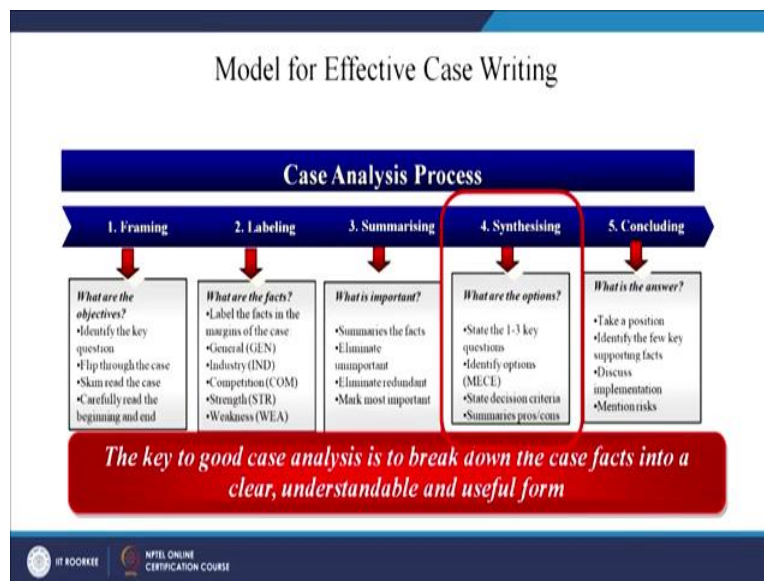


Training of Trainers
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology Roorkee
Lecture - 24
Training Methods: (Case Study - III)

So, we have discussed the whatever, the initial, the essentials for writing an analysis of the case study.

(Refer Slide Time: 00:41)



First, we have talked about the framing. In the framing we have talk about what are the objectives, identify the template was created, template was talking about, identify the key questions, flip through the case, skim read the case, carefully read the beginning and end of the case and on the basis of by the first reading and then second reading we will be come out with the framing of the case study.

Second will be the labeling of the case study. In the labeling of the case study, we will go through the whatever, the general inputs are given in the case, industry specific inputs are given in the case, inputs related to the competitors of a particular company not of the industry, those points we will note down. We will also note down the strengths and weaknesses of that particular case study, given in that case study about a particular company.

Then, third will be the, summarizing. In summarizing, we will talk about the facts on the basis of all these the competitors and strengths and weaknesses, we will be summarizing the facts and eliminating the unimportant points. The case is written in the context of the certain

other situations happening during that particular event which is the case has discussed, but maybe that may not be relevant as per as the problem of the case is concerned.

So, if the it is not related to the problem of the case then definitely we have to eliminate unimportant parameters. Now, certain information which is essential, but redundant then that information also we will eliminate from that particular case study, then we will mark most important, that is an information in the summarizing, what is the most important information is there for the case study that we will discuss.

After framing, labeling and summarizing. Now, we will go for the synthesizing of this particular case study. We are already discussing the Singapore International Airlines case study for this particular synthesizing purpose.

(Refer Slide Time: 03:25)

Phase 4 – Synthesizing Key Question: What are the options?	
STEPS	TIPS
State the 1-3 key questions (decide what the few key questions to the case are, note that it may be that there is only one key question)	<ul style="list-style-type: none"> •Go back to the key questions identified in the first step •Do not include more than 3 key questions (otherwise they likely are not 'key')
Identify options - MECE (for each question, list out the options or alternatives, using the MECE format as described in tips)	<ul style="list-style-type: none"> •MECE stands for 'Mutually Exclusive, Collectively Exhaustive' •Examples of MECE are timing-day/night; profit-revenue/expenses; expand overseas – yes/no, etc.
State decision criteria (an important step is to identify the few dimensions that will be used to decide between options/alternatives)	<ul style="list-style-type: none"> •This is a step that many people skip and as a result, it is difficult to reach a decision •Explicitly state the decision criteria before deciding (examples include price, market share, growth, impact on shareholders, implementation effort, timing, fit with overall vision, etc.)
Summarise pros/cons (list out the support for and against each option/alternative)	<ul style="list-style-type: none"> •Review the summarised facts to find support for and against alternatives •Prioritize the pros and cons based upon decision criteria

What are the steps and what are the tips in the synthesizing process? The key question is what are the options are available? I would like to narrate here one example that is, when we are talking about the options we have to keep in the mind the STEP process, social, technical, economical, ecological and technological process that we have to keep into the consideration. If we are keeping these all legal, illegal also, so therefore, all these options, all these factors when we consider then only we will be able to provide the right option.

State the 1, 2, 3 key questions, decide what the few key questions to the case are, note that it may be that there is only 1 key question. It is possible that is there are not the numbers of the key questions and there will be only one key question. Tips are how to identify these questions, go back to the key questions, identify it in the first step because whenever we are

going through the case study at a glance in the first step we will be able to identify the key question, sometimes if it is the close ended case then definitely there will be direct question will be there and we have to answer those questions.

