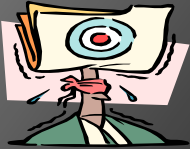


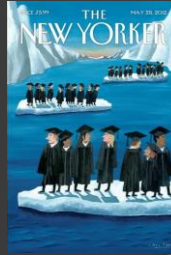
# CASE IN POINT CASE QUESTION WORKSHOP



Marc P. Cosentino  
CaseQuestions.com

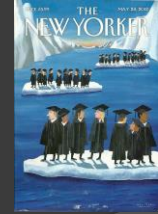


# DON'T LET THIS HAPPEN TO YOU!



# DON'T LET THIS HAPPEN TO YOU!

- PRACTICE 30 LIVE CASES
- READ 30 CASES
- START A CASE JOURNAL
- NETWORK
- ATTEND INFO MEETINGS
- READ
  - WALL STREET JOURNAL
  - MCKINSEY QUARTERLY
  - BLOOMBERG'S BUSINESSWEEK



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## Candidates who receive offers do so for five reasons:

1. Committed to consulting
2. Success-oriented
3. Able to exhibit good analytical skills when answering case questions.
4. Able to articulate their thoughts, create a positive presence, and defend themselves w/o being defensive.
5. Fit with industry and firm (airport test)

## Types of Case Questions

There are two main categories of case questions. However, ninety percent of the case questions will be of one type – business case.

- ◉ **Market-sizing** (population, household, & ??)
- ◉ **Business Case / Oral and Written**  
individual, team, presentation

## Five Key Cases

1. Profit and Loss
2. Entering a new market
  - M&A, new product, new business
3. Pricing
4. Growth
5. Strategy by numbers

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## PROFIT AND LOSS

$$E(P=R-C)M$$

Look at external factors first, is this an industry-wide problem or a company problem?

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## ENTERING A NEW MARKET

### Analyze the client

- Why enter?
- Size: revenues and trends
- Products
- Distribution channels
- Customer segmentation
- What constitutes success?

### Analyze the new market

- Size and growth rate
- Major players & market share
- Product differentiation
- Barriers to entry and exit
- Customer segmentation

### How best to enter:

- Start from scratch
- Acquisition
- Joint venture

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## PRICING

Look at all four before deciding on a price

1. Company objective (profits, positioning, market share?)
2. Competitive analysis / Competitive response
3. Cost-based pricing
4. Price-based costing

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## GROWTH

- ⦿ Increase distribution channels
- ⦿ Increase product line
- ⦿ Invest in major marketing campaign
- ⦿ Diversify products and services
- ⦿ Acquire competitors
- ⦿ Create seasonal balance

## First Five Steps ...

1. Summarize the Questions
2. Verify the Objectives
3. Ask Questions
4. Layout Your Structure
5. State Your Hypothesis

Steps 3 - 5 can be flipped around depending on the case.

## BULLETPROOF

Our client is an applied materials manufacturer who wants to enter the bulletproof auto glass market. It's developed a lighter, less expensive one-way bullet resistant glass. Bullets won't come in, but you can fire out. Word leaked out and their stock jumped from \$15 to \$18 a share. They want you to calculate the size of the worldwide bulletproof auto glass market, come up with a pricing strategy, determine plant location and make a decision as to whether to enter this market.

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## CASE NOTES

Case Notes	Objective
In this section write down all the information that the interviewer gives you	Write the answers to the questions that you asked about the case.  Draw your structure

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## CASE NOTES

- Graph or white paper, landscape
- One side of page, number each page
- Draw notes: D-trees, graphs, arrows
- Lay them out in front of you
- Star most important points
- Constantly review 1<sup>st</sup> page
- Separate sheet for math

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Applied materials man Enter bulletproof auto industry?	Enter Mkt Y/N Analyze Company -Size: revenue, brand -Other products -What constitutes success?
Stock \$15 > \$18 - Mkt size - Price - Plant Location - Mkt Y/N	Analyze Mkt -Major players -Barriers -Prod differentiation - Plant Location - Other plants - Location - Value chain - Raw materials - Labor - Transportation - Customer base
	Features <ul style="list-style-type: none"> <li>Lighter</li> <li>One-way more of a deterrent</li> <li>Pricing               <ul style="list-style-type: none"> <li>- Comp objective</li> <li>- Competitive analysis</li> <li>- Cost-based pricing</li> <li>- Price-based costing</li> </ul> </li> </ul>

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## Market-sizing

- Military
  - Humvees
  - Cars
- Corp
  - CEOs & top exes
  - Limos
- Gov't
  - Police, FBI
  - Politicians, diplomats
  - Royalty
- Other
  - Mob, drug lords, celebrities, armored trucks
- OEM and aftermarket

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Assumptions: 1% of US cars have bp glass. US makes up 10% of total mkt. 100m US households.

Income	HH	# Cars	Total Cars
High	10m	3	30m
Middle	60m	2	120m
Low	30m	.5	15m

165m + 35m (taxi, limos, gov't cars, military vehicles rental cars, university cars) = 200m

200m cars. Life expt 10 yrs = 20m \*  
 1% = .2m  
 180m old cars \* 1% = 1.8m  
 2m = 10% of world market  
 World market: 20m cars

## 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 and intellectual curiosity

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## THE THINGS THEY DO

- A or B / Let me tell you why you're wrong
- Headings & bullets / When they cut you off

## MATH SKILLS

### Math – flying w/o a calculator

Percentages, Breakevens, Weighted Averages,  
Net Present Value, Multi/Div with lots of zeros

## WAYS TO PREPARE

- Read *Case in Point*
- Make a case journal
- Read practice cases in other books (40 cases)
  - University of Michigan
- On-line practice
  - CQI, Case Chase Clips (morning of interview)
  - McKinsey, Bain and BCG website
- Practice live cases (30 live cases)
  - Form groups, alumni, career services, and Evisors.com

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