



CASE INTERVIEW MULTIPACK

Incl. Cases, Brainteasers & Market Sizing Exercices

5 Case Studies

A small energy company operating in the UK (1 million customers) currently has an
 operating profit of 2%. They want to double that margin to 4%. What would you recommend?



A large Middle Eastern airline is looking to upgrade some of its fleet to larger planes. Firstly, estimate how many passengers come through Dubai airport each year and secondly, what should the CEO consider before they upgrade the fleet?

An African bank is looking to enter the UK market, aiming to capture a proportion of the migrant community. The board have asked your advice on an entry strategy.

The Crown Prince of Dubai is looking to sell Dubai. Whilst he is happy to sell, he does
 not want to be remembered for selling too cheap. What price should he sell Dubai for?

There has recently been a merger between three tap manufacturers, one based in
 the US, one based in the UK and one based in Japan. A new Chief Revenue Officer has just been appointed and wants to double revenues. What would you recommend?



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Growth strategy, Market analysis, Market entry

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- 15+ topics (market sizing, M&A, pricing...)
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Case I



Question

A small energy company operating in the UK (1 million customers) currently has an operating profit of 2%. They want to double that margin to 4%.

What would you recommend?

Example clarifying questions:

Clarify1) What is the nature of this energy company? Utilities such as gas & electric?2) Operating profit includes all revenue and costs but no interest or taxes, is that correct?3) Am I right to assume we are only interested in the UK market?

Example synthesis

Repeat "So, we are looking at a UK energy supplier with 1 million customers and are looking to double their operating profit margin, have I understood the question correctly?"

After confirming you have understood the question, excuse yourself for a couple of minutes to collect your thoughts and structure your answer.



Tip: try and draw this out in less than 2 minutes to maintain momentum in the dialogue



Case I



PresentOnce you have drawn your framework turn your page round and explain your thoughtprocess and reason for structuring your answer as you have. Finish your explanation with a comment such as "does that sound like a reasonable approach to you?"

Example hypothesis

Hypothesis "Given that I believe the energy market is highly price sensitive I think I will begin my analysis on the cost component of the profit equation."

Once the interviewer has confirmed your approach is reasonable and you have stated your hypothesis you may begin working through your answer.

It is important to keep numbers and data at the forefront of your questioning.

All maths should be done confidently and quickly without a calculator. Where possible, always remember to make the maths as simple as you can.



Working

| Consumer | Client | Product | Market |
|-----------------------|-----------------------------------|--------------------------------|------------------------------|
| <u>Who</u> | <u>Expertise</u> | <u>What</u> | <u>Market share</u> |
| All UK properties | All 'standard' energy products | All 'standard' energy products | See figure 2. |
| <u>What</u> | Distribution channels | Elasticity of demand | Competitor observations |
| Energy | The national grid (same for all | Low elasticity of demand. | Competitors are charging new |
| <u>Where</u> | competitors. | Properties need energy. | customers less than old |
| UK | <u>Costs</u> | <u>Compliments</u> | customers |
| <u>Price</u> | Buys energy from the grid at the | None | Threat of entrants |
| Cheapest usually wins | same price as competitors. | <u>Substitutes</u> | Has increased due to lower |
| <u>Consumer risk</u> | Intangibles | Home generation such as solar | barriers to entry |
| Low (1m customers) | Brand is known but not as well as | panels | <u>Supplier risk</u> |
| | the big 4 suppliers | <u>Lifecycle</u> | None |
| | Financial situation | N/A | <u>Regulations</u> |
| | N/A | | N/A |







 Cannot increase profits via price, especially as new entrants are taking market share.

Summary

- Volume is driven by marketing & sales so increasing volume doesn't necessarily increase profits.
- Fixed costs cannot be reduced easily and not enough to double profit margin.
- Cost of acquiring customers looks high compared to competition.

