

Manažerské poradenství

Case interview

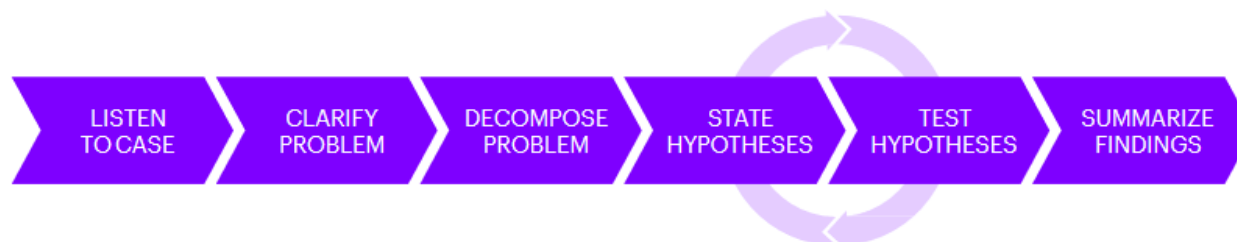
K hodnocení úkolů

- ▶ S1_1ukol(životopis):1
- ▶ S1_2ukol(recenze):1
- ▶ S1_3ukol(schopnosti poradce):1
- ▶ S2_1,2ukol(cases):2
- ▶ S2_3ukol(Sestavení nabídky):1
- ▶ S3_3ukoly (diagnoza):2
- ▶ s4_1ukol(duraflex):2
- ▶ S5_1ukol (LBC):2

- ▶ Celkem: 12 bodů

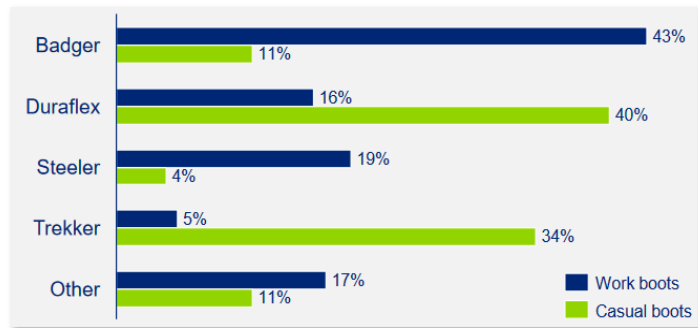
Doporučený postup při řešení (nejen u zkoušky)

1. **Náčrtněte si situaci – porozumění zadání**
2. **„Clarifikujte“ situaci (clarifying questions) - objasněte si, zda je potřeba nějakých dalších dat, ale uveďte jakých? Konkrétní dotazy – porozumění problému**
3. **Diskuse nad zvoleným rámcem – strukturování problému**
4. **Kvantitativní vyhodnocení situace – vyhodnocení problému**