So trainees can be trained on that particular way, but if it is the, we have to find out the questions because it is open ended case then we have to ask the trainees that is go back to the key question identified by you in the first step, do not include more than three key questions, otherwise they likely are not key because whenever we talk about that something is important, something is having the key, key factor then definitely the everything cannot be the key factor, there will be only two, three key factors, there will be questions will be two, three key questions, there will be two, three key personal.

So therefore, in that case that is whenever we are the key questions we talk about, the first question, second question and maximum third question. So there can be only three key questions can be there whenever we are identifying the three key questions in a particular case study. Identify the options, what it means? MECE means stands for Mutually Exclusive, Collectively Exhaustive, right.

For each question, list out the options or the alternatives using the MECE format as described in the tips. So, what is mutually exclusive for Singapore Airlines? So those points will be noted down, that these are the issues which are very mutually exclusive for the Singapore International Airlines. Then there will be collectively exhaustive that is not applicable only to the Singapore Airlines, but it may be applicable to the aviation industry.

So therefore, what we will say? That is they are collectively exhaustive key points are there and therefore, the options will be that is not only the mutually exclusive for the Singapore Airlines, but this can be applicable to other airlines also.

Examples of MECE are timings, for example day or night, profit revenues or expenses, expand overseas? Yes or no and etcetera. Therefore each option MECE, that is the mutually exclusive collectively exhaustive that will be taken into consideration and those options will be written down as a part of whatever the final option will be there or final solution will be there, these options will be evaluated.

Here I would also like to mention that is always we go by the formula, that is identify as maximum options as much available another tip is there, and then evaluate the options and then select the best option. So that is also a method of decision making process. So in the

decision making process, this becomes very very popular that is how that we have to consider all these aspects in the case of the MECE process is there.

Now, whenever we are identifying the options, then in identifying the options that is a MECE option as I talked about, I was talking about that is the how other approach can be there, whatever options are there, you have to identify the options and on those options we have to go for the evaluating the options, evaluating the options and then select the best options. These option again that looking into the nature of industry and the particular company whether these particular options will it be applicable to this particular company and these natures of industries or not?

Then the state the decision criteria and important step is to identify the few dimensions that will be used to decide between the options or alternatives, this is a step that many peoples they skip and as a result it is difficult to reach a decision. So if you will skip this particular that is the, what are the decision criteria? Now, what will be decision criteria? Decision criteria, if you remember the template, we have gone through for the general, for the industry, for the competitors, for the strength and for the weakness.

Whenever we have to take the any particular decision or then selecting an option then these criteria's that has to be taken into consideration. Other side, the other criteria's can be the resources because ultimately we are going to provide a solution, but if you do not have the resources we cannot provide the solution.

For example, for retrenchment of the employees offering for the VRS, Voluntary Retirement Scheme but if we are suffering from the financial losses then there is no question that there will be VRS and Golden shake hand schemes that we will be able to afford.

If we are not able to afford these steps of the schemes then definitely what is required? Required is, the criterions have are to be very, very relevant criteria, unless and until we are not having the relevant criteria we will not be able to find out the right solution and that is why it is been mention, this is a step that many peoples skip. Now, please understand, that is we should not the skip these particular steps and as a result, if we skip these particular steps then it is difficult to reach a decision and then there is a no point in analyzing of the case and then there will be no contribution of the case analyst.

Explicitly state the decision criteria before deciding. So therefore, we have to find out that what criteria we will give the importance? Examples include profit that is a criteria, market

share that is a criteria because when we will talk about the market share and if you want to make the enhancement of the market share might be there the profit will reduce. So one parameter will increase and other parameter will go down and if this is happening then in that case what will be the decision?

So we should be very clear that is whatever the whether we want the profit or we want the market share, we want the growth, what are the impacts on the shareholders, implementation efforts, timings, the fit with overall vision etcetera. So these are the certain criteria's that is state decision criteria. Now here we can also give the importance that particular whatever the there is a ranking of this criteria.

That is my first criteria will be, the market share as compared to profit, then if this is the decision criteria then definitely after the pros and cons and evaluation and analysis that we will find out the strategy, that strategy will increase the market share and not the profit will be then. So this will be also very very important that is whenever we talk about these particular deciding the criteria, state the decision criteria, we have to consider that is the whatever, the points we are taken into the consideration for evaluation to get the my best decision.

Summarize the pros and cons, list out the support for and against each option or alternative, review the summarize facts to finds support for and against the alternatives. Now, in these options definitely there are many number of options are there, for every option we have to evaluate and in evaluate then there will be some part will be in evaluation, there will be some criteria options that will be going for the for and some criteria and options or some parameters that will be going for the against.

So if we are going to select the any alternative then we have to evaluate, we have to examine that is the, what is a far and what is the against? That criteria is there. Prioritize the pros and cons based upon decision criteria, so therefore, on basis of this the, whatever the prioritize will be there automatically it will link in the dropping the pros and cons that is what will be the best decision criteria we should consider.

(Refer Slide Time: 14:40)

Case Template – Synthesizing				
Question	Option / Hypothesis	Decision Criteria	Pros	Cons
Priority?	market share	Enhancement/Investment	Market share	↓ Profit

So therefore, here is the case template, that in the synthesizing, that is the question will be that is the, what is the priority? Right and option or the hypotheses, as I mentioned and that is about the market share. So what will be the decision criteria? Enhancement, investment, now this will be the decision criteria, what will be the pros? That is the market share, what will be the cons? That is the minimizing the profit.

