

M U N I

Manažerské poradenství

Seminář: Finding solution, case interview

Typy případových studií

- **Velikost trhu**
- **Ziskovost**
- **Kontext trhu (vstup na trh, nový produkt, akvizice apod.) -.**
- **Provozní matematický problém**
- **Snižování nákladů**
- **Tvorba hodnoty**
- **Synergie**
- **Sociální/ekonomické případovky**

Nejčastěji řešení trhy

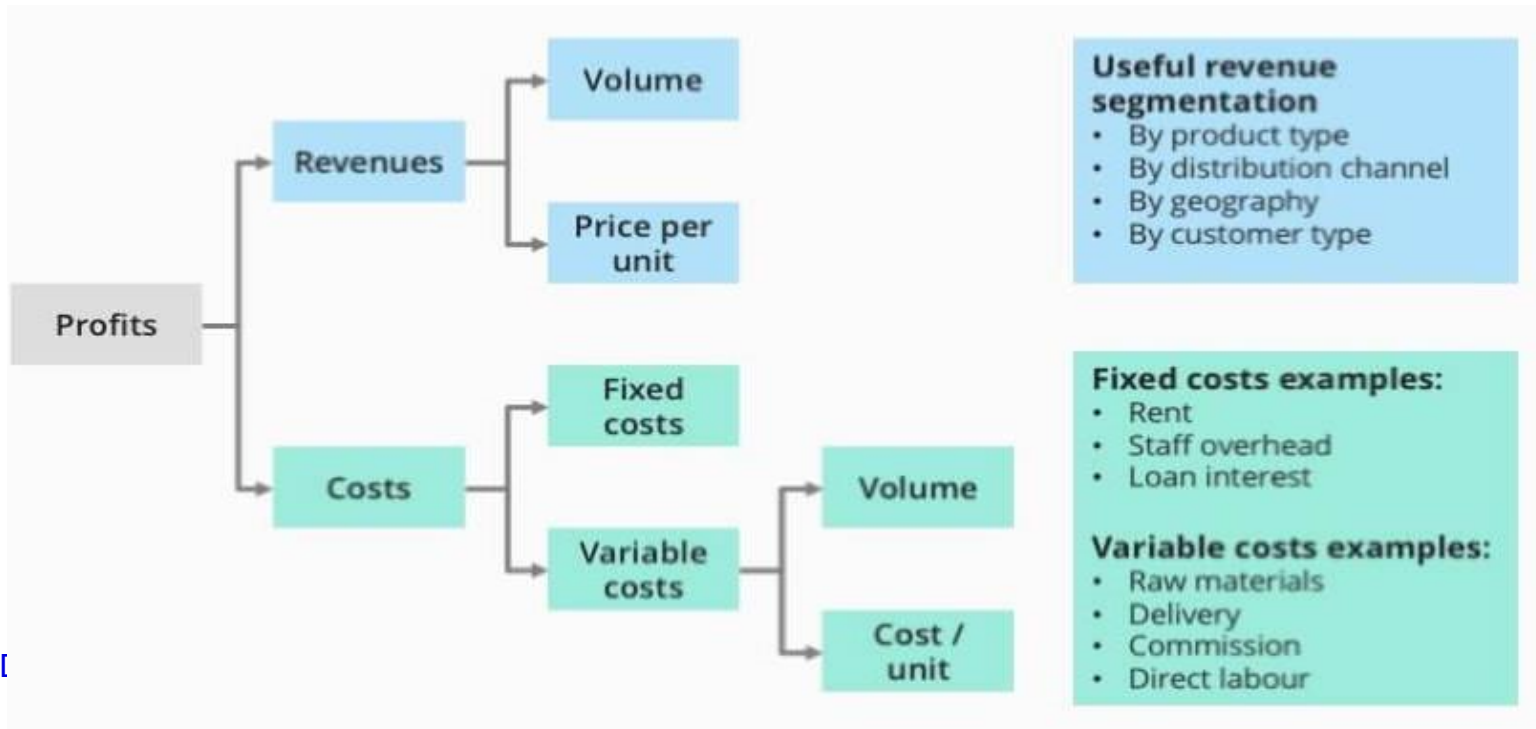
- Maloobchod a rychloobrátkové zboží
- Aerolinky
- Bankovníctví
- Přírodní zdroje
- Farmaceutický průmysl
- Technologie, IT

