ATTENDEES
Brad Noakes, Partner & Managing Director
Michael Schniering, Principal Alumnus 2010
Dorothee Ihm, Project Leader Alumnus 2010
Paul McNamara, Project Leader Alumnus 2012
Frederik Mayeres, Consultant Alumnus 2015
Maisie Farmer, Recruitment Lead

BCG global firm | 80+ offices | 46+ countries

– BCG is rapidly growing, the past several years has seen the firm has double in size, growing the fastest out of all the strategy firms
– Operating in four cities domestically - Sydney, Canberra, Perth and Melbourne
– Diverse portfolio, every year about 30 different clients across all industries
– Diverse set of people, +21 nationalities throughout the organisation, large focus on international recruiting
– 49% female pipeline to partnership
– 75% work performed is with repeat clients
– About a third of clients have been with BCG for >19 years
– Consulting isn’t easy, interesting but tough
– Work life balance is taken very seriously
– BCG recently collaborated with Professor Leslie Perlow (Harvard), Sleeping With Your Smart Phone
– People were feeling like the demands from business meant you had to be ‘on’ all the time
– Took findings from the study and implemented PTO - Predictability, Teaming, Open Communication
– This initiative has drastically changed the working environment and career satisfaction
– Training is taken very seriously, invest 4.5 weeks training for each person annually
– Structured training, Regional training, In-house training, Global training, importance placed on mixing with international BCG offices
– Day to day learning in the project environment, peer to peer learning, consulting role helps you grow much faster than perhaps the corporate environment, stretches you faster
– BCG take their alumni relationships very serious

– Ahmed Fahour, CEO - Auspost
– Melodie Potts Rosevar, CEO – Teach for Australia - revolutionising education system
– Adam Jacobs, Co-Founder of The Iconic
– There is a real diversity in what the BCG people go on to do and you are encouraged to follow your passions
– Very serious about social impact and undertake >300 social impact projects annually
– Working with Bill and Melinda Gates, worked on addressing global malaria problems, were engaged to assist on the response to Ebola outbreak and delivered a plan to help Ebola be contained
– Have worked for over decade on supporting the indigenous empowerment through Darwin Foundation

BRAD NOAKES
– Been with BCG for twelve years
– What they are seeing today is that the demand for strategic advisors is increasing dramatically
– Industry and government departments need assistance to navigate the fast changing business environment

DOROTHEE IHM
– Joined AGSM from Germany in 2010
– Background in cultural studies and geography, did masters in geography before commencing MBA
– Never thought she would use the geography masters in professional life, but used advanced geo analysis on BCG engagements, got to apply geo spatial analysis
– Importance on industry focus/expertise, not so typical when joining BCG at Consultant level, joined with a bit of a focus on telco and media and has been able to work on several very high stakes telecommunication projects to enhance specialisation
– Best part of working with BCG is that you are working on issues that are important to the CEO, can work on projects worth billions of dollars, projects that are changing the path of this country and large organisations
As you are generally working in small teams, your input is impacting change, you can see the results of your work.

Undertook an engagement in Singapore in 2013, started as a three week project, ended up being 4/5 months, not an industry she was familiar with, had to strengthen other muscles, got home every other week, enjoyed getting to know new city, new team, engagement was a good example for apprenticeship, concept of learning from your peers, learning in that case experience.

Worked under project leader, only one year ahead in tenure but saw how fast you learn.

There are a range of opportunities to work abroad, temporary transfers, structured one year exchanges.

Heading up local BCG women's initiative, The X Files.

Not meant to give women an unfair advantage but to foster a sense of affiliation within the organisation.

They run a few events annual to create a community of women within BCG, providing support, working with senior female role models, try to pair more junior women with senior leaders, mentorships, encourage everyone to learn about flexible work arrangements.

Part time is available at BCG, very strong commitment to make client facing roles available on a part time basis.

Strong market position means they can factor in flexible work options for client engagements.

MICHAEL SCHNIERING

Pretty well balanced across industry sectors, mix of public and private engagements, banking, telco, media, consumer.

Undertake large scale major transformation, whole company transformation, new growth models, new business build, mainly in the private sector, helping companies to use their data effectively.

HOW MUCH TIME FOR SYDNEY CONSULTANTS SPEND ON INTERNATIONAL PROJECTS?

First year is spent working primarily out of Australia, they like to ensure you are trained up before you can undertake an ambassadorship/temporary transfer.

Gets lots of opportunities to work overseas but has worked primarily in Sydney due to family commitments.

BCG DIGITAL VENTURES

About 18 months ago started BCG DV, founded in LA and has grown through acquisition and organic growth, fast growing.

Work with clients to come up with new products, services, new venture ideas, innovation sprint, potential opportunities to disrupt.

Will bring in mix of skills, designers, customer research, entrepreneurs, to work with clients to rapidly prototype new business.

Sydney office started with an acquisition and is now working with several core clients.

In terms of intake, look for slightly different skill set, project management, technology, digital skills.

Run as a separate business, recruited through a different stream.

WHAT DOES A TYPICAL ENGAGEMENT TEAM LOOK LIKE AND HOW DOES AN MBA FIT IN?

Paul:

There is no typical answer, his first project consisted of a team of two, has worked in teams of 15/20, the average is around 4/5 people.

Role of consultant, you are expected to engage from your very first project, you will work closely with senior consultants for the first three months but you are expected to talk up and have input.

You are hired for your experience and smarts and are expected to be ‘on’ straight away.

Nicole:

Worked across a variety of projects since joining after MBA, you are expected to leverage your background, clients expect to hear from you.

It is important to have an understanding the organisation dynamics, complexities involved in implementing projects, in building those relationships.

DOES BCG PLAY IN THE HEALTHCARE LANDSCAPE?

Performed work both with federal government and private.

Engaged to look at the evolving roles of insurance providers in healthcare space, there is lots of disruption in this sector, looked at the utilisation of cost of care, public policy at a national level, work with pharma on bringing new products to market, its an interesting and dynamic sector, in the midst of change and disruption.

Brad: working with one of Australia’s largest health insurers, going from insurer to assurer, how they think about their customers.
Traditionally consulting has been fee for service, more akin to other professional services.

Long time ago clients demanded more in terms of committing to delivering an outcome and impact BCG results now being linked to result of client.

More innovative structures being used to affect the outcome clients are trying to achieve.

Committed to working with clients to figure out what the best option is for them, particularly in large scale transformation projects.

**WHICH SECTOR IS EXPECTING THE MOST GROWTH?**

- Australian economy is seeing massive disruption across all sectors.
- BCG run a portfolio and don’t try to concentrate on any particular area, see growth in all areas.
- Have some big bets but typically against sectors that they are underweight in but don’t have a crystal ball, can’t predict who will be growing.
- Growth is the most important thing for any company in private sector can do.

**HOW MUCH CREATIVITY ARE YOU ALLOWED?**

- A lot, never really come with a ready framework or a typical way of addressing the issue.
- Come at it from a different perspective, BCG has two streams; generalist consultants and expert consultants.
- BCG investing heavily in getting people with lateral expertise to help develop portfolio in areas that require a particular set of skills, works across a variety of projects.
- Illustrates the willingness to try new things and adapt to changing market.
- Opportunity to get involved in a mixture of things, open and willing culture, if you have a new way of solving things, you will be supported to test your theory.

**CULTURAL PERSPECTIVE DIFFERENTIATION?**

- Focused on finding the solution and strategy, delivering impact for the client in a collaborative way, BCG at its heart is a true global partnership.
- It’s about the best idea, best thinking rather than a hierarchical structure.
- If the newest member of the team has a great idea, they are given as much attention as a partner.

- Same goes with working with clients, they work very much hand in hand, try and affect change at all levels of the business, focused on impacting change throughout the client business, not just at the CEO level.
- **Frederik:** openness in regards to client work, the door is always open, there are no stupid questions.
- Currently working in case with DV, communicated very clearly that we have only started, most knowledge sits within the organisation.

**WHAT ARE THEY LOOKING FOR?**

- Creativity and curiosity, looking for analytical thinking and willingness to bring new ideas and experience.
- Curiosity as to what the underlying cause is for the clients.
- They want you to be interested and enthusiastic through interview and application process, not too interested in the answer, want to see how you get there, want to see how you think.
- Looking for demonstrated leadership and good team members, the role you play can change from project to project.
- Interview process is in three rounds, each round has two interviews, case study and culture fit.
- 40 minutes per interview.
- They want to see your experience and skills, what have you done in the past, what are you looking to achieve, why BCG, what are you hoping for your career at BCG.
- Looking to get hands dirty, ability to poke and prod to ask the right questions, the tools you use and the approach you take, how you demonstrate your experience, how do you go about solving the problem, what questions do you ask, how do you decompose the problem to its core parts, what data do I need to answer the question.

Applications open: 18th September
Applications close: 20th September

- Address cover letter to Maisie Farmer – make your cover letter stand out, they do read them and it is your opportunity to show some personality.
- No more than three page resume!

**APPLY VIA THE CAREER MANAGEMENT PLATFORM**
ATTENDEES
Ben Fletcher, Partner
Rob Allan, Senior Implementation Leader
Jesse Scott, Associate Principal
Tiina Tolonsen, Recruitment Lead Sydney
Sheridan Kerr, Generalist Recruitment Lead

BEN FLETCHER
– Partner with Sydney office and heads up the Marketing and Sales practice
– Joined as an Associate straight out of business school
– Was a lawyer prior to undertaking MBA at Stanford
– Heads up recruiting for Australia

JESSE SCOTT
– Associate Principal with Sydney office, leads manufacturing practice
– Week is typically spent between NZ, Australia, India
– Was a journalist before undertaking MBA at Insead

ROB ALLAN
– Recruited from AGSM into generalist practice, then engagement manager
– Left firm to vc,pe in the states, founded a company in Australia, ipoed and ran as CEO
Back at firm for the implementation practice for three years

TIINA TOLONSEN
– Recruiter for McKinsey Australia

SHERIDAN KERR
– Generalist recruitment for Australia business

– When you are thinking about consulting, think about do you really want. Do you think McKinsey would be a good place for you?
– Consider the path you want to join, generalist, implementation, business technology operations, operations
– Implementation more suited to people with a number of years of experience “doing things rather than thinking about things”

VARIOUS STREAMS WITHIN MCKINSEY?
– Not enough to have a team of generalists any more, clients demand more
– One bar set across the streams, different skill sets to reach that bar, as the market demand changes the business must adapt
– Still seen as the same team but gives access to specialised skillsets