Case study Duraflex

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



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

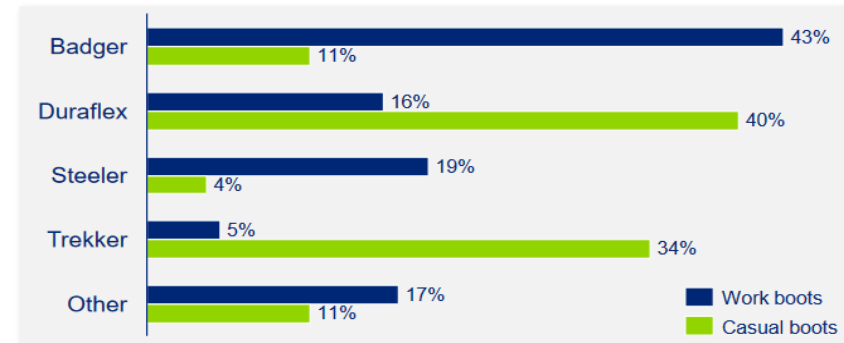


Exhibit Two: Channel Preference by Brand

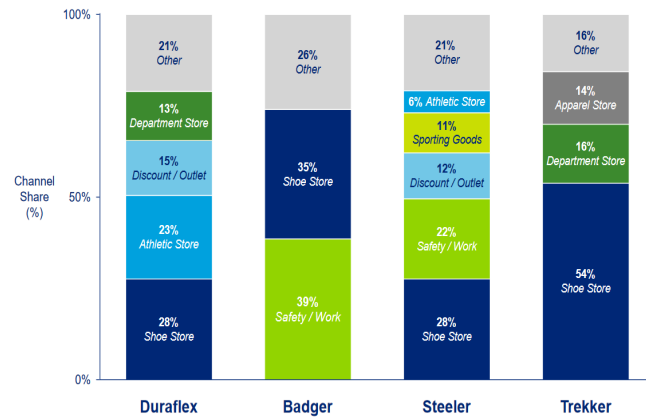
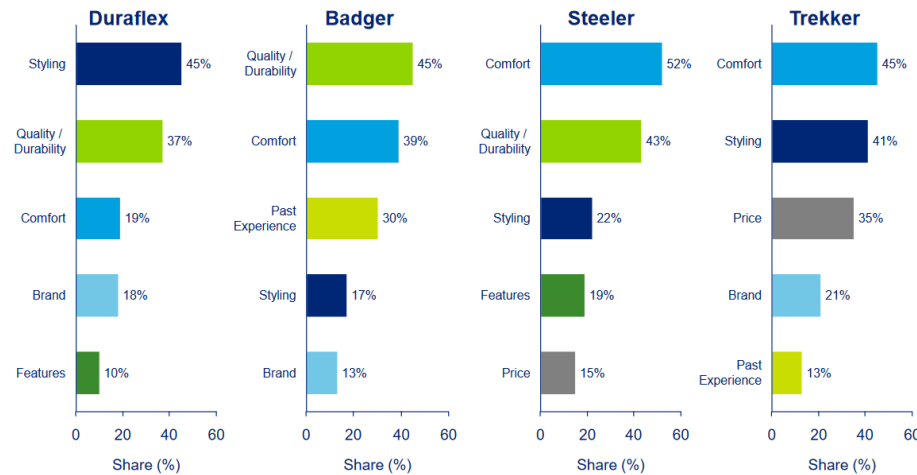
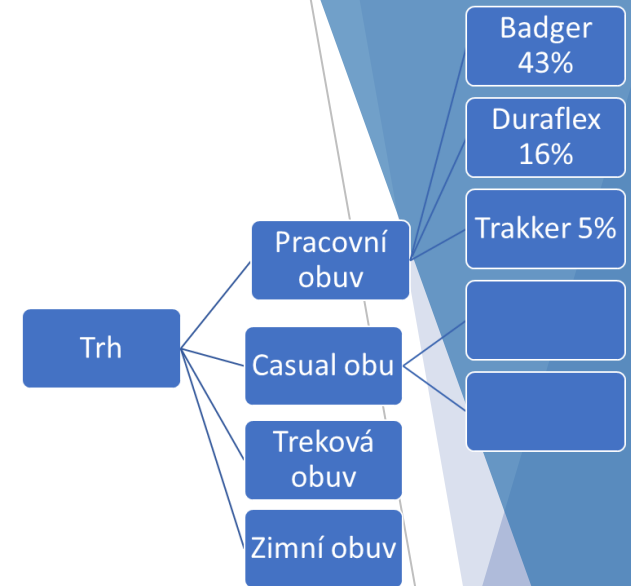