Possible recommendations

Recommendations

- Can confirm that the hypothesis of price being highly sensitive and cost reduction being a more realistic way of increasing profits was true.
- The main concentration area for achieving the profit margin target of 4% appears to be reducing the cost of acquiring customers and so further investigation into channels such as price comparison websites should be pursued.

| Figure 1. | | | | | |
|-----------|-------------|--------------------------|------------------------|-------|--------------------------|
| Fixed cos | sts (£'000) | Av. cost for competitors | Variable | costs | Av. cost for competitors |
| Labor | 2.000 £ | 3.200 £ | Energy/unit | 1 £ | 1 £ |
| Rent | 100 £ | 92 £ | Marketing/cus tomer | 62 £ | 34 £ |
| Utilities | 15 £ | 20 £ | Customer service | 20 £ | 21 £ |





Case II





Tailoring it to the question will ensure full marks for structure from the interviewer.







Once you have drawn your framework turn your page round and explain your thought process and reason for structuring your answer as you have. In this case, draw the issue tree without numbers first and then after you have hypothesised you can request data in order to complete your answer. Finish your explanation with a comment such as "does that sound like a reasonable approach to you?"

Example hypothesis

Hypothesis "Given that I understand Dubai is a busy airport I think that it may transpire that upgrading part of its fleet is appropriate but only on certain routes."

Once the interviewer has confirmed your approach is reasonable and you have stated your hypothesis you may begin working through your answer.

It is important to keep numbers and data at the forefront of your questioning. In this example it is easy to work through your issue tree asking for the data required to fill the gaps. All maths should be done confidently and quickly without a calculator. Where possible, always remember to make the maths as simple as you can.



In this case you are required to use an additional data table to work out the average capacity per plane in order to get to the final answer.

The weighted capacity is to be calculated by the candidate.

| Plane type | % of routes | Capacity | Weighted capacity |
|---|-------------|----------|-------------------|
| Airbus A380 | 70 % | 550 | 385 |
| Boeing 777 | 29,9 % | 350 | 105 |
| Cargo | 0,1 % | 2 | N/A* |
| *Cargo can be ignored as the number is so small but a good answer will recognise its existence | | | approx. 230 |

PrepLounge

Av. capacity per plane

| Summary | The estimated number of visitors that pass through Dubai airport each year is 80m. They currently use predominantly two types of plane with differing capacities. With approximately 1200 manoeuvres a day at Dubai airport it is highly likely that these routes have differing levels of demand. |
|-----------------|---|
| Recommendations | Possible recommendations for the CEO Due to the small number of plane types and high number of flights everyday it is worthwhile investigating further into the demand trends of flight routes. This investigation should highlight where larger planes would be beneficial such as times of day and seasonality. It may be beneficial to look at other options such as leasing planes instead of purchasing them outright. |

Case II

Suggested

Answers



Case III



Question

An African bank is looking to enter the UK market, aiming to capture a proportion of the migrant community. The board have asked your advice on an entry strategy.

Example clarifying questions:

Clarify 1) The company currently has no operations at all in the UK? 2) They are already certain that they want to target the migrant community? 3) Does the migrant community include people that have migrated from countries where the bank does have operations?

Example synthesis

Repeat "So, we are looking at an African bank that wants to enter the UK market and specifically target the migrant community, is that correct?"

After confirming you have understood the question, excuse yourself for a couple of minutes to collect your thoughts and structure your answer.

Suggested framework: Market entry



Tip: try and draw this out in less than 2 minutes to maintain momentum in the dialogue







Present Once you have drawn your framework turn your page round and explain your thought process and reason for structuring your answer as you have. Finish your explanation with a comment such as "does that sound like a reasonable approach to you?"

Example hypothesis

Hypothesis "Given that I know the UK banking market is highly competitive I would hypothesis that for the client to achieve a successful market entry they will have to develop a bespoke product offering for the migrant community."

Once the interviewer has confirmed your approach is reasonable and you have stated your hypothesis you may begin working through your answer.

It is important to keep numbers and data at the forefront of your questioning.

