



CASE SIMULATION WORKSHOP

Fri 28 Aug 2020



ALUMNI INTRODUCTION

Session 1

ALUMNI INTRODUCTION



P' Beauty
BE24



P' Joy
BE19



P' Mook
BE24



CASE COMPETITION OVERVIEW

Session 2

INTRODUCTION

1. Everyone should have a big case club notebook/ ipad note: take note on key learnings and comments



2. Sources for self-study on internet (YouTube, Case Competition Websites, File shared in google drive, etc.)



3. Basic skills as a case team – business sense, so what...



**Let's form team for today class activities
today !**

Team of 4





AGENDA

1. The coming case competitions/resources
2. Pre-assessment quiz
3. Case Simulation
4. How to win the case competition?
5. Final result sample
6. Post-assessment quiz
7. Q&A session

TARGET CASE COMPETITION – YOUR GOALS

Management Case Competition:

- RB Global Challenge: Pepsi Co: P&G CEO Challenge: Schneider Go green
- CBS Open (Feb): HSBC (Mar)
- Maybank go ahead challenge (June): TUBC (Aug)

**Please find case competitions that you are interested in and inform us

Finance Case: CFA: The CFO: YFS: Deloitte: KPMG

Marketing Case: Loreal Brandstrom/ J-MAT Award

Econ Case: เพชรยอดมงกุฎ/ กระทรวงการคลัง เสนอนโยบาย

4 Continents | 22 Markets

1 Global Champion

Global Challenge 2020

Entrepreneurs with purpose

Global Challenge 2020
Entrepreneurs with purpose

Your passion, our purpose
Together we can change the world!
Register now at
<https://rbglobalchallenge.com/thailand>



Making a difference through hygiene, health and nutrition

Our innovative products make it easy for individuals, families and communities to live cleaner, healthier lives. Each brand is driven by this purpose and is responsible for improving lives through education and product innovation.

Why Participate?

Home < Why Participate?

<p>Chance to attend the Global Finale in London</p>	<p>Mentorship from RB Leaders</p>	<p>Chance to have a career with RB</p>	<p>Chance to represent RB in One Young World 2021</p>	<p>Chance to see your idea come to life</p>
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How to Participate?

If you believe positive change starts with a good idea, this is the competition for you. Form a team of 2-3 members, put on your thinking cap and get ready to make a difference!

<p>Stage 1 Registration</p> <p>3 Aug - 4 Sept 2020</p>	<p>Stage 2 Business Simulation Round</p> <p>15 Aug - 4 Sept 2020</p>	<p>Stage 3 Idea Submission Round</p> <p>7 Sept - 20 Sept 2020</p>	<p>Stage 4 National Finale</p> <p>23 Oct 2020</p>	<p>Stage 5 Global Finale</p> <p>Jan 2021</p>
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Open to students who are: currently pursuing Master's Degree or Bachelor's Degree in Thailand

NISSAN

ใจแคบก็เพียงพอ

HONOR THE KING'S LEGACY

“โครงการประกวดนวัตกรรมเพื่อสังคม
ชิงเงินรางวัลกว่า **500,000** บาท”

- เพียงคุณอายุตั้งแต่ 18 ปีขึ้นไป สมัครเดี่ยว หรือ ทีมละไม่เกิน 6 คน
- สมัครก่อนใคร ที่นี่เลย!! www.htkl.info
- หมดเขตรับสมัคร 23 ตุลาคม 2563

สอบถามรายละเอียดเพิ่มเติมได้ที่

- @HTKL
- honorthekingslegacyofficial
- honorthekingslegacyofficial





Let's have a look at our friends

BBA Website

LET'S PLAY

Pre-assessment quiz – Kahoot!





**LET'S PUT THEM ALL
TOGETHER**

Session 3

CASE SIMULATION

1. Effective 3 hours timeline

2. Define Problem Statement, Create Issue Tree, Hypothesis Tree

- Key success factors?
- Solution Space
- Prioritization of issue

3. Strategy formation, Story lining, Research Planning

- Divide our work
- Start your research, analysis and presentation slides
- Share ideas with team

4. Merge slides and finish Executive Summary ... Ready ;D

POTENTIAL TIMELINE FOR 3 HOURS CASE

- Let's draw it
- Don't make it perfect

Case Competition story typically in 5-6 steps



Four key steps: Specify the situation, identify the problem, propose a solution and discuss impact

Conventional story: builds over time to a climax, conclusions buried at the end



BCG Story:
BCG story in four steps





& Problem
Solving



Let's create your Issue Tree &
Hypothesis Tree

There is huge value in synthesizing your analysis into a **concise story**

Example I

*Some say the industry is attractive, but it is difficult to tell.
The competitive position is probably good.
I think you should consider what to do, even though I think you might buy if you agree that the NPV is positive*

Example II

- Buy**
- Industry is attractive
 - Competitive position is solid
 - Valuation shows positive NPV and robustness

Which of the two recommendations would you follow as the client?

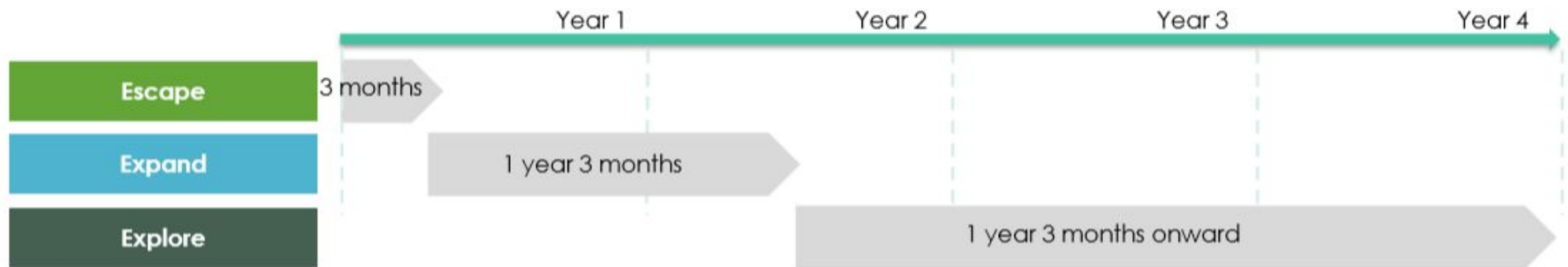
EXECUTIVE SUMMARY

Situation	Critical issue	Recommendation	Impact
<ul style="list-style-type: none"> Unfavorable political situations (i.e. increased alcohol tax policy, ban of alcohol advertisements) that hinder future alcohol consumption growth Yet, demand for premium alcohol shows growth, concentrated mainly among tourists and rising middle class population with growing sophisticated Western tastes 	<ul style="list-style-type: none"> Decision: Hold the investment To discuss post-merger marketing strategies that will offset challenges in unfavorable regulatory environment in Turkey and the stagnant growth in other developed markets that Diageo operate in 	<ul style="list-style-type: none"> Optimization strategy: Optimize product offering via Diageo's spirits to cater to Turkey's emerging middle class and stronger growth than raki International Strategy: Develop a raki as "A Drink for the World", leveraging on grants and subsidies and eventually develop Turkey as a global platform to serve the other markets 	<ul style="list-style-type: none"> Deliver revenue of 5 bn for Diageo within next 5 years

Executive Summary

At a Glance

GOAL	STRATEGIES	RATIONALE	IMPACT
<p>Become European leaders in advanced immersive media solutions with a sustainable business model</p>	<p>Escape Decline VC offers, reduce R&D, improve liquidity</p>	<p>VR Owl must quickly strengthen current operations</p>	<p>Short-term survival and cash cycle improvement</p>
	<p>Expand Expand footprint abroad through value-added enhancement</p>	<p>VR Owl must grow amid flat domestic demand</p>	<p>Increased sales value and volume in both domestic and international markets</p>
	<p>Explore Explore new opportunities with strategic partners, offering advanced products and services</p>	<p>VR Owl should ensure long run business sustainability</p>	<p>Achieve sustainable growth as leaders in advanced immersive media solutions</p>



SITUATIONAL ANALYSIS (EXTERNAL LANDSCAPE)

How to do?

- Profitability Framework
- Business Situation Framework

COMPANY FACING LOWER PROFIT (OR LOSS)

External

$$E (P = R - C) I$$

Economy

How is the current economy?

- GDP Growth
- Unemployment rate
- FX rate
- Interest rate
- Household debt
- Oil prices

How long would the economic downturn persist?

Industry / Market

- Industry revenue / margin trends (3-5 years)
- How do competitors perform?
- **Porter's Five forces**
 - Intensity of competition among existing players
 - New entrants (barrier to entry)
 - Pressure from substitutes
 - Bargaining power of buyers
 - Bargaining power of suppliers

BUSINESS SITUATION FRAMEWORK: 3 C AND 1 P

Company

- **Capabilities and expertise** (competitive advantages)
- Distribution channels
- Cost structure (FC vs VC)
- Financial situation
- Organizational structure

Product

- **Nature of the product or services** (what it does, how it's used, why it's useful)
- Commodity or differentiable goods
- Identify complementary goods
- **Identify substitutes** (indirect competitors)
- **Product's life cycle** (new vs obsolete)

Customer

- **Who is the customer**
 - Identify segments (segment size, growth rate, market share)
 - Trends
- What does each segment want
- **Price sensitivity** of each segment
- **Distribution channel preference** by segment
- Customer concentration and power

Competition

- Market concentration
- **Competitors' market share** (who are the leaders, where are we, who are new entrants)
- **Competitor behaviors** (segments they target, pricing strategies)
- **Competitor practices and strengths** (are they doing things we are not, what are their advantages)
- Barriers to entry

COMPANY FACING LOWER PROFIT (OR LOSS)

Internal

$$E (P = R - C) I$$

Profit

- Is the drop in profit caused by Revenue, Cost, or both

Revenue

- Revenue trends
 - Price and Quantity
- Break down revenue into**
- Major revenue streams
 - Customer segment
 - Product and service lines
 - Geography
 - Distribution channels

Questions to ask

- Any unhealthy/ unusual balance of percentages?
- Have the percentages changed during the past years?

Cost

- Cost trends
- Break down cost into**
- Variable cost VS fixed cost
 - Cost categories e.g. raw materials, fuels, labor, financial cost, etc.

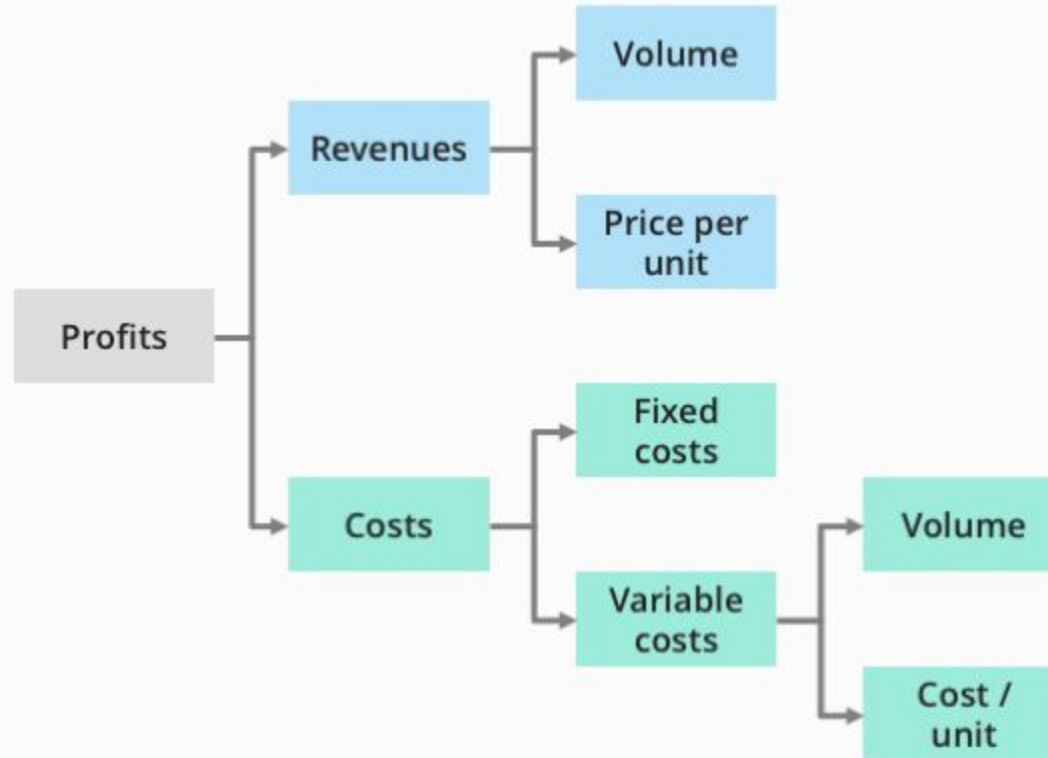
Questions to ask

- Any major shifts in costs?
- Do any costs seem out of line?
- Can we benchmark our costs with competitors?

