

Case Study Committee

K J Somaiya Institute of Management

CASEBOOK 2026

Your first step towards
the Case Analysis

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This Casebook is intended solely for academic and preparatory purposes of students of KJ Somaiya Institute of Management. Readers are encouraged to exercise independent judgment and, where necessary, seek additional information or professional guidance, particularly when relying on critical data points or strategic interpretations.

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It is my privilege to present this Case Book, developed with the objective of creating a rigorous and practical resource for students aspiring to strengthen their analytical thinking and structured problem-solving through the case method. The ability to break down complex business challenges, develop logical approaches, and communicate clear recommendations is central to effective management and consulting practice. This publication seeks to cultivate these capabilities by providing a platform for thoughtful analysis and learning.

This case book has been carefully curated to serve as a comprehensive guide for students preparing for case interviews, participating in case competitions, and engaging with real-world business problems. In addition to case materials, the book includes essential consulting frameworks, industry primers, interview transcripts, and estimation exercises. Together, these sections aim to equip readers with both the conceptual understanding and practical tools required to approach business challenges with clarity, structure, and strategic perspective.

It is important to recognize that the essence of the case method lies not in arriving at a single “correct” answer, but in the discipline of structured thinking, sound assumptions, and well-reasoned decision-making. Readers are encouraged to approach each case with curiosity, question underlying assumptions, and develop their own perspectives on the problems presented.

This first edition has been the result of a collective effort. While I had the privilege of leading and shaping this initiative, its successful realization would not have been possible without the dedication, insights, and support of the entire team, along with the guidance of faculty members and industry experts who contributed to this project. Their collaboration and commitment have been instrumental in bringing this publication to life.

I hope this case book serves as a valuable companion for learners seeking to build confidence in tackling complex business problems and developing a structured approach to decision-making.



Parth Shah [✉](#)
CASEBOOK CURATION HEAD
CASE STUDY COMMITTEE
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Introduction & First Edition Note

The Casebook (1st ed., 2026) is an academic initiative developed and published by the Case Study Committee of K J Somaiya Institute of Management. This Casebook has been created to foster structured problem-solving, analytical rigor, and strategic thinking among management students while bridging the gap between classroom learning and real-world business problem-solving.

It is the outcome of collaborative efforts between student contributors, faculty advisors, and the Case Research Committee to build a reliable and structured resource for case interview preparation, case competitions, and general managerial skill development. The cases, guesstimates, and solution approaches included herein are designed strictly for academic learning purposes, encouraging readers to develop clarity in structuring, logical reasoning, assumption-building, and professional communication

This Casebook establishes the foundation for a long-term knowledge repository that will be refined and expanded in future editions. The content reflects commonly observed formats of business problem statements encountered in consulting, corporate strategy, and general management recruitment processes, adapted for educational use without disclosing any proprietary, confidential, or actual interview material of recruiting organizations.

The Case Study Committee extends its sincere gratitude to the faculty members whose mentorship, guidance, and academic insights played a pivotal role in shaping this initiative. We would like to express our heartfelt thanks to Prof. Brajesh Bolia, Prof. Rushi Anand, Prof. Gayatri Sampath, Prof. Anjali Chopra, Prof. Kiran Sharma, Prof. Rashmi Soni, and Prof. Bhargavi Karamcheti for their invaluable inputs and guidance.

If readers identify any errors, inconsistencies, or areas for improvement, they are encouraged to write to the Case Study Committee at casestudy.sig.kjsim@somaiya.edu. Constructive feedback is welcome and will help improve future editions of the Casebook.

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K J Somaiya Institute of Management
Casebook Initiative – 2026

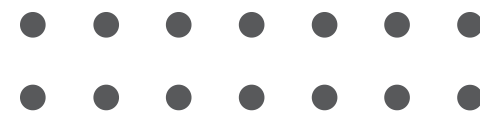


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HOW TO USE THIS CASEBOOK?

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CHANAKYA

The Casebook is structured into four integrated sections. Together, they develop readers' ability to think systematically, apply frameworks effectively, and approach ambiguity with confidence – whether in an interview room or a classroom case discussion.

1. Framework Section – Building Structured Thinking

The Framework Section forms the backbone of structured problem-solving. It introduces widely used business frameworks such as profitability analysis, market entry, pricing, growth strategy, operations improvement, and M&A. These frameworks serve as analytical lenses that help break complex and ambiguous problems into clear, manageable components.

How to Use This Section

- Focus on understanding the logic behind each framework instead of memorizing it.
- Practice converting frameworks into issue trees and Mutually Exclusive and Collectively Exhaustive (MECE) structures.
- Apply frameworks flexibly depending on the case context.
- After solving a case, revisit this section to evaluate the robustness of your structure.
- Use this section to strengthen clarity and sequencing in your thinking.

2. Industry Primer

The Industry Primer section builds commercial awareness and contextual depth. It provides an overview of industry structures, value chains, revenue & cost drivers, key KPIs, and emerging trends. Strong case solvers distinguish themselves not only by structure but by their ability to bring relevant industry insights into their analysis.

How to Use This Section

- Study the economics of each industry to build intuition.
- Review relevant primers before solving sector-specific cases.
- Focus on understanding key revenue drivers and cost structures.
- Integrate industry insights while structuring and analyzing cases.
- Use industry knowledge to make sharper and more practical recommendations.

3. Interview Transcripts – Real Experiences

This section contains actual interview transcripts of guesstimates and case questions shared by students who have undergone real recruitment processes. We sincerely thank all the students who contributed their experiences and insights, making this section authentic and highly practical.

These transcripts capture real-time thinking, interviewer probing, and the dynamic nature of case discussions. Unlike polished model solutions, they reflect genuine responses under pressure – making them invaluable learning tools.

How to Use This Section

- Attempt the case yourself before reading the transcript.
- Simulate interview conditions by timing your practice.
- Observe how candidates structure ambiguity and refine hypotheses.
- Pay attention to how interviewers probe and guide the discussion.
- Reflect on communication clarity, logical flow, and recovery from mistakes.
- Use this section to improve both analytical execution and articulation.

4. Reference and Estimation Guide

Business decisions are influenced by broader macroeconomic and external factors. The Macro Factors section enhances your overall point of view by covering key macro indicators such as GDP, inflation, interest rates, regulatory influences, demographic shifts, and economic cycles.

In addition, this section includes a curated Guesstimate Cheatsheet, a structured collection of essential base numbers, logical benchmarks, and commonly used assumptions. This strengthens quantitative confidence and improves the realism of estimations.

How to Use This Section

- Refer to macro indicators to add depth in strategy and market-entry cases.
- Use macro lenses to assess external risks and opportunities.
- Apply the guesstimate cheatsheet to build logical and structured assumptions.

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IMPORTANT FRAMEWORKS

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CHANAKYA

ANSOFF MATRIX¹

The Ansoff Matrix is a strategic planning tool that helps organisations determine their growth strategy by mapping products and markets.

It answers the question: "Should we grow by introducing new products or entering new market."

Market Penetration: Focusing on increasing share in current markets with current products.

Market Development: Introducing current products into new geographical or demographic areas.

Product Development: Introducing new or improved products for existing customers

Diversification: Entering a completely new market with a completely new product



Source: Ansoff Matrix

Use STP when you want to decide who to target and how to position your brand in the customer's mind.

S - Segmentation

This step breaks a large market into smaller, meaningful groups based on:

- Demographics (age, income, occupation)
- Geography (city, region)
- Psychographics (lifestyle, personality)
- Behavior (usage, loyalty, buying habits)

T - Targeting

From all the segments, the company selects the most profitable and suitable group to serve. Factors include:

- Market size
- Growth potential
- Competition
- Brand capability

P - Positioning

Positioning defines the space a brand occupies in the customer's mind. It answers:

- What problem do we solve?
- Why should customers choose us over competitors?

How to create STP marketing strategy?

Step 1. Define the market (Use TAM, SAM, SOM)

Step 2&3. Create audience segments (On Demographics, Behaviour etc) & Construct segment profiles (Create multiple customer personas)

Step 4.

Evaluate the commercial attractiveness of each segment (Identifiable, Reachable, Responsive, Profitable, Substantial)

Step 5. Select target audience (Cluster Analysis)

Step 6. Develop a positioning strategy

Step 7. Choose your marketing mix (4Ps)

STP Framework

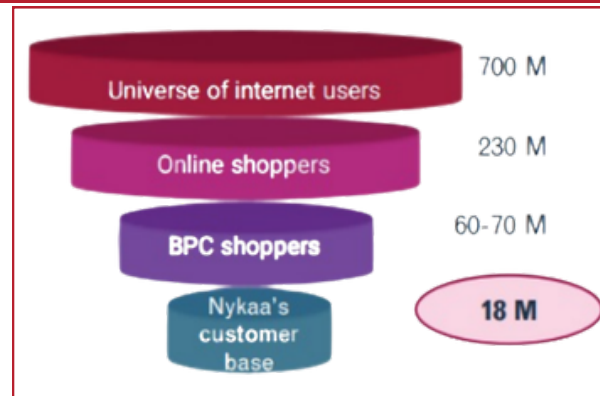
Example - NYKAA

S-Segmentation

STEP 1:

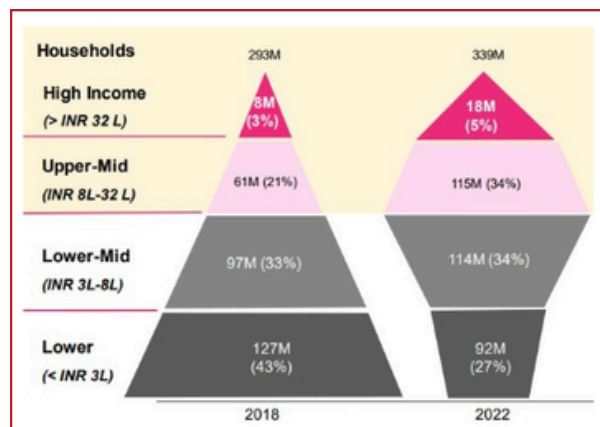
TAM, SAM, SOM

Source:
Nykaa Investor Presentation
(sept 23)



STEP 2:

AUDIENCE SEGMENTS



STEP 3:

PERSONAS



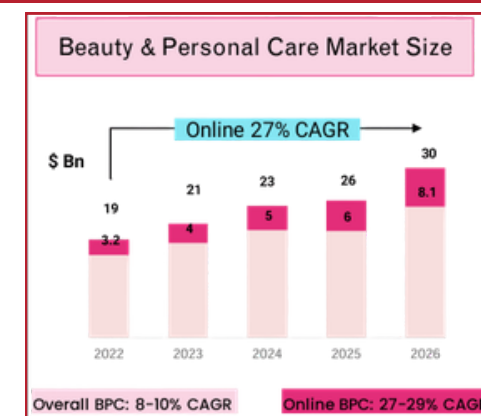
- **Age:** 18-50 years
- **Location:** Metro cities (Tier 1&2)
- **Occupation:** Student/ Working
- **Income Level:** Middle class
- **Lifestyle:** Beauty-conscious, follows influencers
- **Needs:** Authentic products, wide variety

T- Targeting

STEP 4:

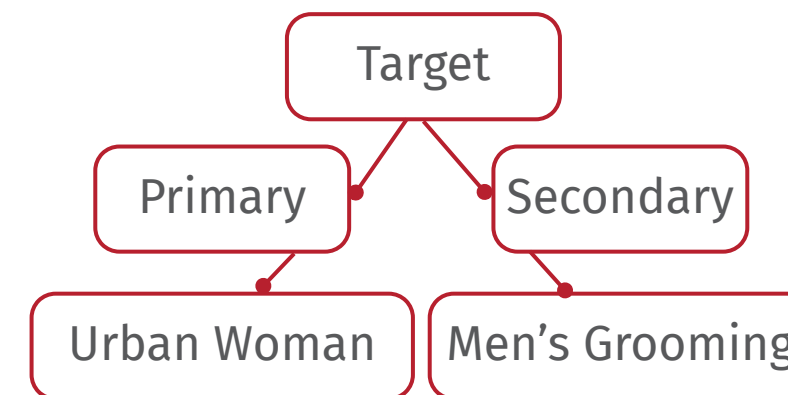
ATTRACTIVENESS

Online 27% CAGR



STEP 5:

SELECTION



P-Positioning

STEP 6:

STRATEGY

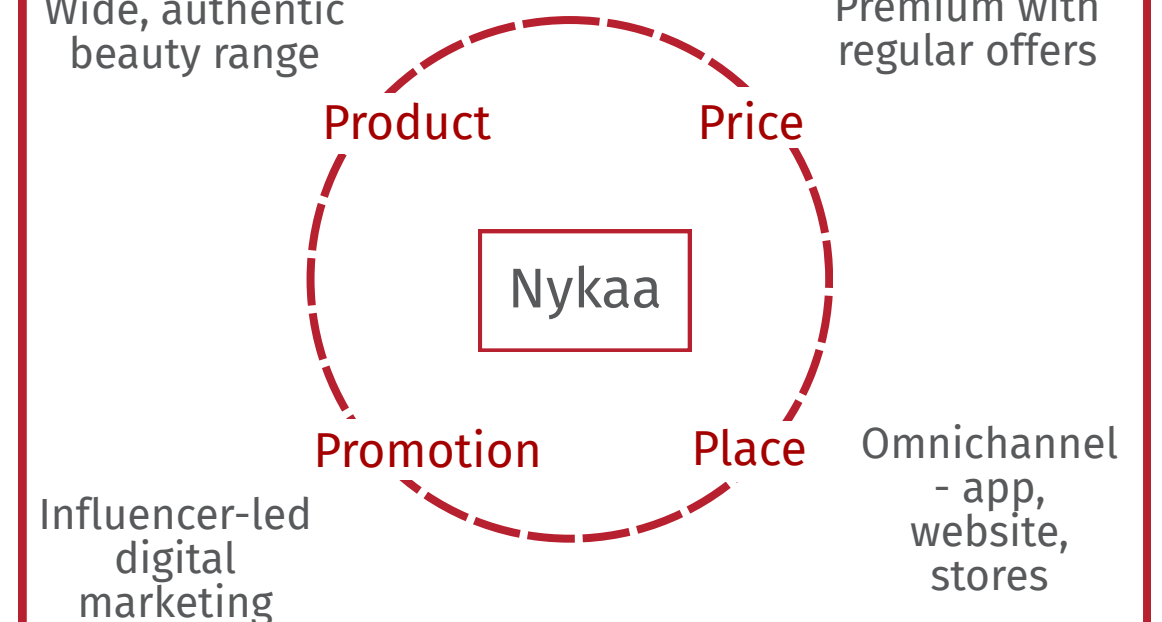
- ✓ '100% Authentic' Products Guaranteed
- ✓ Fear of Fake Products Reduced
- ✓ Curated Beauty Expertise and Trusted Guidance

STEP 7:

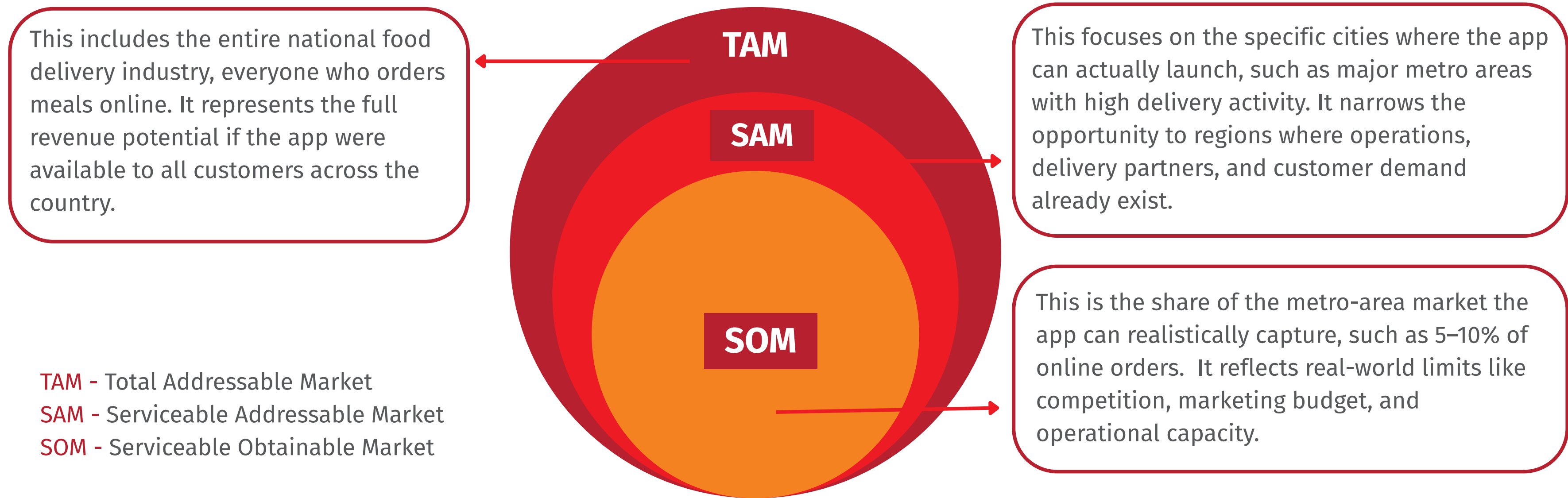
MARKETING MIX (4Ps)

Wide, authentic beauty range

Premium with regular offers



Business Example: Food Delivery App



Source: The StartUp Owner's Manual

The 3C-P Framework⁵

Use 3C-P when you want to decide what product/strategy to offer by balancing company strength, customer need, and competitor pressure.

Company

What are we capable of?

- What do we do well?
- What are our core skills?
- What constraints do we face?

Customer

Who are we solving the problem for?

- What customers truly value
- What problems remain unsolved
- What are customer needs, pain points, expectations, and behaviour

Competitor

Who else is fighting for attention?

- Direct and indirect competitors
- Their pricing, offers, branding, and weaknesses

Product

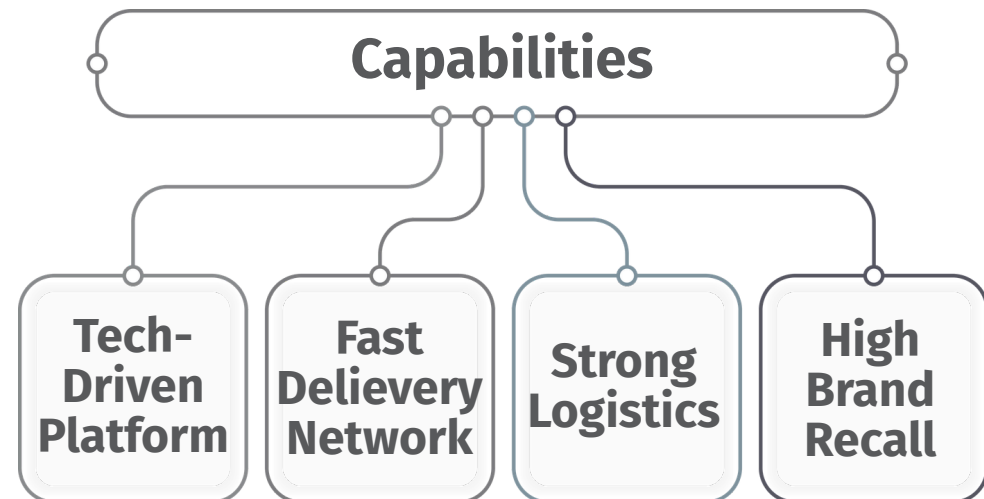
What exactly are we putting into the market?

- Solves real customer problems
- Matches company strengths
- Stands distinct from competitors

The 3C-P Framework

Example - 

Company



Customer

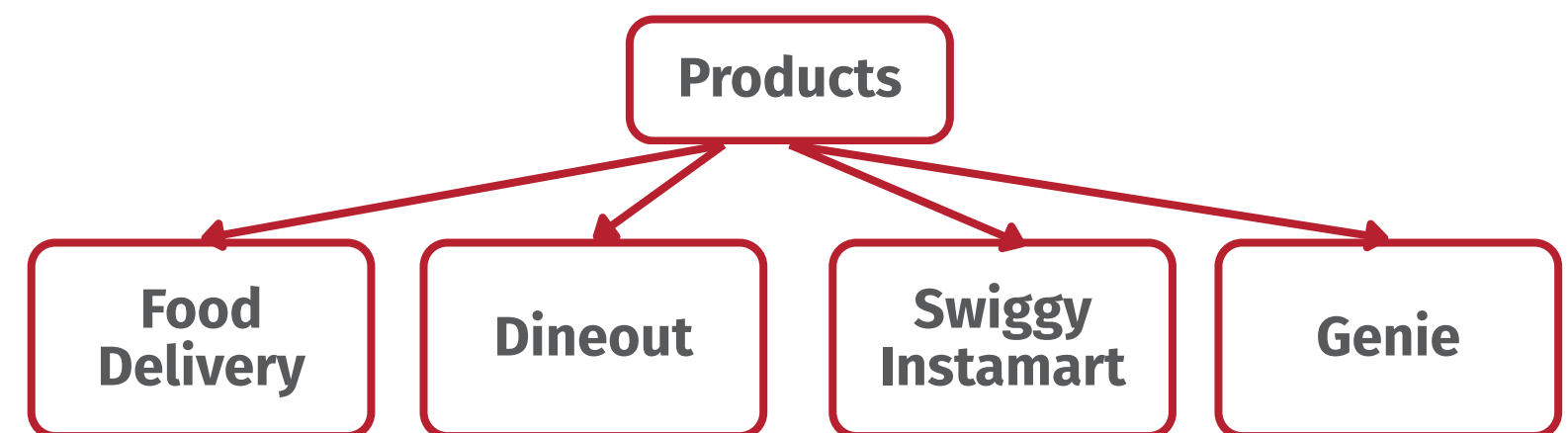


- **Age:** 24 - 35 years
- **Location:** Metro Cities (Tier 1 & Tier 2)
- **Occupation:** Young working professional
- **Income Level:** Middle class
- **Lifestyle & Behaviour:** Little no time to cook
- **Needs & Preferences:** Fast delivery and food variety.
- **Pain Point:** Wants good food quickly.

Competitor



Product



Swiggy is able to differentiate by diversifying more.

The 7P Framework⁶

4P Framework

Additional 3Ps (Service Focus)

People

- Employees and frontline staff
- Skills, training, and attitude
- Customer interaction and service quality

Process

- Service delivery flow
- Speed, consistency, and reliability
- Use of technology and automation

Physical Evidence

- Tangible cues of service quality
- Store layout, ambience, and branding
- Website, packaging, and documentation

PRODUCT

- Features and quality
- Design, packaging, and branding
- Product range and lifecycle

PRICE

- Pricing strategy and discounts
- Payment terms and affordability
- Perceived value vs competitors

PLACE

- Distribution channels
- Market coverage and accessibility
- Logistics and supply chain

PROMOTION

- Advertising and sales promotion
- Digital and social media
- Public relations and communication

Source: Lovelock, C., & Wirtz, J. (2016). Services Marketing: People, Technology, Strategy, Harvard Business School

PESTLE Analysis⁷

PESTEL / PESTLE Analysis is a strategic tool for assessing external macro-environmental factors. It covers six areas: Political, Economic, Social, Technological, Environmental, and Legal. The framework helps organizations spot opportunities, manage risks, and adapt strategies.

[What is a PESTEL analysis? - Oxford College of Marketing Blog](#)

- P** **POLITICAL FACTORS**
 Responsible for evaluating how legal issues affect a company's ability to be profitable and successful.

- E** **ECONOMIC FACTORS**
 It consists of examining the external economic problems that can affect a company's success.

- S** **SOCIAL FACTORS**
 Companies can assess the socioeconomic environment of the market.

- T** **TECHNOLOGICAL FACTORS**
 Technology introduces new products, new technologies, and services.

- E** **ENVIRONMENTAL FACTORS**
 Companies must evaluate environmental impact as consumers increasingly want eco-friendly products.

- L** **LEGAL FACTORS**
 Companies need to stay informed about changes in labor laws and regulations.

GLIDESTEP An expansion of the original PESTEL, now containing newer areas to consider.	Global Cross-border trends, international trade, geopolitical dynamics, global crises
Legal Laws & regulations including compliance, labor, taxation & intellectual property	Innovation Novel ideas & business models that create value through creativity and change
Demographic Population size, age structure, migration patterns, urbanization trends	Economic Inflation, GDP, interest rates, currency stability, income levels
Sociocultural Cultural values, lifestyle changes, education, health, and consumer behavior	Technological Emerging technologies like AI, automation, cloud computing, and digital tools
Environmental Sustainability, climate change, resource usage, pollution, and natural risks	Political Government stability, policy changes, trade barriers, political risk

Gartner Hype cycle⁸

Understanding how market expectations around new technologies evolve



Innovation Trigger

Early idea emerges; curiosity is high but evidence is limited.

Peak of Inflated Expectations

Hype drives unrealistic promises and premature investments.

Trough of Disillusionment

Reality hits; failures and cost overruns reduce confidence.

Slope of Enlightenment

Practical use cases emerge through learning and refinement.

Plateau of Productivity

Technology delivers stable ROI and becomes business-as-usual.

Why Managers should do at Each stage

Early stages:
Pilot & experiment

Peak:
Avoid hype-driven scaling

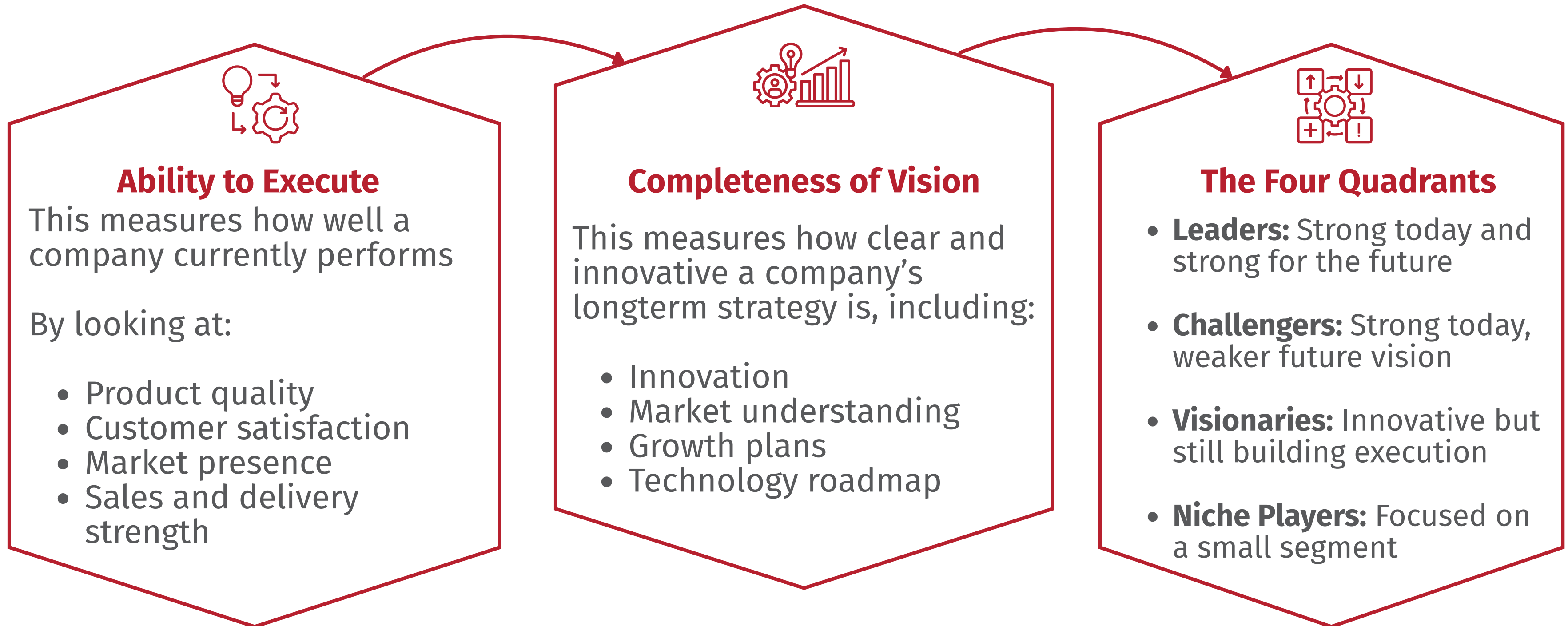
Trough:
Refine and selectively invest

Plateau :
Scale and optimise

Source: Gartner

Gartner Magic Quadrant²

When you need to compare multiple companies in the same industry based on their current performance and future potential to make a strategic decision.

