

# Tect McKinsey PST

## Marcadia

Marcadia is an online store which offers a wide range of goods to customers via mail order. Marcadia has been in existence for five years and has seen rapid growth in sales during this period, as more and more new customers signed up. However, recently Marcadia's customer numbers have plateaued and this has resulted in slower sales and profit growth.

The Managing Director of Marcadia has engaged McKinsey to help her better understand the purchasing behavior of her customers. She believes that a better understanding of customer purchasing can lead to more targeted and successful marketing. She tells the team: 'I'm sure that our most valuable customers have certain purchasing behaviors that we can identify. If we can encourage more of our customers to adopt those behaviors, we can make them more valuable to us and this can inject a new source of growth into our business.'

Exhibit 3 shows some data which the team has collected regarding a sample of 500,000 Marcadia customers who signed up in the last calendar year. The customers are split into quintiles according to their one year customer value, from lowest to highest. 'One year customer value' is defined as the profit made by Marcadia on purchases made by a customer in their first year since signing up. Also presented is data on purchasing by customers in each quintile in their first 90-days since signing up, namely the average number of purchase transactions and the total revenue received by Marcadia from those transactions.

Exhibit 3

Average One Year Value USD	Average, first 90 days		
	Number of Transactions	Total Revenue	
Quintile 1	1.1	1.1	\$79
Quintile 2	1.3	1.3	\$111
Quintile 3	1.6	1.6	\$159
Quintile 4	2.0	2.0	\$202
Quintile 5	26.0	2.7	\$400

11. Which of the following statements BEST describes why the Managing Director of Marcadia has engaged McKinsey?
- A. She believes that Marcadia can become better at identifying customers who stop making purchases
  - B. She believes that Marcadia can become better at identifying ways to encourage customers to spend more
  - C. She believes that, by focusing on the customers of greatest value, Marcadia can drive renewed growth in their business
  - D. She believes that Marcadia can predict the purchasing behavior of its customers better

# Procter And Gamble Assessment Test Answers

**PT Brinkman**



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**Vault Guide to the Top Consumer Products Employers** Tyya N. Turner, 2005 This guide provides business profiles hiring and workplace culture information on more than 30 top employers including 3M Coca Cola Company Kraft and more

**Solid Ground** T.W. Lewis, 2025-03-04 Using time tested principles Solid Ground offers a blueprint for success In Solid Ground award winning entrepreneur Tom Lewis shatters the myths in today s culture about how to achieve success By reminding us of the time tested principles that seem to have gotten lost like personal character hard work goal setting helping others and faith Solid Ground explains and celebrates the real building blocks of a successful career and life Lewis offers both a road map and a compass for finding True North Following these principles will put your life on solid ground and will increase your chances for finding success and happiness In this book Lewis shows you how to harness the power of these principles The Power of Personal Character The Value of Hard Work The Magic of Goal Setting The Benefits of Self Awareness The Goodness of Helping Others Find Your Talent Make Good Decisions Take Smart Risks Keep Your Drive Alive Manage Your Career Achieve Success Discover Purpose Create Meaning Embrace Wisdom Appreciate Happiness

**Strategic Staffing** Jean Phillips, 2019-01-15 Formerly published by Chicago Business Press now published by Sage Strategic Staffing 4e prepares all current and future managers to take a strategic and modern approach to the identification attraction selection deployment and retention of talent Organizations increasingly realize that their employees are the key to executing their business strategies and the current competition for talent has made the identification and

attraction of high performing employees essential for companies to succeed in their marketplaces The right employees give their organization a competitive advantage that sets it apart and drives its performance In today s business environment a company s ability to execute its strategy and maintain its competitive edge depends even more on the quality of its employees And the quality of a company s employees is directly affected by the quality of its recruiting and staffing systems Because hiring managers are involved in the staffing process hiring managers and human resources HR professionals need to be familiar with strategic staffing techniques Over the past 10 years advancing technology and the increased application of data analytics have changed the practices of sourcing recruiting and staffing Strategic Staffing 4e is grounded in research communicates practical and modern staffing concepts and the role of staffing in organizational performance and is engaging to read The new edition contains updates to many sections on the roles of technology and analytics and adds more focus to the discussion of ethics that was added to the fourth edition New research findings were also incorporated and many company examples were updated The fifth edition of Strategic Staffing continues to present up to date staffing theories and practices in an interesting engaging and easy to read format

