

Case Study Interviewing

Best Practices to “Ace” the Case

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Today's Presenters

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Discussion Topics

- ◆ Introduction on WMP
- ◆ Intro to Case Study Interviewing
 - Overview
 - Approach & Method
 - Analysis Framework
 - Best Practices
- ◆ Sample Case Study
- ◆ Q&A and Case Study Resources



Introduction

Case Study Interviewing



Quick Intro to WMP

- ◆ **Established in 2002.** Founded by a team from Arthur Andersen, West Monroe is full-service business and technology consulting firm
- ◆ **Holistic Business Solutions.** Rely on industry, functional and technical expertise to drive strategy, manage execution, and measure results
- ◆ **Seamlessly Serve Clients.** Ability to serve the needs of Fortune 500 and remaining flexible to provide solutions to more nimble, middle-market clients
- ◆ **Geographically Close.** Serve clients on site across North America
- ◆ **Global Presence.** Leverage a strategic alliance with BearingPoint Europe and BIP (S. America & Asia)



WMP Culture



◆ WMP Values Based Culture

◆ WMP Community Service

- Chicago Cares Serve-a-thon
- Jeans Bucket Fridays
- Charity Golf Outing
- WMP Chiefs Program

◆ WMP Intramural Athletics

- Beach Volleyball
- Kickball
- Running Club

◆ WMP Social Events

- 4 o' clock Rocks
- BYOB Dinner Club
- Cooking Club

Intro to Case Interviewing

Case Study interviewing



Case Study Overview

◆ ***What is a case study interview?***

Case studies are descriptions of real or hypothetical business problems. Candidates are expected to understand, analyze, and recommend solutions as part of the process for the interview. Generally this is a 45 to 60 minute one-on-one style interview and you are given a pen and paper or perhaps a whiteboard on which to write, brainstorm, perform calculations and structure your answer

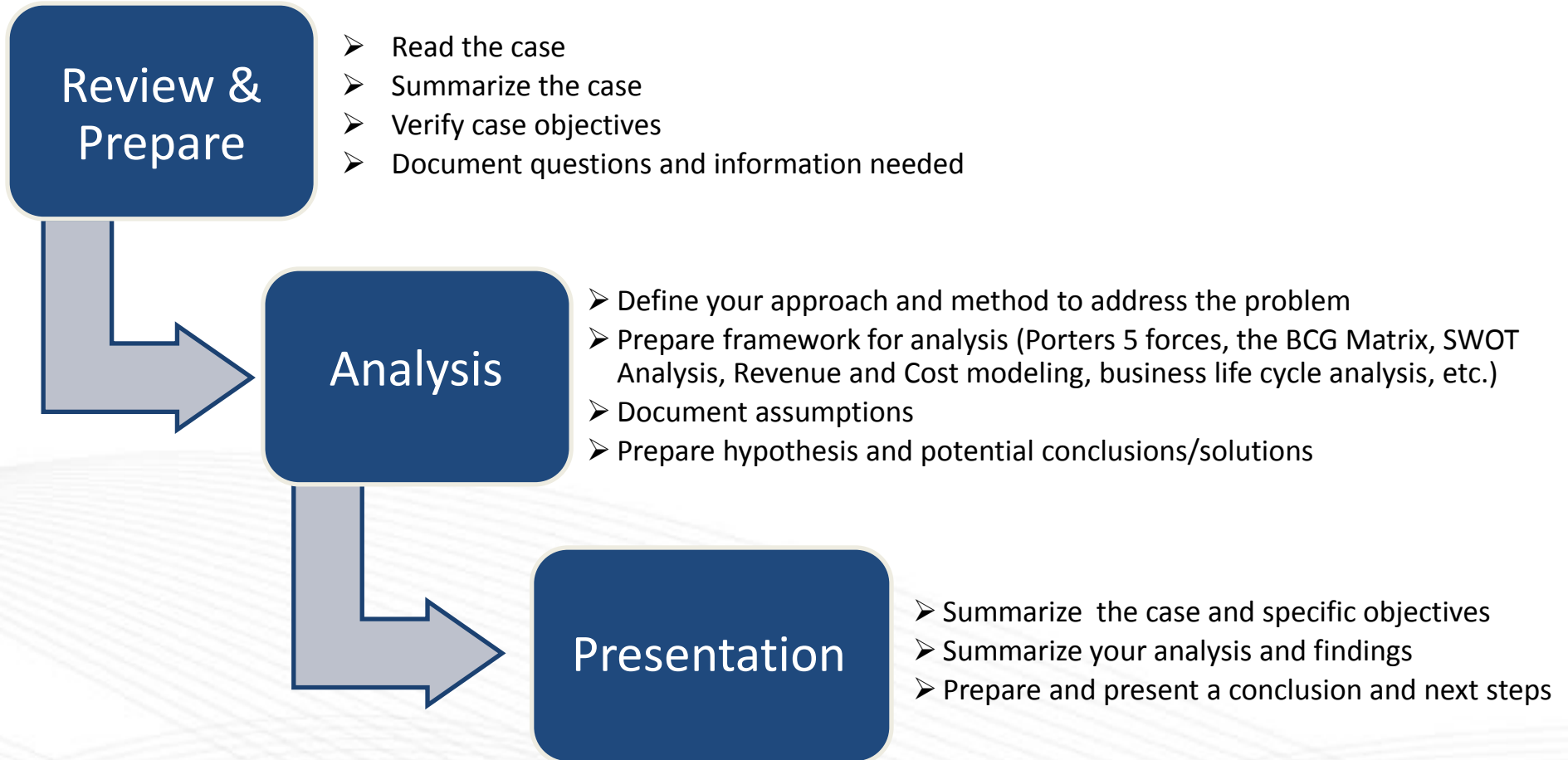
◆ ***Why are case interviews used and what do they assess?***

