

Business case solving approach

Contestants can use the remaining time before the championship to increase their chances to win



Assemble a team

- Define the **target characteristics** of the team members
- **Select the members** you can trust whose skills complement your own
- Define the **roles** in the team (identify the leader)



Level up your PowerPoint skills

- **Install PowerPoint** (ThinkCell, if you want and can do it)
- Prepare a **team template**, learn to work with it
- Read "Say It With Charts"
- Review the available presentations of consultancies (McKinsey MGI reports) and past years' contestants and understand the principles of constructing good slides



Exercise in structuring

- Read the **key papers** on the topic (see McK Business Diving group), e.g. "The Minto Pyramid Principle"
- **Exercise** in structuring unusual tasks (e.g. "choosing a birthday present", "how to become happy", etc.)



Hone your presentation skills

- Watch the **videos of public speaking** of TED, Apple, McKinsey presentations
- **Exercise in presentations** within your team, university, etc.

McKinsey Business Diving 2017 championship format

Quality criteria

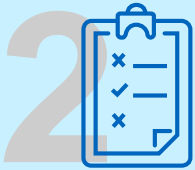
Examples of skillfully composed
slides

Championship mimics the key stages of a consulting project



1 Developing a proposal for a client

- Develop a proposal for a client using all of the information that is available from external sources



2 Preparing interim recommendations

- Phone call with an expert, receive additional information from the client and work out early recommendations on the basis of their data and comments



3 Interviews and presentation of deliverables

- Conduct a series of interviews with client employees and experts, update the recommendations
- Present the interim deliverables to the project team – heads of the key units of the client company



4 Preparing and presenting final recommendations

- Prepare a final presentation on the basis of the new data and comments received
- Make a presentation to the project steering committee, which consists of the client's top management

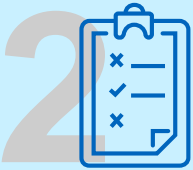
Championship mimics the key stages of a consulting project



1 Developing a proposal for a client

Goal

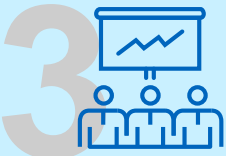
- Demonstrate to the client your competencies to address a certain issue and show the expediency of collaboration to work on the issue



2 Preparing interim recommendations

Objectives

- Point the client to an issue that arose in the company and the importance of working on it
- Suggest the potential solutions to the issue
- Show the skills of the consulting team for solving the problem



3 Interviews and presentation of deliverables

Key tools used by the team

- Search for publicly available information
- Diagnostic of the current situation in the client company
- Analysis of the practice of solving similar issues
- Team search for solutions
- Structuring of early results to arrive at preliminary conclusions



4 Preparing and presenting final recommendations

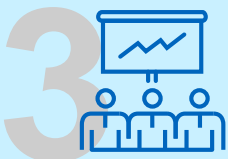
Second round requires elaboration and definition of interim recommendations



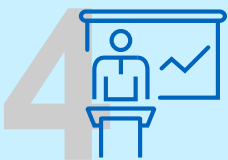
1
Developing a
proposal
for a client



2
Preparing
interim recom-
mendations



3
Interviews and
presentation of
deliverables



4
Preparing
and presenting
final recom-
mendations

Goal

- Demonstrate to the client the approach and impact of the solution to the issue for the process of approval and updating

Objectives

- Remind the client of the issue that is being addressed
- Show the priority approach to the solution
- Show the quantitative and qualitative impact to be obtained by implementing the approach
- Point to the key assumptions for estimating the impact
- List the questions to the client for finalizing the recommendations

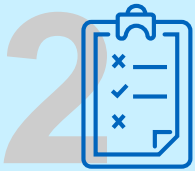
Key tools used by the team

- Request the client's comments on the approaches proposed in LoP
- Structure and analyze the internal data provided by the client
- Team search for solutions
- Model the potential impacts and risks

