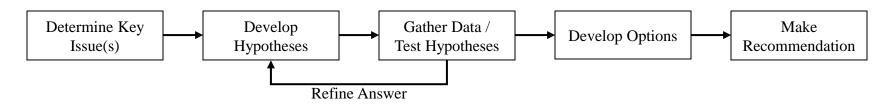
## Overview



- $\cancel{A}$  As the interviewer describes the situation, think about what are the *key issues* facing general managment
- $\Rightarrow$  Develop hypotheses
- $\cancel{P}$  Decide what *data* you need to better understand the issues
- $\overleftrightarrow$  *Listen* to the facts
- $\cancel{P}$  Evaluate *which facts are critical* to the key issues
- $\Rightarrow$  **Probe** for more detail in critical areas
- $\cancel{P}$  Use *facts and numbers* appropriate in building argument
- $\cancel{P}$  Summarize *options* before making recommendation
- ☆ State *pros and cons* be fact driven
- $\overleftrightarrow$  Make your recommendation

# **Using Frameworks**

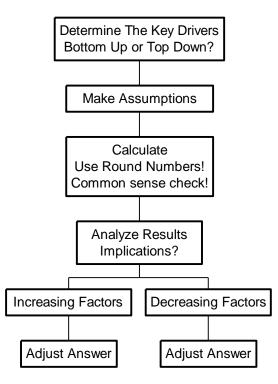
- $\cancel{F}$  There is no golden rule, more than one framework may be applicable
- $\cancel{a}$  Use an *appropriate* framework
- *A Do not force* a framework
- $\Rightarrow$  Be *hypotheses* driven
- $\Rightarrow$  Be prepared to *revise* your hypotheses
- $\cancel{F}$  Listen for clues from the interviewer
- *Accept direction* from the interviewer *Accept direction* from the interviewer

## **Some General Frameworks**

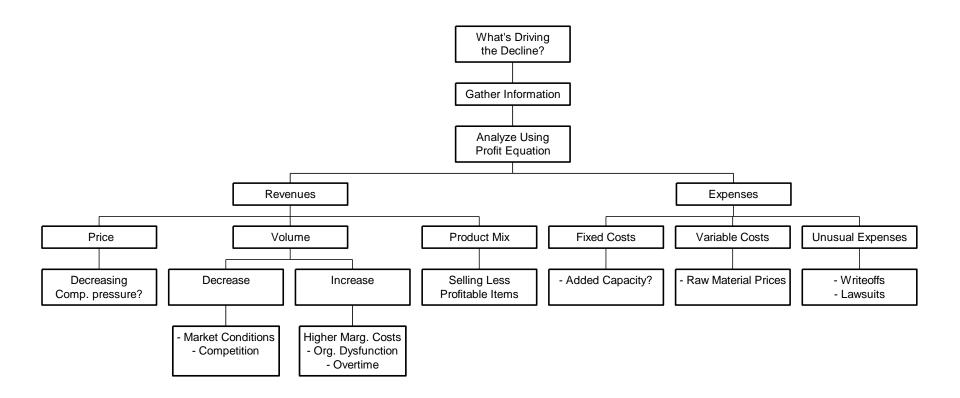
- $\Leftrightarrow$  The Three C's
- A Porter's Five Forces (+govt.)
- $\cancel{R}$  Supply & Demand
- $\Rightarrow$  The Profit Equation
- A Arrow Arrow

Don't be afraid to create your own framework, as long as it is *logical*, *appropriate* and *transparent* to the interviewer.

