

# Course Title: Business Analysis and Strategy

**Instructor :** Akhil Dhawan & Sanjay Kukreja

**Credits :** 4

## Course Description

What differentiates a good business from a mediocre one? How do you evaluate the quality of an industry and how can it change over time? Does a particular market entry plan, strategic plan or acquisition make sense? What tools do analysts, consultants, investors or industry professionals use to examine and gain insights into a business opportunity or problem?

The goal of this course is to provide students with tools and concepts that have real-world applicability in understanding and addressing business situations. The content is designed to bring frameworks and methods used in today's workplace into the classroom. Whether you choose to pursue a career in consulting, banking, investing, corporate strategy, or journalism, this course will provide you with a foundation that will allow you to analyze a business or an industry situation.

By the third session of this course, students will be assigned to teams of 3 (or 4, depending on class size) to begin work on their projects for a Business Crackathon. The projects will address a specific business agenda from the real world, such as: (i) "After completing the Just Dial transaction, should Reliance consider acquiring Nykaa or another listed company?," or (ii) "Shoppers Stop is evaluating a strategic reset and needs advice," or (iii) "The Birla Group

wants to restructure their portfolio for the next five years – what should stay and what should go?”

Teams will choose a project from a list of three choices provided (at the end of Session 2) and spend most of the semester working together on their final presentation, building on their work as the instructors progress through concepts. The Business Crackathon will take place during the final session of the course and teams will present to a panel of industry leaders including Mr. Sanjeev Bikhchandani (co-founder Info Edge), Mr. Vineet Nayar (ex-CEO, HCL Technologies), and a partner at a leading consulting firm). Specific guidelines on presentation structure, evaluation criteria as well as other rules for the Crackathon will be provided in class.

The course is divided into five modules.

The first module (2 sessions) dives into industry analysis and addresses how to both quantify and qualify its attributes. The second module (3 sessions) involves company analysis – examining business models, profitability, unit economics, competitive advantage and strategy. Students will also learn how to use key financial ratios to measure a company’s performance.

The third module (3 sessions) covers both industry and company analysis through three detailed case studies (successes and failures). Many of the concepts from earlier modules will be put to use, and students will appreciate how different situations call for different analyses.

The fourth module (2 sessions) illustrates two other facets of industry and company analysis. It focuses on industry disruptors and “new economy” businesses and examines them from the viewpoint of industry practitioners – a venture capitalist and an entrepreneur. Students will have an opportunity to delve into the issues that confront managers and investors.

The fifth and final module (3 sessions) involves only one session with instruction. This will showcase examples of “gold standard” analyses and highlight specific tools to help students

synthesize and communicate their findings and recommendations effectively. The final two sessions of the course are reserved for the student teams to make their Boardroom Briefing presentations that they have worked on over the prior 10 weeks.

### **Course Format/Pedagogy**

The course will be delivered through a mix of case discussions, assigned readings and in-class activities. Students must be prepared to (1) read the cases and readings in advance of the class (2) actively participate in class discussion and (3) work in randomly assigned groups on their Team Project.

### **Evaluation \***

30% - Class participation

20% - Written submissions of case analysis (3 submissions spread across the course)

50% - Final Team Project (groups of 3 or 4)

### **Learning Objectives**

Students should come away from this course with:

- An understanding of how businesses make money, and typical attributes that lead to success, struggle and failure
- Frameworks to evaluate industry structure, competitive advantage and strategy
- An ability to decipher basic financial indicators and measure business performance
- A structured approach to solving problems utilizing critical thinking skills
- An ability to present a professional-level analysis on a real-world business situation
- Interactions with industry practitioners, and learnings from their experience

## **About the Faculty**

**Akhil Dhawan** serves as Managing Director of Locus Investment Group, based in India. He has served in this role since 2007. Previously, he held positions as Senior Analyst at Karsch Capital, Associate at SG Capital Partners, Co-CEO of Medrishi.com, and Financial Analyst at Goldman Sachs. He holds a BA in Mathematics and Economics from Cornell University and an MBA from The Wharton School.