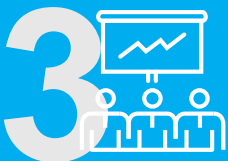
Semi-final includes diagnostic and presentation of early deliverables



1 Developing a proposal for a client



2 Preparing interim recommendations



3 Interviews and presentation of deliverables



4 Preparing and presenting final recommendations

Goal

- Present a detailed solution for the company considering the client's vision of the issue

Objectives

- Find out the client's vision of the issue
- Adjust the interim solution on the basis of received information
- Work through any additional questions that arose while discussing the issue

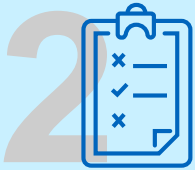
Key tools used by the team

- Laying down and prioritizing the issues for discussion
- Conducting a meeting and finding an approach to the client to discuss comments and suggestions
- Structuring the information provided by the client
- Adjusting the modeled impacts on the basis of new information

Semi-final includes diagnostic and presentation of early deliverables



1 Developing a proposal for a client



2 Preparing interim recommendations



3 Interviews and presentation of deliverables



4 Preparing and presenting final recommendations

Goal

- Provide the final approach to solving the issue with a justification of the impacts and proposed steps for implementation

Objectives

- Remind the client of the issue that is being addressed
- Demonstrate the key elements of the approach to solve the issue
- Show the quantitative and qualitative impact to be obtained by implementing the approach
- Comment on any questions that arose while discussing the issue

Key tools used by the team

- Aggregation and analysis of all of the client's comments and suggestions
- Final adjustment of the modeled impacts and risks
- Development of a strategy implementation plan

Quality criteria

At each stage, the quality criteria are elaboration and communication of the solution

Content



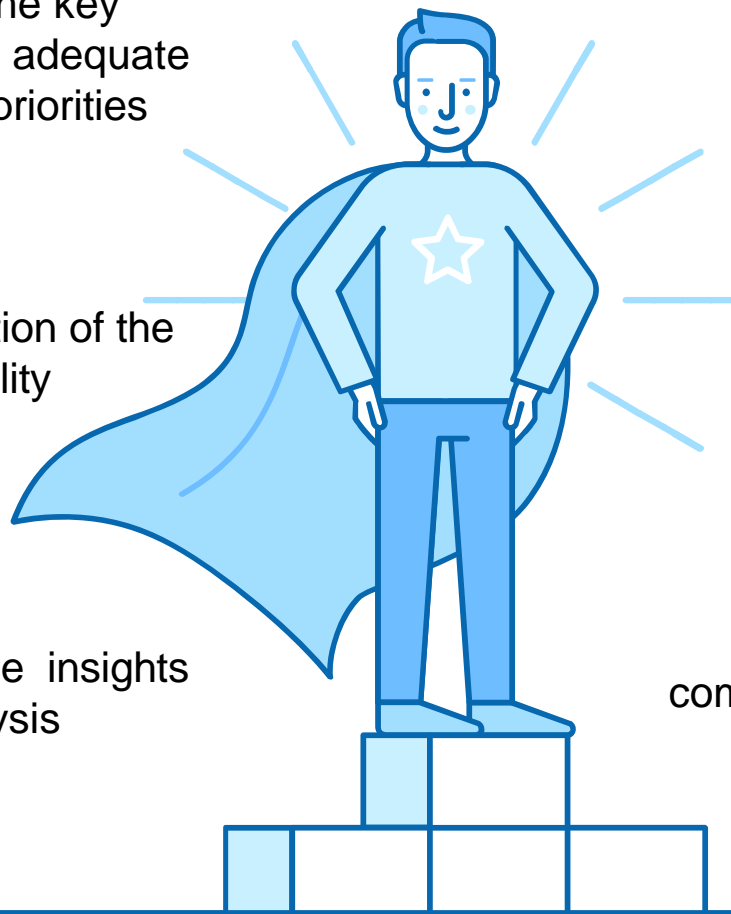
1 Coverage of the key questions and adequate choice of the priorities



