

Shri Ram Consulting & Research Centre

Presents

CASEBOOK 2025







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ABOUT SRCRC

The Shri Ram Consulting and Research Centre (SRCRC) is a student-run research and consulting organization at Shri Ram College Of Commerce - which is India's most prestigious institution for Commerce and Economics. SRCRC is dedicated to helping clients achieve their business goals by providing thoughtful, data-driven solutions that improve performance and strengthen market competitiveness.

Launched under the Shri Ram Centre for Personal Growth, and introduced by the University Grants Commission (UGC), SRCRC was created to give students hands-on exposure to the consulting and research fields. This initiative is designed to bridge academic learning with real-world application, supporting both professional development and character building.

SRCRC engages its consultants in live projects with esteemed organizations such as UNDP, BHEL, NTPC, The Heineken Company, Lenskart, Angel One, Dabur, The World Bank, Ministry of Finance, TVS Motors, HDFC Mutual Fund, Bajaj Auto Credit, The Belgian Waffle Co., Zuno, Unstop, and many more. These experiences serve as a practical extension of academic learning, enabling students to apply theoretical frameworks to real-world scenarios. By fostering analytical thinking and collaborative problem-solving, SRCRC contributes meaningfully to the academic and professional development of its members.





ABOUT CASEBOOK

The Shri Ram Consulting Casebook is a carefully compiled collection of real-life case studies and various resources developed by the Shri Ram Consulting and Research Centre (SRCRC). This casebook reflects our commitment to delivering high-quality research and consultancy services with a global outlook. It is designed to provide students and professionals across various fields with practical insights and meaningful learning experiences.

The book has a wide range of content including key concepts in marketing, finance, economics, frameworks, industry analysis, guesstimates, interview transcripts and much more to serve as a valuable resource for anyone seeking to strengthen their problem-solving abilities and prepare for consulting interviews or real-world business challenges.

By presenting complex consulting ideas in a clear and accessible format, this casebook supports the development of critical thinking and decision-making skills. Whether used as a teaching tool or for personal growth, it offers a comprehensive understanding of the consulting field and its real-world applications. We are grateful to our readers for considering our casebook and wish them all the best in their journey towards making their career in the Consulting domain.





ACKNOWLEDGEMENT

We sincerely thank our respected seniors for contributing their case studies and sharing their valuable interview experiences. Your insights have played a crucial role in creating this comprehensive preparation resource, providing essential guidance for future cohorts in the consulting recruitment process. Your willingness to share knowledge has significantly contributed to the continued growth and success of our casebook.

Our deep appreciation is extended to the Cabinet members and Junior Consultants, whose unwavering dedication and collaborative spirit have enriched this volume with a wide-ranging and diverse selection of case studies. Your efforts have significantly elevated the depth, breadth, and academic value of this publication, providing readers with a holistic and practical understanding of potential interview scenarios. This collective contribution underscores your commitment to excellence and peer learning.

We remain especially indebted to our revered teacher-in-charge, Dr. Harendra Nath Tiwari, for his steadfast encouragement and generous support. Your kind endorsement of the development of SRCRC's *Third Casebook* has been pivotal in bringing this initiative to fruition. This publication stands as a testament to the collaborative endeavor, intellectual rigor, and shared pursuit of professional growth that define the ethos of SRCRC.





MESSAGE FROM TIC



Dr. H.N. Tiwari

I extend my warmest congratulations to the entire team at Shri Ram Consulting & Research Centre (SRCRC) on the momentous achievement of publishing the third edition of the casebook. The dedication and persistence displayed by SRCRC in this endeavor are truly commendable. This remarkable diligence, combined with unwavering commitment and enthusiasm, has set a high standard for all aspects of the center's activities. As the Teacher-in-Charge at SRCRC, it has been immensely fulfilling to witness the center's growth and the development of a vibrant, collaborative culture. SRCRC has successfully cultivated an environment that nurtures the enthusiasm of aspiring consultants and fosters holistic problem-solving skills among its members. This collective energy has significantly contributed to SRCRC's success and continuous evolution.

The casebook is a true testament to SRCRC's collective efforts, and is poised to become a comprehensive and insightful guide for consulting aspirants. With its diverse sections covering a broad range of consulting topics, the casebook serves as an essential resource for those aiming to excel in placement interviews. I am confident that this invaluable tool will empower aspiring consultants with the knowledge and strategies necessary for success in the dynamic and competitive field of consulting.





























































BASIC CONCEPTS

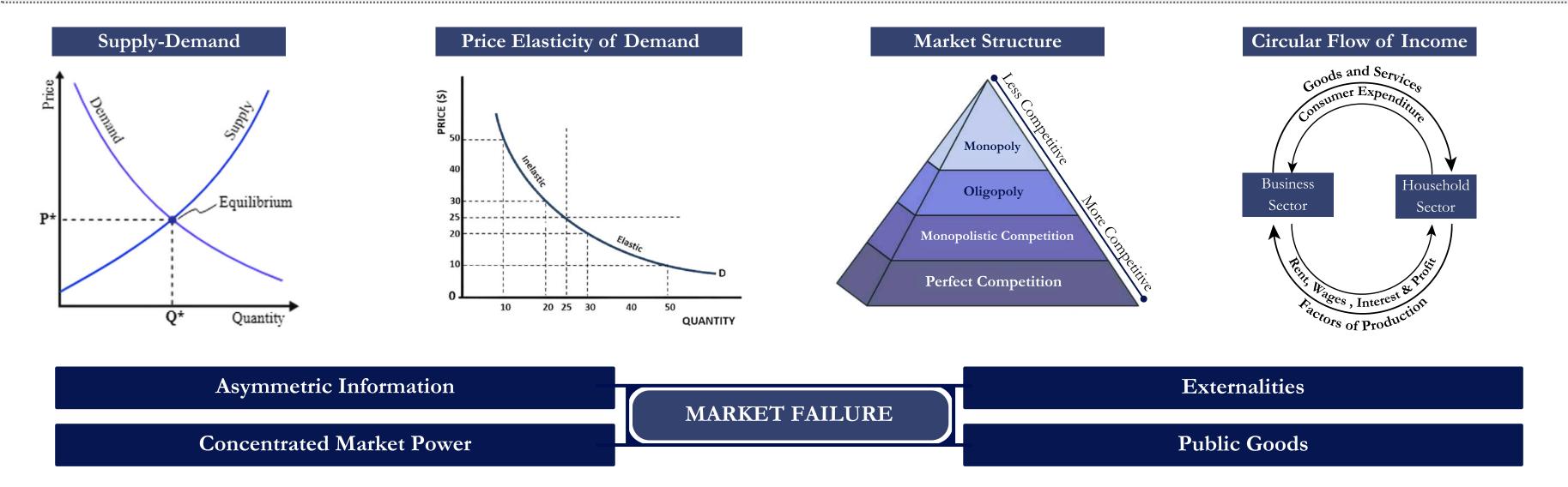


Basic Concepts of Economics





Economics is the study of scarcity and it shows the implications of resources, production, demand & supply of goods and services adding to the welfare of the people in large. It has 2 branches, Micro-Economics (Individual Markets) & Macro-Economics (National Economy).



REGRESSION

Regression is a statistical method used to quantify the relationship between a dependent variable and one or more independent variables. It helps assess the strength, direction, and significance of these relationships, allowing predictions and informed decision-making.

TRADE OFF & OPPORTUNITY COST

Trade-off refers to the necessity of making choices between competing alternatives, where selecting one option means forgoing another.

Opportunity Cost is the value of the next best alternative that is sacrificed as a result of making a decision.

ECONOMIES OF SCALE

Economies of Scale are cost advantages gained as a firm increases production, reducing per-unit costs through efficiency, bulk buying, and specialization.

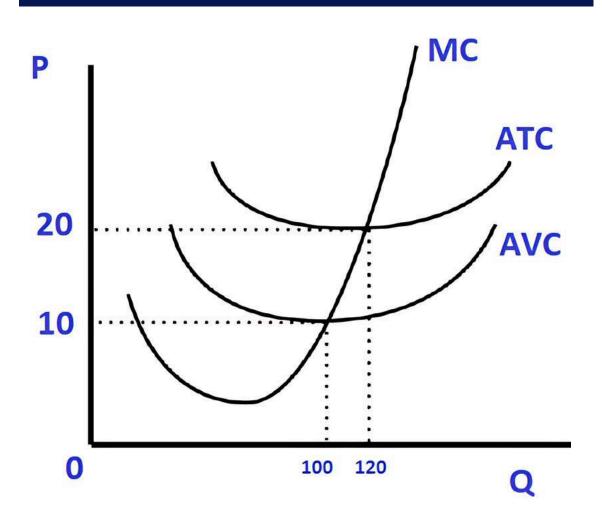
Diseconomies of Scale occur when growth leads to higher per-unit costs due to inefficiencies like poor coordination and complex management.

Basic Concepts of Economics





Cost Curves



Inflation & Deflation

Inflation and deflation refer to sustained changes in the general price levels within an economy. Inflation occurs when prices rise over time, eroding purchasing power, while deflation involves falling prices, which can lead to reduced consumer spending and economic stagnation.

Formulae

$$ATC = \frac{\text{Total Cost (TC)}}{\text{Quantity(Q)}}$$

$$AVC = \frac{\text{Variable cost (VC)}}{\text{Quantity(Q)}}$$

$$AFC = \frac{Fixed cost (FC)}{Quantity(Q)}$$

$$MC = \frac{Change in cost}{Change in quantity}$$

Market-Equilibrium

Market equilibrium is where supply equals demand, resulting in a stable price and quantity. At this point, buyer and seller intentions match, and prices remain steady unless disrupted by external changes.

Price Discrimination

First Degree It involves selling the product at the exact price that each customer is willing to pay. Thus, the price is different for everyone.

Eg: Online auction sells goods to highest bidder at maximum willingness price.

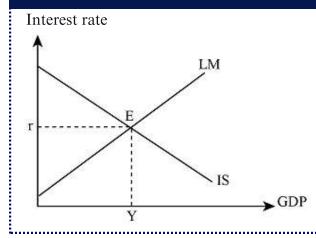
Second Degree It occurs when a company charges a different price for different quantities consumed such as quantity discounts on bulk purchases.

Eg: Electricity bills charging higher rates after crossing usage threshold.

Third Degree It involves selling product at different prices for different groups. These segments can be based on characteristics such as age, sex, location etc.

Eg: Theater charges different ticket prices for seniors, adults, and children.

IS-LM Analysis



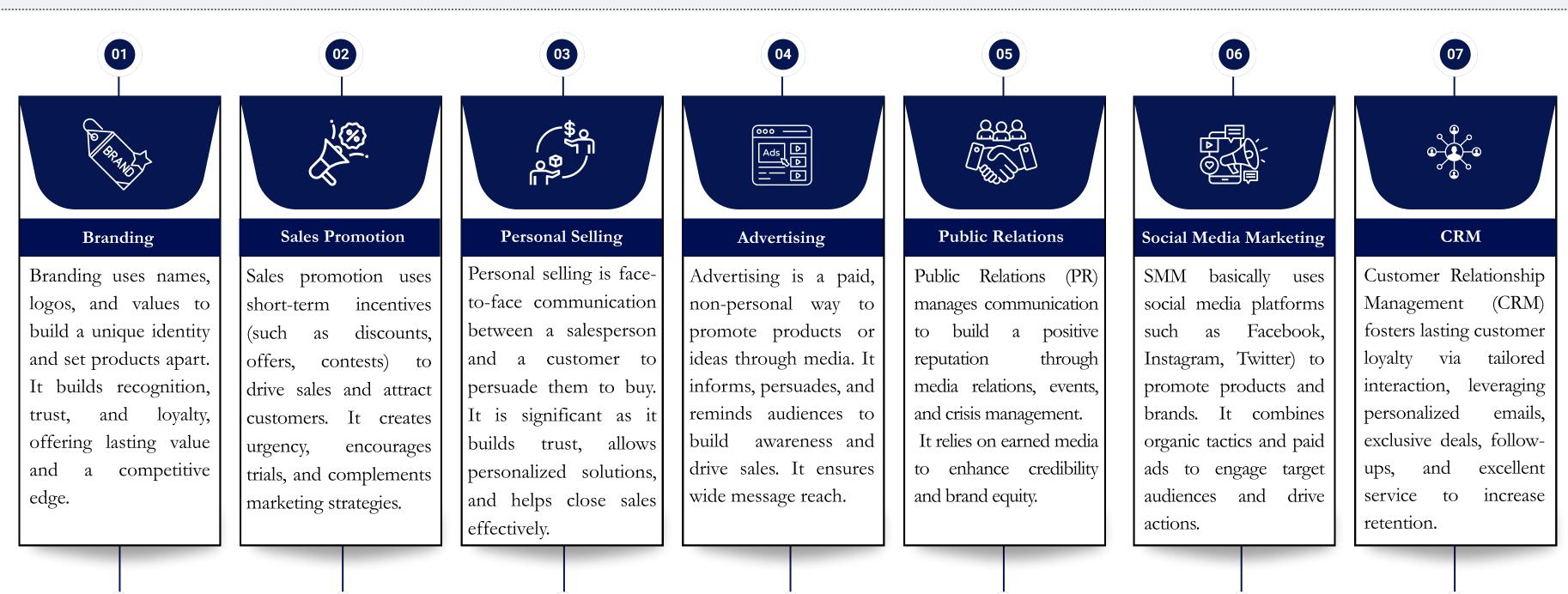
IS-LM analysis explains macroeconomic equilibrium through the interaction of the goods market (IS curve) and the money market (LM curve). The IS curve shows where investment equals saving, and the LM curve shows where money demand equals supply. Their intersection determines the equilibrium interest rate and output, highlighting how fiscal and monetary policies influence employment, inflation, national income, and business cycles.

Basic Concepts of Marketing





Marketing is the study of how businesses identify, create, communicate, and deliver value to meet customer needs. It focuses on understanding consumer behavior, developing effective strategies, and building strong relationships to drive satisfaction, loyalty, and long-term business growth. It blends creativity, data, and strategic thinking to influence buying decisions and remain competitive in dynamic markets. Ultimately, marketing connects products with people.



Basic Concepts of Finance and Accounting





Financial Statements

Income Statement (Profit and Loss Statement)

A profit and loss (P&L) statement, also known as an income statement, is a financial statement that summarizes the revenues, costs, expenses, and profits/losses of a company during a specified period.

Balance Sheet

A snapshot of a company's financial position at a particular date, listing assets, liabilities, and shareholders' equity. It helps stakeholders evaluate the company's stability, liquidity, and solvency.

Cash Flow Statement

Outlines the cash inflows and outflows from operating, investing, and financing activities over a given period. It helps assess the company's ability to generate cash to fund obligations and investments.

Assets

An asset is any resource owned or controlled by a business or an economic entity.

Non - Current Assets

- A non-current asset is a long-term investment that isn't easily converted to cash and provides benefits beyond one year.
- Examples: Plant, property, and equipment (PPE), Long-term investments, etc.

Current Assets

- Current assets are expected to be used, sold, or converted into cash within one year or the operating cycle, whichever is shorter.
- Examples: Cash and cash equivalents, Inventory, etc.

Liabilities

A liability is something that a person or company owes, usually a sum of money.

Non - Current Liabilities

- A non-current liability is a financial obligation listed on a company's balance sheet that is due after more than one year.
- Examples: Debentures,
 Long-term leases, Public
 Deposits, etc.

Current Liabilities

- Current liabilities are debts a company must pay within a normal operating cycle, usually less than 12 months
- Examples: Trade Payables, Short term borrowings, etc.

Shareholders' Equity

Represents the owners' claim after all liabilities have been settled. Consists of: Capital invested by shareholders, Retained Earnings, and Other Reserves.

Operating Cyycle

An Operating Cycle (OC) is the time it takes for a business to receive inventory, sell it, and collect cash from the sale. This cycle is key in assessing a business's efficiency.

The Accounting Equation

Assets = Liabilities + Shareholders' Equity

Important Terms in Accounting

Revenue

Total income earned from selling goods or services before deducting any costs. It shows how well a company generates sales from its offerings.

Maintenance

Costs for keeping machinery, equipment, and vehicles in working condition.
Includes regular servicing and major repairs to avoid disruptions or breakdowns.

Cost of Goods Sold (COGS)

Direct costs involved in producing goods or delivering services, including raw materials, labor, utilities, and production-related expenses directly tied to output.

Depreciation and Amortization

Depreciation applies to physical assets; amortization applies to intangibles. Both spread costs over time to reflect asset usage in accounting.

Selling, General & Administrative Expenses

Non-production costs like salaries, marketing, rent & insurance. These support business operations & are often measured as a percentage of revenue.

Gross Profit

The amount left after subtracting the cost of goods sold from revenue. It shows how efficiently a company produces and delivers its products.

Overhead Costs

Indirect business expenses not linked to production. Includes rent, utilities, and administrative costs essential to keeping the company running efficiently.

Net Profit

The final profit after deducting all expenses, including operating costs, interest, & taxes, from revenue. It reflects the company's true financial performance.

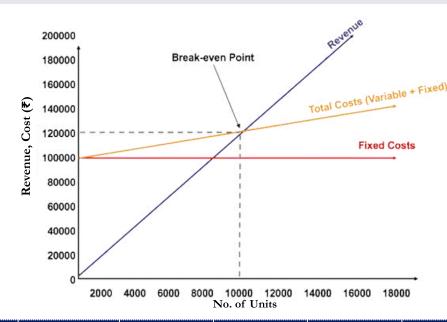
Basic Concepts of Finance and Accounting





Break - Even Analysis

Break-even analysis identifies the point where a business's total revenue exactly matches its total costs, including both fixed and variable expenses.



| | A | В | C | D (B+C) | E (A-D) | |
|---------------|---------------------|-------------------|----------------------|-------------------|------------------|-----|
| Units Sold | Total Revenue(₹) | Fixed Cost (₹) | Variable Cost (₹) | Total Cost (₹) | Net Income(₹) | |
| 0 | 0 | 100,000 | 0 | 100,000 | (100,000) | |
| 2,000 | 25,000 | 100,000 | 5,000 | 105,000 | (80,000) | |
| 4,000 | 50,000 | 100,000 | 10,000 | 110,000 | (60,000) | |
| 6,000 | 75,000 | 100,000 | 15,000 | 115,000 | (40,000) | |
| 8,000 | 100,000 | 100,000 | 20,000 | 120,000 | (20,000) | |
| 10,000 | 125,000 | 100,000 | 25,000 | 125,000 | 0 | BEP |
| 12,000 | 150,000 | 100,000 | 30,000 | 130,000 | 20,000 | |
| 14,000 | 175,000 | 100,000 | 35,000 | 140,000 | 40,000 | |

Time - Value of Money

Money today is worth more than the same amount in the future because it can earn returns over time. This idea is known as the time value of money, or present value concept.

Annuity

A series of equal payments made at regular intervals over a fixed period for a defined financial purpose.

Perpetuity

A type of annuity that pays a consistent amount forever, with no end, ensuring continuous cash inflow.

Capital Budgeting

Capital budgeting helps businesses decide if a long-term investment is worthwhile. It evaluates a project's profitability over its life by estimating future cash flows, assessing risks, and determining if returns justify the costs.

Net Present Value (NPV)

NPV finds today's value of future inflows and outflows. A positive NPV signals that the project could be a profitable investment.

Internal Rate of Return (IRR)

IRR is the rate at which NPV equals zero. It estimates the return expected from a project, guiding financial decision-making.

Payback Period

This method shows the time needed to recover the project's cost using its cash flows, helping assess the risk of the investment.

Key Financial Health Metrics

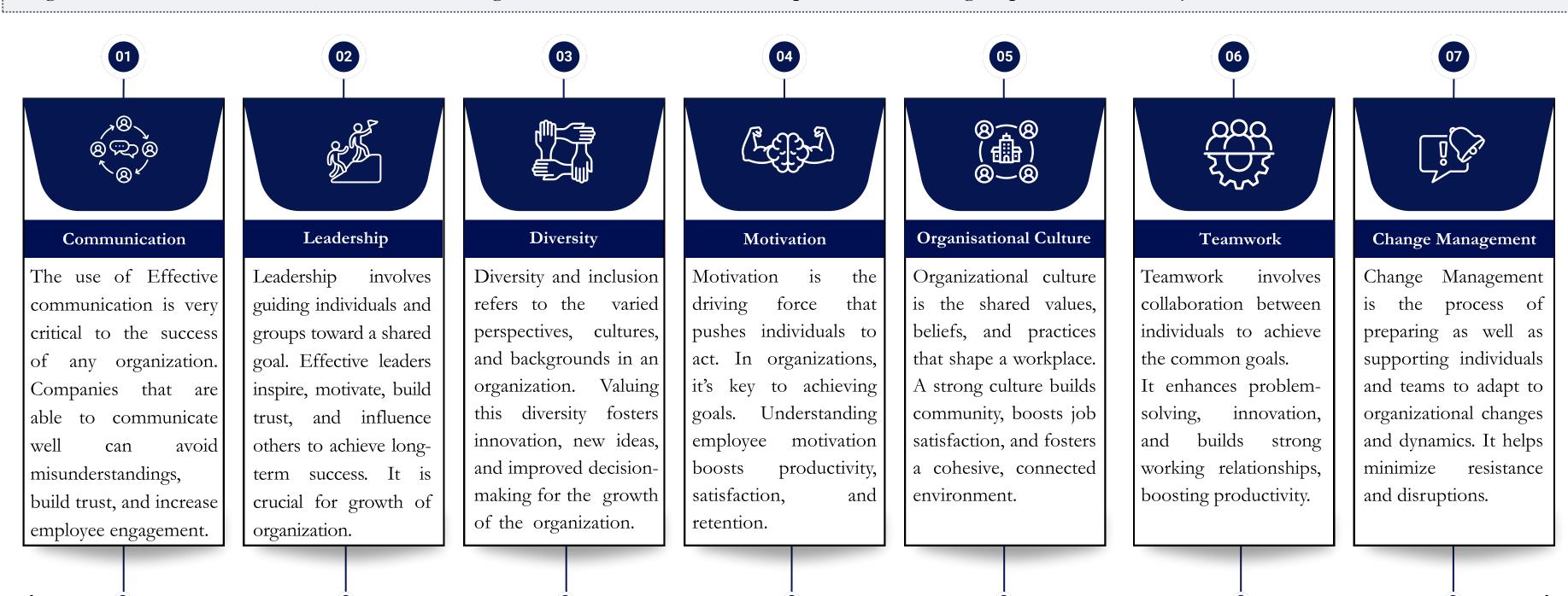


Basic Concepts of Organizational Behaviour





It is the study of how people interact within organizations, which examines individual behavior, group dynamics, motivation, leadership, communication, culture, decision-making, power, conflict, satisfaction, and the influence of the larger social, political, and economic context on behavior. The goal of Organizational Behavior is to understand how organizations function and to help individuals and groups work effectively within them.





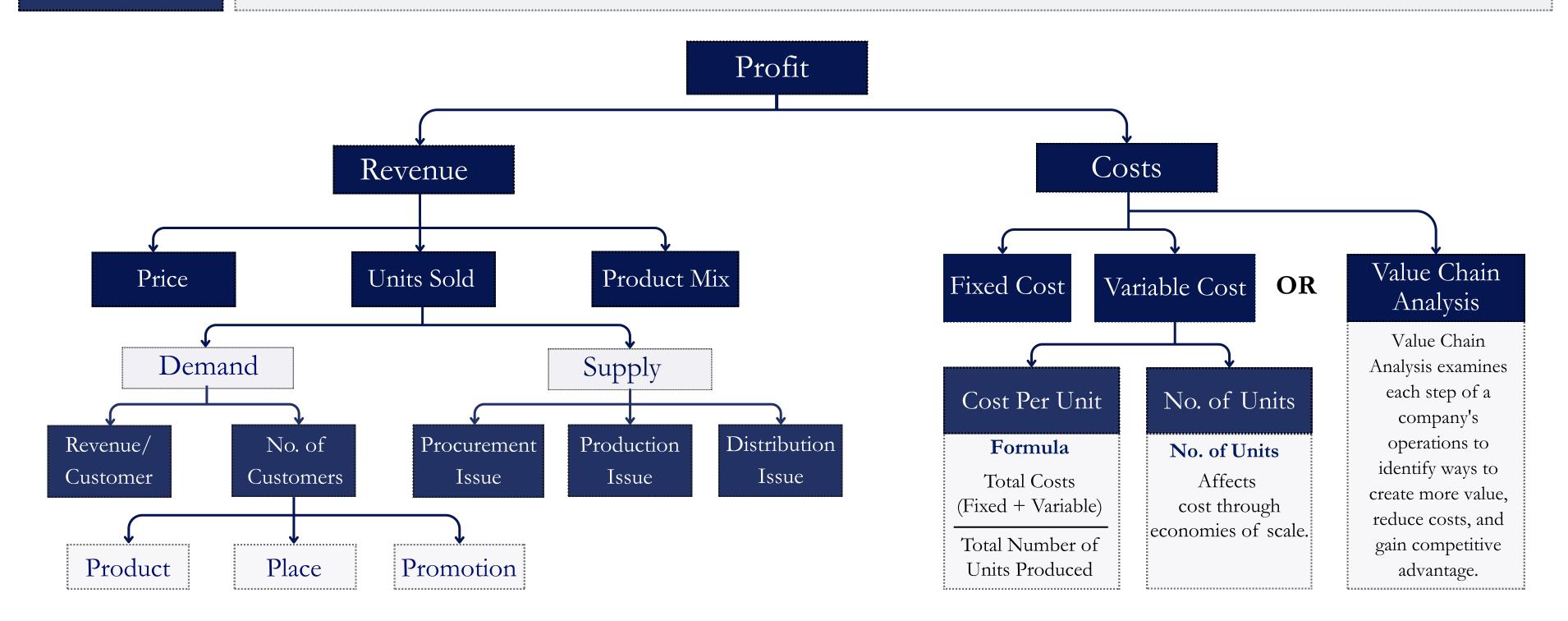
Profitability Framework





Overview

Profitability problems require a systematic and thorough breakdown of a company's revenues and costs to accurately identify the root cause behind rising or declining profits. The profitability framework serves as a powerful and structured diagnostic tool by logically decomposing profit into its two fundamental components: Revenue and Cost.



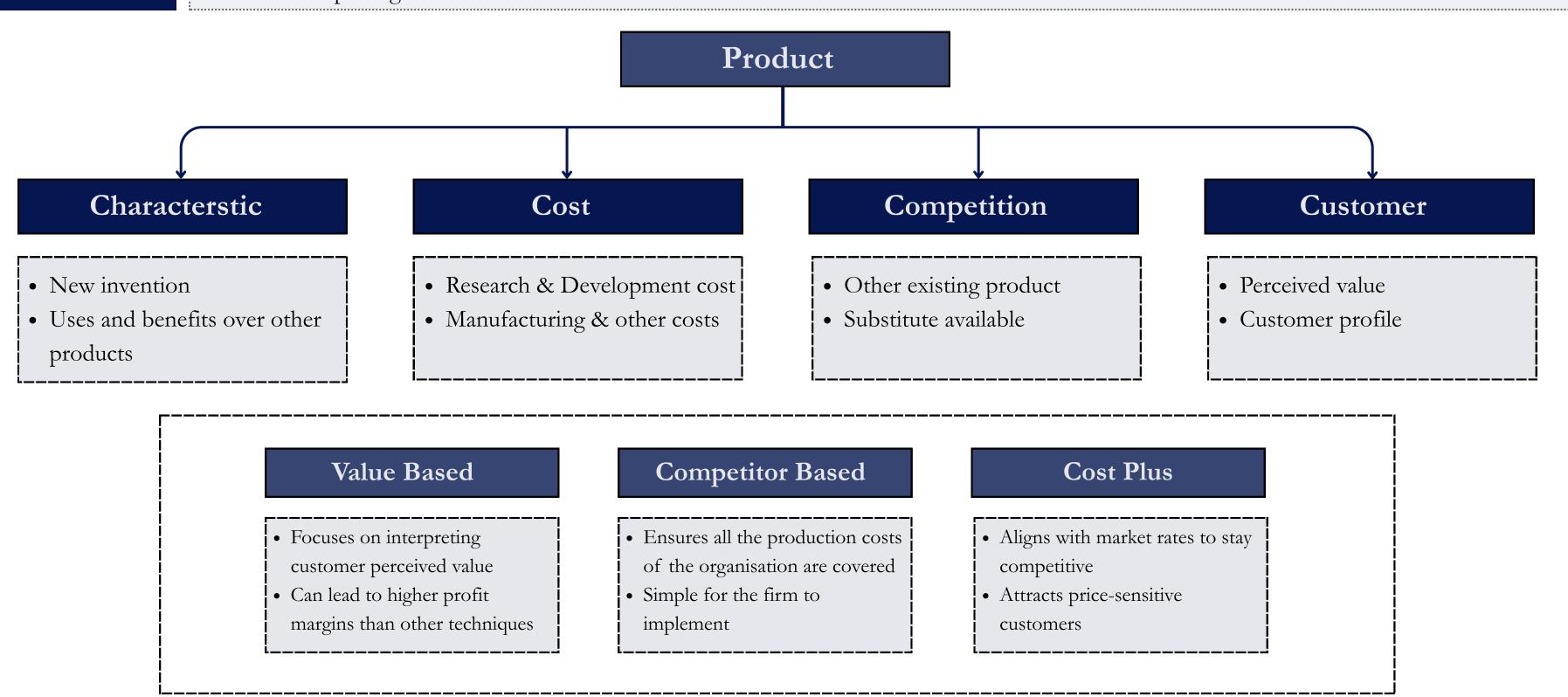
Pricing Framework





Overview

To maximize revenue potential, pricing decisions should be based on a thorough understanding of how competitive the product is in the market. This requires analyzing competing products, available substitutes, price elasticity, and the underlying cost structure to ensure informed and effective pricing choices.



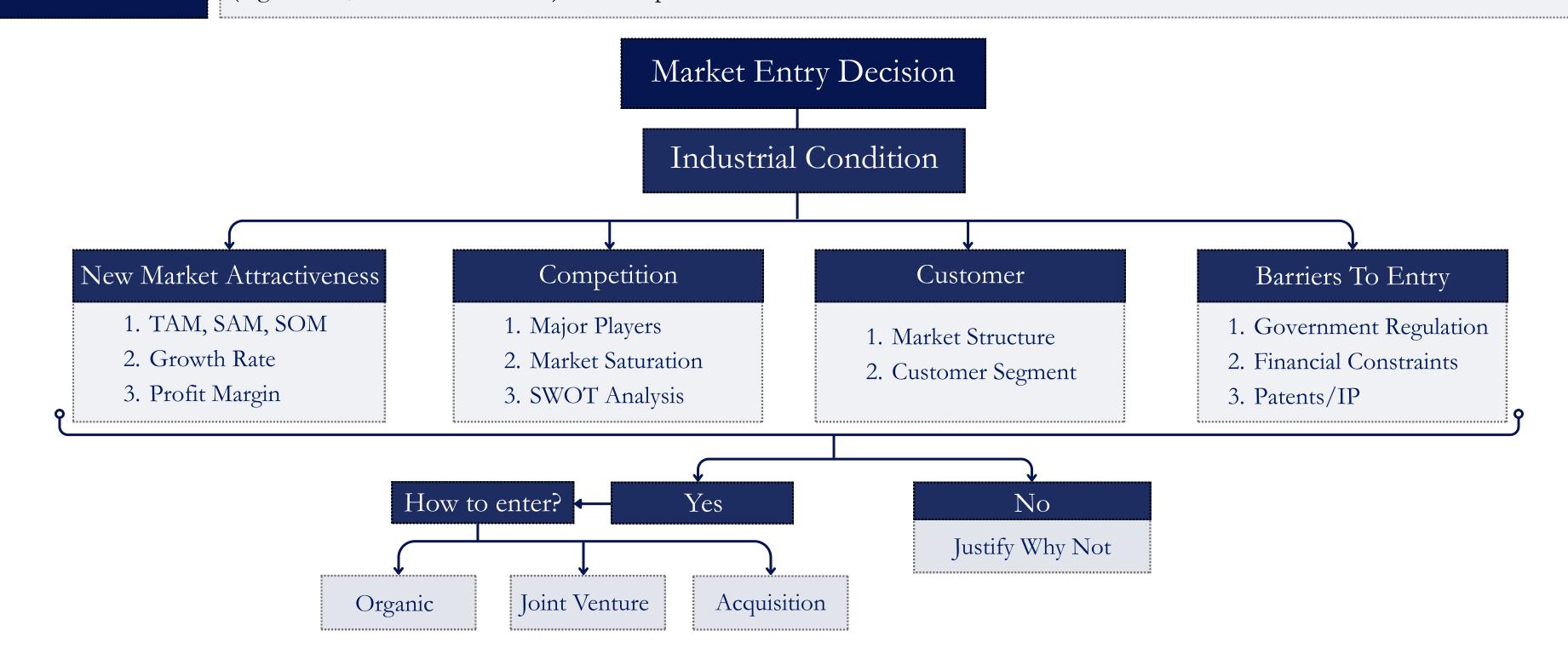
Market Entry Framework





Overview

The market entry framework helps assess a new market's chance of success. It analyzes the attractiveness of the market (size, growth, competition). It then evaluates the company's fit (resources, cost advantage). Finally, it considers potential risks (regulations, cultural differences). This helps decide whether to enter the market.



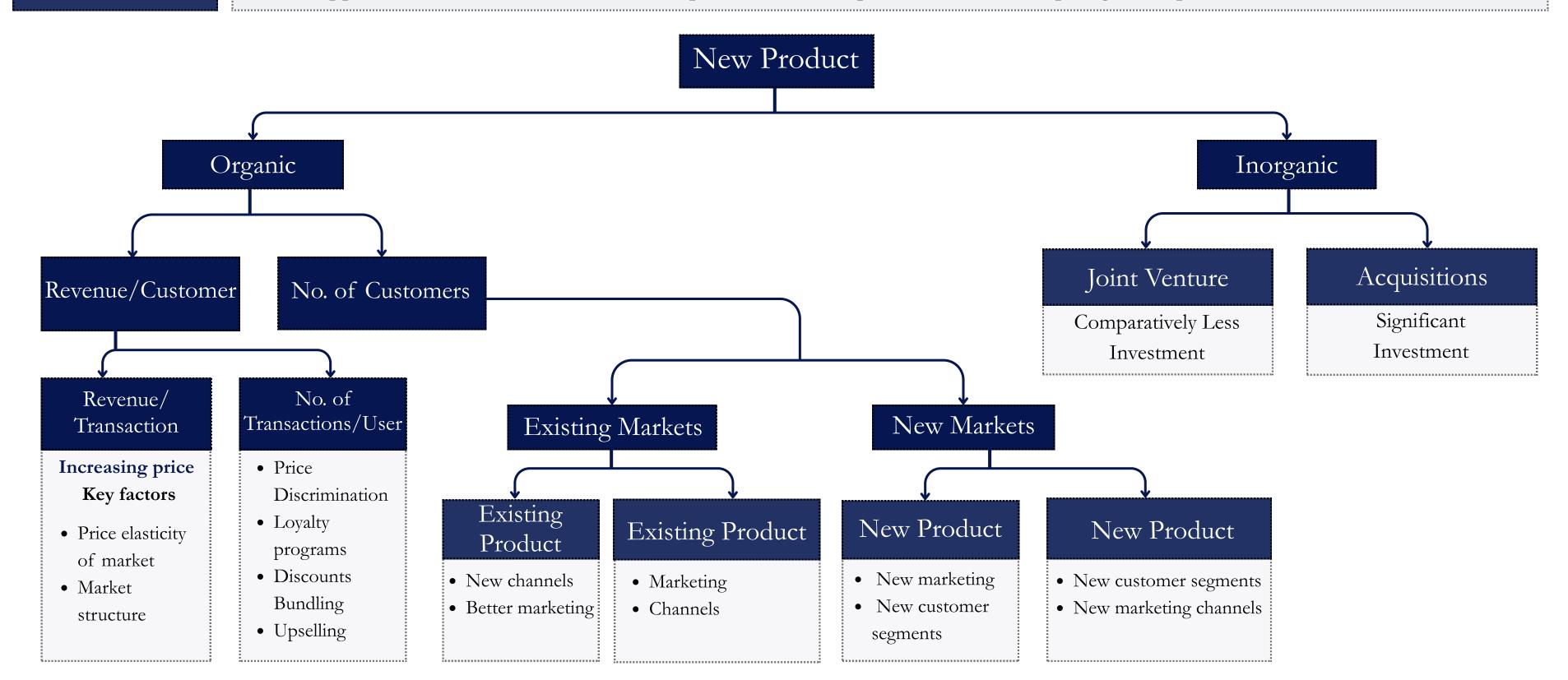
Growth Framework





Overview

A growth framework charts a course for business expansion. It identifies strategic options like market penetration and evaluates market opportunities. It also assesses the company's internal capabilities and develops a growth plan with metrics and timelines.



Common Frameworks





SWOT Matrix

Strength

Factors providing a competitive advantage to the company against its competitors.

Opportunities

External factors favorable for

the company to build a

sustainable competitive

advantage.

Weakness

Factors resisting a company against operating at its optimum level in the market.



T

Threats

External factors which can harm the company's profitability or operations in general.

PESTEL Analysis

P

POLITICAL

Government actions like elections, fiscal policy, corporate taxation, etc.



Е

ECONOMIC

Economy, including inflation, interest rates, exchange rates, unemployment, etc.



S

SOCIAL

Societal factors like demographics, cultures, beliefs, lifestyle trends, etc.



T

TECHNOLOGICAL

Level of adoption, automation, tech infrastructure, R&D, latest trends, etc.



E

ENVIRONMENTAL

Climate change, carbon footprint, risks for raw materials, sustainability etc.



L

LEGAL

Laws - Intellectual property, industry regulations, licenses & permits, etc.



Shri Ram Consulting & Research Centre

Marketing Frameworks





Product

Product is the good or service offered to satisfy customer needs, including features and benefits.