All maths should be done confidently and quickly without a calculator. Where possible, always remember to make the maths as simple as you can.

| | Market | Financials | Client capabilities | Entry strategy |
|---------|---|---|--|---|
| Working | Size £119bn Customers See figure 1. Product types All financial products and services are available in the UK Profitability Highly profitable Market share Dominated by incumbents but 'challenger banks' emerging Regulations High | Financial situation Bank is willing to invest £50m for the first two years Investment required See figure 2. Ongoing costs N/A Expected revenue/ROI See figure 2. | Capabilities The client has the technical capabilities to launch any of the financial products in figure 2. Entry experience Entered other African countries but no western countries yet Market entrants New 'challenger banks' have become popular in recent years | TimingUK population moreopen to switchingbanks than everbeforePilotResearch suggests thata pilot of one retailstore is appropriateTypeThe only thingpreventing entering ontheir own is a UKbanking licenseOperation locationThe UK banking licensestipulates that the UKoperation must be runfrom the UK itself |



| Summary | The migrant community will accept higher borrowing rates if they know that these will not change for longer than average periods of time. The majority of the migrant population appears to be in London. Migrants biggest pain point with current banks is the difficulty to open an account. All competitors have an online offering. |
|-----------------|---|
| Recommendations | Possible recommendations Open in London with a single retail store. Reduce requirements to open a bank account if possible. Start by offering a current account (saving) and small loans (lending) - need to have one of each type of product to function as a bank. Further research is required into the demand for an online offering from migrants. |

Case III

Suggested

Answers



Figures

Figure 2.

| Product | Туре | Investment required (over 2 years) | Forecast ROI |
|-----------------|---------|--|--------------|
| Current account | Savings | £20m | -£20m |
| Savings account | Savings | £25m | -£80m |
| Small loans | Lending | £25m | £100m |
| Mortgages | Lending | £200m | £400m |



Case IV



Question

The Crown Prince of Dubai is looking to sell Dubai. Whilst he is happy to sell, he does not want to be remembered for selling too cheap.

What price should he sell Dubai for?

Example clarifying questions:

Clarify
1) What does selling Dubai include? businesses? buildings?
2) Has a city ever been sold before?
3) Following the sale will the buyer receive all future earnings as with a usual sale?

Example synthesis

Repeat "So, we are looking to find a sale price for the city of Dubai but the Crown Prince does not want to be remembered for selling too cheaply?"

Not applicable for this question, it is such a unique type of question and is a test of how well you can apply structure to a completely unstructured problem.

Framework

As always the best place to start is to segment where possible. The answer here segments Dubai into industries.

Present Explain your thought process and reason for structuring your answer as you have. Finish your explanation with a comment such as "does that sound like a reasonable approach to you?"

Example hypothesis

Hypothesis "I think that many valuations are made by multiplying revenue or EBITDA by an industry specific multiple. I think that a sale price could be determined this way."





Suggested Answers

GDP of Dubai = **\$380bn**

Industry breakdown

| Industry | % of total GDP | Industry multiple |
|-------------------|----------------|-------------------|
| Natural resources | 60 % | 3 |
| Tourism | 10 % | 1,5 |
| Construction | 10 % | 1,5 |
| Retail | 1 % | 1,5 |
| Finance | 8 % | 2 |
| Education | 1 % | 1,5 |
| Real estate | 5 % | 3 |
| Aerospace/defence | 5 % | 2 |

Working

Weighted calculation

| Industry | % of total GDP | Industry multiple | Valuation (\$bn) |
|-------------------|----------------|----------------------|------------------|
| Natural resources | 60 % | 3 | \$684 |
| Tourism | 10 % | 1,5 | \$57 |
| Construction | 10 % | 1,5 | \$57 |
| Retail | 1 % | 1,5 | \$5.7 |
| Finance | 8 % | 2 | \$60.8 |
| Education | 1 % | 1,5 | \$5.7 |
| Real estate | 5 % | 3 | \$57 |
| Aerospace/defence | 5 % | 2 | \$38 |

*The calculations during the interview will need to be done without a calculator.

\$965.2bn

Summary Via industry segmentation and using their respective multiples it has been possible to find a sale price for Dubai.

Recommendation The recommended sale price of Dubai is \$965.2bn



Case V

Suggested Answers

Question

There has recently been a merger between three tap manufacturers, one based in the US, one based in the UK and one based in Japan. A new Chief Revenue Officer has just been appointed and wants to double revenues.

What would you recommend?

Example clarifying questions:

1) By taps, is that the taps you find on a sink?
2) The client is only concerned about revenue and not worried about the consequences on profit?
3) Should I assume the merger has been a success and treat the client as a a single enterprise?

