

Recommendation

Interviewee

- Asks clarifying questions (Exact objective and timeframe, business model, market insights)

- Puts forth a MECE, top-down framework
- Thinking time: 2 min
- Narrows down on the next steps (interviewee led case)

- Analyses data to come up with solution-oriented mindset
- Displays business acumen

- Combines quantitative and qualitative information available till now for solutions
- Stays aligned to case objective

- Spends 45 seconds to share conclusion
- **Objective**
- **Recommendation**
- 2-3 'Whys'
- **Risks**
- **Next steps**

Case Interviews: Things to remember

Ensure to [listen carefully](#), take notes, and narrow down on the business objective from the prompt

Clarifying questions are key! Limit to [3-4](#) intelligent and relevant questions

[Case Leadership and communication](#) is most important throughout the interview

Use the [top-down](#) hypotheses approach. Seek information to prove/ disprove to drive the case forward

It is ok to make mistakes (if at all, few!). An interview is as much about [your personality](#) as it is of your intellect

Share your [approach before](#) diving into solutions (even the Math)

Structure the answers [into buckets](#) before answering

It is absolutely [okay to ask for time](#) (if required)!

Clarifying Questions to ask

Prompt & Clarifying
questions

Structuring the case

Numeracy and analysis

Creativity

Conclusion and next
steps

1. While not comprehensive, following questions can be asked before structuring the case

- Goal / objective of the client + timelines
- Business Model
 - Geographical presence
 - Client's prior expertise in the field
 - Who is the customer/ target segment
 - Product portfolio
- Market dynamics
 - Size and growth trends
 - Market share of key players
 - Key propositions of competitors
 - Competitors' relative performance versus our client or vice-versa
- Unclear / unfamiliar / vague terms (success, worthwhile, hedging etc.)

Section 6

Approaching: Case Frameworks

**Indicative. Do not blindly memorize and apply to cases*

Do Good. Do Better.

Case Frameworks: Profitability

Prompt & Clarifying questions

Structuring the case

Numeracy and analysis

Creativity

Conclusion and next steps

A. Increase Revenue

Revenue = Price × Quantity (or Volume)

Price:

- Can prices be increased?
- How do prices compare to competitors?
- Are there discounting issues or promotional problems?

Volume/Quantity:

- Are there changes in customer demand or preferences?
- Is market share shrinking or growing?
- Are there opportunities to sell more through new segments or geographies?
- Is the product portfolio optimized?

B. Decrease cost

Costs = Fixed Costs + Variable Costs

Fixed Costs (e.g., rent, overhead, salaries):

1. Are overhead costs too high?
2. Can economies of scale be achieved?
3. Are there cost-saving opportunities in administration, IT, or HR?

Variable Costs (e.g., raw materials, labor, distribution):

4. Are input costs rising (e.g., raw materials)?
5. Is there inefficiency in production?
6. Can suppliers or distribution costs be optimized?

C. External Factors

1. Market Trends: Are there industry shifts impacting profitability?
2. Competition: Are competitors causing pricing pressures or market share losses?
3. Regulation and Technology: Are new laws or tech advancements affecting costs or pricing?

Case Frameworks: Cost Reduction

Prompt & Clarifying questions

Structuring the case

Numeracy and analysis

Creativity

Conclusion and next steps

A. As-is & options analysis

- 1. Process Benchmarking:** Find scope to standardize the existing processes using industry benchmarking
- 2. Cost reduction options analysis:** Find ways to optimize the current process to cut costs
 - Process optimization, SSO, LEAN, six sigma
 - Overhead cost, inventory management improvement
 - Technology upgrades, automation
 - Workforce restructuring
 - Eliminate Waste

B. Reduce Cost of resources

- 1. Cheaper alternatives:** Find the other alternatives for raw materials, suppliers, logistics, or any other resource that could deliver without hampering the quality beyond SLA
- 2. Renegotiate Costs:** Agreements with the existing suppliers could be renegotiated either in the payments or payment terms
- 3. Location:** The manufacturing unit could be located to a new and cheaper location

C. Impact

- 1. Operations:** There could be elimination of unnecessary steps in the operations or the operations could become slow. Its impact should be analyzed on the SLA
- 2. New opportunities:** The cost saved could be either invested in further improvement of processes or could be invested elsewhere
- 3. Impact on customer experience:** The impact should be analyzed and should be within the permissible limit. It should not violate the SLA

D. Financial analysis

- 1. Expected investment & criteria:** There could be an initial investment and ROI needs to be calculated along with the time which would be required to analyze the ROI
- 2. Impact on revenue (conditional to case):** There could be a possible impact on the revenue or not. This needs to be analyzed

Case Frameworks: Market Entry

Prompt & Clarifying questions

Structuring the case

Numeracy and analysis

Creativity

Conclusion and next steps

A. Market analysis

1. **Market Size & Growth:** Is the market large and growing?
2. **Customer Segments:** Who are the key customers, and what do they want?
3. **Competition:** Who are the competitors, and what are their strengths? Are there any substitutes to our product?
4. **Barriers:** What obstacles exist (e.g., regulations, incumbents)?
5. **Trends:** Key market and industry shifts.

B. Company

1. **Product Fit:** Does the product meet market needs? Any adjustments?
2. **Brand:** Is the brand recognized or needs localization?
3. **Capabilities:** Can operations and supply chain scale for this market?
4. **Entry Mode:** Organic growth, partnerships, or acquisition?
5. **Timing & Pricing:** When to enter and pricing strategy (penetration vs. premium)?

C. Financial analysis

1. **Investment:** What is the required capital for entry?
2. **Revenue Projections:** Estimated revenue in early years.
3. **Costs & Break-even:** Fixed/variable costs and time to break-even.
4. **ROI:** Expected profitability and return on investment.

D. Risks

1. **Market & Competition:** Competitive threats and market dynamics.
2. **Operational:** Supply chain and logistics risks.
3. **Legal & Regulatory:** Compliance, licenses, and local laws.
4. **Economic & Political:** Potential instability and currency risks.
5. **Mitigation:** Strategies to reduce risks (e.g., diversification, partnerships).

Case Frameworks: Product Launch

Prompt & Clarifying questions

Structuring the case

Numeracy and analysis

Creativity

Conclusion and next steps

A. Market analysis

- 1. Key trends**
 - Size & Growth
 - Market share
- 2. Competition propositions:** What are competitors offering, and how does your product compare?
- 3. Customer needs/ segments:** Who are the target customers, and what are their specific needs?
- 4. Customer Willingness to Pay (WTP):** How much are customers willing to pay for the new product?

B. Strategy

- 1. Product related:** Product features, differentiation, and fit with market needs
- 2. Price related:** Competitive or premium pricing? Any discounts or tiered options?
- 3. Promotion related:** How to create awareness (e.g., digital marketing, influencers, events)?
- 4. Distribution related:** Channels to use (e.g., online, retail, partnerships) and logistics setup

C. Risks

- 1. Operational:** Production capacity, supply chain readiness, and distribution efficiency.
- 2. Financial:** Investment requirements, ROI, and potential for cost overruns.
- 3. Legal / market specific:** Regulatory compliance, market-specific laws, or local requirements.

Case Frameworks: Pricing

Prompt & Clarifying questions

Structuring the case

Numeracy and analysis

Creativity

Conclusion and next steps

A. Evaluate costs

1. **Impact on Variable Costs:** How will changes in pricing affect variable costs (e.g., production, distribution, raw materials)? Will economies of scale reduce per-unit costs?
2. **Impact on Fixed Costs:** How will the pricing decision impact fixed costs (e.g., overhead, R&D, marketing)?
3. **Expected Investment & Criteria:** What investment is required (e.g., new equipment, marketing push) to support this pricing? How does the pricing strategy align with financial metrics like breakeven, payback period, or ROI?

B. Customer WTP

1. **Core target group (to boost volumes):** What price point will attract the core customer base to boost volumes? How price-sensitive are they, and what value do they place on the product or service?
2. **Cover target group (to drive preference away from competition):** What pricing will appeal to broader customer segments and drive preference away from competitors? What is the upper limit of what customers are willing to pay, and how can premium pricing create differentiation?

C. Market analysis

1. **Key trends**
 - Market Size & Growth
 - Market share
2. **Competition propositions:** How can the pricing strategy position the company against competitors (premium, mid-tier, discount)?
3. **Substitutes:** How will changes in price affect customers' likelihood of switching to substitutes?

Case Frameworks: M&A

Prompt & Clarifying questions

Structuring the case

Numeracy and analysis

Creativity

Conclusion and next steps

A. Standalone Value

- 1. Size and Growth:** What is the current size of the target company in terms of revenue and market cap? What is the projected growth over the next 3-5 years?
- 2. Expected Market Share:** What is the target's current market share, and how is it expected to change in the future?
- 3. Future Costs / Revenues:** What are the expected future revenue streams and cost structures? How profitable will the target be?
- 4. Due Diligence:** What is the valuation of the target using NPV, EBITDA multiples, or DCF? How does this compare to the acquisition price?

B. Synergies

- 1. Cost Synergies:** Where can we achieve cost reductions (e.g., operational efficiencies, procurement savings)?
- 2. Revenue Synergies:** Can we increase revenue through cross-selling, expanding into new markets, or leveraging complementary products?
- 3. Asset:** What unique assets (technology, infrastructure) can we leverage to enhance competitive advantage?