SOCIAL RESPONSIBILITY, WHAT ARE MCKINSEY DOING?
– Acts on three of four levels
– As an individual you are able to get staffed on projects that you personally care about, but you can also opt out if you are opposed e.g. tobacco industry
– At an office level they will focus on specific a cause, e.g. have invested in teams working with indigenous health engaging ex doctors to engage with McKinsey to look at the solution
– At a firm level, there serious fire power to work on causes at a global level, e.g. climate change, facilitating big global meetings, 2020 world summit
– Ben: passionate about Australia and NZ working together to take over the world, working with CEOs Diabetes, now running biggest private test in the world, biggest database in the world looking at all around diabetes prevention
– How do we change how chronic healthcare is delivered in Australia, empower GPs to drive better healthcare across Australia, change the dialogue, how do we roll this out across the country
– Working with top male CEOs working on addressing gender inequality
– Addressing the start-up culture in Australia, how do we drive this culture across Australian business, from a national perspective this is having a huge impact on how we do business
GLOBAL OPPORTUNITY AND COLLABORATION WITH OTHER OFFICES
– **Jesse**: started in Sydney as an Associate, promoted to Engagement Manager and transferred to LA for a couple of years, at each tenure level you are able to move around. There is a formal mechanism to do 2 years rotational program, can move project by project, 30-40% of people in Australia as shipped in from overseas
– McKinsey are one firm, global profit sharing, everything decided on a one firm basis, internal knowledge system, who are the experts globally, knowledge sharing, you can pick up the phone to anyone around the world
– Whole philosophy is about doing better, never cookie cutter approach
– Bring international skillsets together to work on engagements, the global scale of McKinsey is a real asset

WHAT DOES IT FEEL LIKE, WHAT DOES IT LOOK LIKE TO WORK AT MCKINSEY?
– **Rob**: Seen from both sides, life at McKinsey is amazingly varied, no typical story to tell
– From a client perspective, there should be no ‘McKinsey’ when on engagement, the client team members are part of the team, collaborative approach
– Occasionally undertake fully independent engagements but they are quite rare, e.g. should a company be privatised, they would be looking for independent insights
– It should feel like you are working as an independent trusted adviser
– Always come with that perspective, will always be honest with the advice and work with the clients best interests at the forefront
– McKinsey are thought partners, working alongside their clients

CULTURE AND MCKINSEY VALUES
– Culture - insecure over achievers, always trying to prove themselves, hardworking, very smart, enjoy doing what they do, love of problem solving, intense project teams, committed to getting best result for your client, the McKinsey values build on that, all about delivering value
– We are honest about what is right for the client business, set aside personal ambition to do what is right for the client

WHAT ATTRACTED ROB BACK TO MCKINSEY?
– It’s somewhat unique in the spread and depth as to how widely held the McKinsey values are, they are lived by not just talked about
– Many times they will walk away from business because it is more important to deliver what they feel is right, strengthens reputation in the long run
– You can sometimes be encouraged in the corporate world to compromise your values, you have the permission to do what is right and make the right choice, McKinsey will support rather than challenge, sometimes can get it wrong, but value driven culture makes McKinsey very unique

IS THERE AN ACADEMIC CUT OFF?
– They look for a variety of things, not just academics but these are important, demonstrates high performance
– Look for demonstrated leadership roles, examples of achievements
– They read your cover letters, looking for something that sparks the interest
– No real minimum bar, just one factor out of four, work experience important
– Three weeks ago hired Head of Strategy at ASX listed company, joining McKinsey at an Associate level, took approximately $200k pay cut, five year track to partner
– Minimum professional experience requirements for implementation

LEARNING AND DEVELOPMENT
– **Jesse**: transitioning from journalism to consulting, McKinsey approach to make you comfortable with consulting, boot camp to learn how McKinsey works, how they make slides, how they think about strategy
– For the first three months, you aren’t charged out, paired up with someone else who is responsible for you doing ok
– By the time you are 4/5 months in, you are ready to go
– At every tenure there is a formal training program, send you away for training in the next level of skills you need to know, e.g. from project manager to junior partner, week long training program, how do you have those close counsellor conversations, how do you work with clients on their business but also work with you to develop your personal career goals
– Topic specific training - course in Germany, how do you bring the best in lean to your clients
– Most important part of working for McKinsey - insane level of feedback and coaching, you will be appraised continually
– This is a people orientated business, beginning of every week you are to set your goals, at the end of each project, the partners will review your work, by the time you get to six months, you know exactly how you are going, always aware of what you need to work on
– Provided with informal and formal mentorships, apprenticeship model, put on a project with one lead partner, one engagement manager, team of 3-6 people, that’s your team, up to you to solve the problem
– Until you make engagement manager, there is not much flexibility in roles, you are focused on development of consulting skills, first year you will be directed at each step of the way
– Expected to get to reach Engagement Manager after two years at Associate level (MBA level), then you start picking the functions you more identify with, can do more part time programs
– Have implemented a scheme where they buddy up an Engagement Manager with a Senior Associate so Engagement Manager move to more flexible work options
– Take time program, any time throughout the year you can take 4-6 weeks during the year after engagements

**INTERVIEW PROCESS**
– This is designed to test whether you will succeed at the firm and they want you to get through
– You are assigned a buddy, make use of this, your conversations with your buddy are not evaluated, they know not everyone performs at their best under pressure so designed to take some of the stress out of the interview process
– Interviews are conducted in two parts, fit and case
– It is a mistake to think that the case is worth more than fit, it is not
– Looking for a source of distinctiveness
– Re: fit - please do some self-reflection beforehand, what’s a challenge you faced? When did you lead a team, etc
– Focus on I - be humble by pointing out how awesome you are

**CASE EXAMPLES**
– **Facts** : client is Total Steel, only manufacturer of steel in NZ, sells here and international. International sales make nothing, concentrate on domestic, sells through distributors, CEO calls to buy one of the distributors
– Don’t repeat back word for word what you have heard, demonstrate you have listened to the entire question and understood the problem you are addressing
– Play it back in a way that makes it easier to elicit more information from the interviewer
– Visually be able to play this back, want to see if you can start thinking in a way that will help clients, your job is to make sense of the confusion
– Follow up with first question, why do you think they want to do that?
– Structure up your answer, talk through your thinking, don’t just get straight to the answer
– Quantitative question is never hard, but can be under pressure, simple maths and percentages
– You can get into trouble when you confuse what is actually being asked - active listening!!!
– Then wrap up question, forget about there being a right way to answer, answer with what you think, take a position, don’t sit on the fence
– Cases aren’t there to trap you, they want to see whether you will actually enjoy the work

**Applications open: 18th September**
**Applications close: 20th September**
– First round of interviews will commence on 25th September
– Don’t get too stressed about the stream you are applying for, most will be generalist at an MBA level

**APPLY VIA THE CAREER MANAGEMENT PLATFORM**
WHY IS PORT JACKSON DIFFERENT AND WHAT IS HAPPENING IN THE CONSULTING LANDSCAPE?

- They are a leading strategy consulting firm, we would like to be number one on the clients speed dial
- Set corporate direction, define business strategy, shape clients organisation
- Firm started by two ex-McKinsey partners, Terry Arcus and Fred Hilmer (former Vice Chancellor of UNSW)
- Small firm, 10 Principals, 52 staff in total
- Idea intensive versus process intensive
- Sit in the idea intensive space, concentrate on bespoke solutions, high price, high quality
- Growth enables you tackle more interesting problems, PJP have grown consistently over the past 25 years but not interested in growth for the sake of growth, allows you to take on more good people, allows you to take on more good work
- Focused on achieving lasting impact on client performance
- Problem solving leadership, working on CEOs most strategic issues

WHY ARE WE UNIQUE?

- Focused on the most critical issues, narrowly focused on the projects undertaken
- Small principal intensive teams
- Structured career development with small firm feel, bespoke solutions
- Experienced and diverse range of partnership experience
- Smaller partner to non-partner ratio than the larger strategy houses
- Servicing Top tier clients - global leaders across industry, in many cases it’s the largest player in the industry, want to work where they have significant impact on the company and industry
- Focused on the critical issues
- Big picture corporate issues, transformational in nature, complex strategic decision
- One where there is significant resources involved that can’t be easily reversed, designing tailored solutions, not rolling out a process
- Creative and innovative thinking
- Fact based consulting, data and information driven and long term client relationships

TYPICAL TEAM FOR US...

- Relationship principal, consulting principal then small number of consultants, 2-3 Consultants involved in a very hands on manner rather than a small cog/big wheel scenario
- World class principals, consulting really is learned through direct experience, they learn most of what they learn on the job
- Direct access to the leadership team, rapid development of consulting skills
- Designed business model to be attractive to clients, but have found that it is more attractive to candidates too
- Distinctive offering - exposure to senior executives

CANDIDATE PROFILE

- Have either a first class honours degree or at least distinction average
- 25% university medallists
- Variety of backgrounds, law, commercial engineering, science, medicine, arts
- Wide variety of professional background
- Academic achievements is high across the firm
- James’ first project as an analyst, sent to Mongolia to work on negotiation strategy between company and government based on analytics he had done
- Career development, personal professional coaching, development leader, international exchange, in partnership with Courts+Co Switzerland
- All projects are very strategy focused, pure strategy work

WORK LIFE BALANCE?

