

CRACK THE  
**CASE**

WORKSHOPS



# Crack the Case

## Level 1

David Ohrvall  
MBACASE

**MBACASE**

# Agenda



## Core Skills

- ▶ 75 minutes
- ▶ CLASSIC Skills
- ▶ Communication & Structuring
- ▶ Market Sizing Exercise w/ Partners

## Case Flow & Integrated Thinking

- ▶ 45 minutes
- ▶ Video Highlights & Business Case
- ▶ MBACASE Path
- ▶ Structuring, Analysis and Integration

## Practice

- ▶ 60 minutes
- ▶ Mini Case
- ▶ Drills You Can Do

# David Ohrvall

CRACK THE  
**CASE**

WORKSHOPS



# MBACASE Events



<b>AU Cairo</b>	<b>Georgia</b>	<b>McMaster</b>	<b>Texas</b>
<b>Berkeley</b>	<b>Georgia Tech</b>	<b>Michigan</b>	<b>Thunderbird</b>
<b>Bocconi SDA</b>	<b>G Washington</b>	<b>Michigan State</b>	<b>Rotman</b>
<b>Boston College</b>	<b>Haskayne Calgary</b>	<b>Minnesota</b>	<b>USC</b>
<b>Cambridge Judge</b>	<b>HBS</b>	<b>MIT</b>	<b>U of Wash</b>
<b>CM Tepper</b>	<b>HEC</b>	<b>NU Singapore</b>	<b>UCLA</b>
<b>Case Western</b>	<b>Hong Kong UST</b>	<b>NW Kellogg</b>	<b>UC Davis</b>
<b>Cass London</b>	<b>IE Madrid</b>	<b>Notre Dame</b>	<b>Wake Forest</b>
<b>CEIBS Shanghai</b>	<b>INSEAD France</b>	<b>NYU Stern</b>	<b>Washington &amp; Lee</b>
<b>Chicago</b>	<b>INSEAD Singapore</b>	<b>Ohio State</b>	<b>Wharton</b>
<b>Columbia</b>	<b>Iowa</b>	<b>Owen Vanderbilt</b>	<b>Wisconsin</b>
<b>Darden</b>	<b>Irvine California</b>	<b>Oxford SAID</b>	<b>William &amp; Mary</b>
<b>Dartmouth Tuck</b>	<b>Ivey</b>	<b>Pepperdine</b>	<b>Yale</b>
<b>Duke Fuqua</b>	<b>IU Kelley</b>	<b>Queen's</b>	
<b>Emory</b>	<b>Maryland</b>	<b>Rice</b>	
<b>ESADE Barcelona</b>	<b>McGill</b>	<b>SMU</b>	
<b>Georgetown</b>		<b>Stanford</b>	

# 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

# Companies emphasize different behavioral and technical elements



	Industry / Marketing	Finance	Consulting
Behavioral	<ul style="list-style-type: none"> <li>• Show leadership and positive energy</li> <li>• Can achieve long term goals thru cooperation</li> <li>• Play well with others</li> </ul>	<ul style="list-style-type: none"> <li>• Show grit, confidence, and fight</li> <li>• Use insights and savvy to WIN!!!!!!</li> <li>• Get along with others</li> </ul>	<ul style="list-style-type: none"> <li>• Show ability to be all things to all people</li> <li>• Use data to prove points and persuade</li> <li>• Enjoy and can lead others</li> </ul>
Technical	<ul style="list-style-type: none"> <li>• "Think thru a situation . . ."</li> <li>• Company and business sense</li> <li>• Industry awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Acct./Finance Basics</li> <li>• Logic, deal and business sense</li> <li>• Memorized and on the spot analytics</li> </ul>	<ul style="list-style-type: none"> <li>• Gen. business knowledge</li> <li>• Logic and business sense</li> <li>• On the spot analytical prowess</li> </ul>

# We'll be working on skills you can use in all your interview situations



	Industry / Marketing	Finance	Consulting
Behavioral	<ul style="list-style-type: none"> <li>• Show leadership and <b>positive energy</b></li> <li>• Can achieve long term goals thru cooperation</li> <li>• Play well with others</li> </ul>	<ul style="list-style-type: none"> <li>• Show grit, <b>confidence</b>, and fight</li> <li>• Use <b>insights</b> and savvy to WIN!!!!!!</li> <li>• Get along with others</li> </ul>	<ul style="list-style-type: none"> <li>• Show ability to be all things to all people</li> <li>• Use data to prove points and <b>persuade</b></li> <li>• <b>Enjoy</b> and can lead others</li> </ul>
Technical	<ul style="list-style-type: none"> <li>• <b>"Think thru a situation . . ."</b></li> <li>• Company and <b>business sense</b></li> <li>• Industry awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Acct./Finance Basics</li> <li>• Logic, deal and <b>business sense</b></li> <li>• Memorized and <b>on the spot analytics</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Gen. business knowledge</b></li> <li>• Logic and <b>business sense</b></li> <li>• <b>On the spot analytical prowess</b></li> </ul>

# But after today you'll need to go deeper in certain areas

	<b>Industry / Marketing</b>	<b>Finance</b>	<b>Consulting</b>
Behavioral	<ul style="list-style-type: none"> <li>• Connect to the products</li> <li>• Know the role and your fit</li> <li>• Embrace the long term career path</li> </ul>	<ul style="list-style-type: none"> <li>• Know firm differences</li> <li>• Highlight your victories</li> <li>• Show you are ready to sacrifice</li> </ul>	<ul style="list-style-type: none"> <li>• Know office differences</li> <li>• Find client-like examples</li> <li>• Show you can flex and deal with change</li> </ul>
Technical	<ul style="list-style-type: none"> <li>• Know the products</li> <li>• Know recent strategies</li> <li>• Know the industry</li> </ul>	<ul style="list-style-type: none"> <li>• Mental math</li> <li>• Capex</li> <li>• Cash flow</li> <li>• Balance sheets</li> <li>• DCF</li> <li>• Debt/ equity</li> <li>• Working Cap</li> <li>• Depreciation</li> <li>• Goodwill</li> </ul>	<ul style="list-style-type: none"> <li>• Mental math</li> <li>• Growth rates</li> <li>• Present value</li> <li>• Slide reading</li> <li>• Break-even analysis</li> <li>• Market sizing math</li> <li>• ROI</li> </ul>