Exhibit Three: Buyer Purchase Criteria by Brand



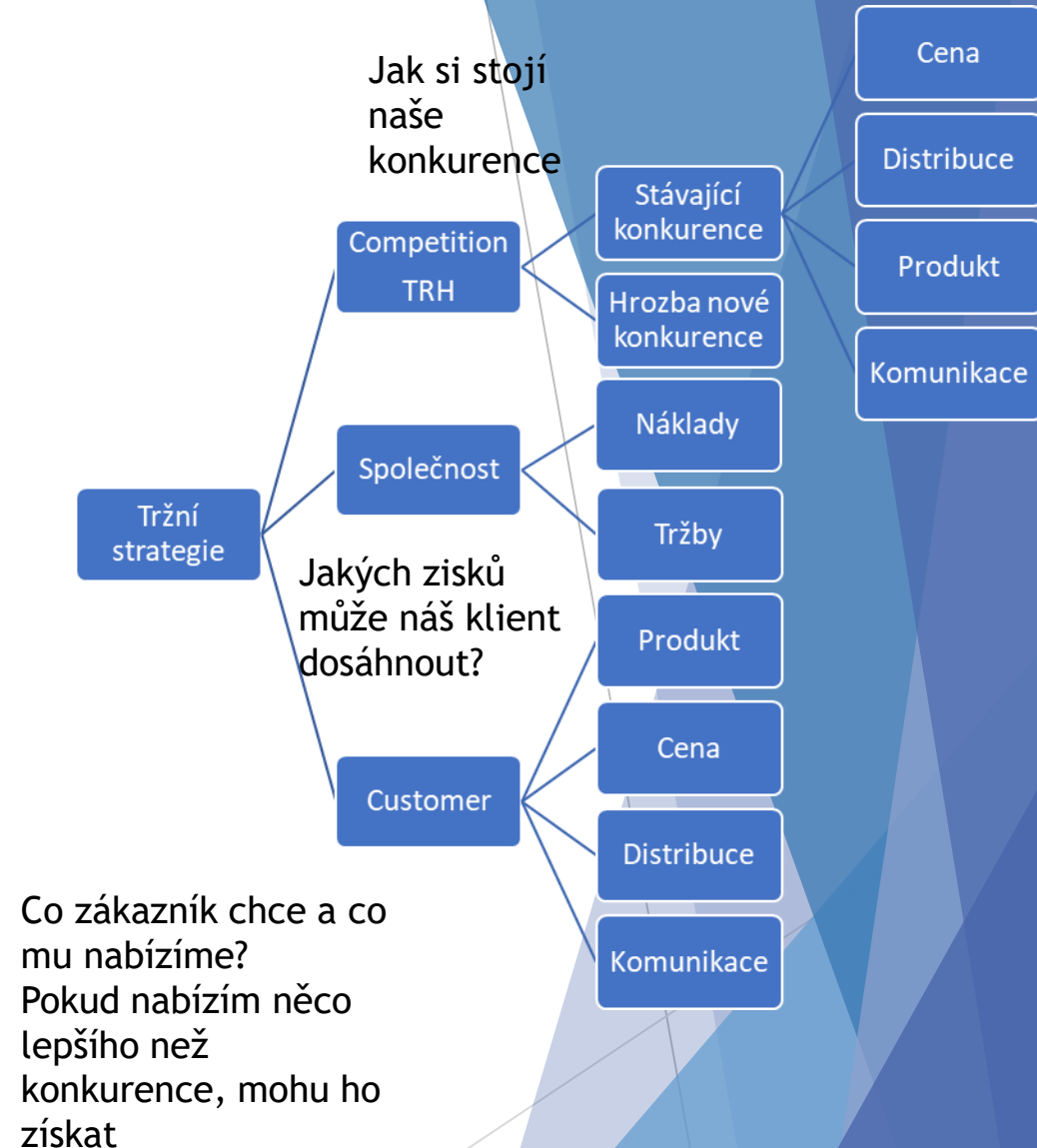
1. Porozumění zadání

- ▶ Jakou tržní strategii má duraflex zvolit?
 - ▶ Bojovat na trhu pracovní obuvi, kde momentálně vede v podílu na trhu konkurenční firma Badger, která má podíl na trhu 43 % oproti 16 % našeho klienta
 - ▶ Upevnit pozici na trhu casual boots, kde momentálně náš klient vede se 40 % podílu trhu proti trekkeru, který dosahuje 34 %



„Klarifikace“

- ▶ Navrhne si model v jednotlivých segmentech
- ▶ Potřebujeme vědět množství poptávky po botách, cenu bot
- ▶ Existuje zásadní rozdíl v propagaci jednotlivých výrobců? NE
- ▶ Existuje rozdíl v distribuci?
- ▶ Jaké vlastnosti bot jsou preferovány