Solving a case study requires the same qualities and skill as a consultant



- Understand basic business concepts (e.g., revenues and costs, suppliers and customers, markets, etc.)
- Analytical, structured-thinking
- Business-oriented creativity
- Ability to handle ambiguity
- Communication and presentation

Approach & Methodology



Remember... The objective of the case interview is not to get it right, but to demonstrate your ability to solve complex problems and how you think!

Case Study Analysis Frameworks

Framework	Description
3C's (Company, Customer, Competition)	A framework for analysis that includes understanding the internal operations and strategy of a company, the customers and demand for the product, and competition in existing and new markets.
4P's (Product, price, promotion, place)	Refers to marketing initiatives and new product launches.
Cost vs. Benefit	A simple framework that allows you to develop a business case between the costs incurred by an initiative and the benefits expected.
McKinsey 7-S Model	Strategy, Structure, Staffing , Style, Skills , Systems, Shared Values.
Porter's 5 Forces	The five forces to analyze an industry, which include Power of Suppliers, Power of Buyers, Substitutes, Rivalry (among firms), and Barriers to Entry.
SWOT	A simple presentation framework that allows you to pinpoint an organizations Strengths, Weaknesses, Opportunities, and Threats
Value Chain / Supply Chain Analysis	A framework for understanding the flow of goods and money in an industry. Components include Inbound Logistics, Production Logistics, Outbound Logistics, Sales and Marketing, Service.

Best Practices...

- ◆ Don't feel like you need to **answer** questions **immediately**
- ◆ **Set a structure** for solving the case, but be sure to **have a conversation** (avoid a rehearsed speech)
- ◆ Ask for information, but make sure the interviewer understand **why** you are asking
- ◆ Be comfortable working through **basic arithmetic** to perform estimations or analysis
- ◆ Don't be afraid to be **creative** and **enthusiastic**
- ◆ Articulate any **assumptions** you make throughout the case to derive your solution
- ◆ Demonstrate **confidence** and **enthusiasm** for your conclusion
- ◆ Practice! Practice! Practice!

Sample Case Study

Case Study interviewing



Sample Case Study¹

Client Background

Our client is RedBear Bottling company. RedBear a top 3 beverage producer in the U.S. and has approached our firm for help in designing a product launch strategy.

As an integrated beverage company, RedBear leads its own brand design, marketing and sales efforts. In addition, the company owns the entire beverage supply chain, including production of concentrates, bottling and packaging, and distribution to retail outlets. RedBear has a considerable number of brands across carbonated and non-carbonated drinks, 5 large bottling plants throughout the country and distribution agreements with most major retailers.

Case Study

RedBear is evaluating the launch of a new product, a healthy energy drink called O-Geez. The company expects this new beverage to capitalize on the recent trend towards health-conscious alternatives in the packaged goods market.

RedBear's Vice President of Marketing has asked our firm to help analyze the major factors surrounding the launch of O-Geez and its own internal capabilities to support the effort.

¹McKinsey & Company, 2012

Sample Case Study¹

Question: What key factors should RedBear consider in deciding whether or not to launch O-Geez?

A good answer would include the following...

- ◆ Consumers – Who drinks this type of product? Are there specific market segments to address?
- ◆ Cost / Price – How profitable is the market vs. current products? Will it be profitable to sell? What is the break-even point?
- ◆ Competitors – Which products will this compete with (indirect vs. direct)?
- ◆ Capacity – Does the product require specialized production, packaging? What impact does geography have on production plant selection?
- ◆ Distribution Channels – What are the ideal distribution channels, or retail locations?

¹McKinsey & Company, 2012

Q&A and Case Study Resources

Case Study Resources

- ◆ Acethecase.com
- ◆ Case in Point: Case Interview Preparation, 3rd Edition
- ◆ Crack the Case: How to Conquer Your Case Interviews
- ◆ Vault Guide to the Case Interview

Sample Cases

- ◆ www.business.pitt.edu/cba/careers/prepare/case-interview-guide.pdf
- ◆ www.joinbain.com/apply-to-bain/interview-preparation
- ◆ www.novantas.com/careers_cases2.php



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