Price

Price is amount being paid for a product involves pricing strategy, payment methods, etc.

knowledge and understanding about the brand, product, and benefits.

Awareness

The level of customer

Affordability

The extent to which customers can and are willing to pay for the product, considering its true value and pricing.

 $\mathbf{4}A$

Place

Place is the channel of delivery of product involves distribution, inventory, transportation, logistics etc.

Promotion

Promotion covers the marketing communications being used for product involves channel mix, messaging etc.

Acceptability

The degree to which a product or service meets or exceeds customer expectations.

Accessibility

Accessibility is the ease with which customers can find, and acquire the product across channels.

Company

etc.

Who are you?

Understanding the company, products, channels, value chain,

Customers

Who are you selling to? Understanding the customers, segments, their needs, wants.

Competitors

Who is in your way?
Understanding other
players in the market,
their strategies, etc.

Collaborators

Who are you working with? Understanding your external vendors, suppliers, partners.

Context

What are current conditions?
Understanding the business climate using SWOT & PESTEL.

Mckinsey' 7S and BCG Matrix



MCKINSEY' 7S FRAMEWORK

What should we do to solve the business problem?

What are the skills that

will help us?

What structure is needed to execute the strategy?

Structure

Strategy
Shared
Value
Skills
Style

How should we help

managers in their

growth?

What business system do we need to execute the strategy?

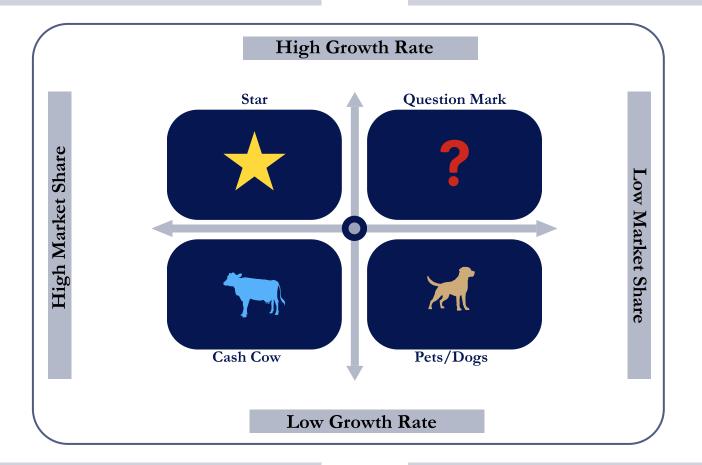
Which of our principles help us? Why do we do things the way we do?

What leadership style would help us achieve objectives?

BCG MATRIX

Stars – High market share in a high-growth market (e.g., Apple's iPhone: dominant and in a growing smartphone market).

Question Marks – Low market share in a high-growth market (e.g., Tesla's Cybertruck when first announced).



Cash Cows – High market share in a low-growth market (e.g., Microsoft Office: widely used, but market is mature).

Dogs – Low market share in a low-growth market (e.g., older tech gadgets like DVD players: declining usage and little profit).

Strategic Frameworks





MARKET SIZE

Total Addressable Market

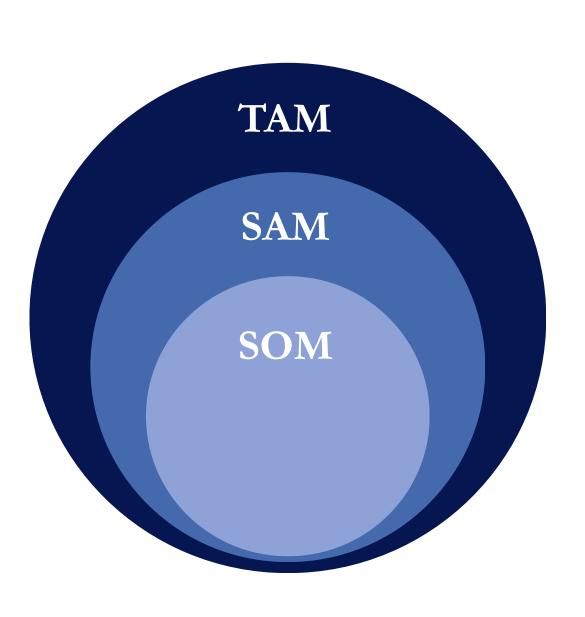
- TAM is the total demand for a product or service.
- It helps companies gauge the largest possible opportunity for growth.

Serviceable Addressable Market

- SAM is the portion of TAM targeted by a company's products and within its reach.
- It factors in elements like geography, regulations, and specific customer groups.

Serviceable Obtainable Market

- SOM is the share of SAM that the company can realistically capture, considering competition and resources.
- It considers competition, marketing reach, and current operational strength.



Total Addressable Market

To calculate TAM, use **top-down approach** to estimate total market size broadly.

"How many potential customers exist in the defined market?"

Serviceable Addressable Market

SAM = TAM × Market Penetration Rate

"Which segment(s) of the TAM can we realistically serve with our current product/service?"

Serviceable Obtainable Market

 $SOM = SAM \times (Market Share Rate)$

"What percentage of our SAM can we realistically capture in the next 1–3 years?"

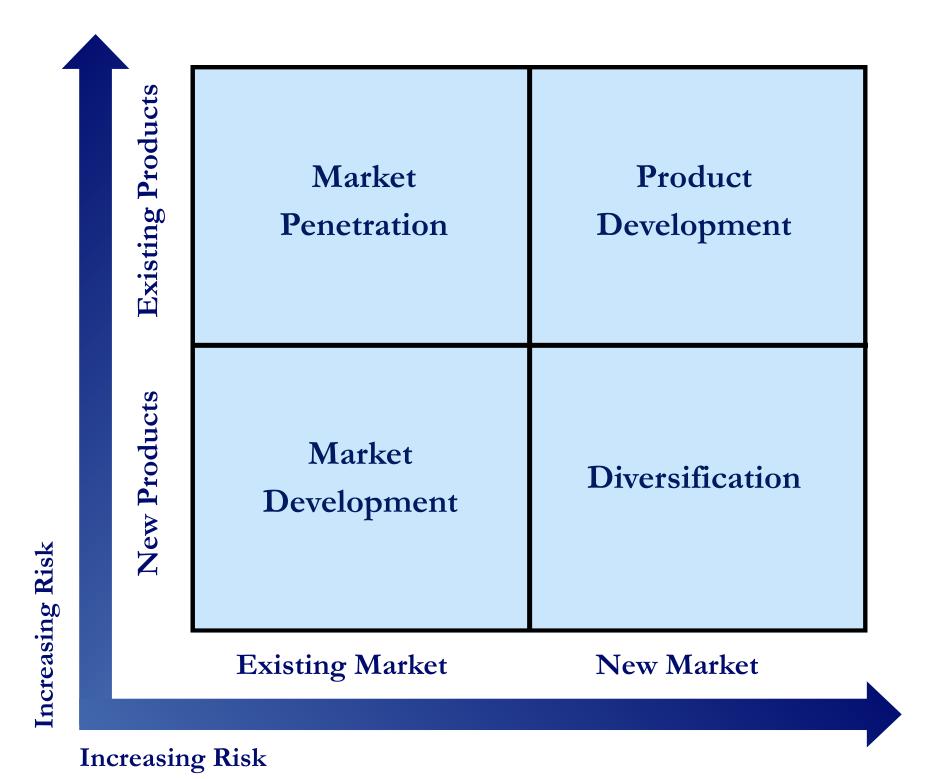
Ansoff Matrix





Overview

The Ansoff Matrix, also called the Product/Market Expansion Grid, is a tool used by firms to analyze and plan their strategies for growth. The matrix shows four strategies that can be used to help a firm grow and also analyzes the risk associated with each strategy.



Elements

Ansoff matrix has the following components and the strategies for each of the following are:

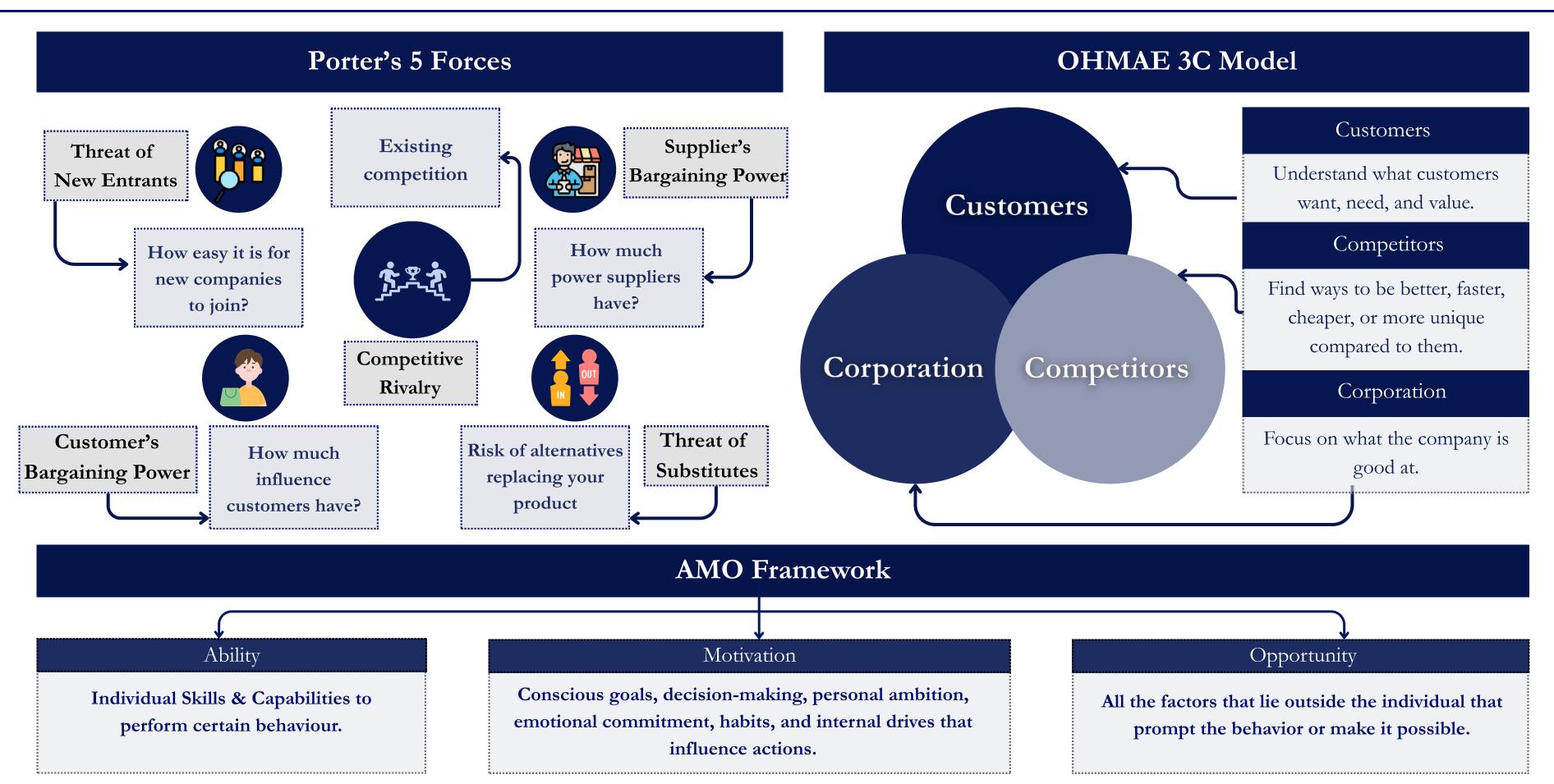
- Market Penetration: This focuses on increasing sales of existing products in an existing market.
- **Product Development**: Focuses on introducing new products to an existing market.
- Market Development: This strategy focuses on entering a new market using existing products.
- **Diversification**: Focuses on entering a new market with the introduction of new product.

How does it help?

The Ansoff Matrix helps systematically plan for the future by identifying gaps between a firm's current and desired position. It serves as a framework to explore growth opportunities through adjustments to the existing business or portfolio expansion.

Other Common Frameworks

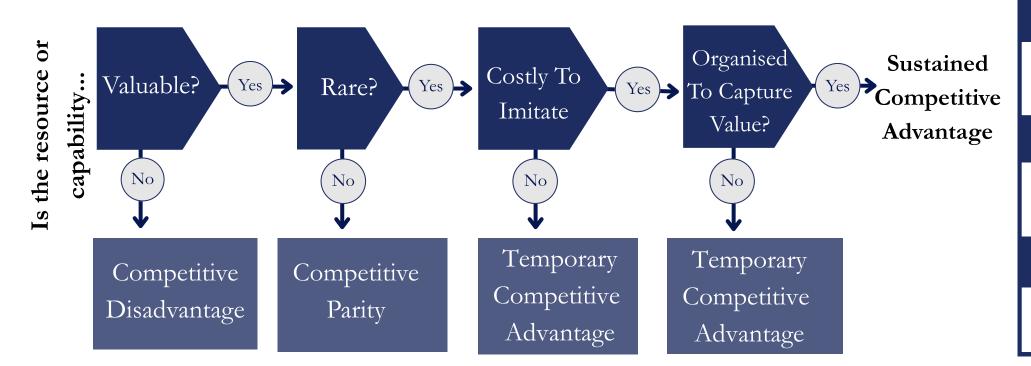




Other Common Frameworks



VRIO Framework



7P's of Marketing



STP Of Marketing

Segmentation

Identify customer groups with similar needs and preferences to customize offerings effectively.

Targeting

Selection of a customer group to focus marketing efforts based on segment attractiveness.

Positioning

Designing the product and promotional mix to appeal to the target market segment.

4Vs of Data

Used to gain more insights into Big Data and determine the value of collected data

| Volume | Scale or size of data is being generated. |
|----------|--|
| Velocity | Speed at which the data is generated & processed. |
| Variety | Number of different forms or categories of collected data. |
| Veracity | Accuracy and truthfulness of the collected data. |

CASE TRANSCRIPTS





What is Consulting?



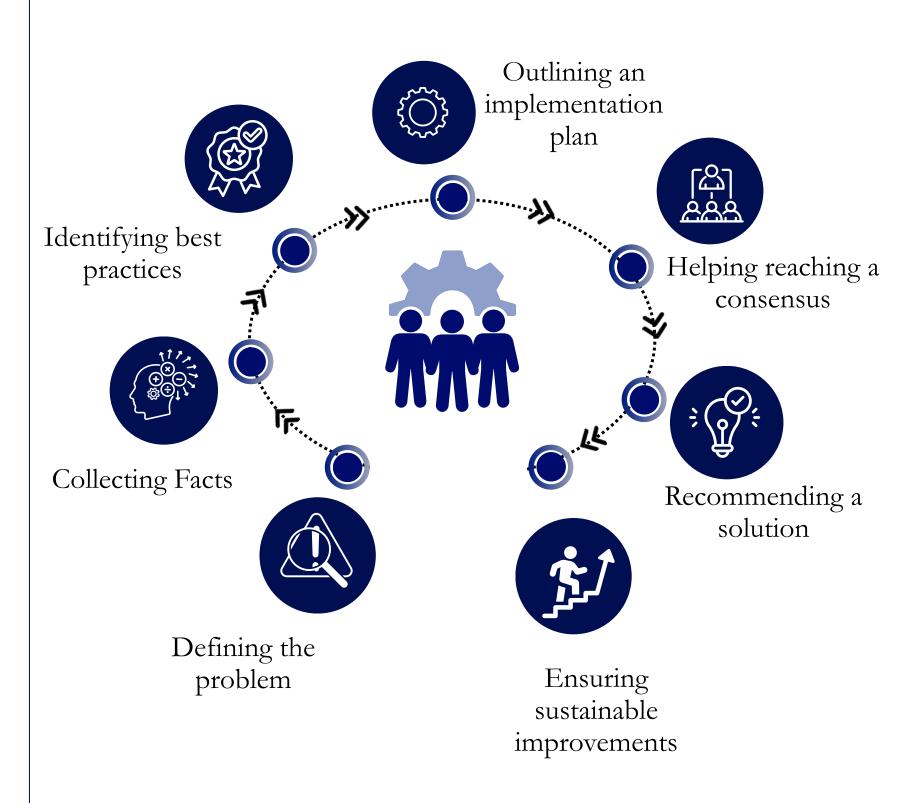
Consulting is a professional service provided by individuals or firms with expertise in a particular field or industry to help clients solve problems, improve performance, or achieve specific objectives. Consultants offer advice, guidance, and specialized knowledge to organizations seeking external perspectives and solutions to complex challenges. Consulting is a process where experts work together.

SOME FAMOUS CONSULTING SERVICES

| Types | Area of work |
|------------------------------------|---|
| Management consulting | Business strategy, organizational performance, operations including Market entry, Growth strategy, restructuring, etc. |
| Strategy Consulting | High-level strategic decisions and long-term planning including Competitive analysis, M&A strategy, etc. |
| Operations Consulting | Improving internal processes and efficiency including Supply chain, procurement, logistics, productivity, etc. |
| Human Resources (HR) Consulting | People management, workforce planning, organizational culture including Compensation planning, talent development, etc. |

WHAT DO THE CONSULTANTS DO?

A brief of the role of Consultant



Case Interview Guide





CASE **INTERVIEW STRUCTURED APPROACH**

Understand the **Problem**

- Listen attentively and ask clarifying questions.
- Take structured, organized notes.
- Formulate an initial hypothesis, but refine it before presenting.
- Focus on key questions that drive your analysis.
- Take your time to think through your approach.



Structure Your Approach

- Inform the interviewer you'll take a minute to plan.
- Create a framework with key topics that are mutually exclusive and together fully cover the subject, following the MECE (Mutually Exclusive, Collectively Exhaustive) principle.
- Identify relevant sub-topics within each area and present your plan, prioritizing the most critical topics..



Explore and Gather Insights

- Follow your plan and ask specific questions to test your hypothesis.
- Adjust your hypothesis and approach as new data emerges.
- Prioritize the 20% of issues that could be causing 80% of the problem (Pareto Principle).
- Organize notes clearly, highlighting key insights and calculations.



Conclude and Recommend

- Demonstrate case-solving and critical thinking skills without rushing to conclusions.
- Provide a clear, data-backed answer and take a firm stance.
- Offer well-supported recommendations with evidence.
- Address potential risks and outline next steps.

Structure

Structured thinking, concision, assumptions, clear communication, logical, and organized approach.

Creativity

Innovative thinking, original ideas, and non-linear problem-solving approach.

Quantitative Skills

Analytical skills, problem solving, data-driven, efficient, and numerically strong thinking.

Key Skills Evaluated

Business Acumen

Ability to listen, clientfocused communication, insight-driven understanding.

DO's Listen actively

Ask clarifying questions

Take structured notes

Develop a hypothesis early

Write key questions

Pause to think

DONT's (X)



Jumping to answers

Rigid frameworks

Ignoring cues

Overcomplicating

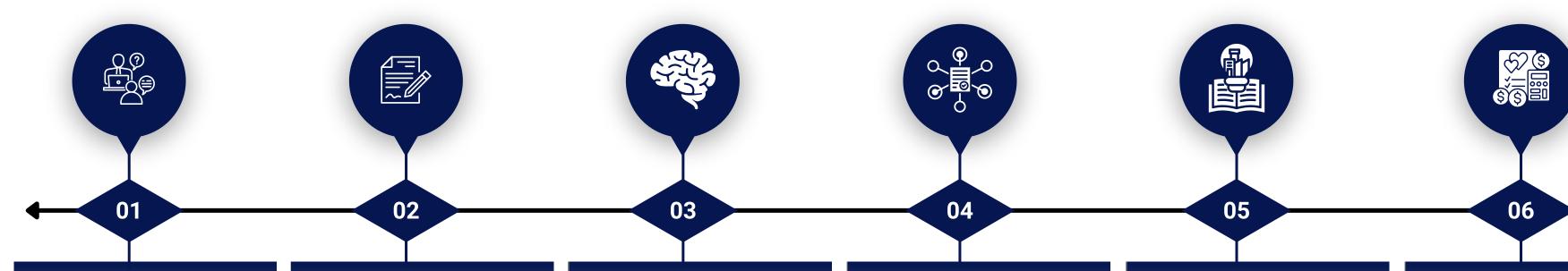
Unsupported conclusions

Rushing

Case Interview Guide







Prepare for HR & Fit Questions

- Practice both standard and nuanced HR questions (e.g., "Why this firm?", "Tell me something not on your CV").
- Structure responses with clear themes and support each point with specific examples.
- Treat all interactions, even small talk, as opportunities to demonstrate clarity and authenticity.

Master Your CV

- Know every detail on your CV and be ready to elaborate on any point.
- Prepare structured stories for each experience, focusing on context, your role, and outcomes.
- Treat extracurriculars and hobbies as seriously as professional achievements.

Consistent & Informed Preparation

- Maintain disciplined, regular preparation leading up to interviews.
- Personal anecdotes and firm-specific details make your answers stand out.
- Use the process to evaluate if the firm's culture and work align with your goals.

Balanced Case Practice

- Start with basic case types (e.g., profitability), but also practice less common ones (e.g., pricing, M&A).
- Practice different case types in parallel to stay sharp across formats.
- Review frameworks and solve at least one example of each type.

Industry Knowledge Matters

- Review industry primers for sectors relevant to your CV.
- Understand value chains, key players, and major cost/revenue drivers.
- Revisit industry primers in the days leading up to your interview.

Don't Overlook Guesstimates

- Prepare for estimation questions and know key demographic and market data.
- Create a cheat sheet for quick reference during practice.
- Familiarize yourself with statistics for major cities and your own region.

CASE TRANSCRIPT





FAST FOOD CHAIN

Diagnosing Revenue Decline for a Leading Quick Service Restaurant (QSR) Chain

The business is a large QSR chain with a nationwide footprint and a fairly standard fast-food menu?

Correct.

Before we dive in, I'd like to clarify a few points:

- 1. How much has revenue declined, and over what time frame?
- 2. Is the drop consistent across locations or concentrated in specific regions?
- 3. Have there been any changes in product offerings, pricing, or competitor activity during this period?
- 1. Revenue has dropped ~15% in the last quarter.
- 2. The decline is broad-based across most markets and stores.
- 3. No major changes in offerings or pricing; competitor activity is mostly stable.

Great. I'd like to break the problem down using a simple formula:

Revenue = Number of Customers × Average Spend per Customer.

Sounds good, what will be the topics you will focus on?

I'll explore key drivers which are as follows and divided into 5 parts:

- 1. Customer Experience
- 2.Loyalty
- 3. Marketing effectiveness
- 4. Operational issues
- 5.External factors

Does that sound good?

- 1. Customer Traffic Has footfall or transaction count dropped?
- 2.Spend Are customers spending less per visit?

Yes, customer traffic has gone down significantly, about 12% fewer transactions per store per month compared to last quarter.

Understood. Has the brand run any customer feedback surveys or NPS tracking recently? (had a brief discussion about what NPS is and how it is relevant here; interviewer was impressed by the mention of it)

Yes, and interestingly, NPS has dipped slightly. Several customers mentioned frustration with the loyalty program.

That's worth exploring. Can you tell me more about the loyalty program? Has there been a recent change?

CASE TRANSCRIPT





FAST FOOD CHAIN

Diagnosing Revenue Decline for a Leading Quick Service Restaurant (QSR) Chain

Yes. About 2 months ago, the company revised its rewards structure. Previously, points accumulated could be redeemed freely and didn't expire. Now, under the new system:

- Old points were voided,
- Customers can redeem only a limited number of points per month,
- And points expire after 30 days.

I see. That sounds like a major devaluation of the rewards system. Has the company communicated this change to customers clearly?

Communication was sent, but mostly via email but many customers didn't notice or fully understand the implications until they tried to redeem points (had pointed out how the use of a singular medium is not as effective and had recommended using app notifications in place of emails).

Based on what I've heard so far, my hypothesis is that the change in the loyalty program, specifically the invalidation of past rewards and new restrictions, has negatively impacted customer sentiment and repeat behavior, leading to a drop in traffic and revenue.

Customers likely feel betrayed, especially if they lost accumulated rewards without warning. This could also have hurt brand trust, especially among loyal customers.

That's an interesting point. Let's say that's true—what would you recommend?

A few steps I'd recommend:

- 1. Customer Re-engagement Campaign: Launch a campaign with a one-time reinstatement of points or bonus points for the next visit.
- 2. Modify the Loyalty System: Reintroduce more flexibility e.g., increase redemption limits and allow partial reinstatement of older points.
- 3. Transparency and Communication: Future changes should be better communicated, perhaps through in-store signage, push notifications, and email to ensure customers are aware in advance.
- 4. Pilot Testing: Before rolling out major changes, test them with a small segment and measure impact on behavior and sentiment (interviewer was impressed by this and we had a short discussion on this).

That's great. Let's wrap it up here. Any final thoughts?

Just that loyalty programs are built on trust and perceived value so abruptly changing them without sufficient communication can backfire.

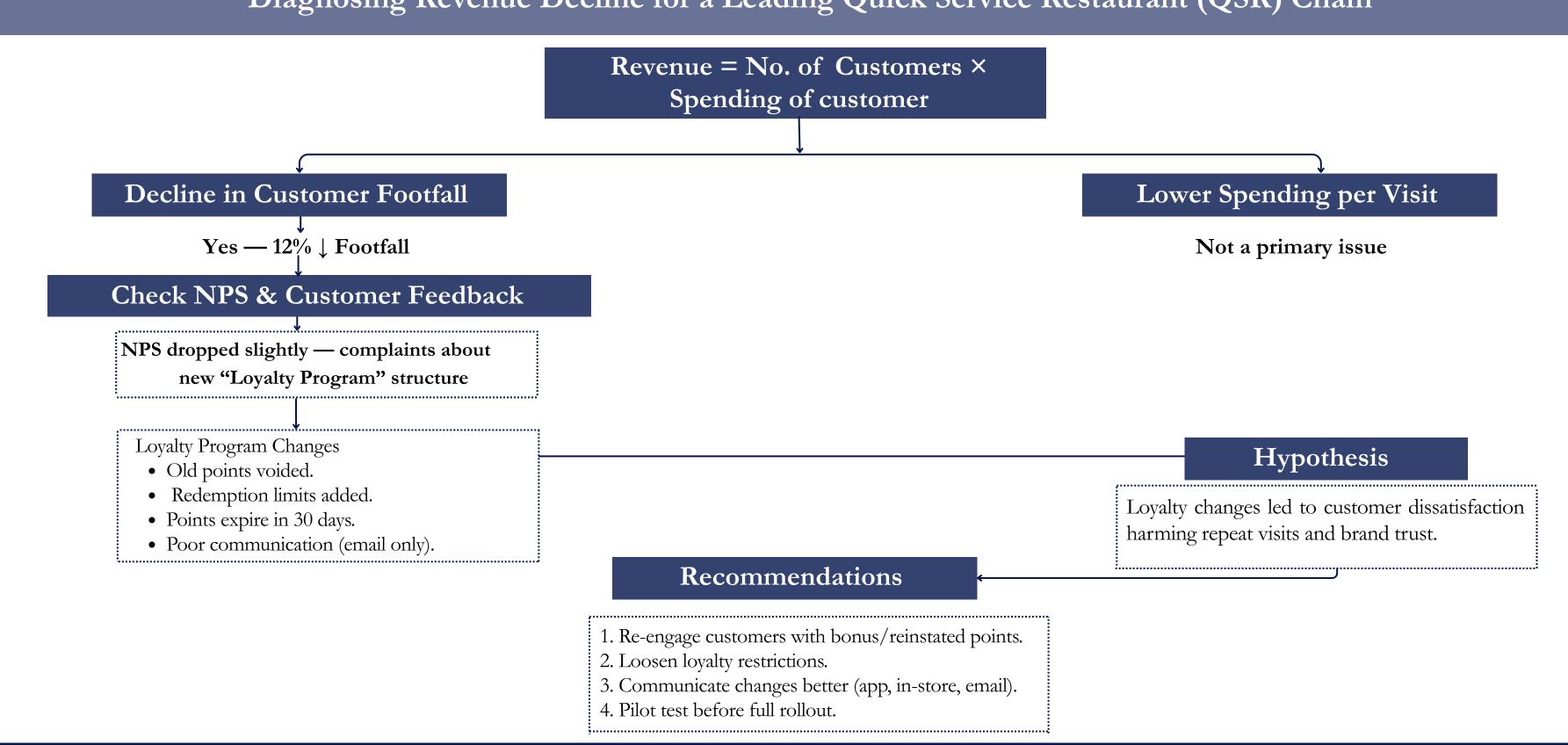
CASE TRANSCRIPT





FAST FOOD CHAIN

Diagnosing Revenue Decline for a Leading Quick Service Restaurant (QSR) Chain







SUGGESTION TO ENTER THE MEDICAL IMPLANTS AND ELECTRONICS SECTOR

Enter into the medical equipment sector

Your client is in the pharmaceuticals business, and in order to accelerate growth, they want to enter the medicals implants and electronics sectors, such as BP monitors. What would you suggest?

I'd like to know about our client's current customers, products they have now and wish to enter into soon.

Sure, so customers are doctors only, and the current medicines are prescriptive. They plan to launch monitors and implants.

Got it, lastly, I'd like to know the objective, and the metric basis which we can judge our final decision.

Good question, our objective is to attain scalability and sustainability for the new products, with motive being profits.

Understood, so I have all the facts now. The structure which I propose would help us gauge this situation can be broken down as checking for industry, financial viability, operational feasibility, how to enter, and risks associated. Under financial, we can look at ability to enter and attractiveness, while under operational, we can look at value chain setup, barriers to entry and diversification possibilities.

Let's focus on the value chain now. Can you break it down quickly?

It can be as follows; demand forecasting, R&D, inbound logistics, processing and manufacturing, market testing, outbound logistics, marketing, post-sale services, and reverse logistics. Under processing & manufacturing, we can have manpower, plant + property + equipment, and lastly utilities. Overall, under the value chain, we should look for synergies, in terms of costs' reduction, attaining economies of scale, and technological synergies.

Great, and what would this decision be based upon?

It'd be based on dilution of control expected, costs involved, revenue potential, brand value & synergies, and lastly considering any regulations that might hinder the process.

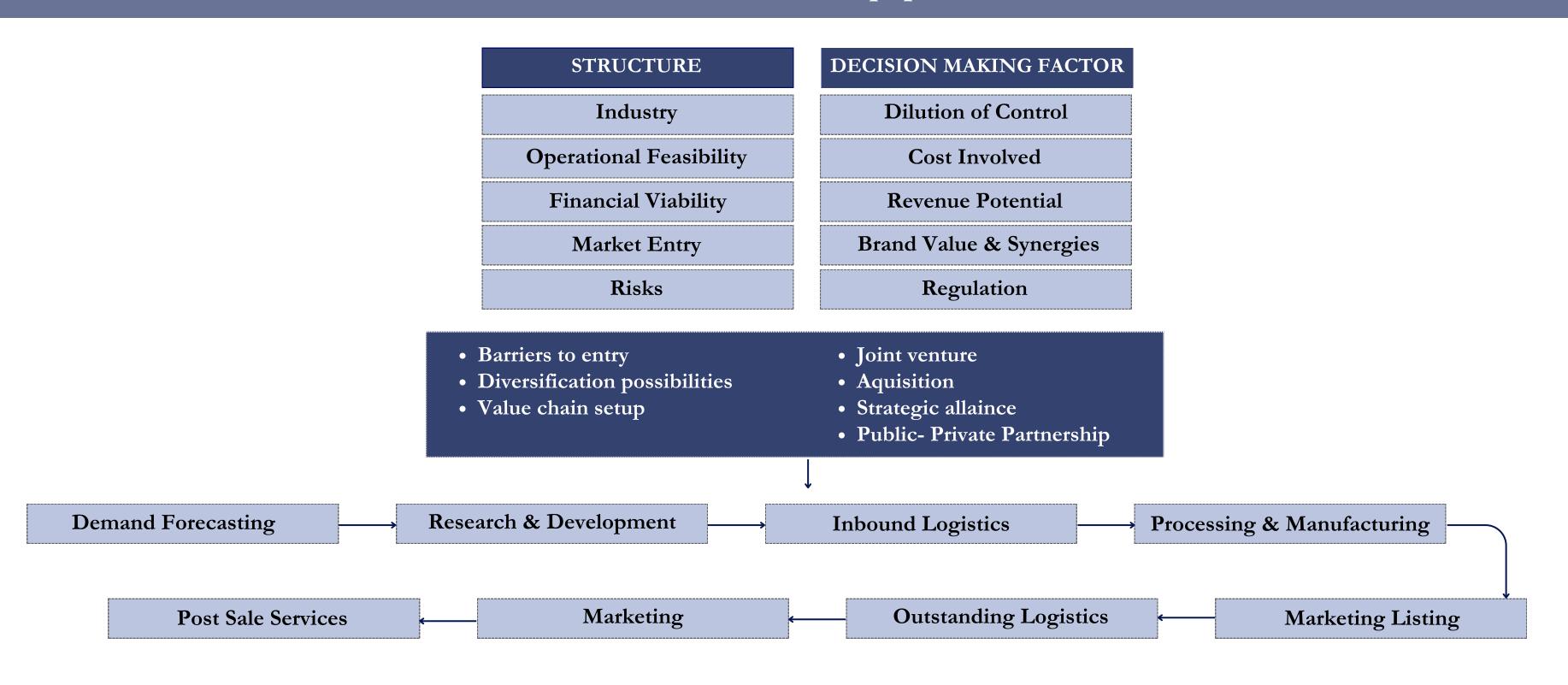
Great, we can end the case here.





SUGGESTION TO ENTER THE MEDICAL IMPLANTS AND ELECTRONICS SECTOR

Enter into the medical equipment sector







HOSPITALITY & HOTEL MANAGEMENT

Estimating Daily Tip Collection at a Hotel

Estimate the tipping amount received by a hotel in one day.

Sure, so just to clarify, I need to estimate the total tips collected by a hotel in a day, right?

Yes, that's correct.

Got it. May I take a few seconds to structure my thoughts and ask some clarifying questions?

Go ahead.

First, I'd like to understand where the hotel is located and the type of hotel we're talking about. Is it a luxury hotel or more of a general category?

Assume it's a general hotel operating in Delhi.

Great, thank you. So I'd like to segment the tipping opportunities across four categories:

- 1. Dine-in services
- 2. Valet parking
- 3. Room bookings
- 4. Events hosted by the hotel

That sounds good.

Here's a breakdown of the estimated tips:

Events:

- 2 events per day, 200 people each, ₹3 lakh revenue per event
- Tip per event: ₹3 lakh × 5% = ₹15,000
- Total event tips: ₹15,000 × 2 = ₹30,000 daily.

Sure, and what about Dine-in Services?

Dine-in Services:

- 100 tables with 3 meal segments (breakfast, lunch, dinner)
- Breakfast: 50% occupancy \rightarrow 100 \times 50% \times ₹3,000 \times 5% = ₹7,500
- Lunch: 75% occupancy $\to 100 \times 75\% \times \$3,000 \times 5\% = \$11,250$
- Dinner: 85% occupancy $\rightarrow 100 \times 85\% \times ₹3,000 \times 5\% = ₹12,750$
- Total dine-in tips: ₹7,500 + ₹11,250 + ₹12,750 = ₹31,500 daily

Total tips from events and dine-in services: ₹30,000 (events) + ₹31,500 (dine-in) = ₹61,500 daily.

Okay, go on.

For room bookings, I'll assume the hotel has 150 rooms with 50% average occupancy. If the average room rate is $\mathbf{\xi}$ 5,000 and 5% is paid as tips: 150 \times 50% \times $\mathbf{\xi}$ 5,000 \times 5% = $\mathbf{\xi}$ 18,750





HOSPITALITY & HOTEL MANAGEMENT

Estimating Daily Tip Collection at a Hotel

Finally, for valet parking, I'll estimate the number of vehicles based on the sum of dine-in, event, and hotel guests. Assuming similar tipping behavior of around 5%, and estimating about 200 cars per day with an average tip of ₹50, that's ₹10,000. Adding all segments together:

• Events: ₹30,000

• Dine-in: ₹31,500

• Rooms: ₹18,750

• Valet: ₹10,000 So, the total estimated tips received by the hotel in one day would be ₹90,250.

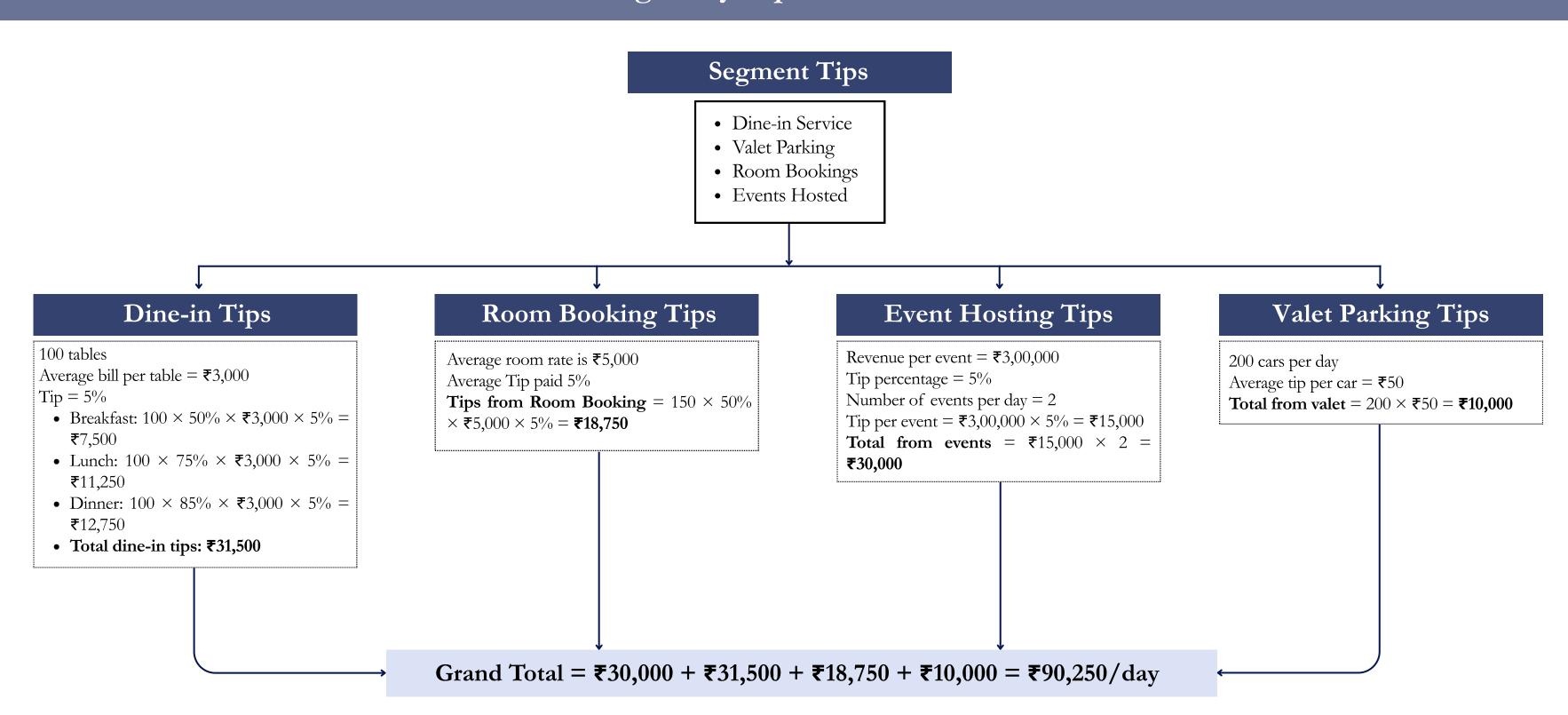
Thanks, that was a well-structured approach. We can close the case here.





