What do interviewers (and managers) look for?

CSAI Skills!

Structure

Integration

Analysis

COMMUNICATION

- **Show breadth and depth of thinking.**
- Know each lever of business and be able to apply it to a problem.
- Break down any problem consistently.

- Ensure that senior leaders have their "So what?" answered.
- Combine insights in an actionable, solution-based manner.

- Use a succinct, Answer First, confident style.
- Organize your language to explain data, thinking processes and insights.

- Learn to ask structured, data specific questions.
- Prioritize analysis and find meaningful insights across data sets.

What's a case interview?

CRACK THE CASE
TRAINING

Question: Should our fashion retailer open pop-up stores?
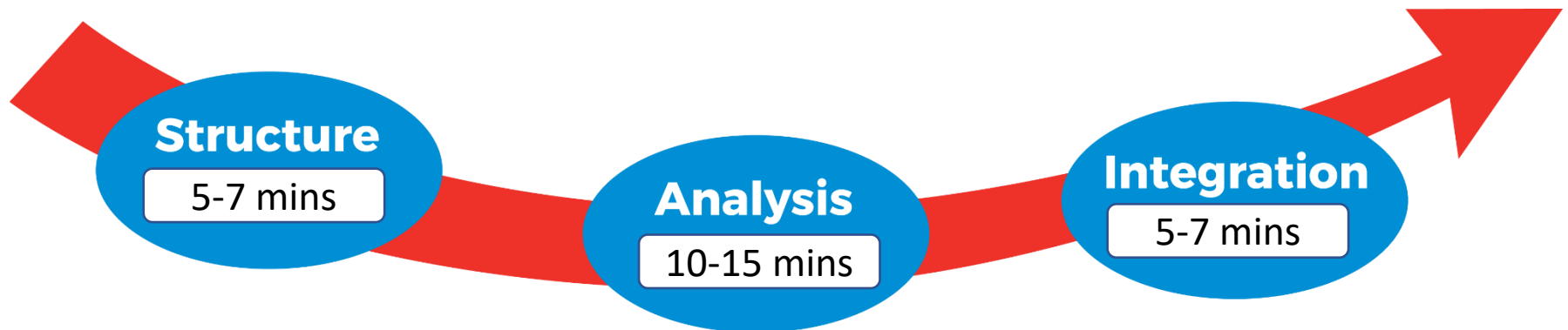
Structure
5-7 mins

Analysis
10-15 mins

Integration
5-7 mins

- How would you approach this problem thoroughly and systematically?

- What data would you want to see to answer your questions?

- What have you learned in the case that can support a firm recommendation?

Your summer work will be a case

Question: How would you handle the private label marshmallow problem?

Structure
2-3 days

Analysis
3-4 weeks

Integration
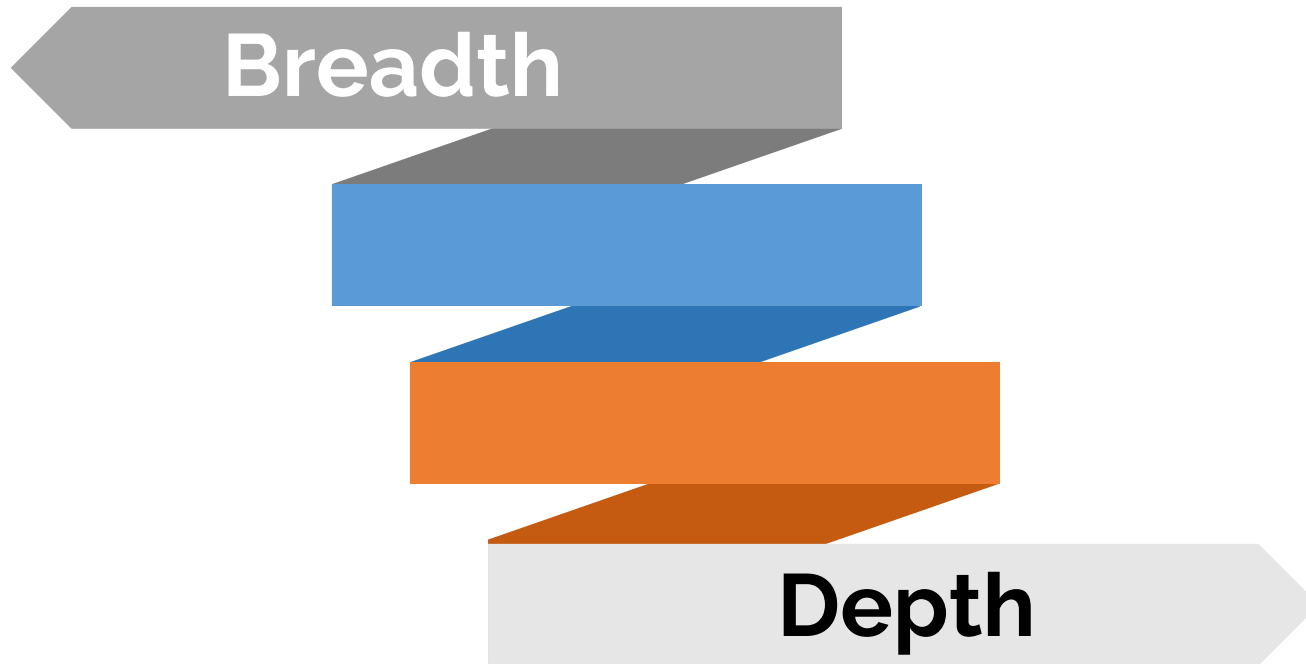2-3 weeks

- How would you approach this problem thoroughly and systematically?

