CASE INTERVIEW 102

2026

Facilitated by
Namaan Mian

MANAGEMENT
CONSULTED

AGENDA

- Case Structure Drills
- Case Math Drills
- Level 2 Case Walkthrough

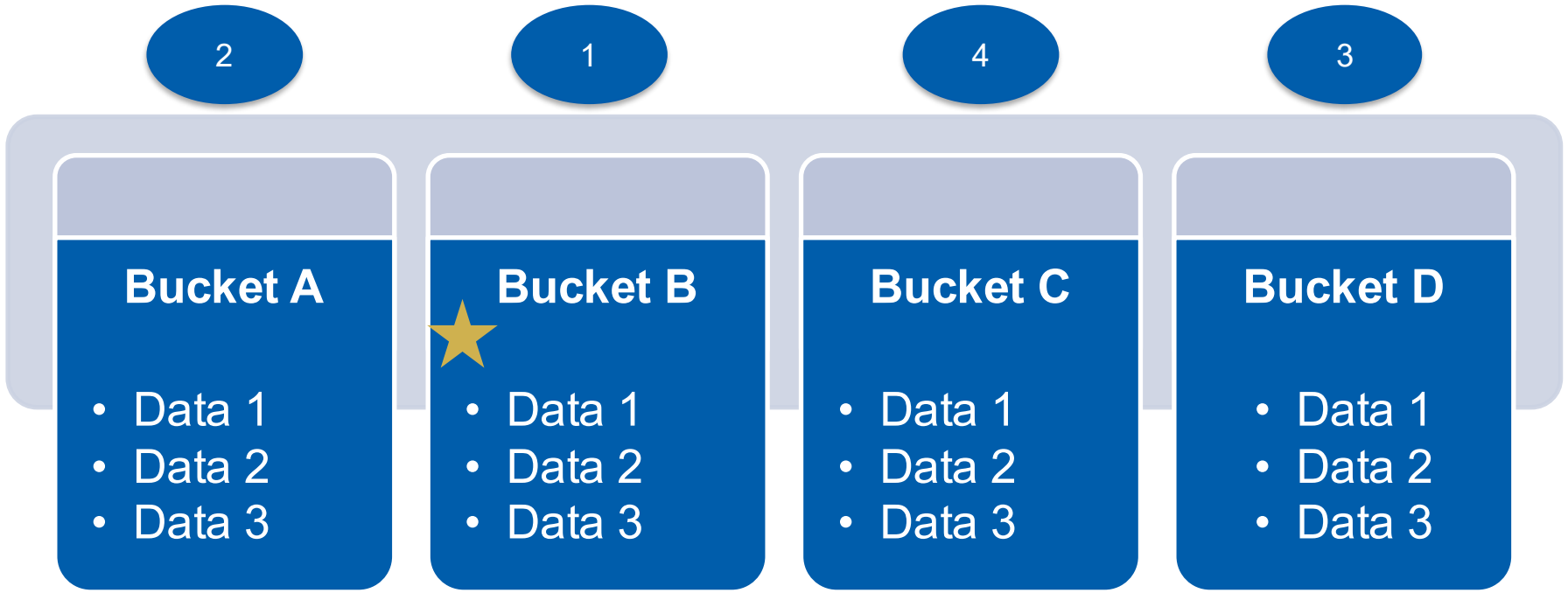
CASE STRUCTURE DRILLS

This is the first time you’re left to your own devices in the case – don’t blow it

CASE INTERVIEW ANATOMY

- The Background
- The Recap
- Case and Objective Clarification
- The Grand Pause
- The Game Plan
- Creative Questions
- Quantitative Questions
- Case Summary and Next Steps

KEY BUSINESS FRAMEWORKS GUIDE REAL-WORLD ANALYSIS



EVERY FRAMEWORK ENDS WITH A HYPOTHESIS

Open hypothesis

- All cases have an open hypothesis, ideally presented at the end
- Use without a closed hypothesis when you diagnose first, and answer “what to do” second
- “I’d like to start with…”

Closed hypothesis

- Use for yes and no answers
- Enter/don’t enter or buy/don’t buy or shut down/don’t shut down, etc.
- “Based on the data I will collect, I expect to find that…”

PERSONAL STRUCTURE DRILLS ARE A HUGE UNLOCK

First, structure under time pressure

- Build 4x3 structure in under 2 minutes
- Optimal to use Management Consulted video drills (out loud and timed)

Second, structure optimal content

- Without a time limit, start from scratch and create a complete optimal 4x3 structure

Finally, structure under time pressure again

- Build 4x3 structure again in under 2 minutes
- It should be longer, more detailed, and more complete than the first pass

GROUP DRILLS ARE A SIMPLIFIED VERSION OF THIS PROCESS

First, teach basic structures

- Walk through 3 basic business structures and how to apply them

Second, practice structure

- Use that structure and apply it to a business problem – removes surprise and creativity and focuses on deep understanding

Finally, present a structure to get feedback

- I'd love to have a volunteer for each structure to walk me through how you prioritized the structure I gave you

QUICK STRUCTURE QUIZ

What are characteristics of a good case structure?

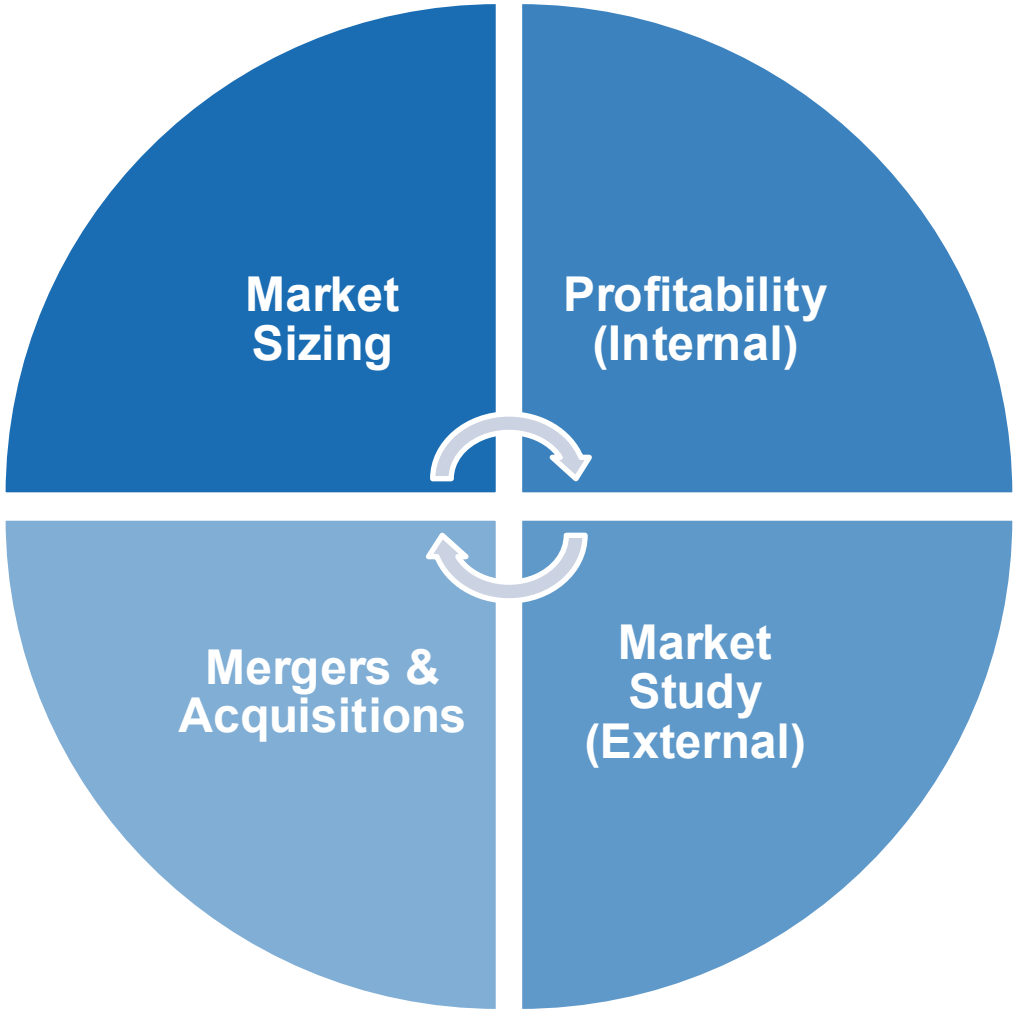
- Duration to create
- Duration to present
- Number of categories
- Number of data points per category

ANSWER

What are characteristics of a good case structure?

