



PROJECT BRIDGEWAY

A COMPREHENSIVE GUIDE TO
CASE COMPETITIONS

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First Published in June 2023

Those who donate 200 to STC will get access to the following :

- Brainwars Case Solutions that helped us win the competition
- IIBC Case solution that helped us win the competition
- IIMA Red Brick Summit pitch deck that helped us win the competition
- GMCC Case Exercise (as mentioned in chapter 6)
- CBS Case Exercise (as mentioned in chapter 8)
- Harvard Case Solution 2023
- CBS Case Solution 2021 that helped us finish in top 20 & 1st in India
- GMCC Case Solution that helped us finish first in India and 5th in World
- GICC Case Solution that helped us finish as Third Runner Up

Please fill the form for the same –

https://docs.google.com/forms/d/e/1FAIpQLSdLwrTdlajm9wdX11uKZ2tx9C9tvhyc11qZ4wb8oL_acb_KQA/viewform?usp=sharing

(The form is currently closed, but keep following Project Bridgeway on LinkedIn to get updates on its resumption)

CASE CONTRIBUTIONS

I would like to express my sincere appreciation to the individuals who generously allowed me to utilize the cases we worked on together for this consulting guidebook. Their invaluable contributions and willingness to share their solutions have greatly enhanced the content of this publication.

Working with each of them on these cases has been an enlightening and rewarding experience. Their expertise, insights, and collaborative spirit have significantly shaped the development of this guidebook.

Contributors (Cases):

- Aayush Grover (HGCC)
- Aryamman Jani (HGCC, IIM A)
- Chirag Sethi (GMCC, CBS, BrAINWARS)
- Manvi Bhatt (HGCC, GMCC, GICC, BrAINWARS, CBS)
- Mohika Sachdeva (GICC)
- Saumil Nagpal (GMCC)
- Shivam Agarwal (HGCC, GMCC, GICC, BrAINWARS by Bain, CBS)
- Siddharth Garg (IIM A, IIBC)

Your willingness to share your experiences and solutions is deeply appreciated & I am forever grateful for the experience I had working with you all.

AUTHORS NOTE & PROJECT BRIDGEWAY



BHAVYA SOOD

“I sincerely hope this guidebook helps you appear smarter than you actually are and helps you make money without putting in any significant effort.”

In my final year of college, I, along with my friends embarked on a meaningful initiative called Project Bridgeway, Our collective purpose was to give back to the community. The people I have come across during my journey have played a significant role in shaping my own growth, leading me to recognize the importance of sharing knowledge and experiences.

Project Bridgeway was born from a simple yet powerful idea: to democratize access to valuable resources while simultaneously raising funds for NGOs. While we have made progress by conducting sessions for over 1000+ students and raising more than 25k for various charitable organizations, the reach of a session remains limited. I realized the need for a more scalable solution that could help more people. Through my personal journey in case competitions, I had encountered firsthand the challenges faced by those aspiring to excel, particularly the scarcity of accessible resources and guidance. This realization fueled my determination to create a guidebook that would equip and empower individuals with practical advice, strategies, and insights to thrive in case competitions..

Drawing from my experiences in prestigious competitions such as Brainwars, IIBC, Duff & Phelps Valuation Challenge, Harvard Global Case Competition, and CBS Case Competition, among others, I have distilled my knowledge and insights into this guidebook. It is a culmination of the lessons I have learned, and the valuable experiences I have gained throughout my case competition journey. In the spirit of democratizing access, **I have made the decision to offer this guidebook at the minimum cost the platform requires.**

Before concluding, I want to emphasize the importance of believing in your own potential. Your college experience is what you make of it, and with determination, perseverance, and the right resources, you can overcome any obstacle and strive for excellence. It is my sincere hope that this guidebook, rooted in my personal experiences and insights, will serve as a valuable resource to help you navigate the world of case competitions and embark on your own path to success

The Team Behind This Book



I am deeply grateful to the two individuals who played a vital role in both the ideation and design of this book.- **Shreya Goyal and Jyotika Malhotra**. Their invaluable contributions, creative insights, and unwavering support made this project possible. I extend my heartfelt appreciation to both of them for their exceptional contributions.



SHREYA GOYAL

I extend my sincere appreciation to Shreya for her tireless efforts in editing this guidebook. Her attention to detail, constructive suggestions, & sharp editorial skills have immensely contributed to the overall quality & coherence of the content. Her ability to strike a balance between preserving my voice & enhancing the clarity of the text have been commendable. I am grateful for her expertise, which have undoubtedly enriched this work.



JYOTIKA MALHOTRA

I am indebted to Jyotika for her exceptional support & expertise in editing this guidebook. Her keen eye for detail, astute editorial insights, & commitment to perfection have played a pivotal role in refining the manuscript. Her patience & unwavering dedication have been truly commendable. I am immensely grateful for her collaboration, as this book would not have reached its full potential without her commitment.

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HOW TO USE THIS BOOK



The illustration presented above serves as a visual representation of the sequential stages involved in a case competition. The subsequent chapters of this book have been thoughtfully organized to align with these steps, affording readers the opportunity to navigate through them in a cohesive and logical order. Alternatively, individuals may opt to explore specific chapters as per their individual needs, should they encounter any confusion along the way.

Within the pages of this workbook, readers will discover a balanced blend of theory and practice, providing them with a comprehensive understanding of case competitions. The exercises provided serve as valuable opportunities for readers to actively engage with the material, honing their skills and reinforcing their knowledge. By diligently working through these exercises, individuals can strengthen their abilities and develop the expertise required to excel in case competitions.

HOW TO USE THIS BOOK

- **Chapter 2** delves into the prevalent pitfalls and common mistakes often encountered by teams at the inception of their journey. It offers valuable insights into identifying and avoiding these hurdles, setting a solid foundation for success.
- **Chapters 3 and 4** centre around the crucial aspect of research. They provide guidance on structuring research efforts effectively, offering a roadmap for navigating the vast landscape of information sources upon which one can rely.
- **In Chapter 5**, the focus shifts to the art of crafting a single slide. Recognizing that many individuals struggle to adhere to fundamental storytelling principles, this chapter draws upon the scientific understanding of attention to impart these essential techniques.
- Building upon the principles introduced in **Chapter 5**, **Chapter 6** explores the intricate process of interweaving and connecting stories across multiple slides. It equips readers with the tools necessary to construct a cohesive and compelling narrative throughout their presentations.
- **Chapter 7** delves into the realm of competitive MOATS and strategy. While acknowledging the vast breadth of this topic, the chapter offers a concise glimpse into these vital concepts, providing readers with a foundation for further exploration.
- Within the pages of **Chapter 8** lies a comprehensive guide on presenting one's solutions with finesse. After meticulously developing a compelling storyline and effectively contextualizing the problem, this chapter illuminates the art of brainstorming and, more crucially, showcases methods to effectively highlight one's intelligence through their proposed solutions.
- In summary, this book artfully navigates through an array of essential topics. From pitfalls to research strategies, storytelling techniques to competitive strategies, and the art of presenting solutions, each chapter presents a valuable piece of the puzzle. By assimilating the insights shared within these pages, readers will be equipped with the knowledge and skills necessary to thrive in the dynamic world of case competitions.

WHY PARTICIPATE IN COMPETITIONS

Here's how case competitions realistically help you

Skill Development



Familiarize yourself with Excel and PowerPoint



Learn in-depth about specific industries



Get better at researching

Professional Development



Have something to write on your CV



Get the occasional job referral



Maybe win some money

Personality Development



Improve confidence and presentation skills



Develop a structured thinking mindset



Get an excuse to talk to your crush



HOW DOES AN ORDINARY TEAM START

Its like trying to assemble DIY furniture without the instructions: you'll make a lot of unnecessary twists and turns, end up with extra screws, and wonder how you ended up with a bookshelf when you were supposed to build a bed!"

THE CASE OF TEAM A : SOLUTIONS AND BIASES

You have 7 days, you get a problem statement – Why have the sales of coke fallen ?

Stage	Description	Event
DAY 2: STAGE 1	After pestering your teammates continuously, you finally get on a meet	You all discuss the potential solutions. You all believe its because of the new competition in the market. You all decide to research further
DAY 4: STAGE 2	Now you all reconvene to discuss your ideas post the research you have done	Teammate X presents you with 50 reasons why it is the new competition. He even cites data. You decide to work on the pitch deck

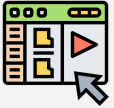


Things to note:

By Day 7, you complete your slide deck. **You finish second.** The judge tells you that you failed to consider the supply chain issues that the company was facing which prompted them to use a cheaper raw material

CONDEMN DISCUSSION BEFORE RESEARCH

What is Confirmation Bias?



Seeking Selective Information

Confirmation bias is a common cognitive bias where individuals selectively seek and remember information that **confirms their existing beliefs while disregarding information that is contradictory**



Urge to Maintain Consistency

This bias can be particularly **strong when people have publicly stated their beliefs**, due to their desire to maintain that consistency in their beliefs and actions, known as the "belief perseverance effect."

As a result, **individuals may be hesitant to change their stance** or admit they were wrong, especially in a public setting.

Example Of An Experiment: Lord, Ross, and Lepper (1979)

- 1 Tested judgment accuracy:** Participants were asked to judge the guilt or innocence of a defendant based on evidence presented.
- 2 Evidence presentation influenced judgments:** Participants who heard more evidence that supported guilt were more likely to judge the defendant as guilty.
- 3 Different judgments based on evidence:** Participants who heard both incriminating & exonerating evidence were less likely to judge as guilty

Participants tended to rate essays that supported their initial beliefs as having better quality arguments than those that contradicted their initial beliefs.

TEAM B - STRUCTURE IS IMPERATIVE

Having established that research should be the first thing we do. Its essential that we understand how we should research and learn to avoid the common pitfalls that exist.

CONTINUING THE PROBLEM OF COKE SALES DECLINING

Stage	Description	Event
DAY 2: STAGE 1	After two days of procrastination, the team finally gets on a meet	They decide its better they research before coming up with solutions, No one in the team tries to showboat and highlight the article they read
DAY 3: STAGE 2	Now they reconvene to discuss all their ideas post research	You realize that we have collated a random assortment of data, much of which has overlap and that you delved way deeper into science behind coke's formulae



Things to note:

By Day 7, you complete your slide deck. **You finish third.** The judge tells you that your presentation wasn't pretty enough, and you spent too much time on unnecessary things. Well, that happened because your team lacked structure

TEAM B - STRUCTURE IS IMPERATIVE

Takeaways

Problem



Throwing solutions before research

Due to confirmation and belief perseverance, you do not take the complete picture into consideration



Research is a bottomless pit

You will keep spending a lot of time on it **and you won't have time for presentation**

Solution

Research before coming up with solutions

Thorough research precedes effective solutions in case competitions,

Add structure to your research

It enhances data organization, strategic analysis, and informed decision-making, fostering winning solutions



STRUCTURING YOUR RESEARCH

STRUCTURING YOUR RESEARCH (1/2) – ISSUE TREE

What is an Issue Tree?

Issue tree is a consulting tool where you **start with your initial hypothesis and branch out with each issue**

Here's how it helps



Structured

Helps connect the dots of the deck & represent analysis in a flow



Comprehensive

Helps understand the different factors that contribute to the problem



Root Cause Identification

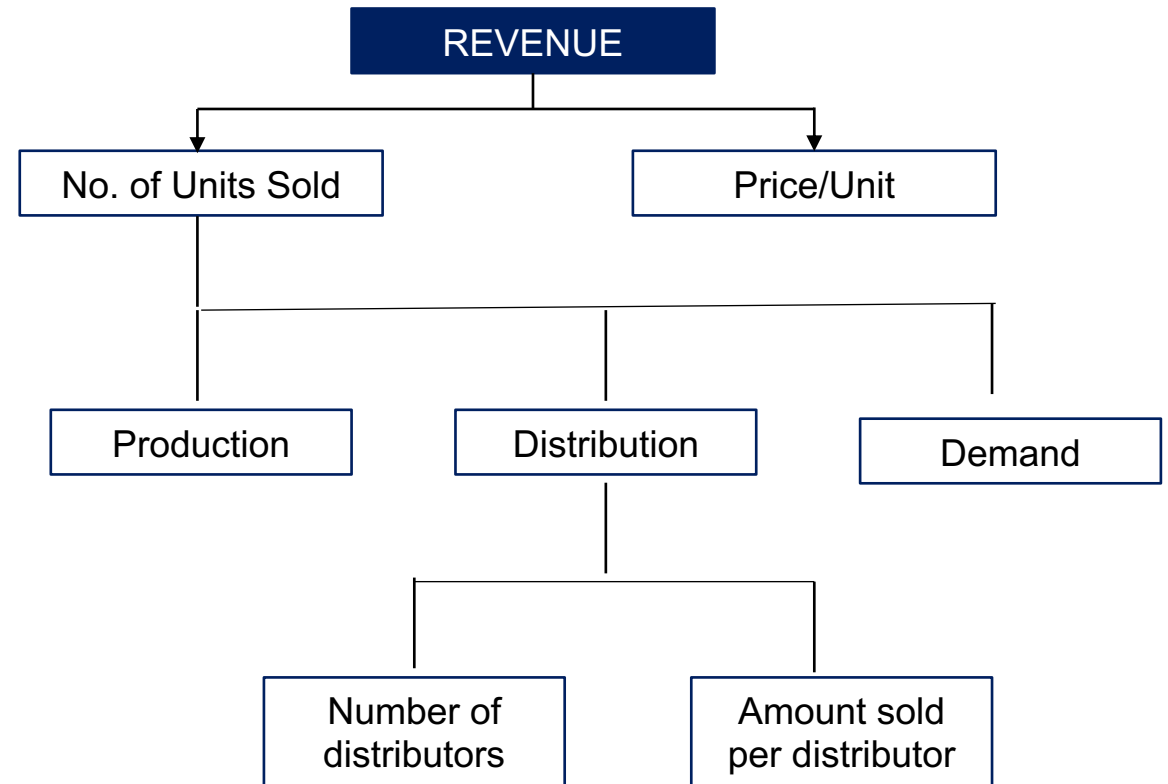
Helps navigate the root cause of the problem and its key drivers



Flexible

Helps provide a framework for different business scenarios

Example of an Issue Tree



EXERCISE 3.1

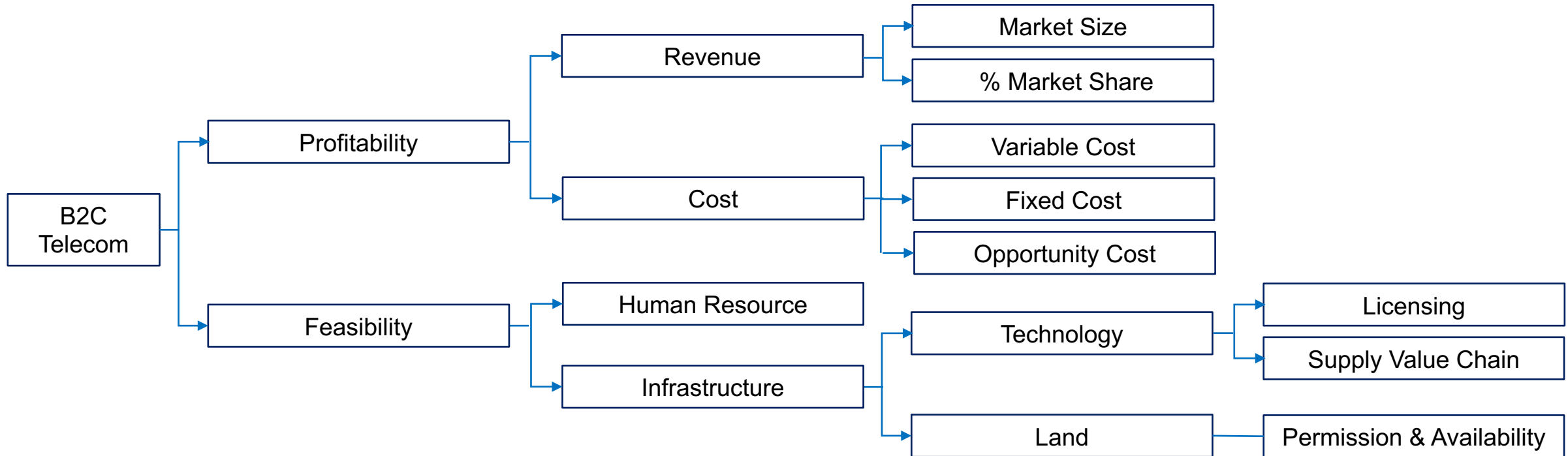
Problem Statement: Should a player in the infrastructure sector enter into B2C telecom?

Research : ISSUE TREE

Let's look at a business problem to understand it better

Problem Statement: Should player in the infrastructure sector enter B2C telecom?

To answer this problem let's first try to narrow down our research areas with the help of an Issue Tree

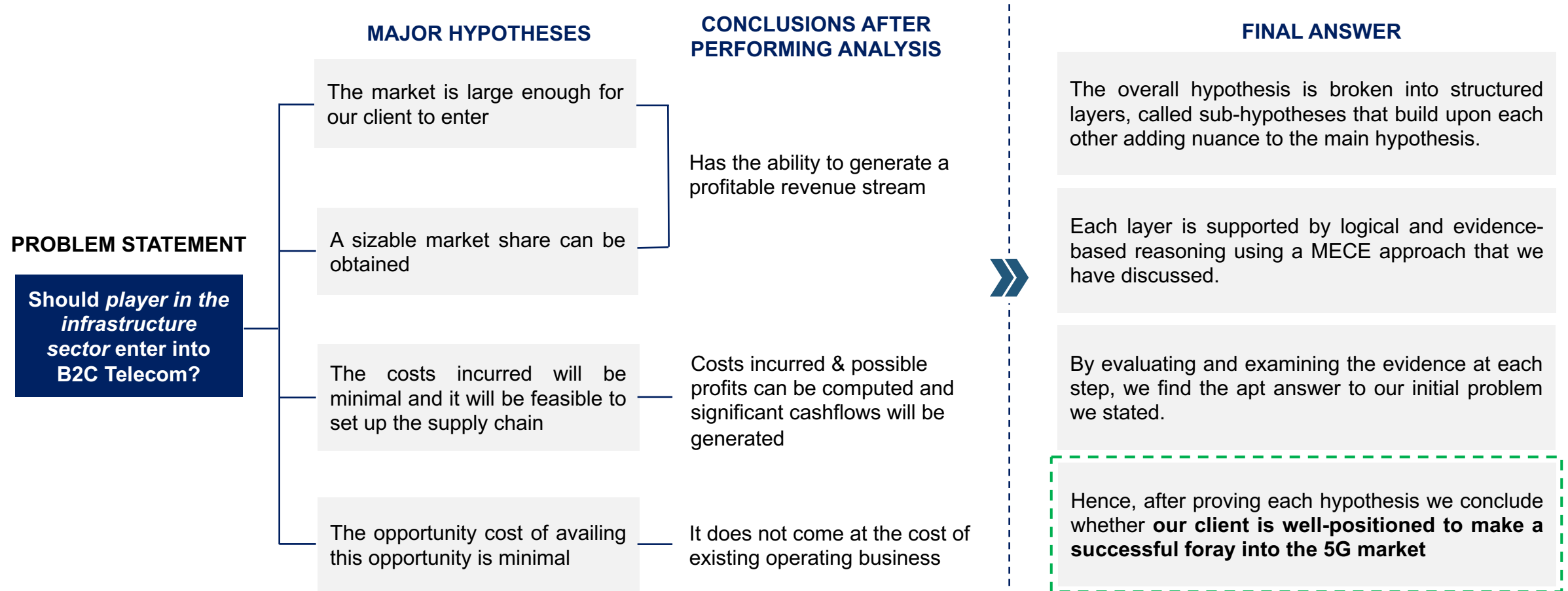


The issue tree doesn't give us the direct answer but gives the direction to reach to it

