

New world

New skills

Consulting Case Study

Business Case Study Challenges



Today's session

Through the use of a case study you will think about issues such as food waste and the impact it has on a fictional company. You will research the industry and then consider the various options a business can take and how to evaluate them.

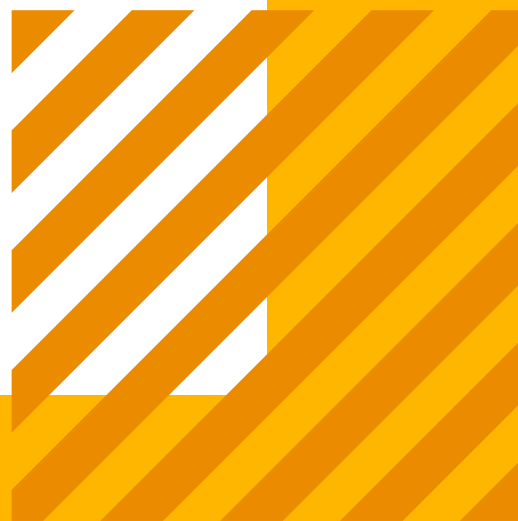
Objectives:

1. To understand important environmental issues and learn why this is important to businesses
2. To work in a team to present solutions to a fictional client



1

Getting Started



Introduction to the Case Study

Company Overview



Freshways Supermarket - 4th biggest supermarket in the UK



Sustainability - goal to reduce carbon footprint by 20% in 5 years



12% decline in Market Share - competition from budget options



Logistics - subcontracting online delivery to regional haulage companies



Diversification - newly launched clothing range with ambitions to expand

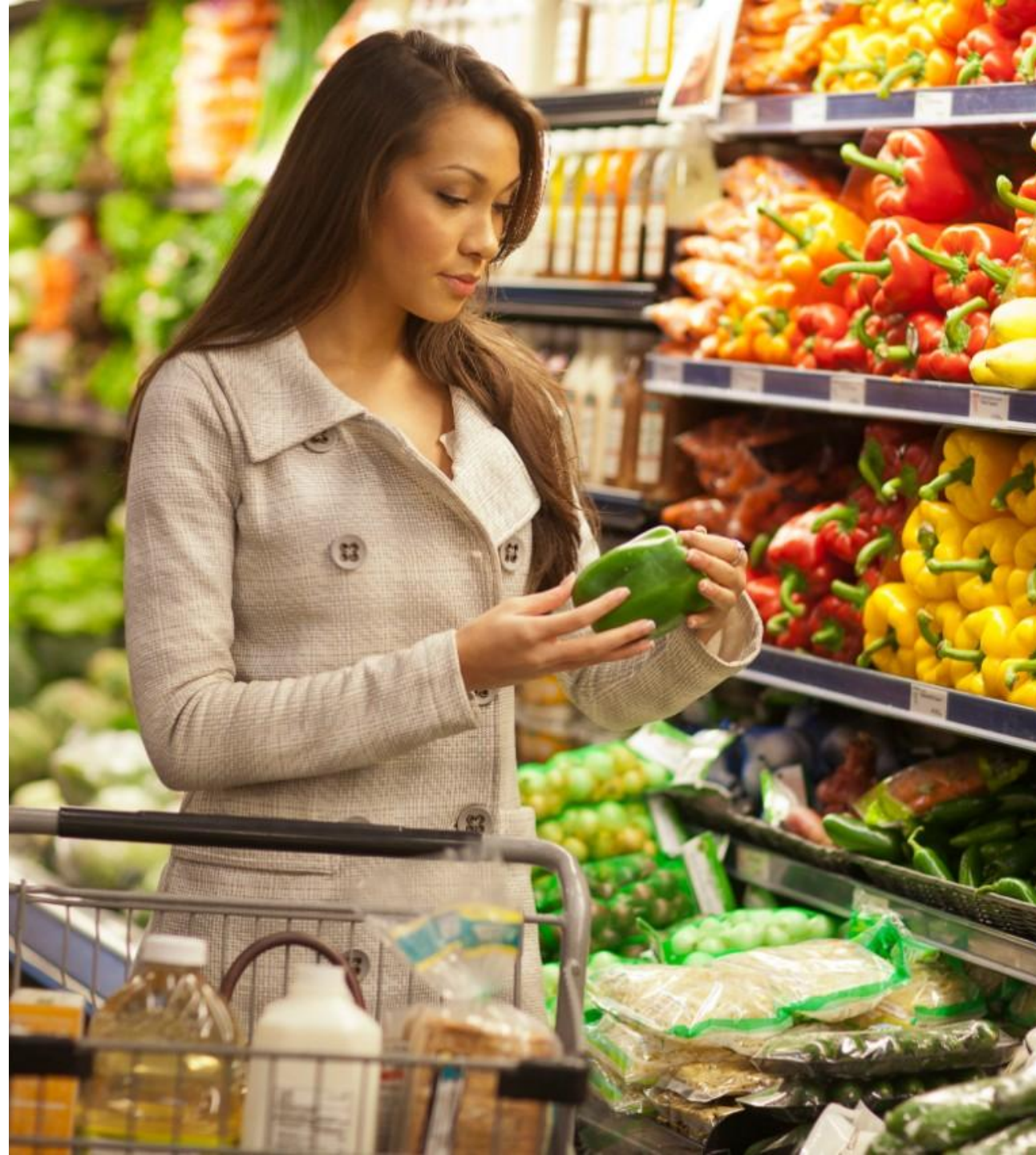


Presence - 435 stores across the UK, with recent expansion into Dubai, Qatar and Hong Kong.

