

# Consulting

- ▶ Consulting is the practice of helping companies improve their performance through analysis of business practices, identification of challenges and opportunities, and the development and/or the implementation of future plans.

Firms focus on areas such as business, operations, finance, human capital, brand and technology strategy, utilizing methodologies to identify problems and suggest ways to accomplish key organizational goals. Consulting firms often work across multiple industries and provide a variety of services.



## PROS

The work is intellectually challenging, and consultants quickly develop a breadth of industry experience. Consultants work with intelligent colleagues, have direct access to top-level executives and can build lasting relationships with clients. Consulting provides strong positioning for future careers and high longterm income potential.

## CONS

It can be difficult to achieve work-life balance due to long hours and demanding travel requirements. There is also the potential for high stress. Consultants often do not get to select their projects or see implementation of recommendations.



### VALUED SKILLS & PERSONALITY

Exceptional critical thinking, flexibility, comfort with ambiguity, quantitative (ex. data analysis) and qualitative (ex. strong emotional intelligence) abilities, ability to view business problems holistically, and intellectual curiosity are fundamental. A professional demeanor, strong communication skills, and the ability to work collaboratively are also required.



### HOURS

Most firms have demanding schedules (55-80 hrs/wk), much of which will be at the client site.



### SALARY

Varies by firm and practice area but usually range between \$125-155K, not including bonuses (a signing bonus, usually \$20-35K, and performance bonus, often 10-20% of base salary in the first year).



### TRAVEL

Dependent on the firm and the client. Expect to travel up to 3 nights/4 days per week for several weeks at a time.

## MAJOR PLAYERS

Analysis Group, Bain & Co., Boston Consulting Group, Cognizant, Deloitte, EY, KPMG, LEK, McKinsey & Co., Mercer, Prophet, PwC and ZS Associates are among the firms that recruit on campus. There are also opportunities with smaller/boutique firms and the opportunity to recruit off-campus with several others.

[CONTINUE](#) ▶

## ◀ PREVIOUS

## WHAT DO I NEED TO KNOW?

- Keep up-to-date on current events.
- Practice case interviews with your peers and 2nd year students through IPT and individual practice.
- Meet with your Parker CMC Advisor to work on fit questions.
- Attend all MCA training opportunities.
- Conduct informationals and build internal advocates. Learn what differentiates each firm.
- Due to the competitive nature of consulting, have a Plan B. Firms hire both for full-time consultants and summer internships, so a good summer internship (even if it isn't consulting) may help you for the full-time search process.

## ▶ CLUBS TO JOIN

Management Consulting Association (MCA), Strategy & Operations Management Association (SOMA). The Anderson Strategy Group (ASG) will be holding interviews for consultants in Fall quarter.

## TIMELINE

Recruiting is rigorous, demanding, and time-consuming. Committing early to the process will help make the experience more manageable.

## SUMMER

Company/industry research and personal networking is highly recommended. Where applicable, you are encouraged to seek out and attend pre-MBA conferences for early networking and interview opportunities (ex. Summer Boot).

## FALL

Attend company presentations to learn about opportunities, network with current employees and build an in-depth understanding of companies, industries and projects. Extensive case practice is essential, as there will always be at least one case interview per firm. Join the MCA's Interview Prep Teams (IPT) to practice cases and receive feedback from 2nd year students. Leverage mock "fit" interview practice and behavioral interview roundtables to hit the right points in your story. Utilize external coaching services brought to campus.

## WINTER

On-campus interviews occur January through to mid-February. Investigate companies that don't recruit on campus; smaller firms can have good opportunities

## ▶ EVENTS

Attend the MCA Kick-Off Night, Internship Career Night and company presentations/events. Firms take attendance at these events to gauge students' interest in the firm. Participate in case competitions and attend all case prep events.

## ▶ GRADES / GPA

College grades and GMAT scores are important, but the firms look to other measures (such as work experience, networking, executive presence, and casing ability) in determining interviews and offers. If your class votes in favor of grade non-disclosure, you may let your interviewer know that (see ASA guidelines on grade non-disclosure).

# Internal Strategy

- ▶ If strategy is about long-term planning, how a business can compete in the market, where advantages are and can be developed, understanding stakeholder expectations and the business environment, and how to align resources and processes to achieve goals, then the role of internal strategy is to plan for a company's future and to achieve key business goals.

Internal strategy is cross-functional and works with almost all areas (both business units and functions) of a company. Strategy often includes "business development," "corporate development," "strategic planning," "corporate strategy," and "functional strategy."



## PROS

Flexibility to work in any industry or company and applicable at many levels. Gain satisfaction in utilizing analytical-based thinking and forward looking perspective. Get the opportunity to work on cross-functional teams on projects, often with high visibility within the company and to senior management.

## CONS

Either investment banking, consulting, or previous industry experience could be required for certain internal strategy roles. Challenge to get buy-in from small groups directly affected by your recommendations. No standard procedure applicable to all projects. Promotion path sometimes less defined.



### VALUED SKILLS & PERSONALITY

Analytical, works well with different types of people, ability to influence others with strong persuasion, negotiation and project management skills. The ability to see the "big picture" but also to focus on details. Must be comfortable with ambiguity.



### SALARY

Starting salaries will typically range from \$90-125K with potential signing bonus and performance bonus.



### HOURS

Varies based on industry, since there is no single career track, but usually between 40-60 hours per week.



### TRAVEL

Depends on your specific project. If you work with suppliers or companies with multiple sites, you may need to visit them occasionally.

## MAJOR PLAYERS

A number of industries recruit for internal strategy positions. Recent employers include T-Mobile, Mattel, Taco Bell, The Wonderful Company, Visa, Delta Airlines, Warner Brothers, NBC Universal, and HPE.

