



Prepare for your case interviews

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Why BrightWolves?



Onboard on a steep and diverse career path

I

A STEEP LEARNING CURVE

- On-the-job learning track combined with a tailored Personal Development Program
- Coaching from senior mentors with extensive industry & management consulting experience
- Rapid responsibility & autonomy in a variety of projects

II

PROJECTS WHERE THE ACTION IS

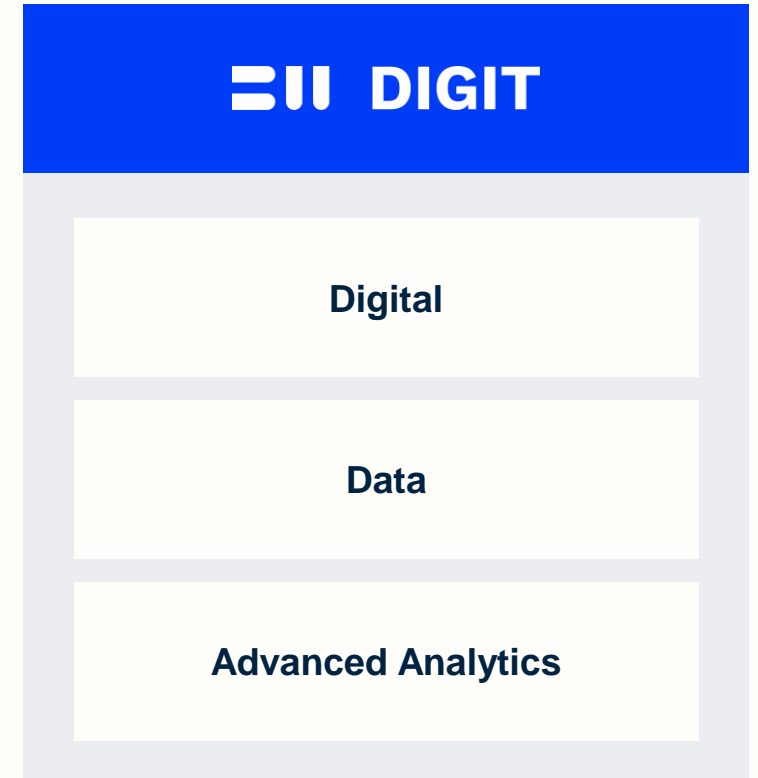
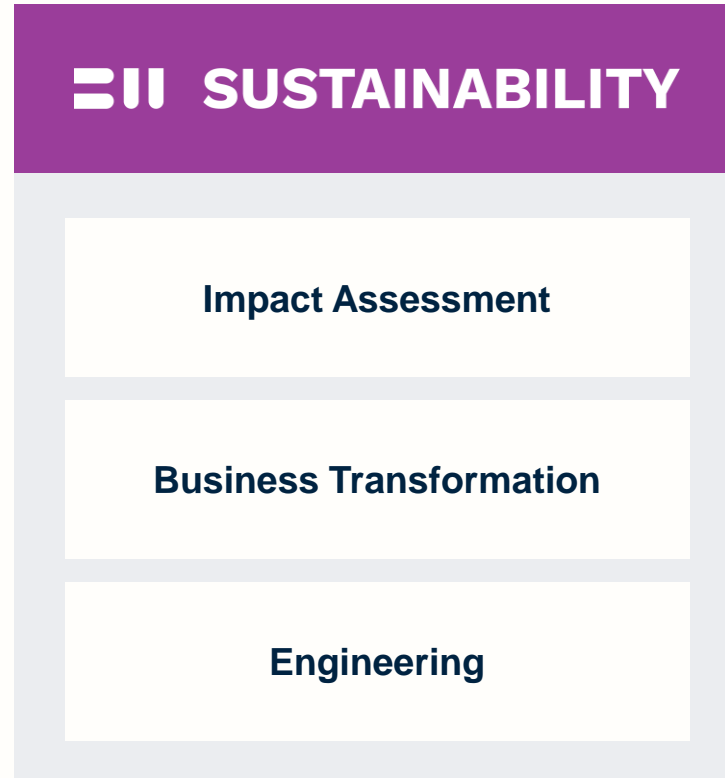
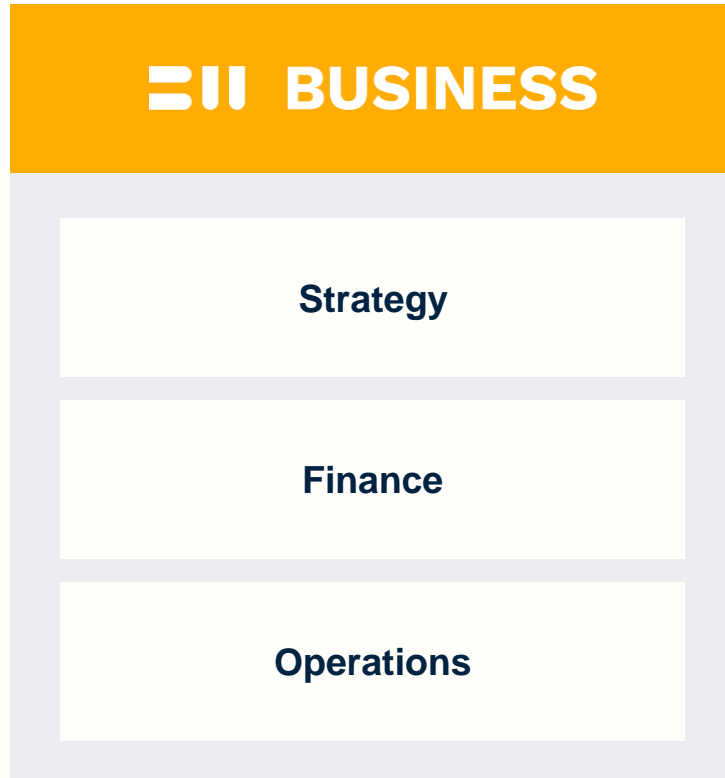
- Focus on ‘high impact’ projects
- Strategic recommendation and implementation
- Amid the digital transformation, the biggest revolution in decades
- Preparing clients to succeed in their sustainable business transformation