Now, the second key question, then third key question and then this type of the template we will be that we will be covering.

(Refer Slide Time: 15:40)

Case Example – synthesizing <i>Singapore International Airlines</i>				
Question	Option / Hypothesis	Decision Criteria	Pros	Cons
Invest in VA?	Yes	Return on Investment	<ul style="list-style-type: none"> Enables a lower cost product offering Access to younger demographic Complimentary routes 	<ul style="list-style-type: none"> Competes with Star Alliance Limited resources/opportunity cost May affect reputation
Overall Strategy?	Low Cost (rather than Differentiation)	Long Term Profitability	<ul style="list-style-type: none"> Head to head with new competitors Seems to be the trend in the U.S. Fuel costs are rising 	<ul style="list-style-type: none"> Lose reputation as high quality provider Goes against infrastructure Differentiation may be the only way to win
Stay in Star Alliance?	Yes	Market Share Growth	<ul style="list-style-type: none"> Cross-selling opportunities to new customers Access to additional routes quickly 	<ul style="list-style-type: none"> Lose control of scheduling May compromise the consistent quality of service

Case Template – Synthesizing				
Question	Option / Hypothesis	Decision Criteria	Pros	Cons
Priority?	market share	Enhance investment	Market share	↓ Profit

Now, if we cover like this here, for this particular case study in the Singapore International Airlines, what we will do? We will find out the question, whether we should make the investment in VA or not and the option and hypotheses is yes, we make the investment, what will be decision criteria? ROI, right, so here it means that we are looking for the money, return, Return on Investment.

What will be the pros? Whenever we will make the investment then it will enables a lower cost product offering. In India, this is also very common practice. Access to younger demographics, then definitely those who are the younger demographic then definitely they will be like to prefer to go by this airlines and complementary roots will be there, so that because they on those roots the other airlines are not going, so therefore, complementary airline roots will be can also be accessible.

But what will be the cons? That is the competes with the star alliance. So therefore, if you go by this the lower cost and all then definitely you have to compete with the star alliances will be there. Second is, limited resources or opportunity cost, so if there is a limited resource or opportunity cost is there then it will be very difficult that how to go for this particular decision and if we are losing that opportunity cost are we ready for that? So that will be the question and if we are making the use of limited resources, so it is ok for us, there is also will be a question.

And third one is, when you are going for these the lower cost product offering that may affect the reputation. So it will be a million dollar question whether we are going for the these the investment in VA or not because these will be the pros, these will be the cons, even for these

pros then there will because of the it will be may affect the reputation and then in that case the organization may not preferred to go for this.

What will be the overall strategy? The overall strategy the option or hypotheses will be low cost rather than the differentiation. So therefore, if the overall strategy is the option is that is the low cost then rather than differentiation because if you go for the differentiation then the naturally the cost will be higher, there will be the investments will be there. So if there the low cost is the option strategy.

If low cost is option strategy then long profitability, so we have to go for the long term profitability as it will be low cost there will be a long period of time, yes organization will come into the profit. Head to head with new competitors, then definitely the competition will increase and then you have to face that particular competition seems to be the trend in the US, so that is a trend is there.

Then fuel cost arising, right, because of this particular decision then the fuel cost arising. What are the cons? Lose reputation as high quality provider, this is a challenge because if you are going by the low cost then the reputation as a high quality provider will not be there because if the cost is low then the services will be of the moderate quality and therefore, the reputation will be that is they cannot provide the best quality because they are having the low cost.

Goes against the infrastructure, so if there is an infrastructure is there and then that infrastructure has to be created, but because of the low cost, so it will be long term profitability, so there will be no question of that infrastructure development and if there is no infrastructure development then there will be a technical issue.

Third is cons is, differentiation may be the only way to win. So if you are going through the low cost then you are not considered as a quality provider then how, why people will choose you and that will be the differentiation that if we are ready with the differentiation that may be only allow us to win this particular competition and then making the sustainable business. Another question is, stay in star alliance, whether we should continue or we should not continue? And the option is given yes, if option is given yes, then decision criteria will be, why? So, that is the market share growth.

I have given this example in my the previous slide that is the if you are going for the option or hypothesis of the market share, right and then definitely that will be the enhancement. So

when we are going for the market share growth then we have to stay into this star alliances, here the pros will be that is the cross selling opportunities to new customers because of the star alliances, there will be new customers who will join us.