- 2 minutes to create
- 2 minutes to present
- 4 categories (this lines up with staffing)
- 3 data points per category

THERE ARE 4 CORE CASE FRAMEWORKS THAT COVER ~80% OF BUSINESS PROBLEMS



CASE PROBLEM MATRIX

THERE ARE 4 TYPES OF PROFIT QUESTIONS YOU'LL SEE IN A CASE

Profit decline

Revenue decline

Cost increase

Profit scenarios

- Open hypothesis
- Defined hypothesis

PROFIT EQUATION

Revenue

- COGS (product supplies, variable distribution, linear labor)

Gross Profit (Gross income)

- Operating Costs (marketing, SG&A, utilities)

EBITDA

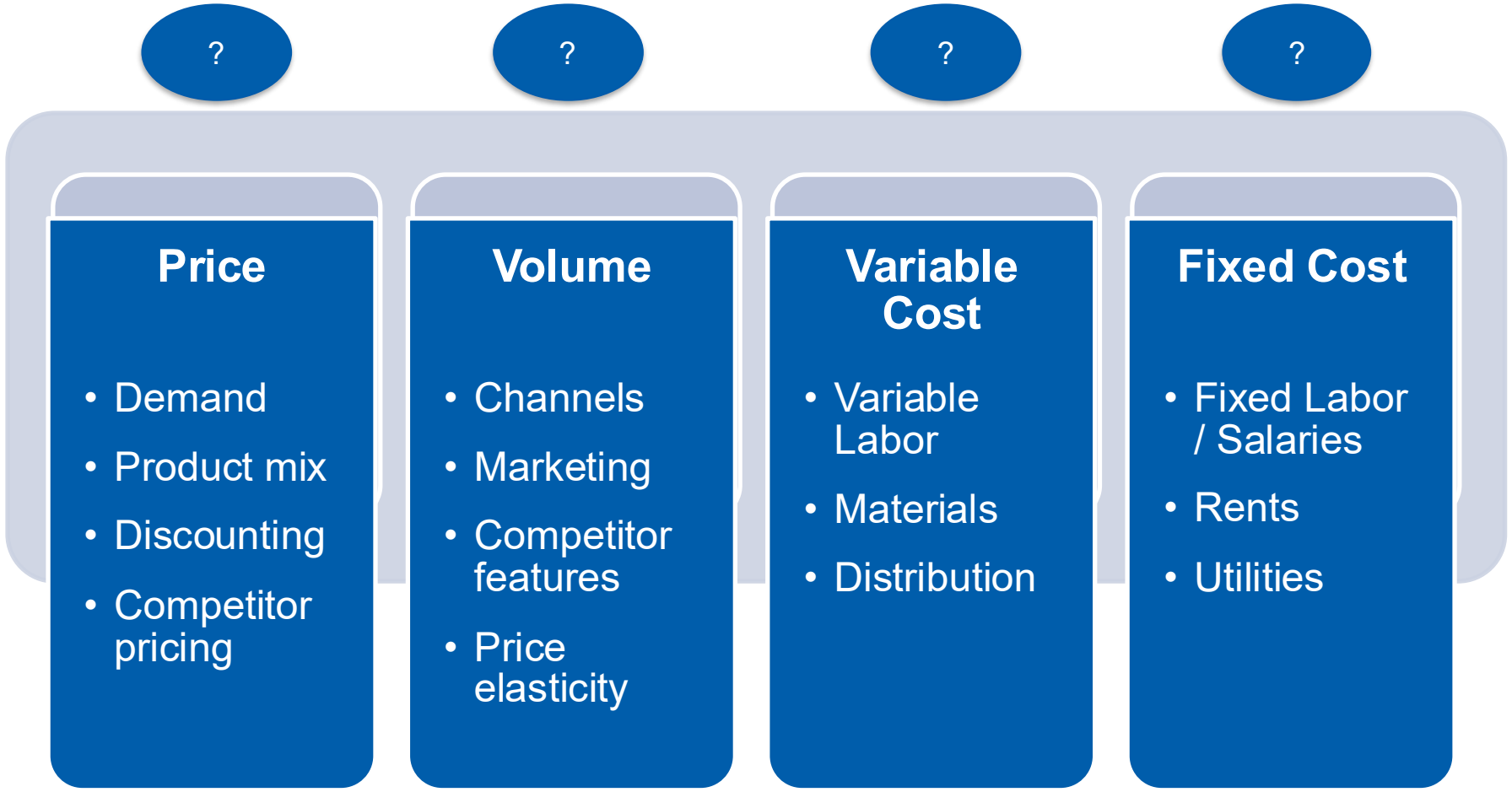
- DA (depreciation and amortization)

EBIT (Operating Profit / Operating Income)

- IT (interest and taxes)

Net Profit

PROFITABILITY STRUCTURE



BREAK OUT – PROFITABILITY

Your client is a large kitchen appliance manufacturer with operations in the U.S., Europe, and Asia and sales outlets in the Middle East and LATAM. The client has one of the world's best-selling brands overall but has recently seen a decline in profitability.

The managing director of product has 2 choices: either roll out more U.S. focused appliances or focus on international growth. Which should she choose, and why?

POLL

What was your hypothesis?

- *Forgot to have a hypothesis*
- *U.S.*
- *International*

Which category did you lead with?

- *Price*
- *Volume*
- *Variable Cost*
- *Fixed Cost*

SAMPLE PROFITABILITY STRUCTURE – THIS ISN'T THE "RIGHT" ANSWER, JUST *AN* ANSWER

1

Price

- How do average selling prices differ across the U.S., Europe, Asia, Middle East, and LATAM?
- What is the profitability of premium vs. standard vs. budget appliances in the product mix?
- How much do discounts, promotions, and bundled pricing reduce the realized average selling price?

3

Volume

- How have unit sales trended across U.S. vs. international regions (Europe, Asia, Middle East, LATAM)?
- Which sales channels (retail partners, direct-to-consumer, e-commerce) are driving or lagging growth?
- Is the client losing market share, or is overall market demand declining in key geographies?

4

Fixed Costs

- How efficiently is the current manufacturing footprint utilized across plants and regions?
- What share of SG&A spend could be reduced without affecting revenue?
- How much R&D and product development is allocated to U.S.-centric vs. international appliances?

2

Variable Costs

- What are raw material and component costs (steel, plastics, electronics) per region?
- How do labor costs and supplier contract terms differ by manufacturing location?
- How significant are logistics, shipping, tariffs, and customs costs for international distribution?