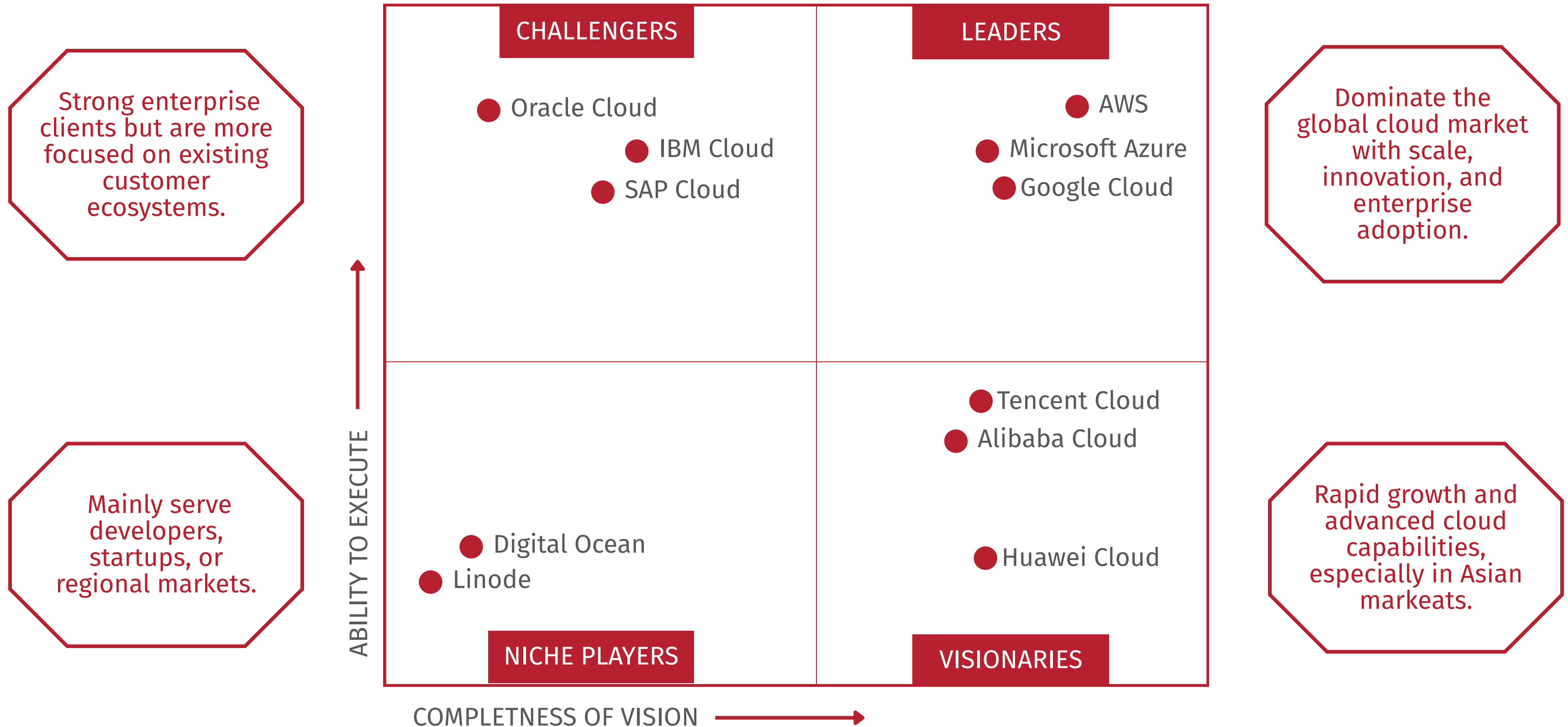


Helpful for Investors, businesses and decession makers as it shows shows who is winning now, who is preparing for tomorrow, and who is playing a focused game.

Source: Gartner (2025).

Gartner Magic Quadrant

Example - Cloud Infrastructure Industry



Porter's 5 Forces Framework¹⁰

Porter's Five Forces helps assess an **industry's competitiveness** by analysing five external forces that shape strategic decisions

Threat of New Entrants

Ease with which new players can enter the market; depends on capital needs, regulation, and brand loyalty.

FMCG - As distribution investment is high but product differentiation is low, Threat of New Entrants is Moderate.

Bargaining Power of Suppliers

Ability of suppliers to influence input prices, quality, and availability

FMCG - As there are multiple suppliers for raw materials like flour, oil, and spices, Bargaining Power is Low.

Threat of Substitutes

Ease with which new players can enter the market; depends on capital needs, regulation, and brand loyalty.

FMCG - Due to the presence of homemade snacks, bakery products, and healthier alternatives, Threat is High.



Example: Indian FMCG Snacks Industry

Bargaining Power of Buyers

Customers' ability to push for lower prices, higher quality, or better service

FMCG - As there are many brand choice, Bargaining Power is high

Industry Rivalry

Intensity of competition among existing players based on market share, number of firms, and growth rate.

FMCG - As there many players that compete on pricing and stock keeping unit, Industry Rivalry is Intense.

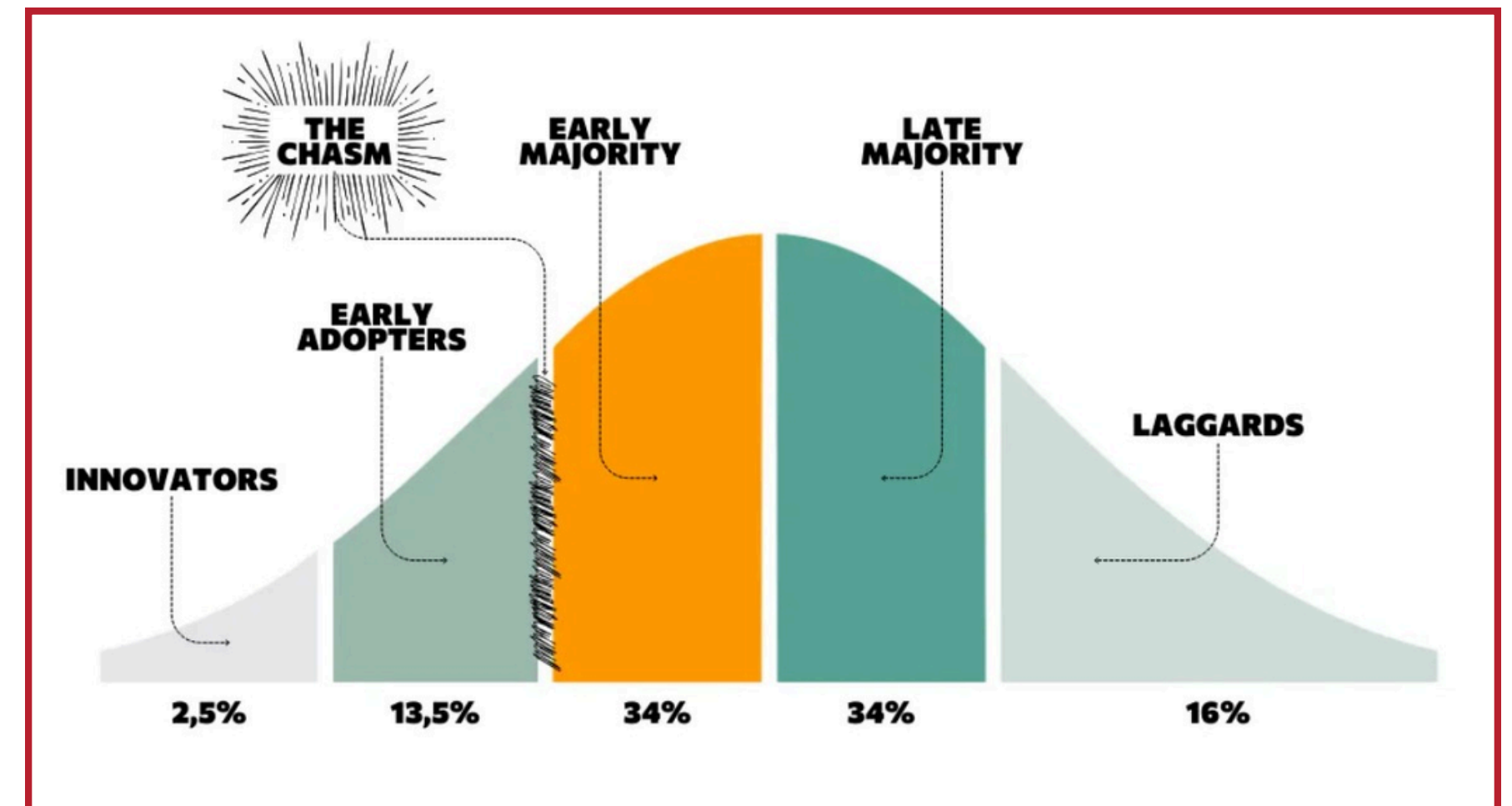
Insights: Brands must differentiate through flavour innovation and stronger retail penetration.

Source: Harvard Business Review

ROGER'S DIFFUSION CURVE^{II}

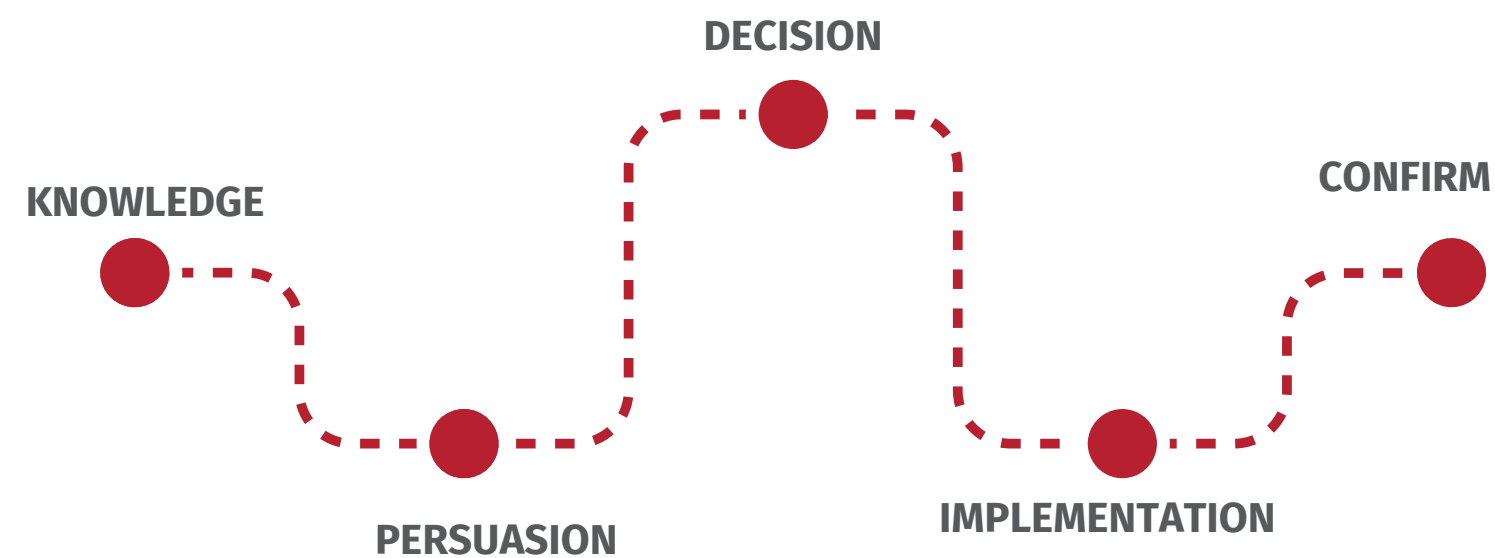
Rogers' Diffusion Curve explains how new products, technologies, or ideas spread through a population over time. It divides adopters into five segments based on how quickly they embrace innovation.

- **Innovators** are first movers with a high risk appetite who adopt strategies to stay ahead, even if failure is possible.
- **Early Adopters** are visionaries who adopt new technologies early on to gain a competitive advantage.
- **Early Majority** are pragmatic users who adopt only after proof, reliability, and references.
- Late Majority are sceptical where adoption is motivated by social pressure and widespread acceptance.
- **Laggards** are the last to adopt and they are resistant to change and will only adopt if it is absolutely necessary.

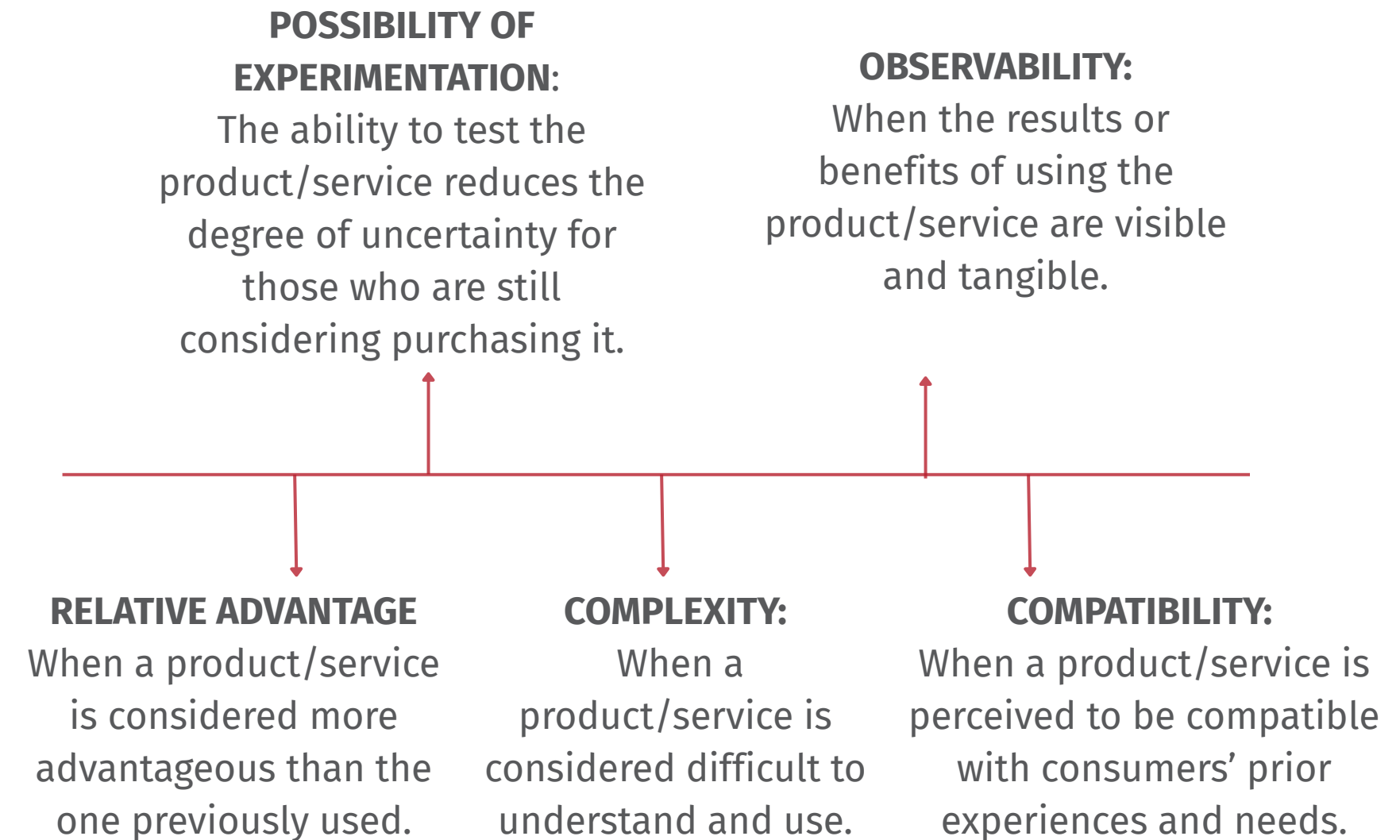


Crossing the Chasm – The critical gap between Early Adopters and Early Majority, where many innovations fail unless positioned as a complete, low-risk solution.

ROGERS' MODEL 5 STAGES OF DECISION MAKING



ROGERS 5 FACTORS THAT CAN INFLUENCE DECISION MAKING



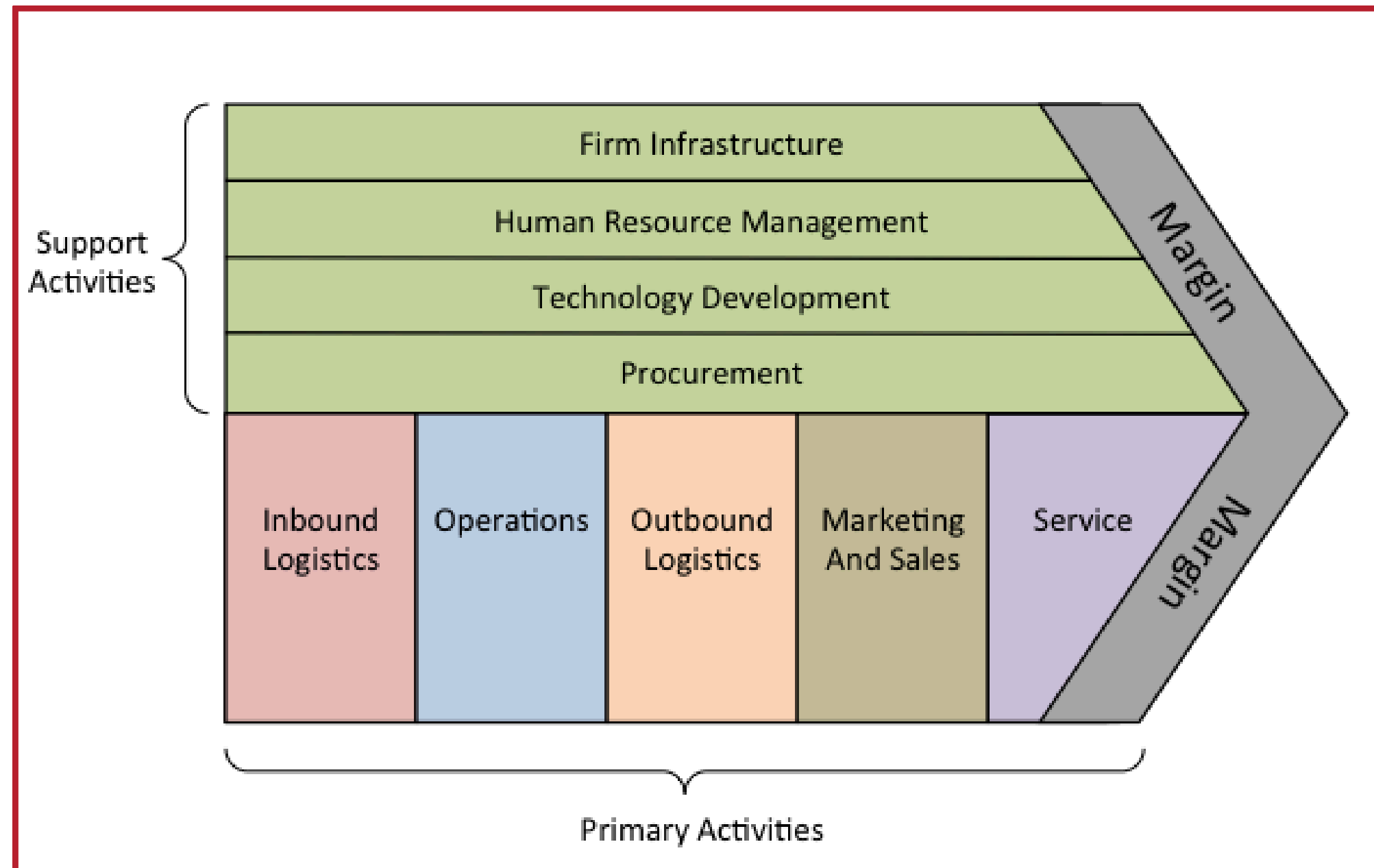
Source: B-Plan | Roger's Diffusion Model

Support Activities

- Technology Development: Process automation, systems, and innovation support
- Procurement: Sourcing inputs at optimal cost, quality, and reliability
- Firm Infrastructure: Finance, legal, planning, governance, and control systems
- Human Resource Management: Hiring, training, performance & cost optimization

Primary Activities

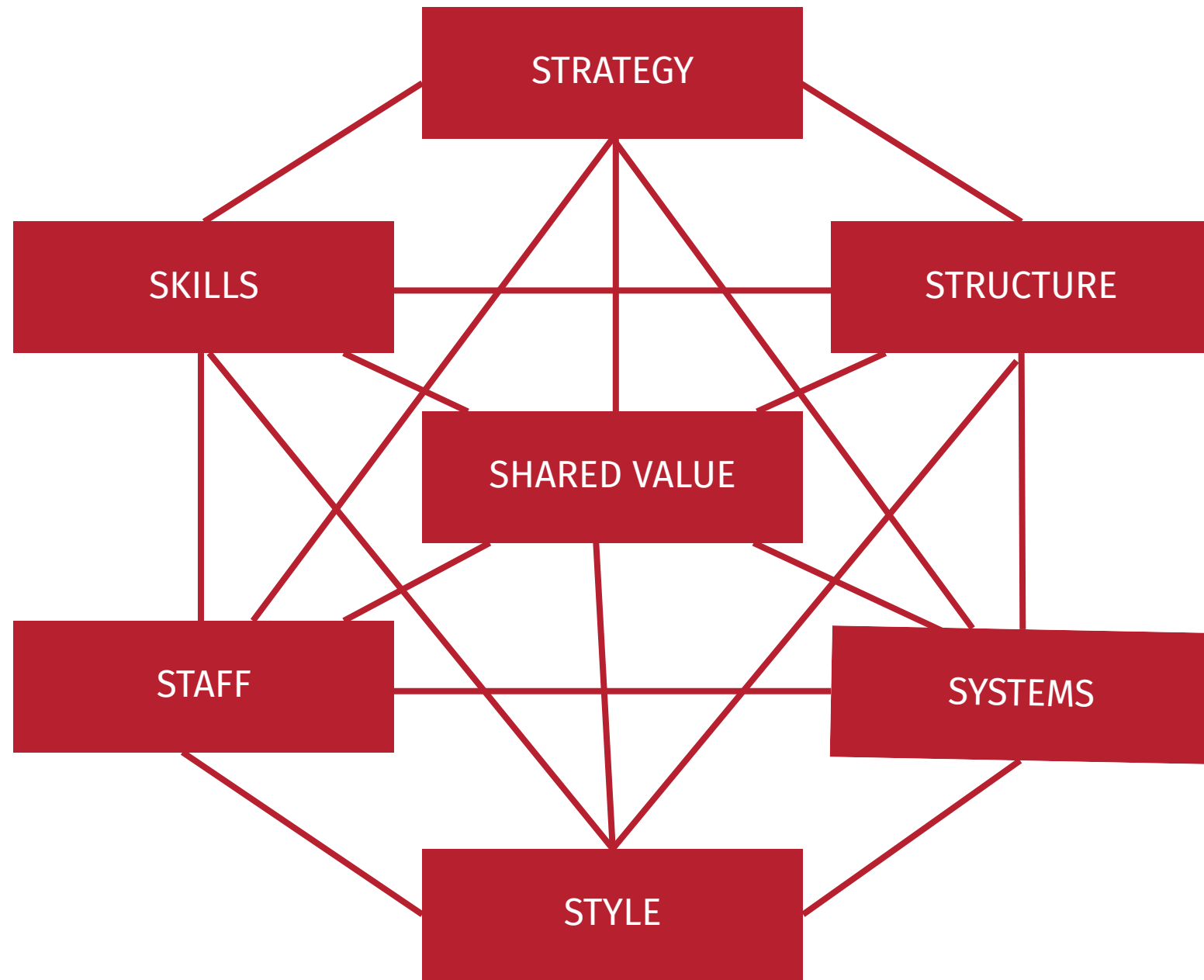
- Inbound Logistics: Receiving, storing, and managing inputs efficiently
- Operations: Converting inputs into finished products/services
- Outbound Logistics: Storage, distribution, and delivery to customers
- Marketing & Sales: Demand generation, pricing, and channel management
- Service: After-sales support, maintenance, and customer satisfaction



Support activities enable efficiency, while primary activities directly create customer value and margin.

Source - HBS

7S McKinsey Framework¹³



Source: *Business Horizons Book*

<p>STRATEGY</p> <p>Shift to digital-first retail with improved in-store experience.</p>	<p>STRUCTURE</p> <p>Reorganize teams to align online and offline operations.</p>	
<p>SYSTEM</p> <p>Update inventory, POS, and customer feedback systems.</p>	<p>SHARED VALUE</p> <p>Promote a customer-first culture across all stores.</p>	
<p>STYLE</p> <p>Leaders move to a more data-driven, hands-on approach.</p>	<p>STAFF</p> <p>Add digital sales roles and strengthen store management teams.</p>	<p>SKILL</p> <p>Train employees in digital tools, merchandising, and service quality.</p>

SWOT-TOWS Analysis¹⁴

SWOT is a strategic analysis tool used to assess a firm's internal strengths and weaknesses and external opportunities and threats. It helps in structuring the strategic situation faced by a firm

Role of TOWS

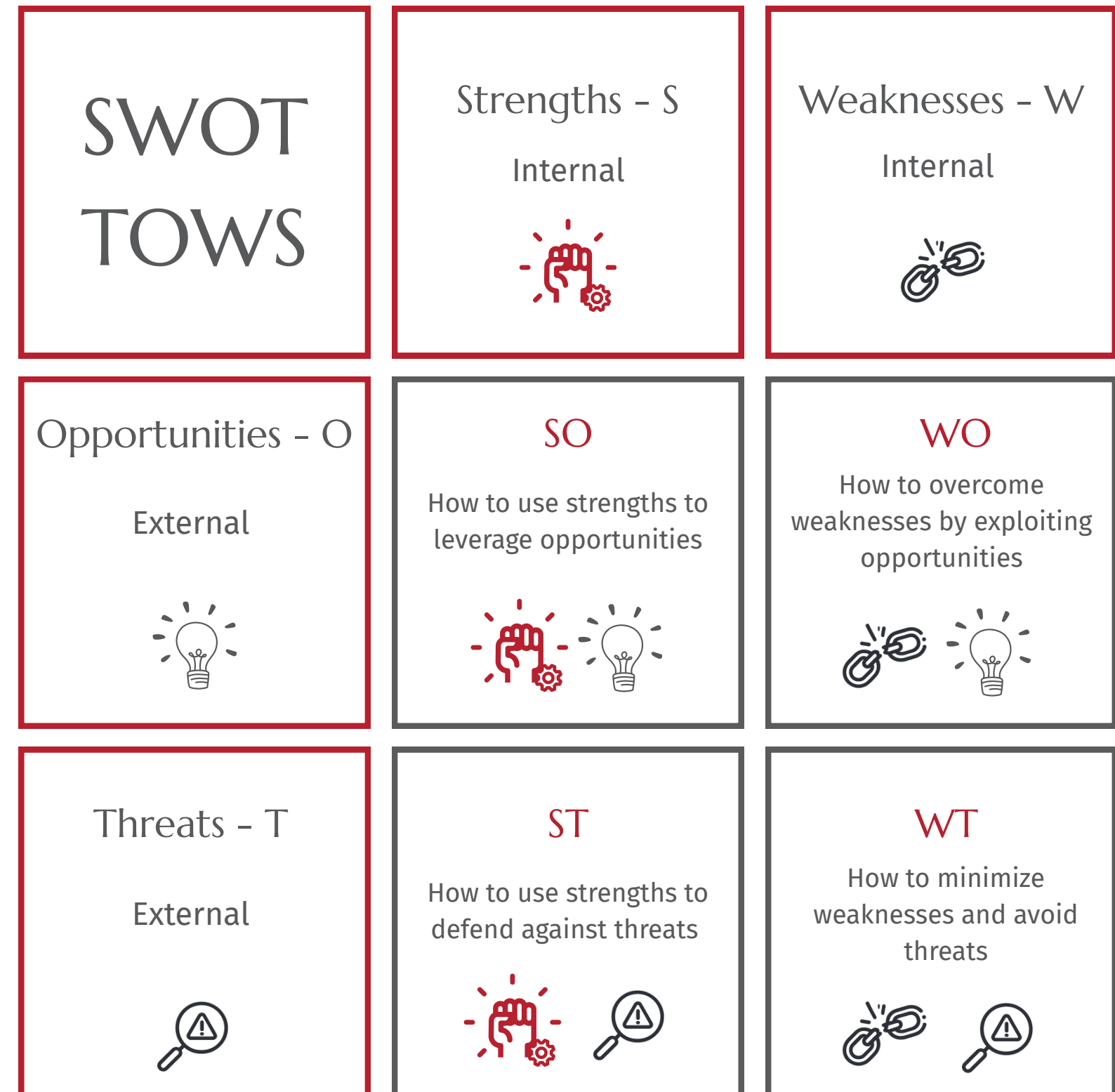
- TOWS extends SWOT by linking internal and external factors
- It converts analysis into actionable strategic alternatives
- Strategies are developed through systematic matching (SO, WO, ST, WT)