HOSPITALITY & HOTEL MANAGEMENT

Estimating Daily Tip Collection at a Hotel







AIRLINE COMPANY

Pricing a newly launched 1-Hour Delhi-New York Business Aircraft Fleet

Objective of the client and the target customer segments that they are looking at?

Objective is profit maximisation and as for customers, why don't you tell me a few segments which the client should look at?

The possible customers that I can think of are Business CXOs, occupations requiring travel such as consulting, fashion, journalism etc, government embassies and officials and in general the High-income group.

Sounds good. Let us assume management consultants to be the only customers.

For pricing, we can take three approaches: cost based, value based and competitor based. Since it is a new offering, I don't think competitor-based pricing would work. Which other approach would you want me to go with first?

Let's start value based.

I would like to take time as a measure of value here since that is the main USP of this fleet. We can take a consultant's average salary at an hourly basis to see how much income saving equals the time saved in travel and that would give us the upper limit.

However usually flight expense in consulting is not borne at an individual level rather at the company level. Knowing this, would you like to change something in your approach?

Got it, since it is a company expense, I would like to consider a consultant's billable hours and charge per hour for the company instead of their salary as a measure of savings. Additionally, the number of consultants that are sent for travel purposes in a project will also be factored in.

Correct. So let us assume that a project has 2 consultants. They leave on Monday and travel back on Friday. The hourly contribution is INR 1000 per consultant. You can assume that it usually takes 24 hours to reach NY from Delhi. Can you calculate the value to the firm of this new fleet?

Sure! Since time saved is 23 hours. However, an average work time of a consultant would be 14-16 hrs only thus, effective time saved would be 14 hrs for 2 days in a week. Assuming it to be 4 weeks in a month, we get $14 \times 2 \times 4 = 112$ hours. We can then multiply it by the hourly rate giving us total saving of 112000 INR for the company.

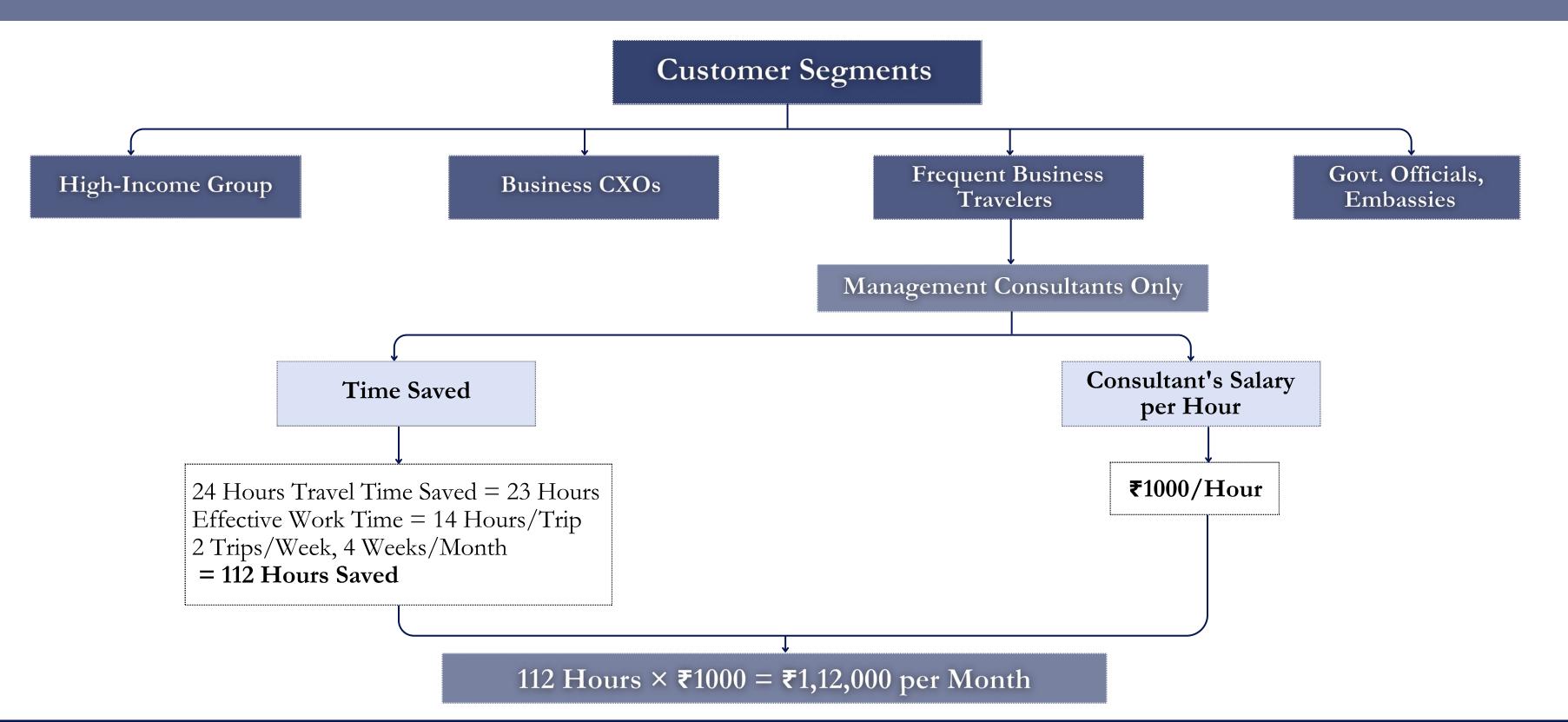
Sounds good. Let us end the case here.





AIRLINE COMPANY

Pricing a newly launched 1-Hour Delhi-New York Business Aircraft Fleet







MINISTRY OF ROAD TRANSPORT AND HIGHWAYS

Enhancing Road Logistics for Industrial Transport in India

I would like to understand what exactly do we mean by logistical efficiency?

When you want to go somewhere, what will efficiency be for you?

Okay, so it would be the travel time then. I would also like to understand if we want to improve it in a specific region and why are we suddenly looking at the efficiency- has something changed?

We are looking at improving for overall country and for the second question- I can give you lots of reasons but that is not relevant to the case.

I would like to focus at five things for the same. They would be the main road infrastructure – material, presence of potholes etc., peripheral infrastructure such as traffic lights, assistance from traffic regulators, legal setup such as speed regulations and automobile setup such as number of vehicles, their type, models of vehicles and their maintenance.

Let us focus on main road infrastructure.

Sure! Under the same, I would like to consider factors that would affect the speed of the vehicles such as width and quality of road, and presence of potholes and speed brakers. Is there something that I am missing out here?

No, it sounds fine. Now majorly the problem with roads isn't supply but estimating the correct demand. How would you like to estimate the number of intra-city vehicle demand?

Sure! Since the percentage of residential vehicles in intra-city travel is quite less, I would like to estimate the demand majorly for commercial vehicles both for travel purpose as well as industrial supply purpose.

Ignore residential and travel segments.

Got it, so for commercial industry requirement purposes, we can find out the major industries whose requirements (Inventory at any stage) are met out of the city. We can then check for which of these industries use roads as a main means of their transportation to figure out the 20% industries which demand the most. On the basis of this segmentation, we can estimate the demand for the roads.

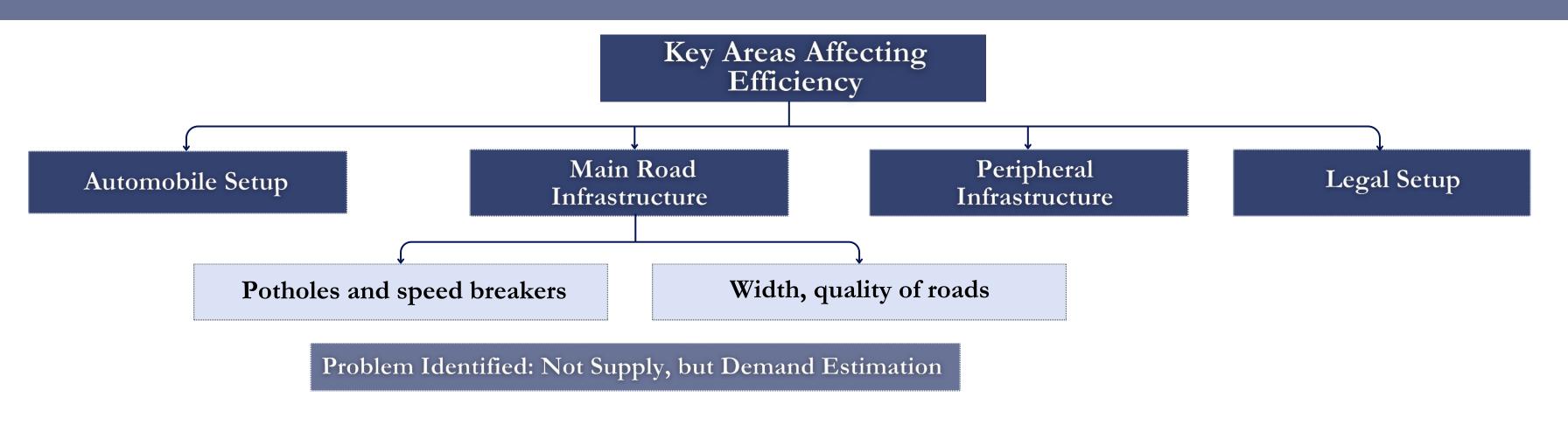
Sounds good. Let us end the case here.

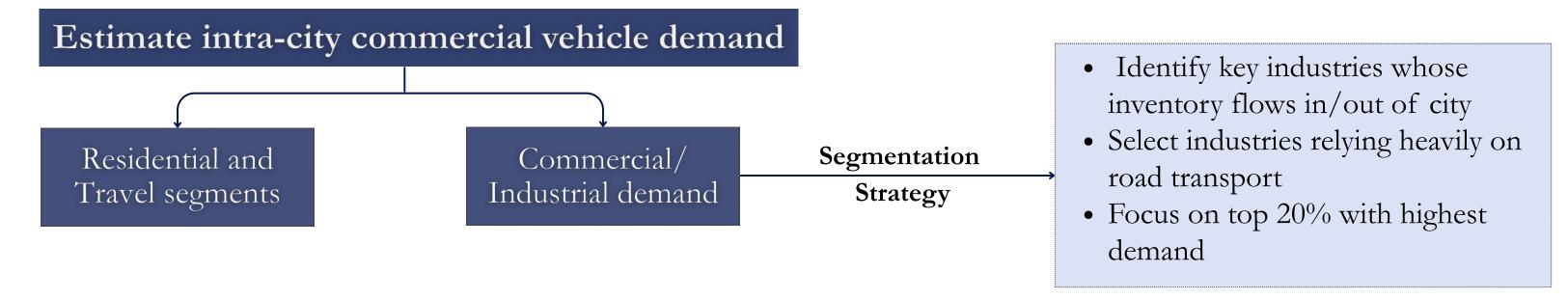




MINISTRY OF ROAD TRANSPORT AND HIGHWAYS

Enhancing Road Logistics for Industrial Transport in India









NATIONAL TESTING AUTHORITY

Tackling Cheating in Medical Entrance Exams in Uttar Pradesh

Is the issue localized to UP or present in other states too?

It is most severe in UP. Other states have incidents, but not on this scale.

Got it. So to recap, the key objective is to understand why the cheating rate is abnormally high in UP and suggest practical, implementable solutions, correct?

Exactly.

To structure this, I'd like to break the problem into two parts:

- 1. Diagnosis What are the factors enabling cheating?
- 2. Intervention Design How can we stop or deter it? For diagnosis, I'll look at:
 - People: Students, Invigilators, School staff.
 - Process: Exam day procedures, ID verification, Supervision.
 - Infrastructure: CCTV, invigilation, Surprise checks.

Yes, let's move forward.

Do we have any information on how the exam is conducted? (e.g. in CBSE students are required to go to test centers while ICSE students have invigilators from different schools)

- Students and invigilators are from the same local schools.
- Teachers have been found helping students during the exam.
- There are no CCTV cameras, and no flying squad presence in most test centers.

From what I see, the core issue seems to be:

- Conflict of interest since school staff supervise their own students.
- No surveillance or surprise checks.

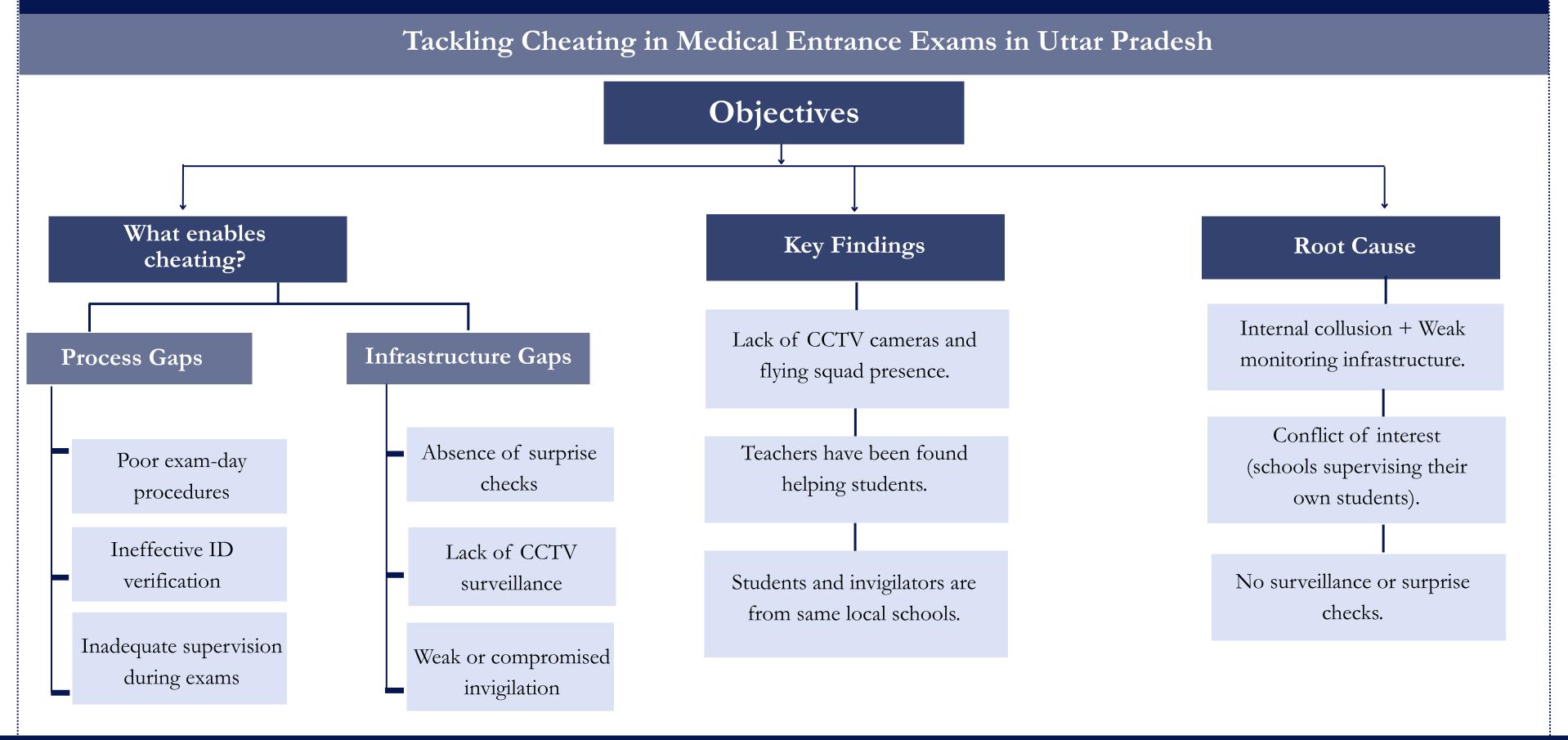
So I'd conclude that internal collusion combined with weak monitoring infrastructure is the root cause.

That makes sense. Let us end the case here.





NATIONAL TESTING AUTHORITY







PUBLIC SECTOR BANKING

Diagnosing the Decline in Bank Visits in Uttar Pradesh

Just to clarify a few things before I begin:

- 1. Is this trend more prevalent in rural or urban areas, or is it statewide?
- 2. Is the decline specific to one bank or being observed across all banks?
- 3. Are there any recent changes such as branch consolidation, staff shortages, or tech upgrades?
- 1. The decline is more pronounced in rural areas, though some urban branches are also affected.
- 2. This is a general trend, not specic to one bank.
- 3. No major structural changes have taken place recently, at least not at scale.

I'll structure my approach in two phases:

- First, I'll try to hypothesize possible causes under four broad buckets: Customer-side, Access/Infrastructure, Service-side, and Technology-driven substitution.
- Then I'll do a guestimate to understand how widespread physical access to banking infrastructure (especially ATMs) is in the state.

Sounds great. Let's go ahead.

- Heavier concentration in urban areas.
- Many rural villages may still lack ATMs or have shared ones among villages, so real accessibility might be lower than what the raw number suggests.

Seems like a reasonable estimate. Let's move on to root causes.

Root causes include

- External disruptors
- Access and infrastructure
- Customer side factors
- Service quality issues

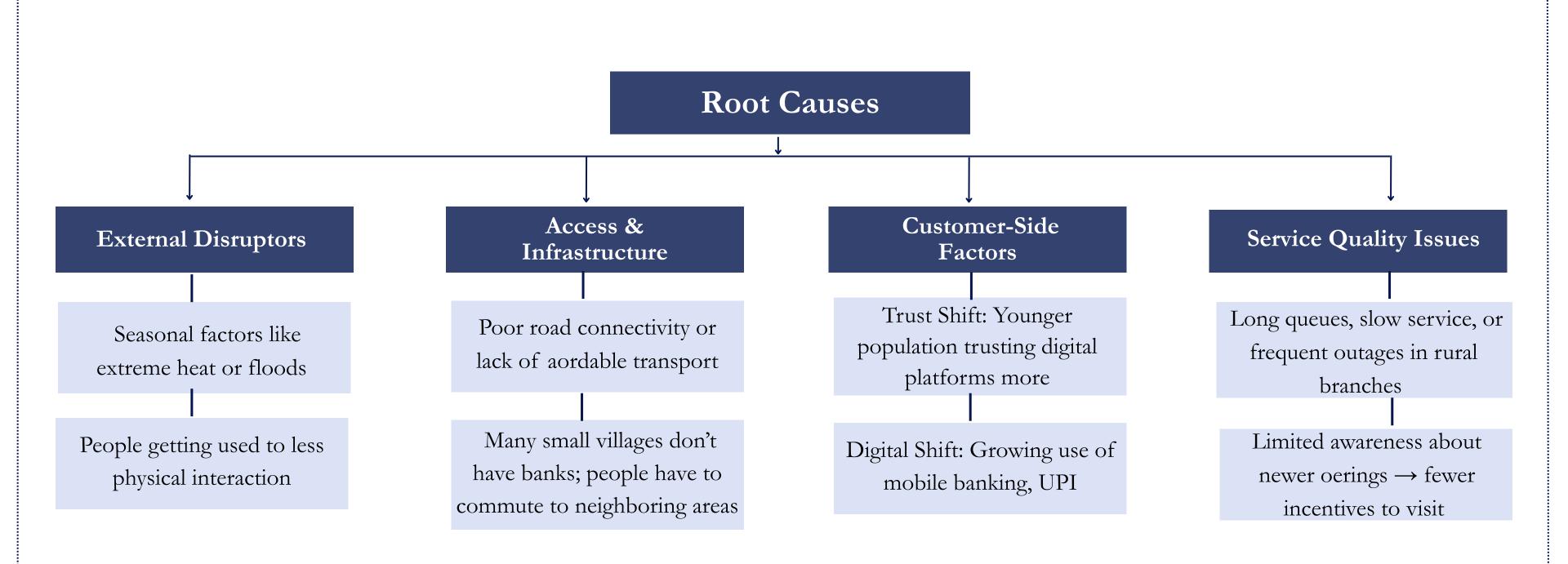
Okay. Let us end the case here.





PUBLIC SECTOR BANKING

Diagnosing the Decline in Bank Visits in Uttar Pradesh







US BASED AUTOMOBILE COMPANY

Diagnose and growth plan for a US based car company facing an issue with growth

Your client is a US based car company. They are facing an issue with growth.

I would like to ask a few questions about company and market? About the Company:-

- 1. What part of the value chain do they lie in?
- 2. What segment of automobiles do they offer?

The company lies in Original Equipment Manufacturers (OEMs) and has ventured into EVs, primarily ICE.

About the Market:-

- 1. How is our client positioned?
- 2. Who are the other players and how are they performing?

The client has a luxury or a high-end positioning.

Some players do exist, however, only we are facing the problem.

Can I take some seconds to come up with my initial structure?

Sure.

We know that- Revenue = No. of Cars Sold x Average Price

No. of cars sold has declined.

Is it led by supply or demand?

Demand has fallen.

I would divide this into company specific issue, or market led issue.

It's a market led issue we believe.

Alright. I would divide it into - Macroeconomic, Competitor or Complementary.

What would you look for under competitors?

I would first want to understand if there is any new entrant given the EV developments in the US?

Yes - you have rightly identified - Tesla has expanded a lot recently, capturing the entirety of the premium EV segment. Suggest a growth plan.

Alright. So we have identified that our client was facing the issue because of Tesla expanding presence and premium EV dominance. In terms of Growth - are we looking at Organic or Inorganic growth?

What would inorganic be?

Since the industry is heavy on R&D, partnering with other smaller players would help us expand on both customer and production base.

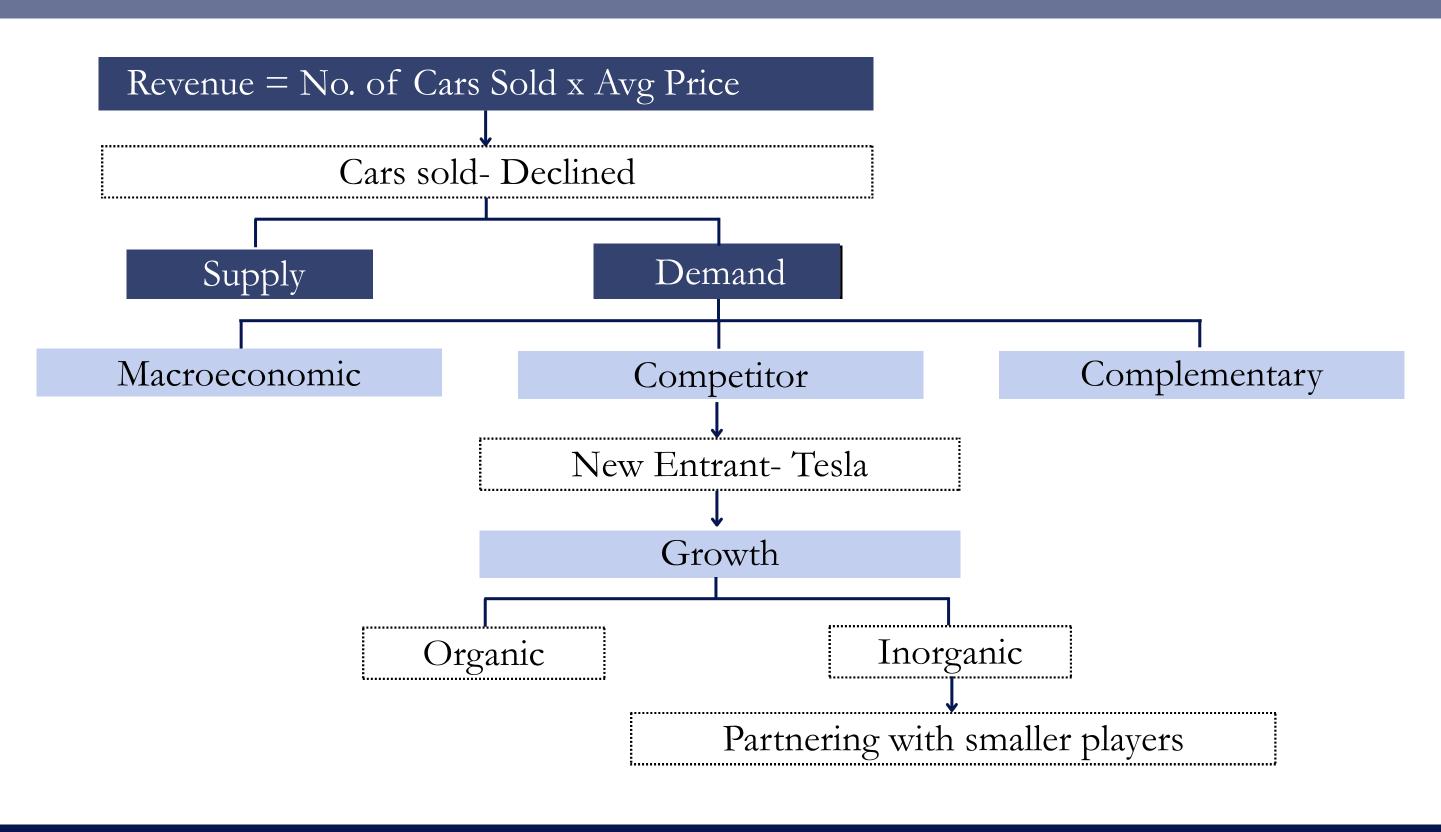
Yes, that is what we are actively exploring. Thank you we can close the case.





US BASED AUTOMOBILE COMPANY

Diagnose and growth plan for a US based car company facing an issue with growth







FINANCIAL ATTRACTIVENESS

Financial Attractiveness for Star Sports launching a new activity

Your client is Star Sports - bidding for women's IPL happening for the first time. Help them.

Could you please tell me about their synergies? Additionally, do they have any other constraints?

As for synergies, they have other cricket tournaments, and no, there are no other constraints.

Do we have any other bidders and what is the team structure like?

Let's assume that there are no other bidders. For the team structure, there are a total of 6 teams, both Indian and foreign players.

We would start by dividing out approach in financial attractiveness, operational feasibility and risks. Under financial attractiveness, we look at benchmarking revenues bridging them with the required ROI to find the bid price.

We are looking at an ROI of 15% stream length is 45 days. You can ignore quantitative benchmark.

Alright we can first divide revenues into streaming (Online, TV), Marketing and Merchandising. Under Online, we look at additional subscribers generated, pay per view revenue and cross selling.

Alright the other heads are explanatory, move to the costs.

We have Financing costs, Marketing Costs, Operational costs and opportunity cost.

What are these Operational Costs?

Platform Development, TRP costs, CAC.

What would the bid price equation be?

Bid = (No. of streams*Avg rev per stream)-(Total Cost)/15%

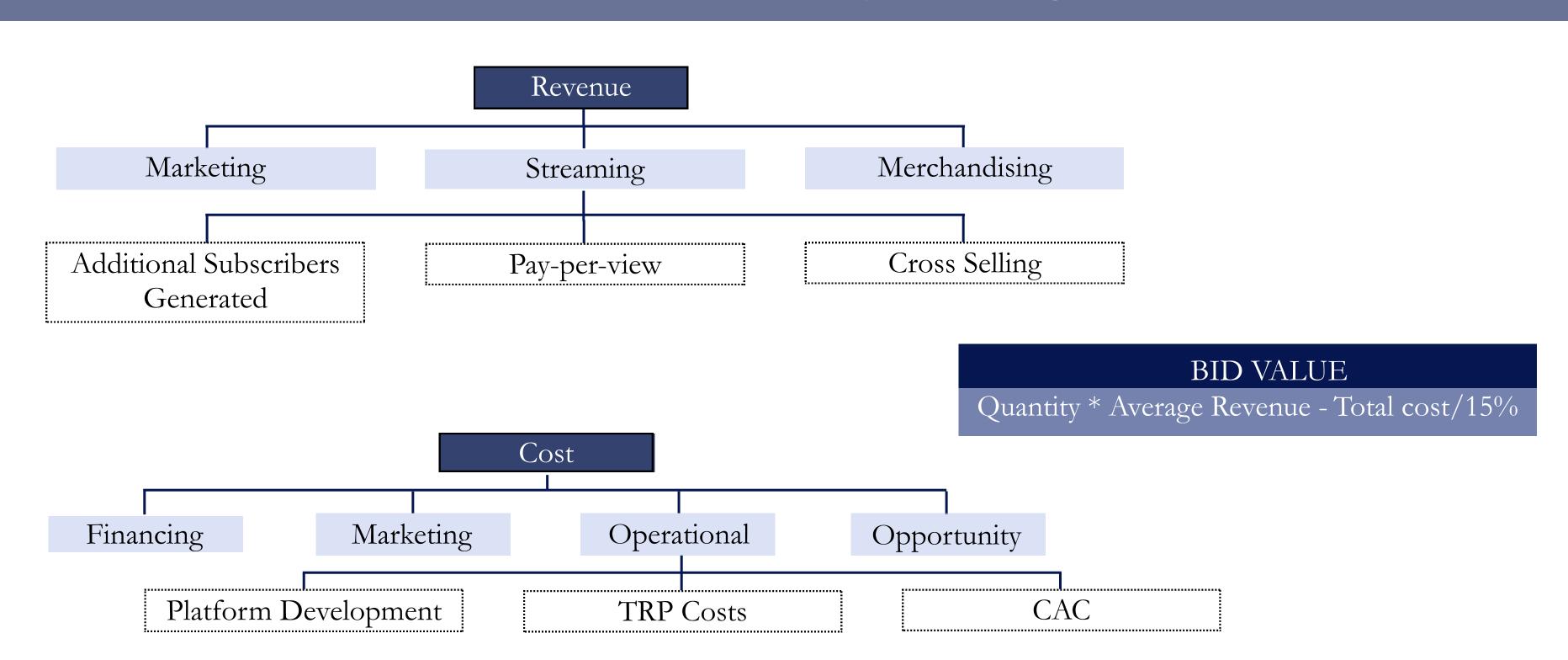
Alright we can close the case.





FINANCIAL ATTRACTIVENESS

Financial Attractiveness for Star Sports launching a new activity







THE GLOBAL GADGET GO

Assess the feasibility of expansion and recommend a Market Entry Strategy

We're advising 'Global Gadget Go,' a leading US wearable tech company, on expanding into Southeast Asia. They've asked us to assess feasibility and recommend a market entry strategy. Where would you like to start?

To start, I'd like to gather key info:

- 1. Market size and growth of wearable fitness trackers in Southeast Asia.
- 2. Target customer demographics and preferences in Southeast Asia.
- 3. Key competitors, local or international.
- 4. Regulatory requirements for wearable tech in the region.
- 5. Logistics and distribution infrastructure.

Very good questions.

- Market growing at 20% annually.
- Target: young, tech-savvy, health-conscious, with varied incomes and cultures.
- Competition: local and international brands; locals focus on lower prices.
- Regulation: varies by country; some require certifications.

Thanks. I'll structure my analysis into three areas:

- 1. Market Attractiveness Size, growth, demographics, trends, and risks.
- 2. Competitive Analysis Key players, market share, SWOT Analysis.
- 3. Entry Strategy Entry mode, go-to-market plan, financial impact.

To begin with market attractiveness: what are the key growth drivers—health

awareness, disposable income, or others?

The growth is primarily driven by a combination of increasing health awareness, rising disposable incomes, and growing popularity of smartphones and mobile apps.

That's helpful. Moving to competitive analysis:

Can you share more on local brands' product features and marketing strategies?

Local brands offer basic trackers at lower prices, marketing through social media influencers and localized campaigns focused on affordability.

Global Gadget Go should tackle price sensitivity through a budget line or local partnerships. Given market fragmentation and varied regulations, a phased entry is ideal. Exploring a joint venture with a local partner could be a viable strategy.

A joint venture could be a viable option. What factors would you consider when selecting a local partner?

I would consider the following factors:

- Partner selection: focus on market knowledge, distribution, and regulatory expertise.
- Localized marketing and strategic pricing.
- Omni-channel distribution and brand building.

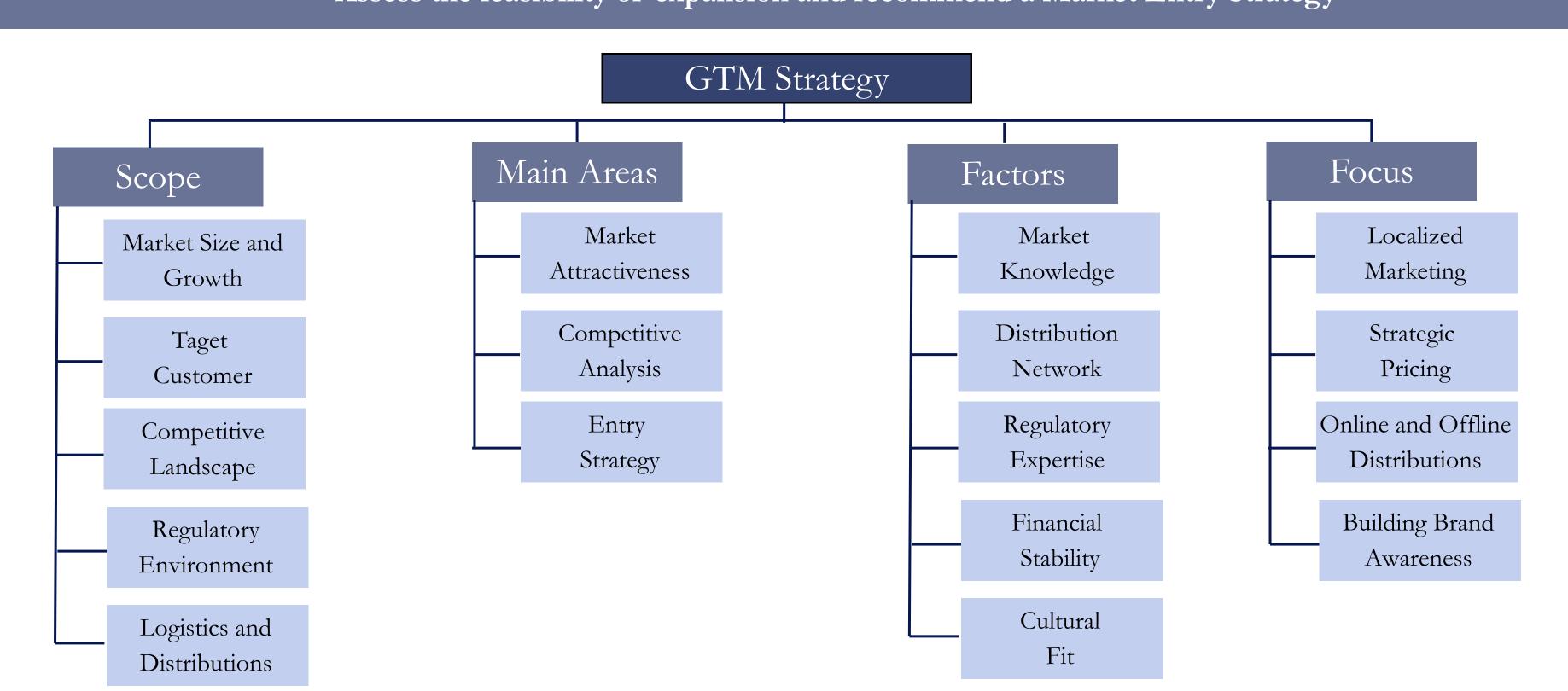
Okay. Let us end the case here.





THE GLOBAL GADGET GO

Assess the feasibility of expansion and recommend a Market Entry Strategy







TIN SHEETS MANUFACTURER

Recommend ways to increase net margins

Hi Parth, I'm a little short on time so let's quickly get started with the case. Your client is a tin-sheet manufacturer, who wants to increase its net margin. How would you help?

Surely, so just to clarify, our client manufactures tin sheets and wants to increase the net margin, and we've to help out for the same.

Yes, that's correct.

Understood, may I take around 30 seconds to gather my thoughts and clarify some questions before I begin?

Sure, go ahead.

Firstly, I'd like to know a little more about the client's business and their customers, and if it'd be fair to assume that our client is a B2B player.

Our client deals only in the finished product, i:e, tin sheets, and as correctly identified, our client is a B2B player with customers being businesses in FMCG, F&B, Paints, etc.

Understood, so are there different types of products as well?

Yes, the tin sheets vary depending upon the thickness, length and breadth, as demanded by the customers.

Alright. Also, by net margin do we refer to profits/revenue, and what part of the value chain does the client lie in, vis a vis its competitors?