PROFITABILITY MODEL

1

Profitability framework



Useful revenue segmentation

- By product type
- By distribution channel
- By geography
- By customer type

Fixed costs examples:

- Rent
- Staff overhead
- Loan interest

Variable costs examples:

- Raw materials
- Delivery
- Commission
- Direct labour



STRATEGIES

SUPPORTING DATA

1. Facts/News
2. Case Study (something done before in other countries, etc.)
3. Benchmark (compare with competitor/ industry)
4. Financial projection/ Market sizing
5. Qualitative assessment

**Implementation plan
and expected outcome**



IMPACT SUMMARY - QUALITATIVE

Strategy Justification

Affection Derives from Good Work-Life Balance



Benefits from Affection



Improve Your Brand Perception



Lower Medical Costs and Absenteeism



Increase Productivity



Reduce Staff Turnover and Recruitment Costs



Increase Employee Engagement

Source: inc.com

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ANALYSIS

ATTRACTION

ADOPTION

AFFECTION

FINANCIALS

IMPACT SUMMARY - QUALITATIVE

Synergy Project

Introducing SCB Synergy Project

What is 'Special Project'?

1. Cross-functional team



Key talents from various departments get together to form a team

2. Creating project



A team creates the Synergy project

3. SCB Synergy project



Implementation of successful projects

Benefits



Professional Development

- Developing other **skills** apart from routine works

Experienced Talents



Sense of Ownership

- Employee feel like they **own their work**

Commitment



Compensation

- **Commission** on success rate & other rewards

Motivation

Source: Team Analysis

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ANALYSIS

ATTRACTION

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FINANCIALS

IMPACT SUMMARY - QUALITATIVE

Implementation plan

Overview of the recommendations



Source : Team analysis

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IMPACT SUMMARY - QUANTITATIVE

Cost structure

Total first year cost for one corporate to become a sponsor is € 96,451



Assuming that this is the amount **one corporate** e. g. Coca Cola has to paid in order to **improve the life qualities of two families in poverty** (parents and one children) through the three recommendation



<u>Investment costs</u>	
Education match	
- System development for test platform	1,417
Lekker street	
- Partial investment in trucks	14,000
#FeedRotterdam	0
Total investment costs	€ 15,417

Underlying assumptions

- Corporates give out two scholarship per year that scholars can apply for the job at the company after four year of higher education in the position management trainee
- The tuition fee will be fully covered by the corporate, with 20% of minimum living expenses
- Both parents could find a job that earns minimum wage through job search assistance in the first year
- inflation rate is around 1.5%

<u>Operating expenses for one year (during the higher education period)</u>	
Education match	
- Tuition fee	2,060
- Partial living expenses	4,165
- External marketing	5,667
- Training cost	2,834
Lekker street	
- Sponsorship (food ingredients, setup)	3,400
- Marketing expenses	56,673
- Evaluation expenses	4,817
#FeedRotterdam	
- Online marketing cost	1,417
Total operating expenses For the year 2021 to 2024	€ 81,034

<u>Operating expenses for one year (after applying for a job)</u>	
Education match	
- Salaries	849,091
- Training cost	1,133
Lekker street	
- Sponsorship (food ingredients, setup)	3,400
- Marketing expenses	56,673
- Evaluation expenses	3,400
#FeedRotterdam	
- Online marketing cost	1,417
Total operating expenses For the year 2025 on	€ 915,115

23

Source : Team analysis

IMPACT SUMMARY - QUANTITATIVE

Impact measurement

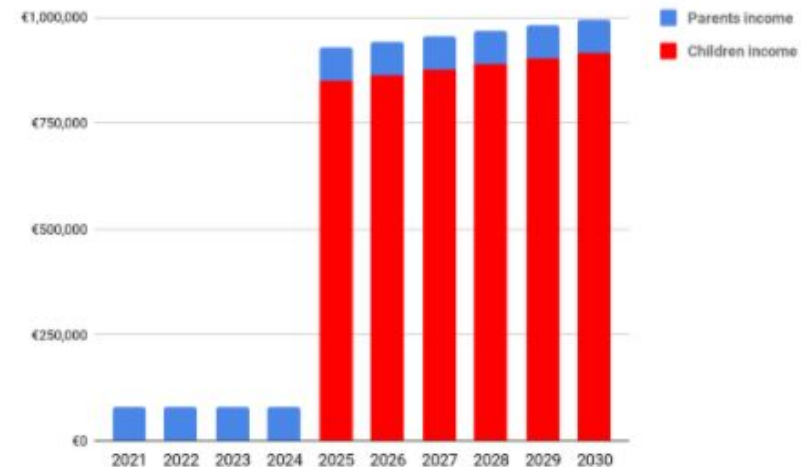
The impact of the solely corporate interventions can be tracked and compared



There are various ways to measure the impact of the corporate intervention, in this case, we will show the impact as the **difference in families' incomes** between **leaving them in poverty** and **implementing our recommendations**



Incomes of two families living by the minimum basic needs budget



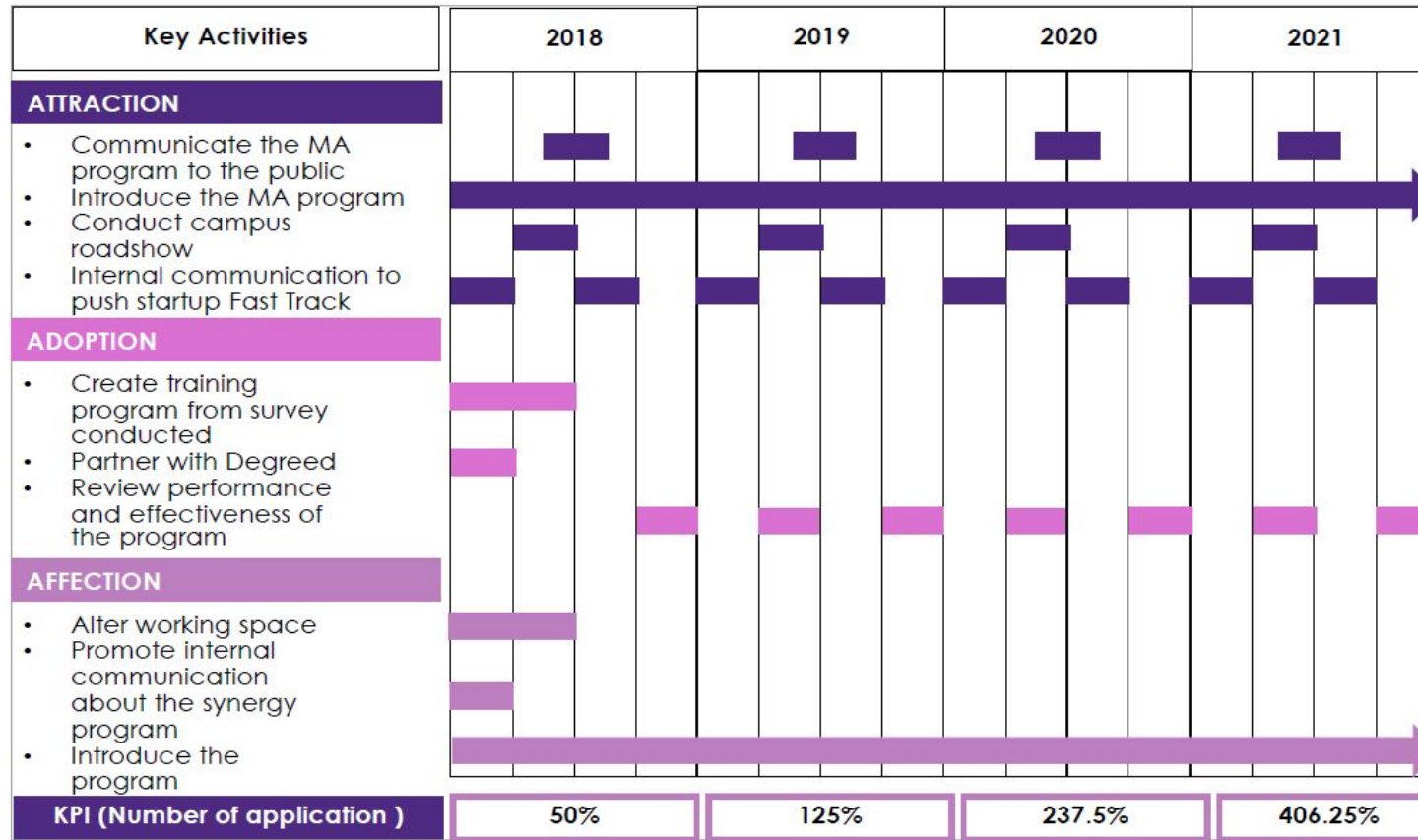
Incomes of two families living by the children's salary of management trainee salary and parents' minimum wages

Source : Team analysis

IMPLEMENTATION TIMELINE

Implementation Timeline

Laying out sustainable and feasible action plan towards success



Source: Team Analysis

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ANALYSIS	ATTRACTION	ADOPTION	AFFECTION	FINANCIALS
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RISK AND MITIGATION PLAN

Risk and mitigation

Prioritized risks and mitigation plan is elaborated



RISK	SEVERITY	ABILITY TO MITIGATE	MITIGATION ACTION
There might be less number of job available than targeted unemployed			Seek for more partners to gain higher number of available job.
First generations might not be willing to learn Dutch			Stakeholders can always publish deliverables and messages in both Dutch and English
Firms might not that be sure that scholarship students will sufficiently generate value to firm			Provide training and competitive scholarship to increase competition among students
#FeedRotterdam might be viral only for particular period			Stakeholders must take action and publish their progress toward smaller inequality gap over the period



Source : Team analysis

Simple is good

Case competition example

What should be the direction of SAS till 2015?

Increase utilization

The diagram shows a side view of a SAS aircraft on a tarmac. A horizontal dashed line represents the 'Freight factor' level, and a solid horizontal line above it represents the 'Load factor' level. A blue bracket spans the distance between two vertical dashed lines, with an arrow pointing from 69% to 84% above it. The aircraft's tail features the 'SAS' logo.

Load factor

Freight factor

69% → 84%

Increase load factor on short-haul flights

Increase freight factor with express parcels

ASSIGNMENT #1

1. How will you develop your recommendation?

Each team draw storyline to support your recommendation

- 20 mins Brainstorming, draw slide on paper
- Presentation





Story lining



& Problem
Solving



HOW TO WIN THE CASE COMPETITION?

