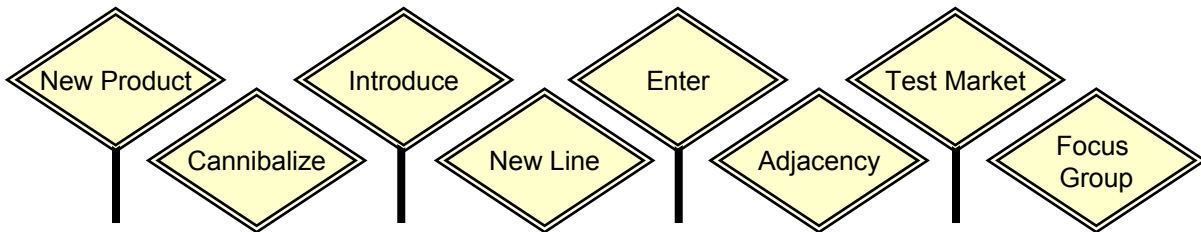


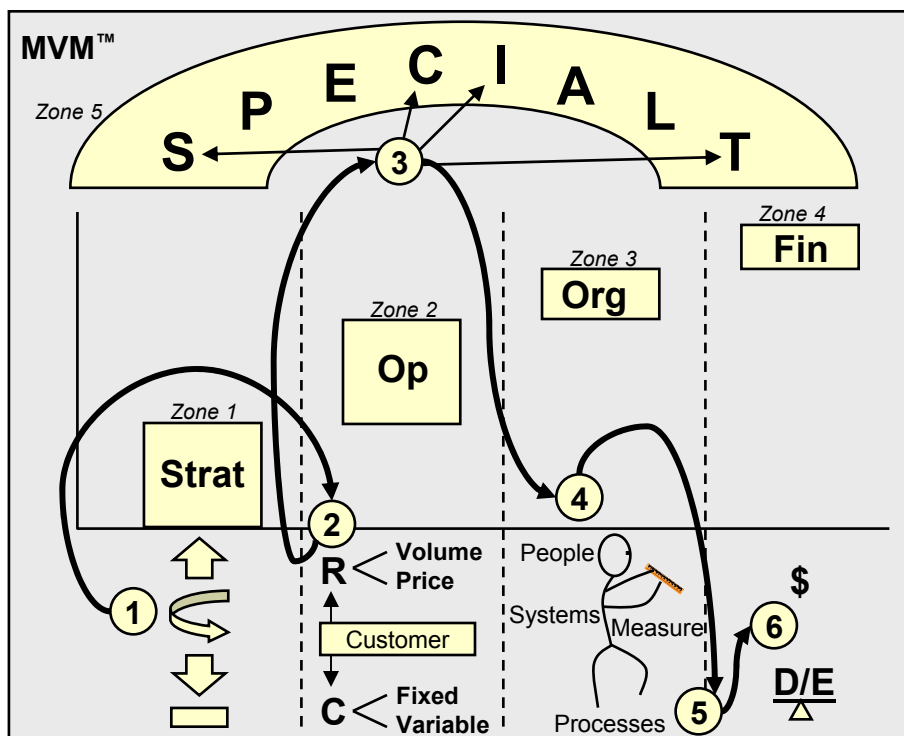
New Business or Product

- “My client is interested in launching a new product internationally; what would you do?”
- “Our client Paper Paper, Inc. wants to get into ‘post-it’ type notes; how would you assess if this is a good idea?”
- “Tubby Tubs wants to launch a new two-person tub; what do you think?”

Sign Posts - Listen for These Key Terms



Form a Plan



MVM™ Roadmap

This is a full-blown tour of the model.

1. **Strategy** – Change direction, new product
2. **Volume/ Customers** – How much demand is there? Price – how much can we charge? Volume – What do we need to do to build it?
3. **Suppliers** – Any raw material problems?
Competitors – Does our product compare?
Industry – Barriers to our new product? Patents?
Technology – How does this help us?
4. **People** – Do we have the right people?
5. **Processes** – How will we distribute this product?
6. **Finance** – How will we finance this?

Sample Plan

“This client would like introduce a new product so my initial thoughts are around demand and pricing. Basically, do customers want this item? I would also like to explore external forces like competitors and the industry landscape as well as internal issues like our team, distribution and financing. Do you have a preference of where we begin?”

New Business or Product

Read Your Audience

Look!

- **Boredom** – You may go down the wrong path and talk too long. Look for broken eye contact, a glazed stare or scribbling and drawing.
- **Agitation** – Interviewer may want to move you to another area. Look for squinting, a furrowed brow, crossed arms or restlessness.
- **Interest** – Interviewer may want to see you go deep in one area. Look for wide eyes, steady nodding or leaning forward.

Listen!

- **Curiosity** – “What else would you consider?” Move to your next topic.
- **Skepticism** – “Why is that important (“so what”)?” Explain your thinking by tying back to your hypothesis or your overall plan.
- **Interest** – “Let’s talk about that some more.” Be prepared to go deep.
- **Frustration** – “Let’s move on.” Begin to pick up the pace.

MECE Mode!

- **If you are pushed to be more MECE, emphasize these points:**
- **Revenue assessment**
 - Estimate the total revenue for a time period.
 - Review risks that could hinder revenue.
- **Cost management**
 - Estimate total costs of the venture.
- **Organization and Funds**
 - Outline what kind of effort and support it will take to launch the business or product.

Anchor a Hypothesis

In this type of case, the bottom line is a red light or green light.

Introducing this product is a good idea and it will succeed.

The company should not put its resources behind this new product. It will not succeed.

Mine for an Answer

Areas to explore include, but are not limited to, the following:

Demand

- Do we have evidence that people want this product?
- Can we estimate demand? How about price?
- Where do we see demand to be highest?

Product

- What is unique about our product? How long do we expect our unique advantage to last?

Internal Support

- Is the team in place? Do we have a strong leader?
- How will we sell and distribute the product?
- Is our financing in place?

Competitors

- How will competitors respond?
- Are they developing any new products or strategies?

Costs

- Do we have a good estimate of the total costs?
- How will these costs be broken down?
- What are some risks associated with these costs?

Your Notes

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End the Case

- Be prepared to give a go/no go decision.
- Be concise with your reasons, reflecting on your hypothesis tree and the facts you found in your discussion.
- Remember, expanding the business will require resources in terms of money and people’s time. Count the costs carefully across all aspects of the organization.