CONTINUE ►

## ◀ PREVIOUS

## WHAT DO I NEED TO KNOW?

- It's important to be skilled at analyzing and synthesizing large amounts of data. During the interview process, case questions often play a major role in the hiring decision. Cases test your ability to logically think through a problem and communicate your ideas. Fit and situational questions are also important.
- Be prepared to draw a connection between your previous experience and your ability to excel in a new industry. Demonstrate an ability to learn (e.g., to develop and implement a new process, show project management skills).
- Read analyst reports and news on the industry and know its jargon. Think about issues at the industry level, overall performance, positioning, core competencies and gap analysis.
- It's all about networking. Identify companies of interest to you and learn about their strategy group.
- Conduct as many informational meetings as possible. Attend events to develop relationships with employers. Know your company/industry - research!
- Internal Strategy is very competitive and should not be considered an "easier" option than consulting.

## TIMELINE

Although some companies recruit for internal strategy roles through on-campus recruiting, most internal strategy internships will appear in the Parker Postings or on company websites later in the recruiting cycle. Develop a target list of companies early on and proactively pursue all companies of interest to you (regardless of whether or not they recruit on campus).

It is recommended to attend company presentations in industries you are interested in, even though the presentation may not specifically be geared towards positions in internal strategy. Network to build relationships, research companies and learn about their strategic direction.

The earliest on-campus interviews occur during the beginning of winter quarter but positions are usually posted until mid-spring quarter. Be prepared for rigorous, consulting-style case interviews and be able to discuss the company/industry in depth.

## ▶ CLUBS TO JOIN

Management Consulting Association (MCA), Strategic and Operations Management Association (SOMA) and the industry club that matches your industry focus.

## ▶ EVENTS

Career nights, alumni events, FEMBA mixers and any speaker events through MCA or clubs that match your industry/function focus are good ways to make contacts and gather information on companies/industries of interest.

## ▶ GRADES / GPA / GMAT

Depends on the company. Companies are more interested in your industry knowledge and previous experience than in your grades.

# Day in the Life: Consulting



## NILE NAHAR-BROWN '18

*Education:* **New York University**

*Prev. Employer:* **Mastercard**

*Day in the Life in:* **Summer Associate**

*Company:* **Deloitte Consulting**

*Location:* **Los Angeles, California (Santa Clara, CA: Client Site)**

### SUMMER OVERVIEW

This summer, I'm working as a Summer Associate in the Strategy & Operations practice at Deloitte Consulting. I'm based out of Los Angeles, but recently joined a project that has me flying out to Santa Clara weekly to be on site with our client. Deloitte's consulting practice is broken out into 3 areas; Strategy & Operations, Human Capital, and Technology. Each practice area has functional service lines that are organized to best suit client needs. For example, Strategy & Operations is broken out into 6 service lines; Finance, Operations Transformation, Strategy, Mergers & Acquisitions, and Supply Chain & Manufacturing Operations. I am aligned with the general management function. As a generalist we're thrown onto projects of all different shapes and sizes and are expected to bring outside perspective, objective knowledge, and expertise to our clients problems.

I've worked on 2 projects over the summer. The first was an IT Due Diligence on a U.S.-based prepaid card processor for our client who was considering acquiring this company. We looked at the infrastructure of the processor, how strong the processor's capabilities were, and whether they could scale globally for our client's need. The work wasn't quite in my wheelhouse, but it was interesting to see a line of work to which I had previously never been exposed. It was a relatively high burn project—the scope only covered about 3 weeks' worth of work. Even though the client was based in Pasadena, CA, this project was staffed with mostly east coast colleagues, so during the weeks when we were assembling our assessment and analysis, I would work at the Deloitte Manhattan Beach office. This was an average sized project team—1 partner, 1 senior manager, 1 technology subject matter expert (SME), a senior consultant, and yours truly.

The second project was an Enterprise Transformation for a large IT Infrastructure & Storage Systems tech company that is trying to rapidly change its business model into an IoT and 'as-a-service' led organization. I supported the Operating Model Transformation work stream; we were responsible for defining which capabilities and interactions between lines of business will need to change in order to pivot the company from a products-led business to a solutions-led and market-driven business. Sizewise, this project was perhaps the polar opposite of the first. There were more than 50 people staffed on the effort at the client site, with 6 work streams working on different issues for the client. Interestingly enough, I was staffed on one of the smaller work streams—just me and my manager.

### COMPANY CULTURE

Deloitte, like many consulting firms, has a very 'work hard, play hard' kind of culture. When you're working—you're working hard; when you have PTO you're able to fully disconnect. One thing that is nice about the culture is that it's pretty collaborative. People are willing to hop on a quick call or to sit down with you to help you work through any questions that you may have about a project. Most people I've encountered try to take an extra 5-10 minutes to teach you something or explain an intricate subject. Those 5 minutes go a long way when you're just joining a project and don't have a lot of background.

CONTINUE ►

[◀ PREVIOUS](#)

## SKILLS AND RESOURCES UTILIZED

**Communication and Internal Networking:** Deloitte is a networking-heavy culture, so get ready to join more networking circles and to have to hit your 30 second pitch to quickly sell yourself to someone you've just met. One of the benefits of all the networking is that you really have the opportunity find your way onto the types of projects and engagements that most interest you. Your alignment with a certain functional area or industry area doesn't limit you to working on just those project types. You have the ability to shape your career and steer it in the direction you want. The foundation of all this networking is communication—clear communication is critical for success. Make sure you take time to understand yourself—your strengths and weaknesses, what excites you, things that zap your energy—so that when you are networking with people you can be clear about the types of projects/engagements that interest you most.

**Formatting and PowerPoint:** Both projects I worked on over the summer used PowerPoint heavily. As a consultant you need to know how to tell a story and present your findings in a compelling fashion. PowerPoint is typically the vehicle to do so. If you are thinking about going down the consulting path, definitely take some time during the school year to brush up on your PowerPoint skills. When working on group projects at Anderson, step up to help build slides and think about how you'd construct a story of what you're presenting (and not just drop content into a deck).