- We work hard, projects are very high level
DO YOU RECRUIT IN INTAKES?
- Recruit all year round, fit in when target market makes sense, looking all the time for good people, intend to keep small firm structure
- Looking across range of experience

OPEN TO SPONSORING INTERNATIONAL CANDIDATES?
- Yes
- Returning clients at about 75%
- High percentage this year with repeat people rather than clients, people now as CEO, trust based relationships

RATHER SELL PROBLEM SOLUTIONS THAN SELL WORK
- Exchange program with Courts+Co Switzerland used mainly to exchange people but starting to working on joint projects
- Heavy idea intensive, do you partner with the implementation firms?
- Can design change architecture, sometimes we partner if it makes sense or as part of the recommendation to bring someone in to implement the blueprint
- We are often there for implementation but more blueprint focused than hands on the tools
- Industry agnostic, not industry specialists, bring strategic thinking into the picture, work would largely mirror what is happening in the Australian economy
- Largely dealing with growth strategy, resources, financial services, health, product development, retail, agricultural, telco, depends on what is happening within the economy
- Tend to only work with one client in the sector due to the nature of work undertaken

RECRUITMENT PROCESS
- Couple of interviews before partner rounds, similar to most firms, fit and case

HOW MUCH INPUT DO YOU GET FOR PROJECTS?
- Can express interest in the project, can put your hand up to move around
- Do try to take preferences into account, cant in every case meet everyone’s needs. Best service of client comes first

SPECIFIC TRAINING PROGRAMS FOR NEW RECRUITS?
- Series of training models. Consulting 101, bare bones, really learn by just getting stuck into it, training available all the way though, rolling training program, once a month formal training programs
- No one is put in the situation you aren’t supported for, small team structure allows for a lot of mentoring and coaching

PLANS TO DIVERSIFY INTO IMPLEMENTATION AND DIGITAL?
- A lot of the strategy pieces involve digital strategies and advising people on strategic digital distribution
- Model is not well suited where you need high leverage, sticking to core business
- 20-25% of work was offshore, relationship based work, know the people making the decisions
- James spent 6 months back and forth in Mongolia and nearly a year in Switzerland
- More relationship based, the CEOs bring PJP over

BENEFITS OF SMALL TEAM?
- Know everyone in the office, you can ask anyone for help as everyone knows each other, very close knit culture
- Small teams tend to take a lot of the politics out of the equation, not necessary to get involved in politics to succeed, if you do good work, if you are well liked, you will do well

WHO DO WE RECRUIT?
- Smart, driven people with a history of impact and leadership
- High levels of analytical competency
- Broad range of experiences outside of your professional and academic life
- Need to be ready to be client facing as soon as you start

Note - current FT students, please consider applying closer to your graduation date
- Include cover letter, resume, University transcripts
- No application deadline, rolling recruitment
- Contact: Mbarecruiting@pjpl.com.au

APPLY VIA THE CAREER MANAGEMENT PLATFORM
Consulting firms will all want to interview you with a case, your GMAT and networking will do nothing should you fail the case.

They will expect you to be prepared and to have practiced cases prior to the interview.

Cases are good training to assist with structuring your thoughts, good for consulting but also relevant for other types of interviews, corporates are also using case as part of their interview process.

**WHY CASE?**

- They want to see how you are under pressure, how you behave when you are put on the spot.
- Test your logic in a real business situation.
- Do they want to work with you? Do they like the way you think?
- Want to see if you actually enjoy that type of work, if you don’t enjoy the process, you probably won’t like consulting.
- Test how well do you communicate, how articulate are you?
- How do you deal with ambiguity? How do you find solutions with small amounts of information?

**WHAT ARE THEY LOOKING FOR?**

- Testing analytics.
- Want to see you are logical, solve things one by one, see some structure, set out a framework and you work through the problem from top to bottom.
- **Common sense!**
  - Check how comfortable you are with the numbers.
  - Creativity, lateral thinking, innovative, new ideas, set yourself apart from the other candidates.
  - They like to be surprised, show a different way of thinking.
  - Basic maths and manipulation of variables, you need to be at ease with numbers and be able to establish relationship between numbers quickly.
- Numbers are vital, they can cost you offers.
- Don’t be scared, it will generally be primary school type maths.
- They want to see you be action orientated.
- Drive an answer, be focused and pragmatic.
- Don’t forget what is the main issue and don’t get too carried away.
- Show business acumen.
- It’s unlikely you will know the industry or the case and you don’t need to have prior industry experience to be able to work through the case.
- Talk about risks to the extent that you can.
- Be able to prioritise and get to the essential part of the problem, it is not necessary to explore every little part of the problem.

**HOW TO PREPARE?**

- Most of the firms will have cases on their website, will give you an insight as to how they like cases to be done.
- Try reverse engineering a current affair situation.
- Look at what had to be true for this decision to be taken.
- How did they convince the shareholders?
- Why are they doing this? How are they doing this? Make sure you are up to date on business trends/changes.
- Review! Try to learn from the cases you’ve done, see where you can improve.
- Understand new levels, see where the transitions are.

**JUST READING CASES IS NOT ENOUGH! YOU NEED THE ELEMENT OF SURPRISE, YOU NEED THE STRESS SITUATION.**
– Know what you are looking for!
– Go through the segmentation - how, who, why, what?
– Prepare your questions, what sort of questions do you need to know about:
  • Customers – demographics, preferences, segments, price sensitivity, habits, distribution preference, numbers, needs
  • Company - size, core capability, business model, objective, budget, growth, structure, goals, service/product, stakeholders
  • Market - cycle, size, distribution, number of players, profitability, competition, threats
  • Competition - Size, number, barriers to entry, substitutes, trends, advantages
  • Other - internal, management, culture, who is making the decisions, skill sets, networks, what are the relevant KPI for the industry, what is happening with the economy

CLASSIC TYPES OF CASES, BASICALLY BOILED DOWN TO A FEW MODELS...
– New direction
– Change of scope
– Operational improvement
– Entry of threat
– Each firm will likely ask you to do an operational improvement case
– Plan well ahead, practice various types of cases, various sources of case and practice partners

THE DO’ S AND DON’T’S
– Don’t jump straight into the case without thinking about what the problem is, actively listen to the issue
– What are you trying to answer
– Take your time, always take a couple of minutes to think about the issue
– Always give an introduction
– Be sure to listen carefully and watch out for cues from the interviewer, they want you to do well
– It is common to fail to ask about the client, what is important to them?
– Don’t be vague with your questioning, be direct
– Stay clear of irrelevant questions, always consider what is the “So What?”
– The case is a conversation, don’t fire out questions like a robot, be mindful about how conduct your questions
– “This is my assumption, do we have some data to back that up?” Verify your opinion
– Don’t forget to answer the original question
– Don’t stumble with maths
– Don’t give a poor conclusion, be structured in your wrap up “the problem was this and this. We looked at this and this and I would recommend this…”

HOW TO MAKE A GREAT START?
– Make sure you listen to the question, to the interviewer hints, think about your approach, what would be the common sense answer
– Simplify the issue, no need to go straight to frameworks, think logically about the issue
– Tell the interview what you think you will do, don’t just name the buckets, put a thread through it, tell the story, what is the “So What?!"
– First impression is key, the intro sets the scene

HOW TO BE SUCCESSFUL?
– Lead the discussion, you are the consultant, you are in charge to the discussion
– Show good client skills
– Don’t limit yourself to frameworks, think through the problem logically

BE IN CHARGE
– Tell the interviewer how you see how the problem and how you plan to tackle the answer, plan your questions, be data driven, be precise, know where you are going
– Where you can, give some conclusions along the way if appropriate and possible
– Ensure you wrap up with a punchy recommendation
– Good to address the risks of the strategy you plan to take
– You are the consultant, shows your communication skills, client engagement style and remember, it is a conversation, they want to see if you enjoy this type of work
– Don’t limit yourself to frameworks, this makes the cases boring, they are already consultants and they have heard it all before, it isn’t very original, doesn’t show how clever you are and you won’t differentiate yourself from the other candidates
– Frameworks can be too narrow and inflexible, can give you a great start but are not to relied upon
– Good to help for preparation and to order your thoughts but don’t be rigid with your use of the frameworks, create your own personal approach

BE LOGICAL AND STRUCTURED
– Develop a logical path, develop your hypothesis, how are you going to get there?
– Be organised, one thing at a time, if you are looking at variable costs, look at ALL of the variable costs, don’t switch between
– Stay on the case, keep in mind what is the question you are answering
– If you get lost, think what is the big picture, what is the purpose of the case?
– Beware of assumptions, find a way to back up what you can with facts
– Data driven means maths, multiplication percentages
– End with strong recommendation, it is just as important as the intro
– Like an executive summary, recap the question, what you found, what are the risks, what can we do to minimise, use the data
– Approaching the case, time is of the essence, allocate your time
– Try to prioritise, low hanging fruit, if you run out of time mention what else you would have looked at
– Cases are usually about money, if you get lost always keep in mind ‘show me the money’, how you increase revenue / reduce cost / increase efficiency
– What is relevant to the industry you are discussing

LISTEN, LOOK OUT FOR CLUES
– Remain clam, don’t show panic and you are able to take time to order your thoughts
– Make sure you know the problem you are solving
– Think out loud, if you realise you have an error, say so
– Don’t pursue something if it isn’t worth it, watch for clues from your interviewer
– Be careful of assumptions, state clearly what you are assuming, you could be wrong
– Be yourself, don’t try and be a McKinsey person or BCG person, show your personality, people like authenticity
– Demonstrate your enthusiasm, show that you are enjoying the process
– Don’t be afraid to ask questions
– Smile, make eye contact, do you want to work with the person interviewing you?

MAKE SURE YOU LEARN FROM THE INTERVIEW
– What could you have done better, what did you do well, how well did you communicate?
– Don’t be afraid to ask how you could improve
– Do not argue with the interviewer!
– Order your paper, mind map it in a logical fashion that works for you, draw up the sheet as to how you are going to answer the issue
– Don’t introduce new ideas in the recommendation, if it hasn’t been discussed during the case, don’t mention it in the wrap up
Robert Bustos-McNeill, Partner  
Nathan Tuck, Associate  
Shyamala Chandrasekar, Associate  
Ly Dang, Recruitment Lead  

- **Robert**: law grad specialised in arts law, MBA from LBS, joined firm three years ago, went to industry at perpetual, run own business for a little while, joined ATK to help grow financial services practice  
- Interesting engagement: working with large insurer, previously structured business into two brands, decided to organise by customer segment, consumer business and commercial business, designed shared service between the two businesses  
- **Nathan**: background in financial institutions, completed law and commerce degree, joined Macquarie in investment banking, then corporate finance advisory for NAB, MBA from Insead, joined ATK post MBA and has been with the firm for two years  
- Interesting engagement: talking to CFO, problem was it was a large company doing large and complicated things, CFO not really sure what actually happens between different departments as decisions were being made at all levels and not communicated, go find out how it works, where is the decision making happening, presented to CFO on how to better handle the separate departments  
- Also, working on banking branch space for the future, as technology changes how we engage, what decisions need to be made now to address that in the future  
- **Shyamala**: been with ATK for 1.5 years, started as an engineer in oil and gas, MBA from Insead  
- Interesting project: Shyamala is a vegetarian, did some strategy piece for meat company, had no idea regarding different cuts of meat, how to optimise the best cuts from the carcass, how do you package it, only discovered bacon was from pig during this project!  
- Recent project, largest insurer, how do you organise your different brands to better target the customers, looked at different customer segments, very targeted proposition  
- **Ly**: been with the firm for 19 months, looks after campus recruitment and induction/on boarding  

**TRAVEL OPPORTUNITIES?**  
- **Nathan**: 6 months ago was asked to do a strategy project in Amsterdam, ways to reduce costs in a sales and marketing divisions, team of about 40 ATK people working on this project, great international exposure, mostly made up from consultants from Berlin office  
- Provides the opportunity to do what you do but in a different culture  