C. Capabilities & Risk

- 1. Financial:** How will the acquisition impact the financial health of both companies (debt, cash flow, balance sheet)?
- 2. Non-financial:** Does the target have capabilities (technology, innovation, market access) that align with our strategy? What are the risks of integrating these?
 - Cultural Misfit
 - Timeline
 - Integration
 - Cannibalization

Case Frameworks: Investment Decision

Prompt & Clarifying questions

Structuring the case

Numeracy and analysis

Creativity

Conclusion and next steps

A. Market analysis

- Key trends:**
 - S&G:** How large is the market currently, and what is the projected growth rate?
 - Market share:** Current market share & How could this investment help increase it?
- Competition best practices:**
How does the company compare to its competitors in terms of product, service, or operational efficiency?
- Customer needs/ segments:**
Primary customer segments & their needs? How well is the company positioned to serve these segments post-investment?

B. Company

- Impact on Fixed & Variable Costs:** How will this investment affect the company's fixed and variable costs? Will it lead to cost reductions, or will new expenses emerge?
- Impact on revenue:** What are the key revenue drivers (new products, entering new markets, pricing strategies)?
- Investment criteria:** What is:
 - breakeven point for the investment?
 - Expected payback period?
 - ROI or other financial metrics (NPV, IRR) ?

C. Additional considerations

- Impact on brand:** How will the investment affect the company's brand image & market positioning?
- Impact on customer experience:** Will it address customer pain points or introduce new challenges?
- Scalability:** What are the long-term growth opportunities linked to this investment?
- Alternative options analysis:**
What other investment options are available? How do they compare in terms of risk, return, and strategic fit? Are there non-investment alternatives, such as partnerships or acquisitions?

D. Risks

- Operational:** Risks related to supply chain, technology, workforce?
- Financial:** liquidity issues, capital constraints, or unfavorable market conditions that could affect the company's ability to fund or sustain the investment?
- Legal / market specific:** Are there legal risks or regulatory challenges related to this investment (compliance, licensing, tariffs)? How do market-specific risks like geopolitical factors or customer volatility come into play?

Section 7

Approaching: Case Math

Do Good. Do Better.

Case Math: Key formulas and concepts

Concept	Explanation	Formula
Net present value (NPV)	Used to calculate the current value of a future stream of payments. Discount rate is the return that investors expect or cost of borrowing money. For perpetuity, growth rate = 0%	<ul style="list-style-type: none"> Net cash flow (or incremental profit)/ [Discount rate - Growth rate] [Cash flow/(1+i)^t] – initial investment
Contribution margin per unit	Used to determine when a company will break-even or how well it will be able to cover fixed costs	<ul style="list-style-type: none"> Price – Variable cost Revenue/ # units sold – Variable cost / #units sold
Gross Margin	Indicates how efficiently a company produces or purchases its products relative to its sales.	Revenue - Cost of goods sold
Operating Margin	Reflects the efficiency of a company's core business activities before accounting for non-operating items like interest and taxes	Operating Profit / Revenue
Net Margin	Indicates the overall profitability of a company	Net income / Revenue
Markups	Helps to determine the profit on each unit sold	[Selling Price - Cost]/Cost
Break-even quantity	Level of sales at which total revenue equals total costs, meaning the business makes no profit or loss.	<ul style="list-style-type: none"> Fixed costs/ CM per unit CAPEX/ Profit per unit
Payback period	The time it takes to recover the cost of investment	CAPEX/ Incremental profit

Case Math: Key formulas and concepts

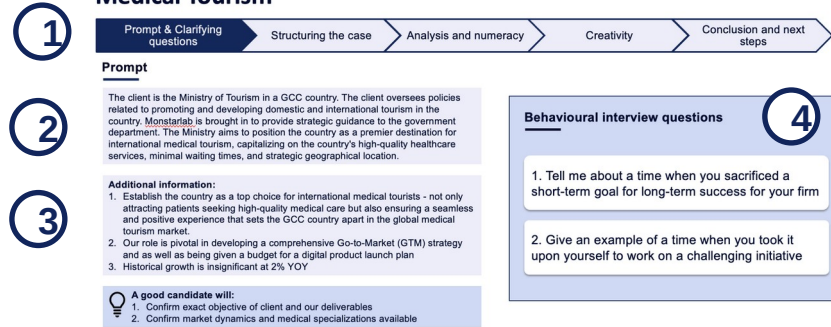
Concept	Explanation	Formula
Enterprise Value (EV)	Measures a company's total value, often used as a more comprehensive alternative to equity market capitalization	$[\text{\#Shares} \times \text{Current market price}] + \text{Total debt} - [\text{Cash \& cash equivalents}]$
EBITDA multiple	A financial valuation ratio that measures a company's ROI. It may be preferred over other measures of return because it normalizes differences between companies	EV/EBITDA
Rule of 72	Used to estimate the number of years required to double the value of an investment at a given annual rate of return	$72 / \text{Annual interest \%}$
Inventory turns	Helps businesses make better decisions on pricing, manufacturing, marketing, and purchasing. It is one of the efficiency ratios measuring how effectively a company uses its assets	$\text{Inventory turns} = \text{Annual COGS} / \text{Average inventory}$ $\text{Inventory turnover period} = 365 / \text{Inventory turns}$
Return on assets (RoA)	ROA and ROE indicate a company's profitability in relation to its total assets and equity respectively. ROA factors the company's debt whereas ROE does not	$\text{Net income} / \text{Total assets}$
Return on equity (RoE)		$\text{Net income} / \text{Shareholders' equity}$
Return on investment (ROI)	Measure of the profitability of an investment	$[\text{Profit (or NPV)} - \text{Investment}] / \text{Investment}$

Section 8 **Cases**

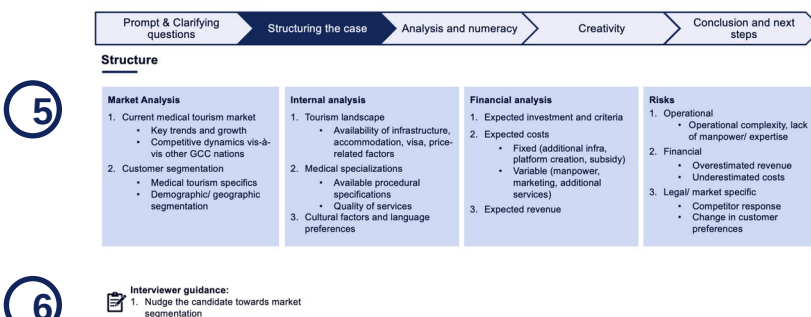
Do Good. Do Better.

How to use the cases

Medical Tourism



Medical Tourism



① Use the chevrons to guide through the different aspects of the case

② Use the grey boxes as the questions or prompts to guide the case

③ Use the 'Additional Information' to evaluate the candidate's ability to understand and lead the case, but should not be disclosed to the candidate

④ Behavioural interview questions are sample questions for practice

⑤ Blue boxes define the sample solution to the case

⑥ Use the 'Interviewer Guidance' for interviewer to proceed the case in the desired direction

Best Practices



Maintain a Professional Atmosphere:

Maintain a formal setting, even when interviewing with a friend, to ensure a realistic and valuable experience that mirrors professional consulting standards



Embrace Silence

Resist filling moments of silence during the interview. Avoid giving hints or extra information, as silence encourages the interviewee to think critically and respond thoughtfully.



Incorporate Fit Questions

Initiate the interview with fit or experience-based questions. The above sections offer guidelines to better prepare candidates.



High-Level Performance Evaluation

Provide direct feedback on the interviewee's performance—praise strong presentations and be honest about any shortcomings.



In-Depth Feedback Explanation

Start the interview with fit or experience-based questions. The above sections provide guidelines to help prepare these questions.



Encouraging Constructive Dialogue

Remember, case interviews should be interactive. Encourage the interviewee to provide feedback on improving the case structure, delivery, and evaluation process..

Medical Tourism | Monstarlab ::

Tourism | Market Entry/ Go-to-Market | Hard

Medical Tourism

Prompt & Clarifying
questions

Structuring the case

Analysis and numeracy

Creativity

Conclusion and next
steps

Prompt

The client is the Ministry of Tourism in a GCC country. The client oversees policies related to promoting and developing domestic and international tourism in the country. Monstarlab is brought in to provide strategic guidance to the government department. The Ministry aims to position the country as a premier destination for international medical tourism, capitalizing on the country's high-quality healthcare services, minimal waiting times, and strategic geographical location.

Additional information:

1. Establish the country as a top choice for international medical tourists - not only attracting patients seeking high-quality medical care but also ensuring a seamless and positive experience that sets the GCC country apart in the global medical tourism market.
2. Our role is pivotal in developing a comprehensive Go-to-Market (GTM) strategy and as well as being given a budget for a digital product launch plan
3. Historical growth is insignificant at 2% YOY



A good candidate will:

1. Confirm exact objective of client and our deliverables
2. Confirm market dynamics and medical specializations available

Behavioural interview questions

1. Tell me about a time when you sacrificed a short-term goal for long-term success for your firm
2. Give an example of a time when you took it upon yourself to work on a challenging initiative

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Structure

Market Analysis

1. Current medical tourism market
 - Key trends and growth
 - Competitive dynamics vis-à-vis other GCC nations
2. Customer segmentation
 - Medical tourism specifics
 - Demographic/ geographic segmentation

Internal analysis

1. Tourism landscape
 - Availability of infrastructure, accommodation, visa, price-related factors
2. Medical specializations
 - Available procedural specifications
 - Quality of services
3. Cultural factors and language preferences

Financial analysis

1. Expected investment and criteria
2. Expected costs
 - Fixed (additional infra, platform creation, subsidy)
 - Variable (manpower, marketing, additional services)
3. Expected revenue

Risks

1. Operational
 - Operational complexity, lack of manpower/ expertise
2. Financial
 - Overestimated revenue
 - Underestimated costs
3. Legal/ market specific
 - Competitor response
 - Change in customer preferences



Interviewer guidance:

1. Nudge the candidate towards market segmentation

Medical Tourism

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Analysis: Given the diverse landscape of medical tourism, how would you approach market segmentation for the medical tourism industry in this GCC country?