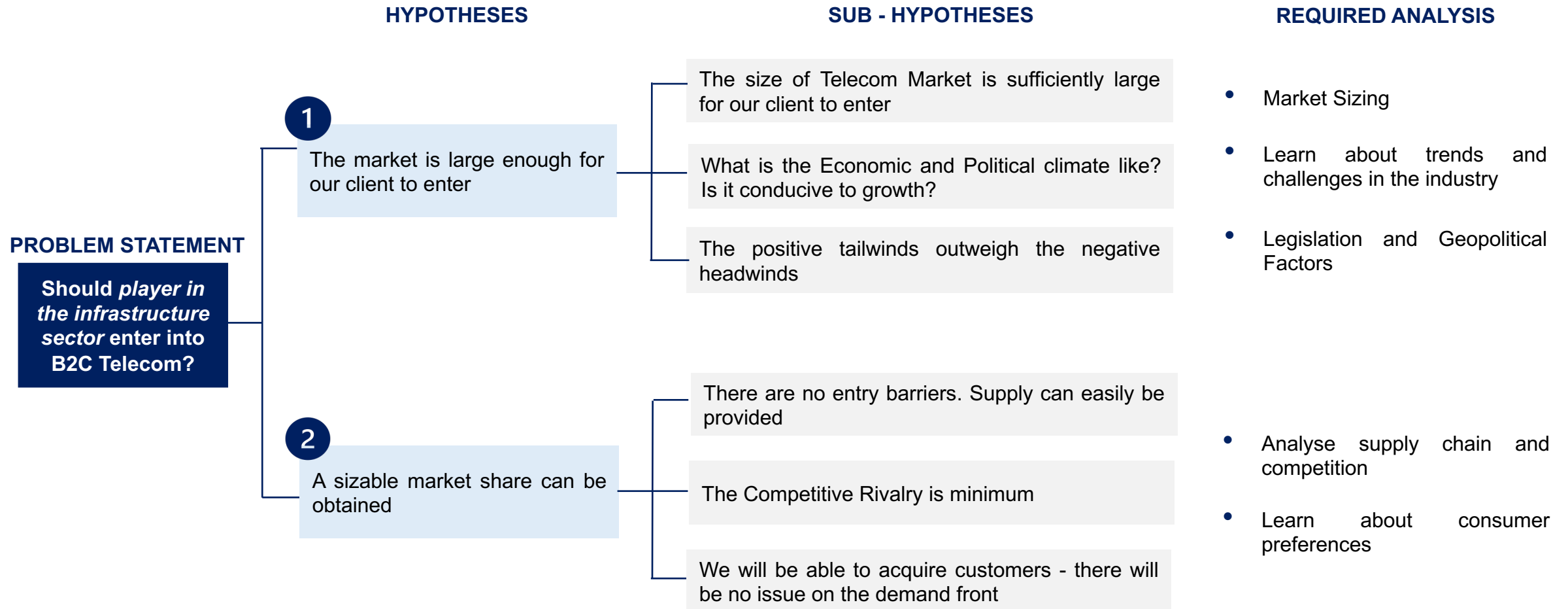
EXERCISE 3.2

***Problem Statement: Should player in the infrastructure sector enter into B2C telecom?
This time try to create a hypothesis tree***

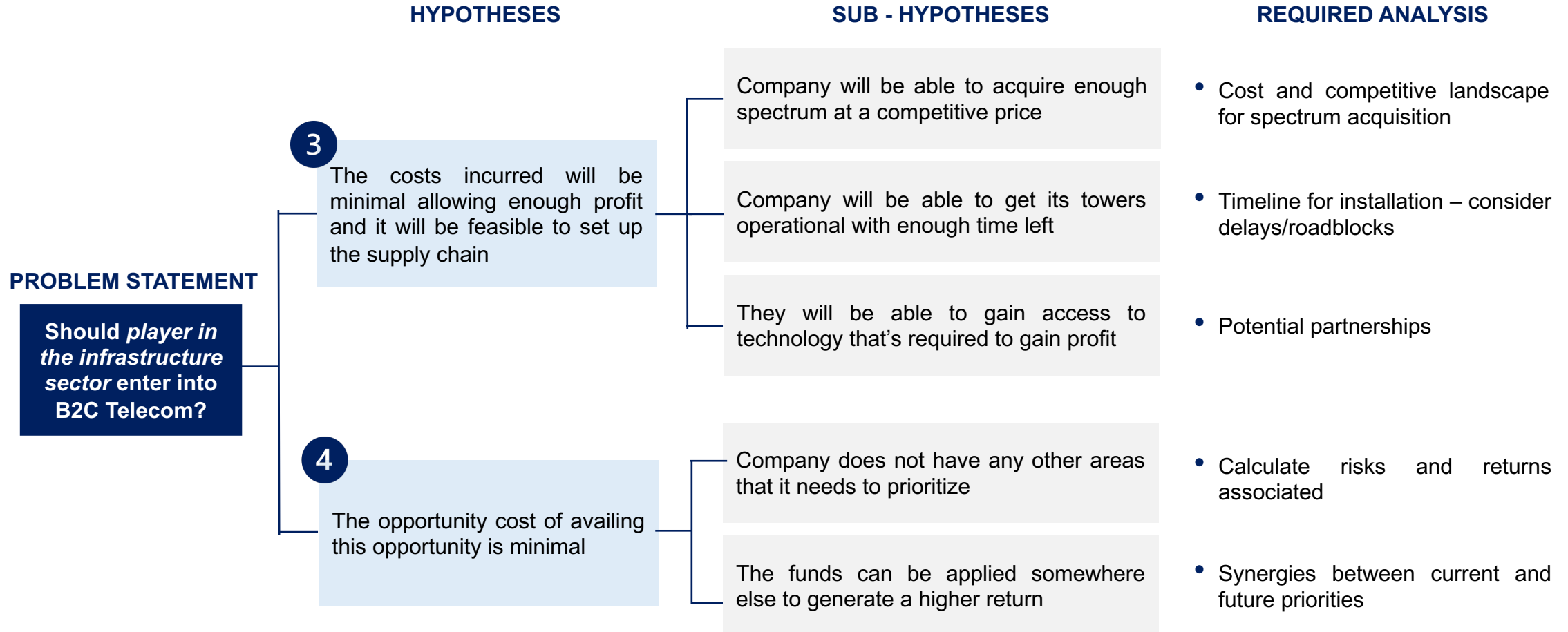
EXERCISE 3.2 SOLUTION (1/3)



EXERCISE 3.2 SOLUTION (2/3)



EXERCISE 3.2 SOLUTION (3/3)



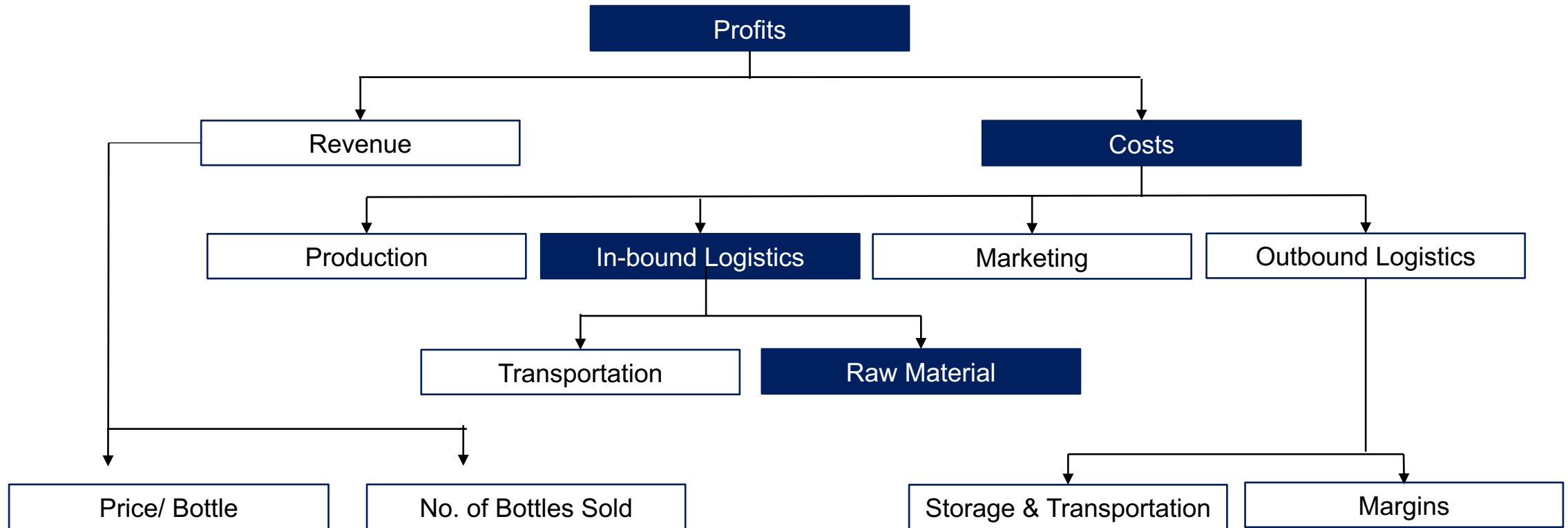
EXERCISE 3.3

A hypothesis-driven structure is crucial when it comes to a go-to-market case, but it can become complex when dealing with a simple profitability case, as you will see. Creating such structures takes time, which is a scarce commodity. However, I recommend adding structure to your research. Even if you don't physically create diagrams, **try to create a mental map and direct your research accordingly. If you feel you're deviating from the structure, take measures to rectify it.**

You actually won't tick mark every box in your issue tree, and you won't have thousands of hypothesis to test. The data that you will derive from the required analysis segment above will limit your research

Problem Statement: Why is the Beverage Company's Profit Margin falling. Create an issue tree!

EXERCISE 3.3 : ISSUE TREE FOR BEVERAGE



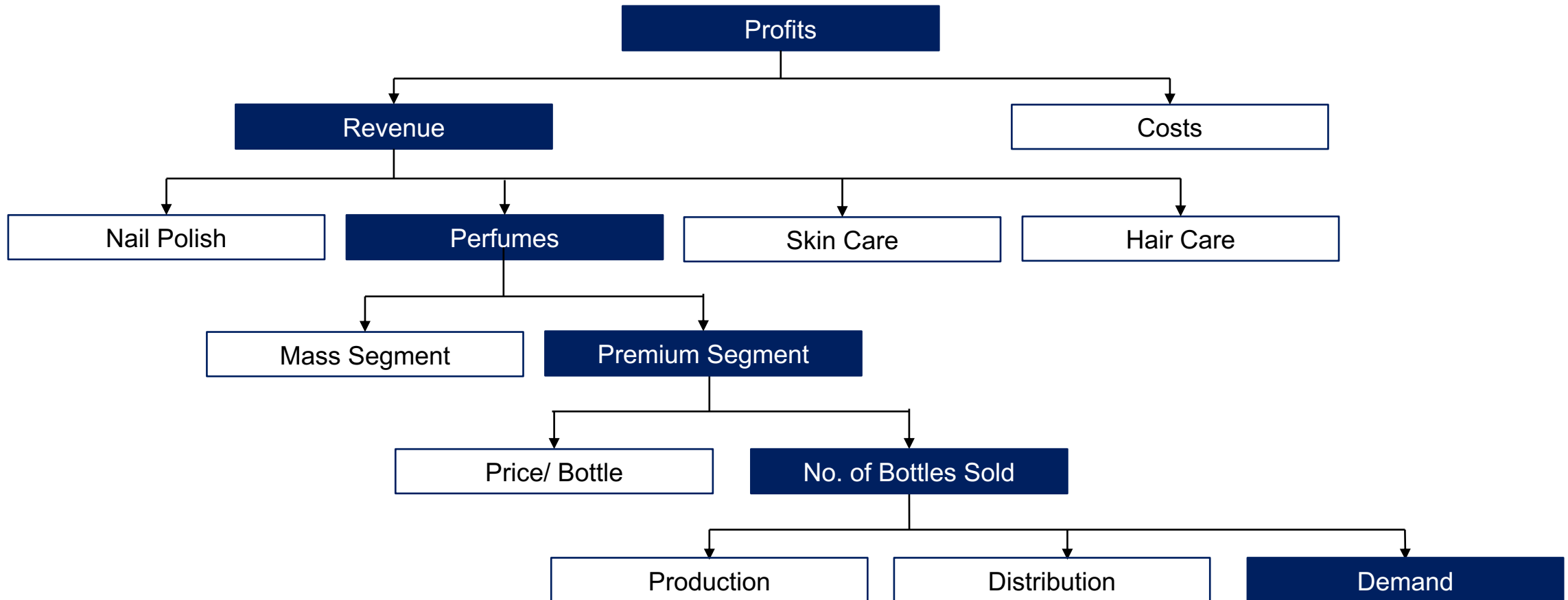
In this case this is the structure we started with. After a surface level analysis we realized there was a problem in In-bound logistic while revenue was growing faster than industry and other costs were also in control. Hence that is what we looked into. Only if we had time, we would go deeper to analyse other branches.

EXERCISE 3.4

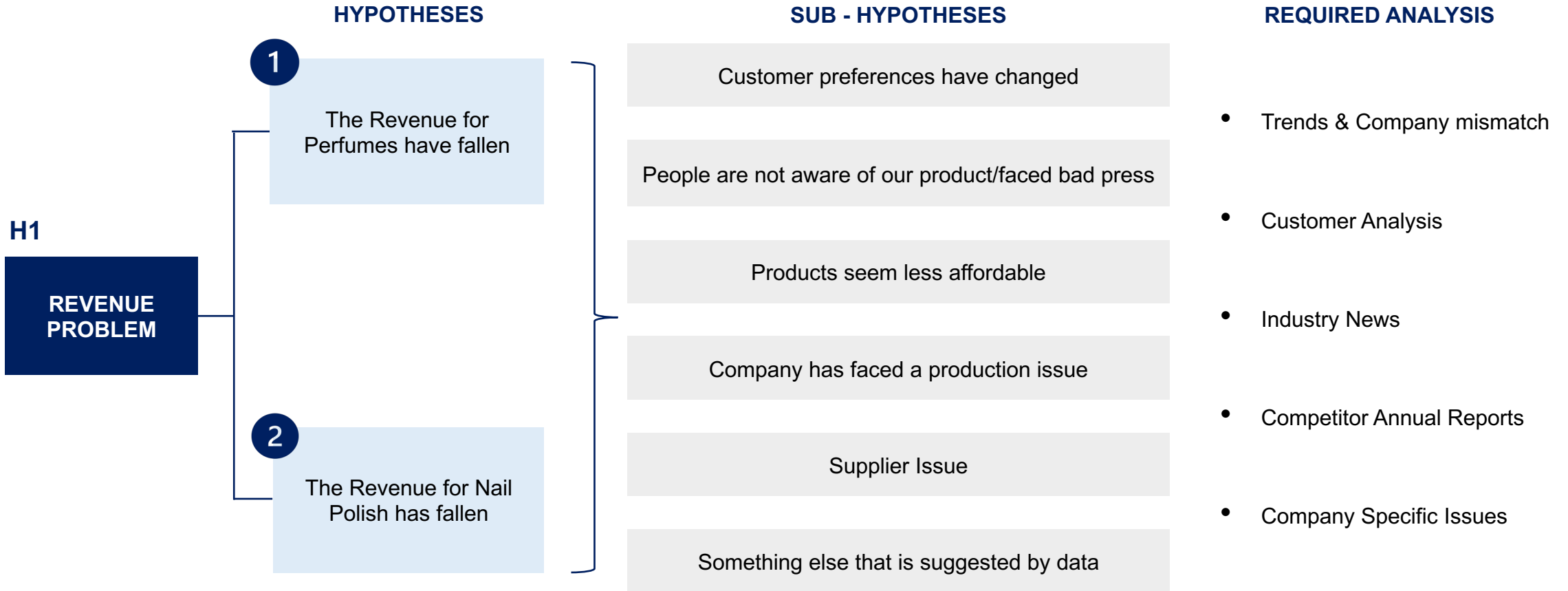


***Problem Statement: There is a company which sells hair care products, nail polishes, perfumes and skin care products.
There revenue is falling, create hypothesis tree & issue tree***

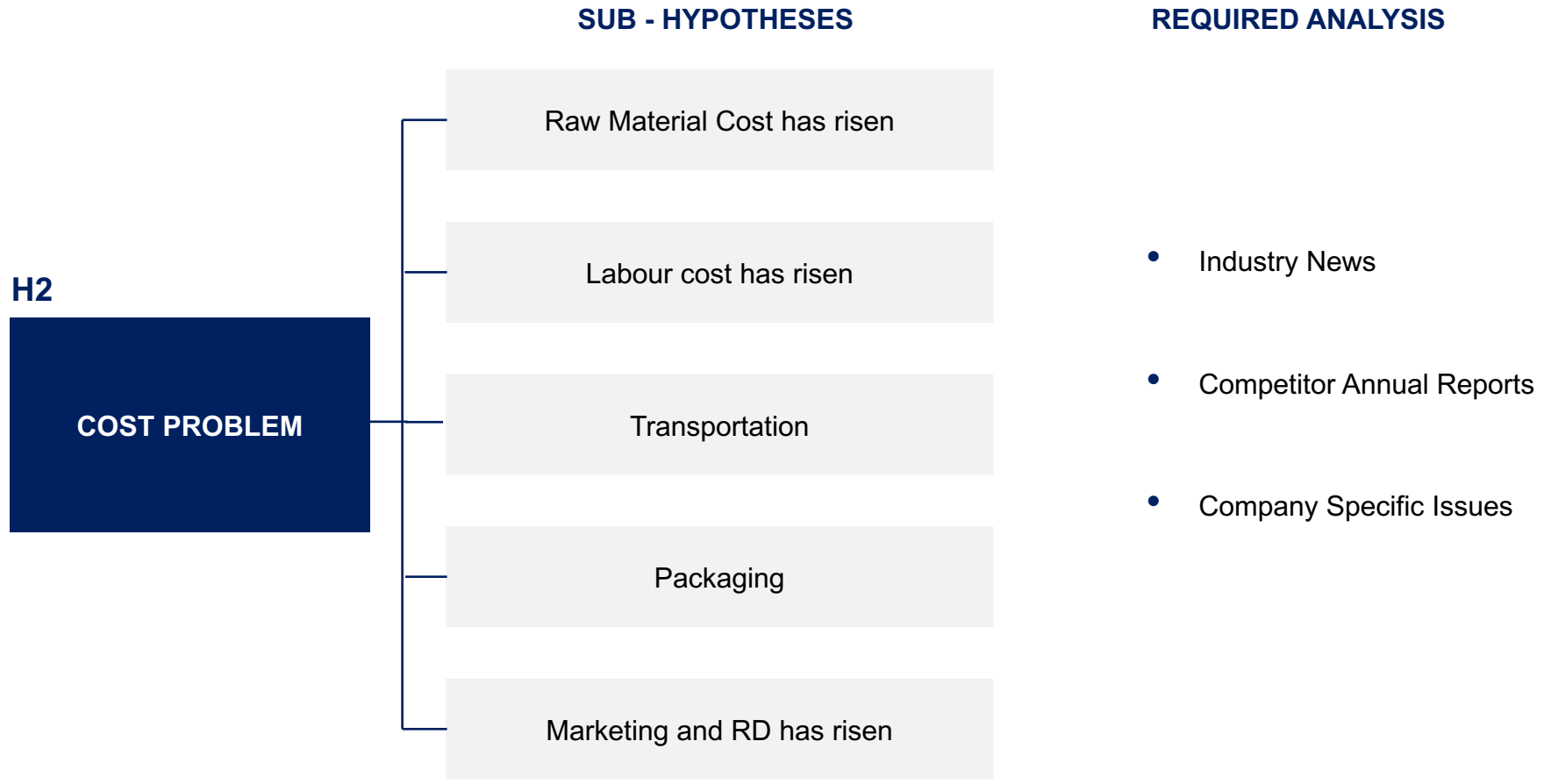
EXERCISE 3.4 SOLUTION (1/3)



EXERCISE 3.4 SOLUTION (2/3)



EXERCISE 3.4 SOLUTION (3/3)





RESEARCH

"In this chapter, you'll unlock the ancient secrets of consulting research: how to Google like a pro and turn search bar queries into client solutions. It's like becoming a ninja of knowledge, armed with keyboard strokes and a knack for uncovering the 'hidden gems' of the internet!"

SOURCES FOR RESEARCH PREPARATION

We recommend that you utilise these sources for research

Consulting Firms

McKinsey
& Company

BCG

KPMG

LEK™

ARTHUR & LITTLE


BAIN & COMPANY

Deloitte.

 OliverWyman

 EY

 pwc

Governmental and Sector Specific Bodies


TRAI


IBEF
INDIA BRAND EQUITY FOUNDATION


WORLD BANK GROUP


RESERVE BANK OF INDIA


वाणिज्य एवं
उद्योग मंत्रालय
MINISTRY OF
COMMERCE
AND INDUSTRY
सत्यमेव जयते


SEBI


NITI Aayog
सत्यमेव जयते

Research behind paywall


Mordor Intelligence

ProQuest.