**Sanjay Kukreja** joined ChrysCapital in 2000 and has been a Partner at the firm since 2012. He is currently the Chief Investment Officer at ChrysCapital, overseeing all of the firm's investment activities. Prior to his CIO role, Mr. Kukreja led the Financial Services and Business Services sectors, which together accounted for over \$1.5 billion of invested capital and almost \$3 billion of realizations for the ChrysCapital funds. Over the years, Mr. Kukreja has been instrumental in leading several high-profile investments and has also worked extensively on managing exits for ChrysCapital, where ChrysCapital is an industry leader. Mr. Kukreja currently serves on the Boards of Hero Fincorp, GeBBS Healthcare Solutions, Infogain, Intas Pharmaceuticals, and has previously also served on the boards of several other companies such as KPIT Technologies, LiquidHub, and Shriram Transport Finance Company. Mr. Kukreja holds an M.B.A. from the Indian Institute of Management, Bangalore, and a Bachelor's degree in Economics from the Shriram College of Commerce, Delhi University. He has also attended the Executive Leadership Course for top management at the Indian School of Business, Hyderabad

## Course Outline

The session-by-session course outline summarizes proposed course content, and readings.

Session	Topic	Cases / Readings
<b>Industry Analysis</b>		
1	Market Size, Growth and Maturity: TAM, Growth, Lifecycle, Market Share	<a href="#">TAM / SAM / SOM: How to properly size the market?</a> <a href="#">How to estimate market size? (TAM or Total Addressable Market)</a> <a href="#">Michael Mauboussin: Measuring the Moat [pages 1-9]</a> Optional: <a href="#">Another TAM Report from Michael Mauboussin</a>
2	Competition: Porter's Five Forces, Balance in Industries, Weak vs. Strong Industries	<a href="#">Michael Mauboussin: Measuring the Moat [pages 10-31]</a>
<b>Company Analysis</b>		
3	How do They Make Money? Revenue and Cost Models, Unit Economics	

4	Competitive Advantage and Strategy: Moats	
5	Financial Analysis: Key Indicators to Measure Performance	<a href="#">William Ackman: Everything You Need to Know About Finance</a>  <a href="#">Zerodha Varsity: Fundamental Analysis</a>  <a href="#">[please read item #4-10]</a>
<b>Deep Dives Through Real-World Cases</b>		
6	IT Services: How Did Indian Companies Get to be World Beaters?	
7	Indigo Airlines: How Did a New Entrant Disrupt an Industry and Become a Market Leader	<a href="#">Interglobe Aviation - Brokerage Report, Dec 2015</a>  <a href="#">Interglobe Aviation – Brokerage Report, Sep 2020</a>  <a href="#">An Economic Analysis of the Low-Cost Airline Industry</a>  <a href="#">A better approach to airline costs</a>
8	Business Failures: What Went Wrong? Learning From the Mistakes of Others	A tour through 4 fiascos (YIKES!): Yes Bank, IL&FS, Kingfisher, and Educomp Solutions – Presentation in class

<b>Understanding Disruptors and the New Economy</b>		
9	The VC View on New Business Models and Disruptors	Guest from the venture capital industry*
10	Disruption Through an Entrepreneur's Lens	An entrepreneur (guest) discusses building a start-up business*
<b>Applying the Toolkit</b>		
11	Connecting the Dots: Final Touches to Put Together Your Analysis, Insights and Recommendations	Review winning team presentations from <a href="#">The Global Case Competition at Harvard</a> , <a href="#">Pershing Square's Starbucks Presentation</a> ,
12, 13	Group Project Presentations	Boardroom Briefings: presentations made to a panel of leading business executives

\*Readings for guest lectures will be distributed before the session