Klarifikace - doplnění údajů

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

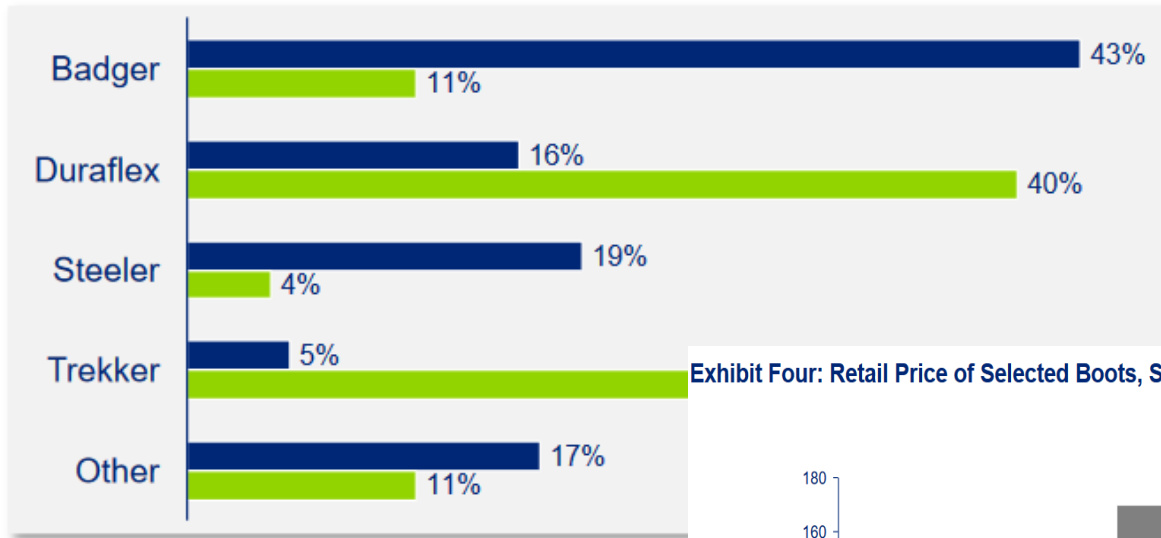


Exhibit Four: Retail Price of Selected Boots, Split by Price Component

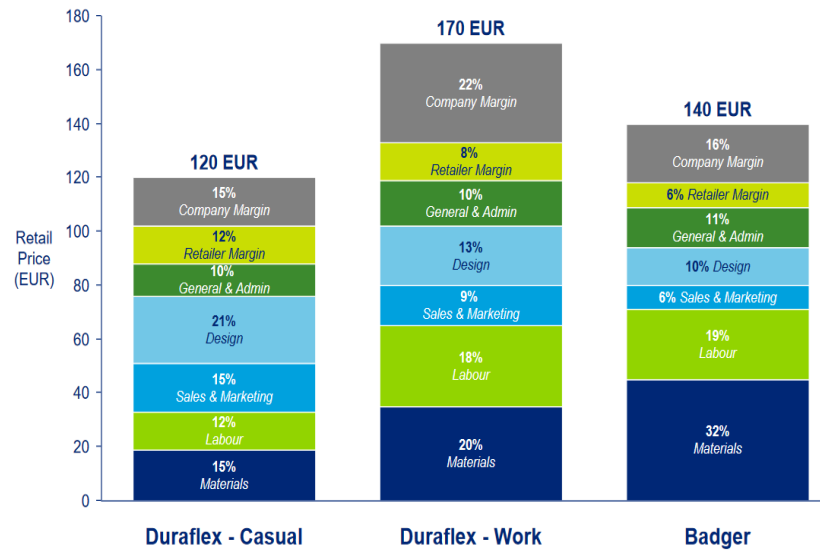
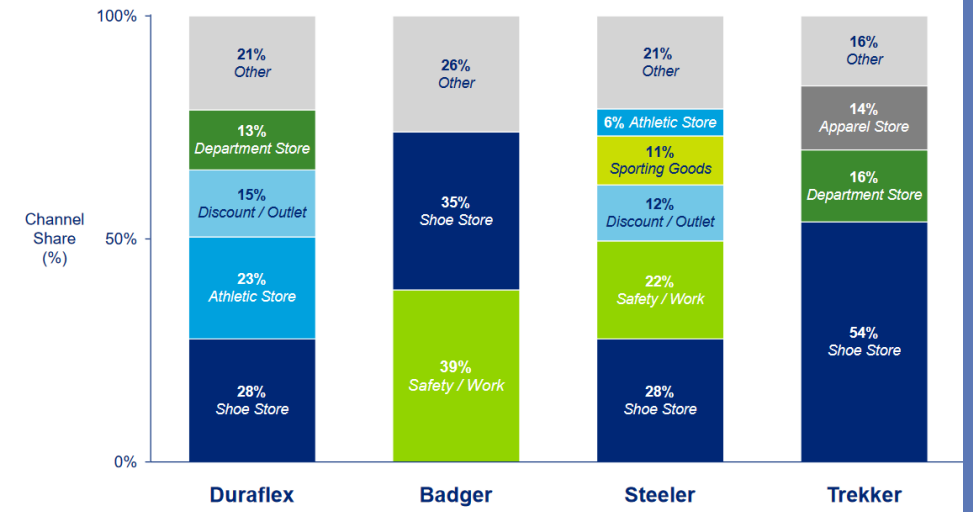
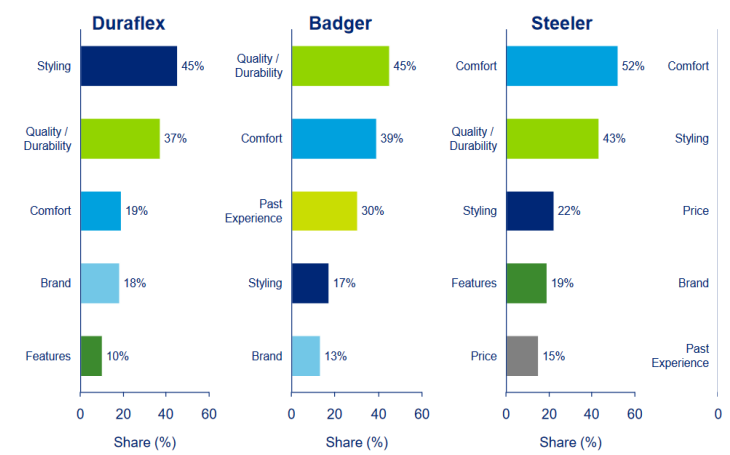
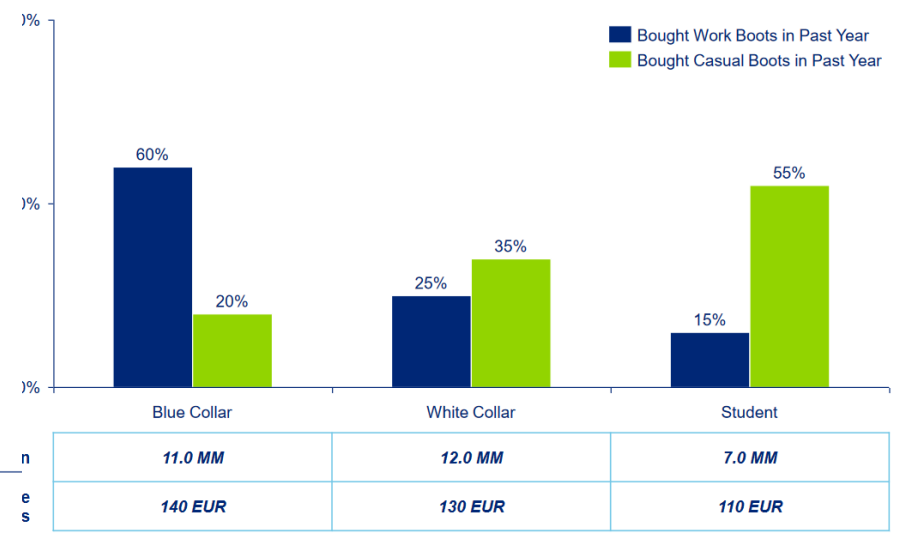


