180 DEGREES CONSULTING
DELHI TECHNOLOGICAL UNIVERSITY

CASE COMPETITION
HANDBOOK

180Degrees
CONSULTING
DTU

DISCLAIMER

First Edition: July 2020

PREFACE - FROM THE TEAM

When we began actively participating in the different kinds of case study competitions, we faced a severe lack of consolidated resources to get started with the basics. Because of this, we were unsuccessful in our first few attempts and couldn't even understand where we went wrong, because rarely any feedback was provided and we kept making the same mistakes. From almost giving up on submissions to winning several podiums at the B-School level, it is only through persistent effort that we were able to improve. Through this handbook, we've tried to streamline all the insight we've gained from our personal experience, as well as from some toolkits and pass the knowledge to our juniors.

Always remember that the best way to learn is only through participating. Until you apply the theoretical knowledge in the preset of a practical problem statement, under the pressure of time constraint in a competitive scenario - you won't be able to absorb the true essence of the learning curve.
Though it does seem daunting and overwhelming at first, but don't forget to have fun along the way. Every competition, every trip (super fun) would be memorable in its own way and there'll be plenty of positive takeaways from each. Enjoy every attempt, maximise your learning from the failed submissions, network with your competitors, make a lifelong bond with your teammates and keep that winning spirit alive!

The problem solving and brainstorming methodologies we explain in this handbook are not just restricted to case study competitions, but are applicable to a plethora of competitive events - ranging from Hackathons/Ideathons to B-Plan to Market Simulations and can even be helpful for case interviews.

We hope this handbook will serve as a helpful tool for any beginner to start off and for anyone who wants to improve and develop the right strategies to win, and will foster more students in the case solving culture!

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Get Started

- *Competitions*
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PROBLEM SOLVING
METHODOLOGIES

SCQA ANALYSIS

Situation
1 State the context. Set the scene. Must be indisputable and should establish the relevance.

Complication
2 Describe the Problem
This must contain the crux of all the analysis of the facts mentioned.

Question
3 Make it clear what you have to solve
Must arise logically from the complication.
Must be *SMART.**

Answer
4 Present your recommendation
Should logically resolve all parameters of the complication.

The importance of the SCQA cannot be overstated: having the right understanding of the company and solving the right problem is a must in order to win any case competition.

What is the existing situation?

What is the trigger?
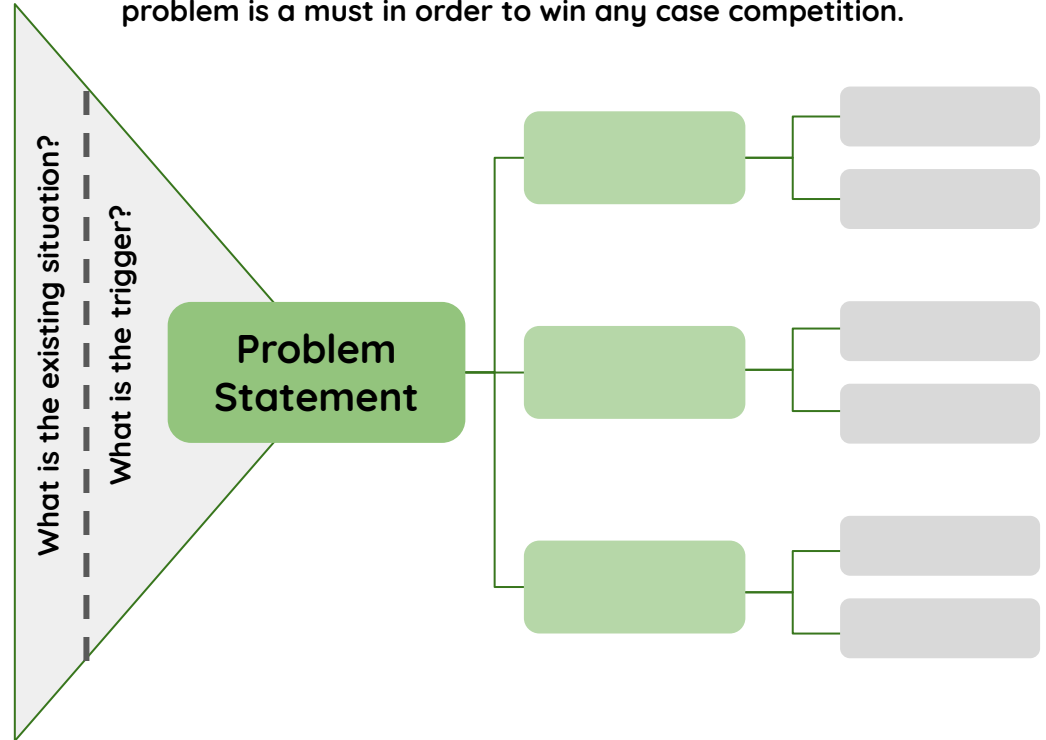
Problem Statement

* SMART:
Specific - Measurable - Actionable - Realistic - Time Bound

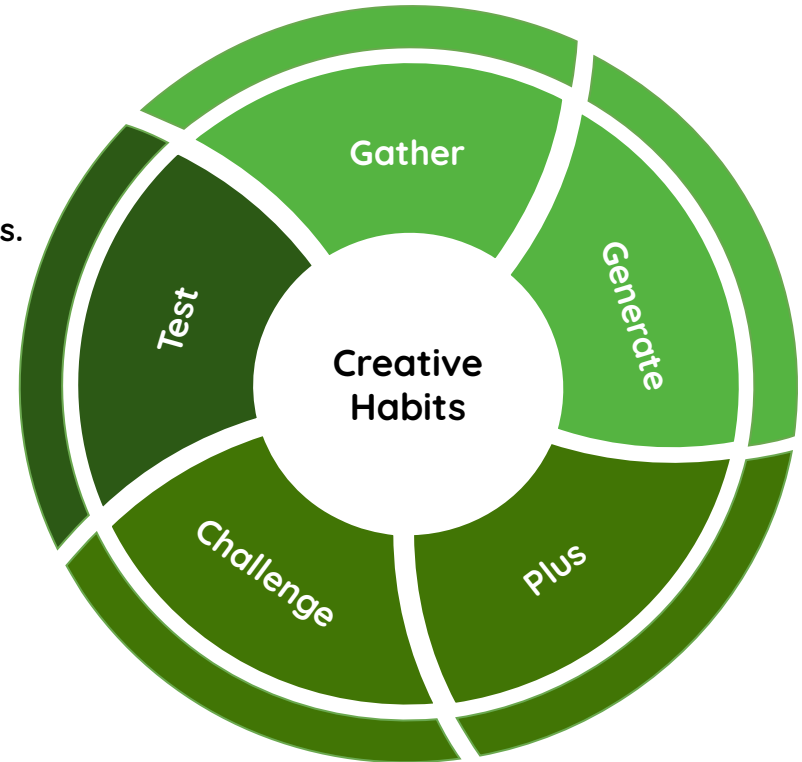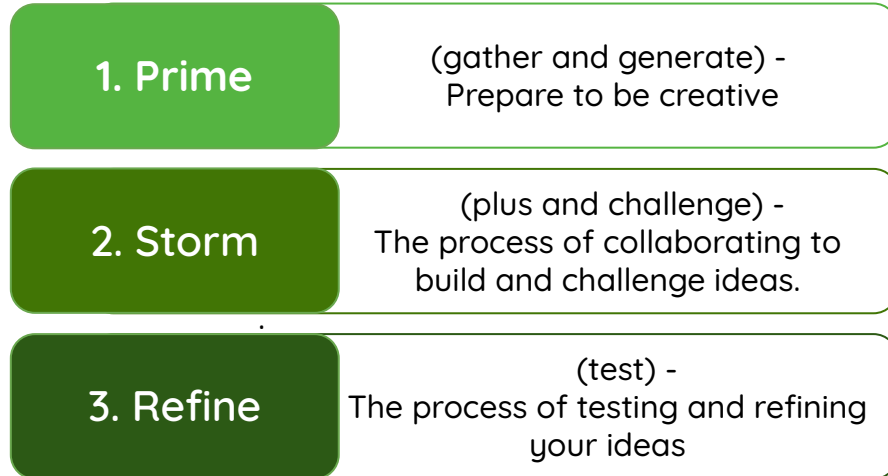# IDEA GENERATION

The focal point of the solution to any problem statement is the fundamental idea behind it. The structure, neatness, and visual aesthetic of the deck is all secondary - your prime focus should always be on figuring out the best possible solution.
For this, people generally use a three step process which we'll be detailing in this section.