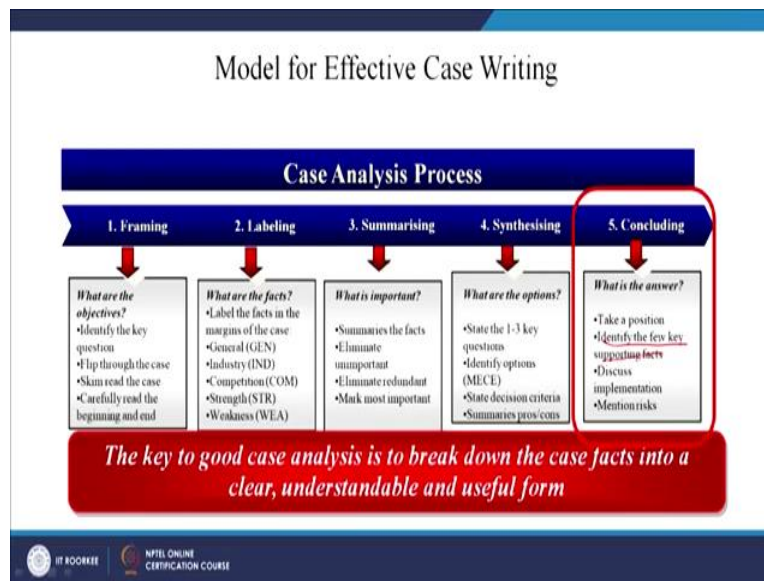
And when they join us then we can showcase our strengths, we can showcase our services and we will get a platform through the star alliances that is yes, your welcome and then you find that is the what services we are providing, quality of services we are providing. Then it will be accessed to the additional routes quickly and naturally because of the star alliances we will be able to get through the additional routes.

What are the cons? The cons of lose control of scheduling. Now, because now you have tie up with the star alliances then you have to also taken into consideration or permutation and combination, you cannot make your own scheduling and then because there will be connectivity and according to the connectivity you have to arrange your flights and therefore, in that case that is the we cannot schedule as per our choice, we have to dependent on others for that particular scheduling is there, which will be a difficult issue.

May compromise the consistent quality of service? So therefore, naturally there will be new customers, so there will be challenge, but you may not be able to provide the consistent quality of the services to this particular service provider because they are going through these star alliances and may not be working through this particular situation, what is important?

Important is this that is whenever we are talking about these particular synthesizing of the case study we have to identify the questions, that is whether we want to go, we do not want to go, it is yes or no and then options or hypothesis will be there and on basis of the option and hypotheses the decision criteria will be considered and when there will be decision criteria there will be pros and cons will be there and on basis of that pros and cons then the decision will be taken into consideration.

(Refer Slide Time: 23:23)



Case Example – synthesizing *Singapore International Airlines*

Question	Option / Hypothesis	Decision Criteria	Pros	Cons
Invest in VA?	Yes	Return on Investment	<ul style="list-style-type: none"> Enables a <u>lower cost</u> product offering Access to younger demographic Complimentary routes 	<ul style="list-style-type: none"> Competes with Star Alliance Limited resources/opportunity cost May affect reputation
Overall Strategy?	<u>Low Cost</u> (rather than Differentiation)	Long Term Profitability	<ul style="list-style-type: none"> Head to head with new competitors Seems to be the trend in the U.S. Fuel costs are rising 	<ul style="list-style-type: none"> Lose <u>reputation as high</u> quality provider Goes against infrastructure Differentiation may be the only way to win
Stay in Star Alliance?	Yes	<u>Market Share Growth</u>	<ul style="list-style-type: none"> Cross-selling opportunities to new customers Access to additional routes quickly 	<ul style="list-style-type: none"> Lose control of scheduling May compromise the consistent quality of service

IIT ROORKEE NPTEL ONLINE CERTIFICATION COURSE

So we have talk so far about the framing, labeling, summarizing and synthesizing, identify the key questions and then synthesizing it, state the decision criteria's and summarizing the pros and cons, so now we have to conclude. So we will talk about the concluding that is the how to conclude?

In concluding there are certain parameters, the parameters are take a position, that is how a position we have to stand. For example, star alliances, yes or no? With the low cost, yes or no? Or we differentiation, yes or no? What differentiation strategy would we like to adopt and therefore, we have to take a position and decision is to be taken. Identify the few keys supporting facts.

Now, we have gone through these particular options and evaluations of options, if these are the options which we are going to evaluate then decision criteria's are there, then pros and cons we have discussed. So we should not be, it should not be difficult for us to identify the few key supporting facts because these key supporting facts will come from our analysis of the pros and cons.

And therefore, whenever we are taking a decision whether it is a market share, a differentiation or the low cost then all these decisions they will be supported by a very very important key fact will be there. On basis of this we will discuss the implementation, the implementation will be discussed on basis of this concluding session.

So what is important is, most important is this, that is the the decisions which are based on framing, labeling, summarizing, synthesizing and finally we are talking about that is the these are the particular supporting facts and on basis of these supporting facts which we have evaluated with the pros and cons then we can make the implementation and if we decide to make an implementation then we should discuss how to make the implementation.

And one more important last point is that is about mentioning the risk in this slide and that means that is the we should not forget that any decision which is based on this case analysis it is based on certain assumptions, certain assumptions, certain facts, certain considerations.

So anything which changes, so if the factors changes or the strategy changes or any step changes there is social, technological, economical, ecological then legal, if these process changes then definitely in that case also then there will be the implementation will change and finally these while changes are there the risk we cannot avoid, always in the decision making process there will be risk as I mentioned there is certain considerations, so considerations will lead to the risk as soon as the consideration will change the risk will go up or down, so that part will be there.