Exhibit Two: Channel Preference by Brand



: Propensity to Buy Boots by Population Segment (Male Population 12+)



Population Segment	Population Size (MM)	Average Price (EUR)
Blue Collar	11.0	140
White Collar	12.0	130
Student	7.0	110

Kvantifikace

- ▶ Jaké tržby plynou duraflexu?
- ▶ 40% na casual trhu - * 1,025MM=400MM
- ▶ 16% na work *2,588MM=414MM

- ▶ Konstatovat závěr:

Trh s prac obuví je větší 2,6 bil x 1 bil. Tržby jsou víceméně vyrovnané v případě našeho klienta

Kvantifikace - myšlení v souvislostech

Explain why Badger is outperforming Duraflex in the work boot market.

Distribuce:

Duraflex nedistribuuje boty tam, kde jsou nejčastěji nakupovány (většinou jsou naupovány v obchodech s bezpečnostními a pracovními pomůckami)

Duraflex by musel rozšířit působení v dalším distribučním kanálu

Co zákazník chce:

Vypadá to, že kvalita (45%) a trvanlivost a komfort (39%) jsou těmi nejdůležitějšími (Badger a Steeler), duraflex ale zaměřen hlavně na styling (45%) a kvalitu (37%). Komfort až s 19%

Duraflex by musel zacílit více na potřeby pracovníků a posílit vnímání komfortu

Navíc si badger vypěstoval loajální zákazníky – viz 30% na základě zkušeností

Cena

Badger chce agresivní cenovou strategii,

Chce ale klient nízkou cenu? Pomohla by tato strategie? Hypotézy – nepovede snížení ceny k poklesu vnímané kvality?

Náklady

Badger mnohem více investuje do materiálů a do lidí, vliv na vnímání kvality

Maloobchodní marže je nízká u badgeru

Badger investuje více do marketingu

Kreativita - řešení

*What changes would you recommend to Duraflex's work boot strategy? Why?
Would you recommend them to introduce a sub-branded boot line*

▶ Work boots market

- ▶ Jedná se o významný trh pro klienta (cca 40%) - nelze ho ignorovat
- ▶ Jedná se o větší trh, ale marže je tam nižší (15 x 22 %)
- ▶ Vstup do nových kanálů
- ▶ Budování vnímání komfortu
- ▶ Snížit marži a investovat do materiálů
- ▶ Sub brand?