The Creativity Toolkit is designed to amplify your creative abilities.

1. Prime	(gather and generate) - Prepare to be creative
2. Storm	(plus and challenge) - The process of collaborating to build and challenge ideas.
3. Refine	(test) - The process of testing and refining your ideas

Gather
Generate
Test
Creative Habits
Challenge
Plus

DE BONO'S 6 THINKING HATS

De Bono's hats help diversify your insights by looking for new directions of thought during brainstorming.

WHEN	● Use to proactively, rather than reactively, consider different perspectives to challenge and refine ideas.
WHY	● Encourages parallel and full spectrum thinking. ● Separates ego from performance.
HOW	● Hats must never be used to categorise individuals. ● In a group, everybody wears the same at a time.

White hat: facts, figures, information needs

Red hat: intuitions, feelings, emotions

Black hat: judgement, caution and logic.

Yellow hat: logical positivity, looking forward to results

Green hat: creativity, alternatives, proposals

Blue hat: overview or process control

REFINING IDEAS

Testing helps to refine your solution and improve your empathy for your end user.

WHEN	To test your prototype; the context and the scenario in which you are testing, your interaction with your end-users. You can also use this process to observe, capture and consider feedback.

HOW	During the testing itself, use intentional team roles.

The Dreamer

Bring out all ideas without criticism and explore all possibilities

The Realist

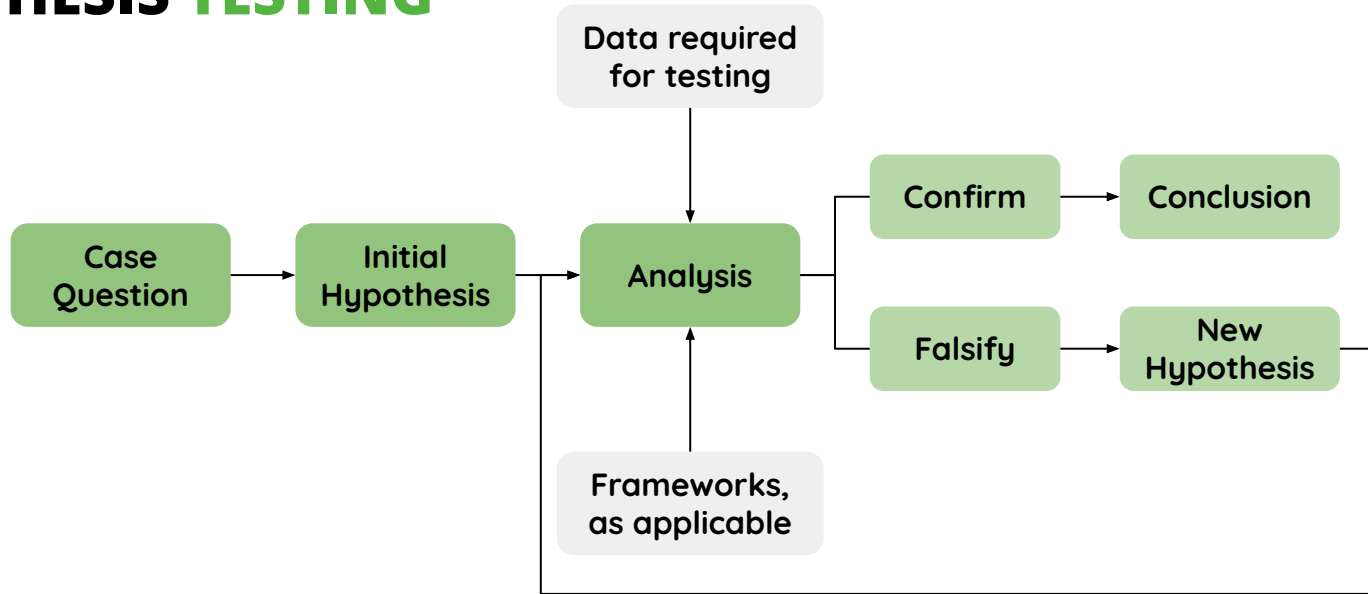Re-examine all ideas and work them into practical and actionable options.

The Spoiler

Be critical and find inconsistencies in your solutions and narrow down the best solutions.

HYPOTHESIS TESTING

Example:

Question	Hypothesis	Analysis	Confirm/Falsify	New Hypothesis
How can the company cut procurement expenses by 10% in the next FY?	*Increasing the volume per order by 5% will cut cost per item by 8%.*	*Evaluate the effect of this decision on all other operational parameters. Benchmark with the data of competitors (if provided).*	*Inventory restrictions do not allow maximisation of order volume beyond this limit. Hypothesis falsified.*	*Seek a different supplier that offers same components at a competitive price.*

MECE ISSUE TREE

Mutually exclusive, collectively exhaustive (MECE) issues trees are used to break down complex problems into more manageable sub-issues.

**Example Issue Tree:
Reducing Energy Costs**

How can the company reduce energy costs by 20% by the middle of the next year, without compromising production quality?

- **Cut Consumption**
  - **Reduce energy consumers**
    - **Disconnect installations**
      - Use control/time switch systems
      - Disconnect superfluous energy consumers
    - **Reduce capacity level**
      - Optimize regulating systems
      - Reduce energy consumers/power generators
  - **Improve use of energy**
    - **Increase efficiency**
      - Increase technical efficiency of system parts
      - Extend/renew technological basis
    - **Minimize loss of energy**
      - Intensify recovery (eg. heat exchangers)
      - Improve insulation
- **Reduce costs/unit**
  - **Use cheaper energy providers**
    - **Optimize providers' tariffs**
      - Capture advantages of bundled purchasing
      - Beat down prices to market level
    - **Substitute energy provider**
      - Contract from regional providers
      - Contract from national providers
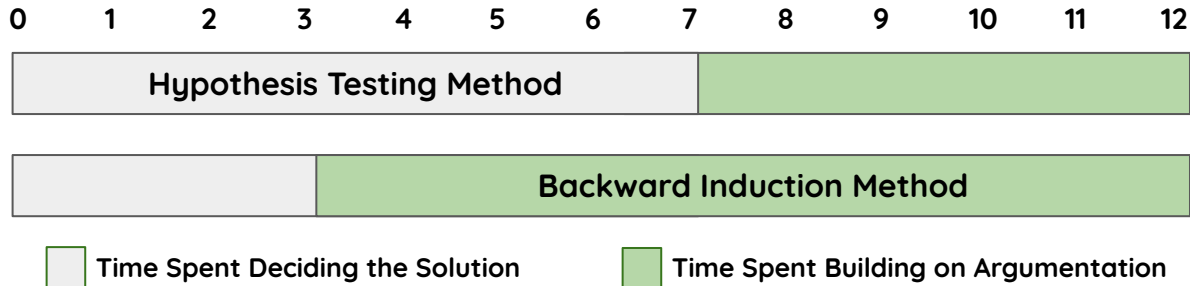 - **Optimize mix of energy carriers**

BACKWARD INDUCTION

WHEN	• You have difficulty in generating ideas, or when there isn't any applicable framework/enough data for hypothesis testing. • It is reasonably possible to conceptually reverse the problem.
WHY	• Generating negative criticism may be easier than generating positive solutions, in some circumstances. • Can provide a new perspective on the problem.
HOW	• Reverse the issue. • Identify ways of causing the problem. • Find mitigation strategies on the basis of the root causes.