- What data would you want to see to answer your questions?

- What have you learned in the case that can support a firm recommendation?

Interviewers (& managers) want to see breadth and depth of <u>thinking</u>!

Breadth

Depth

Solving problems starts with breaking the problem into solvable pieces.

Size or Importance

Some pieces of the problem are more important than others.

Urgent

Some pieces need to be addressed immediately given their importance or timing.
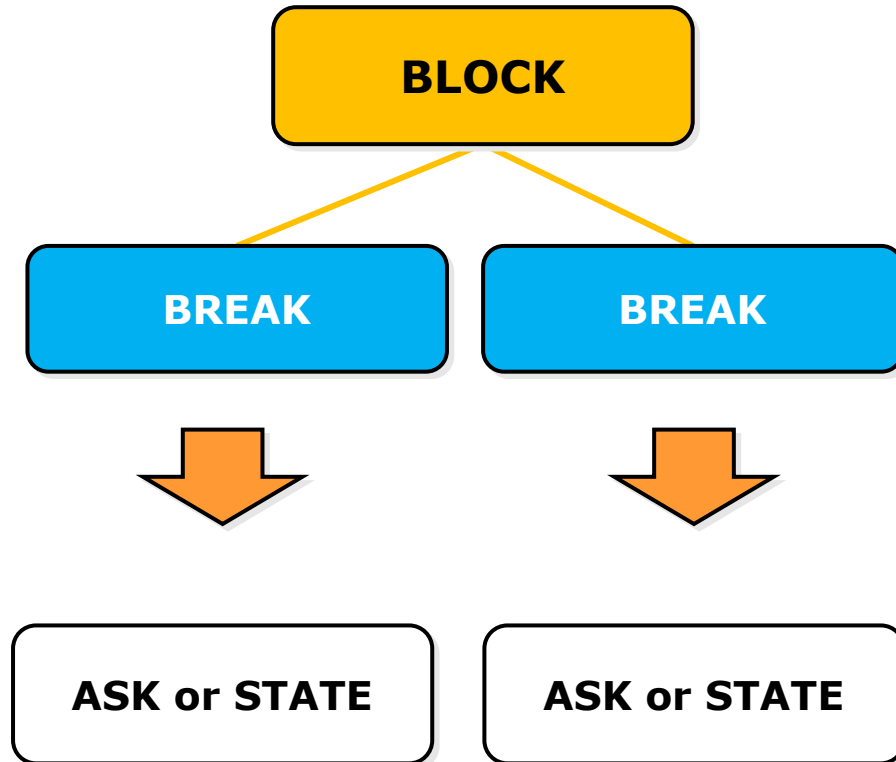
Connectivity

Some pieces are connected to several others. They are share something in common.