Perspective for Analysis

- Firm-level analysis - Strengths & Weaknesses
- Industry / environment analysis - Opportunities & Threats
- Strategy emerges from the interaction between the firm and its environment

Why the Framework is Useful

- Ensures structured and comprehensive strategy formulation
- Prevents intuitive or ad-hoc decision making
- Widely used in strategy consulting, academia, and case analysis

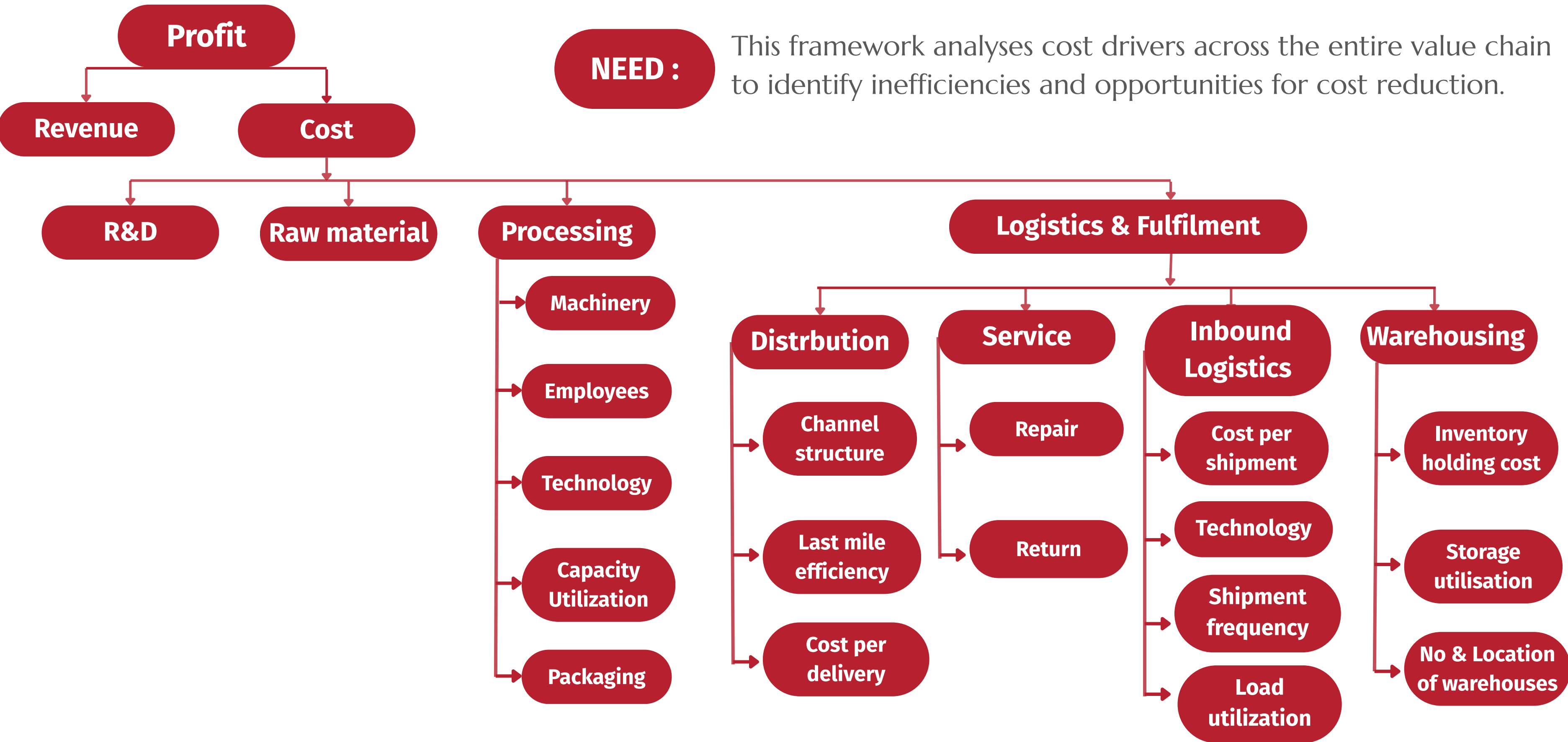


Source: Andrews, K. R. (1971). The Concept of Corporate Strategy. Harvard Business School Press

COST REDUCTION – VALUE CHAIN ANALYSIS

NEED :

This framework analyses cost drivers across the entire value chain to identify inefficiencies and opportunities for cost reduction.



Profitability Framework

$$\text{PROFIT} = \text{REVENUE} - \text{COST}$$

$$\text{REVENUE} = \text{PRICE} \times \text{VOLUME}$$

Price

- Pricing strategy
- Discounting
- Competitive pressure

Volume

- Customer base
- Frequency/usage
- Market expansion

Diagnostic Flow

1. Is profit declining due to **REVENUE** or **COST**?

2. If Revenue → Price or Volume?

3. If Cost → Fixed or Variable?

$$\text{COST} = \text{FIXED COST} + \text{VARIABLE COST}$$

Fixed Cost

- Salaries
- Rent
- Infrastructure

Variable Cost

- Raw materials
- Delivery/logistics
- Commissions

Key trade-offs managers must consider:

- Lower prices may boost volume but hurt margins
- High fixed costs require utilisation, not just cuts
- Scaling volume helps only if unit economics work

Profitability improves only when revenue quality and cost structure are addressed together.

Applying the Framework - Food Delivery Platform

$$\text{PROFIT} = \text{REVENUE} - \text{COST}$$

$$\text{REVENUE} = \text{PRICE} \times \text{VOLUME}$$

- Orders ↑
- Active users ↑
- Frequency stable or improving

Price realisation is weak

- Delivery fees are price-sensitive
- Discounts used to retain customers
- Platform has limited pricing power

Revenue is growing, but revenue quality is fragile.

DIAGNOSTIC FLOW

Food delivery platforms do not struggle due to lack of demand, but due to unfavourable unit economics driven by high variable costs per order.

$$\text{COST} = \text{FIXED COST} + \text{VARIABLE COST}$$

Fixed Cost

- Fixed costs are high but predictable
- Marginal impact per order is low
- Fixed costs alone rarely explain losses.

Variable Cost

- Cost per order is high
- Incentives rise to ensure supply
- Fuel and traffic add volatility
- This is the main profitability killer.

In food delivery platforms, profitability is a unit economics problem, not a demand problem.

Business Canvas Model¹⁵



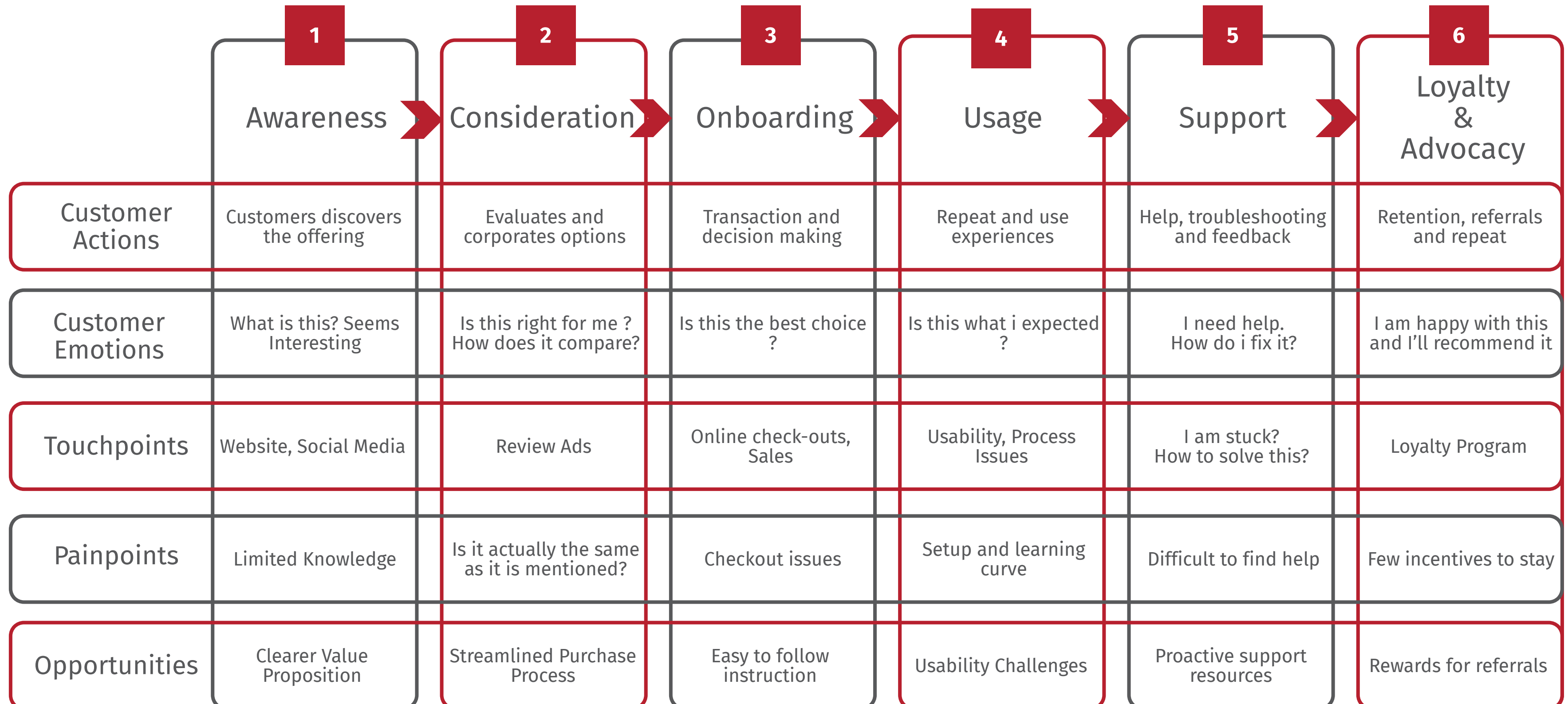
Source: Business Model Generation Book

Business Example - Uber Cab Services



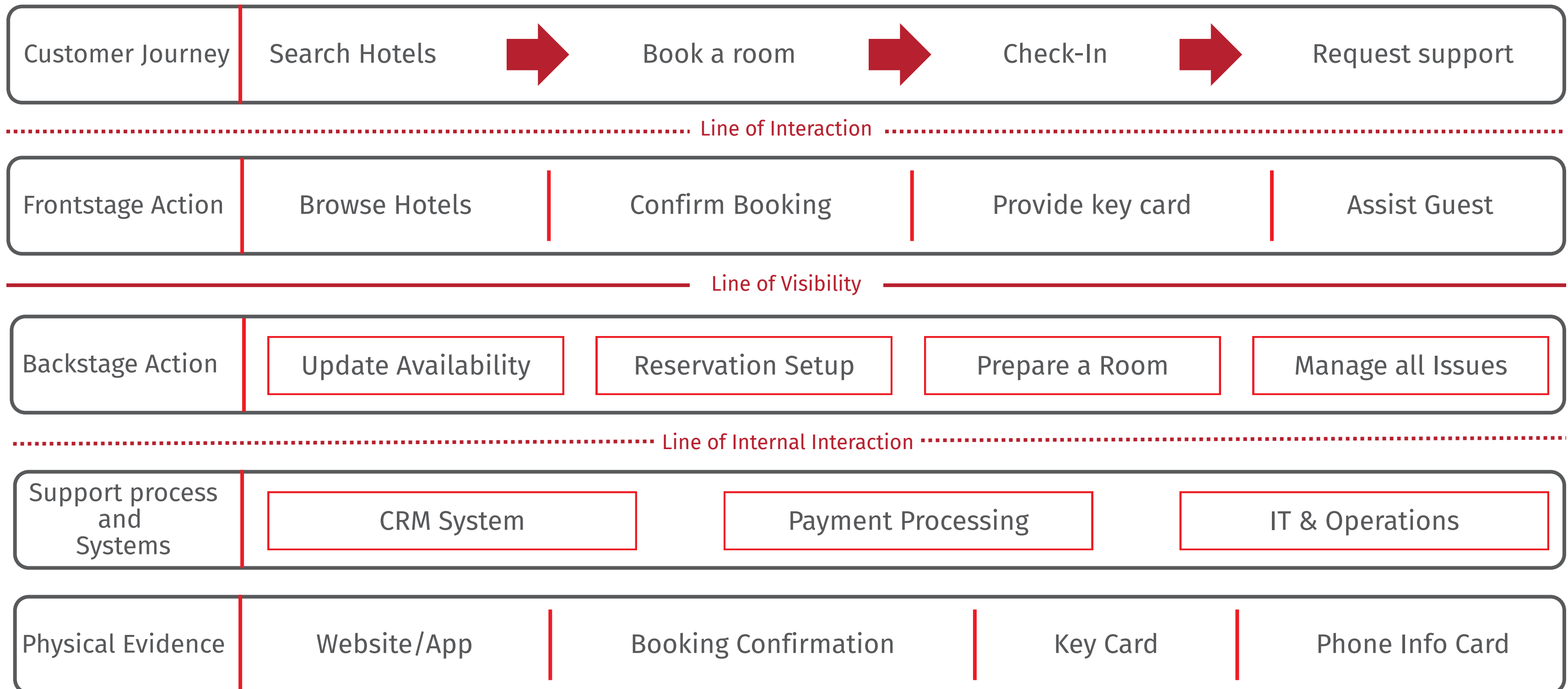
Customer Journey Mapping Framework¹⁶

Customer Journey Mapping is a visual framework that shows a customer's end-to-end experience across stages. It is used to improve customer experience, identify service gaps, and redesign processes especially during new launches, declining satisfaction, or digital transformation.



Service Blueprint Framework¹⁷

A Service Blueprint is a structured visual framework that maps end-to-end service delivery by linking customer actions with frontstage, backstage, and support processes. In case studies, it helps reveal operational gaps and improvement opportunities by showing how strategy translates into execution, illustrated through a hotel booking journey example.



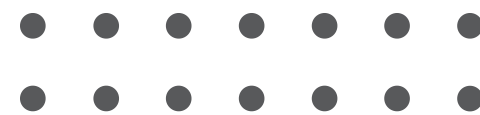


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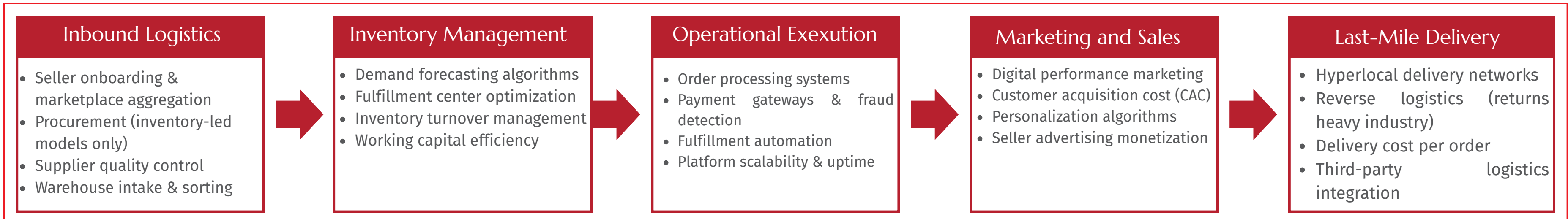
K J Somaiya Institute of Management

INDUSTRY PRIMER

casestudy.sig.kjsim@somaiya.edu



CHANAKYA



Industry Forces

- Competitive rivalry-Extremely high (rivalry due to low differentiation, price wars, heavy discounting, and scale competition)
- Threat of new entrants-Moderate threat (entry possible digitally, but scale and logistics create significant barriers)
- Bargaining power of buyers -High (due to price transparency and low switching costs)
- Bargaining power of suppliers -Low-Moderate (fragmented seller base; large brands negotiate selectively)
- Threat of substitutes- Moderate (offline retail and D2C brand websites compete)

Key Growth Drivers

- Rising internet & smartphone penetration
- Digital payment adoption (UPI, wallets)
- Tier 2/3 city expansion
- Quick commerce growth
- Increasing trust in online transactions
- Expansion of product categories

Key Market Trends & Future Outlook

KEY MARKET TRENDS

- Shift from growth-at-all-costs to profitability
- Rise of quick commerce (10-20 minute delivery)
- Private label expansion
- AI-driven personalization
- Omnichannel retail integration
- BNPL and fintech integrations

FUTURE OUTLOOK

- Consolidation among major players
- Margin improvement via ads & subscriptions
- Higher logistics automation
- Greater regulatory scrutiny (FDI, data, competition law)
- Path to EBITDA breakeven over hypergrowth

Major Players

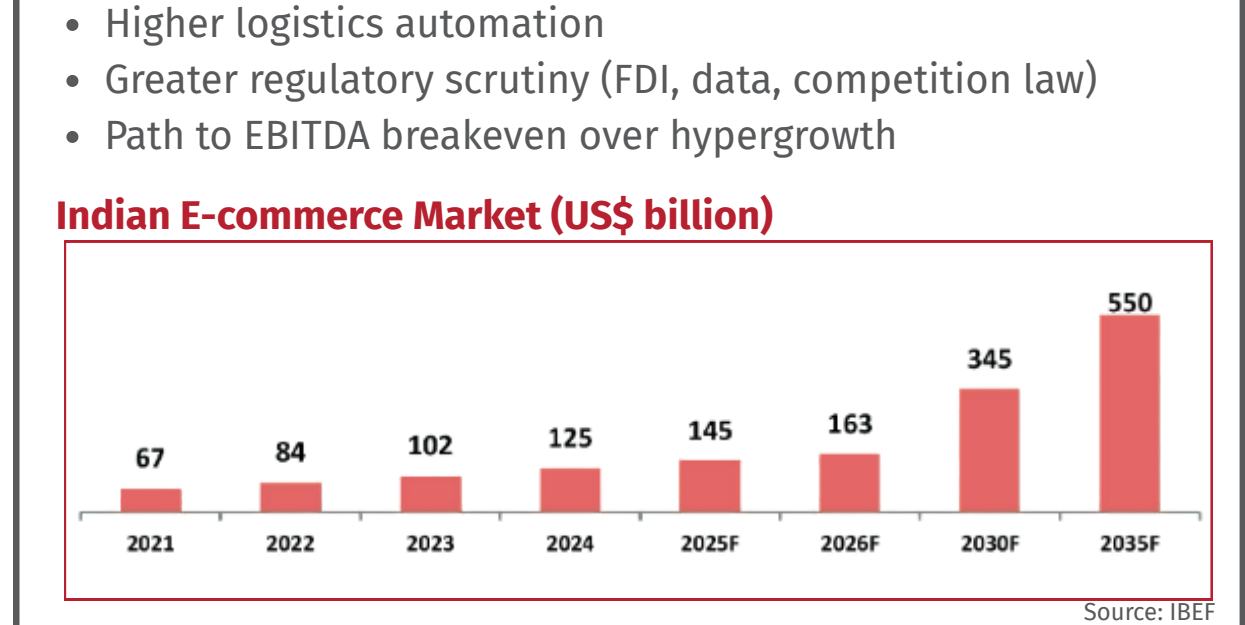


Important Links

- [IBEF Report](#)
- [Rapid Growth of E-commerce](#)

Major Challenges

- High customer acquisition cost (CAC)
- Thin operating margins
- Logistics cost pressure
- Returns & reverse logistics losses
- Regulatory compliance uncertainty
- Profitability vs growth trade-off





Industry Forces

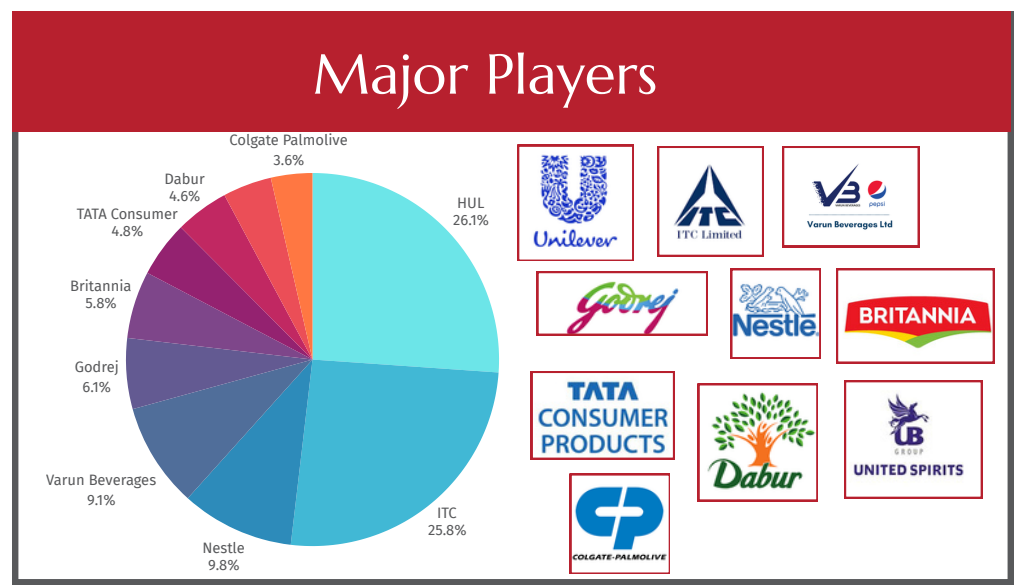
- Threat of New Entrants: Moderate (low entry barriers, high branding & distribution cost)
- Bargaining Power of Suppliers: Low (fragmented supplier base, multiple sourcing options)
- Bargaining Power of Buyers: High (price sensitivity, low switching costs)
- Threat of Substitutes: High (regional brands, private labels, unbranded products)
- Competitive Rivalry: Very High (intense competition, heavy promotions, thin margins)

Key Growth Drivers

- Rising disposable income & urbanization
- Shift from unbranded to branded products
- Expansion of modern retail & e-commerce
- Rural demand supported by government schemes
- Premiumization across food & personal care

Key Market Trends & Future Outlook

- Growth of e-commerce & quick-commerce channels
- Premium & health-conscious product segments
- Sustainability-driven packaging changes
- Regional & D2C challenger brands rising
- Margin pressure from rising input costs

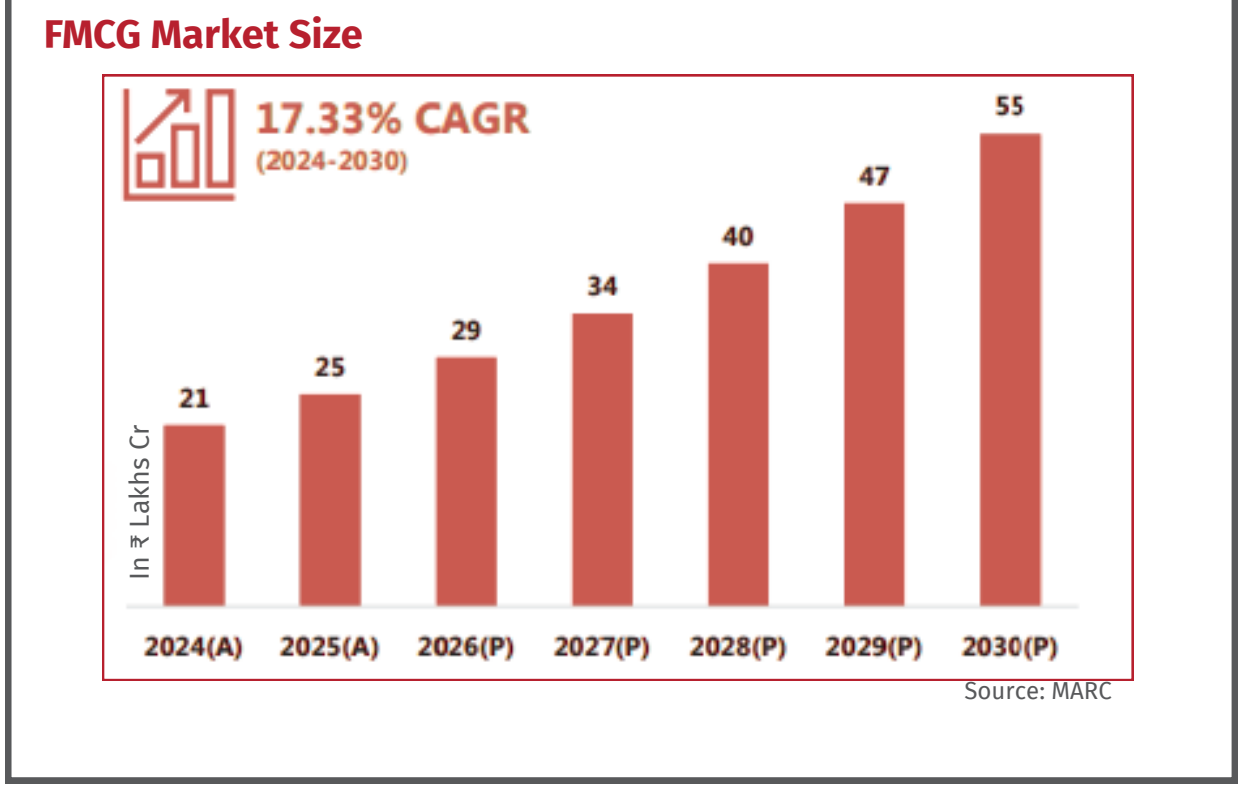


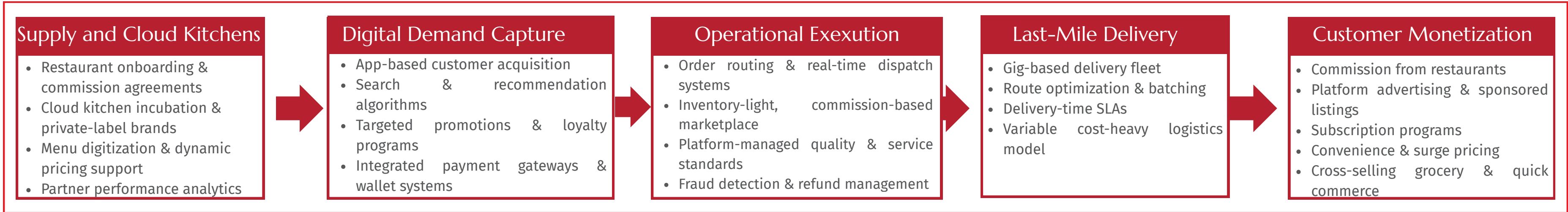
Important Links

- [McKinsey Consumer Goods Trend Report](#)
- [MARC | Industry Outlook](#)

Major Challenges

- Intense competition leading to thin margins
- Rising logistics & input costs
- Infrastructure gaps in rural & remote markets
- Strong competition from regional & private labels





Industry Forces

- Threat of New Entrants: Moderate (technology entry is easy; scale, brand trust, and network density create barriers)
- Bargaining Power of Suppliers: Moderate-High (large chains negotiate lower take rates; gig workforce supply impacts costs)
- Bargaining Power of Buyers: High (low switching costs, discount-driven behavior, app comparison ease)
- Threat of Substitutes: High (home cooking, dine-in, tiffin services, quick commerce, ready-to-eat options)
- Competitive Rivalry: Very High (duopoly-led price competition, heavy discounting, expansion into adjacent verticals)

Key Growth Drivers

- Rising urbanization & dual-income households
- Smartphone & digital payment penetration
- Increasing consumer preference for convenience
- Expansion into Tier 2/3 cities
- Growth in cloud kitchen ecosystem
- Quick commerce adjacency driving cross-category traffic

Key Market Trends & Future Outlook

KEY MARKET TRENDS

- Consolidation toward duopoly structure
- Expansion into grocery & instant delivery
- Increased ad-based monetization
- Subscription-based loyalty programs
- Data-driven personalization

FUTURE OUTLOOK

- Path to profitability via higher take rates & ad revenue
- Margin expansion dependent on delivery cost optimization
- Regulatory scrutiny on gig worker classification
- Competitive spillover from quick commerce players
- Long-term scale benefits from ecosystem bundling

