CareerSwami · Founder's Office & Strategy

FREE TWO-WEEK INTERNSHIP

Project 1 — Decide whether LunchLoop should launch at all

A founder wants to sell student lunches at 120 rupees a meal. The ingredients cost 45. That sounds like plenty of room — until you put the fixed costs in. Your job is to do the arithmetic honestly and tell them yes, no, or not like this.

2 weeks	1 project	6–8 hrs
START TO SUBMIT	ONE SUBMISSION	PER WEEK

WHAT IS IN THIS BRIEF

1. The situation — the problem you are being handed
2. What the thirty survey responses actually said — the cases your work must survive
3. What you are given — your data and starting files
4. What finished looks like — the two things you hand in
5. How the two weeks run — week by week
6. Before you start — rules, tools and your starter kit
7. How the work is judged — the marking scheme
8. How to submit — one link, pasted into your dashboard

Read 1 to 4 before you do anything. They take five minutes and they are what the marking scheme is built on. Sections 5 to 8 are the how — come back to them once you know what you are solving.

1 The situation

Treat this as a real client brief. LunchLoop is fictional, but the founder's position is the common one: enthusiastic, roughly right about the market, and has not built the model.

LunchLoop would deliver a daily lunch to students on a monthly subscription. The founder has priced it at 120 rupees a meal because that is what the competition charges. Ingredients are 45, packaging 8, delivery 15.

Fixed costs are 24,000 rupees a month regardless of how many meals go out. They can serve a maximum of 100 meals a day across 20 operating days. Thirty students were surveyed: twelve said what they want is reliable delivery, eight said a lower price, six want to pause flexibly, four have dietary needs.

There is 5,000 rupees available for a pilot. The founder's question is simple and the honest answer is not: *should we do this?*They are not asking for encouragement. They are asking for the number at which this works and whether it is reachable.

WHAT YOU ARE BEING ASKED TO DO

Build the unit economics from the numbers given, find the volume at which LunchLoop breaks even, and write a recommendation that says launch, do not launch, or launch differently — with the arithmetic that forces your answer.

2 What the thirty survey responses actually said

Thirty responses is a small sample and you must say so. It is still the only demand evidence you have, and each cluster pulls the business model in a different direction. Your canvas has to pick one and justify dropping the others.

12 want reliable delivery

The largest cluster. They will pay for it arriving when it said it would.

What that means for the model — Reliability costs money — buffer capacity, a second delivery slot, or spare stock. None of that is in the 15 rupees of delivery cost you were given, so serving this group changes your contribution margin.

8 want a lower price

120 is above what they will pay.

What that means for the model — Contribution per meal is 120 minus 68, which is 52. Drop the price to 100 and it is 32 — you then need roughly 60% more volume for the same money, against a hard ceiling of 2,000 meals a month. Check whether that ceiling even allows it.

6 want flexible pauses

Going home for a week should not mean paying for it.

What that means for the model — Pauses break the one thing a subscription is for: predictable revenue. Allow them and your monthly figure becomes a forecast, not a fact. Your model has to show what a 20% pause rate does.

4 have dietary needs

Vegetarian, allergen-free, or similar.

What that means for the model — A second menu line means two preparation runs against the same fixed cost base. Smallest group, highest operational cost per head. This is the one most first-time founders say yes to without modelling it.

Thirty people is not a market. Say that plainly in your assumption register, and name the one thing you would test with the 5,000 rupee pilot budget before anyone commits further.

3 What you are given

Every number you need is here. The judgement — which customer you serve, whether the headroom is enough, what you test first — is yours.

The inputs you are given

`price 120` `ingredients 45` `packaging 8` `delivery 15` `fixed 24,000 / month` `20 operating days` `capacity 100 meals / day` `pilot budget 5,000`

The first step, worked, so the shape is clear

`Price per meal`	120
`Variable cost per meal`	45 + 8 + 15 = 68
`Contribution per meal`	52
`Fixed cost per month`	24,000
`Break-even meals / month`	24,000 ÷ 52 = ? (you finish this)
`Monthly capacity ceiling`	100 × 20 = 2,000 meals
`The question that follows`	How much headroom is left, and is it enough to absorb being wrong?

Four questions the memo must answer

`For whom` `At what price` `At what volume` `Worth doing?`

All figures are synthetic. Do not contact real suppliers, kitchens or students. Where a number is missing — wastage, refunds, payment fees — choose a reasonable assumption and record it. A recorded assumption is good practice; an assumption presented as a given is not.

4 What finished looks like

At the end of two weeks you should be able to put two things in front of the founder and have them make a decision in ten minutes.

- **A business model canvas and an assumption register** — who this is for, what is being sold, how it reaches them, where the money comes from and goes. Every belief that the business rests on is listed separately, rated by how much damage it does if it is wrong, with the cheapest test for each.
- **A formula-driven economics sheet with a recommendation** — contribution per meal, monthly break-even in meals and in subscribers, what headroom is left against the 100-a-day ceiling, and a clearly stated answer: launch, do not launch, or launch under these conditions.

