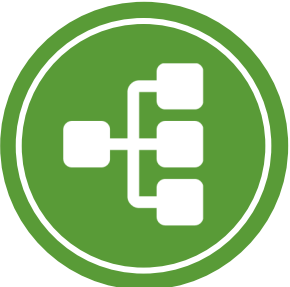# CASE IN POINT
TRAIN THE TRAINER

MARC P. COSENTINO
CaseQuestions.com

RECRUITERS LOOK FOR
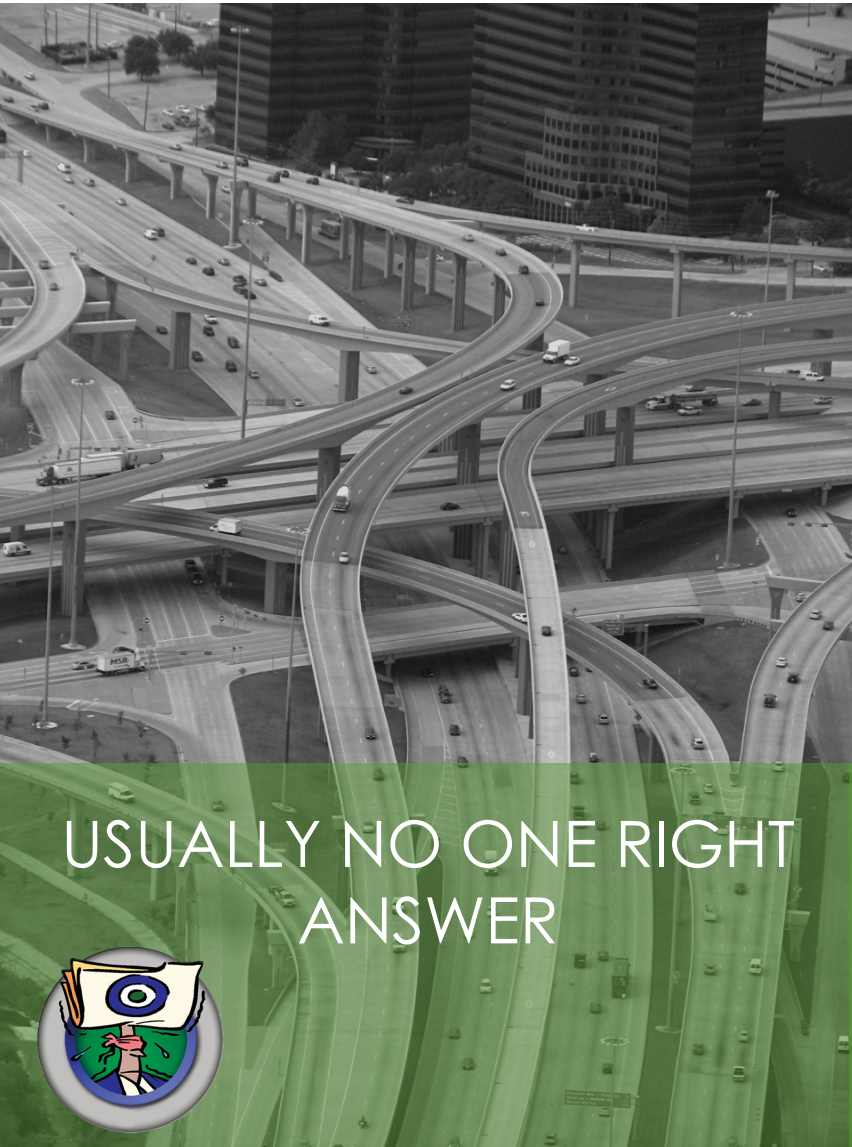
STRUCTURE OF THOUGHT

CONFIDENCE

COMMUNICATION SKILLS

CREATIVITY (BEYOND EXPECTED ANSWER)