Example synthesis

Repeat "So, we are looking at a tap manufacturer that has a soul aim of doubling revenues. It has operations in the US, UK and Japan. Have I understood that correctly?"

After confirming you have understood the question, excuse yourself for a couple of minutes to collect your thoughts and structure your answer.

Suggested framework: General

The reason why we suggest general rather than profitability is that we know revenue = price x volume and to increase volume we need to take a thorough look at the customer, market and product offerings.

| | Consumer | Client | Product | Market |
|-----------|-----------------------------------|---|--|--|
| Framework | | | | |
| | • Who | Expertise | What | Market share |
| | What | Distribution channels | Elasticity of demand | Competitor |
| | Where | Costs | Compliments | observations |
| | Price | Intangibles | Substitutes | Threat of entrants |
| | Consumer risk | Financial situation | Lifecycle | Supplier risk |
| | | | | Regulations |
| | | | | |

Tip: try and draw this out in less than 2 minutes to maintain momentum in the dialogue







Once you have drawn your framework turn your page round and explain your thought process and reason for structuring your answer as you have. Finish your explanation with a Present comment such as "does that sound like a reasonable approach to you?"

Example hypothesis

Hypothesis "I would hypothesize that as the client is a merger of manufacturers there may be an opportunity to diversify its distribution channels rather than diversify its product offering. I will now work through my framework to attempt to test this hypothesis."

> Once the interviewer has confirmed your approach is reasonable and you have stated your hypothesis you may begin working through your answer.

It is important to keep numbers and data at the forefront of your questioning.

All maths should be done confidently and quickly without a calculator. Where possible, always remember to make the maths as simple as you can.

| | Consumer | Client | Product | Market |
|---------|--|--|--|---|
| Working | WhoHousehold andcommercial propertyowners via thirdparties.WhatTaps for anyrequirement.WhereGlobalPriceCompetitiveConsumer riskLow | Expertise Tap manufacturing Distribution channels Wholesale Costs N/A Intangibles The shape of the taps are recognised by end consumers Financial situation Healthy | WhatTapsElasticity of demandFairly elasticComplimentsPotentially additionalto sinks and bathsSubstitutesN/ALifecycleMultiple years | Market share An oligopolistic market dynamic. Became the biggest player following the merger. Competitor observations Also sell wholesale Threat of entrants Low due to large quantity requirements Supplier risk None, all built and owned in-house Regulations N/A |



Arithmetic I

| 1 | 264 x 23 = |
|----|--------------------------|
| 2 | 3,000,000 ÷ 175,000 = |
| 3 | 12,394 + 798 = |
| 4 | 100,892 - 98,765 = |
| 5 | 5678 x 17 = |
| 6 | 4328 ÷ 19 = |
| 7 | 5,761 + 19,872 = |
| 8 | 67,891 - 34,878 = |
| 9 | 77,000 x 31 = |
| 10 | 80,000 ÷ 15 = |
| 11 | 25,560 + 5,680 = |
| 12 | 987 - 831 = |
| 13 | 76,875 x 7 = |
| 14 | 77,777 ÷ 11 = |
| 15 | 6,040,500 + 45,750 = |
| 16 | 19,500,000 - 1,650,780 = |
| 17 | 34,560 x 4 = |
| 18 | 5,000,000 ÷ 24,000 = |
| 19 | 697,751 ÷ 153,596 = |
| 20 | 998,933 + 20,269 = |
| 21 | 93,607 - 632,012 = |
| 22 | 372 x 5316 = 1,977,552 |
| 23 | 97,990 ÷ 5,675 = |
| 24 | 8,854,001 + 124,780 = |
| 25 | 7,027,329 - 207,364 = |



