

CRACK
THE CASE

Ready - Set Interview!

Prepare to Win this Fall

Sunday, May 19

Spring Webinar Series
with David Ohrvall
Zintervu CEO



CRACK
THE CASE
TRAINING



David Ohrvall
CEO, **Zintervu**



ICU

國際基督教大學
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CRACK
THE CASE

INTERVIEW
LOGIC

MBACASE

World Class Case Interview Training



Canada

Ivey School (UWO)
Queen's University
McGill University
U of Toronto
U of Calgary

United States

Amherst College
Berkeley Haas
Boston College
Boston University
Bowdoin College
Carnegie Mellon Tepper
Chicago Booth
Chapman University
Columbia
Colorado
Darden
Dartmouth Tuck
Duke Fuqua
Emory
George Washington
Georgetown
Georgia Tech
U of Georgia
HBS
Iowa
IU Kelley
Johns Hopkins
Kellogg
Maryland
Michigan Ross
Michigan State

MIT
Minnesota
Notre Dame
NYU Stern
Ohio State
Olin WUSTL
Owen Vanderbilt
Pepperdine
Rice
Stanford
SMU
Temple
UT McCombs
Texas A&M
USC Marshall
UCLA Anderson
UC Davis
UC Irvine

UNC Kenan-Flagler
U of Washington
Wharton
William & Mary
Wisconsin
Yale

Europe

IE Madrid
INSEAD
Oxford Said
Cambridge Judge
Cass, Imperial
ESADE, SDA Bocconi
HEC

Middle East

INSEAD Abu Dhabi
American University Cairo

Asia - Pacific Rim

INSEAD Singapore
National University
Singapore
Hong Kong UST
CEIBS Shanghai

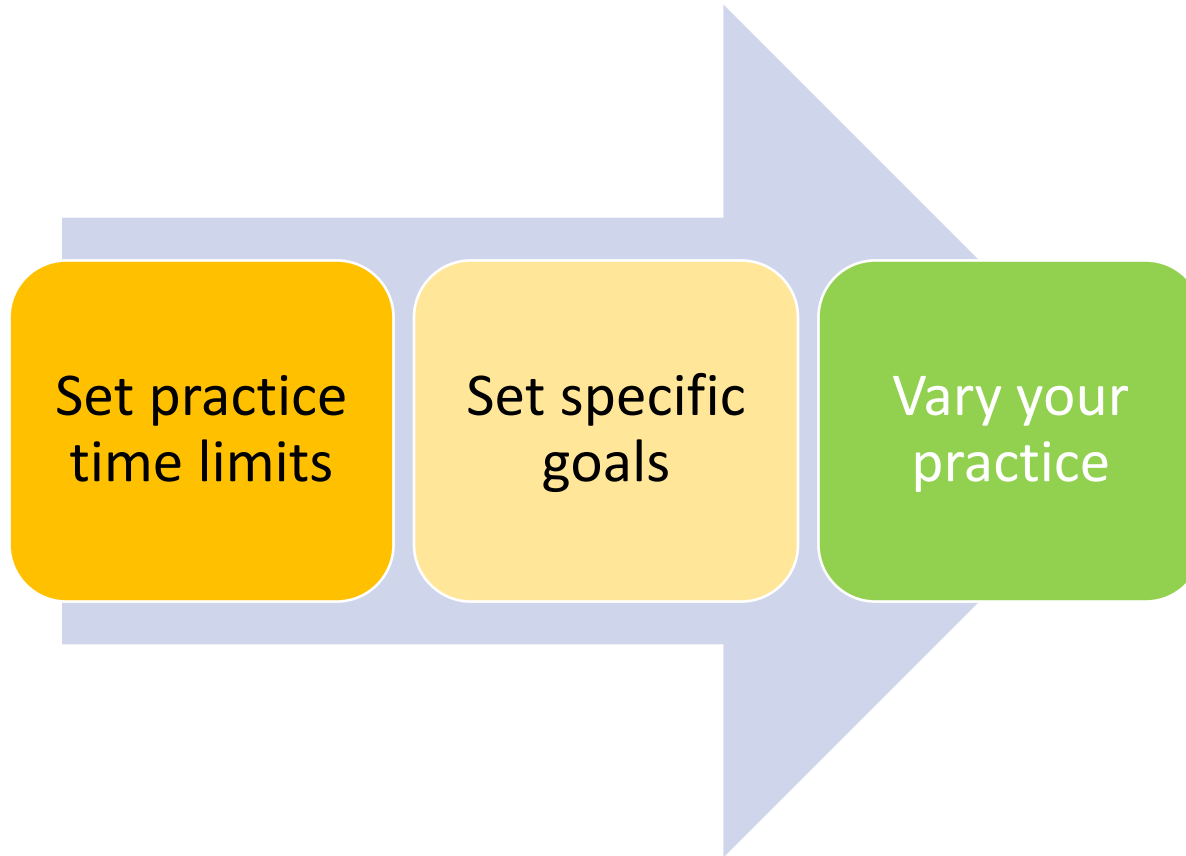
Today's Agenda

- How to Structure Your Summer Prep Time
- Essential Skills to Focus on Now
- Effective Practice Techniques
- How to Keep Your Momentum Going All Summer
- How Summer Prep Sets You Up for Success

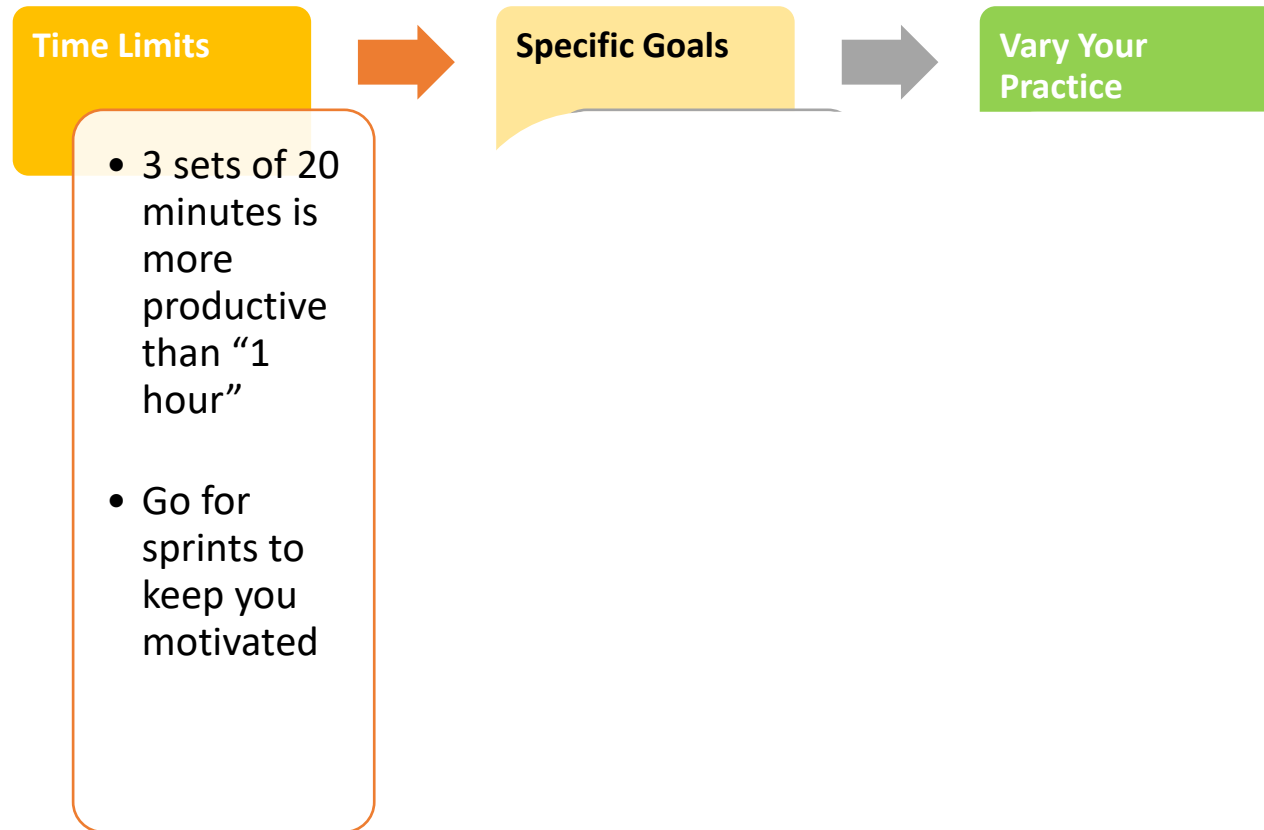
Time – Create a schedule to help you relax and feel in control