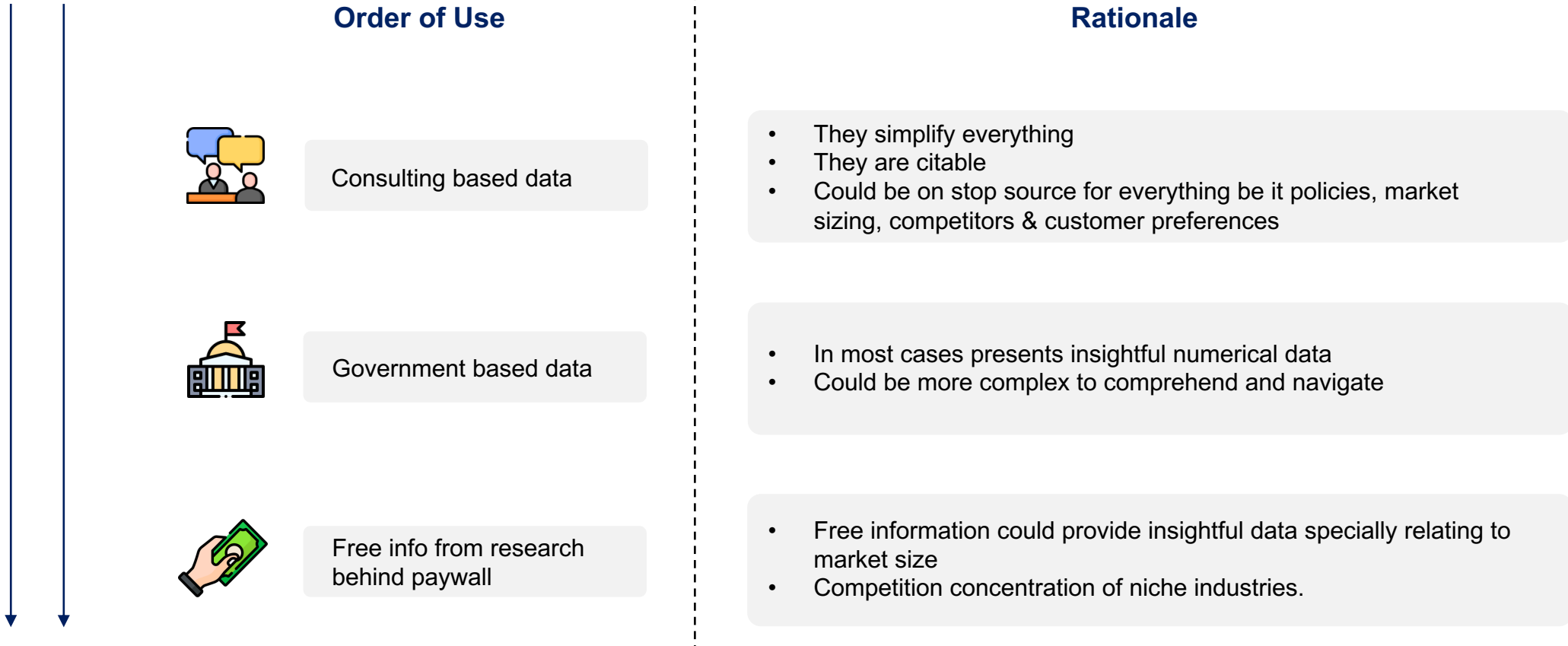

CMIE

CEIC

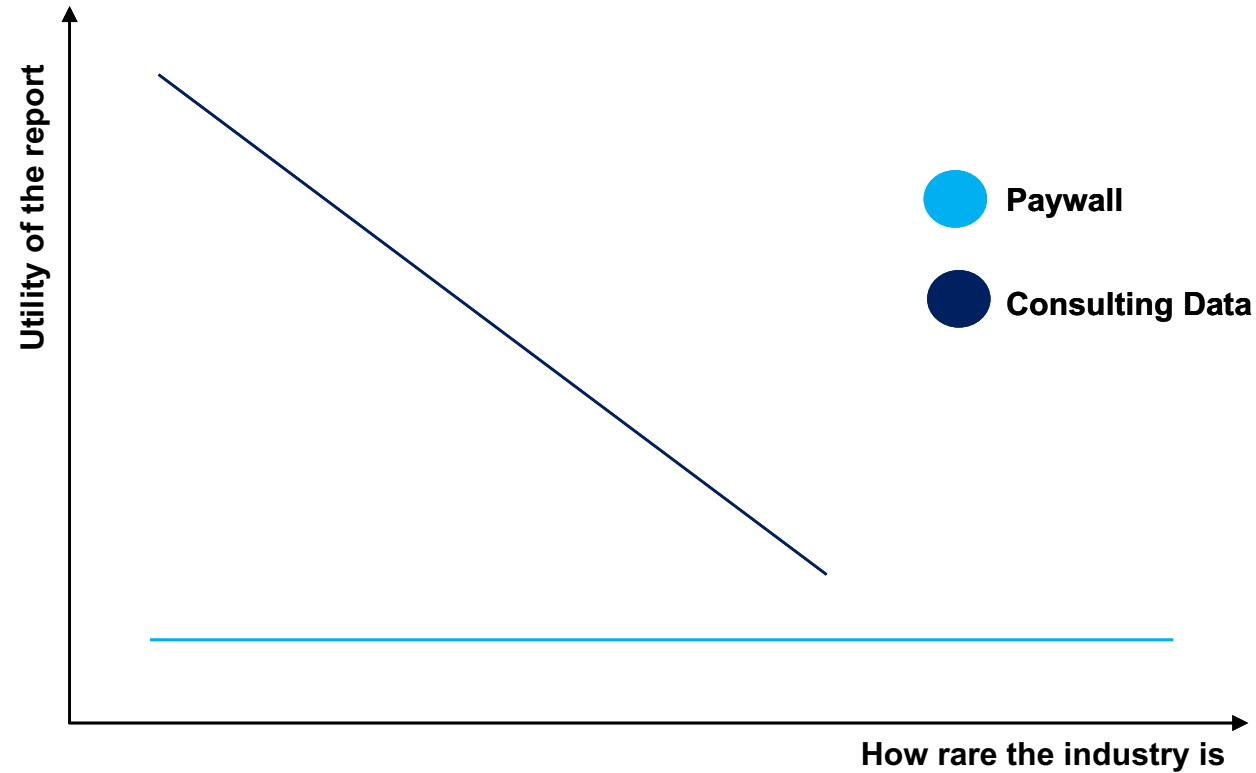
 Tracxn


MARKETSANDMARKETS

SOURCES AND THEIR GENERAL PROPERTIES



UTILITY & RARITY – BALANCING USEFULNESS



For rare industries, the utilization of free information from sources such as markets and markets may increase.
But still prioritize free published consulting reports

MARKET SIZING 101

This is something very basic, but still many people falter in this step
There are three primary sources to extract data points for market sizing:



CONSULTING DATA

The most reliable source for market size are:

- A) Govt. Data
- B) Forecasts by Consulting Companies
- C) Forecasts in company's annual reports

If you do find the requisite data from sources mentioned in step 1, cite it with confidence



FREE DATA FROM PAID REPORTS

If not, then the second thing you can do is use the free data from any paid report, They include CAGR and eventual market size after 5-6 years



GUESSTIMATES

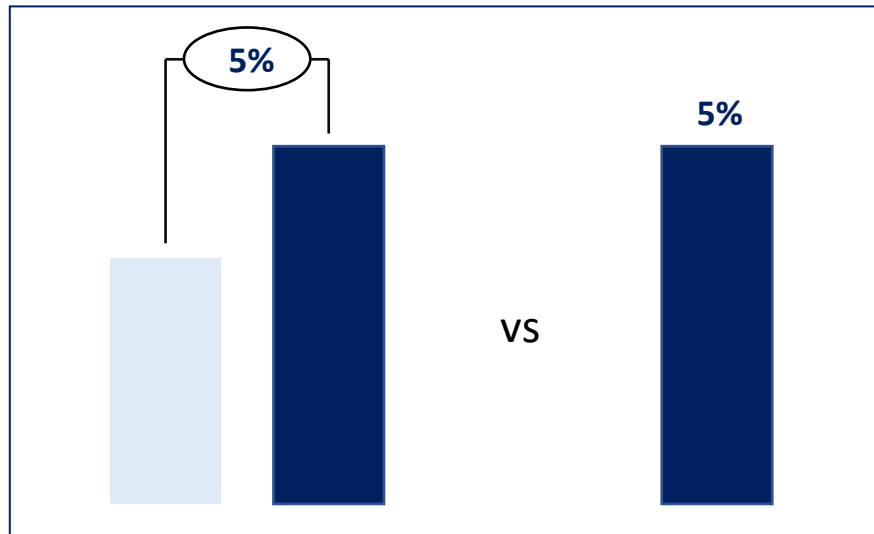
When all other options fail to provide the required data, guesstimating is the last resort. It involves making educated guesses based on available data

This method is not the most reliable, but it can still provide a rough estimate for you to work with

We will explain all three approaches in detail in the following pages

BACKWARD CALCULATION

Often you will find the market size and CAGR for after 5 years only. It is important that we use this data to help understand what CAGR is.



For a person's reference he not only needs market size after 5 years and CAGR, but also the current market size and hence we use backward calculation.

NOTE:

This is only for information from paywall based sources/news articles. If you find data from Consulting reports/ government data. You won't need to do this



Each site gives different CAGR. Use the one which seems most sane on comparing it with the traditional industry size.
For example – CAGR of plant based meat and normal meat

Concept of reverse calculation of initial amount using CAGR (Compound Annual Growth Rate)

To understand how to calculate the initial amount using reverse calculation, let us first look at the formula for CAGR through an example:

$$\text{CAGR} = \left[\left\{ \frac{\text{Final Value}}{\text{Initial Value}} \right\}^{\frac{1}{\text{Number of years}}} - 1 \right] \times 100$$

PROBLEM: We want to calculate the final value of the tea industry **5 years from now**, starting with the current market size of **\$ 690 billion** and a **CAGR of 4.5%**

Using the CAGR formula, we can calculate the future value (FV) of the tea industry as follows:

$$\text{FV} = \text{PV} * (1 + r)^n$$

PV = Present Value = \$ 690 billion
 r = CAGR = 4.5%
 n = number of years = 5

Putting values in the formula:

$$\begin{aligned} \text{FV} &= 690 * (1 + 0.045)^5 \\ \text{FV} &= 690 * (1.045)^5 \\ \text{FV} &= 690 * 1.234 \\ &= \mathbf{\$ 852.06 \text{ billion}} \end{aligned}$$

Therefore, the estimated market size of the tea industry after 5 years is approximately \$ 852.06 billion.

EXAMPLE

Concept of reverse calculation of initial amount using CAGR (Compound Annual Growth Rate)

Now, let's look at reverse calculation to arrive at the initial value using an example

PROBLEM: The bamboo toothbrush industry is projected to have a **CAGR of 15%** for the next **10 years**. If the market size of the industry 10 years later is estimated to be **\$50 million**, then determine the current market size

$$\text{Initial Value} = \left[\frac{\text{Final Value}}{(1+\text{CAGR})^n} \right]$$

As per the example problem:

FV = Final Value = \$ 50 billion
 r = CAGR = 15%
 n = number of years = 10

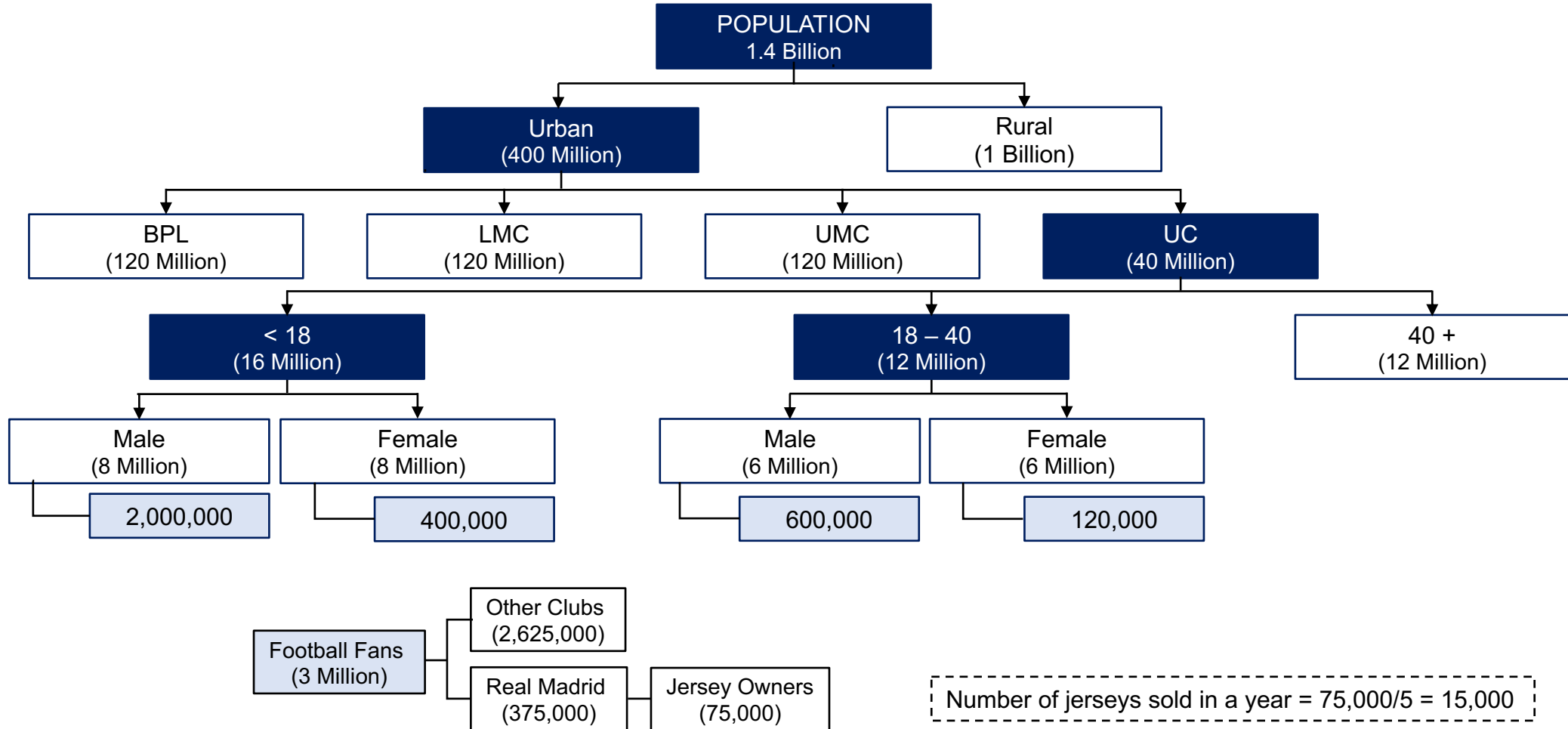
Putting values in the formula:

$PV = 50 / [(1+0.15)^{10}]$
 $PV = 50 / [(1.15)^{10}]$
 $PV = 50 / 4.045$
= \$ 14.3 million (approx.)

Therefore, the estimated current market size of the bamboo toothbrush industry based on the given information is \$14.3 million (approx.)

RESEARCH – Market Sizing

How many Real Madrid jerseys do you think are sold in India?



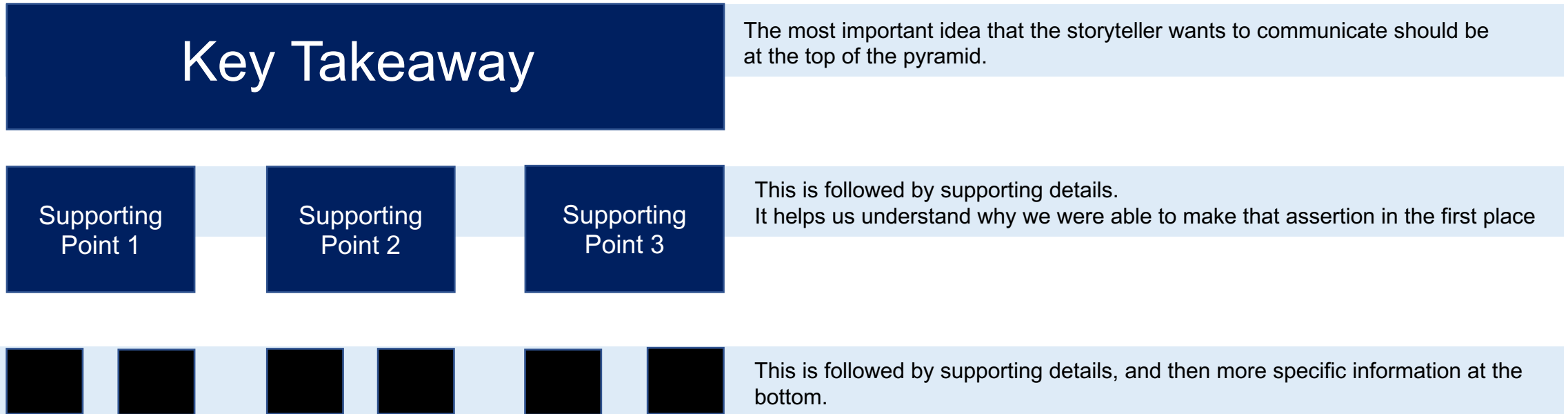
A SINGLE SLIDE & THE PYRAMID PRINCIPLE

“Main reason why less smarter teams with poorer solutions win”

EFFECTIVE COMMUNICATION IN A SINGLE SLIDE

In the world of business, effective communication can make or break a deal, a project, or even a career. That's why when Barbara Minto, a former McKinsey consultant, developed this Pyramid Principle in the 1960s, it revolutionized the way information was presented in the corporate world.

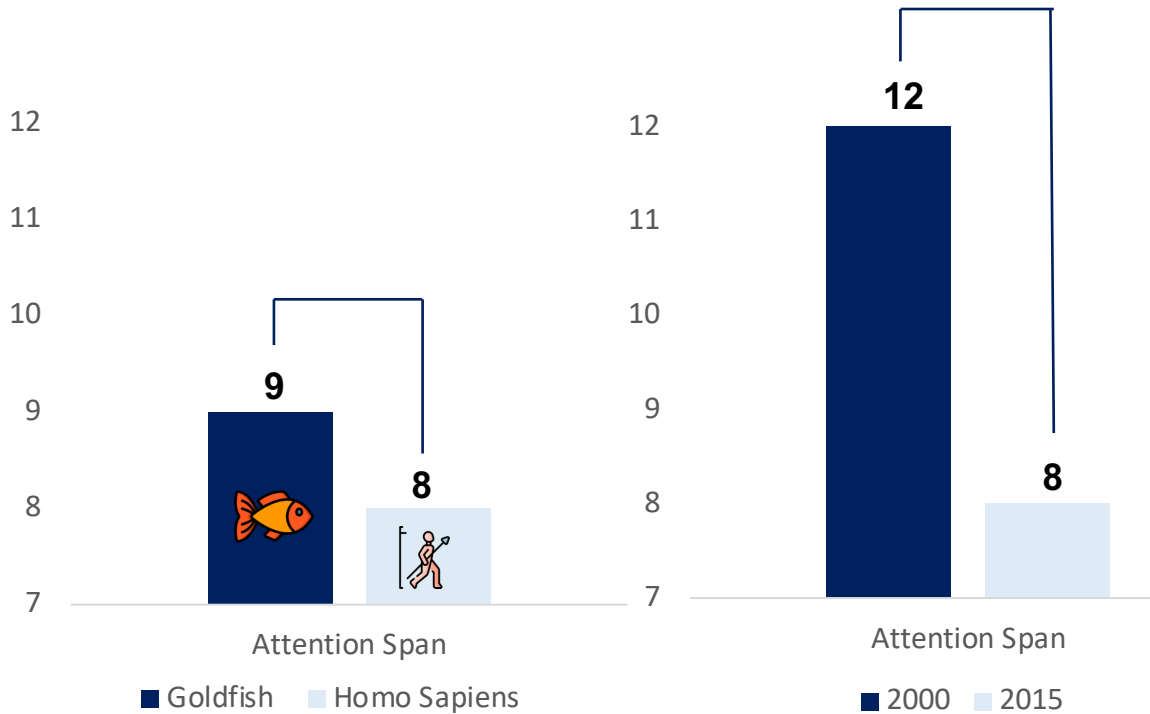
The principle is based on the idea that information should be presented in the following logical order



REASON WHY THIS WORKS

According to Microsoft, **Goldfish can pay more attention than Humans**

And according a research in Canada, **this ability to pay attention is only decreasing over time**



It becomes imperative **to catch the attention fast with the most important message in the slide.**

Let's look at an example

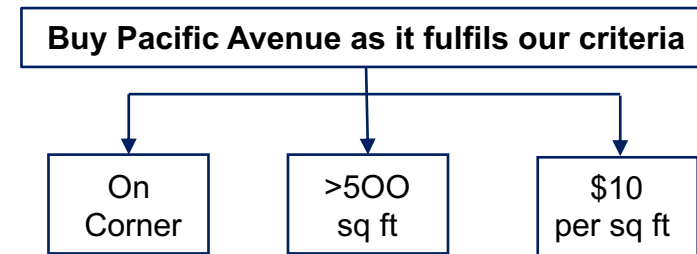
Q. Which warehouse should the we buy?

Ans. We use a three criteria model to decide whether to buy a warehouse or not. It should be on a corner. It should be larger than 500 square ft and it should be \$10 per square feet. We found a venue that meets this criteria. It is called the Pacific Avenue. Therefore, we should buy it.