Block, Break & Ask

Use this technique to show breadth of thinking AND the ability to find relevant data

```
        ┌──────────────┐
        │    BLOCK     │
        └──────────────┘
           /        \
  ┌──────────┐   ┌──────────┐
  │  BREAK   │   │  BREAK   │
  └──────────┘   └──────────┘
       ↓              ↓
  ┌──────────────┐ ┌──────────────┐
  │ ASK or STATE │ │ ASK or STATE │
  └──────────────┘ └──────────────┘
```
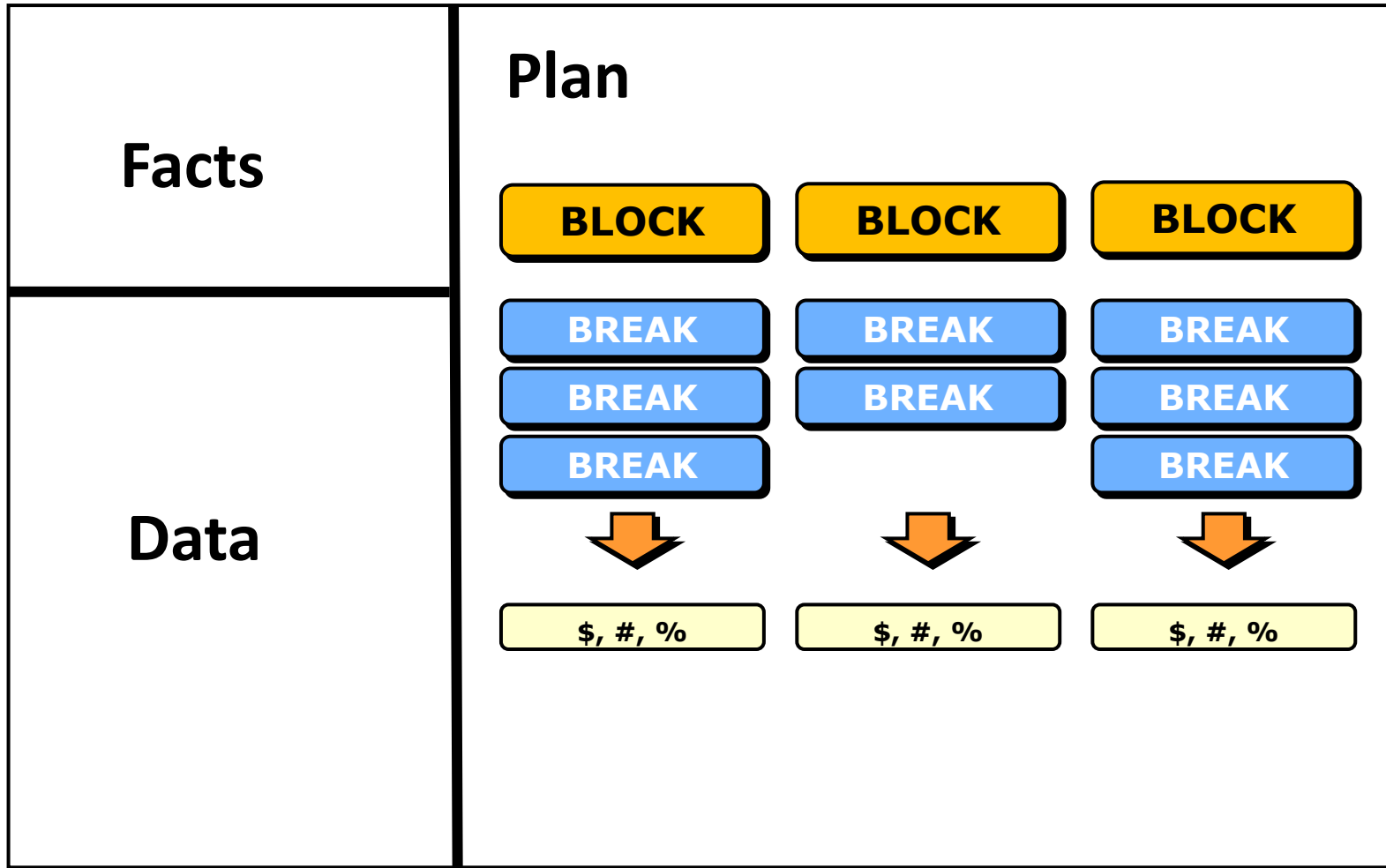
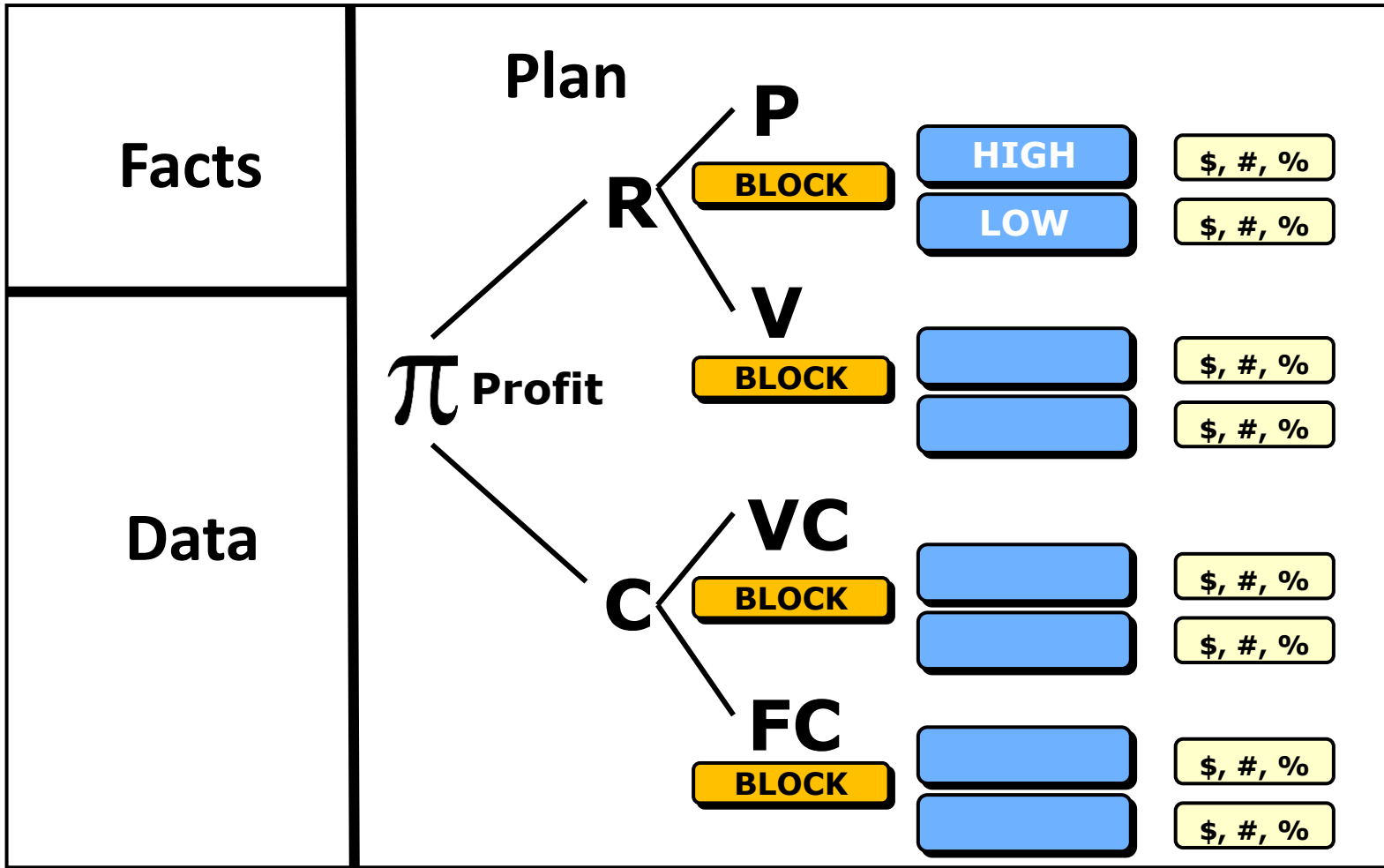Gather and group your ideas. Do your categories make sense?