(Refer Slide Time: 26:47)

Phase 5 – Concluding	
Key Question: What is the answer?	
STEPS	TIPS
Take a position (this is the exciting end to analysis; the first step is to decide what the best supported answer is to the key question)	<ul style="list-style-type: none">• Don't be afraid to take a stand even if you feel that you do not have enough data – any position is better than no position• Avoid the typical compromise solution (pursue both of the alternatives)
Identify the few key supporting facts (pull out the most important support from the summaries and pros/cons analysis)	<ul style="list-style-type: none">• The best arguments are clear statements that are supported by 2-3 key data-based observations• Be very familiar with the underlying assumptions, facts, and numbers when you present in class
Discuss implementation (one way to differentiate a good case analysis is the consideration of what it would take to implement the recommendation)	<ul style="list-style-type: none">• Think in terms of the few key action steps that must be taken• A checklist for consideration includes changes in staff, style, systems, structure, shared values, and skills
Mention risks (the final step is to identify risk and contingencies that may be encountered if the recommended course of action is pursued)	<ul style="list-style-type: none">• This is the chance to show that you have completed a thorough analysis and considered what may go wrong• Do not underestimate the power of the caveat!

So, how to conclude? In key question, what is answer is that is take a position, this is the exciting end to analysis. The first step is to decide what best supported answer is to the key question. So we had the key questions and then we now we are having the answers to the key questions. So do not be afraid to take a stand even if we fail that you we do not have enough data, any position is better than no position that principle have to keep in mind because the trainees to be told that is okay, you are come out with the solution, speak out, do not worry because if you speak out in particular (position) then solution then definitely there will be may not be enough data but decision is decision and then it is better than not to take a decision.

So, any position is better than no position, avoid typical compromise solution, perceive both of the alternatives. So therefore, in that case we have to avoid that alternative the typical compromise solution and then come out with our own strategies, we have to come out with our own formulas and then we have to pursue both of the alternatives. So need not to worry whether we will be successful or we will be not be successful. Identify the few keys supporting facts, what are those key supporting facts?

Pull out the most important support from the summaries and pros and cons analysis. So therefore, in that case it will be very very important that is we are able to pull out the whatever the most important support has to be taken into pros and cons analysis. The best arguments are clear statements that are supported by the 2-3 key data-based observations and these 2-3 key base data-based observations that will give the support to identify the

supporting facts, be very familiar with the underlying assumptions, facts and numbers when you present in class.

So therefore, when the trainee will come and when he will make the presentation, ask him that is do not worry, that is the whatever the data you have considered because we have gone through this framing, labeling, so there summarizing, synthesizing, so therefore, in that case you did not to worry, trainees need not to worry, come out and take the key steps, assumptions facts and numbers whenever there is proposing any solution, come out with this particular facts and numbers.

Discuss the implementation. So one way to differentiate a good case analysis is the consideration of what it would take to implement the recommendation because finally we are going to give a recommendation, a solution has to be proposed and to propose that solution what it to be done? Think in terms of the few quick action steps. Now, we are suggesting the key points, key action steps, the strategies, so therefore, we have to think and that must be taken and then we should not go back.

Once we have decided with all the systematic evolution not as haphazardly, but with the systematic evolution of the case study, analysis of the case study whatever we have decided then on basis of that we have to go take a decision and which must go by that particular decision.

A checklist for the consideration includes changes in staff maybe that is the some positions that you have to reshuffle then the style that leadership style maybe that is what leadership style is existing and what leadership style you propose.

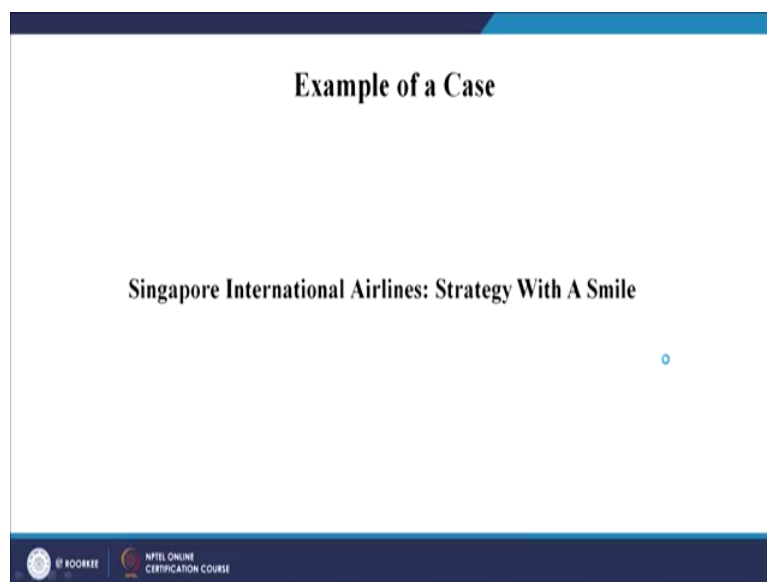
Then the systems change or the structures change, shared values and skills, then all these particular parameters, right that maybe required to change and if it is that is required to be change, change it because we should believe our decision, that whatever decision we have taken that is the very appropriate decision and if it is an appropriate decision then did not to worry because it is based on the complete analysis and if it is based on the complete analysis so whatever the checklist is there for the staff, style, systems, structure, shared values and the skills are there then if you want to make them the change, change it.