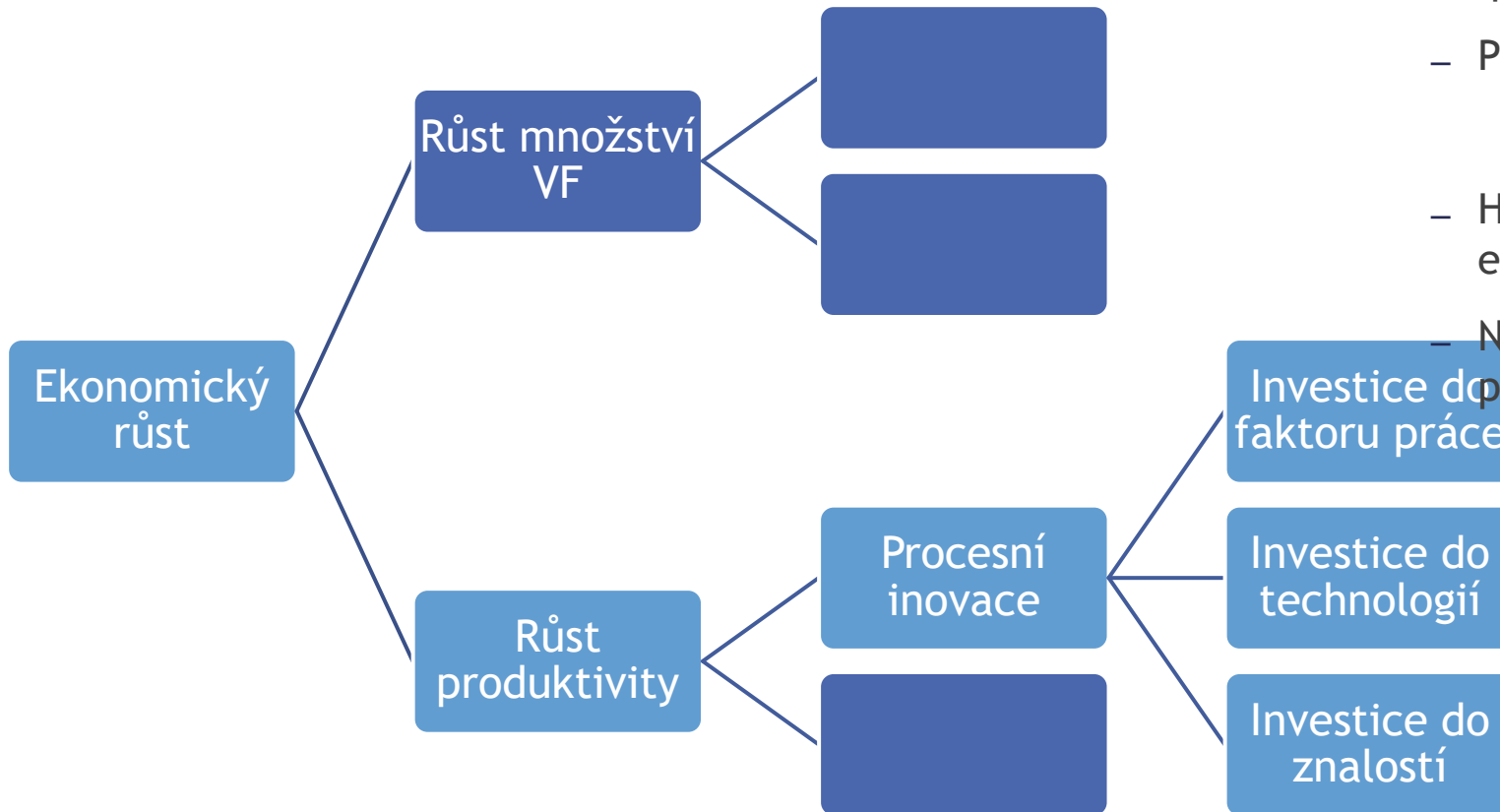
▶ Casual boots

- ▶ 40 % trhu
- ▶ Nejrychleji rostoucí trh
- ▶ 40 % tržeb
- ▶ Investice do work boots by mohla ohrozit casual trh
- ▶ Nejdůležitější styl - investovat do stylu