0   1   2   3   4   5   6   7   8   9   10   11   12

Hypothesis Testing Method

Backward Induction Method

☐ Time Spent Deciding the Solution   ☐ Time Spent Building on Argumentation

SOLUTION
STRUCTURING

PYRAMID STRUCTURING

Structuring

Helps establish the **Vertical Logic** that governs each section of the solution. The dots and dashes serve to support the central idea and should be parallel in language. The structuring should be explicit and naturally trickle down.

Main Solution
Overview of the governing idea

Situation: Point which the receiver will agree on.
Complication: The thing that is creating complications.
Question: The question arising from these complications.

Insights
Takeaways from the data/research in the previous step.

Support
Data, Facts

Presenting

PYRAMID STRUCTURING

The pyramid structure is a principle of how to structure communication and thinking. The idea is to first summarize the conclusion and then present the supporting arguments. Optimally, this should be done following the MECE principle.

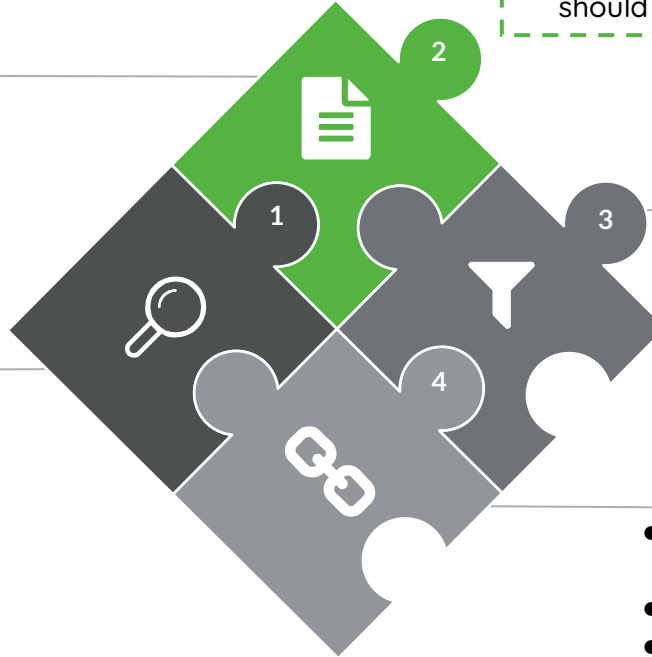## Summarise

- Incorporate ideas and data from the points below.
- Show the connection between the levels.
- Keep points concise.

Group

- Ensure logical grouping of all the data in a group.
- Clearly name each group to allow easy readability.
- Try to balance each group.

Organise

- Organise information in each group.
- Deductively, chronologically, comparatively etc.
- Ordering should be intuitive.

Reasoning

- Follow a train of thought the entire way.
- Sanity check your solution.
- Have a clear vision on how it will help.

PYRAMID STRUCTURING - SAMPLE

Situation: Plant is unable to meet its current production goals
Complication: Unavailability of parts frequently stops the line.
Question: What should the plant do differently?

Parts procurement process of the plant must be redesigned to reduce production constraints

Fix current supplier quality issues.

Decrease lead times.

Reduce approvals required.

| Data, Facts | Data, Facts | Data, Facts | Data, Facts | Data, Facts | Data, Facts | Data, Facts | Data, Facts | Data, Facts |

PYRAMID STRUCTURING - REASONING

Primarily, there are two ways of presenting arguments.
Each case is different, so it is suggested to analyse the case to use the strategy which is most appropriate.
Generally, inductive is preferred as it is easier to follow, but deductive is very useful when making an extensive point.
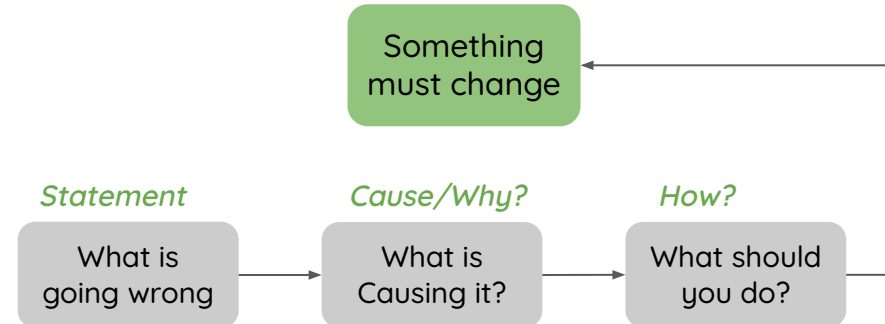
Inductive Reasoning Strategy

- Used to give the answer upfront.
- Preferred when the receiver understands the problem.
- Easier to group ideas/concepts
- Easier to read/understand.
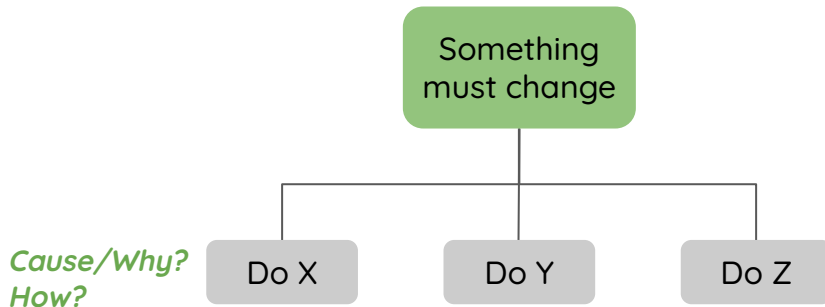
Deductive Reasoning Strategy

- Used to explain an answer/ideology.
- Preferred when the receiver needs basic understanding before conclusion.
- Easier to understand flow of thought
- Used if the receiver may disagree upfront.

Something must change

Do X | Do Y | Do Z

Cause/Why?
How?

Something must change

Statement — What is going wrong
Cause/Why? — What is Causing it?
How? — What should you do?

STORYLINING

> *Create a general flow/outline of the presentation.*
> *Every element in the slide should add value to the central idea.*

Action Slides -

- Action Slides summarize the contents of the slide in as few words as possible.
- Organize the action slides in an order that best explains your idea.
- Elevator Pitch of your entire presentation.
- Helps in work distribution amongst the team.