Understanding the Market:

- 1. Medical Tourism:** Not for incidental medication, for medical support as services in own country not offering services or low quality/ high cost/ high waiting
- 2. Current Landscape:** Current state of the medical tourism in country (key trends, growth, competition). Offering in any GCC country that attracted medical tourism?
- 3. Tourism Landscape:** Infra, stay, visa, price-related factors

Medical tourism demographics:

- 1. Age Groups:** Specific, tailored healthcare (eg. more complex procedures for elders, price-sensitive youngsters)
- 2. Income:** Will help understand affordability better and hence better positioning of services and pricing related choices accordingly

Geographic segmentation:

- 1. Location:** Impacts travel (direct flights, prices, duration). GCC countries have high prevalence of diabetes and heart issues – better analysis of medical experience
- 2. Benchmarking with other GCC countries + globally:** Identify potential market gaps, diseases benchmarking – showing us synergies to identify nationalities to target and map their treatment affordability in their country

Other considerations:

- 1. Medical specializations:** Ensures targeted approach. For example, cosmetic surgery may attract different segments. Align strengths, weaknesses, quality
- 2. Quality of services:** Understand if available infra and treatment quality are up to acceptable standards
- 3. Culture and languages preferences:** Help in tailoring services, better communication

Interviewer guidance:



1. Candidates should ask of market (infra, key trends, competition, medical specializations impacting segmentation, regulation/ policies, specific demographics)
2. No research was done into medical tourism in the country. The government has hired us to conduct this research and understand the market dynamics
3. Skills tested: Strategic and structured thinking, understanding of GCC market dynamics, overall business acumen, understanding of market segmentation

Medical Tourism

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Numeracy (Part 1): How would you approach (reasoning, without calculations) a) Shortlisting 2 medical specialties that the government is best placed to focus on to attract medical tourists based solely on the table provided and b) What additional information would you like to have to ensure the shortlisting approach is successful for the GTM strategy?

Medical Procedure	% Procedures conducted on medical tourists in the country in the last 5-year period	Average price of procedures in the country	Average price of procedures global	Average review of facilities in which the specialty has presence in country	Number of Doctors in the country that can conduct the treatment/procedure	Average number of procedures conducted annually
Dental implants (orthodontics surgery)	10%	\$2,000	\$6,000	High satisfaction	27,181	200,000
Rhinoplasty (nose reduction/ plastic and Reconstructive surgery)	5%	\$5,000	\$5,100	High satisfaction	200	24,964
Egg freezing for fertility preservation (Female reproductive procedure, without storage)	0.5%	\$5,800	\$12,000	Medium satisfaction	109	2,000
Personalized medicine/ Precision medicine treatment	0%	Not available commercially	\$300,000	NA	20	0

Interviewer guidance:



1. Candidate can ask about specific performance metrics, regulations against procedures if any, demographics of target medical tourists, any ongoing or potential partnerships with international healthcare providers
2. A recognized hospital has made a significant investment, with government subsidiaries, in a Genomics Research Centre programs for precision medicine. Other institutions are expected to follow, recognizing the importance of personalized medicine

Medical Tourism

Prompt & Clarifying questions

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Conclusion and next steps

Numeracy (Part 1): How would you approach (reasoning, without calculations) the shortlisting of 2 medical specialties that the government is best placed to focus on to attract medical tourists based solely on the table provided

Shortlisting medical specialties

1. **Weighted Scoring System:** Assign weights to factors on importance. For eg, % of medical tourists already being attracted to certain procedures, average procedure price may carry higher weights, a weight factor for positive reviews and adequate number of skilled doctors – likely to enhance the experience.
2. **Global trends and medical tourism advancements:** To benchmark, consider best practices, current market trends, disease prevalence reports. Eg. for precision medicine – if government is investing, a revenue stream might be available and considering the high price, this could be a specialty that the GGC country could be established for.
3. **Ranking and Shortlisting:** Rank the medical specialties based on their scores. Shortlist the top two specialties with the highest scores

Interviewer guidance:



Candidates are tested on strategic thinking and approach, ability to articulate clear and structured response, ability to distinguish relevant information over irrelevant ones, formulating segmentation approach with various factors such as revenue potential, competitive landscape, strategic fit with healthcare and communication

Medical Tourism

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Numeracy (Part 2)

To track the success of the GTM strategy the government has decided to digitalize all medical bookings in the country. The government plans to invest \$1,000,000 into creating a booking platform. They need to know at which year will this investment be break-even, considering that they would profit 1% of each medical procedure's price.

The government has provided some initial estimates about the number of procedures per treatment level they are projecting.

Additional information:

1. Budget for booking platform: \$1,000,000
2. Fees government collects, from each medical treatment/ procedure: 1%

Predictions information:

	Year 1	Year 2	Year 3	Consequent years – steady prediction as equal to Year 3
Projected medical tourists/ patients	50,000	100,000	200,000	200,000

Costs:

	Light	Medium	Heavy
Average cost of medical intervention (intervention/ treatment difficulty-based)	\$100	\$500	\$1000
Predicted % of medical tourists purchasing the procedures (every year)	50%	30%	20%

* To make quant easier, we assume that 1 patient = 1 medical intervention

Medical Tourism

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Numeracy (Part 2)

Candidate would have to calculate revenues for the country makes based on the fees collected, starting from Year 1

Interviewer guidance:

- Optimal candidate would recognize that the number of patients in Year 2 is 2X of Year 1, and for Year 3 is 4X of Year 1, to make the calculation faster**
- Considering cost as product maintenance (and other related costs as neglectable and so considering revenues as profit for the country), the break-even is calculated by assessing cumulative revenue.
- Breakeven in 2.5 years**
- Candidates are tested on their ability to perform a cost-benefit analysis, practical knowledge, communicate strategic approach, ability to simplify calculations and use available info appropriately

Type of procedure	Nr. Customers (or interventions) Expected patients * % ->	Projected Revenue
Light	50,000*50% = 25,000 people are projected to purchase a light procedure	Customers * Cost intervention = 25,000*\$100= \$2,500,000 is the projected revenue
Medium	50,000*30% = 15,000	15,000*\$500 = \$7,500,000
Heavy	50,000*20% = 10,000	10,000*\$1,000 = \$10,000,000
Total		\$20,000,000
Profit – i.e. Revenues for the country (1% fee)		\$200,000

	Year 1	Year 2	Year 3	Year + 1
Revenues/ year	\$20M	\$40M	\$80M	\$80M
1% gov fee	\$200k	\$400,000	\$800,000	NA
Cumulative revenues 1%	\$200k	\$600,000	\$1.4M	NA

Medical Tourism

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Conclusion and next
steps

Creativity: What additional information would you like to have to ensure the shortlisting approach is successful for the GTM strategy?

Additional information for GTM success:

1. **Market Trends and Patient Preferences:** Research current market trends and preferences of current medical tourists. Versus - understand what patients from top medical destination countries seek in terms of healthcare services and experiences
2. **Competitor Analysis:** Thorough analysis of global competitors offering similar medical specialties. Identify the SWOT posed by competitors. As well as pricing.
3. **Regulatory Environment:** Understand the regulatory environment governing medical tourism in the GCC country. Ensure compliance with international standards and regulations to build trust among medical tourists
4. **Infrastructure Assessment:** Readiness of existing infra to accommodate an influx of tourists - capacity of healthcare facilities, accommodation, and transportation
5. **Accreditations:** Such as number of students in the medical specialty, available in-country universities for long-term capacity availability.
6. **Healthcare Professionals Readiness:** How well-equipped are medical professionals to cater to the needs of international patients? This includes cultural competence training, effective communication, and language skills
7. **Geographical competitiveness:** how well-equipped are other countries in the GCC region with proximity to attract medical tourism in the specialty
8. **Access length of treatment and available medical specialties:** Which post-treatment specialties/care facilities can benefit from the treatments being conducted



Interviewer guidance:

Candidates are tested on strategic thinking and approach, ability to articulate clear and structured response, formulating segmentation approach with various factors such as revenue potential, competitive landscape, strategic fit with healthcare and communication

Medical Tourism

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Conclusion and next
steps

Conclusion and next steps: The Minister of Tourism has just walked in the room and has asked for your recommendation

Step 1: Repeat the objective

We were asked to devise a strategy to establish the country as a top-choice for international medical tourists and ensuring a seamless and positive experience

Step 2: Recommendation

One line: The recommendation would be to focus on 2 medical specialties that the government is best-placed to attract medical tourists and digitize medical bookings

Step 3: The 'Whys'

Focus on 2 medical specialties with highest potential decided with a weighted scoring system and considering global medical tourism parameters will help us maximize attraction of patients. We have also identified additional GTM success considerations, which coupled with a breakeven of just 2.5 years of booking digitization, provides us with a reasonably early realization of profitability.