**Attitude and Drive:** Working in consulting means you'll likely have some long days and will need to be flexible with where and how you work. One day you may be on the client site working in a conference room with 10 other consultants and your day-to-day client. The next you will be at home cranking out a deliverable that needs to be to a partner by 5PM. Keeping a positive attitude about whatever is asked of you will go a long way. You have to maintain your drive to do great work and push toward getting the offer at the end of the summer.

---

## RESOURCES/DATABASES UTILIZED

PowerPoint, Excel, and various industry-specific databases.

---

## INSIGHT / TIP

- Be prepared for some long and potentially odd hours. Depending on the project you're on and the client culture, you may be starting as early as 7:00AM and ending as late as... well, whenever the work is done. Both my projects over the summer were supporting internal colleagues and/or clients in different time zones. That meant taking meetings and sending out deliverables at odd times of day, well outside of normal business hours.
- Analysts and consultants are often the glue that keep the project together and will know all the ins and outs of the project team. Senior Consultants were in your shoes not so long ago—most of the time they'll be willing to help take a look at decks before you sent them out to managers or your larger project team.

[CONTINUE ▶](#)

◀ PREVIOUS

### DAY IN THE LIFE SUMMARY

- 7:00 - 7:30 a.m.** Wake up and get ready for the day. Client site is business casual, so getting dressed is pretty quick. I usually grab a cup of coffee at the hotel and run out the door to request a Lyft to the office.
- 7:30 - 8:00 a.m.** Hop in a Lyft to make my way to the client site. I check email on the way to see if there's anything I'll have to take care of when I get into the office. Our day-to-day client is based in Zurich so there are typically a few emails waiting for me in my inbox.
- 8:00 - 10:00 a.m.** Catch up with my manager about the items we need to cover for the day. We're in the process of putting together the final deliverable—a new operating model design for the IoT / XaaS business this tech company is establishing—so we strategize about how the new organization should be structured and what we should include in the deck.
- 10:00 - 11:00 a.m.** Client stakeholder interview. Given the operating model will cut across multiple different departments and functional areas, we need to speak to the client work stream leads to understand more about what affects their part of the business. Following each interview, I'm responsible for synthesizing the findings into easily digestible nuggets that will help inform the direction of the new operating model. This is our last of 10 interviews. I start putting together about 5 slides that show the high level takeaways as well as the detailed findings from the interviews.
- 11:00 a.m. - 12:30 p.m.** Go over the initial deck outline and operating model structure with the senior manager on the project. We walk her through the thinking and address any comments on the fly. Given her line of sight across multiple work streams, it's helpful to get additional context from some of the areas of the organization that we're not as close to.
- 12:30 - 1:00 p.m.** I walk outside to help the Business Analyst on the project grab the lunch order from Door Dash. There are about 50 people working on this project, so every day we order a group lunch from a different restaurant. As one of the interns on the project I like to chip in wherever I can to help out the rest of the team.
- 1:00 - 2:00 p.m.** After lunch, my manager and I are back at it. I set up an internal meeting with the Sales work stream to discuss some of the critical capabilities that will need to be enabled in the new organization. We take this time to make sure both the capabilities we have identified are aligned with what Sales has highlighted and that we're all speaking with the same language.
- 2:00 - 5:00 p.m.** After the meeting, I get some head's down work time. I need to do a deep dive of the top 15 capabilities that we've identified as critical in the new business and figure out which sub-capabilities or functions will have a significant change from the old business. For example, under the capability area of Product Management, Product Roadmap & Strategy is a sub-function that will need to change significantly in the new organization.

CONTINUE ▶

- 5:00 - 5:30 p.m.** My manager and I take a walk around the client's campus to get some fresh air and so I can get a little feedback about my performance on the project. Early on I made it clear that I'd like to do regular check-ins as much as possible so that I could make sure everything I delivered was in line with his expectations. So far, so good—he's very pleased with my work product (phew!)
- 5:30 - 7:00 p.m.** I continue to work on the slides for our deliverable. We received some more feedback from the senior manager, so I'm incorporating those into the deck. I'm finishing up synthesis of the findings from our interviews over the course of the week and will send up to my manager for his review.
- 7:00 - 7:15 p.m.** Quick check-in with my manager before heading out. We have a meeting later this evening with our client (given he's based in Europe, morning meetings for him mean evening meetings for us). We align on what we'll be discussing on the call and what content each of us will present. Since it's a late call my manager is fine with us taking it remotely from the hotel.
- 7:15 - 7:45 p.m.** Hop in a Lyft back to the hotel. I try to zone out and take my mind off work for a bit.
- 7:45 - 9:30 p.m.** After a quick change in my room, I hit the hotel gym for a brief workout then grab dinner at a restaurant near the hotel. I'm staying in an area with a few Japanese, Korean, and Indian restaurants, so every night I have a pretty nice selection of different cuisines.
- 9:30 - 10:00 p.m.** Get back to my room and do some final prep before the meeting with our client.
- 10:00 - 10:30 p.m.** Jump on the call with my manager and our client. We take him through our deck structure and some of the implications of the operating model design that we have been discussing internally. I present the initial interview findings and capture a few of his comments/edits.
- 10:30 - 11:30 p.m.** Unwind by watching a little TV, then catch some much needed ZZZZs

---

See other  
"Day in the Life" profiles

VIEW MORE PROFILES  
(TAP OR CLICK)



# Day in the Life: Consulting



## JOAO VASCONCELOS

*Education:* Univ. de São Paulo (Bachelor) / Insper (Master)  
*Prev. Employer:* Santander Asset Management  
*Day in the Life in:* Consulting Summer Associate  
*Company:* McKinsey & Company  
*Location:* São Paulo, Brazil

### SUMMER OVERVIEW

This summer, I am working as a Summer Associate at McKinsey – Brazil. I was hired at the Sao Paulo Office and have been staffed in a project in Rio de Janeiro, which gave me a better understanding of the life of a consultant being staffed out-of-own. I was assigned to an Oil & Gas project, which is something completely different from my background, so I had the opportunity to learn a lot and be exposed to many interesting people.