Dots and Dashes -

- Builds on the Action slides concept.
- A Dot represents the main idea (heading) of your slide.
- A Dash represents the supporting points of that heading.
- Segregate all the ideas into Dots and Dashes.
- Helps build a coherent and connected storyline from the beginning
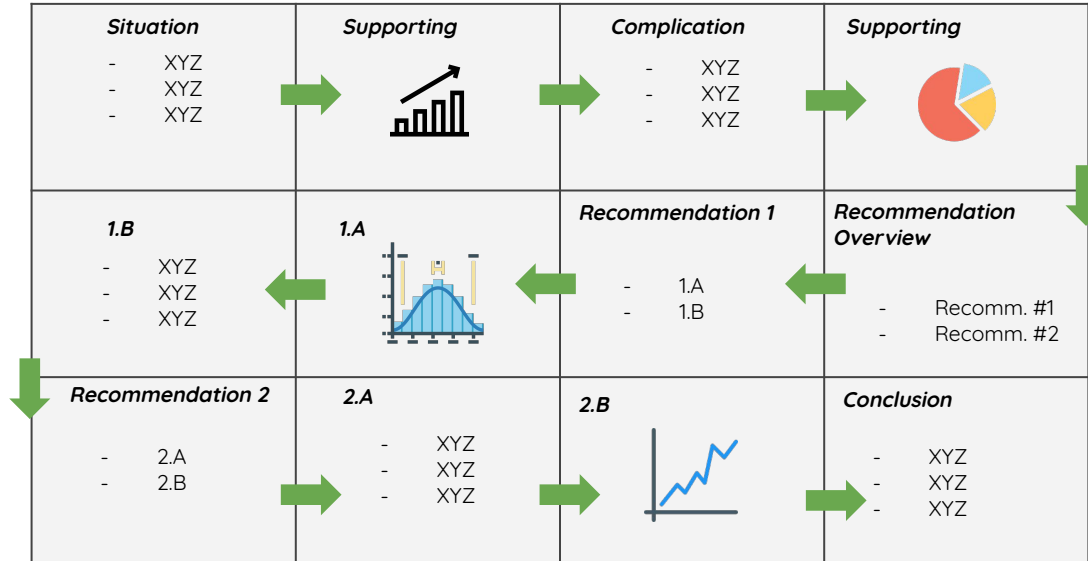
Avoid Common Pitfalls -

- Using excessive jargon.
- Overusing passive voice.
- Nominalization (turning the main verb into a noun)
- First finalise the content, then move to styling.

STORYBOARDING

> *Detailed plan of all the slides in the presentation.*
> *Establishes the **Horizontal Logic** that ties the set of recommendations.*

Convert the dots and dashes format to a more visual representation, to allow the team to understand what will be on each slide, as well as decide the overall flow of the presentation. With the Dots and Dashes format, you can move around entire blocks to different parts of the presentation. This storyboard should be placed in the beginning of your rough slides to allow for easy accessibility by all team members, so that everyone is on the same page.

Situation	Supporting	Complication	Supporting
- XYZ - XYZ - XYZ		- XYZ - XYZ - XYZ	
1.B - XYZ - XYZ - XYZ	**1.A**	**Recommendation 1** - 1.A - 1.B	**Recommendation Overview** - Recomm. #1 - Recomm. #2
Recommendation 2 - 2.A - 2.B	**2.A** - XYZ - XYZ - XYZ	**2.B**	**Conclusion** - XYZ - XYZ - XYZ

SLIDE
PRODUCTION

SLIDE BUILDING ELEMENTS

| 1-2 Slides | ~ 1-2 Mins |

Executive Summary

Overview on solution. Explain the recommendation and its impact upfront. Use the SCQA tool.
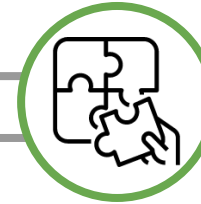
| 2-4 Slides | ~ 2-3 Mins |

Situation Analysis

Identify the sub-problems and causes of each. Set the base for your recommendations to fit into.

| 2-5 Slides | ~ 5-6 Mins |

Solution/ Recommendation

Describe in detail each of your recommendations. This is the main body, so be as clear as possible.

| 3-4 Slides | ~ 2-3 Mins |

Implementation

Explain how your recommendation solves the problem and how to go about implementing your solution.

| 1 Slide | ~ 2 Mins |

Risk Analysis

No solution is perfect, but a risk analysis of your solution will give the receiver the idea that you have thought through all aspects.

SLIDE BUILDING COMMANDMENTS

Alignment

- Text and object alignment
- Common format across presentation
- Avoid overcrowding slides
- Easy to understand

Design Principles

- Show it > Tell it
- Consistent fonts & size
- Consistent color scheme
- One key message per slide.

Presenting your solution properly is just as important as your actual solution

Slide Content

- Synthesize multiple analyses into one story
- Clear & concise language
- Transparent logic between data & conclusion
- Highlight main points

Text vs Graphs

- Qualitative info - Text with visuals
- Quantitative infographics
- Details required - Table/Matrix
- Graphics to support conclusion

SAMPLE

SLIDE

Recommendation **Name**

Subset of Recommendation
Explain the various aspects of your solution in these paragraphs. Try to keep them as concise, yet as informative as possible. Use appropriate icons to help drive home the point of your idea.

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Subset of Recommendation
Explain the various aspects of your solution in these paragraphs. Try to keep them as concise, yet as informative as possible. Use appropriate icons to help drive home the point of your idea. .

○ Recomm. #1

○ Recomm. #2

○ Recomm #3

● **Recomm #4**

○ Recomm #5

Consistent Color Scheme -
preferably in company's colors.

EXECUTIVE SUMMARY > SITUATION > **RECOMMENDATION** > IMPLEMENTATION > RISK ANALYSIS

Recommendation **Name**

○ Recomm. #1

○ Recomm. #2

○ Recomm #3

● **Recomm #4**

○ Recomm #5

Subset of Recommendation
Explain the various aspects of your solution in these paragraphs. Try to keep them as concise, yet as informative as possible. Use appropriate icons to help drive home the point of your idea.

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Subset of Recommendation
Explain the various aspects of your solution in these paragraphs. Try to keep them as concise, yet as informative as possible. Use appropriate icons to help drive home the point of your idea. .

Intra and Inter section tracker for structuring & greater understanding.

EXECUTIVE SUMMARY | SITUATION | **RECOMMENDATION** | IMPLEMENTATION | RISK ANALYSIS

Recommendation **Name**

○ Recomm. #1

○ Recomm. #2

○ Recomm #3

● **Recomm #4**

○ Recomm #5

Subset of Recommendation
Explain the various aspects of your solution in these paragraphs. Try to keep them as concise, yet as informative as possible. Use appropriate icons to help drive home the point of your idea.

Subset of Recommendation
Explain the various aspects of your solution in these paragraphs. Try to keep them as concise, yet as informative as possible. Use appropriate icons to help drive home the point of your idea.

Subset of Recommendation
Explain the various aspects of your solution in these paragraphs. Try to keep them as concise, yet as informative as possible. Use appropriate icons to help drive home the point of your idea. .

Consistent formatting, font, and size of text

Recommendation Name

Subset of Recommendation
Explain the various aspects of your solution in these paragraphs. Try to keep them as concise, yet as informative as possible. Use appropriate icons to help drive home the point of your idea.

○ Recomm. #1

○ Recomm. #2

○ Recomm #3

● **Recomm #4**

○ Recomm #5

Subset of Recommendation
Explain the various aspects of your solution in these paragraphs. Try to keep them as concise, yet as informative as possible. Use appropriate icons to help drive home the point of your idea.

Relevant icons help liven a "text-only" slide.

Subset of Recommendation
Explain the various aspects of your solution in these paragraphs. Try to keep them as concise, yet as informative as possible. Use appropriate icons to help drive home the point of your idea. .

COMMONLY USED FRAMEWORKS

NEED FOR FRAMEWORKS

Frameworks are an essential part of case competitions, as they allow for simplified understanding of the company or industry and provide a structured approach towards aspects of the problem.
Each case study is different, so it is essential that you choose a framework which is best suited for your problem.
These ease your workflow during the solution generation phase, and aid in the isolation of problem into smaller, more easily workable parts, and give you a clearer image on the main points.
Detailed in this section are some of the most commonly used frameworks for your easy reference.