**INTERNATIONAL TRANSFERS AND SECONDMENTS?**  
- Can be short term basis or you can be fully seconded to global offices, firm is keen on global mobility to assist with building relationships across offices  
- Invested in global mobility capability, ATK now have a team to assist with moving people and their families around  
- As an associate, you would expect to be staffed nationally to begin with, but if you have an interest to work globally, there are channels available  

**WHAT ARE THREE MAIN INDUSTRIES?**  
- Telco, Retail, Financial Services  

**STRATEGY OR IMPLEMENTATION?**  
- Bit of a mix, more focused on operations optimisation rather than pure strategy, but more on the front end than involved in the heavy implementation work
WHO WORKS ON THE PROPOSALS?
– Typically the partners are the sales people, but referrals come through various teams within the firm, everyone is encouraged to ‘on sell’ and identify new ways to assist clients
– It is up to everyone to identify changes in the market and discuss with clients

HOW DO THE ROLES EVOLVE?
1. Entry level role would be Business Analyst, join out of undergrad with the main focus is on modelling and analysis
2. Senior BA which shifts the focus from pure modelling to then start to structure out problems, looking at how to go from hypotheses to analysis to a model
3. Associate (MBA level), primarily lead client teams, problem structuring, modelling, facilitation
4. Manager, increased responsibility managing across teams, both client side and within ATK, still involved in problem solving but with more of a project management focus, lynchpin of the teams
5. Principal, providing insight to problem solving, running multiple project streams, delivering current engagement while looking what else can be done
6. Partner, responsible for development of client relationships, identify new revenue streams, develop long term relationships, visibility across multiple engagements

– Manager level and below will typically be dedicated full time to specific engagements rather than several projects at once

MBA ENTRY PROCESS?
– First week is on boarding, basics as to what is expected, how it all works, how we do what we do, where do we work, prepare you for your first project
– International training, how do you structure a problem, how to test your hypotheses, presentation skills
– Ad hoc training provided at every level, fixed training curriculum to equip you as you progress you career through the levels

– You will always do training with people from across the global offices
– Mentorship program, assigned a principal or partner to assist developing your career progression plan, mentor also vouches for you in feedback process, usually meet with mentors twice a month to see how you are progressing
– BA and Associate level are recruiting generalists, ability to work across sectors
– They will make an effort to put you in an industry where you feel comfortable

WHAT IS THE ATK DIFFERENTIATOR?
– The people, very collaborative culture, when working within the clients team we sit with them, socialise with them, are part of their team through the journey, collaborate with client teams to solve the problem, constant coaching and training
– Whilst smaller than the competitors they’re growing really fast and looking to double in next couple of years
– A lot of lateral hires, Associates joining from industry enabling a diverse environment in terms of approaches to solving problems which impacts how they work together
– Consulting is an individual person to person activity, the client experience is dependent on the individual they are working with
– ATK model is rarely to take away the problem and work on the solution and return to present an answer
– Will always work with clients on the problem and impart knowledge and development to the client teams while on engagement
– About 80% of the work undertaken is repeat business
– if they don’t have strong relationships with the client they will often decline taking on the project
– Strong focus on maintaining longstanding relationships
HOW DO WE GIVE BACK TO COMMUNITY?
- Undertake on a lot of pro bono, working with Social Investing Australia to helping them build venture fund and UNICEF to develop their corporate connections within Australia
- If someone has a passion project, they are encouraged to bring it into the office, engage the ATK team to help

CHALLENGING CASE?
- Rob - as an analyst was sent to the outer parts of Fremantle to collect information on people operating a lime kiln, highly politicised environment
- Nathan - coming in half way through the project can be tricky, feels like you are in a race and everyone else has a head start but everyone is very supportive of you finding your feet
- Shyamala – engaged on a project for a manufacturing company with a plant in Tasmania and one in Thailand, the decision was made to close the Tasmanian plant and had to work alongside the client team who didn’t know, made things tricky

- Fridays in the office, typically time is spent on client site four days a week and try to get everyone back on a Friday

WORK LIFE BALANCE?
- Consulting is a hard driving profession, challenging aspects are the intense client focus and travel required to do your job
- The aspire for people to have a long career with the firm, work with their people to try keep work/life balance in check
- Barometer method, Head of Operations surveys everyone once a week about their hours and job satisfaction, ‘are you getting the development opportunities expected? Are you managing the work load?’; collects information anonymously and provides reports to partner level, look at how they are running the project
- The hours will typically even out, you will be expected to work hard and long hours are par for the course in consulting

- Pathway to parents, extended parental leave and formal commitment that people can come back on flexible hours, this can get structured into projects

RECRUITMENT PROCESS?
- First round is an analytical test, followed by two interviews, both case and fit, fit will be about some specific experiences from your resume
- Second round, same format

Applications open: 18th September
Applications close: 23rd September
Offers made by 6th October
Two cohorts intakes a year, in February and August

APPLY VIA THE CAREER MANAGEMENT PLATFORM
– Stuart McCreery, Principal
– Euan Lay, Associate  Alumnus 2011
– Raj Agnihotri, Senior Consultant  Alumnus 2015

– Advisian (formerly Evans & Peck) is a subsidiary of Worley Parsons, commercial advisory with deep domain expertise in hydrocarbons, infrastructure, minerals, metals and chemicals
– Stuart McCreery - joined Evans and peck 11 years ago

WHERE ARE WE TODAY?
– Worley Parsons in 46 countries, 30k employees, $7b in revenue
– Advisian in 19 countries, 3k people and $150m in revenue, strong ambitions for growth

OUR VISION?
– World class advisory business with a focused more on the front end of delivery of projects
– Consists of two main services, management consulting and technical advisory
– Sectors mainly: transport, social infrastructure, utilities, minerals and metals and hydrocarbons
– Service lines - asset delivery, procurement strategy, operations improvements, business case, due diligence, people and organisation
– Four offices in Australia: Brisbane, Sydney, Melbourne and Perth

WHERE DO WE PLAY?
– In regards to the front end strategy houses, technical advisory, big 4 accountancy firms, we sit in the middle
– Not too focused on the technical advisory space, do have in house technical consulting but it is not a focus

RECENT PROJECTS
– WestConnex project, when liberal government got into power, promised to start new motorway project but didn’t really know what that would look like, engaged Evans & Peck who had a long history of undertaking road projects
– Designed the WestConnex projects to connect Western Sydney to the ports, bleed into urban infrastructure, making multiple journeys possible
– Played a role in conception and now in the delivery of the project
– Assisting with strategic thinking

– International convention centre in Darling Harbour
– Government authority, Infrastructure NSW, saw the need for facilities
– Lead the transaction process, tendering process and award of the contracts for the building

– Renewable power - personal energy consumption needs to reduce, renewable power now needs to be at least 50% of the mix
– Advisian has two parts, depth of technical experience and skills within the company and align it with commercial and transactional advice
– Working with Transgrid to create a renewable energy hub between NSW and QLD, to harvest and sell energy
– Market is changing due to renewable power, Worley Parsons historically do power projects, new world needs renewable energy options

PEOPLE AND CULTURE
– Strategy to be real world advisers
– Structure? Advisian is a very fluid organisation, no real hierarchy, assignments generally 3 months, work closely with principals, MBA hires expected to bring in energy and horsepower, quality of deliverables
– Looking for lateral thinkers and problem solvers, innovative solutions, team players, need to be adaptable to who you work with, thrive on a variety of work Quietly confident, effective communicators, know how to speak and when to speak
- Every second Friday. Someone will do a presentation on an assignment they are working on, relaxed format CEO, Dennis Finn
- Advisian has strong sports culture, Sydney to gong ride

WHAT ARE WE LOOKING FOR?
- Technical background, majority of employees have an engineering background but this is not a prerequisite
- Effective communicators and lateral thinking self-starters, Advisian is a place where you have to be able to talk about what you want to do moving forward and relies on individuals to get in there and talk about where you want to go, put yourself out there
- Entrepreneurial
- MBA level will join at Senior Consultant or Associate
- Fairly flat organisation structure
- Industry knowledge, typically looking for a background in a capital intensive industry

INDUCTION PROGRAM/TRAINING PROGRAM?
- No formal induction program, performance review process, assist with work on your development areas, set up with a mentor
- It’s important to be able to come in and network, you need to let people know what you are passionate about, it’s up to you to drive your own progression within the firm

WHAT IS THE INTERVIEW PROCESS LIKE?
- Series of interview, three or four rounds
- Looking at your background, what have you done, why are you interested in Advisian
- Interested in what you have done, no case interview, real world problems
- Look to introduce you to a variety of people throughout the organisation, looking at whether you are a good cultural, intellectual and commercial fit
- Important to have a series of conversations

IS THERE COLLABORATION BETWEEN GLOBAL OFFICES?
- A little bit, still establishing those lines of communication, very much a people business, prefer to develop those connections face to face
Meredith Chester, Associate Director - Deals
Jackson Smith, Assurance
Chris McNamara, Tax and Legal
Jess Lembryk, Assurance
Kate Kuryan, Manager - Corporate Advisory
John Lee, Associate - Risk Consulting
William Woodward, Associate - Risk Consulting
Elle Rowe, Campus Relationship Manager

DELIVERING A ONE FIRM SOLUTION FOR A CLIENT

ASSURANCE / DUE DILIGENCE
- Give companies comfort over controls and financial reporting
- Three streams in assurance - Risk, financial services, consumer industry products and services, diverse client base
- Every client you work with is different with different needs
- Risk assurance, working across big banks, financial institutions, look at entire portfolio, broad range of industry
- Risk assurance is about data assurance and internal controls assurance
- Working across the lions-share of ASX 200, high level exposure to leading global corporations

TAX
- Corporate tax team - three areas: compliance, due diligence, tax structuring
- E.g - big global reorganisation, need to consider tax implications, assemble legal team to compliment tax service as part of the one firm approach

DEALS
- Transaction based, 8 areas: evaluations team, modelling team, transaction services, M&A team, debt capital advisory team, real estate advisory team, capital projects, infrastructure advisory team, insolvency team
- Broad range of skills, not necessary to have an accounting background
- Working across teams to customise advice
- Working across a diverse range of industries

CONSULTING
- Management consulting, strategy consulting, technology consulting, risk consulting
- Strategy& part of the strategy through execution model, focused on the front end strategy work, PwC management consulting team focused on integration
- Aligned across different industries
- Addressing somewhat vague issues, identify solution, assist with implementation
- Technology consulting is on growth phase

WHY DID YOU JOIN PWC?
- Enjoyed the PwC approach, attitude to pro bono work
- Joined out of undergrad, felt like the people were on the same level, appreciated that they work with you through the joining process
- Good reputation, ability to work with big players on big projects
- Ability to look at things differently
- Recruit a broad range of people from a variety of background

