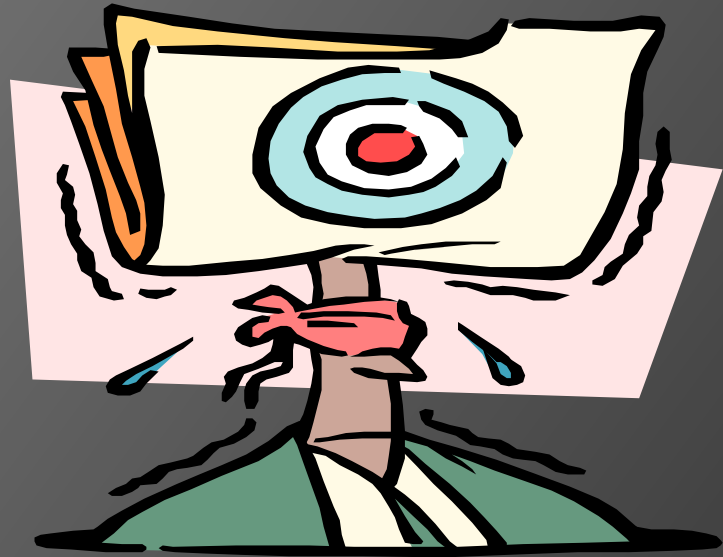


CASE IN POINT CASE QUESTION WORKSHOP

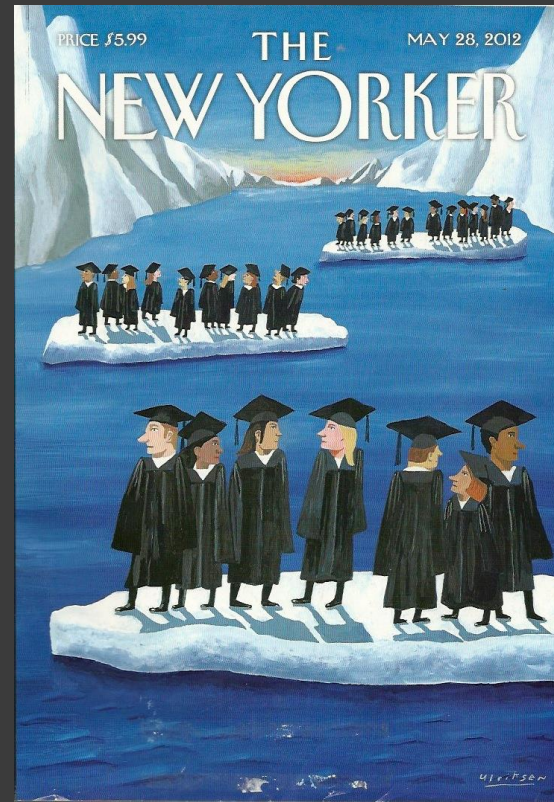


Marc P. Cosentino
CaseQuestions.com



DON'T LET THIS HAPPEN TO YOU!

- PRACTICE 30 LIVE CASES
- READ 30 CASES
- START A CASE JOURNAL
- NETWORK
- ATTEND INFO MEETINGS
- READ
 - WALL STREET JOURNAL
 - MCKINSEY QUARTERLY
 - BLOOMBERG'S BUSINESSWEEK



Candidates who receive offers do so for five reasons:

1. Committed to consulting
2. Success-oriented
3. Able to exhibit good analytical skills when answering case questions.
4. Able to articulate their thoughts, create a positive presence, and defend themselves w/o being defensive.
5. Fit with industry and firm (airport test)

Types of Case Questions

There are two main categories of case questions. However, ninety percent of the case questions will be of one type – business case.

- ◎ **Market-sizing** (population, household, worldwide & ??)
- ◎ **Business Case / Oral and Written**
individual, factor, team, written, partner

First Five Steps ...