Několik rad

- Zvládnout rychlou matematiku
 - Násobení dvojčíferných čísel rychle
 - Naučit se tabulku 1/11 z paměti ($5/6 = 83,3\%$)
 - Rámcové modely je třeba umět přizpůsobit situaci, nejen je memorovat
 - Ukázat strukturované myšlení, vždy vše dekomponovat

Ziskovost

- Identifikace příčin poklesu ziskovosti
- Poradit zda, například otevřít nový obchod
 - Jak je velká příležitost? – odhad velikosti trhu
 - Kolik by to stálo? – BEP analýza
 - Jakou strategii zvolit



4P

- Návrh marketingové strategie
- Uvedení nového produktu na trh
- Posouzení pozice stávajícího produktu na trhu

Product	Price	Promotion	Place
<ul style="list-style-type: none">• Customer need fulfilled• Usage (who, where, how, etc.)• Good vs. service• Product lifecycle (new vs. mature)• Substitutes• Etc.	<ul style="list-style-type: none">• Perceived value for customer• Competitor prices• Customer price sensitivity• Production cost• Etc.	<ul style="list-style-type: none">• Marketing messages• Media type (E.g.: TV, Facebook, etc.)• Best time to promote (E.g.: Halloween)• Competitors' strategies• Etc.	<ul style="list-style-type: none">• Possible channel (E.g.: physical, website, etc.)• Customer expectation• Requirement for a sales team?• Competitor's strategies• Etc.

5 konkurenčních sil

- Vstup na nový trh
- Porozumění dynamiky konkurence na stávajícím trhu



3C

– Tvorba strategie

Customers	Competition	Company
<ul style="list-style-type: none">• Customer demographics (E.g.: age, sex, income, etc.)• Customer needs• Customer segments size and growth rates• Customer willingness to pay and price sensitivity	<ul style="list-style-type: none">• Competitors' value proposition and brand• Competitors' market share and growth• Competitors' financial health	<ul style="list-style-type: none">• Product offering• Profitability• Core competencies• Unique selling point• Financial performance and resources

Market entry framework

– Rozhodnutí zda vstoupit na trh

Market	Client capabilities	Financials	Entry strategy
<ul style="list-style-type: none">• Market size• Product types• Market profitability• Competition intensity• Market regulation	<ul style="list-style-type: none">• Differences between client's current and new market• Is it the client's first new market entry?• Have other companies entered already?	<ul style="list-style-type: none">• Current financial situation of the client• Cost to enter new market• Ongoing costs once market entered• Expected revenues and ROI	<ul style="list-style-type: none">• Ideal timing of market entry• Do a test in a region first?• Build own company, buy competitor or do JV?• Control from head office or decentralise?