Be case specific to address what matters for THIS case. This shows you are thinking!

Mention the specific $, # and % that you need. Be ready to explain ALL of your thinking before the interviewer gives you data.

Use your plan to connect and explain. Write or talk it through.

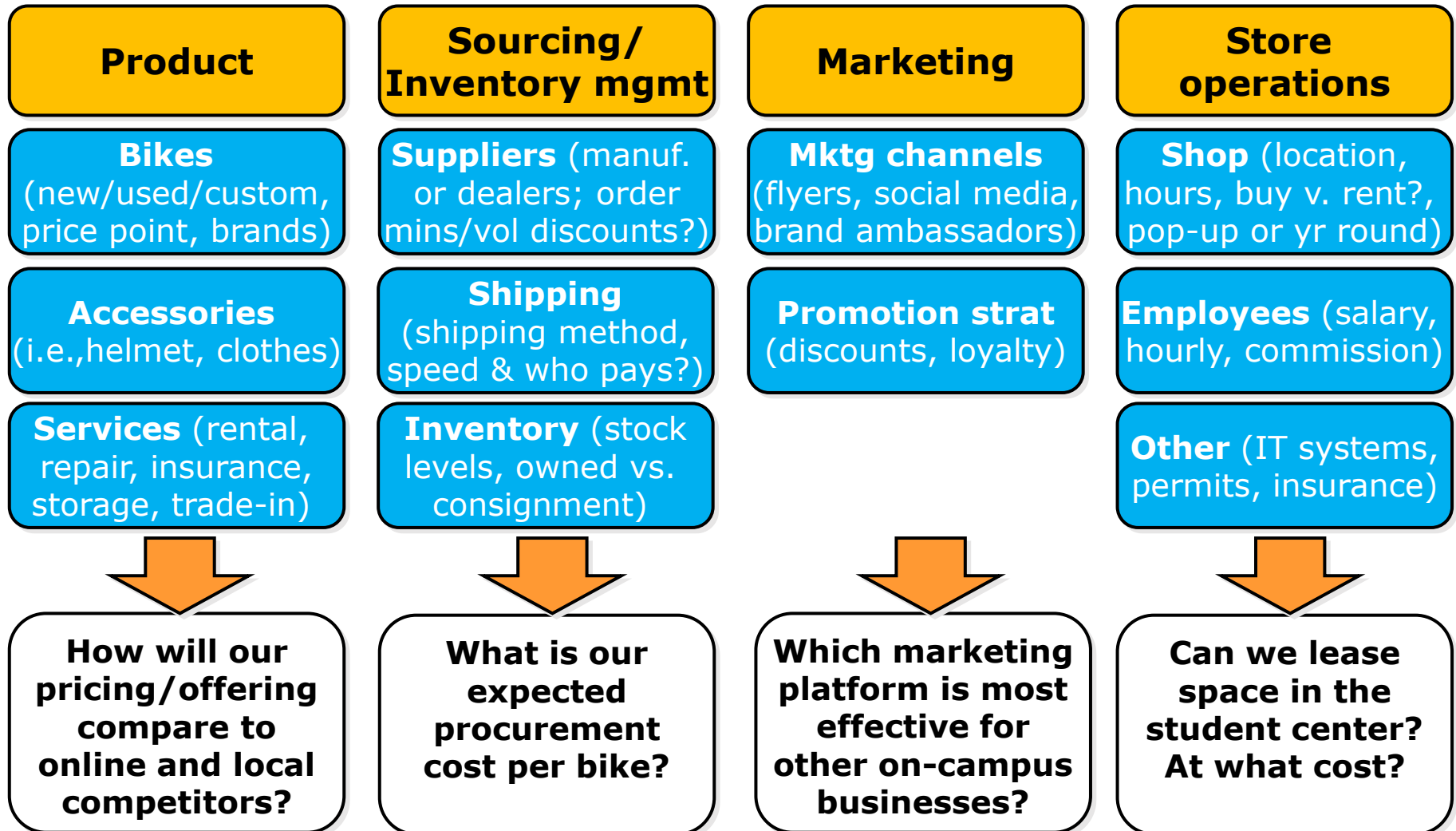# You may choose to show it horizontally (profit tree example)

Facts		
Data		

Plan

π Profit

R
 P
  BLOCK
   HIGH — $, #, %
   LOW — $, #, %
 V
  BLOCK — $, #, % / $, #, %

C
 VC
  BLOCK — $, #, % / $, #, %
 FC
  BLOCK — $, #, % / $, #, %

Structuring Practice

Our client is considering opening a bike shop on campus.