1. Summarize the Questions
2. Verify the Objectives
3. Ask Clarifying Questions
4. Layout Your Structure
5. State Your Hypothesis

Five Key Cases

1. Profit and Loss
2. Entering a new market
 - M&A, new product, new business
3. Pricing
4. Growth
5. Strategy by numbers

CASE NOTES

Case Notes

In this section write down all the information that the interviewer gives you

Objective

Draw your structure

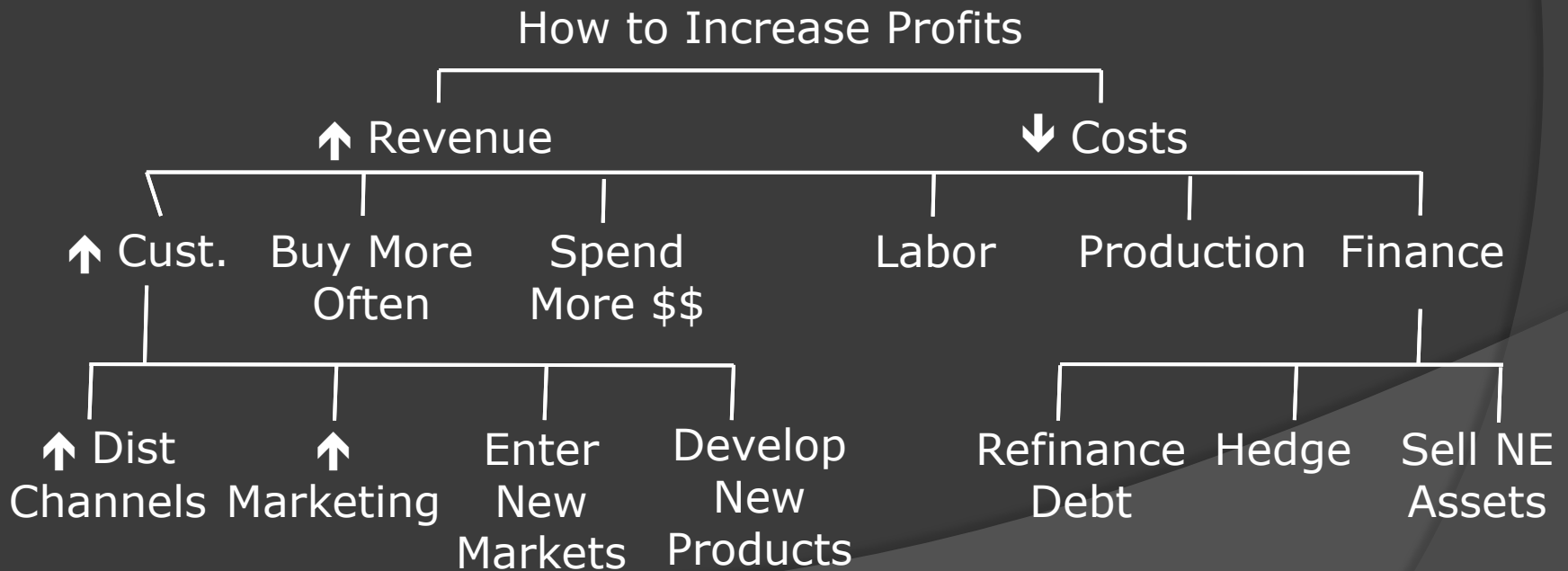
Write the answers to the questions that you asked about the case.

CASE NOTES

- ⦿ Graph on white paper, landscape
- ⦿ One side of page, number each page
- ⦿ Draw notes; graphs, arrows, boxes
- ⦿ Lay them out in front of you
- ⦿ Star most important points
- ⦿ Constantly review 1st page
- ⦿ Separate sheet for math

E(P=R-C)M

1. Look at External Factors First: Economy, Markets, Weather
2. Analyze Company
 - Revenue + Profit Trends, Customers, Products, Brand, Channels
 - Revenue Streams and Changes, Costs and Changes
 - Shows you know all the drivers & are focusing on the right ones



ENTERING A NEW MARKET

Analyze the client

- Why enter?
- Size in revenues & trends
- Products
- Distribution channels
- Customer segmentation
- What constitutes success?