2 Deep elaboration of the issue and quality analysis



3 Logical and practicable insights from the analysis



Presentation

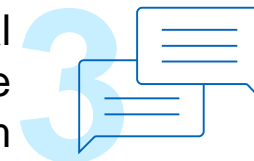
1 Logical and clear structure of the presentation



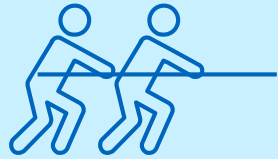
2 Professional visualization



3 Professional communication in the consulting team



Key examples of mistakes in solving a case



Stage 1

- Solution is developed for a completely **different issue**
- Issues are **not prioritized** or the key blocks are missed
- Analyses are **superficial** or not linked to recommendations
- Presentation is not a **story**
- Conclusion on a slide is missing / **does not reflect the slide content**
- Slides are **overloaded** with information, contain more than one idea
- Slide format is **unprofessional**



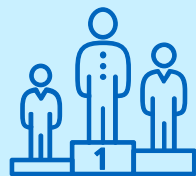
Stage 2

- Team **did not adjust to the** interviewer's type of **communication**, so the conversation turned out to be ineffective
- Team agreed to all of the client's wishes and comments **without seeing whether the suggestions were reasonable**



Semi-final

- Presentation **did not cover** the information and comments **received from the client** nor integrate the client's expectations
- There were no **implementation plan**, assessment of the required **costs, impact**, and the key **indicators of program success**



Final

Bad example 1: Example of non-analyzed data does not justify solution to an issue

COMPARING RAIL AND OTHER AIR TRANSPORT MEANS.

For example, let's imagine a trip from Moscow to Yekatiireburg on March 11th, 2015

	TRAIN		company	PLANE	
	PRICE	DURATION		PRICE	DURATION
	(in rubles)	(in hours)		(in rubles)	(in hours)
fastest	3 713 - 9 130	25:19	pobeda	1 987 - 2 997	2H - 3H
	4 074 - 11 903	25:21	распром	3253	2h 10 m
cheapest	2 397 - 4 602	29:47	URAL AIRLINES	3775	2h 10 m - 2h 25 m
			TRANSAERO	3 904 - 4 154	2h 15 m - 2h 25 m
			AEROFLOT	6557	2h 20m - 2h 25 m
			S7 Airlines	6765	2h 20m