- **Start with macro goals**
 - 3 hours per week x 7 weeks = only 21 hours
 - Aim for 50-75 hours of practice time
- **Then set specific practice sessions**
 - 1.5 hours, 2x per week of CONCENTRATION
 - Move to 3x, 4x, etc.
- **Look for expansion and make-ups**
 - Be serious about tracking your time
 - “You can’t manage what you can’t measure”
– Peter Drucker
 - Find extra drills you can add into small openings in your schedule

Use this flow as a guide



Interview stars know what to do



Keep the end goal in mind

**Case
Interview**



Solve the case

You must have
an answer at
the end

Communicate
like a business
advisor

**Behavioral
Interview**



Show impact

Your skills must
connect to the
needs

Can be 40% of the
decision

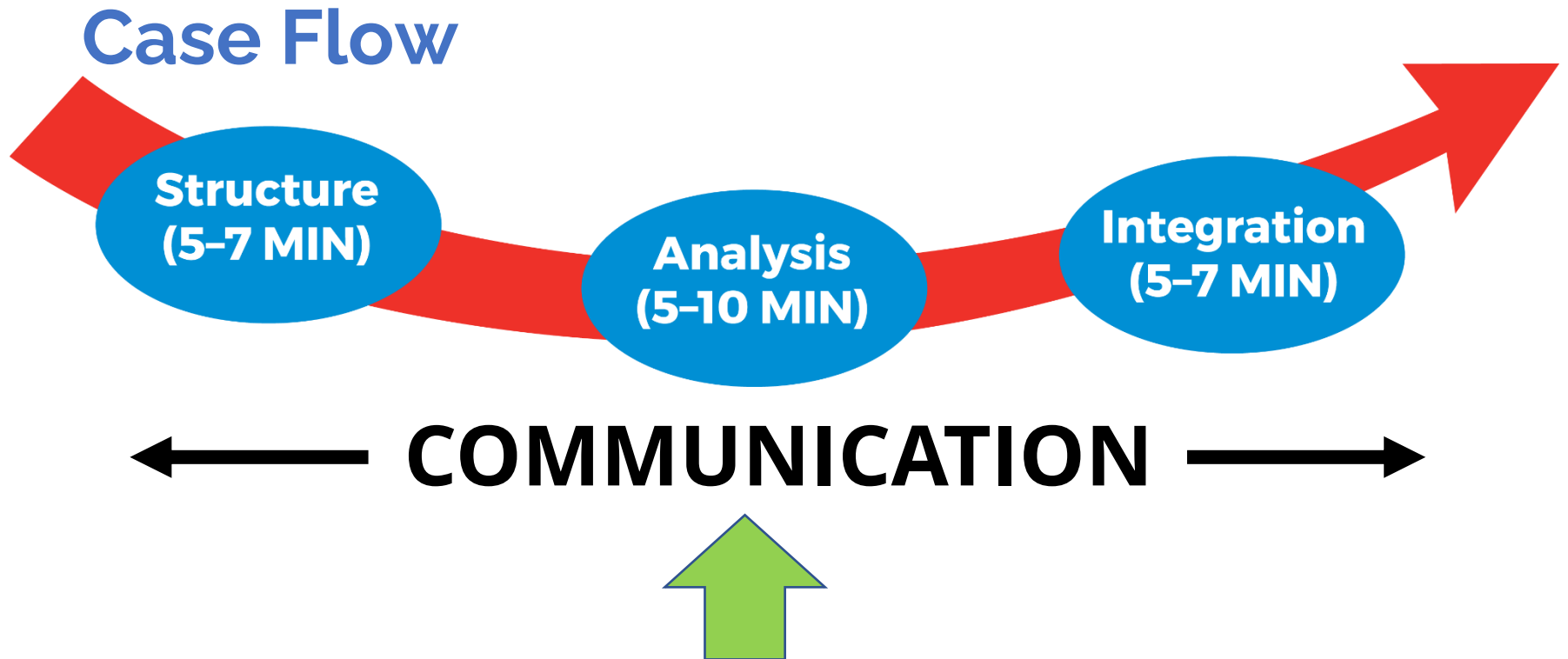
Integrate case practice into your day

- **Physical break-downs**
 - Block & Break household items
 - Think about the manufacturing steps
- **Business break-downs**
 - Ask, "How do they make money?"
 - Think, "How can they grow revenue?"
 - Ask, "Where would I prioritize costs?"
- **Concept break-downs**
 - How could we build loyalty?
 - Quality?
 - Efficiency?
 - Accuracy?

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Let's focus our attention on each part of the case.