Major Players

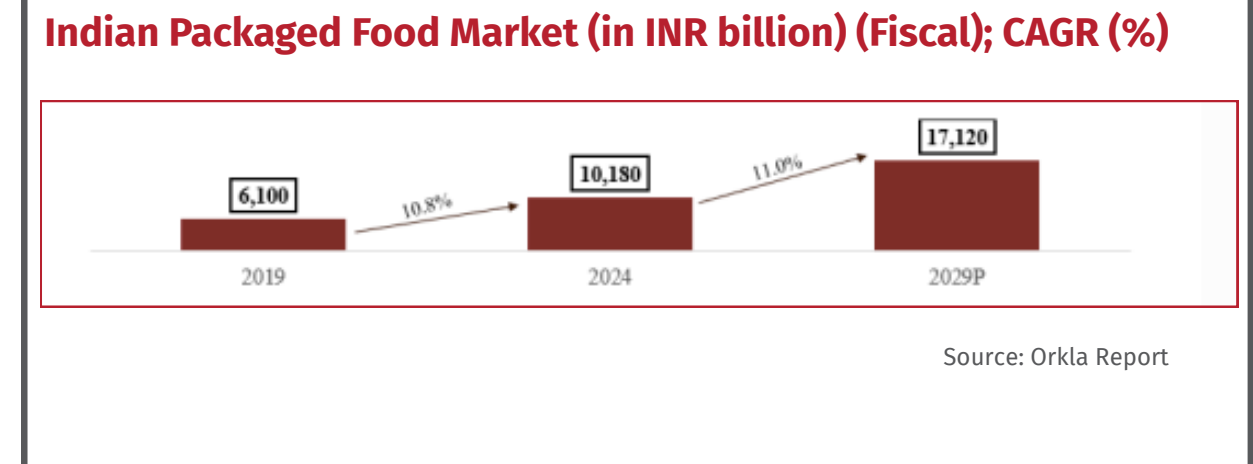


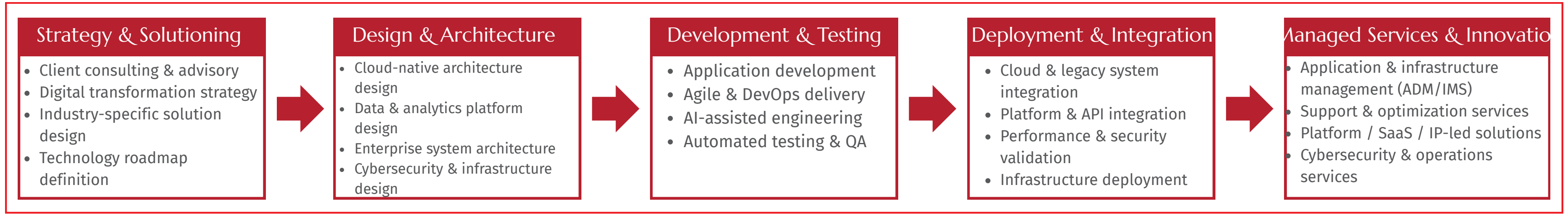
Important Links

- [Swiggy](#)
- [Eternal – Investor Relations](#)
- [PwC's Voice of the Consumer 2025](#)
- [Orkla IndustryReport](#)
- [The Indian Forum](#)

Major Challenges

- Thin margins & high CAC
- Commission caps & regulatory risk
- Delivery partner cost volatility
- Restaurant resistance to high take rates
- Profitability vs growth trade-off
- Intense competitive pricing pressure





Industry Forces

- Threat of New Entrants: Moderate (technology lowers entry barriers, but scale, credibility, and talent access remain constraints)
- Bargaining Power of Suppliers: High (skilled talent scarcity, wage inflation, and dependence on niche capabilities)
- Bargaining Power of Buyers: High (large enterprise clients exert pricing pressure, outcome-based contracts, and vendor competition)
- Threat of Substitutes: Moderate to High (automation platforms, AI-driven tools, and expansion of Global Capability Centers – GCCs)
- Competitive Rivalry: Very High (numerous global & niche players, service commoditization, intense price competition)

Key Growth Drivers

- Enterprise AI & GenAI adoption
- Cloud migration & modernization demand
- Rising cybersecurity spending
- Expansion of Global Capability Centers (GCCs)
- Digital engineering & platform development
- SaaS & IP-led revenue growth

Key Market Trends & Future Outlook

KEY MARKET TRENDS

- Shift from labor-led to AI & cloud-led services
- GCCs evolving into innovation hubs
- BPM transitioning toward analytics & automation
- Tier 2/3 cities gaining delivery importance

FUTURE OUTLOOK

- Increasing digital & platform revenue mix
- Margin pressure from AI investments
- Growth driven by AI, cloud & cybersecurity

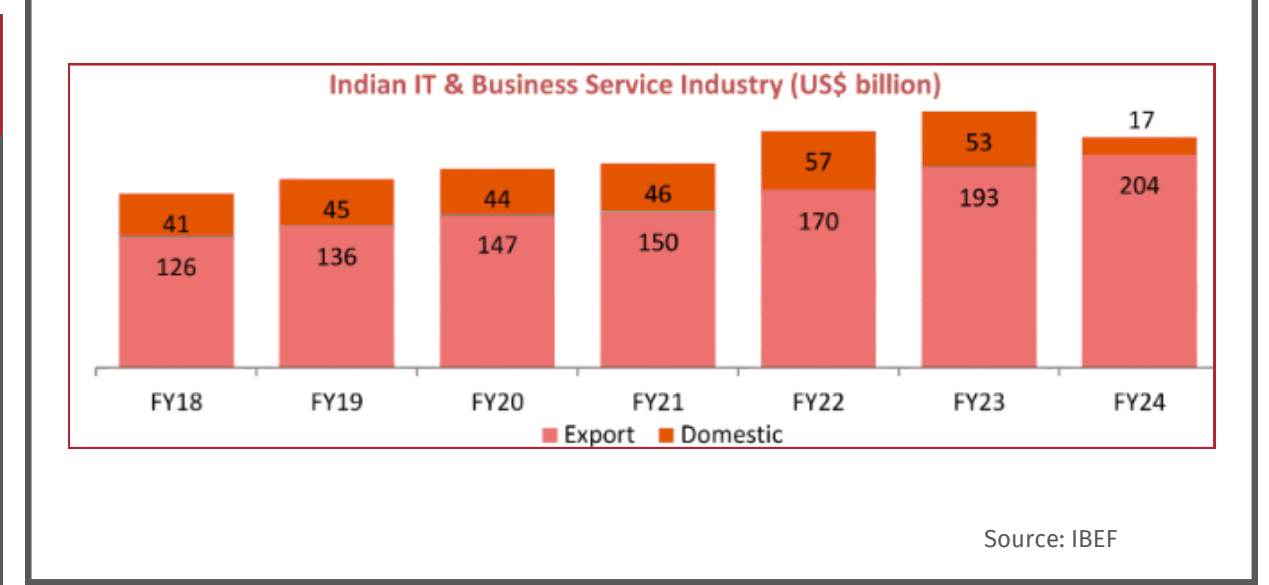
Major Players

Important Links

- [NASSCOM IT INDUSTRY REPORT](#)
- [IBEF](#)

Major Challenges

- Dependence on US & global demand cycles
- Skilled talent shortages & wage inflation
- Rapid technology disruption (AI/cloud)
- Margin pressure from automation shift
- Data privacy & regulatory compliance risks





Industry Forces

- Threat of New Entrants: Moderate. Easy to enter, hard to scale profitably at national level
- Bargaining Power of Suppliers: Low-Moderate. Fragmented suppliers; higher for niche brands with differentiation
- Bargaining Power of Buyers: High. Price sensitivity, low switching costs across retail formats
- Threat of Substitutes: Moderate. Online vs offline, D2C, local kiranas coexist across markets
- Competitive Rivalry: High. Thin margins, discount-led competition in most categories

Key Growth Drivers

- Rising disposable incomes & urbanization
- Expansion of modern retail & malls
- Growth of e-commerce & quick commerce
- Digital payments enabling frictionless checkout
- Rising middle-class consumption

Key Market Trends & Future Outlook

KEY MARKET TRENDS

- Omnichannel retail integration
- Quick-commerce & hyperlocal delivery growth
- Private label expansion
- Data-driven personalization

FUTURE OUTLOOK

- Store network expansion in Tier 2/3 cities
- Warehousing & mall capacity growth
- Increasing organized retail penetration

Major Players



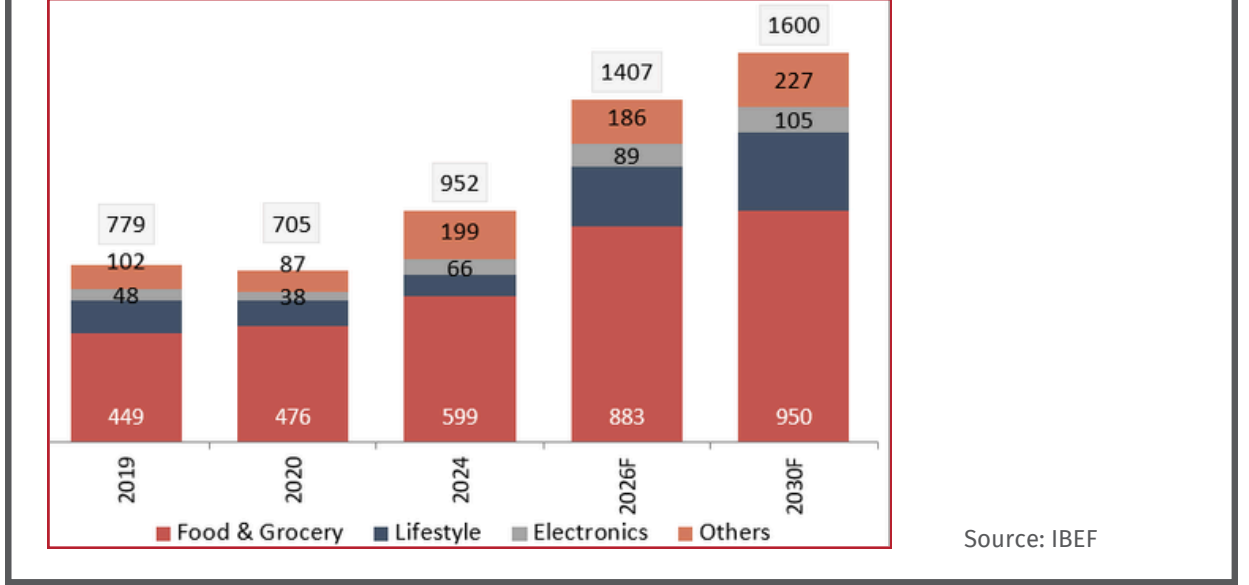
Important Links

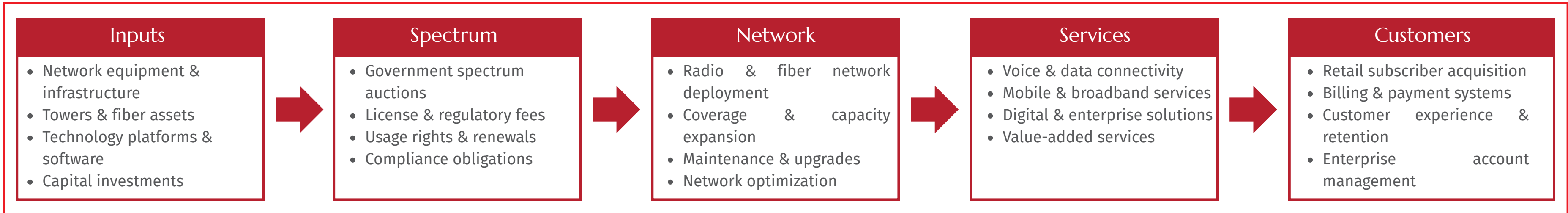
Sources:

- IBEF
- KPMG | Retail Sector
- Infosys | retail Industry outlook
- Cushman & Wakefield | Indian Retail Sector

Major Challenges

- Intense price competition & thin margins
- High real estate & store rental costs
- Competition from unorganized retail
- Fragmented supply chains
- Demand sensitivity to inflation





Industry Forces

- Threat of New Entrants: Low (extremely high spectrum costs, capital intensity, regulatory barriers)
- Bargaining Power of Suppliers: High (limited equipment vendors, technology dependency, high switching costs)
- Bargaining Power of Buyers: High (price-sensitive subscribers, low switching costs, tariff competition)
- Threat of Substitutes: Moderate (OTT platforms substitute voice/SMS, but data connectivity remains indispensable)
- Competitive Rivalry: Very High (price wars, high fixed costs, market consolidation pressures)

Key Growth Drivers

- Rapid growth in mobile data consumption
- Expansion of 4G / 5G networks
- Enterprise & digital service demand
- Increasing smartphone penetration
- Government-led digital infrastructure initiatives

Key Market Trends & Future Outlook

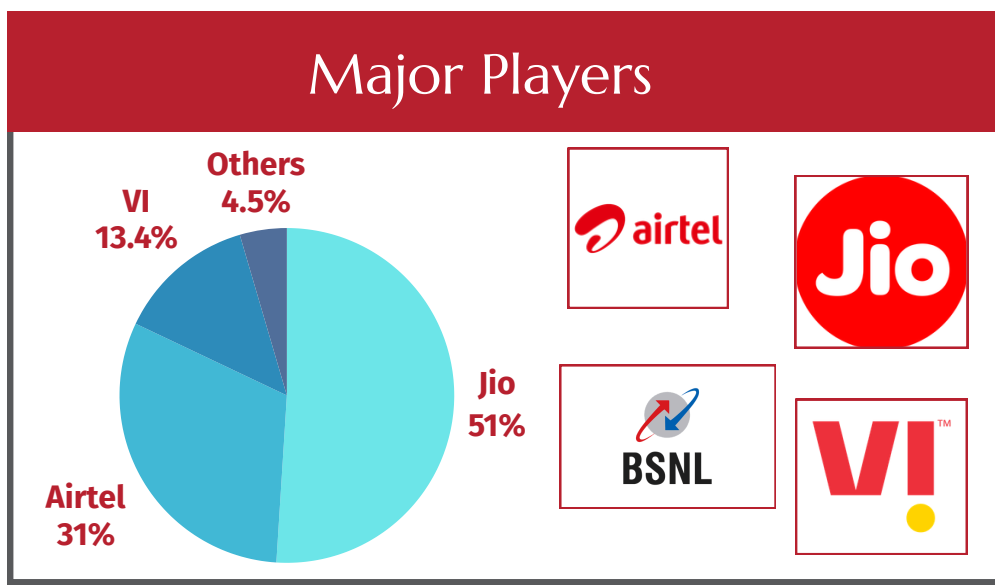
KEY MARKET TRENDS

- Surge in mobile data traffic
- Nationwide 5G rollout
- Increasing adoption of enterprise digital solutions
- Infrastructure investments & fiber expansion

FUTURE OUTLOOK

- Revenue growth driven by tariff rationalization
- Enterprise & 5G-led monetization
- Continued CAPEX intensity
- Margin recovery dependent on pricing discipline

Trend of internet penetration (data subscribers as a share of overall wireless subscribers)

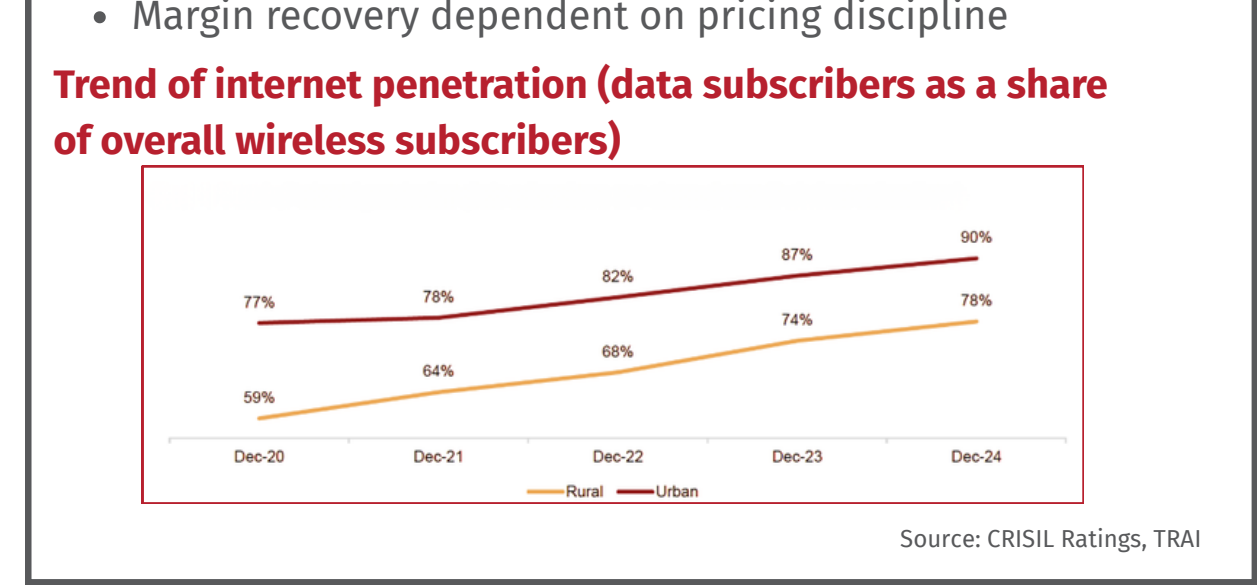


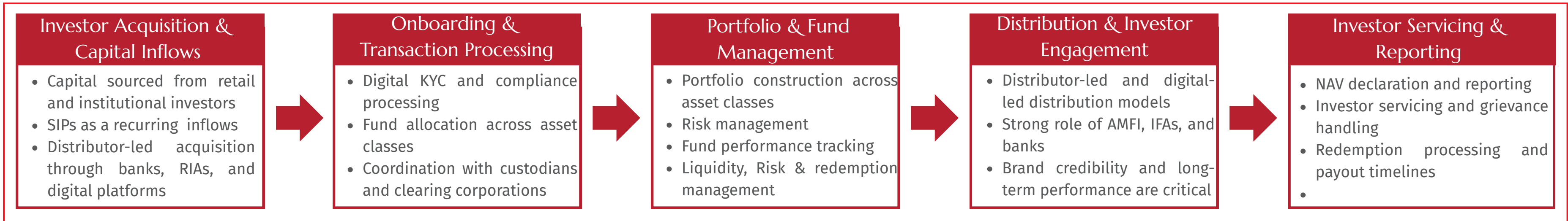
Important Links

- [Mordor Intelligence](#)
- [CRISIL](#)
- [MatrixBCG](#)

Major Challenges

- High spectrum & capital costs
- Pricing pressure & ARPU challenges
- Heavy CAPEX for 5G rollout
- Regulatory & compliance burdens
- Margin sustainability pressures





Industry Forces

- Threat of New Entrants: High barriers (regulation, trust, scale)
- Supplier Power: Moderate (distribution platforms & data vendors)
- Buyer Power: High (fee sensitivity, direct plans, performance chasing)
- Threat of Substitutes: High (FDs, insurance, PMS, ETFs, alternatives)
- Competitive Rivalry: Intense (fee compression, performance pressure)

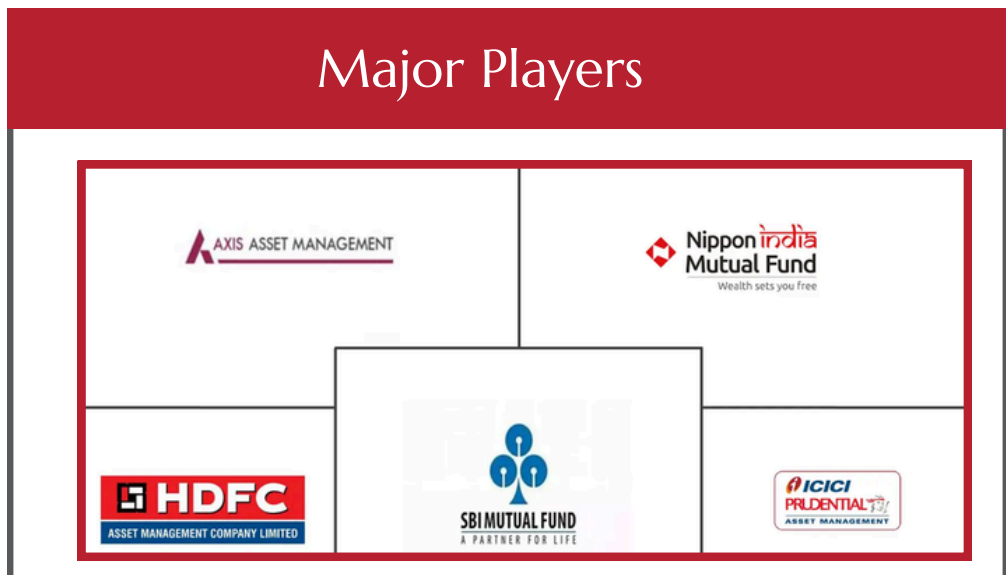
Key Growth Drivers

- Rising household shift from physical to financial savings
- SIP inflows providing stable long-term capital
- Expanding retail investor participation (Tier 2/3 penetration)
- Growing HNI & affluent wealth management demand
- Policy support and investor protection reforms
- Digital onboarding reducing acquisition costs

Key Market Trends & Future Outlook

- Fee compression and margin pressure
- Shift toward passive & ETF products
- Digital-first distribution and direct plans
- Consolidation among AMCs
- Greater focus on risk-managed & outcome-based funds
- Regulatory push for transparency and governance

Major Players

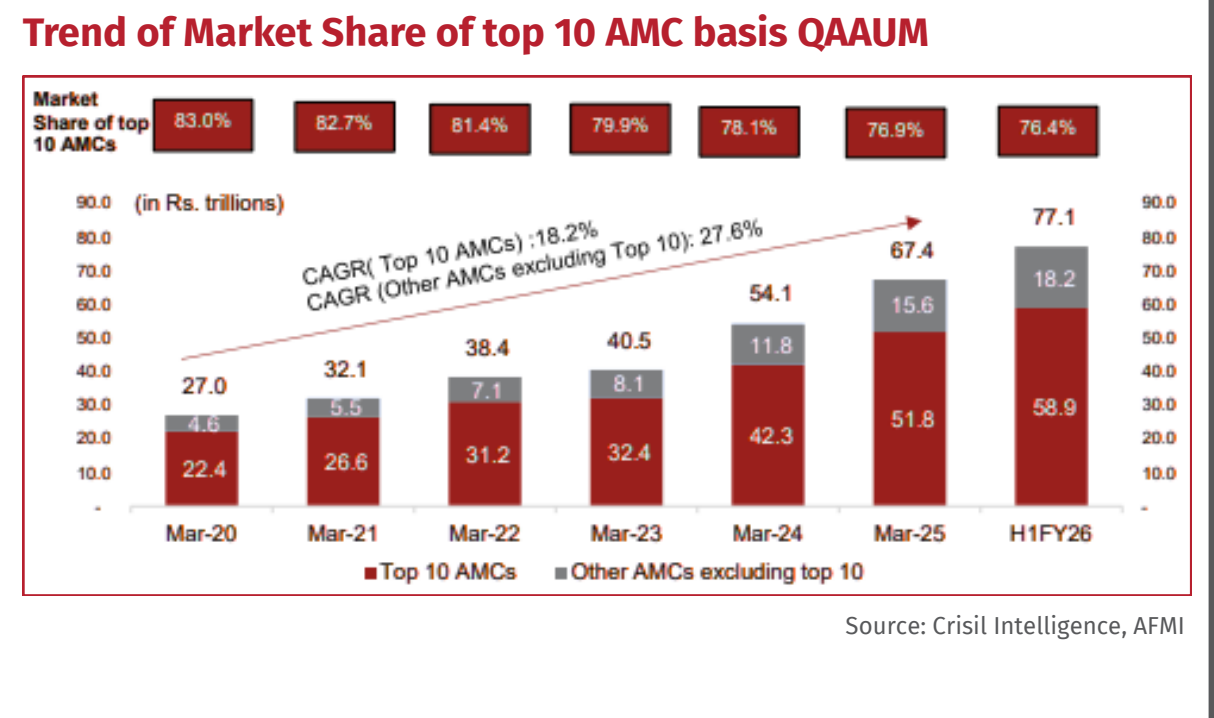


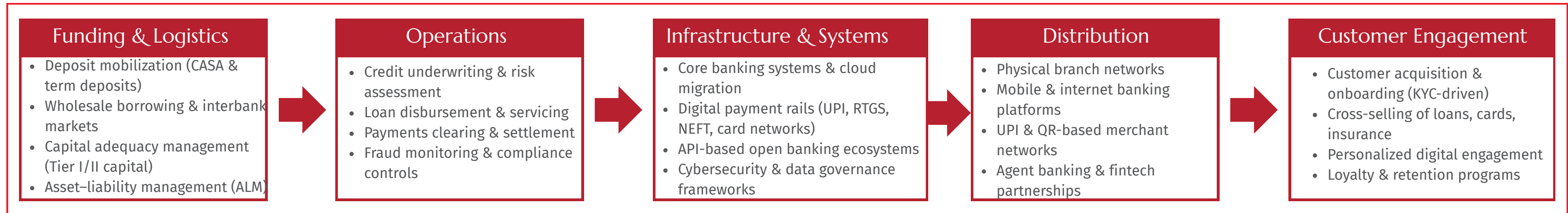
Important Links

- [RBI – Household Financial Savings](#)
- [Industry Outlook | CRISIL Intelligence](#)

Major Challenges

- Sustained fee compression
- Rising compliance and technology costs
- Volatile market-linked AUM
- Distributor economics under pressure
- Retaining investor trust during downturns
- Increasing complexity of product portfolios, raising risks of mis-selling investor confusion, and regulatory scrutiny





Industry Forces

- Threat of New Entrants: Moderate (fintech lowers entry barriers in payments; banking licenses and capital norms restrict full-scale entry)
- Bargaining Power of Suppliers: Moderate (deposit competition impacts cost of funds, but diversified base reduces concentration risk)
- Bargaining Power of Buyers: High (rate-sensitive borrowers, zero-fee payment expectations, digital comparison transparency)
- Threat of Substitutes: Moderate-High (fintech platforms, capital markets, and digital wallets disintermediate traditional banking services)
- Competitive Rivalry: Very High (PSU vs private banks vs fintechs; margin compression in retail lending; aggressive digital expansion)

Key Growth Drivers

- Rapid digital payments adoption (UPI-led ecosystem)
- Retail credit expansion (consumer & MSME lending)
- Financial inclusion initiatives
- Smartphone & internet penetration
- API-based open banking & fintech partnerships
- Increasing formalization of the economy

Key Market Trends & Future Outlook

KEY MARKET TRENDS

- Surge in UPI transaction volumes
- Digital-first customer acquisition models
- Embedded finance & BNPL growth
- Increasing cybersecurity investments
- Consolidation among smaller fintechs

FUTURE OUTLOOK

- AI-driven credit underwriting expansion
- Digital share of total payments approaching structural dominance

Major Players

Important Links

Sources:

- [IBEF](#)
- [RBI Annual Report](#)
- [McKinsey](#)
- [EY](#)
- [Deloitte](#)
- [Capgemini](#)

Major Challenges

- Rising cybersecurity threats
- Compliance & regulatory costs
- NPA management & credit quality risks
- Margin compression from deposit competition
- High technology investment requirements
- Data privacy & governance scrutiny

Key Performance Indicators (KPIs)

- Return on Equity (ROE)
- Net Interest Margin (NIM)
- Gross & Net NPA ratios
- Cost-to-Income Ratio
- Capital Adequacy Ratio (CAR)
- Digital transaction share



Industry Forces

- Bargaining Power of Suppliers: Moderate (reinsurers, actuarial expertise, technology providers)
- Threat of New Entrants: Moderate (high regulatory & capital barriers, but insurtech lowers entry friction)
- Bargaining Power of Buyers: High (price transparency, low switching costs, product commoditization)
- Threat of Substitutes: Low to Moderate (self-insurance & savings alternatives, but risk transfer remains essential)
- Competitive Rivalry: High (pricing competition, low differentiation, aggressive customer acquisition)

Key Growth Drivers

Revenue	Cost	Growth
Premiums collected	Claims paid	Insurtech partnerships
	Product development,	New models, personalized
Investment income (interest	Operating & IT support	AI & automation for faster claims

Key Market Trends & Future Outlook

KEY MARKET TRENDS

- Digital & insurtech adoption
- Shift toward protection & health products
- Data-driven underwriting models
- Embedded insurance ecosystems
- Increased regulatory oversight