- **Practice makes perfect!!!**
- CBS Case Toolbox
- How to win case competition BCG-CBC (YouTube)

LET'S PLAY

Post-assessment quiz
& Kahoot!



INTERNAL CASE COMPETITION SCHEDULES

Date	Time	Activities
Sun 30 Aug	09.00-17.00	BE Internal Case Competition 2020
	09.00-12.00	Team working on case
	12.00-13.00	Case Presentation
	13.00-14.00	Lunch
	14.00-15.30	Final Case Presentation & Comments
	15.30-16.00	Awards and pictures

CONTACT P'JOY P'IM P'KAEW P'PAIR

FB: Joy Chunhatakij

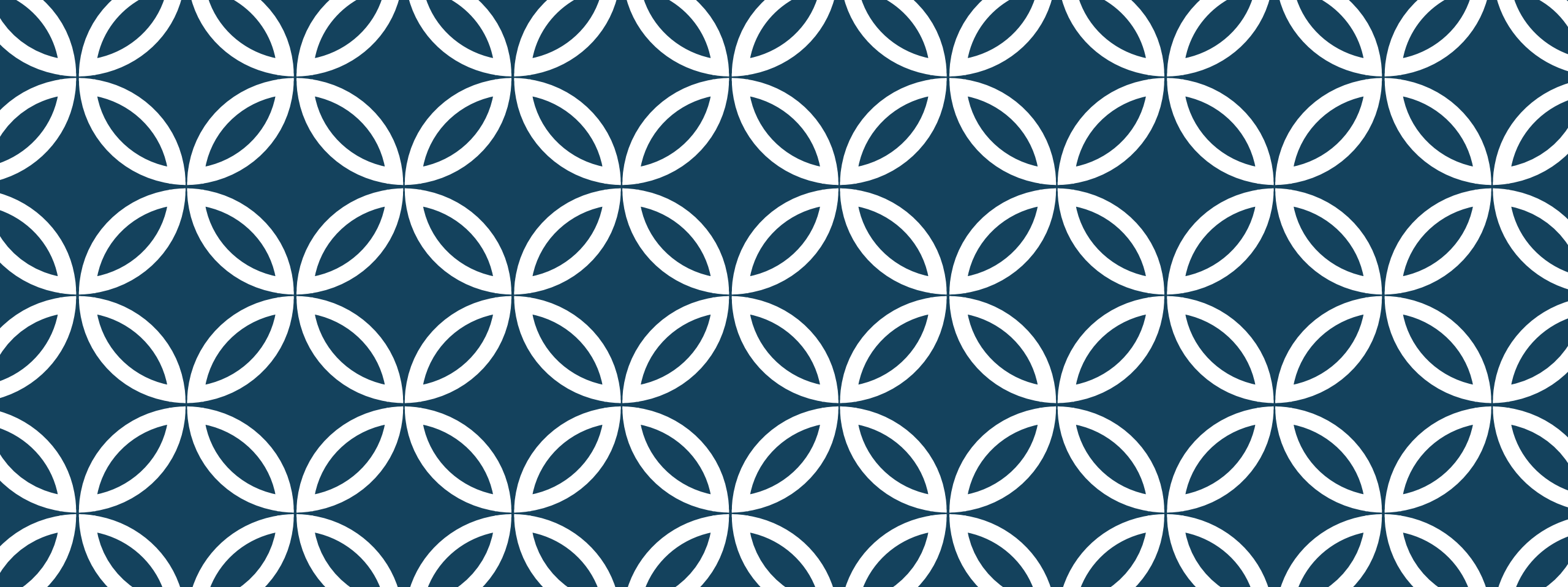
Line: joypimnipa

IG: joypimnipa



SURVEY

- Please give honest feedback na ka
Link survey, link internal case com



CASE TRAINING CALENDAR

Appendix A

RECAP - BE CASE CLUB PLAN 2020

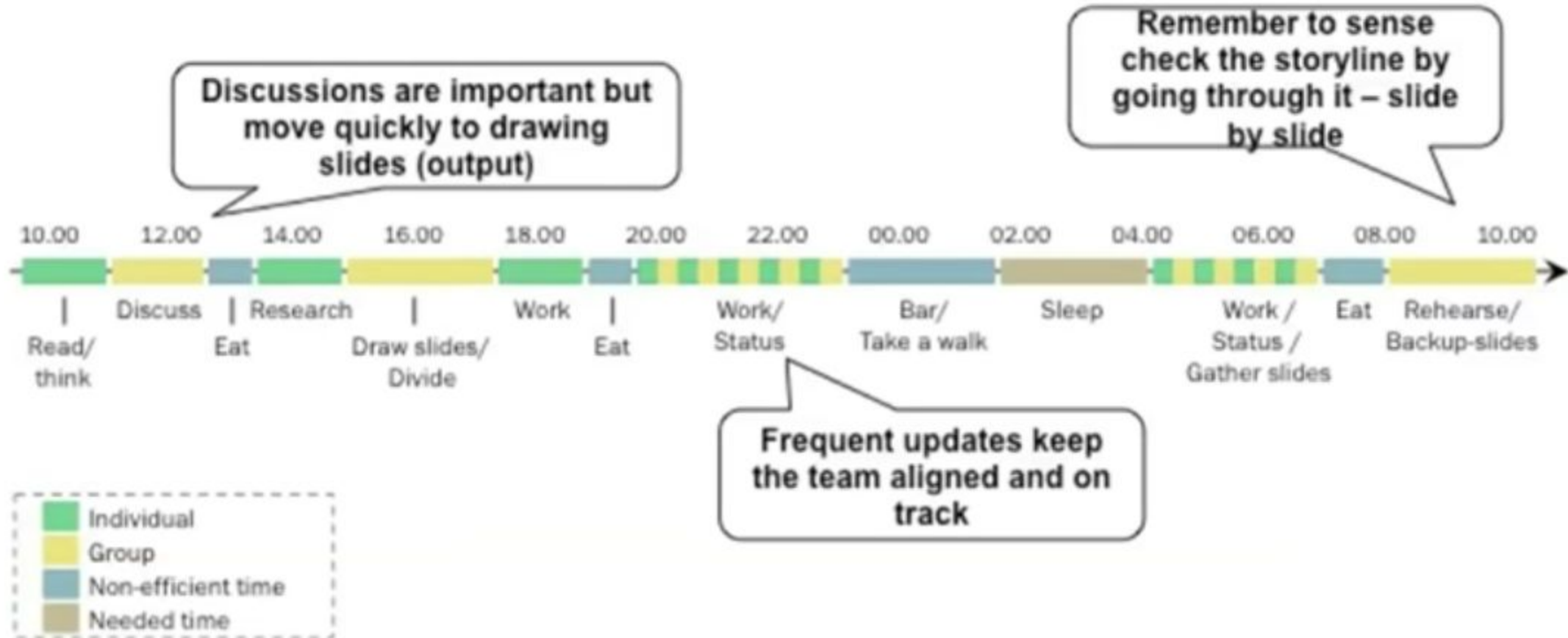


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Step 4: A potential timeline for a case competition with little research

4





CASE COMPETITION

Management Case Competition: USA & Canada

- Heavener International Case Competition by University of Florida
- Ascend at UCLA Case Competition
- USC Marshall School of Business
- Alberta Business Case Competition
- UW Global Business Case Competition – Washington

- John Molson Undergraduate Case Competition (JMUCC)
- McGill Management International Case Competition
- University of Navarra International Case Competition
- [Inter Collegiate Business Competition](#) (ICBC) Canada

CASE COMPETITION

Management Case Competition: Europe

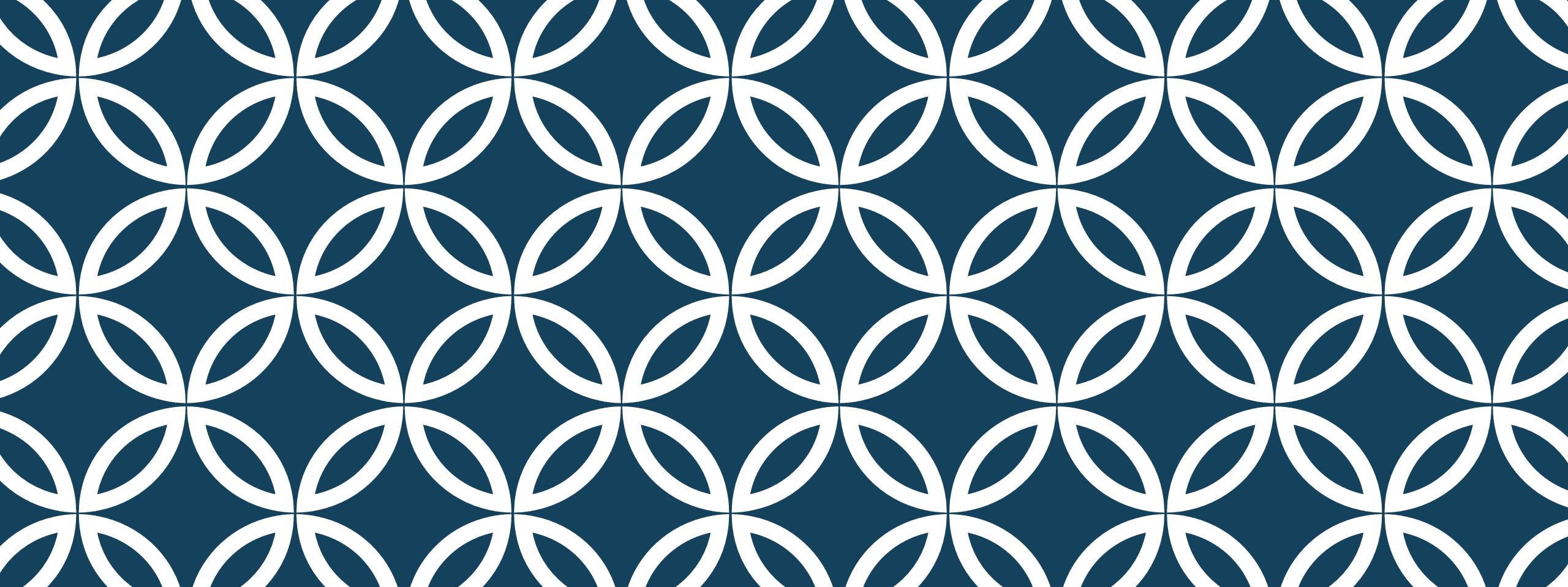
- *RSM Star Case Competition – Sustainability focus - Rotterdam*
- *CBS Global Case Competition - Copenhagen*
- International Case Competition at Maastricht
- BI International case competition, BIICC - Oslo
- [Belgrade Business International Case Competition](#), BBICC - Serbia
- WBS Case Challenge - Coventry, UK
- Münster Case Challenge, Germany

CASE COMPETITION

Management Case Competition: Asia & Eurasia

- Global Business Case Competition (GBCC) - Fukuoka
- Trophy Case Competition – Auckland, New Zealand
- [HKUST International Case Competition 2018](#) – Hong Kong
- NUS-UOB Case Competition - Singapore
- Asian Business Case Competition (ABCC) at NTU - Singapore