THE MARKET STUDY FRAMEWORK CAN BE USED TO INFORM THE PROBLEM-SOLVING APPROACH FOR 3 KINDS OF PROBLEMS

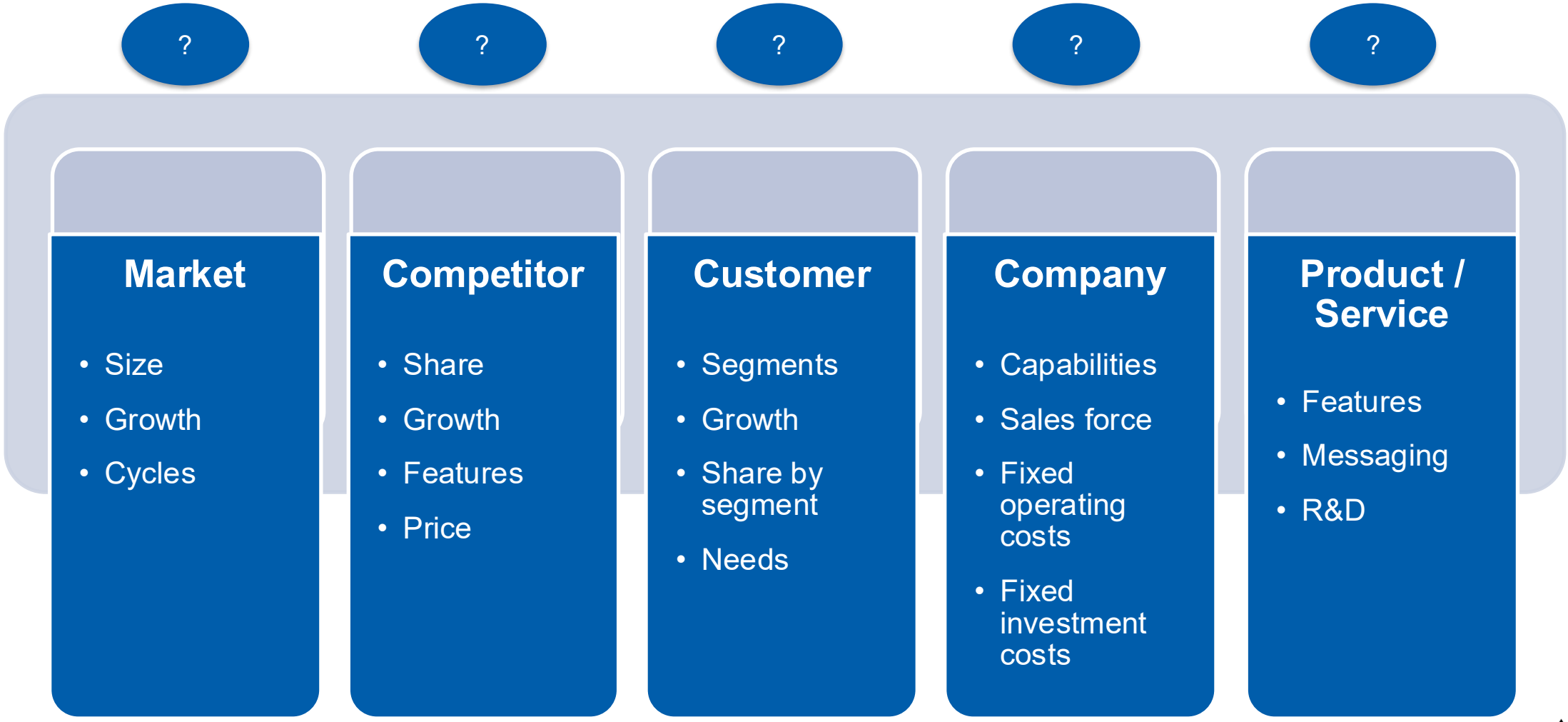
Market share decline

Growth Strategy / Revenue Growth

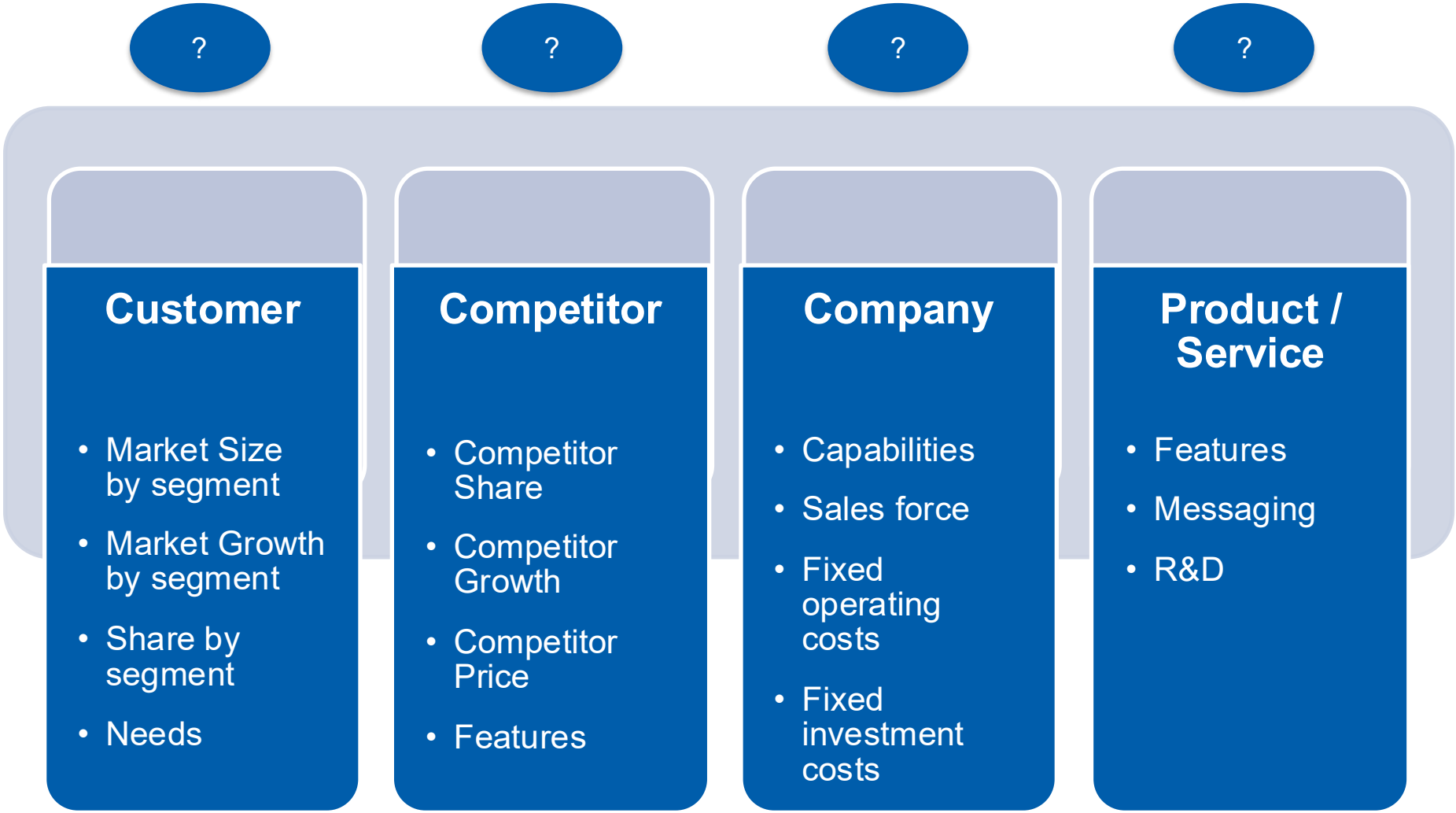
Market entry

- Open hypothesis
- Defined hypothesis

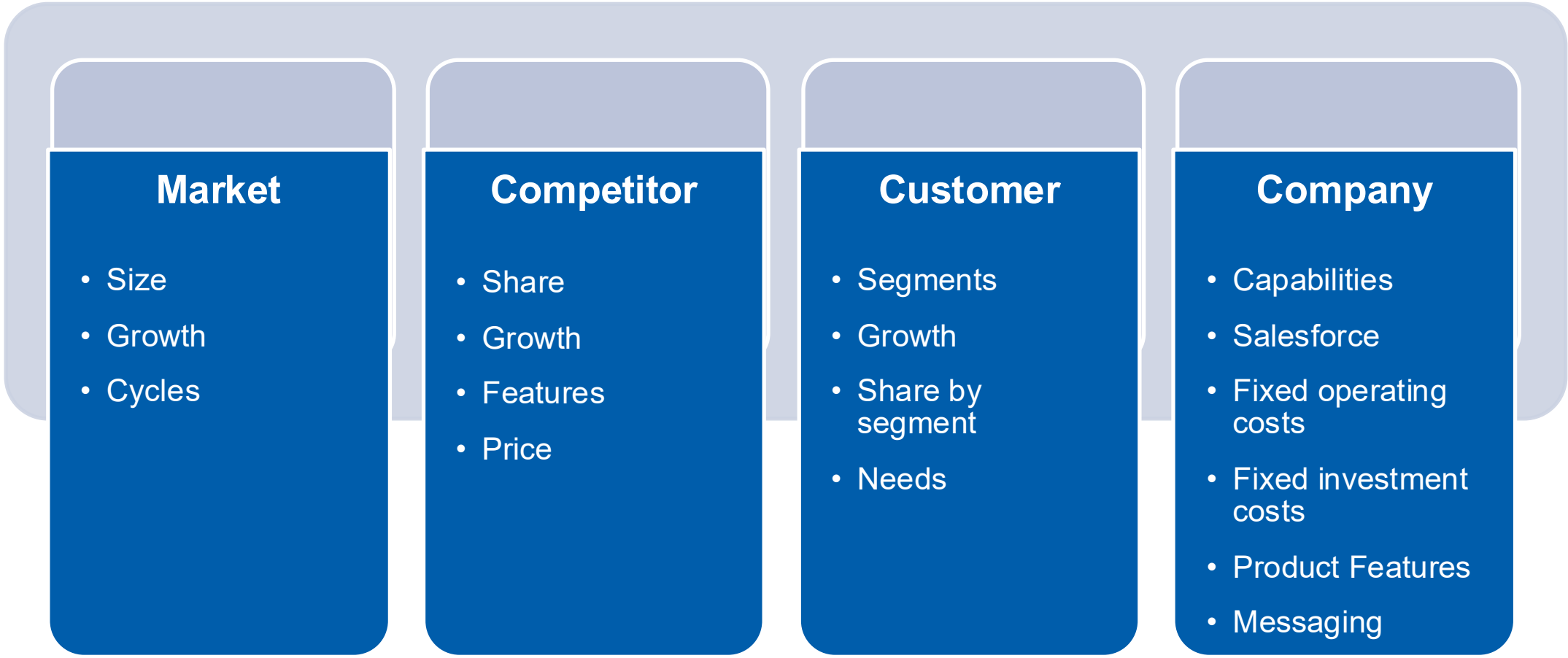
MARKET STUDY STRUCTURE



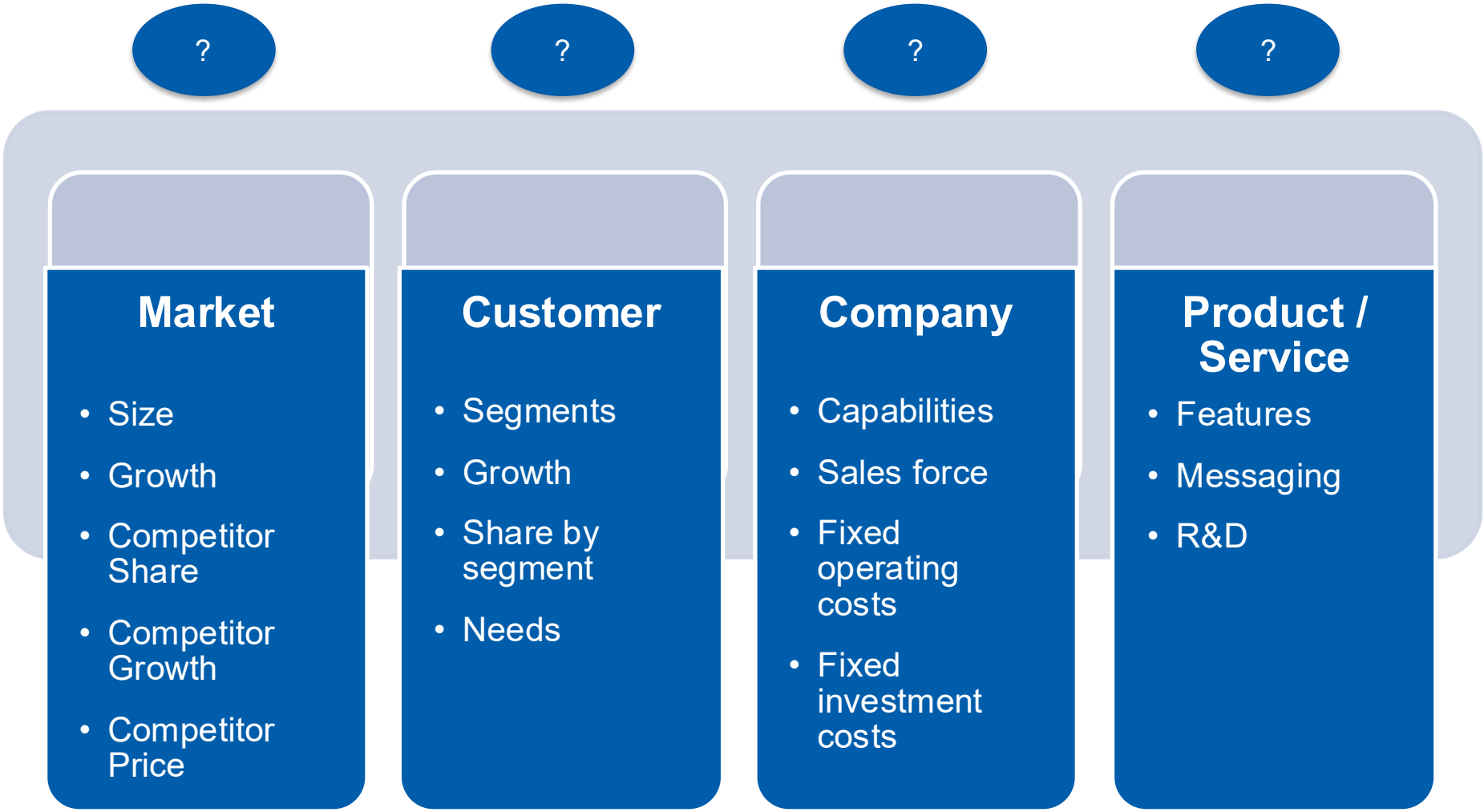
MARKET STUDY STRUCTURE: 4 BUCKETS #1



MARKET STUDY STRUCTURE: 4 BUCKETS #2



MARKET STUDY STRUCTURE: 4 BUCKETS #3



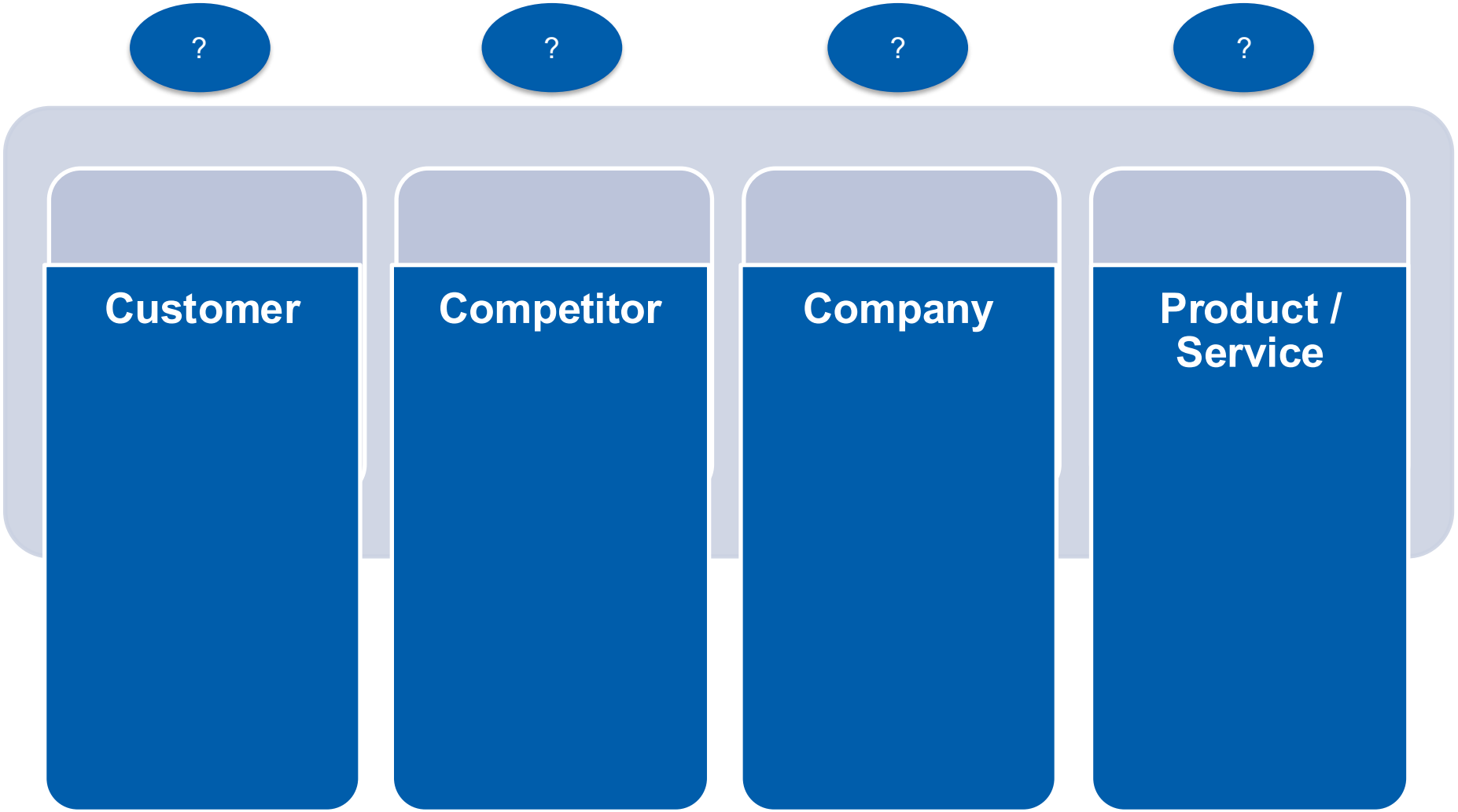
BREAK OUT – MARKET STUDY

Our client is a major U.S. trucking service provider. The client currently operates over 10,000 trucks per day in the U.S. and LATAM.

The client has 30 major international hubs through which it runs 650 routes per day. However, over the last year they have been losing share on 200 of those routes.

What should they think about and why?

USE THIS MARKET STUDY STRUCTURE



POLL

Which category did you lead with?

Customer
Competitor
Company
Product / Service

SAMPLE MARKET STUDY STRUCTURE – THIS ISN'T THE "RIGHT" ANSWER, JUST *AN* ANSWER

2

Customer

- Who are primary customers (corporations, SMEs, individuals), what % of our revenue do they drive, and how have their shipping needs changed?