FUTURE OUTLOOK

- Penetration-driven growth opportunity
- Margin pressure from pricing competition
- Technology-led efficiency gains
- Greater role of digital distribution
- Claims discipline critical for profitability

Life Insurance Premiums (US\$ billion)

Fiscal Year	New Business Premium	Renewal Premium
FY18	30.1	41.0
FY19	30.7	42.0
FY20	36.7	43.9
FY21	37.1	53.5
FY22	40.1	49.2
FY23	45.0	56.4
FY24	45.3	49.5
FY25*	46.5	59.5
FY26*	23.2	-

Renewal premium data not available for FY25, FY26

Gross premiums written of non-life insurers FY25 (US\$ billion)

Fiscal Year	Gross Premiums
FY20	26.49
FY21	26.52
FY22	28.14
FY23	31.00
FY24	34.40
FY25	36.04

Source: IBEF

Industry Dynamics

Segment	Share (%)
Life Insurance	72%
Health Insurance	11%
Motor Insurance	8%
Other Insurance	9%

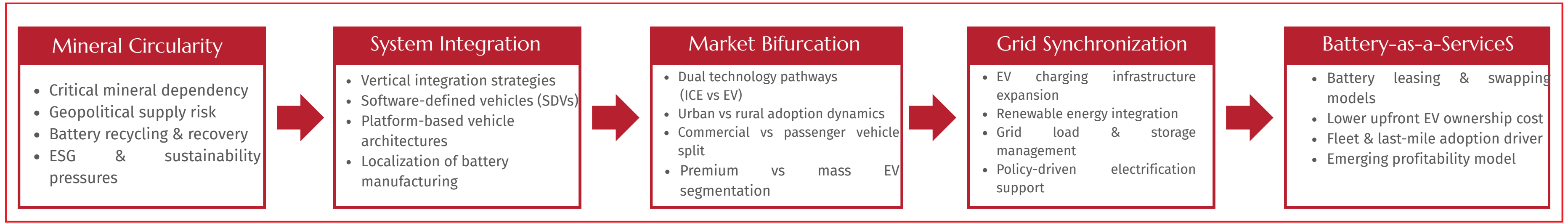
Important Links

- [RBI Analysis of Insurance Risks](#)
- [ET BFSI - Insurance News](#)

Major Challenges

- Low insurance penetration levels
- Pricing & margin pressures
- Fraud & claims leakage risks
- Regulatory compliance burden
- Customer trust & mis-selling concerns

Automobile Industry



Mineral Circularity

- Critical mineral dependency
- Geopolitical supply risk
- Battery recycling & recovery
- ESG & sustainability pressures

System Integration

- Vertical integration strategies
- Software-defined vehicles (SDVs)
- Platform-based vehicle architectures
- Localization of battery manufacturing

Market Bifurcation

- Dual technology pathways (ICE vs EV)
- Urban vs rural adoption dynamics
- Commercial vs passenger vehicle split
- Premium vs mass EV segmentation

Grid Synchronization

- EV charging infrastructure expansion
- Renewable energy integration
- Grid load & storage management
- Policy-driven electrification support

Battery-as-a-Service

- Battery leasing & swapping models
- Lower upfront EV ownership cost
- Fleet & last-mile adoption driver
- Emerging profitability model

Industry Forces

- Threat of New Entrants: high due to massive R&D requirements, localization mandates, and capital
- Bargaining Power of Suppliers: High (concentrated mineral jurisdictions, localized midstream processing)
- Bargaining Power of Buyers: Moderate to High in price-sensitive urban markets
- Threat of Substitutes: Moderate due to shift to EV shift mobility alternative
- Competitive Rivalry: Very High (Intense EV transition competition, Pricing pressure, Innovation race)

Key Growth Drivers

- Global EV adoption & regulatory mandates
- Software-defined vehicle transition
- Consumer willingness & sustainability shift
- Charging infrastructure expansion
- Government incentives & localization policies
- Battery cost reduction & recycling

Key Market Trends & Future Outlook

KEY MARKET TRENDS

- Accelerating EV adoption
- Software-defined vehicle (SDV) evolution
- Charging & battery ecosystem expansion
- Cost parity progress (EV vs ICE)
- Hydrogen & alternative fuel experimentation

FUTURE OUTLOOK

- Continued EV penetration growth
- Margin pressure from technology investments
- Supply chain localization race
- Emergence of new mobility models

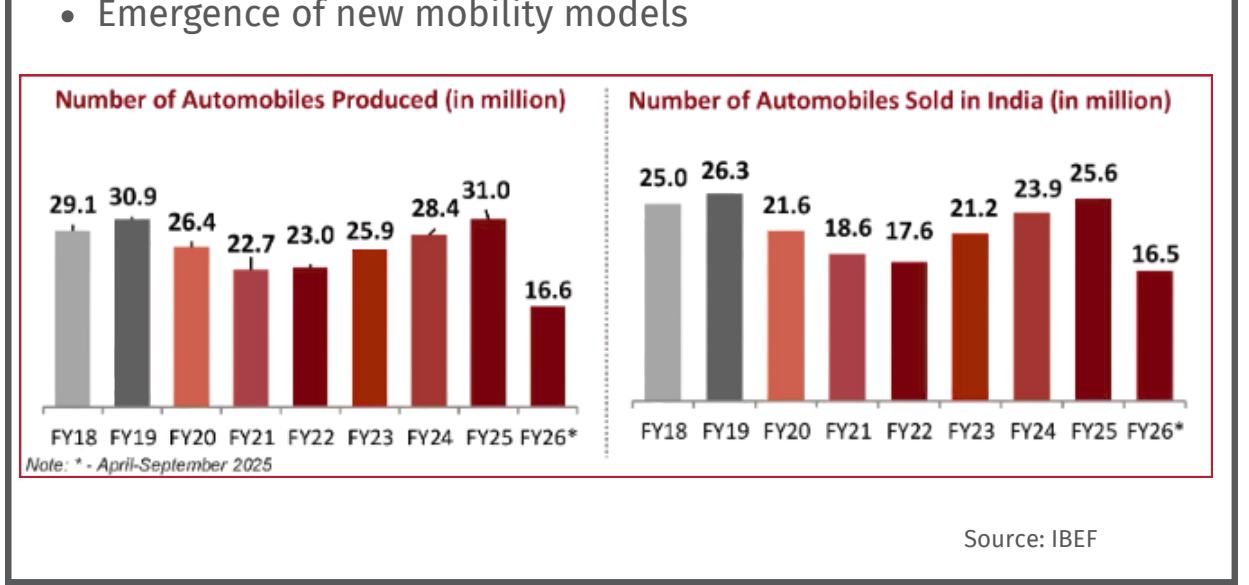
Major Players

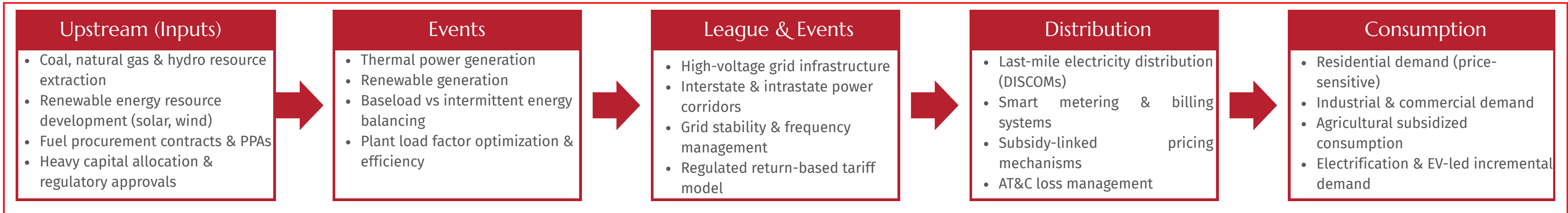
Important Links

- BCG (Steering the US Auto Industry)
- Electrek (Battery Swap Network)
- S&P Global (Battery Production India)
- NITI Aayog (Charging Infrastructure & Grid Integration)
- MDPI (Future of Electric & Hydrogen)
- IBEF

Major Challenges

- High EV transition investment costs
- Battery supply & cost volatility
- Charging infrastructure gaps
- Semiconductor & tech dependency
- Regulatory & policy uncertainty





Industry Forces

- Threat of New Entrants: Moderate (renewables easier entry; transmission & distribution remain regulated and capital-intensive)
- Bargaining Power of Suppliers: High (fuel price volatility, import dependency, equipment concentration)
- Bargaining Power of Buyers: Moderate (large industrial consumers negotiate tariffs; regulated retail pricing limits flexibility)
- Threat of Substitutes: Low-Moderate (captive generation & rooftop solar are partial substitutes)
- Competitive Rivalry: Moderate (reverse auctions driving tariff compression in renewables)

Key Growth Drivers

- Aggressive renewable capacity expansion targets
- Government policy support (RPOs, PLI schemes)
- Electrification of transport & industrial processes
- Rising power demand aligned with GDP growth
- Energy storage ecosystem development
- Grid modernization & smart metering rollout

Key Market Trends & Future Outlook

KEY MARKET TRENDS

- Accelerated renewable penetration in generation mix
- Declining solar & wind levelized cost of energy (LCOE)
- Smart grid and digital monitoring integration
- Private sector investment increasing in clean energy
- Growing focus on storage and hybrid projects

FUTURE OUTLOOK

- Capacity expansion toward large-scale renewable dominance
- Margin pressure in thermal assets; renewables scaling
- Continued capital intensity across transmission corridors
- Storage & green hydrogen emerging as next growth frontier
- Policy stability critical for investor confidence

Major Players

Important Links

Sources:

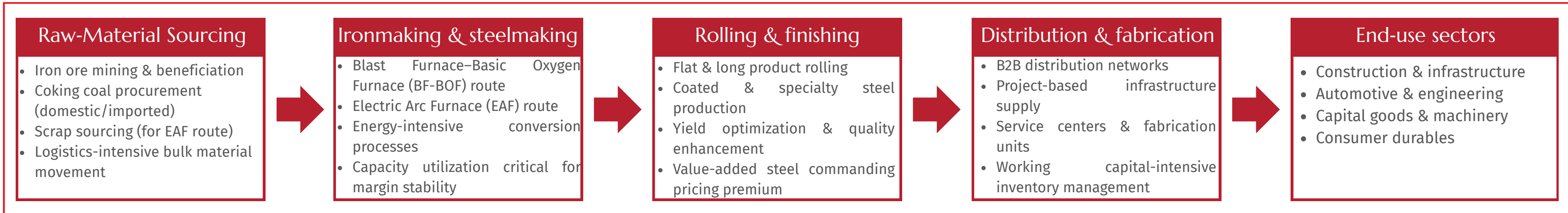
- [CEA](#)
- [IEA](#)
- [BloombergNEF](#)
- [Ministry of Power, India](#)
- [MNRE](#)
- [IBEF](#)

Major Challenges

- Financial stress of DISCOMs
- High capital intensity & long payback cycles
- Fuel import dependency & price volatility
- Grid integration challenges for renewables
- Regulatory uncertainty & tariff revisions
- Execution risks in large-scale infrastructure

Key Performance Indicators (KPIs)

- **Barrels of Oil Equivalent (BOE):** Standardizes different energy sources into equivalent barrels of oil.
- **Natural Gas Coefficient (CFE):** Measures natural gas reserves relative to oil reserves.
- **E&P output:** Measures the production of oil and gas exploration and production activities.



Industry Forces

Threat of New Entrants: Moderate (large capital requirements and scale barriers; policy incentives may enable selective entry)

Bargaining Power of Suppliers: High (raw material price volatility, import dependency for coking coal)

Bargaining Power of Buyers: Moderate–High (auto OEMs & infrastructure majors negotiate bulk contracts; commoditized pricing limits differentiation)

Threat of Substitutes: Moderate (aluminum & advanced composites substitute in auto & packaging segments)

Competitive Rivalry: High (global overcapacity, price competition, export dependence, cyclical demand swings)

Key Growth Drivers

- Infrastructure & construction expansion
- Government capital expenditure push
- Automotive production growth
- Urbanization & housing demand
- Export market opportunities
- Shift toward value-added & specialty steel

Key Market Trends & Future Outlook

KEY MARKET TRENDS

- Rising domestic steel consumption per capita
- Government-led infrastructure pipeline
- Consolidation among large integrated players
- Increasing focus on green steel & decarbonization
- Export orientation during domestic demand cycles

FUTURE OUTLOOK

- Demand growth aligned with infrastructure build-out
- Margin volatility tied to raw material cycles
- Green steel investments increasing capital intensity
- India emerging as key global supplier
- Trade policy & anti-dumping duties shaping exports

Major Players









Important Links

[IBEF](#)

[PwC](#)

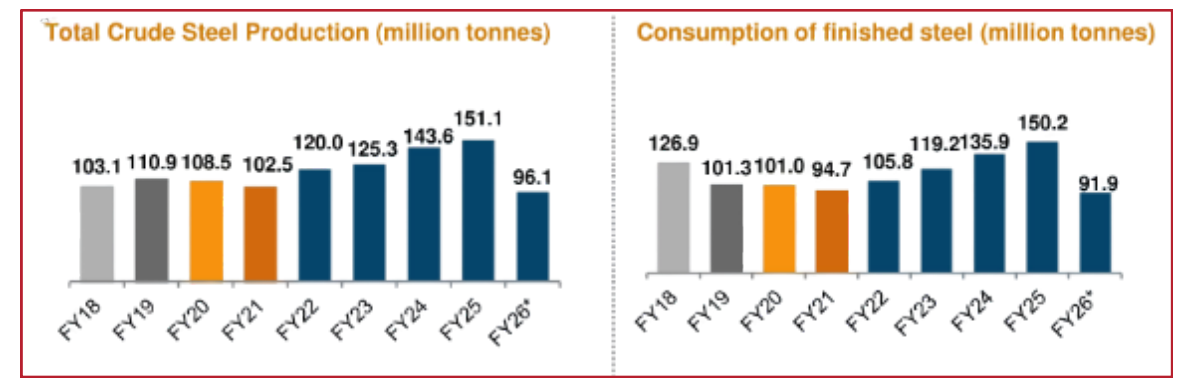
woarjournals.org

[McKinsey & Company](#)

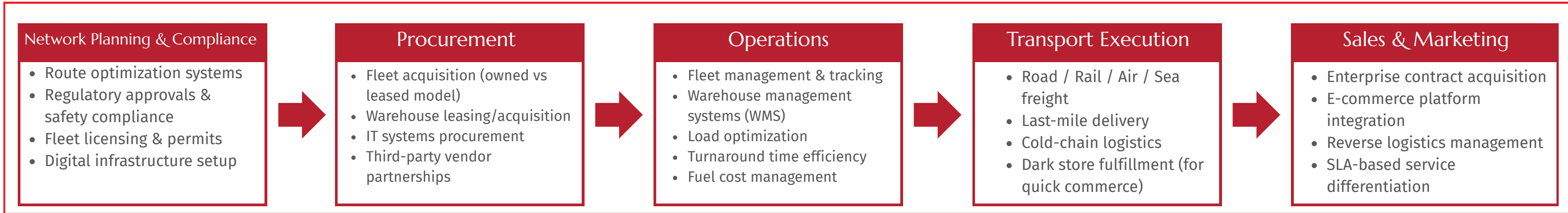
[World Steel Association](#)

Major Challenges

- Raw material price volatility
- High energy intensity & carbon emissions
- Cyclical demand fluctuations
- Global overcapacity & dumping risks
- Capital-intensive green transition investments
- Working capital pressures during downturns



Source: IBEF



Industry Forces

- Bargaining Power of Suppliers: Moderate to High (fuel price volatility, dependence on fleet owners, and driver availability)
- Threat of New Entrants: Moderate (easy entry for small operators, but scale, technology, and network integration create barriers at the national level)
- Bargaining Power of Buyers: High (large corporate contracts, price sensitivity, low switching costs)
- Threat of Substitutes: Low to Moderate (modal shifts like rail/air exist, but physical goods movement remains essential)
- Competitive Rivalry: Very High (fragmented market, price-based competition, thin margins, limited differentiation)

Key Industry Terms

- PL / 4PL: Third and Fourth-party logistics providers
- ULIP: Unified Logistics Interface Platform for digital integration
- MMLP: Multi-Modal Logistics Parks serving as integrated transport hubs
- Last-Mile / Quick Commerce: Final delivery leg, often involving 10–30 minute delivery windows
- Reverse Logistics: Handling the flow of goods back from the customer to the seller

Key Growth Drivers & Critical Challenges

GROWTH DRIVERS

- Structural Drivers
 - Government infrastructure push (DFCs, logistics parks)
 - National Logistics Policy
 - GST implementation enabling hub consolidation
- Demand Drivers
 - E-commerce growth
 - Quick commerce expansion
 - Manufacturing growth (Make in India)
 - Cross-border trade
- Efficiency Drivers
 - Digitization & tracking systems
 - EV adoption
 - Route optimization tech

CRITICAL CHALLENGES

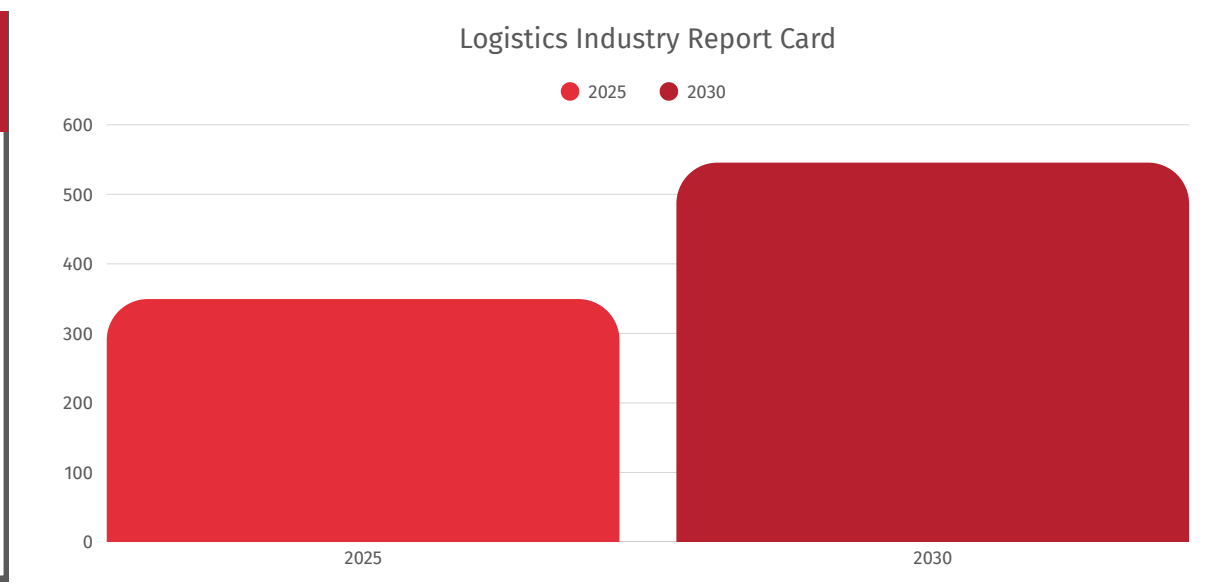
- High logistics cost (~8–9% of GDP target reduction)
- Fuel price volatility
- Fragmented industry structure
- Low technology penetration in unorganized sector
- Infrastructure bottlenecks
- Thin operating margins

Revenue Drivers

- Freight charges (distance × load factor)
- Warehousing rentals (per sq. ft)
- Value-added services (packaging, sorting)
- Cold chain premium
- Tech-enabled tracking subscriptions

Important Links

- [PIB](#)
- [EY](#)
- [World Bank](#)





Industry Forces

- Bargaining Power of Suppliers: High (shortage of skilled doctors, specialists, nurses, and rising wage pressures)
- Bargaining Power of Buyers: Moderate (limited patient price sensitivity, but insurance companies & corporate buyers exert cost pressure)
- Threat of New Entrants: Moderate (high capital & regulatory barriers, but increasing private investments & specialty clinic models)
- Threat of Substitutes: Low to Moderate (limited alternatives to hospital-based care, though telemedicine & homecare emerging)
- Competitive Rivalry: High (expansion of private hospital chains, pricing competition, and service differentiation)

Key Growth Drivers

- Rising healthcare expenditure
- Growing insurance penetration
- Ageing population & chronic disease burden
- Expansion of Tier 2 & Tier 3 healthcare demand
- Digital health & telemedicine adoption
- Increasing private investments

Key Market Trends & Future Outlook

KEY MARKET TRENDS

- Growth of telemedicine & digital diagnostics
- Expansion of specialty & tertiary care
- Shift toward preventive & outpatient care
- Insurance-driven healthcare utilization
- Personalised & technology-enabled treatment

FUTURE OUTLOOK

- Continued private hospital expansion
- Increasing role of digital health ecosystems
- Rising cost & affordability pressures

Major Players

MAX Healthcare, Apollo Hospitals, Fortis, Narayana Health, All India Institute of Medical Sciences

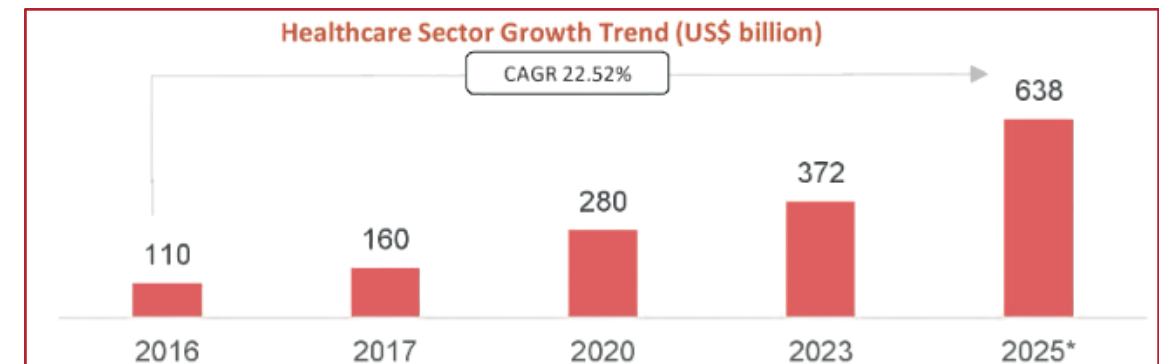
Important Links

Sources:

- [World Bank](#)
- [IBEF India](#)
- [Mordor Intelligence](#)
- [NITI AAYOG](#)
- [IBEF Presentation](#)
- [TechSci Research](#)

Major Challenges

- Regulatory complexity & compliance costs
- Skilled workforce shortages
- Infrastructure gaps in Tier 2/3 regions
- Rising operational & technology costs
- Affordability & pricing pressures



Source: IBEF



Industry Forces

- Bargaining Power of Suppliers: Moderate to High (real estate costs, skilled labour, OTA platforms, utilities)
- Threat of New Entrants: Moderate (capital intensive but asset-light & alternative models reduce barriers)
- Bargaining Power of Buyers: High (price transparency, low switching costs, high discount sensitivity)
- Threat of Substitutes: Very High (alternative accommodations, budget hotels, virtual experiences)
- Competitive Rivalry: Very High (fragmented market, price competition, low differentiation)

Key Growth Drivers

- Growth in domestic tourism
- Rising middle-class travel demand
- Expansion of business & corporate travel
- Infrastructure & connectivity development
- Growth of experiential & leisure travel

Key Market Trends & Future Outlook

KEY MARKET TRENDS

- Shift toward experiential travel
- Increasing OTA & digital bookings
- Rise of alternative accommodations
- Growing focus on sustainability
- Technology-driven guest experience

FUTURE OUTLOOK

- Revenue growth linked to tourism expansion
- Margin pressure from discounting & commissions
- Demand volatility & seasonality risks
- Brand differentiation becoming critical
- Asset-light models gaining traction

Major Players

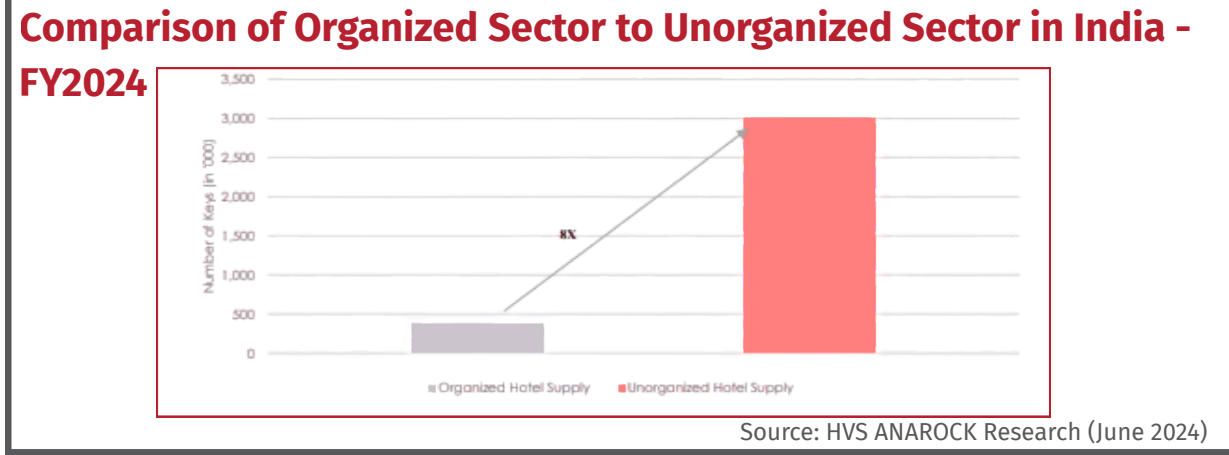


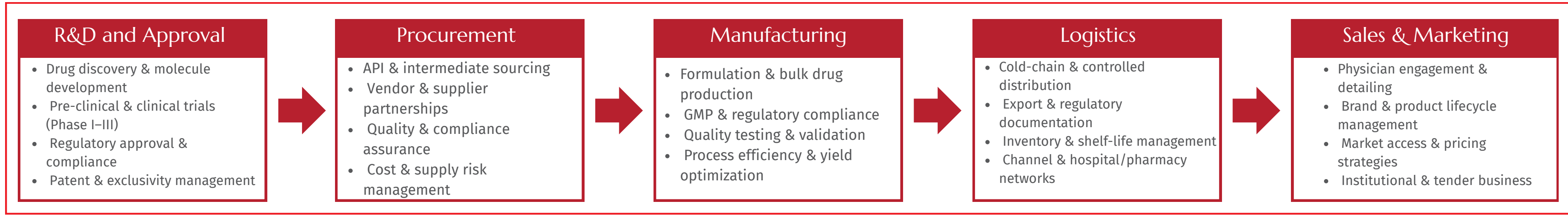
Important Links

[IBEF](#)
[CBRE](#)
[ICRA](#)
[Anarock research](#)

Major Challenges

- High fixed & operating costs
- Demand seasonality & volatility
- Pricing pressure & discounting
- OTA commission dependency
- Labour & service quality challenges



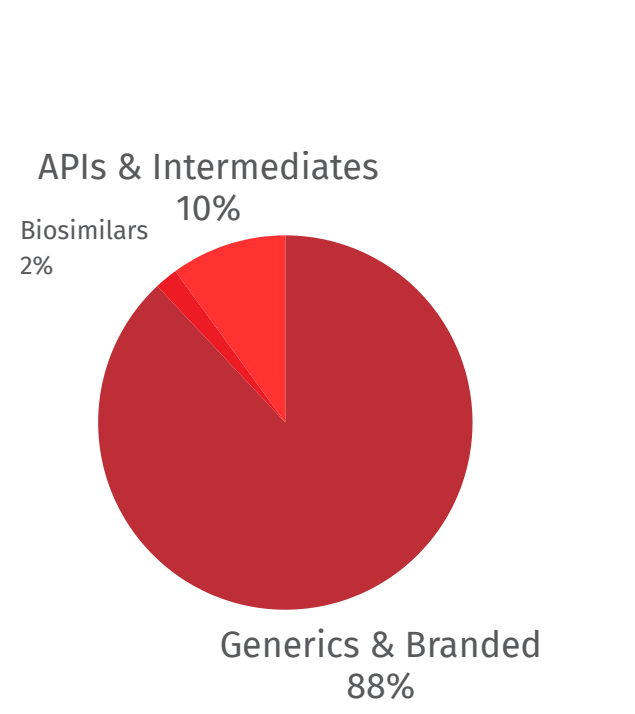


Industry Forces

- Bargaining Power of Suppliers: Moderate to High (API concentration, quality/regulatory dependencies)
- Bargaining Power of Buyers: High (price regulation, institutional buyers, generic substitution pressure)
- Threat of New Entrants: Low (heavy R&D costs, regulatory barriers, patent protections, compliance intensity)
- Threat of Substitutes: Low to Moderate (alternative therapies exist, but medical necessity limits substitution)
- Competitive Rivalry: Very High (intense generic competition, patent cliffs, pricing pressure)

