RESOURCES FOR CONSULTING

BOOKS
Case in Point: Complete Case Interview Prep by Marc Cosentino
Management Consulting: Complete Guide to the Industry by Biswas and Twitchell
Case Interview Success by Tom Rochtus
The McKinsey Way by Ethan Rasiel
Good to Great by Jim Collins
Vault Guide to the Top 50 Consulting Firms by Daniel McHugh

ORGANIZATIONS
Institute of Management Consultants
Business Consultants Network

RESEARCH/JOURNALS
McKinsey Quarterly
Harvard Business Review
The Economist
ConsultingMag.com

CONSULTING FRAMEWORKS

THE FOUR Cs
Customers
Competition
Cost
Company

THE FOUR Ps
Product
Price
Promotion
Place

THE PROFIT EQUATION
Profit = (Quantity x Price) - Costs

PORTER’S FIVE FORCES
Barriers to Entry
Threats of Substitutes
Power of Suppliers
Power of Buyers
Competitive Landscape
Consulting is used by clients to obtain information and advice which leads to real and lasting solutions to a problem. Consultants think, analyze, brainstorm, cajole and challenge good organizations to become even better by adopting new ideas.

**CONSULTING JOB FUNCTIONS**

**STRATEGY CONSULTING**
Focuses on setting goals and determining where one wants to go. It is often abstract and broad. Includes the development of an overall approach to improving a company’s competitive position across multiple areas.

**MANAGEMENT CONSULTING**
Focuses on how to build and develop the organization. It is about implementation of the strategy once it has been determined. Could include developing organizational culture, restructuring business processes, implementing technology standards, and establishing metrics to measure progress toward a goal.

**OPERATIONS CONSULTING**
A subset of strategy and focuses on improving the product or service-generating part of the enterprise. Assists businesses to assess the current state and determine how to improve.

**INFORMATION TECHNOLOGY CONSULTING**
Focuses on advising businesses on how best to use information technology to meet their business objectives. In addition to providing advice, IT consultancies often estimate, manage, implement, deploy, and administer IT systems on businesses’ behalf.

**CHANGE MANAGEMENT**
Another subset of strategy and relates specifically to human resource issues within organizations—emphasizing alignment of culture, people, and structure with strategy, products, processes and technology.

**SKILLS & ABILITIES:**

Analytical
- Communication Skills
- Endurance for Travel
- People Skills
- PowerPoint Proficiency
- Presentational Skills
- Hostile Environments

Ability to Synthesize
- Strong Teamwork Skills
- Solution-oriented
- Specialized Industry Knowledge

Ability to Quantify
- Power Skills
- Financial Analysis
- Knowledge

Ability to Work in
- High Technology
- Leadership Skills

**TYPES OF CONSULTING PROJECTS**

- Increase Revenues
- Decrease Expenses
- Clarify Strategic Direction
- Plan to Hire/Train/Fire Employees
- Analyze New Market
- Introduce New Product or Service
- Create Technology Infrastructure
- Sales, Marketing and Distribution

**GETTING HIRED**
Most firms begin the recruiting process in late September–early October. Since the job is highly analytical and client-intensive, two key questions need to be answered in a consulting interview:

**CAN YOU DO THE JOB?**
A case interview is a job interview in which the applicant is given a question, situation, problem or challenge and asked to resolve the situation. The case problem is often a business situation or a business case that the interviewer has worked on in real life. During case interviews, interviewers are generally looking for the following skills:

- Numerical and verbal reasoning skills
- Communication and presentation skills
- Business skills and commercial awareness

Candidates are often asked to estimate a specific number, often a commercial figure (such as market size or profitability). Candidates are expected to demonstrate reasoning rather than producing an exact answer. The best way to prepare for case interviews is to practice.

**WILL I ENJOY WORKING WITH YOU?**
Expect behavioral questions and be prepared to answer:

Tell me about yourself.

- What is your weakness?
- What is your strength?
- Why are you interested in X consulting?
- Why Firm X?
- What do you think consulting is?
- Why are you the best person for the job?
- Tell me about a time you:
  - worked on a team
  - led a project

For more information on Consulting careers, check out Career Beam via Bauer Gateway at www.hirebauer.com.

**BIG FIRMS**

**ACCENTURE**
Considered the leader in technology consulting, systems integration and some strategy.

**BAIN & COMPANY**
Heavily involved in mergers and acquisitions, private equity investments and transformation plans.

**BOOZ, ALLEN HAMILTON**
A leading provider of consulting services to government agencies including the military and intelligence communities.

**BOSTON CONSULTING GROUP (BCG)**
Created the famous “cash cow” growth matrix.

**DELOITTE**
Provides strategic and operational management consulting, tax advisory, and financial advisory services.

**MCKINSEY**
Considered the leading consulting firm; the most competitive to get into.

**BOUTIQUE FIRMS**

**ARTHUR D. LITTLE**
Works with all the world’s major oil and gas companies, including upstream, downstream, gas, power and transportation.

**AT KEARNEY**
Specializes in utilities, including electricity, gas, water, multi-utilities.

**CHARLES RIVER ASSOCIATES**
Provides expert economic and business consulting to the electricity industry.

**CAMBRIDGE ENERGY RESEARCH ASSOCIATION**
Delivers critical knowledge and independent analysis on energy markets, geopolitics, trends and strategy.

**CAPGEMINI**
Focuses on energy, utility and chemical projects across Europe, N. America and Asia.

**CONCENTRIC**
Offers industry-specific advisory services related to hard assets transactions.

**MONITOR**
Has strong ties to Harvard Business School and focuses on strategies that drive growth and create value. Michael Porter is a founder.

**PFC ENERGY**
An advisor to energy companies and governments for over 20 years.