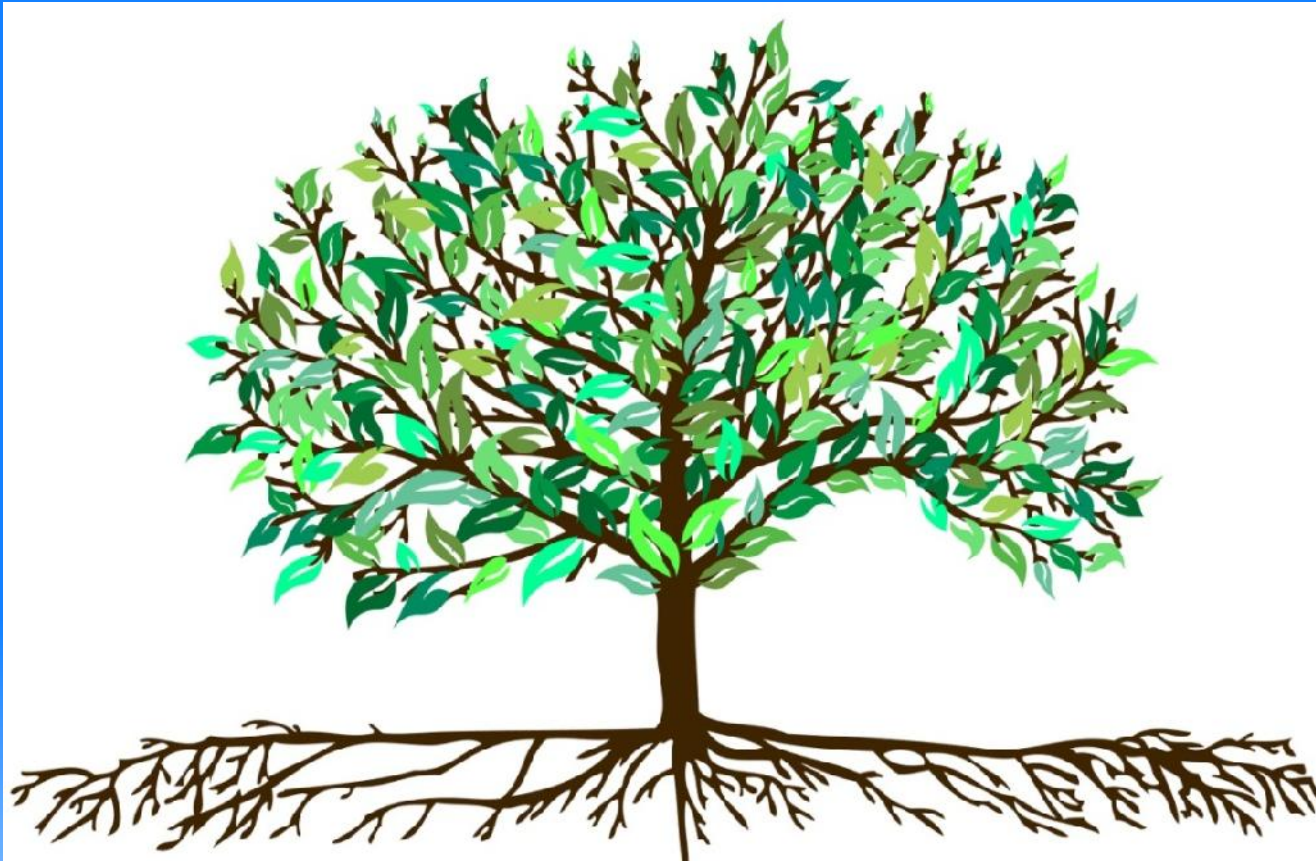


participate

think **big picture**

be serious,  
have **fun**

# What do cases really test?



**C**  
Communication

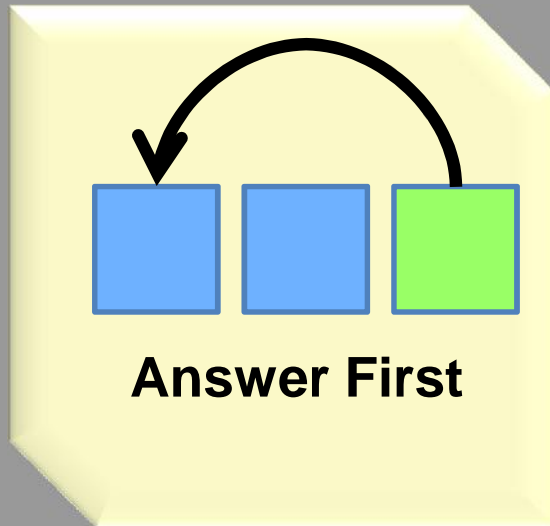
**L**  
Logic

**A**  
Analytical

**SS**  
Social Skills

**IC**  
Integration &  
Creativity

# Be answer first!



**C**  
Communication

**L**  
Logic

**A**  
Analytical

**SS**  
Social Skills

**IC**  
Integration &  
Creativity

# Create an IMPACT



**I**ndividual Contribution

**M**anage or Lead

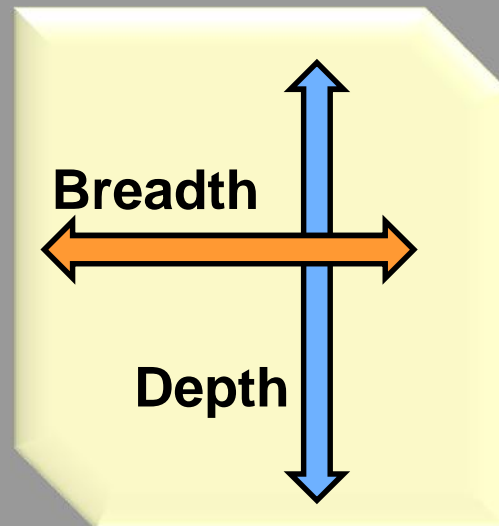
**P**ersuasion

**A**nalytics

**C**hallenge or Failure

**T**eam

# Show breadth and depth



**C**  
Communication

**L**  
Logic

**A**  
Analytical

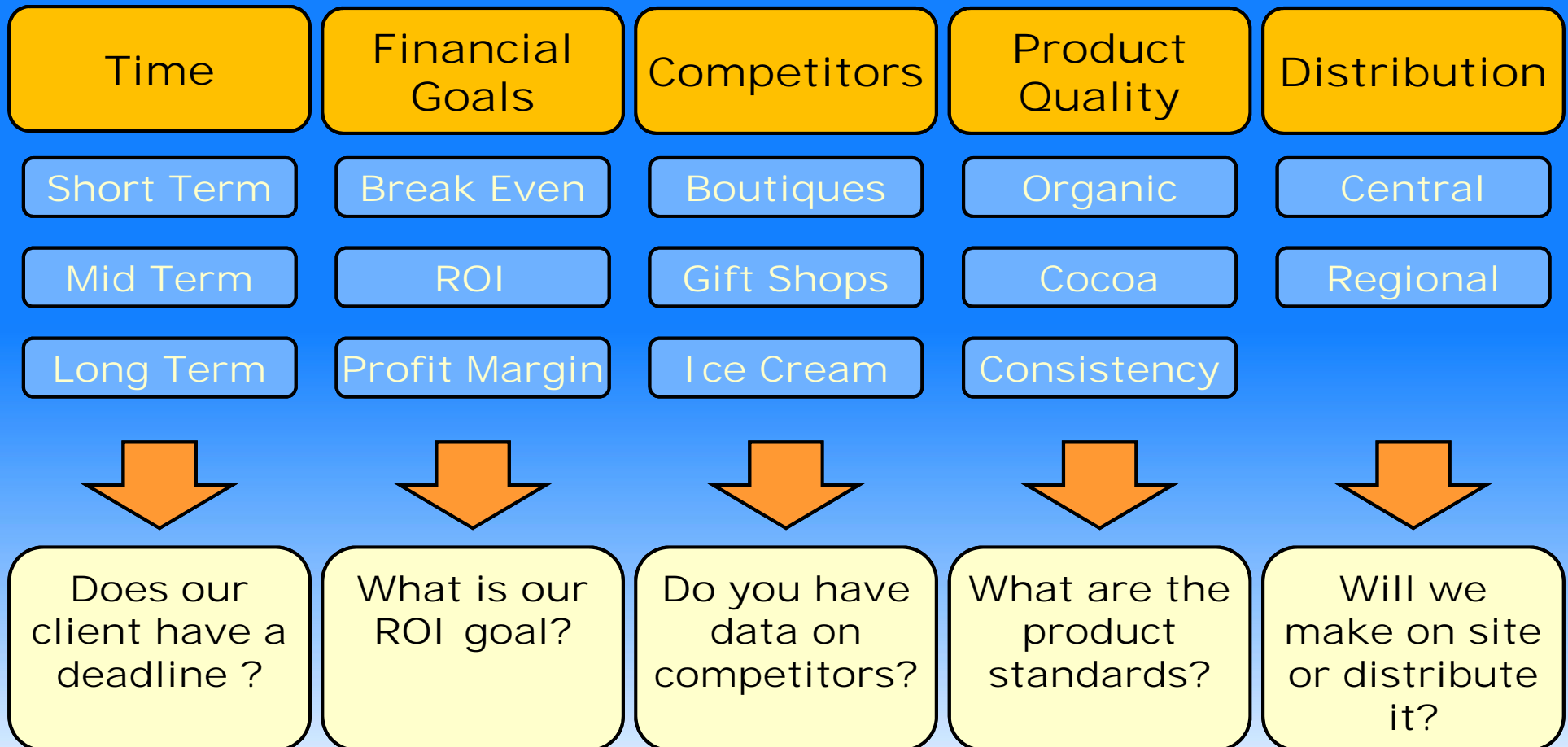
**SS**  
Social Skills

**IC**  
Integration &  
Creativity

# NYC Chocolate Store

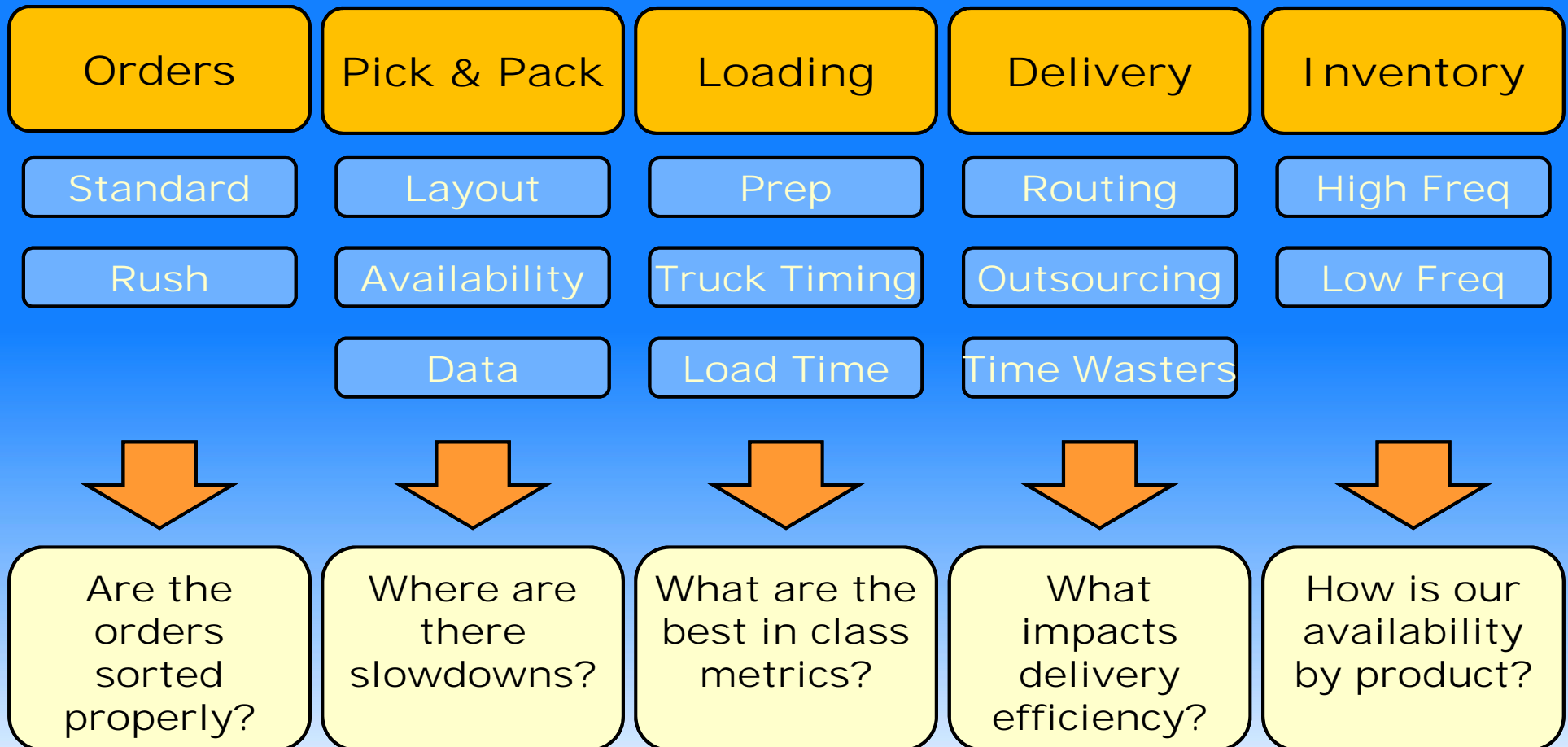


Our client wants to open a chocolate store.



# Amazon Prime

They need to ensure on-time delivery and profit.



# Build a data foundation

- **Comfort**
- **Scale**
- **Accuracy**
- **Estimating**

**C**  
Communication

**L**  
Logic

**A**  
Analytical

**SS**  
Social Skills

**IC**  
Integration &  
Creativity



# Estimate first

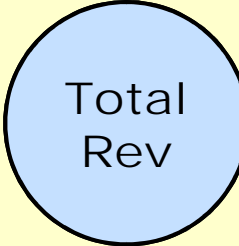

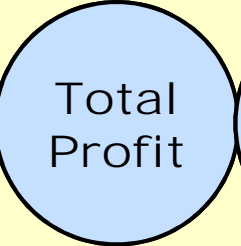



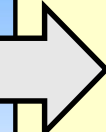
Candidates must be able to manipulate simple numbers.

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

## Towels Unlimited Inc.

- Sales are \$.5B. Profit margin is 30%. Profit may have fallen 30%.

			
\$500M	\$350M	\$150M	Stop the Bleeding!
100%	70%	30%	\$45M ~ 10% Rev



- simple equations
- break even analysis
- reading charts and data

# How am I coming across?

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

**C**  
Communication

**L**  
Logic

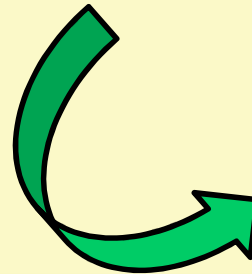
**A**  
Analytical

**SS**  
Social Skills

**IC**  
Integration &  
Creativity

# Save your creativity, Be output focused

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

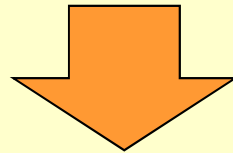
**SS**  
Social Skills

**IC**  
Integration &  
Creativity

# You need to SPEAK

## 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**tate your assumptions

**P**ick your metrics

**E**stimate quickly with round #s

**A**ssess your approach and answer

**K**eep exceptions and next steps in mind

# How much shampoo do people use in a downtown hotel each day?



## **S**tate 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
- Approach includes:
  - Population – Don't use this one every time
  - Observation – Great for unfamiliar topics
  - Time
  - Distance
  - Geography



# E 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

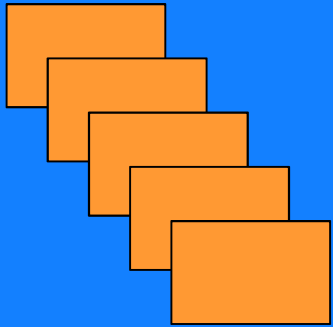
# A ssess your approach and answer

- 225 1 ounce bottles =
  - 28, 8 oz bottles (visually makes sense)
- Very simple approach
- How else could you have approached it?