III

AN ENTREPRENEURIAL CAREER PATH

- Join entrepreneurial & non-hierarchical organization
- Early access to C-level even as Business Analyst (i.e. “my voice counts”)
- Recognition of the uniqueness of each BrightWolf

Develop expertise across 3 pillars



Join a team that is driven by strong values

I



INTEGRITY

We require impeccable behaviour and integrity in everything we do

N



NO SUBORDINATION

Opinions and recommendations are developed based on analysis and teamwork, not on the basis of subordination

S



STAKEHOLDER VALUE CREATION

To create long-term shareholder value we adhere to the principle of win-win relationships with the key stakeholders involved in our ventures: employees, clients, investors, banks and other key suppliers

P



PASSION

We are passionate about business transformation, helping clients to realize true impact on profitable growth and transformation

I



INDEPENDENCE

We perform our tasks and functions in an objective and independent manner, we are not bound by other interests, we do not withhold unwelcome facts nor do we provide conclusions or recommendations to preserve a relationship or further our business

R



RESPECT

We treat all people with respect, regardless of background, race, gender, religion or position, we respect the environment as a vital but vulnerable ingredient of our well-being

E



ENTREPRENEURSHIP

We value entrepreneurial thinking and acting as the best way to create stakeholder value

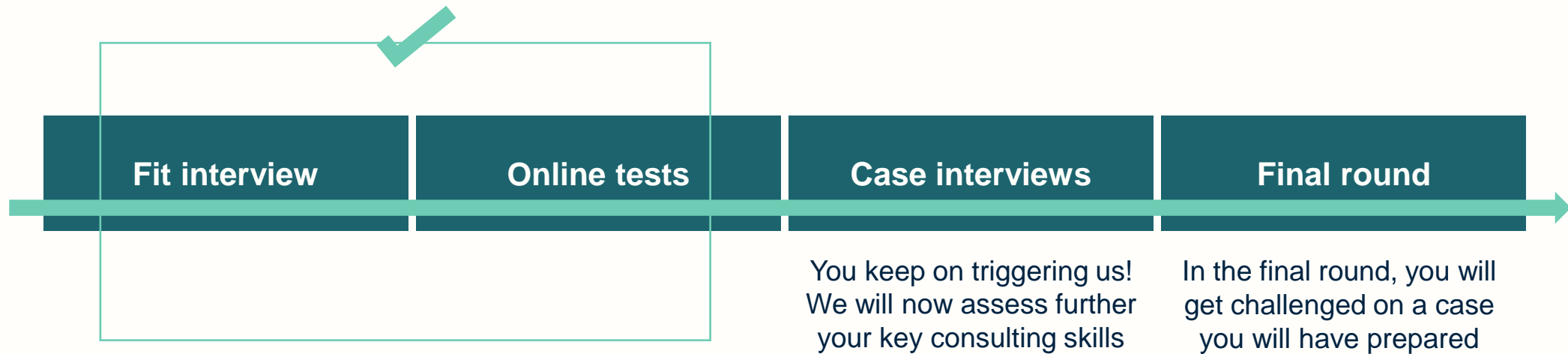
Experience a unique company culture



Our application process



Our process in 4 steps



We do case interviews to assess key consulting skills

Case interviews

We will conduct two classic case interviews (through Teams) on a problem in one of our pillars of expertise. These cases represent problems that our consultants have actually worked on. Be prepared to solve cases dealing with **financial, strategic and digital problems**. Know the classic **frameworks and formulas** and be comfortable with **quick maths**. The cases can be both interviewer and candidate led.

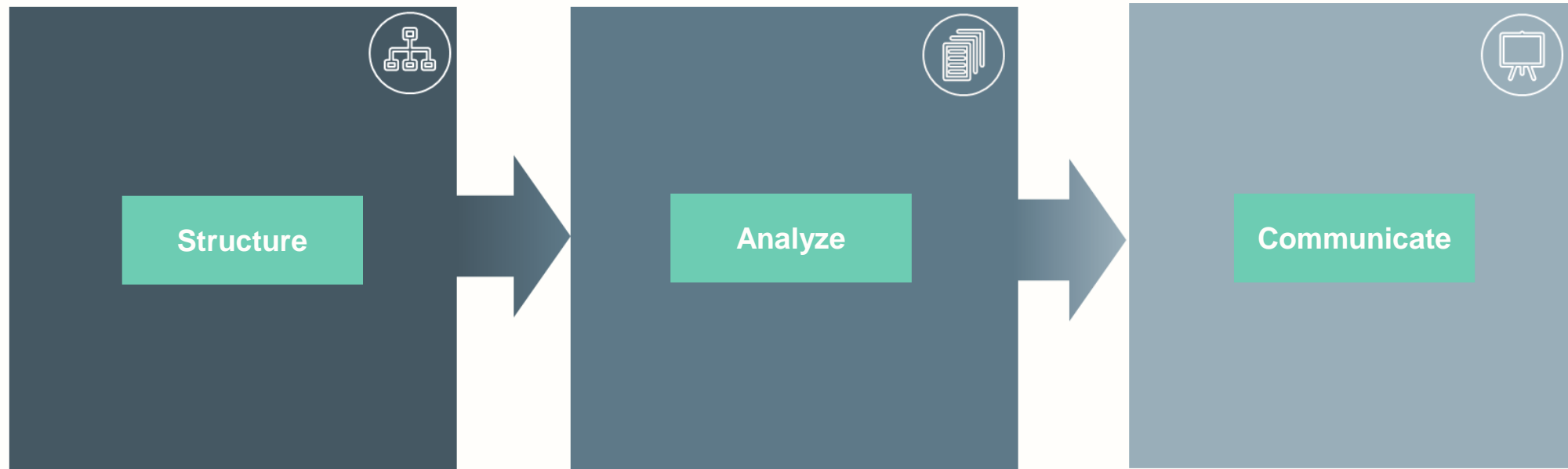
Final round

In this round, you will be given an assignment with clear instructions upfront. Your goal is to **present your case to a panel** consisting of BrightWolves management. Besides your **problem solving and analytical skills**, we can assess your **presentation, slide writing and communication skills**.

