EXAMPLE RECORD / 01

The work, in context.

Fictional company and participant. A guided example, not a complete employer delivery or a signed candidate record.

THE BRIEF

Should Northfield Foods acquire GreenCrate, a meal-kit start-up?

Finalist 03 · Strategy and Operations · 5 hours in the workspace

RECOMMENDATION

> Acquire, but on an earn-out tied to retention.

The recommendation

Acquire GreenCrate only through an earn-out tied to retention. Northfield should pay for demonstrated customer value, rather than assuming that recent revenue growth will continue.

Why these terms

The case pack shows that 58% of customers leave within three months. Churn begins in week 2, before any price change. I would therefore investigate onboarding and the first repeat order before committing to a pricing-led turnaround.

What I would do next

Test the onboarding change on a defined cohort. Track repeat orders, refunds and retention together, with a comparison cohort where feasible. Agree the measurement period and earn-out conditions before closing.

The condition that changes the decision

If month-six retention remains below 30% after the onboarding change, I would walk away. The proposal depends on improving repeat behaviour; market growth alone does not remove that risk.

WHAT THE RECORD MAKES VISIBLE

A specific starting question: Framed the acquisition around retention, rather than revenue growth alone. [D1]

A branch deliberately set aside: Set pricing aside because the timing of churn pointed to an earlier customer-journey problem. [D2]

A recommendation that changed: Moved from an outright purchase to an earn-out after revisiting the cohort data. [R1]

EXAMPLE RECORD / 02

Three decisions. Their words.

The source identifiers below connect the example observations to the quoted answer or process summary.

D1 / STUDENT CHECKPOINT ANSWER

How did you frame the problem?

> “I framed it as a retention question, not a growth question. GreenCrate’s revenue looks strong, but 58% of customers leave within three months.”

D2 / STUDENT CHECKPOINT ANSWER

What did you drop, and why?

> “I dropped the pricing branch. Churn starts in week 2, before any price change, so onboarding is the bigger lever.”

D3 / STUDENT CHECKPOINT ANSWER

What would change your mind?

> “If month-six retention stays under 30% after the onboarding fix, I would walk away.”

AI1 / ILLUSTRATIVE PROCESS SUMMARY

What they did with AI

Asked it to estimate the UK meal-kit market. Checked the figure against two sources. Rejected the 12% growth rate it gave and used 6%.

Authored example. This is not a real search result or an independent verification of a market statistic.

EXAMPLE RECORD / 03

What changed. What to ask.

A record provides context for a conversation. Your team decides what matters for the role.

RECOMMENDATION · DRAFT 1 TO DRAFT 2

BEFORE	AFTER
Acquire GreenCrate outright to accelerate growth.	Acquire, but on an earn-out tied to retention.

Changed the recommendation from “acquire outright” to “acquire on an earn-out” after re-reading the cohort data.

MARKET ASSUMPTION · DRAFT 1 TO DRAFT 2

BEFORE	AFTER
Use the assistant’s 12% market-growth estimate.	Use 6% as a working assumption, with the source comparison recorded.

The student described checking the estimate against two sources. This example does not establish that the market estimate itself is correct.

EXAMPLE INTERVIEW FOLLOW-UPS

01. What would you need to see to distinguish an onboarding problem from a product-quality problem?

Follow up on the retention framing and the branch the student set aside. [D2]

02. How would you design the earn-out so the retention improvement is meaningful and not easy to game?

Ask the student to defend the conditions of the revised recommendation. [R1]

03. What made one market-growth estimate more appropriate than the other, and how did the choice affect your recommendation?

Explore the verification described in the AI-use summary. [AI1]

LIMITS OF THIS EXAMPLE

Not observed here: Teamwork, and how they present to a live client. This is not a complete measure of a person’s ability.

Not a prediction of performance. Your team makes the hiring decision.