Not Concise

Doesn't highlight the conclusion

Instead, reduce mental effort and focus on the key takeaway



EXERCISE 5.1

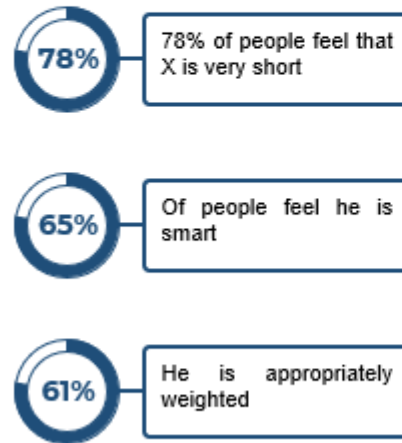
On this page exists a not so beautiful slide. The message can be delivered in a much better manner. Try to find out the possible mistakes by yourself. We have the solution for this problem in the following slide.

Remember X is intelligent & belongs from a good household as well.

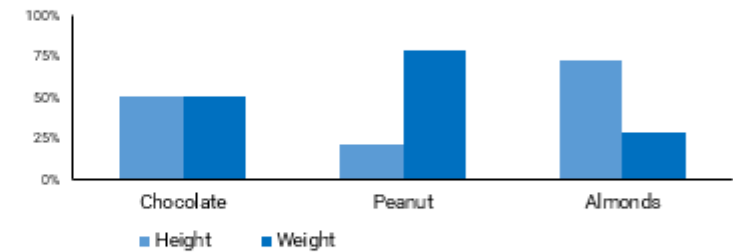
PERCIEVED QUALITIES OF X AND IMPACT OF FOOD

Post research we learnt the following about X who is single, and his possible diet options

Surveyed qualities of X




Impact of Peanuts, Almonds and Chocolate on height and weight



What people find most attractive



EXERCISE 5.1 SAMPLE SOLUTION



SCIENTIFIC EVIDENCE

X should eat almonds to maximize his chance of getting into a relationship

For X to improve his prospects of getting into a relationship, working on his height would pay dividend...


Height and Intelligence are the most important attributes for getting into a relationship

Attribute	% of respondents
Height	75%
Intelligence	60%
Family	20%
Household	15%

Despite height being the most important reason for attraction, X lacks greatly in the same

X lacks height and hence we need to work on it to improve his romantic prospects

Need for intervention in various attributes



Highest intervention for height improvement

X should eat almonds to maximize Height gain...

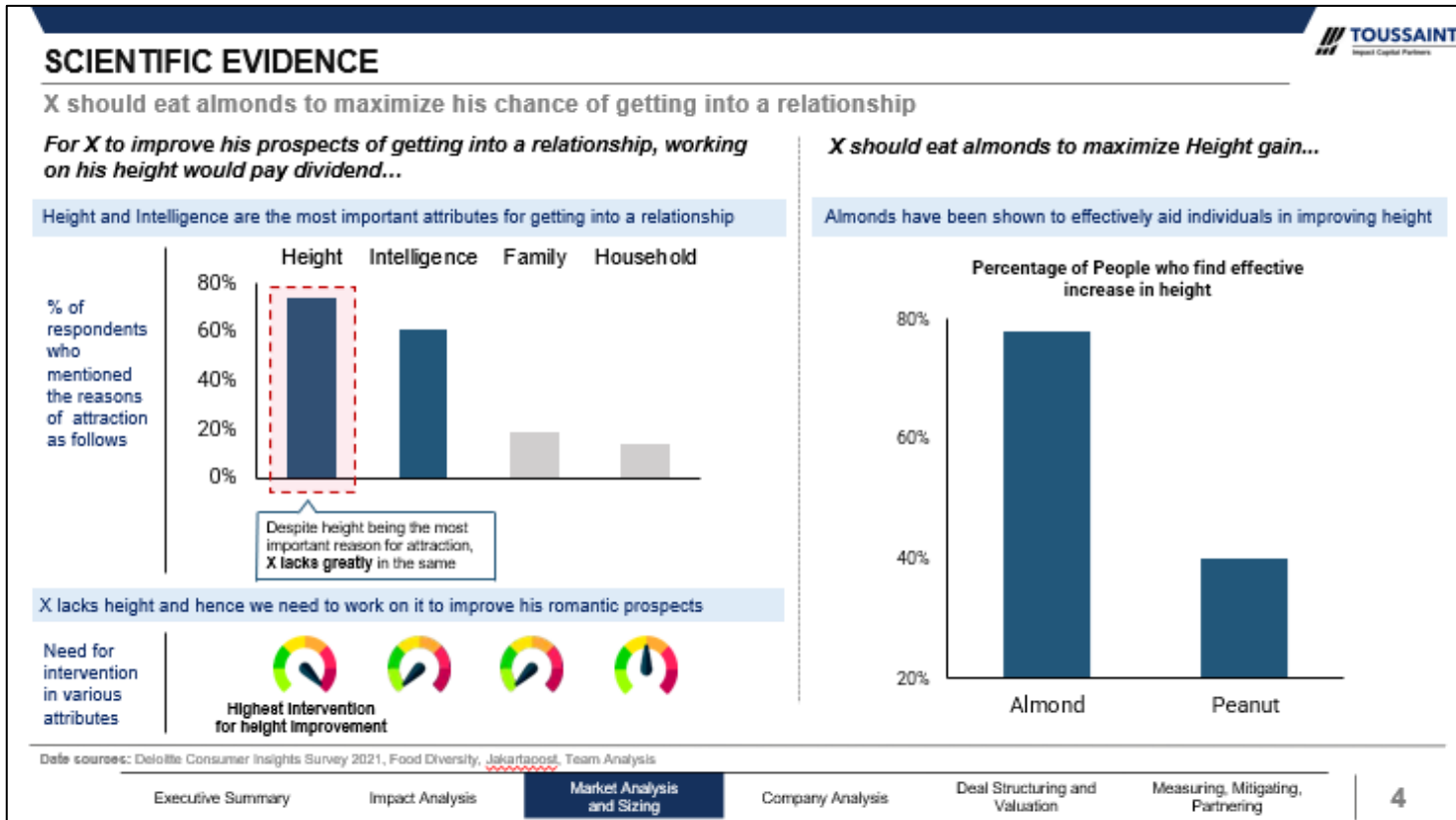
Almonds have been shown to effectively aid individuals in improving height

Nut	Percentage of People
Almond	78%
Peanut	40%

Date sources: Deloitte Consumer Insights Survey 2021, Food Diversity, JakartaPost, Team Analysis

Executive Summary
Impact Analysis
Market Analysis and Sizing
Company Analysis
Deal Structuring and Valuation
Measuring, Mitigating, Partnering
4

5.1 SOLUTION - WHY THIS SLIDE IS PERFECT



The Action title aptly describes what is the key takeaway from this slide

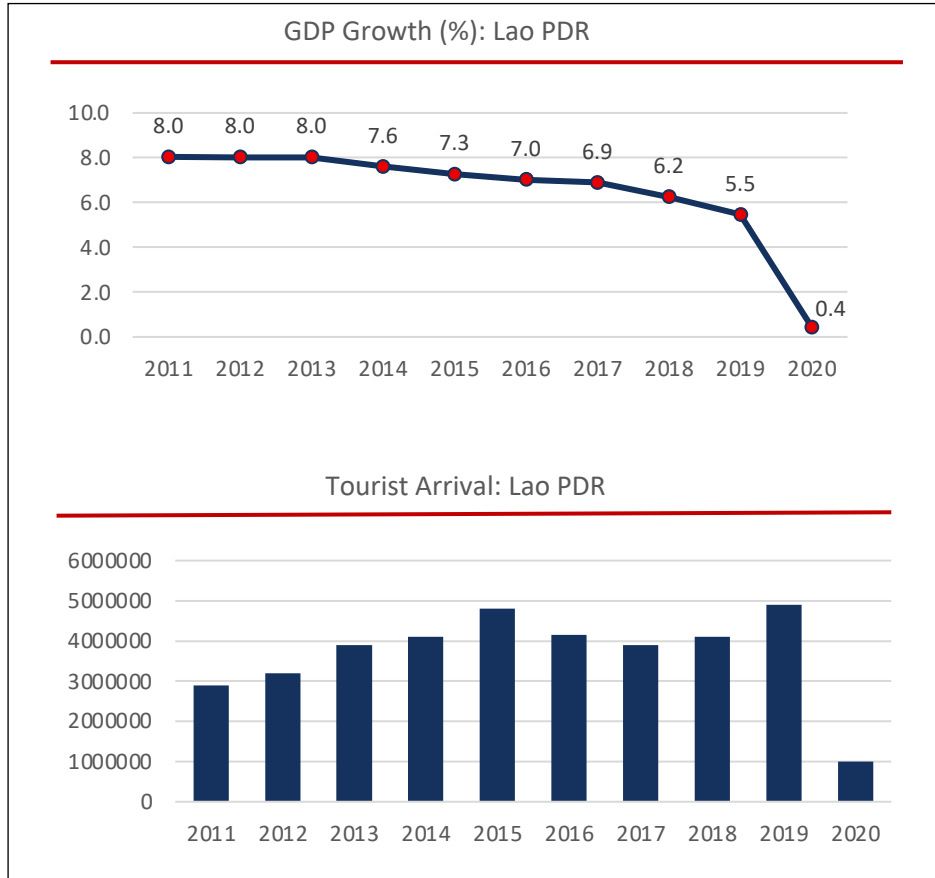
The sub titles support the claim we made in our action title

The graphs are clear. Relevant insight is highlighted and the slide flows from left to right.

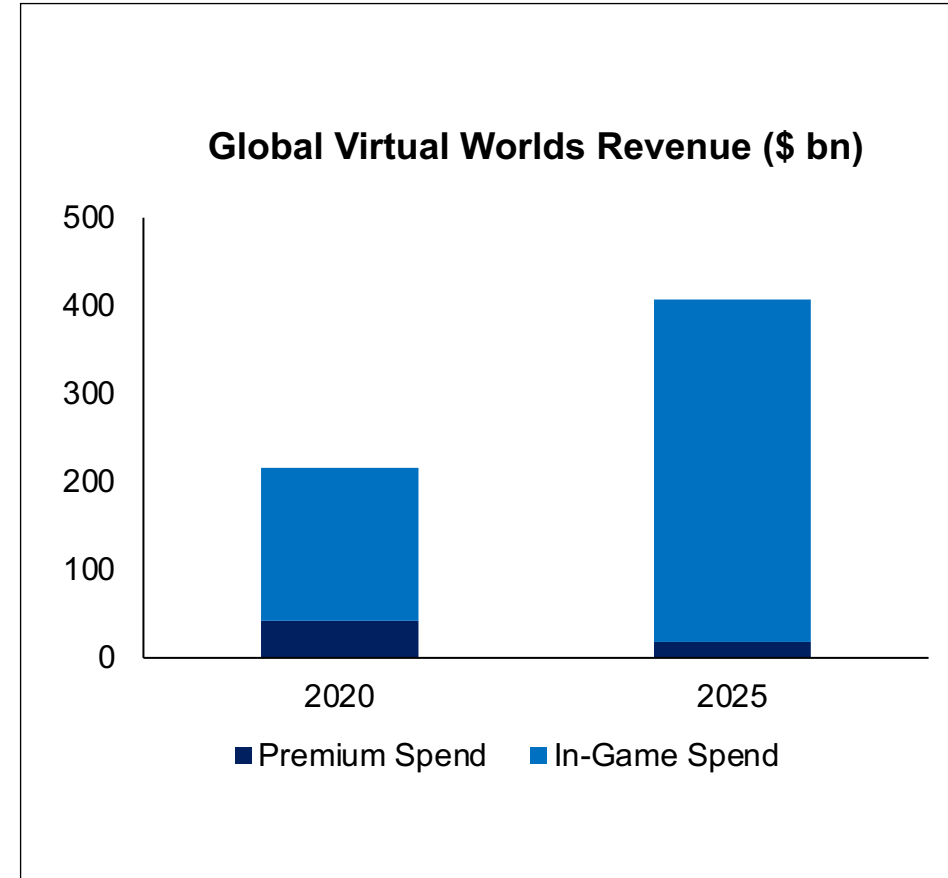
Alignment is proper, and margins exist

EXERCISE 5.2 - Write the heading.

QUESTION 1



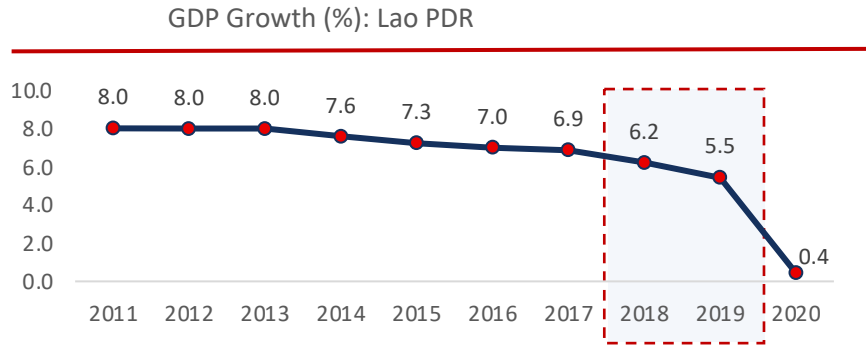
QUESTION 2



5.2 QUESTION 1 – Identify the correct heading

1

Data of GDP Growth of Laos PDR (Source: Census 2021)

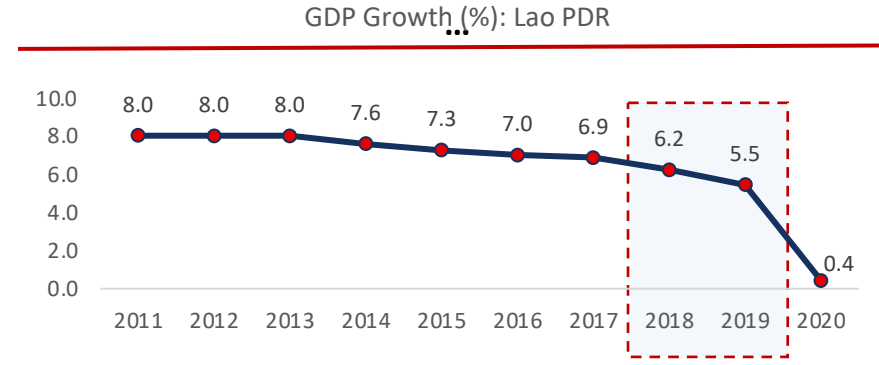


Tourist Arrival Data : Lao PDR (Source: Census 2021)

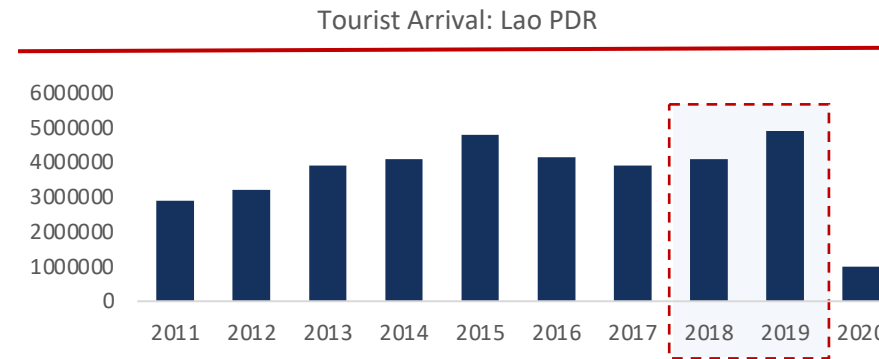


2

Laos' economy is witnessing a steep GDP growth fall



... and a sharp drop in tourist arrivals due to Covid-19

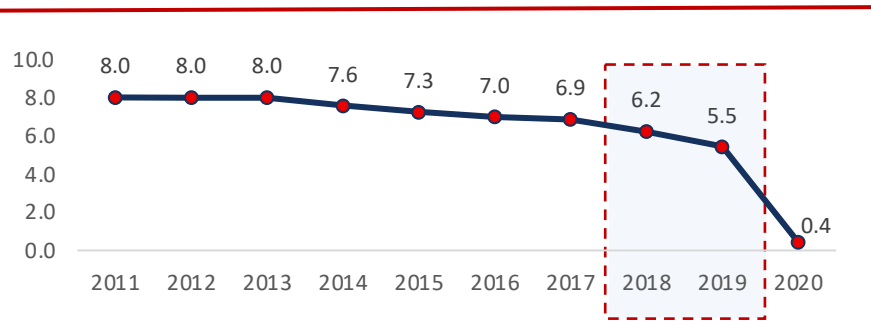


5.2 QUESTION 1 - Solution

2

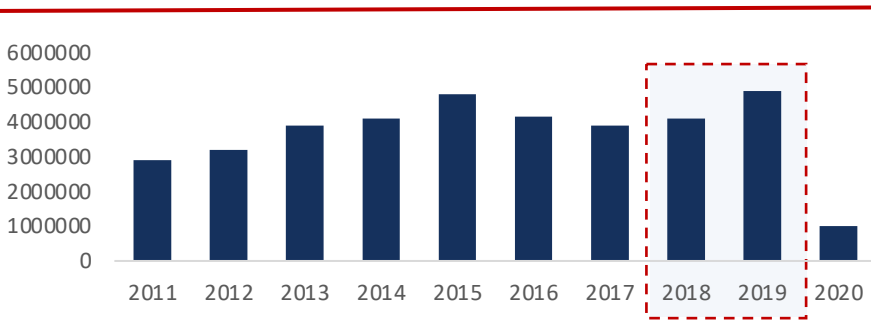
Laos' economy is witnessing a steep GDP growth fall

GDP Growth (%): Lao PDR



... and a sharp drop in tourist arrivals due to Covid-19

Tourist Arrival: Lao PDR



Why is this the correct answer?



Information has been conveyed in a clear and concise manner



One message is written per chart. This allows the reader to digest the information gradually



Highlights the salient features of the chart. This reduces readers' effort to look for inferences



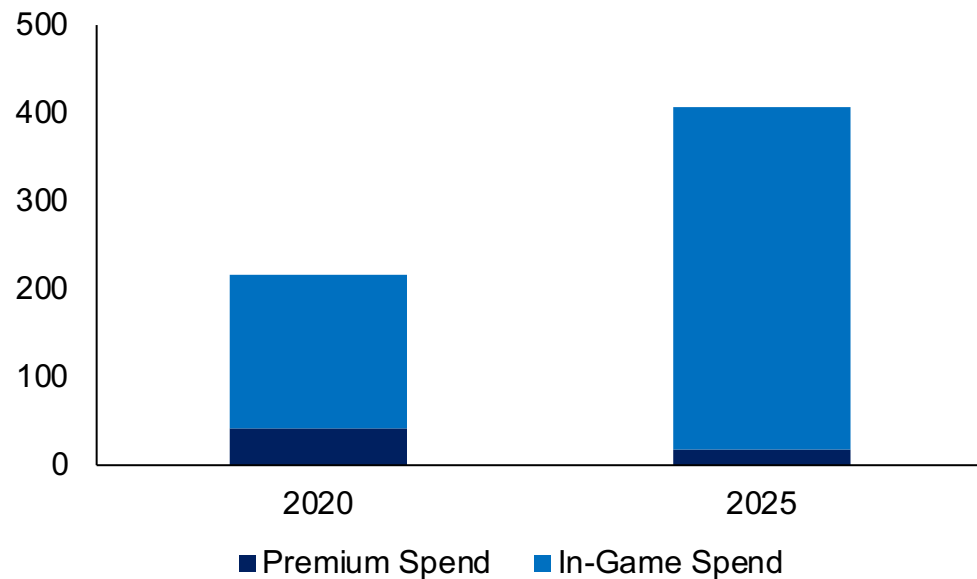
The decline is evident in the graph and hence, allows for clear takeaways

5.2 QUESTION 2 - Which is the correct way to do it ?

1

In-Game Spend to be the major driver of the booming Virtual world market...