- Mekong Business Model Case Competition



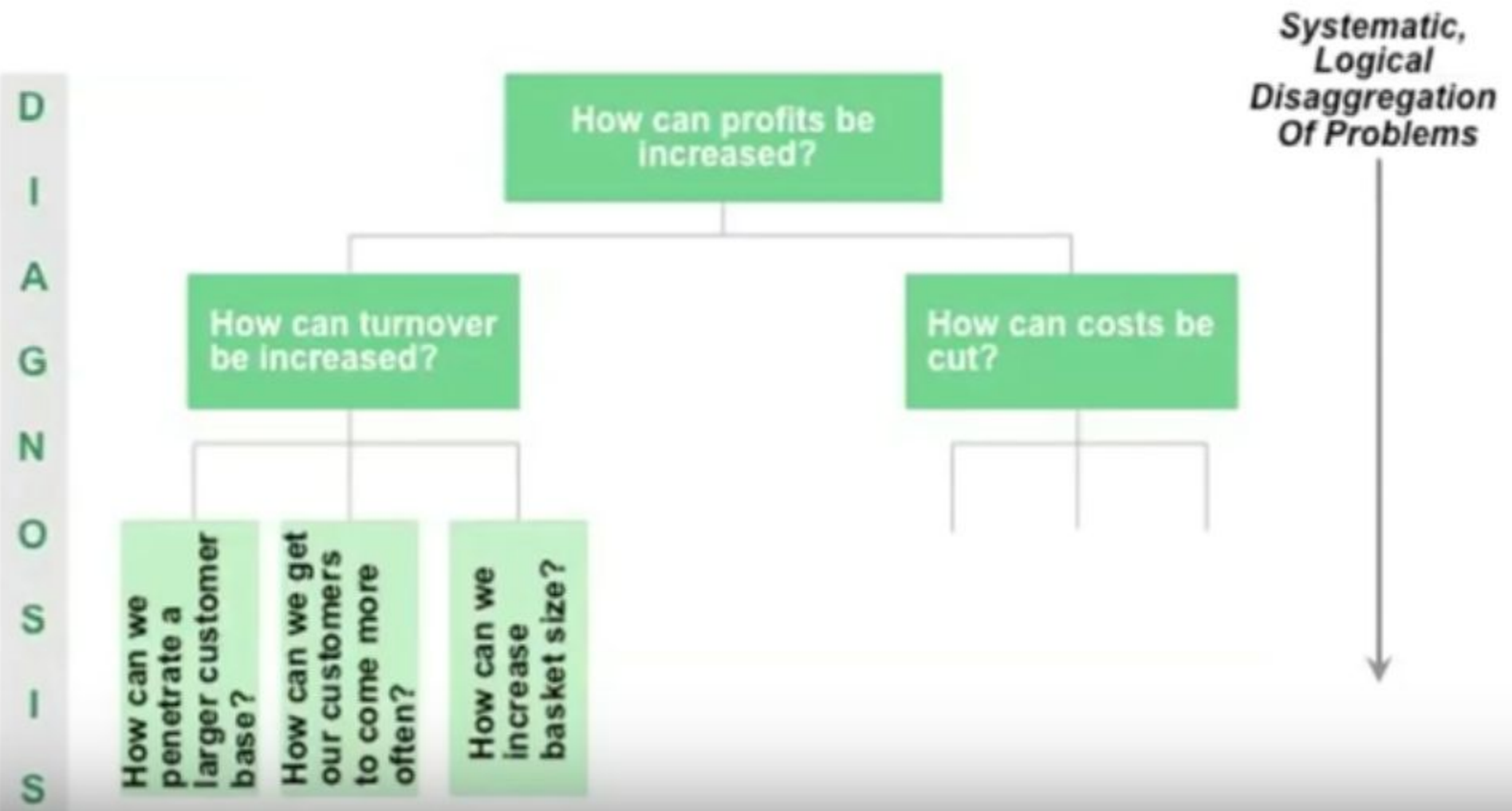
BCG HOW TO WIN THE CASE COMPETITION?

Appendix B

BCG method: Five steps to **effective problem solving**

- 1 Start with defining the central question in the case**
- 2 Decompose main question into key issues and develop initial hypotheses / current answers (using issue and hypotheses trees)**
- 3 Specify analyses/data/output**
- 4 Identify tasks/timing**
- 5 Do and iterate!**

Step 2: Let's start simple – Imagine yourself a retailer ...



Back to DONG: Going from issues ...

How can DONG leverage its portfolio of technologies ..
to profitably .. provide clean and reliable energy?

How much and how can
DONG grow within existing
(clean energy) business
areas?

*How much, how and
where can DONG grow
within wind power
segment?*

*How much and how
DONG grow within YY
power segment*

Etc.

How much and how can
DONG grow utilizing
existing technologies in new
business areas?

...

....

.....

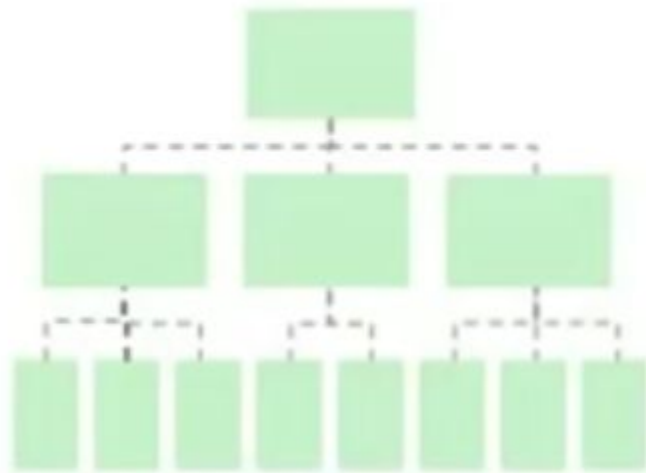
.....

.....

Step 4: Plan your work – make a work plan based on your hypotheses

Hypothesis tree

What are your hypotheses to solve the problem?



Ask the right questions

Tasks

What do you need to do to validate or falsify these?

Determine for each hypothesis what needs to be done to validate it (or change it)

- Data collection
- Interviews
- External research
- Analysis

Get to the right answers

Project Plan

Which resources do you need to do this?

Determine for each task

- Who is in charge?
- Who needs to be involved?
- How long will (read: should) it take?

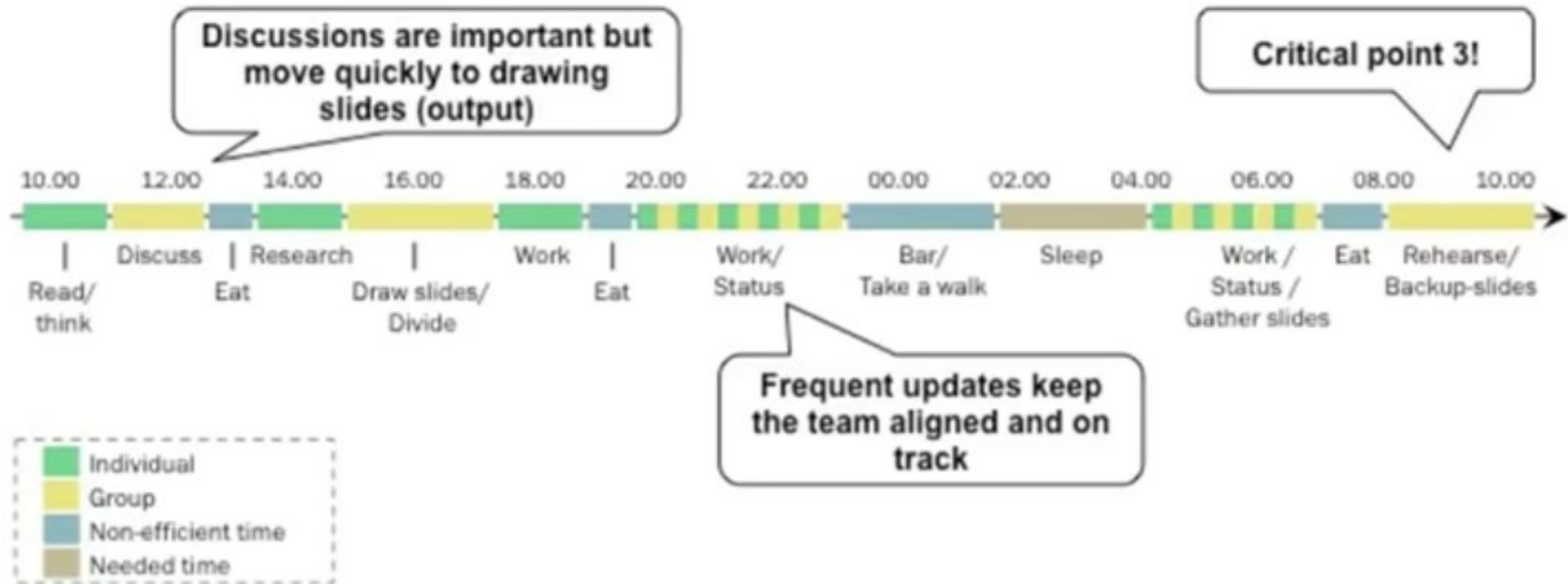
Manage the analysis

Step 4: A potential timeline for a case competition with little research



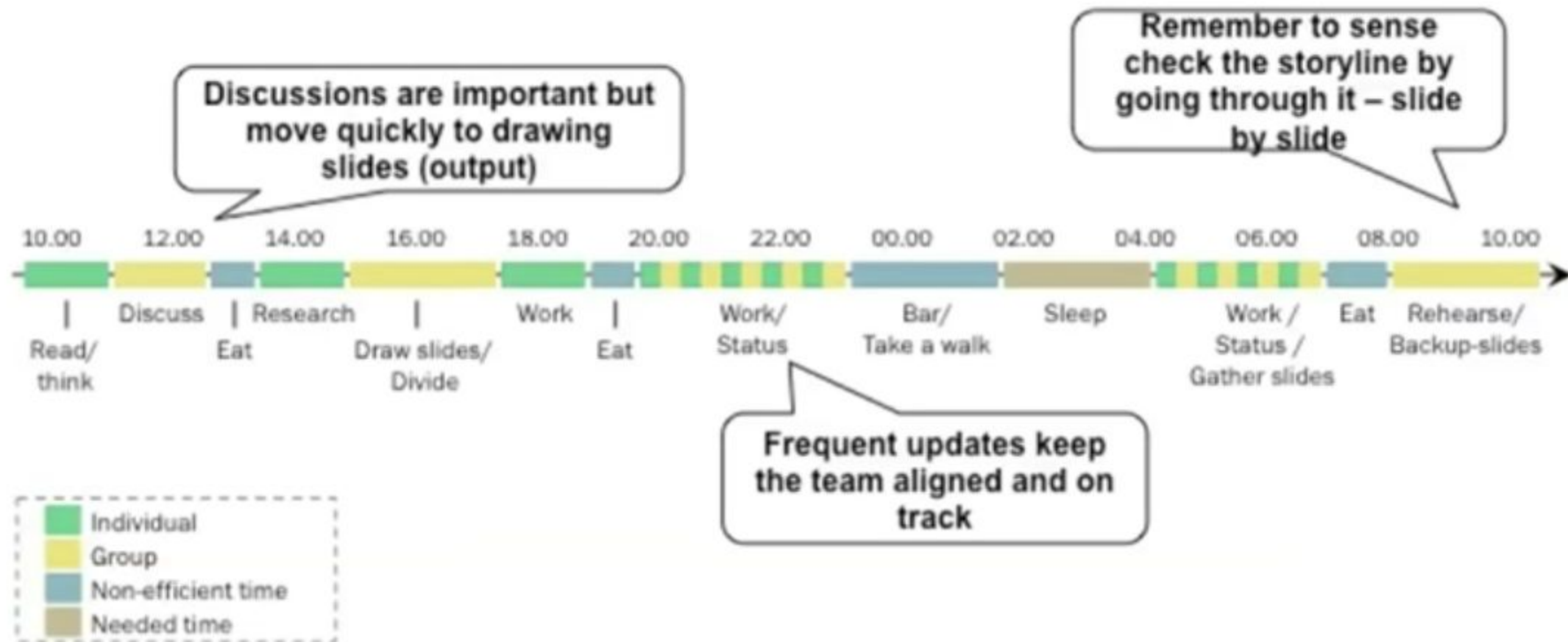
Step 4: A potential timeline for a case competition with little research

4



Step 4: A potential timeline for a case competition with little research

4



Good storylines are **logical, compelling and audience appropriate**

1

Logical

Your slides are united by a logical thread

- Structure and sequence of your argument

Starts with key insights and provides supporting logic

- Preempt "Where's slide x?" or "When do we get to y?" questions
- Make your conclusions unquestionable

2

Compelling

The slides tell a compelling story to the team / client

- Explore the topic together, rather than march them through a set of analyses

Rather than listing insights, a story makes all key relationships and insights explicit

- Lists can leave critical relationships unspecified

3

Audience appropriate

Deck is logistically appropriate...

