Business case solving approach
Contestants can use the remaining time before the championship to increase their chances to win

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

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

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

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

McKinsey Business Diving 2017 championship format

Quality criteria

Examples of skillfully composed slides
Championship mimics the key stages of a consulting project

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

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

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

4. Preparing and presenting final recommendations
   - Prepare a final presentation on the basis of the new data and comments received
   - Make a presentation to the project steering committee, which consists of the client’s top management
Championship mimics the key stages of a consulting project

1. Developing a proposal for a client

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

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

2. Preparing interim recommendations

3. Interviews and presentation of deliverables

4. Preparing and presenting final recommendations

   - Key tools used by the team:
     - Search for publicly available information
     - Diagnostic of the current situation in the client company
     - Analysis of the practice of solving similar issues
     - Team search for solutions
     - Structuring of early results to arrive at preliminary conclusions
Second round requires elaboration and definition of interim recommendations

1. Developing a proposal for a client

2. Preparing interim recommendations

3. Interviews and presentation of deliverables

4. Preparing and presenting final recommendations

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

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

Key tools used by the team
- Request the client’s comments on the approaches proposed in LoP
- Structure and analyze the internal data provided by the client
- Team search for solutions
- Model the potential impacts and risks
Semi-final includes diagnostic and presentation of early deliverables

1. Developing a proposal for a client
2. Preparing interim recommendations
3. Interviews and presentation of deliverables
4. Preparing and presenting final recommendations

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

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

Key tools used by the team
- Laying down and prioritizing the issues for discussion
- Conducting a meeting and finding an approach to the client to discuss comments and suggestions
- Structuring the information provided by the client
- Adjusting the modeled impacts on the basis of new information
Semi-final includes diagnostic and presentation of early deliverables

1. Developing a proposal for a client
2. Preparing interim recommendations
3. Interviews and presentation of deliverables
4. Preparing and presenting final recommendations

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

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

Key tools used by the team
- Aggregation and analysis of all of the client’s comments and suggestions
- Final adjustment of the modeled impacts and risks
- Development of a strategy implementation plan
Quality criteria
At each stage, the quality criteria are elaboration and communication of the solution.

**Content**

1. Coverage of the key questions and adequate choice of the priorities
2. Deep elaboration of the issue and quality analysis
3. Logical and practicable insights from the analysis

**Presentation**

1. Logical and clear structure of the presentation
2. Professional visualization
3. Professional communication in the consulting team
Key examples of mistakes in solving a case

**Stage 1**
- Solution is developed for a completely **different issue**
- Issues are **not prioritized** or the key blocks are missed
- Analyses are **superficial** or not linked to recommendations
- Presentation is not a **story**
- Conclusion on a slide is missing / **does not reflect the slide content**

**Stage 2**
- Slides are **overloaded** with information, contain more than one idea
- Slide format is **unprofessional**

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

**Final**
- Presentation **did not cover** the information and comments **received from the client** nor integrate the client’s expectations
- There were no **implementation plan**, assessment of the required **costs, impact**, and the key **indicators of program success**
Bad example 1: Example of non-analyzed data does not justify solution to an issue

### COMPARING RAIL AND OTHER AIR TRANSPORT MEANS.

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

<table>
<thead>
<tr>
<th></th>
<th>TRAIN</th>
<th></th>
<th>PLANE</th>
<th></th>
<th></th>
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<td>PRICE</td>
<td>DURATION</td>
<td>company</td>
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<td>DURATION</td>
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<td>fastest</td>
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<td></td>
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<td>(in hours)</td>
<td></td>
<td>(in rubles)</td>
<td>(in hours)</td>
</tr>
<tr>
<td>3 713 - 9 130</td>
<td>25:19</td>
<td>победа</td>
<td>1 987 - 2 997</td>
<td>2H - 3H</td>
<td></td>
</tr>
<tr>
<td>4 074 - 11 903</td>
<td>25:21</td>
<td>газпром</td>
<td>3 253</td>
<td>2h 10 m</td>
<td></td>
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<tr>
<td>cheapest</td>
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<td></td>
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</tr>
<tr>
<td></td>
<td>(in rubles)</td>
<td>(in hours)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2 397 - 4 602</td>
<td>29:47</td>
<td>Ural Airlines</td>
<td>3 775</td>
<td>2h 10 m - 2h 25 m</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transaero</td>
<td>3 904 - 4 154</td>
<td>2h 15 m - 2h 25 m</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Aeroflot</td>
<td>6 557</td>
<td>2h 20m - 2h 25 m</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>S7 Airlines</td>
<td>6 765</td>
<td>2h 20m</td>
<td></td>
</tr>
</tbody>
</table>