# K eep 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

# Partner Exercise & Break



Slides



Videos & Cases

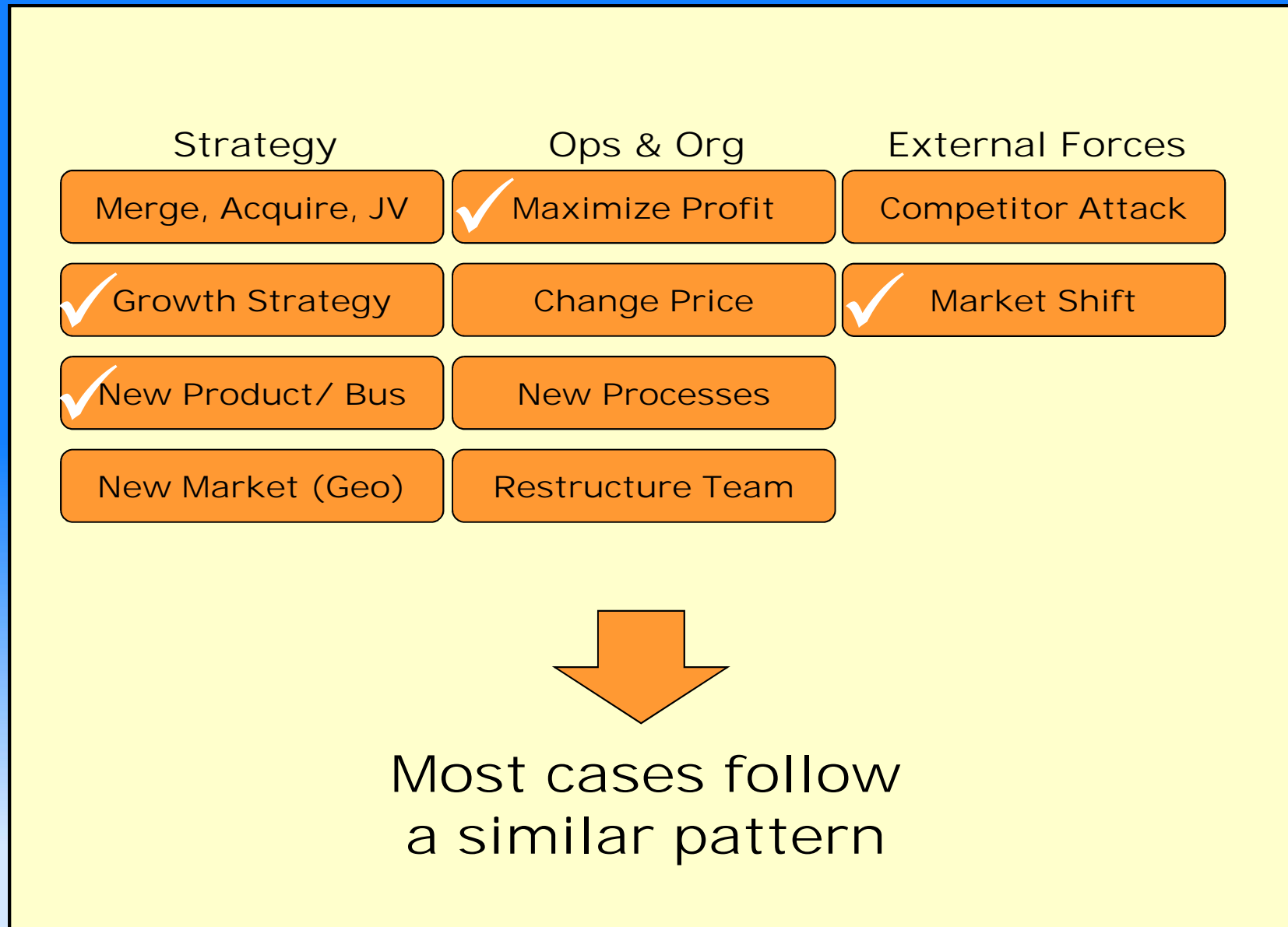


Homework

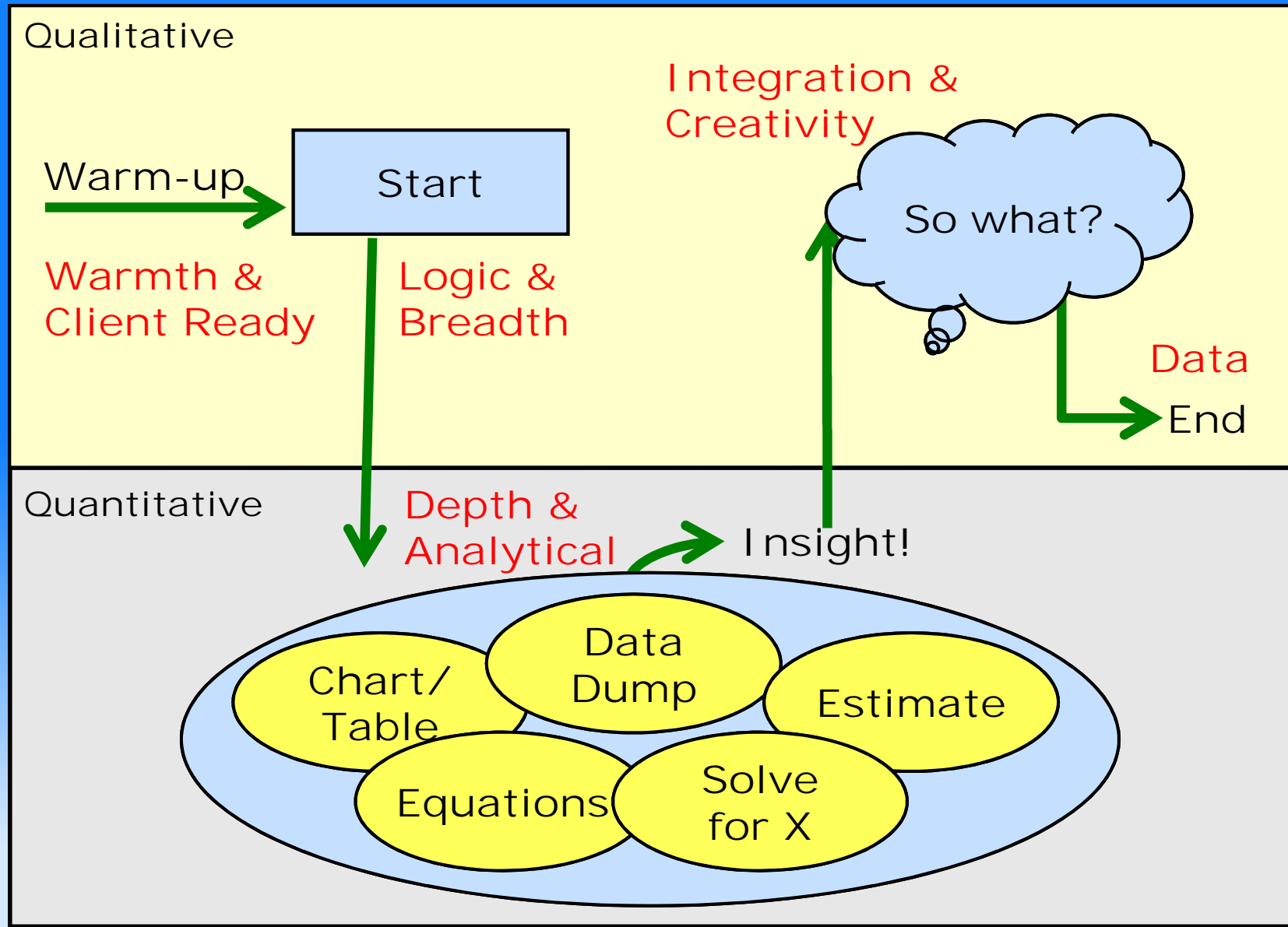
Text "CTC1slides" to 33444

# MBACASE

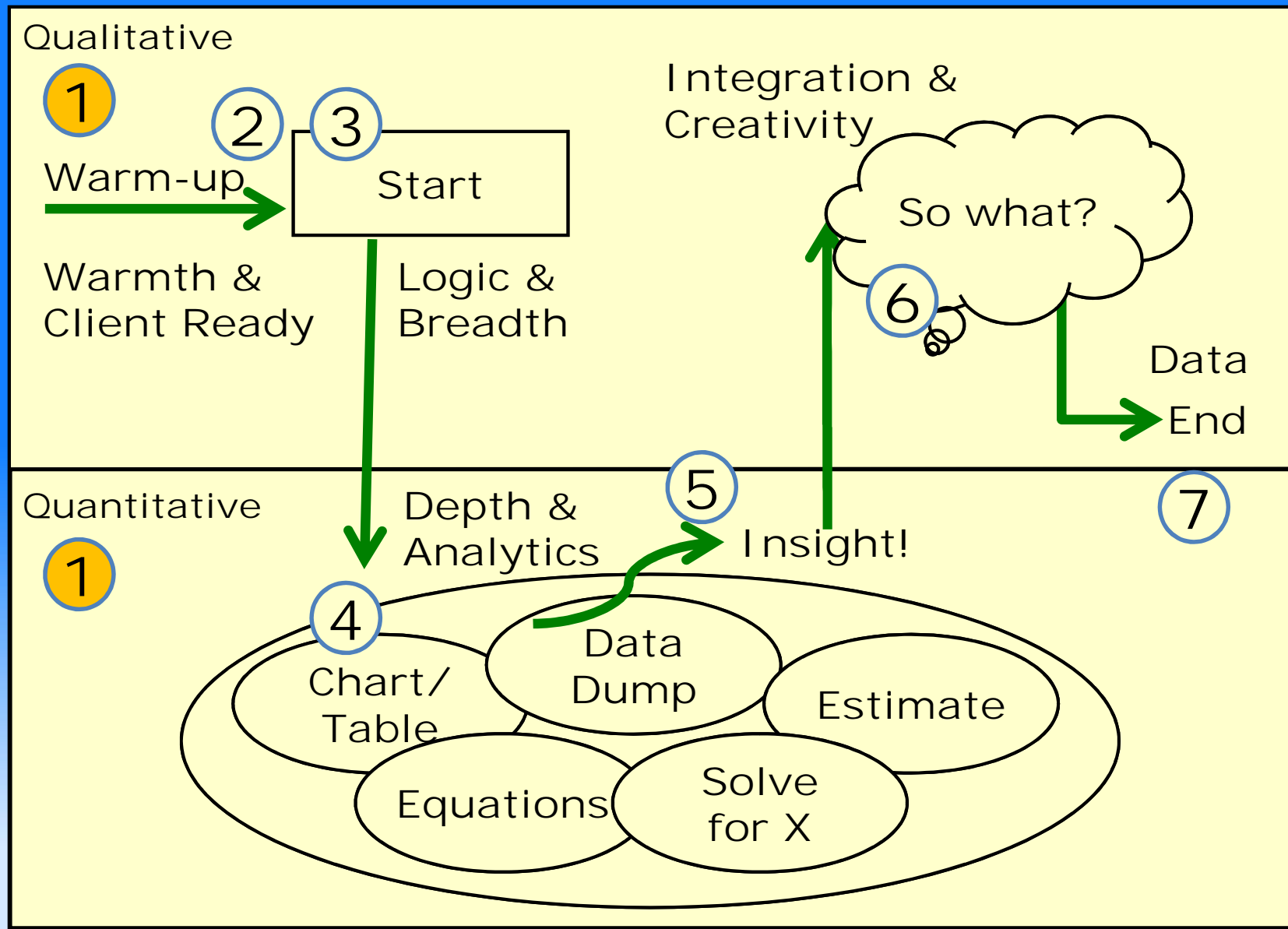
# Most Common Business Cases



# MBACASE Path



# 1. Qualitative and Quantitative



## 2. Warm-up

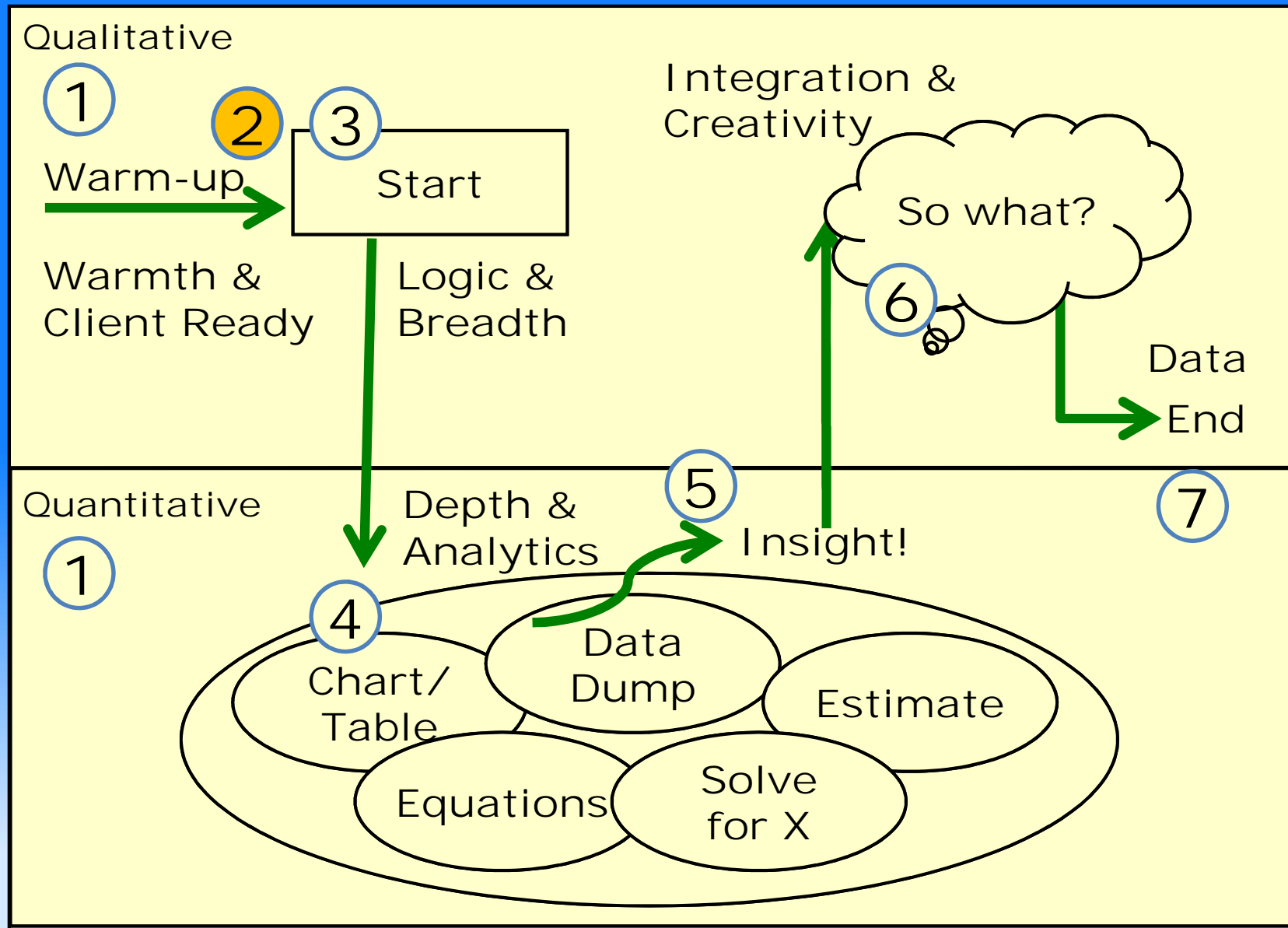


### Pet Power Video

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# 2. Move Into the Case



## 2. Pet Power Prompt



### Pet Power Video

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**MBA**CASE