Arithmetic II

| 26 | 1,000,000 x 42 = |
|----|------------------------|
| 27 | 1,410,000,000 ÷ 47 = |
| 28 | 218,777 + 178,514 = |
| 29 | 436,074 - 205,873 = |
| 30 | 7,000,000 x 30 = |
| 31 | 4,097,673 ÷ 589 = |
| 32 | 9,626 + 249,053 = |
| 33 | 855,348 - 815,283 = |
| 34 | 469 x 3,050 = |
| 35 | 4,471,110 ÷ 705 = |
| 36 | 85,134 + 284,404 = |
| 37 | 612,897 - 284,035 = |
| 38 | 149,072 x 7981 = |
| 39 | 80,327 ÷ 13 = |
| 40 | 657,845 + 767,016 = |
| 41 | 696,664 - 16,456 = |
| 42 | 106 x 9,360 = |
| 43 | 2,811,125 ÷ 5375 = |
| 44 | 3,003,348 + 749,945 = |
| 45 | 2,001,985 - 623,754 = |
| 46 | 149 x 871 = |
| 47 | 992,160 ÷ 106 = |
| 48 | 7,524,958 + 370,600 = |
| 49 | 19,343,404 - 328,848 = |
| 50 | 60,000,000 × 29 = |



Arithmetic I



| 1 | 6.072 |
|----|------------|
| 2 | 17,14 |
| 3 | 13.192 |
| 4 | 2.127 |
| 5 | 96.526 |
| 6 | 227,79 |
| 7 | 25.633 |
| 8 | 33.013 |
| 9 | 2.387.000 |
| 10 | 5.333,33 |
| 11 | 31.240 |
| 12 | 156 |
| 13 | 538.125 |
| 14 | 7070,64 |
| 15 | 6.086.250 |
| 16 | 17.849.220 |
| 17 | 138.240 |
| 18 | 208,33 |
| 19 | 544.155 |
| 20 | 1.019.202 |
| 21 | -538.405 |
| 22 | 1.977.552 |
| 23 | 17,27 |
| 24 | 8.978.781 |
| 25 | 6.819.965 |



Arithmetic II Answers



| 26 | 42.000.000 |
|----|---------------|
| 27 | 30.000.000 |
| 28 | 397.291 |
| 29 | 230.201 |
| 30 | 210.000.000 |
| 31 | 6957 |
| 32 | 258.679 |
| 33 | 40.065 |
| 34 | 1.430.450 |
| 35 | 4.471 |
| 36 | 369.538 |
| 37 | 328.862 |
| 38 | 1.189.743.632 |
| 39 | 6179 |
| 40 | 1.424.861 |
| 41 | 680.208 |
| 42 | 992.160 |
| 43 | 523 |
| 44 | 3.753.293 |
| 45 | 1.378.231 |
| 46 | 129.779 |
| 47 | 9360 |
| 48 | 7.895.558 |
| 49 | 19.014.556 |
| 50 | 1.740.000.000 |



Brainteasers I

1 Your mother's brother's only brother-in-law is asleep on your couch. Who is asleep on your couch?

² I have three apples, you take two from me. How many do you have?

The day before yesterday Sam was 17. Next year she will be 20. What day is her birthday?

It's dark. You have ten grey socks and ten blue socks you want to put into
 pairs. All socks are exactly the same except for their colour. How many socks would you need to take to ensure you had at least one pair?

My grandson is about as many days as my daughter in weeks, and my

⁵ grandson is as many months as I am in years. Together we are 120 years. How old am I?



Brainteasers II

6 Adam's father has 4 children; Alice, Alesha, Alan. Who is the fourth?

A merchant can place 8 large boxes or 10 small boxes into a carton for shipping. In one shipment, he sent a total of 96 boxes. If there are more large boxes than small boxes, how many cartons did he ship?

8 How many times can you subtract the number 5 from 25?

7

Two mothers and two daughters were fishing. They managed to catch one big
 fish, one small fish, one fat fish. Since only three fish were caught, how is it
 that they each took home a fish?

If you were to put a coin into an empty bottle and then insert the cork into the

10 neck. How would you remove the coin without removing the cork or breaking the bottle?



Brainteasers I



Your dad.

Your mother's brother is your uncle (assuming your mother and father are married).

2

4

1

Two.

The two apples that you took from me. I am left with one.

New Year's eve, 31st December.

3 The day before yesterday is 30th December when she was 17, yesterday was the 31st December when she turned 18, today is the 1st of January and she will be 19 this year but next year she will be 20.

Three.