Yes, that's correct. You can think that client receives coils, which are rolled out into rods, are stored, and a third party undertakes logistics. Similar is the value chain for competitors, but our client is the biggest player.

Thanks for the information. Lastly, what magnitude of net margin is expected and what's the timeline for the same?

Take it to be 10-15% in around 1-2 years.

Sure. Since net margin is 1 – Revenue/Costs, we can improve it by either reducing costs or increasing the revenues. Is there a particular side you'd like me to focus at?

Let's start with the costs first.

Surely, I'll just take around 25-30 more seconds to structure my thoughts and come up with an approach.

Go ahead.

So, I've tried to break down the costs into a value chain, under which we can analyse each element one by one to look for factors of cost reduction.





TIN SHEETS MANUFACTURER

Recommend ways to increase net margins

Value chain can be as follows; R&D, raw material sourcing, inbound logistics, storage, processing & manufacturing, packaging and specifications, storage again, outbound logistics (to third party distributor), and reverse logistics (if needed).

Seems like a comprehensive breakdown, Parth. Quickly break down the raw material costs for me.

Sure, it can be broken down as #suppliers * average quantity * price.

Focus on average quantity.

As per my opinion, average quantity can be affected by actual demand, wastages, theft, damages, and requirement of any kind of buffer stock.

Good job. Now, focus on actual demand.

Demand would be a factor of type of end product, demand forecasting, and existing (& new) contracts. Costs can be reduced by have few constant designs, standardised products, good quality machines for reducing quantity needed and efficient manpower for better forecasting.

Great, we can keep aside the costs now. Suggest me some ways to increase revenue for our client.

Surely, should we consider an organic or inorganic route for revenue growth.

Focus on organic for now.

Understood, so revenue can be broken down as #customers * revenue/customer.

List down avenues to increase both.

Surely. Since our client is a B2B player, can be broken down as target market * market share. Target market can be increased by entering totally new geographies, and market share can be increased by increasing geography of operation, introducing variations or new products, and using new distribution channels. Revenue/customer can be broken down as revenue/customer/transaction and #transactions/customer. First can be increased by using strategies such as decoy pricing, upselling, and bundling.

Understood, we can close the case here Parth.

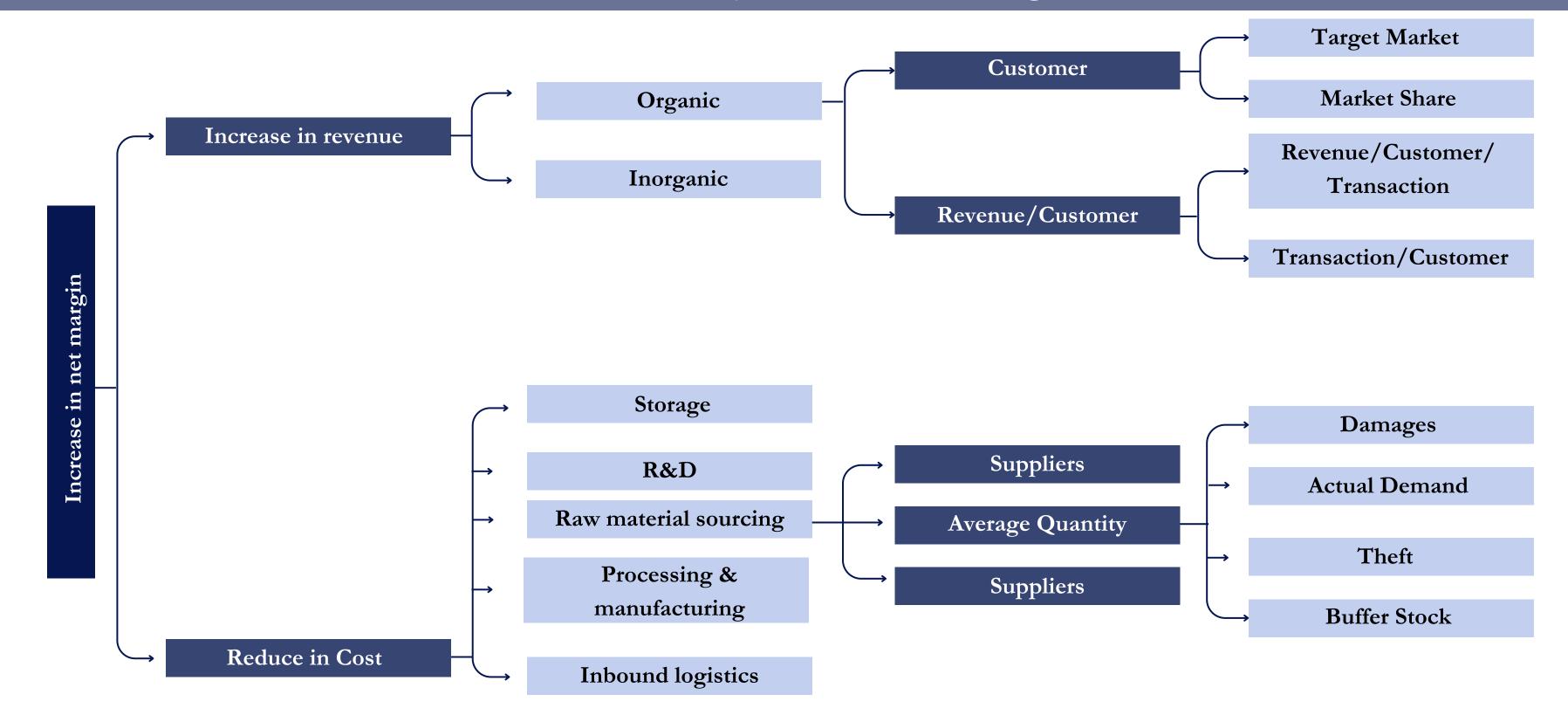
Thanks a lot!





TIN SHEETS MANUFACTURER

Recommend ways to increase net margins







CONSUMER GOODS - RED PENS IN INDIA.

Calculate the Market Size of Red pens in India

In order to calculate the market size of pens we need to first establish the market size of the pen industry.

Yes, go ahead.

Assuming India's population is 140 crore, we divide it into age groups:

- 0–10 years: $10\% \to 14$ crore
- 10–25 years: $30\% \rightarrow 42$ crore
- 25–60 years: $50\% \rightarrow 70$ crore
- 60+ years: $10\% \rightarrow 14$ crore

Okay, go ahead.

Now, estimating pen users in each group:

- 0–10 years: 20% use pens \rightarrow 0.2 × 14 = 2.8 crore
- 10–25 years: 80% use pens \rightarrow 0.8 \times 42 = 33.6 crore
- 25–60 years: 50% use pens \rightarrow 0.5 \times 70 = 35 crore
- 60+ years: 20% use pens \rightarrow 0.2 \times 14 = 2.8 crore

Alright now find the market size for red pens.

Out of this 74.2 crore market for pens

Around 70% is for blue pens

10% for black pens

10% for red pens

5% for green pens and the rest 5% for multicolour pens.

Hence the market size of red pens is 10%*74.2 crore = 7.42 crores.

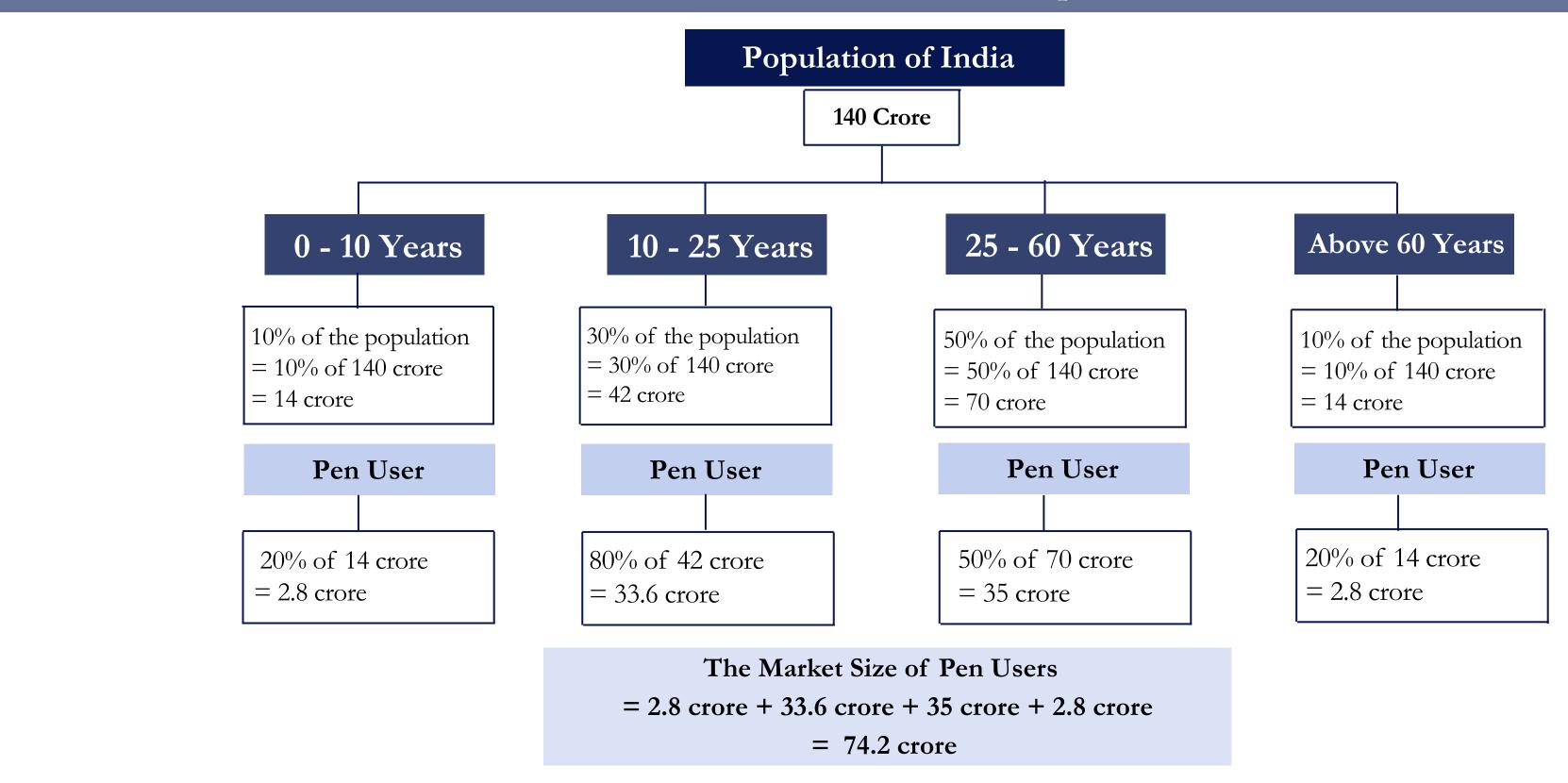
Good, we can conclude here.





CONSUMER GOODS - RED PENS IN INDIA.

Calculate the Market Size of Red pens in India







THEATRE IN BOMBAY

Standalone Theatre Growth Strategy

So, I have a very unconventional case for you. Your client is your friend, who owns a standalone movie theatre in Bombay. He wants to grow his revenues, and has come to you for help. How would you help your friend?

Who are the exact customers of my friend, and can I assume it to have sources of revenue as movies, advertisements, food, parking, and tickets?

You can assume them to be middle-to-upper end classes, and yes, sources of revenue are correct.

Can we consider my friend's competitors to be other movie theatre chains, multiplexes, and OTT platforms? Lastly, want kind of increase is expected and over what time period?

He wants to see a 2x increase over the next 3-4 years.

I've broken down the organic route as growth from existing businesses or new businesses. Existing businesses would cover revenue from tickets, parking, food, advertisements, and movies. New businesses could comprise of things such at launching on OTT, home theatre screens, movie cabs, and hosting exclusive shows/concerts.

Revenue can further be broken down as #customers * revenue/customer Talking about #customers, it's actually target market * market share %. So, my friend can increase the target market by opening a theatre in a new geography. Or, for improving market share, he can introduce new movies/products, with varieties being hosting concerts, purchasing exclusive rights to certain shows, etc., or change the way of provision to OTT.

What about increasing revenue/customer?

Yes, it can be further broken down as revenue/customer/transaction * #transactions/customer. For the first, upselling, bundling, quantity reduction and decoy pricing can play a role. For the second, we can look at supply, demand, and distribution separately.

Let's look at the supply and infrastructure aspect now.

Supply would be affected by movies, frequency of shows, infrastructure, and hours of operation., I've broken down the infrastructure considering seats as a bottleneck. It could be written as #seats * %utilization. These can be improved by reducing distance between seats as well as rows, expanding the walls of the theatre, and improving any bad quality seats.





THEATRE IN BOMBAY

Standalone Theatre Growth Strategy

Absolutely. Good job. Now after all our discussion, you've given around 7-8 very innovative ideas. What would be the top 3 solutions as per your analysis?

In order of priority, I believe they'd be Exclusive screenings (for sports, concerts, shows, etc.), Differential pricing, Increasing the seating capacity.

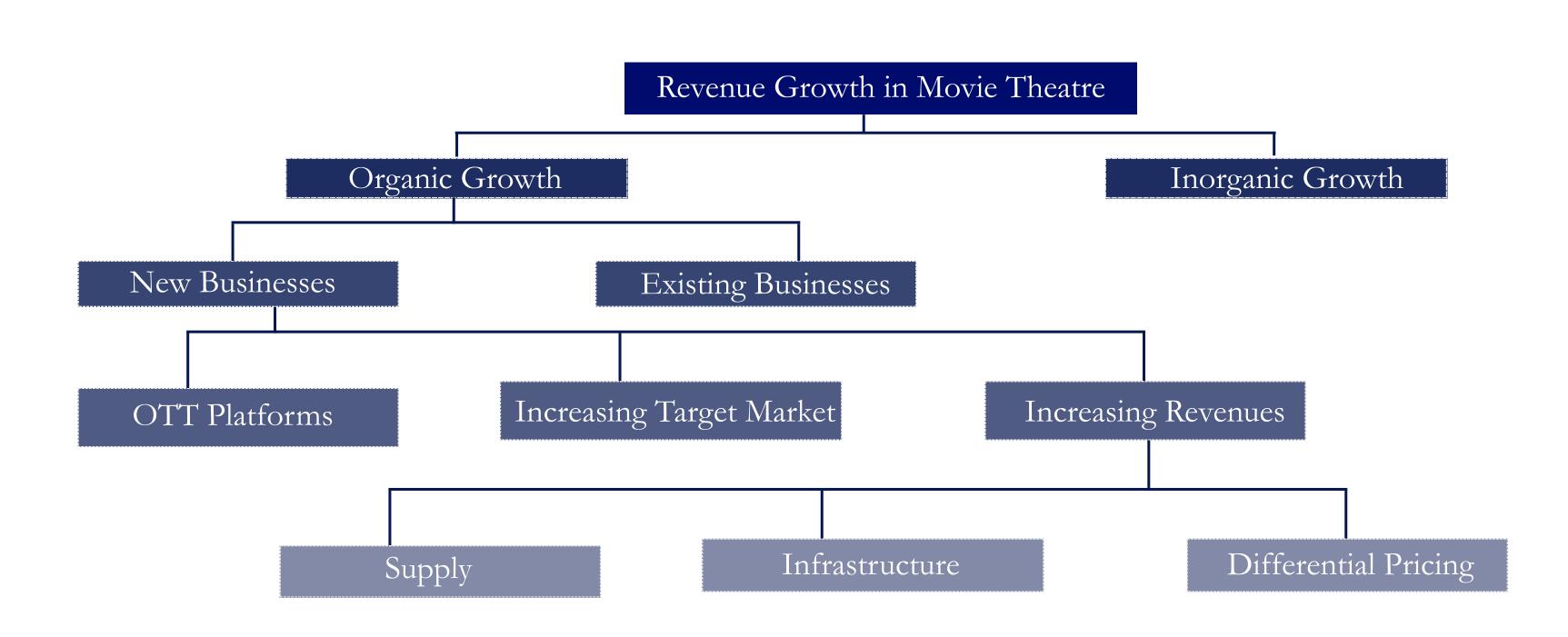
Great, we can end the case here.





THEATRE IN BOMBAY

Standalone Theatre Growth Strategy







CEMENT CONGLOMERATE

Facing Low Profitability

Hi Parth! Let's start your case. Your client is a conglomerate in Calcutta, and works in the cement space too. It has 2 plants, having 5 MT of total capacity in Eastern India, but unfortunately, they're able to sell only 2 MT and hence, their profitability is low. How would you help them?

Sounds like an interesting case sir! Just to clarify, our client is a conglomerate, facing low profitability in their cement business. Their 2 East Indian plants have 5MT capacity, but have only been able to sell 2MT. We've to provide solutions for a turn-around.

You've got it right.

Understood. If it's alright, may I take around 30 seconds to gather my thoughts and clarify some questions before I begin?

Go ahead.

Sir, I'd like some information on the customers, i:e, if our client is B2B or a B2C player, and also, can I assume cement to be a commoditized product?

30% of their business is B2B, rest is B2C, essentially residential. And yes, consider it to be commoditized.

Understood. Next, what is the competitive landscape, and have they been facing a similar issue?

Client and their major competitors combined capture 80% of the market.

Got it, and lastly, which part of the value chain does our client lie in?

They manufacture and brand their product, and have third party distributors.

So, now the primary objective is to help our client grow its low profitability, and reach a level of sales of 5MT. Is that right?

Yes, that's correct.

Thanks a lot. Now, I have all the required information to proceed. Profitability can be defined as (revenue-costs)/revenue, or simply 1 – costs/revenue. So essentially, if current revenue rises, profitability will automatically rise. Is there a need to check for cost reduction as well?

No need, you can focus only on growing their revenue.

Understood.

So, revenue can be broken down as (no. of units)*(revenue/unit).

Focus on number of units.

Sure. No. of units can be bifurcated as (target market)*(market share%). Now, target market can be increased by entering new geographies, and percentage share can be increased by introducing new products/varieties, exploring new areas within the existing geography, or using alternative distribution channels.





CEMENT CONGLOMERATE

Facing Low Profitability

Fair enough. Quickly list what all distribution channels could they use?

Surely. Under the B2B part, they can consider contracts with builders, government collaboration (via schemes), or big construction houses. Under the B2C part, they can use their existing third-party distributors, or have their own stores and operate via the hub-&-spoke model.

Good. So let me explain the current distribution system. There are around 200 dealers, who sell in total around 20MT. So how much would be our percentage?

Client is able to sell 2MT, that means 10% of the output sold by dealers.

Correct. Now, from the east Indian side, goods are transported, off-loaded at various locations, stored and sold.

Understood. I believe that we can break down the distribution network as (no. of distributors)*(no. of units/distributor)*(price/unit).

Right, now how can the client improve the sales here?

Starting with no. of distributors, client can provide monetary incentives such as commissions, discounts on bulk buying, etc., and non-monetary incentives such as bonus on targets, financing facilities, etc.

Let's focus on the margins available to the distributors. It costs our client Rs. 340 to make one bag of cement, which is given to distributors at Rs. 360, and they sell it in the market at Rs. 380.

But, for our competitors, they provide one bag at Rs. 380 to the distributor, which is sold at Rs. 400 in the market. What is the issue you can identify? And what can be done?

This seems to be counter-intuitive at the face of it. Is it okay if I take around 20-25 seconds to think this through?

Go ahead, take your time.

I've thought of the following two options. First, our client can provide one bag at Rs. 350, so that distributors now have higher per unit margin as compared to competitors, but this might not drive up the demand. Secondly, we can keep the price we provide to the distributors at Rs. 360 only, but ask them to sell our cement at Rs.400 per bag. This tackles twin problem; it provides higher margins to distributors, and at the same time, customers in the Indian context especially perceive costlier goods as goods of better quality. So, for something as crucial as cement used for building their houses, people wouldn't compromise on quality. So, distributors would push our cement, and demand would also rise.

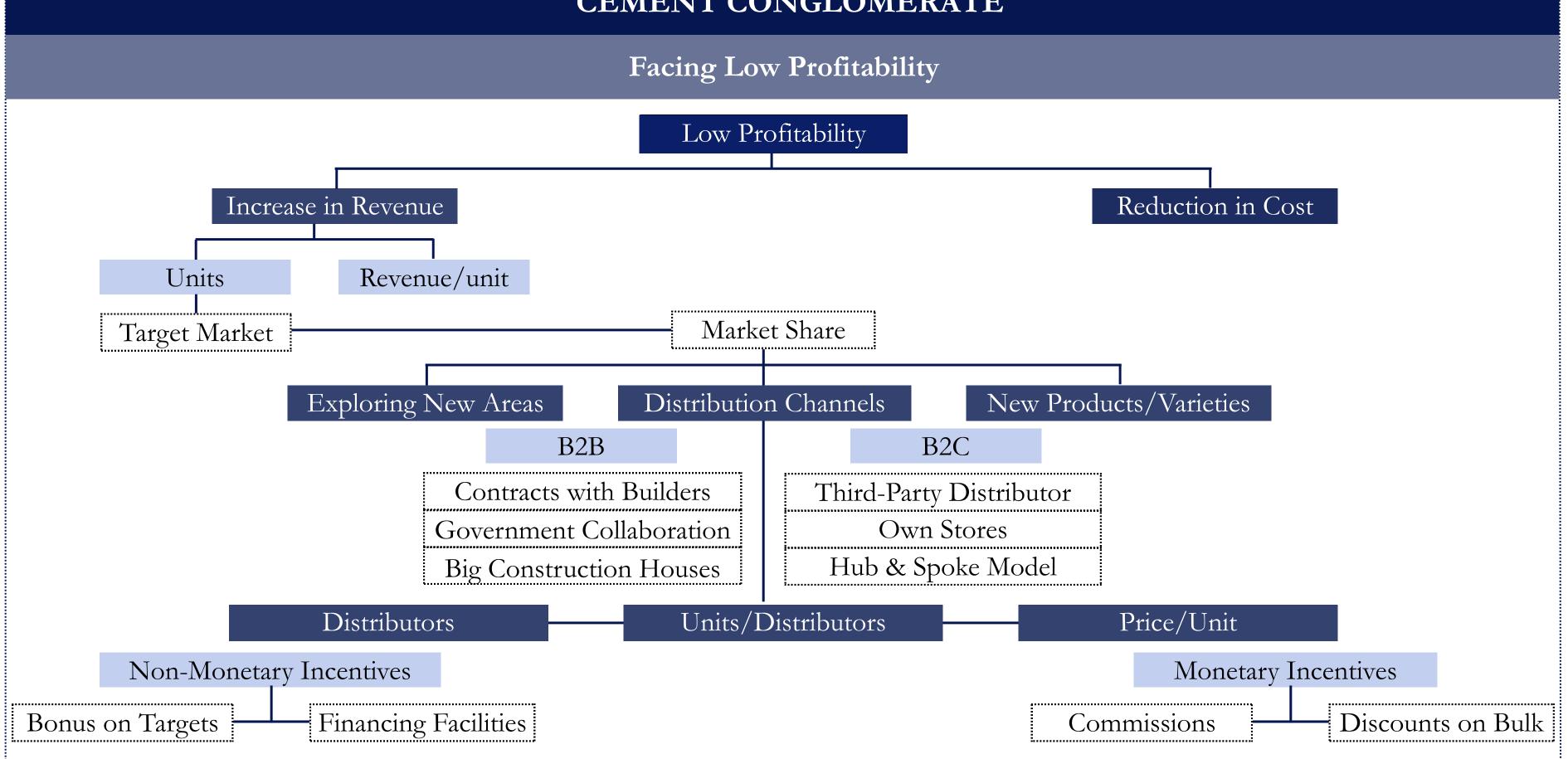
Excellent! We can close the case now.

Thank you, sir!













SHIPPING LOGISTICS COMPANY

Marketing Campaign for a Shipping Logistics Company

There is a shipping logistics company dealing with both B2B and B2C clients. What factors would you consider when tailoring a marketing campaign for B2B versus B2C across all social media platforms?

Before starting, I would like to know what type of shipping the company is involved in. Is it maritime or through land?

The company is mainly involved in land freight forwarding.

So what kind of products does it usually ship? Is it the same for both customer segments or different?

In the B2B segment, the company usually uses tanker freight trucks to transport liquids, such as petroleum, chemicals, or milk. The company is a relatively new player in the B2C segment and wants to explore the packers and movers segment.

Alright. I want to ask if the company has done any previous marketing campaigns in both segments.

Yes, the company has previously done a few campaigns in B2B, but they did not work out as expected. In B2C, they haven't done much as they are entering the market.

Can I know the reasons due to which the B2B campaigns didn't work out well?

The reasons aren't very concrete, but the main crux is that they couldn't position their services reasonably and create awareness about them.

Thank you for giving out this information. As B2B marketing typically consists of business decision-makers, business buyers and technical decision-makers, LinkedIn would be an excellent platform due to its professional focus. On this platform, their focus should be on creating awareness about the company's shipping solutions through previous testimonials showcasing their contribution to the industry's growth.

Fair enough. Can you please elaborate on the marketing plan?

Sure. To garner attention, they should create eye-catching content that includes common pain points in the liquid shipping logistics industry, such as safety and hygiene. This could be in the form of blog posts, testimonials, or infographics highlighting their strengths. To generate interest, they should focus on how the company provides cost-effective solutions to the problems highlighted in the awareness campaigns, which can be done through targeted email campaigns to share relevant information directly with potential customers.

To create desire, they can host webinars and online events to educate potential customers about the company's offerings and the benefits of its shipping solutions. Lastly, for the action part, they should provide multiple contact channels, such as phone, email, and live chat, to ensure prompt and responsive customer service. They can also offer personalized consultations to address clients' unique problems specifically.





SHIPPING LOGISTICS COMPANY

Marketing Campaign for a Shipping Logistics Company

Okay, great. Can you also tell how they should go about the B2C segment? Sure, do we have any budget allocated for the marketing expenses for this segment?

They have roughly \$100000 for a B2C marketing plan.

Okay. As B2C is customer-centric, combining platforms like Instagram, Facebook, and YouTube can be effective due to a broader audience and better visual appeal. As they are new to this segment and want to explore it through the packers and movers domain, they should play on their strengths, as safety is the main requirement in such moves. They should develop video content that showcases the company's complete shipping process visually appealingly, highlighting the benefits offered concerning the fragility of items. They can also show the sceneries and terrains that their company delivers the goods and services to reach a wider audience and drive traffic to the company's website.

That was a well-curated plan. Moving on to Key Performance Indicators (KPIs), what metrics would you prioritise to measure the success of these marketing campaigns?

For B2B, appropriate KPIs include lead generation, cost per click, email click-through rate, lead conversion rate, cost per lead and customer lifetime value.

For B2C, KPIs like social engagement, website traffic from social media, conversion rate, lead quality, customer retention and loyalty, etc.

Those are comprehensive KPIs. Do you have any other tips for ensuring the success of these social media campaigns?

Regularly analyze social media analytics to identify trends and optimize strategies to adapt. Social media trends and audience preferences evolve, so continuous monitoring and adjusting strategies accordingly are crucial for long-term success.

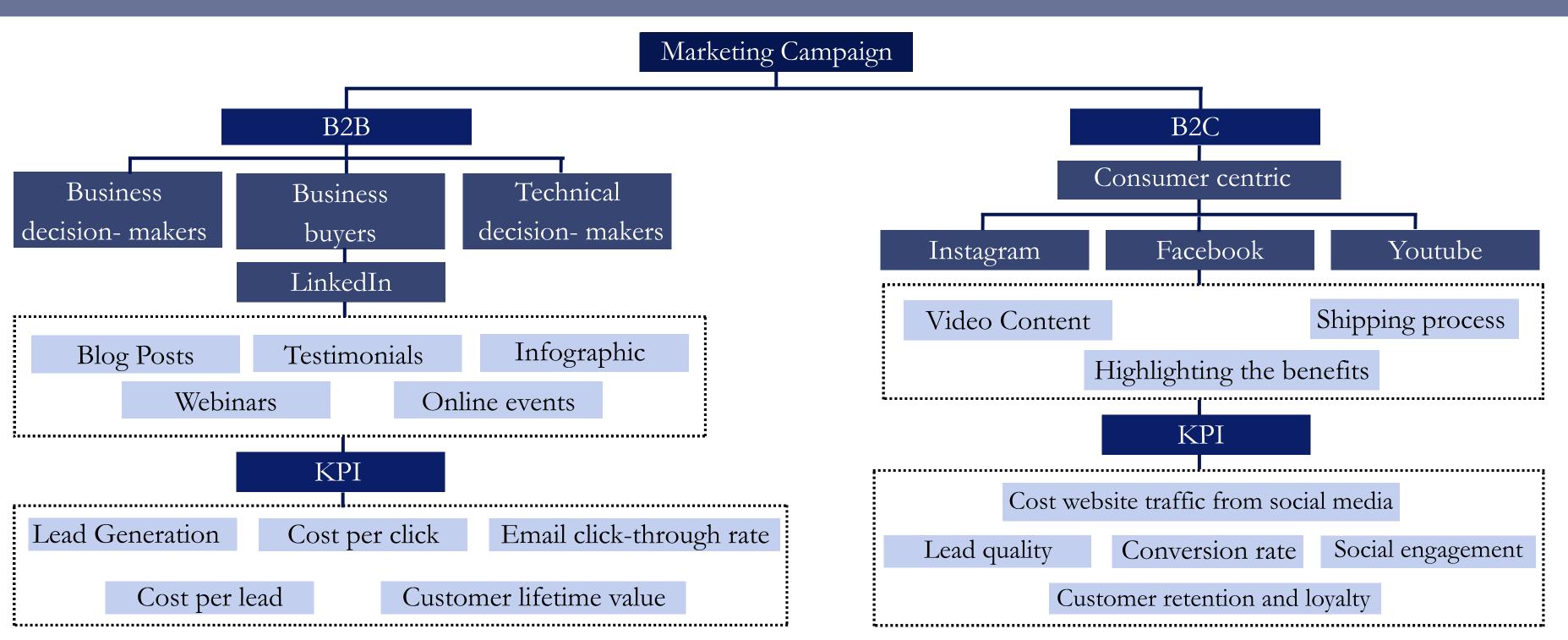
We can wrap up. That was good!





SHIPPING LOGISTICS COMPANY

Marketing Campaign for a Shipping Logistics Company







UNCONVENTIONAL PUBLIC SECTOR BANKS

Diagnose the reason for low employee productivity and recommend solutions

Client is a public sector bank and they have been facing low employee productivity. You are required to diagnose the problem and come up with recommendations.

Sure, sir. So, the key problem is that our client is facing low employee productivity. I am required to diagnose the problem and provide some recommendations. I would like to ask some preliminary questions.

Okay. Go ahead.

Does the client have a pan-India presence?

Yes.

Since how long has the client been facing this issue?

It's been there for a very long time. Due to change in management, the client wants to focus on this problem now.

Is there any specific geography where the client has been facing this issue?

This is a pan India problem.

What does a client mean by employee productivity and how do they measure it?

Percentage of targets achieved.

What are the employee targets?

Targets are a mix of loans, fixed deposits, savings accounts etc. Basically, everything that an employee can sell in a bank branch.

Why is our client saying that their employee productivity is low? What are they comparing it to?

Though the client's employee productivity is not as bad when compared to other public sector banks, due to change in management, the new benchmark that the company is looking at is private sector banks. In comparison to private sector banks, our client's numbers are very low.

I would like to start with the first bucket. How are targets set currently?

Each employee is given targets as per their previous year targets, irrespective of whether they were achieved or not.

What are the other aspects considered in target setting?

The process is usually driven by the managers of the employees. You can assume that it is largely a top-down approach.





UNCONVENTIONAL PUBLIC SECTOR BANKS

Diagnose the reason for low employee productivity and recommend solutions

Do some geographies complete their targets vis-à-vis others?

Yes. For example, in Mumbai, some of the branches are doing much better while others are unable to meet their targets.

Okay, so prima facie, the issue is with the target setting process in itself. I can think of the following flaws with the process: 1. No external input to target setting. For example, if a region is experiencing slow growth in general, it is unrealistic to set targets that would be nearly impossible to achieve. 2. Target setting should also take into account branch-wise inputs to decide on what the branch can achieve in the coming year. 3. Individual employee capabilities need to be accounted for when setting individual Targets.

This is what we also observed as problems. How would you go about addressing these Issues?

- 1. A more robust mechanism on region-wise data collection should be put in place to identify appropriate targets.
- 2. Employees should be made part of the target setting process with a caveat that the targets which they select will have a direct bearing on their overall rewards With that, you can move to the rewards. What type of R&R policies does the client have? And how is the variable pay determined?

Employees have a fixed and variable salary. There are recognition mechanisms where top sales performers receive award prizes. A level-wise variable pay matrix is created based on employee targets, with ratings assigned for target completion.

Is the same variable pay matrix used across India or is it tailored to each geography?

The matrix remains the same.

That also creates a problem because as discussed, some regions have potential for more business and some employees are more skilled than others which can lead to different levels of motivation for achieving those targets.

How do you suggest solving this problem?

As we discussed before, individual targets should be a function of regional potential and employee capability. The variable pay policy should follow a cohort system wherein employees taking up higher targets are rewarded differently vis-àvis employees taking up lower targets.

Good. That is what we also recommended. What else?





UNCONVENTIONAL PUBLIC SECTOR BANKS

Diagnose the reason for low employee productivity and recommend solutions

Contextualise R&R policies to the region to ensure that employees get recognised at the right forums.

Okay. Anything else you want to consider?

I would like to analyze the problems related to organisation culture and other softer aspects. I will consider multiple aspects here:

- 1. Organization support
- 2. Organization culture and employee motivation
- 3. Employee capability and skills

Okay. That looks good.

Starting with employee capability and skills first. What sort of training and development initiatives are provided by the client organisation?

There is regular employee training. They are kept up to date with the latest changes in product offerings as well. In one of the surveys, the client found out that the employees were actually very happy with the efforts that the organisation was putting in with respect to the training.

I will tackle the other 2 together. What sort of support is provided by the top Management?

What do you mean by that?

In terms of sales process and knowledge sharing, how does the organisation support its employees?

Knowledge sharing is very common in the organisation. Top management is usually always to provide all the necessary support. However, there are employees who are willing to work towards achieving their targets. What sort of additional support do you think the organisation can provide?

The organisation can have technological systems to support the sales process.

The client already has a state-of-the-art technology system in place. What else?

The organisation can make its R&R policies more transparent and to communicate the upside of performing well to the employees.

That can be done. But how can organisations additionally support the ones who are ready to work harder?

The organisation can make an app that helps these employees track their targets on a daily basis and can correspondingly check their variable pay. That would keep them motivated regularly.





UNCONVENTIONAL PUBLIC SECTOR BANKS

Diagnose the reason for low employee productivity and recommend solutions

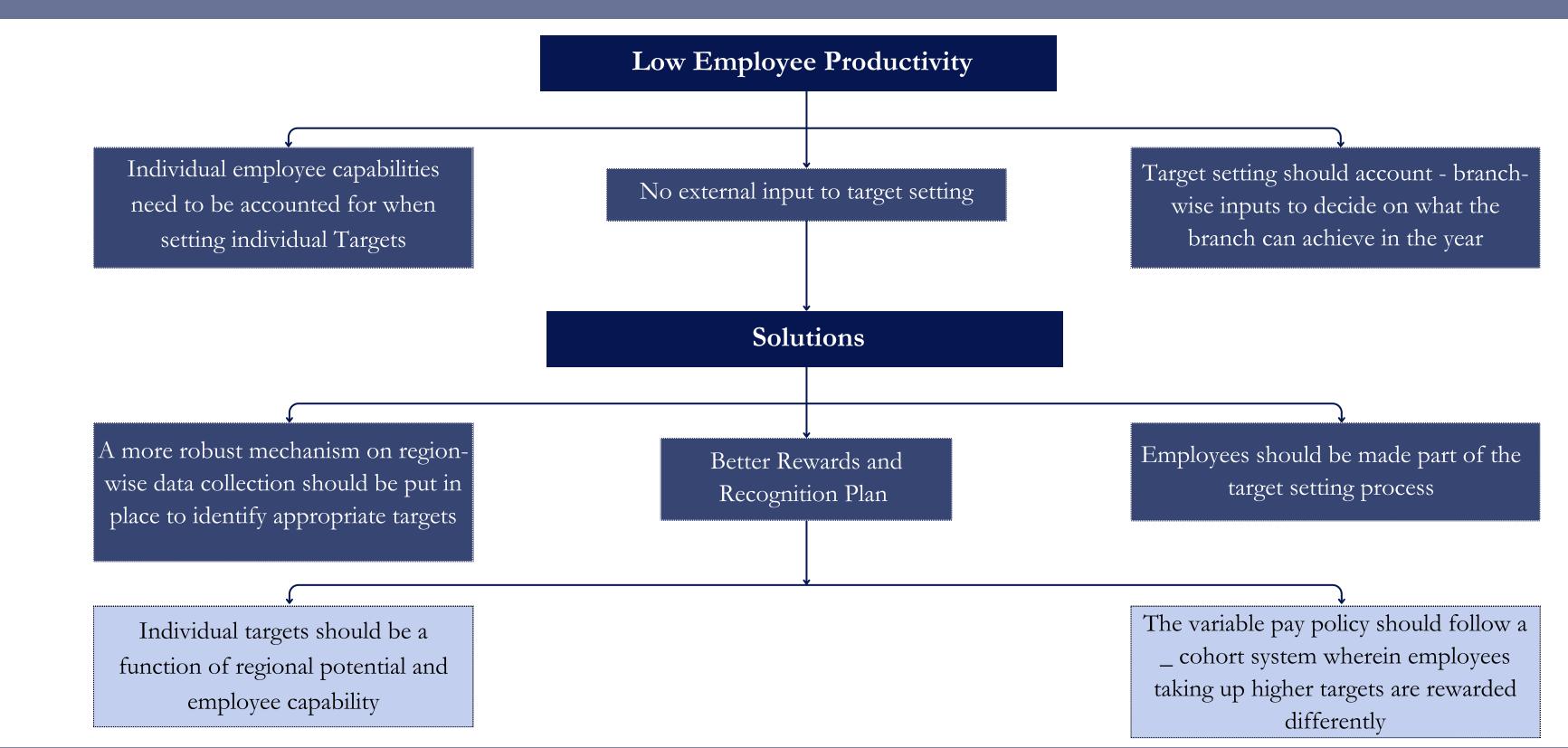
Exactly. That is what we also recommended to our client. The development of that app is underway as we speak. Good job.