## 2. Pet Power Prompt with Data



### Pet Power Video

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**MBA**CASE

# 3. Recap: Situation, Complication, and My Task



## Pet Power Video

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**MBA**CASE

# 3. Clarify, Ask for a Minute, Plan

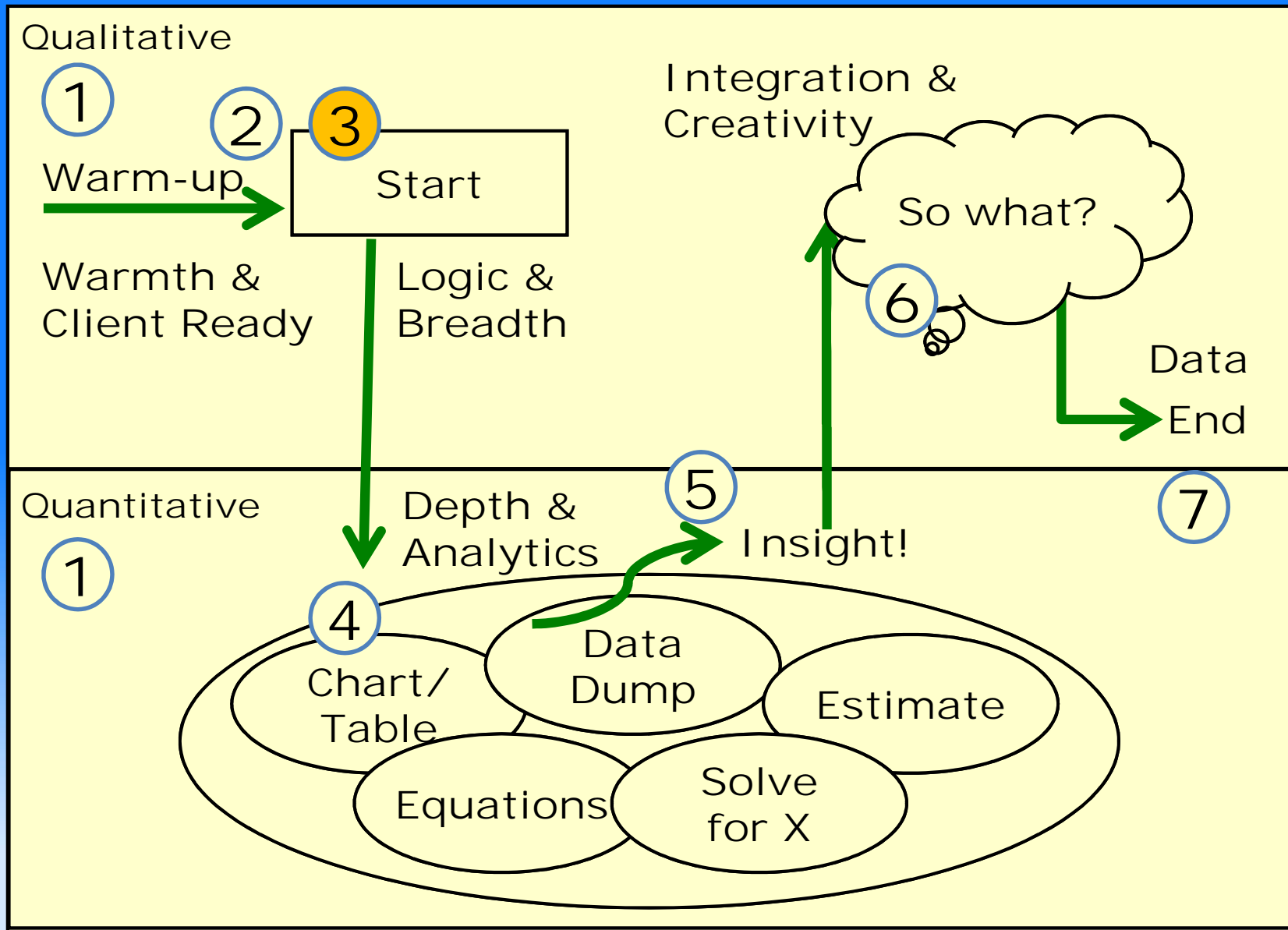


## Pet Power Video

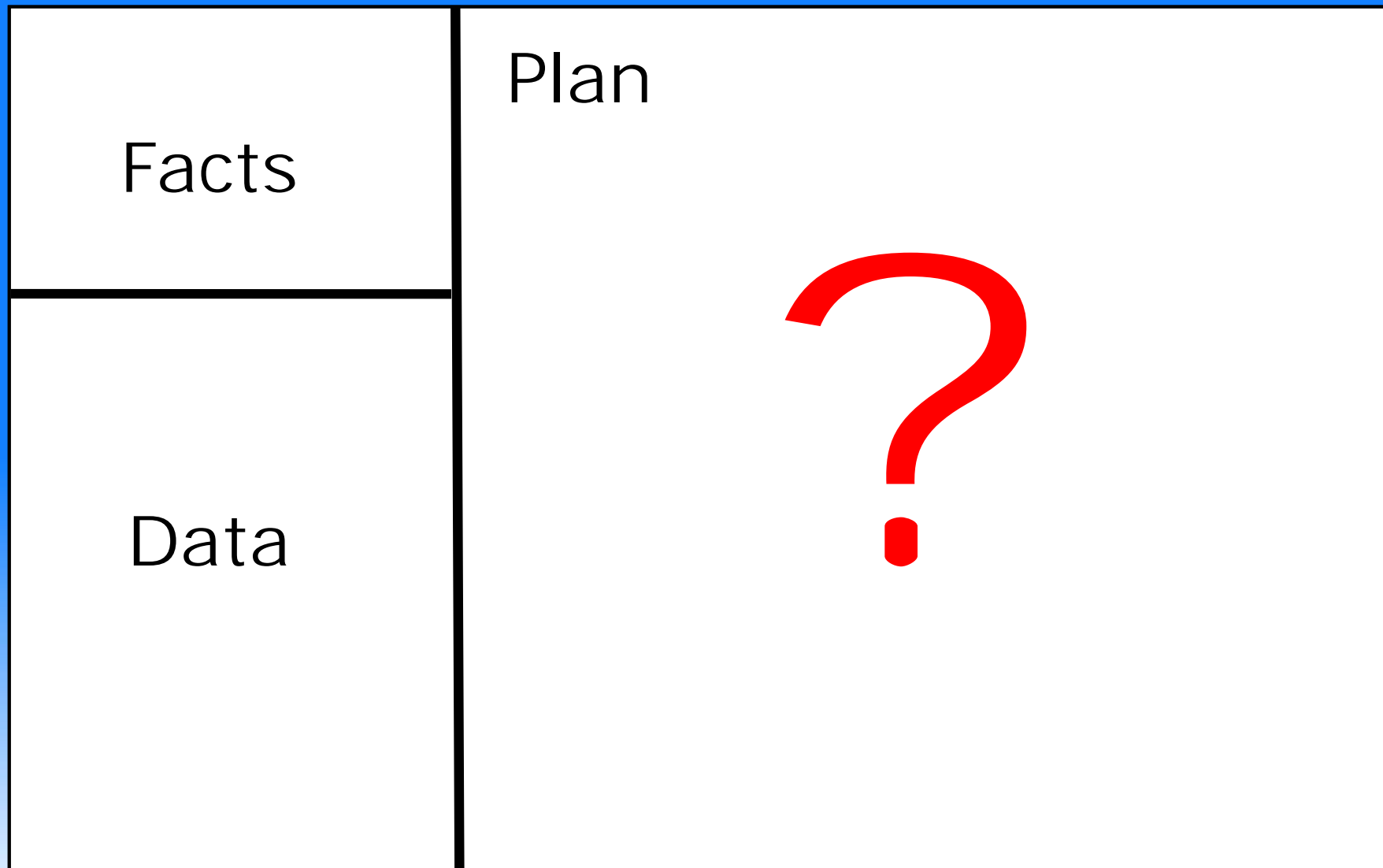
Watch this video using the link that came in the e-mail with these slides.

**MBA**CASE

# 3. Create Your Plan



# How do I put together an on-point, case specific and flexible plan?



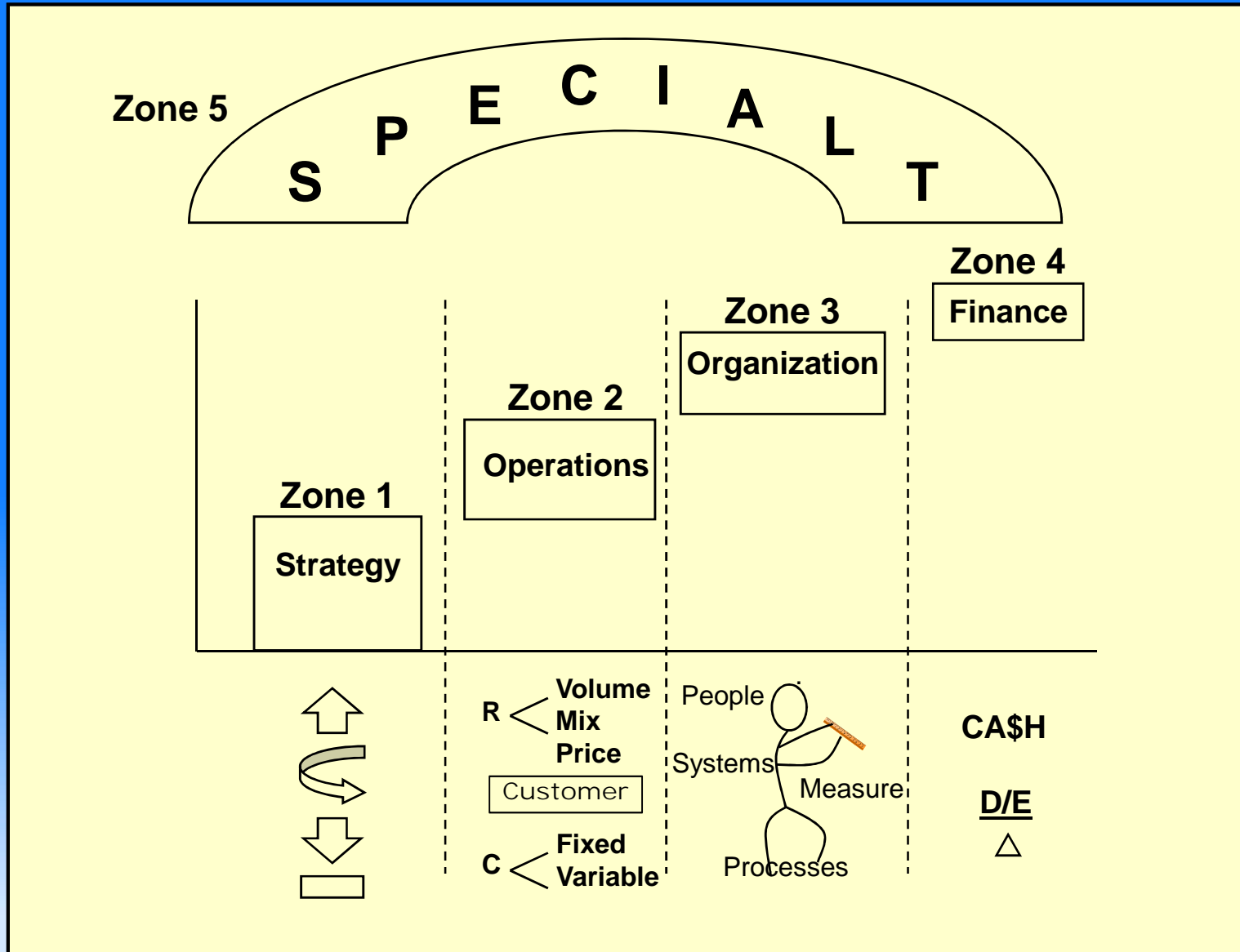
What's your objective  
with every case?