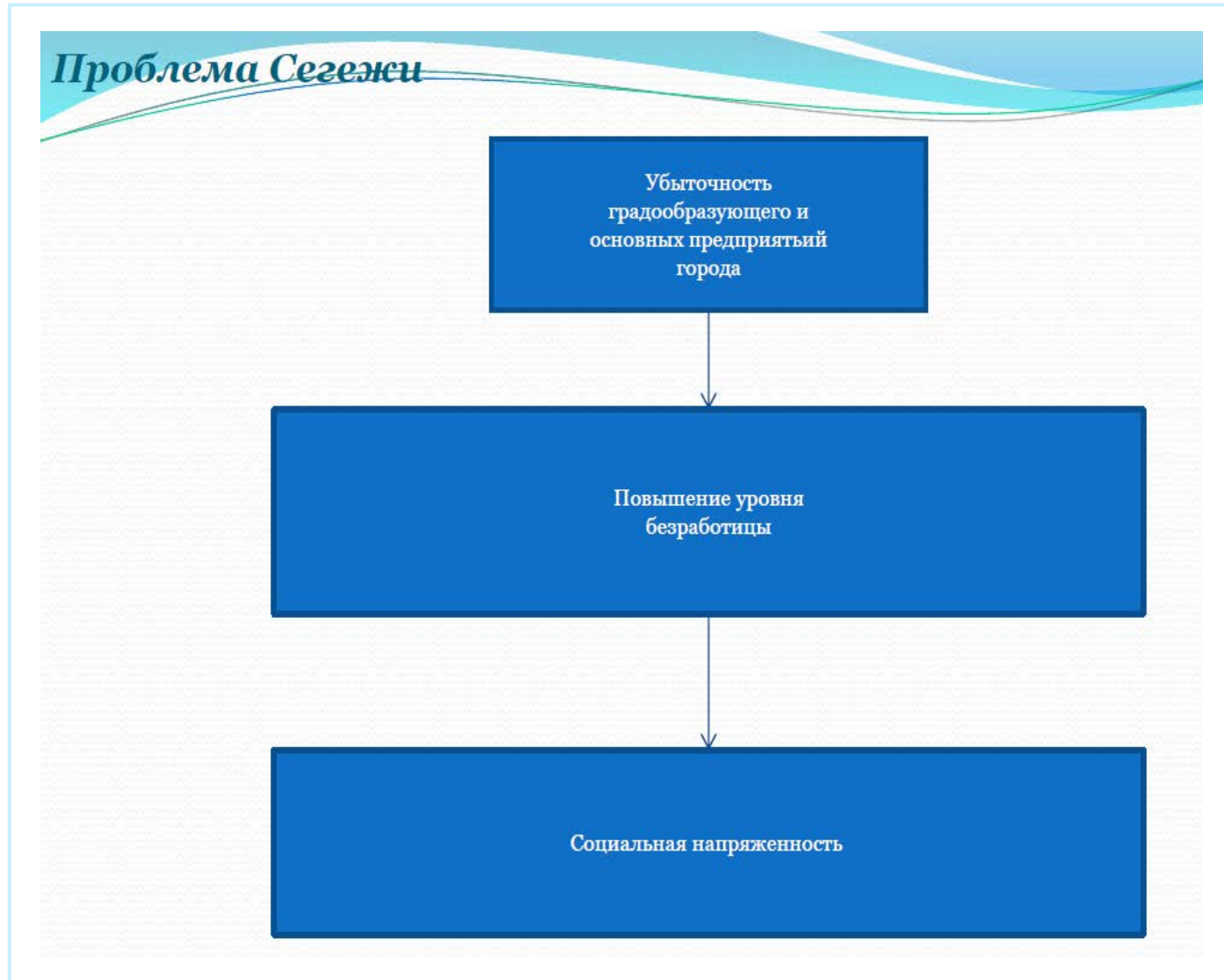
PRICES AS INDICATED ON [HTTP://POISK6.AVIA-TRAVEL.RU/FLIGHTS/MQW11035VX1](http://POISK6.AVIA-TRAVEL.RU/FLIGHTS/MQW11035VX1)

Obviously, the train offers some advantages that plane cannot offer. These may include:

1. Большой выбор направлений (маленькие города, в отличии от самолета)
2. Нет ограничений на вес багажа.
3. Нет досмотра (показ билета и паспорта).

At this example, Air France - KLM would set the price ranging from around 2 000 to 3 200 RUB.

Bad example 2: Narrow understanding of an issue



Bad example 3: There is no analysis that led to the recommendations on the slide

М Ситуация ЦБК Экотуризм Рыболовство

И здоровье поправить, и с городом познакомиться.

• Предполагаемые процедуры:

- Диагностика по системе АМСАТ (по желанию пациента).
- Дренирующий массаж.
- Лечебные ингаляции травяные и медикаментозные.
- Грязевые аппликации.
- Иглорефлексотерапия, в т.ч. лазерная пунктура.
- Индивидуально подобранный курс физиотерапевтических процедур на свежем воздухе.
- Индивидуально подобранный комплекс лечебной физкультуры.
- Очищение организма по системе Вуда.



- Помимо лечения, гостям пансионата захочется посмотреть город. Это позволит развиваться малому и среднему бизнесу в сфере обслуживания.

Bad example 4: Headings do not create a single story

Содержание > Население > Текущая ситуация > Рынки > Альтернативы > Модернизация > План

Происходит устаревание и уменьшение численности населения на фоне оттока жителей работоспособного возраста

Численность и состав населения
Население Российской Федерации и регионов на 2012г.