Fúze a akvizice

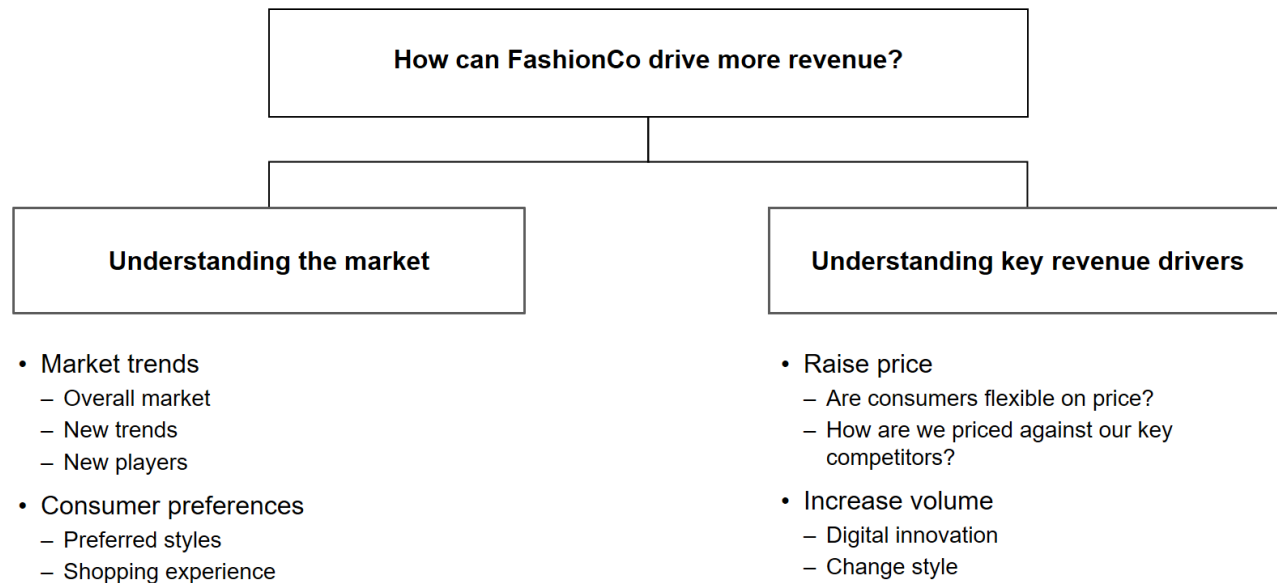
– Rozhodnutí zda jít do akvizice

The market	The target	The buyer	Synergies and risks
<ul style="list-style-type: none">• Are both companies in the same market?• Market size and growth• Market profitability• Competition intensity• Market regulation	<ul style="list-style-type: none">• Current / future financial position of the target• Important assets and capabilities owned by target• Quality of target's management team• Culture of target company vs. buyer	<ul style="list-style-type: none">• Acquisition rationale: undervaluation, control or synergies• Acquisition financing• Does buyer have experience with other acquisitions?• Right time to make acquisition?	<ul style="list-style-type: none">• Value of individual and combined entities• Cost synergies• Revenue synergies• Biggest risks of failure

Nemusí být model, přemýšlet nad „drivery“ problému

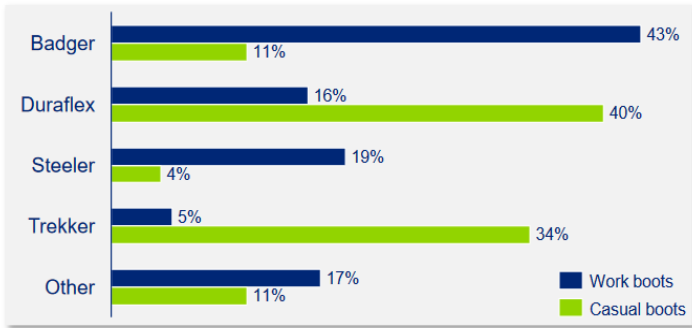
– Pokles tržeb na trhu

- Jaké jsou hnací cíle , které způsobují pokles tržeb?
- Jaká jsou klíčová nákupní kritéria
- Jak vyřešit problém



Case study Duraflex

Market Share of Work and Casual Boots by Company (2013)



Market Share of Work and Casual Boots by Company (2013)