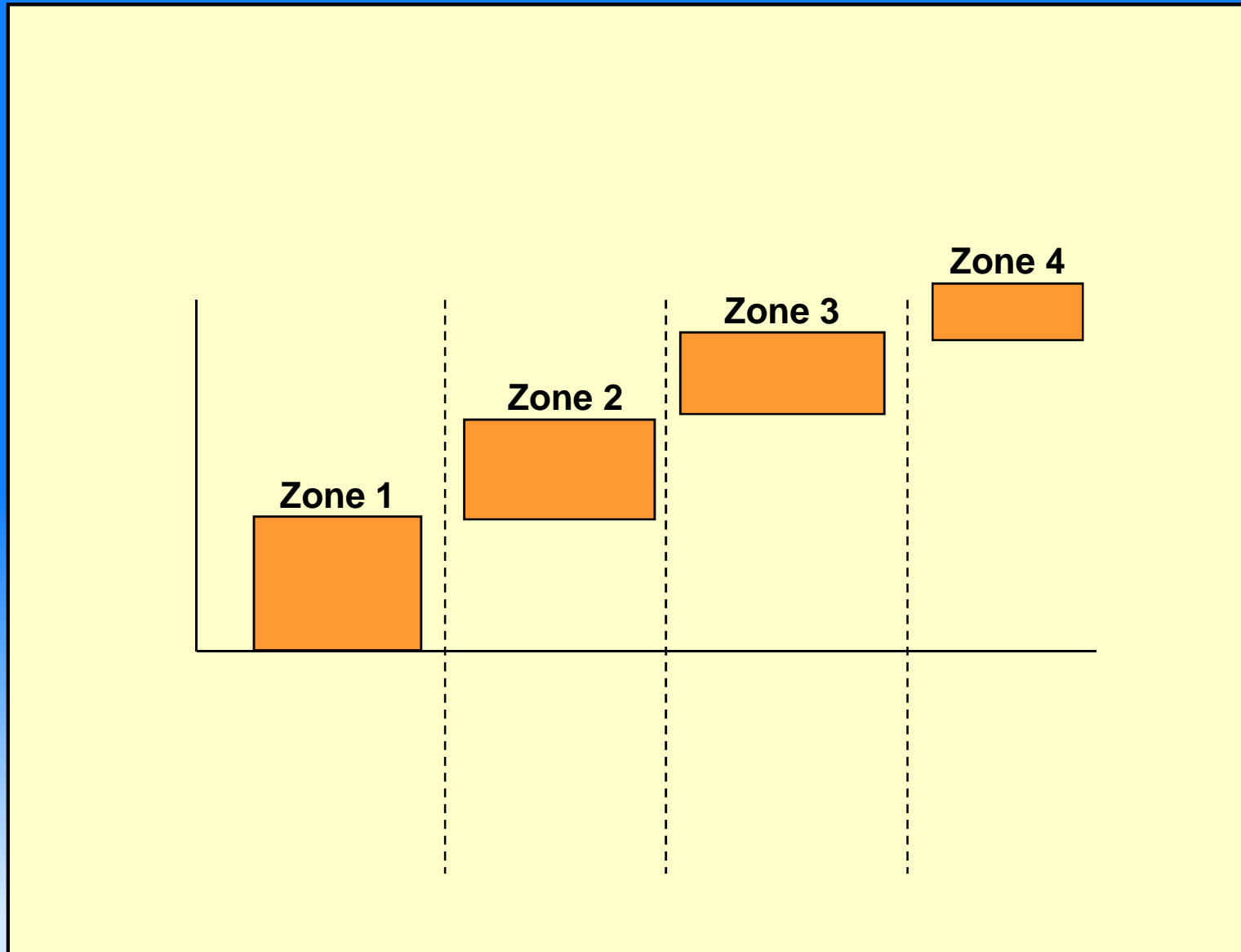
Maximize the Value  
of the Company



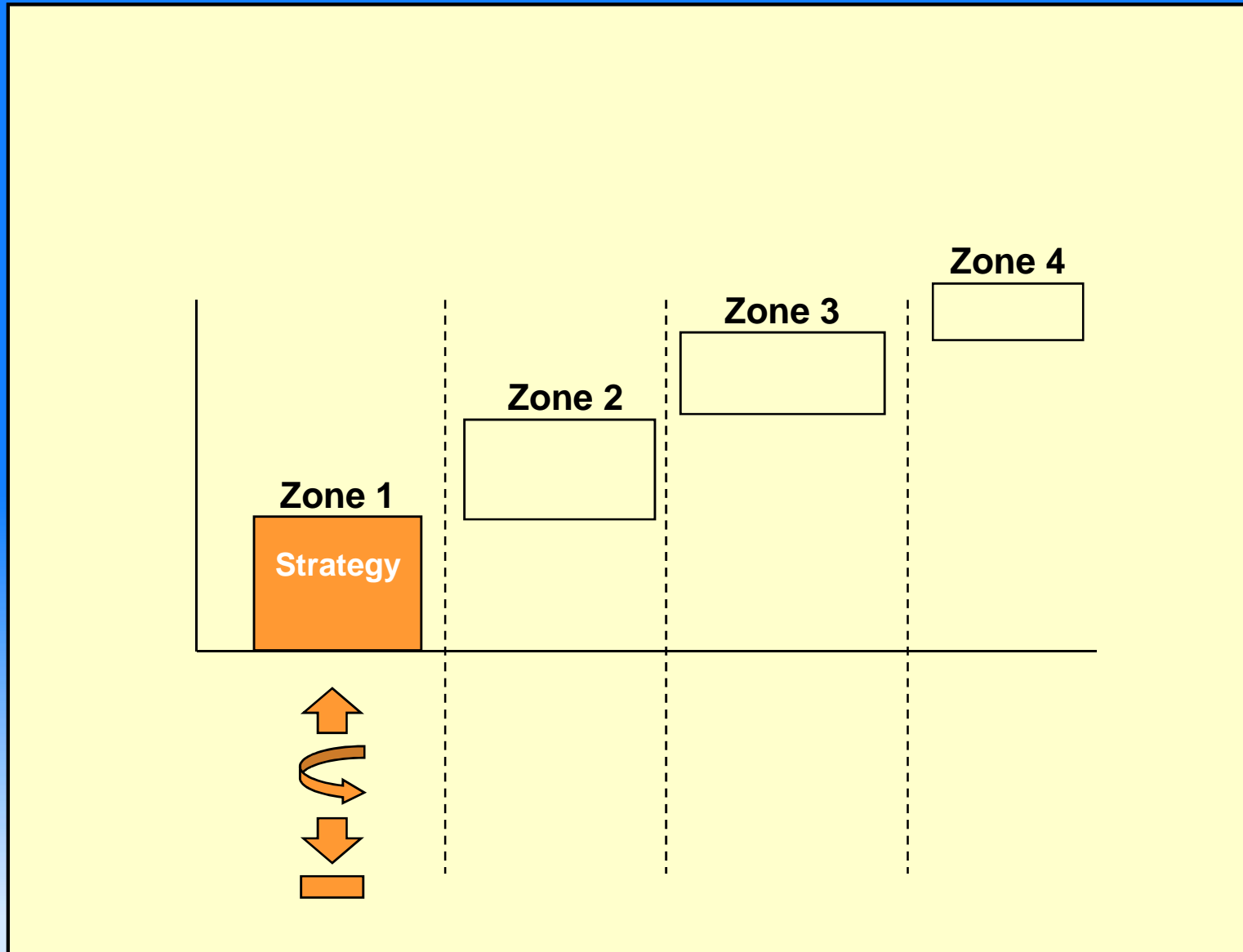
# Develop a holistic way to think through problems



