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)

1980: 100%
1990: 75%
2000: 50%
2010: 25%
2014: 0%

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%

<table>
<thead>
<tr>
<th>INCOME</th>
<th>US HOUSEHOLDS</th>
<th># CAR PER HH</th>
<th>TOTAL CARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIGH INCOME</td>
<td>30M</td>
<td>3</td>
<td>90M</td>
</tr>
<tr>
<td>MIDDLE INCOME</td>
<td>50M</td>
<td>2</td>
<td>100M</td>
</tr>
<tr>
<td>LOW INCOME</td>
<td>20M</td>
<td>.5</td>
<td>10M</td>
</tr>
<tr>
<td>NON HH CARS</td>
<td></td>
<td></td>
<td>20M</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td>220M</td>
</tr>
<tr>
<td>WORLDWIDE MKT</td>
<td></td>
<td></td>
<td>2.2B</td>
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</tbody>
</table>
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
<table>
<thead>
<tr>
<th>CASE NOTES</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>IN THIS SECTION, WRITE DOWN ALL THE INFORMATION THAT THE INTERVIEWER GIVES YOU</td>
<td>DRAW YOUR STRUCTURE</td>
</tr>
</tbody>
</table>
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

NO - NEW EQUIPMENT

Why?
- BIG INVESTMENT
- TECH δ EVERY 2-3 YRS
- ROI 4 YRS

Risks
- TECH WILL δ
- FALL BEHIND COMPET
- LOSE MARKET

Next Steps
- SHORT-TERM: OUTSOURCE
- DOUBLE SHIFTS
- BUY COMPETITOR
- LONG-TERM: BUY COMPETITOR

OUTSOURCE
DOUBLE SHIFTS
BUY COMPETITOR
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?
E(P=R-C)M

REVIEW EXTERNAL FACTORS

CORE MARKET 'S

CORE COMPANY 'S

PROFITS

REVENUE

PRICE

VOLUME

COSTS

FIXED

VARIABLE
ABOUT THE MARKET

• MARKET SIZE, GROWTH RATE AND TRENDS?
• LIFECYCLE?
• INDUSTRY DRIVERS?
• CUSTOMER SEGMENTATION(S)?
• MARGINS?
• INDUSTRY CHANGES?
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\[ E(P = R - C)M \]

- REVIEW EXTERNAL FACTORS
- CORE MARKET ?’S
- CORE COMPANY ?’S

- PROFITS
  - REVENUE
    - PRICE
    - VOLUME
  - COSTS
    - FIXED
    - VARIABLE
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