Key Industry Terms

- Active Pharmaceutical Ingredient (API)
- New Drug Application (NDA)
- Abbreviated NDA (ANDA)
- New Chemical Entity (NCE)
- Good Manufacturing Practice (GMP)
- Drug Price Control Order (DPCO)



News & Policies

- Drug price regulation (DPCO impact)
- PLI schemes & domestic manufacturing push
- Quality & compliance tightening
- Export regulation & global audits
- Biosimilars & specialty drug policies

Revenue

- Drug Sales
- Exports
- Branded & OTC Drugs
- Licensing of Patents
- Insurance Premiums

Cost Drivers

- R&D & clinical trial expenses
- API & raw material costs
- Manufacturing & compliance costs
- Regulatory & approval expenses
- Sales & marketing investments

KPIs

- Time to market
- R&D productivity / pipeline strength
- ANDA / NDA approvals
- Patent lifecycle & exclusivity
- Gross margins & yield efficiency

Important Links

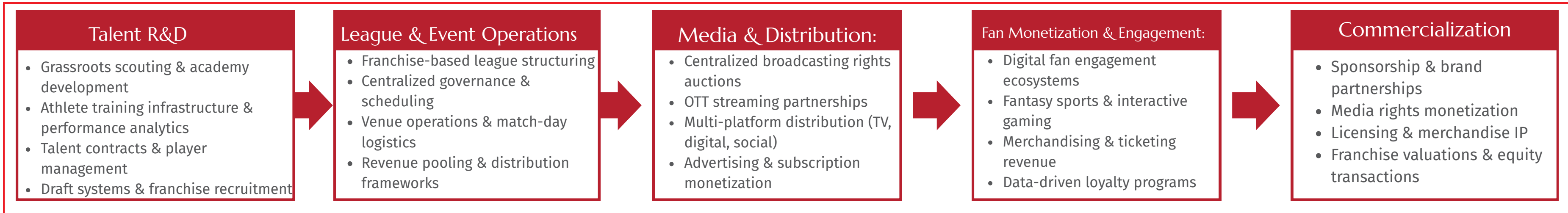
- [India's pharma exports cross \\$30 billion \(Economic Times\)](#)
- [Indian pharma export growth \(Invest India\)](#)

KEY GROWTH DRIVERS

- Growth in global generic drug demand
- Patent expiries & biosimilar opportunities
- Rising healthcare expenditure
- Expansion of export markets
- Increasing chronic disease burden

MAJOR CHALLENGES

- Patent cliff risks
- Pricing pressure & regulation
- Regulatory compliance burden
- API supply chain dependencies
- R&D productivity challenges



Industry Forces

- Threat of New Entrants: Low (league licenses, franchise fees, broadcast dependency, brand dominance)
- Bargaining Power of Suppliers: High (star athlete leverage, broadcaster concentration, venue dependency)
- Bargaining Power of Buyers: Moderate-High (viewers are price-sensitive, advertisers demand measurable ROI)
- Threat of Substitutes: High (streaming platforms, gaming, social media competing for attention time)
- Competitive Rivalry: High (league competition for sponsorships, broadcast rights inflation, talent bidding wars)

Key Growth Drivers

- Maturation of franchise-based league models
- Rising digital streaming consumption
- Growth of fantasy sports & interactive platforms
- Increasing corporate sponsorship budgets
- Youth demographic expansion & urban consumption
- Internationalization of domestic leagues

Key Market Trends & Future Outlook

KEY MARKET TRENDS

- Escalation of media rights valuations
- OTT-driven distribution transformation
- Data analytics integration in performance & fan targeting
- Multi-revenue model expansion (tickets + ads + digital + licensing)
- Increasing private equity interest in franchises

FUTURE OUTLOOK

- Revenue growth driven by digital monetization beyond match-day
- Media rights to remain primary value driver
- Margin expansion possible through centralized cost structures
- Greater global audience penetration via streaming
- Increased regulatory scrutiny around betting & governance

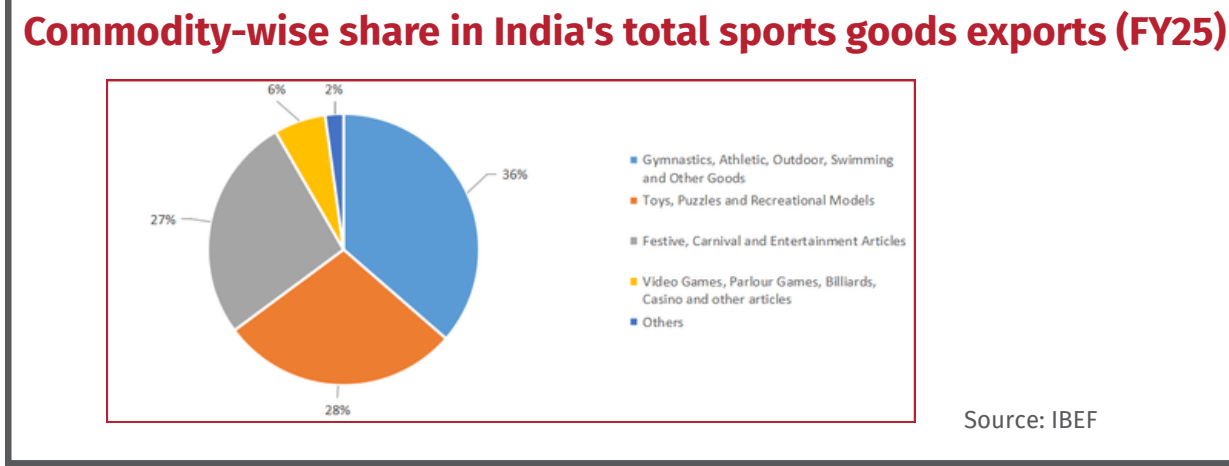
Major Players

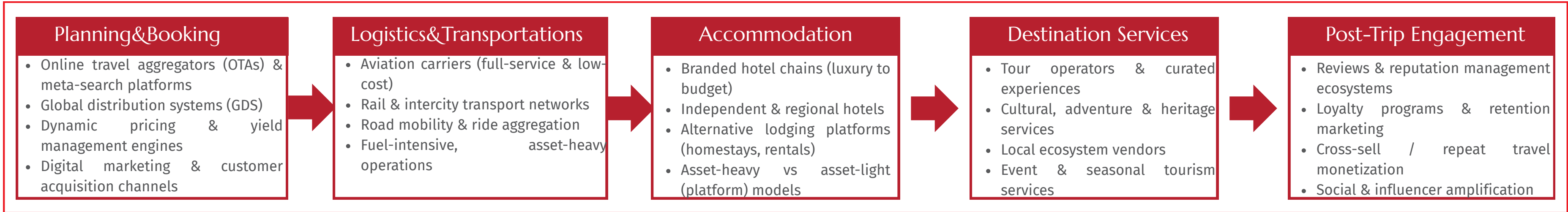
Important Links

- [IBEF](#)
- [KPMG Insights](#)
- [Statista](#)

Major Challenges

- Revenue concentration risk in flagship leagues
- Dependence on media rights inflation
- Governance & regulatory risks
- Rising player acquisition costs
- Monetization gap outside marquee tournaments
- Audience fragmentation across digital platforms





Industry Forces

- Threat of New Entrants: Moderate (asset-heavy in airlines/hotels, but low barriers in OTA and experience platform)
- Bargaining Power of Suppliers: High (fuel dependency, aircraft duopoly, platform commission control)
- Bargaining Power of Buyers: High (digital price transparency, low switching costs, discount-driven competition)
- Threat of Substitutes: Moderate (virtual experiences substitute partially, but physical tourism remains experience-driven)
- Competitive Rivalry: Very High (price wars in aviation, OTA discounting, fragmented destination services)

Key Growth Drivers

- Rising disposable incomes & middle-class expansion
- Rapid digital adoption in travel booking
- Government infrastructure investments (airports, connectivity corridors)
- Growth in experiential & niche tourism (wellness, eco, cultural)
- Expansion of Tier 2/3 city travel demand

Key Market Trends & Future Outlook

KEY MARKET TRENDS

- Platform-led aggregation dominating booking economics
- Surge in domestic tourism vs international dependency
- Increasing preference for short-duration, high-frequency travel
- Asset-light accommodation models scaling rapidly
- Data-driven personalization & AI-based pricing

FUTURE OUTLOOK

- Long-term structural growth aligned with GDP expansion
- Margin divergence: Platforms expanding; airlines under pressure
- Continued CAPEX in infrastructure & hospitality capacity
- Sustainability & climate compliance shaping future investment
- Tier 2/3 markets emerging as primary growth engines

Major Players

Important Links

- [IBEF](#)
- [Tourism Department, GOI](#)
- [Statista](#)

Major Challenges

- Fuel price volatility impacting aviation profitability
- High capital intensity in infrastructure & hotels
- Seasonality-driven revenue fluctuations
- Regulatory & taxation complexity
- Margin compression due to OTA commission structure

Travel and Tourism's Total Contribution to GDP (US\$ billion)

Year	Contribution (US\$ billion)
CY19	211
CY23	231
CY24	256
CY34F	523

Source: IBEF

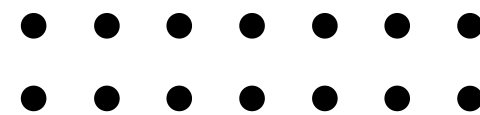


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INTERVIEW TRANSCRIPT

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CHANAKYA

TRANSCRIPT

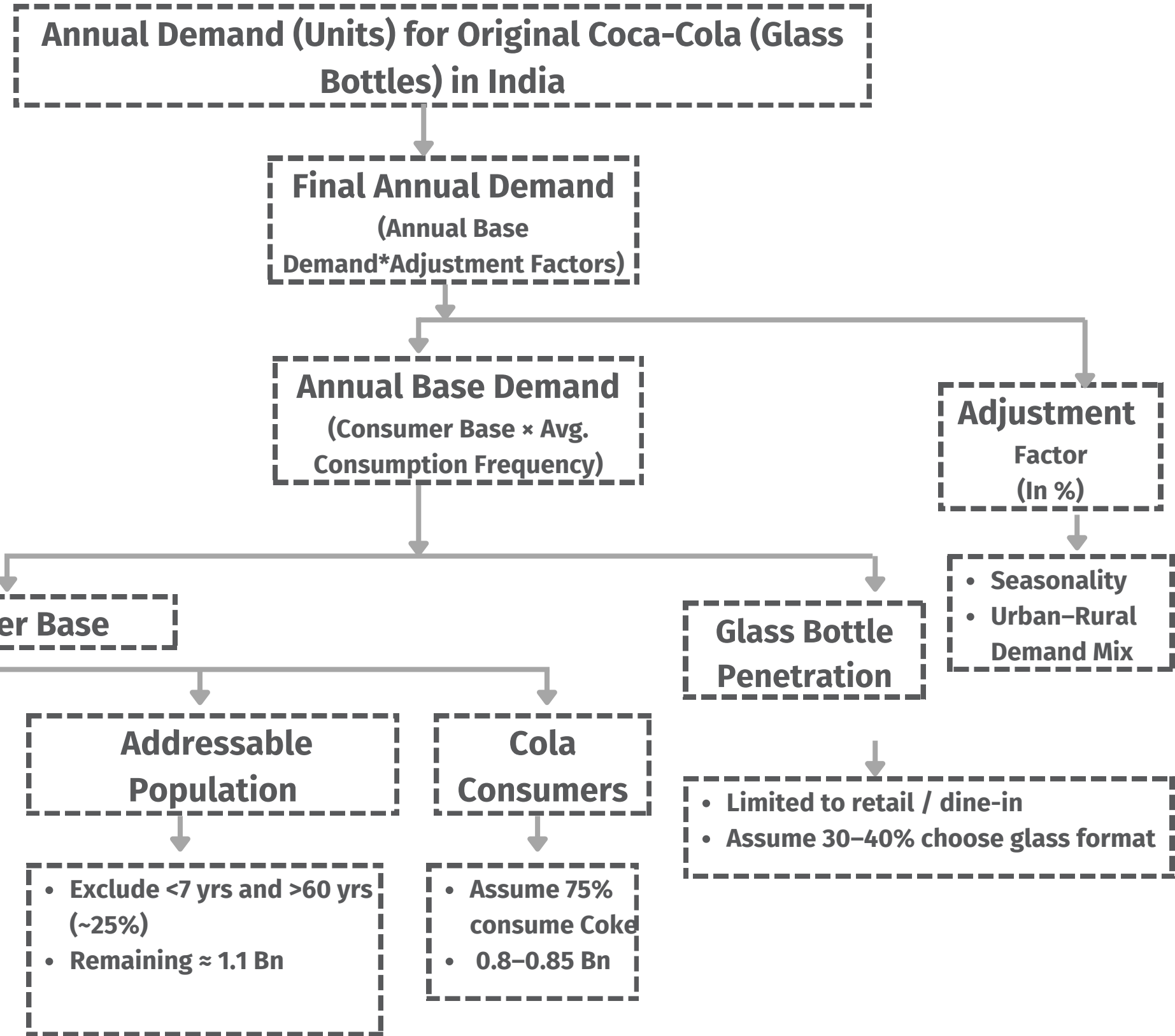
Problem Statement

You want to estimate the number of original Coca-Cola (Red) glass bottles consumed in India annually. How would you forecast the demand?

Interviewer	You want to estimate how many Coke bottles are consumed in India, in a year?
Candidate	Before I begin, may I clarify a few points to ensure I understand the objective correctly?
Interviewer	Sure.
Candidate	Which variant should we consider?
Interviewer	Original Coca-Cola (Red).
Candidate	And which packaging format -PET, cans, or glass bottles?
Interviewer	Glass bottles.
Candidate	I'll use a usage / penetration approach. First, I'll estimate the addressable population.
Interviewer	Go ahead.
Candidate	Then apply filters for cola consumption and packaging preference. Finally, I'll estimate daily usage and annualize it. Does that work?

Interviewer	Go ahead.
Candidate	India's population is ~1.46 Bn, Excluding children (<7 yrs) and elderly (>60 yrs), ~20-30% can be removed. This leaves ~1.1 Bn potential consumers.
Interviewer	Yes.
Candidate	Next, not everyone consumes Coca-Cola. Some prefer juices, other soft drinks, or avoid colas. Assuming ~25% do not consume Coke, this leaves ~800-850 Mn Coke consumers. Now I'll account for packaging penetration. Glass bottles, require return after use, are not widely available on quick commerce and are mostly consumed at retail outlets. Hence, only a fraction choose glass bottles.
Interviewer	Yes, that sounds reasonable.
Candidate	After estimating average daily glass bottle consumption, I will multiply by 365 to arrive at annual demand. Would you like me to plug in numbers?
Interviewer	No, this is sufficient. Thank you.

APPROACH



Reccomendations

- Clarify variant and packaging before sizing
- Use structured penetration filters (demographic → category → format)
- Separate category penetration from format penetration
- Convert consumption frequency carefully (daily → annual)
- Apply seasonality as an adjustment, not within base frequency

Case Facts

- Product: Original Coca-Cola (Red)
- Format: Glass bottles
- Geography: India
- Demand driven by active cola consumers
- Glass bottles concentrated in retail / dine-in channels
- Demand influenced by seasonality and urban density

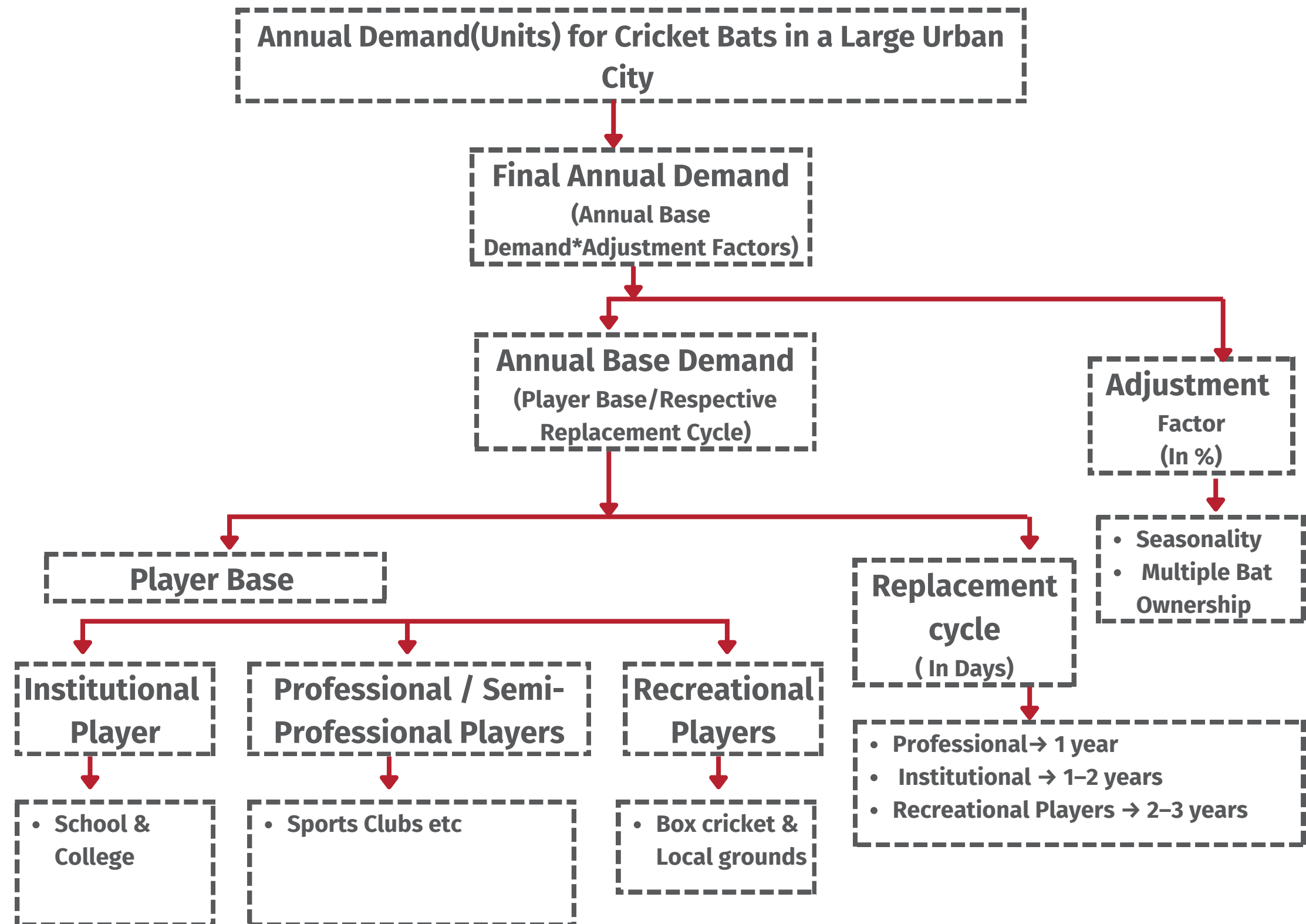
Questions to consider

- What % of population consumes carbonated drinks?
- What share prefers Coke vs other brands?
- What % choose glass vs PET/cans?
- What is average consumption frequency per consumer?
- How does summer season impact demand?
- Is consumption skewed toward urban markets?
- Are heavy users being double counted?

TRANSCRIPT

Problem Statement		Interviewer	Go ahead.
Suppose you want to start a business of manufacturing and selling cricket bats. How would you forecast the demand?		Candidate	First, I will define the key customer segments. I will divide the market into schools and colleges, cricket academies and clubs, and recreational players using box cricket facilities and local grounds. Does this segmentation work?
Interviewer	Suppose you want to start a business of manufacturing and selling cricket bats. How would you forecast the demand?	Interviewer	Yes.
Candidate	Before I begin, may I clarify a few points to ensure I understand the objective correctly?	Candidate	Next, for each segment, I will estimate the number of institutions or facilities and the average number of active players per institution to arrive at the total active player base. Once I estimate the player base, I will apply bat replacement cycles. I will assume academy players replace bats every year, school players every 1–2 years, and recreational players every 2–3 years. Would these assumptions be acceptable??
Interviewer	Sure.	Interviewer	Yes, that sounds reasonable.
Candidate	Are we estimating annual demand in units or market size in value?	Candidate	I will then adjust for seasonality, accounting for higher demand during tournaments and school sports seasons, and also consider casual participation using box cricket booking frequency.
Interviewer	Annual demand in units.	Interviewer	That works.
Candidate	Is there a specific geography I should focus on?	Candidate	Would you like me to proceed with plugging in numbers to calculate the final demand estimate?
Interviewer	Assume a large urban city.	Interviewer	No, this is sufficient. Thank you.
Candidate	Are we targeting all customer segments or any specific segment?		
Interviewer	All customer segments.		
Candidate	Great. I will estimate annual bat demand for the city using a structured bottom-up approach. May I proceed?		

APPROACH



Reccomendations

- Always begin by clarifying the objective, geography, and customer scope before structuring the solution.
- Segment the market into schools & colleges, cricket academies & clubs, and recreational players to ensure complete coverage of demand sources.
- Estimate demand through a bottom-up player-based approach, using number of institutions and average active players per facility
- Aggregate segment-wise demand only after assumption checks and interviewer alignment to maintain structured problem-solving flow.

Case Facts

- Client plans to enter cricket bat manufacturing in a large urban city
- Objective: Estimate annual bat demand (units)
- Demand driven by active cricket players and replacement cycles
- Customer segments: Institutional, Professional, Recreational
- Market affected by seasonality and price-tier preferences

Questions to consider

- What is the target geography and scope of customers?
- How many active cricket players exist in each segment?
- What is the bat replacement frequency by player type?
- How does seasonality impact annual demand?
- What proportion of players purchase multiple bats?
- How should demand be split across economy, mid-range, and premium bats?
- How can assumptions be validated through market checks?

TRANSCRIPT

Problem Statement	
You want to estimate the number of Uber/Ola rides taken daily in Mumbai. How would you approach this?	
Interviewer	You want to estimate how many Uber/Ola rides are taken in Mumbai on a typical weekday.
Candidate	Before I begin, may I clarify a few points to ensure I structure this correctly?
Interviewer	Sure.
Candidate	Are we considering Mumbai city only or the entire MMR? Should this be a weekday average? And should we include both app-based cabs and autos?
Interviewer	Consider Mumbai city, weekday average, and include all app-based rides.
Candidate	I'll use a top-down demand approach.
Interviewer	Go ahead.
Candidate	Mumbai population is ~2.2 crore. I'll exclude children and elderly to get the working-age base.
Interviewer	Go ahead.
Candidate	Next, I'll apply smartphone and affordability filters to estimate the addressable user base.

Interviewer	How will you estimate ride demand?
Candidate	I'll segment users into the below three categories, then estimate average rides per user. • Occasional users • Weekly commuters • Heavy/daily users
Interviewer	What about heavy users?
Candidate	I'll separately account for: • Office commuters • Airport travelers • Corporate users They drive higher frequency.
Interviewer	How will you validate the number?
Candidate	Supply-side cross-check. Active drivers × average rides per driver per day.
Interviewer	Final estimate?
Candidate	Approximately 12–18 lakh rides per weekday in Mumbai.

APPROACH

Estimate the daily Uber/Ola rides taken in Mumbai

Total Population of MMR (22M)

Relevant Age Group
18–60 years (~60% of population) = 13.2M

Target Income Group
Middle & Upper Class (~40%) = 5.3M

Smartphone & App Users
Active users with Uber/Ola (~60% of target) = 3.2M

Daily Active Users (DAU) (~25%) = 80K

USER SEGMENT	% OF DAU	USERS	AVG. RIDES/DAY	TOTAL DAILY RIDES
Office Commuters	50%	4,00,000	2 (Round trip)	8,00,000
Casual/Social	30%	2,40,000	1 (One way)	2,40,000
Heavy Users/Airport	20%	1,60,000	1.5 (Weighted avg)	2,40,000

Total Rides = 1.28M or 12.80L

Reccomendations

- Begin by clarifying the scope first, Mumbai or Mumbai Metropolitan Region, weekday or annual average, and ride type before structuring the solution.
- Use a structured top-down approach (population → active travelers → smartphone users → adoption → frequency).
- Cross-check with a bottom-up approach (active drivers × average rides per driver per day).
- Adjust for real-world factors like peak hours, weekends, traffic, and public transport substitution.
- Present the final answer as a range and clearly state your assumptions.

Case Facts

- Mumbai population ≈ 2.2 crore
- Heavy reliance on public transport
- Strong office commuter base (BKC, Lower Parel, Andheri)
- High smartphone and UPI penetration
- High working population & long commute distances
- Airport traffic contributes premium rides
- Heavy congestion limits rides per driver
- Surge pricing impacts elasticity

Questions to consider

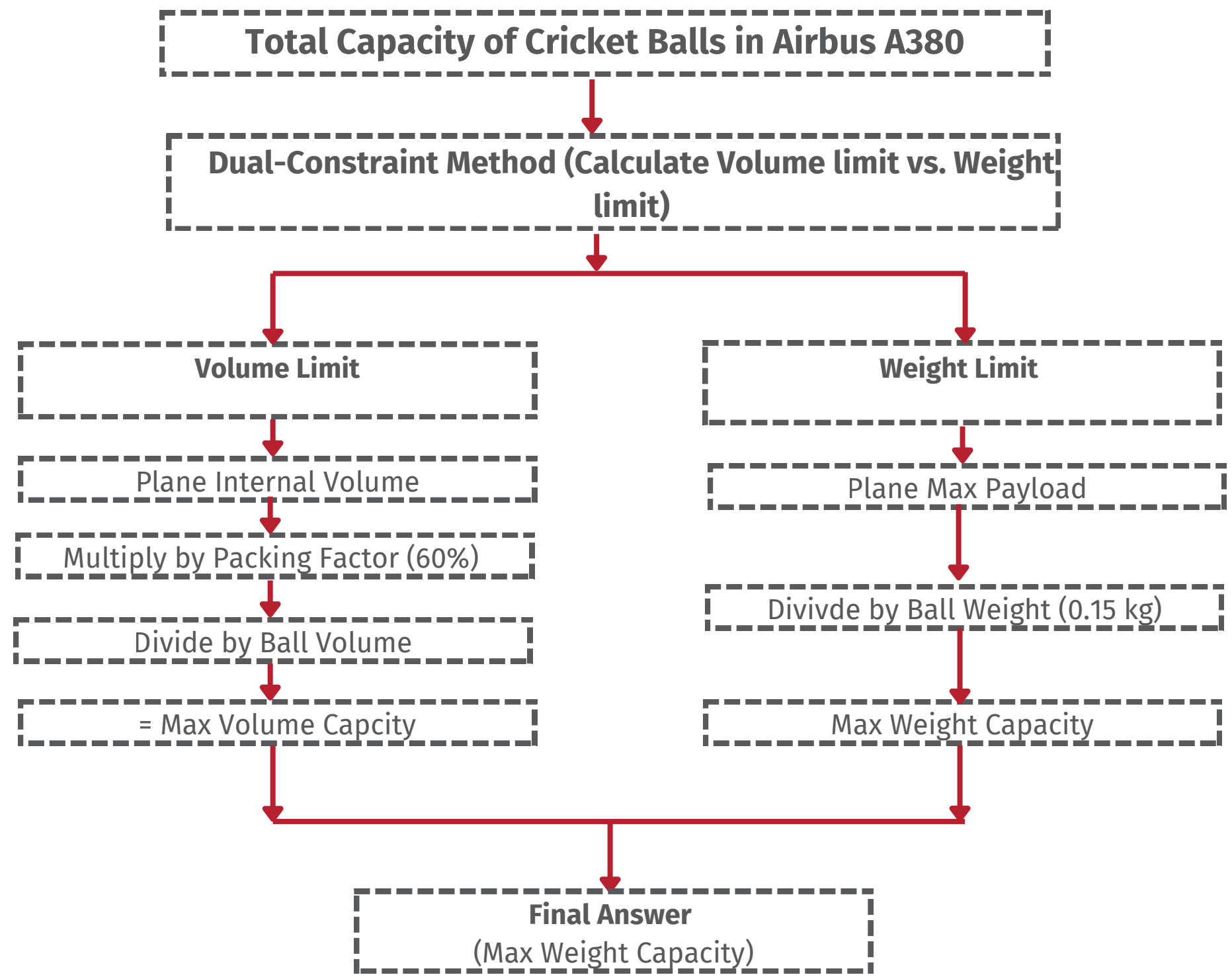
- Are we estimating for Mumbai city only or the entire MMR region?
- Should this be a weekday average, weekend average, or annual daily average?
- Are we including only car rides, or also autos and pooled rides?
- Should airport trips be included in the estimate?
- Are we considering substitution from public transport like metro and local trains?
- Is work-from-home impact relevant for this estimate?