Then mention risks, but we should not be blind and when we should be very clear that yes, whatever the decision we are taking based on the proper thorough analysis of the case, but still always there will be certain risk.

The final step is to identify the risk and contingencies that may be encountered if the recommended course of action is pursued, what is that? It tips is, this is the chance to show that you have completed a thorough analysis and considered what may go wrong. So therefore, in that case you are not scared that is the we have done this particular points, we have created the options, we have evaluated the options and then we are comparing the solutions, we have taken the best solutions, but we also know that there is a risk and therefore, there is nothing to worry that is even after a thorough analysis there may be thinks may go wrong and we are aware about that.

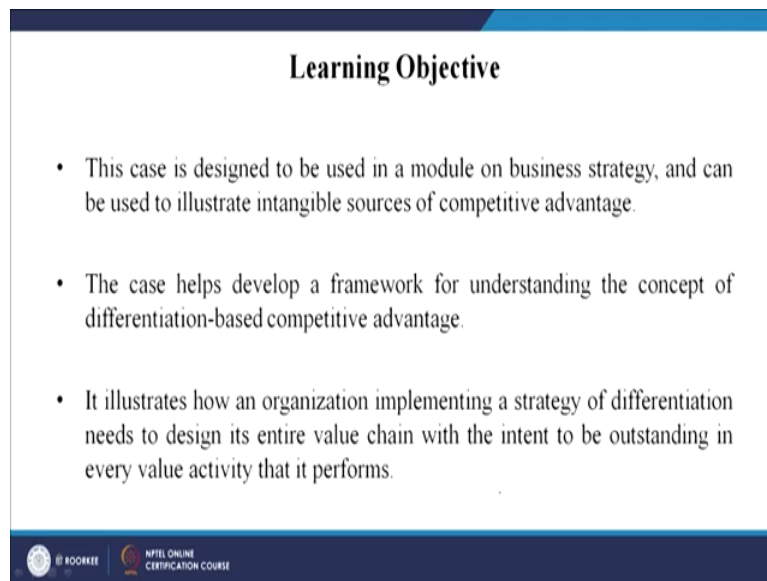
So do not underestimate the power of the caveat, right so what will be the situation? And the which situation? What will be the forces and under those forces, how we will operate then definitely we cannot underestimate the power and therefore, yes any situation can occur.

(Refer Slide Time: 32:58)



Now, here I would like to take the example of a case. This is same case of the Singapore International Airlines strategy with a smile and whatever, what are the learning objectives?

(Refer Slide Time: 33:00)



Learning Objective

- This case is designed to be used in a module on business strategy, and can be used to illustrate intangible sources of competitive advantage.
- The case helps develop a framework for understanding the concept of differentiation-based competitive advantage.
- It illustrates how an organization implementing a strategy of differentiation needs to design its entire value chain with the intent to be outstanding in every value activity that it performs.

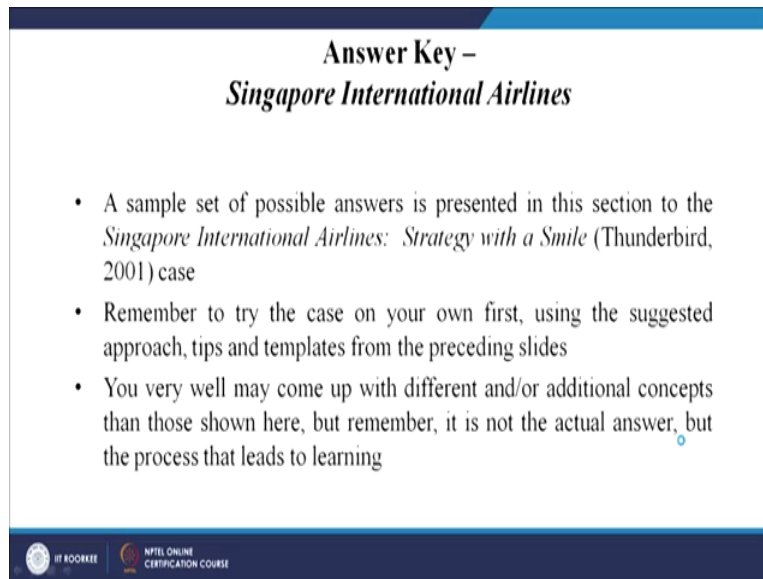
IIT Kharagpur NPTEL ONLINE CERTIFICATION COURSE

This case is designed to be used in a module on business strategy and can be used to illustrate intangible sources of competitive advantage. The case helps to develop a framework for understanding the concept of differentiation based competitive advantage. Now this is a strategy, there is they have to make the differentiation and they have to also focus on the competitive advantage.

It illustrates, how an organization implementing a strategy of differentiation needs to design its entire value chain which with the intent to be outstanding in every value activity that it performs. So therefore, whatever an organization implementing a strategy of differentiation then that differentiation strategy is need to be entire value chain create with the intent to the outstanding in every value activity.