UNCONVENTIONAL PUBLIC SECTOR BANKS

Diagnose the reason for low employee productivity and recommend solutions







PRICE OF THE DRUG

Determine the Price of a New Drug to cure Hepatitis C

This is going to be an information heavy case, so listen carefully. Your client is a pharma company, who has made a new drug to cure Hepatitis C, say. It takes 12 months to cure, and would be sold in the US market. You've to determine the price of the drug. Currently, there are 100,000 cases per annum. To 80% of these, doctors prescribe a generic drug which is relatively cheap, and costs \$1,000. To the remaining 20%, doctors prescribe a more specialized drug which costs \$20,000 per treatment. Across these 100,000 cases, irrespective of the drug prescribed, there is 20% chance of liver failure. The cost of insurance for these 20% cases is \$300,000 per case, in order to undertake liver transplant. All the costs are covered by the state. Our client's drug claims 0% of liver failure. How would you price the drug?

So, we can determine price using cost-based approach, competitive analysis, value-based approach or simply using demand figures, if any. In my opinion, value-based approach would work well, since savings of medicine and insurance costs would be value-additive.

Fair enough, how would you calculate it now?

So essentially, Cost of insurance = (20% of 100,000)*300,000 = 20,000 * 300,000Cost of generic drug = 80,000 * 1,000 Cost of specialized drug = 20,000 * 20,000So, total cost equals $648 * 10^7$, or simply \$6.48 Bn.

Absolutely right. Now how would you come to the price of the drug?

Right, for this, we can simply divide \$6.48 Bn by 100,000 drug takers, which gives us price to be \$64,800 per drug.

Correct. But this is true given certain assumptions only, what are those?

So, the first assumption would be that:

- 1) There is sufficient demand so that all 100,000 units being sold are our client's drug.
- 2) Distributors are able to push our client's drug to everyone.
- 3) Doctors actually recommend this drug to everyone irrespective.
- 4) Results indicating 0% failure are true and would hold till eternity.
- 5) All the existing drugs cease to exist or their producers are simply wiped-off the picture.

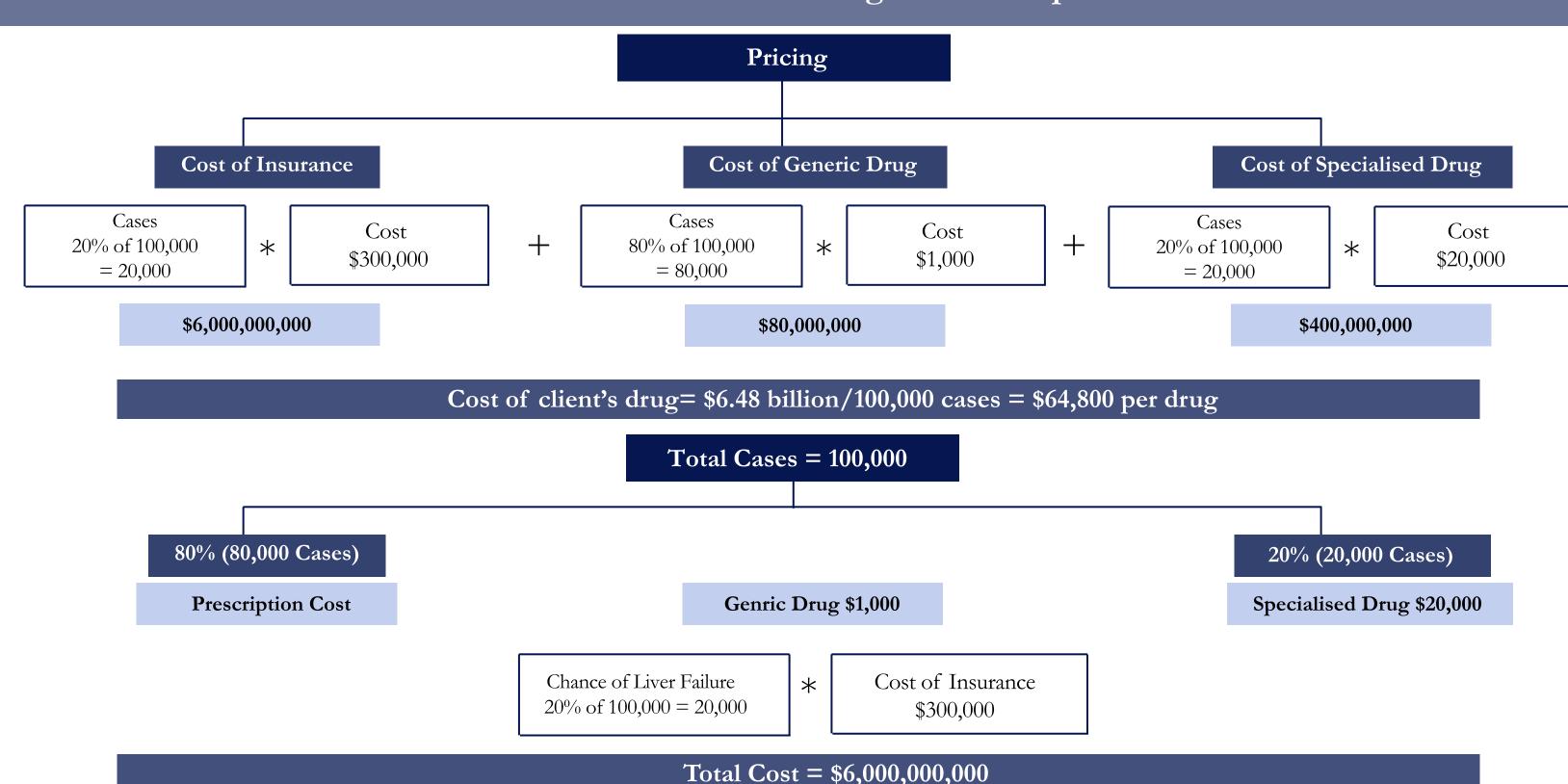
Great, we can end the case here.





PRICE OF THE DRUG

Determine the Price of a New Drug to cure Hepatitis C







HOSPITALITY TECH COMPANY

Estimating Hotel Room Supply in India and Prioritizing Cities for a Hospitality Tech Product

The task is to estimate the total supply of hotel rooms in India for a hospitality tech company's product designed for demand forecasting and return predictability, and to guide the company on which cities to prioritize for product sales based on specific criteria, excluding very high-end hotels like the Taj and very low-end options like roadside apartments, focusing only on mid-range properties.

Understood, So, I've come up with two approaches, one from the demand side, and another from the supply side.

Let's hear the supply side one first.

Right, so we can consider any typical city like Delhi, take its total area, consider the constructed portions, out of those further consider establishments like hotels. This can be done for a particular unit of area, say 5 km. sq., and then this can be extrapolated for Delhi, and later on for rest of the cities.

Okay...but don't you feel this would be very complex, involve a lot of assumptions and chances of things being left out?

Agreed!

No worries, let's hear the demand side approach.

Sure. So, here I'd consider the total visitors in India for any peak time that has maximum occupancy, say the New Year. These comprise of both domestic as well as international visitors. We can further narrow down by considering average people per room and average days of stay.

Yes, this is what I was looking for. And this is precisely how we calculated it during the actual case. Now, apart from this, what can you think of as possibly the easiest way that you could've used for calculating the same?

I'm not really sure of any other method for that.

Absolutely alright. You could've simply said 'use Google'. Where would you find all the information about travel agencies, hotel chains, websites, travel agents, etc? Google.

Oh, that's right. Actually, we've always been restricted to even think of using already available information for any guesstimates, so to say, for the purposes of our practice or actual interviews.

I understand completely. So, we got in touch with different websites, combined the available data, conducted primary research from travel agents to find out how many hotels would be eligible for us but are not listed on any of the websites. And, that's how we came up with a figure.

Oh, that does make a lot of sense!





HOSPITALITY TECH COMPANY

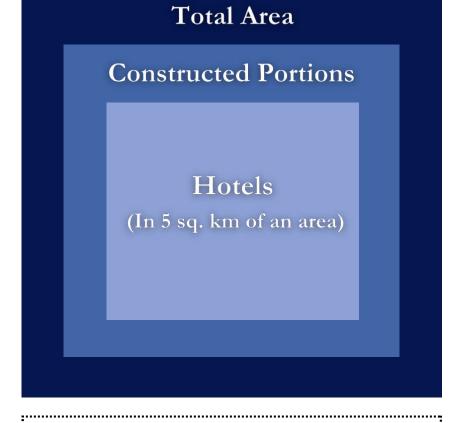
Estimating Hotel Room Supply in India and Prioritizing Cities for a Hospitality Tech Product

Supply Side

Demand Side

Let's take Delhi

Total Visitors in India During



Use this Same Approach for Other Cities



Average people per Room
+
Average guest occupancy duration





FIVE STAR HOTELS

Facing low profitability

Your client is a 5-star hotel in Mumbai. They have been facing lower profitability. You are required to identify the reasons behind the same.

First, can you please tell whether the client is a hotel chain or single hotel?

It is a single hotel which has been facing the issue.

Since how long has the client been facing this issue?

The issue persists since the last 3 years but it has amplified in the last 1 year.

Since the loss has been greater in the last 1 year, I think there might be multiple recent factors affecting the hotel. Next, I would like to know if other hotels have been facing this issue as well or is it just us?

It's just our hotel which has faced this issue.

Alright! So, this is not a market wide problem. Next, I would like to know more about the hotel itself. What type of a hotel is this?

It is a luxury hotel with different rooms for different customer types.

What are the types of customers that we normally receive at our hotel? And have we observed any change in their ratios?

Two types are tourists & business customers. The split between them is 30:70. Earlier, the split was 50:50.

And what are the revenue streams which our hotel has?

There are 4 streams - rooms, restaurants, banquet hall & ancillary services.

Alright! Is there any particular-revenue stream where the client has been facing this issue?

Let's start with the room revenues here first and slowly move on to others.

Sure! Profits are a function of revenues or costs. So, do we know whether the revenues of the hotel have gone down or costs have gone up or both?

So, it's a situation of both. But let's start with the revenues first.

Right! And starting off with the room revenues, we can bifurcate that into 2 parts - room rent and related purchases such as room service.

The problem is being seen in the rental revenue.

Perfect! Then I would like to divide my room revenues into the number of rooms offered by the hotel, the room rent charged and the occupancy rate. Has there been any change in any of these factors over the last 2-3 years?





FIVE STAR HOTELS

Facing low profitability

There has been no change in the number of rooms & the occupancy rates have been high as well. Even, the rent charged per room hasn't reduced.

Since none of these factors have changed but we have faced a decline in the revenues received, it could be a possibility that the hotel is not receiving the maximum possible revenue for its rooms.

Right, what could be the reasons according to you?

It could be happening due to 3 reasons: First, as every hotel has different types of rooms, maybe we have reduced the high-rent rooms and replaced them with the lower-rent versions. 2nd, there could be a difference in the type of customers which the hotel is getting and 3rd, the payment facility which the customers are using has changed which has reduced our profits. Since, we know that the type of customers which we receive has changed over time, I would like to start off with that aspect here.

Okay, how do you think the second factor would be affecting the hotel?

As there is a greater influx of business customers, the hotel can't charge any amount higher than what has been agreed with their respective company. On the other hand, rents charged for general tourists can be higher, thus reducing the rent collected per person.

Correct! Due to a greater number of business customers, the hotel has to keep a fixed price & is not able to take advantage of higher revenues due to higher demand which other hotels can. Let's go into the restaurant business now.

Sure! Could you tell me how many restaurants the hotel has?

So. The hotel has 2 restaurants - an Asian and a Continental one. We have been facing lower profits in the Continental restaurant.

And do we know whether the revenues have fallen, or costs have gone up? If it is revenue - we can analyse by looking into in-dining revenues & delivery services?

There has been a fall in the revenues - in particular in-dining revenues.

Dining revenue can be looked at through the following aspects: Number of tables, occupancy rates, average order quantity and the average prices.

Here has been no change in any of these factors. Why don't you go through the customer journey from reaching the restaurant to leaving it?

Okay! So a customer's journey can be broken down into the following steps-Arriving at the restaurant, waiting time (both for being assigned a seat and for the food ordered), consumption of the meal and then paying for it.





FIVE STAR HOTELS

Facing low profitability

Let's look at the payment aspect. Can you think of the different ways through which a customer might pay for their meal? Focus on non-cash payments.

Yes, that would be via credit/debit card and UPI payments. The issues could be broken down into following areas - customer side payment issues, restaurant side receipt issues, discounts and cash backs. As we know that the order value had not changed, it seems that we are not receiving the money which customers are paying, which could be due to extra discounts offered.

Correct! Most of our recent customers have Zomato Gold or Dine Out installed which is reducing their final payment value & client bears some amount of this. What are your recommendations? We will close the case after this.

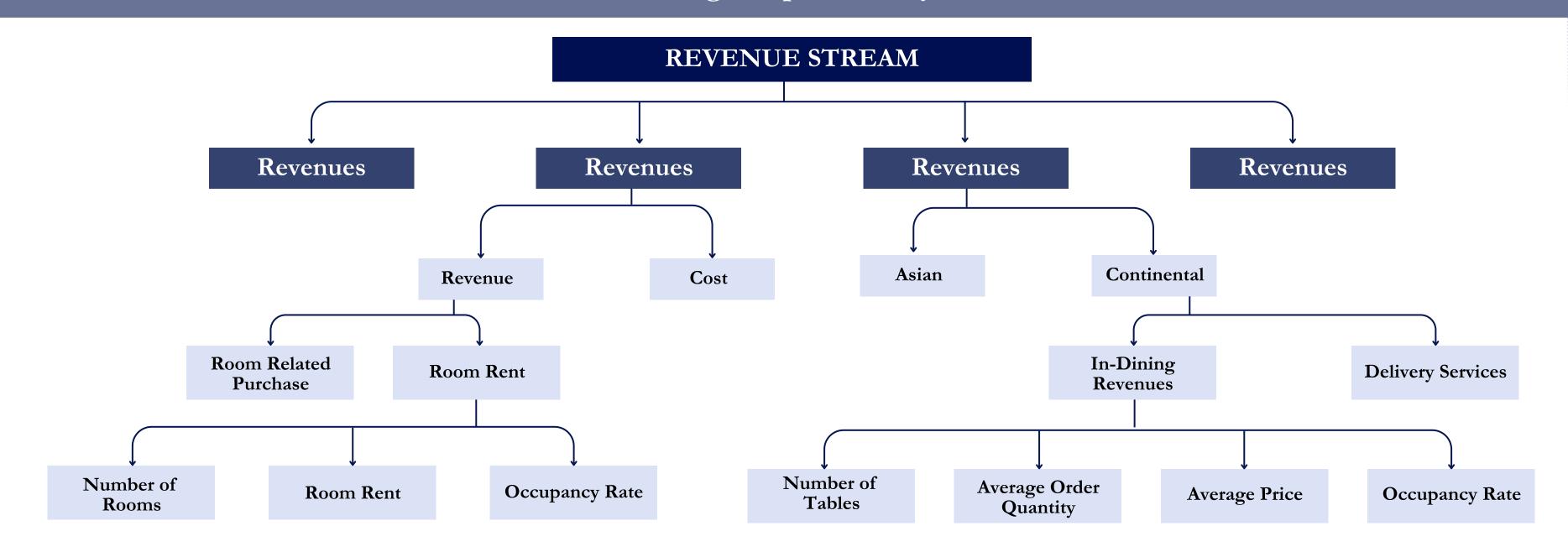
Short term, our client can increase prices for room service and other facilities for the business customers. On a long-term basis, our client can renegotiate its contracts with companies as well as Zomato/Dine Out to address the discount issues. It can also limit the number of rooms for business customers.





FIVE STAR HOTELS

Facing low profitability



SHORT TERM SOLUTION: Increase prices for room service. LONG TERM SOLUTION: Re-negotiate the contracts with companies like Zomato for dineouts.





E-COMMERCE COMPANY TAKING SUSTAINABLE MEASURES

Flipkart's Shift to Sustainable E-Commerce Operations

The consultancy is tasked with devising strategies for Flipkart, a major e-commerce player, to transition to sustainability. The goal is to integrate environmental awareness and social responsibility into Flipkart's operations. How can the consultancy help Flipkart smoothly move towards a sustainable business model?

Just to confirm if I've got it right, our client, Flipkart, is looking towards both environmental and social sustainability, and we've to suggest ways to help them for the same.

Sure.

What is the objective behind such a proposed move, and has anything similar been done historically?

So, even though Flipkart has not done any similar change previously, its competitors have shifted towards sustainability, and are getting good returns or profits, hence the objective to shift towards sustainable business.

Oh, seems logical. Just one last clarification; we're talking about only the Indian operations and that too for Flipkart's main delivery business, and not any subsidiary operations or sister companies?

Absolutely correct.

I like the value chain part, so let's focus on that for now and circle back to the other later.

Understood. For the value chain part, I've divided it into 3 parts:

- Pre-requisites
- During operations
- Post-delivery

Under pre-requisites, I'd consider materials, suppliers, logistics + transportation, and R&D. Under operations, I'll consider storage, packaging, inventory management, processing, tech side operations, and outbound logistics. Lastly, I'll consider reverse logistics and customer service under post-delivery phase.

Looks very comprehensive, let's go one-by-one and start with pre-requisites.

Thanks a lot, surely! So, under materials or products, we can have clean, green, cruelty free, and products with longer shelf life. Under suppliers, we can convince old suppliers using incentives, or tap new suppliers who abide to sustainable practices and provide clean products. Under logistics and transportation, we can either shift to EVs, or move from marketplace model to inventory mode.





E-COMMERCE COMPANY TAKING SUSTAINABLE MEASURES

Flipkart's Shift to Sustainable E-Commerce Operations

How would a shift in model help here?

Since Flipkart is an Indian brand, it can work 100% on the inventory model, which would enable all the operations to be carried at the Flipkart's warehouses, starting from packaging to delivery and returns, which would save a lot of resources, save costs, and increase the profits made.

Good. But how do you think Flipkart would be able to undertake this change, would it simply stop selling all other products that aren't sustainable?

So, what I can propose is that there should be a 'category-wise no- unsustainable' product policy. Here, a cost-benefit analysis can be done for each category, in order to evaluate which products can be substituted for now. Costs would majorly include less suppliers, and lower short-term profits, whereas benefits would include better environment, public opinion, incentives for new players, government support, and better business image.

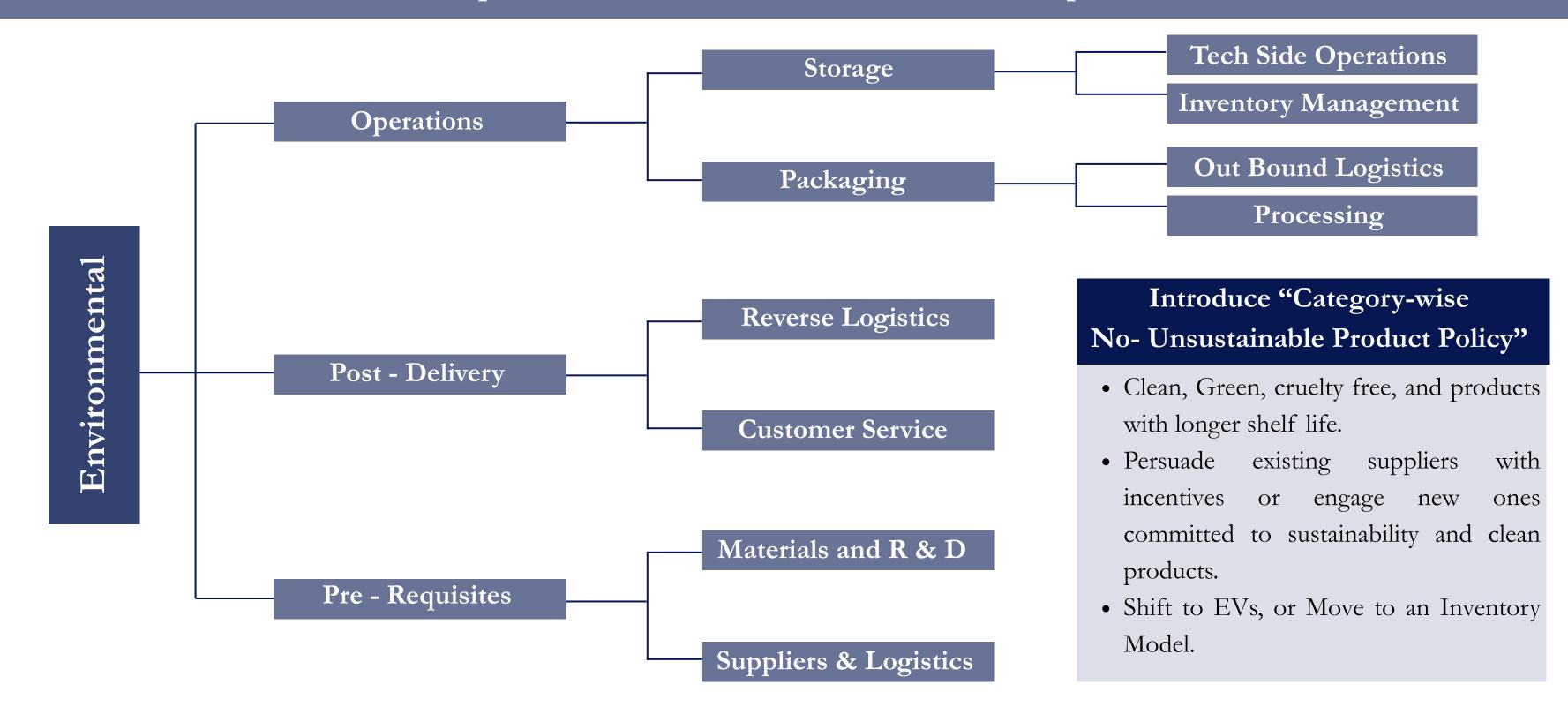
Great job, Parth. I believe we can close the case here.





E-COMMERCE COMPANY TAKING SUSTAINABLE MEASURES

Flipkart's Shift to Sustainable E-Commerce Operations







MOBILE PHONE SHOWROOM

Reasons for the Decline in Revenue of a Mobile Store

The revenue from low-end mobile phones at Croma's Rajouri Garden Showroom has declined.

When you say low-end mobile phones, does it mean mobile phones <INR 10,000?

Yes, that's correct.

How long has it been since we've experienced a decline in revenue?

Around 3 months.

Have other electronic stores been facing the same problem?

None that we know of.

What other products are sold at Croma, Rajouri Garden?

For the purpose of this case, you can assume only mobile phones.

Okay. Revenue is a function of Price x Quantity. Which of these segments has witnessed a decline?

Price has remained constant.

So the quantity has declined. Which part of the value chain would you like to focus on: Production, Distribution or Demand?

Demand

So demand can be defined as Footfall percentage of people purchasing mobile phones. Has the footfall decreased or has the percentage of people making a purchase decreased?

Footfall has decreased.

This could be due to factors such as:

- Accessibility. Our store isn't accessible anymore due to construction, roadclosures, etc.
- Experience: Customers have had a bad experience at the store. This could be due to the quality of personnel, change in ambience, placement of various products, etc.
- Online sales/ E-commerce: People prefer buying products online because it is more convenient.

Yes, you are correct. Since the mobile phones cost less than INR 10,000, people find it more convenient to buy them online. Good, we can close the case here.

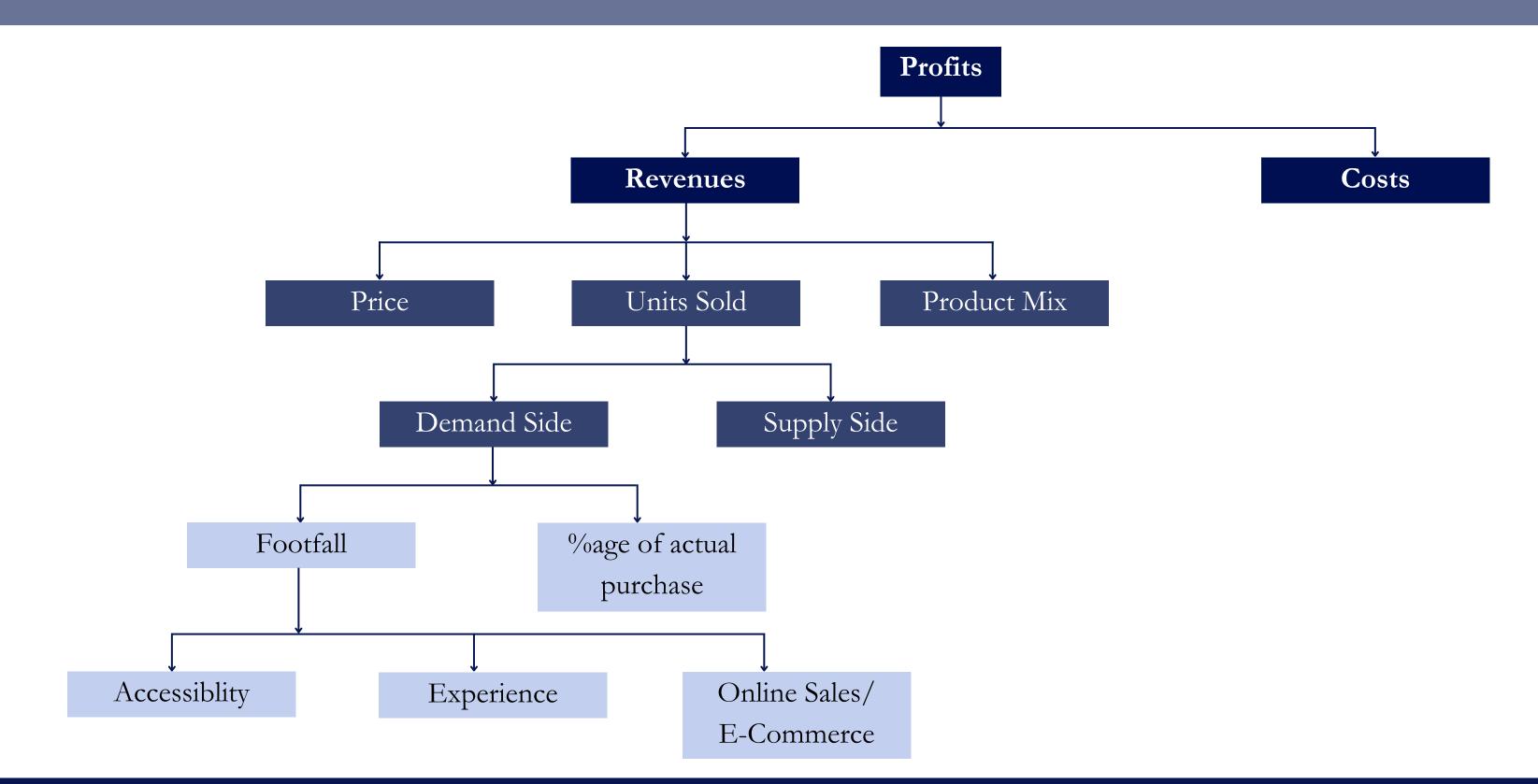
Thank you.





MOBILE PHONE SHOWROOM

Reasons for the Decline in Revenue of a Mobile Store







INTRODUCTION TO GUESSTIMATES



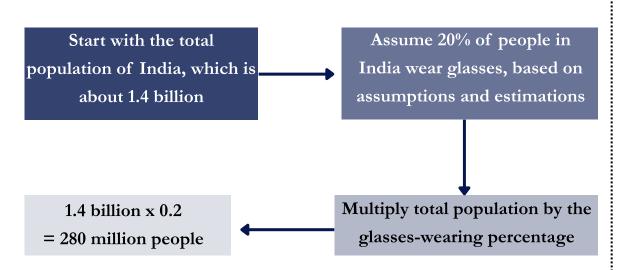


A guesstimate is a combination of guess and estimate. Guesstimates are a type of interview question that test your ability to make reasonable assumptions and estimations based on limited information. They are often used to test a candidate's analytical and problem-solving skills. The purpose of guesstimates is not to find the exact answer, but to show how you approach a complex and ambiguous problem, how you break it down into simpler parts, how and results. you use logic and data to support your assumptions, and how you communicate your reasoning lacinia.

METHODOLOGY

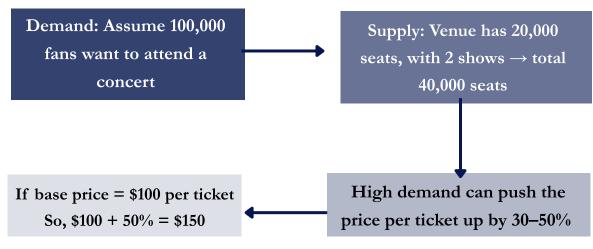
TOP-DOWN APPROACH

A top-down approach is a way of solving a guesstimate problem by starting with a large or general population and then applying filters or ratios to narrow down to the desired segment or group. For example, if you want to estimate the number of people who wear glasses in India, you can use a topdown approach as follows:



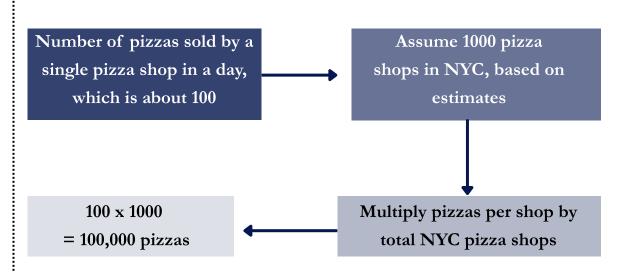


Demand Side: This approach for market sizing is based on estimating the no. of customers in the target market and units consumed per customer in a given time period. Supply Side: This approach for market sizing uses the supply value chain to estimate production quantity based on raw materials or number of factories and further extrapolating.



BOTTOM-UP APPROACH

A bottom-up approach is a way of solving a guesstimate problem by starting with a small or specific unit and then multiplying or scaling up to the desired level or group. For example, if you want to estimate the number of pizzas sold in New York City in a day, you can use a bottom-up approach as follows:



GUESSTIMATE CHEAT SHEET





APPROACH TO GUESSTIMATES

GENERAL APPROACH WHILE SOLVING A GUESSTIMATE

STEP-1 Clarify the Question

STEP-2 Structure the Problem

STEP-3 Make Assumptions

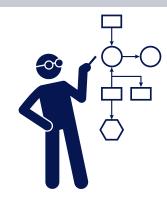
STEP-4
Calculate
the Answer

STEP-5
Check
your Answer

STEP-6
Present
your Answer



- Understand what the question is asking.
- Clarify and define the scope of the problem.
- Specify key terms and what's included or excluded.
- Confirm location, time frame, and relevant details.



- Identify key factors or variables.
- Break them into clear components.
- Organize them in a logical framework.
- Use top-down, bottom-up, or a combined approach.



- Make reasonable estimates or assumptions for each factor.
- Justify them using knowledge, logic, or available data.
- Clarify why you chose these values and how confident you are.



- Apply basic math to combine your assumptions into a final answer.
- Simplify calculations by rounding numbers where reasonable.
- Track units consistently to avoid errors.
- Double-check.



- Check if the answer is reasonable using benchmarks or sanity checks.
- Spot possible sources of error or uncertainty.
- Suggest ways to improve accuracy or reduce uncertainties.



- Present the answer in a clear and concise manner.
- Summarize key steps, assumptions, and results.
- Acknowledge limitations and propose further analysis or questions.

GUESSTIMATE CHEAT SHEET

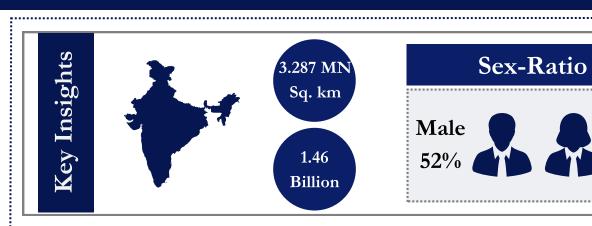


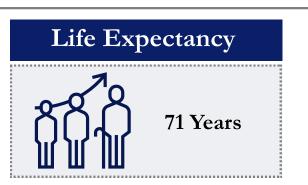
62%

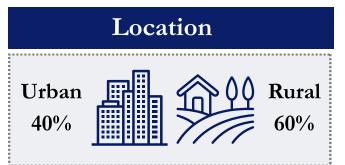
4.86% Rural



DEMOGRAPHIC VARIABLES





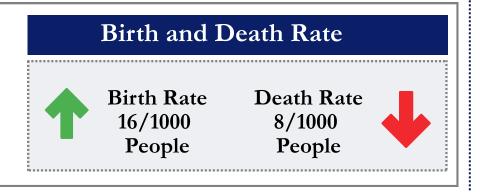


260 Million

Vehicular Distribution

56

50 Million



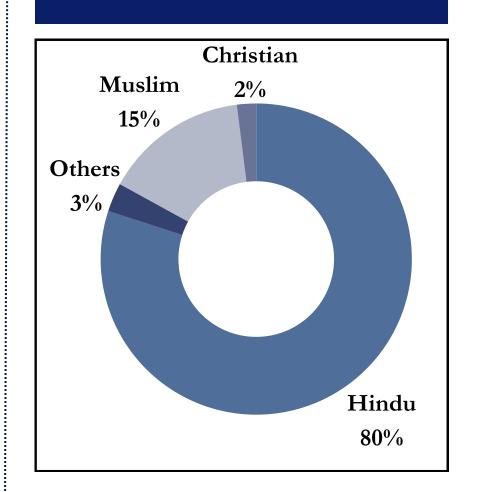
38%

Urban 4.09%

Vegetarian/Non-Vegetarian

People below Poverty Line

Religion-wise Distribution





Female

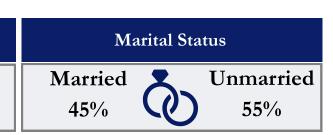


76%

Literacy Rate

85%





| | Age | % of Population | Age | % of Population |
|--------------------------|---------|-----------------|---------|-----------------|
| n to | 0 - 18 | 25% | 0 - 15 | 20% |
| Population divided based | 18 - 24 | 15% | 15 - 25 | 30% |
| on age group | 24 - 60 | 50% | 25 - 50 | 30% |
| | 60 + | 10% | 50 + | 20% |

70%

| Schools | Teachers | Unenrolled Children | Pvt School Enrolment | Dropout in Class 9 & 10 |
|---------------|-------------|---------------------|----------------------|-------------------------|
| 1.472 Million | 9.8 Million | 1.170 Million | 90 Million | 14.1 % |



GUESSTIMATE CHEAT SHEET





ECONOMIC VARIABLES

GDP of India

GDP Growth Rate

Nominal: \$4.2 Trillion

Real: \$3.5 Trillion



6.20%

India's Sector-wise Distribution in GDP



Agriculture **15%**



Industry 30%



Service 55%

Monetary & Macroprudential Indicators

Inflation (3.34%)

(6.00%)

Repo-Rate Exchange Rate (85/\$)

CRR (4.00%)

Area of India



3.287 MN SQ. KM

Brand Division

Android Others Apple 94.82% 4.87% 0.31%

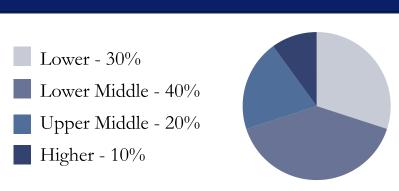
Digital Insights **E-Commerce**

Penetration 7%

Smart Phone Penetration 47 %

OTT Subscribers 100MN

Income Brackets



Tier Divison

Tier 1: Population 1,00,000+ Tier 2: Population 50,000-99,999 Tier 3: Population 10,000-49,999

Financial Access Automated Teller Machines (ATMs) 24.64

14.31

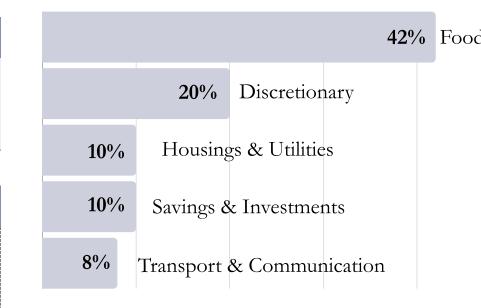
Branches of commercial banks

Deposit accounts with banks 2130.48

Loan accounts with commercial banks 303.1

Mobile money transactions 5008.21

Consumer Spending Habits



Government Expenditure

Interest Payments 25% 17.1% Salaries, Pension, etc. 32% **Central Sector Schemes** Centrally Sponsored 10.7% Schemes Other Grants, Loans, 7.4%**Transfers** Transfers to States 50.6%

| Health Variables | Stats | | |
|------------------------|---------------------------------|--|--|
| Hospitals | 25,000 in Govt.; 45,000 in Pvt. | | |
| Public Health Centres | 25,000 in Rural; 5,000 in Urban | | |
| Health Workers (ANM) | 2 lakhs | | |
| Allopathic Doctors | 1.3 lakhs | | |
| Health Insurance | 50% Govt.; 20% Pvt.; 30% NIL | | |
| Govt. Health Spendings | 2,000 Rupees per person | | |

| UPI users | Gini Index | Unemployment | Workforce | Per Capita Income |
|------------------|------------|--------------|-------------|-------------------|
| 350M | 35.7 | 3% | 56.5 Crores | \$2481 |





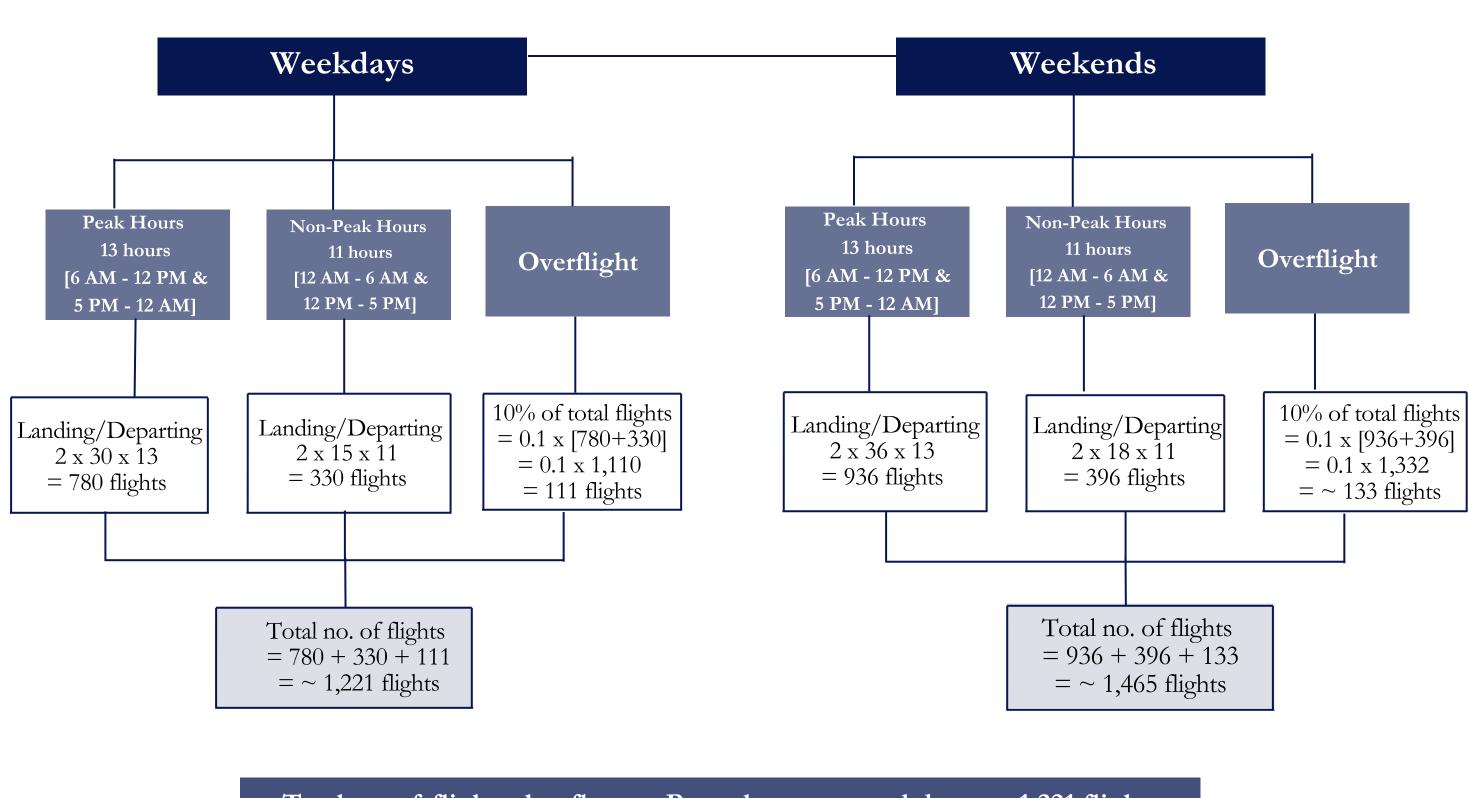
Estimate the number of airplanes that fly over Bangalore in a day

Assumptions

- A moderate to high volume of flights per day.
- No. of flights on weekends will be 20% more than that on weekdays.
- For peak hours, there might be about 1 flight landing every 2 minutes, giving us approximately 30 flights landing per hour on a weekday.
- For off-peak hours, we'll assume half the frequency of peak hours, so about 15 flights per hour on weekday.
- Similarly, for peak hours, 36 flights per hour on a weekday and for non- peak hours 18 flights per hour on a weekend.
- Number of planes departing would be equal to the number of planes landing.
- 10% each of total flights represents planes passing through Bangalore's airspace without landing.