FRAMEWORK	WHEN TO USE
SWOT Analysis	Allows a clearer understanding of internal and external factors effect on any decision
PESTLE Analysis	Provides key macro-environmental trends which impact the client's industry
Porter's 5 Forces	Lists the factors for gauging competitive intensity and industry attractiveness
7P Framework	Allows to review and define the issues that affect the marketing of products or services
McKinsey 7S Framework	Used to understand how various parts of an organization function with one another
BCG Matrix	Used to determine the profitability/returns of a business unit of a company

SWOT ANALYSIS

STRENGTHS

Areas where your organization does particularly well, or factors that distinguish you from your competitors.

WEAKNESSES

Things that your organization could improve or work upon. It is extremely important to be honest during this exercise.

THREATS

Anything that can negatively influence your company such as shift in market requirements, supply chain problems etc.

OPPORTUNITIES

Developments in external conditions (market, government policy, buying habits etc) that could help increase your company's competitiveness.

PESTLE ANALYSIS

SOCIAL

Widespread belief and attitudes of the general population. Factors that have an effect on consumer buying.

ECONOMIC

Economic growth, interest rates, inflation, disposable income of consumers, business etc.

POLITICAL

To what degree does the government intervene/hold sway regarding your recommendation

PESTLE ANALYSIS

S
T
E
L
P
E
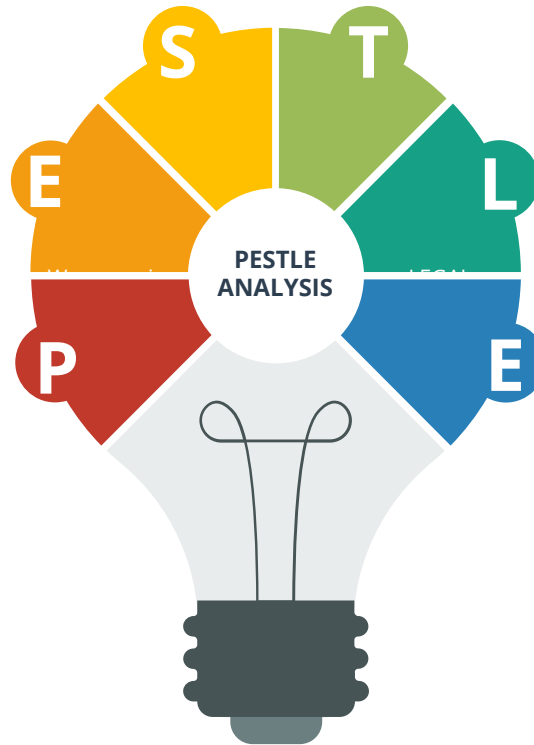
TECHNOLOGICAL

New ways of producing goods/services. New ways of distributing goods/services. New ways of communicating with target markets.

LEGAL

Health and safety analysis of your solution, as well as consumer rights in the domain of recommendation.

ENVIRONMENTAL

Environmental sustainability of your recommendation (positive or neutral preferably)

PORTER'S 5 FORCES

Ability to serve the market and make a profit

| Threat of New Entrants	Competitive Dynamics	Supplier Power	Buyer Power	Threat of Substitutes
Legal Regulatory Barrier Economies of Scale Cost Advantage Distribution Channels Product Differentiation	Industry Growth Rate Industry Fragmentation Level of Switching Costs Motivation to Lower Prices	Level of Substitutes Supplier Reputation Switching costs Forward Integration possibility by supplier	Customer Concentration Level of Commoditization Switching costs Informed buyer	How easily the customer can switch over to competing products, or services and at what cost

7 P FRAMEWORK

Price

Price of your product vs competitors products. Price is sometimes considered a proxy for quality and vice-versa

Place

Where is your good/service available? How convenient is it to gain access to your product/service

Promotion

How will your promote your product/service and make sure it reaches the target audience?

Process

Processes that will be followed to ensure quality standards are met with. (eg. Process Mapping)

Physical Environment

Physical environment can affect customer satisfaction. (eg. one would prefer to eat at a clean restaurant, over a dirty one)

Product

"The thing" that fulfills the needs of the consumer. Attributes of the product, comparison with competitor products

People

Human connect between your service/product and the consumer. (eg. the food may be good, but a rude waitress may affect return of the customer)

PRICE

PLACE

PROMOTION

7 P's MARKETING MIX

PROCESS

PHYSICAL ENVIRONMENT

PRODUCT

PEOPLE

MCKINSEY 7 S

STRATEGY

What is the plan to enhance your company's competitive advantage in the industry?

SKILLS

What are the organization's core competencies and distinctive capabilities?

STAFF

Who makes up the majority of the employees in the company, and their general capabilities?

STRUCTURE

STRATEGY

SHARED VALUES

SYSTEMS

SKILLS

STYLE

STAFF
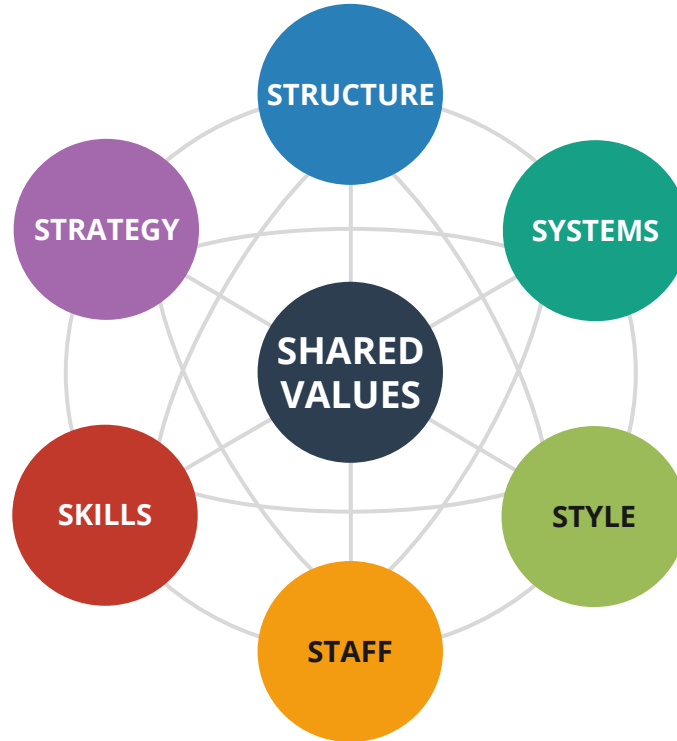
STRUCTURE

How is the company structured? Who has the authority to make the required decisions?

SYSTEMS

What is the current procedure, process, and routine of how a specific job is done?

STYLE

What is the typical behaviour pattern currently exhibited by groups within the organization?

BCG MATRIX

STARS

Star brands operate in rapidly growing industries and maintain a high market share. They are cash generators, as well as cash users, and are a very lucrative option for a firm to invest in.

CASH COWS

Have a high market share, but the market in which they operate is a slow-growing market. Cash cows are the most profitable brands & should be utilised to generate huge sums of cash to support growth of stars.