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. Pochození - dekompozice



– Inovace

- procení
- Produktové

– H0 Hypotézy: Investice do inovací vede k ekonomickému růstu

– Na ekonomický růst má větší vliv růst produktivity než růst množství VF

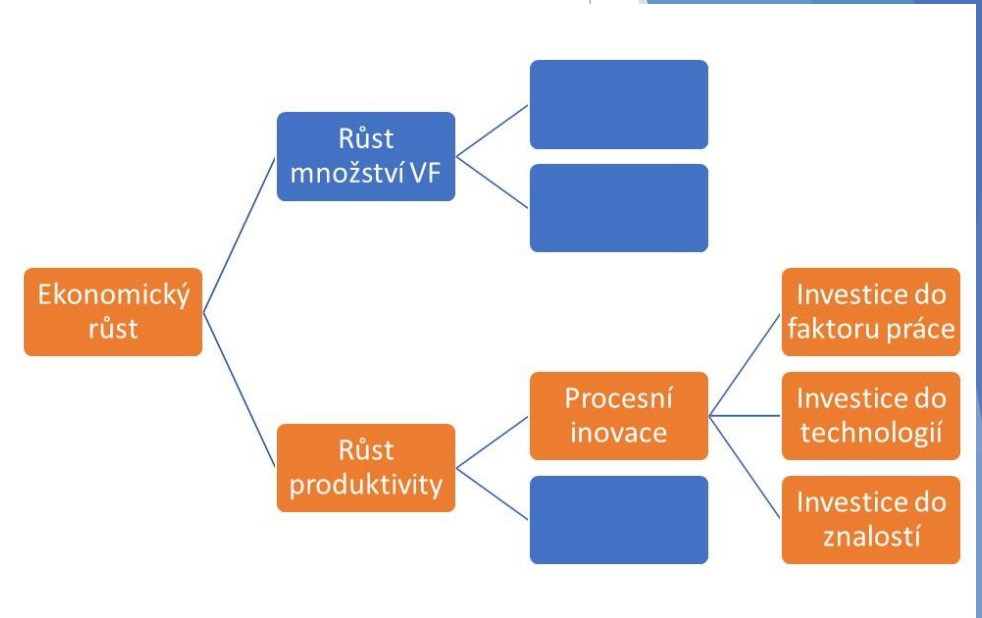
Dekompozice problému

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?**

Dekompozice problému

► 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



Sběr dat

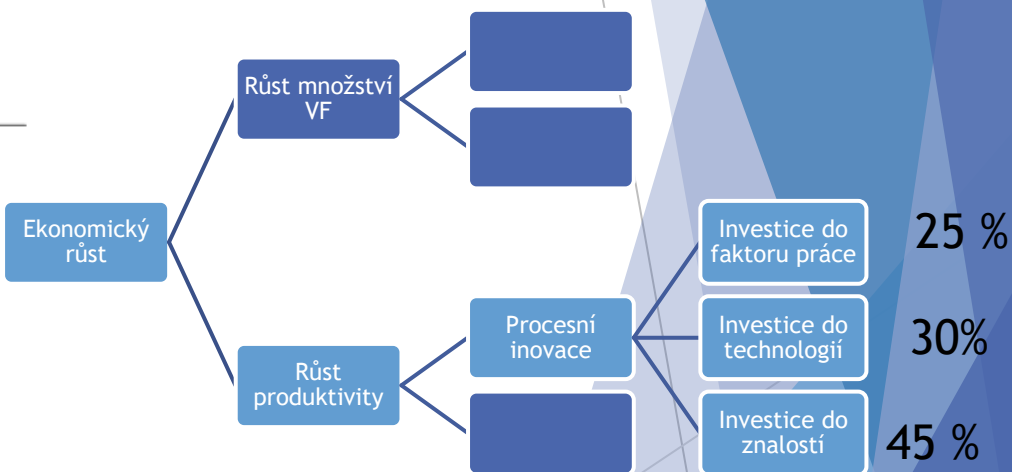
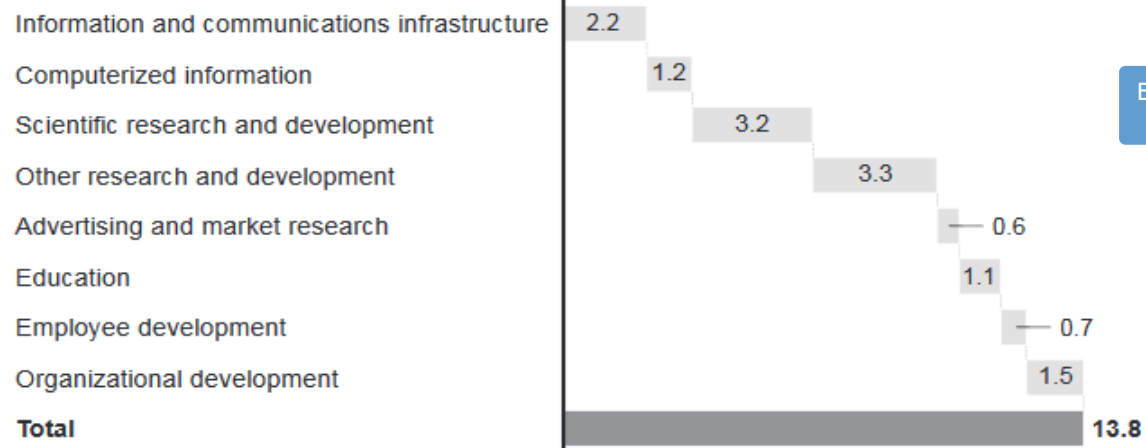
1. Which of the following analyses would be LEAST appropriate in better understanding the size of investments in Innovation Capital in the countries the team has been studying?
 - a. Analysis of expenditure by organizations on training programs for their employees
 - b. Analysis of expenditure by organizations 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

Porozumění významu jednotlivých položek kapitálu

- ▶ 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)