Methodology

- Estimating Flights Landing and Departing from Bangalore
- Assume equal number of landings and departures
- Estimating Flights Passing over Bangalore
- Add all flights to get total daily flights over Bangalore



Total no. of flights that fly over Bangalore on a weekday = \sim 1,221 flights Total no. of flights that fly over Bangalore on a weekend = \sim 1,465 flights





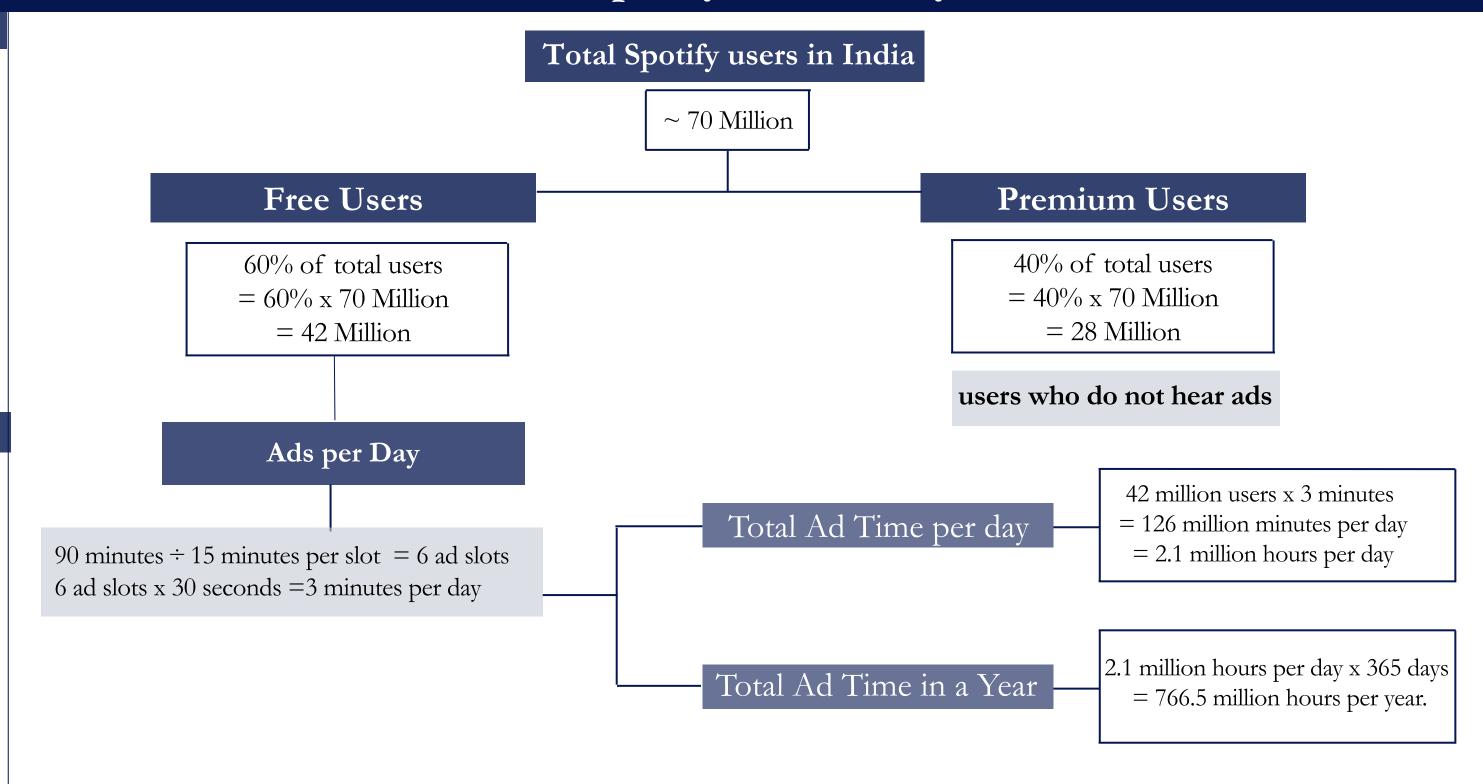
Duration of ads of Spotify India in a year

Assumptions

- Indian population = 1.46 billion.
- Total Spotify India users: ~70 million.
- Free Users: 60% (~42 million users).
- Premium Users: 40% (~28 million users, who do not hear ads).
- Average Daily Listening Time per Free User: 1.5 hours (90 minutes).
- Ad Frequency: 1 ad slot every 15 minutes.
- Ad Duration per Slot: 30 seconds.

Methodology

- Categorizing users by subscription type
- Spotify India has two types of users: Free Users (who hear ads).
- -Premium Users (ad-free experience)
- Analysing ad consumption per user
- Estimating total ad time for all free users per day
- Estimating total ad time in a year
- Scaling to a yearly estimate



The Duration of ads of Spotify India in a year = \sim 766.5 million hours





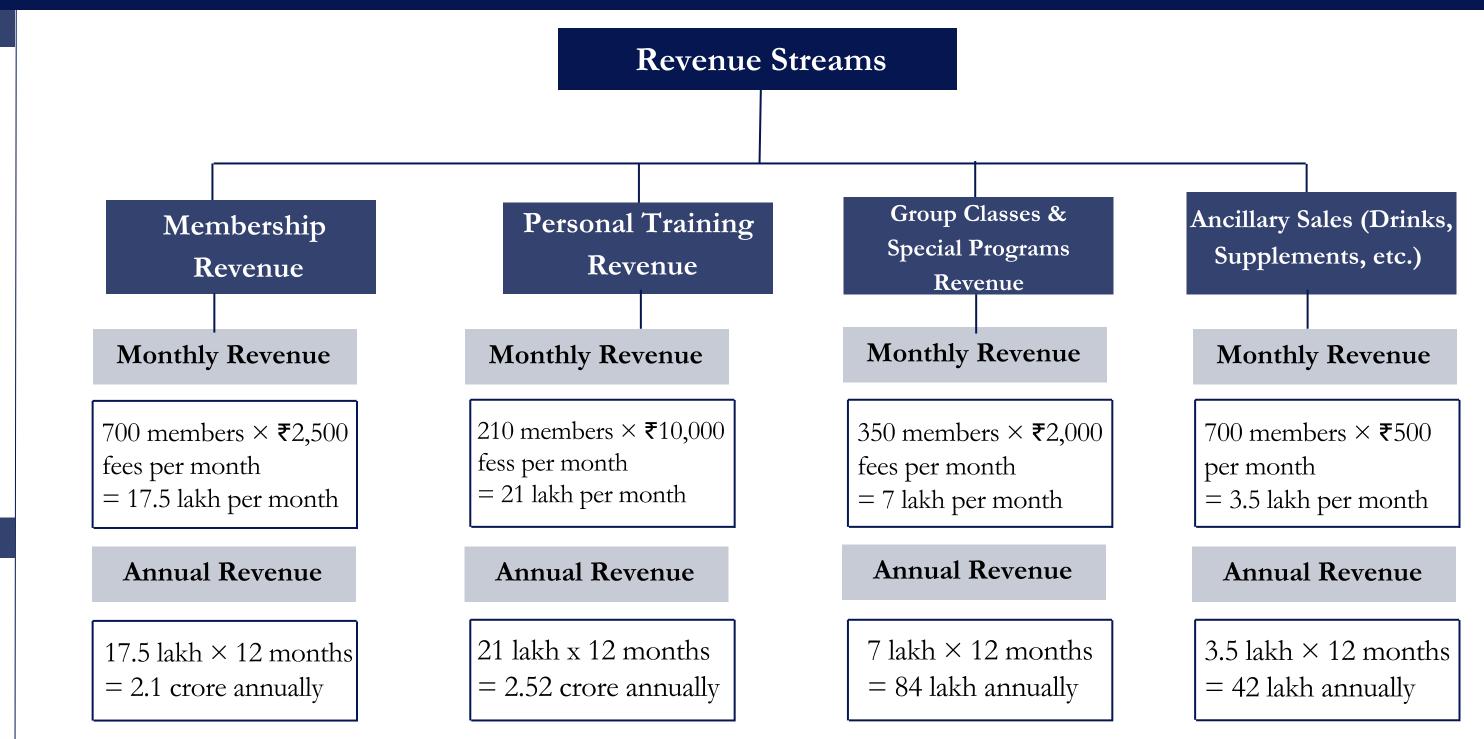
Estimate the Annual Revenue of a Mid-Sized Gym in Delhi

Assumptions

- Total Active Members: 700 members (based on average mid-sized gym capacity).
- Personal Training Opt-Ins: 30% (~210 members).
- Group Class Participants: 50% (~350 members).
- Monthly Membership Fee: ₹2,500 per member.
- Personal Training Fee: ₹10,000 per month.
- Fee per Class Package (Monthly): ₹2,000 per member.
- Average Spend on Supplements, etc.
 [Ancillary sales]: ₹500 per Member per
 Month.

Methodology

- Divide the revenue streams into categories: Membership Fees; Personal Training Sessions; Group Classes & Special Programs; Ancillary Sales (Supplements, Merchandise, Drinks)
- Identify number of members. participating in each category.
- Assign average monthly fee/spend to each category.
- Calculate annual revenue for each category.
- Add annual revenues of all categories



The Annual Revenue of a Mid-Sized Gym in Delhi
= ₹2.1 crore + ₹2.52 crore + ₹84 lakh + ₹42 lakh
= ₹5.88 crore approximately



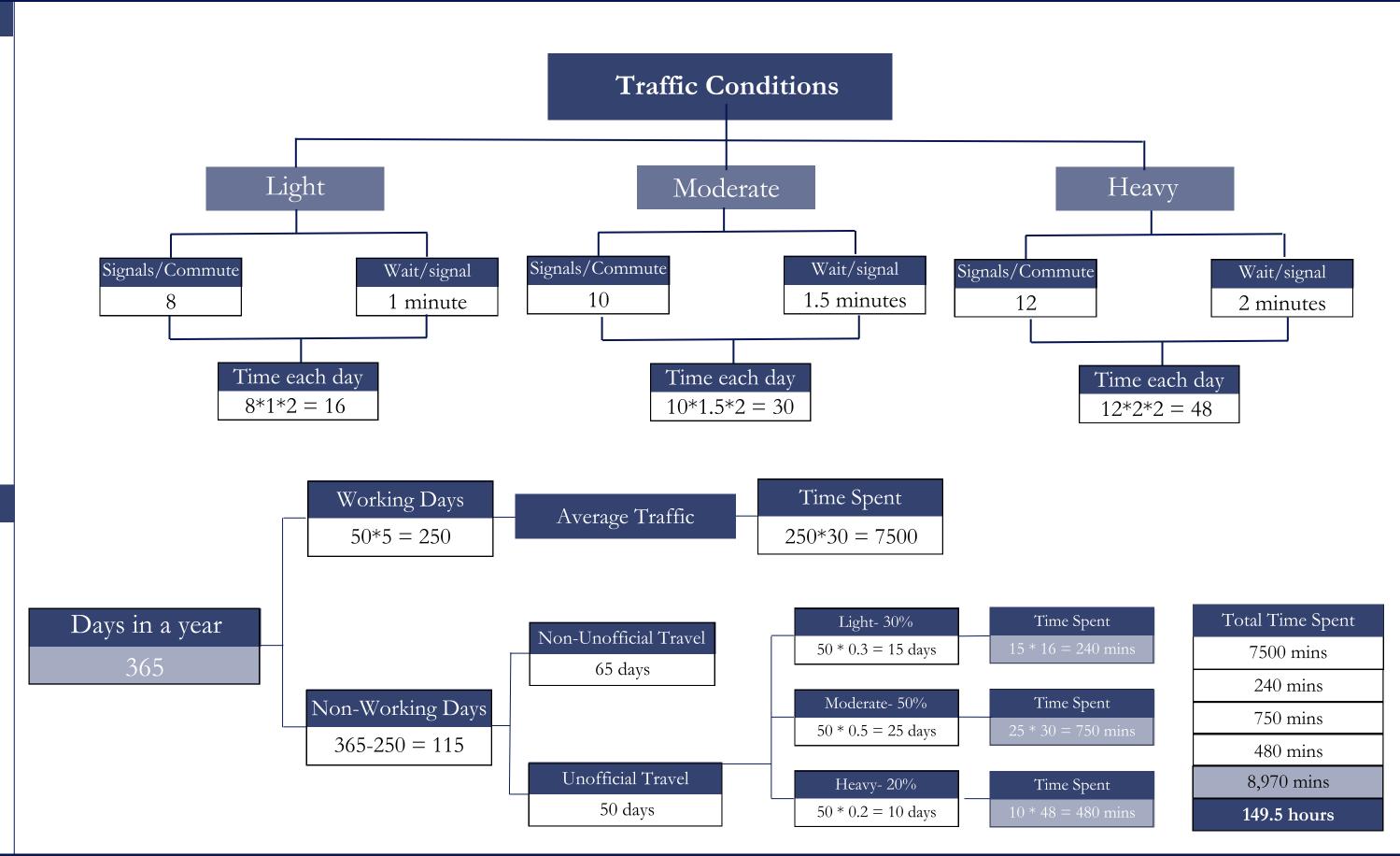


Estimate the time spent by an average working person on red lights in Mumbai in 1 Year

Assumptions

- There are 3 types of traffic conditionslight, moderate, and heavy. This also takes into consideration the distance travelled.
- Signals per commute/Wait per Signal:
- 1.Light-8/1min
- 2. Moderate- 10/ 1.5 mins
- 3. Heavy- 12/ 2 mins
- 4. Working days= 5*50=250
- Out of 115 days, people travel 50 days for unofficial work.
- Traffic distribution is as follows for unofficial work:
- 1.Light- 30%
- 2.Moderate- 50%
- 3.Heavy- 20%

- Determine the time taken for each round trip in one day, taking into account the varying traffic conditions.
- For working days, take the traffic condition to be moderate for each day.
- For non-working days calculate the time spent waiting on a traffic signal whenever travelling.
- Add all the respectives time spent calculated, and convert it from minutes to hours.





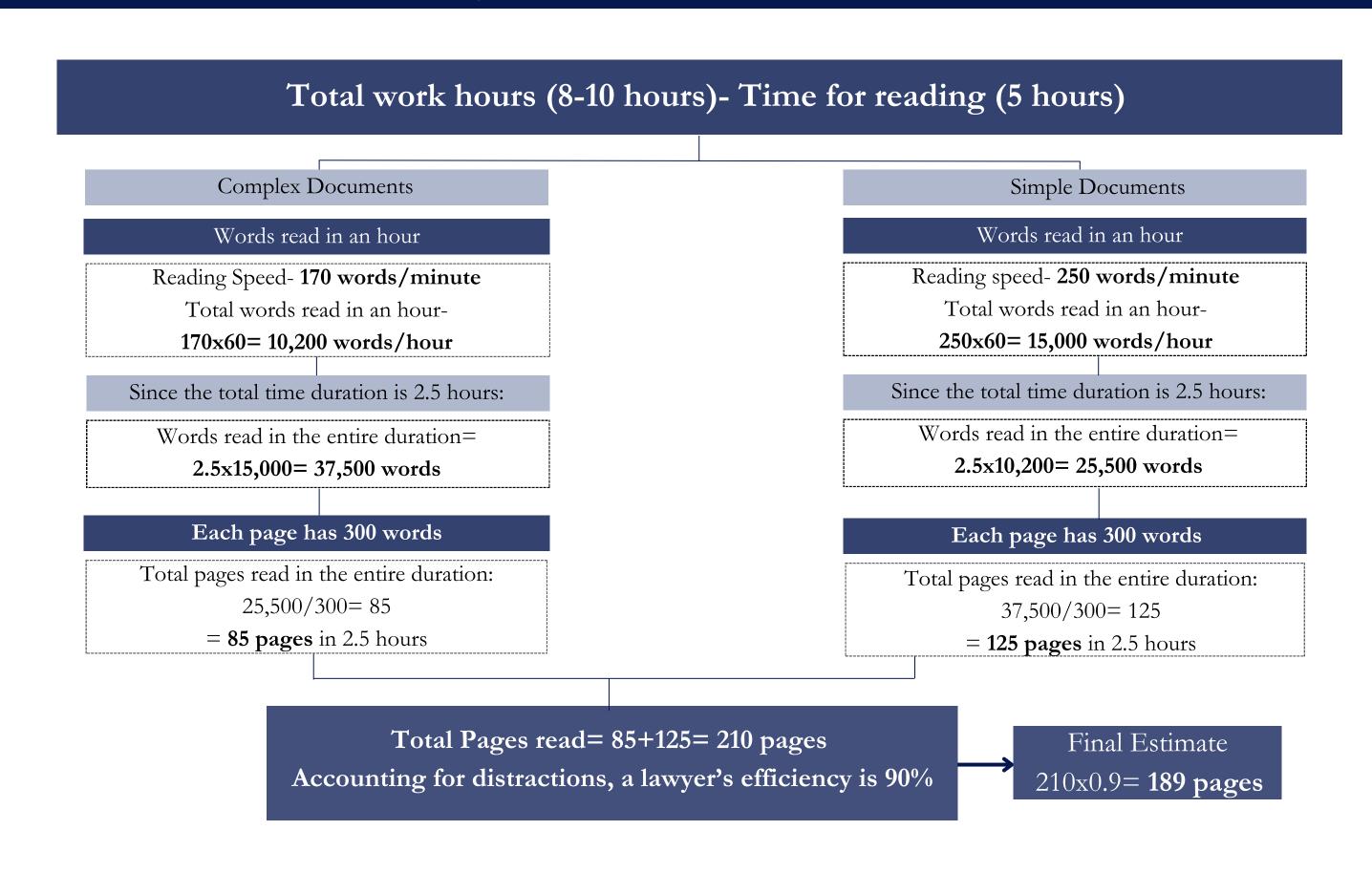


Estimate the number of pages a lawyer can read in a day

Assumptions

- A lawyer has 8-10 hours of work time. He/She spends 5 hours per day reading a combination of detailed contracts, complex laws, emails etc.
- Both complex and simple documents have been allocated 2.5 hours each. Average reading speed of an adult is 220 words per minute.
- Complex documents are read at 170 words per minute, while simpler documents are read at 250 words per minute.
- Each legal document page contains 400 words on average.
- The lawyer's efficiency is 90% due to potential distractions.

- Categorize the types of documents:
- 1. Contracts
- 2. Court filings
- 3. Emails
- Each varies in complexity and requires different levels of attention. So, an estimated reading speed is associated with each type, based on its difficulty.
- By combining these factors—time allocation, reading speed, and document type—we can arrive at a reasoned approximation of the total number of pages read in a day.





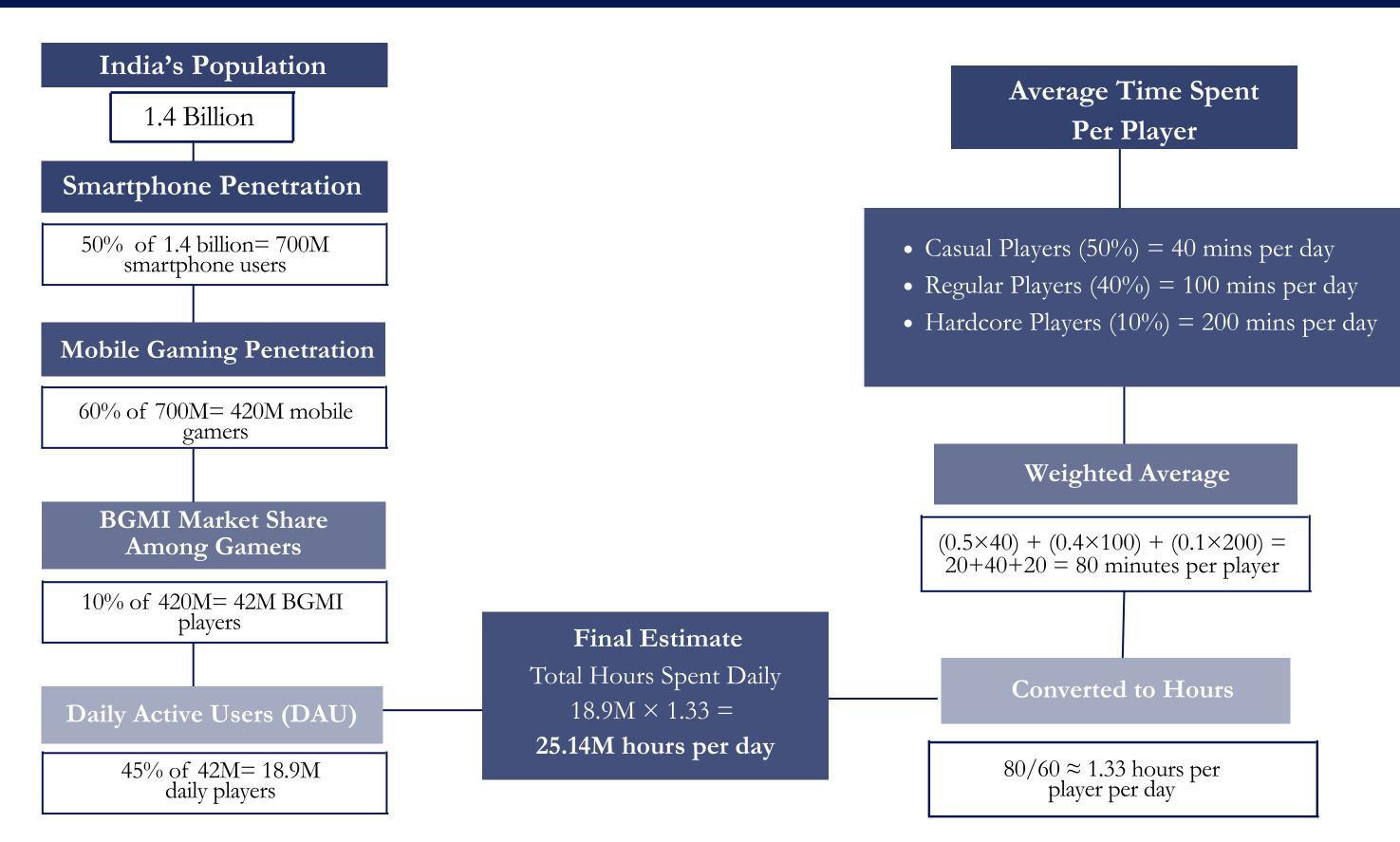


Time spent on playing BGMI in a day

Assumptions

- India's large population (1.4B) and growing smartphone access make it a key mobile gaming market.
- 50% smartphone penetration means ~700M smartphones in use.
- 60% of smartphone users play mobile games, leading to ~420M gamers.
- BGMI holds 10% of this market, with ~42M players.
- 45% of BGMI users play daily.

- Estimate daily BGMI players using smartphone and gaming penetration.
- Segment players by engagement and assign average playtime.
- Calculate weighted average time per player = 80 mins = 1.33 hrs.
- Multiply average time with daily player count.
- Final result gives total daily playtime across India.





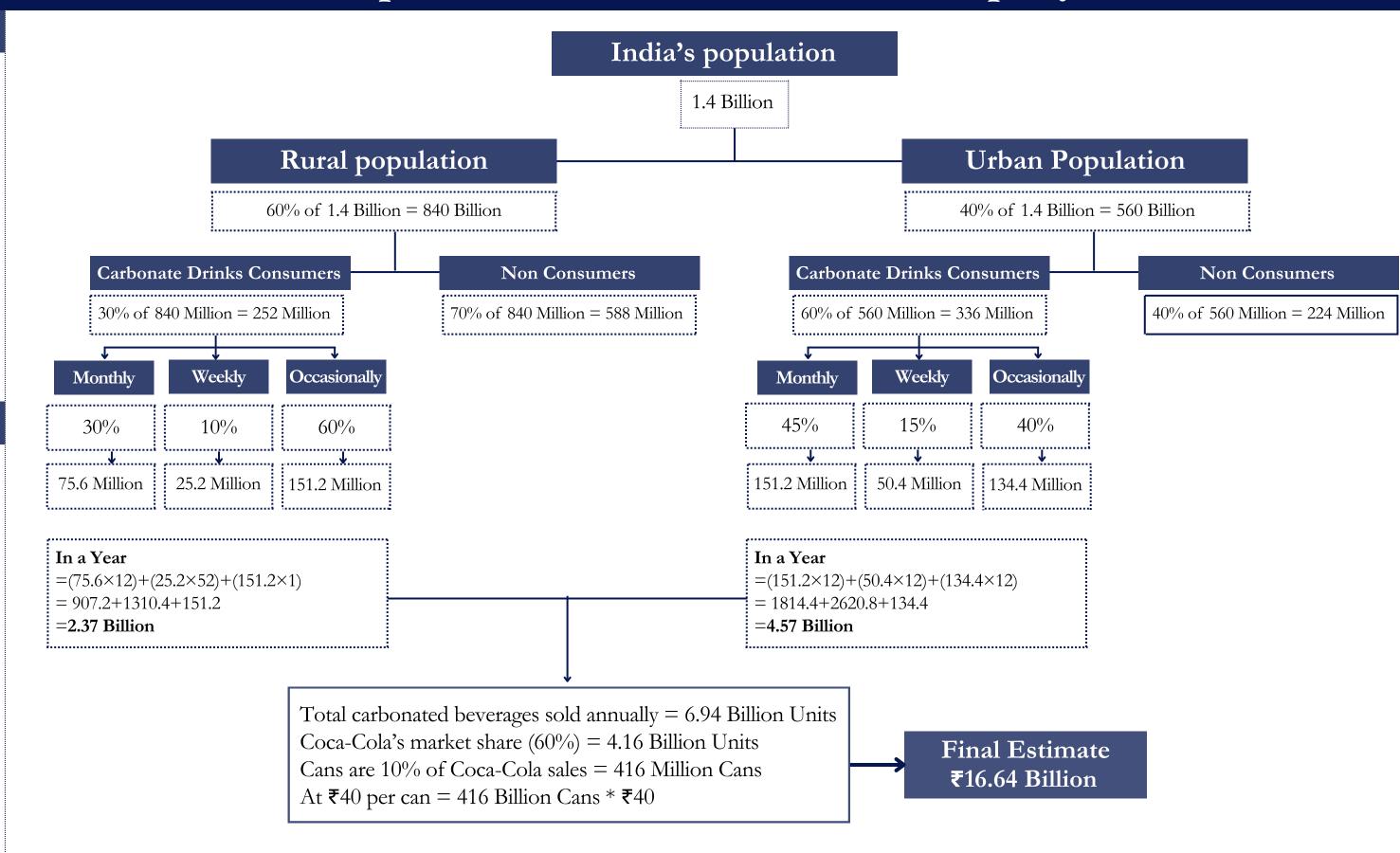


Estimate how much is spent on Coca Cola Cans in India per year

Assumptions

- Rural -Urban divide in India:60:40.
- Consumers and Non -consumers of carbonated drinks in Rural Areas : 3:7.
- Consumers and Non -consumers of Carbonated drinks in Urban Areas : 6:4.
- Monthly, weekly and occasionally consumers of Carbonated drinks in rural areas: 3:1:6.
- Monthly, weekly and occasionally consumers of Carbonated drinks in urban areas: 45:15:40.
- Coca cola market share in carbonated drinks market: 60 percent.
- Coca- cola cans sold in total Coca -cola sold
 -10 percent.
- Average price of Coca -Cola can Rs 40.

- Divide the population into rural and urban segments.
- Identify carbonated drink consumers in each segment.
- Further divide consumers into monthly, weekly, and occasional users.
- Calculate yearly consumption by multiplying frequency with respective time periods (12 for monthly, 52 for weekly).
- Add rural and urban totals to get total beverage units sold annually.
- Apply Coca-Cola's market share to estimate its annual unit sales.
- Estimate the share of cans in Coca-Cola's total sales.
- Multiply the number of cans by the average price to get total annual spend on Coca-Cola cans.







Estimate the amount spent by corporates on Delhi University events annually

Assumptions

- North Campus: 70% of colleges host fests (14 colleges).
- South Campus: 45% host fests (7 colleges).
- Off-Campus: 10% host fests (4–5 colleges).
- Types of Fests:
- 1) Tier 1: Organized by Student Unions (e.g., Mecca, Crossroads).
- 2) Tier 2: Department/ Society-led.
- 3) Tier 3: Society-specific or workshops.
- 4) Pan-DU Fests: university-wide events (e.g., DU Literature Festival).
- Corporate Partnerships:
 Tech/recruitment giants (e.g., Google,
 HUL) may inflate budgets. Additionally,
 since society fests are organised near the
 end of the financial year, budget may be
 constrained. Furthermore, Off-Peak/
 Special / One-Time Events: Adds ~₹10
 lakh.

Methodology

- Figured out the number of colleges that host fests and events across all campuses of Delhi University.
- Estimates the number of Tier 1, Tier 2, Tier 3, and pan DU fests.
- Used a ballpark budget to get the overall budget for each tier.

Total Annual Spendings

| Campus-wise Fests | | | | X | Budgets | |
|-------------------|---|--------------|------------|-------|----------|------------|
| Types of fests | North Campus | South Campus | Off Campus | Total | | |
| Tier 1 | 2.5*14 = 35 | 1*7 = 7 | 0.5*4 = 2 | 44 | 6 lakh | = 2.64 cr |
| Tier 2 | 4.5*14 = 63 | 2.5*7 ~ 18 | 1.5*4 = 6 | 87 | 4 lakh | = 3.48 cr |
| Tier 3 | Assume 200+ societies host 1 event per year | | | | 0.5 lakh | = 1.00 cr |
| Pan DU fests | Approximately 2 fests per year | | | | 8 lakh | = 16 lakhs |

Final Estimate: ₹7.28 crore annually





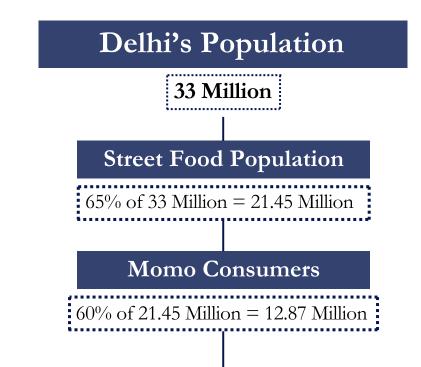
Estimate size of street food market (Momos) in Delhi

Assumptions

- Delhi's population = 33 million.
- 65% eat street food; 60% of those eat Momo.
- Consumption behavior is divided into 3 realistic groups.
- Average prices based on current Delhi market rates.
- Vendor market share assumed as 50-40-10.
- Year-round consumption is stable (no seasonal swings considered).

Methodology

- Begin with Delhi's total population of 33 million.
- Estimate that 80% consume street food, narrowing the base to 26.4 million.
- Assume 60% of these are regular momo consumers = 15.84 million people.
- Categorize consumers into frequent, moderate, and occasional eaters based on estimated monthly consumption (6, 3, and 1 plates respectively).
- Compute total annual momo consumption volume by multiplying users in each group by their frequency.
- Distribute total plates across vendor types: 50% street vendors, 40% small eateries, 10% premium outlets.
- Assign corresponding price points: ₹50, ₹70, and ₹100 per plate.
- Calculate revenue per vendor type and sum to get total market size.



Momo Consumption Pattern

| Customer Type | Proportion of Eaters | Count (Millions) | Avg Plate/Month | Monthly Plate |
|-------------------|----------------------|------------------|-----------------|------------------------|
| Hardcore Fans | 10% | 1.28 | 6 | $1.28 \times 6 = 7.68$ |
| Regular Consumers | 40% | 5.14 | 3 | 5.14 × 3 = 15.42 |
| Casual Eaters | 50% | 6.43 | 1 | $6.43 \times 1 = 6.43$ |

Revenue Estimation (Pricing Segmentation)

Total Monthly Plate Consumption = 7.68 + 15.42 + 6.43 = 29.53 million plates/month Annual Plate Consumption = $29.53 \times 12 = 354$ million plates/year (approx)

| Channel | % of Sales | Plates Sold (Million) | Avg Price per Plate | Revenue (₹ million) |
|---------------------------|------------|--------------------------|------------------------|------------------------|
| Street Vendors | 50% | 177 | ₹50 | 8,850 |
| Small Eateries | 40% | 141.6 | ₹70 | 9,912 |
| Premium (Tandoori etc) | 10% | 35.4 | ₹100 | 3,540 |

Total Revenue = ₹8,850 + ₹9,912 + ₹3,540 = ₹22,302 million





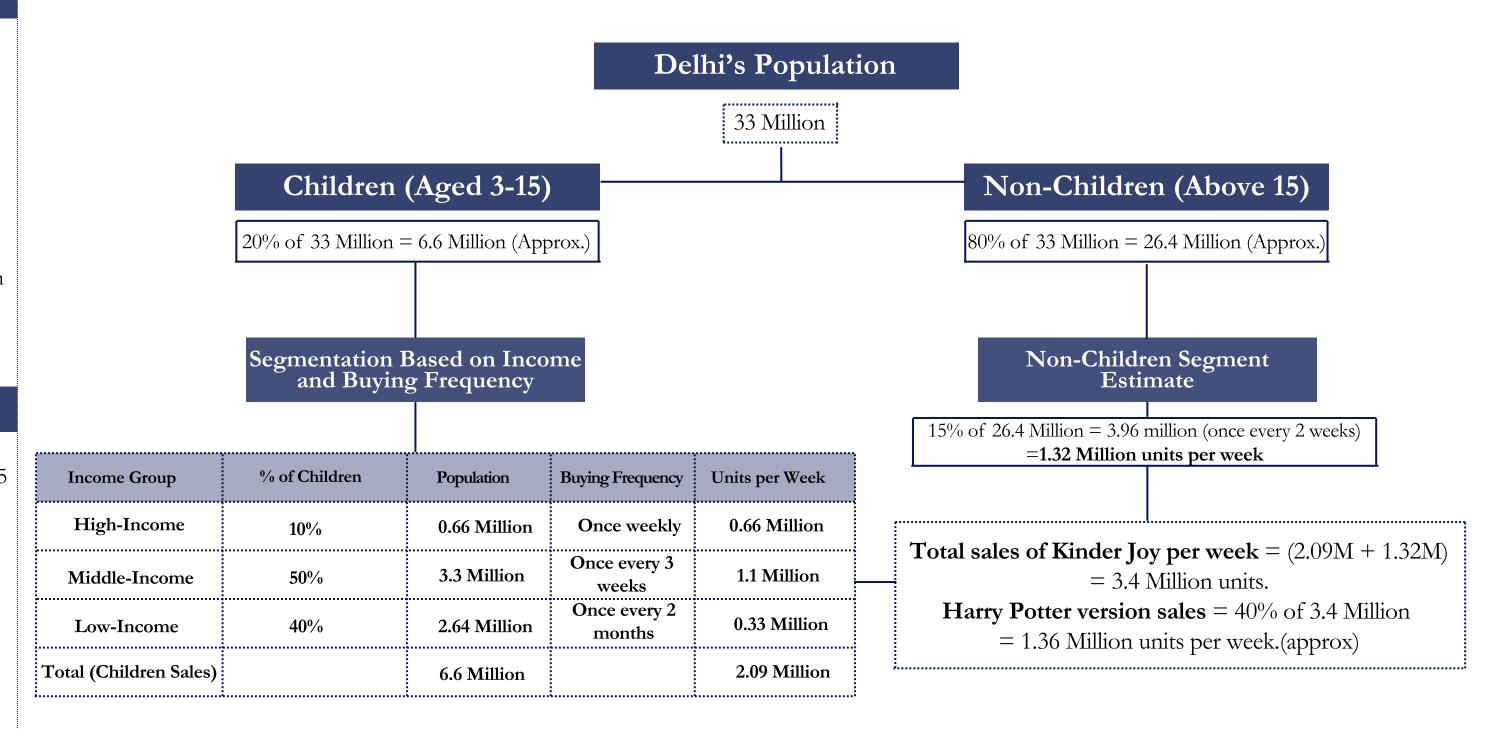
Estimate the number of Harry Potter kinder joys sold in one week in Delhi

Assumptions

- Children aged 3-15 years make up 20% of Delhi's population.(They are the primary buyers of Kinder joys).
- Income segmentation affects purchase frequency:
- High-income: Buys weekly.
- Middle-income: Buys every 3 weeks.
- Low-income: Buys every 2 months.
- Teenagers and adults contribute additional demand (15% of non-children population buys once in 2 weeks).
- 40% of Kinder Joys sold are Harry Potter editions.