Be Answer First

to engage quickly

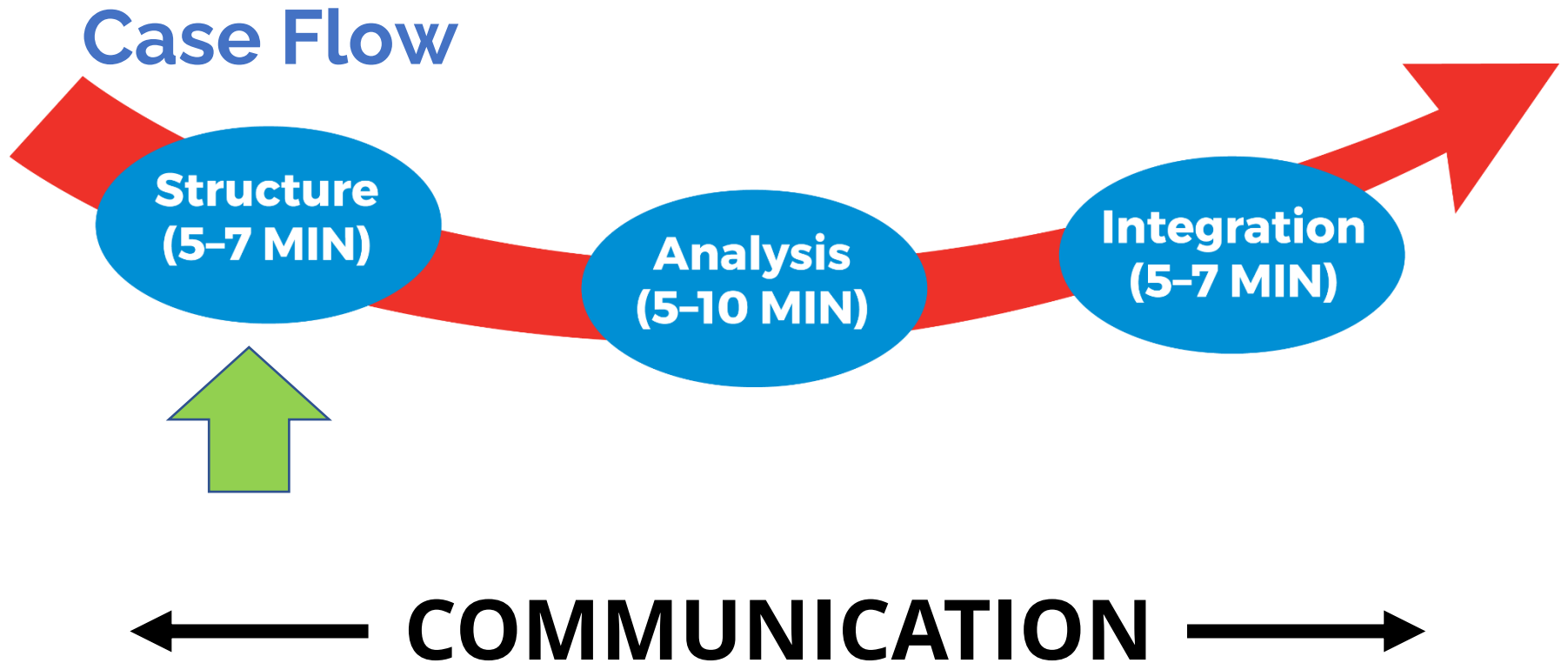


- **Bring the main point to the front.**
- **Use data to engage your interviewer. Add in \$, # and %.**
- **Apply Answer First to speed up the conversation.**

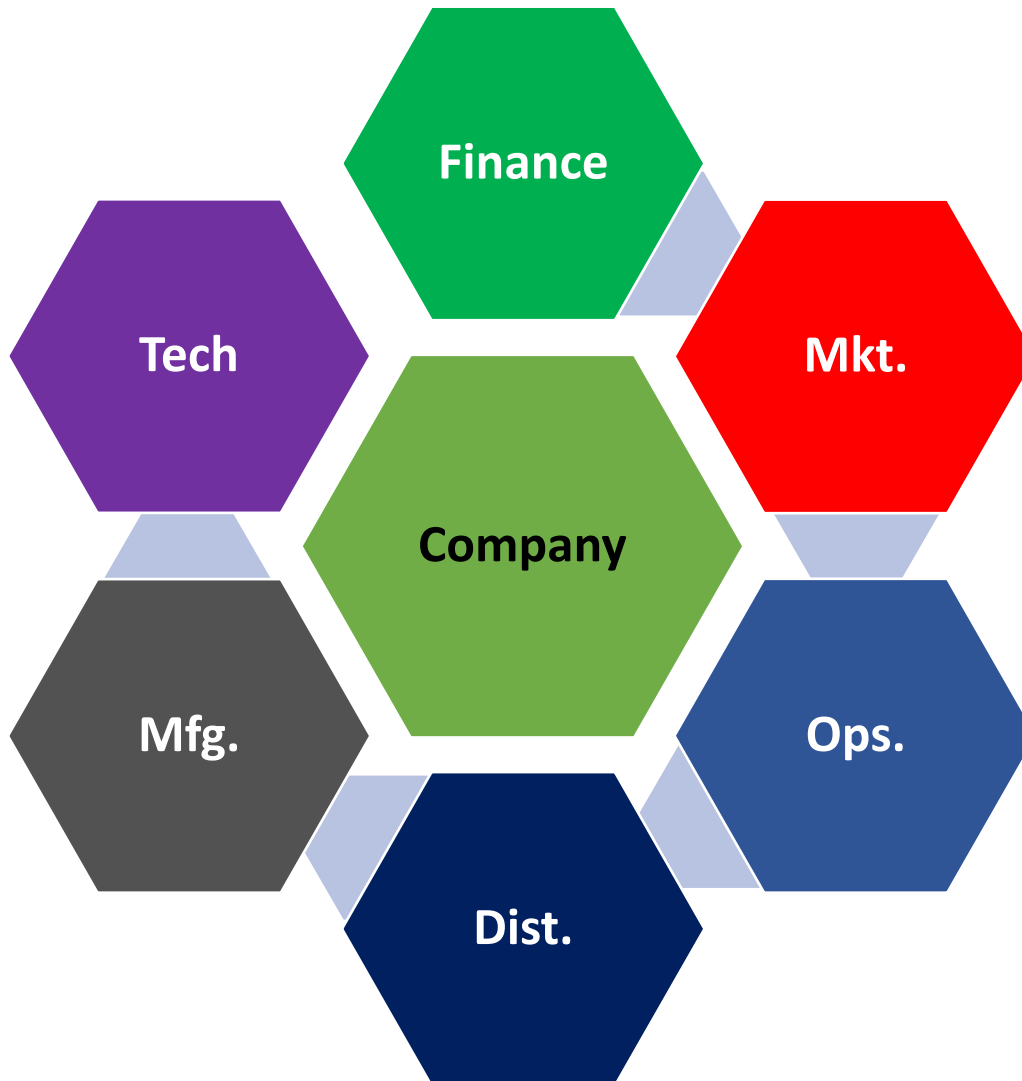
1. Communication – Answer First

- **Clear and Direct** – “There are two key issues I want to address.”
 - Interviewers understand where you are going
 - You seem like a confident business advisor
- **Interaction Increases** – “Can we go back to your first point”
 - Interviewers want to test you thoroughly
 - When they quickly understand your thinking they can ask questions and converse with you like a peer
- **Your Speed Accelerates** – Time is one of your enemies
 - With AF you move faster through both your behavioral and case thinking
 - There's more time to go deeper, analyze data, answer questions and cover more ground in your behaviorals

Let's focus our attention on each part of the case.