So on basis of that synthesizing, the pros and cons and the evaluation that we should be intent to be the outstanding in the every value activity that is to be performed.

(Refer Slide Time: 34:11)



Answer Key –
Singapore International Airlines

- A sample set of possible answers is presented in this section to the *Singapore International Airlines: Strategy with a Smile* (Thunderbird, 2001) case
- Remember to try the case on your own first, using the suggested approach, tips and templates from the preceding slides
- You very well may come up with different and/or additional concepts than those shown here, but remember, it is not the actual answer, but the process that leads to learning

IIT Kharagpur NPTEL ONLINE CERTIFICATION COURSE

So, what is the answer key? The answer key is a sample set of possible answer is presented in the section to the Singapore International Airlines that is Strategy with a Smile, Thunderbird, 2001 case.

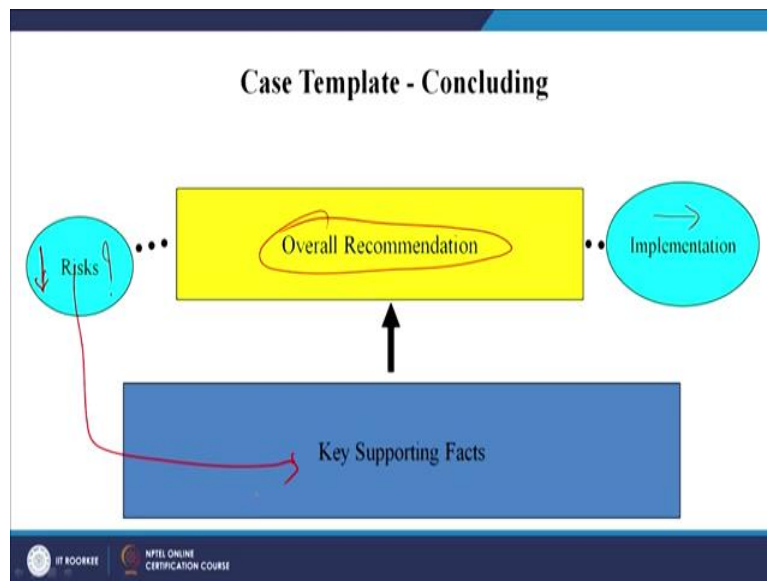
Remember to try the case on your own first using the suggested approach tips and templates from the preceding slides. So, what we train to the trainees? We train to the trainees, they are certain templates are there, they are certain key points are there, they are certain pros and cons that you have to considered.

Finally, you have to recommend a particular strategy and then that this approach right from that is the framing, labeling and synthesizing, concluding and remark is there, so solutions are provided, all these templates from the preceding slides that should lead to a solution, providing a solution.

You very well may come up with a different and additional concept, so everybody may come out different trainees, may come out with the different solutions then those shown here, but remember it is not the actual answer but the process that leads to learning.

So therefore, in case study how one look into the case study, what parameters he looks into the case study, it is difficult to say that what is the right or what is the wrong answer is there, but the process, whatever the process is created that process will leads to the learning process.

(Refer Slide Time: 35:47)



And for the case templates into the concluding is, that is a risk, that risk and that implementation and the risk that to the implementation will be based on the overall recommendation. So, whenever there is a overall recommendation, right so these risk factors, right and then these implementation, so these overall recommendations they play a very, very important role and this is taught in the is a case study method, under case study method for effective decision making.

If we are conducting a decision making training program then the case study, these templates going through this pros and cons, considering the framing, labeling, concluding, synthesizing, summarizing, synthesizing then concluding all these parameters and finally providing the options, providing the solution that will become a very, very important part that is from the risk to the implementation and this is based on the decisions taken by that particular trainee as a overall recommendation.

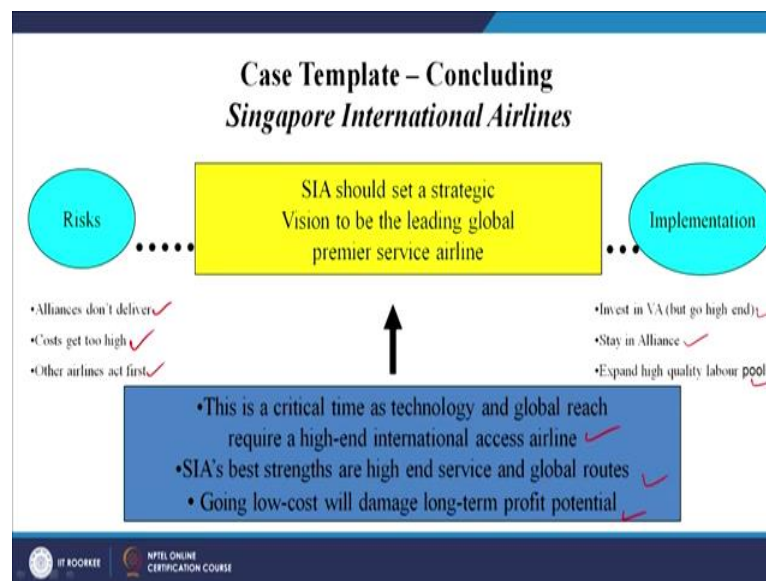
So, if overall recommendations are made then those recommendations are the strategies basically, the strategies, maybe the differentiation strategies, maybe the low cost strategies, may be the market share strategy whatever the key questions were there, on those key questions these overall recommendations will be there and then that it will be implementation.