WHAT DOES YOUR DAY LOOK LIKE?
- Very dynamic, might be working on four different clients in the one day, very agile, feel like you are adding value to the firm and the client
- One of the strategies is to be a value adding firm and have societal relevance
- Engagement orientated, interaction with clients, better understanding of the business every day
- Unpredictable, in a good way but have the ability to structure your day that works for you

HOW MANY HOURS DO YOU DO A WEEK?
- Hours do vary depending on what you are working on, given the opportunity to have flexibility
- All roles are flexible, engineered to fit what is the best for you as an employee and you do your best work
- Really good team environment, everyone stays together+
**CAREER PROGRESSION?**
- If you are motivated and take your career into your own hands, go out and actively seek progression, be upfront about what you want then there are lots of opportunities to progress and move around
- Progression not tenure based, based on performance, fast career progression, will recognise high performance

**SECONDMENT OPPORTUNITIES?**
- People all over the world, London, South America, very multicultural teams
- Short term project based secondments

**CULTURE**
- Ability to work in the way you like to work
- Feel empowered to make those decision
- Everyone is very supportive, huge push on diversity and inclusion
- Not restricted to the role you have signed up for, able to get involved in the whole firm
- Flexible work hours for parents, technology infrastructure in place to help
- Don't need to be a parent to work flexibly, output focused
- Ultimately a people business, everyone brings their own connections, big push to get an understanding of what each area of the firm does, PwC wins business because they are a one stop shop

**RECRUITMENT**
- Outside of the Strategy& recruitment there is no structured MBA recruitment intake for consulting roles in other areas of the business
- Hiring done on a role by role basis, various consulting roles available

**APPLY VIA THE CAREER MANAGEMENT PLATFORM**
CASE EXAMPLE

The brief
- Frequent flyer challenges for South American airline
- Low customer satisfaction
- Increased market competition
- Churn in members and declining performance
- Underutilising potential value

Question
- What is the value that the frequent flyers are bringing?
- Where can we improve?
- Where can we unlock value?
- What are others doing?
- Oh, and…. We need it in four weeks!

Why they chose us?
- Inclusiveness, problem touches all parts of the business, when you book the ticket, when you take the flight, when you check-in
- Had to work across all key stakeholders
- Extremely focused on how to solve the problem, hypothesis based solution, no time to do in depth research
- Path to value - how much additional value can we drive?
- Leading practices - what can we learn from best practice?
- Access to global network of airline experts and connections

Key outcomes
- Multiple variable regression analysis to quantify how much frequent flyers actually contribute to revenue stream
- How can you stimulate more revenue?
- Drive behaviour – “if you are a silver member, how can I persuade you to become gold member?”
- Access network to get the learnings on best practice, Qantas, Virgin, British Airways –“I know where I want to be, how do I get there?”
- Developed strategy to make sure that they are at least as good as your competitor and then build for the future
- Design value proposition, what needs to change?
- Supporting through the transformation

NIKI ALCORN
- Was with a dotcom start before AGSM, wasn’t keen on consulting during MBA, met some Deloitte team members, liked the people, have been with Deloitte since graduation

STRATEGY AND OPERATIONS
- Large consulting business at Deloitte, range of different projects
- Put themselves in the shoes of the client, always keeping in mind what is the client agenda?
- Focused on CEO and COO agenda, ‘magic in the and…’
- Large scale pricing strategy might also be associated with cost out strategy so can leverage the digital customer team, the finance and performance management team, technology advisory business
- Deloitte value is in the mashup of the different skills, ability to assemble a team to comprehensively and seamlessly solve the client challenges

STRATEGY
- Strategy
- Corporate and business unit strategy
- Digital treaty
- Pricing strategy and execution
- Business transformation

OPERATIONS
- Operations excellence
- Service operations
- Supply chain
- Sourcing and procurement

RANDY JAGT
- Focused on maximising margin, increasing efficiency
How do you get into the competitors to test best practice?

Global network as a firm, the power of what you can get from someone who has done something similar before, connecting Deloitte global IP and insights across the network.

THE DELOITTE FOUR D’S
1. Design
2. Data
3. Deloitte access economics
4. Digital

KARAN ANAND
Been with firm for 4.5 years, now as a part-time employee, three days a week so he can build his start-up, firm is supportive.

General insurance digital strategy
Cycles of disruption are getting shorter, you can see the horizon.

Insurer did not have digital strategy, the sector will be eroded.

Market is shifting, competitive industry, car insurance.

Client has no play in personal insurance or digital presence.

Industry not known for innovation, how do I do without channel conflict?

What have insurers done around the world?

How do we digitally disrupt?

How do I enable my partners as a digital disruptor?

Develop deep understanding of the market context, relevant digital trends, potential strategic positions and define their intent.

Define the digital strategy using deep ethnography, supported by quantitative analytics.

Will complete market or case specific research, although have developed data assets over years, centres of excellence, collections of insights to draw from but 60% of the time you will be starting from ground zero so will require a unique set of questions.

Design fundamentals course rolled out to everyone, principal of design purpose to infuse design thinking to their client work but also the business.

Classic strategy consulting works differently than design thinking.

WHY DELOITTE STRATEGY & OPS?
Peter Corbett, specialises in Telco, Media, Technology.

Joined Deloitte after undergrad, when he joined the team was relatively small.

Seen major growth in the last ten years.

You are encouraged to explore your interests.

“THE WE, NOT I MENTALITY”
When approaching a problem it is a collaborative team approach, satisfying to work with people who can think very differently to you.

Deloitte difference - access economics angle, number of think tanks, Short fuse, Big Bang paper, which industries are likely to get disrupted and when?

Accelerated development, further education, secondments, can be what you make it, Deloitte is a vehicle for you to achieve your career goals.

MONITOR DELOITTE
Acquired globally in 2013, brand being rolled out slowly, all strategy work will be soon be branded as Monitor Deloitte.

This will mean that they have access to additional set of IP, frameworks etc.

Strategy by design, design thinking inherent to strategy practice moving forward.

Is changing the strategy conversations with clients, changing the dialogue.

Thought leadership.

Ability to attract high calibre people.

Making impact that matters.

Part of the bigger debate; building the lucky country series, unleashing productivity, how does Australia position itself in a totally competitive landscape. Responsible business, Impact Day, environmental programs and supporting charities.

Investing in their people.

Very proactive in supporting women’s careers.

Awarded for diversity and inclusion strategy.

Diversity is not just about gender, nationality etc, it’s about diversity of thought.

So many ways to get involved, encouraged to follow your passions.

RECRUITMENT PROCESS
1st round: 2 x 45 case interviews with Managers and Directors.

2nd round: 2 x 45 case interviews with partners.

Applications open: 18th September
Applications close: 20th September

APPLY VIA THE CAREER MANAGEMENT PLATFORM.
Bruce Stevenson, CEO
Paul Millett, Director NSW
Anthony Chesler, Client Engagement Manager
Christian de la Rica, Associate Director
Rachel Feenstra, Engagement Manager
Anubhav Madan, Senior Consultant  Alumnus 2011
Lauren McGreevy, HR Consultant

BRUCE STEVENSON
– Started as an engineer, MBA from MBS, internship with ATK, worked with them for a couple of years, joined Portland in 2003
– Began as an analyst when Portland was a very small firm, didn’t see consulting as a long term option but haven’t found a better place to work
– Built a sustainable consulting business, focused on procurement and supply chain, “we are specialists and we are the best at it”, develop expertise, build deep knowledge throughout the organisation

WHO IS INFOSYS PORTLAND?
– Procurement and supply chain business, it’s all we do
– Mission is to make their clients more efficient and more effective, and do it at a lower cost or make them more effective for a greater return on investment
– Experts in the field to give far better results than an in-house team
– Now with the ownership of Infosys they have access to a global delivery model
– Majority of work is consulting based, 20% annuity business, managed services and manage areas of the client business, multi-year contracts
– 150 people in Australia
– Close to 100 clients a year, some projects are only a couple of weeks, some for 12 months
– All engagements are about saving money, need to see tangible results, have built business through word of mouth
– Don’t want to deliver a report, want to deliver results

– Infosys is an Indian, primarily IT business, IT Services, huge clients,
– Don’t have a lot to do with the IT Services part of the business, work with Infosys BPO, sourcing and procurement team
– Infosys bought the business because wanted to develop strategic capability within supply chain and procurement
– Before Infosys Portland was primarily an Australian focused business, head quartered in Sydney with offices in Brisbane, Perth, Melbourne and Singapore (handles all APAC)
– Do undertake international work; team based in Dallas at the moment and team leaving for London shortly
– Fast growing business, experienced a lot of change and growth, still feel like a small business, ability to have material input into direction of the business
– Large corporate parent company but heart and would of small agile business

PAUL MILLET
– Been with the business for 12 years, background in manufacturing, went to Accenture in Europe, wanted a smaller firm with more autonomy, family feel business
– Deliver outcomes for clients, will do strategic advisory work, help to diagnose the business issues, front line advisory piece across all areas of industry and sector and range of spend
– Delivery - make sure it isn’t just a report, helping the client to get what they need done done, taking the client team on the journey, spend time on training with the client team, want to leave the place better than when you found it, people business
– Taking over parts of the operations, can learn what works and what doesn’t work, feeds into the advisory team
WHO DO WE WORK WITH?
– Financial services, resources oil and gas, infrastructure and utilities, consumer products, health
– Well known across industry, many of their clients they have been working with for several years

HOW DO WE DELIVER OUR WORK?
– Diagnosis piece, where is the value and how do we capture it?
– Will bring process and structure, how do you quantify the value in making the change?
– Data driven to build the business case, what is the bottom line?
– The experience of working with Infosys Portland is really important, they are part of the client team
– Coaching the client team through the process and bring best practice

WHAT’S IN IT FOR NEW JOINERS?
– Personal development is important to the business, the more effective their guys are the better the outcome is for the client and the better the business performs
– Spend a lot of time on training and development, coaching and mentorship, classroom based training, individualised career development important throughout the firm, trying to build an environment in taking accountability for your own work but supportive framework
– Foundation skills plus technical skills

CHRISTIAN DE LA RICA
– Been with Portland for 8 years, working in Spain with Airbus, moved to Sydney and joined Portland
– Likes problem solving, working with people, working across different projects and variety of work
– Work life balance is top of mind
– Difference from industry into consulting, the methodology and tools kits to apply structure to the problems you encounter, time to think about how to tackle a problem, meeting with stakeholders, understanding the problems, presenting your findings, gathering data, analysing, how to persuade the change
– Day is spent talking to people, across your team and clients