Города

Цели

Структура населения города имеет следующий вид

... но около 30% населения фактически не проживает в городе

Содержание > Население > Текущая ситуация > Рынки > Альтернативы > Модернизация > План

В мире сложилась тенденция к закрытию или сжатию моногородов

Мировая практика решения проблем моногородов

Австралия

США

Содержание > Население > Текущая ситуация > Рынки > Альтернативы > Модернизация > План

Низкая стоимость сырья позволяет сохранять рентабельность производства

Благоприятная конкурентная обстановка...

...стабильно высокий спрос на мелованную и гигиеническую бумагу...

Мировая динамика производства продукции ЦБП, тыс. тонн

33000,000

Содержание > Население > Текущая ситуация > Рынки > Альтернативы > Модернизация > План

Наилучшая альтернатива – сжатие города

Закрытие

Сейчас

Зарплата

5

4

3

Сильные стороны

- ✓ Минимальные затраты

Слабые стороны

- ✗ Закрытие потенциально прибыльного предприятия

Сжатие

Сейчас

Зарплата

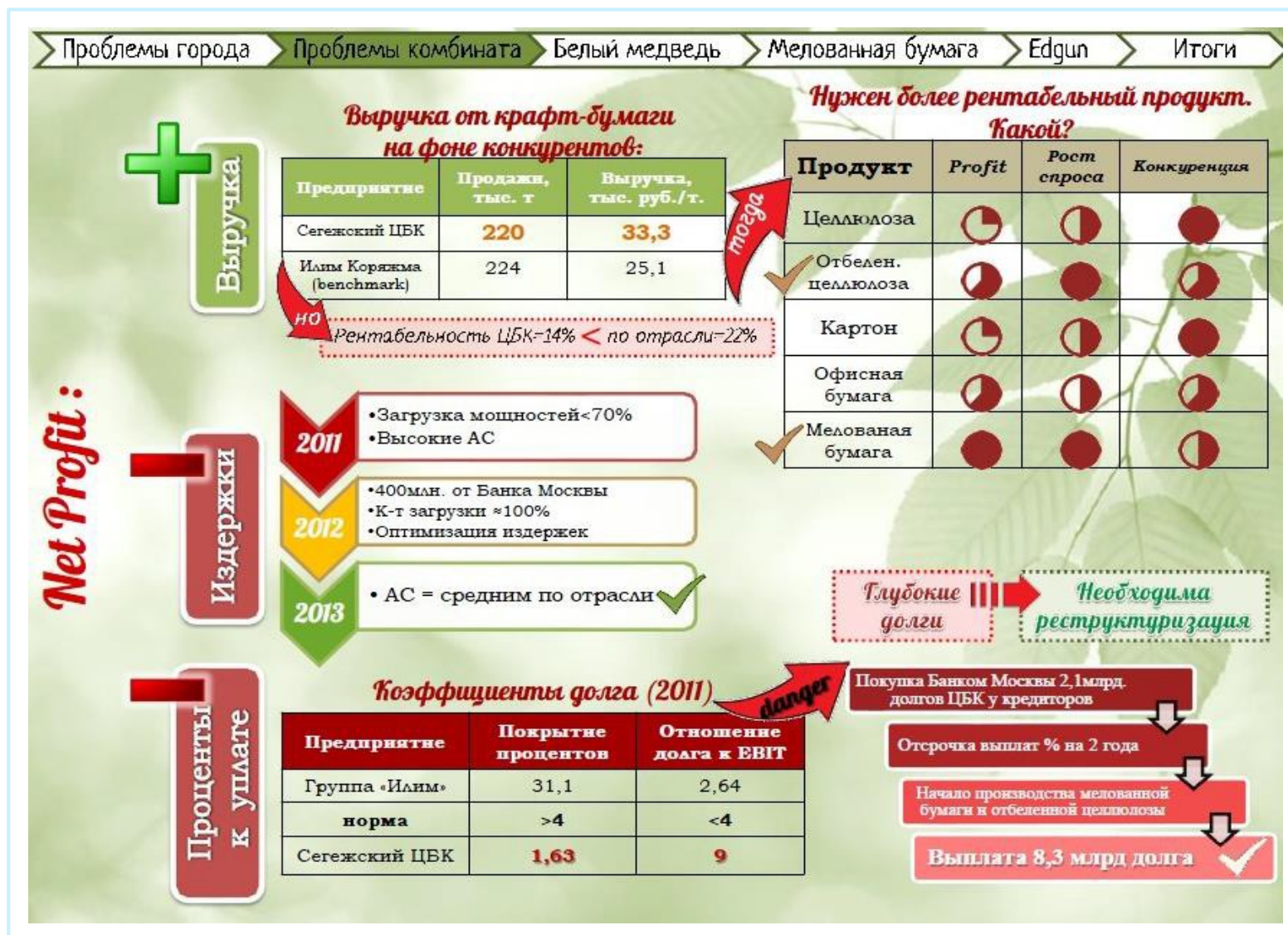
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3