Step 4: Risks

However, further research will be needed on the competitive landscape along with preparing our manpower ecosystem to establish a more personalized experience

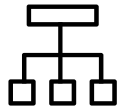
Step 5: Next steps

As means to negate any risks, more exhaustive macro-analysis and ecosystem strengthening initiatives will need to be worked upon

Interviewer feedback form

Case name Case type Difficulty

Case execution



Clarifying questions
and framework

1

2

3

4

5

Remarks



Exhibits and
numerical analysis

1

2

3

4

5

Remarks



Brainstorming and
problem solving

1

2

3

4

5

Remarks



Business acumen
and practicality

1

2

3

4

5

Remarks



Leadership,
Communication and
presence

1

2

3

4

5

Remarks

TOTAL

/ 25

Tomato Tech

Agriculture | Investment Decision | Medium



*1st Prize of Roland Berger-ESADE Case Writing
Competition 2024*



Tomato Tech

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steps

Prompt

The UAE Government aims to enhance its food security by establishing an agricultural tech park dedicated to hydroponics technology for growing tomatoes. The government wants to ensure that the production of high-quality organic tomatoes is economically viable and has hired you to suggest a path forward

Additional information:

1. 'Economically Viable': Generate profits while covering all operational and initial setup costs within 4 years
2. Hydroponics is a farming technique that uses 80% less water and provides a 20% better yield compared to traditional farming.
3. UAE currently only produces non-organic tomatoes
4. Food Security: UAE currently imports 90% of its food from different countries and wants to reduce this dependency



A good candidate will:

1. Understand what economically viable means for the Govt.
2. Involve a cost side to the structure

Behavioural interview questions

1. Tell me about a time when you had to make a decision with incomplete information.
2. Describe a time when you received critical feedback.

Tomato Tech

Prompt & Clarifying questions

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Conclusion and next steps

Structure

Financial analysis

1. Cost
 - Capital expenditure for hydroponics
 - Operational expenses (labor, utilities, maintenance)
 - Reasons for loss
2. Revenue:
 - Pricing strategy
 - Volume production and expected revenue

Market Analysis

- Size and demand for tomatoes in the UAE.
- Existing competition
- Consumer preferences for high-quality organic tomatoes
- Projected growth trends in the demand for organic produce

Risks

1. Technology
 - Challenges associated with hydroponics technology in the UAE's climate
2. Financial
 - Uncertainty in cost estimates and financial projections
3. Other
 - Cannibalization of existing domestic market



Interviewer guidance:

1. Nudge the candidate towards financial viability

Tomato Tech

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Conclusion and next steps

Numeracy (Part 1)

What can you infer from the graph?

Interviewer Guidance:

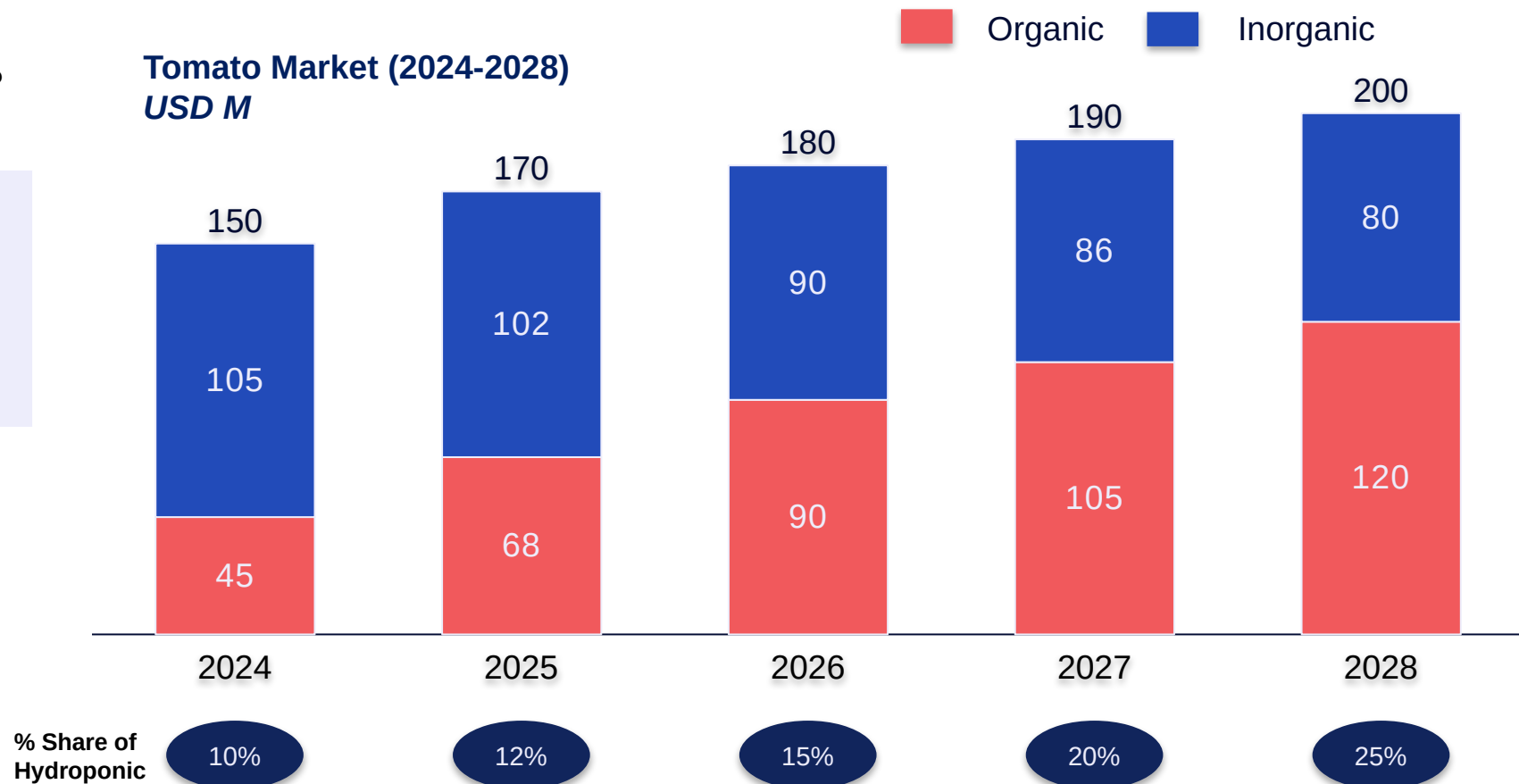


1. Market for organic is growing over the years and so is the % share of hydroponics
2. Potential Market Share of Hydroponics represents share the Organic market only. (E.g. 10% of 45M market)



A good candidate will:

1. Move towards calculating the revenue
2. Ask for costs and see if it is **economically viable**



Tomato Tech

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steps

Numeracy (Part 1)

Calculate how many years will it take to make this economically viable¹

1. Initial Investment: \$ 10M
2. Operational Cost per year²: \$ 1M
3. % Profit²: 15%

Calculating current profit:

Year	Organic Revenue (USD M)	% Share	Hydroponics Revenue (USD M)	Profit (USD M)
2024	\$ 45.0	10%	\$ 4.5	\$ 0.90
2025	\$ 68.0	12%	\$ 8.2	\$ 1.63
2026	\$ 90.0	15%	\$ 13.5	\$ 2.7
2027	\$ 104.5	20%	\$ 20.9	\$ 4.18
2028	\$ 120.0	25%	\$ 30.0	\$ 6.00
Total	\$ 427.5		\$ 77.1	\$ 15.41

Economical Viability:

$$\begin{aligned}\text{Break-even} &= \text{Profit for 4 years} - (\text{Initial Investment} + \text{Operation cost for 4 years}) \\ &= \$ (0.9\text{M} + 1.63\text{M} + 2.7\text{M} + 4.18\text{M}) - \$ (10\text{M} + 4\text{M}) \\ &= \$ 9.41\text{M} - \$ 14\text{M} \\ &= \$ - 4.59 \text{ M}\end{aligned}$$



Interviewer guidance:

1. Share only when asked or guide the candidate towards it
2. Similar across all years

Tomato Tech

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steps

Creativity:

What are some risks to UAE with importing food from other countries and how can they mitigate it?

Risks

1. Supply Chain Disruptions:

- Events like the COVID-19 pandemic have shown how vulnerable international supply chains can be
- Disruptions can lead to immediate shortages and spikes in food prices.

2. Geopolitical Risks:

- Heavy reliance on a few countries for food imports exposes the UAE to risks related to geopolitical tensions

3. Price Volatility:

- The global food market is subject to fluctuations due to factors like climate change, pandemics, or the recent war

Mitigation Strategy

1. Internal

- Invest in R&D and agricultural technology (such as hydroponics)
- Reduce food wastage
- Increasing food storage

2. External:

- Diversification on import countries
- Invest in Agri-SEZ (Special Economic Zones)
- Hedging on food (to reduce financial risks on price volatility)

Tomato Tech

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Conclusion and next
steps

Conclusion and next steps: The Minister of the Ministry of Agriculture is dialing in and wants to make a decision based on your recommendation. *(Candidate can decide whether to invest or not and provide a valid justification for it)*

Step 1: Repeat the objective

The UAE govt asked us to evaluate if setting up an Agri-Tech Hydroponics plant would be economically viable

Step 2: Recommendation

One line: After looking into the market in detail my recommendation is to invest in this technology.