– Supplier negotiations
– It’s not all work and client delivery, as you work across all different industries you need to understand the needs on the ground, engagements have led to flipping burgers for McDonald’s, touring chicken factories, donning a full Queensland fire service suit
– Typically working on client site, Fridays bring everyone back to the office to exchange insights, undertake training
– Lot of activities for team building, sports, culture
– Values and team spirit, diverse workforce

ANTHONY CHESLER
– One of the first employees, been with the firm for 15 years
– Proud of how important it is that the values are imbedded in their DNA “We all come from different industries, different counties, but all with similar values,” that’s what they recruit for
– Performance management system measures performance against the values
– Commitment is critical, not just to clients but to peers
– Will get a sense of the camaraderie, an organisation where you can work together
– Hard to recruit for value but this has been done very successfully over the years
– Very collegial
– When you are a new organisation it is quite unique that you are able to create your own culture, the leadership team has been with the business from the beginning
– Think about what is important to you? Think about the people you will be working with
– Unique in the consulting environment to be able to go home at a reasonable hour to spend time with your family, leaders recognise that their employees have young families and that your life at work is only a fraction of where you want to spend your time
– Not about getting burnt out, work life balance is measured within the business, look for trends of overtime, will get to the root cause, will manage through each project
– As a young consulting firm they are adaptable, not as if you can’t shift the pillars
- Case is presented as a scenario, left to think through the problem for 30 minutes, then asked to present back to the interview
- Testing how well you can deal with ambiguity, how well you communicate, looking at your presentation skills, how well do you articulate yourself
- Meet with several people across the business, important for you to use the process to see whether these are the types of people you would like to work with
- One of the skills in consulting is to be able to meet someone for the first time and instantly be their person of trust, what are your influencing skills? How well you connect with people?
- People buy people
- Induction process, jump straight into client site, not important to turn you into a carbon copy, learning on the go develops your skills quickly, allows the organisation to grow
- Run through induction process following stint on client site
- You will get to participate and contribute straight away
- Process is quite quick, can move people through the process in a matter of days
- Don’t have a deep bench, lean organisation, don’t like to have people join and sit in a non-contributing role

**APPLY VIA THE CAREER MANAGEMENT PLATFORM**
Adam Frank, Practice Manager
Shipra Mahindra, Consultant Alumnus 2015
Vineet Mangal, Principal Consultant current AGSM student
Vern Tee, Senior Technical Consultant (current AGSM student)
Joanne Ortiz, National Talent Acquisition Specialist
Senali de Mel - People & Culture

- Founded in 1998, 400+ staff globally, offices in Australia, NZ, London, New York, Poland, China
- Australian owned
- Two founders still working with the company, quite revolutionary with a tech company
- Digital orientated technology, email, CRM, data
- Driving digital transformation

"TECHNOLOGY HAS CHANGED EVERYTHING. BUSINESSES HAVE TO FIGHT TO STAY RELEVANT IN A GLOBAL MARKET. WHERE DISRUPTION DOMINATES AND THE OLD RULES NO LONGER APPLY"

- We start with "why?" Enjoy being challenged, don’t just sit back and accept things as they are, fight for the better, encourage you to challenge the status quo
- Find a way... Be resilient, don’t just give up
- Don’t be a jerk, be a person, no ego or arrogance, cultural side of the hiring process is key, can’t change a personality

LIFE AT SQUIZ

- The team - 12 consultants in the Customer Insights team, seems like small number based in Sydney but they are currently supporting 300 clients
- Operates a centre of excellence model, manage best practices for Squiz globally in this space, actually supporting 70 squiz people globally, how do we make the best practice scalable?

WHY DO SQUIZ WANT TO RECRUIT MBA’S?
- “Let’s look at Richard Branson who famously did not complete any tertiary education, he surrounds himself with people better than he is, looks for people that challenge him, his advisers are definitely more educated then he is”
- Squiz believe that by surrounding yourself with highly educated people, it will drive the success of the team
- Most of the team members are masters graduates
- Growth has been driven by good models of leadership
- Drive organisational change through the innovation change of technology
- All team members have started with a technical background but there’s a degree of commercial acumen
- Communication skills are key, confidence in talking tech

TYPICAL PROJECT?
- A business has a challenge, sometimes they know what that challenge is, sometimes they need you to help figure it out
- People + process + technology
- Customers, Relationships, Trust
- Relationships develop over time
- Customer centricity - knowing your customer, knowing who they are and what they need, 360 degree view
- No clients customers enjoy having to go through 16 different departments when trying to find information, an answer
- Squiz figure out how to bring this all this together

WHO DO WE WORK WITH?
- Corporate, finance, government, higher education, over half of the Universities in Australia

VINEET – “WHAT DO I DO?”
- Help grow the organisation, understand the pain points, be the trusted advisor, develop strategies and processes through CRM technology
- Managing a customer relationship, you are their constant
- Caring about the success for that customer
TYPICAL DAY AT WORK?
- Variety of work, onsite workshops, solution design, knowledge sharing with the team following the end of a project, developing domain knowledge of different industries
- Knowledge sharing is a very important part of working at Squiz, everyone is expected to share and learn from each other, enable their teammates, keeping up with developments in technology
- With more exposure to different clients and industries, you become subject matter expert

WHERE DOES MBT COME INTO THIS?
- Developed skills in situational awareness, emotional intelligence, self-awareness, more effective stakeholder managements
- Ability to synthesise information quickly and communicate answer quickly
- Understanding baseline of best practices within industry
- Ultimately you are an adviser, you are providing advice, they need to be able to trust you know what you are talking about
- Conflict management

SHIPRA - “WHAT DO I DO?”
- Customer journey mapping, run a number of workshops with clients to identify customer story, end to end, identify pain points
- Trying to get the client to understand what their customers are like
- Two day workshops to build understanding of customers perspective
- Then develop strategies to ensure interactions are positive
- “Actionable intelligence, actions to make the process extraordinary"
- Let’s map... Map the journey, identify milestones, what are the important parts of the process, who owns the task, where are the touch points for engagement, how is the information delivered
- Considering the emotion of you as the customer at each phase, what are the metrics we can use to measure the success of these actions?

WHY DO WE NEED MBAS TO RUN THE WORKSHOPS?
- MBA teaches to take in a lot of information from a lot of sources, synthesise it in a useable manner, get to know the clients quickly
- Strategic thinking, what are the long term goals of the business?
- Cross functional understanding, understand their language, understand their priorities
- Problem solving, complex problems relating to many people across the organisation
- Making the change happen throughout the organisation, you are the change agent, expectations from multiple stakeholders
- It’s about transforming businesses
- MBA gives the capability to challenge a customer, to lead the change, the skills acquired through the MBA brings a different level of experience

WHY SQUIZ?
- Are customer centric with the look and feel of digital agency but have their own technology, committed to taking the customer through the journey to build the transformation
- You have the opportunity to take your career where you want

APPLY VIA THE CAREER MANAGEMENT PLATFORM
Stefie Hinchy, Senior Consultant  
Tom Levi, Senior Consultant  
Kate Marshall, Consultant  

– Australian owned, values based firm, success of the work is based on relationships, positive influence, intellectual stimulation, energy and growth, care and connection, revenue and profit  
– Each piece of work is gauged upon the above values, permeates the work they do and people they hire  
– Offices in Sydney, Melbourne, Canberra, Perth, Brisbane, Manila  
– Just opened London, have consultants working in Tokyo and Germany, do undertake international engagements but mostly home grown  
– Strength in diversity - variety of professional backgrounds, doctors, scientists, professional trumpet player, pro surfer  
– Work across a range of areas; Business and digital strategy, public policy, organisational capability, executive talent and development, Nous apps  
– Work across a variety of sectors, 50/50 split between public and private  
– Determine organisations structure, looking at culture and ensuring it is aligned with the business strategy  
– Executive training, identify capabilities needed, design training to develop capabilities in the leaders  
– Nous Apps, new business, compliments other parts of the business  
– Nous Goals, used for staff to set professional development goals, colleagues can rate against goals  
– Timely and continual feedback integral to professional growth  
– Named Best Management Consulting Firm, Australia – 2015 AFR Client Choice Awards  
– Voted one of Australia's Top 5 Workplaces – 2015 BRW Best Places to Work Awards  

WHY TOP 5?  
– Interesting, smart people  
– Open plan office, people genuinely like each other and spending time with each other  
– Type of work we do, challenging and rewarding projects, challenge the norm thinking  
– No dress code, unless you out to clients, no suits in the office, refreshing environment  

My life at Nous video  

RECRUITMENT PROCESS?  
– 6-7 stages, robust process  
– Want to make sure there is a good cultural fit, and that you will be excited to come to work every day  
  • Starts with initial testing online approximately 20 minutes, no prep  
  • Second written take home case, gives you a chance to see what sort of work Nous does and for you to show off skills in a real work environment  
  • Discussion with HR  
  • Two rounds of interviews, case and fit  
  • Second interview just culture fit  
  • Sometimes psychometric test, not used to exclude people, just used to see how you work best  
  • Interview with managing director  

– Interactive case studies, audience divided into groups to discuss...  