❑ **On your own:** **What do they need to consider?**
What data would help you create a robust plan?

❑ **Go to your Breakout Room**

- Meet your group, keep introductions short
- Discuss your initial ideas to get the conversation going
- **Then, try to group your ideas in a way that makes sense using Blocks and Breaks**

Bike Shop – Sample Structure

CRACK THE CASE TRAINING

Before opening this bike shop, I would consider...

Product	Sourcing/ Inventory mgmt	Marketing	Store operations
Bikes (new/used/custom, price point, brands)	**Suppliers** (manuf. or dealers; order mins/vol discounts?)	**Mktg channels** (flyers, social media, brand ambassadors)	**Shop** (location, hours, buy v. rent?, pop-up or yr round)
Accessories (i.e.,helmet, clothes)	**Shipping** (shipping method, speed & who pays?)	**Promotion strat** (discounts, loyalty)	**Employees** (salary, hourly, commission)
Services (rental, repair, insurance, storage, trade-in)	**Inventory** (stock levels, owned vs. consignment)		**Other** (IT systems, permits, insurance)
⬇	⬇	⬇	⬇
How will our pricing/offering compare to online and local competitors?	**What is our expected procurement cost per bike?**	**Which marketing platform is most effective for other on-campus businesses?**	**Can we lease space in the student center? At what cost?**

There isn't just one structure that will work per case

Our client wants to open a bike shop on campus.

Alternate structure #1

Sourcing	**Marketing**	**Store operations**	**After sales support**

Alternate structure #2

Customer	**Competition**	**Costs**

Alternate structure #3

Revenue potential	**Upfront costs**	**Ongoing costs**	**Risks & alternatives**

Do your best to be MECE

Mutually Exclusive, Collectively Exhaustive

No overlaps

BLOCK

X	Y	Z

BREAK

A   B   C   D   E   H

F   G

No overlaps

ASK $, # and %
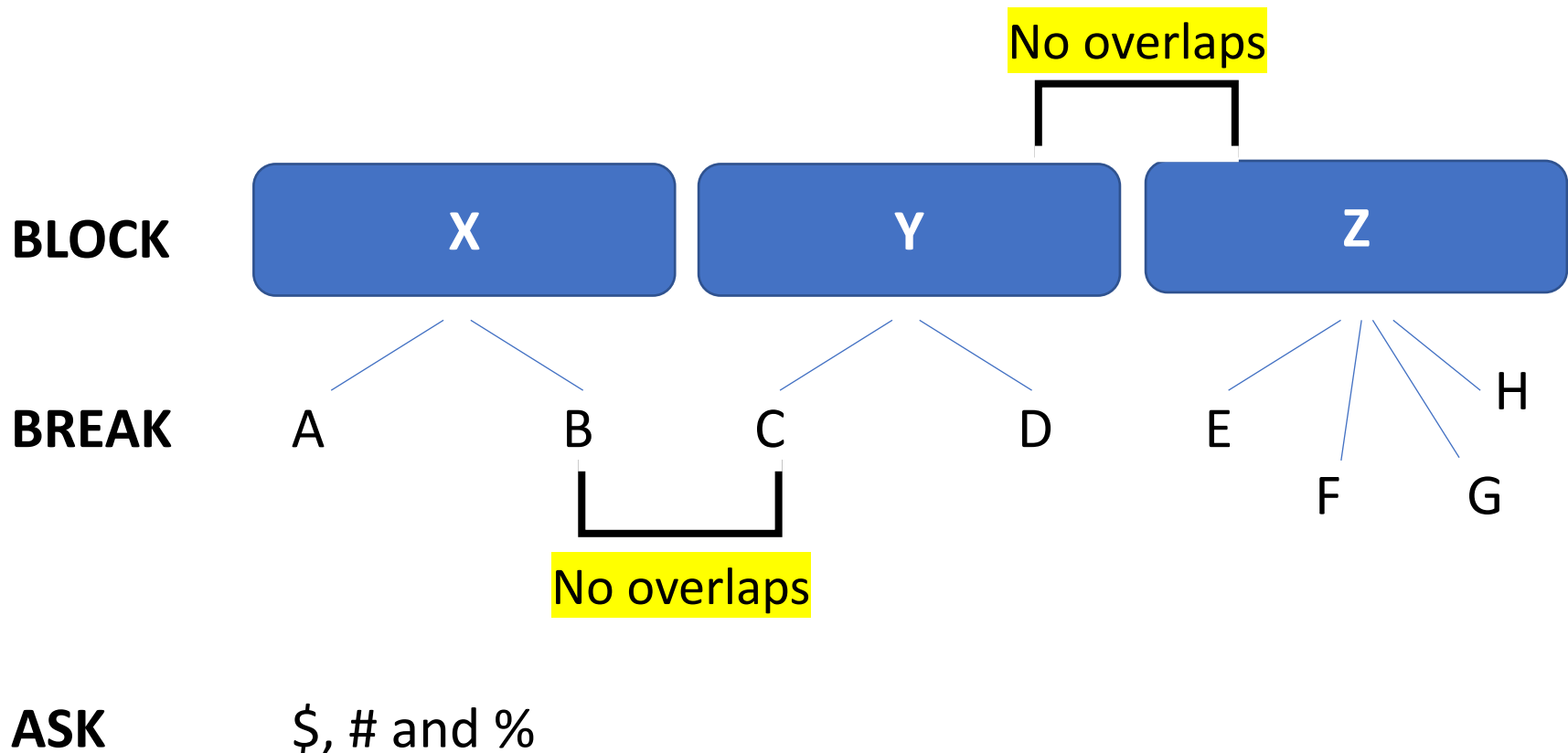
You'll start off robotic, but push for true AI
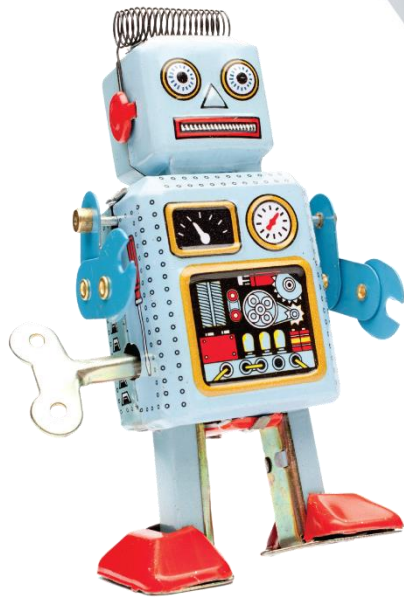
Ask-Bot