Step 3: The 'Whys'

The market for tomatoes and specifically organic tomatoes is growing over the years and even if the cost doesn't break-up even in 4 years (resulting in ~5M loss) it recovers in the 5th year. Additionally, UAE can reduce dependency on food on other countries attributing to a qualitative impact.

Step 4: Risks

However, investing in the technology might also cannibalize the current non-organic domestic production.

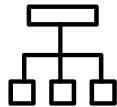
Step 5: Next steps

As next steps, we recommend the government to look for a suitable land for the tech-park and options to procure the hydroponics technology.

Interviewer feedback form

Case name Case type Difficulty

Case execution



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Leadership,
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Remarks

TOTAL

/ 25

Cola case in Peru | Globalpraxis

FMCG | Org. Restructuring | Medium

Cola case in Peru

Prompt & Clarifying
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Creativity

Conclusion and next
steps

Prompt

Your client is a leading soft drink producer in Peru. It only sells in the local market. In the last year, their sales have dropped 25% and they have hired us to recover their sales quickly.

Additional information:

1. Client has only one SKU, a cola-based soft drink can of 33cl
2. Client has no production problems
3. Although we do not have detailed market data, we know that the soft drink market is functioning normally
4. While the question is focused on sales growth, profitability should be taken into account

A good candidate will:



1. Ask about the business model and value chain
2. Get into the details of the pre-sales model

Behavioural interview questions

1. Tell me about a time when you had to deal with a tough client/teammate

2. Tell me about a time when you had to work with incomplete/ambiguous information.

Cola case in Peru

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Structure

Market Analysis

1. External factors
 - Change in customer preference
 - Competitive landscape (Ex. New entrant taking away our market share)
 - Change in service level by competitor

Financial Analysis

1. Price war
 - Price increase for our product
 - Price decrease of competing product/s
 - Conversion from visit to orders
2. Ease of payments
 - Better credit facilities by the competitor

Internal Analysis

1. Supply chain issues
 - Gathering demand/orders
 - Fulfilling demand/orders
 - Conversion from visit to orders
2. Capacity
 - Workforce reduction
3. Location
 - Distribution of workforce is not optimal

Additional Considerations

1. Perception
 - Any recent news about cola-based drinks or our product?



Interviewer guidance:

1. Guide the candidate towards the distribution part

Cola case in Peru

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Numeracy (Part 1)

Year	Sales	Price	Unit
Year N	\$10,000,000.00	\$0.50	20,000,000
Year N+1	\$7,500,000	\$0.50	15,000,000



Interviewer Guidance:

1. Share the part 1 of numeracy and the candidate will observe that volume is the issue and not the price



A good candidate will:

1. Ask for some KPIs like # of salespeople, # of visits per salesperson, % order strike rate, average ticket

Year	#Salespeople	#Visits/month	% order strike rate*	Average Units	Average Price	Working Months	Total Sales
Year N	200	400	50%	100	\$0.50	10	\$20,000,000
Year N+1	100	400	75%	100	\$0.50	10	\$15,000,000

A good candidate will observe that:

1. An increase in order strike rate is not normal and ask about it or propose a hypothesis about why it happened (fired the low-performing salespeople, conducted training, etc.)
2. Although the workforce has been reduced to half, the sales have dropped by 25%
 *% **order strike rate** typically refers to the percentage of successfully fulfilled orders compared to the number of visits



Interviewer Guidance:

1. Nudge the candidate towards giving a hypothesis on why the strike rate is high before proceeding

Cola case in Peru

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Numeracy (Part 2)

Do you think it's a good idea to reduce the number of salespeople despite the sales drop?

Annual Sales-People Salary: \$10,000

Year	Income	Unitary Direct Cost
Year N	\$10,000,000	\$0.25
Year N+1	\$7,500,000	\$0.25



A good candidate will:

1. Immediately identify price and cost have remained constant
2. Identify that although sales have dropped by 25%, operating profit has dropped by less than 10%
3. Must give the reason for having fewer people (e.g. labor liabilities) or for not having made this reduction (economic and social cost of layoffs)

Calculating operating profit:

Year	Income	Unitary Direct Cost	Gross Profit	Salespeople Salary	Operating Profit
Year N	\$10,000,000	\$0.25	$20,000,000 * (0.5 - 0.25) = \$5,000,000$	$200 * 10,000 = \$2,000,000$	$\$5,000,000 - \$2,000,000 = \mathbf{\$3,000,000}$
Year N+1	\$7,500,000	\$0.25	$15,000,000 * (0.5 - 0.25) = \$3,750,000$	$100 * 10,000 = \$1,000,000$	$\$3,750,000 - \$1,000,000 = \mathbf{\$2,750,000}$

Next steps:

1. Deduce inferences after calculating operating profit

Cola case in Peru

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Numeracy (Part 2)

What should the company do to get back the \$ sales?

Year	#Salespeople	#Visits/month	% order strike rate	Average Units	Average Price	Working Months	Total Sales
Year N	200	400	50%	100	\$0.50	10	\$20,000,000
Year N+1	100	400	75%	100	\$0.50	10	\$15,000,000
Recommendation	134	400	75%	100	\$0.50	10	\$20,100,000



A good candidate will:

1. Realize that increasing the number of salespeople while maintaining the same % order strike rate may not be easy and would highlight it and keep a buffer of 10-16 salespeople



Interviewer Guidance:

1. While the different order strike rate can be picked the focus of calculations should be on change in salespeople. All other factors remain same

Cola case in Peru

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steps

Creativity: What could be other considerations for revival vs. sale of business?

1. Process Optimization:

- Identify challenging locations with less % order strike rate and deploy experienced salespersons and more salespeople if required
- Provide cross-training to salespersons with a lower %order strike rate
- Implement best practices across the sales team

2. Strengthening workforce:

- Check about the number of POSs and increase the number of salespeople to increase coverage

3. Increase Penetration:

- Enter in additional channels (e-commerce, quick commerce)
- Introduce more SKUs using the same sales system
- Partner with events such as football, concerts etc.

Cola case in Peru

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Conclusion and next steps

Conclusion and next steps: The drop of 25% in sales was due to the downsizing of salespeople by 50%. Although the operating profit is down only by less than 10%. The recommendation is to recruit around 40 more salespeople while ensuring the %order strike rate is maintained around 75%

Step 1: Repeat the objective

We were asked to look at the causes of the 25% drop in sales and find measures to revive it.

Step 2: Recommendation

One line: The recommendation is to bring in an additional 50 salespeople while making sure that the strike rate is not far below 75%

Step 3: The 'Whys'

We evaluated the impact of downsizing the salespeople by 50% on operating profit and sales. The sales dropped by 25% and the profit margin fell by less than 10%. This is because the %order strike rate increased to 75%. If we keep the % order strike rate in the similar range, then we need 34 more salespeople to bring the sales back to the original. However, we are keeping a buffer of 6 salespeople as the %order strike rate fluctuates

Step 4: Risks

Maintaining % order strike rate of 75% can be challenging. It needs to be regularly monitored and maintained.

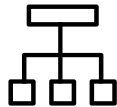
Step 5: Next steps

Recruit 40 more people. Cross-train and share best practices. Explore other channels and more SKUs to utilize same sales channel and increase market penetration.

Interviewer feedback form

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TOTAL

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Yogurt Company in Ecuador| Globalpraxis

FMCG| Pricing | Medium

Yogurt company in Ecuador

Prompt & Clarifying
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steps

Prompt

Your client is a leading yogurt producer in Ecuador. It only sells in the local market. In the last year, their sales dropped by 13.6% and they have hired us to recover their sales quickly

Additional information:

1. Client has 2 SKUs, spoon yogurt and drinkable yogurt
2. Client has no production problems
3. Although we do not have detailed market data, we know that the yogurt market is functioning normally
4. While the question is focused on sales growth, profitability should be considered

A good candidate will:



1. Ask about the business model and value chain
2. Get into the details of the pre-sales model

Behavioural interview questions

1. What accomplishments are you most proud of and why?

2. Describe a time you went above and beyond what was expected.

Yogurt company in Ecuador

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Structure

Market Analysis

1. External factors
 - Change in customer preference
 - Competitive landscape (Ex. New entrant taking away our market share)
 - Change in service level by competitor

Financial Analysis

1. Price war
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1. Supply chain issues
 - Gathering demand/orders
 - Fulfilling demand/orders
 - Conversion from visit to orders
2. Capacity
 - Workforce reduction
3. Location
 - Distribution of workforce is not optimal

Additional Considerations

1. Perception
 - Any recent news about cola-based drinks or our product?



Interviewer guidance:

1. Guide the candidate towards the pricing part

Yogurt company in Ecuador

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Numeracy (Part 1)

**A good candidate will:**

1. Ask about volumes and pricing to calculate the revenues

Year N

Product	Units	Price	Revenue
Spoon	1,000,000	\$2.50	2,500,000
Drink	500,000	\$2.00	1,000,000

Total Revenue = 3,500,000

Year N+1

Product	Units	Price	Revenue	Unit Variation
Spoon	700,000	\$2.50	1,750,000	-300,000
Drink	850,000	\$1.50	1,275,000	-350,000

Total Revenue = 3,025,000, -13.6% from Year N**A good candidate will:**

1. Propose different hypotheses on volume change and arrive at cannibalization as the most logical reason.
2. Also realize that the client has certainly stolen some market from competition and cannibalization does not account for total increase.

Yogurt company in Ecuador

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Numeracy (Part 2)

Despite the drop in sales, could it be a good idea?