- Right length
- Right level of detail
- Right content, clear slides

... and addresses clients' key wants and needs

- Action initiatives immediately obvious
- Transparently clear progression of ideas
- Provides absolutely convincing support

Four key steps: Specify the situation, identify the problem, propose a solution and discuss impact

Conventional story: builds over time to a climax, conclusions buried at the end



BCG Story:
BCG story in four steps



There is huge value in synthesizing your analysis into a **concise story**

Example I

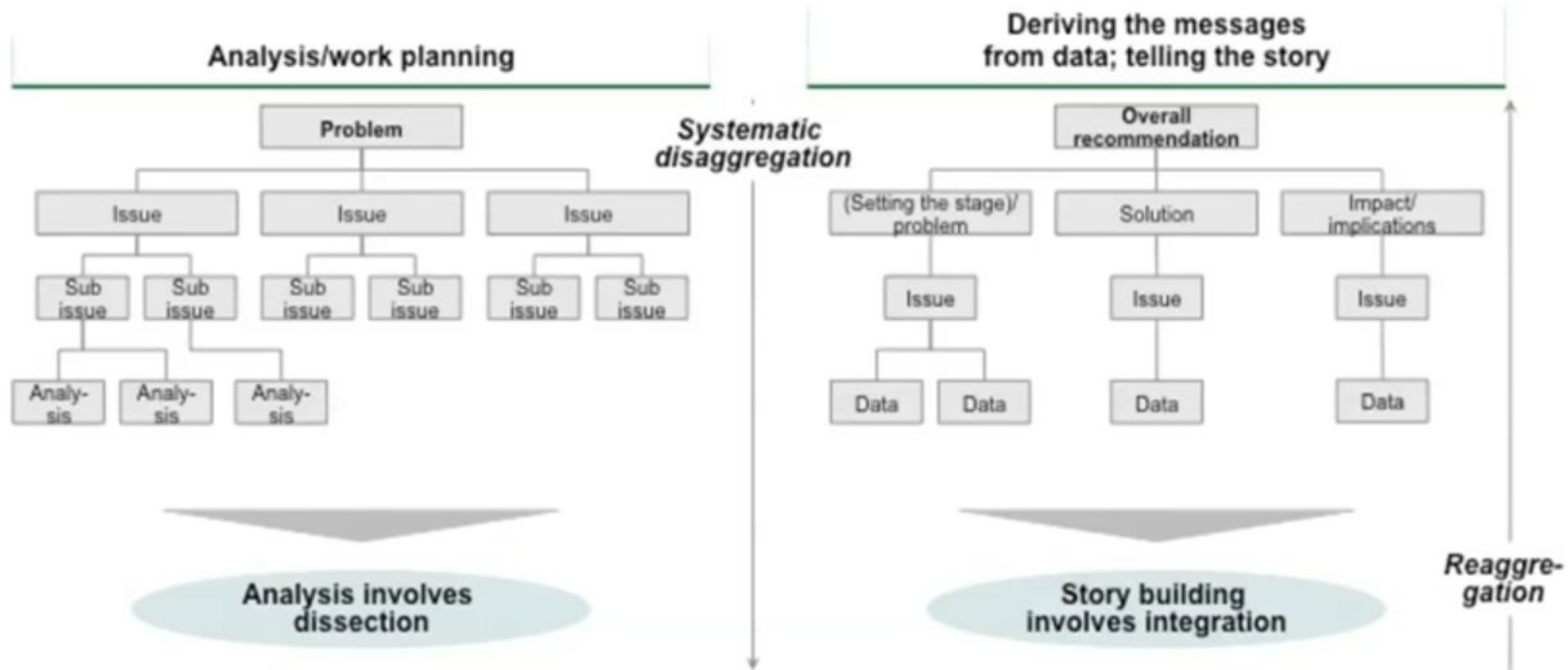
*Some say the industry is attractive, but it is difficult to tell.
The competitive position is probably good.
I think you should consider what to do, even though I think you might buy if you agree that the NPV is positive*

Example II

- Buy**
- Industry is attractive
 - Competitive position is solid
 - Valuation shows positive NPV and robustness

Which of the two recommendations would you follow as the client?

Working out a story line differs from analytical dissection



Tell your story already in the beginning to make it easy for your audience to follow the presentation

Winning as a Content Provider within Social/Interactive TV

Disney | abc
Television Group

Case competition
example

Situation	Questions	Answers
<ul style="list-style-type: none">• Three key trends define the US Media Industry and will shape the future driver of the market	<ul style="list-style-type: none">• What is the potential of Social/Interactive TV and what content is best-suited for it? What are the limitations?• What are ways in which media companies can utilize interactive formats to deepen the connection with the viewer and how will it affect the traditional revenue model?• How can Disney ABC Television Group use Social/interactive TV to increase viewer engagement and how should this be executed?	<ul style="list-style-type: none">• Winning platform will be second-screening Smart Devices delivering content-specific features• Launch the ABC LIVE app catering to and engaging live viewers through content-specific interaction possibilities• Develop the ABC live app in collaboration with TVPlus and follow marketing plan to secure app penetration

Tell them what you are going to tell them - tell it - then tell what you have just told them

Strive to build your story around memorable ideas

Case competition example

EA

Focus of today's presentation: Enable, Engage and Expand

ISSUE	<ul style="list-style-type: none"> - Secure future top-line growth and restore profitability
COMPLICATION	<ul style="list-style-type: none"> - The marketplace is shifting towards the digital - The Asian gaming market is increasing but it is - Traditional channels are becoming less profitable
QUESTIONS	<ul style="list-style-type: none"> - What should EA do to exploit the growth potential and become a leader in the industry? - How can EA attain a more dominant position?
ANSWER	<ul style="list-style-type: none"> - Enable - Engage - Expand

Strategic Imperative

EA

Enable - Engage - Expand

This three-fold strategy will position EA for the future gaming market and position EA in the Asian market

1	2	3
ENABLE	ENGAGE	EXPAND
 <ul style="list-style-type: none"> - Enable digital distribution of full-scale EA games through EA Online - EA Online will be a new platform which is created through acquisition of GREEK - This new platform will allow EA to reach more gaming consumers 	 <ul style="list-style-type: none"> - Engage the Chinese market with EA Online - Focus on China and Korea as these two countries have favorable demographics for the usage of digital distribution - This will allow EA to attain a more dominant position on the Asian market 	 <ul style="list-style-type: none"> - Expand EA Online to the rest of the world - Promote the platform when markets become technologically ready for digital distribution - This will improve EA's profitability

Strategic Imperative

Make sure that you can always explain your idea in 30 seconds (the elevator test)



Make sure to clearly communicate your message at the beginning and the end of the presentation

Simple is good

Case competition
example

What should be the direction of SAS till 2015?

Increase utilization

Load factor: 69% → 84%

Freight factor

Increase load factor on short-haul flights

Increase freight factor with express parcels

Case Competition story typically in 5-6 steps



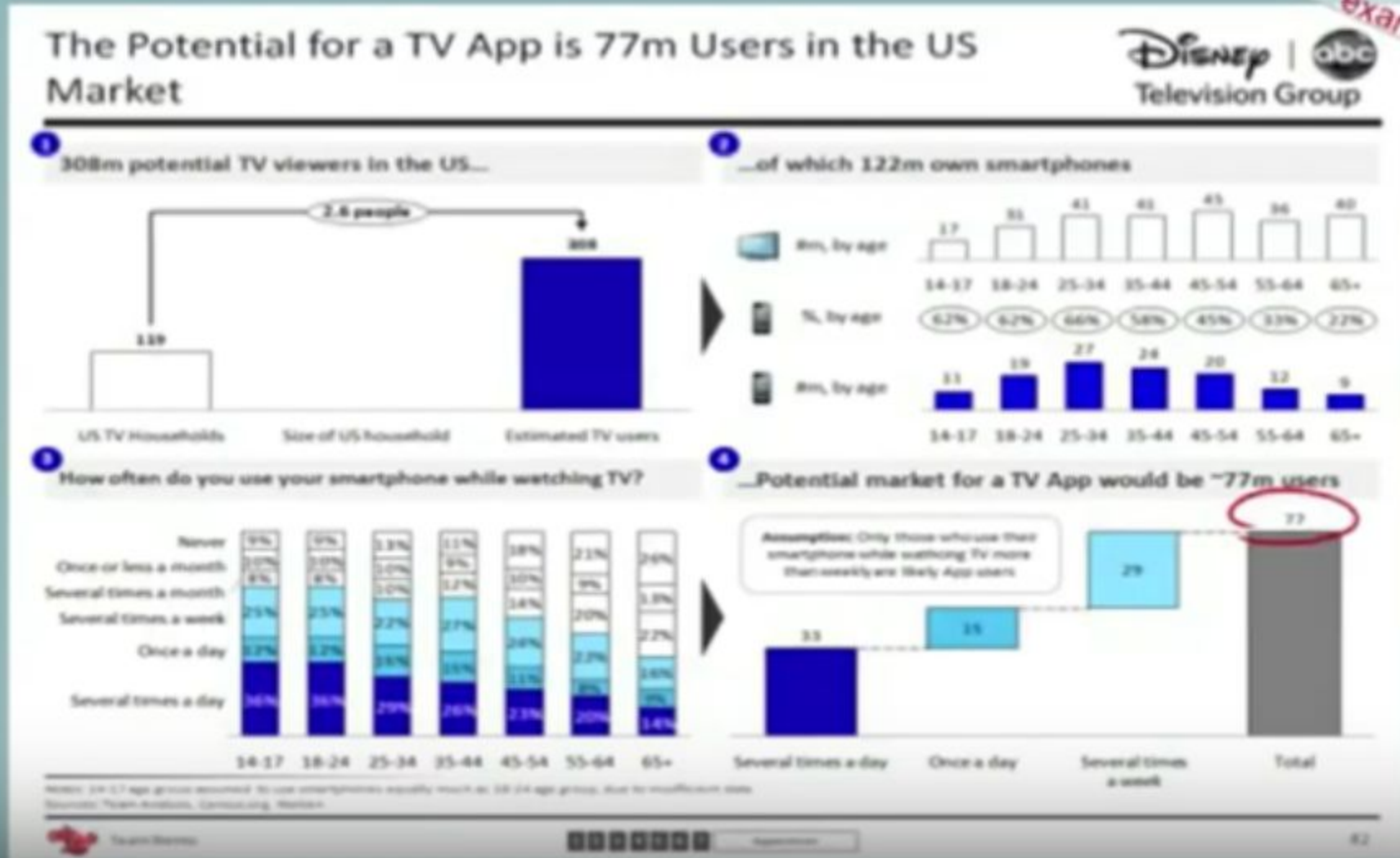
Agenda

- 1 Structure your work effectively and be efficient in problem solving
- 2 Creating a compelling storyline
- 3 Collect data and quantify your findings**
- 4 Communicate your findings clearly