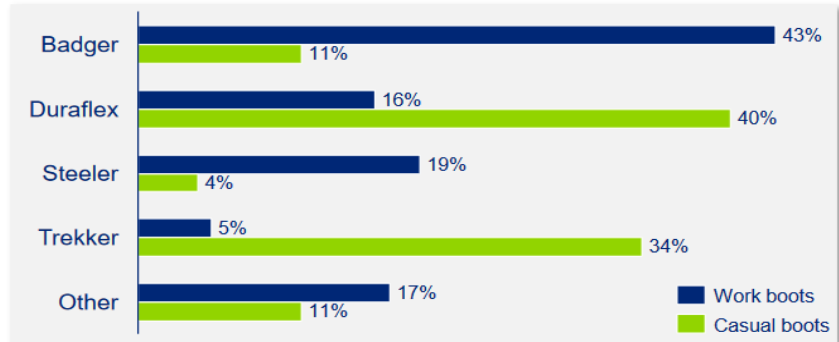


Exhibit Two: Channel Preference by Brand

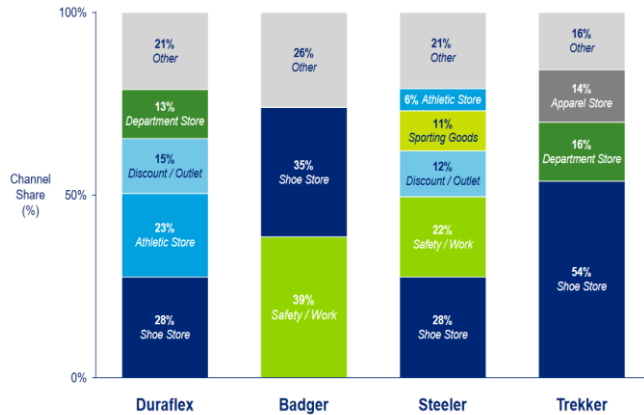


Exhibit Three: Buyer Purchase Criteria by Brand

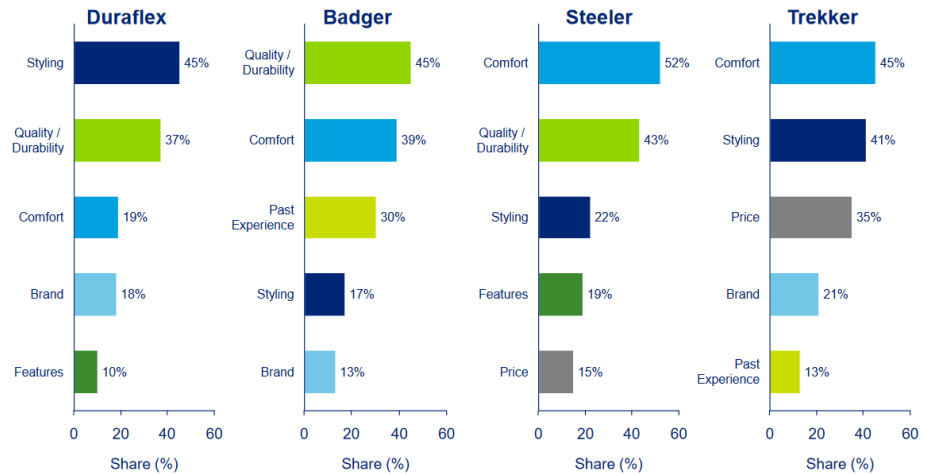
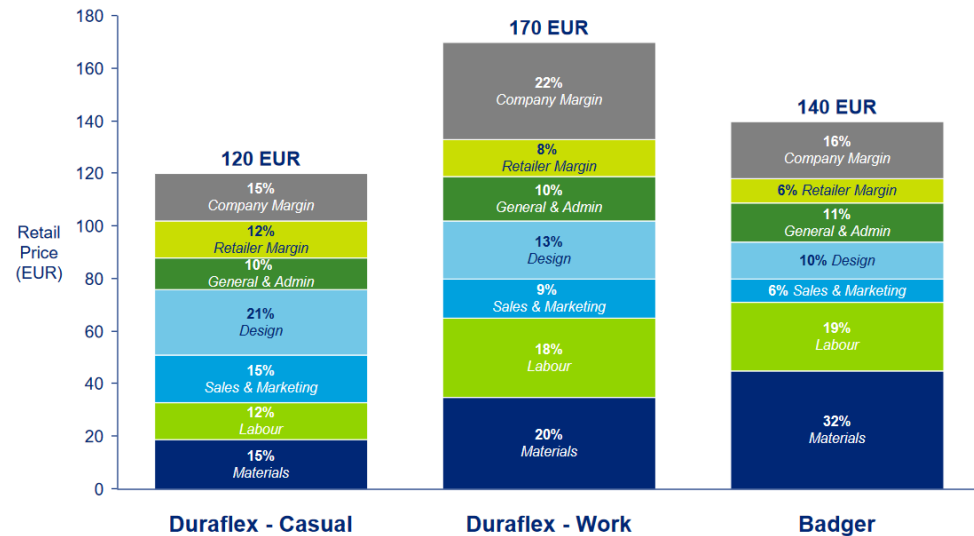


Exhibit Four: Retail Price of Selected Boots, Split by Price Component

Case study



1. „How big is the work boot market (expressed in euros)? Does Duraflex get more of its revenue from work boots or casual boots?
2. Explain why Badger is outperforming Duraflex in the work boot market.
3. What changes would you recommend to Duraflex’s work boot strategy? Why? Would you recommend them to introduce a sub-branded boot line

McKinsey Case_Innovation Capital

Innovation capital

The Group of Eight or G8 is a group comprised of political representatives of eight of the world's largest eleven economies: United States, United Kingdom, Canada, Germany, France, Italy, Japan and Russia.

The G8 meet periodically to discuss issues of importance to member states and agree upon measures to address these issues.

The countries that comprise the G8 have been experiencing **slow economic growth in recent years, and this is an important topic to be discussed at the next meeting of G8 Finance Ministers. In preparation for this meeting, a McKinsey team, working together with a group of external thought leaders and academics, are preparing a report on the importance of Innovation as a contributor to economic growth**

1. Which of the following MOST accurately describes the reason for the team's work in preparing for the G8 meeting?
 - a. The team should discover and present some new model of Innovation.
 - b. The team wants to explain how Innovation can drive economic growth
 - c. The team wants to explain how Innovation can represent a large proportion of an economy's size
 - d. The team wants to convince the group to invest more in Innovation Capital in the future

Co by zpráva měla obsahovat? Jaké informace bude konzultantská firma potřebovat?