Analyze the new market

- Size and growth rate
- Major players & market share
- Product differentiation
- Barriers to entry and exit
- Customer segmentation
- Distribution channels

How best to enter:

- Start from scratch
- Acquisition
- Joint venture
- Outsource

PRICING

Analyze the client

- Size in revenues & trends
- Products
- Distribution channels
- Customer segmentation
- What constitutes success

Analyze the market

- Size and growth rate
- Major players & market share
- Product differentiation
- Barriers to entry and exit
- Customer segmentation

PRICING:

- Company objective
- Competitive analysis / response
- Cost-based pricing
- Price-based costing

GROWTH

$$R=P \times V$$

Analyze the client

- Size in revenues & trends
- Products
- Distribution channels
- Customer segmentation
- What constitutes success

Growth

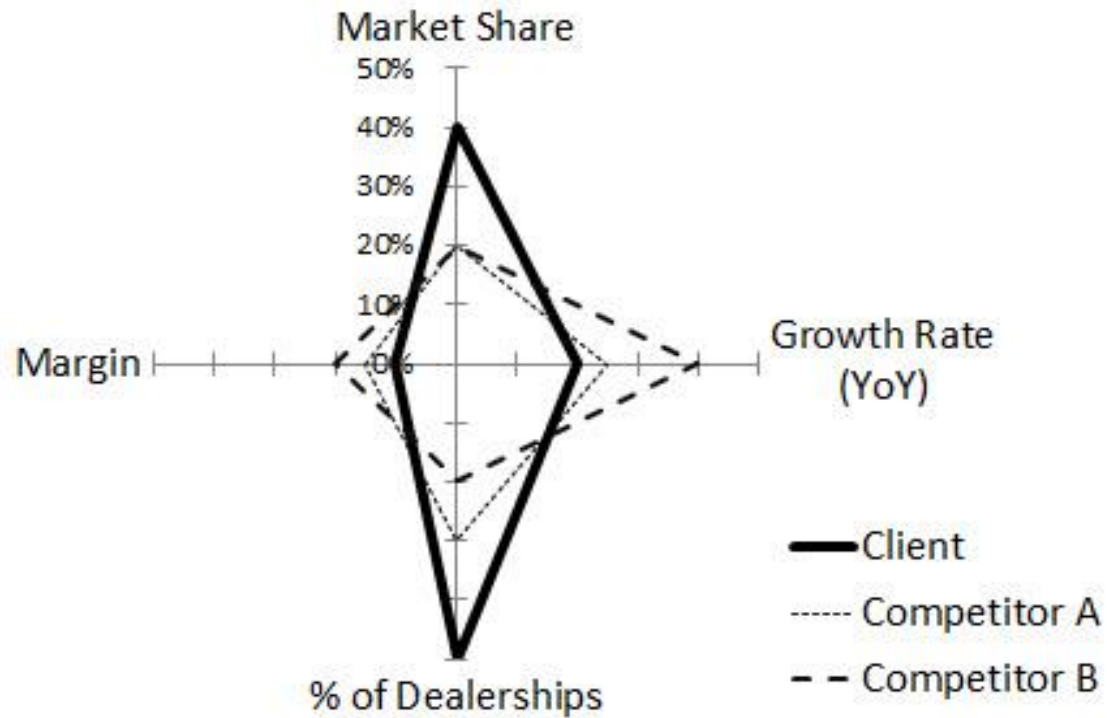
- Increase distribution channels
- Diversify & increase product mix
- Expand marketing campaign
- Acquire a competitor
- Create seasonal balance

Analyze the market

- Size and growth rate
- Major players & market share
- Product differentiation
- Barriers to entry and exit
- Customer segmentation

GRAPHS

CLIENT'S State of the Business (2014)



Amazon.com

Amazon is thinking about opening up a new distribution center in the Midwest.

What are five main factors they should consider?

CASE INTERVIEW EVALUATION FORM

Analytics

- Structured framework
- Quant acumen
- Good use of data provided

Communication

- Eye contact
- Articulation
- Listening
- Asking probing questions
- Note layout

Personal

- Enthusiasm
- Self-confidence
- Teamwork and engagement
- Logic, original thought, creativity and intellectual curiosity

THE THINGS THEY DO

- A or B / Let me tell you why you're wrong
- Headings & bullets / When they cut you off

MATH SKILLS

Math – flying w/o a calculator

Percentages, Breakevens, Weighted Averages,
Net Present Value, ROI, Multi/Div w/ lots of zeros

WAYS TO PREPARE

- ◉ Read *Case in Point*
- ◉ Make a case journal
- ◉ Read practice cases in other books (40 cases)
 - University of Michigan / CIP Graph Analysis
- ◉ On-line practice
 - CQI, (morning of interview), Video Vault
 - McKinsey, Bain and BCG website
- ◉ Practice live cases (30 live cases)
 - Form groups, alumni, career services, and Exchange at CaseQuestions.com