Agenda

- **Core Skills**
  - **75 minutes**
  - CLASSIC skills
  - Market sizing cases

- **Case Flow**
  - **45 minutes**
  - Video highlights
  - Case Path
  - MVM & FRAME

- **Integrated Thinking**
  - **60 minutes**
  - 1 mini case
# Annual Crack the Case Events

<table>
<thead>
<tr>
<th>American University Cairo</th>
<th>Haskayne</th>
<th>Owen Vanderbilt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berkeley Haas</td>
<td>HBS</td>
<td>Oxford SAID</td>
</tr>
<tr>
<td>SDA Bocconi Italy</td>
<td>HEC</td>
<td>Pepperdine</td>
</tr>
<tr>
<td>Boston College</td>
<td>INSEAD France</td>
<td>Queen's SOB</td>
</tr>
<tr>
<td>Cambridge Judge</td>
<td>INSEAD Singapore</td>
<td>Rice</td>
</tr>
<tr>
<td>Carnegie Mellon Tepper</td>
<td>Iowa</td>
<td>Richard Ivey</td>
</tr>
<tr>
<td>Case Western</td>
<td>Irvine California</td>
<td>Stanford</td>
</tr>
<tr>
<td>CEIBS Shanghai</td>
<td>Kellogg</td>
<td>Texas</td>
</tr>
<tr>
<td>Chicago Booth</td>
<td>Maryland</td>
<td>Thunderbird</td>
</tr>
<tr>
<td>Columbia</td>
<td>McGill</td>
<td>Toronto Rotman</td>
</tr>
<tr>
<td>Darden</td>
<td>Michigan</td>
<td>U of Southern CA</td>
</tr>
<tr>
<td>Dartmouth Tuck</td>
<td>Michigan State</td>
<td>UCLA</td>
</tr>
<tr>
<td>Duke Fuqua</td>
<td>Minnesota</td>
<td>University of Wash</td>
</tr>
<tr>
<td>Emory</td>
<td>Nat’l U Singapore</td>
<td>Wake Forest</td>
</tr>
<tr>
<td>ESADE</td>
<td>U of North Carolina</td>
<td>Washington &amp; Lee</td>
</tr>
<tr>
<td>George Washington</td>
<td>Notre Dame</td>
<td>Wharton</td>
</tr>
<tr>
<td>Georgetown</td>
<td>NYU Stern</td>
<td>William &amp; Mary</td>
</tr>
<tr>
<td>Univ. of Georgia</td>
<td>Ohio State</td>
<td>Wisconsin</td>
</tr>
<tr>
<td>Georgia Tech</td>
<td>Olin Wash. Univ.</td>
<td></td>
</tr>
</tbody>
</table>
Firms come to campuses looking for great people. But they are skeptical. Finding great people takes testing.
CASES are EVERYWHERE

Consulting
- Strategy/ IT/ Operations
- Market entry
- Profit maximization
- Declining market
- Organizational redesign

Finance
- M&A transactions
- Private equity buy-outs
- Business sell-offs
- Time value of money

Marketing
- New product
- Lagging product
- New industry
- Branding remedies

Industry
- Airlines
- Health care
- Internet / telecomm
- Internal strategy
## Sample Companies Giving Cases

<table>
<thead>
<tr>
<th>Company</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Best Buy</td>
<td>Goldman Sachs</td>
</tr>
<tr>
<td>Cameron</td>
<td>IBM</td>
</tr>
<tr>
<td>Cargill</td>
<td>Intel</td>
</tr>
<tr>
<td>Chevron</td>
<td>Johnson &amp; Johnson</td>
</tr>
<tr>
<td>ConocoPhillips</td>
<td>JP Morgan</td>
</tr>
<tr>
<td>Cooper</td>
<td>Kirby Corporation</td>
</tr>
<tr>
<td>Dr Pepper Snapple Group</td>
<td>McKesson</td>
</tr>
<tr>
<td>Education Pioneers</td>
<td>Microsoft</td>
</tr>
<tr>
<td>ExxonMobil</td>
<td>Phillips 66</td>
</tr>
<tr>
<td>GE</td>
<td>Target</td>
</tr>
<tr>
<td>General Mills</td>
<td>VMWare</td>
</tr>
<tr>
<td></td>
<td>Waste Management</td>
</tr>
</tbody>
</table>
Companies emphasize different behavioral and technical elements