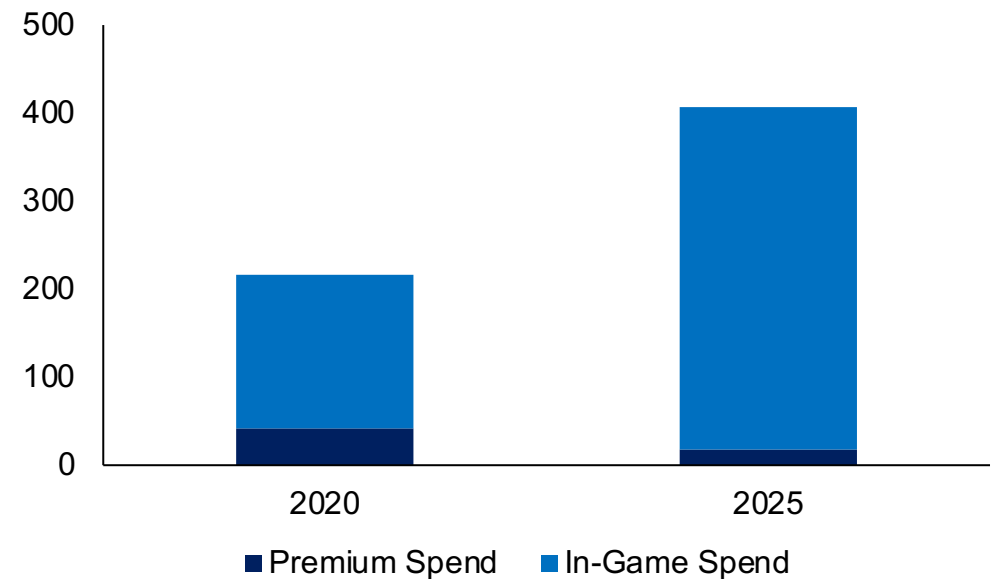
Global Virtual Worlds Revenue (\$ bn)



2

Revenue from Gaming is expected to show strong growth

Global Virtual Worlds Revenue (\$ bn)

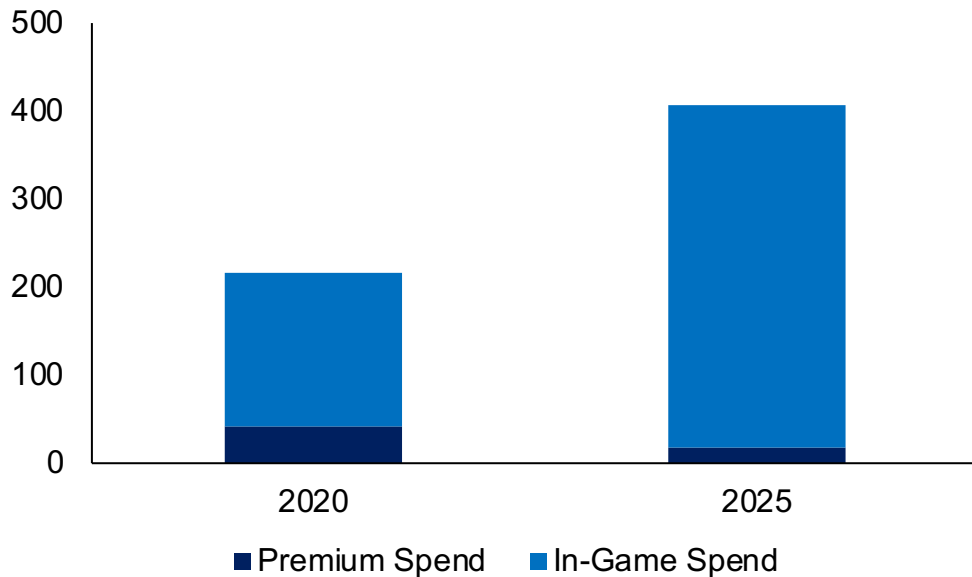


5.2 QUESTION 2 – Solution (1/2)

2

Revenue from Gaming is expected to show strong growth

Global Virtual Worlds Revenue (\$ bn)



Why is this incorrect?



From the graph, **it is evident** that revenue from gaming is expected to show strong growth



While there is evidence suggesting that there is growth in revenue, there is **no explanation as to how or why**



It is a very **generic manner title** that does not give us any insightful takeaway



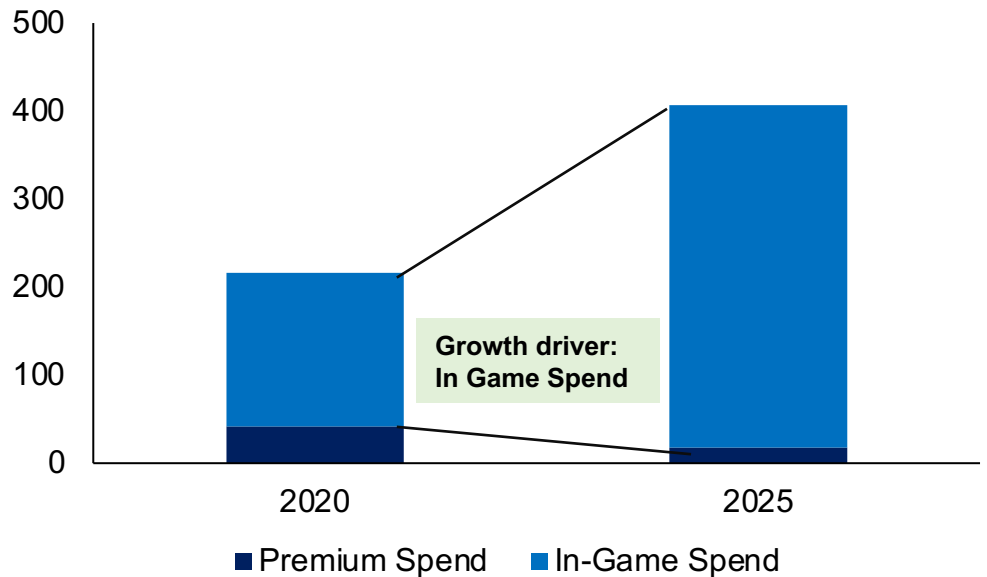
This title of this graph is not completely wrong **but it can be improved**

5.2 QUESTION 2 – Solution (2/2)


1


In-Game Spend to be the major driver of the booming Virtual world market...


Global Virtual Worlds Revenue (\$ bn)




Why is this correct?


 It is evident that revenue from gaming is expected to grow. However, highlighting the reasons provide **valuable takeaways**

 In the **action title** of this graph, it clearly indicates **In-Game Spend is the reason** behind the strong growth

 The description must always be **specific, concise and insightful** i.e. have something to draw from

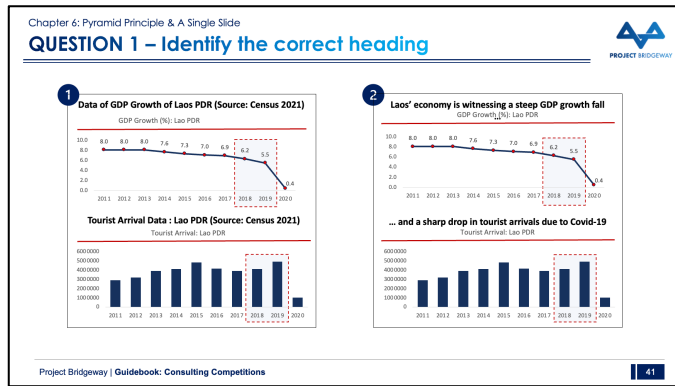
Possible strategies to capitalize on the In-Game trend

 Introduction of limited-time offers and special deals for in-game purchases

 Incorporation of In-Game advertisements & sponsorships, which can provide a steady stream of revenue

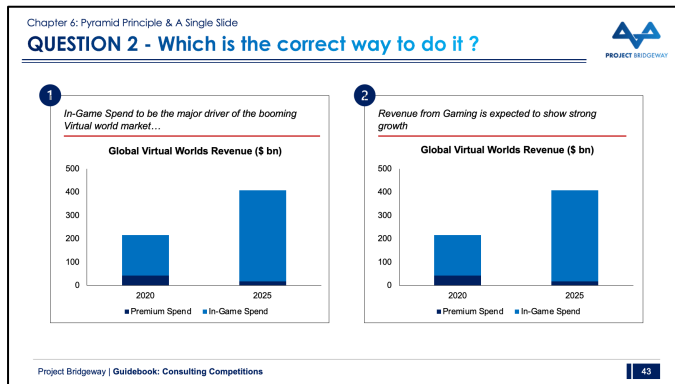
THE IMPORTANCE OF CONTEXT IN ACTION TITLES

The difference between two key takeaways



Question 1

- The slide was used to set up the story
- The main idea of the slide was to contextualize the problem. Hence we had a simple takeaway.
- Data in the graphs provided a single takeaway



Question 2

- The graphs were for understanding the market preferences.
- We were now looking to derive insights to use. By showing that we derived a takeaway from this data, we appear smart.
- Data gave us multiple takeaways

Generalized Tips



What key takeaway does the data give you



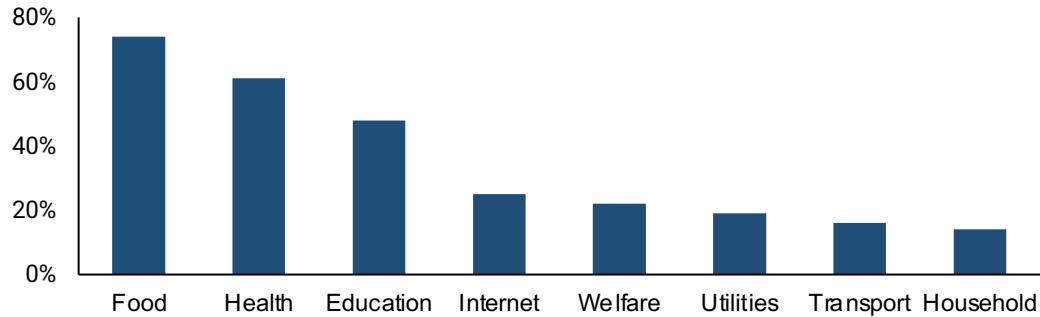
Why are you using that graph.



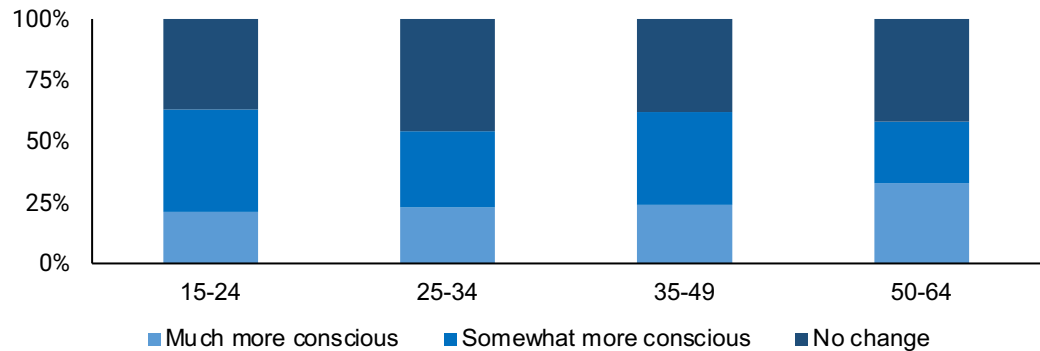
What is the purpose of the graph in the slide or the deck

EXERCISE 5.3 – Write a complete Slide

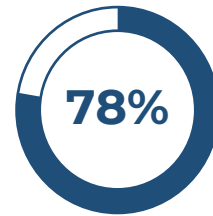
Priorities for increasing expenditure with increased income



Increased consciousness about food due to the pandemic



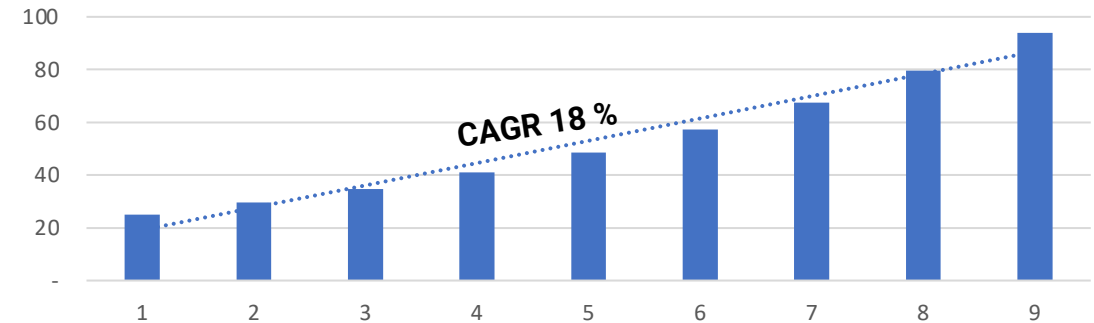
Healthiness and Nutritional Value rank among the top 4 factors considered by consumers when purchasing food products (Indonesia).



78% of the population that tasted plant-based meat considered it to be delicious


3rd Highest Rate of vegetarianism growth in the country
 Bali has **200+** vegan friendly restaurants

SAM (Indonesian Plant Based Meat Market Size)



SOLUTION EXERCISE 5.3 (The complete slide)

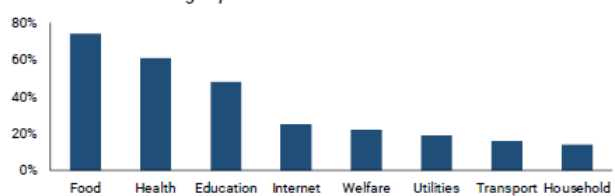
GROWTH IN PLANT-BASED MEATS MARKET



Tremendous potential for market growth as consumers are becoming increasingly conscious about what they consume

1) Expense towards packaged food is expected to increase sharply...


Priorities for increasing expenditure with increased income



Category	Percentage
Food	~70%
Health	~60%
Education	~45%
Internet	~25%
Welfare	~20%
Utilities	~18%
Transport	~15%
Household	~12%

3) Hence, the Indonesian population is turning to alternative meats...

Healthiness and Nutritional Value rank among the top 4 factors considered by consumers when purchasing food products.



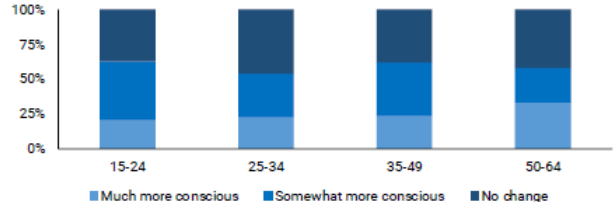
78% of the population that tasted plant-based meat considered it to be delicious

3rd Highest Rate of vegetarianism growth in the country

Bali has 200+ vegan friendly restaurants

2) And customers are becoming ever-more conscious about health

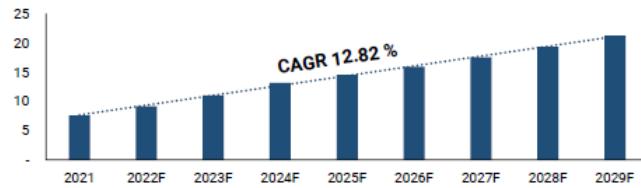
Increased consciousness about food due to the pandemic



Age Group	Much more conscious	Somewhat more conscious	No change
15-24	~25%	~35%	~40%
25-34	~25%	~30%	~45%
35-49	~25%	~30%	~45%
50-64	~30%	~25%	~45%


4) And the industry will show robust growth in the next decade

Indonesian Plant Based Meat Market Size (in \$ millions)



Year	Market Size (\$ millions)
2021	~7
2022F	~9
2023F	~11
2024F	~13
2025F	~15
2026F	~17
2027F	~19
2028F	~20
2029F	~21

Date sources: Deloitte Consumer Insights Survey 2021, Food Diversity, Jakartapost, Team Analysis



Executive Summary
Impact Analysis
Market Analysis and Sizing
Company Analysis
Deal Structuring and Valuation
Measuring, Mitigating, Partnering

4


The slide follows a top down approach to highlight the intended information. It logically derives the specific analysis from a broader idea

The main message of the slide is delivered. It talks about the tremendous growth potential for the plant based meat market in a particular region

EXERCISE 5.4 – Mention the mistakes (i)


Question 1

Understanding our position




Being the global leader in renewable energy industry, it primarily has three business areas.

Offshore Wind




Location:
Europe, Asia, America
Current Power Generation
Capacity: 9.8 GW

Onshore Wind, Solar Photovoltaics



Location:
Europe, USA
Power Generation Capacity:
1.6 GW (under construction)

Green Fuels and Renewable Energy




Location:
Avedøre Holme in Copenhagen,
Expected to generate
0.036 GW per day

Product linked competitive advantages

- Clear plan for engineering, procurement, construction and installation (EPCI)
- Availability to major markets through strategic partnerships with local key players (for eg, JWD and Eurus in Japan)
- Leveraging cluster synergies to reduce costs

ADD COST REDUCTION GRAPH

Market Positioning



Orsted is the world's largest offshore wind farm operator, with a 22% share of the global offshore wind market. Its market positioning can be understood by the given points:

- Target to achieve a total installed capacity of 15 GW by 2025.
- Named the world's most sustainable company in 2020 by Corporate Knights.
- Aims to become carbon neutral by 2025, and to achieve a net-zero carbon footprint by 2040. Orsted has reduced its carbon emissions by 86% compared to 2006 levels.
- Expansion into other areas of renewable energy, such as solar power and energy storage. The company has a goal to achieve a total installed capacity of 1 GW for solar power by 2025.


Source: Team Analysis, Case Material


EXERCISE 5.4 – Mention the mistakes (ii)

Question 2

Current Situation

The quality of schooling in Bihar is inadequate, lack of personal attention and required infrastructure






This is Anita Kumawat, she is a 10th class student of Bihar Board. She is unable to attend school regularly due to distance and doesn't understand concepts clearly in school.

Irregular School and Classes

Lack of Personal Attention

Lack of conceptual clarity

Don't sit for exams or leave school




Anita's parents are farmers and are very busy. They do not think about Anita's schooling. Along with their conservative ideology, the poor performance or lack of incentive from Anita's side further triggers them to withdraw her from school

Student's don't get personal attention and guidance. There is no individual focus

Student's pace of learning is much lower than what is desired of them by textbooks and learning material

There is a need for a more focused, consistent and clear learning model, complementary to the syllabus



Current Situation Raha- SHGs Districts JeeviKa Grouping Students Onboarding Digital Labs Structure

01

EXERCISE 5.4 – Solution

Mistakes in the Slide in Question 1

- 1 The slide contains **too much text** and hence, fails to effectively draw the reader's attention to the main points
- 2 Considering our short attention span, placing the **most important takeaways at the top or to the left** to ensure they are noticed first would have been effective
- 3 The **pyramid principle**, which involves presenting the key takeaway followed by supporting points, is not being followed, resulting in a **lack of clear flow** in the slide
- 4 The **chart** to the right of the slide **lacks a clear description** to help explain it. A space for a graph has been left blank
- 5 The **heavy-weight dotted outlines** are **distracting** and should be reduced in size or removed altogether

EXERCISE 5.4 – Solution



Mistakes in the Slide in Question 2

- 1 The slide's **action title** should have conveyed the main takeaway instead of just presenting facts. For example, the title could have included a **cause-and-effect relationship**, such as "Low Literacy Rates or High Dropout Rates in Bihar Due to X, Y, Z."
- 2 The design used to convey the information in the slide appears to suggest that information is being **passed through a process** from the child to their parents, which is **misleading** and could be improved.
- 3 The pyramid principle is not followed. To improve the slide's **overall flow**, it would have been better to follow the pyramid principle by presenting the key takeaway first, followed by supporting points, and then further details.

A pig wearing a lion's mane costume, centered in the background. The pig is looking slightly to the left. The mane is dark and fluffy, framing the pig's face.