So, how to minimize the risk? Risk can be minimized only with the help of the key supporting facts. One formula because the decision is based scientifically analysis of the key supporting facts, whatever the key supporting facts are there, those have been into the

consideration, eliminated unrelated, related most important information is taken, options are considered, options are evaluated, decisions are evaluated taken into the right prospects and then they are going into the these facts the figures of that particular case given in the case study or any information in decision making process, so there one should not hesitate, taken means taken.

As the decision is taken it is taken, there can be the group discussion, there can be the inputs, but one has to take a decision and this decision will take into the implementation process.

(Refer Slide Time: 39:29)



Now, take this particular template in the as an example into the Singapore International Airlines case. So risk, what will be the risk? Alliances do not deliver because star alliances say there, they do not deliver sometimes, cost gets too high for any particular organization, other airlines act first, so we will not be the only entrance and if we are not only entrance these are the risks are there.

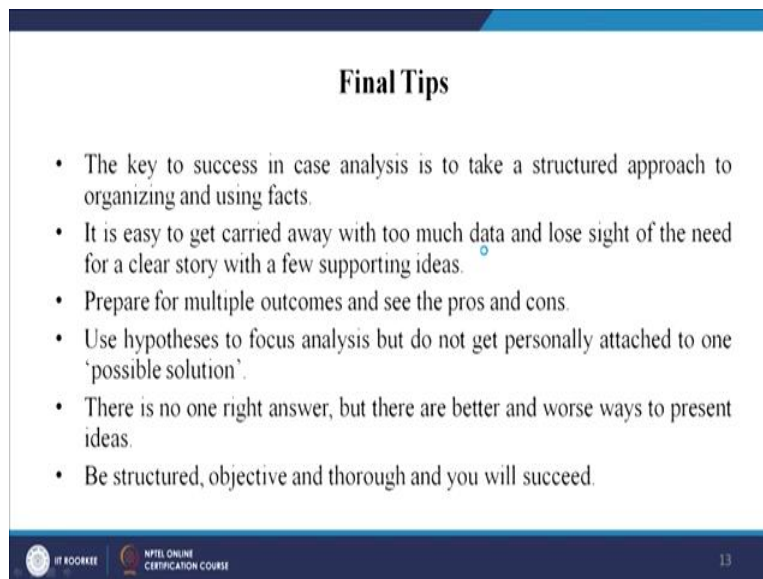
What are the implementations? Invest in VA, but go high end, then stay in alliances, expand high quality labour pool. So, if we are going by these implementations is it possible, so we what we have to see? We have to see the facts, what are the facts? This is a critical time as technology and global reach require a high-end international access airline, if he requires high end international access airlines expand the high quality labour pool will be there.

Singapore International Airlines is the best strengths are high end service and global routes. So therefore, in that case definitely we can go with these alliances and see best strengths and high-end service and global routes that we can we adopted.

Next is going low cost will damage long term profit potential. So, if there will be the long term profit potential then going the low cost will be there. Now, what does it mean? It means that we have to make a recommendation, recommendation will be Singapore International Airlines should set a strategic vision to be the leading global premier service airline and if they want to be a leading global premier service airlines they have to take the key risk, they have to invest in VA and on basis of these facts and then convert that Singapore International Airlines into the global premier service airline.

If this is a decision then definitely the case analysis, recommendation of the facts, risk are covered, implementation procedures are told and then the recommendation on basis of recommendation the organization will be sustainable and going for the high growth. So, what are the final tips? The final tips are the key to success in case analysis is to take a structured approach to organizing and using facts, the lesson of learning to the participants.

(Refer Slide Time: 41:01)



Final Tips

- The key to success in case analysis is to take a structured approach to organizing and using facts.
- It is easy to get carried away with too much data and lose sight of the need for a clear story with a few supporting ideas.
- Prepare for multiple outcomes and see the pros and cons.
- Use hypotheses to focus analysis but do not get personally attached to one 'possible solution'.
- There is no one right answer, but there are better and worse ways to present ideas.
- Be structured, objective and thorough and you will succeed.

NPTEL ONLINE CERTIFICATION COURSE 13

It is easy to get carried away with too much data and lose sight of the need for a clear story with a few supporting ideas. Prepare for multiple outcomes and see the pros and cons that is to be told to the trainees. Use hypotheses to focus analysis, but do not get personally attached to one possible solution. So we have to be realistic and based on the facts, there is no one right answer, but there are better and worse ways to present ideas.

So therefore, always we have a whatever we think we have to present in a best way and try to see that is this becomes the right decision. Be structured, objective and thorough and then definitely you will succeed in your decision-making process and solving the problems and

doing the case analysis. So, this is all about the case analysis and structures and with the help of the example of Singapore International Airlines, thank you.