List-Bot

Hypothe-Bot

True "AI" Authentic Intelligence

Robot Evolution
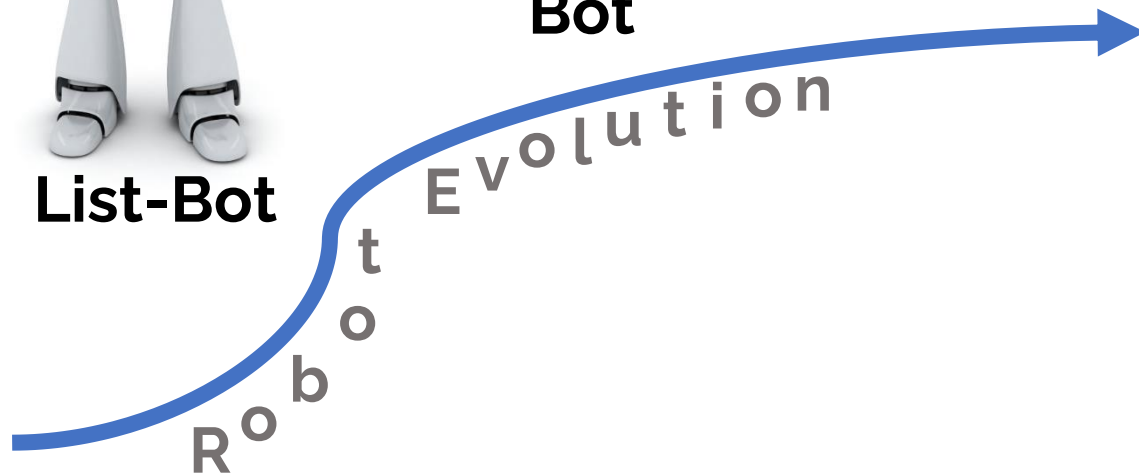
Ask-bots only ask questions

Children could do this! Please think.