HIGH   LOW

MARKET GROWTH RATE

HIGH

⭐
STARS

?
QUESTION MARKS

LOW

$
CASH COWS

🐾
DOGS

RELATIVE MARKET SHARE
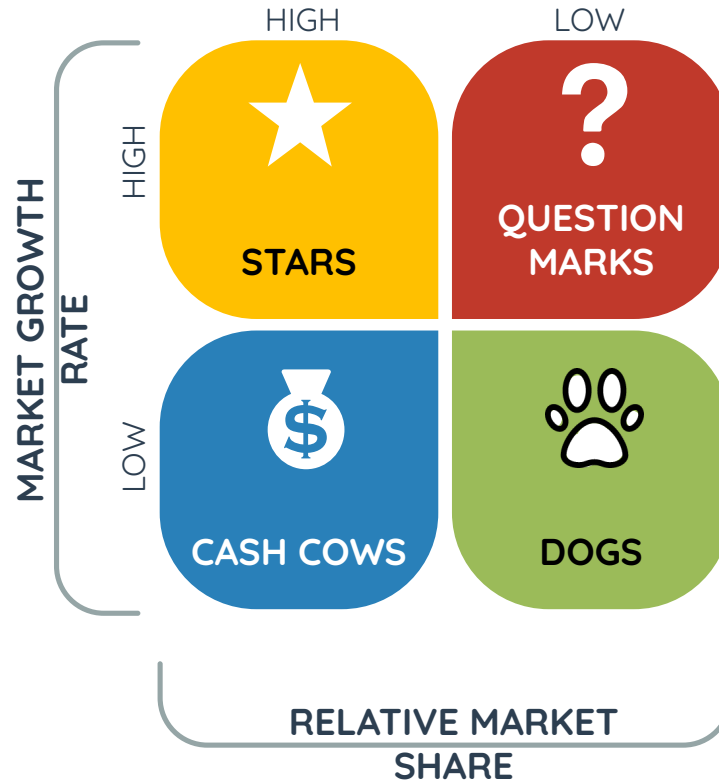
QUESTION MARKS

Low market share in a fast-growing market. They require the consumption of large amounts of cash and are susceptible to incur losses but also have the potential to become stars by gaining market share if external factors work in favour of them.

DOGS

Hold low market shares as compared to competitors and operate in a gradual growing or a declining market. They are not worth investing in because they generate low or negative cash returns.

DATA

REPRESENTATION

EDITABLE MAPS

Example

Top 5 Indian States with the highest number of
COVID-19 cases.
[May 2020]
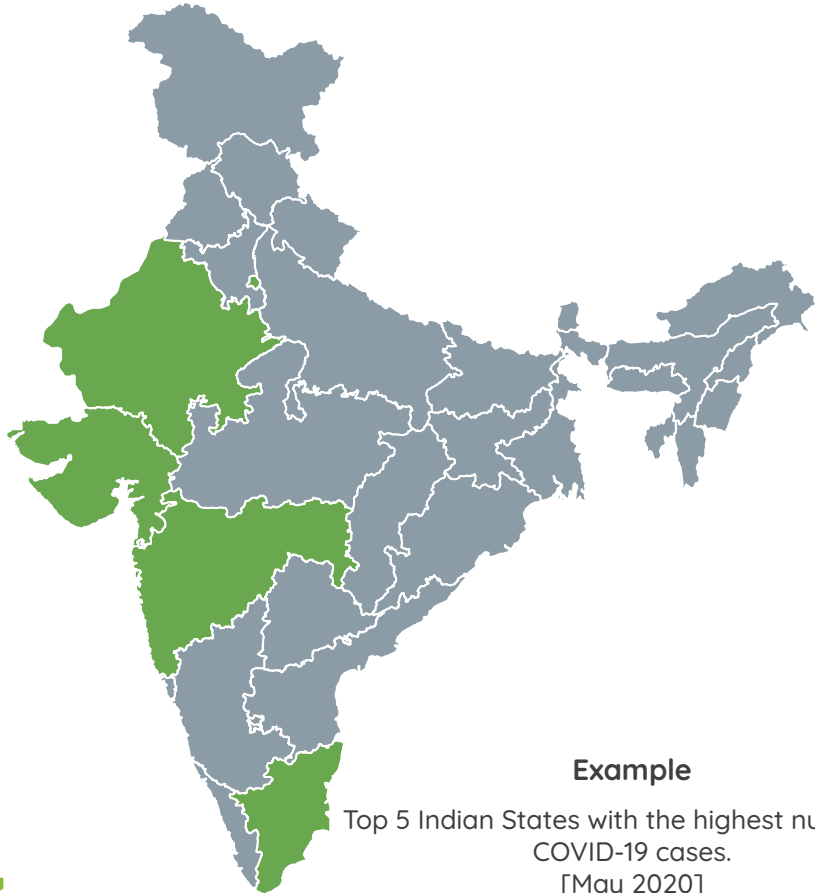
Use editable maps for displaying information pertaining to geographical parameters. Reflect a sense of real-world analysis to the problem.

Things you can do with the customizations:

- Geographical color scaling
- Geographical color grading
- Comparative analysis between countries or states
- Couple maps with graphs

Must-use for

- Market Entry cases
- Market Expansion cases

POWER OF INFOGRAPHICS

- Use iconography to display quantitative information to clearly delineate its qualitative inferences. Instead of using the usual graphs and pie-charts, come up with innovative data representation techniques.

- Ensure that the key takeaways from the data are lucidly highlighted.

- *For ex: Using icons of 'men' and 'women' to depict the customer segmentation, instead of the stereotyped 'blue' and 'pink' coloured bar charts.*

2019 📅   📅 **2020**

48%   68%

29%   37%

VS

$456,000
Total Sales segmented by male and female customers.

$689,000
Total Sales segmented by male and female customers.
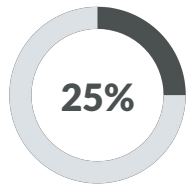
25%
TELEVISION
Customer engagement to sales conversion
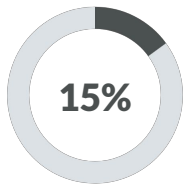
15%
RADIO
Customer engagement to sales conversion
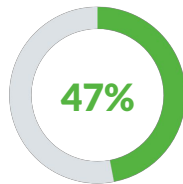
47%
ONLINE SOCIAL MEDIA
Customer engagement to sales conversion
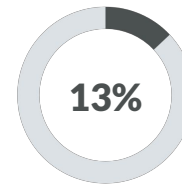
13%
PRINTING ADVTS
Customer engagement to sales conversion

Remember that the judges are usually CxOs of the companies or Professors, both of whom have spent a considerable chunk of their professional career staring at boring Excel sheets, and the regular graphs.

They eagerly look forward to creative ideas at competitions, not corporate banality.

RISK ANALYSIS

Despite your recommendations, recognise and acknowledge the risks and challenges associated with it.
Your last slide should be a 2x2 matrix graph of probability vs impact which shows that you have done a comprehensive analysis of the case, are aware of the possible risk associated with your solution and have a mitigation plan ready.
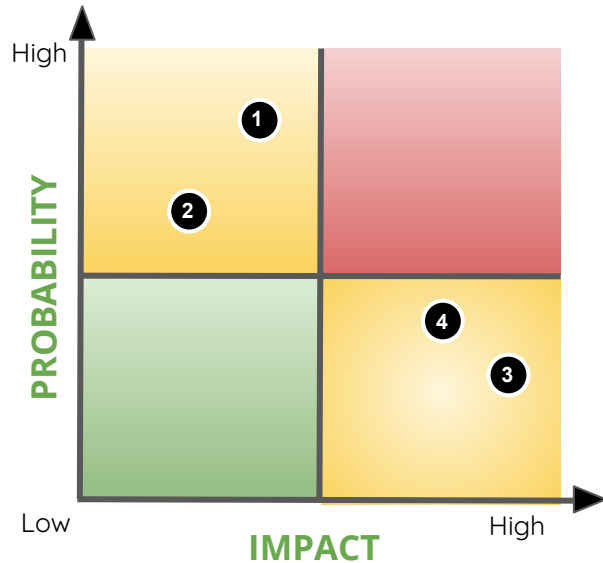
Challenges

Mitigation

1 Challenge #1
Description

→ *Explain how you plan to tackle and resolve it.*

2 Challenge #2
Description

→ *Explain how you plan to tackle and resolve it.*

3 Challenge #3
Description

→ *Explain how you plan to tackle and resolve it.*

4 Challenge #4
Description

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High · Low · PROBABILITY · IMPACT · High

TOOLS & RESOURCES

Market Research

Best resources for industry and company data, reports and infographics.