You need to show that you understand the opportunities

Show/tell/convince that your estimates are based on data/valid assumptions

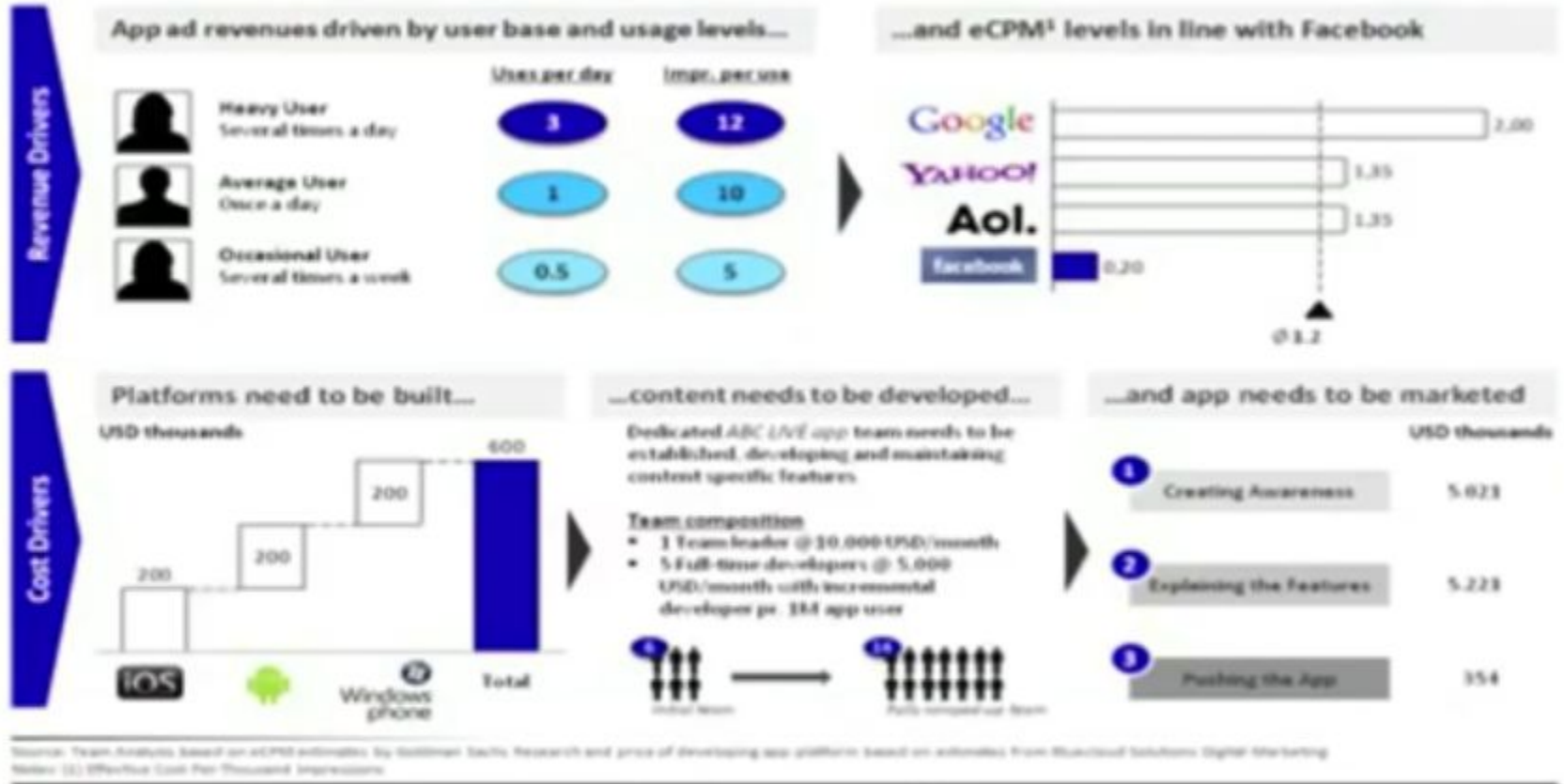
Case competition example



You need to visualize information clearly

Case competition example

Overview of Revenue and Cost Drivers in Financial Model



Source: Team Analysis based on eCPM estimates by Neilson Data Research and price of developing app platform based on estimates from Muxcloud Solutions Digital Marketing Model (1) Effective Cost Per Thousand Impressions

How to do this better than the other teams?

Get access to the best information!

GlobalData >>

Koninklijke Boskalis Westminster N.V. (BOKA) - Financial Analysis Review

Reference Code: GDRE32887A Publication Date: April 2012

Roosdrechtweg 20	Phone	+31 78 66
Papendrecht, Zuid-Holland	Fax	+31 78 66
3204 LA	Website	www.boka.nl

BOKA

Company report

AP Moller Maersk (MAERSKB DC)

Indicators of ODF - Shifting to the deep

- Reinvestment in negative asset dedicated to work, but no decline. Most capacity control will assist a complete collapse in container rates.
- Increasing transparency could weaken value. Significant potential for upside surprise on ODF & ODF.
- We include an ODF with a 2008-2010 50/50 upside target price.

Keying capacity related. Volume is negative, but we think there is sufficient capacity discipline needed within the container shipping industry to prevent a complete collapse in freight rates. The port sector has faced a significant issue since the summer when capacity control in addition capacity and cut large fleet additions. We believe there is more to come. We do not see volume in 2012 and think volume down over 2011 begins. 2012 is likely to be a year of consolidation in the industry. The integration of the two networks of Maersk & MSC leads to a significant cost reduction in 2012. We think we can expect a similar cost reduction in other major lines.

Business in water and building. Volume is down because of the port in getting better the water and the water cost. Global report volume and higher the water volume and getting better in business increasing capacity will be the most significant when shipping over the top operators such as Maersk and MSC. The market is very difficult for most players to compete and over time we expect to see consolidation. Maersk is a dominant player in this environment. We see more of Maersk but the container shipping industry has become more a cost war and it is still a difficult business environment in this market.

Pricing of an unlisted water. Maersk is ODF. The decision for their complete and announced. Management might be the water in the capital market for the 11/2012.

J.P.Morgan

Rigs 'n Ships—where's my orders

Looks more in the pipeline, watch out for "order momentum" from deep-water rigs, PLNGs in 2012

We continue our positive view on offshore crude capacity. 2012 and 2013 are set to see a shift of deep-water rig and production into the 2012-2013 cycle. Crude capacity (1.2M bbl, 1.2M bbl) is more produced in order. 2012 outlook.

- Over 2012 - offshore continues to dominate the order get bid by 2012, production will continue to dominate in 2012. The shift of deep-water rig and production into the 2012-2013 cycle is more produced in order. 2012 outlook.
- 2012 is set to see a shift of deep-water rig, production into the 2012-2013 cycle. Crude capacity (1.2M bbl, 1.2M bbl) is more produced in order. 2012 outlook.
- Over 2012 - offshore continues to dominate the order get bid by 2012, production will continue to dominate in 2012. The shift of deep-water rig and production into the 2012-2013 cycle is more produced in order. 2012 outlook.
- 2012 is set to see a shift of deep-water rig, production into the 2012-2013 cycle. Crude capacity (1.2M bbl, 1.2M bbl) is more produced in order. 2012 outlook.

Figure 1: Order backlog in container shipping (in million TEU) - 2008-2012

75

You should know in advance where to find what kind of information

NOT EXHAUSTIVE

Company data

Investtext – Plus
Business Source Complete (Datamonitor)
Proquest – Topics
Orbis

Market reports

Investtext – Plus
Business Source Complete (Datamonitor)
Euromonitor
Orbis

Country data

Euromonitor
The Economist (EIU)
Eurostat

Various

Google (know what you are looking for, and use “.pdf” etc)
Pictures: E.g. corbis.com
The Global Competitiveness Report

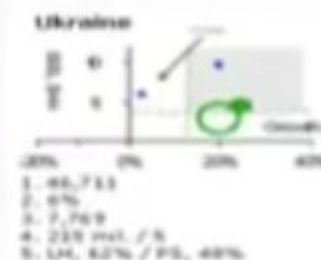
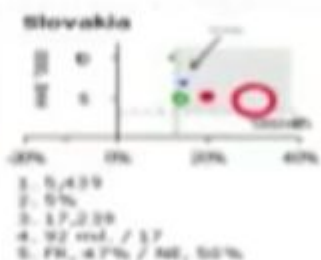
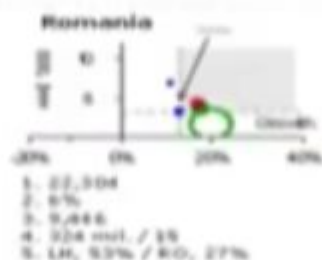
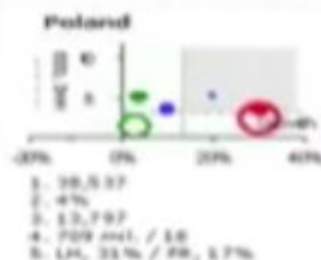
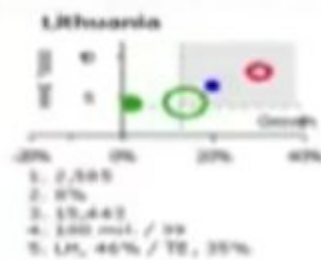
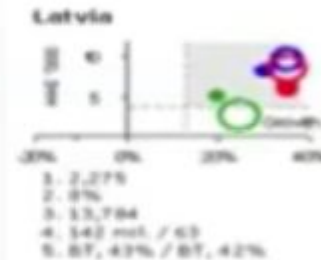
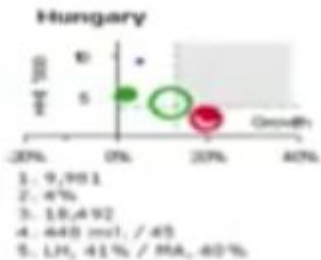
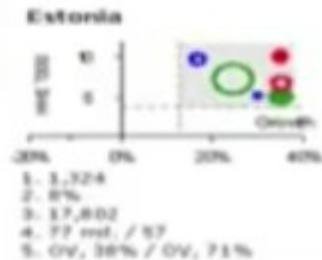
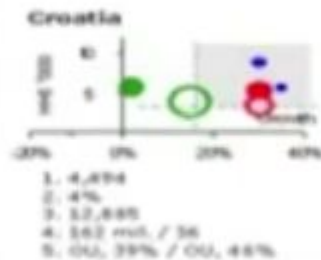
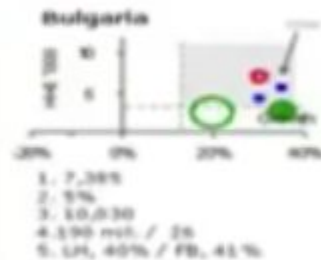
Do not over-quantify

How not to do it at a case competition (or anywhere else...)