How to crack a case



The 3 essential components of case cracking



Problem structuring is key to a quick and logical conclusion

Structure



A case without a well-defined problem is not worth solving

For both your and your interviewer's understanding, you should define the problem very clearly



Rephrase the case context and key questions in your own words



Clarify your understanding of used terminology and facts



Define your problem and scope as accurate as possible – think of dimensions such as time, decision criteria, constraints...

Visualize and disaggregate your problem in an issue tree

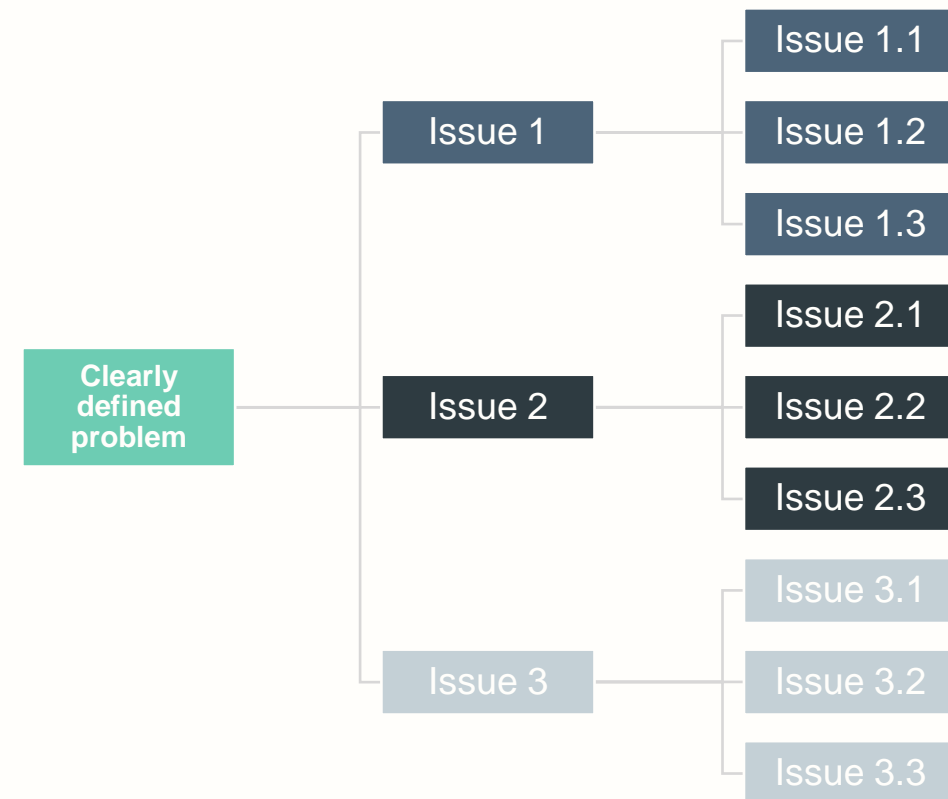
There are two classic types of issue trees, but do not forget to tailor the tree to your problem!

1. Problem-based tree:

- To determine the root cause of the problem
- To understand **WHY** the problem exists

2. Solution-based tree:

- To determine the recommendations
- To understand **HOW** to solve a problem



Visualize and disaggregate your problem in an issue tree

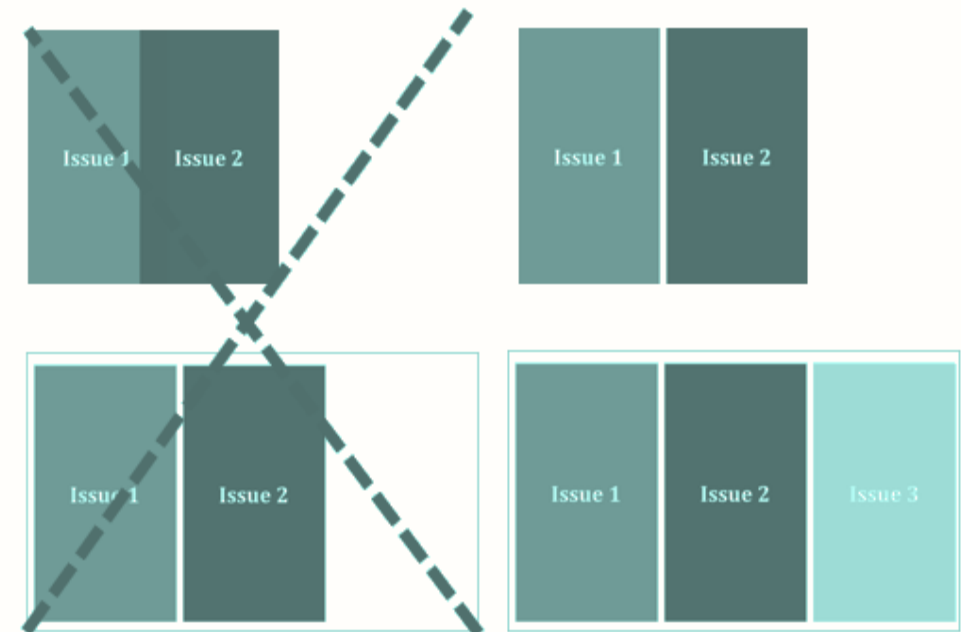
Make sure your issue tree is MECE!