REMEMBER…

USUALLY NO ONE RIGHT ANSWER

DIALOGUE MORE IMPORTANT THAN CONSENSUS

PUT SELF IN CLIENT'S SHOES & DELIVER OUTCOMES VS. PROJECTS

TYPES OF CASE QUESTIONS

THERE ARE TWO MAIN CATEGORIES OF CASE QUESTIONS.
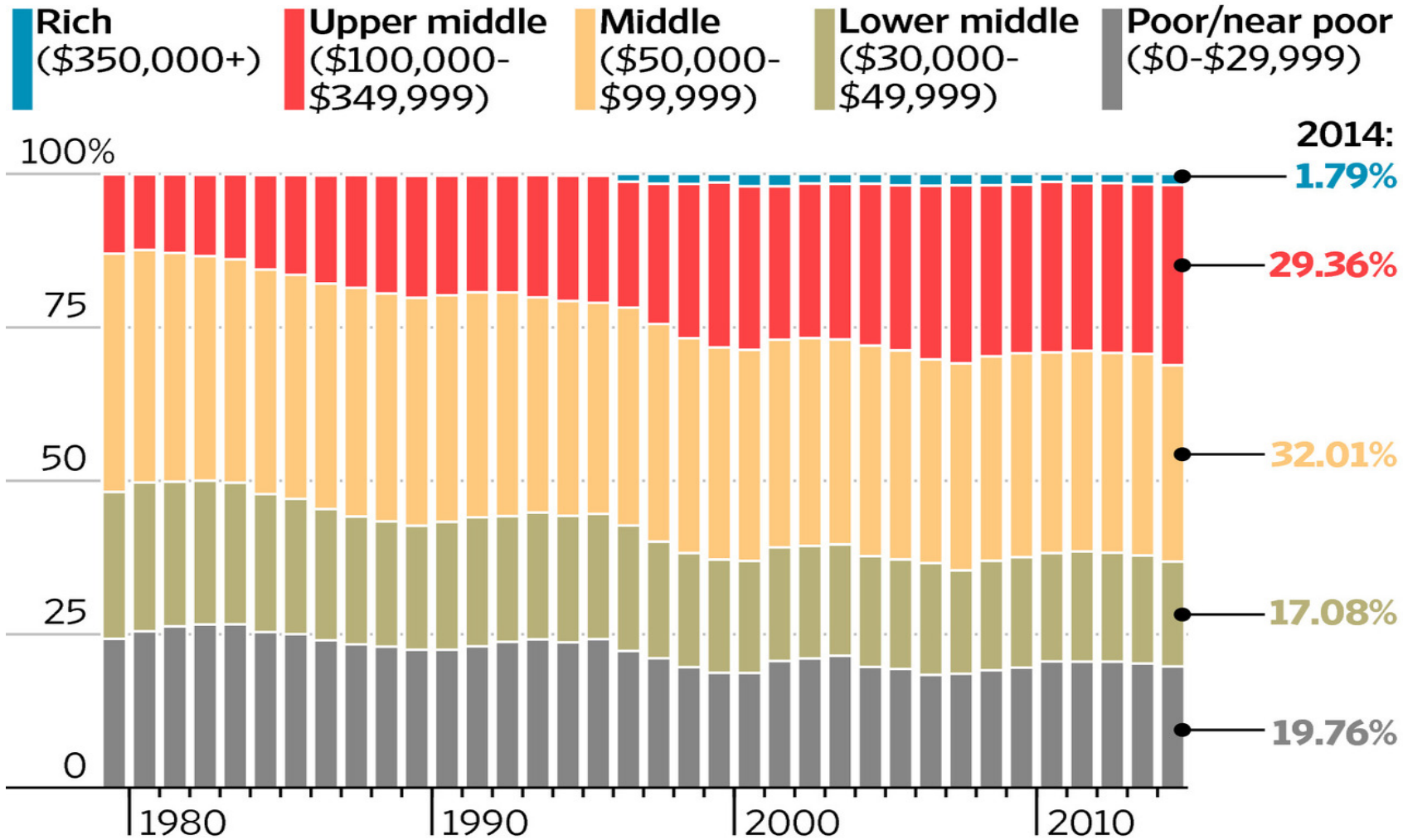HOWEVER, 95% OF QUESTIONS WILL BE OF ONE TYPE – **BUSINESS CASE**

MARKET-SIZING
(POPULATION, HOUSEHOLD,
WORLDWIDE & ???)

BUSINESS CASE – ORAL / WRITTEN
(INDIVIDUAL, FACTOR, 24H-CASE,
TEAM, WRITTEN, PARTNER)

Share of the U.S. population in each income class
(Income for a family-of-three equivalent)

Rich
($350,000+)

Upper middle
($100,000-
$349,999)

Middle
($50,000-
$99,999)

Lower middle
($30,000-
$49,999)

Poor/near poor
($0-$29,999)

2014:

1.79%

29.36%

32.01%

17.08%

19.76%

100%

75

50

25

0

1980   1990   2000   2010

Note: Income threshold levels are adjusted for inflation
Source: Urban Institute

THE WALL STREET JOURNAL.

HOW MANY CARS IN THE WORLD?
U.S. makes up 10%

INCOME	US HOUSEHOLDS	# CAR PER HH	TOTAL CARS
HIGH INCOME	30M	3	90M
MIDDLE INCOME	50M	2	100M
LOW INCOME	20M	.5	10M
NON HH CARS			20M
TOTAL			220M
WORLDWIDE MKT			**2.2B**

THE FIRST 5 STEPS...