TRANSCRIPT

Problem Statement		Interviewer	
how many cricket balls can be transported in an Airbus A380			That sounds reasonable. What is the number?
		Candidate	Using the 60% factor, the usable space is 960 m ³ . Dividing this by the ball volume gives a theoretical capacity of roughly 5.6 Million balls. However, I suspect this is too heavy to fly, so I will now check the Weight Limit.
Interviewer	Tell me how many cricket balls can be transported in an Airbus A380	Interviewer	Good catch. Go ahead.
Candidate	Before I begin, may I clarify a few points to ensure I understand the objective correctly?	Candidate	Second, the Weight Limit: An A380's max structural payload is approximately 85,000 kg. A standard cricket ball weighs 0.15 kg. Dividing the total payload (85,000) by the ball weight (0.15) gives approximately 560,000 balls.
Interviewer	Sure.	Interviewer	So, what is your conclusion?
Candidate	Are we assuming the aircraft is in a standard passenger configuration, or is it stripped down as a freighter to maximize cargo? Also, are the balls boxed or loose?	Candidate	There is a massive variance. The plane runs out of weight capacity long before it runs out of space. Therefore, the final answer is limited by weight to approximately 560,000 balls.
Interviewer	Assume a dedicated freighter stripped of seats and galleys. The balls are loose-loaded to maximize density.	Interviewer	That is correct. The weight is the bottleneck. Thank you.
Candidate	Understood. I will estimate the capacity using a "Dual-Constraint" approach. In logistics, capacity is limited by either Volume (Space) or Weight (Mass). I will calculate both limits, and the lower number will be the final answer. May I proceed?		
Interviewer	Yes, that structure works.		
Candidate	I'll assume the A380 has roughly 1,600 m ³ of usable internal volume. A cricket ball (r=3.5cm) has a volume of approx $1.7 \times 10^{-4} \text{m}^3$. However, since spheres don't stack perfectly, I will apply a 60% Packing Factor		

Capacity Sizing | Supply Side

APPROACH



Reccomendations

- Theoretical Volume: Based purely on space, the A380 could hold ~5.6 Million balls.
- The Constraint: However, 5.6M balls would weigh ~840 tonnes, which is \$10\times\$ the plane's capability.
- Final Capacity: The Weight Limit is the true bottleneck. The plane hits max weight at approximately 560,000 balls.
- Strategic Insight: For high-density items like cricket balls, volume is irrelevant. For low-density items (like ping-pong balls), volume would be the constraint.

Case Facts

- Objective: Estimate maximum transport capacity of standard cricket balls in an Airbus A380.
- Asset Specs (A380):
 1. Pressurized Volume: ~\$1,600\text{ m}^3\$ (rounded from \$1,570\$).
- Max Payload: ~\$85,000\text{ kg}\$ (approx. 85 tonnes).
- Unit Specs (Cricket Ball):
 - Radius: ~\$3.5\text{ cm}\$ \$\to\$ Volume \$\approx 170\text{ cm}^3\$.
 - Weight: ~\$150\text{ g}\$ (\$0.15\text{ kg}\$).
- Physics Constraints:
- Packing Factor: Spheres occupy ~60-64% of volume due to air gaps.
- Limiting Factor: Aircraft cannot exceed Maximum Take-Off Weight (MTOW).

Questions to consider

- Configuration: Is the plane stripped of seats, galleys, and lavatories to maximize cargo space? (Assumption: Yes, pure freighter mode).
- Packaging: Are the balls in boxes/cartons, or loose? (Assumption: Loose/bulk loaded to maximize density).
- Fuel vs. Payload: Are we flying a long-haul route (requiring max fuel, reducing payload) or a short hop? (Assumption: Standard max structural payload).
- Operational Safety: Do we need to account for load balancing or floor pressure limits? (Assumption: Ignore for high-level estimate).

TRANSCRIPT

Problem Statement

You are the CEO of a phone company. The last two quarters have shown losses. As a consultant, how would you analyze the situation?

Interviewer	I am the CEO of a phone company. My last two quarters have shown losses. I've hired you to analyze the situation. How would you approach?
Candidate	Before diving in, I'd like to clarify a few things to understand the context correctly.
Interviewer	Sure.
Candidate	Are these losses driven by declining revenues, increasing costs, or both?
Interviewer	You may explore both sides.
Candidate	Great. I'll structure this using a profitability framework: Profit = Revenue - Costs, I'll first analyze revenue trends and then examine cost drivers.
Interviewer	Go ahead.
Candidate	On the revenue side, I'll break it into: Revenue = Price × Volume, I'd like to check: has there been any change in pricing or has sales volume declined?
Interviewer	No pricing changes were made.
Candidate	Understood. Then I'll investigate volume decline.

Interviewer	Go ahead.
Candidate	Possible drivers : Drop in market demand, Loss of market share, Distribution issues or customer preference shifts Has our market share declined despite stable competition?
Interviewer	You're thinking in the right direction.
Candidate	Now moving to costs. I'll split costs into: Fixed Costs (plant, salaries, R&D) and Variable Costs (components, logistics, marketing per unit) Have there been any increases in raw material or component costs?
Interviewer	No major strategic or logistical changes were made.
Candidate	Understood. Then I would examine: Supplier price changes, Production inefficiencies, marketing spend increases, inventory write offs, warranty or defect related costs, would you like me to prioritize a particular area?
Interviewer	Okay, I understand how you're thinking.

APPROACH

Profit Decline Analysis for Phone Company

$$\text{Profit} = \text{Revenue} - \text{Costs}$$

Revenue Analysis

$$\text{Revenue} = \text{Price} \times \text{Volume}$$

Price

- Any recent price changes?
- Discounting / promotions?
- Competitive undercutting?

Volume

- Market demand decline?
- Loss of market share?
- Distribution issues?
- Product relevance shift?

Cost Analysis

Fixed Costs

- Salaries
- Rent / Manufacturing plants
- R&D
- Depreciation

Variable Costs

- Components / Raw materials
- Logistics
- Sales commissions
- Marketing per unit

External Factors

- Industry demand trends
- Technological disruption
- Macro factors (inflation, FX)

Reccomendations

- Start with a structured profitability breakdown (Revenue – Costs)
- Diagnose whether decline is price-driven, volume-driven, or cost-driven
- Separate internal drivers (pricing, cost structure, operations) from external factors (competition, demand shifts)
- Prioritize high-impact areas before deep-diving
- Validate hypotheses with trend data (last 6–8 quarters)

Case Facts

- Client: Phone manufacturing company
- Issue: Losses in last 2 consecutive quarters
- No major strategic or logistical changes reported
- No new competitors entered recently
- Pricing strategy appears unchanged
- Market context not yet fully evaluated

Questions to consider

- Has sales volume declined? If yes, why?
- Has market share shifted to competitors?
- Are customers switching to substitutes (e.g., different tech tier)?
- Have input/component costs increased?
- Has marketing or distribution spend increased?
- Are fixed costs too high relative to current sales volume?
- Is the loss temporary (cyclical) or structural?
- Are there inventory build-ups or write-offs?

TRANSCRIPT

Problem Statement

Your aim is to start a food truck. So help me with an overall/ entire strategy right from the product that you will sell to aspects of marketing procurement of raw materials and so on. In a way, I want a strategy that touches various aspects that are to be considered when you're starting a food truck.

Interviewer

Describe the product

Candidate

The product I intend to sell is an oversized, stuffed bagel. While the base is a traditional bagel, the fillings, sauces, and chutneys will be specifically adapted to the Indian palate. I chose this product for two primary reasons: American food culture is immensely popular in India. While bagels are a recognized product, very few places offer an authentic experience or taste. Especially in a fast-paced city like Mumbai, turnaround time is critical. A freshly made, "to-go" bagel serves as a perfect quick-service meal for busy commuters.

Interviewer

How would you price it and why?

Candidate

I would price the bagel between ₹70 and ₹80. I would place this product in the "value gap" between a street-side Vada Pav and a branded burger from a chain like McDonald's.

Interviewer

Tell me about unit economics

Candidate

Total Monthly Expenditure: Approximately ₹52,000. Breakeven Target: Assuming a minimum average cart value of ₹120, I would need to sell approximately 434 orders per month to reach the breakeven point.

Interviewer

Assume a large urban city.

Candidate

Are we targeting all customer segments or any specific segment?

Interviewer

All customer segments.

Candidate

Great. I will estimate annual demand for the city using a structured bottom-up approach. May I proceed?

Interviewer

Where would you sell it?

Candidate

I will target locations where the "wallet share" allows for a minimum cart value of ₹120. My primary focus will be the younger demographic and students from premier Mumbai institutes like SP Jain, JBIMS, and KJSIM. Following this, I will target major office parks, such as Nirlon Knowledge Park in Goregaon, which hosts thousands of employees looking for quick, high-quality grab-and-go options. These audiences are either already aware of bagels or are highly experimental when it comes to new food trends. Gaining traction in these high-visibility areas will also serve as a launchpad for my broader marketing activities.

TRANSCRIPT

Interviewer	How would you engage in marketing?
Candidate	<p>My core focus will be on organic growth to keep marketing costs low while maximizing outreach:</p> <ol style="list-style-type: none"> 1. Social Media Management: I will personally handle our social media handles, using a structured posting calendar to ensure consistent engagement and to highlight various offers. 2. Micro-Influencers: I will collaborate with micro-influencers to reach a wider, targeted audience at an affordable cost. 3. Loyalty Programs: Once the business settles, I will introduce a loyalty program to encourage repeat customers through reward points on every purchase.
Interviewer	Where would you source your raw materials and ingredients?
Candidate	I will then adjust for seasonality, accounting for higher demand during tournaments and school sports seasons, and also consider casual participation using box cricket booking frequency.
Interviewer	That works.
Candidate	Would you like me to proceed with plugging in numbers to calculate the final demand estimate?
Interviewer	No, this is sufficient. Thank you.

APPROACH

Building a Profitable Food Truck Business in a High-Traffic Urban Location

**Define Business Objective
(Profitability + Brand Establishment + Scalability)**

Core Strategy Pillars

PRODUCT STRATEGY

Menu Design & Positioning

- Fast-moving items
- High-margin products
- Limited but differentiated menu
- Standardised recipes

TARGET MARKET

Customer Segmentation

- Office-goers
- College students
- Event-based crowd
- Delivery customers

PROCUREMENT MODEL

Raw Material Supply Chain

- Fresh produce → local wholesale markets
- Dairy/bread → daily vendor tie-ups
- Meat/poultry → certified suppliers
- Packaging → bulk sourcing

PRICING & UNIT ECONOMICS

Price Architecture

- Cost of ingredients
 - Labour + fuel
 - Truck operations
 - Packaging
- Pricing logic:**
- 60–70% gross margin target
 - Mid-range pricing for volume

OPERATIONS & SCALE-UP

- Daily inventory planning
- Fast service model
- Menu standardisation
- Expansion via multiple trucks

UNIT ECONOMICS THINKING

- Avg order value: ₹120–180
- Target orders/day: 150–250
- Revenue potential: ₹5–8 lakh/month

Reccomendations

- Start with a focused menu to ensure speed and quality control.
- Choose high-footfall locations before expanding geographically.
- Maintain tight control over procurement to protect margins.
- Use value pricing initially to build a customer base.
- Track daily unit economics to identify best-selling items.
- Scale via additional trucks, delivery platforms, and events.

Case Facts

- The client wants to launch a food truck in a metro city
- **Objective:** Achieve profitability and expand presence
- **Budget assumed:** Moderate initial investment
- **Market:** Highly competitive street food + QSR segment
- Demand driven by convenience, affordability, and taste
- Growth is possible via multi-location deployment

Questions to consider

- What is the ideal first location to maximise footfall?
- Which product category offers the highest margins?
- How sensitive is demand to pricing changes?
- How frequently should raw materials be procured?
- What is the break-even sales volume per day?
- Should expansion focus on new areas or more trucks in the same city?
- How can differentiation be created vs existing street vendors and QSRs?



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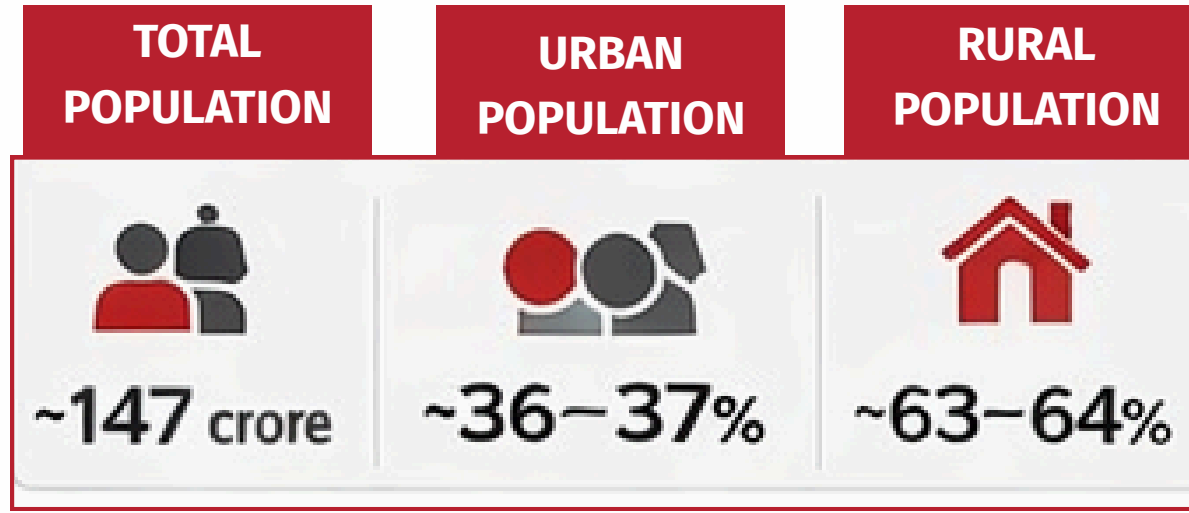
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REFERENCE & ESTIMATION GUIDE

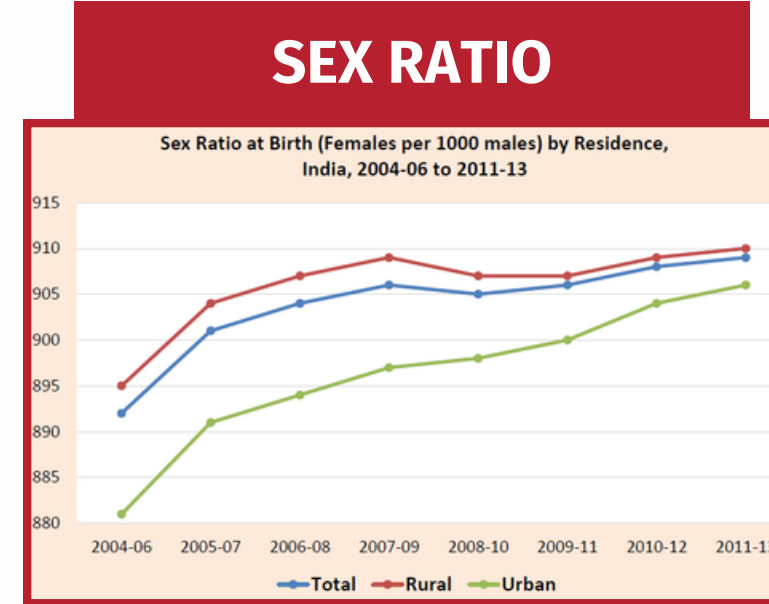
casestudy.sig.kjsim@somaiya.edu



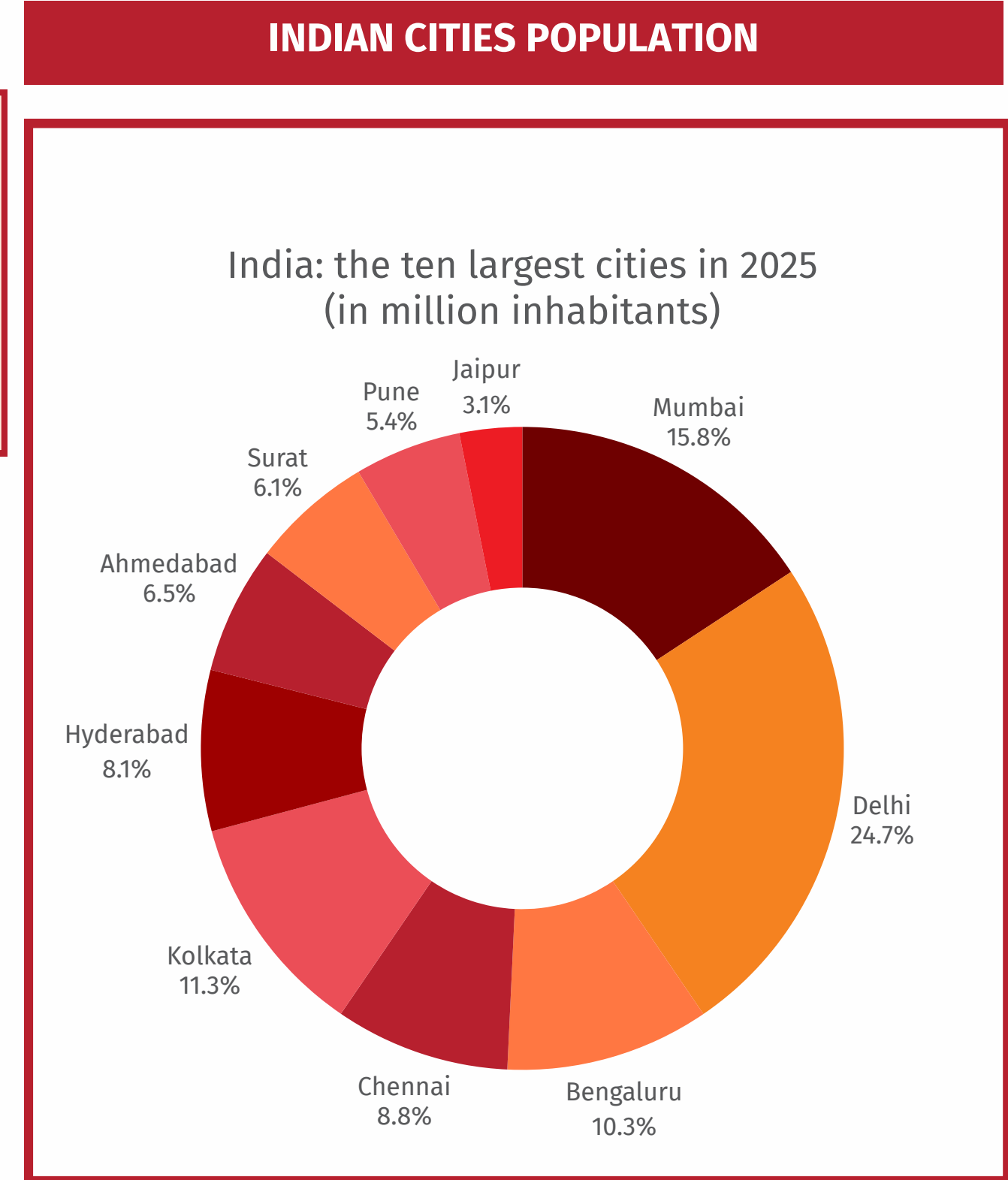
Guesstimate Cheatsheet



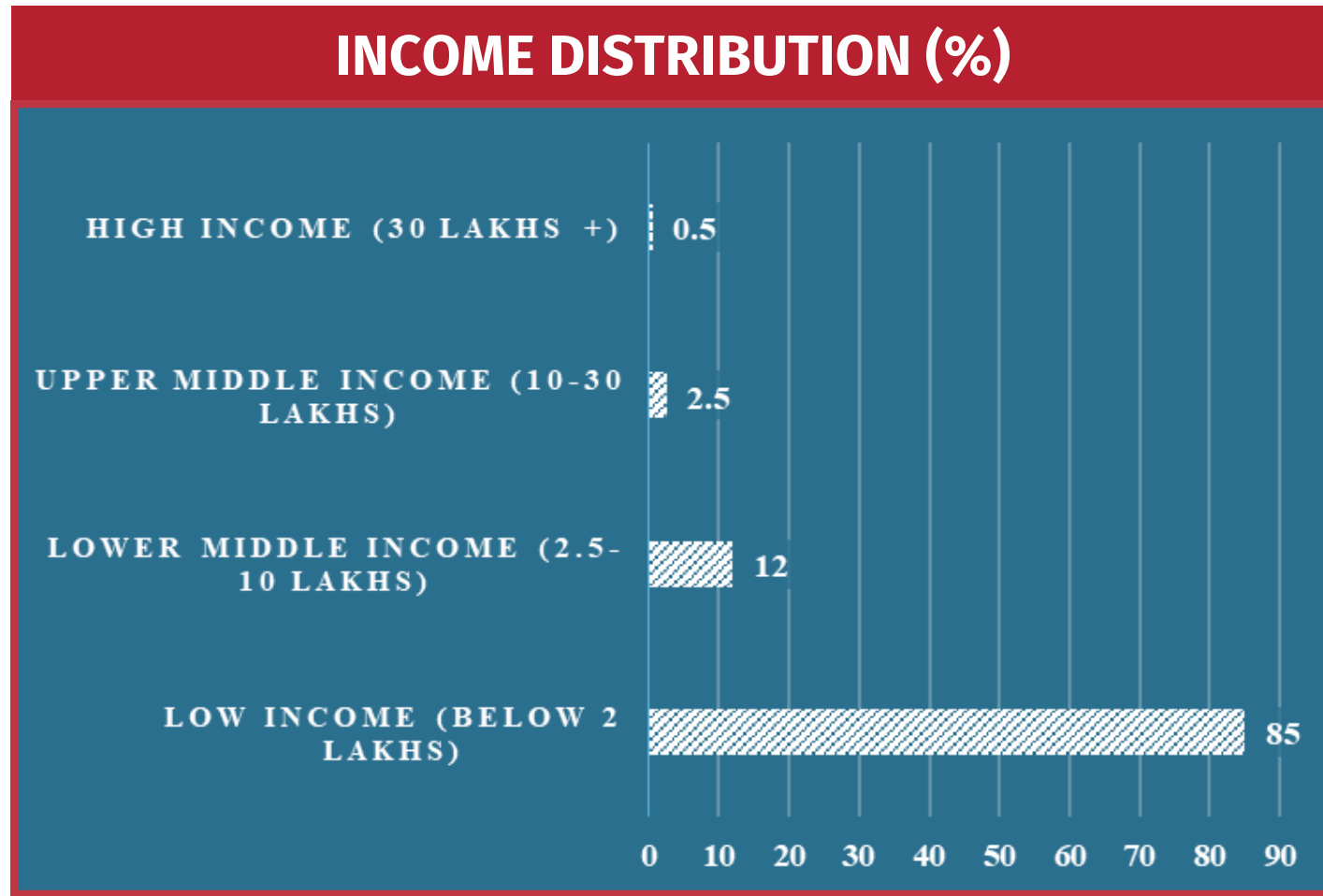
India: rural and urban population | Statista



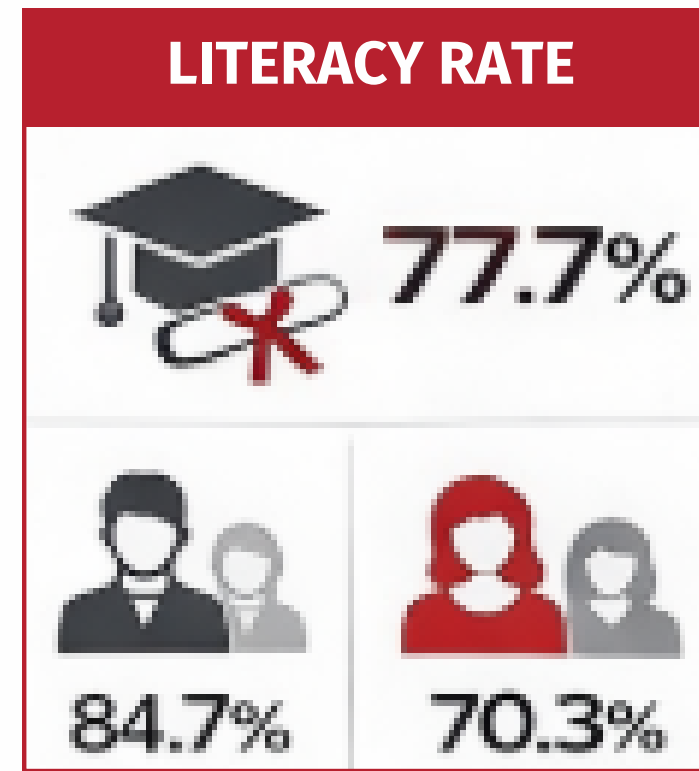
India: gender ratio by region | 2011 Census



India: largest cities 2025 | Statista



India - average monthly household income 2015 | Statista



India: Literacy rate 1981-2023 | Statista

Guesstimate Cheatsheet

FIGURES

- Total Households ~31 crore
- Average Household Size ~4.4 persons
- Average earning members per household ~1.5-1.7

India: household distribution by size | Statista

Urban Population ~36-37%
Rural Population ~63-64%

India: rural and urban population | Statista

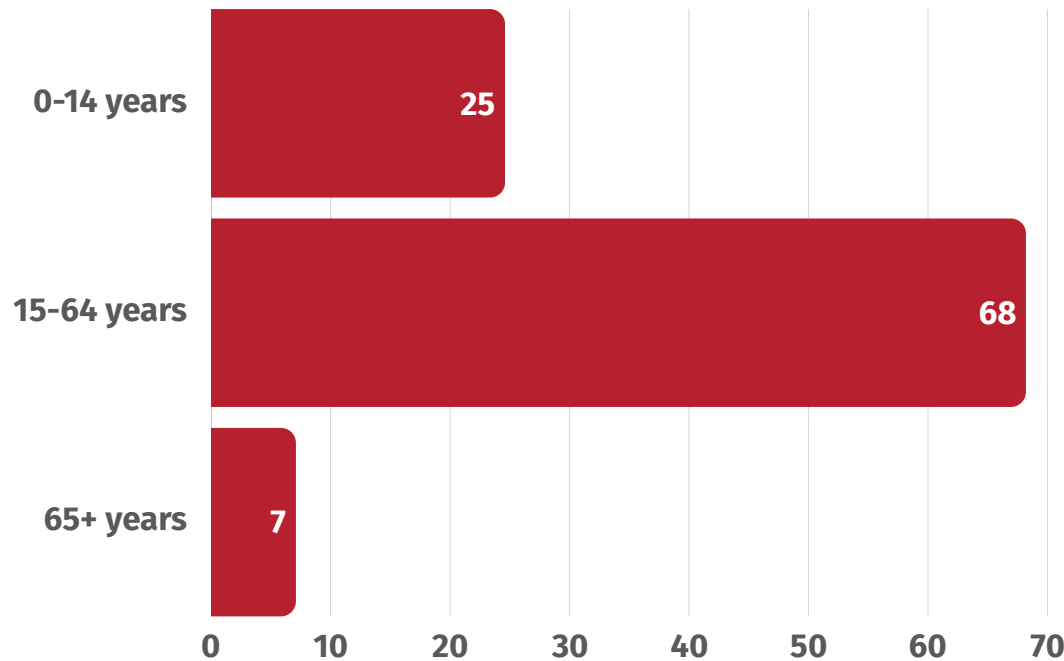
WORKING AGE GROUP



Employment in India rose to 64.33 crore in 2023-24 from 47.5 crore in 2017-18

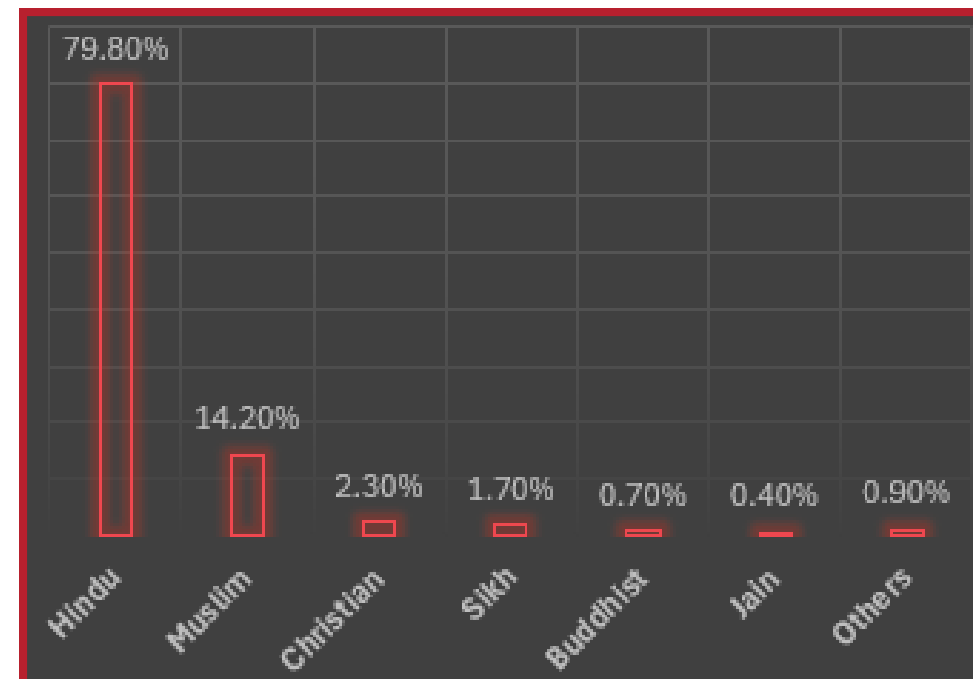
Emplyment in India | PIB

AGE DISTRIBUTION (%)