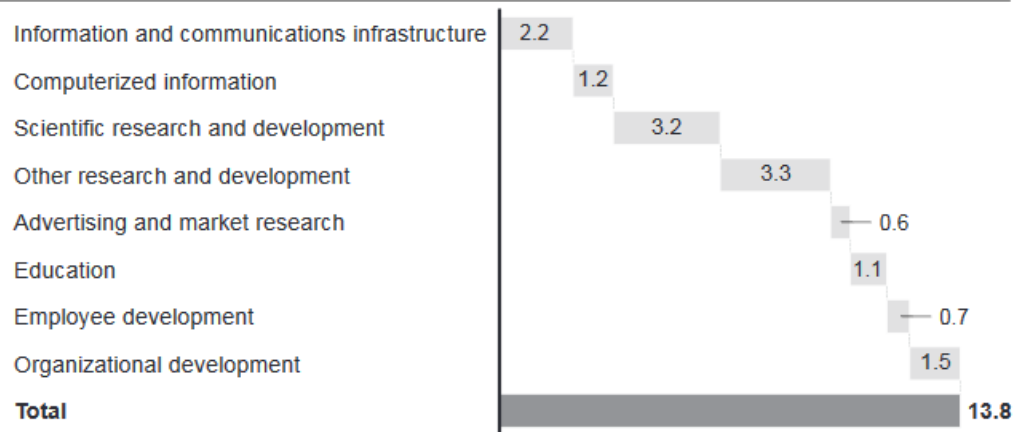
- The consultancy team intends to introduce a concept to the G8 representatives known as **‘Innovation Capital’**, which is the value of all innovation-related assets which contribute to growth in productivity in the economy. The team further defines three types of Innovation Capital:
 1. Physical Capital: Investments in information and communication equipment
 2. Knowledge Capital: Investments that build the intellectual property and brand value of a company or organization
 3. Human Capital: Investments that build individual or group abilities and skills within companies or organizations

1. Which of the following analyses would be LEAST appropriate in better understanding the size of investments in Innovation Capital in the countries the team has been studying?
 - a. Analysis of expenditure by organizations on training programs for their employees
 - b. Analysis of expenditure by organizations on activities which build awareness of their aims and purpose
 - c. Analysis of expenditure by organizations on networking and socialization meetings and events
 - d. Analysis of expenditure by organizations on the management of their databases and information systems

- Exhibit 1 shows the main components of Innovation Capital and their total value across 16 countries that the team has been studying, including the members of the G8.

Exhibit 1

Total innovation capital, (US\$ trillions)



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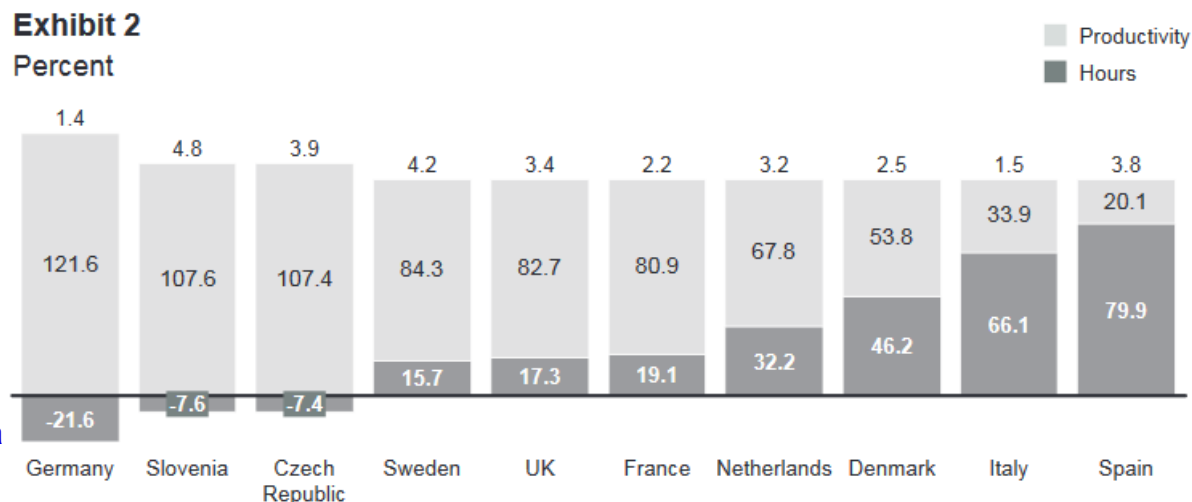
Which of the following can be concluded based on the information provided in Exhibit 1 regarding the countries being studied?