Case competition example

Given the market attractiveness Lufthansa should focus on 10 Eastern European destinations

AMBITION



* Note 1) The relative market sizes can only be compared for the individual countries. It cannot be compared across countries.
 * Note 2) If airline companies in 2002 only offered economy class (no business) and in 2006 only offered business class (no economy class) it is assumed that 15% of the total SKO in 2002 and 2006 was business class and 85% of the total SKO was economy class. Also competitors have been made when the increase in SKO for business class has been accompanied by a decline in SKO for economy class (especially Austrian).
 * Note 3) In the calculation of the Herfindahl-Hirschman Index we have considered the individual companies in the Lufthansa Group, i.e. Swiss and Germanwings are considered as individual companies.
 * Note 4) A general definition of the Herfindahl-Hirschman Index is that values below 1,000 indicates an unconcentrated index, values between 1,000 and 5,000 indicates a moderate concentration, and values above 5,000 indicates a high concentration.
 * Sources: Data from Lufthansa; IMF; Ambition analysis

- Explanation -
Text below graphs
 1. Inhabitants, 000's (04)
 2. GDP growth (CAOR 02-06)
 3. GDP per Capita, PPP (USD 04)
 4. "one-way SKO" / "One-way SKO" per Capita (04)
 5. Largest players (04)
 Germany / Other (market share)
Growth (X-axis)
 SKO growth (CAOR) from 02-06 with consideration of GDP growth. (Correlation between SKO/capita & GDP/capita is 0,424)
HHI (Y-axis)
 Herfindahl-Hirschman Index. See notes 2&4
Subst. size
 Relative market size in the country

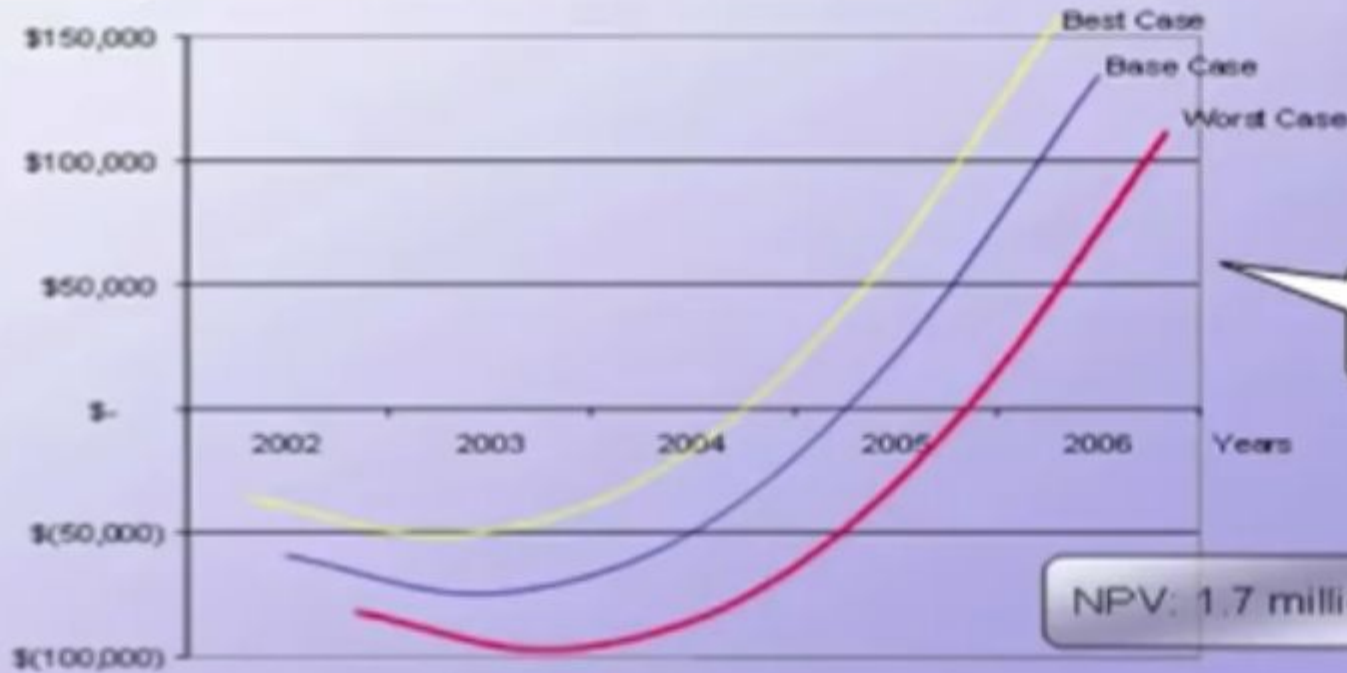
● Germany, Business
 ● Other, Business
 ● Germany, Economy
 ● Other, Economy
 ● Germany, Low cost
 ● Other, Low cost
 Attractive area
 Page 2

Show it in a simple and effective manner
However, business sensing is extremely important

Case competition
example

Financial Impact: Break-Even

Project: Increasing Sales Force to Extend Research Customer Group



What is wrong here?

NPV: 1.7 million

Current Situation

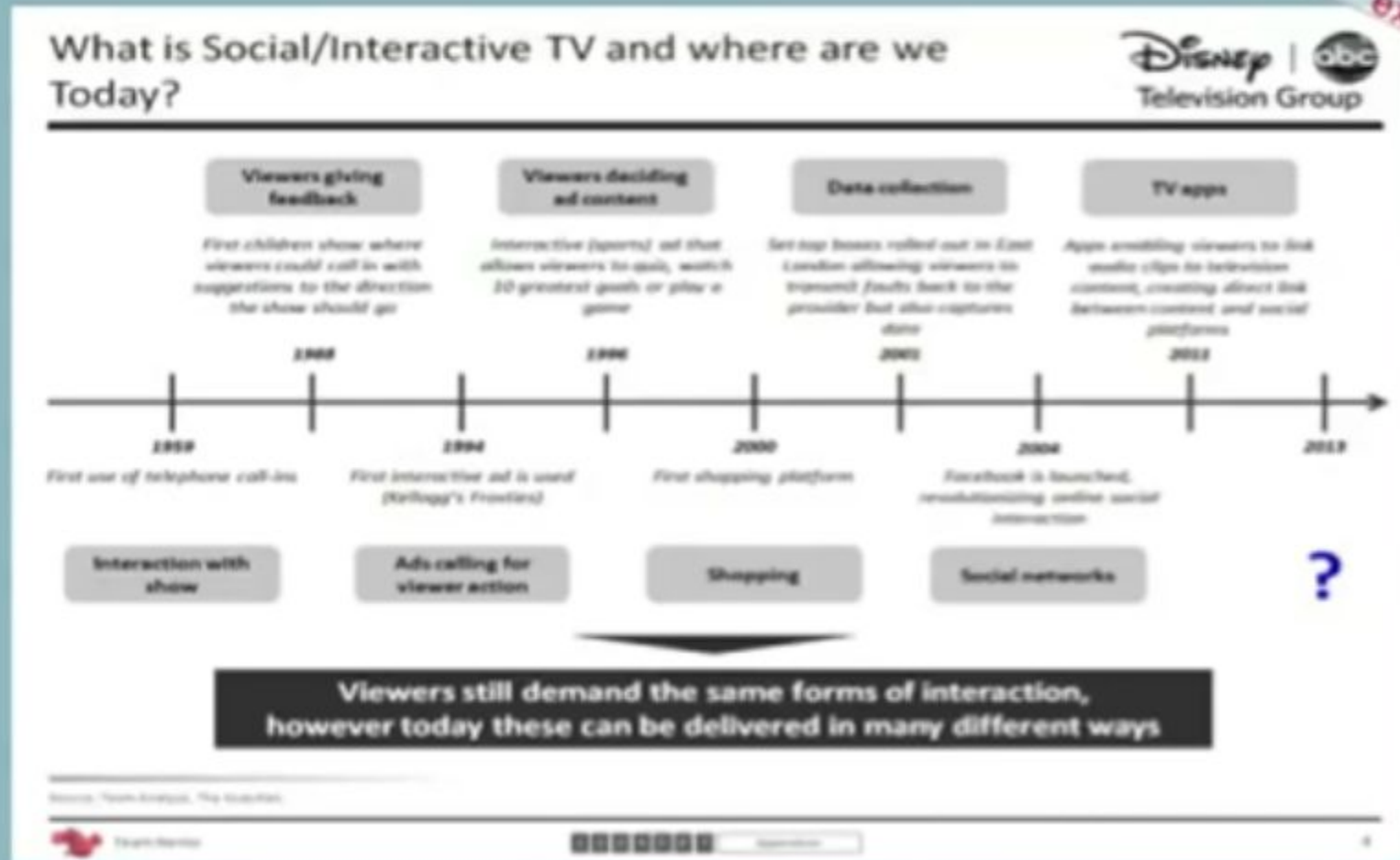
Recommendation

Implementation

Financial Impact

In the end, it comes down to understanding rather than data

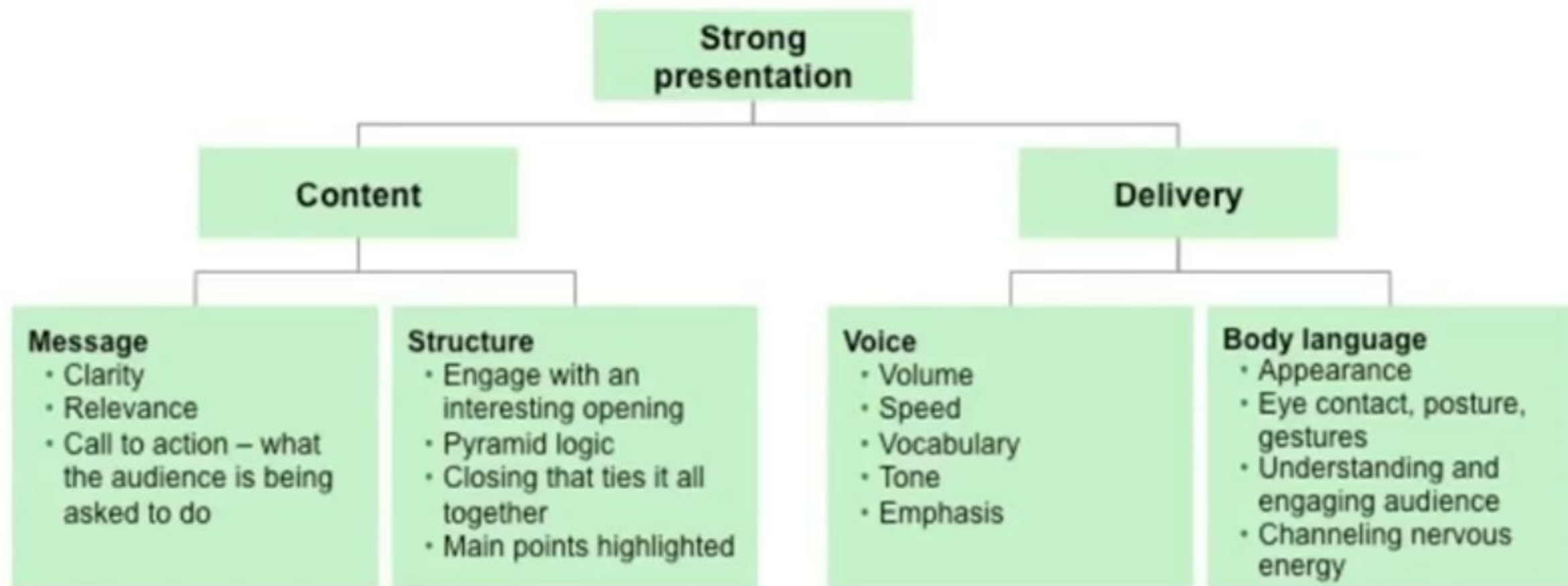
KILLER SLIDE
example



Agenda

- 1 Structure your work effectively and be efficient in problem solving
- 2 Creating a compelling storyline
- 3 Collect data and quantify your findings
- 4 Communicate your findings clearly**

The two key elements in a strong presentation are **content** and **delivery**



Strong content (in a case competition setting in particular) consists of two main elements

