Walk-In Mock Interviews - Consulting and Case

These are supplemental questions related to consulting and include case interview questions. Please go through the general mock interview guide and use the questions below to supplement your walk-in mock interview.

**Behavioral**
- □ Why consulting?
- □ How do you quantify a lead?
- □ Describe a problem that you would like to tackle at [this firm], why and how would you pursue it.

**Market Segmenting Questions**
- □ Estimate how many windows are in New York.

**Brainteasers**
- □ You have a bouquet of flowers. All but two are roses, all but two are daisies, and all but two are tulips. How many flowers do you have?

**Case Questions**
- □ We are evaluating two beer brewing companies, Cheapo Beer Company and Bourgeois Beer, Inc. Cheapo and Bourgeois are competitors; both have been reporting similar revenues over the last five years showing steady growth. Cheapo is designated the “All-American Beer” and is a staple of tailgate parties. Bourgeois markets its product as brewed fresh from mountain water. Cheapo has posted consistent profits that have been growing at a moderate rate whereas Bourgeois’ profits have fluctuated significantly. Why is there such a difference? If you were CEO of Bourgeois, what steps would you take to minimize these fluctuations?
**Tips About Cases**

**The 4 C’s: Used for business strategy and new market opportunity cases**
Customers / consumer: Who are they? What are their needs? Can the customers be categorized?
Competition: What are they up to? Are they changing prices or volume? What (dis)advantages do they have?
Company: What are your mission and objectives? What differentiates your company from others?
Cost: What are the major costs? Fixed and variable? Can they be reduced? Do they need to be increased?

**The 5 P’s: Used for cases concerning marketing and new product development**
People: How do you segment your customers? What are their needs? What drives their demand?
Product: How are you positioning your product? What are benefits? How is it differentiated from other products?
Price: How much is it? Does demand change with prices? Are there opportunities for higher prices?
Place: What are your distribution channels? Where will you sell it? Are there more or better channels?
Promotion: What is your marketing strategy? Is there a target market for the product?

**Porter’s 5 forces: Used for opportunity attractiveness cases or profitability analysis**
Threat of new entrants, Bargaining power of suppliers, Substitute products or services, Bargaining power of buyers, Rivalry among existing firms

**Market Segmenting Question**

**Windows in NYC**
7.9 million people in NY city, and approximately 2.5 persons per home --> 3.16 million homes. Each home has 1.4 working persons, but the ratio may be .8 working persons per home if you take the possibility of working in the same “office” into account.
Average number of windows per home = 3 approx.
Average number of windows per office = 7 approx.
Total number of home windows = 3.16 X 3 = 9.48 million
Total number of office windows = 3.16 X 0.8 X 7 = 17.696 million
Total number of windows = 27.176 million ~ 27 million

**Brain teaser**

**Bouquet Question**
Roses = All but 2 = Two flowers are not a rose; one tulip, one daisy
Daisies = All but 2 = Two flowers are not a daisy; one rose, one tulip
Tulips = All but 2 = Two flowers are not a tulip; one rose, one daisy
Answer: One rose, one daisy, one tulip.

**Case Questions**

**Brewery Profits Case**
This question has two parts:

**Part 1: Cost Structure Analysis**
Issues to identify:
Profit = revenue - costs
Major costs to a brewery: labor, distribution, inputs
Questions to ask:
Does Cheapo have more leverage in negotiating prices for barley/hops/yeast/bottling than Bourgeois? [No.]
Does Bourgeois have higher labor costs? [No.]
Does Bourgeois have a different distribution network? [Yes!]
Bourgeois’s breweries are located only in Colorado to be consistent with its marketing scheme, thus they pay higher distribution/shipping costs that vary with fuel prices.

**Part 2: Making a Recommendation**
In order to arrive at the “diesel answer”, we also needed to look at the other costs for distribution:
Equipment, Labor, Fuel, Storage
Fuel is the one that Bourgeois would pay more and is the only cost linked to a commodity price that may fluctuate.
In order to minimize these fluctuations and hopefully secure gross profits at the highest possible level, we need to think of ways to get around the changing price of diesel fuel.
A cost effective way to achieve this is to buy options or futures on diesel fuel to try and lock in a set price.