2. Structure – Consider all the angles



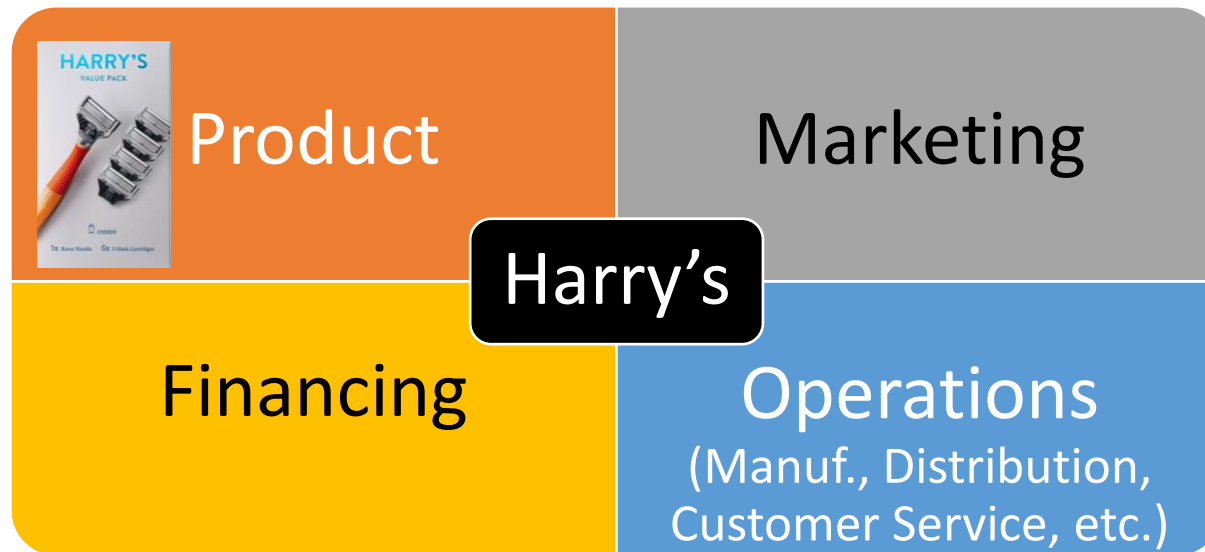
**BREADTH \neq reciting a
memorized laundry list**

**Top candidates curate
& prioritize in real time**

Harry's - a stylish, cheaper men's razor.

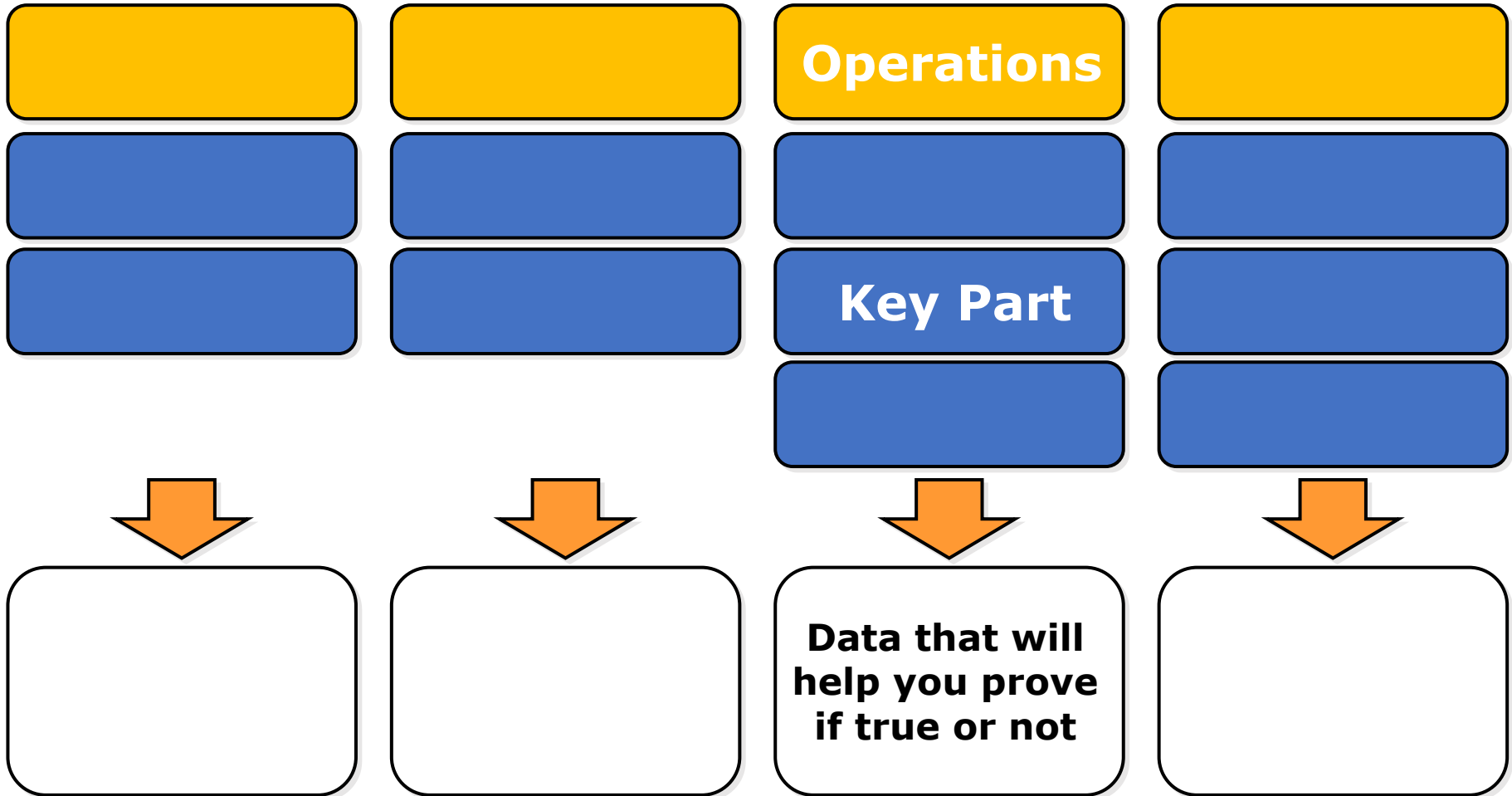
How do you help them win?

