

Case Interviewing Overview

The interviewer is assessing whether you can:

- 1 Identify the problem
- 2 Structure the problem so that it can be solved
- 3 Proceed in an analytical and organized fashion

"The interviewer is not only looking for the correct answer, but also a well-thought-out path to your solution, and whether or not you can defend your thought process."

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Purpose of Case Interviewing

Observe, test, and determine the candidate's:

Analytical ability

Ability to **think logically** and **organize** answers

Thought **process** and thought **structure**

Tolerance for ambiguity and data overload

Poise and **communication** skills under pressure

Ability to **make a positive impact** with the company

*"The most basic purpose of the **case interview** is to see if you can tackle real-life **business** issues adequately"*

Types of Case Interviews

Business Operations

Scenarios may include solving basic business problems such as how to increase revenue or how to cut costs

Business Strategy

Scenarios may include how to compete in the market, how to meet business goals, or how to grow the company

Brainteaser

Expect questions that are far fetched. Can you logically and creatively think through the question and arrive at an answer?

Mathematical

Typically consists of basic mathematical problems, and may require you to extract data from a word problem or table

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Business Operations Examples

- Our client is a retail brokerage. We have seen our customer base in the Northeast region decline over the past 18 months. Why is this happening and what can we do about it?
- New Media is an Internet provider that has had three straight quarters of high profit gains followed by a 50% drop in profits this quarter. What has happened?

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Any events contributing?

Any changes to the market?

How are the competitors?

Start asking questions to go into the roof of the issues

MECES:

Any new market entries?
Is this a seasonal business?
Is there any outside interference? Maybe a boycott?
What had you done differently this quarter?

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Business Strategy Examples

- Should Kraft foods expand and incorporate ice cream into their product mix? If yes, how should they enter this market?
- You are the head of a large corporation. Your company must build a new paper plant. You must decide what country to build the plant. What factors would you consider?
- A big health care company hired you to determine a strategy for improving profitability through growth. The company hopes to reach its goal in three years. What would you advise?

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yes , heres why →

No, heres why →

Brain Teaser Examples

- How many checking accounts do you think there are in the United States?
- How many quarters are there in the Mall of America?
- How much does a 747 weigh?
- How many chopsticks are sold in the US each year?

Best Practices

Steps to help navigate a case interview.

Step 1: Clarify	Step 2: Structure	Step 3: Analyze	Step 4: Recommend
<ul style="list-style-type: none"> - Ask clarifying questions - Take notes on the background of the case and the client - Paraphrase the main points back to the interviewer 	<ul style="list-style-type: none"> - Identify the main issue - Brainstorm your thoughts aloud to keep transparency with the interviewer on your thought process - Clearly write out the structure you will follow 	<ul style="list-style-type: none"> - Determine the relevant data to be used - Formulate a hypothesis - Identify your key takeaways - Be willing to shift your structure as new information is introduced 	<ul style="list-style-type: none"> - Summarize your findings - Formulate a recommendation - Revisit the problem to be sure your recommendation aligns properly - Be sure defend your stance as it relates to other possible recommendations

Huron -> they would prompt you

You are welcome to have a calculator because there is a small math portion but do not need to use excel for the math unless you would like to. The case will last 45 minutes and will be questions regarding a specific client scenario. They will be looking for your ability to think on the spot, walk them through your thought processes, think critically and communicate well.

Case study interview gave you a basic case and asked for recommendations and a small math section

This interview was with a director. It was more conversational than traditional case interviews and had a math portion that you were given five minutes to complete. Case was revolving around a hospital staffing issue. Very interviewer led. Small math portion and they allow the use of a calculator.

1. A healthcare company trying to launch a new headache curing drug. Should or shouldn't they invest when they already have a general painkiller in the market.

Clarify: Are you trying to find out if launching a new headache curing drug would be profitable?

Yes.

OK, I want to drive into the root cause of why the industry needs a new drug:

Is the general drug not effective enough?

What can the new drug do or do better than the general painkiller can not?

Had you tested the new drug on the customers and compared the results with the general drug on which one is more effective on headaches?

Is the potential profit that has been estimated going to be bigger than is the fixed and variable cost to produce the drug?

I don't have all the information, but I would look deep into those considerations and if both considerations seem promising, I would invest in the painkiller.

2. A large US pharma company plans to enter the Canadian vaccine market for a specific vaccine. Please size the revenue opportunity and assess whether the client should enter the market.

Clarify: What kind of vaccine is it? What is the targeted demographics? Etc

Are you only looking at the revenue and not the profit?

Why are you producing the vaccine?

What are some reasons people will choose this vaccine?

Cost to produce a vaccine = \$2

Usually cost per vaccine = \$10

Population of CA = 40 million

$10 \times 40 \text{ million} = 400 \text{ million in profit maximum}$

Due to competitors and unwillingness to get the COVID vaccine: let say 30 percent of the population will get the vaccine

$400 \text{ million times } 30 \text{ percent} = 120 \text{ million in REVENUE (not profit)}$

Yes, I estimated that the new entry could make a 120 million profit.

Your client CNA Financial Corporation (NYSE: CNA) is a financial corporation and insurance provider based in Chicago, Illinois, United States. The company provides a broad range of standard and specialized property and casualty insurance products and services for businesses and professionals in the U.S. As of 2017 CNA Financial is the eighth largest commercial insurer in the United States.

The client CNA Financial has recently acquired a number of regional insurance companies and is now faced with the difficult task of consolidating operations. One area in which the company expected to have positive synergies from the acquisitions is in its call center operations. However, the CEO of CNA Financial is concerned that any disruption of its call centers might result in inconveniencing customers, even if it's only temporary. This task of consolidating the call centers is made more difficult by the number of different legacy systems in place at each call center. How would you advise the company to proceed with this integration? Or, would you advise against it?

Clarity: are we trying to merge all the call centers from the former companies into 1 call center without disrupting the customers?

Can you clarify on how the different legacy system works?

I want to find the root cause: Why would acquisition of its call centers cause any disruptions?

- 1) Are there any chances of numbers that customers might not be aware of?
- 2) Maybe the dial number systems are now completely different since all companies are now one

Basically, our solution to the root cause is to not confused our existing customers

I would keep the existing number lines for all call centers since the customers are very used to it and any changes will confuse them.

Instead, I would suggest getting a new number line for the main line for the main company.

The main line will have a dial system that leads to whichever regional company they want to talk to.

This way, existing customers won't be confused, and new customers that only heard of the main company can dial the new main line, and then go from there.