

Question 1 is compulsory and carries 10 marks. Answer any three from Questions 2- 7( 5 marks each).

1. Three years back , you along with two batch mates of IIM-A had set up Performers Inc with the ambition of giving serious competition to International Consultants like Aon Hewitt, Hay and KPMG in the largely untapped HR consulting domain. You want to position your company as a high quality, *desi* MNC with comparable resources in a short time. You have developed a proprietary package of EVA based PMS system and targeted it on Retail sector.

You have a turnover of around 10 crores, but you have an ambitious business plan to quickly move into the bracket of 30 crores in the next two years , largely by leveraging your PMS package and license fees accrued from it. You have several products ready for launch- an HR outsourcing software ( to take care of Payroll and Talent Management) and several others ( Training , recruitment Modules in the pipeline). Your breakthrough opportunity has come in the form of an opening in Pantaloon group, who are keen on a PMS based on EVA to boost up their customer image and sales. It is important for you to charge as high as possible for three reasons: (1) the PMS system is proprietary, (2) the company wants to position itself in a niche and (3) it wants to charge a high fee to fuel the cash flow. But Pantaloon, a well established retail chain, wants to control cost as it is keeping funds ready for opening 10 new outlets.

Based on your information collected from various sources you have come to know that Pantaloon is badly hit by attrition ( 45%) of their experienced sales personnel , a trend triggered by the resignation of their Sales & Marketing Manager , who has joined a famous on-line Retail Marketing company.

You have been asked by Rakesh Modi to submit a consulting proposal. You are aware that consultants like Hay Group or KPMG will charge between 20 and 25 Lakhs for this work. Normally the consulting firms cost their services based on Consulting mandays and the rates of consultants vary between Rs. 1 lakh to Rs. 15000 per day . This assignment will require 20 and 30 consulting mandays of a Senior and Junior Consultant respectively. There could be some add ons depending on the clients' specific requirements.

#### Question

Please devise a Consulting Intervention Strategy for the above situation with Approach Methodology, Commercial and Work plan.

2. Moldovan Coffins is a high-end coffin maker in the country of Moldova. Moldova, officially the Republic of Moldova, is a landlocked country in Eastern Europe located between Romania to the west and Ukraine to the north, east, and south. Moldova declared itself an independent state with the same boundaries as the Moldavian Soviet Socialist Republic in 1991 as part of the dissolution of the Soviet Union. The total population of the country amounted to 4 million (2004 Moldovan census).

The owner of Moldovan Coffins business has seen substantial change in his market in recent years and is contemplating the future of his business. Up until now, he has been in the business of building high-quality, handcrafted coffins largely by hand with a skilled labour force. Recently, however, he has become aware of a new technology that would allow him to build machine-made coffins with much less labour. He has several dilemmas—should he invest in this new technology; and should he even remain in the coffin-making business in the first place.

- a. What strategic alternatives should the owner of the coffin business consider?
- b. How would you figure out the current value of the coffin business?

Using Case Interview method, please provide a structure/framework, which would look at the big picture, then the hypothesis and the questions which you would like to ask.

3. In the article ‘Consulting is more than giving advice’ the author suggests that a consultant should ask a series of questions to be able to provide effective solutions. State the questions and explain the reasons for asking them.
4. In the case as per sl 1 above, if Pantaloons seeks to set up an internal consulting cell, what would be the Job Description/ Job Specification of the Internal Consultant?
5. Briefly state the implications of disruptions on consulting business, as analyzed by the authors in the article ‘Consulting on the cusp of disruption’.
6. What are the seven deadly sins of the clients as listed in the article ‘Rate yourself as a client’ by Anthony Jay?
7. What are the three key concepts that one should keep in mind while buying/ selling professional services?

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