- **Function** - quality of shave, feel in hand, durability of blades, ease of cleaning
- **Style** – color options, sleek design
- **Portfolio** – multiple types? Shave cream?
- **Mtg channel:** Social media for a Gen X/Z target
- **Messaging:** “You’re paying too much!”, socially conscious
- **Pricing:** Trial offer. Subscription discount



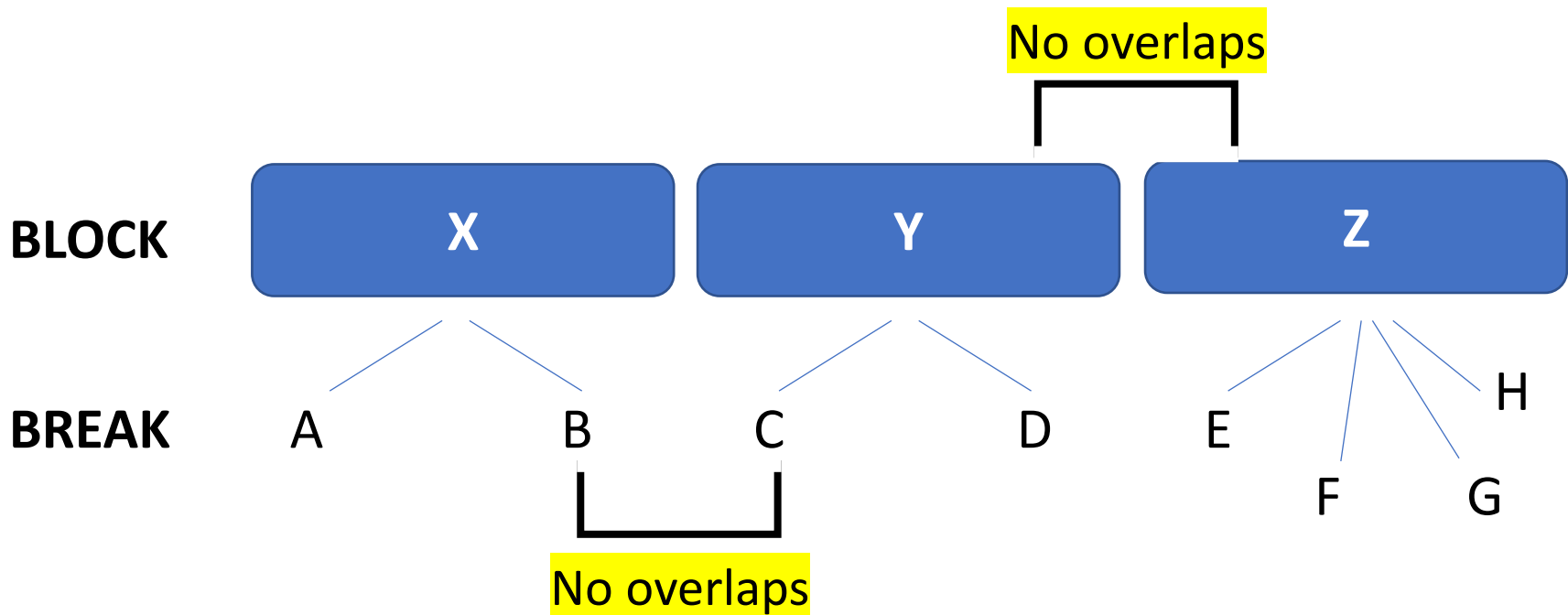
- **How much money do we need?:** Initial investment, marketing budget, incremental capital to scale
- **How are we going to fund it?:** debt, equity, self-fund?
- **ROI:** Expected product margins / breakeven point
- **Exit strategy:** Get acquired by large CPG? IPO?
- **Manuf:** In-house production or outsource? Where to do the manuf
- **Sales channels:** Direct to consumer, through retail stores, or Amazon/other online partners
- **Back office support:** Where to put HQ? Remote workforce?

2. Structure – Use a hypothesis



2. Structure – Be MECE when possible

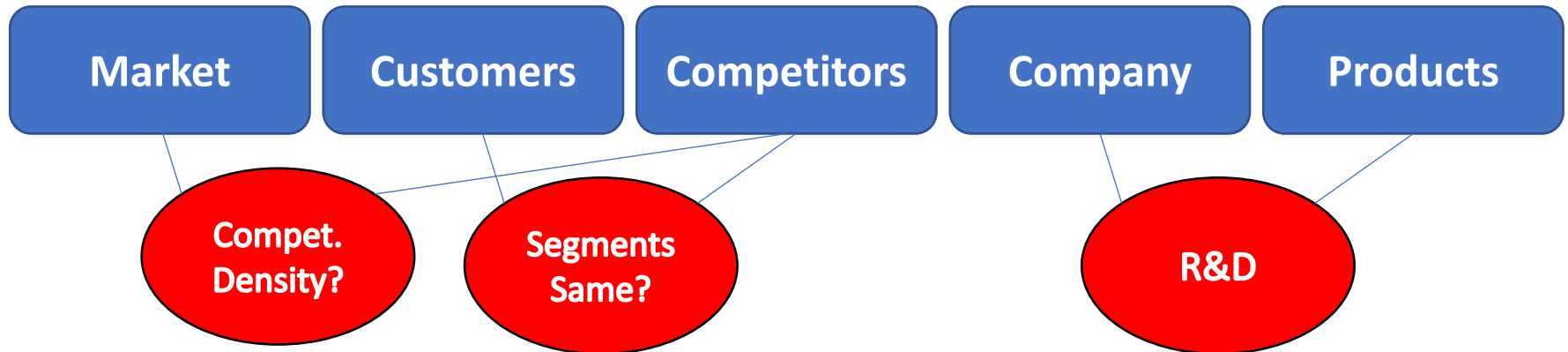
Mutually Exclusive, Collectively Exhaustive