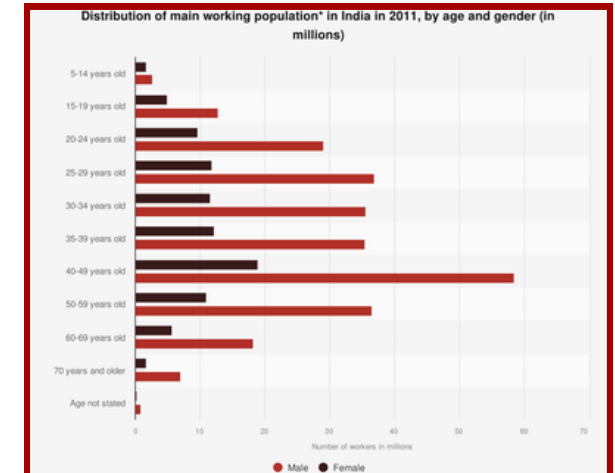
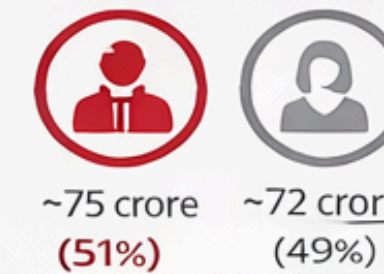
India age distribution 2024 | Statista

MINOROTIES



Religion in India - Statistics and Facts | Statista

Total Population



Share of participation at work across India



India: share of work participation by gender 2024 | Statista

India - main working population by age 2011 | Statista

GROWTH AND INFLATION OVERVIEW

GDP Growth: 7.4%

Strong economic expansion

Nominal GDP Size: ₹357.13 lakh crore

Large and growing economy

CPI Inflation(YoY): 1.33%

Low inflation, stable consumer prices

WPI Inflation: 0.83%

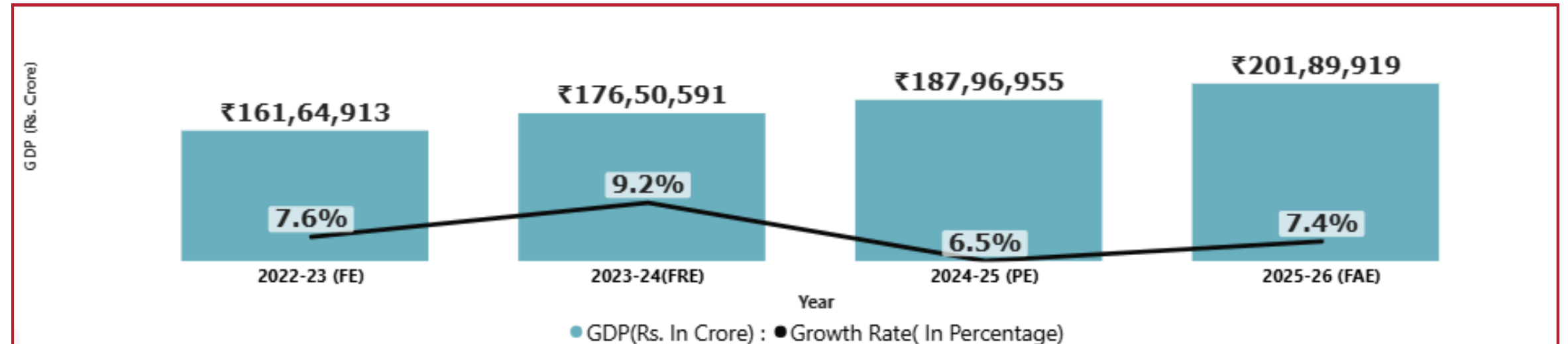
Stable wholesale prices

IIP Growth: 2.4%

Moderate industrial activity

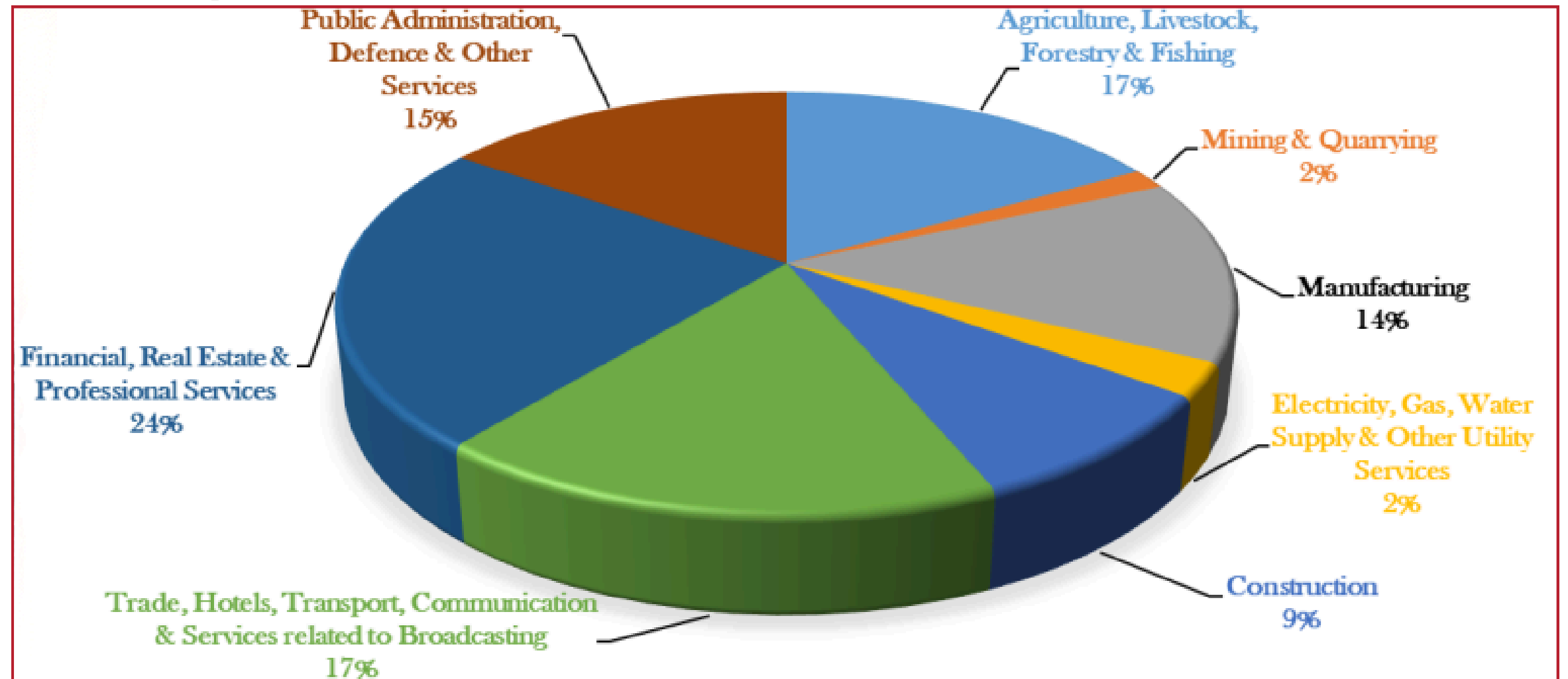
India shows **strong growth** with **controlled** inflation, indicating a **stable** macroeconomic environment.

Annual GDP Estimates (In Rs. Crore) and Growth Rate (%) -Constant Prices



Source: MOSPI

Sectoral Composition of Nominal GVA in FY 2025-26



Source: PIB

Macro Indicators

MONETARY POLICY AND FISCAL STABILITY

Repo Rate: 5.25%

RBI maintaining balanced policy

Fiscal Deficit: 4.3% of GDP

Controlled government spending gap

Government Debt: 81% of GDP

Manageable but needs monitoring

Credit Growth(YoY): 15.4%

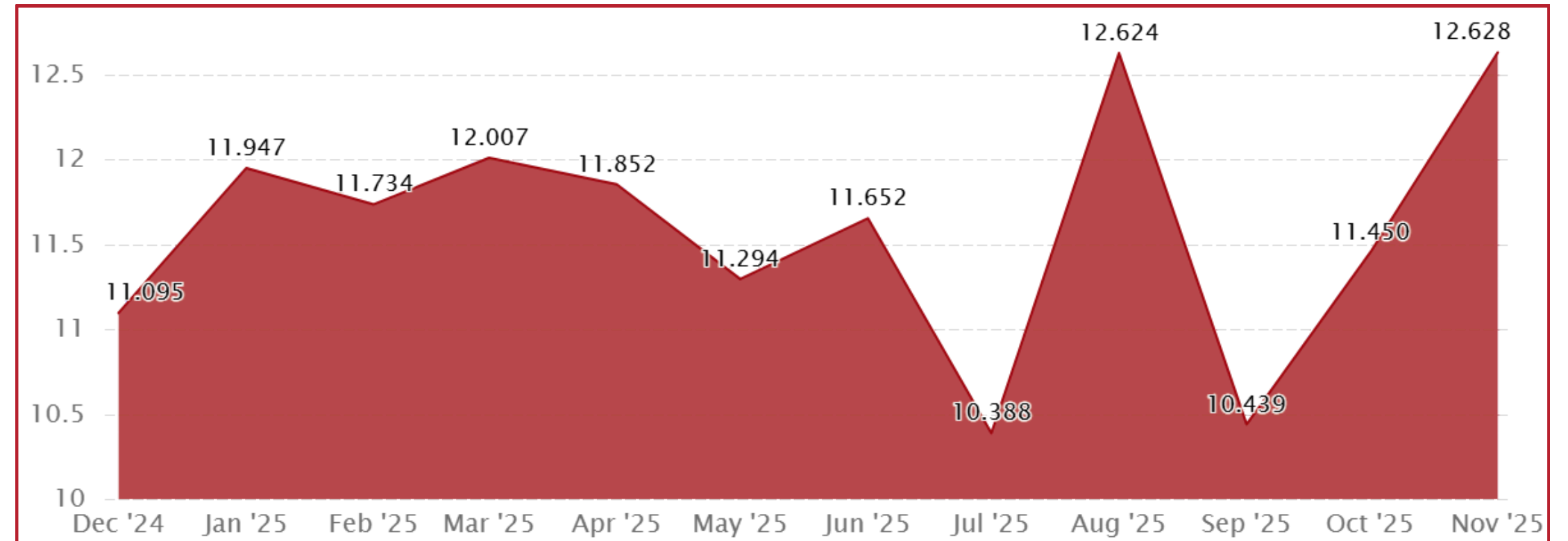
Strong banking and lending activity

Forex Reserves: USD 709.41 billion

Strong external stability

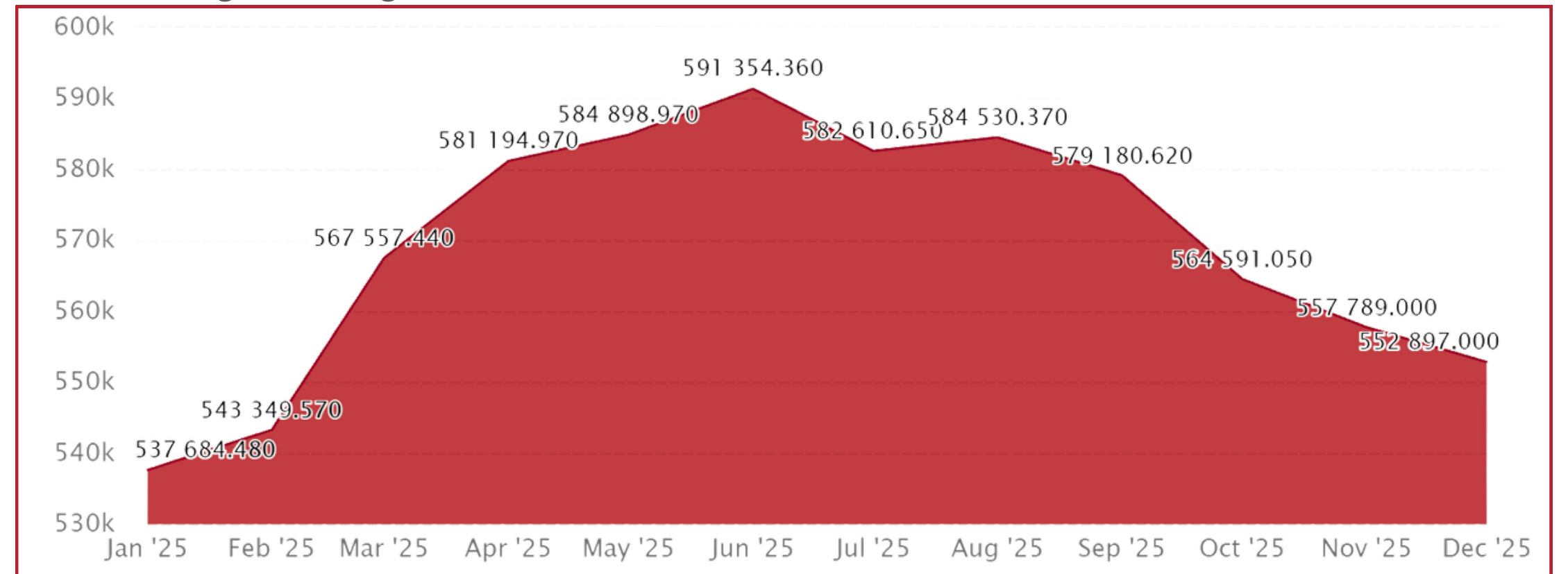
Reserves and **credit** growth support economic **stability** and **investment**

India's Domestic Credit Growth



Source: CEICDATA

India's Foreign Exchange Reserves



Source: CEICDATA

Macro Indicators

EXTERNAL SECTOR AND DOMESTIC DEMAND

Unemployment Rate: 4.8%

Healthy labor market

LFPR: 60.1%

Increasing workforce participation

USD/INR: ₹90.77

Stable exchange rate

Trade Deficit: -USD 245 billion

High imports

Oil Prices: USD 82.6/barrel

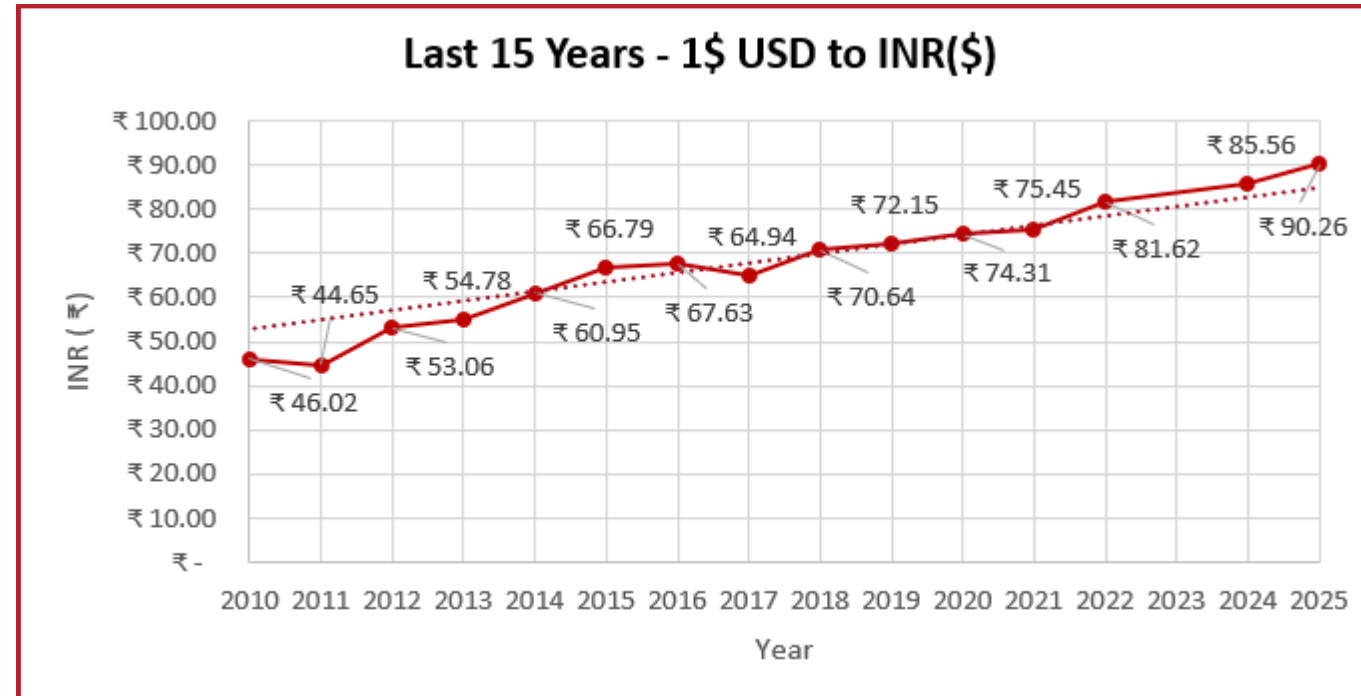
Major inflation risk factor

Consumption Growth: 4.4%

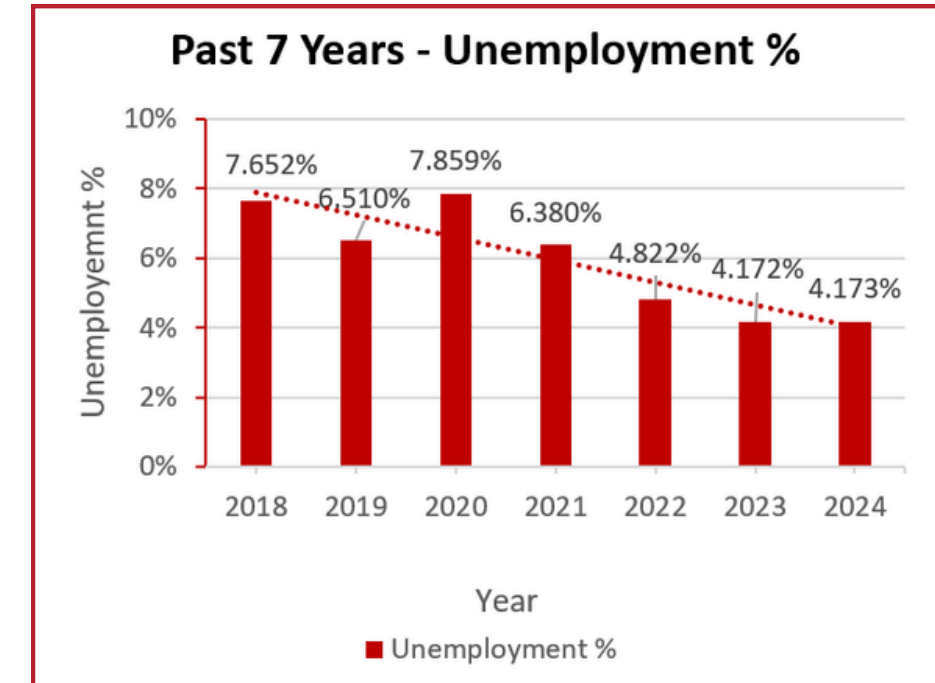
Rising consumer demand

Investment Growth: 8.9%

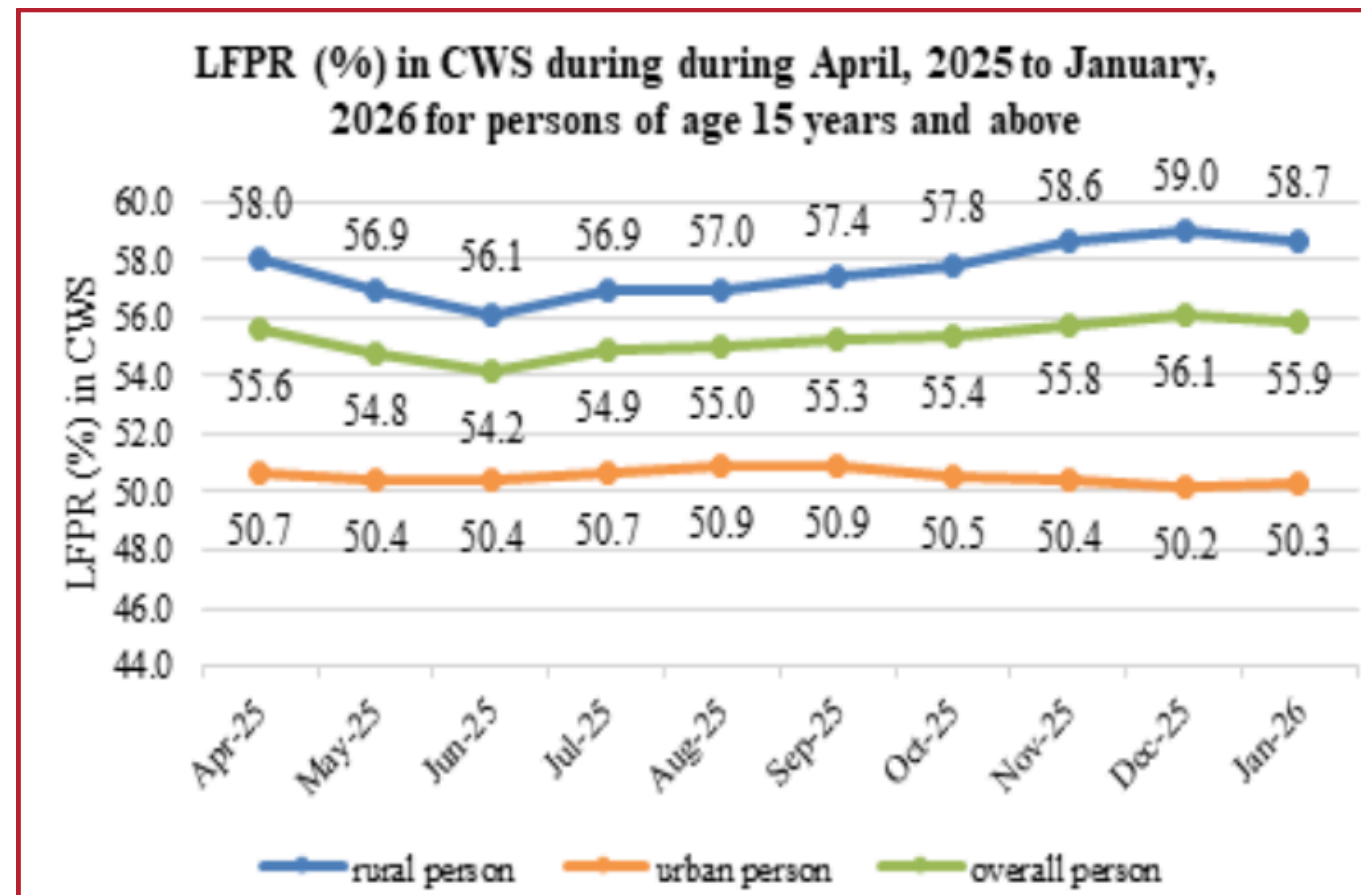
Strong business confidence



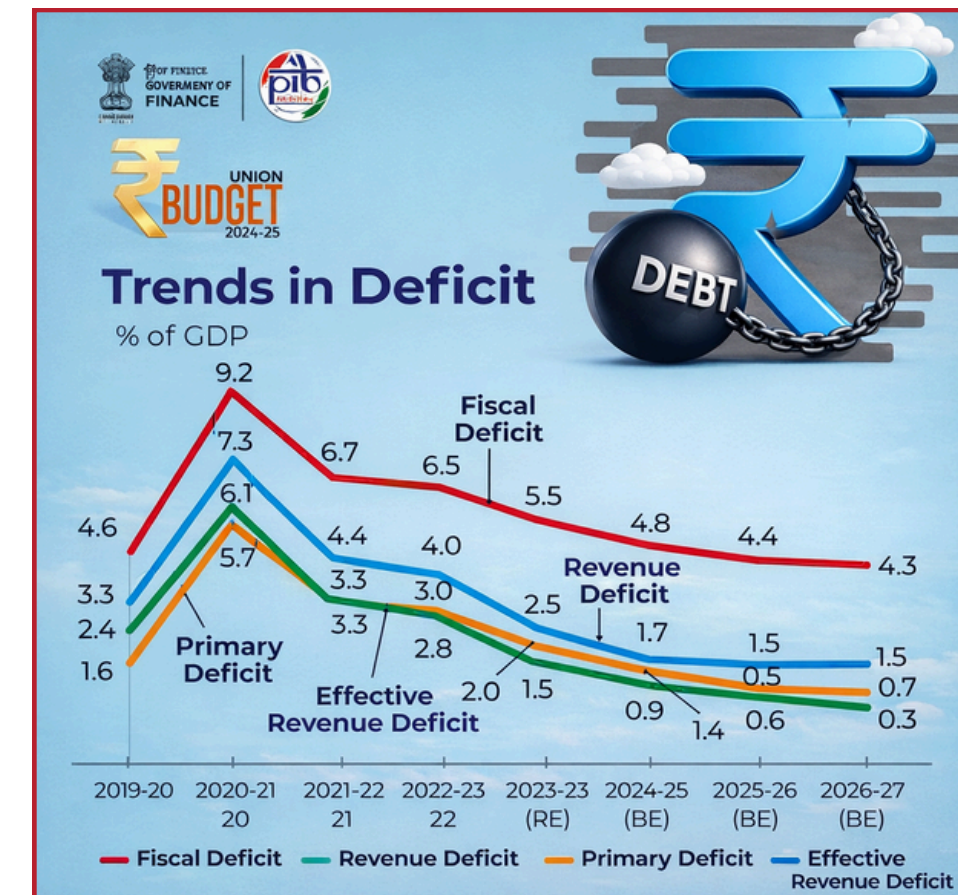
Source: FORBES



Source: WORLDBANK



Source: PIB



Source: PIB

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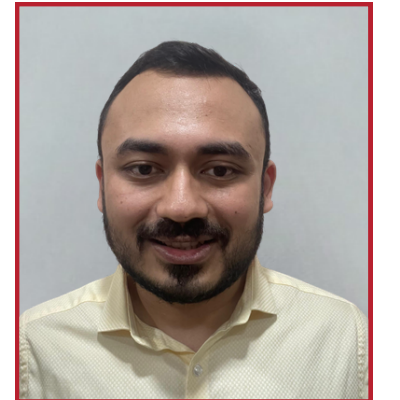
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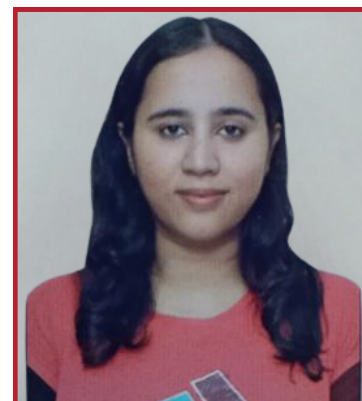
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