STORYBOARDING

“Second reason why less smarter teams with poorer solutions win”

CONNECTING SLIDES

The idea is to create a cohesive storyline not only across a single slide but across multiple slides. If the viewer is able to connect ideas, it is easier for him to understand

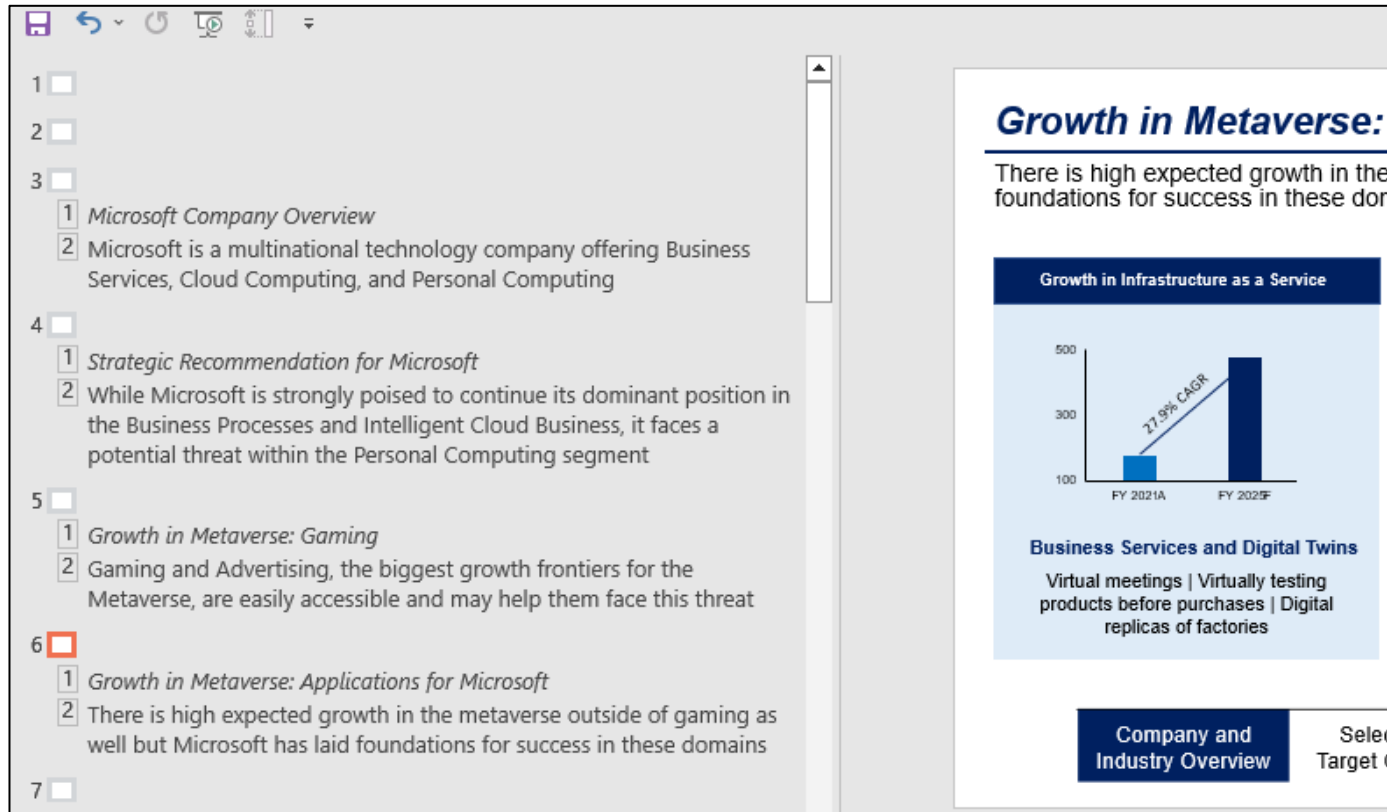
It is absolutely imperative that you connect your slides.

Once it becomes difficult for you to do so, take it as a sign that it is also difficult for the viewer to follow and hence a break is required before delivering the next connected message.

Here, after these 4 slides we provided a break with a sectional slide

WRITE YOUR HEADINGS BEFORE YOU WORK ON YOUR SLIDE

Slide Outline View helps you gauge whether the message you are trying to deliver is making sense. Read the text below and tell us what the key takeaway is



The screenshot shows a presentation software interface. On the left is a slide outline with 7 main sections, each with a sub-section. Section 6 is highlighted with a red square. On the right is a slide preview for section 6, titled 'Growth in Metaverse: Applications for Microsoft'. The slide content includes a bar chart titled 'Growth in Infrastructure as a Service' showing a 27.9% CAGR from FY 2021A to FY 2022F. Below the chart is the text 'Business Services and Digital Twins' followed by 'Virtual meetings | Virtually testing products before purchases | Digital replicas of factories'. At the bottom of the slide preview is a blue button labeled 'Company and Industry Overview' and a 'Select Target C' option.

1

2

3

1 Microsoft Company Overview

2 Microsoft is a multinational technology company offering Business Services, Cloud Computing, and Personal Computing

4

1 Strategic Recommendation for Microsoft

2 While Microsoft is strongly poised to continue its dominant position in the Business Processes and Intelligent Cloud Business, it faces a potential threat within the Personal Computing segment

5

1 Growth in Metaverse: Gaming

2 Gaming and Advertising, the biggest growth frontiers for the Metaverse, are easily accessible and may help them face this threat

6

1 Growth in Metaverse: Applications for Microsoft

2 There is high expected growth in the metaverse outside of gaming as well but Microsoft has laid foundations for success in these domains

7

Growth in Metaverse: Applications for Microsoft

There is high expected growth in the metaverse outside of gaming as well but Microsoft has laid foundations for success in these domains

Growth in Infrastructure as a Service

Fiscal Year	Value
FY 2021A	~150
FY 2022F	~450

27.9% CAGR

Business Services and Digital Twins

Virtual meetings | Virtually testing products before purchases | Digital replicas of factories

Company and Industry Overview

Select Target C

When you are crafting your solution, it makes complete sense for you to only write the headings before starting your work on the slides.

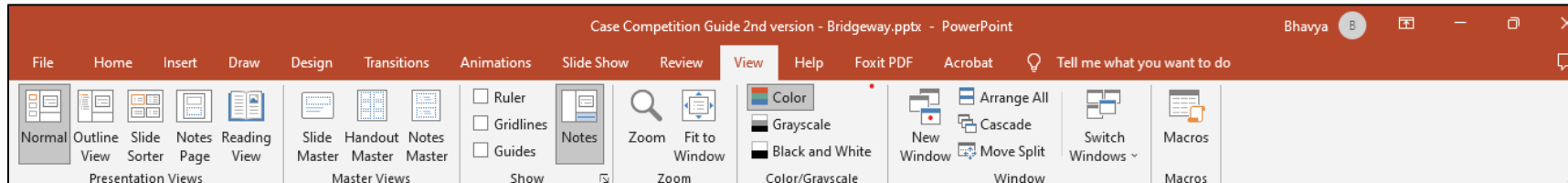
Me and my teammates have often drafted a rough document that just contain the headings.

SLIDE OUTLINE VIEW

Takeaway From Previous Slide

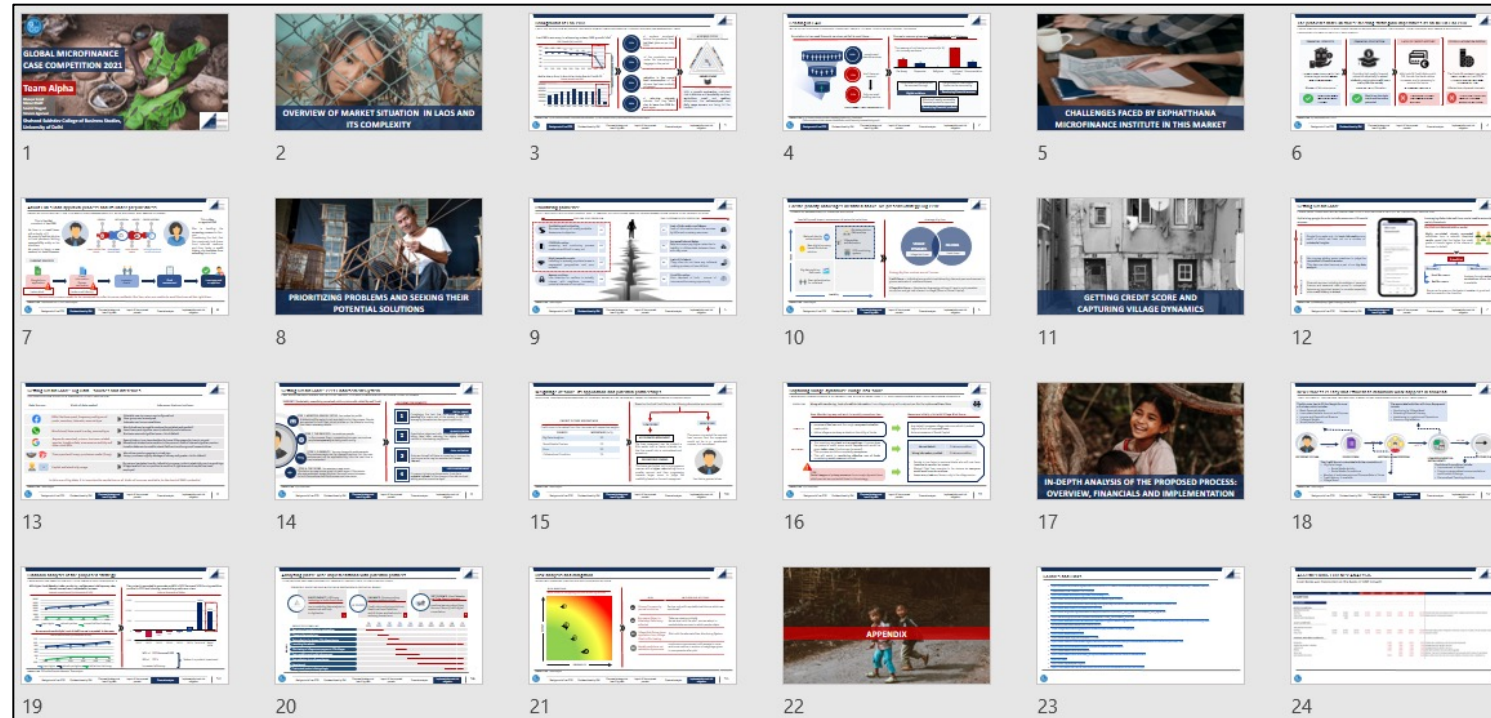
Microsoft is a behemoth which operates in Personal Computing (B2C) and Cloud Computing (B2B). It is not doing well in B2C & Metaverse and its applications may help it in this regard

Click on View > Outline view to gain access to slide outline view & get a birds eye view of your slide



EXERCISE 6.1 : DRAFTING A WINNING STORY

For now ignore the content within the slides, and just focus on the headings. Tell us what is wrong with the flow and create a compelling story.



Refer to the drive link that has been shared with you for this exercise (Only accessible if you have donated to STC)

EXERCISE 6.2

For now ignore the content within the slides, and just focus on the headings. Tell us what is wrong with the flow and create a compelling story.

Case Problem – This particular team was asked with identifying and finding a finance start-up and then talking about their potential challenges and what they need to do



The storyboard consists of 10 slides arranged in two rows of five. Each slide has a title and a brief description of its content:

- Slide 1: Case Presentation** - GRV LIMITED: An Early Stage Startup Investing Application. Team-5.
- Slide 2: SCQA ANALYSIS** - A table with columns: Situation, Complications, Question, Answer.
- Slide 3: MARKET SIZING** - Analysis of the market with a diagram showing 'Total' branching into 'Direct' and 'Indirect'.
- Slide 4: WHY GRV LTD. FOR INVESTORS?** - A table comparing GRV LTD. with other investment options.
- Slide 5: WHY GRV LTD. FOR STARTUPS?** - A table comparing GRV LTD. with other startup options.
- Slide 6: COMPETITOR ANALYSIS** - A table comparing GRV LTD. with competitors like 'Global Competition' and 'Local Competition'.
- Slide 7: Indian Market Adaptability** - A diagram showing 'Product and Technology' and 'Market' leading to 'Market Fit'.
- Slide 8: Indian Market Adaptability** - A diagram showing 'Customer Journey Mapping' with steps like 'Product Adoption', 'Market Penetration', etc.
- Slide 9: POTENTIAL OPPORTUNITIES** - A diagram showing 'Opportunities' leading to 'Potential Opportunities'.
- Slide 10: POTENTIAL CHALLENGES** - A diagram showing 'Challenges' leading to 'Potential Challenges'.

EXERCISE 6.2 (1/2)


Create a story – Reordering slides is allowed

MARKET SIZING

Assumptions

- 2021 Time-Series Primary Research Data considered
- Growth and opportunities are considered in terms of revenue in USD.
- Here, Market means the potential of Startup Ecosystem in India, considering 100% addressability and conversion rate within all startups.
- Time Horizon- Medium term, 1-3 years


\$340B



TAM

Source-
www.livemint.com


\$62.5B



SAM

Approach Clarified

\$10.08B



SOM

Approach Clarified

Total Addressable Market

Service Addressable Market

Service Obtainable Market

Approach

- Population of Startup Enthusiast- Urban middle-upper class, 18-45 years = 0.1 billion
- Average Ticket size of Investments = USD125 (1USD = Rs. 80)
- Average Number of Holdings= 5
- Therefore, Serviceable Available Market (in India's context)= USD62.5B

SCQA	Market Size	Why GRV Ltd.?	Competitor Analysis	Indian Market Adaptability	Opportunities	Challenges
------	-------------	---------------	---------------------	----------------------------	---------------	------------

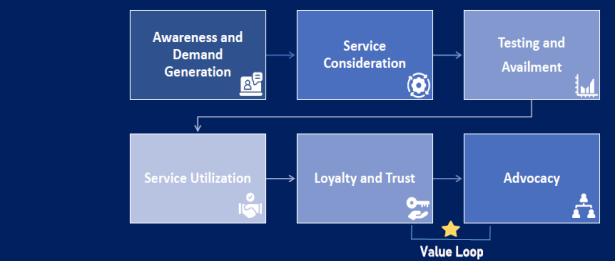
WHY GRV LTD. FOR INVESTORS?

PROS	WEIGHT (0 to 10)	WEIGHT (-10 to 0)	CONS
Plethora of Startup Options to invest	+8	-7	Risk of loss of Capital
Likeminded Community	+9	-5	Hesitancy in investment due to legal and structural concerns
Smaller Ticket Size Options	+7	-6	Market Demand and Competition Risk
Informed Decision after studying the SWOT and other details of startups	+7	-7	Performance Assessment Risk
Secure Investments in Registered and Verified Startups	+8	-8	Dilution Concerns and reduction in % ownership in future
	+39	-33	
Net Score = +6			

SCQA	Market Size	Why GRV Ltd.?	Competitor Analysis	Indian Market Adaptability	Opportunities	Challenges
------	-------------	---------------	---------------------	----------------------------	---------------	------------

Indian Market Adaptability

Customer Journey Mapping



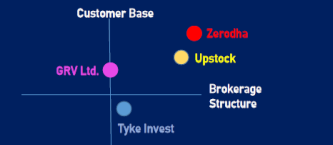
S	SCQA	Market Size	Why GRV Ltd.?	Competitor Analysis	Indian Market Adaptability	Opportunities	Challenges
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EXERCISE 6.2 (2/2)

COMPETITOR ANALYSIS

Indirect Competition		Direct Competition	
BASIS	GRV LTD.	ZERODHA	UPSTOCK
Active Customers (FY 2022-23)	To be calculated	62,77,434	49,80,139
Brokerage Structure	INR 25 or 0.04% per executed order whichever is lower (Assumed)	0.03% or INR 20 per executed order whichever is lower	INR 20 per executed order
Listed	Registered Startups	Registered Private and Public Companies	Registered Private and Public Companies
Account Opening Fee	INR 150 (Assumed)	INR 200	INR 249

GRV Ltd. has no major Direct Competition. However, Tyke Invest is a close competition to compete with. People don't feel that Tyke is a secure platform and find making transactions very risky. In addition to that, people face transparency issues due to tedious documentation procedures. GRV Ltd. can have a hold over the startup investment Environment, since there is no strong hold by another platform as of now.



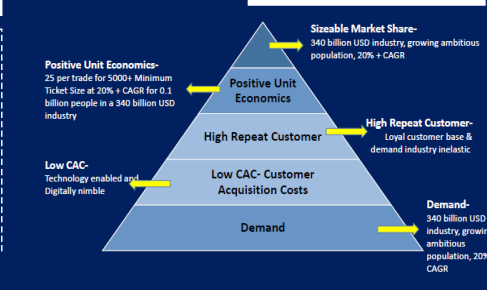
SCQA	Market Size	Why GRV Ltd.?	Competitor Analysis	Indian Market Adaptability	Opportunities	Challenges
------	-------------	---------------	---------------------	----------------------------	---------------	------------

Indian Market Adaptability

Features and Institutional Mechanism

1. Market Stage- Nascent
2. Immense Growth Potential (CAGR- 20%+)
3. Lacks Institutional Regulatory & Legal Mechanism at the moment
4. Broader Industry dominated by Indirect Competition with inherent synergies- scope of strategic alliances in the future
5. Niche Industry unexplored- distinct FMA (First Mover Advantage) being enjoyed by GRV at the moment

Product Market Fit



- Sizeable Market Share:** 340 billion USD industry, growing ambitious population, 20% + CAGR
- Positive Unit Economics:** 25 per trade for 5000+ Minimum Ticket Size at 20% + CAGR for 0.1 billion people in a 340 billion USD industry
- High Repeat Customer:** High Repeat Customer- loyal customer base & demand industry inelastic
- Low CAC:** Technology enabled and Digitally nimble
- Demand:** 340 billion USD industry growing ambitious population, 20% + CAGR

SCQA	Market Size	Why GRV Ltd.?	Competitor Analysis	Indian Market Adaptability	Opportunities	Challenges
------	-------------	---------------	---------------------	----------------------------	---------------	------------

WHY GRV LTD. FOR STARTUPS?

PROS	WEIGHT (0 to 10)	WEIGHT (-10 to 0)	CONS
Funding Winter	+6	-5	Increased Documentation
Initial Validation	+9	-5	Increased Legal and Accounting Costs
Network Effect	+9		
Lesser Dilution of Decision Making Power due to smaller ticket size.	+7	-8	Threat of excess share dilution
Continuous Source of Funding	+7	-6	Skill Set Disadvantage
	+38	-7	Focus on only Seed Fund or Series A Investment
		-31	
Net Score = +7			

SCQA	Market Size	Why GRV Ltd.?	Competitor Analysis	Indian Market Adaptability	Opportunities	Challenges
------	-------------	---------------	---------------------	----------------------------	---------------	------------

EXERCISE 6.2 SOLUTION (1/2)

The market of platforms enabling retail investment in startups worth more than 62 Bn USD...

It offers immense growth but is yet to be regulated, moreover companies need to find Product market fit.


GRV, a startup in this domain holds significant appeal for investors as it gives them an option to invest in startup with small ticket investments

MARKET SIZING

Assumptions


- 2021 Time-Series Primary Research Data considered
- Growth and opportunities are considered in terms of revenue in USD.
- Here, Market means the potential of Startup Ecosystem in India, considering 100% addressability and conversion rate within all startups.
- Time Horizon- Medium term, 1-3 years

\$340B




Total Addressable Market

\$62.5B



Service Addressable Market

\$10.08B



Service Obtainable Market

Source- www.livemint.com Approach Clarified Approach Clarified

Approach

- Population of Startup Enthusiast- Urban middle-upper class, 18-45 years = 0.1 billion
- Average Ticket size of Investments = USD125 (1USD = Rs. 80)
- Average Number of Holdings= 5

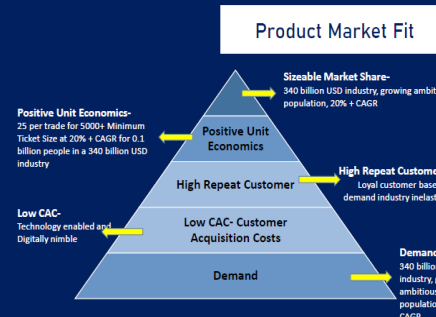
Therefore, Serviceable Available Market (In India's context)= USD62.5B

Indian Market Adaptability

Features and Institutional Mechanism

- Market Stage- Nascent
- Immense Growth Potential (CAGR- 20%+)
- Lacks Institutional Regulatory & Legal Mechanism at the moment
- Broader Industry dominated by Indirect Competition with inherent synergies- scope of strategic alliances in the future
- Niche Industry unexplored- distinct FMA (First Mover Advantage) being enjoyed by GRV at the moment

Product Market Fit



Positive Unit Economics- 25 per trade for 5000+ Minimum Ticket Size at 20%+ CAGR for 0.1 billion people in a 340 billion USD industry

Low CAC- Technology enabled and Digitally nimble

Sizeable Market Share- 340 billion USD industry, growing ambitious population, 20%+ CAGR

High Repeat Customer- Loyal customer base & demand industry inelastic

Demand- 340 billion USD industry, growing ambitious population, 20%+ CAGR

Product Market Fit

- Positive Unit Economics
- High Repeat Customer
- Low CAC- Customer Acquisition Costs
- Demand
- Sizeable Market Share

WHY GRV LTD. FOR INVESTORS?

PROS	WEIGHT (0 to 10)	WEIGHT (-10 to 0)	CONS
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Informed Decision after studying the SWOT and other details of startups	+7	-7	Performance Assessment Risk
Secure Investments in Registered and Verified Startups	+8	-8	Dilution Concerns and reduction in % ownership in future
	+39	-33	
Net Score = +6			

SCQA Market Size Why GRV Ltd.? Competitor Analysis Indian Market Adaptability Opportunities Challenges

SCQA Market Size Why GRV Ltd.? Competitor Analysis Indian Market Adaptability Opportunities Challenges

SCQA Market Size Why GRV Ltd.? Competitor Analysis Indian Market Adaptability Opportunities Challenges

EXERCISE 6.2 SOLUTION (2/2)

GRV is even lucrative for startups as it provides a new source of funds.

GRV faces minimal direct competition; Its only direct competitor is plagued with glitches.