**Training:** The first week of my summer consisted of orientation and training with all 30 Summers from Latin America. We were exposed to the firm culture, case discussions, role playing situations, specific tools, people from the firm, etc. The week was very instructive and fun, and we had the opportunity to get to better know our colleagues with happy hours, dinners and activities. By the end of the week, I was assigned to my project, that would start on the following Monday.

**Project:** My team consisted of one EM (manager), one BA (Business Analyst), an intern and myself. There was also the AP (partner) and the ED (senior partner) that we met with once every week. Apart from the team, we had a specialist from the Houston office that flew in to help us during the project. My main work stream was to understand and improve one specific procurement, which would bring a great impact to the client overall. For that, I had to interview people – both from the client and vendors – talk to specialists from the area, develop a new framework, calculate the impact and present it to both our client and the partners from the firm. Apart from that, I was also supporting my colleagues on other work streams, mainly interviewing people and problem solving questions that needed answers.

### COMPANY CULTURE

Culture is everything at McKinsey, and it is seen as the reason for the success of the firm for so many years, so people here take it very seriously. Everyone is very approachable and willing to help, from the top down. I have had a great relationship with the entire team—Summer Associates, BAs, partners, everyone. You are assigned a mentor when you start, who will be your guide throughout the summer. You are also incentivized to approach anyone you would like (and it is usual for them to open their agenda for a lunch or coffee break).

Before starting your project, your EM will sit with you, discuss which topics you want to learn, your strengths and weaknesses, and your preferred life-style (i.e., if you would like some time off for working-out, if you are a morning/evening person). As much as possible, the team tries to respect your preferences.

Weekly happy hours (either on or offsite) and events such as dinners, bowling, etc. help you to know more people and network with those that you are not normally exposed to during your project, which I see as a great opportunity (as well as a fun event).

I also had the opportunity to participate in the Values Day – a day where all McKinsey offices stop to discuss the firm’s values. It was truly interesting, and helped me to get the sense of how everything that you do at the firm is based on its three main pillars: adhere to the highest professional standards; improve our client’s performance significantly; create an unrivalled environment for exceptional people.

Overall, McKinsey is a firm that truly invest on its employees, and gives you a lot of support.

CONTINUE ►

### PREVIOUS

#### SKILLS AND RESOURCES UTILIZED

**Leadership / Attitude:** As a Summer Associate, you are expected to arrive and contribute from day one. Even though you might not be familiar with the industry or project area (which was definitely my case), you should be proactive and help the team as much as you can. Taking responsibilities, asking to lead a work stream, and bringing new insights are seen very positively and people expect of you. In one of my first days, I remember I was not entirely knowledgeable about the project, but I sat with our intern and helped him put his thoughts in order, establishing the SAR (Situation; Action; Result). This is definitely a skill I gained during my ASG days, and which helped me to start with a huge advantage from my peers.

**Communication:** Throughout your summer, you will understand the importance of networking and client relations. Having a good approach with the client and knowing how to deal with each type of person is something that will help your days as consultant run smoothly. I had tough interviews, so knowing how to better communicate, deliver my message and get my questions answered was a top priority.

**PowerPoint (as a consultant) and Excel:** I know it is on everyone's resume, but PowerPoint and Excel skills are always essential. On my first days, when I was still understanding our project and client overall, that's where I was able to help my team the most - by improving presentations to make sure that we were delivering the right message on each slide (which I, again, thank ASG's long hours for), by crunching numbers on Excel, etc. As a new arrival, you will notice that your basic skills can help you to get a good start.

#### RESOURCES/DATABASES UTILIZED

We have many great resources available at McKinsey, including Know - a database with innumerable documents about almost any subject you can think of. Normally, after a project or work stream is over, the team "sanitizes" some of the documents (clear all client and project references and numbers) and publishes it to be available for the firm. You can also reach anyone in the firm to help you: from Analysts to Partners. People will be very open and happy to help as much as they can. It's all about "one firm" and sharing knowledge!

Regarding other resources, as many other consulting companies, McKinsey has in-house development of software and Apps that are generally available to make your day to day easier. There is also a portal focused on learning, where you can take online courses about the McKinsey way of doing consulting, problem solving, specific industries, and many other fields.

#### INSIGHT / TIP

- Be prepared for long hours. It's part of the job and there is no way around it. Look at it as an opportunity to learn that much more in the short amount of time you are interning.
- Take a look around and try to talk to as many people as you can, understand if that is the type of job you want and get a grasp of the possibilities you would have if you stayed at the firm long term.
- Lean on the full-time associates and analysts. They were in your shoes not so long ago, and are always willing to help you. Take advantage of all the resources offered by the firm, you will be impressed with all the possibilities you will have during those 3 months.
- Get as much exposure and feedback as you can. Ask people how you are doing so far, where you could improve (believe me, you always can) and how you can get more exposure to leadership. Listen carefully to your feedback, think about what people suggested and try to implement it. 10 weeks is a very short time, and you want to give your best!