Methodology

- Estimate total population of the city.
- Identify percentage of children aged 3–15 as primary consumers.
- Segment children by income groups to determine buying frequency.
- Estimate weekly purchase volume for each income group.
- Account for additional demand from teenagers and adults.
- Calculate total weekly Kinder Joy sales across all groups.
- Apply the share of Harry Potter editions to total sales.
- Arrive at final weekly estimate for Harry Potter Kinder Joys.



Final Answer: 40% × (2.09 Million from children + 1.32 Million from non-children)

= 1.36 Million Harry Potter Kinder Joys sold per week in Delhi



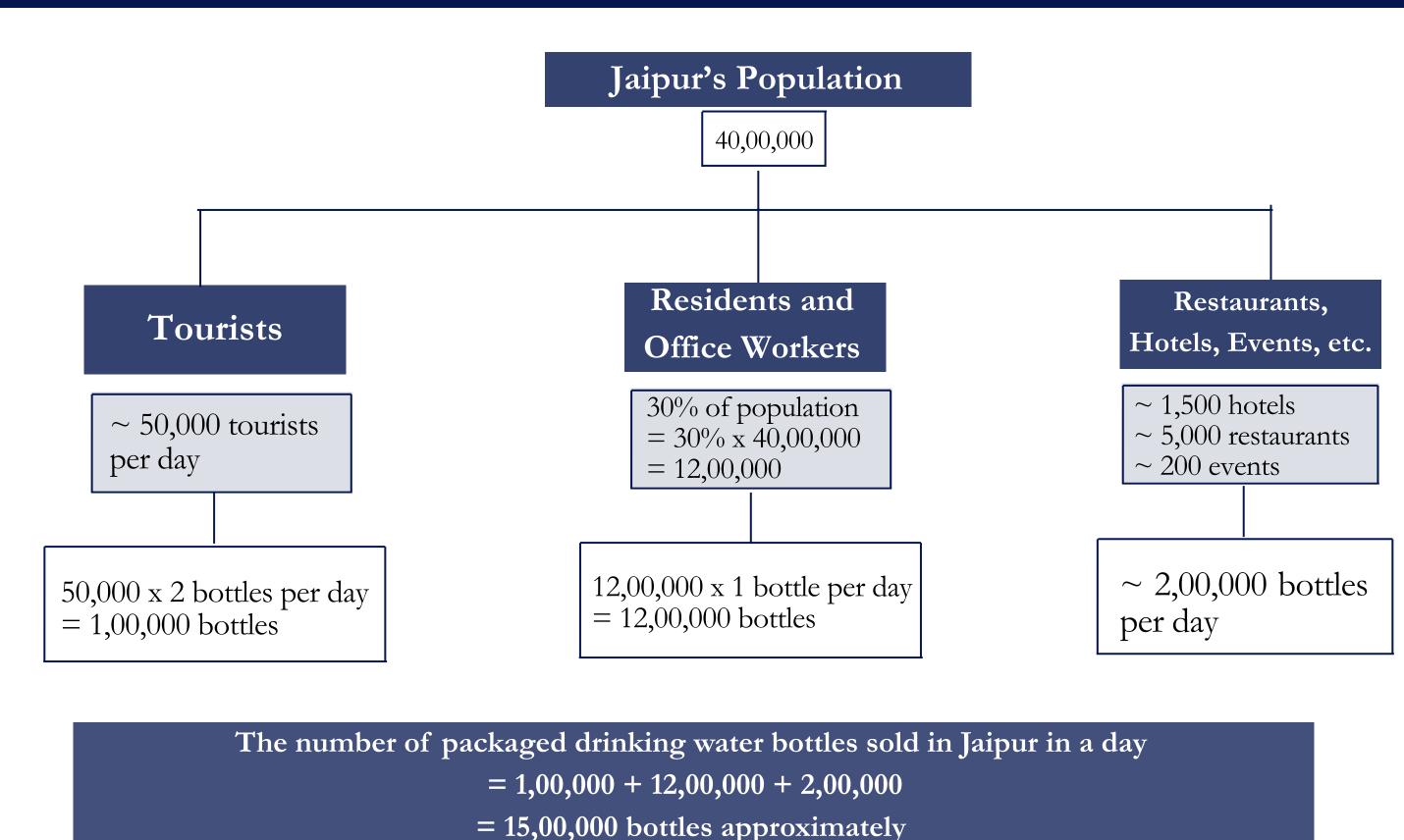


Estimate the number of packaged drinking water bottles sold in Jaipur in a day

Assumptions

- 50,000 tourists visit daily, and each buys 2 bottles.
- 30% of the population (12 lakh) buys bottled water.
- Office workers are included in residents.
- Jaipur has around 1,500 hotels, average of 50 rooms/hotel and a 70% occupancy rate. 2 bottles /room.
- 5,000 restaurants selling an average of 20 bottles per day.
- 200 events daily, each requiring an average of 500 bottles.
- To avoid overestimation, rounded off commercial consumption to 2,00,000 bottles per day.

- Estimating the population of Jaipur.
- Identifying the percentage of people who buy packaged water.
- Estimating Bottles Per Category.
- Summing Up the Estimates.





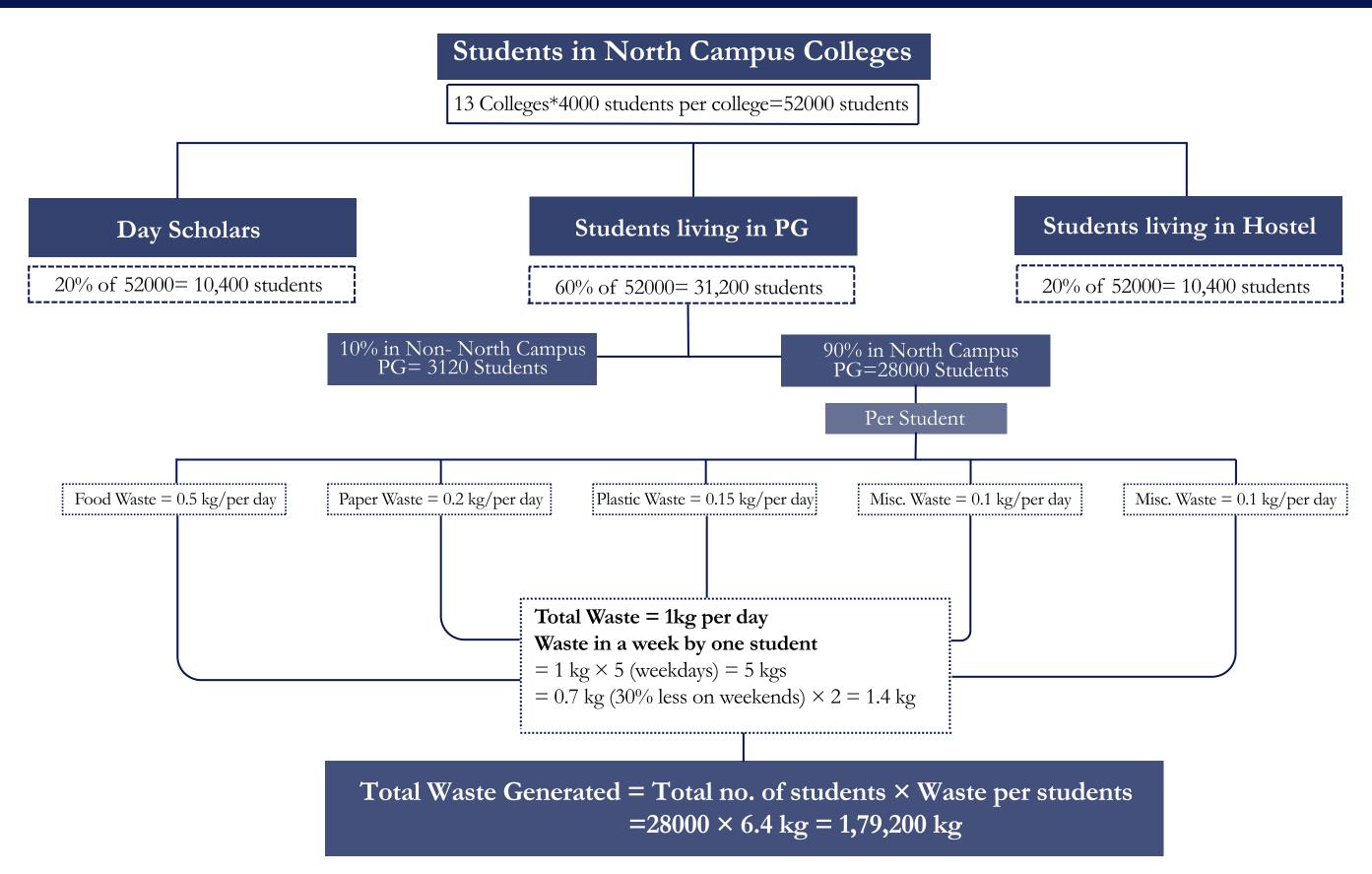


Waste generated by North Campus PG's in a week

Assumptions

- 13 colleges in North Campus with ~4,000 students each.
- 60% of students stay in PGs; 90% of them reside within North Campus.
- Each PG accommodates ~70 students
- Waste categorized as: food, paper, plastic, sanitary, and miscellaneous.
- Lesser waste per student on weekends as compared to weekdays.

- Estimate student population in PGs within North Campus.
- Calculate per-student waste for weekdays and weekends.
- Factor in miscellaneous operational waste from PGs.
- Use formula combining weekday, weekend, and PG waste over 7 days.
- Final output gives total weekly waste in kilograms.





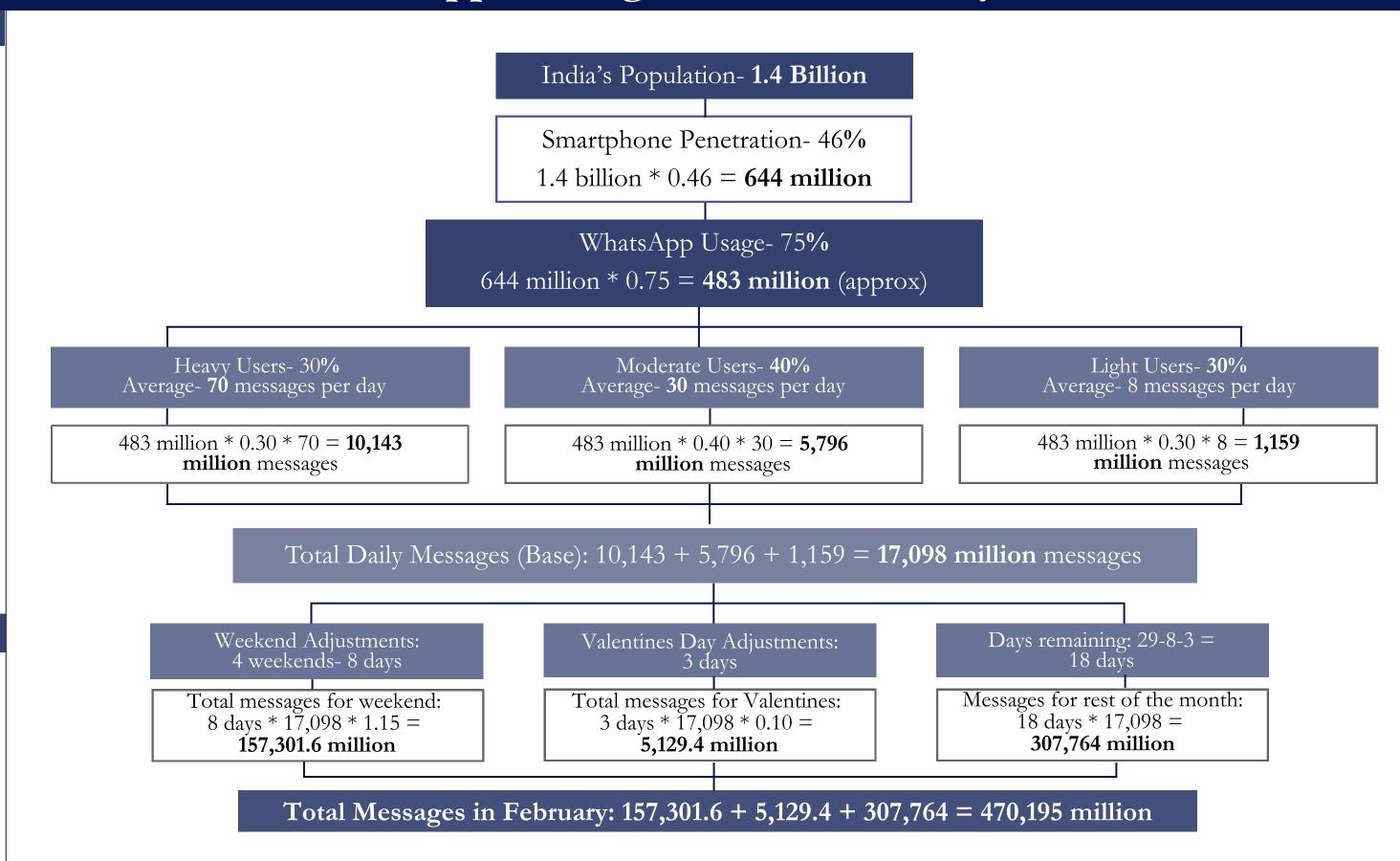


Estimate number of WhatsApp messages sent in February in India

Assumptions

- India's Population: Approximately 1.4 billion (140,00,00,000)
- 46% of the population has smartphones.
- 75% of smartphone users use WhatsApp.
- Segmenting WhatsApp Users and Estimating Message Frequency-
- 1) Young Adults (18-30): High usage. Constantly communicating with friends, family.
- 2) Middle-Aged Adults (31-55): Moderate usage. Primarily for communication with close ones, work-related messages.
- 3) Older Adults (56+): Lower usage. Primarily for family communication and receiving updates.
- 4) Teenagers (13-17): The group with highest usage.
- 10% increase in messaging on and around Valentine's Day (3 days).
- 15% increase in messaging on Saturdays and Sundays.

- Estimate the number of daily active users.
- Assume an average number of messages sent per day as per the user intensity.
 Multiply this by the number of days in February.
- Account for other factors gives a rough total for the month.







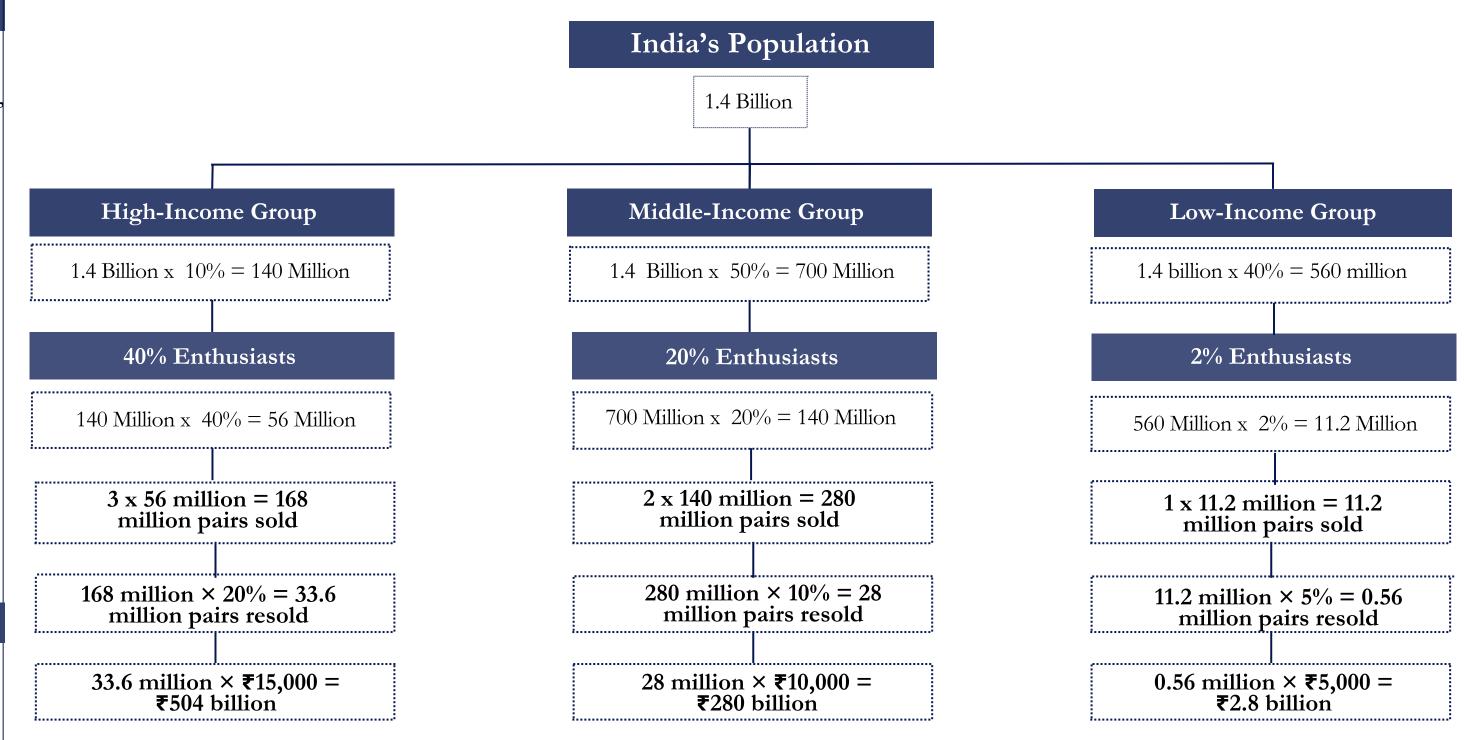
The size of the sneaker reselling market in India

Assumptions

- India's population is 1.4 billion, with 40% low-income, 50% middle-income, and 10% high-income.
- 40% of high-income, 20% of middle-income, and 2% of low-income are sneaker enthusiasts.
- High-income enthusiasts buy 3 pairs/year, middle-income 2 pairs, and low-income 1 pair.
- 20% of high-income, 10% of middle-income, and 5% of low-income purchases enter the resale market.
- Resale prices are ₹15,000 for highincome, ₹10,000 for middle-income, and ₹5,000 for low-income.

Methodology

- Divide India's population by income group, estimate sneaker enthusiasts, and calculate annual purchases per group.
- Apply resale percentages to purchases and multiply by average resale prices to estimate market value.



Total Resale Market Value: ₹504B + ₹280B + ₹2.8B = ₹786.8 billion





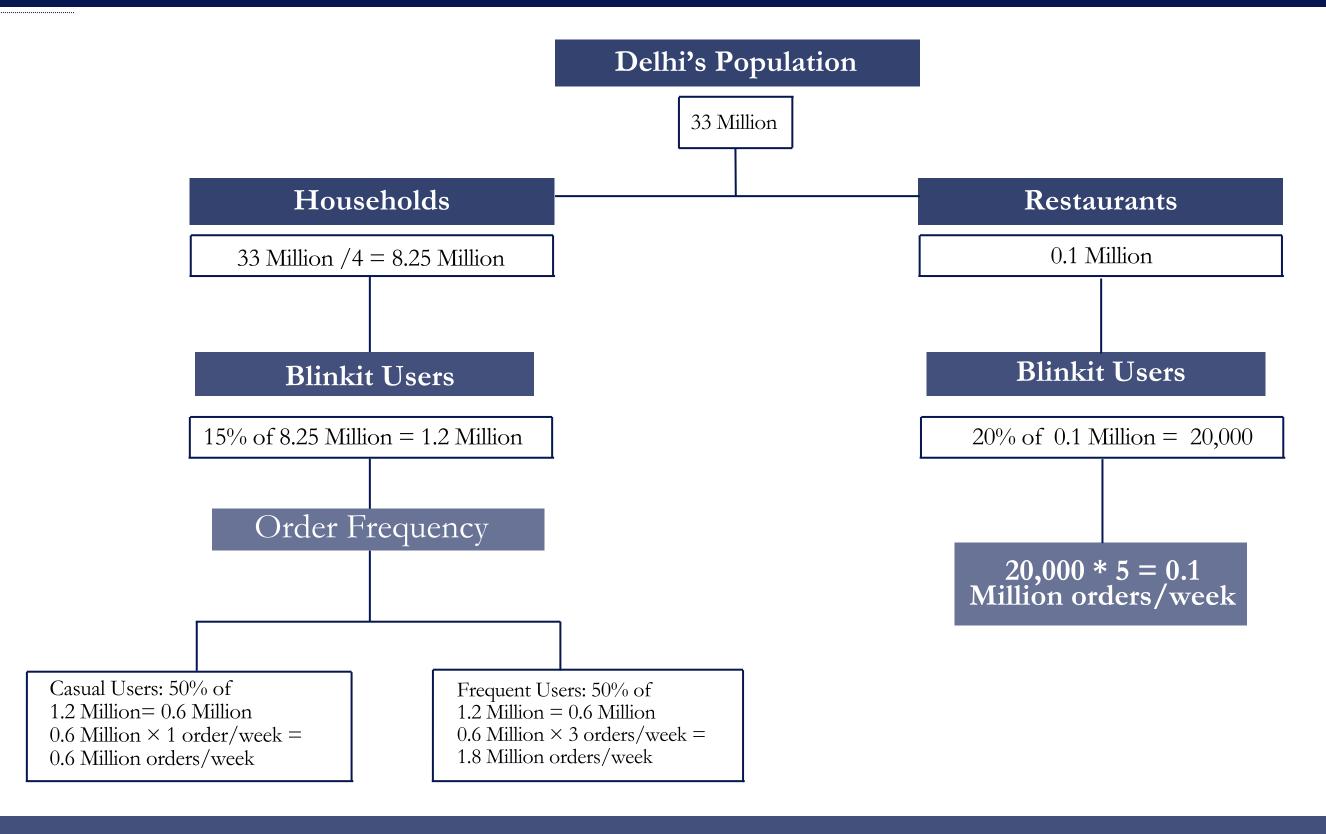
The number of Blinkit deliveries in a week in Delhi

Assumptions

- Delhi population: 33 million, 75 lakh households (avg. 4 people)
- 15 % households use Blinkit → 1.2 Million
- Urban-rural divide not considered
- User types:
- Frequent $(50\%) \rightarrow 3$ orders/week
- Casual (50%) \rightarrow 1 order/week
- 0.1 Million restaurants in Delhi \rightarrow 20% use Blinkit = 20,000
- Each restaurant: 5 orders/week

Methodology

- Analysis assumes a regular working week with full activity
- Blinkit serves both households and restaurants
- Users segmented by order frequency
- Restaurants assumed to place bulk weekly orders
- Weekly order volume = sum of household + restaurant orders



The number of Blinkit deliveries in a week in Delhi = 0.6 Million + 1.8 Million + 0.1 Million = 2.5 Million deliveries/week

INDUSTRY

ANALYSIS





AUTOMOBILE INDUSTRY





Value Chain Analysis

R&D and Inbound Logistics

- Design new models and features
- Source raw materials, components
- Prototype components and manage warehouses

Manufacturing & Assembly

- Cast, form, weld, and machine parts
- Assemble products efficiently
- Conduct quality checks and ensure compliance

Outbound Logistics & Distribution

- Storage and transport of finished vehicles
- Dealership network management and shipping

Marketing & Sales

- Advertising and promotions
- Customer engagement, test drives, and inventory management
- Retail outlets and dealerships

After-Sales Service

- Vehicle servicing, maintenance, and repairs
- Accessory and replacement sales
- Service center assistance

Key Industry Metrics

7 – 9% CAGR Growth (2025-2030)

Net Profit Margin

 $\sim 5 - 8\%$

Industry Size

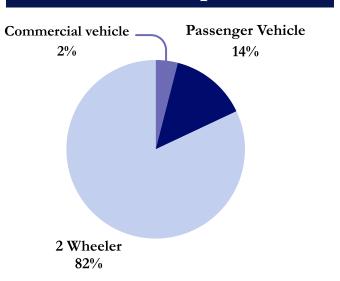
US\$ 122.53 B (2024) US\$ 247.4 B (2030)

Industry **Characteristics**

Capital-intensive,

Technology-driven

Market Players



Sector Composition













Growing

Revenue Drivers

- Urbanization
- Rising Incomes
- EV Adoption

Cost Drivers

- Key Drivers

- Raw Materials
- R&D Investment
- Compliance Costs

Growth Drivers

- Personal Mobility
- EV Incentives
- Export Markets

Key Terms

- EV Penetration
- BS-VI Norms Compliance
 - FAME II Subsidy
 - Battery Swapping

KPI's

EV Market Share Growth

Production Volume Growth

Domestic Sales Growth

EV Penetration Rate

Dealer Network Expansion

Customer Satisfaction Score

After-Sales Service Quality

Market Share Gain

Average Vehicle Selling Price

Industry Trends

- V Boom: Surge in electric scooter and car launches across global markets.
- Government Push: Incentives under FAME II and PLI scheme fuel market. • Digital Sales: Growing trend of online vehicle booking via digital platforms.
- Sustainability: Focus on hybrid vehicles, alt. fuels for eco-conscious solutions.
- Shared Mobility: Rise of self-drive rentals and car-sharing platforms boosting.

Industry Challenges

- High EV Costs
- Chip Shortage
- Oil Price Dependence
- EV Infra Gaps

- Price Wars
- Discount Pressure
- Regulatory Compliance
- Supply Chain Disruptions

Porter's 5 Forces

Threat of new Entrants

- High capital barrier
- Rising EV startups

Very Low

Bargaining Power of Suppliers

- High supplier control
- Limited battery suppliers

High

Bargaining Power of **Buyers**

- Price-sensitive customers
- More EV options

Low

Threat of Substitute **Products or Services**

- Public transport alternative.
- EV advantages

Very High

Industry Rivalry

- Intense competition.
- Price wars ongoing.

High

Shri Ram Consulting & Research Centre

2024-25

BANKING INDUSTRY





Value Chain Analysis

Product Development

- Creation of products and digital banking solutions
- Savings accounts, loans, credit cards, investment products

Customer Acquisition & Sales

- Digital marketing and outreach
- Seamless onboarding experience
- Referral and promotional offers
- Cross-selling financial products

Product Offerings

- Deposit accounts and digital banking services
- Loans, credit, and overdrafts
- Investments, insurance, and forex
- Life & general insurance products

Processing & Transactions

- Data validation and authorization
- Transaction processing and timely settlement of accounts and claims
- Clearing and reconciliation accounts

Customer Service

- Nurturing and solving customer relationships and disputes (if any).
- Offering personalized and proactive assistance

Key Industry Metrics

Growth

1-5% CAGR (2025-2029)

~15-20%

Net Profit Margin

Industry Size

Public Assets: US\$ 1,861.72 B Private Assets - US\$ 1,264.3 B

Industry Characteristics Regulated, Competitive & Technology-Driven

Revenue Drivers

- AI-driven banking
- UPI dominance
- Loan growth
- API Monetization

Cost Drivers

- Key Drivers

- Regulatory Compliance
- Salaries and wages
- Third-party Services
- Customer Acquisition

Growth Drivers

- Digital payment surge
- Client Innovation
- Economic Growth
- Regulatory Support

Customer Retention Rate

Customer Acquisition Cost

KPI's

Non-Performing Assets (NPA) Ratio

Bad Debt Recovery Rate

Cybersecurity Breach Incidents

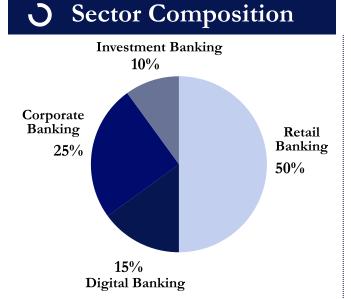
Data Privacy Compliance Score

Net Interest Margin

Capital Adequacy Ratio

Liquidity Coverage Ratio

Maight



Market Players



Industry Challenges

- CASA Ratio
- Loan-Deposit Ratio
- Net Interest Income
- Deposit Growth Rate
- Capital Ratio
- Net Interest Margin
- Asset Quality
- Credit Risk Management

Key Terms

- EFT (Electronic Fund Transfer)
- SLR Requirement
- Bancassurance Distribution
- Payoff Statement

Porter's 5 Forces

Threat of new Entrants

- Strong brand loyalty
- Large capital needed
- Regulatory barriers

Low

Bargaining Power of Suppliers

- Talent shortage
- Technology providers
- Capital sourcing

Moderately Low

Bargaining Power of Buyers

- Rate sensitivity
- High price sensitivity
- Major clients dominate

Moderately High

Threat of Substitute Products or Services

- Mobile wallets
- Peer-to-peer lending
- Crypto alternatives

Moderately High

Industry Rivalry

- High service competition
- Price-driven offerings
- Low switching costs

Very High

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• Open Banking: APIs enable secure data sharing, innovation.

Industry Trends

• **Digitalization**: Mobile and online banking usage rapidly increasing.

• Cloud Computing: Banks adopting cloud for scalability, efficiency.

• Embedded Finance: Banking services integrated into non-bank platforms.

• Wealth Management: Growing focus on advisory and client segments.

CEMENT INDUSTRY





Value Chain Analysis

Raw Material Sourcing

- Quarry Lease Commitments
- Mining of coal, gypsum, sand, and clay from land and coastal areas.
- AI and automation in operations

Inbound Logistics

- Supplier coordination efficiency
- Materials sourcing optimization
- Transport route planning
- Inventory storage management

Manufacturing & Packaging

- Flyash material blending
- Slag additive incorporation
- Emission reduction techniques
- Clinker fine grinding

Distribution

- Optimized transport route planning
- Regional storage hubs established
- Bulk shipment coordination

Sales and Marketing

- Strong brand positioning
- Relations with Distributors.
- Influencer partnerships leveraged
- Customer loyalty programs

Key Industry Metrics

5.3% CAGR Growth (2025-2030)

Net Profit Margin

25%

Industry Size

~441.90 M Ton (2025) ~602.7 M Ton (2030)

Industry Characteristics Energy Intensive, capitalintensive

Revenue Drivers

- Infrastructure demand
- Emerging growth

• Shifting Energy Landscape

• Supply Chain Disruptions

• Environmental Regulations

• Stable pricing

• Labor Shortage

Cost Drivers

• Energy Costs Impacts

- Key Drivers

- Environmental Compliance
- Technology Upgrades

• Cost Competitiveness

• Tech Advancements

• Geopolitical Risks

• High input costs

Growth Drivers

- Urbanization demand
- Government Spending
- Export Demand
- Technology Adoption

Key Terms

- CCUS (Carbon Capture, Utilisation, and Storage)
- Blended Cement
- Clinker Conveyor

KPI's

Capacity Utilisation

Clinker Ratio

Return on Capital Employed

Blended Cement Adoption Rate (%)

Grinding Efficiency (KWh per tonne)

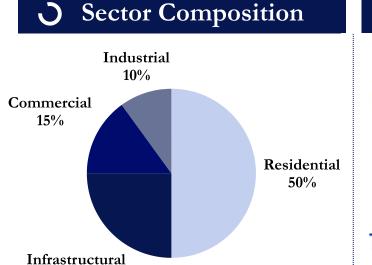
CO₂ Emissions per tonne

Profit Margin per tonne

Waste Heat Recovery Rate

Inventory Turnover (days)

~5-10%







Market Players







Industry Trends

- Infra Push: Government projects significantly boost cement demand growth.
- Real Estate Revival: Post-pandemic housing boom fuels urban & rural construction.
- Smart Tech: Enhances efficiency and sustainability in cement production.
- Carbon Capture Implementation: Deploying CCS technologies to lower CO₂
- Market Revival: Export markets recover as global demand gradually improves.

Porter's 5 Forces

Threat of new Entrants

- High Capital Investment
- Regulatory Hurdles
- Economies of Scale

Low

Bargaining Power of Suppliers

Industry Challenges

- Energy Supplier Control
- Raw Material Control
- Gear Vendor Hold

Moderate

Bargaining Power of Buyers

- Low Product Variety
- Big Buyer Base
- High Price Focus

Low

Threat of Substitute **Products or Services**

- No direct substitutes
- Blended cement options
- Technical adoption limits

Industry Rivalry

- Oligopoly Market Share
- Price War Focus
- High Costs, Barriers

Very High

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ED-TECH INDUSTRY





Value Chain Analysis

R&D

- Develop new teaching methods
- Spot gaps in current solutions
- Create effective pedagogy

Software/Hardware Development

- Build Learning Management Systems (LMS)
- Design learning-optimized tablets
- Develop software platforms

System Integration

- Combine content delivery and communication tools
- Ensure a smooth, efficient user experience

Network Infrastructure

- Provide seamless content via servers, cloud, and data centers
- Ensure reliable, fast access to resources

Trainees & Trainers

- Learners gain knowledge and skills through platforms
- Educators and facilitators deliver content and track progress

Key Industry Metrics

25.8% CAGR Growth (2025-2030)

Net Profit ~20-30% Margin

K-12

40%

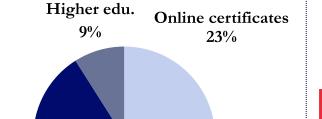
Sector Composition

Industry Size

US\$ 7.5 B (2025) US\$ 29 B (2030)

Industry Characteristics Innovative, Accessible, Personalized

Market Players



Adda 247 Vedantu











Industry Challenges

• Low digital adoption

Revenue Drivers

• Paid subscriptions

• Corporate training

• Test prep

- Digital Divide & Access Issues Teacher training gaps
- User retention issues
- Data privacy concerns

Cost Drivers

- Content creation
- Talent & HR
- Customer acquisition

• Intense competition

• Tech integration gaps

• Limited funding

- Key Drivers

Growth Drivers

- Digital adoption
- Young population
- Govt. E-learning push
- Rising incomes

Key Terms

- Intense competition
- Teacher training gaps
- Limited funding
- Tech integration gaps

KPI's

Customer Acquisition Payback Period

Average Rev Per User (ARPU)

New Demo Booking Rate

Customer Lifetime value

Course Completion rate

Time-on-app

Student Retention Rate

Active Users

Time-to-Certification

Industry Trends

Test prep. 28%

- Online Learning Boom: Easy access & convenience fuel demand for ed growth.
- Rising Incomes: More investment in skills & training through digital platforms.
- Sustainability: Cloud-based edtech saves costs & energy while reducing waste.
- Global Reach: Tech enables seamless worldwide learning across diverse fields.

Porter's 5 Forces

Threat of New Entrants

- High marketing costs
- Easy access to digital platforms.

