

## Hong Kong Institute of Certified Public Accountants QP Case Analysis Competition 2017

### Reviewers' Comments

#### Comments on the Written Reports

<b><u>CONTENT</u></b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>✓ Good analysis with a detailed action plan on strategies.</li> <li>✓ Comprehensive analysis of the financial risks.</li> <li>✓ Balanced evaluation strategies.</li> <li>✓ Well-organized report with comprehensive company and financial analysis.</li> <li>✓ Proposed strategies are feasible with logical justifications.</li> <li>✓ Clear discussion on the ethical issue.</li> <li>✓ Research skills well demonstrated by conducting external research for information to back up argument.</li> <li>✓ Theories are appropriately applied.</li> <li>✓ Covers financials, cost structures, ratio analysis and forecast.</li> <li>✓ The presentation is in a precise and systematic manner and the organization of the whole executive summary is very good. Besides, the team's arguments are well supported by research and analysis.</li> <li>✓ Valid proposal and conclusion.</li> <li>✓ Detailed financial and cash flows projections.</li> <li>✓ Demonstrated structured understanding on ethics.</li> <li>✓ Collected extra information about the market.</li> </ul>	<ul style="list-style-type: none"> <li>✗ Insufficient coverage of financial risks.</li> <li>✗ Too general suggestion.</li> <li>✗ Lack of evaluation on proposed strategies.</li> <li>✗ The SWOT analysis is far from sufficient.</li> <li>✗ Non-cash items (e.g. depreciation) should not appear in the statement of cash flows.</li> <li>✗ More research effort is expected.</li> <li>✗ Too brief discussion on ethical issues, ethic-missing dilemma.</li> <li>✗ The volatile gross margin and cost predications are not convincing in the budgeted income statement.</li> <li>✗ Suggest ways to mitigate the mentioned risks.</li> <li>✗ Further elaboration on the financial risks for implementation is expected.</li> <li>✗ Researched peer firms performance but not used the results strategically.</li> <li>✗ Suggested to enter India market but lack of research of India market to support the decision and lack of feasibility of India market development (no timeline, no action plan, etc.)</li> <li>✗ No conclusion is given.</li> <li>✗ No suggestions to address financial risks identified.</li> </ul>

<ul style="list-style-type: none"> <li>✓ Executive summary is good and concise, and articulated to address the questions required.</li> <li>✓ Clear and logical presentation. For ethical issue not only correctly addressed the issue and also proposed to review the internal control procedures, a longer sightseeing.</li> <li>✓ Introduce a new business line - TT experience shop and has provided detailed introduction including the location to be set up, pricing, fund requirement, etc.</li> </ul>	<ul style="list-style-type: none"> <li>✗ The report over-emphasized on the marketing strategy instead of providing an all-rounded business analysis.</li> <li>✗ The report failed to identify and offer solutions to the related financial risks. The ethical issues and remedial actions are properly addressed in the report.</li> <li>✗ No budget or cash flow forecast are provided which are more important for the feasible of the strategy.</li> <li>✗ Cost control and up-stream strategies (e.g. supply side) are relatively weak. Analysis of China market is comprehensive but could have been streamlined to spare pages for other areas.</li> </ul>
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<b><u>CREATIVITY</u></b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>✓ Some feasible ideas for expanding business.</li> <li>✓ Creative solutions</li> </ul>	<ul style="list-style-type: none"> <li>✗ The solutions suggested are a bit too general and simple.</li> </ul>

<b><u>FORM</u></b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>✓ Style of writing is clear and concise.</li> <li>✓ Good use of tables to cover a lot of points.</li> <li>✓ Strong points with good presentations.</li> </ul>	<ul style="list-style-type: none"> <li>✗ There is room for improvement in language.</li> <li>✗ Writing style is fine except for grammatical errors.</li> <li>✗ Weak English skills.</li> <li>✗ Spelling errors.</li> <li>✗ Executive summary is especially poorly written.</li> </ul>