<table>
<thead>
<tr>
<th>Behavioral</th>
<th>Industry / Marketing</th>
<th>Finance</th>
<th>Consulting</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>• Show leadership and positive energy</td>
<td>• Show grit, confidence, and fight</td>
<td>• Show ability to be all things to all people</td>
</tr>
<tr>
<td></td>
<td>• Can achieve long term goals thru cooperation</td>
<td>• Use insights and savvy to WIN!!!!!!</td>
<td>• Use data to prove points and persuade</td>
</tr>
<tr>
<td></td>
<td>• Play well with others</td>
<td>• Get along with others</td>
<td>• Enjoy and can lead others</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technical</th>
<th>Industry awareness</th>
<th>Accounting/Finance Basics</th>
<th>General business knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• “Think thru a situation . . .”</td>
<td>• Logic, deal and business sense</td>
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</tr>
<tr>
<td></td>
<td>• Company and business sense</td>
<td>• Memorized and on the spot analytics</td>
<td>• On the spot analytical prowess</td>
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We’ll be working on skills you can use in all your interview situations

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<tr>
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</table>
But after today you’ll need to go deeper in certain areas

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<tbody>
<tr>
<td></td>
<td>• Connect to the products</td>
<td>• Know firm differences</td>
<td>• Know office differences</td>
</tr>
<tr>
<td></td>
<td>• Know the role and your fit</td>
<td>• Highlight your victories</td>
<td>• Find client-like examples</td>
</tr>
<tr>
<td></td>
<td>• Embrace the long term career path</td>
<td>• Show you are ready to sacrifice</td>
<td>• Show you can flex and deal with change</td>
</tr>
</tbody>
</table>

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<td></td>
<td>• Know the products</td>
<td>• Mental math</td>
<td>• Mental math</td>
</tr>
<tr>
<td></td>
<td>• Know recent strategies</td>
<td>• Capex</td>
<td>• Growth rates</td>
</tr>
<tr>
<td></td>
<td>• Know the industry</td>
<td>• Cash flow</td>
<td>• Present value</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Balance sheets</td>
<td>• Slide reading</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• DCF</td>
<td>• Break-even analysis</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Debt/ equity</td>
<td>• Market sizing math</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Working Cap</td>
<td>• ROI</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Depreciation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Goodwill</td>
<td></td>
</tr>
</tbody>
</table>
participate

can think big picture
de be serious,
have fun
What do cases really test?

- Communication (C)
- Logic (L)
- Analytical (A)
- Social Skills (SS)
- Integration & Creativity (IC)
Be answer first!

Answer First

C Communication
LC Logic
LA Analytical
SS Social Skills
IC Integration & Creativity
Create an IMPACT

I ndividual Contribution
M anage or Lead
P ersuasion
A nalytics
C hallenge or Failure
T eam
Show breadth and depth

C Communication  L Logic  A Analytical  SS Social Skills  IC Integration & Creativity
NYC Chocolate Store

Our client wants to open a chocolate store.

<table>
<thead>
<tr>
<th>Time</th>
<th>Financial Goals</th>
<th>Competitors</th>
<th>Product Quality</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short Term</td>
<td>Break Even</td>
<td>Boutiques</td>
<td>Organic</td>
<td>Central</td>
</tr>
<tr>
<td>Mid Term</td>
<td>ROI</td>
<td>Gift Shops</td>
<td>Cocoa</td>
<td>Regional</td>
</tr>
<tr>
<td>Long Term</td>
<td>Profit Margin</td>
<td>Ice Cream</td>
<td>Consistency</td>
<td></td>
</tr>
</tbody>
</table>

- Does our client have a deadline?
- What is our ROI goal?
- Do you have data on competitors?
- What are the product standards?
- Will we make on site or distribute it?
Amazon Prime

They need to ensure on-time delivery.