- a. 45% of all Human Capital is invested in Organizational Development
- b. 51% of all Innovation Capital is Knowledge CapitalC.
- c. More than 10% of Innovation Capital is invested in Computerized Information
- d. More than a quarter of Innovation Capital is Scientific Research & Development

1. If total Innovation Capital in Exhibit 1 were to grow by 5% per year in the future, which of the following would be the MINIMUM required annual growth in Human Capital that would see it represent more than half of total Innovation Capital in 10 years?
 - a. 10%
 - b. 15%
 - c. 20%
 - d. 25%

- The team proceeds to examine changes in business sector growth in a number of European countries in recent years, that is, the change in the total value of goods and services produced by the business sectors in these countries. Growth in the value of goods and services can be driven by two factors:
 - Hours: Changes in the total hours worked can drive changes in the total goods and services produced
 - Productivity: Even if the same number of hours have been worked, a more or less productive workforce can generate greater or lesser goods and services.

- Exhibit 2 shows the average contribution of these two factors towards business sector growth in ten European countries over the last **12 years**. Average annual business sector growth is given at the top of each bar. Within each bar, the light grey portion represents the proportion of this growth driven by changes in Productivity, while the dark grey portion represents the proportion of this growth driven by changes in Hours.



1. Which of the following statements, if true, would BEST explain why the information in Exhibit 2 is important for the team?
 - a. Most of the countries in Exhibit 2 have experienced negative economic growth in the last 2 years
 - b. In most countries, the business sector is the biggest contributor towards Innovation Capital
 - c. Growth in Hours is mostly driven by growth in the size of the working population
 - d. Growth in Productivity is mostly driven by growth in Innovation
2. Which of the following statements is TRUE based on the information provided in Exhibit 2?
 - a. Hours grew by 24% across all ten countries over the last 12 years
 - b. Slovenia had the greatest growth in Productivity over the last 12 years
 - c. Spain had the least growth in Productivity over the last 12 years
 - d. Germany had the least growth in Hours over the last 12 years

1. To the nearest tenth of a percentage point, what is the difference between Germany's and Spain's average annual business sector growth due to productivity over the last 12 years?
 - a. 0.1 percentage points
 - b. 0.5 percentage points
 - c. 0.9 percentage points
 - d. 1.3 percentage points

2. Which of the following, if true, LEAST explains the data for Slovenia and Czech Republic in Exhibit 2?
 - a. Over the last 20 years, the average age of the population in these countries has been steadily increasing
 - b. Prior to the period in Exhibit 2, these countries were emerging from Communist economies with comparatively poor infrastructure and productivity
 - c. Net migration into these countries has been negative over the last 12 years
 - d. Changes in employment laws in these countries have led to greater flexibility for employers in setting working hours for their employees

- In preparing further for the G8 meeting, the team decides that it would be a good idea to use some specific examples of recent major innovations to help better explain the importance of Innovation Capital. A team member suggests using Apple's iPod music player as such an example. The team readily agrees to this suggestion. They believe that the development of the iPod not only illustrates all three types of Innovation Capital, but it also shows how up-front investment in Innovation Capital can lead to follow-on advantages for the investor that accumulate over time.

1. Which of the following statements LEAST illustrates the Innovation Capital underlying the development of Apple's iPod?
 - a. New software and technology was required to allow the distribution of music through online channels
 - b. New pricing was negotiated with the music industry to encourage online music purchasing
 - c. New design concepts were developed that gave the product an appealing look and feel
 - d. A new way of working with the music industry was developed to allow rapid distribution of new music to iPod users

2. Which of the following analyses would BEST illustrate the team's beliefs regarding Apple's iPod?
 - a. An analysis of the market share achieved by Apple for its products subsequent to the iPod
 - b. An estimate of the size of the investment made by Apple in the development of the iPod
 - c. An estimate of the profit margins of the music industry subsequent to the launch of the iPod
 - d. An analysis of the reactions of technology experts to the iPod and subsequent Apple products