Unitary Cost: Spoon Yogurt = 2.00 Euros

Drink Yogurt = 0.10 Euros

Year N

Product	Units	Price	Revenue	Unitary Costs	Variable Cost	Operating Profit
Spoon	1,000,000	2.50	2,500,000	2.00	2,000,000.00	500,000.00
Drink	500,000	2.00	1,000,000	0.10	50,000.00	950,000.00
Total			3,500,000			1,450,000.00

Year N+1

Product	Units	Price	Revenue	Unitary Costs	Variable Cost	Operating Profit
Spoon	700,000	2.50	1,750,000	2.00	1,400,000.00	350,000.00
Drink	850,000	1.50	1,275,000	0.10	85,000.00	1,190,000.00
Total			3,025,000			1,540,000.00



A good candidate will:

Indicate that loss in sales has implied to increase in profits, so, depending on our objectives, this move could be smart.

Yogurt company in Ecuador

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Creativity: What could be the considerations looking at the sales and profit numbers

1. Gain insights on the market behavior of both SKUs:

- Understand the elasticity of both prices to find a more optimal equilibrium

2. Alignment with the objectives:

- Align with our market position in both SKUs and understand the objectives for example losing 30% share in spoon yogurt could keep us in the top 3 players while gaining 65% of market share could bring us ahead of many other competitors and so on so forth

3. Increase Penetration:

- Enter in additional channels
- Increase distribution

4. Decrease Cost:

- Reduce spoon yogurt production cost

Yogurt company in Ecuador

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Creativity

Conclusion and next steps

Conclusion and next steps: The drop of 13.6% in sales was due to the price change and cannibalization by drink yogurt. Although this had led to an increase in the operating profit. The recommendation is to keep it as is since the profit has increased. However, look at the strategic alignment and change the price of both SKUs accordingly.

Step 1: Repeat the objective

We were asked to look at the causes of the 13.6% drop in sales and find measures to revive it.

Step 2: Recommendation

One line: The recommendation is to keep it since operating profits have increased. However, if the strategic goal is to revive sales, understanding the elasticity of both SKUs would be important to arrive at an optimally balanced price that can revive sales and keep the profit margins.

Step 3: The 'Whys'

We evaluated the impact of the sales drop on the profit. We also analyzed the reasons, mostly due to the cannibalization of drinking yogurt.

Step 4: Risks

Keeping the prices the same could further cannibalize the spoon yogurt.

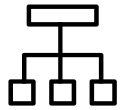
Step 5: Next steps

Reduce the cost of spoon yogurt and understand the price elasticity of both SKUs to arrive at an optimally balanced price to revive sales and keep operating profits intact.

Interviewer feedback form

Case name Case type Difficulty

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Remarks

TOTAL

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SkyConnect Airlines

Service | Revenue diversification | Medium

SkyConnect Airlines

Prompt & Clarifying
questions

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Analysis and numeracy

Creativity

Conclusion and next
steps

Prompt

SkyConnect Airlines, a top global airline, is exploring the launch of WiFi and in-flight entertainment (IFE) to improve passenger experience and maintain market competitiveness. Following a market study showing increased demand for in-flight connectivity and entertainment, they seek your consulting services to evaluate the project's viability, and increase in revenue

Additional information:

1. SkyConnect aims to maximize revenue generation from WiFi and IFE services within the next 5 years
2. SkyConnect derives the majority of its revenue from ticket sales, with additional income from ancillary services such as baggage fees and premium seating
3. The decision is driven by a desire to enhance the passenger experience, remain competitive, and capitalize on the growing demand for connectivity and entertainment options during flights
4. The market for in-flight WiFi and IFE services has been experiencing rapid growth, with increasing expectations from passengers for seamless connectivity and entertainment options. Competitors have already begun offering similar services

Behavioural interview questions

1. How do you resolve conflict in your team?
2. Give an example of a time when you were at fault and had to take corrective actions

SkyConnect Airlines

Prompt & Clarifying questions

Structuring the case

Analysis and numeracy

Creativity

Conclusion and next steps

Structure

Project viability assessment

1. Market demand analysis
2. Technology feasibility
3. Regulatory considerations
4. Customer Preferences
5. Competitive positioning
 - Benchmarking
 - Market positioning

Financial analysis

1. Revenue streams
 - Flight capacity
 - Potential Wi-Fi users
 - Customer's WTP
2. Cost estimation
 - Fixed costs: hardware/software
 - Variable costs: bandwidth, content licensing, maintenance
3. Break-even analysis & Payback period

Risks

1. Technical/Operational risks: Potential operational disruptions (e.g., technical failures, delays in rollout)
2. Market risks: Competitors rapidly follow suit or offer better WiFi services
3. Financial risks: Underestimating costs or overestimating revenue

Note: Can be further branched out as per the case

SkyConnect Airlines

Prompt & Clarifying questions

Structuring the case

Analysis and numeracy

Creativity

Conclusion and next steps

Numeracy

- Flight has a 300 seats capacity, where business class is 30 seats, premium economy is 50 seats, and rest is economy class

Pricing Plan	Price	Est. users
Per KB/MB	\$0.02/MB	50%
Hourly	\$8/hour	20%
Flat Rate	\$15	10%
Data Packs	\$10/500MB, \$18/1GB	20%



Interviewer guidance:

Nudge the candidate towards considering:

- Capacity vs. actual utilization
- Different wi-fi pricing models

Calculating market size:

Flight operates at 80% capacity	300 seats X 0.8	240 seats
50% purchase wi-fi service	240 pax X 0.5	120 Wi-fi users

Pricing Plan	Price	Est. users	Assumption on usage	No. of users	Amount
Per MB	\$0.02/MB	50%	2 GB	120 X 50% X 0.02 X 2GB X 1000	2,400
Hourly	\$8/hour	20%	2.5 hours (avg)	120 X 20% X 2.5 X 8	480
Flat Rate	\$15	10%	-	120 X 10% X 15	180
Data Packs	\$10/500MB, \$18/1GB	20%	50% use 500 MB 50% use 1 GB	120 X 10% X 10 120 X 10% X 18	336

Incremental revenue of USD 3,396 per flight. Same can be calculated for all the flights and adjusted based on other factors.

SkyConnect Airlines

Prompt & Clarifying questions

Structuring the case

Analysis and numeracy

Creativity

Conclusion and next steps

Creativity: What could be other considerations for calculating incremental revenue? (if not covered by candidate already)

Time of the Flight:

- Daytime,
- Evening, or
- Overnight

Purpose of Travel:

- Business or
- Leisure

Possession of Smart

Devices: Whether passengers have smartphones, tablets, or laptops

Length of Flight:

- Short-haul or
- Long-haul

Creativity: What costs should the airline consider while implementing Wi-Fi as a service?

Capex:

- Hardware cost
- Installation cost
- Certification and compliance cost

Opex:

- Maintenance and repairs
- Bandwidth costs
- Technical support

Admin and Marketing:

- Project management
- Legal and consultancy fees
- Training cost
- Advertising and promotion cost

Other costs:

- Contingency cost – unexpected delays and issues

SkyConnect Airlines

Prompt & Clarifying
questions

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Creativity

Conclusion and next
steps

Conclusion and next steps: The strategy manager has just walked in and asked you to provide a recommendation that they can take to board for approval

Step 1: Repeat the objective

We were asked to look at the viability and incremental revenue generated by providing wi-fi as a service on board

Step 2: Recommendation

One line: The recommendation would be to expand the revenue stream and implement wi-fi as a service

Step 3: The 'Whys'

Since it leads to increase of USD 3396 per flight on average, and will have additional benefits like increase in capacity utilization which currently stands at 80%

Step 4: Risks

We need to also take into account the cost of providing wi-fi as a service and evaluate the break even. Further, we must evaluate the competitors' actions if we start this service

Step 5: Next steps

As next steps, we should look at the cost, breakeven, and the implementation plan

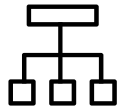
Interviewer feedback form

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Stay Fit

Food and Beverages| Profitability| Medium



*2nd Prize of Roland Berger-ESADE Case Writing
Competition 2024*



Stay Fit

Prompt & Clarifying
questions

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steps

Prompt

Stay Fit is a one-year old startup delivery healthy prepared meals directly to customer's homes. Despite strong initial growth, customer acquisition costs are high, and profitability remains elusive. The CEO has approached you for advising on improving the financial performance.

Additional information:

1. Typical Stay Fit customers are busy professionals (aged 25-45) with disposable income who are health conscious and are curious about new cuisines
2. Various subscription plans are available with different meal frequencies, caters to dietary restrictions and also different calorie needs (e.g. 1500 or 2000)
3. Stay Fit delivers pre-packaged meals in refrigerated containers directly to customer's homes at predetermined schedules and customers can choose specific delivery window.