Orders
- Standard
- Rush

Pick & Pack
- Layout
- Availability
- Data

Loading
- Prep
- Truck Timing
- Load Time

Delivery
- Routing
- Outsourcing
- Time Wasters

Inventory
- High Freq
- Low Freq

Are the orders sorted properly?
Where are there slowdowns?
What are the best in class metrics?
What impacts delivery efficiency?
How is our availability by product?
Build a data foundation

- Comfort
- Scale
- Accuracy
- Estimating

C - Communication
L - Logic
A - Analytical
SS - Social Skills
IC - Integration & Creativity
Candidates must be able to manipulate simple numbers.

When asked, they should be ready to go into detail.

<table>
<thead>
<tr>
<th>Total Rev</th>
<th>Total Costs</th>
<th>Total Profit</th>
<th>$ Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>$500M</td>
<td>$350M</td>
<td>$150M</td>
<td>Stop the Bleeding!</td>
</tr>
</tbody>
</table>

100% 70% 30% $45M ~10% Rev

- simple equations
- break even analysis
- reading charts and data
Be client ready

Work toward, consistent "normal" pre and post interview skills

C Communication
L Logic
A Analytical
SS Social Skills
IC Integration & Creativity
Save your creativity

Pull together facts and data quickly

Develop interesting and applicable solutions

Creativity!

C Communication
L Logic
A Analytical
SS Social Skills
IC Integration & Creativity
Let’s do a case!

- Pre & Post Interview
- Behavioral Questions
- Market Sizing & Estimation
- Mini Business Case
- Full Business Case

C: Communication
L: Logic
A: Analytical
SS: Social Skills
IC: Integration & Creativity
Market Sizing/ Estimation Cases

- **Counting**
  - # of toothbrushes sold regularly

- **Measuring**
  - How many square feet of windows are in Seattle

- **Usage**
  - How fast do consumers go through a bottle of hair spray?

**Comfort with ambiguity**
SPEAK is a guide

S - State your assumptions
P - Pick your metrics
E - Estimate quickly with round #s
A - Assess your approach and answer
K - Keep exceptions and next steps in mind
How much shampoo do people use in a downtown hotel each day?

State your assumptions

- We are counting hotel supplied shampoo only
- Downtown hotels have 20 floors
- Shampoo bottles from the hotel are 1 ounce
- 15 rooms per floor
- 75% average occupancy
- Customers open 1 bottle per day
Pick your metrics and approach

- Ounces or units of product used
- Others include:
  - Population – Don’t use this one every time
  - Observation (people entering a store)
  - Time
  - Distance
  - Geography
Estimate quickly and with round #s

- 20 floors x 15 rooms = 300 rooms
- 300 rooms x 75% occupancy = 225
- 225 x 1 oz bottles = 225 bottles per day
Assess your approach and answer

- 225 1 ounce bottles = 28, 8 oz bottles (visually makes sense)
- Very simple approach
- How else could you have approached it?
Keep exceptions and next steps in mind

- 60% of people use hotel shampoo
  - $225 \times 60\% = 135$ bottles
- Some people take extra bottles from hotel
- Floor lay-out may vary
- Next steps:
  - Look into wall mounted pumps (less waste)
  - Consider 2 sizes of bottles
Most Common Business Cases

- Strategy
  - Merge, Acquire, JV
  - Growth Strategy
  - New Product/ Bus
  - New Market (Geo)

- Ops & Org
  - Maximize Profit
  - Change Price
  - New Processes
  - Restructure Team