1. Mutually Exclusive

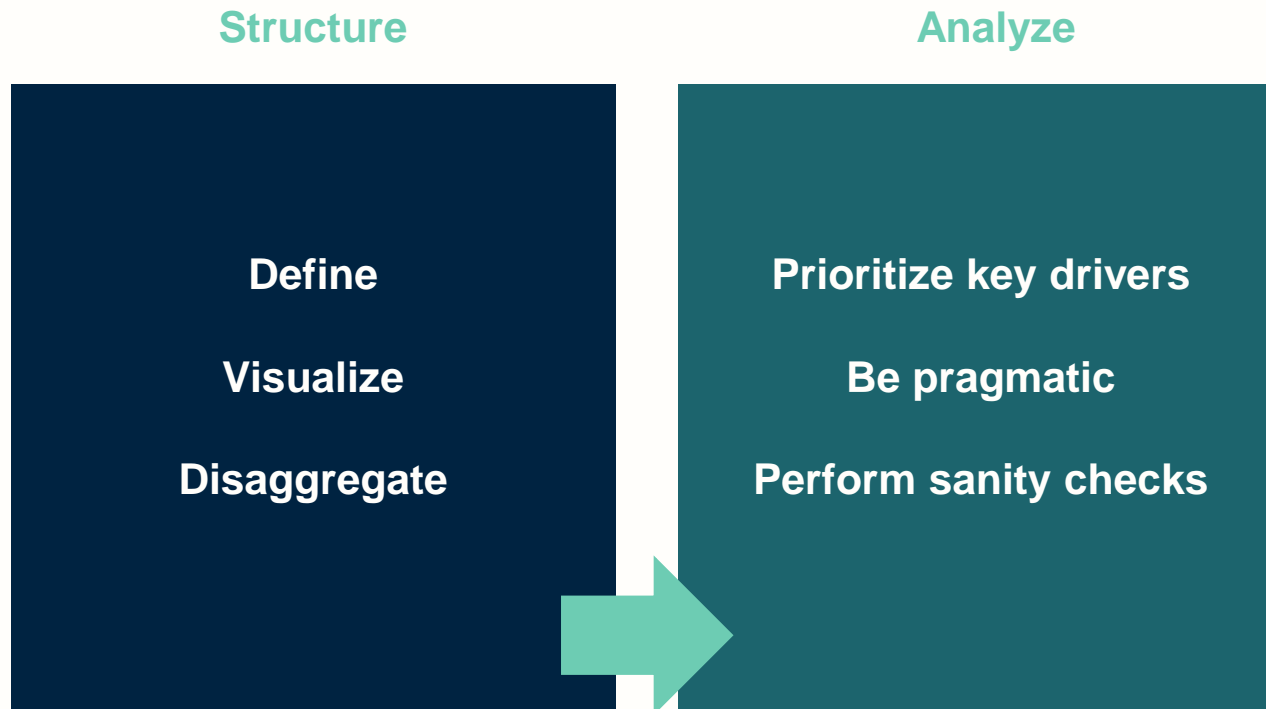
- All elements should be distinct
- Goal is to reduce complexity by avoiding overlaps
- Leads to a deeper understanding of the problem

2. Collectively Exhaustive

- Combined elements should contain every aspect of the defined problem
- Goal is to ensure a comprehensive collection without leaving any alternatives
- Divides problem into finite number of (sub-)issues



Analysis is all about finding the key drivers



Be pragmatic and focus on driving issues

With limited time and resources, it is crucial to prioritize quickly

1. Prioritize

- 80% of overall results are driven by 20% of inputs (Pareto)
- Focus on critical, high impact areas

2. Be pragmatic

- Take shortcuts to speed up calculations (combine rounding up and down to cancel errors)
- Document hypotheses and assumptions, and be able to explain them at all time

3. Perform sanity checks

- Perform some sanity checks along the way: does this make sense?
- Verify your assumptions with the interviewer if needed

Combine top-down and bottom-up to ace the case

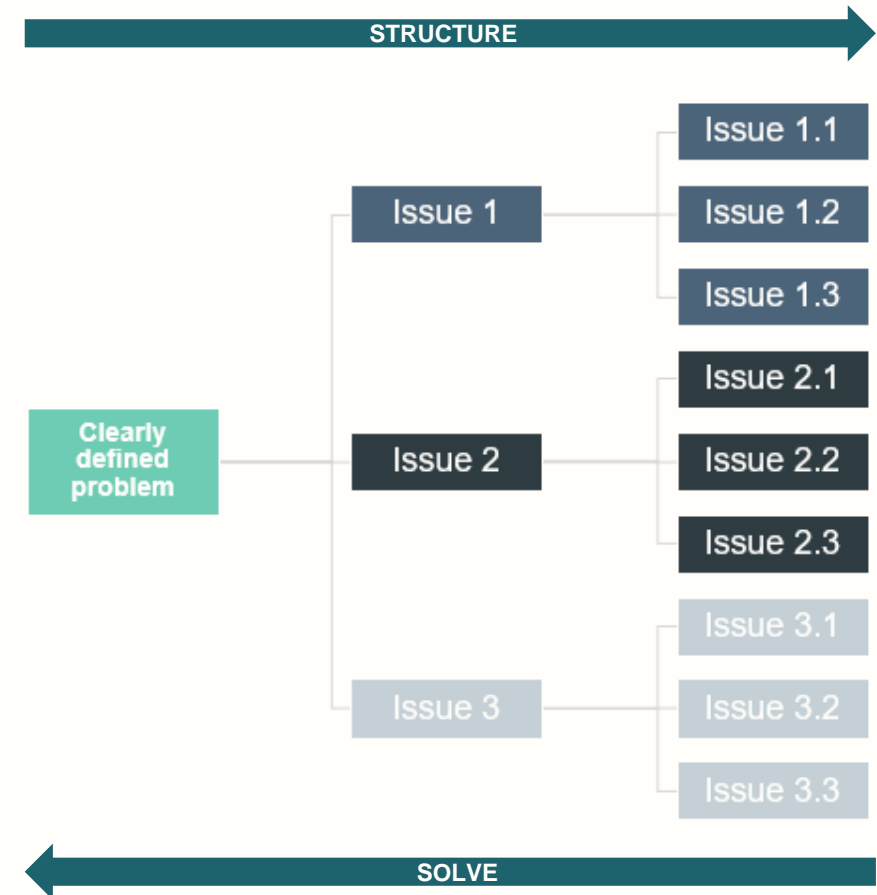
First make sure the structure is solid, then works towards a solutions with available data