- How price-sensitive are customers, and how important are service quality factors (speed, reliability, tracking)?
- Are customers shifting volume to alternative modes of transport (rail, air, local carriers) or different routes?

1

Competitor

- Which competitors are gaining share (and how much?) on the 200 underperforming routes and what are they doing differently?
- Are competitors competing primarily on price, service quality, technology, or geographic coverage?
- Have new entrants or regional players disrupted the market with niche or innovative offerings?

4

Company

- How well is client utilizing its fleet and hub infrastructure?
- Are operational inefficiencies (driver shortages, fuel usage, maintenance downtime) contributing to losses?
- How effective is the client's sales, marketing, and relationship management in retaining major accounts?

3

Product / Service

- How competitive is client's route network in terms of speed, reliability, and hub connectivity?
- Are value-added services (real-time tracking, flexible delivery windows, digital booking) meeting customer expectations? Is there demand for more?
- Is pricing and packaging (per-mile, per-shipment, subscription/contract) aligned with customer needs and competitor benchmarks?

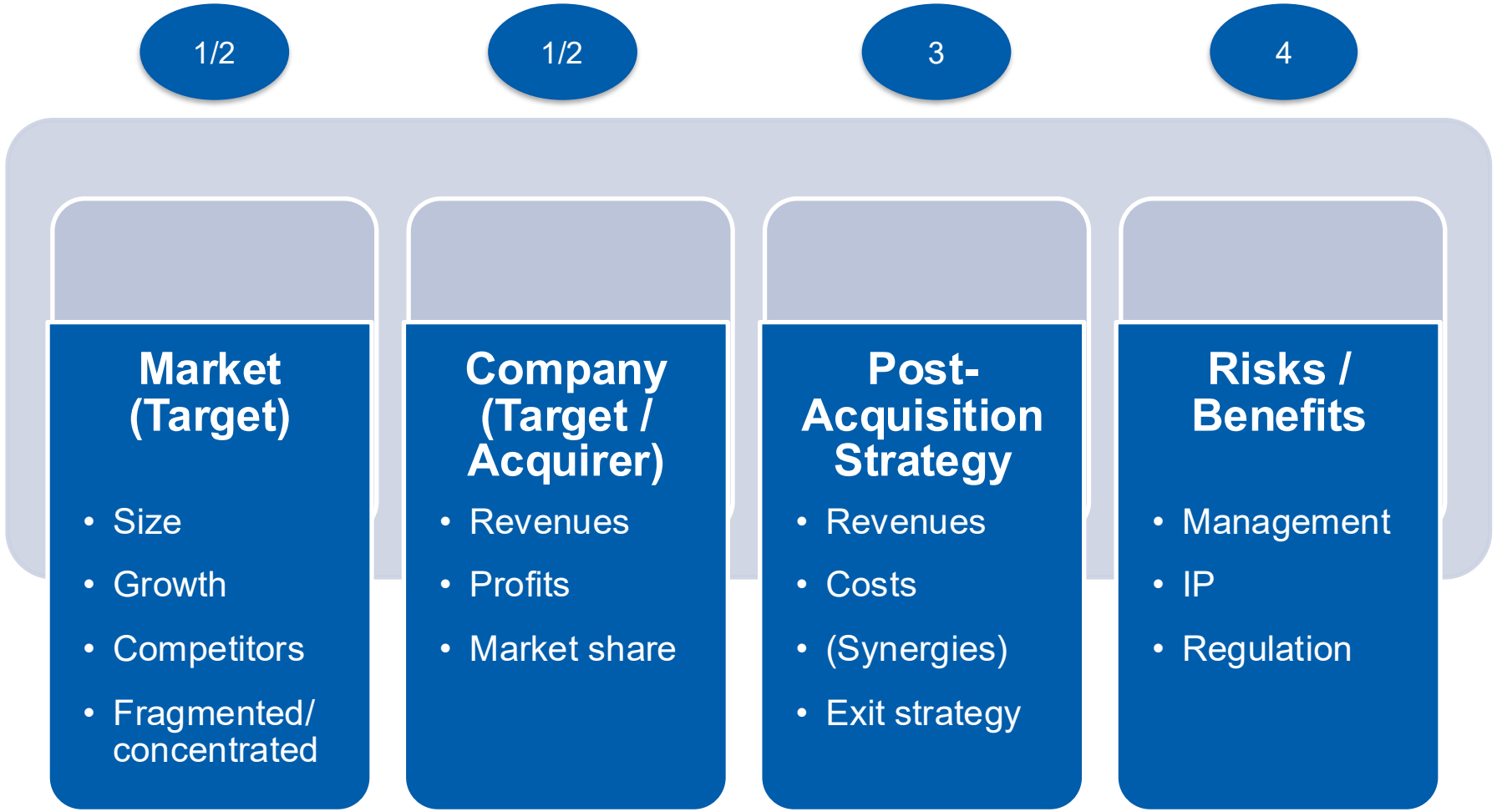
THERE ARE 2 KINDS OF MERGERS & ACQUISITIONS SCENARIOS – WHAT IS THE DIFFERENCE BETWEEN THEM?