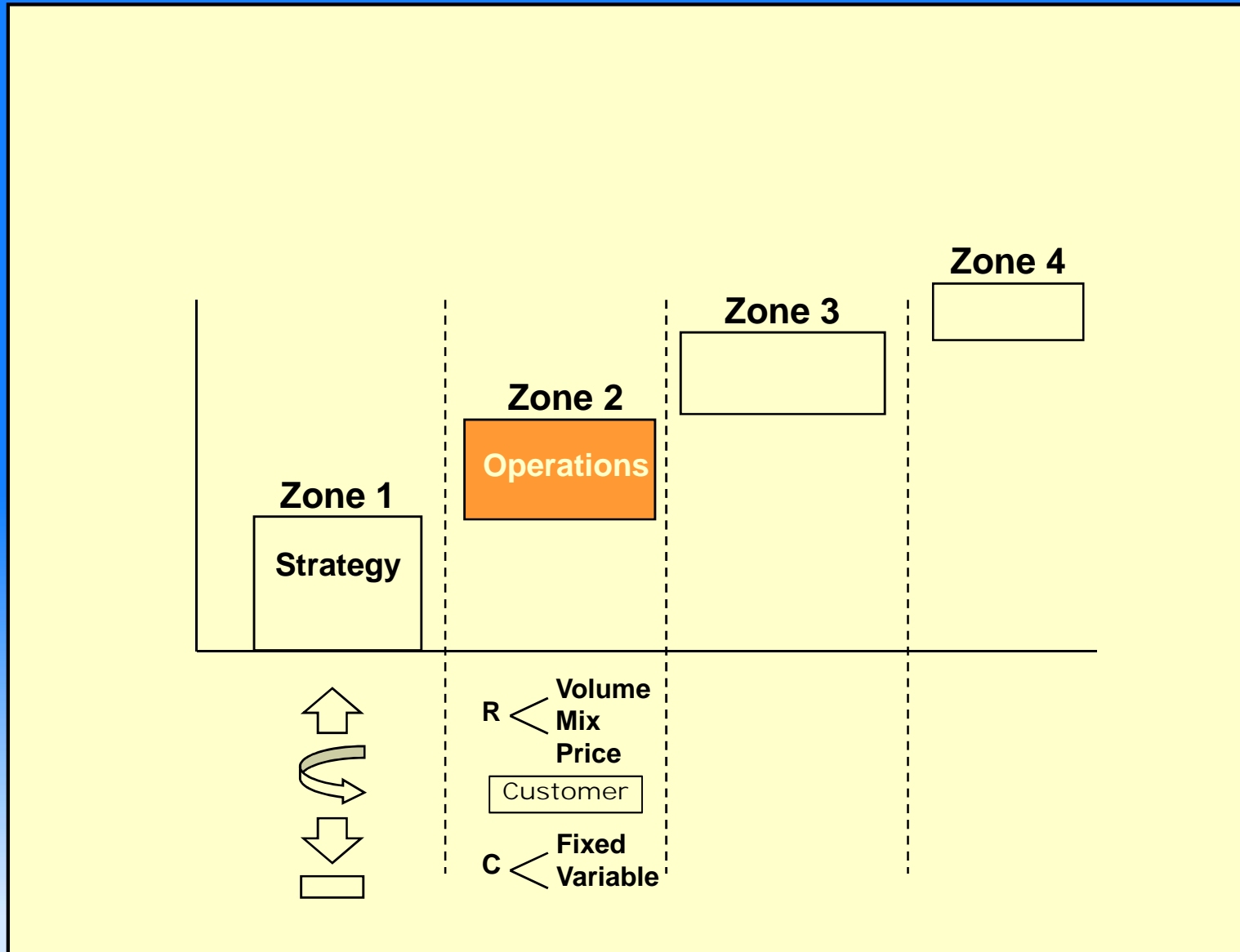
# Waterfall – each zone adds value



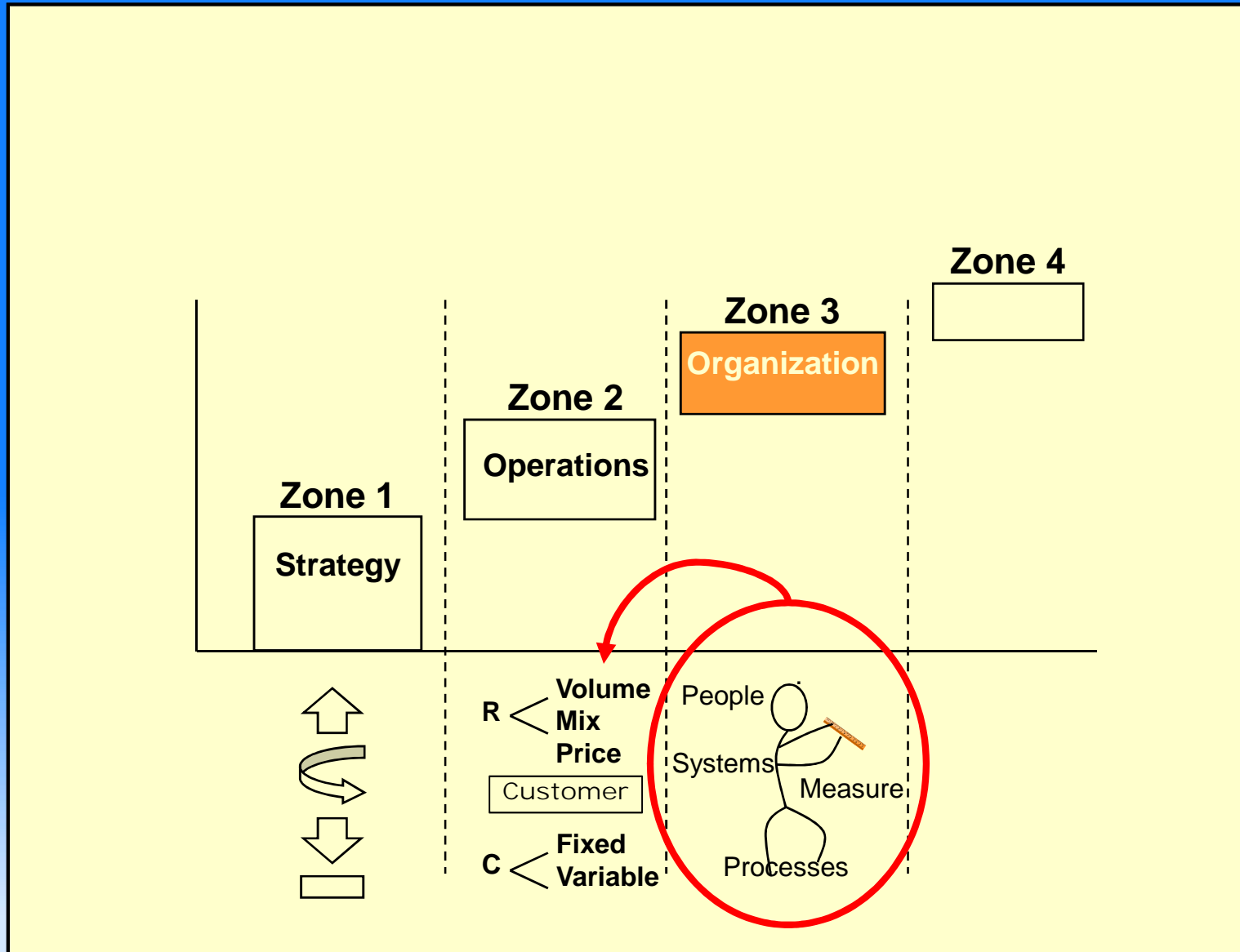
# Strategy – increase, change, shrink



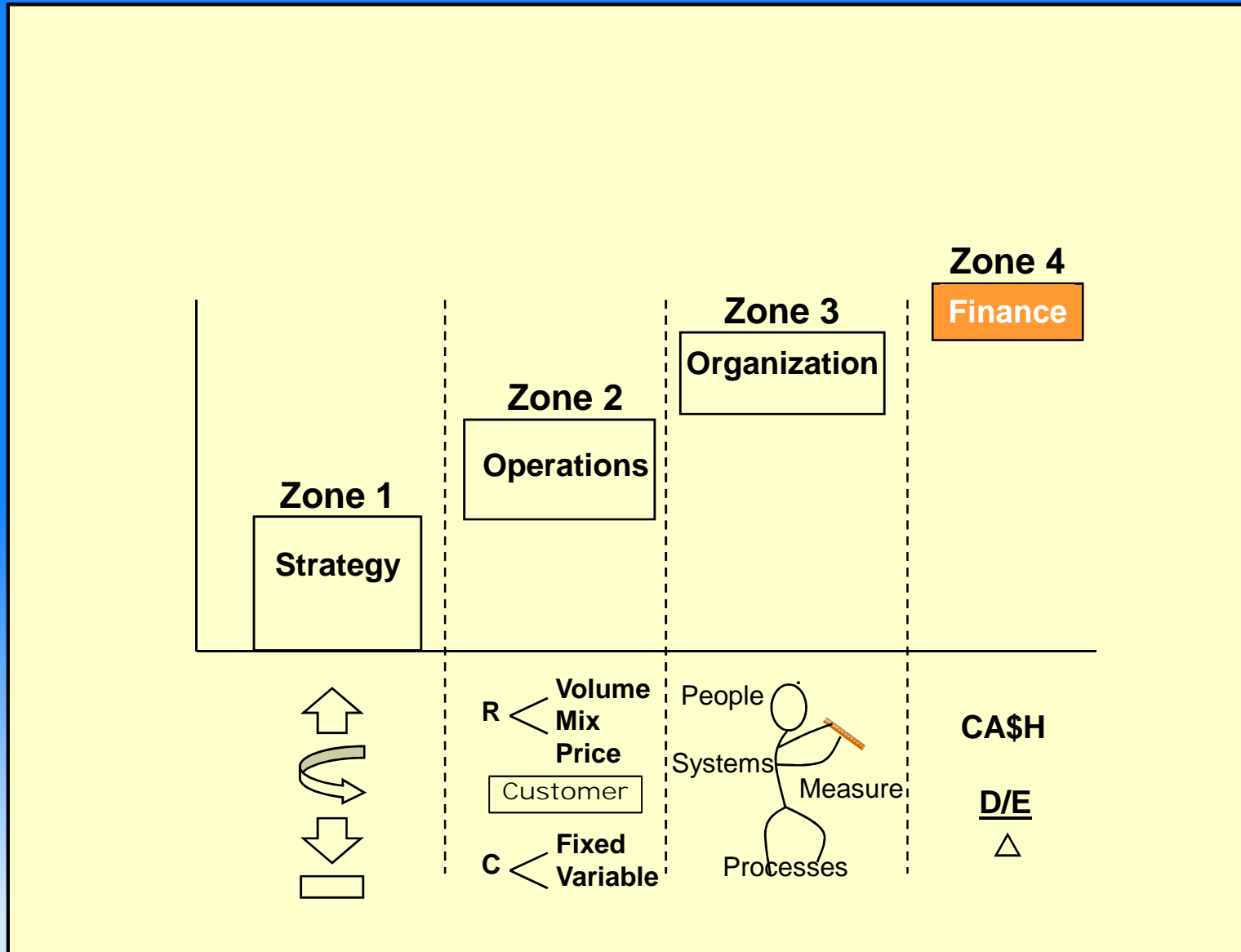
# Operations – revenue and cost



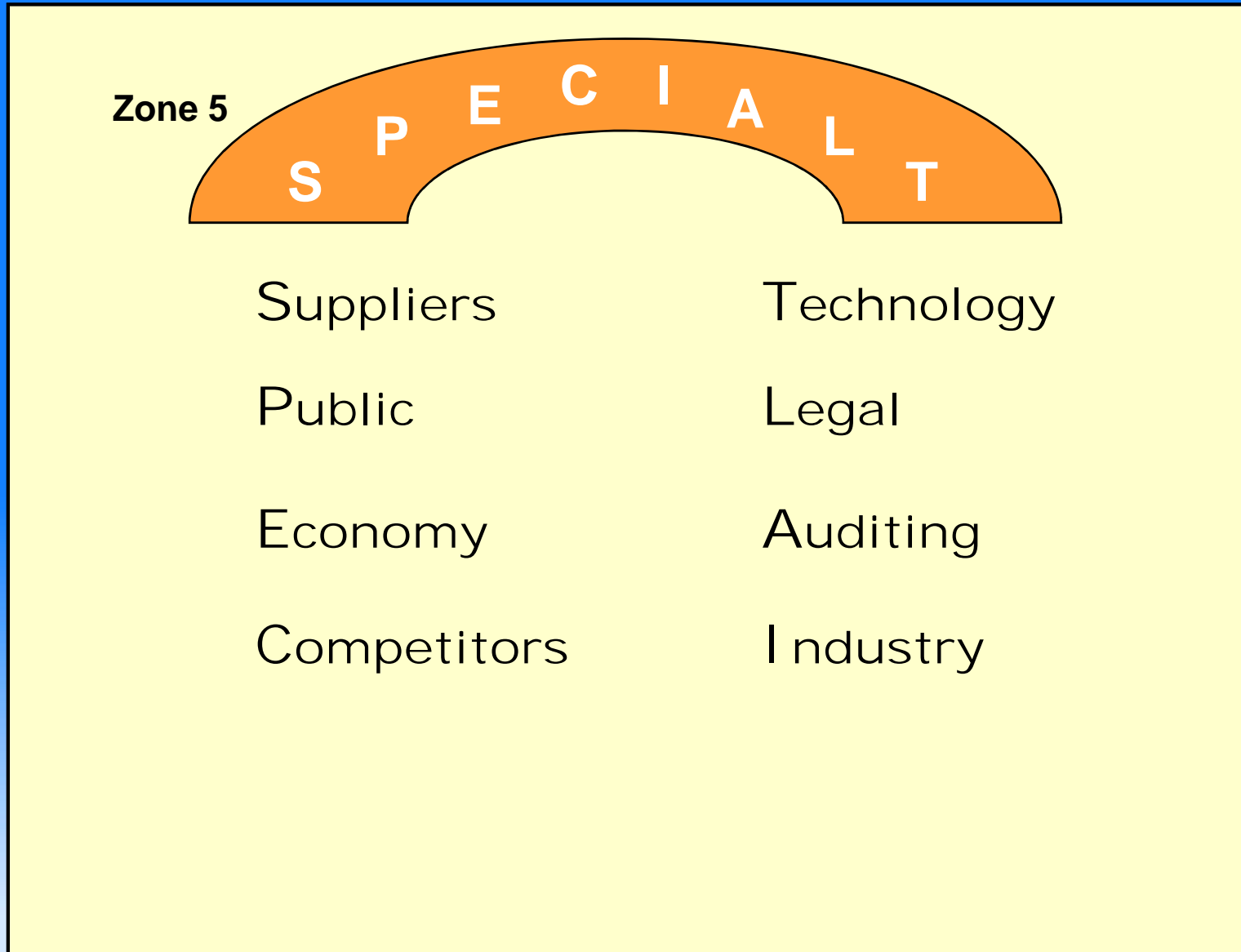
# Organization – people, systems, processes and measurement