Client Background

Company and Market Overview

- The **fourth biggest supermarket** in the UK, with 12.5% of the market share and annual revenue of £17 billion in the last financial year.
- 435 stores across the UK, and have recently expanded into the expat market, **with trial stores opening in Dubai, Qatar and Hong Kong.**
- They do offer an **online shopping facility**, however they were the last of the large supermarkets to introduce this and subcontract their delivery service to smaller, regional haulage firms.
- There has been a recent **focus on enhancing their environmental credentials**, and they have set a goal to reduce their carbon footprint by 20% over the next 5 years.
- Since the growth in the UK of two leading budget supermarkets, Freshways have found that they are **consistently losing market share** and recognise the **need for innovation** in order to address this.



Your challenge



Last year Freshways wasted 11,000 tonnes of food across its store network. This reduced their profit by £300 million and significantly increased their carbon footprint. The majority of this waste is due to short life produce (like fresh fruit and veg) going off before they can sell it. Freshways want to become the leading supermarket in term of waste reduction, with the aim to eliminate it effectively by 2025.

You will work as part of the PwC Consulting team producing the initial assessment of Freshway's problems and possible recommendations to improve their food waste footprint.

In your teams, you will have to prepare a 3 minute presentation of your findings to the client that outlines:

1

What challenges is the client currently facing in relation their food waste

2

Consider what actions the client's competitors are taking to reduce their waste

3

Your key recommendation that the client should prioritise to reduce their food waste

Remember, you must also persuade them that your team would be the best consulting firm to invest in to solve their problem.

Team roles



1) You should first **assign roles** within your group to make sure you work effectively:



Team leader

To facilitate the discussion and make sure everyone is involved



Scribe

To take notes of the discussions and fill in the relevant tables in your booklet



Time keeper

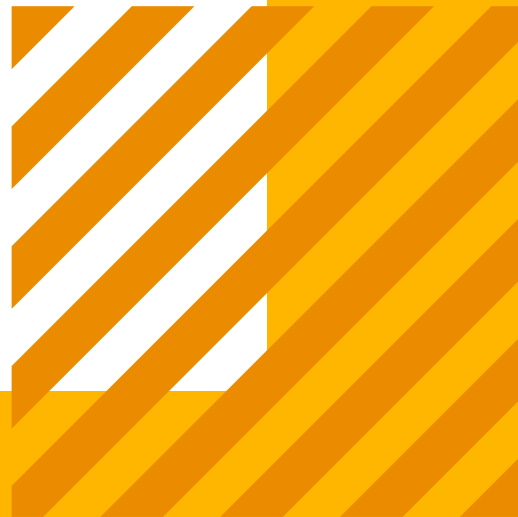
To ensure you complete the task in time

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2) After this, agree upon **three 'golden rules'** to make sure you work together well and produce the best work possible.

2

Case Study
Challenge



Research and background information



10 mins to read and discuss:

- Optimisation problem – how can food waste be minimised while maintaining sales and minimising costs?
- Shelf life of products – what other factors aside from the product affect shelf life?
- Supply chain – how does this impact food waste?
- Examples of food waste initiatives and solutions
- News articles
- UK Food Waste Statistics

When suggesting recommendations, consider how your research will help your pitch.

Team work approach: will you all read everything, or might you break the reading down into small groups and share what you have learnt?
Which approach will you take?

Pitch Planning



10 mins to plan a 3 min pitch to the client:

- **Assess the problem** the supermarket is facing using your background research and **evaluate** the potential solutions
- **Provide 1 key recommendation** that the supermarket should prioritise to reduce their food waste.
 - What are the **most important** considerations for Freshways?
 - Which options might have the **biggest impact** on food waste reduction and why?
 - **How** might each option **affect** Freshways - financially and reputationally?
- **Why** are PwC the best team to invest in?

Team work approach: how will you make sure everyone contributes to the discussion? How will you make sure everyone is listened to? How will you manage any conflicts of ideas, or differences of opinions?