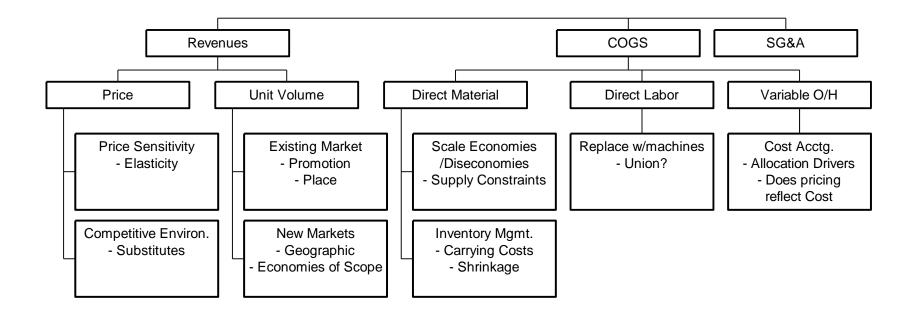
# **Market Sizing**



# **Declining Profits**

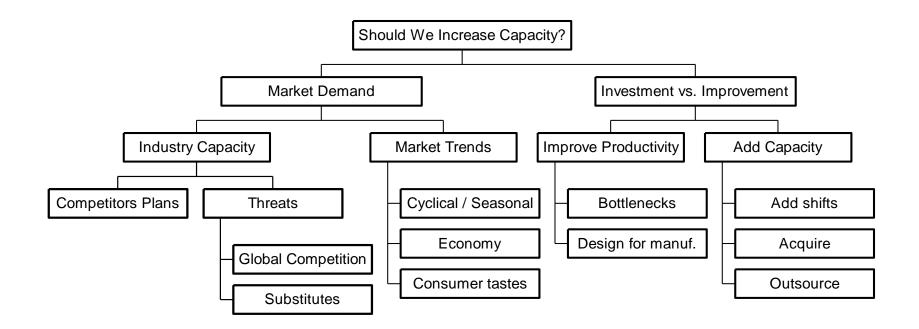


# **Increase Profitability**

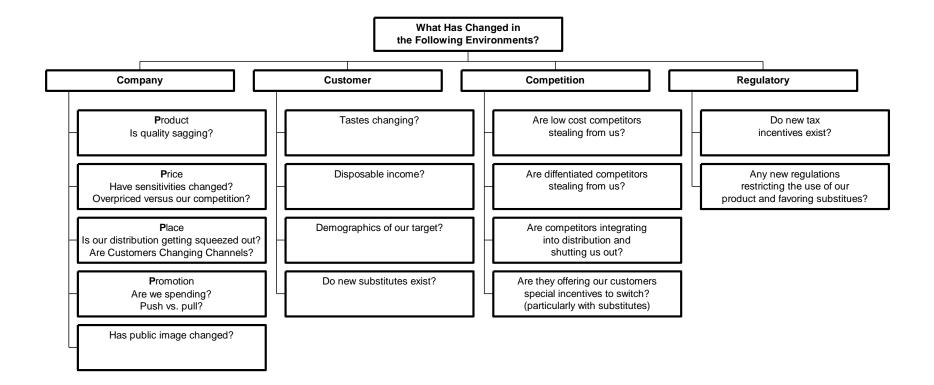


Can we explore economies of scope with entry into adjacent industry?