Porozumění významu jednotlivých položek kapitálu



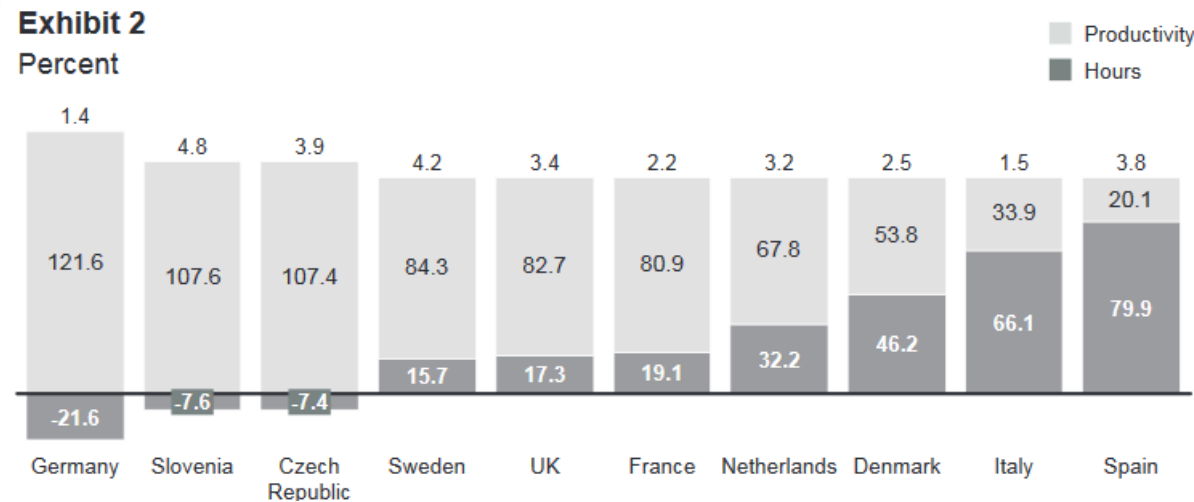
Which of the following can be concluded based on the information provided in Exhibit 1 regarding the countries being studied?

- 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

Case 3 - High Quality Bottles

- ▶ After successfully servicing large beverage companies over the last 20 years, our client, the CEO of High Quality Bottles (HQB), a small plastics manufacturing and bottling company, wants to expand into the hospitality and leisure space. Specifically, she wants HQB to supply local hotel chains with bottled toiletries like shampoos, conditioners, body wash, and lotions. **HQB already has the interest of local hotels in their hometown and they need your help in identifying the potential size of this business and deciding if it is worth pursuing.**

Klarifikace

- ▶ Estimates that the average guest will use 2.5 bottles per stay
- ▶ average stay is two nights per week which means each room typically turns over 3 times a week



50 Hotels



120 Rooms /
Hotel



80% Occupancy
Rate



3 Stays per
Week**

Klarifikace

- ▶ Co ovlivní rozhodnutí, zda vstoupit do tohoto odvětví?
- ▶ Viz předchozí 3C
- ▶ Nebo externí faktory x interní faktory
- ▶ Interní faktory:
 - ▶ Náklady (na **suroviny**, práci, **materiál**, **distribuci**, výrobu...)
 - ▶ Tržby
- ▶ Externí faktory (přes model stakeholderů)
 - ▶ Konkurenti a jejich počet
 - ▶ Turisté
 - ▶ Zákazníci
 - ▶ Trendy

Kvantifikace

- ▶ What is the market size of supplying hotel toiletries in this region in dollars in year 1
 - ▶ první objednávka: celkem pokojů 6000 ($50 \cdot 120$) * počet lahviček na pokoj (4)=24.000 lahviček
 - ▶ Doplnování celkem pokojů 6000 – naplněnost (80 %)=4800 pokojů, v průměru 3x pokoj do týdne, $4800 \cdot 3 = 14400$ pobytů za týden, 50 týdnů do roka * $50 \cdot 2,5$ lahvičky na pobyt = 1.800.000 lahviček
 - ▶ Násobeno cenou 0,50 za lahvičku tzn. $24.000 \cdot 0,5 + 1.800.000 \cdot 0,5 = 912.000$ \$
...velikost trhu regionálního

Klarifikace a další doplnění

HQB has supplied us with the following data points:

(Do not give this page to the interviewee)

Cost of Ingredients:	\$0.20 per bottle
Cost to make Bottle:	\$0.05 per bottle
Cost of Distribution:	\$1.00 per case
Bottles per case:	20 bottles
Fixed Labor*	\$100,000/ Yr.
Cap Ex for new equip.:	\$250,000
Depreciation	Straight-line over 10 years starting with year 1 to \$0 salvage value

QUESTION 2: What profit margin can HQB can expect in the first year if it captured 100% of the market?

- ▶ Considering that HQB's average profit margin on its beverage operations is 25%, is this new business opportunity attractive?

Case 4: Fire Proof

- ▶ The CEO of Fire Proof Inc. wants to find new ways to diversify her revenue and product line. Currently, Fire Proof only sells fire resistant jackets, gloves, hard-hats, and tools to government sponsored fire departments nationwide. The CEO believes the company can expand their operations to make equipment for other industries. How would you advise Fire Proof Inc.?