The first will be grey or blue, the second will either give you a match or one of each colour, if so, then the third sock will give you at least one pair.

72.

12g = m.

This makes the grandson 6 and the daughter 42. It can be solved by creating the following system of equations:

Let m be my age in years. If s is my son's age in years, then my son is 52s weeks old. If g is my grandson's age in years, then my grandson is 365g days old. Thus, 365g = 52s.

Since my grandson is 12g months old,

5

Since my grandson, my son and I together are 120 years,

g + s + m = 120.

The above system of 3 equations in 3 unknowns (g, s and m) can be solved as follows. m / 12 + 365 m / $(52 \times 12) + m = 120$ or $52 m + 365 m + 624 m = 624 \times 120$ or

```
m = 624 x 120 / 1041 = 72.
```

So, I am 72 years old.



Brainteasers II Answers



Adam.

6

7

8

9

Alice, Alesha and Alan are his siblings.

11 cartons total 7 large boxes (7 * 8 = 56 boxes) 4 small boxes (4 10 = 40 boxes 11 total cartons and 96 boxes

Once.

After you subtract 5 from 25 you are left with 20.

It was a granddaughter, mother and grandmother that went fishing. The mother is both a mother and a daughter thus is counted twice in the opening sentence.

10 Push the cork into the bottle and then remove the coin.



Market sizing I

| 1 | What is the size of the European Shoe market? |
|----|---|
| 2 | How many fast food meals are served in London each year? |
| 3 | How many people go swimming in the UK each week? |
| 4 | How many phones are lost at music festivals in the UK each year? |
| 5 | How many phones are manufactured in China each week? |
| 6 | How many houses are sold in the UK each year? |
| 7 | What number of pretzels would you need to build a tower as tall as Big Ben? |
| 8 | What is the size of the UK sofa market? |
| 9 | Estimate the revenue generated by ticket sales from all US sports stadiums each year. |
| 10 | How many people wear a tie on a Monday in the state of New York? |
| 11 | Estimate how many people own a smartphone in Africa. |
| 12 | Estimate the size of the Australian household TV market. |
| 13 | How many fridges are there in India? |
| 14 | How many lightbulbs are sold in the UK each year? |
| 15 | Estimate how many emails are sent from Dubai each week. |
| 16 | How many passengers come through Dubai airport each week? |
| 17 | How many miles are driven on UK roads each year? |
| 18 | Estimate how many pints of beers are consumed in France each week. |
| 19 | How many games of Monopoly are played in the UK each year? |
| 20 | How many cigarettes are smoked in Germany each week? |



Market Sizing I

Suggested Answers



| Age group | Population size | % that can swim | % that swim each week | Total |
|------------------------------------|-----------------|-----------------|---|-------|
| 0-15 | 10m | 60 % | 50 % | 3m |
| 16-64 | 60m | 80 % | 10 % | 4.8m |
| 65+ | 10m | 60 % | 20 % | 1.2m |
| *Taking population of UK as 60m | | | Total #people swimming in the UK each week | 9m |





3







| | Age group | % of total population | Population | % that own a phone | Phone owners | % that are smartphone s | Total |
|----|---|-----------------------|------------|-----------------------|-----------------|-------------------------------------|-------|
| | 0-15 | 25 % | 250m | 2 % | 5m | 20 % | 2m |
| 11 | 16-64 | 65 % | 650m | 60 % | 39m | 50 % | 19.5m |
| | 65+ | 10 % | 100m | 5 % | 5m | 20 % | 2m |
| | *Taking population of Africa as 1 billion | | | | | Total # smartphones in Africa | 23.5m |





Market Sizing IV

Suggested Answers







| | Segmenting by Age: | Population size | % that smoke | Av. #smoked per day | Days per week | Total |
|----|-----------------------|--------------------|--------------|------------------------|--|-------|
| | 0-16 | 10m | 0 | 0 | 7 | 0 |
| 20 | 17-35 | 25m | 20 % | 15 | 7 | 75m |
| 20 | 36-50 | 20m | 10 % | 10 | 7 | 20m |
| | 51+ | 25m | 20 % | 15 | 7 | 75m |
| | Population = 80m | | | | Total # cigarettes smoked each week in Germany | 170m |



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