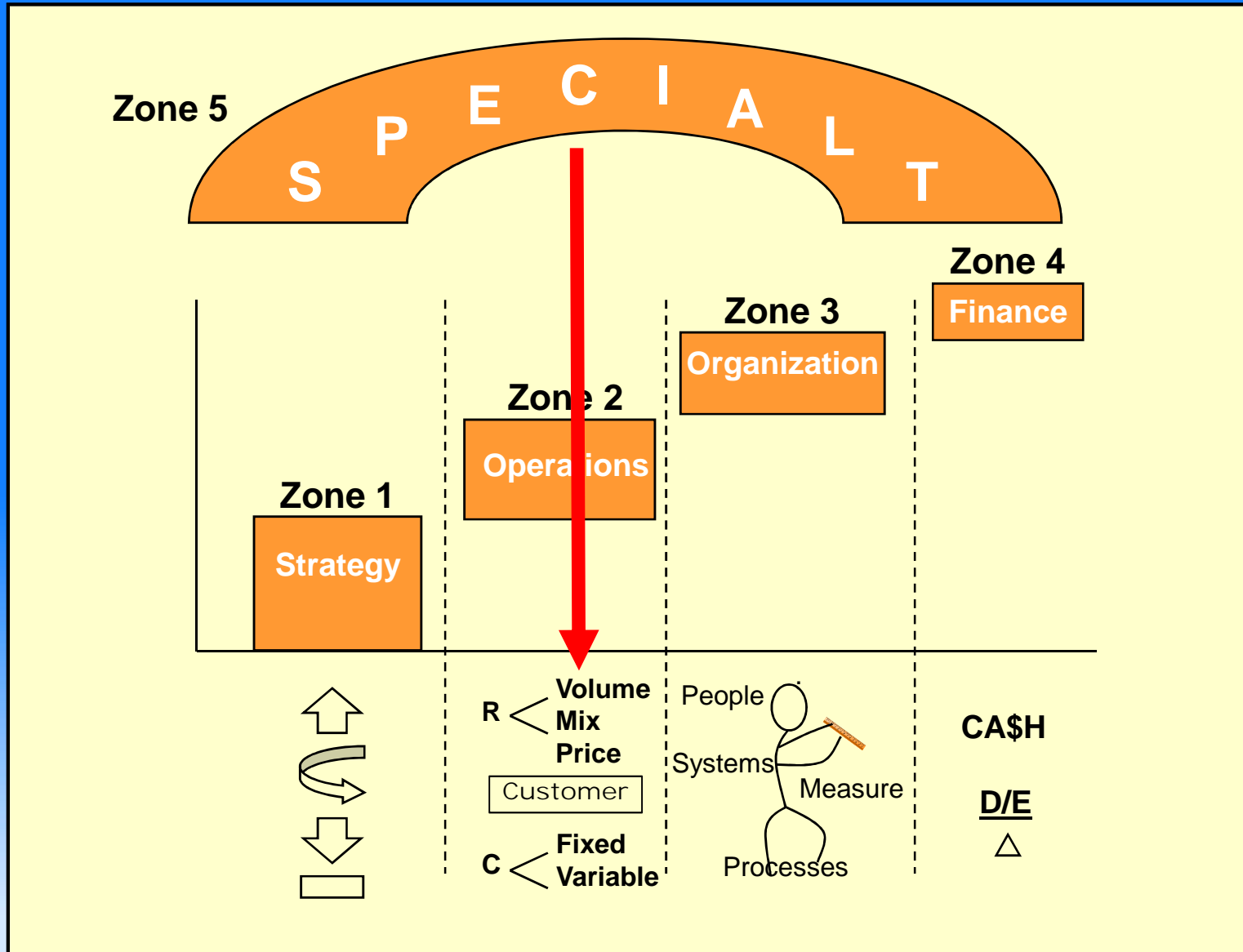
# Finance – cash, debt, equity



# External Forces

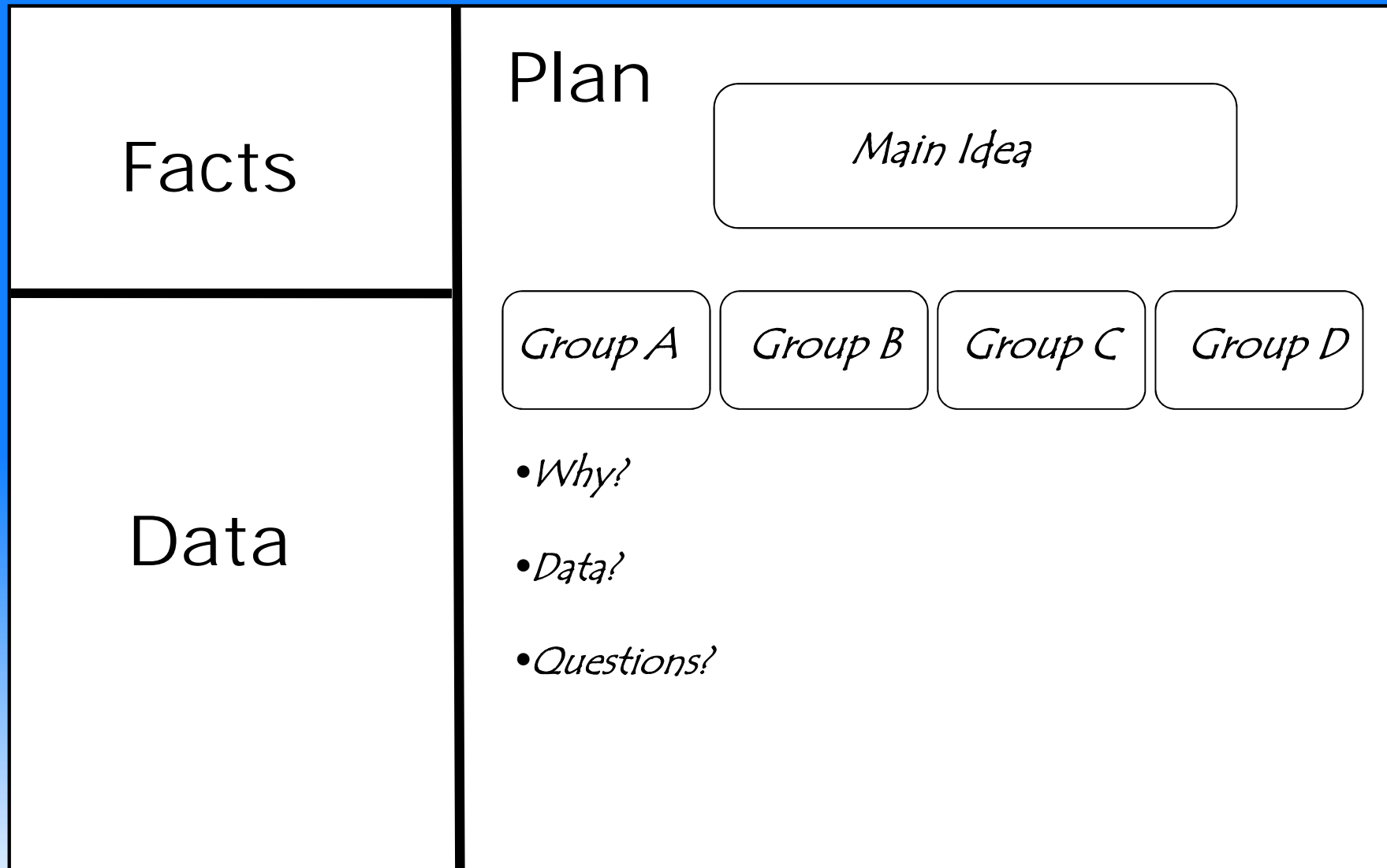


# Maximum Value Model (MVM™)

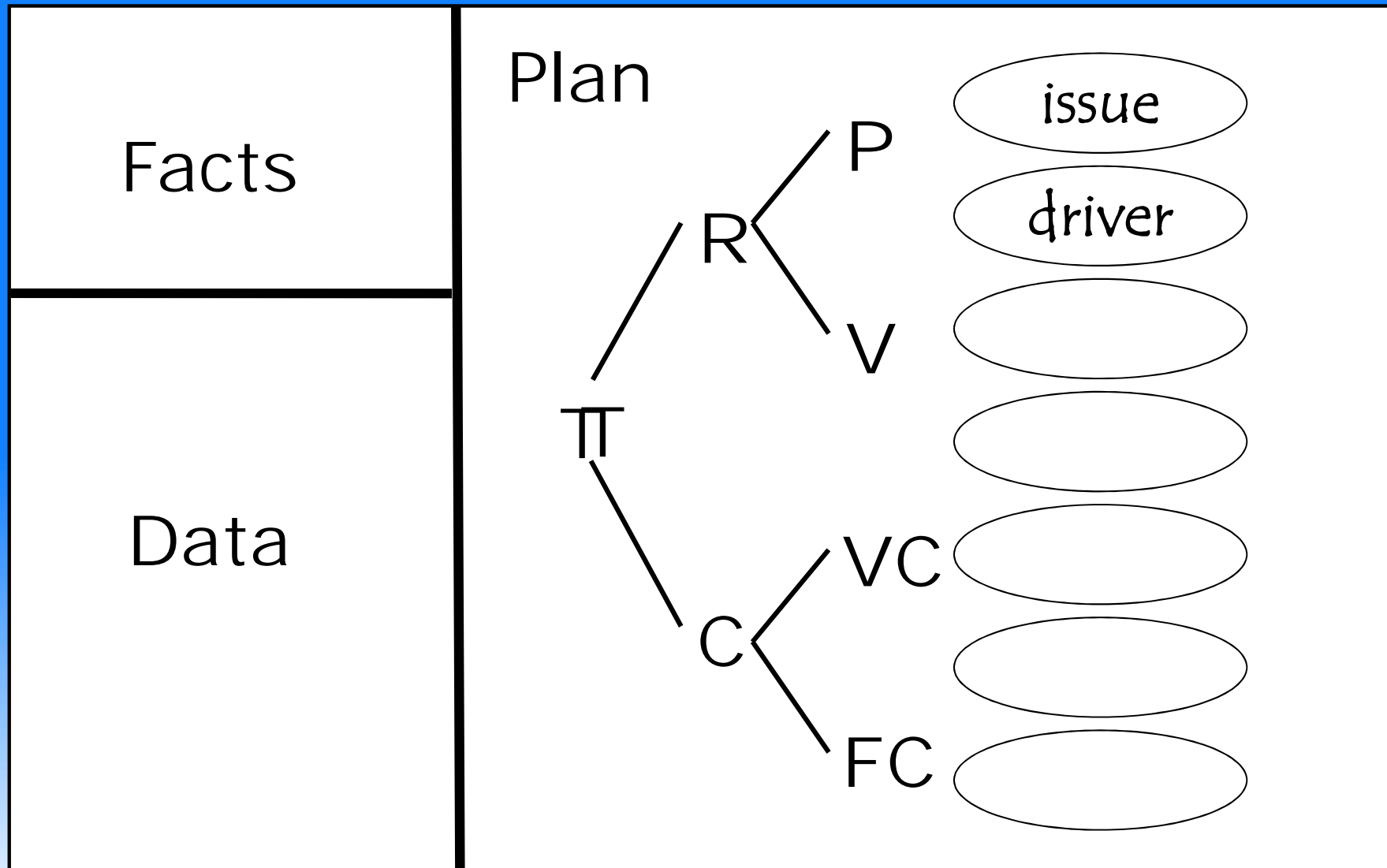




# Use your plan to connect and explain



# Use your plan to connect and explain



# 3. Present Your Plan



## Pet Power Video

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**MBA**CASE

### 3. What about your PLAN?



## Pet Power Video

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### 3. What do you MEAN?