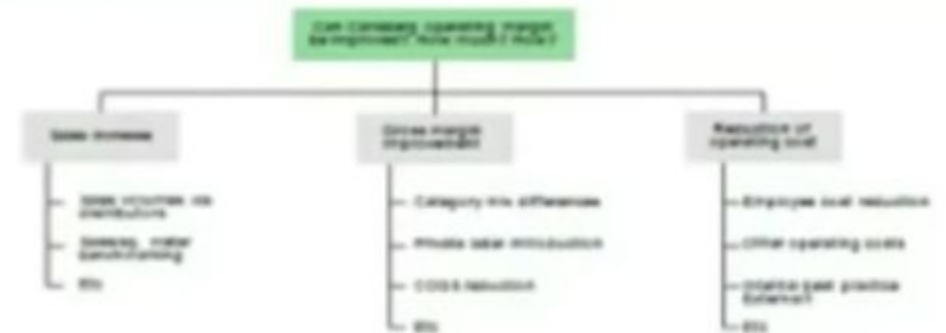
Clear and actionable messages on individual slides

Relevant and logic sequence of slides

Good storylines are **logical, compelling and audience appropriate**

- | 1 Logical | 2 Compelling | 3 Audience appropriate |
|--|---|--|
| <p>Your slides are united by a logical thread</p> <ul style="list-style-type: none"> - Structure and sequence of your argument <p>Starts with key insights and provides supporting logic</p> <ul style="list-style-type: none"> - Preempt "Where's slide x?" or "When do we get to y?" questions - Make your conclusions unquestionable | <p>The slides tell a compelling story to the team / client</p> <ul style="list-style-type: none"> - Explore the topic together, rather than march them through a set of analyses <p>Rather than listing insights, a story makes all key relationships and insights explicit</p> <ul style="list-style-type: none"> - Lists not leave critical relationships unspecified | <p>Deck is logically appropriate...</p> <ul style="list-style-type: none"> - Right length - Right level of detail - Right content, clear slides <p>...and addresses clients' key wants and needs</p> <ul style="list-style-type: none"> - Action initiatives immediately obvious - Transparently clear progression of ideas - Provides absolutely convincing support |

Back to Carlsberg: Issue tree example



Find ways to "spice" up your messages to help your audience believe, remember, interact and be moved

Goal	Help your audience <u>believe</u>	Help your audience <u>remember</u>
Tools	<ul style="list-style-type: none"> • Statistics • Facts • Expert quotes • Actions 	<ul style="list-style-type: none"> • Graphics • Humor • Metaphors • Repeat punch line 
Goal	Help your audience <u>interact</u>	Help your audience <u>be moved</u>
Tools	<ul style="list-style-type: none"> • Debate • Poll • Challenge the audience 	<ul style="list-style-type: none"> • Personal stories • Personal examples • Personal feelings 

Check if your form fits with
your subject, your audience and your own style

First impressions count ...

Case competition
example



Content is *still* King
– Your Move



Team Nemo

Global Consulting Challenge
22nd February 2013
Company Presentation

Wald W. Christensen, Wald M. Wald, Christian Christensen, Daniel Ruff & Moritz V. Schneider

In a case competition you can consider to use an opening quote to make your solution more memorable

A prosperous project with competitive advantages

AMBITION 

**The key to investing is not assessing how much
an industry will grow...**

**but rather determining the competitive advantage
of any given company**

- Warren Buffet -

Case competition
example

What is the message on this slide? Is it clear?

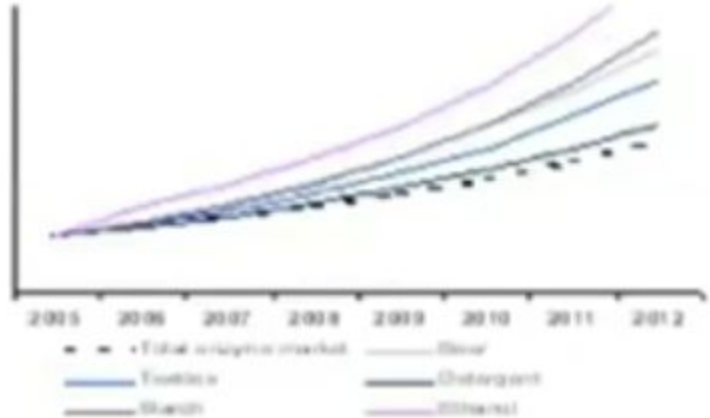
Case competition example



Selected Prosperous Markets

Five Selected Key Industries

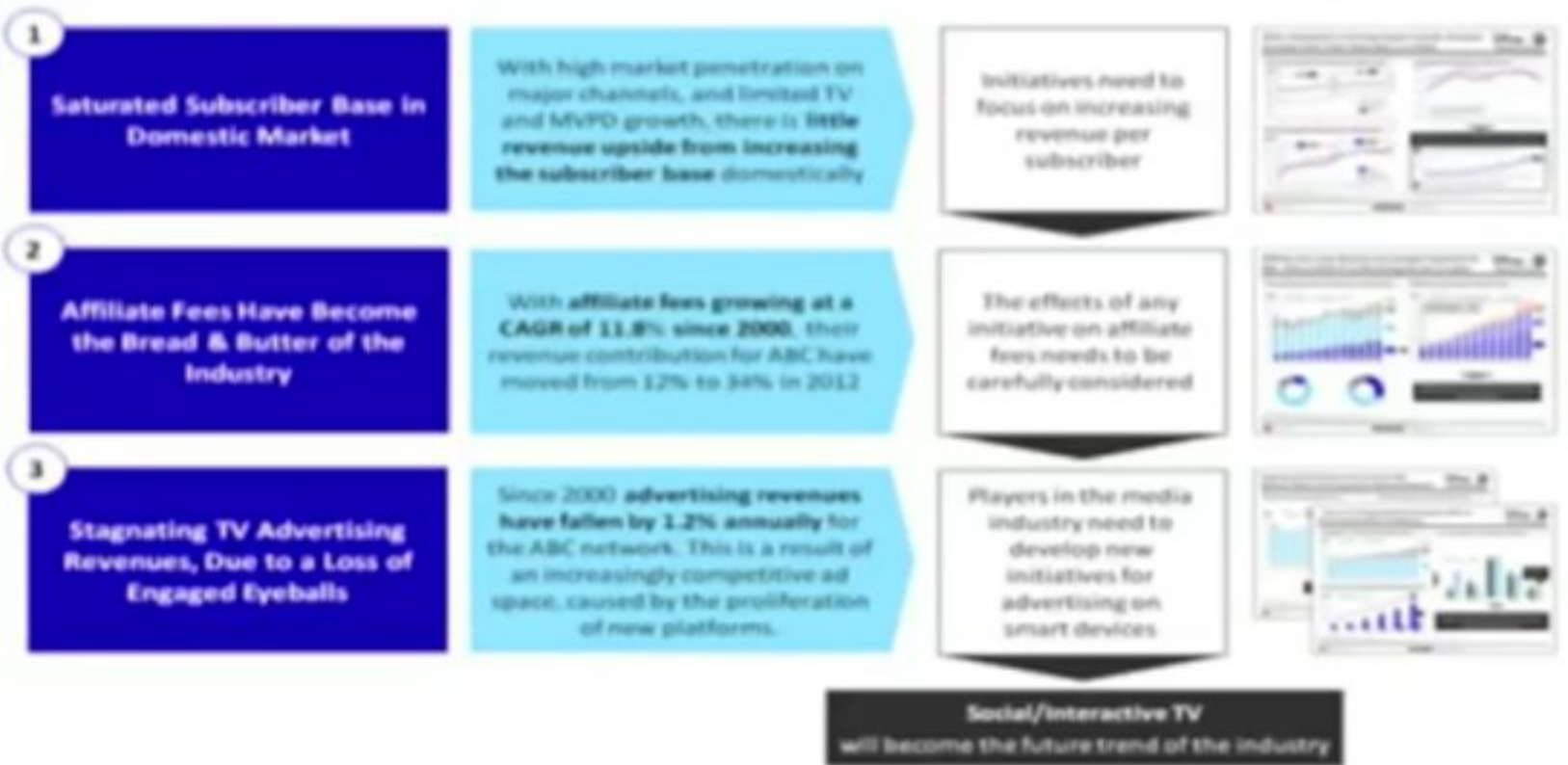
Enzyme Sales Selected Markets



Better?

Case competition example

Three Key Trends Define the Future US Media Market

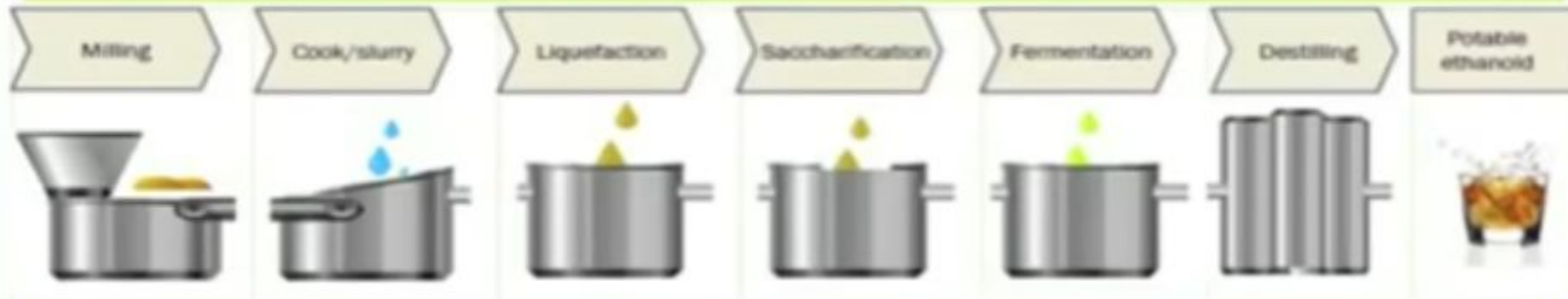


Challenge yourself to find a solution that makes you stand out from the other teams

Case competition example

Novozymes can leverage its full range of enzymes used in the starch-based ethanol production ...

novozymes®
Rethink Tomorrow



... since a full range of enzymes are not produced by any major competitor

novozymes® Rethink Tomorrow	Viscoferm®	Liquiflow®, Termamyl®, Termamyl®	Novozymes SAN™, Saczyme®, Sprezyme Fuel HT, Sprezyme Ultra XHT	Saferase	<p>✓ Novozymes is globally diversified through its extensive product range and broad expertise</p> <p>✗ But is currently not leveraging this in the Indian Beverage Alcohol Industry</p>
DU PONT	Alphalase®	AMYLEX®	DIAZYME®	✗	
danisco novozymes	ViscoSEB L	SEBAmyl HT SEBStar MTL	AlcoBoost	✗	
LifeScan	✗	Alpha-Analyse	Beta-Amylase, Glucosylase	✗	
Anil	✗	Ultrazyme HA Ultrazyme SA	Ultrazyme GA	✗	



What should the management team do Monday morning (when, where, who, etc.)

Case competition example



A possible way to wrap-up and finish strong

Case competition example

TIVOLI | **Recommendations sum-up**

The diagram illustrates a three-stage process for a case competition presentation. It starts with 'Analysis', which includes various charts and data points. This leads to 'Recommendations', which features a central slide with a bar chart and a photograph of a building. The final stage is 'Implications', which shows a slide with a bar chart and a table. The entire process is presented as a 'Recommendations sum-up' for Tivoli.

Analysis **Recommendations** **Implications**

"The construction of Tivoli is, so to speak, never finished"
Georg Carstensen, founder of Tivoli

Deliver messages that land: use your **voice** and **body** effectively