CONTINUE ►

◀ PREVIOUS

DAY IN THE LIFE SUMMARY

- 6:15 – 8:30 a.m.** Wake up, quickly check my email to see if there is any urgent matter, do some exercises or a quick run at the beach (perks of being staffed at Rio de Janeiro), come back and have breakfast at the flat I'm renting.
- 8:30 – 9:00 a.m.** Uber to the client, check my email again and organize my day. If things are calm, I enjoy the ride by the beach (RJ perks again) while reading the news.
- 9:00 – 10:30 a.m.** Go over some things that need to be organized for the day, update a master spreadsheet with information received during night, confirm that all the meetings I have for the day are in place, read emails and update my work stream presentation that will be presented to the client early next week.
- 10:30 – 11:00 a.m.** Obtain feedback from my EM to understand how I am doing so far, what could be improved, where she needs my help the most. During those feedback sessions, I always have space to tell her what I think is not working so well, and she is always very receptive to my inputs.
- 11:00 a.m. – 12:00 p.m.** Call with McKinsey team and specialists that are not in the office that day to update everyone on the different work streams we are working, how is our progress so far and next steps for the implementation plan. Everyone runs through their work, and we problem-solve as a team on the most demanding points.
- 12:00 – 1:30 p.m.** Lunch with the senior partner from my project, who is also my mentor. During the lunch, we go over my background, expectations, how I see the project going so far, what I want to get from it and how I can be more exposed to senior leadership.
- We also discuss long term plans, and how I can leverage my summer to help me on that. By the end of the lunch, we start to talk about life in general, his experience at the firm, and life living abroad vs. living in Brazil.
- 1:30 – 2:30 p.m.** Interview with 3 people from our client about logistics and implementing a different procurement process for industrial chemicals.
- During this discussion, I learn who are the best people to contact going forward, where I might have some difficulty to implement or change culture, and what they see as the best option to improve the current scenario.
- 2:30 – 3:30 p.m.** Send an email to the contacts I got from the interview to schedule a call later in the week, so I can continue to develop my work. Look at my email and deal with some quick requests from my team.

CONTINUE ►

◀ PREVIOUS

- 3:30 - 4:30 p.m.** Join another meeting about client's cost structure. Present the information we got from the analysis of last year, breaking down cost type, and discuss with the client where we could improve this year. Problem-solve main points of change.
- 4:30 - 5:30 p.m.** Quick coffee break and chat with my team about non-work stuff.
- 5:30 - 7:30 p.m.** Keep on working on my presentation; include all data points I had from my day. Update my spreadsheet again, check on missing information and send emails asking the right people for this information.
- 7:30 - 8:00 p.m.** Do a last run over the project with the team, check if we have any urgent matters for the day. Organize and quickly run over the next day's schedule.
- 8:00 - 8:30 p.m.** Get an Uber back home and try to relax a little bit reading "The Book Thief" on my kindle.
- 8:30 - 11:00 p.m.** Get home, go out for dinner with my wife, go for a walk in Leblon (a really nice neighborhood in Rio), enjoy the rest of the night watching Netflix. Before going to bed, take one last look at my email.

---

See other  
*"Day in the Life" profiles*

VIEW MORE PROFILES  
(TAP OR CLICK)

# Consulting Must Haves

## ▶ **PRIOR BACKGROUND** - *Assess transferable skills and knowledge*

- Ability to think in a structured way and comfort creating diagrams that capture and convey a variety of concepts
- Created and delivered persuasive formal presentations to others, including high-level stakeholders and/or clients
- Qualitative and quantitative research and analysis skills that have been used to support the development of a business strategy and recommendations
- Experience communicating effectively on cross-functional project teams to accomplish challenging goals
- Track record of delivering challenging projects on time and under demanding circumstances
- Demonstrated strong problem-solving skills- to layout and organize problem in a logical manner, approach it strategically and synthesize creative solutions
- Demonstrated ability to lead myself and the team to drive results for an organization

## ▶ **TEMPERAMENT** - *Match this career to your personality, values, and preferences*

- Endurance to tolerate long hours, travel to non-exotic locales, live out of your suitcase and eat meals in a hotel room
- Crave change and want to constantly be exposed to new projects, team members, industries, and locations
- Under the pressures of uncertainty, ambiguity, and last-minute changes, maintain a professional composure and thrive
- Trusted to give advice and comfortable presenting a dissenting opinion to people at all levels of a company—from Analyst to CEO—and with tact
- Synthesize information from multiple viewpoints into a cohesive perspective
- Handle conflict well; possesses tact and open to feedback
- Comfortable working on a team towards a common goal, where the outcome of work is often dependent on the performance of others

## ▶ **FUTURE WORK** - *Determine how your development goals mesh with this position*

- Willing to work 80+ hours/week and will stick with a project until it is done
- Clearly defined career path and promotion pattern
- Willing to take a job where one may be out of town for 60-100% of the time at a client's site and not have a desk or office of one's own
- Rotate with work colleagues on projects rather than develop standing relationships with one constant work group
- Exposure to multiple industries and functions initially rather than become an expert in one industry or function in depth
- Willing not to see the project through to the actual implementation of the ideas and recommendations made to the client
- Willing to straddle two environments- the consulting firm's and the client's- and negotiate the situation if their objectives seem at odds

# Internal Strategy Must Haves

## ▶ **PRIOR BACKGROUND** - *Assess transferable skills and knowledge*

- Ability to think in a structured way and are comfortable creating diagrams that capture and convey a variety of concepts
- Previous work experience has provided strong quantitative and qualitative research and/or analytical skills related to a firm's market strategy, product development or business case analysis
- Experience communicating effectively on cross-functional project teams to accomplish challenging goals
- Track record of delivering challenging projects on time and under demanding circumstances
- Experience benchmarking plans against the competition, and have identified areas of opportunity as a result of analysis
- Demonstrated strong problem-solving skills to layout and organize a problem in a logical manner, approach it strategically, and synthesize creative solutions

## ▶ **TEMPERAMENT** - *Match this career to your personality, values, and preferences*

- See the big picture, but also enjoy focusing on the details
- Under the pressures of uncertainty, ambiguity, and last-minute changes, maintain professional composure and thrive
- Skillful at managing or influencing other people, even if outside of the department and without direct authority
- Synthesize information from multiple viewpoints into a cohesive perspective
- Handle conflict well; possesses tact and open to feedback
- Comfortable working on a team towards a common goal, where the outcome of work is often dependent on the performance of others

