



# Challenge

PwC's case competition



## **Congratulations on accepting the Challenge!**

PwC's purpose is to build trust in society and solve important problems. One of the most stimulating things that we do here at PwC is work with clients to help them think through business problems. We are specialists at instigating change, which is why clients bring us to work on their most pressing business priorities.

Sometimes, the problems that we work on are very tightly defined - other times, our clients bring us in because they know that they have a problem to solve or an opportunity to improve, but they can't quite put their finger on exactly what it is and how to get started.

In this challenge, you are going to work with an exciting new e-commerce brand who is suffering the pains of hypergrowth. We're going to need you, along with your team, to pull out insights from data, structure it, and use it to solve problems that drive impact.

We have been working with Z-Commerce, a workout equipment company, for several years and they've reached out to Jordan Park, the PwC Partner on the Z-commerce engagement, with a new challenge. Read through the background information and resources provided below to learn more and get started. Good luck!



## Background information

Established in 2015, Z-commerce has taken the internet by storm. Its wide variety of workout equipment combined with low prices has helped the company win many loyal customers and receive positive reviews. The company grew revenues by 30% in 2019 and then really took off during 2020 and 2021, in large part due to the increased demand for home workout equipment during the COVID pandemic. The timing couldn't have been better for Z-commerce, which has now become a household name. They expect their growth to slow from the triple-digit highs due to the COVID pandemic back to a more modest 30% in 2022, albeit from a much higher base.

One of the early Z-Commerce employees, Riley, was recently promoted to Transformation Director to deal with some internal issues. Their mandate was to improve processes and to help professionalize the company. A month ago, Riley met with all the managers throughout the company to explain the new role and solicit the managers' input and cooperation. Riley followed up with the managers enterprise-wide with an email to recap the new main challenges and to solicit the observations of Z-commerce management. The email responses that capture the voice of the customer that Riley received from Z-commerce are also attached (**Data for PwC: Emails**).

You are on the Z-Commerce engagement team, and have just received the following email from your engagement partner:



**To:** Z-Commerce Engagement Team  
**From:** Jordan Park, PwC Partner  
**RE:** Z-Commerce update

Hi team,

Now that you're familiar with the internal situation for our client, Z-Commerce, I need your team's help.

We have about 20 minutes with Riley, the Z-Commerce Transformation Director. I can't be there, so I'll need you to give Riley an update on some preliminary recommendations we have for his team. The emails I've attached from Riley highlight the challenges the Z-Commerce management team is facing. In our meeting with Riley, please plan to identify the top two or three "quick wins" / "low-hanging" ideas that seem to be quick and easy to implement but would have high value for the organization. These "quick wins" will help to give credibility to a transformation program, as they are a quick way to add value but also to show the rest of the company that this transformation is happening and is being taken seriously.

A few thoughts as you prepare:

- Please plan to keep the presentation to no more than 10 minutes. We'll need the rest of the time for questions.
- Look for opportunities to share how the firm can support this client.
- I've included some templates to help organize your thoughts. We won't provide those files to Riley, but they should help as you put together the presentation.
- Feel free to note where you might need additional information from Riley.
- You know my rule about no one coming to meetings without a speaking role, so let's make a good impression and allow everyone to participate in the presentation.

Thanks!  
Jordan



## Task instructions

1. Review the emails found in the **Data for PwC: Emails** file.
2. Complete the **Presentation Workbook** to guide you through developing your presentation for the meeting. You won't be submitting the workbook that you complete, but be thoughtful as you go through them - they are designed to guide your presentation.
3. Create your presentation for Riley. Some blank slides are included in the Workbook to get you started. Remember, everyone should participate!

Good luck!