TWO MINI CASES  
– First case: What happens when you have a client who doesn’t quite understand the issue how you might; client thinks he needs a new training program but what they actually need is a culture change  
– Second case: Improving a company’s performance through culture
CONSIDER THE FOLLOWING QUESTIONS:
– What are the clients priorities? Both for this project and more broadly What is YOUR relationship with the client?
– What are your priorities for this project?
– What are your objectives for this conversations and how do they align with the clients objectives?
– Cases are generally a lot less numbers and quantitative than some of the other firms, less about frameworks, more behavioural focused, incorporating strategy

ROLLING RECRUITMENT
– Three levels: Consultants, Senior consultant, Principal
– Where you enter depends on your previous background, FT vs EMBA, years of experience
– Third of the time offsite, typical but depends on the client
– Preference is to work at the client site if it works for them
– Undertake a lot of work with government clients so won’t actually have you in the office
– Don’t do hot-desking, like everyone to have a ‘home’ in the office
– Pretty flat structure, not after title hunters, a typical team will likely have 2 consultants/BA, Project Manager, Project Support, Project Director, Client Director
– Clear hierarchies of decision making

CONTRACT BASED ROLES?
– Not so much, people have the flexibility to work part time without too much issue, that wouldn’t be a barrier to getting an offer
Bernadette Howlette, Partner  Alumnus 2000
Chris Paxton, Partner
Peter Hammond, Principal  Alumnus 2004
Howard Leong, Senior Associate
Zia Bhadiar, Associate  Alumnus 2014
Matt Grace, Senior Associate  Alumnus 2014
Chris Brunton, Senior Associate  Alumnus 2015
Andrea del Castillo, Manager  Alumnus 2011
Vivian Pang, Associate
Rebecca Gravestock, Senior Human Capital Manager ANZSEA
Serena Shields, Recruitment Lead

- Member company within the PwC network
- Providing the strategy front end to clients with the executional capabilities
- Thinking behind the merge? “The consulting industry is being disrupted, if we don’t change, we’ll be left behind. Our bold move was to be at the front of this change, lead the change”
- Change the way consulting is done
- Creating a new category
- Bernadette - As a partner in the Booz business, they looked at where the market was going globally, recognised that clients had unmet needs
- Need the capacity to execute the strategy and to do so quickly and seamlessly
- Need to acknowledge the industry is changing
- Wanted to be able to respond to this credibly

“STRATEGY THROUGH EXECUTION THAT IS PRACTICAL AND SEAMLESS”

WHERE DOES STRATEGY& SIT?
- Strategy& is the business line that does top end strategy work, collaborates with colleagues across the PwC business, collectively bring the proposition together
- One team but focused on top end strategy

CATEGORY OF ONE
- Pragmatic strategist, Edwin Booz founded management consulting
- Proud heritage between the two business, 250 years of consulting experience between the two firms business
- Get in, roll up their sleeves, stay the course, ensure that the strategy lands into the business and the business can run with it
- Client feedback: “it feels like you are one of us, like you are part of the business and actually care about our business”
- Help their clients to differentiate
- Capabilities driven strategy, how do we help our clients do the 2-3 things that differentiate them, make them better than anyone, to stay sustainable within the market? How do we do those better than anyone else?
- This is at the heart of how we solve problems
- At the portfolio level, corporate level
- Not just about the smarts, have to be prepared to get in alongside the clients
- Not about cracking the problem and delivering a slide deck, it’s about making it real and bringing it to life

WHAT DOES YOUR CAREER LOOK LIKE AT STRATEGY&?
- Robust approach at how they support their staff
- Global framework, global performance matrix, operating as one global firm, e.g. a Senior Associate in Australia is the same as a Senior Associate in China, London
- PwC professionally recognised for the development of their people, leadership qualities, global acumen, well rounded
- MBA will join at Senior Consultant level, given ownership over work straight away, very clear defined path to partner, very big on feedback, development plan to get to next level, individualised training for where your skillset is at
- PwC has award winning leadership training, global
- Really learn on the job - apprenticeship model, working with people you can learn from
- Work with C suite, at the pointy end of solving the problem
- Thought leaders
- Analytical and hypotheses approach
- Deep insight, practical strategy, bespoke capabilities, rapid results, lasting impact
- Clients are expecting far more today than they were years ago, problem solving expectation, take the recommendation through to a reality

**PROJECT EXPERIENCE**

**Bernadette**
- Team working in recruitment disruption landscape for wealth management client, will change the way that we deliver financial advice to Australians
- Identify value pools, how do people want to engage? Impact of evolving digital world, how does this inform our strategy from a Customer and channel perspective?
- Outcomes will change the Australian Financial Advice industry forever, long lasting impact on how business is done

**Peter**
- NSW Transport, setting up integration of transport authority, making it customer centric, driving efficiencies
- Set up transport for NSW, bringing in capabilities across operating authorities, giving capability to drive integrated approach, reforming organisations within the clusters, split RailCorp
- Franchising Sydney Ferries, getting the franchise model ready, were operating ineffectively
- Sydney Light Rail

**Chris**
- Head of Strategy at largest Australian beer and wine business, look at driving international growth, large market share here but not successful overseas, declining consumption in Australia, engaged firm to leverage global network
- CEO of largest chemical manufacturer engaged for growth strategy for business
- Australian PE firm looking to by NZ pharma business specialises in turning bile into drugs for treatment of liver cancer, NZ business has 2/3 global market in this drug, want to understand what is happening with liver cancel globally, how this business sits within that, capabilities, want this in 4 weeks, is this a good decision? Exciting real topics

**Vivian**
- NZ largest company, so big didn’t know what to do next, growth and portfolio strategy, does it make sense to hold those 52 business? Is it their core capability to hold those businesses?
- What are the growth opportunities with vertical integration across the business? Can they grow in Australia? Does it make sense to go overseas?
- Telco about customer centricity across various channels, the way we are consuming is now different, changes to how we buy and experience service, multi-channel strategy to maintain customer satisfaction, mapping typical journey, if they actually go in store, pulling through more value from each part of these channels, trends internally, experts from overseas, looked five years out to see landscape

Applications open: 18th September
Applications close: 25th September

APPLY VIA THE CAREER MANAGEMENT PLATFORM
Abhi Datta, Manager - Advisory Performance Improvement  Alumnus 2014
Mia Lion, Manager - Advisory Performance Improvement  Alumnus 2013
Simon Rowe, Senior Manager - Advisory Venkat Balakrishnan, Senior Manager – Cyber Security, Risk Advisory
Adam Taylor, Talent Sourcing Manager, Senior and Niche Hires
Julia, recruitment

- EY global professional services firm, over a third of the revenue now comes from advisory, performance improvement and risk
- Based in 150 countries, 5,500 people in Australia, offices nationally
- Brand message - building a better world
- Very people focused
- Vision 2020 underlying message – aim to double revenue by 2020
- Focus on core strength, build deep and meaningful relationships
- Strengthen sector focus across global teams
- Provide superb experience for employees
- Be nimble and entrepreneurial locally, capability to deploy global teams weaved in with local knowledge

MIA
- Background in chemical and mechanical engineering, joined EY four weeks ago
- Why EY? - Diversity and culture, type of work you can do and diversity in learning and development experience
- Current team - program portfolio management, part of advisory
- 50/50 male/female which is new from an engineering background, now have to cue for the bathroom!
- Diversity in nationalities, started with an intake group of 25 and had about 25 countries represented
- Diversity brings a lot of different perspective and something that is valued at EY

WHAT IS THE PROCESS?
- What do you need? PR ideally, Australian experience, relevant professional experience for the team
- Invited to attend Network Assessment Centre
- Case interview
- Be yourself, hiring the right person into the right team at the right time

FIRST DAYS AS A NEW STARTER
- Common consulting story, team work, variety
- Coaching and mentoring, always discussing with someone, never left to your own
- Web based learning is the only time there is no teamwork

SIMON
- Advisory and performance improvement, supply chain and operations
- Joined EY as lateral hire after several years in DHL, wanted to use brain and capitalise on MBA learning
- Connectivity company has within industry in Australia very impressive
- First year at EY? Sent to NZ within 2 weeks of joining the firm to look at optimising largest dairy company in the world, optimising their supply chain, operations etc
- Worked across pharma, retail, FMCG, defence, utilities, agriculture within a year
- Route to market, what’s the best way to get products or services to their customers
- Help clients get the best from service providers if outsourced supply chain
- Thought leadership pieces, what’s best practice? How do we get there?
- Top secret government stuff, making a difference in his job
- Promoted to senior consultant within a year
- Access to C suite, like-minded people to challenge and push you forward to succeed

ABHI
- Portfolio and program management
- Consulting is best way to embed your MBA skills
- EY stands out because of the people, great to work with
- Steep learning curve
- Large port project, education sector, supply chain in explosive manufacturing company
- The EY vision 2020 strategy is exciting

JOINING EY?
- Are we the right match?
- When do you want to join us?
VENKAT
- Advisory cyber security
- Why EY? One consistent message, no limits, no boundaries
- Engagement examples: first day thrown straight into things, never experienced the same day twice
- Innovation - engaged to do the biggest cyber transformation in the region, wanted to do something never done in other parts of the world, created new IP now rolled out across the globe for EY, previously there was no framework to solve this particular problem, deep impact
- Develop cyber as part of corporate strategy, differentiator for the clients Flexibility
- EY can sponsor but on a best case scenario, Canberra work you need to be a citizen
Adrian Bower, CEO
Matt Tuck, Manager

- Established business in 2003 in UK - supply chain procurement managed services
- Expanded in Europe, offices in Australia, do business in most countries
- Australian office opened in 2013 with $0 revenue and 1 staff member, now have 12 people, revenue excess $3m

PERSON BEHIND THE BUSINESS... ADRIAN
- Following university, pursued several extra qualifications, went into industry, Cadburys, Royal Bank of Scotland
- Worked on past merger integration work in the US
- Enjoyed nature of project work, defined set of objectives to delivery
- Then joined Accenture, Global Supply Chain consulting, formed the basis of his views on business

“NOT HERE TO SELL YOU OUR BUSINESS, HERE TO SHARE OUR EXPERIENCE”

- Fundamental belief that the values and culture are how business succeeds, you can train all the other qualities, looking for people for the long term, want to know your aspirations and your values, what sort of place do you want to work?
- Emphasis on developing their people based on individual needs
- Partner with a training company that teaches programs on EQ
- Bring in journalists to assist with their staff structured writing and communication
- International offices, London, Australia, collaborate from an IP perspective, small and nimble enough, opportunities to move around
- Office in Greece
- One great thing about joining a small business, if you have a great idea, so long as its relevant and sits within the culture of the business, there is support behind it, want to harvest initiative

- Pick up work globally, go where the clients go, pitch for work in NZ, in Singapore, opportunities to work all over
- Every year they redefine their business strategy that looks at what the competitors are doing and how they can differentiate their offering
- When pursuing a consulting role, be mindful of what you want to do, be particular about what you will be doing, look at their split of work
- Everyone who joins the business has to bring something that makes the team better, in return they will invest in their people to make them better – based on the All Black model – new

MATT TUCK
- Started in business management as a generalist degree and social science
- Pursued accounting, undertook internship opportunities, joined Rio Tinto for an internship in procurement, offered full time role as a Category Manager, specialised in strategic sourcing, looking at business requirement, where the market was going
- Mining downturn happened, looked at options,
- Joined State of Flux, has exposure to C Level executives from day one, involved in forming the sales strategy, helps define recruitment strategy and process, accelerated career faster than would of in bigger company
- Was put off management consulting following engagement with top tier whilst working at Rio Tinto
- Selective with clients they work with and will only chase work that is interesting and work that people actually want to do, the push the business to innovate, gives them a voice, have the opportunity to pursue what you want and be part of building a business
- Grass roots business understanding; how to manage P&L, setting a marketing strategy, recruitment process, exposure across all aspects of growing a business
– State of Flux will create and deliver the strategy
– Will start with a bigger team and will decrease in number over time as they build the capabilities within the business, ends with one person handing over the keys, “building sustainable solutions”
– What is procurement and supply chain?
– In purest form... “We do deals”
– Also have a Managed Services offering, engagements ranging from 6 months to 5 years, will take over a part of business and run it for the clients, build the capability within the business
– First piece of work in Australia, went against BCG and won, client wanted a scalable project, had deep knowledge base
– Important to build that trusted advisor relationship
– Dedicated to hiring local talent, will recruit in within the international market but are looking for long term hires and want people to be around as the business grows and develops
– Clients look for international experience