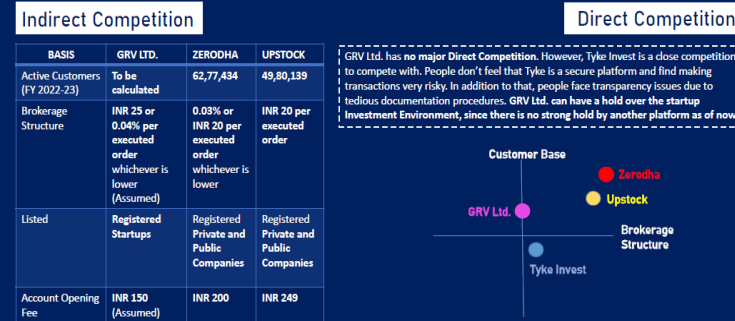
Since it's a new product, GRV will need to invest in creating awareness & demand.

WHY GRV LTD. FOR STARTUPS?

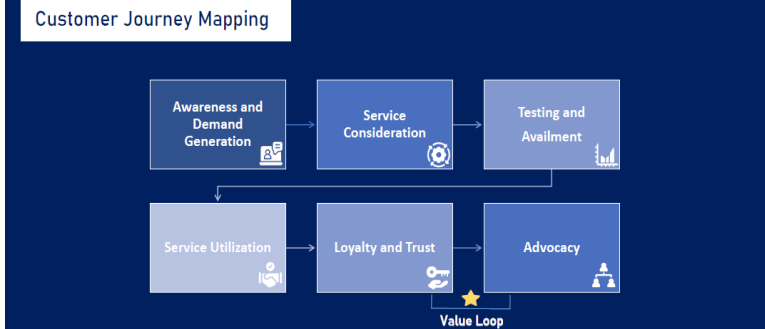
PROS	WEIGHT (0 to 10)	WEIGHT (-10 to 0)	CONS
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Initial Validation	+9	-5	Increased Legal and Accounting Costs
Network Effect	+9	-8	Threat of excess share dilution
Lesser Dilution of Decision Making Power due to smaller ticket size.	+7	-6	Skill Set Disadvantage
Continuous Source of Funding	+7	-7	Focus on only Seed Fund or Series A Investment
	+38	-31	

Net Score = +7

COMPETITOR ANALYSIS



Indian Market Adaptability





CONCEPTS FOR ANALYSIS

“Say the word strategy 8 times & you are golden”

DISCLAIMER

While many qualified individuals have already written extensively on this topic, I believe that it is an important part of consulting, hence I cannot make the error of not talking about it.

The chapter on strategy in this book aims to provide an introduction to some of its key concepts and principles, rather than an exhaustive analysis. It is my hope that readers will gain a foundational understanding of strategy and how it can be applied.

The flow of this chapter will just include some exercises

Still, I would strongly urge the reader to go through the suggested readings at the end of the chapter.

COMPETITIVE ADVANTAGES

Industries have certain structural factors that determine how intense the competitive forces are, and as a result, how profitable the industry is. **The goal of developing a competitive strategy for a business within an industry is to find a position where the company can protect itself from these competitive forces, or even manipulate them to its benefit**

The application of competitive advantages is seen across all types of cases

The Three Principles

Competitive Advantages allow supernormal profits



Competitive Advantages are not always sustainable



Competitive Advantages are always relative

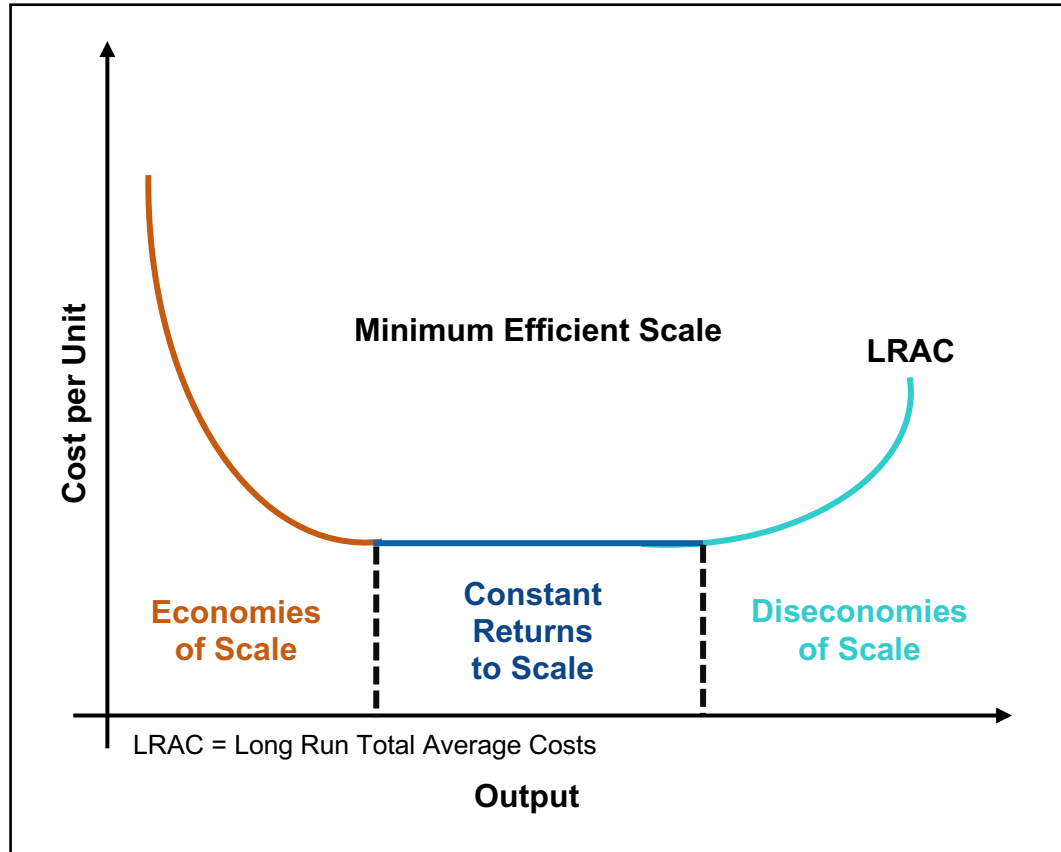


EXERCISE 7.1



Problem Statement: Explain why scale and size of company acts as a bigger deterrent for entry in airline business as opposed to a school ?

EXERCISE 7.1 – SOLUTION (1/2)



1

An example of economies of scale is when a **company increases its production, resulting in a decrease in the cost per unit of production.**

For instance, a factory producing 10,000 units of a product may have a higher cost per unit than a factory producing 100,000 units of the same product. This is because the fixed costs, such as rent, salaries, and equipment, can be spread out over a larger number of units, reducing the cost per unit.

2

Another example of economies of scale is in the **technology industry, where the cost of producing software or hardware decreases as the number of units produced increases.** This is because the cost of developing the product, including research and development, can be spread out over a larger number of units, resulting in a lower cost per unit.

EXERCISE 7.1 – SOLUTION (2/2)

The strength of economies of scale depends on the **operating leverage of the company**. Companies with high fixed costs and high operating leverage, such as car manufacturers or airlines, have more to gain from economies of scale, while companies with low operating leverage may not benefit as much from further increases in production volume.

ILLUSTRATION

COST TYPE	HIGH FIXED COSTS	LOW FIXED COSTS
<p>RM & PRODUCTION</p>	<p>The company can negotiate better prices for raw materials, use more efficient production techniques, and invest in more advanced equipment to further reduce per-unit costs.</p> <p>As it increases production volume, it can spread fixed costs over a larger number of units, leading to lower per-unit costs and higher profit margins.</p>	<p>Since the company has low fixed costs in production, the impact of distribution of cost over more units is minimal</p>

EXERCISE 7.2

Problem Statement: Company A is a furniture manufacturer that produces both chairs and tables. Company B is a chair manufacturer that specializes in producing ergonomic chairs. Which company has a greater potential for achieving economies of scope, and why?

EXERCISE 7.2 – SOLUTION

Company A, the furniture manufacturer that produces both chairs and tables, has a greater potential for achieving economies of scope than Company B, the chair manufacturer that specializes in producing ergonomic chairs.

Explanation: Economies of scope refer to the cost savings and efficiencies that a company can achieve by producing a range of related products or services. By producing both chairs and tables, Company A can achieve economies of scope in several ways:



Shared Production Resources

By producing both chairs and tables, Company A can use the same production equipment for both, potentially lowering overall production costs.



Lower Marketing & Distribution

Costs By offering both chairs and tables, Company A can use the same marketing and distribution channels for both products, potentially reducing marketing and distribution costs.



Improved Product Quality

Producing a range of related products can allow a company to leverage its expertise in product design and manufacturing, potentially resulting in higher quality products.

In contrast, Company B, the chair manufacturer that specializes in producing ergonomic chairs, may have limited potential for achieving economies of scope since it only produces one type of product. While Company B may have a strong competitive advantage in producing ergonomic chairs, it may not be able to leverage its expertise in other products or services to achieve cost savings or efficiencies.

EXERCISE 7.3

Problem Statement: Company A is a manufacturer of specialty food products that are sold through a network of grocery stores. The company sources a key ingredient for its products from a single supplier. The supplier is the only provider of this ingredient, and it has a reputation for high quality. What risks does Company A face in its supply chain, and how can it mitigate these risks?

EXERCISE 7.3 - SOLUTION

Company A faces several **risks in its supply chain** due to its dependence on a single supplier for a key ingredient. These risks include:



High bargaining power of the supplier:

Since the supplier is the only provider of the key ingredient, it has a high degree of bargaining power over Company A. The supplier can dictate the price and terms of the ingredient, potentially leading to increased costs for Company A.

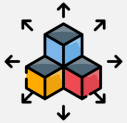


Threat of forward integration:

The supplier may choose to forward integrate into Company A's market and become a direct competitor. This would give the supplier even greater bargaining power and could potentially put Company A out of business.

EXERCISE 7.3 - SOLUTION

To mitigate these risks, Company A can take several steps:



Diversify its Supplier Base:

Company A can look for alternative sources of the key ingredient to reduce its dependence on a single supplier. By having multiple suppliers, Company A can negotiate better prices and terms and reduce the risk of supply disruptions.



Build Relations with Suppliers:

Company A can work closely with its supplier to build a strong relationship based on trust. By doing so, it may be able to negotiate better prices and terms and reduce the risk of the supplier forward integrating into its market.



Develop Alt. Sources of Supply:

Company A can invest in research and development to develop alternative sources of the key ingredient. This would reduce its dependence on a single supplier and give Company A greater bargaining power in negotiations.

In summary, by diversifying its supplier base, building strong relationships with suppliers, and developing alternative sources of supply, Company A can mitigate the risks associated with its supply chain and reduce the bargaining power of its supplier.

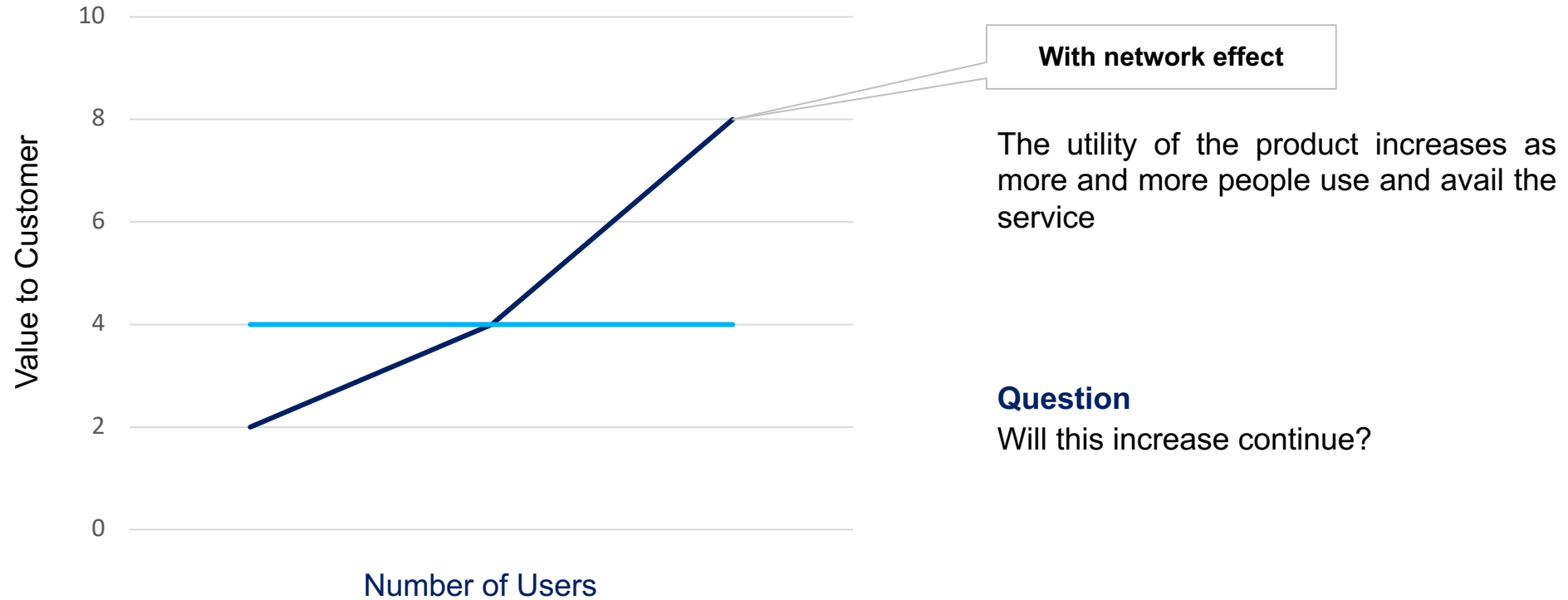
EXERCISE 7.4



Problem Statement: Why did Uber burn a lot of cash initially?

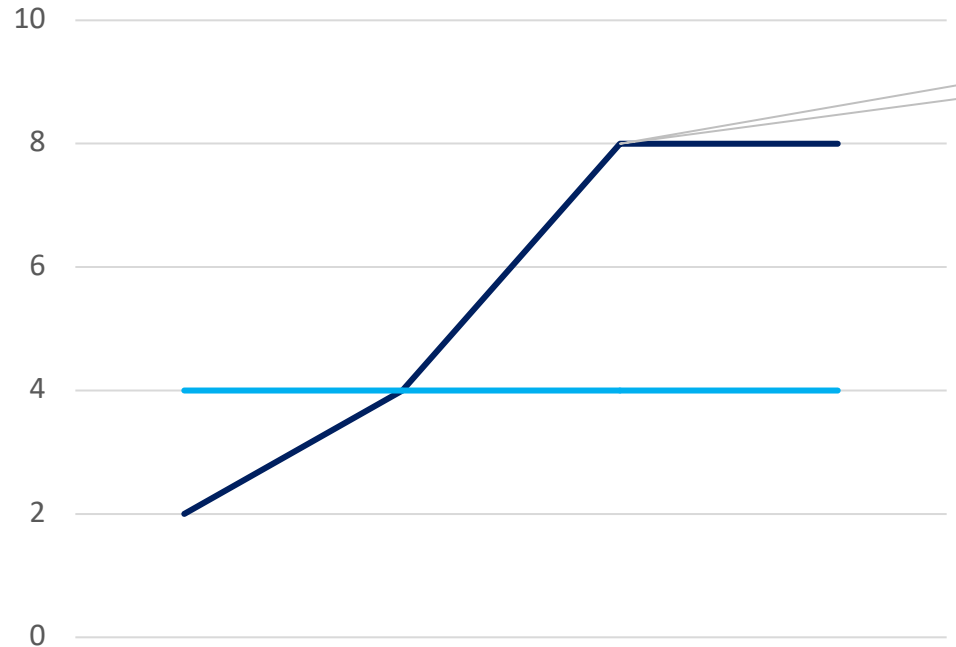
EXERCISE 7.4 – SOLUTION (1/2)

Network effect diagrammatic representation



EXERCISE 7.4 – SOLUTION (2/2)

Network effect diagrammatic representation – Ride Hailing Company



With network effect

For a cab hailing company, it so may happen that the utility may stagnate. Why would this happen?

While for a dating app – scale may have negative effects as the quality of people and experience may decrease as more people start using the site

EXERCISE 7.5



Problem Statement: Company A is a software provider that sells a suite of business applications to small and medium-sized enterprises. The company foresees that they would need to hike their prices in the future. What can they do to ensure that customer churn is minimized when they hike their prices ?

EXERCISE 7.5 – SOLUTION (1/2)

Factors that could impact the likelihood of customers switching to a competitor include:


- 1 Availability of substitutes
- 2 Importance of the software
- 3 Switching costs


An example:


Microsoft's Office Suite is a software that is essential to many businesses. Switching costs, such as retraining employees and converting data, make it difficult for customers to switch to competitors.



Ways To Reduce The Numbers Of Customers Switching

- 

Talk about your USP
Communicating the unique features and benefits of its software
- 

Reward Customer Loyalty
Offering discounts to customers who sign up for longer-term contracts or refer new business
- 

Create your Own
Create switching costs for your own products and services

This basic framework that assess the switching cost

Effort	Time	Cost
Low	High	High

EXERCISE 7.5 – SOLUTION (2/2)

Deep Dive into Concepts to Reduce Switching Costs of Customers



Contractual agreements

When a company enters into a contract with a supplier, there may be fees associated with terminating the contract early. This can create a significant switching cost for the company, as it may be expensive to find and contract with a new supplier or provider.



Training and education

In industries such as technology, customers may need to invest into training their employees to use a particular product. If a customer decides to switch to a new product, they may need to incur additional costs to train their employees.



Compatibility

Some products or services may be designed to work only with specific hardware or software. If a customer wants to switch to a new product or service, they may need to invest in new hardware or software to ensure compatibility.



Data transfer

If a customer is switching from one product or service to another, they may need to transfer data from the old system to the new one. This can be a time-consuming and complex process, which may deter customers from switching.



Emotional attachment

Customers may develop an emotional attachment to a particular brand, which can make it difficult for them to switch to a new one. This can be particularly true in the fashion industry, where brands are associated with a particular lifestyle or image.

A person wearing a white protective suit and a mask, possibly a scientist or researcher, is shown in a close-up, looking down at something in their hands. The image is overlaid with a dark blue filter.

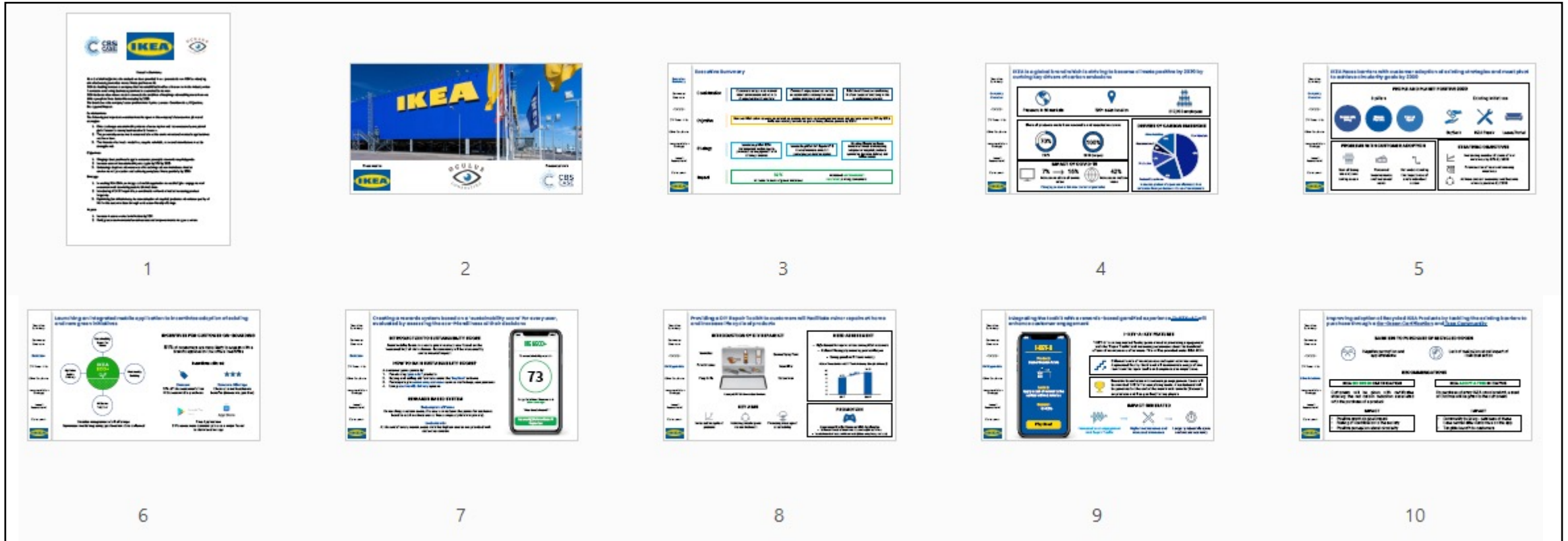
SETTING UP STRATEGY SLIDES

“How can one deceive others into believing they are smarter and more thorough than they truly are?”

EXERCISE 8.1 : THE SMART PEOPLE WITH MANY SOLUTIONS

Refer to the drive link that has been shared with you for this exercise

In my first year I, along with Chirag, Siddharth and Mohika created this deck. Spend 3 minutes and go through it. Your task is to find faults in the solution.