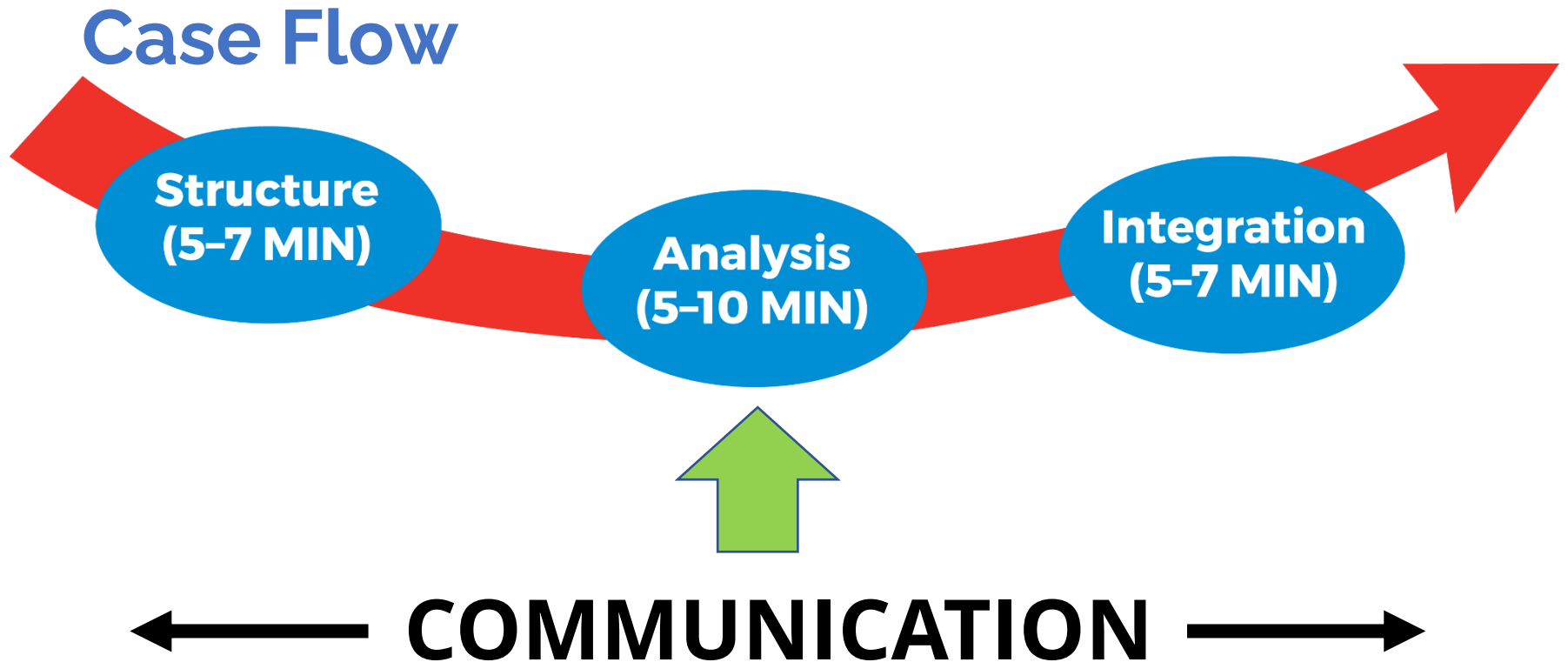
ASK \$, # and %

2. Structure – It takes practice to avoid overlaps

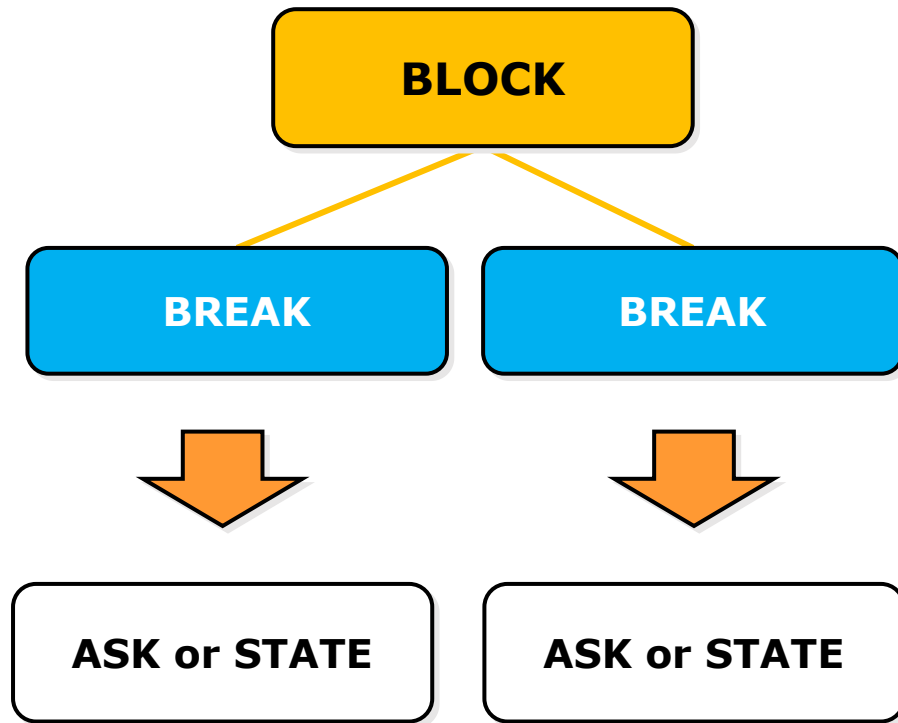
Let's enter a new market. I want to find the most attractive market.



Let's focus our attention on each part of the case.



3. Analysis – It begins with data anticipation



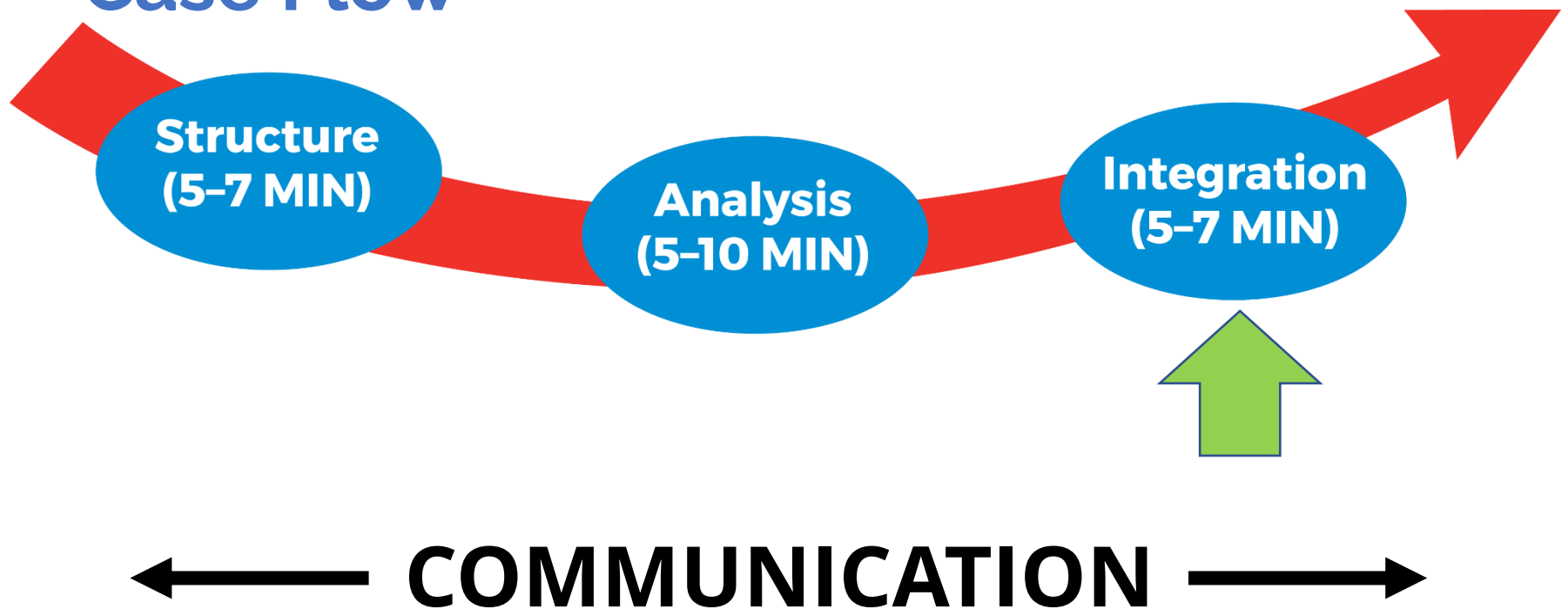
Separate categories

Being case specific preps you to anticipate data. "Micro" hypotheses start to bubble up.

Mention the specific \$, # and % that you need. Be ready to transition to the analysis portion of the case.

Let's focus our attention on each part of the case.