- Statista
- Statcounter
- Euromonitor

Image Library

Effective visual tools to deliver your message
- Unsplash
- Pixabay
- 500px

Icon Library

Great way to reduce complexity and clutter on the slide.
- Flaticon
- Thenounproject

Collaborative Tools

Using cloud-enabled tools allows everyone to keep track of the total work.
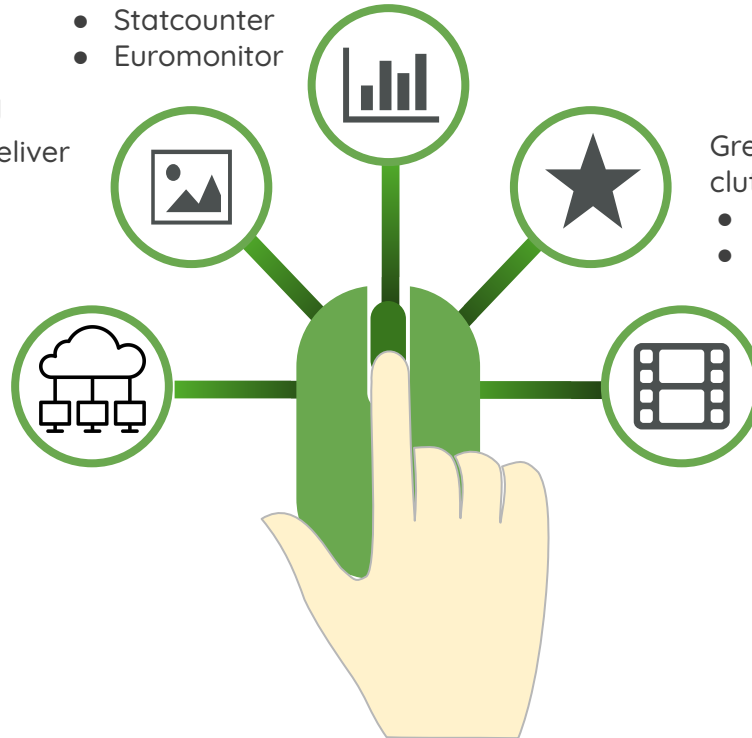- G Suite: Slides, Docs, Sheets

Slide Tutorial/Templates

- TEDxStockholm: *Death by Powerpoint.* - Slide Design
- 24slides.com - Free Professional Templates

COMPETITION
STRATEGY

PRODUCTIVE TEAMWORK

Team Composition

Build your team with members who have complementary skills. Understand the requirements of the competition

Decision Making Process

Set ground rules early on, so that you do not spend time debating ideas during the competition. Eg. Voting/Moderated Caucus
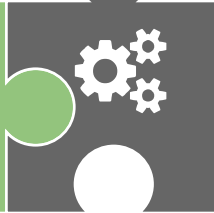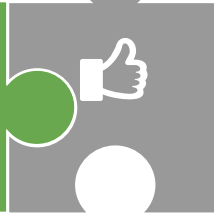
Team Alignment

Make sure that your entire team knows what exactly is to be done, to allow for the most efficient working style during the competition.
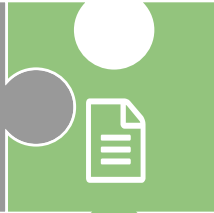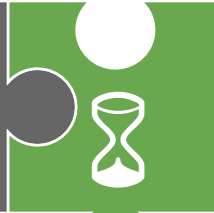
Roles and Responsibilities

Split up the work leveraging the individual skill sets of each member. The storyboard can be used to help distribute the workload.
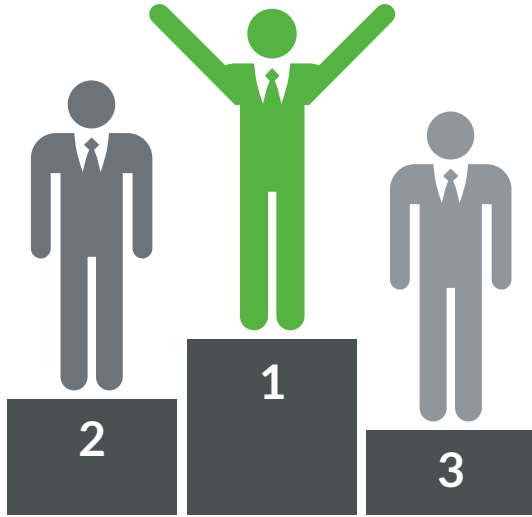
Time Management

Find a time management strategy that works for you, and stick to it. Clearly mark how much time you will dedicate to each phase.

Most importantly, have fun.

PRELIMINARY ROUND STRATEGIES

Given the sheer amount of entries the judges receive in the preliminary rounds, it's important to make sure your solution stands out, and leaves a lasting impression.

01 Show Your Effort

The key to getting selected is simply to show how how much effort you've put in. Make sure there are no blank spaces and make it appear like you've optimally utilised the slide limit, yet there's scope for expansion in those ideas.

02 Backup Your Numbers

After conducting the inferential analysis based on the numbers given in the case, you must also back it up with data from analytical reports.

03 Use Infographics and Wireframes

Since this is meant for perusal, include as many infographics to get your point across with least text. Make a prototype of how this idea works.
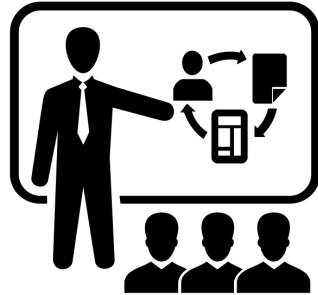
04 Keep Your Templates Ready

Whenever the time limit is of ~3 hours, keep anything that can be prepared beforehand with yourself such as submission templates, emails etc.

EFFECTIVE PRESENTATION TECHNIQUES

Avoid Duplication
What you verbally communicate should not be the exact same text in the slide. No one wants to hear a dictation of what they can already read. Make sure it is an extension to the ideas on screen.

Construct a Compelling Narrative
When communicating your analysis it is essential that you capture your audience and convince them through a compelling story.
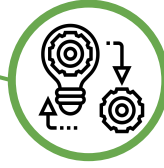
Practice Transitions
It is imperative to have a grip on the switch from person to person during the presentation and the Q&A. Always aim to practice your complete presentation as a team 3 times.

The Golden Rule
Generally, it is a good idea to repeat you main findings three times to make sure the judges remember them.

"Tell what you want to tell them, then tell them, and then tell them what you just told them."

THE QnA ROUND

Link the Slides

Support your answers with the data and ideas presented previously. Remember to make add links in your Executive Summary or Overview so that you can jump directly to the slide you are being asked about.

Plant a Question

Make it a habit to practice some potential questions that may be asked. You can strategically incorporate something or intentionally leave out something into your presentation that will prompt the judges to ask about it i.e. control the uncertainty.

Always Keep an Appendix

Having an appendix of all the data and calculations performed to refer to, in case the judge raises a clarification issue with it.

Don't Interrupt

Listen to the question carefully and completely, and do not interrupt between your teammate's answer (unless they are totally wrong). Seek permission before adding on to an answer.