## Pet Power Video

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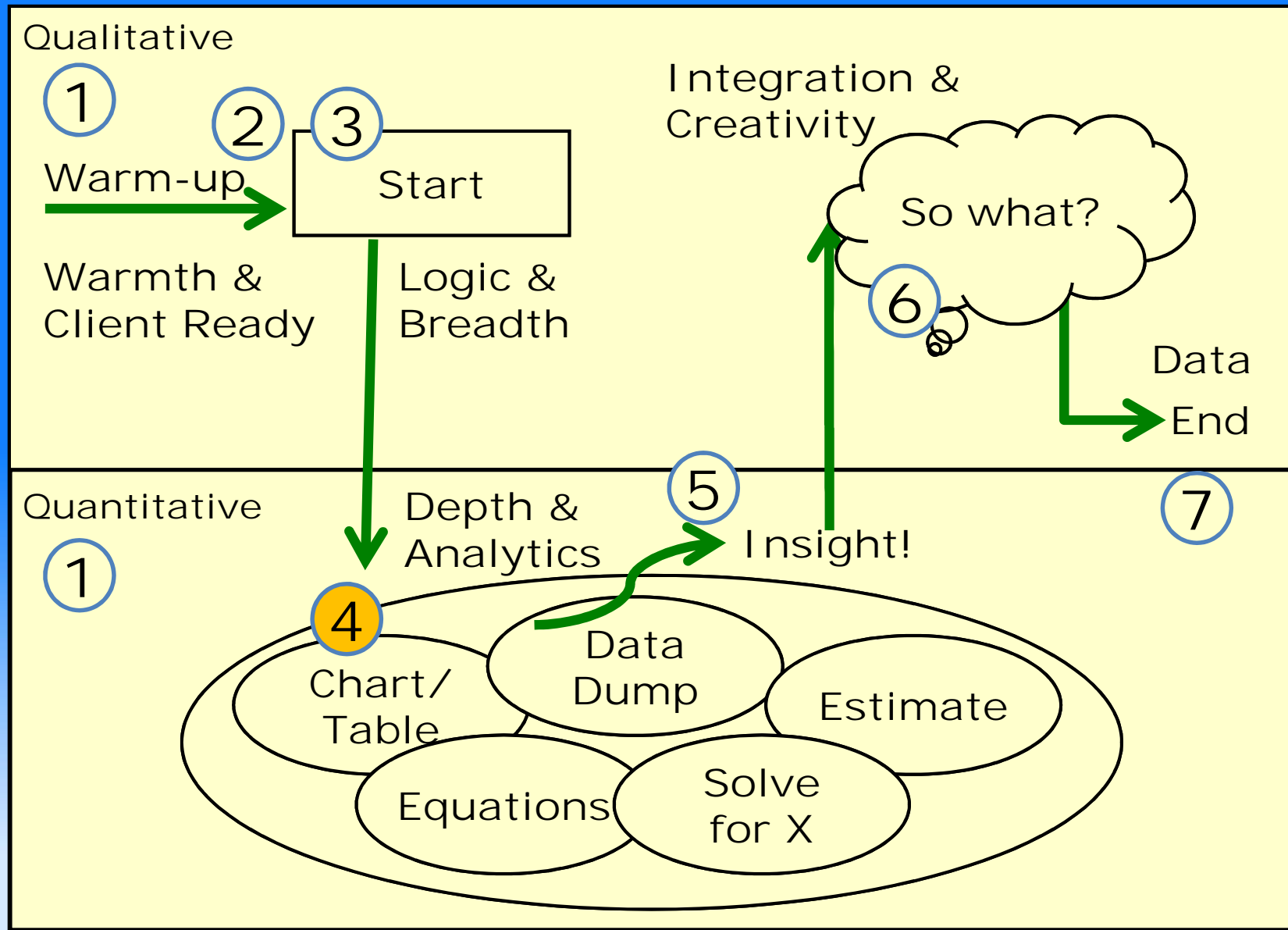
### 3. What about your DATA?



## Pet Power Video

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# 4. Dive Into Data



## 4. Talk Thru the Data (Handout A)



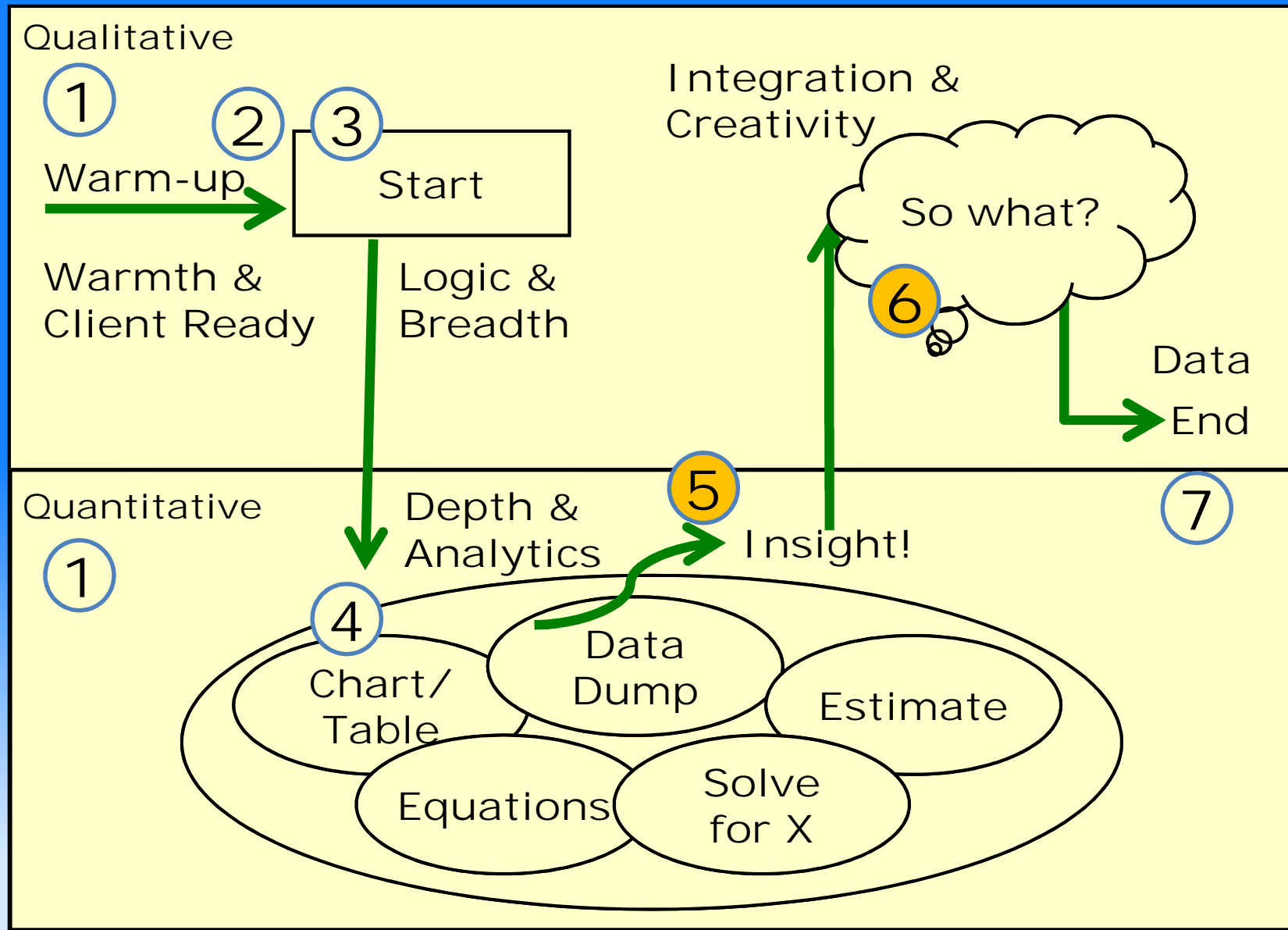
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**MBA**CASE



# 5. Find Insights



## 5. Find insights (Handout C)



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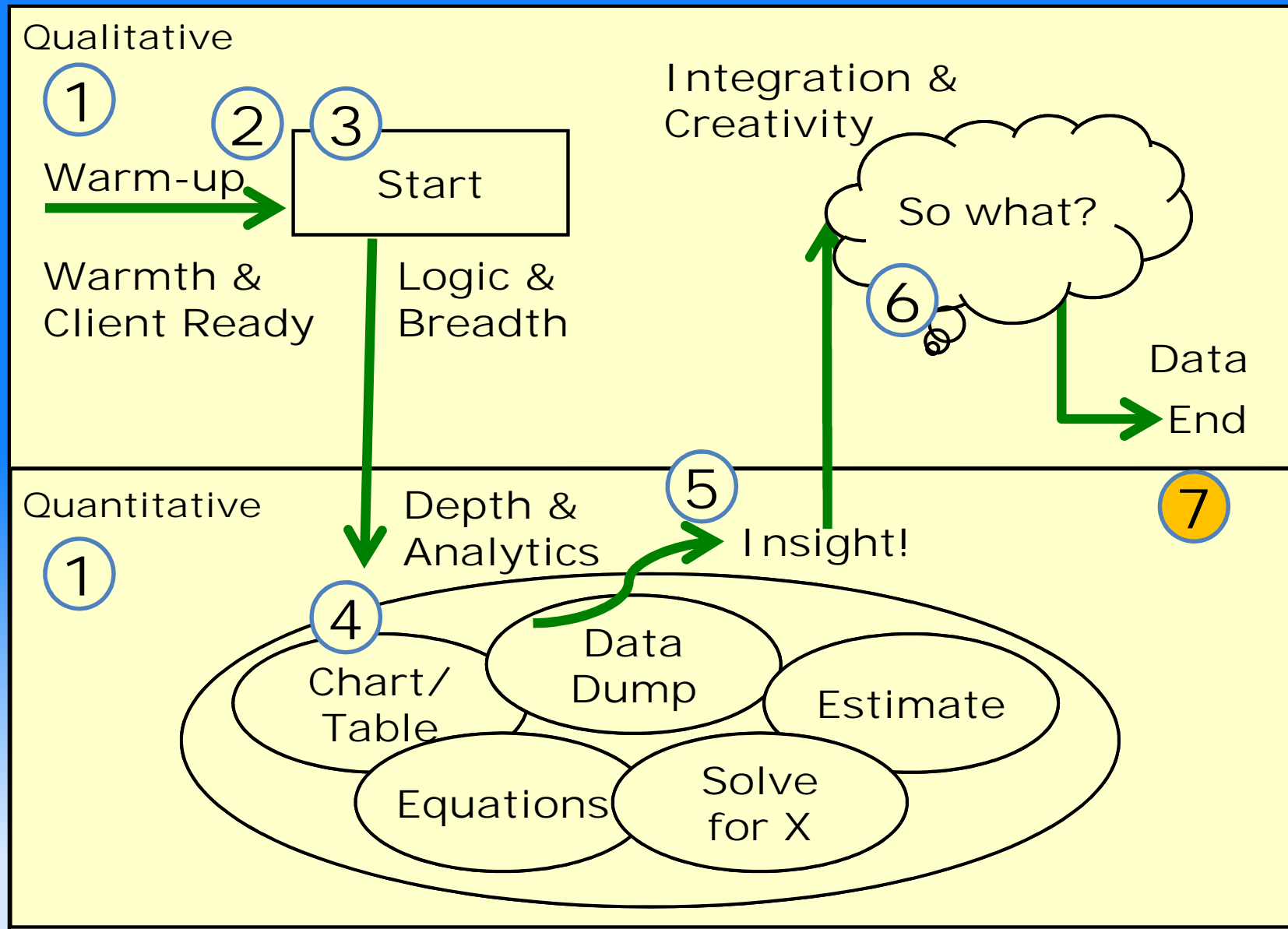
# 5-6. Use Data



## Pet Power Video

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# 7. Integrate and Wrap-up



# 7. Give a Recommendation



## Pet Power Video

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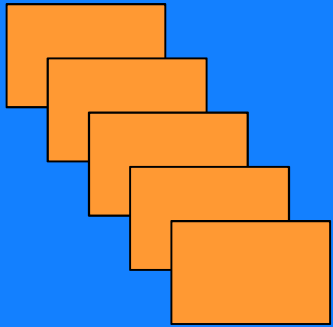
# Next Steps / Homework



- 1) Build my IMPACT stories
- 2) Buy a business magazine & practice BlockBreakAsk  
Twitter: davidohrvall
- 3) 15 market sizing cases, 2 ways
- 4) Build an integrated thinking model
- 5) Pet Power, 2 times
- 6) 10 profit trees – different industries
- 7) Global Nest, 2 times
- 8) 20 Case Starts – check out MBACASE.com videos
- 9) 20 cases with friends
- 10) 10 cases with strangers

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# THANK YOU!



Slides



Videos & Cases



Homework

Text “CTC1slides” to 33444

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