Financial buyer

Strategic buyer

- Open hypothesis
- Defined hypothesis

M&A STRUCTURE



BREAK OUT – M&A

Our client is a major U.S. grocery retailer with operations in 14 states and over 200 stores. The firm began as a mom-and-pop grocery shop over 50 years ago and has now become a supply chain master with expertise in complex operations.

The client has the opportunity to buy a discount grocery chain with 20 U.S. stores. Some of its competitors are also interested in the purchase. What should they do, and why?

POLL

Which option did you choose?

Totally forgot to pick a hypothesis
Buy
Don’t Buy

SAMPLE M&A STRUCTURE

1

Market (Target)

- How attractive is the discount grocery market in terms of size, growth, customer demand, and regional trends?
- What is the competitive landscape? Who are the main players, and what is their market share?
- How well does the discount segment align with the client's existing customer base and geographic footprint?

2

Company (Target)

- What is financial health of the 20-store discount chain (revenues, profitability, store-level performance, trends)?
- How strong are customer base, brand perception, and loyalty compared to top 3 competitors?
- Are store locations strategically valuable (overlapping with client footprint, filling geographic gaps, or blocking competitors)?

3

PA Strategy

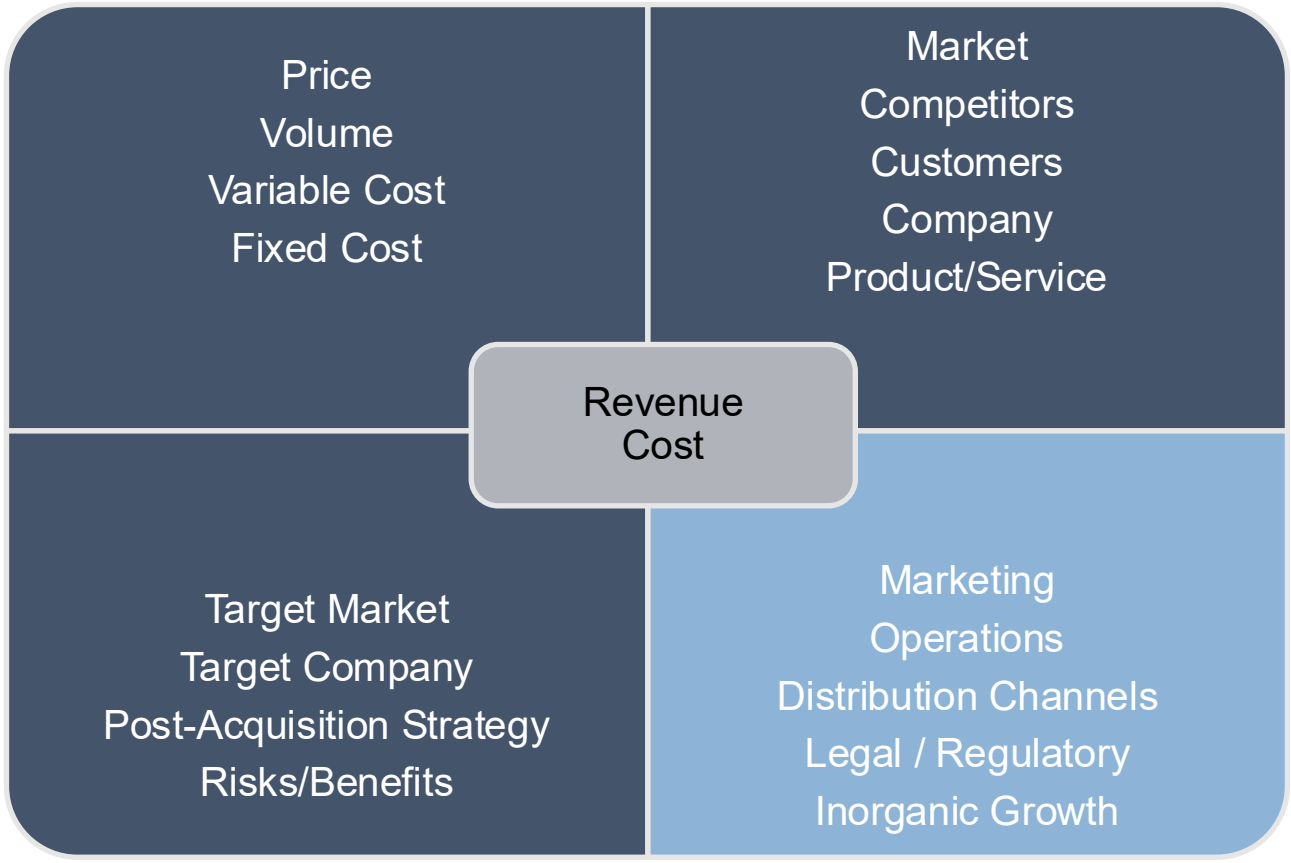
- What would cost synergies (supply chain, logistics, procurement) be? Time to implement?
- Should the client maintain the discount chain's brand or rebrand under the parent company's name?
- How will the acquisition support long-term strategic goals (scale efficiencies, entry into new customer segments, competitive defense)?

4

Risks/Benefits

- What are biggest risks (integration challenges, culture clash, cannibalization, regulatory hurdles)?
- What are potential financial upsides (increased market share, cost savings, cross-selling opportunities)?
- How would competitor actions (if they acquire instead) affect the client's market position?

ENHANCING YOUR CASE INTERVIEW BUCKET LIST



4 ADVANCED STRUCTURE CHARACTERISTICS

Prioritization (vertical structure)	**Metrics-based** (data level)	**Mix & Match** (many frameworks)	**Practical** (creative)
• Reorder buckets into order of importance • *Example*: Sourcing (Variable Cost), Customers, Pricing, Operations	• Longer structure, faster case • *Example*: Who are our competitors vs. how much market share do competitors have?	• MECE (always ME, try for CE) • *Example*: Competitors, Pricing, Marketing, Risks	• Modern and case-specific • *Example*: Social Media Influencers, Conversions, Product, Messaging

ADVANCED STRUCTURE

Our client is the great state of Texas – the only state in the U.S. that has its own state-shaped waffle makers.

Texas is the second largest state in the U.S. by population – 32 million residents. Moreover, despite the traditional high rate of job availability in Texas, the state is not immune to national trends, and the unemployment rate has been slowly ticking up, reaching a recent high of 4.5% in July 2026.

With every spike in unemployment comes a similar increase in unemployment insurance fraud, which occurs when people mislead or lie when filing a claim to ensure they have a higher level of benefits than they would otherwise be entitled to. The Texas Workforce Commission is looking to reduce fraud instances and improve fraud capture.

ONE WAY TO THINK ABOUT IT…

1

Fraud Deterrence

- Which ID verification and eligibility checks are in place during applications, and what is benchmark fraud ID rate?
- How robust are employer reporting systems in validating claimant employment history and wages?
- What gaps exist in technology (e.g., data cross-checks, biometric ID) that allow fraudulent claims to pass through?

2

Fraud Detection

- What analytic tools, AI models, or anomaly detection systems are currently being used to flag suspicious claims? What is success rate?
- How effectively is real-time data shared across state and federal agencies to spot duplicate or false claims?
- What are the current response times and capture rates for investigating flagged claims?

3

Operational Execution

- How well resourced is fraud investigation team in terms of staffing, training, and budget?
- What coordination exists between TX Workforce Commission, law enforcement, and other state agencies in prosecuting fraud?
- How effectively are lessons from past fraud cases incorporated into improving processes?

4

Public Communication

- How aware are claimants of fraud penalties and the state's monitoring efforts?
- What incentives, hotlines, or whistleblower programs exist for reporting suspicious activity?
- How clear and user-friendly are legitimate application processes, reducing unintentional filing errors that resemble fraud?

CASE MATH DRILLS

Numbers, numbers everywhere!