1. Top-down

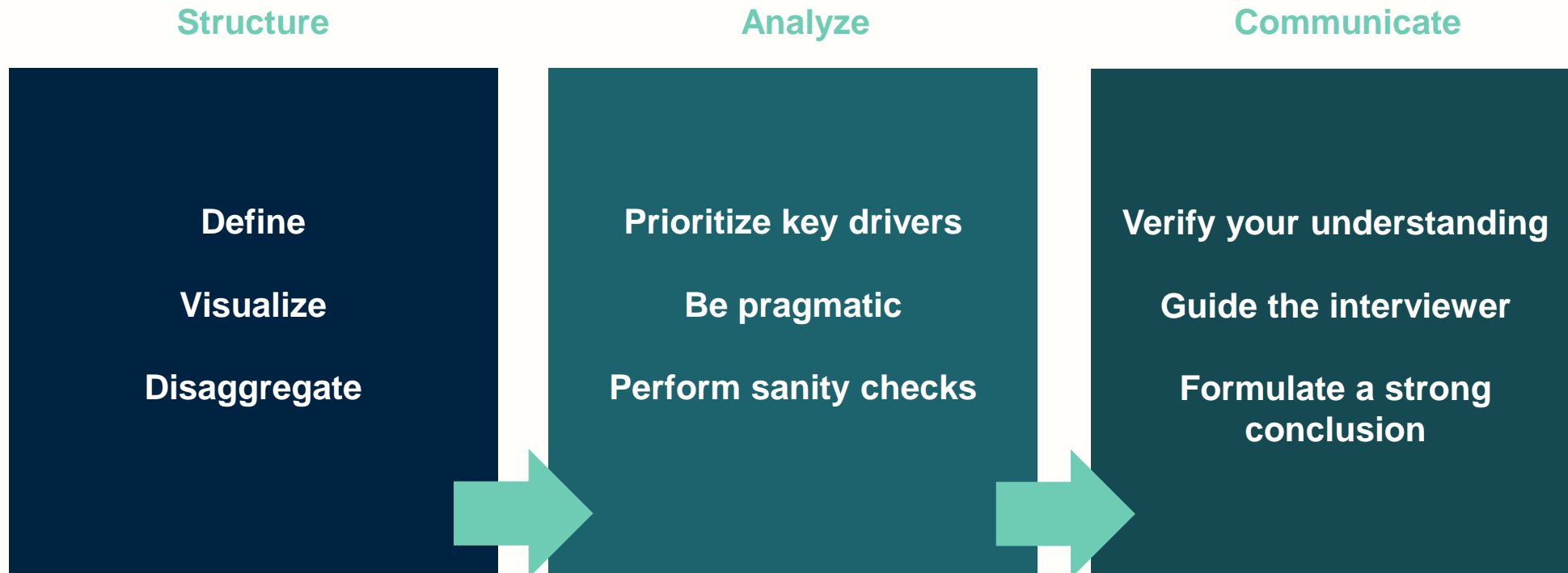
- Start with a top-down approach to structure your problem
- Leads to better insights in (sub-)problems
- Higher probability of structure being MECE

2. Bottom-up

- When the problem is structured, approach it bottom-up
- Leads to higher accuracy in solutions and calculations
- Higher probability that granular data fits at the bottom



Engage in a conversation throughout the case



Engage in a conversation with your interviewer

Make sure your communication is clear and to-the-point

1. Opening

- Ask clarifying questions to define the problem scope
- Make sure to agree on the problem with your interviewer
- Ask for a confirmation of hypotheses and assumptions