Сильные стороны

- ✓ Повышение заработной платы и квалификации
- ✓ Увеличение прибыли предприятия
- ✓ Модернизация завода

Bad example 5: There is no conclusion on the slide



Bad example 6: Excessive analyses

Администрации города рекомендуется применение дальнейших мер по улучшению благосостояния горожан

STEEPV-анализ города Сегежа привёл к следующим результатам



SWOT анализ позволяет увидеть сильные и слабые стороны проекта

<ul style="list-style-type: none"> -Наличие ЦБК как градообразующего предприятия -Выгодное местоположение -Наличие привлекательных природных ландшафтов -Наличие месторождений нерудных полезных ископаемых 	<ul style="list-style-type: none"> -Зависимость от состояния и планов развития ЦБК -Ухудшение качества человеческого капитала -Низкая благоустроенность города -Низкая эффективность муниципального управления
<ul style="list-style-type: none"> -Поддержка и развитие предпринимательских инициатив -Создание промышленного технопарка на незанятых площадях -Повышенное федеральное внимание к проблеме моногородов 	<ul style="list-style-type: none"> -Зависимость состояния ЦБК от конъюнктуры мировых рынков -Негативное отношение жителей к городу постоянного проживания (вахтовое сознание) -Ухудшение экологической обстановки (в т.ч. аварии)
S	W
O	T