Moderate

Bargaining Power of Suppliers

- High Dependence on Educators, Institutions
- Open-source content

Moderately Low

Bargaining Power of Buyers

- Alternatives available
- Low switching costs
- Limited brand loyalty

High

Threat of Substitute **Products or Services**

- Traditional Education
- Free online resources available

High

Industry Rivalry

- Open Sources
- Low differentiation among offerings

Very High

FMCG INDUSTRY





Value Chain Analysis

R&D

• Innovate new products and categories

• Enhance existing products and categories

Procurement

- Source high-quality raw materials
- Conduct rigorous quality testing
- Ensure proper raw material storage

Manufacturing

- Manage production processes
- Implement quality control & testing
- Handle packaging and storage

Distribution

- Distribute from Regional DC to Retail Shops
- Manage invoicing processes
- Oversee inventory management

Marketing & Sales

- Drive branding and advertising
- Execute merchandising activities
- Fulfill customer orders
- Enable consumer purchases
- Deliver post-purchase services

Key Industry Metrics

27.9% CAGR Growth (2022-2027)

Sector Composition

Net Profit Margin

50%

Household & Personal Care ~5-15%

19%

Industry Size

US\$ 167 B (2023) US\$ 615.87 B (2027)

Industry **Characteristics** High competition, Branddriven, Consumer-focused

Revenue Drivers

- E-commerce growth
- Rising incomes
- Convenience demand
- Health focus

Cost Drivers

- Key Drivers

- FDI allowances
- Hygiene initiatives
- Food processing incentives
- Reduced expansion costs

Growth Drivers

- E-commerce growth
- Increased online shopping
- Digital adoption
- Expanded market reach

Stockout Rate

KPI's

Market Share

Average Revenue per Outlet

Same-Store Sales Growth

Inventory Turnover Ratio

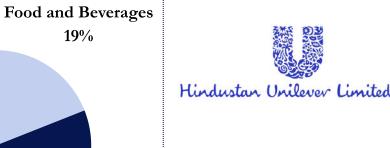
On-Time, In-Full (OTIF) Deliveries

Brand Awareness

New Product Success Rate

Gross Profit Margin

Market Players









• Intense competition

• Higher raw material costs

Industry Challenges

- Storage constraints
- Supply chain issues
- Seasonal demand shifts
- Fragile, short-lived products
- Regulatory and quality pressures

Key Terms

- Merchandising
- BOGO
- Just in time
- Direct to consumer

Porter's 5 Forces

Threat of new Entrants

• Strong brand loyalty

Moderate

• Heavy capital investment

Bargaining Power of Suppliers

- Dependence on raw materials
- Supplier consolidation

Low

Bargaining Power of Buyers

- Wide product choices
- Price sensitivity
- Demand for quality

High

Threat of Substitute **Products or Services**

- Local brand alternatives
- Health-conscious substitutes

High

Industry Rivalry

- Intense brand competition
- Heavy advertising wars

Very High

Industry Trends

- Sustained Growth: Strong 25–30% growth expected, fueled by demand and govt
- Digital Transformation: Surge in D2C and e-commerce from rising tech • Rural Growth: Rural consumption rising with better incomes and infrastructure.
- Premiumization: Shift toward high-margin, premium products by consumers.
- Shri Ram Consulting & Research Centre

Healthcare 31%

INSURANCE INDUSTRY





Value Chain Analysis

Product Development

- Utilize customer insights
- Conduct market analysis
- Roll out tailored insurance products.

Sector Composition

Motor Insurance 7.7%

Distribution & Sales

- Oversee channels
- Drive Lead Generation
- Optimize distribution,
 maximize market reach

Marketing

- Support sales initiatives
- Focus on customer retention strategies, advertising, and targeted engagement.

Underwriting

- Conduct risk assessments
- Develop pricing models
- Balance risk and profitability

Claims

- Manage the claims process
- Conduct claim assessments.
- Adjudication to ensure fair and timely settlements

Service

- Customer management
- Use D2C and agent assisted platforms
- Customer Satisfaction Boost

Key Industry Metrics

Growth

6.5% CAGR (2023-2028)

Net Profit Margin

Life Insurance 75.2%

~6-12%.

Property Insurance 4.6%

Other Insurance

12.5%

Industry Size

US\$ 116.07 B (2023) US\$ 222 B (2026)

Industry Characteristics Risk pooling, regulation, underwriting.

- Increasing Awareness
- High Employment

Revenue Drivers

• Rising Disposable Incomes

Cost Drivers

Key Drivers

- Claims Payouts
- Customer Acquisition
- Employee Salaries
- Underwriting Costs

Growth Drivers

- Government Initiatives
- Product Diversification
- Digital Tools Improving Experience

Expense Ratio

KPI's

Premium Growth Rate

Claims Settlement Ratio

Average Policy Value

Underwriting Profit Margin

Time-on-app

Investment Yield

Customer Acquisition Cost

Cross-Selling Ratio

Market Players











Industry Challenges

- Intense Rivalry
- Inflation Impact
- Regulatory Barriers
- Low Loyalty

- Technological Disruption
- Changing Consumer
 Expectations
- Low Penetration

Key Terms

- Grace Period
- Concurrent Causation
- Subrogation Rights
- Liability Coverage

Porter's 5 Forces

Industry Trends

- **Digital Transformation** Mobile platforms streamline customer interactions
- AI Adoption Automating underwriting, claims, and risk assessment
- Insurtech Collaboration Traditional insurers partnering with tech startups
- Personalized Policies Tailored coverage using big data analytics
- Cyber Insurance Growth Rising demand for digital threat protection

Threat of new Entrants

- High capital needed
- Strict regulations
- Strong brand loyalty

Moderate

Bargaining Power of Suppliers

- Few large brokers
- Unique services
- High dependency

Moderately Low

Bargaining Power of Buyers

- Many alternatives
- Low switching costs
- Large clients negotiate

Moderately High

Threat of Substitute Products or Services

- Alternative risk options
- On-demand insurance
- Brand loyalty strong

Moderate

Industry Rivalry

- Market Saturation
- Frequent price wars
- Brand trust crucial

High

IT INDUSTRY





Value Chain Analysis

Strategy to Portfolio

• Create a project portfolio

4.7%

- Align projects with organizational goals
- Plan strategically and prioritize
- Allocate budget and resources efficiently

Requirement to Display

- Build solutions based on business needs
- Document functional and technical specifications
- Conduct requirement analysis and design
- Focus on prototyping and UX design

Request to fulfill

- Implement technology solutions
- Catalog, fulfill, and manage service usage
- Develop software, integrate systems, test, and deploy

Detect to Correct

- Anticipate and resolve production issues
- Monitor and maintain systems
- Troubleshoot, debug, update, and support users

Key Industry Metrics 7.3% CAGR US\$ 227 B (2022) **Industry Size** Growth (2023-2028)US\$ 350 B (2025) Technological innovation, Industry Net Profit ~17-20% competition, outsourcing **Characteristics** Margin **Sector Composition** Market Players **BPM** 19.8% Hardware IT Services 50.4% ER&D 15.8% Google Cloud Software & Products

• Export growth

Revenue Drivers

- Talent demand
- AI expansion
- Economic boost

Cost Drivers

Key Drivers

- Talent costs
- Cloud demand
- Infrastructure investment
- Operational expenses

Growth Drivers

- Digital growth
- Cloud adoption
- Sector expansion
- Demand surge

Customer Acquisition Cost (CAC)

Customer Retention Rate

KPI's

Revenue Growth Rate

Employment Growth

Export Revenue Contribution

Digital Revenue Share

R&D Investment

Net Promoter Score (NPS)

Cloud Adoption Rate

Industry Challenges

- Widening Skill Gap
- Intense Global Competition
- Rising Cybersecurity Threats
- Challenging Talent Retention
- Compliance
- Innovation
- Workforce
- Sustainability

Key Terms

- Agile approach
- API integration
- SaaS solutions
- Wireframing, ERP, CRM systems

Porter's 5 Forces

Threat of new Entrants

- Easy entry
- Brand loyalty
- High investment

Moderate

Bargaining Power of Suppliers

- Talent dependence
- Wage pressure
- Vendor reliance

Low

Bargaining Power of Buyers

- Many choices
- Strong bargaining

High

Threat of Substitute Products or Services

- Automation rise
- In-house teams
- Open-source options

High

Industry Rivalry

- High competition
- Fast innovation
- Service differentiation

Very High

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Industry Trends

• Quantum Computing: Accelerates complex problem-solving in key fields

• 5G Expansion: Enables faster speeds, IoT, autonomous vehicles, and AR

• Augmented Reality (AR): Enhances real-world experiences with digital overlays

• Generative AI: Drives faster innovation and personalized services

OIL AND GAS INDUSTRY





Value Chain Analysis

Exploration

- Assessing Potential via Surveys
- Selecting Optimal Site Locations
- Strategic Field Development Planning

Production

- Sanction the Project
- Build Infrastructure
- Discover Oil Reserves
- Extract and Separate Fluids

Transportation

- Transport Crude via Tankers
- Move Oil by Pipelines, Trucks
- Shift Gas by Pipelines
- Deliver LPG via Tankers

Storage

- Store Crude in Ground Tanks
- Store Products in Ground Tanks
- Use Reservoirs for Natural Gas
- Store Gas Underground

Marketing & Refining

- Refine Crude to Products
- Separate, Convert, Treat
- Ensure Quality Compliance
- Market via B2B & B2C

Key Industry Metrics

4-5% CAGR Growth (2025-2030)

Sector Composition

Well Development/Services

3%

Net Profit Margin

Downstream

Midstream

~10-15%

Industry Size

US\$ 416.4 B (2022) US\$ 511 B (2027)

Industry Characteristics Highly cyclical, capitalintensive

Revenue Drivers

- Infrastructure growth
- Petrochemical Demand
- Stable pricing
- Emerging Markets

• Renewables Transition

• Skilled Labor Shortage

Threat of new Entrants

• High capital barriers

• Brand loyalty strong

• Strict regulations

• Supply Chain Disruptions

• Environmental Compliance

Cost Drivers

- Key Drivers

- Exploration Costs
- Production Costs
- Compliance costs
- Refining Costs

• Sustainability Pressures

• Cost Efficiency Challenge

• Energy Transition Adaptation

• Geopolitical Instability

Growth Drivers

- Urbanization growth
- Government spending
- Resource Exploration
- Digital innovation

Key Terms

- Well Logging
- Enhanced oil recovery (EOR)
- BCF Billion Cubic Feet
- Catalytic Cracking

KPI's

Production Efficiency

Cost Per Barrel

Return on Investment (ROI)

Drilling Success Rate

Operating Margin

Net Asset Value (NAV)

Asset Utilization

Carbon Emissions Reduction

Reserve Replacement Ratio (RRR).

Market Players













Industry Trends

- Volatile Prices: Oil prices fluctuate due to external factors like geopolitical stability
- **Digital Shift**: AI optimizes operations and maintenance processes

Upstream

- Industry Consolidation: Mergers rise for efficiency and competitive advantage
- Supply Surplus: Non-OPEC production exceeds current global demand • Renewable Energy Integration: Biofuels, hydrogen, microgrids reshape the energy mix

Very low

Bargaining Power of Suppliers

• Few key suppliers

Industry Challenges

- OPEC controls prices
- Equipment Specialization

Moderately Low

Bargaining Power of Buyers

Porter's 5 Forces

- Standardized products
- Large buyers negotiate
- Price sensitivity present

Low

Threat of Substitute Products or Services

- Renewables gaining traction
- Oil still essential
- EV adoption rising

Moderately Low

Industry Rivalry

- Existing Competition
- Low differentiation
- Geopolitical supply risks

Moderately High

TOURISM INDUSTRY





Value Chain Analysis

Inbound Logistics

- Managing bookings and reservations
- Partnership management
- Coordination with local suppliers

Operations

- Travel planning and itinerary creation
- Accommodation, transport, and guided services
- Experience delivery (tours, events, adventure activities)

Outbound Logistics

- Customer handling during travel
- Coordination for seamless service execution
- Handling cancellations, changes, and emergency support

Sales & Marketing

- Digital marketing
- Packaging and promotions (discounts, travel packages)
- Partnering with OTAs (Online Travel Agencies)

Service

- Customer feedback collection
- Loyalty programs and retention marketing
- Managing refunds, complaints, and customer queries

Key Industry Metrics

6-10% CAGR Growth (2022-2027)

Sector Composition

Net Profit Margin

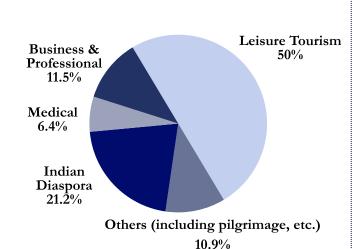
~7-15%

Industry Size

US\$ 256 B (2024) US\$ 512 B (2030)

Industry Characteristics Diverse, growing and dynamic

Market Players















Revenue Drivers

- Govt. Initiatives
- Rising Incomes
- Hospitality Expansion
- E-visa Reforms

Cost Drivers

- Key Drivers

- Marketing Expenses
- Regulatory Fees
- Infrastructure Safety

& Maintenance

• Seasonality of demand

Growth Drivers

- Experiential Tourism
- Heritage Tourism
- Disposable Income
- Travel Facilitation

Key Terms

- Cost of Walk COW
- Destination Management
- Shoulder Season
- Online Travel Agency OTA

Hotel Occupancy Rate (HOR)

Domestic Tourist Visits

Foreign Tourist Arrivals

KPI's

Tourism Employment Rate

Seasonal Visit Distribution

Customer Satisfaction Score

Tourist Satisfaction Index

Tourism Contribution to GDP

Infrastructure Quality Score

Industry Trends

- Rise of Domestic Tourism: Government focus on "Dekho Apna Desh" and weekend travel
- MICE Tourism Growth: India emerging as business travel hub
- Spiritual & Wellness Tourism: Demand for yoga, Ayurveda, pilgrimage
- Sustainable Travel Focus: Eco-friendly stays, responsible tourism popular
- Experiential Travel: Travelers seeking unique, immersive, and local experiences

Industry Challenges

- Poor transport connectivity • Weak hospitality services
- Lack of tourist amenities
- Safety and stability issues
- High dependency on global

 - Regulatory & visa restrictions

Porter's 5 Forces

Threat of new Entrants

- Low setup barriers
- Rising online platforms
- Brand reputation

High

Bargaining Power of Suppliers

- Intermediate dependencies
- Unique service providers
- Local partnerships

Moderate

Bargaining Power of Buyers

- Wide travel options
- Price-Conscious Buyers
- High service needs

High

Threat of Substitute **Products or Services**

- Local recreation options
- Home entertainment alternatives

High

Industry Rivalry

- Many service providers
- High price competition
- Service differentiation

Very High

KINOW YOUR COMPANY



Accenture





accenture

Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organizations build their digital core.

They are a talent- and innovation-led company with approximately 799,000 people serving clients in more than 120 countries.

combine their strength in technology and leadership in cloud, data and AI with unmatched industry experience, functional expertise and global delivery capability.

Services Offered

Strategy & Consulting

Services in Technology

Business Operations using SynOps

Product design & manufacturing

AI & Machine Learning

Capital projects

Song (Personalised Customer Experience)



Career Path

Partner

Associate Partner

Director

Senior Manager

Senior Associate

Associate

Recent Developments

AI Investment

Accenture announced a \$3 billion investment over three years in its Data & AI practice.

Inclusion Policy

Accenture has decided to sunset its global diversity and inclusion goals, aligning with changes in the U.S. political landscape.

Strategic Acquisitions

The firm has expanded its capabilities by investing in collaborating with companies like Aaru.

Strategic Partnerships

The company has formed strategic alliances with major tech firms, such as SAP, to help organizations adopt gen- AI.

Financial Performance

Revenue \$64.9B

EPS

\$3.59

Operating Margin

16.7%

Across the Globe

120+ countries, with offices and operations in 200+ cities.

Employees

799,000 (Approximately 10,500 Accenture Leaders)





Offices in 52+

Major Clients

Manufacturing











Healthcare & Pharma

Banking & Finance







Automotive

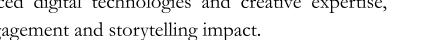




Notable Projects

Netflix's Stranger Things

Accenture partnered with Netflix to deliver cutting-edge visual effects for Stranger Things, playing a key role in enhancing the show's immersive sci-fi experience. By leveraging advanced digital technologies and creative expertise, Accenture deepened audience engagement and storytelling impact.



Jaguar Land Rover's GEN AI

Accenture worked with Jaguar Land Rover (JLR) and NVIDIA to embed generative AI into vehicle systems, transforming luxury car experiences through real-time personalization and smarter, more intuitive interfaces.



Bain & Company







Bain & Company is one of the "Big Overview Three" global management consulting firms, founded in 1973 by former Boston Consulting Group partners.

Headquartered in Boston, Bain operates in 40+ countries with 15,000+ employees, offering expertise in strategy, private equity, digital transformation, and organizational performance.

Serving businesses, governments, and non-profits, Bain is known for its results-driven approach and deep client partnerships, working with over 60% of Global 500 companies.



Services Offered

Corporate & Business Strategy

Digital & AI Transformation

Sustainability & ESG Consulting

Operational Excellence

Mergers & Acquisitions (M&A)

Risk & Resilience Management

Leadership & Org Development



Career Path

Director

Partner

Associate Partner

Manager

Consultant

Senior Associate Consultant

Associate Consultant

Recent Developments

AI Integration

Expanded its collaboration with OpenAI to integrate AI tools, including ChatGPT, into client services.

Sustainable Growth

Expanded to include climate resilience and economic development, promoting sustainable growth

OpenAI Center

Establishing an OpenAI Center of Excellence to develop AI solutions for various sectors

ESG & Carbon Strategy

Expanded ESG consulting services, specially on carbon reduction strategies

Financial Performance

Revenue **US\$ 7 B**

CAGR

 $\sim 5.9\%$

CRR

90%

2024

Growth

Drivers

analytics, sustainability solutions, and strategic innovation.

Fastest global growth in digital transformation, advanced

Bain & Company partnered with OpenAI to help clients integrate Partnership AI into their operations, first such formalized collaboration.





Global network of Offices in 65+ Cities

Major Clients

Technology & AI Microsoft amazon Google







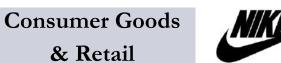


Banking & Finance













Automotive & **Industrial**

& Retail







Notable Projects

Carrefour AI Strategy

Collaborated with Carrefour in 2024 to implement AI-driven solutions, including a ChatGPT-powered shopping assistant, automated product descriptions, and AI-enhanced purchasing support, resulting in improved customer engagement and streamlined operations.



Microsoft Cloud Optimization

Collaborated with Microsoft in 2023 to optimize its global cloud services infrastructure, enhancing operational efficiency, streamlining data centers across key regions, and accelerating sustainability goals. The partnership resulted in cost reductions and scalability improvements.









Founded in 1963, Boston Consulting Group (BCG) is one of the "Big Three" consulting firms, headquartered in Boston with a presence in 50+ countries and 30,000+ professionals.

BCG specializes in strategy, digital transformation, and innovation, serving Fortune 500 companies, governments, and non-profits with impactful insights, scalable solutions, and global expertise.

Growth

Drivers

It is known for its analytical rigor, tailored solutions, long-term impact, industry leadership, client trust, cuttingedge innovation and the dynamic solutions using latest technology.



Corporate & Business Strategy

Digital & AI Transformation

Sustainability & ESG Consulting

Operational Excellence

Mergers & Acquisitions (M&A)

Risk & Resilience Management

Leadership & Org Development

Career Path

Sr. Managing Director

Managing Director

Principal

Project Leader

Consultant

Associate

Recent Developments

Generative AI

Partnered with OpenAI to generative AI, integrate enhancing productivity, innovation, and decisions.

Sustainability Focus

Expanded services to support ESG, net-zero goals with tools, strategy, and compliance.

Digital Leadership

Launched BCG X to drive digital transformation via AI, design, and engineering.

Global Workforce

Financial Performance

Revenue US\$ 13.5 B

3x

Employees

30,000+

Tech Growth Rate

analytics, sustainability solutions, and strategic innovation. Boston Consulting Group (BCG) has made significant **Investment** investments in technology in BCG X and BCG Digital Ventures.

Fastest global growth in digital transformation, advanced



Global network of Offices in 100+ Cities

Grew workforce to 30,000+, emphasizing diversity, talent growth, and inclusion.

Major Clients

Technology & AI





Healthcare



Consumer Goods & Retail





Automotive & **Industrial**



Notable Projects

Thales IT Transformation

Integrated demand management processes, upgraded employee skills, and implemented agile working principles to modernize IT systems, enhance THALES operational resilience, boost cross-functional collaboration, accelerate project delivery, and drive continuous business innovation.

Ford Digital Operations

Digitized manufacturing processes to improve efficiency and productivity, leveraging advanced technology, smart automation, real-time data insights, predictive maintenance, and streamlined workflows to optimize operations and drive sustainable digital transformation.



Capgemini







Capgemini, founded in 1967 by Serge Kampf in Grenoble, France, is a global leader in consulting, technology services and digital transformation. Its key branches are tech and consulting.

Capgemini operates in 50+ countries with over 340,000 employees including 190,000 employees in India. It serves diverse sectors like financial services, manufacturing and public services.

Capgemini focuses on helping clients innovate and transform through services in AI, data analytics, and cybersecurity. It combines industry expertise with technological innovation.

Services Offered

Consulting

Business Transformation

Cybersecurity

AI & Analytics

Enterprise Management

Tech Services

Engineering Services



Career Path

Vice President

Principal

Managing Consultant

Senior Consultant

Consultant

Associate Consultant

Recent Developments

Acquired Syniti

The acquisition aimed to help clients accelerate digital transformation particularly in complex SAP environments.

Appointed new CEOs

Capgemini appointed mostly new CEOs for its American as well as the Financial Services units.

Shifted to Targeted Hiring

Capgemini has shifted its talent strategy towards hiring in areas like AI, data science, and cybersecurity.

GenAI Investment

Capgemini has launched over 350 new GenAI projects and is investing \$2.25 billion over three years in AI.

Financial Performance Revenue Across Capgemini has trained over 120,000 employees on GenAI tools the Globe US\$ 23.6 B Revenue Diversified revenue streams, with balanced contributions from key Streams sectors like Financial Services, Public Sector & Manufacturing. Net Profit US\$ 1.78 B Established in Revenue per Employee

Major Clients

Financial Services





Morgan Stanley

Manufacturing





Consumer Products







Retail







Public Sector





Notable Projects

European Commission

The firm led a consortium to establish Information Sharing and Analysis Centers (ISACs), creating platforms for sharing critical cybersecurity and threat intelligence information among key stakeholders. In addition, they set up the European Support Center for Data Sharing.



The firm implemented the 1Point Salesforce solution to streamline and enhance global customer experience management. This integrated platform 2021 brought together various Salesforce capabilities—such as sales, service, marketing, and analytics—into a unified system

2024-25



Global network of

250+ offices

US\$ 68,590

2019

Deloitte





Deloitte, officially known as Deloitte Touche Tohmatsu Limited (DTTL), is a global and is one of the "Big Four" accounting and consulting firms, alongside PwC, EY, and KPMG.

It is established in 1845 in London (current headquarters) by William Welch Deloitte, the firm expanded to across more than 150 countries, employing over 460,000 professionals.

Deloitte invests heavily in emerging technologies like AI, data analytics, and cloud computing. The firm also emphasizes sustainability and corporate responsibility along its goals.



Services Offered

Audit & Assurance

Consulting

Risk Advisory

Financial Advisory

Tax and Legal Services

Risk & Regulatory Services

Financial Services



Career Path

Partner

Director

Manager/Senior Manager

Senior Consultant

Consultant

Analyst / Associate

Recent Developments

Partnered with Henchman

Deloitte has improved legal document processing through AI-based contract tools.

Releases

Released "The Outsourcing Compass" highlighting India's role in next-gen outsourcing.

Red Hat India

Partnered with Red Hat India in Jan 2025 to drive dhybrid cloud adoption and IT modernization.

Focus on AI

Enabled AI-, ML-, automation-led GCCs to help global firms cut costs and boost resilience.

Revenue

US\$ 67.2 B

May 31, 2024

EPS

US\$ 234.13 M

Operating Margin

13.3%(approx)

Financial Performance

Across the Globe

Deloitte operates in over 150 countries and territories across six continents, providing innovative solutions and services.

Employees 460,000 professionals worldwide as of March 2025.



the globe

Major Clients

Financial Services





Consumer & Retail





Technology





Industrial

Amphenol

Aerospace & Defense



Notable Projects

London City Airport

Provided strategic consulting for London City Airport's development expansion, improving capacity, operational efficiency, 2019 infrastructure planning, and stakeholder alignment for future growth.



Gift City

Delivered tax, compliance, and risk management services for GIFT City, supporting the financial hub's development, regulatory framework design, operational resilience, and strategic positioning in global markets.











EY, one of the "Big Four" accounting firms, specializes in audit, consulting, tax, and advisory services, delivering exceptional value to global clients through innovative solutions.

Founded in 1989 with roots dating back to 1849, EY is headquartered in London and operates in over 150 countries with more than 390,000 dedicated professionals across diverse sectors and emerging markets.

They emphasize a client-centric approach, referring assignments "engagements," ensuring personalized, collaborative, and outcome-driven service delivery for lasting impact.

Services Offered

Financial Audit

Climate Change & Sustainability Services (CCaSS)

Forensic, Integrity & Specialty

Business & Tech Consulting

Transfer Pricing

Tax Accounting & Risk Advisory

Financial Advisory



Career Path

Partner/Managing Director

Director

Senior Manager

Manager

Senior Associate

Business Analyst/Associate

Recent Developments

Janet's Leadership

EY named Janet Truncale Global Chair and CEO. marking a historic leadership transition.

Worker Protections

After an overwork-related death, Indian executive strengthen regulators protections for white-collar workers.

Billion-Dollar Vision

plans to grow ServiceNow practice into a \$1 billion business, reinforcing digital workflow commitment.

AI Tax Revolution

EY surveys show 94% of Indian CFOs and tax leaders foresee AI revolutionizing tax operations.

Financial Performance

US\$ 51.2 B

Revenue

2024

Growth

3.9%

EY India Investment

US\$ 354 M

Growth Drivers

Investment in technology and AI-EY.ai and EYQ-and ecosystem alliances driving 48% of FY24 growth.

Tech **Investment** EY invested US\$1 billion in audit technology, launched 25+ AIenabled Assurance features, and deployed EY Fabric globally.



Notable Projects

Revolutionizing Digital Payments in India

Global network of

Major Clients

Technology









Banking & Finance









EY India played a pivotal role in shaping the country's digital payments 2020- landscape by offering strategic guidance to both regulatory bodies and fintech firms. Their expertise helped frame policy frameworks that foster innovation while ensuring security and compliance.

Smart Cities & Urban Development

EY collaborated with governments and urban planners to drive the 2021- implementation of Smart Cities projects across India. EY leveraged cuttingedge technologies such as IoT, AI, and blockchain to enable real-time data collection. These innovations helped create smarter infrastructure.



Automotive & Industrial







Kearney



Services Offered

Digital strategy

Merger's & Acquisitions

Supply Chain Modeling

Custom AI solutions

ESG Services

Decarbonization roadmaps

Circular Economy Frameworks



KEARNEY

Founded in 1926 as part of A.T. Kearney by Andrew Thomas (Tom) Kearney and rebranded to "Kearney" in 2020 to reflect independence.

Kearney is a leading global management consulting firm with more than 5,700 people working in more than 40 countries.

They work with more than threequarters of the Fortune Global 500, as well as with the most influential nonprofit governmental and organizations.



Kearney Catalyst

platform AI-powered for end-to-end supply chain visibility.

Acquisition of Cervello

Enhanced predictive analytics capabilities for retail and CPG clients.

Zero100 Coalition

with Maersk. Partnered Microsoft, and Unilever to eliminate 100M tons of supply chain CO₂ by 2030.

Future Focus

Scaling quantum computing applications in logistics and prioritizing generative AI for customer experience.

Financial Performance

Client Retention US\$ 326.88 M

Revenue

YoY

83.00%

2024

EBITDA

22%

92% YoY retention rate among top 100 clients.

Tech Investment

25% of R&D to quantum computing and generative AI.





Career Path

Partner

Associate Partner

Principal

Manager

Associate

Business Analyst

Major Clients

Technology & AI





Banking & Finance







Luxury Retail





Public Sector









2022

Kearney developed the highly impactful green hydrogen strategy, which played a pivotal role in helping Siemens scale up production to 500K tons per year. By focusing on sustainable technologies and innovative solutions, the strategy reduced carbon emissions, cutting an estimated 2 million tons annually.

Notable Projects

Amazon's Last Mile Optimisation

Kearney partnered with Amazon to optimize last-mile delivery operations, leveraging AI-driven route planning to significantly enhance efficiency. By implementing advanced algorithms and data analytics, Kearney helped Amazon reduce delivery costs by 18% & streamlining operations.

Siemens Energy's Hydrogen Strategy

SIEMENS

amazon

Automotive & Industrial







Shri Ram Consulting & Research Centre

KPMG





Founded in 1987, KPMG is one of the "Big Four" professional services firms, Amstelveen, headquartered in Netherlands, with a presence in over 145 countries and 227,000+ professionals.

KPMG specializes in audit, tax, advisory, and consulting services, serving a wide range of industries, including financial services, technology, and healthcare.

It partners with leading businesses, governments, and nonprofits, known for its commitment to quality, integrity, and delivering impactful solutions across industries.



Services Offered

Audit & Insurance

Tax Consulting

Advisory

Deal Advisory

Forensic Services

Technological & Digital

Sustainability & ESG



Career Path

Partner

Director

Senior Manager

Manager

Senior

Associate

Recent Developments

Restructuring Strategy

KPMG is restructuring, merging 100+ partnerships into 32 units by 2026, streamlining operations.

AI Integration

Integrated generative AI into KPMG Clara to enhance audit quality, efficiency, and insights.

Hiring Expansion

Plans to hire 20,000 employees in India and double the Kolkata workforce by FY'26, supporting growth.

Legal Expansion

Awaiting approval establish a legal division in the U.S. as the first Big Four firm.

Financial Performance

Revenue US\$ 38.4 B

YoY

~5.4%

Profit Margin

22%

Growth **Drivers**

Strongest growth in MESAC region (19.1), driven by Agriculture, Industrial Conglomerates, and Financial Services.

Tech Investment |

Continued focus on Technology, Talent, and ESG; FPI score improved from 90.74 (3Q23) to 91.20 (4Q23)



Global network of

Major Clients

Telecommunications





Government & Public Sector



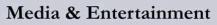




Real Estate & Infrastructure







Banking & Finance







between the two cities. Acting as a transaction advisor, KPMG provided critical support in project structuring, financial modelling etc.

Bermuda Hospitals Board Efficiency Project

Notable Projects

Yamuna Expressway

KPMG played a key role in facilitating the development of a 165-kilometer six-

lane motorway connecting New Delhi and Agra, significantly reducing travel time

2023

2012

KPMG helped the client achieve significant financial savings by identifying operational inefficiencies and implementing targeted cost-saving measures. Over a period of three years, these initiatives led to savings of approximately \$30 million.

HSBC •JPMorganChase

LEK







Founded in London in 1983 by former Bain & Company partners, has expanded to 25 offices across 5 continents, and possesses expertise across various

Independent global strategy consultancy that collaborates with business leaders to achieve competitive advantages and growth, reshaping business amplify trajectories.

Has an Analytical and Client-Focused Approach: Employs an analytical approach to problem-solving, using data to inform thinking and providing a fresh perspective for each client.



Services Offered

Digital & Analytics

L.E.K. Insights Center

Business Operations using SynOps

Sustainability & ESG

Growth in Healthcare and Life Sciences

Geographic Expansion

Mergers & Acquisitions



Career Path

Partner

Associate Partner

Principal

Manager

Associate

Business Analyst

Recent Developments

Middle East Expansion

LEK has expanded presence in the GCC, with new offices in key locations like Saudi Arabia & Dubai.

M&A

Bartlett joined LEK Consulting M&A Transaction Sydney, Services practice in Australian bolstering capabilities.

Leadership Changes

Appointed Justin Tan as Partner and Head of Financial Services across Asia-Pacific for regional expertise.

Focus on AI

The firm is helping companies leverage AI and prioritize ESG strategies with emphasizing automation, digitization, and data-driven decision-making.

Revenue 25 offices globally, spanning the Americas, Europe, Asia-Pacific, Across the Globe and the Middle East. US\$ 589 M 2023 **Employees** 2,100 professionals worldwide as of March 2025. **EPS** M US\$ 234 M



Financial Performance

25 Offices across the globe

Major Clients

Investment Holdings



Healthcare Clients



Food Service



Private Equity



Retail Business

Notable Projects

Defining an Offshore wind strategy

L.E.K. helped GCCSI take a leading role in reducing greenhouse gas emissions internationally, recommending an "Ideal Portfolio" of CCS projects with the greatest opportunity to drive large-scale CCS deployment.



GCCSI

L.E.K. defined a go-to-market strategy and roadmap to address the booming offshore wind market, including assessing market potential and developing a comprehensive market entry strategy.



2009

Gross Margin

35.5%

McKinsey & Company



McKinsey & Company

Founded in 1926 by James O. McKinsey in Chicago, McKinsey & Company is a leading global management consulting firm with a long-standing reputation for excellence.

With over 104 offices in more than 60 countries and a team of 45,000+ McKinsey delivers professionals, consulting services across strategy, operations, and digital transformation.

Serving governments, Fortune Global 500 companies, and nonprofits, McKinsey crafts data-driven solutions that create sustainable value and impact across sectors.



Services Offered

Corporate & Business Strategy

Digital & AI Transformation

Sustainability & ESG Consulting

Operational Excellence

Mergers & Acquisitions (M&A)

Risk & Resilience Management

Leadership & Org Development



Career Path

Partner

Director

Associate Principal

Engagement Manager

Associate

Business Analyst

Recent Developments

ESG & Carbon Strategy

Expanded ESG consulting services, specially on carbon reduction strategies.

QuantumBlack & Digital

Expanding its QuantumBlack AI division and strengthening its presence in digital strategy.

AI Assistant Development

Developing an AI-powered virtual assistant for client interactions, scheduling, and workflow automation.

ESG & Carbon Strategy

Expanded ESG consulting services, specially on carbon reduction strategies.

Financial Performance

Revenue **US\$ 16 B**

CAGR

~8.8%

Operating Margin

20%

Growth **Drivers**

High client demand in private equity, M&A, and digital transformation services driven by market growth and innovation.

Tech

Strong focus on AI an & digital innovation, including Investment QuantumBlack growth & key acquisitions in DS and automation.



Notable Projects

Procter & Gamble's Efficiency Program

Global network of

104 offices

P&G

Nestle

Major Clients

Technology & AI

Banking & Finance





U NOVARTIS







Achieved major cost savings by streamlining supply chain processes, improving logistics efficiency, and implementing operational restructuring to reduce redundancies, enhance productivity, and optimize resource allocation across key functions, leading to improved operational performance and cost-effectiveness.

Healthcare & Pharma











Nestlé's Sustainability Strategy

Reduced environmental impact by adopting sustainable sourcing practices, optimizing resource, implementing efficient technologies, and integrating green logistics to lower carbon emissions, minimize waste generation, and promote eco-friendly, responsible business operations across the entire supply chain.

BOEING Automotive & Industrial





PwC







PricewaterhouseCoopers (PwC) is one of the "Big Four" professional services firms, formed in 1998 through the merger of Price Waterhouse and Coopers & Lybrand.

Today, PwC operates in over 149 countries with 370,000+ employees, offering services in assurance, consulting, and advisory.

Serving a wide range of clients, including nearly 86% of Fortune 500 companies, PwC focuses on building trust in society and solving critical problems.





Assurance Services

Consulting Services

HR Services

ESG Services

Forensic Services

Legal Services



Career Path

Partner

Director

Senior Manager

Manager

Senior Consultant

Associate Consultant

Recent Developments

Travel Footprint Shrink

Cut travel emissions 43%, Scope 1 & 2 by 71%, with 95% renewable electricity usage.

Growth & Diversity

In FY24, they made 8 acquisitions, added 6,161 jobs, and now have 49% women in their workforce.

Tech & ESG Push

They're investing in AI, blockchain, and expanding ESG services to drive innovation.

Digital Skills Boost

They recently launched a "Digital Fitness" program which boosts employee digital skills.

Financial Performance Revenue High client demand in private equity, M&A, and digital Growth transformation services driven by market growth and innovation. Drivers US\$ 55.4 B Tech \$3.6 billion globally, including \$1.5 billion in AI. Investment YoY







Notable Projects

Bridgestone

Foresight Group

PwC designed and implemented a single integrated system. To ensure the

solution was tailored to the organization's needs, PwC conducted extensive

interviews and workshops with key stakeholders across departments. Industry

Global network of 700+ offices

Major Clients

Technology & AI





Banking & Finance







Energy / Oil & Gas





Industrial Sector







In 2023, PwC assisted Foresight Group, a leading sustainability-led investment manager, in implementing Salesforce Net Zero Cloud to enhance ESG data Foresight collection, reporting, and analysis across its private equity portfolio, driving better sustainability outcomes and regulatory compliance.

benchmarking was used to identify best practices.

Entertainment / Media





ZS Associates







ZS Associates is a global management consulting and professional services firm, founded in 1983 by Andris Zoltners and Prabhakant Sinha.

Specializing in sales and marketing strategy, operations, and analytics, ZS is renowned for its data-driven approach, helping companies optimize performance.

Headquartered in Evanston, Illinois, USA, the firm operates in over 25 offices globally, with a significant presence in India, including locations in Pune, Gurgaon, and Bengaluru.



Sales and Marketing Consulting

Market Research and Analytics

Operations and Supply Chain

Commercial Strategy & Transformation

AI & Machine Learning

Cloud and Data Engineering

CRM Solutions

Career Path

Partner

Associate Partner

Manager

Consultant

Associate Consultant

Associate

Recent Developments

AI & ML

ZS continues investing in AI machine learning to its consulting enhance offerings.

Growth & Expansion

The firm is expanding its pharmaceutical analytics and commercial strategy services.

Presence

Strengthened presence in India by hiring thousands of professionals in Pune, Gurgaon, and Bengaluru.

Sustainability

Integrating ESG principles into consulting strategies for clients.

Financial Performance

Revenue **US\$ 2.1 B** 2024

Net Worth YoY

57.91%

\$210,000

2019

2020

Tech

ZS operates in over 35 countries worldwide.

Investment

Across

the Globe

Significant investments in technology, particularly in AI, data science, and cloud-based analytics platforms.



North America, Europe and Asia.



Global network of

35+ offices

Major Clients

Technology & AI





Travel & Hospitality







Healthcare & Pharma







Consumer Goods & Retail







Scientific Devices





Notable Projects

Boehringer Ingelheim's Analytics

ZS partnered with Boehringer Ingelheim to implement a comprehensive analytics and reporting environment through a digital platform, enhancing datadriven decision-making. This collaboration helps streamline operations and optimize business strategies, driving efficiency and innovation.

Takeda Oncology

In collaboration with Takeda Oncology, ZS developed an AI-powered application to analyze the treatment choices of individual healthcare providers. By leveraging machine learning, the app uncovers prescribing patterns, helping Takeda improve decision-making and support more effective patient care.



Boehringer

Ingelheim