## ▶ **FUTURE WORK** - *Determine how your development goals mesh with this position*

- Comfortable working across many areas of a company (e.g., different business units) and different functions (e.g., planning, product marketing and sales, corporate finance, operations and production)
- Comfortable taking the lead on highly visible projects with senior executives and working on them with little managerial oversight
- Chart career paths by navigating internal politics
- Willing to see a project through to the actual implementation of the ideas and recommendations made to a variety of business units
- Process-oriented, and able to clearly articulate processes into standard operating guidelines for others to utilize
- Comfortable working in a moderately to highly structured company that may have multiple layers of management to get things accomplished

# Jargon List: Consulting

80/20	Employee Retention	Primary Research
Achieved	Entrepreneurial	Prioritized
Advised	Estimated	Product Line Profitability
Allocated	Experience Curve	Product Mix
Analyzed	Feasibility	Project
Appraised	Feedback	Projections
Benchmarked	Findings	Quick Wins
BDP (Best Demonstrated Pracces)	Focus	Quote
Bottleneck	Framework	Recommended
Boil the Ocean	Globalized	Redesigned
Brainstorm	Goal	Reduced
Bundle	Horizontal Integration	Reengineered
Buy In	Hypothesis	Relative Cost Position (RCP)
Buyer Power	Implemented	Reorganized
Case	Implications	Reported
Case Team	Improved	Researched
Causal	Initiated	Resources
Client	Innovated	Results
Client Map	Intangible Assets	Restructured
Coached	Internal Consulting	Risk Management
Communicated	Interviewed	Roadblock
Competitive Advantage	JIT (Just-in-time)	Roadmap
Competitive Analysis	Key Factors	Scope
Competitive Landscape	Key Success Factors	Seasonality
Competitor Profiling	Key Performance Indicators (KPIs)	Sector
Conjoint Analysis	Knowledge Management	Senior Management
Consolidated	Knowledge Transfer	Sourcing
Construcive Criticism	Led	Spin Your Wheels
Consulted	Leveraged	Strategic Plan
Conversion Rate	Margins	Strategize
Contribution Margin	Market Analysis	Strategy
Core Capabilities	Market Capitalization	Streamlined
Core Competencies	Market Share	Strengths
Core Operations	Market Sizing	Structured
Cost Advantage	Matrix	Substitution
Cost Analysis	Maximized	Synthesized
Cost Position	Mentored	Teamed
Create	Method	Time to Market
Customer Satisfaction	Minimized	Tool Kit
Cycle Time	Mission	Unbundled
Database	Modeled	Valuation
Deadline	Motivated	Valued
Deck	Multiple Projects Simultaneously	Value Analysis
Deliverable	Negotiated	Value Chain Analysis
Delivered	Nice to Haves	Value Creation
Demographic	Noodle	Vertical Integration
Designed	Operating Margin	Work-plan
Driver	P&L	Workstream
Dynamic	Planned	Yield Loss
Economies of Scale	Presented	
Efficiency	Price Band	

# Cover Letter 1: Consulting

December 8, 2017

Josie Bruin  
Lead Recruiter  
Bruin & Company, Inc.  
1888 Avenue of the Bears, Suite 405  
Los Angeles, CA 90095

Dear Ms. Bruin,

At the core of Bruin's value proposition is a focus on the holistic perspective. By striving to capture value across boundaries and between silos, the firm provides services that truly deliver sustainable business value. The Bruin Results Delivery mindset surfaces the what, who, and how of change, and enables enterprises to both adopt innovative strategies and maximize their impact. I share in Bruin's passion for impact, for the potential that creation and transformation have to shape a more brilliant future. I thrive on solving complex problems and delivering sustainable, out-of-the-box solutions in collaboration with a variety of stakeholders. My passion has informed all of my choices, from my pursuit of civil engineering at UC Berkeley to my service in the Peace Corps, my engagement with BMW of North America, and, most recently, my aspiration of attaining a MBA from UCLA Anderson. Today, I persist in my goal to build positive outcomes with broad reach.

At Bruin, I believe I can help organizations in a variety of industries embrace transformations and pursue new ventures by equipping them with the optimal business tools and strategies. Through my work in both international development and the automotive industry, I have developed an aptitude for insightful analytics and relationship building that would be well suited to a role as a Summer Associate. As the following examples demonstrate, my career thus far has positioned me well to be able to contribute to Bruin's premier standing in the field of management consulting.

- **Results Delivery:** While at BMW, I collaborated with an external consulting team on a retail performance strategy aimed at increasing brand market share in 10 key US markets. I interacted with different levels of management, including the C-Suite, and several business units to develop and deliver customized sales, marketing, and dealer "packages" that enabled each market to meet aggressive retail targets.
- **Problem Solving:** At BMW, my analysis of customer experience sales and service data led to the discovery that large variability in the retail network was the single biggest driver of poor BMW performance in JD Power Sales Satisfaction and Service Satisfaction surveys. I used this data to advocate for and design individual evaluations of 100+ retail and service outlets, thus enabling a prescriptive approach to correcting the network's inconsistencies, one dealer at a time.
- **Leadership:** In the Peace Corps, I learned the art of leadership in the face of ambiguity. Equipped with limited Spanish language skills and a superficial understanding of environmental issues in Panama, I was sent into an off-the-grid village with one broad directive – community development. I quickly engaged community leaders, small business owners, teachers, and farmers to analyze the status quo, identify opportunities, and prioritize goals. With a strategy in hand, I marshalled resources from disparate local and international entities, providing the community with initial tools and ongoing support to execute various environmental initiatives we had developed together.

I would like to contribute to Bruin's mission to deliver results through innovative strategies and transformations, one client at a time. I am confident that my unique perspective, informed by an analytical engineer's approach and business experience in diverse environments, will add value to the firm.

Thank you for your consideration.