The image displays a grid of 10 strategy slides from an IKEA presentation deck. The slides are numbered 1 through 10 and contain various content related to IKEA's sustainability and social responsibility initiatives. Slide 1 is a title slide with logos for CBS, IKEA, and OCULUS. Slide 2 is a photograph of an IKEA store. Slide 3 is a 'Executive Summary' slide with a table of contents. Slide 4 is a 'Key Metrics' slide with a table of metrics and a pie chart. Slide 5 is a 'Key Objectives' slide with a table of objectives and a bar chart. Slide 6 is a 'Key Initiatives' slide with a circular diagram and a bar chart. Slide 7 is a 'Key Initiatives' slide with a bar chart and a smartphone image. Slide 8 is a 'Key Initiatives' slide with a bar chart and a smartphone image. Slide 9 is a 'Key Initiatives' slide with a bar chart and a smartphone image. Slide 10 is a 'Key Initiatives' slide with a bar chart and a smartphone image.

EXERCISE 8.1 SOLUTION

Problems with many solutions



Difficulty for the Client

Too many solutions in a single pitch deck makes it difficult for the client to understand what part of it they should actually implement.



Impossible to Keep Up

Moreover, the way the solution was presented it could become difficult for them to follow since new things were being introduced in every slide



Less Comprehensive Ideas

The client could also perceive that we threw all the ideas we could think of, and none of what we thought involved comprehensive research.



Hence its imperative that we:



Eliminate redundant solutions. Reduce the strategies that are not as imperative.



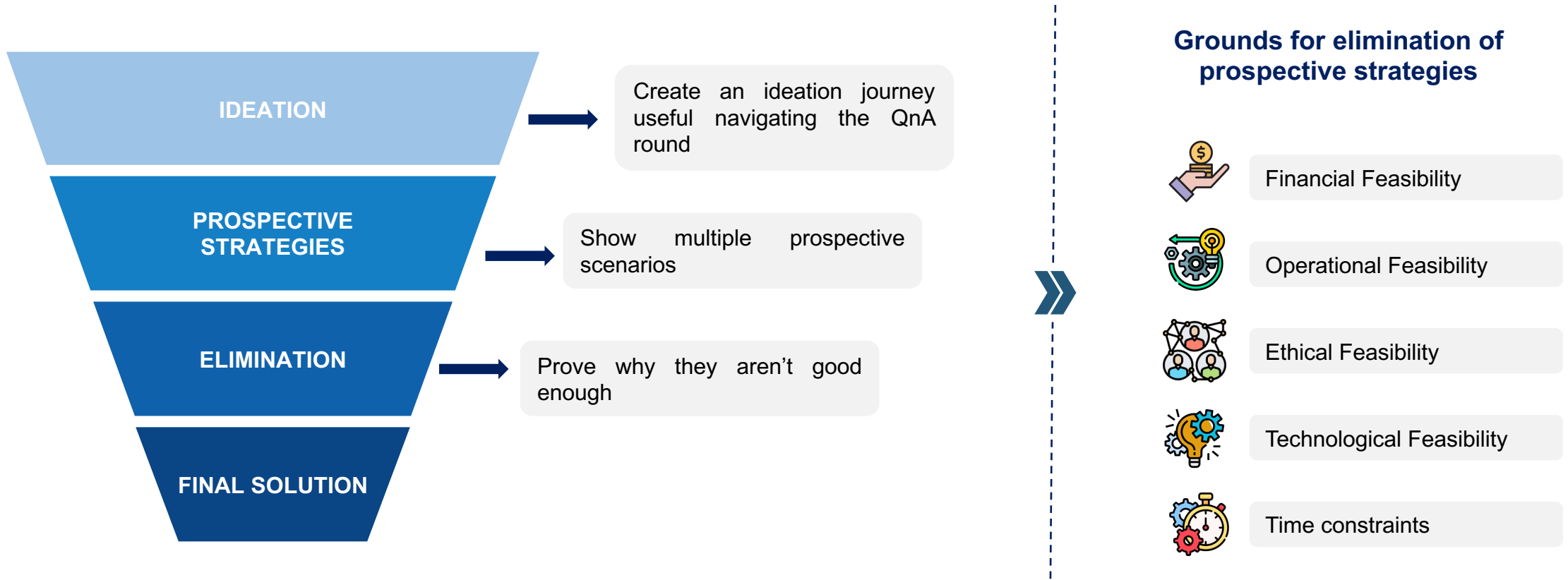
Bucket the solutions and present it in the form of a single strategy.



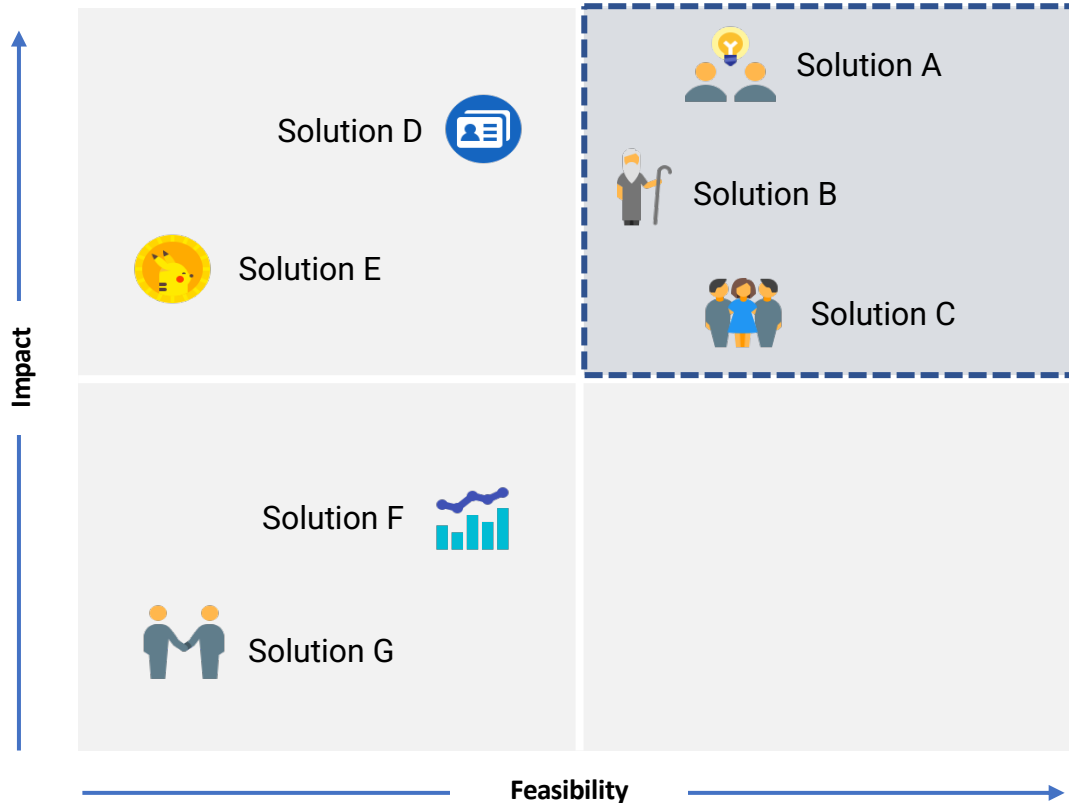
Present a solution summary slide – this helps the client understand what to expect

SUMMARIZE YOUR EFFORT

Show the magnitude of effort undertaken and why solutions other than yours aren't good enough



BURN OTHER POSSIBLE SOLUTIONS



This infographic shows that there were multiple options that we considered. However they were either not feasible or they offered minimal impact.


It also makes our analysis seem more comprehensive. We did not include all that we could think of but rather our strategy involved a careful cost- benefit analysis.

If one of our competitors presented solution G or solution F, we have already burnt their solution.

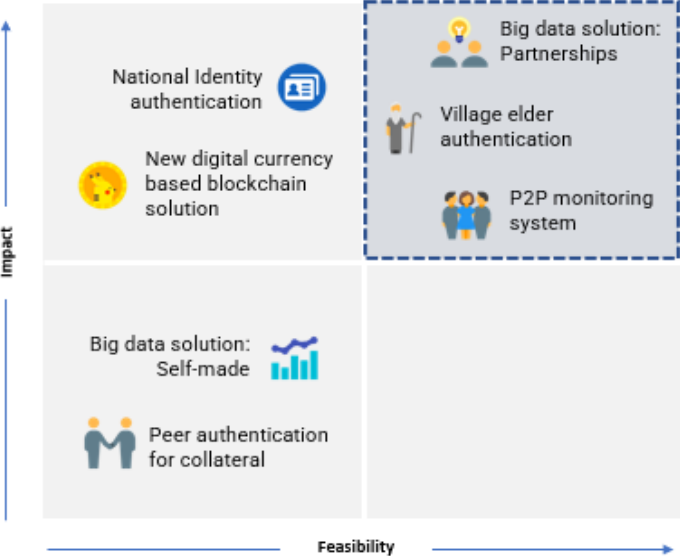
BURN OTHER POSSIBLE SOLUTIONS - ILLUSTRATION

For the priority challenges identified above, we present Strategy Big Pear

Strategical assessment of possible solutions




Feasibility and impact assessment of potential solutions



Feasibility

Strategy Big Pear




Strategy Big Pear revolves around 2 scores

Credit Score --- Individual score which capitalizes big data and peer endorsement to give an estimate of creditworthiness

Village Risk Score --- Mechanism leveraging culture of Laos to curb prevalent corruption and get risk inherent in village (Score of Social Capital)

Date sources: Team Analysis

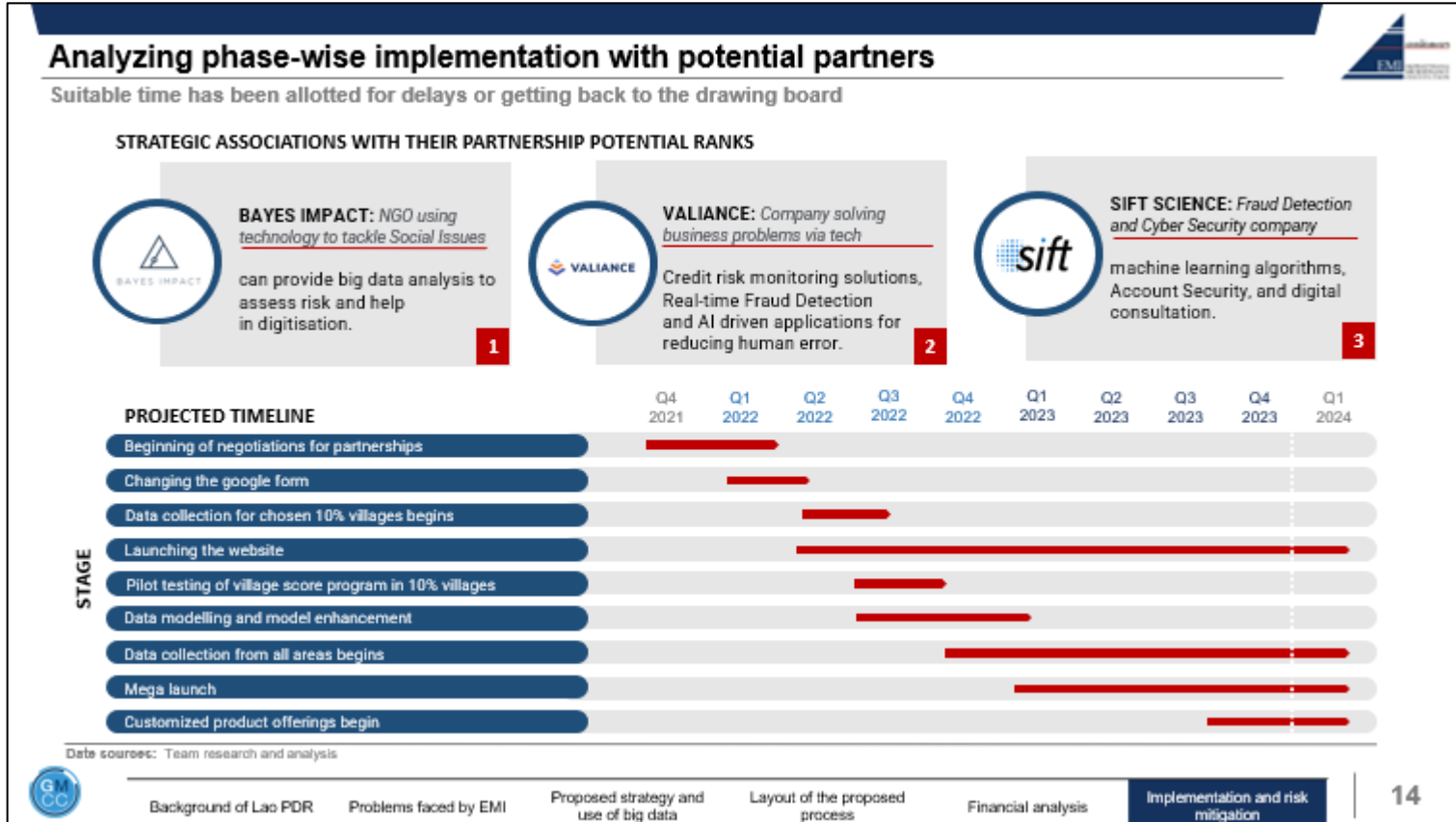


Background of Lao PDR
Problems faced by EMI
Proposed strategy and use of big data
Layout of the proposed process
Financial analysis
Implementation and risk mitigation

6

IMPLEMENTATION





Having a solution is alright but what is also very important for the client is the next steps he should take. Hence creating a timeline is very imperative

Develop a Comprehensive Timeline: Create a detailed timeline that outlines the sequence of activities and milestones for the project. This timeline should include key tasks, deliverables, and deadlines, providing a clear roadmap for the client

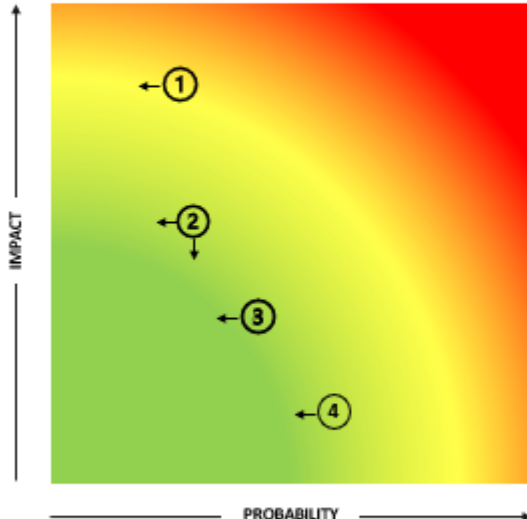
Align Activities and Dependencies: Identify the interdependencies between different tasks and activities, ensuring that they are properly aligned in the timeline. This helps clients understand the logical order of steps and any prerequisites or dependencies that need to be considered.

Risk analysis and mitigation

Analyzed possible roadblocks and mitigating actions

RISK MAPPING

Note: Effect of Mitigating Actions shown by arrows




IMPACT

PROBABILITY

	RISK	MITIGATING ACTIONS
01	Privacy Concerns by partner institution	Partner only with reputable institutions which are monitored
02	Borrowers Object to WhatsApp Data being collected	Take permissions initially As we start with the pilot, we can adopt to exclude data sources to which people object
03	Village Risk Score faces opposition from Village Chief in Pilot testing	Pilot with the alternate Peer Monitoring System
04	Model predictions not satisfactorily accurate	continuous improvement with access to more and more metrics + revision of weightage given to components after pilot

Date sources: Team analysis



Background of Lao PDR
Problems faced by EMI
Proposed strategy and use of big data
Layout of the proposed process
Financial analysis
Implementation and risk mitigation

15

Slide on Risk Mitigation gives the perception that your solution was well thought

You showcase that in your analysis you identified risks, quantified their probability and impact and then prioritized accordingly. All of this make your solution seem better

However playing it smart is also important. Do not talk about a risk that you do not have a solution to and that has a high probability of happening, In such a case, it so may happen that you may highlight a negative aspect which the judge had missed

Things to keep in mind while drafting the risk – mitigation slide:



Highlight Well-Thought-Out Solutions

Focus on showcasing robust mitigation strategies for identified risks, emphasizing thorough analysis, quantification of probability & impact, and prioritization based on criticality. This depicts a thoughtful approach and instils confidence in the viability of the solution.



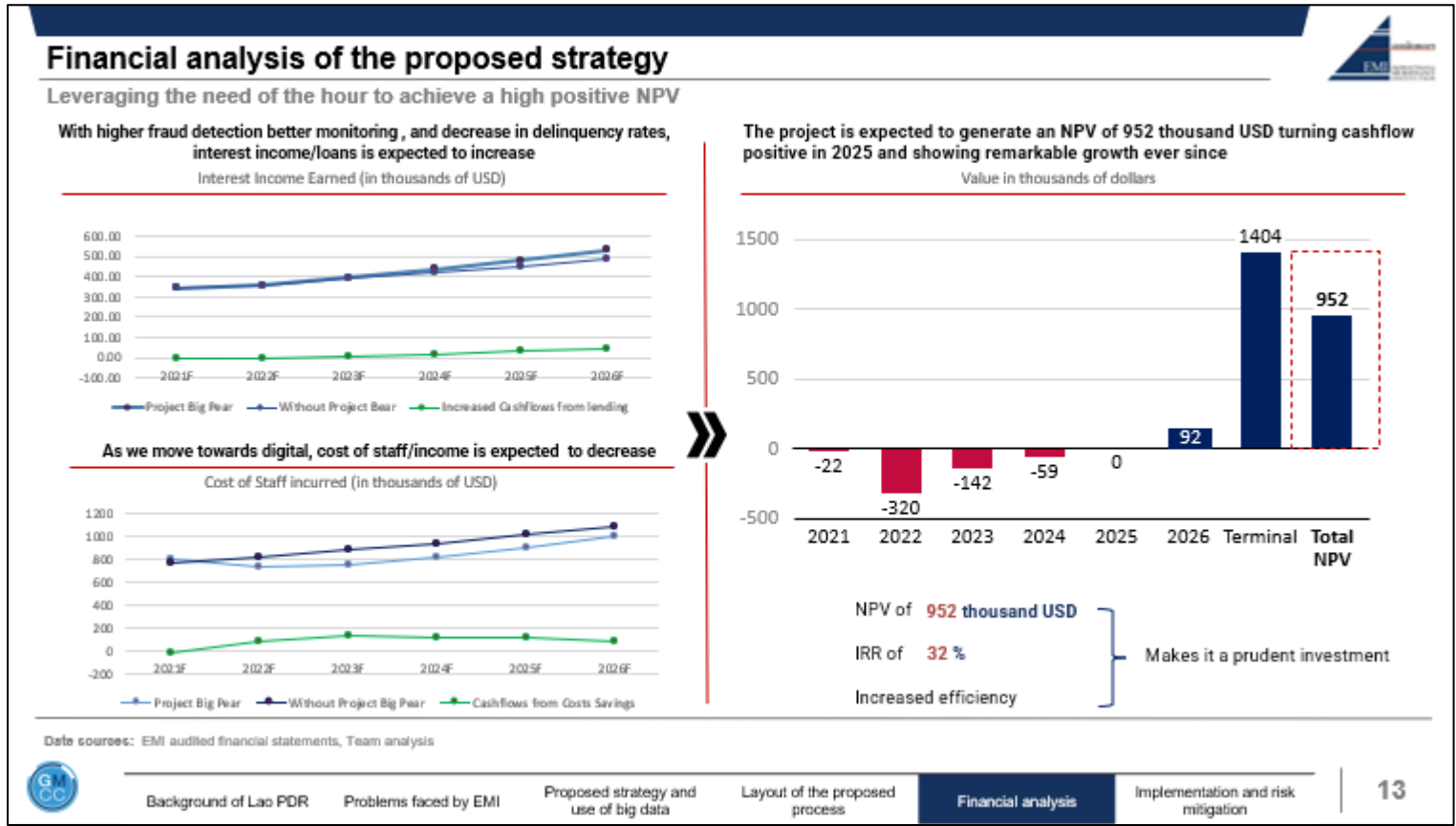
Avoid Unsolved High-Probability Risks

Refrain from highlighting risks without viable solutions, especially those with a high likelihood of occurrence. This prevents drawing attention to negative aspects that the judge or audience may have overlooked, maintaining a positive perception of the solution.



Balance Realism and Confidence

Present a realistic picture of risks, acknowledging limitations while emphasizing practical mitigation approaches. Striking a balance between transparency & confidence shows preparedness, reinforcing the perception of a well-considered solution.



The primary concern of a client is the impact the solution will generate

Hence its absolutely essential to quantify the impact. Normal capital budgeting techniques or valuation models can be created for the same.

These days ESG metrics are also becoming important