A recommendation of "do not launch" is a perfectly good result and is scored exactly the same as "launch", provided the arithmetic takes you there. What is not acceptable is a conclusion the model does not support.

5 How the two weeks run

Work through it in two parts — but you submit **once**, at the end, not once per week.

PART 1 · WEEK 1

Write down what the business is betting on

Map the model before you value it. What is being sold, to whom, how it reaches them, and — the part most people skip — exactly which beliefs it rests on and which of those are untested.

Produce

- A business model canvas
- An assumption register: each belief, its impact if wrong, and the cheapest test
- A comparison against two hypothetical competitors, clearly labelled as hypothetical

> Do not name real companies with invented numbers. If you compare, build fictional competitors and say so. Your register must include at least one assumption that would kill the business if wrong.

PART 2 · WEEK 2

Do the arithmetic, then say what you think

Build the economics as formulas, not typed numbers. Find break-even. Test the price the eight survey respondents asked for. Then write the recommendation the model actually supports.

Produce

- A formula-driven economics sheet: contribution, break-even, headroom
- At least two scenarios — base, and one you choose and justify
- A short recommendation: launch, do not launch, or launch differently

> Every output cell must be a formula referencing an input cell. Change the price in one place and the whole sheet should move. A sheet of hard-typed numbers will be marked down however correct it is.

6 Before you start

- Break-even in meals and break-even in subscribers are different numbers. Give both, and say how many meals a month you assumed one subscriber eats.
- The 100-meals-a-day ceiling is a hard constraint. If your break-even volume is close to it, the business has no room to be wrong — say so explicitly.
- Thirty survey responses cannot tell you market size. Use them for direction, never for a demand forecast, and state that limitation in the memo.
- The base case ignores working-capital timing — you buy ingredients before you are paid. You do not have to model it, but you must discuss it as a limitation.
- Keep the memo to six pages maximum. If the recommendation needs more than that, it is not clear enough yet.

Your tools

A spreadsheet is essential — Google Sheets or Excel. A document editor for the memo. No paid tool is required, and no ID document is ever required.

CS_founder-s-office-strategy_Starter_Kit.zip — meal-economics-inputs.csv, a canvas template, an assumption register, an economics workbook, an evidence log, and a file index. https://careerswami.com/wp-content/uploads/careerswami-projects/CS_founder-s-office-strategy_Starter_Kit.zip

7 How the work is judged

WHAT IS ASSESSED	WEIGHT
Problem and requirements — did you understand what you were solving	20%
The core artefact — the thing you actually made	40%
Validation and evidence — how you know it works	25%
Clarity and reproducibility — can someone else open and follow it	15%

Strong	Complete, correct, evidence-backed and easy to inspect.
Developing	A useful partial result, with the gaps explained.
Needs revision	Core deliverable missing, claims unverified, or the work cannot be opened.

Credit reflects demonstrated work, not visual polish. A small, honest result beats a large, unsupported one.

What counts as evidence

expected result → actual result → the cell or formula it came from → conclusion. Then say what the evidence does not establish.

Why this one is worth doing. A founder's office role is mostly this: someone is excited, and your job is to find the number that decides it. The skill being tested is not spreadsheet mechanics — it is whether you can hold a conclusion that the person who hired you does not want to hear, and show the arithmetic that got you there. That is the whole job, and it is rare.

8 How to submit

One link, pasted into your dashboard

1. Put your work somewhere with a link — Google Drive, Figma, GitHub, Notion, Loom. Whatever fits the work.
2. **Set it so anyone with the link can view.** A locked link is the single most common reason a submission comes back.
3. Include a short README or cover page saying what to open first, and where each deliverable lives.
4. Open your dashboard, paste the link into the submit box, and add a line or two on anything you want the reviewer to know.

Name files `CS_founder-s-office-strategy_YourName_v1`. Keep your own copy. A screenshot on its own is not enough for anything interactive. A video is optional — annotated screenshots or narrated slides are fine.

Submitted and heard nothing, or the link came back? Email **support@careerswami.com** with the email address you enrolled with.

Work honestly. Use fictional data and your own work. Credit anything you reused, and disclose AI assistance — including what you checked yourself. Never invent interviews, users, tests or results. Nothing here requires you to spend money, contact real organisations, or deploy anything publicly. Never upload identity documents, real customer records or credentials.

Stuck, confused, or something is broken? Write to us.

`support@careerswami.com`

Or WhatsApp **+91 7383138418**. We answer on working days. Use it for anything at all — a part of this brief that does not make sense, a starter file that will not open, a dashboard link that has stopped working, a deadline you need moved, or a submission you are not sure about.

To get a useful answer fast, spend twenty minutes narrowing the problem down first, then tell us four things: what you expected, what actually happened, what you already tried, and your one specific question. Include your track name and the email you enrolled with.

Asking is not penalised. Submitting partial work with a clearly stated blocker always scores better than a finished answer you copied, and better than a silent no-show.

Optional stretch

Optional, and only once the main work is done — cap it at an hour. Add a sensitivity table across price and volume, or design the 5,000 rupee pilot in detail. Label it clearly as a stretch.