Case Flow



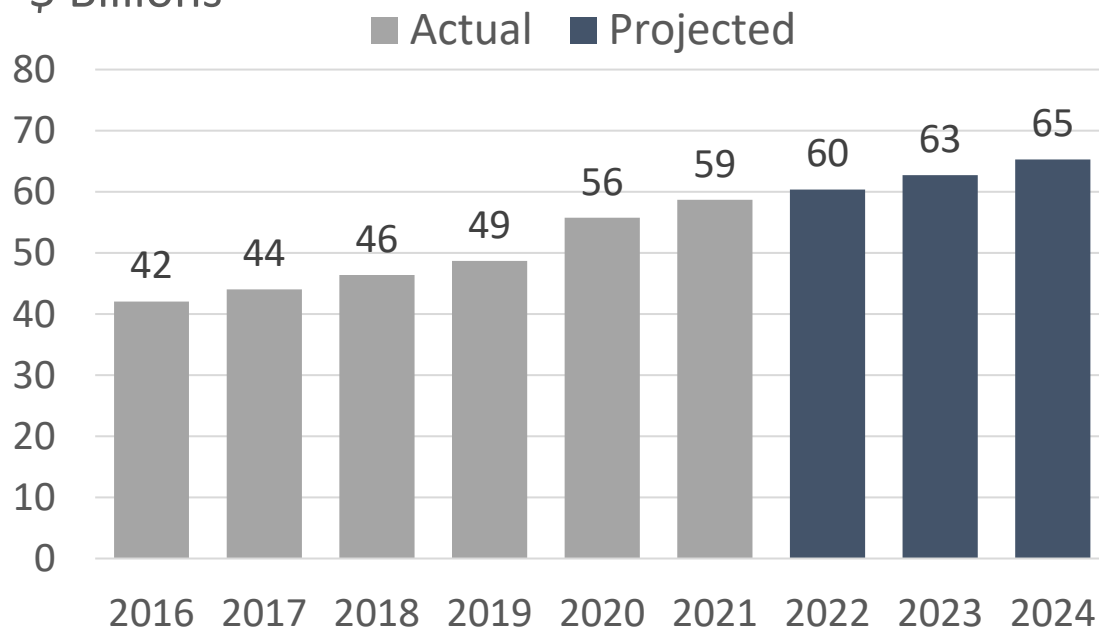
4. Integration – Focus on insights

Nutritional Supplement Market Trends

(Vitamins, minerals, herbal supplements, sports nutrition, meal supplements, etc.)

US Nutritional Supplement Sales

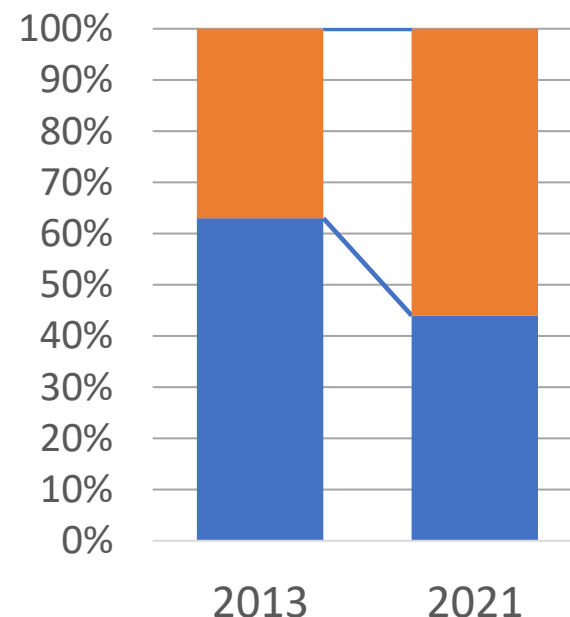
\$ Billions



Sales by form*

% of total sales

- Pill (Blue)
- Non-pill (Orange)



* Pills includes: tablets, capsules, softgels and VegiCaps

Non-pills includes: chewables, gummies, powders, liquids, injections, lollipops/lozenges, etc.

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Start with honest feedback

- **Communication**
 - Answer First
 - Authoritative
 - Fluent
- **Structure**
 - Block, Break & Ask mastery
 - MECE
 - Hypothesis driven
- **Analysis**
 - Accurate
 - Mental math
 - Insight focused
- **Integration**
 - Connects the dots
 - 2nd level insights
 - Business advisor tone

Don't rely on your own opinion

- Feedback from case results
- Input from partners
- Answer keys from the case (Zintervu.com)
- Rubrics, like the Crack the Case Scorecard



Crack the Case Scorecard

	1 OFF-POINT	3 AVERAGE	5 GREAT
Communication			
1. You used an answer first style.	Answer last and hard to follow	Mix of answer first and answer last	On-point and engaging
2. You carried the discussion well and drove the case.	Needed frequent prompting to move forward	Occasionally awkward, but moved ahead	Fluid, lively and momentum toward solution
3. You used your notes effectively.	Notes were messy and scattered, did not refer to them	Fairly neat, disorganized, seldom used them	Neat and organized, referred to them frequently
Structure & Logic			
4. You had a logical and clear plan to solve this case.	Lacked a structure, direction unclear	Structure incomplete, skipped key areas	Clear plan, covered all key issues
5. Your plan was MECE (Mutually exclusive, collectively exhaustive)	Several overlaps and full of gaps	Some overlap, 1-2 key gaps	Good breadth, no overlaps, no gaps
6. You referred back to your plan and updated when appropriate.	You basically forgot about it	Referred to early in case but not at close	Referred to often, updated as needed
Analytics			
7. You analyzed the data accurately and drilled down for additional data when needed.	Frequent math errors, vague questions, nervous	Some math mistakes, good questions, some confidence	Accurate math, excellent on-point questions, confident
8. You integrated the data and found key insights. Saw the big picture.	You missed all the linkages between the data	You found some insights and connections	"Connected the dots" and found key insights
Integration & Close			
9. Your final recommendation integrated the data with the case question and your initial structure.	Solution lacked data support, gave answers "from the gut"	Used some data, little connection between analysis and plan	Integrated all facts and data, offered relevant next steps
10. You were a persuasive, engaging business advisor.	Unconvincing, lacked confidence, robotic	Professional, somewhat engaging, lacked solid recommendations	Persuasive, professional, engaging, bottom-line oriented
Total Score: (10-50)			Notes:

*Tip: Save your scorecards and track your progress over time.



Case format can vary

One-on-One

- Most typical format
- Interviewer style and case content vary widely
- Be ready to drive the discussion

Small Group

- Usually final round only
- Rare but growing in popularity
- Listen and collaborate!