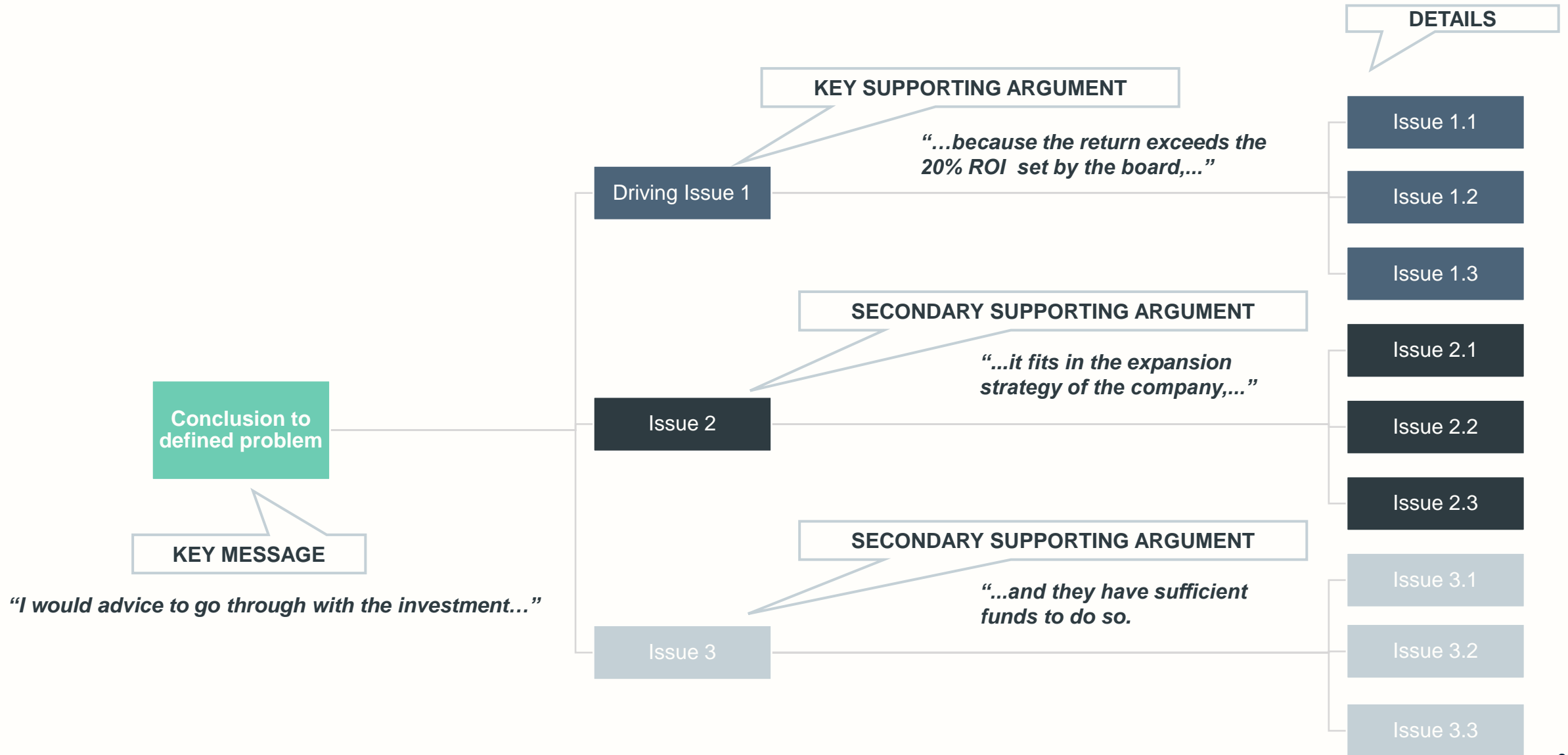
2. Analysis

- Guide the interviewer through all the steps you take
- Point out any pragmatic shortcuts you make
- Highlight the driving issues and focus on them

3. Closing

- Make sure your conclusion gives an answer to the previously defined problems
- Start with your key message, then support it with your key argument, followed by secondary arguments
- Do not walk through all the calculations and data again

A good case is nothing without a great conclusion

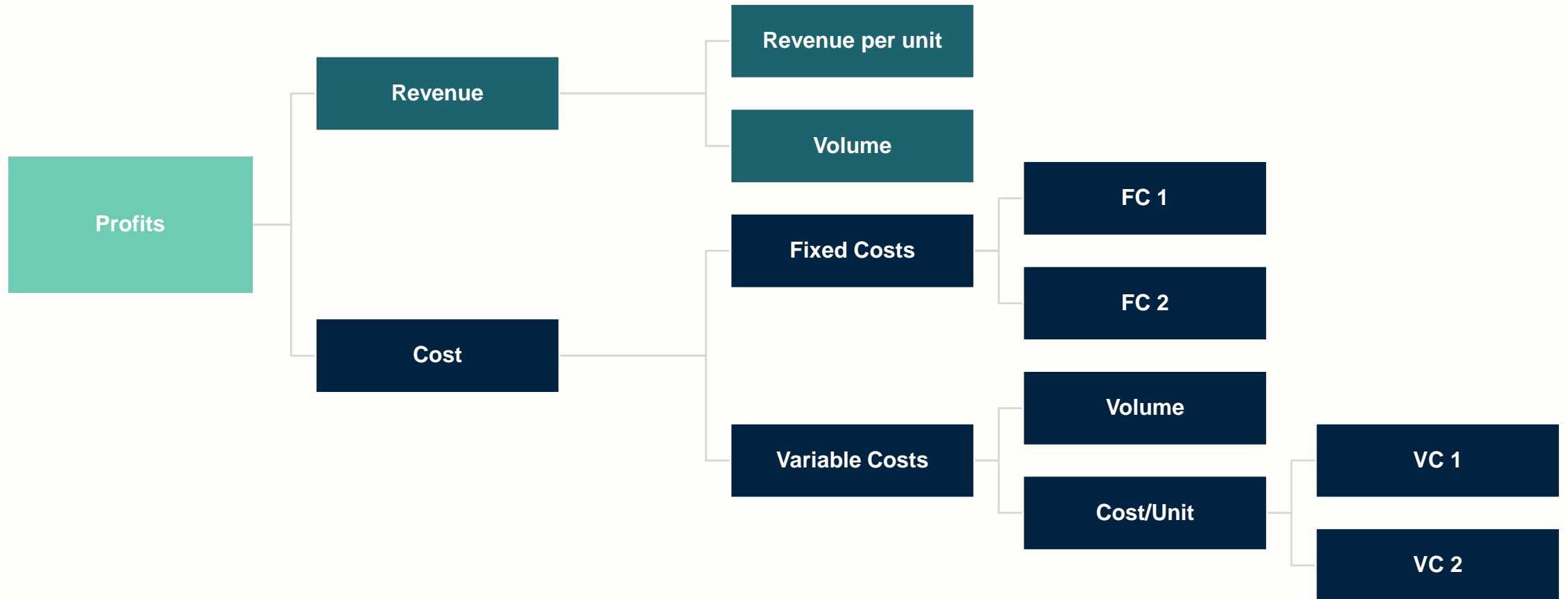


Tools and Frameworks - Business -



The Profitability Framework is only a starting point

“Your client’s profit has been going down for the last 2 years, you are hired to solve this negative trend”



The Profitability Framework is only a starting point

Do not forget to segment!