'I hope that answers your question'

Always thank them for the question but do not end every answer with 'I hope that answers your question.' You should not have to say that if you're confident that you've answered the question well.
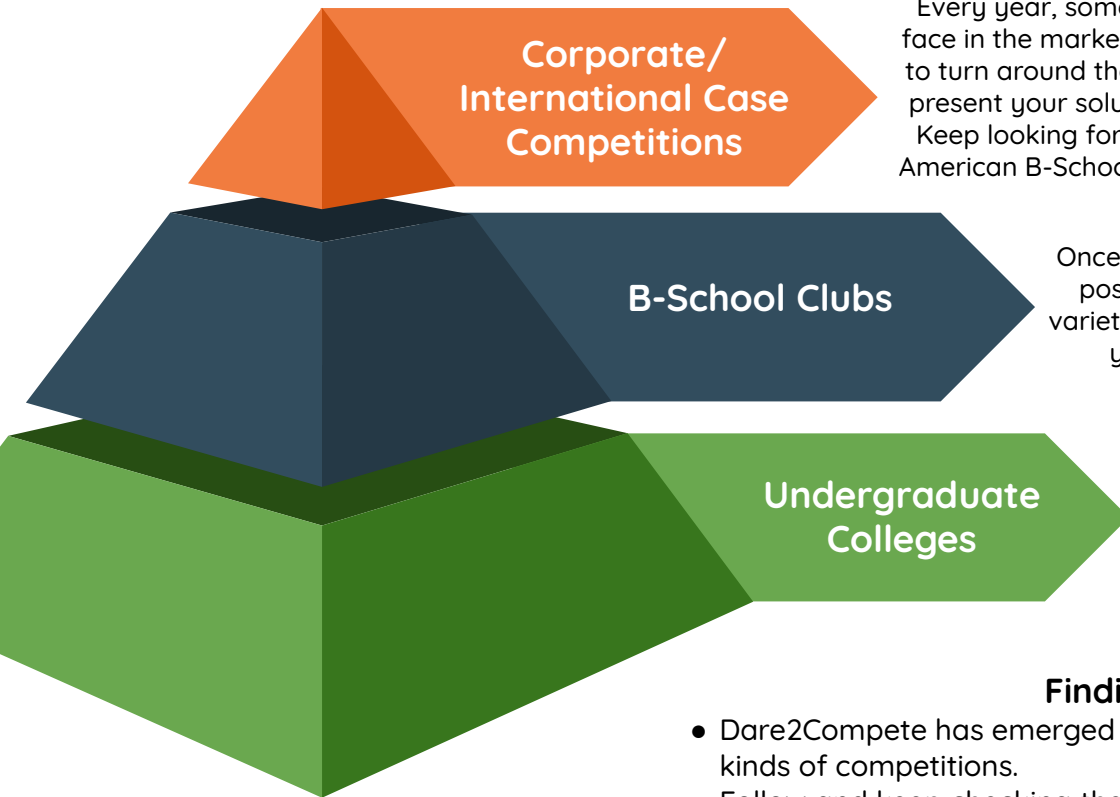
Take It Easy

Don't get aggressive or hostile towards the judges if they act stubborn or unconvinced, it is their job to grill you. Keep a calm and polite demeanor. And never use 'I' when presenting or answering.

GET
STARTED

COMPETITIONS

Corporate/ International Case Competitions

Every year, some companies present strategic problems that they face in the market and invite ideas from students across the country to turn around their situation. Huge cash prizes, chance to meet and present your solutions to their CxOs, and even get a PPI sometimes. Keep looking for international competitions hosted by European & American B-Schools and company-specific corporate challenges too.

B-School Clubs

Once you have gained fair experience, move to competing against postgraduate teams at *IIMs, XLRI, SPJ, FMS, DoMS (IITs).* Wider variety of cases, mostly in collaboration with a company. Make sure you develop a niche of expertise in an area through these.

Undergraduate Colleges

For beginners, start from competitions hosted by undergrad societies. Aim for *'Case Club League' by St. Stephens' College, 'Indian Case Challenge' by IIT KGP, 'Strategy Storm' by IIT Guwahati.* Always try to receive feedback from the OC/Judges irrespective of the results Usually heavier on numbers than strategy, but great for learning basics.

Finding Competitions

- Dare2Compete has emerged as a great centralised repository for all kinds of competitions.
- Follow and keep checking the Consulting Club, HR Club, Operations Club or Finance and Investment Clubs of reputed colleges for updates.

SOME FINAL PROTIPS

Timeline
Present a timeline of all the ideas you've presented segmented by the short, medium and long term goals that it aims to fulfill.

1

Develop Prototypes
If you're coming up with an innovative idea, prepare a mock-up or a prototype of functioning. It aids in understanding your solution and shows that you've gone the extra mile.

2

Avoid Tacky Animations
Formal business presentations have minimal transitions between slides and almost no animations. Avoid using Prezi and its like.

3

One Main Idea per Slide
Provided that you don't have a very strict slide limit, do not clutter a single slide with too many graphs or ideas for your final presentation. Focus on one central idea only.

4

Feasibility Analysis
You need to conduct technical, financial, operational feasibility and more importantly, your idea must be innovative, acceptable to consumers and scalable.

5

SOME FINAL PROTIPS

6 **Don't Boil the Ocean**
When solving a case, it is easy to identify an insurmountable number of analyses, which could be (ir)relevant. Follow the Pareto principle.

7 **Be Original**
The judges always know the industry better than you. You'll get caught if try to copy an idea from a competitor or some other country.

8 **Take Assumptions**
While it is highly recommended to make assumptions, it is just as important to explicitly state the assumptions, be able to defend them, and to explain how you reach your conclusions.

9 **Tell a Compelling Story**
The key to any solid case solution. It should be logical, structural and compelling. The length, level of detail and content should be tailored to the time limit.

10 **Keep it Simple!**
Don't give 10 ideas and say every idea is excellent. Give 2-3 good ideas and mention how you suggest them to prioritize.

ABOUT
180 DC DTU

ABOUT US

180 Degrees Consulting is the **world's largest university-based consultancy** providing affordable yet high-quality strategic & operational assistance to socially conscious organizations across the world.
It has over 10,000 carefully selected and trained volunteer consultants worldwide, who develop innovative, practical and sustainable solutions to ensure that organizations can achieve their full potential.

Present with 140 Branches operating in 35 countries.

Over 3 Million hours of consulting provided.

40,000+ future leaders trained to date.

3000+ Organisations assisted to date.

About the DTU Branch: Established in April 2019 with the vision of filling the opportunity gap between untapped capabilities of top university students and the unmet needs of social enterprises.
In just one year, we have successfully completed 7 client projects and our members have won 25+ podium positions at several prestigious competitions across the nation.

THE AUTHORS

Ekansh, Param and Shivam are Mechanical Engineering graduates from the Class of 2020 at Delhi Technological University. They are the founding members of the 180 Degrees Consulting Branch at DTU.

They have participated under the name *'Blaze'* from 2017-2020 in various case competitions and won laurels at both undergraduate and postgraduate national level competitions, including Winners at XLRI Jamshedpur, Runners Up at IIM Lucknow and NMIMS, among several others.

EKANSH PRASAD

eprasad@180dc.org

/ekansh-prasad

PARAM CHHURA

pchhura@180dc.org

/paramchhura

SHIVAM JHA

shivamjha@180dc.org

/shivamjha

We'd love to hear your feedback!

Get in touch!

✉ dtu@180dc.org   🅕 🅛 🅘 @180dc.dtu   🌐 180dc.org/dtu