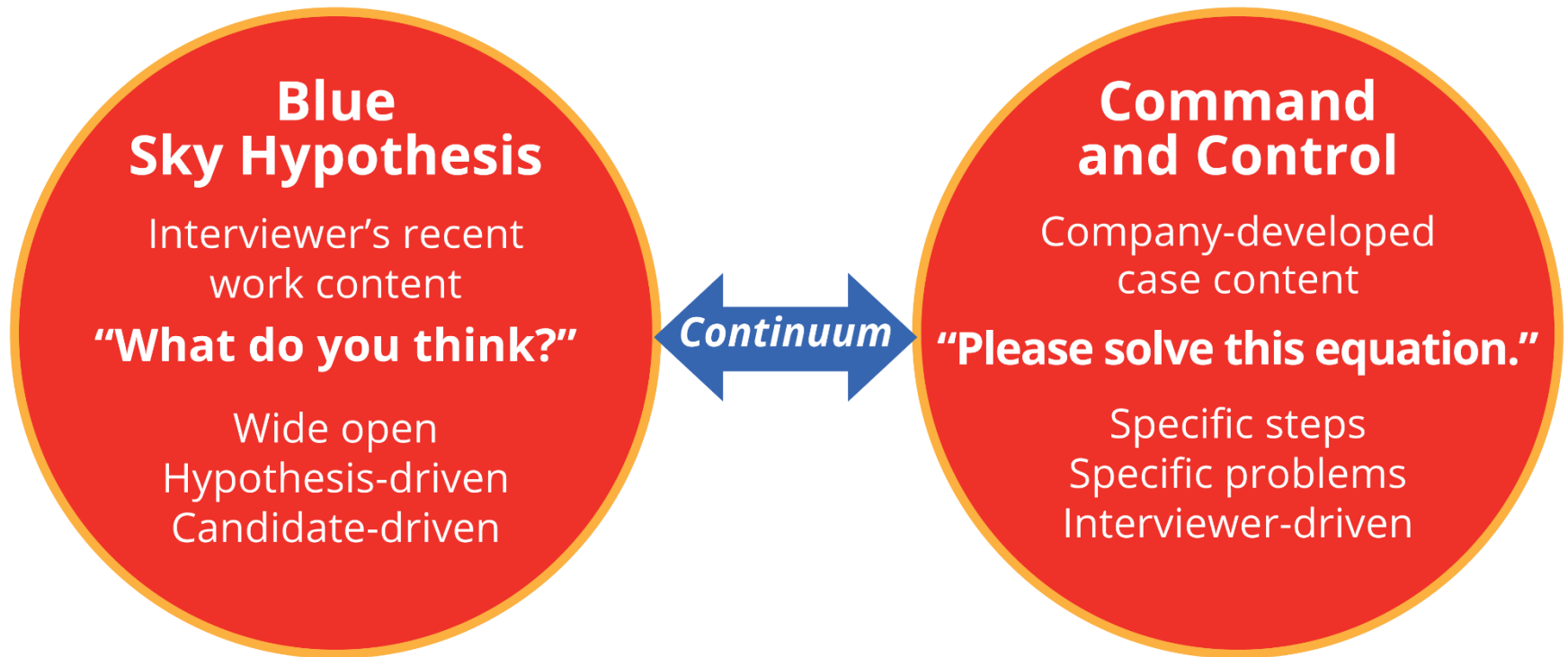
Analysis Only

- You and a computer or paper exam
- Usually a threshold test
- Emphasis on quant skills

Analyze & Present

- You, blank slides, and a case
- Present to 2–3 people
- Have a tight storyline and solid recommendation

Interviewer approach can vary



Interviewer personalities vary



Silent Partner

- Doesn't say much
- Hard to read



Chatty Charlie

- Jumps off topic
- Feels frenetic



Data Director

- Wants facts only
- Pushes for insights

Firm approach varies



Generalist Consulting

Firms that advise a broad set of companies and industries may give you a case on any topic. A firm's recent client work may show up in your case!



Company-Specific

Expect cases that are centered on their specific industry and day-to-day problems. Be sure to read up on their most recent challenges and products.

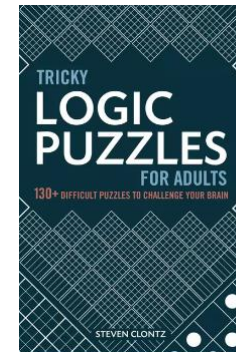


Industry-Specific

Firms that advise in specific industries will give cases on those topics. Educate yourself on current challenges and trends.

Challenge yourself with different case types

- **Basic Cases**
 - 15 mins v. 40 mins
 - Market Size, Mini and Full
- **Industry Specific Cases**
 - Supply Chain
 - Oil & Gas
 - Healthcare
- **Gamification / Firm Specific**
 - Work on classic logic puzzles
 - Look for online samples
 - BCG Pymetrics Test
 - McKinsey Verbal Reasoning Test
- **Personality**
 - Be yourself
 - Know the culture ahead of time



Take advantage of the tools around you

- **Crack the Case Legacy Library (Free – go to Zintervu.com)**
 - 42 cases
 - Over 160 videos
 - Other libraries – look for variety

- **Drill systems**

- **Basics**
 - Flash cards
 - Math
 - Phrases
 - Openings and endings
 - Case starts

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Keeping momentum is about planning

- **Setting achievable goals and rewarding progress**
- **Overcoming procrastination and burnout**
- **Maintaining a positive mindset (and the right friends)**
- **Staying engaged with varied practice activities**
- **Tracking progress and adjusting plans as needed**

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Summer Prep advantages

DO THIS OVER THE SUMMER

- ✓ **Stories updated from the summer**
- ✓ **Resume updated**
- ✓ **Multiple cover letters drafted**
- ✓ **20-30 cases completed (some 2x)**
- ✓ **Consistent math and slide review**
- ✓ **Regular partner practice**
- ✓ **Feedback from multiple experts**

AND AVOID REGRET



Let's be ready! No regrets.

“Another thing that really helped me was practicing cases with folks from other schools. Each school has a slightly unique case performance style.” Tepper MBA, McKinsey offer

**“Camp was instrumental in getting me here.”
Stern MBA, LEK offer**

“David and Deborah, thanks so muchI especially enjoyed your focused sessions on structuring and graph reading. I got all 3 MBB offers.” INSEAD MBA

“I was able to power through their exhibits and extreme data . . .” Duke MBA, McKinsey final round, ZS offer

“Thank you so much for the support and for pushing me harder than I thought was possible. I got McKinsey Dallas!” U of TX, McKinsey offer

Join Crack the Case Summer Camp



Crack the Case Summer Camp 2024

CRACK
THE CASE

**SUMMER
CAMP
2024**



Join expert trainers David Ohrvall and Deborah Resnick for our 7-week intensive **Crack the Case Summer Camp!**

Dates: June 9 – July 28, 2024

Registration opens on May 26

[Learn More](#)



- Be “offer ready” by August.
- **7 weeks / 7 topics.** Presented 2 different times each week. Recordings available.
- **Bonus:** Interview LOGIC workshop and 12-month subscription included.

- Summer Camps typically have 75+ campers from all over the world!
- World class trainers: David (ex-Bain) or Deborah Resnick (ex-McKinsey).
- Learn/See/Do. Each week there’s an assignment and 1-2 new cases.
- Work with your assigned team partners or others.
- Four Case Arenas with Q&A.
- We focus on building consistent skills that lead to offers.

- **SAVE THE DATE: Camp begins Sunday, June 9th.**
- **Early Access Coupon saves you \$90**

**Download today's slides and
get your Summer Camp early
access code.**





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