- By product type
- Distribution channel
- Geography
- Customer type...

Split FC and VC as granular as possible!

- Rent, overhead, interest...
- Raw materials, delivery, commission, labour...

Look for the quantitative driving issue, look or ask for horizontal/vertical/industry patterns and dig deeper into the **'why?'**. Only then you can form a solid conclusion.

M&A-framework: would it be a good deal?

“You are part of the CFO’s advisory team and he asked you to investigate the acquisition of company X”



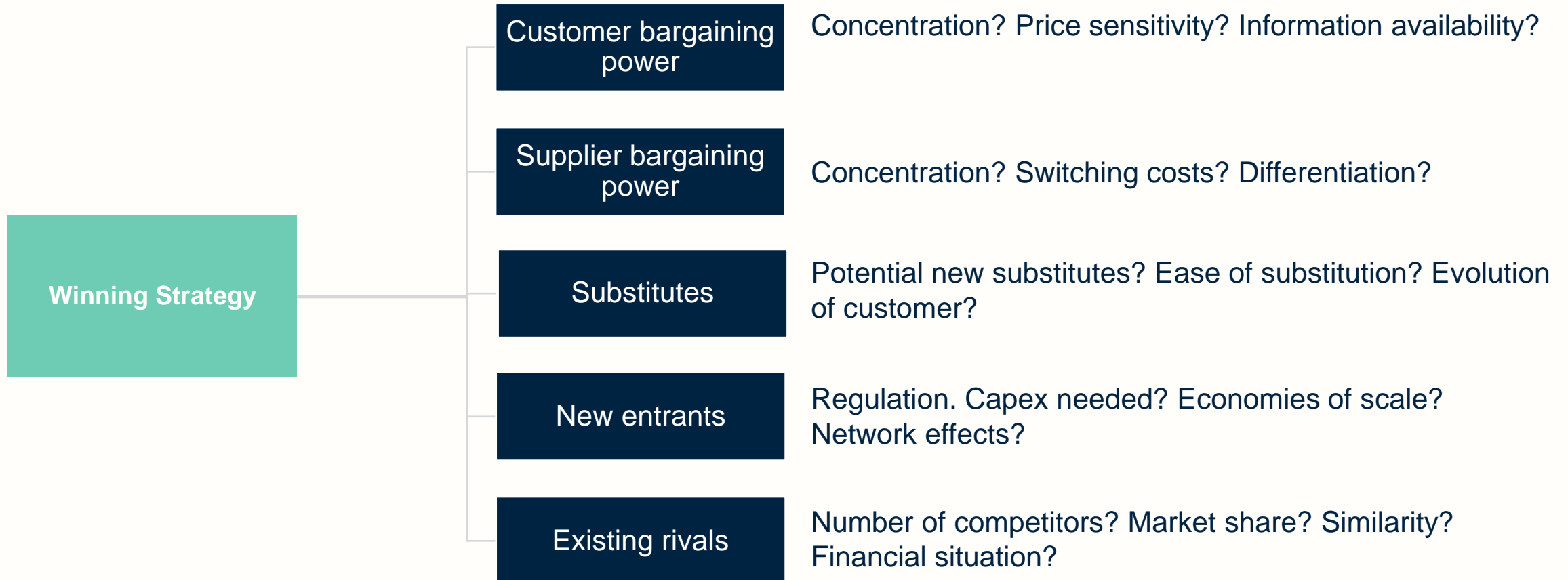
4P's to design a marketing strategy

“You are launching a new product: how would you create a winning marketing strategy?”



5 Forces to assess competitive dynamics

“You are hired by an industrial conglomerate to investigate if they should keep/sell one of their branches”