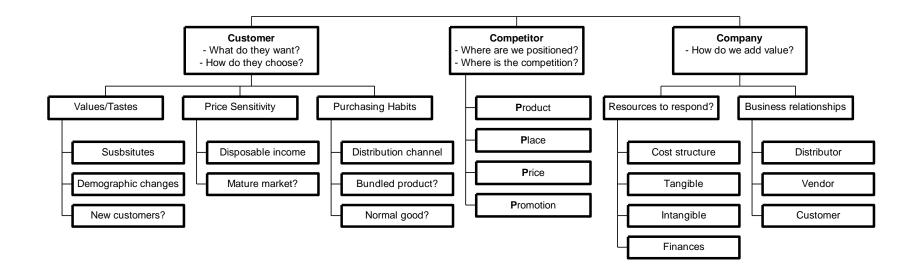
# **Increase Capacity?**



# **Customer Turnover**

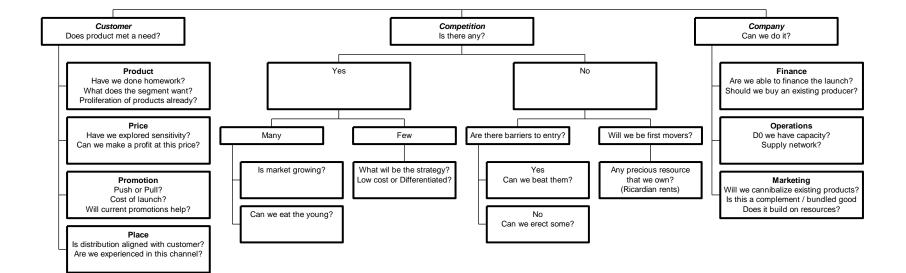


# **Competitive Response**

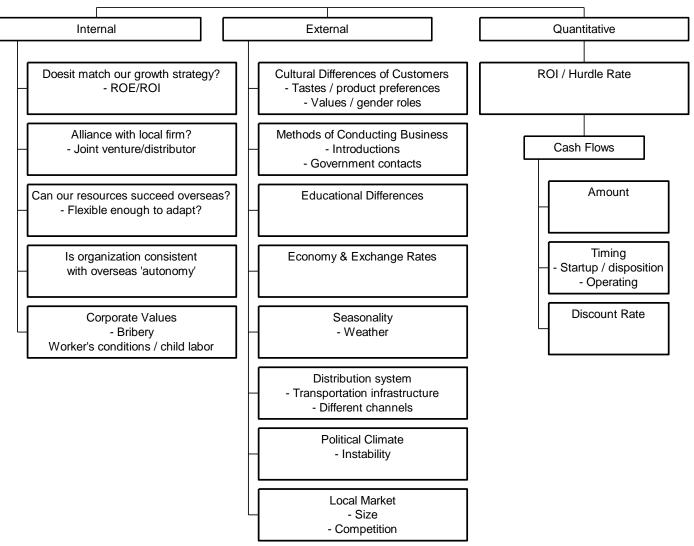


- Given the above, is it worth making a competitive response?
- How will the competition react?
- Applying game theory or PARTS analysis may help.

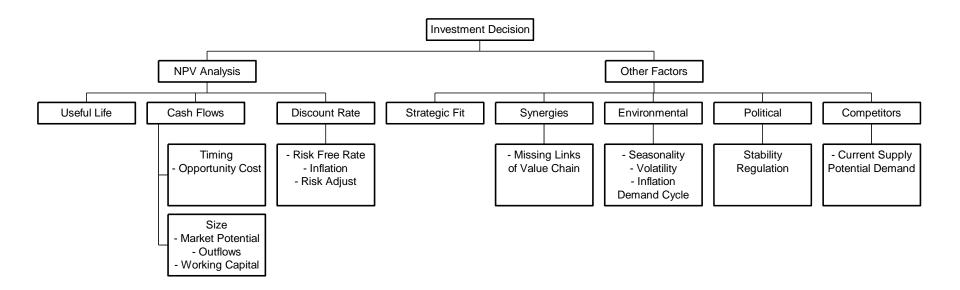
### **New Product Introduction?**



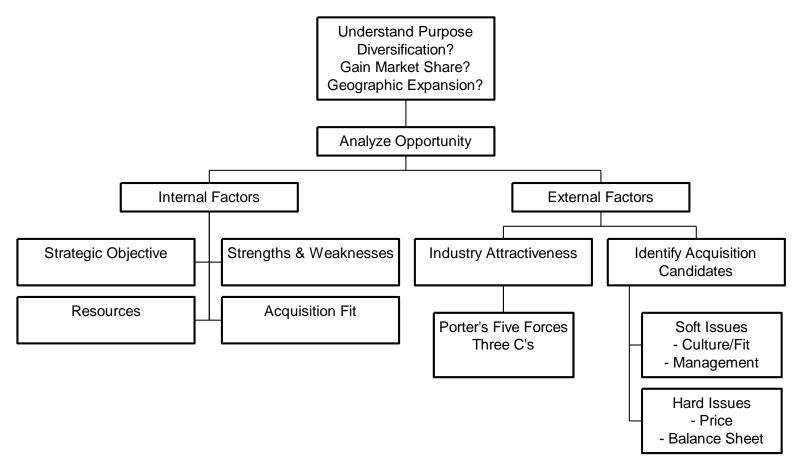
## **International Expansion**



## **Investment Decision**



# **Company Acquisition**



### **Hostile Takeover Defense**