Sincerely,

First Last Name  
MBA Class of 2019  
UCLA Anderson School of Management

REFERENCE ONLY: DO NOT COPY



# Cover Letter 2: Consulting

**Joe Bruin**

555.555.5555 | Joe.Bruin.2019@anderson.ucla.edu | linkedin.com/in/josephbruin

Ms. Firstname Lastname  
Deloitte Consulting  
555 West 5th Street, Suite 2700  
Los Angeles, CA 90013

December 30, 2017

I am applying for the Summer Associate position with the Strategy and Operations Practice at Deloitte because I am excited to leverage my skills as a strategic thinker and a storyteller to help business leaders find innovative solutions to difficult problems.

After attending the corporate presentation at the W Hotel, I was inspired to learn how Deloitte works side-by-side with clients to provide the highest level of services from ideation to implementation. I started meeting with recent Summer Associates — including James Bruin, Aadit Bruin, Nile Bruin, Taylor Bruin, and Erik Bruin — who shared their experiences working on everything from M&A consulting engagements to operations transformations. Their projects covered many industries, and with my experience in the fintech and grocery delivery, I found myself particularly eager to explore the TMT and Consumer & Industrial verticals.

Events like the UCLA case competition and the mock case workshop at the LA office helped bring to life Deloitte's unique culture of continuous feedback and camaraderie. Through conversations with John Bruin, Carlos Bruin, Alex Bruin, Vinson Bruin, and Dan Bruin, I have come to appreciate the way Deloitte encourages consultants to create their own path through ongoing networking and educational opportunities. I am thrilled to attend the NCC at Deloitte University next week and I look forward to meeting consultants from across the firm while representing the UCLA Anderson School of Management.

Before enrolling at UCLA Anderson, I helped Boston Organics and Funding Circle discover innovative ways to increase revenue by developing more effective digital marketing strategies. I believe the skills I gained from those experiences make me an ideal candidate for the Summer Associate position. A few of those skills include:

- **Finding clarity in the noise and choosing the right path forward:** While helping Funding Circle launch an online resource center for small business owners, I recognized the need for a new process to track user engagement. There were hundreds of potential data points with varying degrees of relevance (clicks, scrolls, video plays, time on page, etc.), so I created a hierarchy of key indicators and designed a blended metric that could objectively measure user experience. Once established, I used the metric to determine which pieces of content to promote, increasing website engagement by 86%.
- **Analytical thinking with an emphasis on results:** While at Funding Circle, I optimized the social media advertising campaigns in relentless pursuit of qualified traffic at the lowest cost possible. This involved developing a formal testing process and experimenting with alternative bidding options to discover ways to use the finite monthly budget more efficiently. The result decreased average cost per click by 65% and drove a 3.5x increase in monthly traffic.
- **Team building and collaboration:** As a marketing manager, I identified a bottleneck in Funding Circle's partner acquisition funnel and organized a cross-functional SWAT team to address the issue. I began by establishing common objectives and led the team in developing new features for the website, which I then presented to senior leadership. After receiving a unanimous green light, I oversaw the testing and implementation of the new features, which improved conversion by 70%.

I currently reside in Los Angeles, but I have family in the Bay Area and would gladly relocate to San Francisco or wherever I would be most useful to the firm and your clients. I humbly believe that I have the skills required to contribute immediately to any engagement and would greatly appreciate the opportunity to interview for the Summer Associate position. Thank you for

Joe Bruin  
MBA Candidate | Class of 2019  
UCLA Anderson School of Management

REFERENCE ONLY: DO NOT COPY

# Resume 1: Consulting

## JANE BRUIN

(xxx) xxx-xxxx | jane.bruin.2019@anderson.ucla.edu  
linkedin.com/in/janebruin/

### EDUCATION

#### UCLA ANDERSON SCHOOL OF MANAGEMENT

Los Angeles, CA

*M.B.A., Full-Time Program, 4.0 GPA*

June 2019

- *Honors:* Forté Foundation Merit Fellow
- *Leadership:* Anderson Net Impact – Director of Impact Conference 2018
- *Membership:* Investment Finance Association, Women’s Business Connection, Anderson Wine Club, Public Speaking Club

#### UC BERKELEY

Berkeley, CA

*B.S., Civil & Environmental Engineering, 3.6 GPA*

May 2012

- *Honors:* Chi Epsilon Civil Engineering Honor Society
- *Leadership:* Vice Chair of the Green Initiative Fund, Sustainability Team Lead, Environmental Consulting Team Manager
- *Research:* Lawrence Berkeley National Laboratory (energy efficiency), Nazaroff Research Laboratory (indoor air quality)

### EXPERIENCE

#### BMW OF NORTH AMERICA, LLC

Woodcliff Lake, NJ & Los Angeles, CA

*Global Leader Development Program Associate*

May 2016 – July 2017

*Sales and Marketing Specialist*

August 2015 – April 2016

##### *Leadership & Strategy*

- Anchored sales initiatives for flagship BMW 7 Series, developing and communicating retail incentives and targets, and quantifying the cost of retail and sales volume impact of proposed partnerships; efforts yielded \$700M in annual revenue
- Facilitated design and implementation of market impulse packages and operations improvement tools with McKinsey team, BMW leadership, and middle management to realize \$500M in incremental revenue; developed sales, pricing, pipeline analysis

##### *Solutions Development*

- Assessed individual marketplace needs and designed targeted engagements via pop-up auto showcases, regional auto shows, executive test drives, and third-party activations across 80+ dealers to secure record annual regional sales of over \$4.5B
- Evaluated operations of BMW Gallery and collaborated with sales and marketing managers to craft training framework for team of 20+ and customer journey that resulted in 250K+ impressions annually