Prices as indicated on [http://www.astravel.ru/flights/MOSCOW/YEKAT](http://www.astravel.ru/flights/MOSCOW/YEKAT)

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

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

At this example, Air France - KLM would set the price ranging from around 2 000 to 3 200 RUB.
Bad example 2: Narrow understanding of an issue
Bad example 3: There is no analysis that led to the recommendations on the slide

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

- Помимо лечения, гостям пансионата захочется посмотреть город. Это позволит развиваться малому и среднему бизнесу в сфере обслуживания.
Bad example 4: Headings do not create a single story
Bad example 5: There is no conclusion on the slide
Bad example 6: Excessive analyses
Bad example 7: Creativity and jokes should be appropriate
Examples of skillfully composed slides
At the present time, Gett is represented in 7 of Top 10 Russian cities

### Metrics of top Russian cities

<table>
<thead>
<tr>
<th>City</th>
<th>Population, 2014 ('000 people)</th>
<th>Population growth rate Mean percent, 2010–14</th>
<th>Gett presence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moscow</td>
<td>12,108</td>
<td>1.3</td>
<td>✅</td>
</tr>
<tr>
<td>Saint Petersburg</td>
<td>5,132</td>
<td>1.3</td>
<td>✅</td>
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<tr>
<td>Novosibirsk</td>
<td>1,548</td>
<td>1.2</td>
<td>✅</td>
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<tr>
<td>Yekaterinburg</td>
<td>1,446</td>
<td>1.7</td>
<td>✅</td>
</tr>
<tr>
<td>Nizhny Novgorod</td>
<td>1,273</td>
<td>0.4</td>
<td></td>
</tr>
<tr>
<td>Kazan</td>
<td>1,191</td>
<td>1.0</td>
<td>✅</td>
</tr>
<tr>
<td>Samara</td>
<td>1,172</td>
<td>0.1</td>
<td></td>
</tr>
<tr>
<td>Chelyabinsk</td>
<td>1,169</td>
<td>0.9</td>
<td></td>
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<tr>
<td>Omsk</td>
<td>1,166</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>Rostov-on-Don</td>
<td>1,110</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Development Director made preliminary estimates for some of the described delivery market segments

<table>
<thead>
<tr>
<th></th>
<th>Moscow market size</th>
<th>Requirements for Gett</th>
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<tbody>
<tr>
<td></td>
<td>RUB bn per year</td>
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<tr>
<td>First mile</td>
<td>No estimate</td>
<td>Guaranteed spare capacity in the delivery window</td>
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<tr>
<td>Last mile</td>
<td>7.0</td>
<td>Handling of returns, Cash and bank check management, Fraud combating</td>
</tr>
<tr>
<td>Fast delivery</td>
<td>No estimate</td>
<td>Handling of returns, Cash and bank check management</td>
</tr>
<tr>
<td>Letters/Documents</td>
<td>3.8</td>
<td>Handling of returns, Good Russian language and presentable appearance of couriers</td>
</tr>
<tr>
<td>B2C delivery</td>
<td>No estimate</td>
<td>Legal compliance and observance of the law, Cash and bank money management</td>
</tr>
</tbody>
</table>

1 Estimated on the basis of current corporate customers of Gett

### Moscow market size

- **Million shipments per year**
  - First mile: 32.2
  - Last mile: 50.0
  - Fast delivery: 18.5
  - Letters/Documents: 2.5