CASE INTERVIEW ANATOMY

- The Background
- The Recap
- Case and Objective Clarification
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- Creative Questions
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CASE MATH: 4-STEP PROCESS

Recap – What solving for first, then data

Structure – Pre-explain your algebra approach to solve the problem; ask for missing data

~ 2mins

Solve – Talk the interviewer through each calc. Sense check your #s along the way

~ 2mins

Insight – Deliver a 3-part answer

~ 1 mins

A COMPLETE ANSWER INCLUDES 3 COMPONENTS; EACH BUILDS ON THE LAST

Drive to recommendations

The math answer

- (X is smaller than anticipated, Y is the largest driver)

The action

- (Enter the market, cancel plans, plan for launch)

What you'd like to explore next

- (Reconsider something specific, research more data on X, move on to Y)

VERBAL MATH

Our client is a diversified hardware manufacturer that produces a multi-purpose hand tool. For several decades, the client was the only company to make such a tool. Over the past 2 years, the company has seen a decline in revenue.

- Price: $50/tool
- Current volume: 100M units/year
- Channel: Hardware retailer (cannot break contract)
- Price elasticity of demand: 0.5 (20% reduction in price will raise demand 10% & vice versa)

Should the client change prices to reverse revenue decline? If so, how?

POLL

What should the client do?

- Keep the same price
- Lower prices
- Raise prices

VERBAL MATH

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Should the client change prices to reverse revenue decline? If so, how?

Increasing price by 20% to $60/unit will drop demand to 90M units/year. This would equal $5.4B in revenue vs. current $5B revenue, so it is a preferable short-term solution.

CHART MATH

Our client is an American surf wear manufacturer who is experiencing challenges. The firm wants to return to 50% market share.

Based on Exhibit 1, do you predict that the firm's overall market share will go up, down or stay the same in 2 years if they maintain share in each individual segment?

If it can only focus on one segment, which should it be?

Answer before calculating as well as after.

EXHIBIT 1

Segment	Segment Size ($M)	Segment growth	Firm sales ($M)
Women	600	5%	300
Men	100	20%	10
Teens	50	10%	15
Total	750		325

POLL

Which option did you choose?

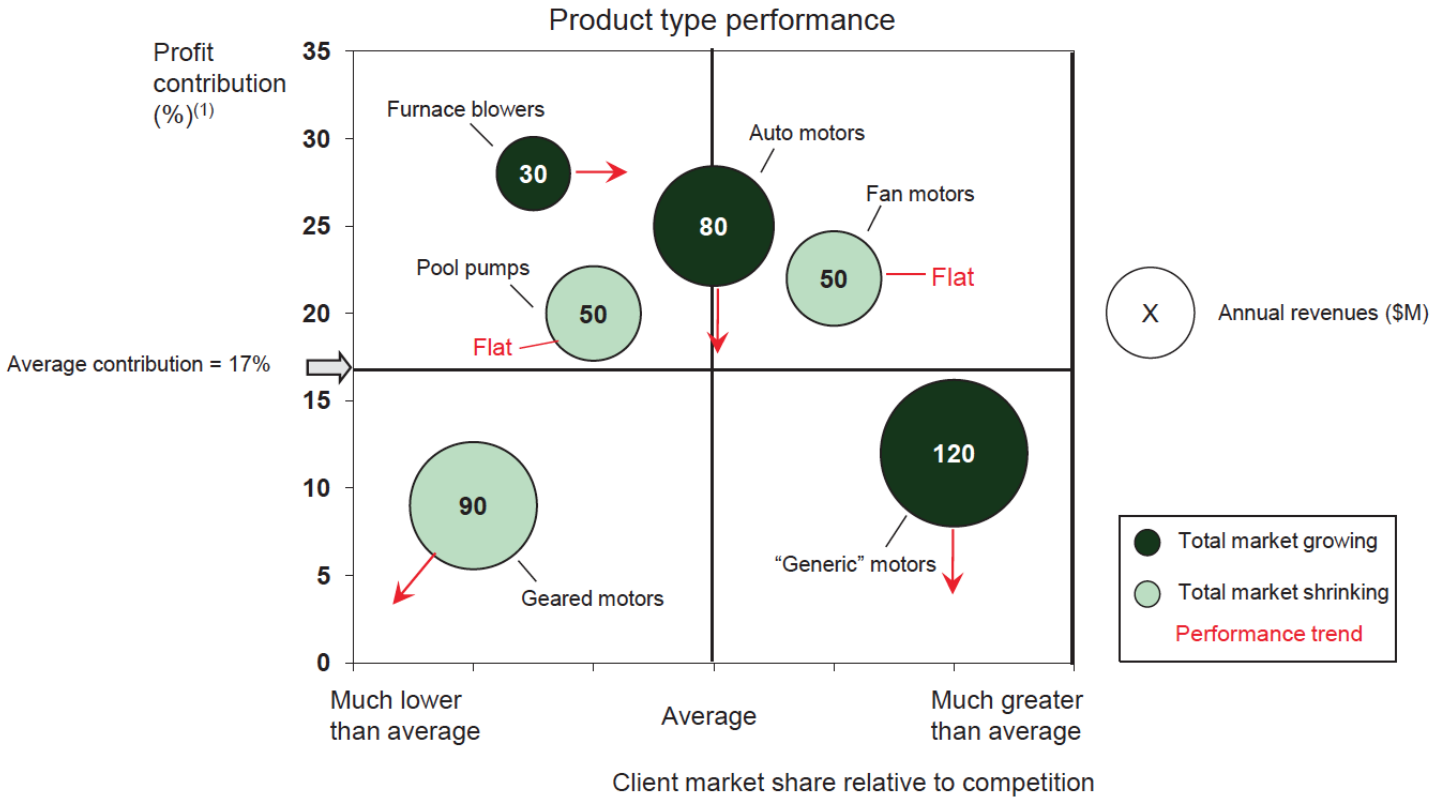
- *Women*
- *Men*
- *Teens*

CHART MATH – ANSWER

- **Recap**: After walking through the chart, focus on what you're solving for (the change in market share).
- **Structure**: Explain that you're looking to see how segment market share will affect overall market share. Hypothesize that you'll grow more slowly than the market because you're overweighted in slow-growth categories.
- **Solve**: Market share is likely to decrease in 2 years.
  - Women's segment: $600M * 1.05 = $630M x 1.05 = $662M
  - Men's segment: $100M * 1.2 = $120M * 1.2 = $144M
  - Teen segment: $50M * 1.1 = $55M * 1.1 = $61M
  - *Women's sales: 50% x $661.5 = $331M*
  - *Men's sales: 10% x $144M = $14M*
  - *Teen sales: 30% * $61M = $18M*
- $363M / $867M = just under 42% + vs Y1 market share of $325/$750 which was 43%.
- **Insight**: We need larger share in our already-strong women's segment to compensate for low growth of that segment.

GRAPH MATH

Product type performance analyses with trends



(1) Includes only variable costs, does not include fixed costs such as factory real estate or management expenses

POLL

Which segment did you choose?

- *Geared motors*
- *Pool pumps*
- *Furnace blowers*
- *Auto motors*
- *Fan motors*
- *Generic motors*

GRAPH MATH – ANSWER

- **Recap**: After walking through the chart, focus on what you're solving for (which segment will produce the most profit / cash flow).

- **Structure**: Explain that you're looking to calculate profitability of each segment first, and then to explore how the trends occurring in that segment may change your opinion of which one to prioritize. Highlight the upper right quadrant.

- **Solve**: Auto Motors has the highest profitability.
  - Geared motors: $90M x 10% contribution = $9M
  - Pool pumps: $50M x 20% = $10M
  - Furnace blowers: $30M x 30% = $9M
  - **Auto motors: $80M x 25% = $20M**
  - Fan motors: $50M x 20% = $10M
  - Generic motors: $120M x 12% = $14M

- **Insight**: This is gross profit, but we'd really like to look at fixed cost to get a sense of where we could potentially adjust operations to make them leaner as we work to save cash. We'd also like to look at supplier and customer info to see if we can negotiate on costs or pricing.

LEVEL 2 CASE INTERVIEW WALKTHROUGH

It’s not about the answer – it’s about the process.

QUESTION: PROMPT

Our client is a public university that is considering adding a football team to its athletic program. The school's only financial requirement is to break even but is interested in intangible benefits as well.

Longer term, the university hopes to pay for a new stadium and use football to subsidize other athletic programs.