- External Forces
  - Competitor Attack
  - Market Shift

Most cases follow a similar pattern
MBACASE Path

**Qualitative**
- Warm-up
  - Warmth & Client Ready
- Start
  - Logic & Breadth
- Integration & Creativity
  - So what?
  - Data
  - End

**Quantitative**
- Depth & Analytical
- Insight!
  - Chart/Table
  - Data Dump
  - Estimate
  - Solve for X
  - Equations
1. Qualitative and Quantitative

**Qualitative**

1. Warm-up
2. Warmth & Client Ready
3. Start

**Integration & Creativity**

4. Depth & Analytics
5. Insight!
6. So what?

**Quantitative**

1. Depth & Analytics
2. Chart/Table
3. Data Dump
4. Estimate
5. Solve for X

**Data**

End
2. Warm-up

See video on mbacase.com
2. Move Into the Case

Qualitative

1. Warm-up
2. Start
3. Logic & Breadth
4. Depth & Analytics
5. Insight!
6. So what?
7. End

Quantitative

1. Equations
2. Chart/Table
3. Data Dump
4. Estimate
5. Solve for X
6. Data
7. Integration & Creativity

Warmth & Client Ready

Logic & Breadth

Depth & Analytics

Insight!

So what?

Data

End
2. Pet Power Concept

See video on mbacase.com
See video on mbacase.com
3. Recap: Situation, Complication, Task

See video on mbacase.com
3. Clarify, Ask for Minute, Plan

See video on mbacase.com
3. Create Your Plan

Qualitative

1. Warm-up
   - Warmth & Client Ready

2. Logic & Breadth

3. Start

Integration & Creativity

So what?

Quantitative

1. Depth & Analytics

4. Equations
   - Chart/Table

5. Insight!
   - Data Dump
   - Estimate
   - Solve for X

6. Data

7. End
What’s your objective with every case?

Maximize the Value of the Company
Develop a holistic way to think through problems
Waterfall – each zone adds value
Strategy – increase, change, shrink
Operations – revenue and cost

Zone 1: Strategy

Zone 2: Operations

Zone 3: Volume Mix Price Customer

Zone 4: Fixed Variable

R C
Organization – people, systems, processes and measurement
Finance – cash, debt, equity
External Forces

Zone 5: Suppliers, Technology
Public, Legal
Economy, Auditing
Competitors, Industry
Use your plan to connect and explain

Facts

Data

Plan

Main Idea

Group A

Group B

Group C

Group D

• Why?

• Data?

• Questions?
Use your plan to connect and explain
3. Present Your Plan

See video on mbacase.com
3. What about your PLAN?

See video on mbacase.com
3. What do you MEAN?

See video on mbacase.com
3. What about your DATA?

See video on mbacase.com
4. Dive Into Data

Qualitative
1. Warm-up
   Warmth & Client Ready
2. Logic & Breadth
3. Start
   Integration & Creativity
   So what?

Quantitative
1. Depth & Analytics
2. Insight!
3. Solve for X

Chart/Table
Data Dump
Estimate
Equations
So what?
4. Talk Thru the Data (A)

See video on mbacase.com
5. Find Insights

Qualitative

1. Warm-up
   - Warmth & Client Ready

2. Start
   - Logic & Breadth

3. Integration & Creativity
   - So what?

Quantitative

4. Depth & Analytics
   - Chart/Table

5. Insight!
   - Data

6. Solve for X

7. Estimate

Data Dump

Equations

Find Insights
5. Find Insights (C)

See video on mbacase.com
5-6. Use Data

See video on mbacase.com
7. Integrate and Wrap-up

Qualitative
1. Warm-up
   2. Start
   3. Integration & Creativity
      - So what?

Quantitative
1. Depth & Analytics
   2. Chart/Table
   3. Equations
   4. Solve for X
   5. Insight!
   6. Data
   7. End
7. Integrate and Wrap-up

See video on mbacase.com
Crack the Case
Level 1

David Ohrvall, Founder
MBACASE