**Vault Guide to the Top Consumer Products Employers**,2006

**Hearings, Reports and Prints of the Senate Committee on Public Works** United States. Congress. Senate. Committee on Public Works,1970

**Water Pollution--1970** United States. Congress. Senate. Committee on Public Works. Subcommittee on Air and Water Pollution,1970

*Water Pollution - 1970, Hearings Before the Subcommittee on Air and Water Pollution* United States. Congress. Senate. Committee on Public Works,1970

**Market definition and market power in the platform economy** Jens-Uwe Franck,Martin Peitz,2019-05-08 With the rise of digital platforms and the natural tendency of markets involving platforms to become concentrated competition authorities and courts are more frequently in a position to investigate and decide merger and abuse cases that involve platforms This report provides guidance on how to define markets and on how to assess market power when dealing with two sided platforms

**DEFINITION** Competition authorities and courts are well advised to uniformly use a multi markets approach when defining markets in the context of two sided platforms The multi markets approach is the more flexible instrument compared to the competing single market approach that defines a single market for both sides of a platform as the former naturally accounts for different substitution possibilities by the user groups on the two sides of the platform While one might think of conditions under which a single market approach could be feasible the necessary conditions are so severe that it would only be applicable under rare circumstances To fully appreciate business activities in platform markets from a competition law point of view and to do justice to competition law s purpose which is to protect consumer welfare the legal concept of a market should not be interpreted as requiring a price to be paid by one party to the other It is not sufficient to consider the activities on the unpaid side of the platform only indirectly by way of including them in the competition law analysis of the paid side of the platform Such an approach would exclude certain activities and ensuing positive or negative effects on consumer welfare altogether

from the radar of competition law. Instead, competition practice should recognize straightforwardly that there can be markets for products offered free of charge, i.e. without monetary consideration by those who receive the product.

**ASSESSMENT** The application of competition law often requires an assessment of market power. Using market shares as indicators of market power in addition to all the difficulties in standard markets raises further issues for two-sided platforms. When calculating revenue shares, the only reasonable option is to use the sum of revenues on all sides of the platform. Then such shares should not be interpreted as market shares as they are aggregated over two interdependent markets. Large revenue shares appear to be a meaningful indicator of market power if all undertakings under consideration serve the same sides. However, they are often not meaningful if undertakings active in the relevant markets follow different business models. Given potentially strong cross-group external effects, market shares are less apt in the context of two-sided platforms to indicate market power or the lack of it. Barriers to entry are at the core of persistent market power and thus the entrenchment of incumbent platforms. They deserve careful examination by competition authorities. Barriers to entry may arise due to users' coordination failure in the presence of network effects. On two-sided platforms, users on both sides of the market have to coordinate their expectations. Barriers to entry are more likely to be present if an industry does not attract new users and if it does not undergo major technological change. Switching costs and network effects may go hand in hand: consumer switching costs sometimes depend on the number of platform users and in this case barriers to entry from consumer switching costs increase with platform size. Since market power is related to barriers to entry, the absence of entry attempts may be seen as an indication of market power. However, entry threats may arise from firms offering quite different services as long as they provide a new home for users' attention and needs.

*Genetics and Cancer Susceptibility* Cheryl Walker, 1996. Specialists in their respective fields review the impact of both intrinsic genetic factors and extrinsic modifiers on human cancer risk. The book's main thrust is on susceptibility factors that are targets for chemical carcinogens: intrinsic factors that modify cancer risk and biomonitoring and extrinsic risk modification.

**ASTM Standardization News** American Society for Testing and Materials, 1984    Harvard Business Review, 2007    **Good Housekeeping**, 2008    **The Churchman**, 1886    **Textile Chemist and Colorist**, 1998    **Veterinary and Human Toxicology**, 1993    *Antitrust*, 1992    **Industry and Environment**, 2000    Soap, Cosmetics, Chemical Specialties, 1996    **Environment Reporter**, 1980

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