A good candidate will:

1. Understand the target consumers, business model, and identify the pain points with respect to financials

Behavioural interview questions

1. Tell me about a time when you failed. How did you deal with the situation.

2. Tell me about your proudest professional accomplishment.

Stay Fit

Prompt & Clarifying questions

Structuring the case

Analysis and numeracy

Creativity

Conclusion and next steps

Structure

Market analysis

1. Size and growth rate of the prepared meal delivery market
2. Competitive Landscape: Who are StayFit's main competitors and what are their strengths and weaknesses
3. Customer acquisition channels and their effectiveness

Financial Analysis

1. Customer lifetime value (LTV)
2. Customer acquisition cost (CAC)
3. Profit margin per meal (consider all costs associated with ingredients, preparation, packaging, and delivery)
4. Contribution margin analysis

Operations

1. Meal preparation process and efficiency
2. Delivery logistics and costs
3. Menu variety and customer churn

Marketing Strategy

1. Brand positioning and messaging.
2. Effectiveness of current marketing channels
3. Potential for customer loyalty programs



Interviewer guidance:

1. Nudge the candidate towards financial analysis

Stay Fit

Prompt & Clarifying questions

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Conclusion and next steps

Challenge (Part 1) - Calculate the break-even point per customer



A good candidate will:

1. Ask for the CAC, LTV, Average Order, and profit margin



Interviewer Guidance:

1. Share the data only when asked by the candidate

LTV	\$ 200
CAC	\$100
Average Order Value	\$30
Profit margin/meal	30%

Calculating contribution margin and break-even point:

Average Order Value	Profit Margin	Contribution Margin per Order
\$ 30	30%	$\$ 30 * 30\% = \$ 9$

CAC	Contribution Margin per Order	Break-even point
\$ 100	\$ 9	$\$ 100 / \$ 9 = 11.11$



A good candidate will:

1. Interpret the break-even point saying that an average customer must place at least 12 orders to recover the cost of acquisition.

Stay Fit

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Challenge (Part 2) - Calculate the impact of increased order value



A good candidate will:

1. Provide the hypothesis of how the increased order value can affect the order numbers and break-even point



Interviewer Guidance:

1. Share the data only when asked and nudge the student to come up with qualitative analysis before jumping into the calculations.

New order value

\$ 36

Calculating contribution margin and break-even point:

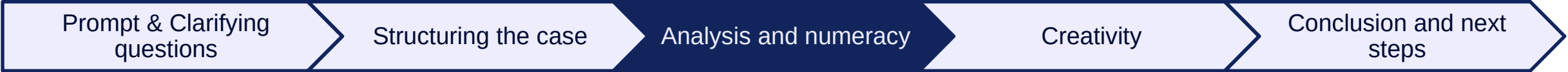
Average Order Value	Profit Margin	Contribution Margin per Order
\$ 36	30%	$\$ 36 * 30\% = \$ 10.8$

CAC	Contribution Margin per Order	Break-even point
\$ 100	\$ 10.8	$\$ 100 / \$ 10.8 = 9.26$



A good candidate will:

1. Interpret that by increasing the order value, Stay Fit can achieve its break-even point faster but should also highlight some risks.



Challenge (Part 3) - Calculate the impact of increased order value



A good candidate will:

1. Ask whether take the profit/meal and break-even point as the existing one or the updated one.



Interviewer Guidance:

1. Share the formula if asked.
2. Guide the candidate to calculate with the existing values of profit/meal.

Calculating contribution margin and break-even point:

Break-even point	LTV	Profit per order	Minimum CRR
12 orders	\$ 200	\$ 9	12 orders / (LTV/Profit per order) 54% (approximately)



A good candidate will:

1. Interpret this value as to say if it is high or low for this company or ask the interviewer about the industry benchmark.

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Creativity: What are the factors that should be considered to maximize the profit?

1. Cost Reduction:

- Reducing the CAC by optimizing the market
- Lowering the cost of raw materials and preparation cost

2. Increasing the profit margin per portion/meal:

- Increase the price with the same portion
- Increase the portion size and increase the price

3. Diversification:

- Adding more meal plans to cater to the customer preferences like taste
- Leveraging economies of scale to prepare items that are more in demand.

Stay Fit

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steps

Conclusion and next steps: What should Stay Fit do?

Step 1: Repeat the objective

We were to improve the financial performance of Stay Fit.

Step 2: Recommendation

One line: 1. Increasing the size of the portion and charging a bit more than the proportional portion increase
2. Reducing the CAC by utilizing economies of scale for meals that are high in demand
3. Diversification of product range to high margin and fast-moving meals.

Step 4: Risks

Low adoption rate for high-priced meals and frequently changing customer preferences.

Step 5: Next steps

Perform deep analysis to finalize the product range to make more margins and find more cost reduction opportunities in marketing and manufacturing.

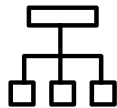
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Remarks



Leadership,
Communication and
presence

1

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Remarks

TOTAL

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Fitness Stream

Wearable | Product Launch| Medium



*3rd Prize of Roland Berger-ESADE Case Writing
Competition 2024*



Fitness Stream

Prompt & Clarifying questions

Structuring the case

Analysis and numeracy

Creativity

Conclusion and next steps

Prompt

Fitness Stream, a premium gym chain in India with celebrity endorsements has established itself as a strong brand in the fitness market. It has recently expanded into merchandise, offering apparels and footwear at prices comparable to premium sports brands. It is considering launching its line of fitness bands and watches.

Fitness Stream needs to decide whether launching its fitness wearable aligns with its brand strategy and market positioning.

Additional information:

1. The Fitness Stream merchandise is being sold offline in the fitness centers and dedicated stores and online via app, website and other eCommerce platforms.
2. Their core business is fitness training, and they have different programs dedicated to the individual goals which include personal trainer, meal plans, etc.
3. They are based out of India currently and are not looking to expand.



A good candidate will:

1. Understand the target consumers, business model, and will include the pricing of the new product.

Behavioural interview questions

1. Describe a time when you saw a problem and took the initiative to correct it.

2. Tell me about a time when you needed to get information from someone who wasn't very responsive. What did you do?

Fitness Stream

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Structure

Market analysis

1. Size and growth rate of the fitness wearable market in India
2. Competitive Landscape: Existing brand and their product offerings (e.g. Xiaomi, Fitbit Versa, etc)
3. Consumer preferences for features, price points, and brand association in fitness wearables

Financial Analysis

1. Cost analysis of developing & producing Fitness Stream wearables
2. Competitor pricing analysis for similar feature
3. Identifying optimal price point to maximize profitability & brand perception
4. Identify the customer Willingness to pay

Product Development

1. Feature set and functionalities of Fitness Stream's wearables compared to competitors
2. Integration with Fitness Stream's existing fitness ecosystem (if applicable)

Brand Strategy

1. Alignment of wearable launch with Fitness Stream's brand image and target audience
2. Potential brand dilution by entering the crowded market



Interviewer guidance:

1. Nudge the candidate towards pricing

Fitness Stream

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Challenge (Part 1) - Calculate the market size of smartwatches in India

**A good candidate will:**

1. Define the step-by-step process before getting into the numbers

**Interviewer Guidance:**

1. Share the data only when asked by the candidate e.g. population of India

Step 1: Define the population of India

Step 2: Segment the population by age

Hypothesis □ *The target audience of smartwatch is between 15 to 60 years of age which is 65% of total population*

Total Population	% of target audience	Target audience
1.4 Billion	65%	900 million

A good candidate will:

1. Ask what is the meaning of market size, as in number of units, or value in INR or value in USD.

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steps

Challenge (Part 1) - Calculate the market size of smartwatches in India

Step 3: Segment the population by urban and rural

Hypothesis □ The smartwatch users are most likely to be in the urban areas due to high disposable income and better access to technology. 30% of total population resides in urban areas

Target segment by age	% in urban areas	Target segment in urban areas
900 million	30%	270 million

Step 4: Adoption rate among the target segment

Hypothesis □ India is a developing nation. Hence, the adoption rate is less than the adoption rate in developed nations

Target segment in urban areas	Adoption Rate	# People adopting the product
270 million	5%	13.5 million

Fitness Stream

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steps

Challenge (Part 1) - Calculate the market size of smartwatches in India

Step 5: Estimate the replacement cycle

Hypothesis □ The lifetime of the smartwatch is 3 years.

# People adopting	Lifecycle	Units per year
13.5 million	3 Years	4.5 million

Step 6: Estimate the average selling price

Hypothesis □ This price is calculated based on all the smartwatches available in India. Smart bands are not considered.

INR 5000

Step 7: Market size in USD

 $(4.5 \text{ million} * 5000) / 80$

\$ 281 million

Fitness Stream

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Challenge (Part 2) – What should be the ideal price range and why?

Exhibit 1

Brand	Model	Price (INR)	Key Features	Target Audience
Xiomi	Amazfit Bip	3499	Heart Rate Monitoring, GPS, Sleep Tracking	Budget-conscious, fitness enthusiasts
RealMe	Band 2	1799	Sleep Tracking, Heart Rate Monitoring	Value-seeking fitness beginners
Noise	ColorFit Ultra	2999	Heart Rate Monitoring, SPO2 Tracking, Multiple Sports Mode	Budget-conscious fitness enthusiasts
FitBit	Inspire 3	6999	Heart Rate Monitoring, Sleep Tracking, Stress Management Tool	General Fitness Enthusiasts
FitBit	Versa 3	18990	GPS, Sleep Tracking, Music Storage, Premium Design	Tech savvy fitness enthusiasts
Apple	Watch SE	29990	Cellular Connectivity, ECG, Fall Detection, Sleep Tracking, Music Storage, Premium Design	Tech savvy fitness enthusiasts, Apple users
Samsung	Galaxy Watch Active 2	19990	GPS, Sleep Tracking, Advanced Workout Tracking	Android phone users, Tech savvy fitness enthusiasts

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steps

Challenge (Part 2) - What should be the ideal price range and why?