1

SUMMARIZE THE QUESTIONS

2

VERIFY THE OBJECTIVES

3

ASK CLARIFYING QUESTIONS

4
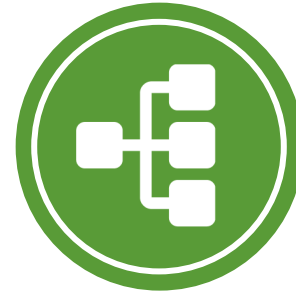
LAY OUT YOUR STRUCTURE

5
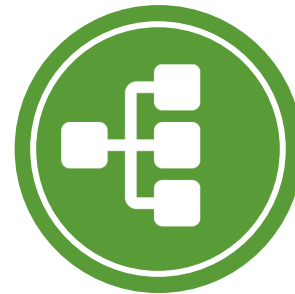
STATE YOUR HYPOTHESIS

CASE NOTES

CASE NOTES	OBJECTIVE
IN THIS SECTION, WRITE DOWN ALL THE INFORMATION THAT THE INTERVIEWER GIVES YOU	DRAW YOUR STRUCTURE

CASE NOTES

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
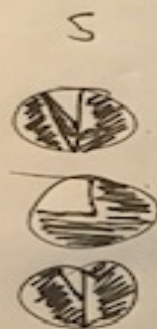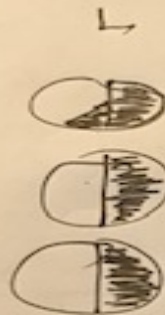
SEPARATE SHEET FOR MATH

The Recommendation

FIVE KEY CASES

1

PROFIT & LOSS

2

ENTERING A
NEW MARKET
(M&A, NEW PRODUCT,
NEW BUSINESS)

3

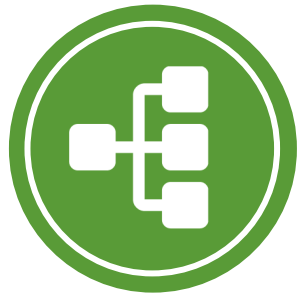PRICING

4

GROWTH

5

STRATEGY BY
NUMBERS

STRUCTURES

CRAFTED BASED ON THE CASE

USE TO BASE YOUR THINKING

ASK THE RIGHT QUESTIONS

TURN INTO A WELL-STRUCTURED CONVERSATION

ABOUT THE COMPANY

- PROFITS & REVENUES FOR THE LAST 3 YEARS?
- CUSTOMER SEGMENTATIONS
    - CHARACTERISTICS?
    - CHANGING NEEDS?
    - PROFITS BY SEGMENT?
- PRODUCT MIX
    - COSTS, MARGINS?
    - DIFFERENTIATION?
    - MARKET SHARE?
- PRODUCTION CAPABILITIES / CAPACITY?
- BRAND?
- DISTRIBUTION CHANNELS?
- WCS?

ABOUT THE MARKET

- MARKET SIZE, GROWTH RATE AND TRENDS?

- LIFECYCLE?

- INDUSTRY DRIVERS?

- CUSTOMER SEGMENTATION(S)?

- MARGINS?

- INDUSTRY CHANGES?

- DISTRIBUTION CHANNELS?

- MAJOR PLAYERS & MARKET SHARE?

- PRODUCT DIFFERENTIATION?

- BARRIERS TO ENTRY / EXIT?

ABOUT THE MARKET

- MARKET SIZE, GROWTH RATE AND TRENDS?

- LIFECYCLE?

- INDUSTRY DRIVERS?

- CUSTOMER SEGMENTATION(S)?

- MARGINS?