Company	Customers	Competitors
BREAK	BREAK	BREAK
Could you tell me more about the company?	Who are the customers and what do they prefer?	Who are the competitors and what is their market share?
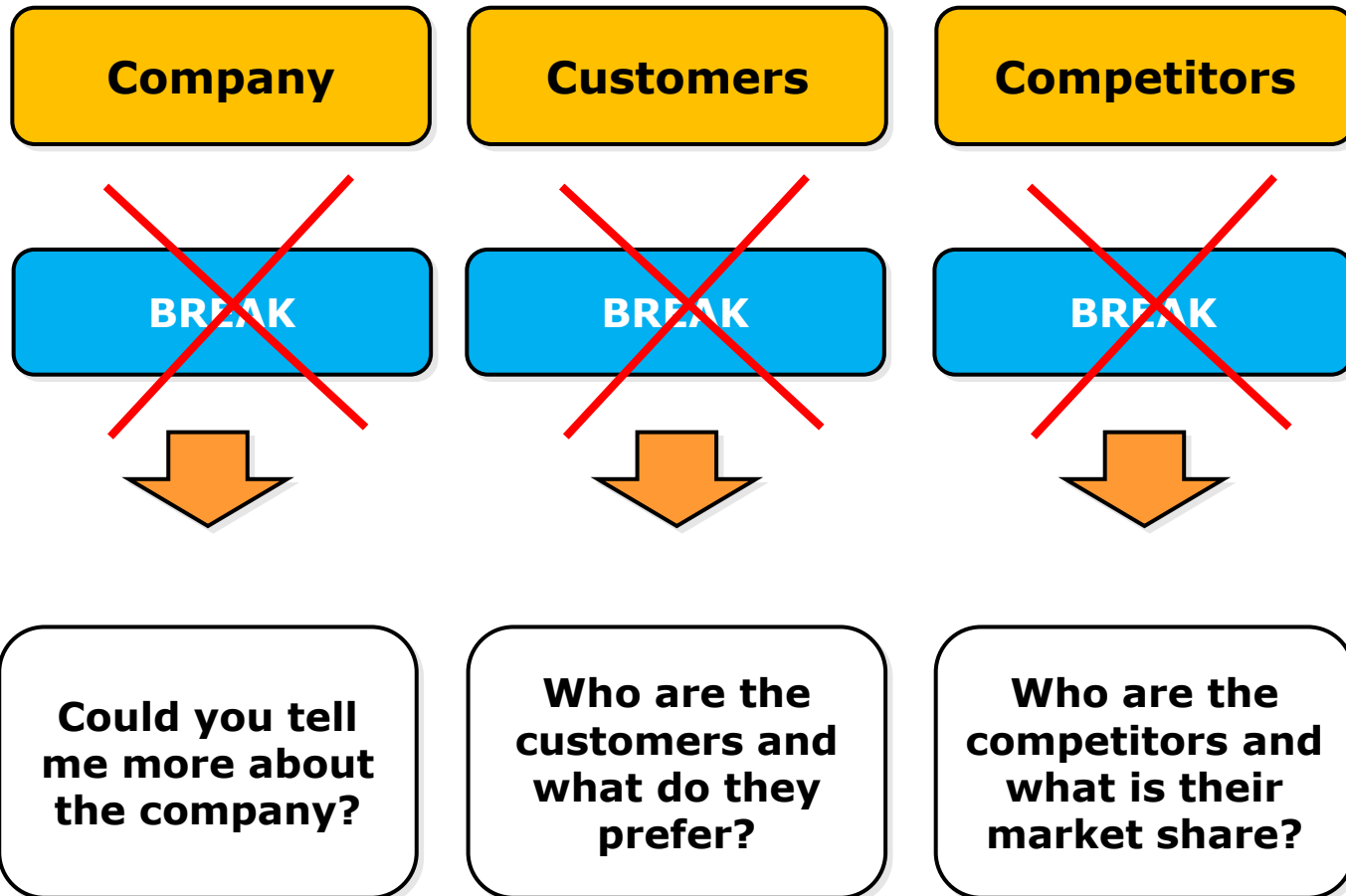
Show thinking with your breaks

Be case specific and hypothesis driven

BLOCK

BREAK   **BREAK**

Telecom   Auto Racing   Oil Rigs

Donuts   Fashion   Fast Food Chains   Real Estate

This is where you can differentiate yourself in the interview!

ASK or STATE   **ASK or STATE**

Insurance   Construction   Pharma

Advertising   Farming   Education   Software
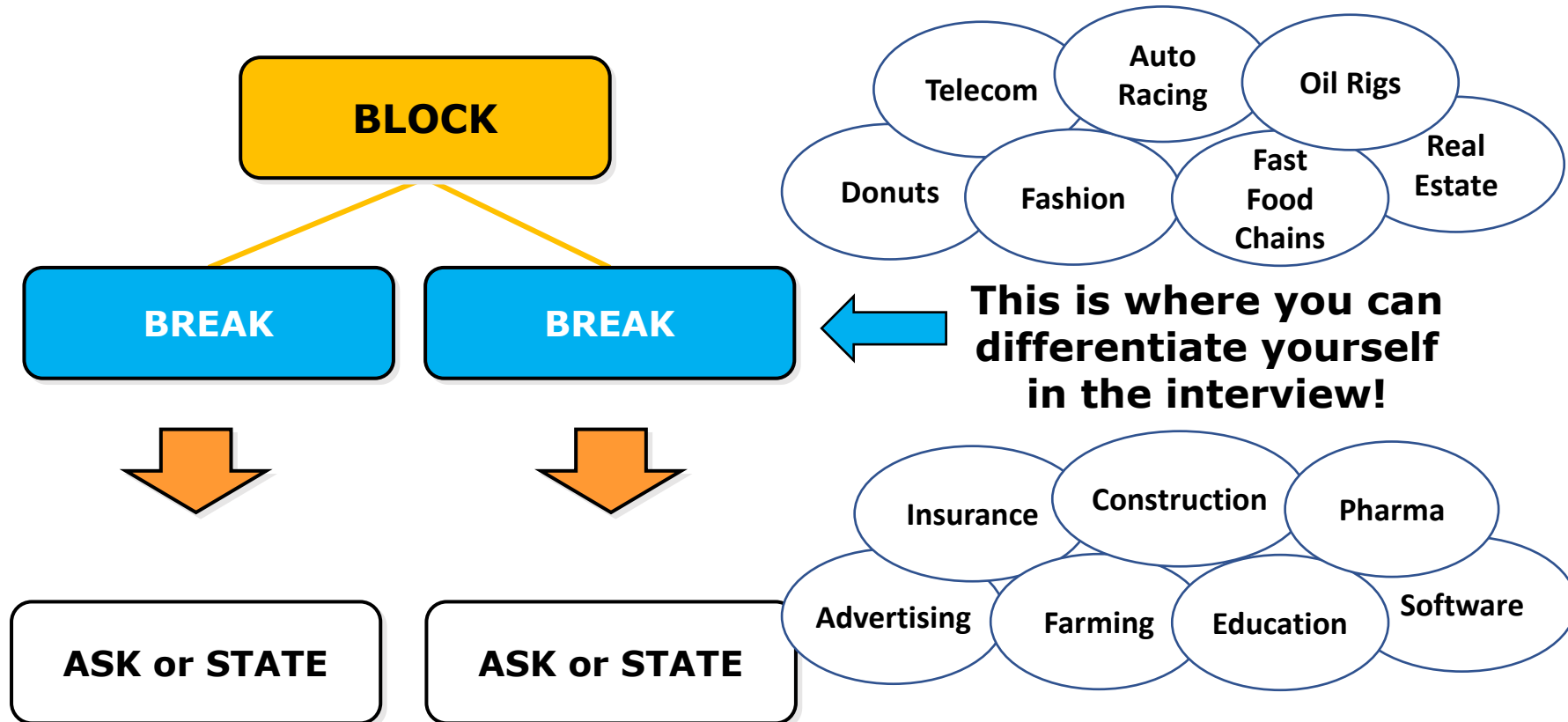
Prioritize your data