##### *Relationship Management*

- Advocated for lease price re-positioning to attain a 20% reduction in brand entry price point by analyzing consumer retail performance and building a price calculator to identify opportunities for MINI USA cost of retail savings
- Recruited six pilot dealers for Service Valet Pilot initiative, negotiated integration of vendor systems, influenced definition of evaluation metrics, and oversaw execution of real-time dashboard to enable a seamless customer experience

#### UNITED STATES PEACE CORPS

Coclé, Panama

*Community Environmental Conservation Extension Agent*

February 2013 – April 2015

- Secured record level of participation in community self-needs assessment by devising and implementing grassroots campaign; identified long and short-term development goals, potential partnerships, and opportunity gaps in skills and resources
- Led collaboration of Panamanian environment, agriculture, and human capital agencies, U.S. State Department, and NGOs to design and implement eco-stove initiative, improving respiratory health and reducing environmental impact of 200+ individuals
- Conceived, designed, and proposed agricultural cooperative projects to community stakeholders, and created sustainable processes to provide economic opportunity for 20% of community families in an ecologically sensitive rural area
- Engaged primary school teachers to develop environmentally-themed lesson plans and supported delivery of weekly interactive classes, resulting in increased basic environmental awareness for over 80 youth
- Designed funding model with 30% contribution from local community, 10% NGO sponsorship, and 60% grant from Energy & Climate Partnership of the Americas; solicited and managed grant funds, provided monitoring and evaluation of project impact

### ADDITIONAL

- *Languages:* Spanish (fluent)
- *Community Service:* Habitat for Humanity – Home Building & Fundraising for Ventura County Chapter
- *Interests:* podcast enthusiast (especially Planet Money and the Splendid Table), fusion cooker and kombucha brewer, dog lover, national and international road tripper

REFERENCE ONLY: DO NOT COPY

# Resume 2: Consulting

## JOE BRUIN

xxx.xxx.xxxx | Joe.Bruin.2019@anderson.ucla.edu | linkedin.com/in/josephbruin/

### EDUCATION

#### UCLA ANDERSON SCHOOL OF MANAGEMENT

Los Angeles, CA

**M.B.A., Full-Time Program, Strategy and Operations, GRE 168 Reasoning, 167 Quantitative (770 GMAT equivalent)**

June 2019

- **Honors and Awards:** MBA Merit Fellowship, Deloitte Consulting Case Competition – 1st place (UCLA), PwC Strategy & Global Operations Case Competition – 2nd place (nationals)
- **Leadership:** Director of Alumni Relations – Management Consulting Association, Section VP of Ethics and Professionalism
- **Membership:** Anderson Strategy Group, Management Consulting Association, Strategy & Operations Management Association, Net Impact, Anderson Eats, Outdoor Adventure Club

#### TUFTS UNIVERSITY

Medford, MA

**B.A. International Relations, 3.79 GPA**

May 2012

- **Honors:** Magna Cum Laude, Sigma Iota Rho (National Honor Society for International Relations)
- **Leadership:** Hillel, Tom Thumb's Student Garden, Mountain Club, Dance Collective, DJ for WMFO 91.5 FM
- **Study Abroad:** The Hebrew University of Jerusalem, Political Science Program
- **Internships:** The Institute for the Future, Tufts Office of University Advancement, Congressional Office (Rep. Jackie Speier)

### EXPERIENCE

**FUNDING CIRCLE** | *Leading global marketplace for small business loans (\$4bn+ lent)*

San Francisco, CA

**Content Marketing Manager**

Jan 2017 – Aug 2017

**Marketing Communications Specialist**

Sep 2015 – Dec 2016

#### Strategic Planning

- Identified inefficiencies in content marketing strategy and proposed redesign to senior executives; implemented Google Analytics tracking and new lead generation strategy, resulting in 86% increase in website engagement
- Analyzed impact of onboarding webinar series on lending partner performance and persuaded VP of Partnerships to invest in program overhaul; created marketing plan and slide decks for 8 new sessions, leading to 4x increase in partner retention

#### Communications and Team Building

- Directed a cross-functional team and established common objectives for a new approach to capturing qualified leads; optimized landing pages by integrating demonstrated best practices, improving conversion by 70%
- Developed case studies featuring interviews with 20+ customers to support organizational rebrand; collaborated with Business Development Team to create engaging collateral that better resonated with targeted small business customers
- Revised customer segmentation for email marketing channel and developed tailored messaging; published 4 articles per month and generated 67% lift in average click-to-open rate for campaigns sent to business owners and lending partners

#### Data Analysis

- Optimized social media advertising campaigns in constant pursuit of qualified traffic at lowest cost by identifying and testing alternative bidding strategies; decreased average cost-per-click by 65% and drove 3.5x increase in monthly traffic
- Designed proof of concept test for new content distribution channel (Outbrain); received approval from senior executives for 2x initially requested budget after proving potential to generate higher quality traffic with lower costs than existing channels

**BOSTON ORGANICS** | *First organic grocery delivery company in New England*

Boston, MA

**Marketing Associate**

Aug 2013 – Sep 2015

- Managed company's email outreach, social media, SEO, and content strategy; increased average revenue per customer by 7%
- Analyzed internal data and presented weekly reports on acquisition and retention trends to company president
- Determined process to evaluate potential partnership opportunities; renegotiated 5 partnerships to increase brand exposure

### ADDITIONAL

- **Languages:** Conversational Spanish and Hebrew
- **Software:** Google Analytics & AdWords, Facebook Ads Manager, Hubspot, Wordpress, HTML5/CSS, Photoshop/Indesign
- **Publications:** "Why Are Genetically Modified Foods Controversial?" (Greenhaven Press | 2015), "Dirt-Free Farming: Will Hydroponics Finally Take Off?" (Modern Farmer | 2013), "A Vegetarian's 'Sustainable' Brisket" (J Weekly | 2013)
- **Interests:** Listening to Radiolab and other podcasts, growing fruits and veggies, attempting NYTimes crosswords

REFERENCE ONLY: DO NOT COPY