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- PRODUCT DIFFERENTIATION?
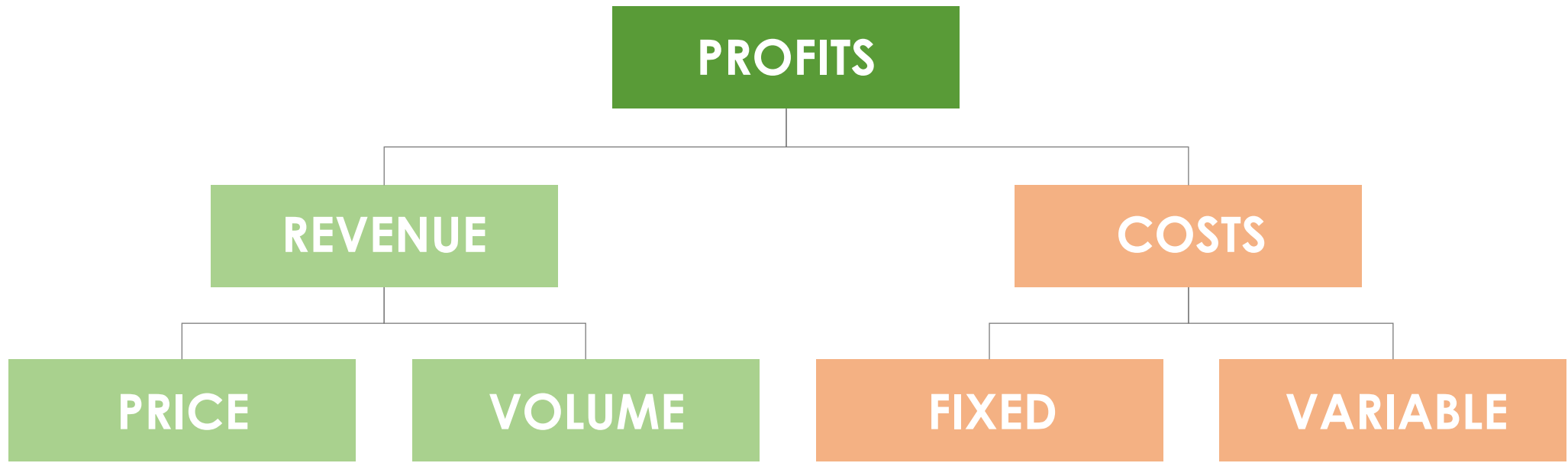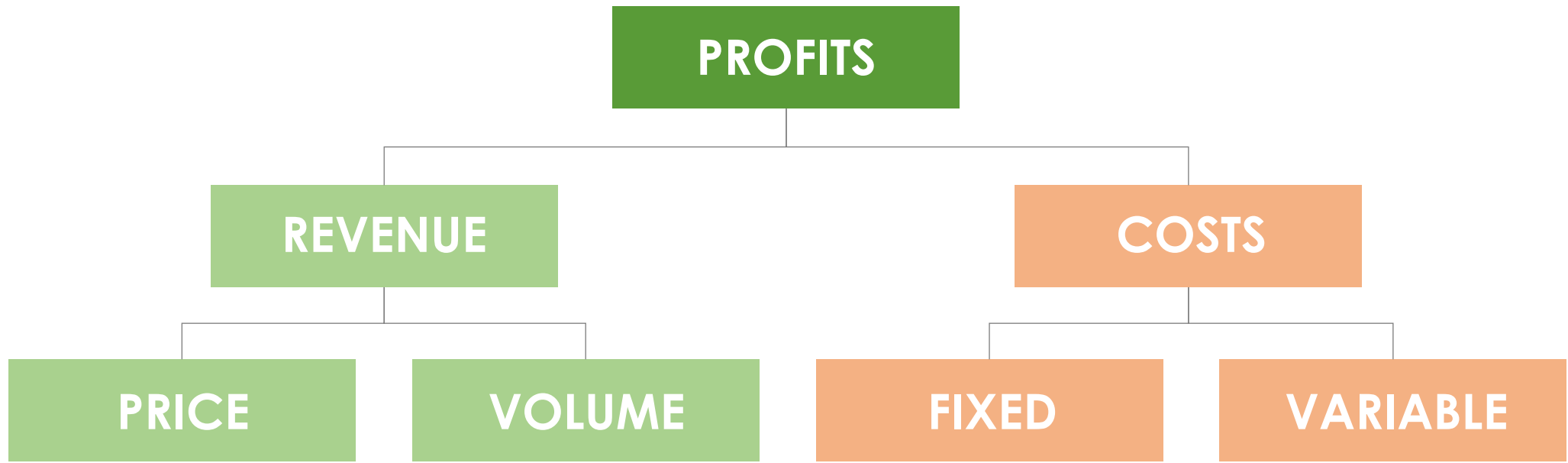
- BARRIERS TO ENTRY / EXIT?

ABOUT THE COMPANY

- PROFITS & REVENUES FOR THE LAST 3 YEARS?

- CUSTOMER SEGMENTATIONS
    - CHARACTERISTICS?
    - CHANGING NEEDS?
    - PROFITS BY SEGMENT?

- PRODUCT MIX
    - COSTS, MARGINS?
    - DIFFERENTIATION?
    - MARKET SHARE?

- PRODUCTION CAPABILITIES / CAPACITY?

- BRAND?

- DISTRIBUTION CHANNELS?

- WCS?

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
- DRIVERS
- 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

- COMPANY OBJECTIVE

- COMPETITIVE ANALYSIS / RESPONSE

- COST-BASED PRICING

- PRICE-BASED COSTING

- SUPPLY & DEMAND

GROWTH

R = P X V

- INCREASE DISTRIBUTION CHANNELS
- DIVERSIFY & INCREASE PRODUCT MIX
- EXPAND MARKETING CAMPAIGN
- ACQUIRE A COMPETITOR
- CREATE SEASONAL BALANCE

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

MATH SKILLS

FLYING WITHOUT A CALCULATOR

- PERCENTAGES

- BREAKEVENS

- WEIGHTED AVERAGES,

- NET PRESENT VALUE

- ROI

- MULTI/DIV W/ LOTS OF ZEROS