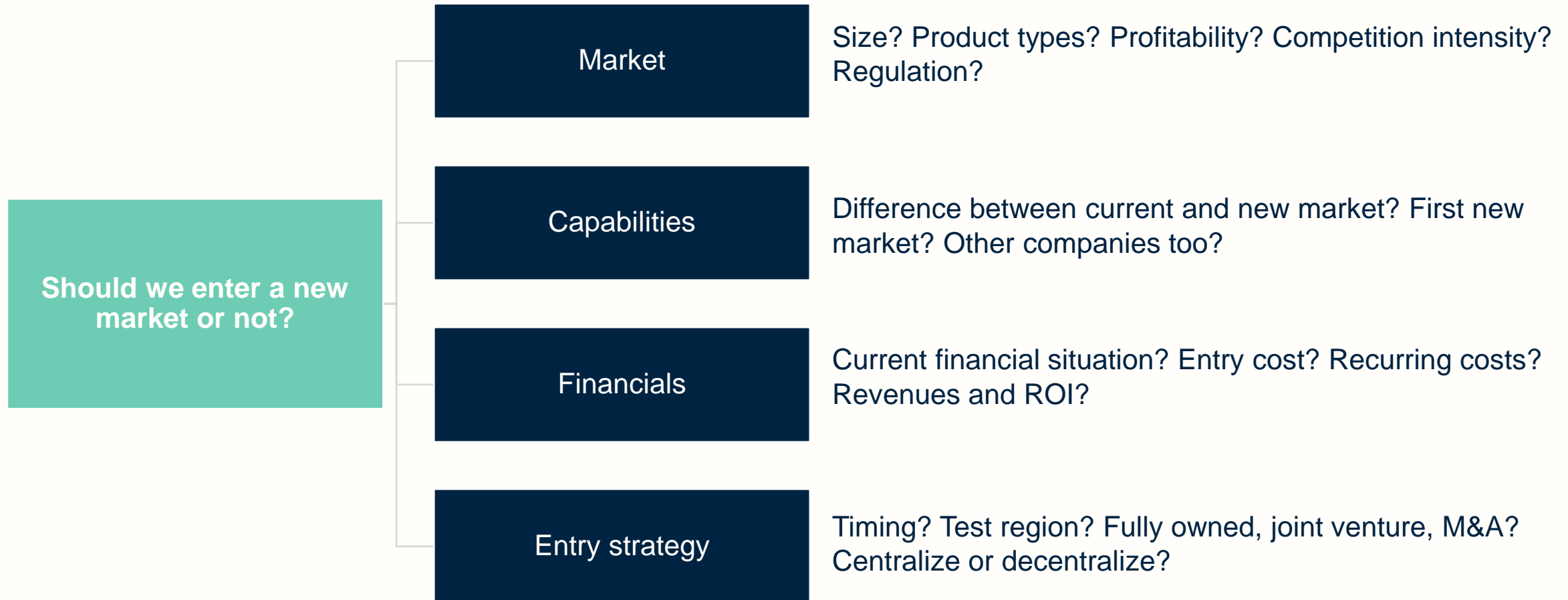
3C's to define strategy

“You want to launch your own company in high-end pet toys, what would be your first 5-year plan”



Market entry framework to assess to potential of a new market

“Your client wants to expand its succesful Belgian operations to the US, what would you advise? ”



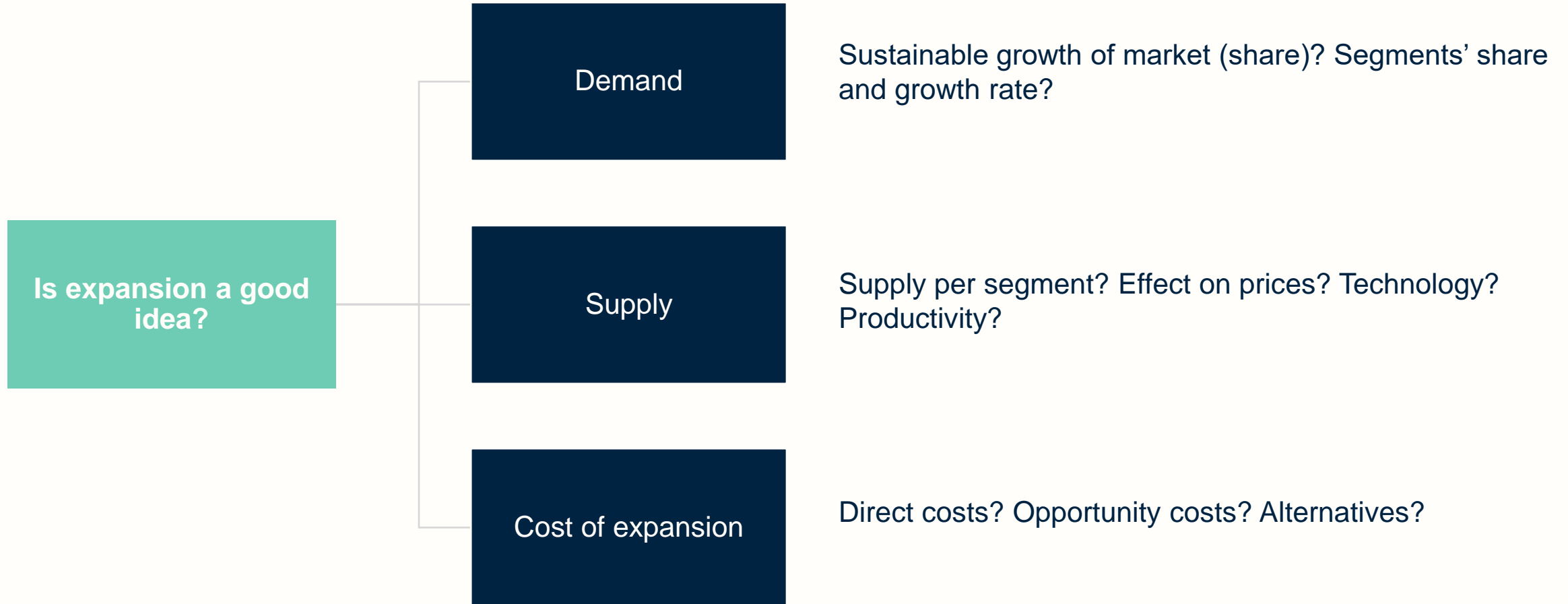
Pricing strategy framework to assess product price-setting

“You are launching a new product in the Belgian market, how should it be priced?”



Capacity change framework to assess relevancy to expand

“Constructing a new plant to supply increasing demand from US – is it a good investment?”



A framework on its own is worthless!

Always tailor your framework to the well-defined problem!

- Combine different frameworks (e.g. combine the market entry and M&A framework to assess the acquisition of a company in another market)
- Construct your own framework
- There are many more possibilities to structure your problem:
 - Value chain or supply chain
 - Sales funnel
 - Net Present Value
 - Market sizing
 - ...

Be familiar with quick maths!

- Practice quick calculations of percentages and big numbers (millions and billions)
- Know the basic (financial) formulas by heart

And don't forget to have your awesome stories ready for the personal fit questions!

Practice makes perfect

The best way to practice is to crack cases with fellow (future) consultants

- Case preparation websites
 - [PrepLounge](#)
 - [Management Consulting Prep](#)

- Books on problem solving
 - Case Interview Secrets (V. Cheng)
 - Logic in Writing and Thinking – The Pyramid Principle (B. Minto)
 - Case in point (M. Consentino)

- Consulting club materials
 - Harvard
 - Yale
 - Insead
 - Wharton
 - ...

Tools and Frameworks

- Digit -



Assessing a digital solution

“Your clients want to implement a new digital solution... does this look like a good plan to you?”