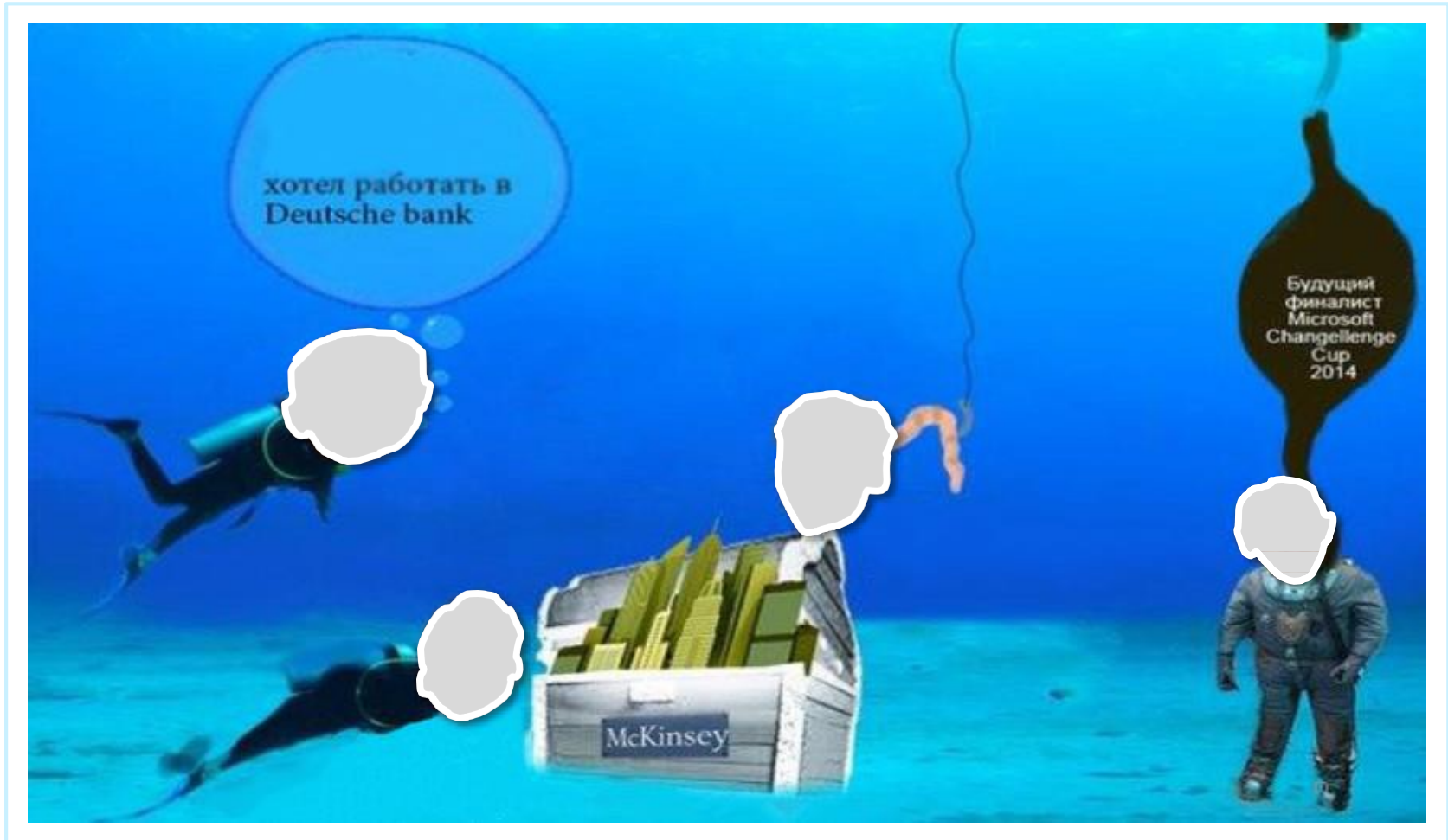
- ж/д Санкт-Петербург-Мурманск, Ленинградская, Мурманская, Архангельской области;
- Автомобильная трасса «Кола»
- Беломоро-Балтийский канал обеспечивает проход судов от Онежского озера до Белого моря.