You can't ask for everything

BLOCK

BREAK   **BREAK**

ASK or STATE   **ASK or STATE**
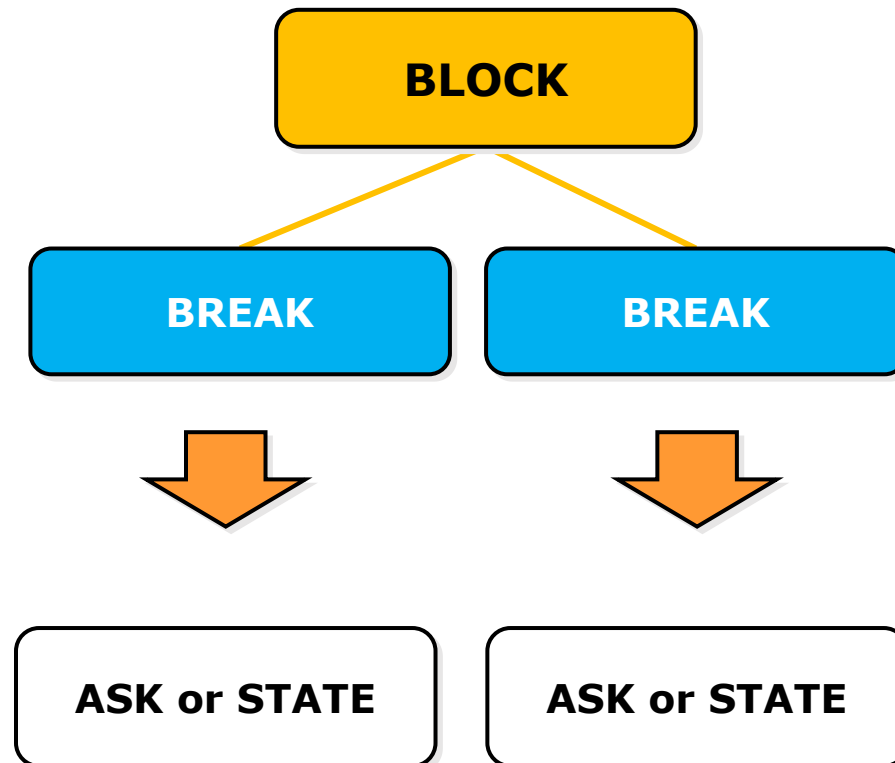
Here's a simple question to remember:

"If I got the data, what decision could I make?"

Block, Break & Ask Tips

Remember these as you practice

BLOCK

- Practice structuring the same case multiple ways.

- Work on thinking, not just reciting something you memorized. *How would you break up the work if this was an actual project?*

BREAK

- Self-assess: *Could I say exactly the same thing if we were talking about a completely different industry or product?* If yes, you have NOT been case specific enough.

- Have your practice partners ask: *"What else…"*

ASK or STATE

- Practice previewing key data you'll want to analyze as you share your plan, but hold off on actually asking for the data until you've finished sharing your plan.

- After sharing your plan, dive into the data pool by proposing where to start and asking a question.

Summer Camp

We'll learn so much more in camp!

How to handle crazy "cow" questions

When to use a hypothesis and how to make it sound sensible

How to ensure you start your case confidently every time

When it might be appropriate to use a standard framework

BLOCK

When to skip a MECE break approach to ensure discussion

BREAK   **BREAK**

How to make sure your blocks are MECE

ASK or STATE   **ASK or STATE**

How to show you are data oriented but not directionless

How to create a structure that improves your recommendation

How to prioritize your data and speed up your analysis

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Summer Camp Prep Advantages

DO THIS OVER THE SUMMER	AND AVOID REGRET

✓ **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**

Let's be ready! No regrets.

CRACK THE CASE
TRAINING

"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 much . . . .I 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

- Be "offer ready" by August.
- **7 weeks / 7 topics**. Presented <u>2 different times each week.</u> 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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