

The Case Competition Brief (2022)

Background:

You are a member of the AlphaSights Client Service Team, focused on serving a range of top strategic decision-makers in global corporations. Your clients look to you to help them connect with relevant industry principals and subject matter experts to acquire the insights they need to better inform their decisions.

Exercise:

You have received 4 urgent requests from clients. Please source the potential experts for all requests in 12 hours.

Request 1

Your client, a global agricultural commodities player based in Singapore, has come to you with the following:

“As part of our corporate venture business, we have developed a sustainability mobile application for corporates in Singapore to track their carbon footprint, and to engage their employees on the topics of sustainability to achieve their businesses’ sustainability goals. We are now trying to understand additional use cases for this app and how to further drive different revenue streams. To do so, we want to better understand what other similar leading players are doing globally, the needs of the customers (ie. large corporations in Singapore) and how they’re currently running sustainability initiatives internally. Some leading sustainability applications globally are JouleBug, Yayzy, Ecologi and etc.”

After speaking to the client, you were able to understand more specific parameters regarding their needs:

- What is the demand for such sustainability applications in Singapore?
- How are corporates in Singapore currently running sustainability initiatives internally and what tools are they using to measure their success?
- Potential for technological partnership or improvements with large corporations, and understanding their receptiveness of similar applications
- What are other similar leading players in the market globally offering, and how are they monetised? Are there opportunities to adopt these to the Singapore market? Please stick with former employees from these competitors to avoid conflict of interest.
- Pain points experienced by customers using technologies currently in the market
- What are the evaluation criteria used by customers?

Request 2

Your client, a capital market investment fund, has come to you with the following:

“We are looking to better understand the online wealth management space in Southeast Asia, both from the perspective of traditional banks as well as disruptive Fintech firms. Specifically, we’d be keen to learn about disruptive tech and Fintech firms' main product offering, their unique selling points compared to traditional private banking, customer demographics, and the key regulatory challenges.

After speaking to the client, you were able to understand more specific parameters regarding their needs:

- Who are the major Fintech firms in Southeast Asia?
- How do the Fintech firms’ services and products differ from those of traditional private banks?
- Who are the major traditional private banking players in Southeast Asia and what are the different characteristics of each player?
- What are the main selling points of Fintech firms’ products?
- Who are the main customer demographics of Fintech firms?
- What are the key selection criteria for selecting online wealth management products?
- What are the regulations surrounding online wealth management? Are these regulations different for private banks and Fintech firms? What are the major challenges surrounding the regulations?

Request 3

Your client, a Hong Kong based Private Equity Firm, has come to you with the following:

“We are looking into multiple markets such as raw materials, chemicals, pharmaceuticals and medical devices with specific focus on a company called Asahi Kasei as the investment target. We are hoping to gain a better understanding of the competitive dynamics across different businesses of this company, differentiating factors and major customers’ vendor evaluation as well as future development trends”

After speaking to the client, you were able to understand more specific parameters regarding their needs:

- Major business lines of the investment target and the competitive landscape for each product portfolio including major competitors, their market share and differentiating factors
- The commercial relationship and partnership among players in the full end-to-end value chain for the major product lines
- Rationale behind why the group company would decide to spin off this business
- Global and regional distribution channels
- Technological development as well as R&D investment among major players
- Customer segmentation and customer key purchasing criteria
- Future market development and customer trends

Request 4

Your client, an Asian office of a global management consultancy, has come to you with the following:

“We are currently looking into the United States clean beauty cosmetics market and we are specifically interested in bareMinerals. We are hoping to speak to experts from competing cosmetics brands, retailers (to understand the relationship dynamics, key success factors, barriers to entry among other market drivers) and direct customers of bareMinerals. We would like to speak with as many experts as many as we can in the next week.”

After speaking to the client, you were able to understand more specific parameters regarding their needs:

- What clean beauty cosmetic brands are considered the top competitors of bareMinerals?
- What is the target consumer segment of bareMinerals (ex: 20~30-year-olds)?
- What are the key buying factors customers of clean beauty consider?
- What are some major trends being seen in the clean beauty cosmetics industry?
- What does the relationship dynamic between bareMinerals and other stakeholders in the value chain look like?
- Are there any new players in the clean beauty cosmetics market that are of interest?
- What are some major cosmetic brands that have been putting more emphasis on clean beauty (ex: Revlon)?

Your job

In the next 12 hours, complete to source the potential experts for all four requests and **create a 3-page report for each request** that includes the following:

1. **Identify and Describe** all potential angles our client might seek to address (for example trends, geography, etc.). Think about, what they need to know in order to drive and build different revenue streams. (1 page per request)
2. **Compose a Proposal** consisting of a list of short written profiles and the career history of **5-10 relevant expert Advisors** per each request based on your research. (1 page per request) In these profiles, provide your reasoning for choosing the professionals by including the following:
 - a. Name
 - b. Relevancy (Company, Title, Tenure, etc.)
 - c. Reasoning (What knowledge does the Advisor possess?)
 - d. Three questions to qualify the experts' knowledge

* Please note that as a member of our Client Service Team, these profiles are the primary deliverable to the clients and the writing and formatting should reflect this.

Those potential experts should be categorized as Tier 1 to 3. This categorization should be solely based on the information provided on their published profiles (e.g. LinkedIn profile) and their general experience (prior to vetting, first impressions).

- Tier 1: Best of the Best
 - Tier 2: Good Backup
 - Tier 3: Uncertain, need to confirm further details via the phone
3. **Summarize** potential challenges or problems which could occur when engaging with potential Advisors. Also, think about how different experts can be incentivized (e.g. ex-senior management). Please present three to five examples. (1 page per request)

Presentation Guideline

Apart from the report for each request, please prepare a 15-minute presentation by including the following:

1. **Choose one request case** that your team has the best understanding of through your research.

2. **Build Presentation content** including;
 - a. **Summarize your preparation;** go over your thought process when faced with 4 cases and why you ended up choosing the case you chose for the presentation
 - b. **Recap the case brief you choose;** potential angles our client might seek to address (for example trends, geography, etc.)
 - c. **Provide a Description of AlphaSights' role** in the process and how you will help each client obtain the expertise they need
 - d. **Market research summary** (for example value chain, key players. trends)
 - e. **Expert Advisors list** prioritized by three tiers
 - f. **Outreach email draft** to one candidate expert in tier 1

3. **Propose the top 3 potential experts** on your list and convince judges why the experts are the best fit for the case you chose.

Additional Guideline(s):

- The use of graphics and formatting is at your discretion.
- Before the finalist presentation begins, please submit both reports and presentations.
- During the finalist presentations, you will be expected to present your delivery in a slide deck and participate in a more detailed conversation with the panel of judges.