Pitch Delivery



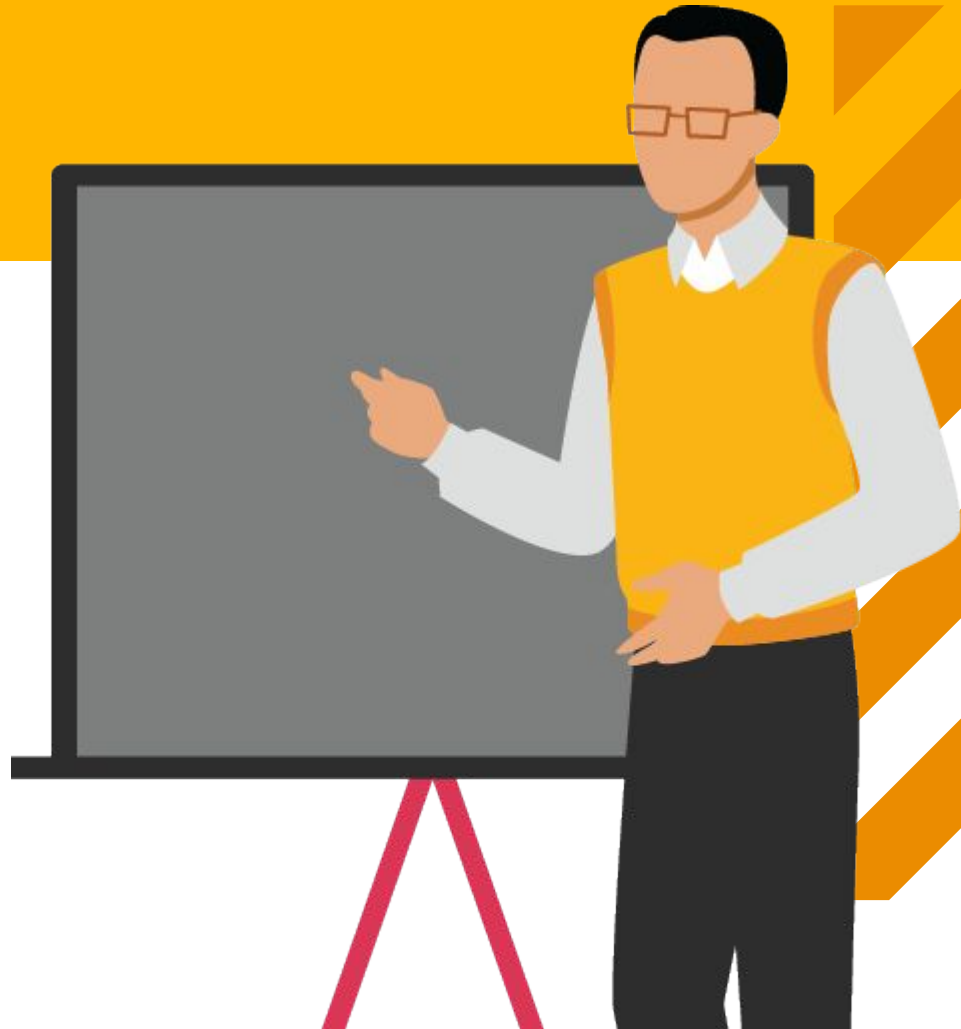
10 mins to prepare a 3 min pitch:

- Think about who you are presenting to - the CEO of Freshways
- Think about a beginning, a middle and an end (like an introduction, body and conclusion of an essay)
- It is good to split out the pitch and let everyone speak
- Delivery - Think about tone of voice - you want everyone to hear you
- Confidence
- Remember we are in a safe space so feel free to voice yourself
- Being at ease and avoiding speaking too fast
- Know your topic
- Practise
- Final words - have an impactful and convincing conclusion
- **Everyone must speak**
- **Be prepared to answer questions afterwards**

Team work approach: how will you divide the pitch? How will you make sure the pitch is professional and persuasive? How will you make sure you have enough time to practice it out loud before delivery?

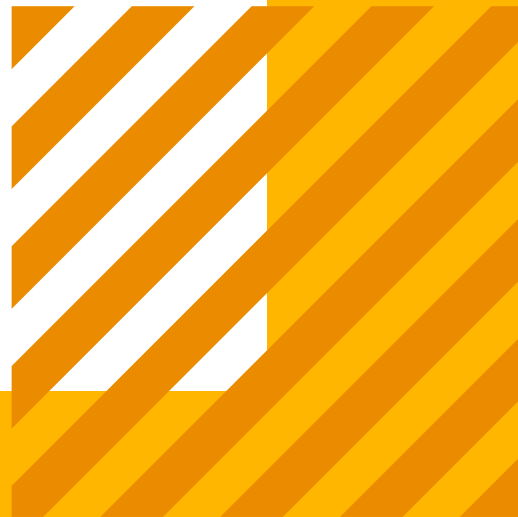
Deliver your pitch

You are all set to pitch to the CEO of Freshways.
Best of luck!



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Wrap up and
reflection



Wrap up and Reflection



· Reflect on the following points

- How did you divide the tasks in your group?
- How well did you work as a team? How did you ensure everyone's ideas were listened to?
- What went well in the delivery of your pitch?
- How would you improve next time?

What employability skills have you developed in this session?

01

Leadership

- Self-awareness
- Teamwork
- Problem solving
- Decision making

02

Business minded

- Quality in everything you do
- Improvement
- Thinking commercially

03

Technical and digital

- Your knowledge of potential jobs you could apply for
- What have you done that you are proud of
- Ability to learn
- Engage in the digital world

04

Global and inclusive

- Seeking new perspectives
- Sharing ideas
- Coping with change
- Open minded

05

Relationships

- Communication skills
- Building relationships
- Working with others

Thank you

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