Потенциальные возможности развития города



Bad example 7: Creativity and jokes should be appropriate



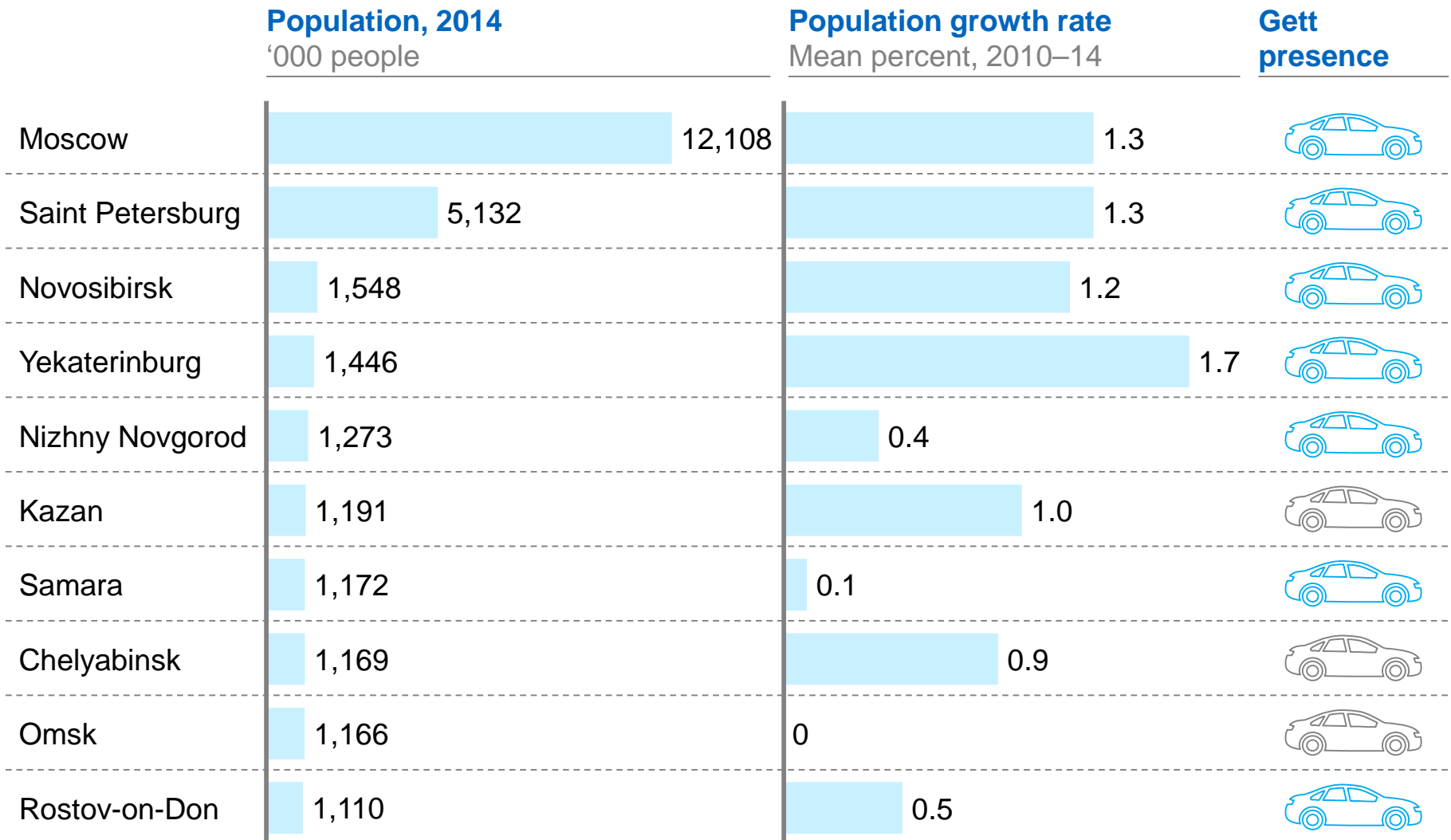
Examples of skillfully composed slides

At the present time, Gett is represented in 7 of Top 10 Russian cities



Gett presence in the city

Metrics of top Russian cities



Development Director made preliminary estimates for some of the described delivery market segments

	Moscow market size RUB bn per year	Moscow market size Million shipments per year	Requirements for Gett
First mile	No estimate	32.2	<ul style="list-style-type: none"> Guaranteed spare capacity in the delivery window
Last mile	7.0	50.0	<ul style="list-style-type: none"> Handling of returns Cash and bank check management Fraud combating
Fast delivery	No estimate	18.5	<ul style="list-style-type: none"> Handling of returns Cash and bank check management
Letters/ Documents¹	3.8	2.5	<ul style="list-style-type: none"> Handling of returns Good Russian language and presentable appearance of couriers
B2C delivery (mostly food delivery)	No estimate	No estimate	<ul style="list-style-type: none"> Legal compliance and observance of the law Cash and bank money management

¹ Estimated on the basis of current corporate customers of Gett