The Board has put together the following list of information:

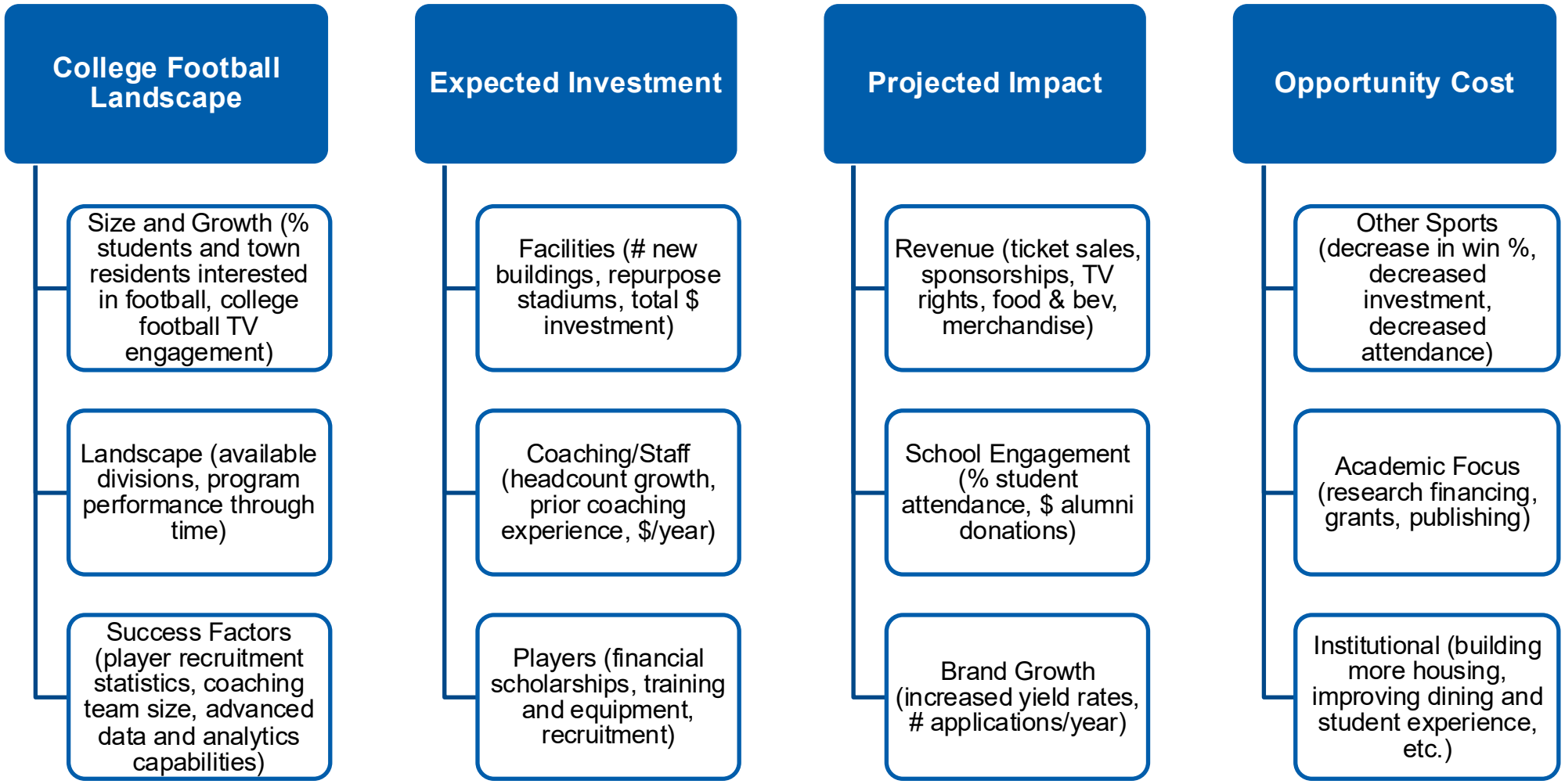
- Enrollment is 10,000 students
- The school is near a city of 1M residents
- The school is in the Southern US where football is very popular
- The school feels that adding a football program has many benefits including increased exposure and brand awareness, school pride, enhanced "college" experience for students, improved connections with alumni, and additional revenue.
- The school currently participates in 16 men's and women's sports including basketball, track & field, and baseball.

What factors would you consider when evaluating whether this is a good idea for our client?

CLARIFYING QUESTIONS – EXPERT EXAMPLE

Things you missed	(If candidate misses something, he/she should ask for it here)
Business model	Can I assume that revenue generation will be in line with other college football programs, with sources such as ticket revenue, sponsorships, food and beverage, etc.? I'm assuming that the school is primarily interested in developing a new sports team over considering other alternatives and thus will be focusing my analyses on sports team impact. Am I on the right track, or would you like me to also consider alternatives?
Business problem	I'm assuming that this program will be independently developed by my client. Am I on the right track, or will there also be external ownership and partnerships? Can I assume that there will be no major league or school board constraints to starting a new sports team that my client will have to navigate?

CASE STRUCTURE – EXPERT EXAMPLE



CASE MATH QUESTION

Let's first analyze projected annual revenues from a football program. Please the following information to calculate.

- Student Fees: A combination of tuition and student fee increases will raise $250/student/year
- Game Guarantees: They expect to be paid $300K per away game. There are 6 away games.
- Ticket Sales: $25/home game. There are 6 home games. They expect an attendance of 7,000 per game in season 1 (excluding student attendance)
- Alumni Support: They expect to receive alumni support of $1,000,000 per year

CASE MATH ANSWER

The math answer	Add the independent revenue streams (student fees + game guarantees + ticket sales + alumni) Student Fees ($/student * # students): 10k students * 250 students = $2.5M Game Guarantees ($/game * # away games): $300k * 6 = $1.8M Ticket Sales (# paying attendees * $/ticket * # games): 7000 * $25 * 6 = $1.05M Alumni Support = $1M 2.5M + 1.8M + 1.05M + 1M = **$6.35M revenue per year**
The action	The client should continue investigating this venture. $6.35M is a healthy annual revenue figure, but I would like to ensure investment costs do not exceed that amount so the program can breakeven.
What's next	Next, I'd like to calculate investment costs associated with the program, such as hiring a training staff, recruiting players, and using a stadium. Additionally, I would like to benchmark our revenue opportunity with other college football teams to further analyze attractiveness.

CASE MATH 2

Next, please analyze costs by using the following information.

- Scholarships: They will need to provide financial aid to 52 football players. Financial aid includes tuition/fees, books, and room & board. Tuition/Fees is $14K per student/year. Room & Board is $12K per player/year. Books are $2K per player/year.
- The Head Coach will make $500K/year. He will hire 8 assistants at an average of $125K per year.
- The team will require support staff such as trainers, tutors, etc. The school estimates 25 new employees at an average cost of $60K/year
- Travel to away games will cost $80K per game
- Recruiting costs will be $200K per year
- It costs $1,500/year/player for uniform and equipment costs. There are 80 total players.
- The school can rent a small stadium from the city for $100K per game

CASE MATH ANSWER

The math answer	Add independent cost streams (financial aid + salaries + travel + recruiting + equipment + stadium) Scholarships (# players * cost per player): 14K + 12K + 2K = 28K cost/player * 52 players = $1.46M Coaching (head coach + (cost per assistant * number assistants): 125K * 8 = 1M + 500K = $1.5M Staff (# employees * cost/employee): 25 * 60K = $1.5M Away (# games * cost/game): 6 games * $80K = $480K Recruiting: $200K Equipment (# players * unit cost): 80 * $1500 = $120K Stadium (# home games * cost/game) = 6 * $100K = $600K 1.46M + 1.5M + 1.5M + .48M + .2M + .12M + .6M = **$5.856M total cost**
The action	The school should invest in the football team, as it will not just breakeven within one year, but also turn a profit of ~$500K.
What's next	Moving forward, I'd like to analyze the financial feasibility of achieving the program's long-term goals, such as paying for a new stadium or subsidizing other sports.

CASE CREATIVE QUESTION

Due to projected alumni support, geographical footprint, and a little bit of hubris, our client would like us to prepare for the program's eventual invitation to a larger conference. Gaining membership into this conference would drastically raise the profile of the school and lead to diversified – and more lucrative – revenue streams.

However, to gain eventual acceptance into a larger conference, the school needs a bigger stadium. The Board of Regents wants to build a 25,000-seat stadium on-campus.

Can you brainstorm the key drivers of stadium construction costs that the client would have to manage to?

CASE CREATIVE – EXPERT EXAMPLE

Labor

- Construction labor (# employees, salary/employee, unions)
- Planning and design teams (architectural firms, project managers, etc.)

Materials

- Basic stadium building materials- stadium size and quality impacts
- Specialty design and provisions (integrated audio-visual systems, specialty lounges and seating, player rooms)

Regulatory

- Permitting and access
- Compliance and accessibility modifications (ADA)

CASE MATH 3

Based on the following information, what are the total incremental revenues and costs?

- They are considering building a 25,000-seat stadium
- Estimated construction costs are $40M
- Assume the school is not capital constrained
- Ticket prices for the new stadium will be $35/person
- Assume 50% of the student population attends the game
- Students don’t pay for tickets as they already pay through the student fee
- They expect the stadium to be 80% full on average
- 6 home games per year
- Assume no other uses have been explored
- Stadium will be paid for over 20 years with no interest due to a government subsidy
- Operating costs will increase $100K per game
- Alumni support, student fees, and game guarantees are unchanged