A good candidate will:

1. Consider the cost analysis to find the threshold value, customer's willingness to pay, strategic objective, and market share

Manufacturing Cost	3500 INR
Marketing/Operational Cost	20% of Manufacturing Cost
Objective	Budget-friendly, high-quality
Mid-range budget smartwatch market in India	80%



Interviewer Guidance:

1. Nudge the candidate to go for the cost part and do not consider the willingness to pay for now. Give the cost structures only when asked.
2. Tell the candidate that the strategy is to place the brand as a high-quality budget brand to get the maximum market share only when asked.

Optimum Price Range

Around 7000 INR *(It fits with the objective of profit making, Budget-friendly, and high-quality smart watch. It also aligns with the brand placement of Fitness Stream.)*

Fitness Stream

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steps

Challenge (Part 2) - What should be the ideal price range and why?

Justification:

- Sits slightly above the established Budget brands like RealMe Band 2 and Noise ColorFit Ultra
- Offers a premium design and material compared to the other options for which Fitness Stream can charge an extra premium
- Integrates with the Fitness Stream's mobile application, provides exclusive workout routines and potentially personalized coaching features which are not available on competitor brands.
- Targets Budget-conscious fitness enthusiasts who value functionality and brand association with Fitness Stream
- Fits well with the strategy that was followed for apparels and shoes which was to place the brand as high quality budget brand

Fitness Stream

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steps

Creativity: What are the other factors that should be considered for the product launch?

1. Leveraging Brand Image:

- Celebrity endorsements
- Community challenges

2. Feature Highlights:

- Targeted features
- Premium design
- Focus on the integration with the mobile application

3. Launch Strategies:

- Experiential events
- Gamified app integration
- Pre-order exclusives

Fitness Stream

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steps

Creativity: What are the other factors that should be considered for the product launch?

4. Additional Considerations:

- Price Sensitivity
- Offline activation
- Local language support
- Data security
- After-sales service
- Inventory
- Time to delivery

Fitness Stream

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Conclusion and next steps: Final Recommendation

Step 1: Repeat the objective

We were to devise the strategy of the Fitness Stream smartwatch launch and also the pricing strategy

Step 2: Recommendation

One line: The recommendation is to go ahead with the launch with the price around 7000 INR price

Step 3: The 'Whys'

1. The market is attractive and growing in India due to 65% of the population between 35 and 60 years old
2. Alignment with the brand strategy to place the product as a high-quality budget product helps to capture the major share of the market
3. The design and the features justify the price point

Step 4: Risks

Low adoption rate or sub-optimal product performance

Step 5: Next steps

Perform thorough research on the customer preferences and set of features to be added to the smart watch. The market strategy should be well-defined and executed

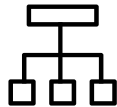
Interviewer feedback form

Case name _____

Case type _____

Difficulty _____

Case execution



Clarifying questions
and framework

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Remarks



Exhibits and
numerical analysis

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Remarks



Brainstorming and
problem solving

1

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Business acumen
and practicality

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Leadership,
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TOTAL

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Novelty Games

Gaming | Launch Decision| Medium

Novelty Games

Prompt & Clarifying
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Prompt

Novelty Games, a gaming company, is launching their new generation gaming console, "Novel 2.0". The Chief Product Officer's team has discovered a hardware issue with the console, which results in a 5% probability of the console burning out within one year of usage. The CEO of the company seeks your services to assess whether to go ahead with the launch or not.

Additional information:

1. The company is planning to launch the product in the next 3 months.
2. According to the R&D team, it will take at least 12 months to solve the technical issue.
3. There are 3 primary competitors in the market. However, in terms of market share, Novelty Games is the leader in the industry.
4. The main competitors already have products with similar technology. The Novel 2.0 launch is already 1 year behind these competitors.
5. The company provides a standard one-year warranty covering servicing and replacement (only if needed) for all products. For Novel 2.0, the company plans to offer an exclusive door-to-door replacement service.



A good candidate will:

A good candidate will include a comprehensive risk-benefit analysis, assessing the financial impact, market opportunities, risks and mitigation strategies before recommending a go/no-go decision.

Behavioural interview questions

1. Tell me about a time when you had to convince someone to change their mind on something important to them.
2. What is the most challenging conflict situation you have ever had to resolve in the workplace?

Novelty Games

Prompt & Clarifying questions

Structuring the case

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Structure

Market analysis

1. Market Position

- Market Share and Growth: Current market share and projected impact of "Novel 2.0"
- Potential growth opportunities within the expanding gaming console market.

2. Competitive Landscape

- Other products in terms of features & pricing

3. Customer's Expectation:

- Evaluate CE regarding quality, reliability & features to assess how the 5% burnout risk may influence purchase decisions.

Financial Analysis

1. Revenue

- Sales Volume: Estimate the expected sales/volume of product to be sold
- Price: Price of the product
- Additional revenue sources

2. Cost

- Fixing costs: The costs required to fix the hardware issue.
- Warranty & Repair costs: Project the costs related to potential warranty claims, repairs, or replacements due to the 5% burnout risk.

Risks

1. Financials

- Impact on revenue – Potential loss of revenue or cannibalization
- Legal risk and cost – Potential damage to property or health resulting from console burning.
- Operational costs - Result of increased warranty and customer support

2. Reputational

- Decline in brand perception
- Decline in market positioning

Capabilities

1. Resolving the issue

- Resource allocation – Expedite resolution process

2. Marketing & Customer support

- Training and Development
- Branding and Communication



Interviewer guidance:

1. Nudge the candidate towards cost benefit analysis

Novelty Games

Prompt & Clarifying questions

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Conclusion and next steps

Numeracy (Part 1) - Calculate the potential revenue that Novel 2.0 can generate



1. A good candidate will define the step-by-step process before getting into the numbers
2. An excellent candidate will identify other sources of revenue, such as the sale of discs compatible with the console, and include them when calculating total revenue

Information (to be provided):

Units expected to be sold in year 1	15 million
Selling price of each unit	\$500

Additional information: If not considered, the candidate should be prompted to explore different revenue streams typical for a gaming company.

Average price of one disc	\$100
Average number of discs purchased by each customer annually	5

Calculating potential revenue

No. of units of console	SP of each unit	Revenue from console
15 million	\$500	\$7.5 billion

No. of units of console	Avg. no. of disc purchased	Avg. price of each disc	Revenue from disc
15 million	\$500	\$100	\$7.5 billion

Revenue from console	Revenue from disc	Total revenue
\$7.5 billion	\$7.5 billion	\$15 billion

Novelty Games

Prompt & Clarifying questions

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Conclusion and next steps

Numeracy (Part 2) - Calculate the potential cost that Novel2.0 can incur



A good candidate will identify cost aspects on their own. If not, the candidate should be prompted to identify them. Once identified, provide them below information.

Information (to be provided):

Manufacturing cost of the console	100% of SP
Procurement cost of game from developers	50% of SP
Operational cost	\$2 billion
Two-way delivery cost in case of door-to-door replacement	\$60 per console replaced
Legal cost	\$300 million

Calculating potential cost

Percentage share	Total SP of console	Manufacturing cost of console
100%	\$7.5 billion	\$7.5 billion

Percentage share	Total SP of discs	Cost of procuring discs from developers
50%	\$7.5 billion	\$3.75 billion

Units of consoles replaced	SP of each console	Manufacturing cost of replaced consoles
5% X 15 million	\$500	\$375 million

Percentage share	Delivery cost of each console	Delivery cost of replaced consoles
5% X 15 million	\$60	\$45 million

Potential Cost = Manufacturing cost of console + Cost of procuring discs from developers + Manufacturing cost of replaced console + Delivery cost of replaced console + Legal cost
Potential Cost = \$13.97 billion

Novelty Games

Prompt & Clarifying
questions

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steps

Creativity: What are some strategies Novelty Games can employ to offset reduced profits?

1. Market expansion for increased sales and revenue:

- Target new geographies or customer segments
- Sell product online in addition to existing modes that include offline/retail stores

2. Reduce procurement cost:

- Negotiate the procurement cost with game developers. Considering the revenue being generated, a slight reduction can help in covering a significant cost.

3. Reduce operational cost:

- Implement stringent cost-cutting measures across operations and overheads to improve profitability margins.

4. Increase price of console:

- Increase the price of Novel2.0 to increase the revenue

Novelty Games

Prompt & Clarifying questions

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Conclusion and next steps

Conclusion and next steps: Final Recommendation

Recommendation:

Novelty Games should proceed with the launch of Novel 2.0 despite the 5% probability of damage.

Reasons:

- 1. Net positive EBIT:** The company will achieve a net positive Earnings Before Interest and Taxes (EBIT) despite the hardware issue.
- 2. Reduced but high profit:** Although the profitability will decrease due to the hardware issue, the overall profit margins will remain relatively high.
- 3. Maintain competitive advantage and market share:** Proceeding with the launch will help maintain Novelty Games' competitive advantage. Retaining market share is crucial to staying ahead of competitors, especially given the one-year delay in the product launch relative to competitors.

Factors to be considered:

- Explore opportunities to increase revenue and reduce cost to offset the reduced Profit.
- Find ways to address the negative impact on brand image.

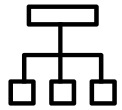
Next steps:

Proactive risk mitigation: Build a hassle free and highly responsive 24*7 customer support system.
Devise pre-launch and post-launch marketing strategy to increase product visibility and simulate demand.

Interviewer feedback form

Case name Case type Difficulty

Case execution

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esade

Do Good. Do Better.