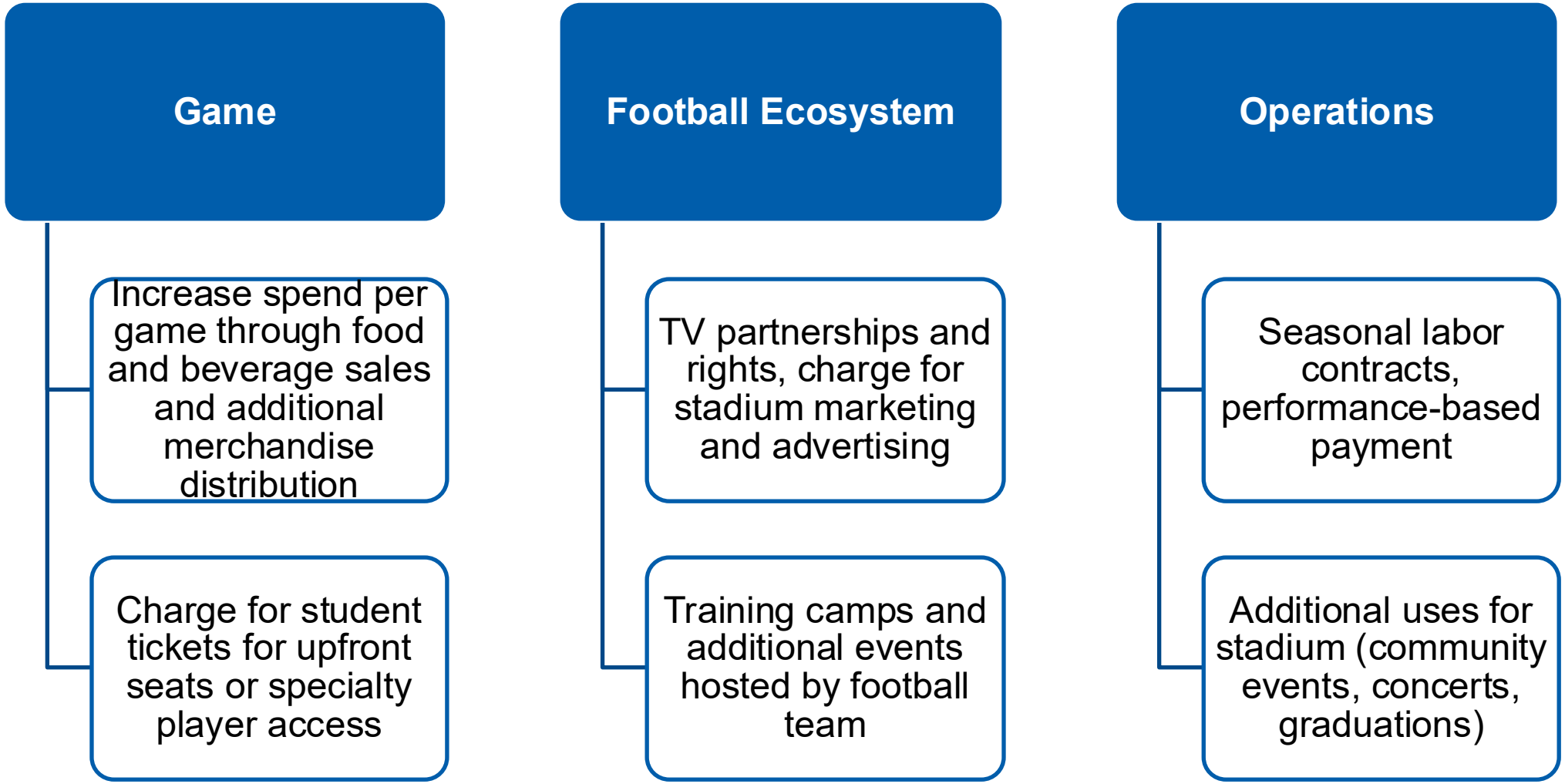
CASE MATH ANSWER

The math answer	Incremental Revenue (just ticket prices): # paying attendees * ticket price * # games = new revenue, compare again old ticket price revenue • 25,000 * 0.8 = 20,000 attendees per game • 10,000 * 0.5 = 5,000 student attendees per game • 20,000-5,000 = 15,000 paying attendees per game • 15,000 * $35 = $525,000 revenue per game * 6 home games = $3.15M new ticket revenue • **$3.15M new ticket revenue - $1.05M old ticket revenue = $2.1M per year incremental revenue** Incremental Costs (additional stadium costs, increase in operating costs) • Stadium costs = lifetime construction costs/payback period = $40M/20 years = 2M/year stadium construction costs • Operating Costs: $100K per game * 6 home games = $600K/year • **$2M + $600K = $2.6M per year in incremental costs** Incremental Revenue – Incremental Costs = Profit/Loss 2.1M – 2.6M = $**500,000 loss with the new stadium build**
The action	The school should continue with the investment, even with a $500K loss from the new stadium build.
What's next	Given that there are a lot of additional revenue opportunities that we have not yet explored, I would like to make back the $500K deficit through analyzing additional revenue streams for the football team and stadium.

CASE CREATIVE QUESTION

Can you think of additional ways to make the football program more profitable?

CASE CREATIVE – EXPERT EXAMPLE



CASE CLOSING QUESTION

Our client has asked for a formal recommendation. What would you like to say to them?

FINAL RECOMMENDATION

Recap	Today I helped our client, a Southern public university, evaluate whether they should proceed with starting a college football team.
Recommendation	I recommend the client proceeds with establishing a football team. In addition to the intangible benefits, the team is projected to bring in around $500K of profit per year. Looking long-term, stadium development is projected to result in net losses of $500K per year.
Risks and Next Steps	One major risk I see is that long-term success of the team requires developing a stadium, which is currently projected to turn a loss. Moving forward, I'd like to do the following: 1) Build out a stronger revenue generation ecosystem (merch designs, TV partnerships, tiered stadium ticketing, etc.) 2) Hire top coaching team and staff to ensure team success 3) Negotiate stadium usage with the city

THE ULTIMATE CASE PRACTICE PLAN

You’re welcome

CHECKPOINTS BETWEEN NOW & INTERVIEWS

Step 1 - foundations

- Complete 10 Market Sizing cases
- Listen/watch and co-work through 5 full live cases
- Complete 1 diagnostic case with a coach or casing partner

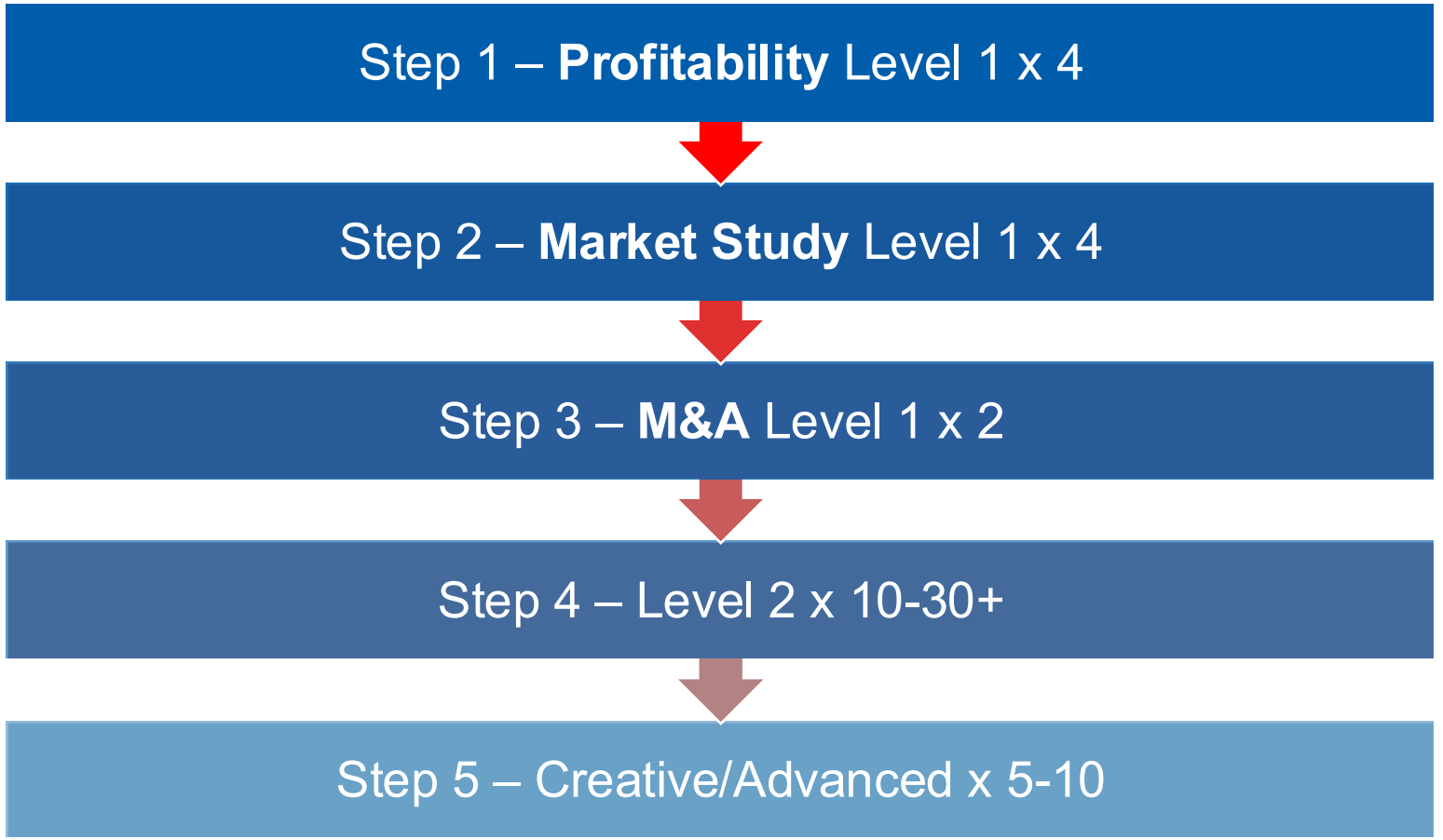
Step 2 - intensify

- Master core frameworks; begin to blend frameworks to showcase business acumen
- Do 10 total out-loud cases with a coach or partner
- Fit – practice telling your story!

Step 3 - adaptability

- Get fast and accurate mental math
- Get comfortable with charts approach
- Sharpen your creative brainstorming
- Get exposed to different case types and firm styles

CASE TYPE PLANNING



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