HOW DO WE ATTRACT CLIENTS?
– Deep understanding of what the market wants, important to build the relationships
– Adrian incredibly well networked
– State of Flux will host a CEO Round Table per quarter, senior representatives from Qantas, NAB, CBA, ANZ, HSBC, Macquarie, NBN, Fisher Paykal, Government, held in Sydney, Brisbane, Melbourne and Auckland
– Managed services great training ground for young talent
– Structured training around EQ, behavioural competencies, influencing skills, social styles, negotiation
– Tailored training at each level, clear structured career progression and clear set of capabilities
– Seeking fast learners wanting to progress quickly
– Aim to be an incubator of new businesses, dedicated to creating the environment to foster new initiatives

PROJECTS
– Telstra - redefine the way they work with the supplier to better harness innovation, improve partner approach and increase the values within their strategic relationship
– Narta - buying group with 32% of the market buying power
– Group buying function operating on behalf of JB Hi Fi, Myer, David Jones, Bing Lee, reduce operating costs and harness collaborative buying function, implemented agreements for packaging, travel, waste, stationary, printing
– Complex stakeholder environment but all want a better rate
– Fisher & Paykal - Hit by GFC, needed to make critical business decisions to survive, moved production to Mexico and Thailand, acquired by Haier, 5 year plan in 3 years
– Capability assessment of their procurement and supply chain program development of transformation map, implementation of category management

RECRUITMENT
– No real deadlines, small business so focused on finding the right people to fit with the culture
– All new recruits will meet with Adrian to start with, interview process will require you to meet with lots of people across the business
– Recruiting for Analyst and Consultant level
Caspar Wright, Managing Director, Vermeer Australia
Patrick Fry, Director

"UNLEASHING PURPOSE LEADS GROWTH"

- Vermeer is the strategy arm of Millward Brown
- **Caspar** – Marketing functions in the beer business for 10 years
- Moved into project work and research marketing - marketing thinking and research thinking to align with strategy skills to assist clients
- Really don’t know what the future of marketing is. Not too sure how to respond to the fast evolving way marketing is delivered, currently at the tipping point in the industry

"ALL THE STUFF WE GREW UP WITH IN MARKETING IS BECOMING IRRELEVANT"

- TV advertising is dropping 20% per year, ad blocks dropping
- Hard to do what we do how we have always done it
- The model for gathering data in traditional research methods is becoming obsolete
- Technology has changed so much so quickly, don’t really know how it’s going to play it out
- It’s exciting, have to develop a whole new set of answers and skills to address

WHO ARE WE?

- Brand and research and business
- Purpose underpins everything they do, businesses with a clear purpose will excel in the market
- “What business are you in? Why do you exist?”
- Millward Brown have 12 offices globally, aggressive growth targets across all regions, large business in Amsterdam

FIVE PILLARS:

- Strategy - where to play and how to win?
- Segmentation
- Portfolio and brand strategy
- Purpose - what do you stand for? What is the brand that I am buying into?
- Brand positioning
- Organisation - how do you organise to deliver against that strategy and that purpose
- Operating models and way a of working to assist with working towards that purpose
- Excellence - capabilities, building best practice, rolling it across global market
- Valuation - if you get all that right, what are you worth?
- Knowing your value and what are the drivers? What are the returns on the investment?

TIFFANY & CO

- Rolled out the Tiffany segmentation and positions strategy across North America

QUAKERS

- Purpose project, strong heritage American company, lost direction, reignited the purpose, growing significantly market share wise

PERNOD RICARD

- Design and implement the detailing of the marketing operating model

RED BULL

- Partner in measuring the brand value impact and sales effectiveness of the marketing and business mix of activities around the world

DULUX

- Led the unlocking and embedding of the Dulux “Let’s Colour” campaign
- “We believe In the transformational power of paint”
- Dulux gave away paint to the favelas in Rio and crime rate dropped, changed view: Tins of paint to tins of optimism
Program now rolled out to 10,000 places around the world
In all cases the mood of the town has changed and crime rate has gone down
With this purpose, they are able to drive meaningful innovation and consistent communications
Focused on total experience, immersing people – Be informed, inspired, equipped

**LET’S COLOUR PROJECT**

Whilst a consultancy, do a lot of commissioned research

- **Marketing 2020 - Harvard Business Review**
- Surveyed 350 CEO, CMO and business leaders globally
- Biggest marketing study of its type globally
- What keeps you up at night? Thinking about the future?
- Big change in terms of transparency, things can be broadcast in an instant e.g. Barilla vs Bertoli pasta, worldwide within 24 hours, competitor response developed with 12 hours, CEO of Barilla forced to issue an apology within 48 hours
- Times have changed to where something can happen within a blink of an eye and all of sudden it’s everywhere

Oxfam has section on its website where you can find who owns the company, find out how socially responsible the company is
What does it all mean? World of marketing has changed dramatically but the way we are working and organised has not kept up

- Having the right marketing capability big concern, can find the ‘what?’ easily, need to find the ‘so what?’ and then the ‘now what?’
- CMO now held to the same metrics as the others, how is your performance effecting the bottom line

**CHALLENGES?**

Infobesity - turning big data into big insights is the challenge Organisational silos - no one is talking to each other, privacy risks, now having to do more with less – the expectation is that digital has made things easier, but there are now so many channels

- Ability to stay current - the pace of change is constant

**WHAT DOES IT TAKE TO WIN?**

The over performers are doing three things well - big insights, purposeful positioning and total experience

- Companies with purpose will outperform in all key metrics
- Total experience, Nike - isn’t a footwear company, they are now a technology company, fuel band
- Priorities, lead from the front, engage total experience, inspire and empower vs. control, consistency across market, building marketing capability

**RECRUITMENT**

- Hiring on an adhoc basis as we need to through the year, no structured approach as the business grows
- Not big enough to take a gamble on people without relevant experience, must have a marketing strategy background

**SO WHERE ARE WE AT?**

- Social marketing
- Collaborating with consumers
- Purposeful marketing
- Globalisation

- The ability to influence, proportion of value of the company is now attributed to brand
- Brand is now a value metric
WHAT DO WE DO?
- Fundamentally solve problems, look at them as puzzles vs. mysteries
- We solve the mysteries not put together the puzzles
- There is no right way to answer a problem

HOW WE DO THINGS?
- We look after the business design function, this occurs before we even get to a product outcome or developing an app
- Qualitative and quantitative research, stakeholder management, map out their journey
- Business focused app design, carry across the business design understanding to the app developers
- Business design process - understand, ideate, converge, synthesise
- Understand - workshops, interviews, research, map out understanding to move forward
- Ideation - analysis, look at solutions, use methodologies to converge down and prioritise
- Converge - what is the design going to look like? Work with UX and UI designers, get stuck in and hands dirty, work with visual designers
- Synthesise - prototype and roadmap, digital strategy for their business
- Very collaborative approach across the business
- Provides interesting results with the consulting thought + design thought + tech thought
- The mystery solving process isn't linear

WHO DO WE LOOK FOR?
- Interest in technology is beneficial but not necessary, “but let’s be honest, it’s kind of essential for business these days....”
- Business design team will use all experience from strategy consulting and operational consulting
- Can validate design with financial model
- Lean start-up techniques, what’s most relevant to the client needs

OUR CLIENTS?
- Across a variety of industries, from start-up to blue chip
- Often dealing with CEO and CIO, ability to have the level of influence
- Alive impact is pivotal to business
- Partner with KPMG, Telstra, Vodafone, Apple consultants network to assist with delivering the technology

THE ALIVE EXPERIENCE
- Diverse work team, diverse in age, culture, gender, enables different ideas that makes them do well
- 35 people in 3 years, moving offices to the city
- They have a HAHA - Health And Happiness Advocate
- All about being Alive, about being challenged!

WHY ARE WE LOOKING TO MBA?
- Business design team looks after business outcome
- Smart talented people with understanding of how business works
- A lot of the apps are enterprise apps, mostly internal process apps to help the business work smarter, faster, record in real time
WHAT DO THEY DO?
- Strengths evangelists, executive coaching with C Suite to impart strengths and values throughout corporation
- Data driven strategy consulting engagements focused on human behaviour
- Focus on science of human behaviour, behavioural economics, how it impacts the workplace
- Global consultancy
- Polls are one thing they do, history started with Gallup polls
- Started in 1930s by George Gallup, he was able to predict the winner of the US elections, developed methodology
- Representative sampling
- A lot of Ted talks will refer to Gallup research findings
- Concentrated on asking the right questions
- Strengths based philosophy

THE GALLUP DIFFERENCE
- Strategy consulting opposed to management consulting

GLOBAL ANALYTICS
- World poll data, only company in the world that does a world poll, thousands of interviews daily
- 98% of the world’s populations are polled
- Findings used to influence world decisions, financial inclusion data, UN re: migration data, Bill and Melinda Gates Foundation health care data, world happiness index, communication, Muslim studies, corruption
- Capturing results in Singapore, how happy are they with higher education system?

MARGIN OF ERROR?
- Big data so less than 5%
- Gallup have set the world standard of polling, global gold standard

EDUCATION
- Countries focused on brain gain, attracting talented people to their country, everyone countries goal is to grow the GDP

ONLINE PRODUCTS
- Gallup Strengths Finder, 12m users worldwide have taken strengths finder

“NOT JUST A PRODUCT, A REVOLUTION”
- Focused on looking at what is right with people, rather than what is wrong
- Focus on increasing natural areas of strengths, rather than natural inclination to manage your areas of weakness
- Look at the world’s most successful people, they identify what they are naturally good at and have invested time in developing those areas
- What are you good at that you can become great at, be exceptional in your area of expertise
- Big business is strategic consulting
- Management consulting = ask questions, give recommendations, walk away
- Strategic consulting = devise the strategy and help them implement the advice that they are given

BREADTH OF SERVICES
- Expertise in measuring customer engagement, what creates the feeling? Most decisions are emotionally driven
- 70% of decisions made are emotional, what drives these emotions in you?
- Interaction between customers and employees - human sigma
- Working with large corporate Fortune 500
- All new consultants to be trained in the US
- Flat structure, three levels access to CEO
- Test for talent up front
- Given complete flexibility to work how you work best
- What truly matters is outcomes
- Projects are long term, 2-5 years

**HOW DO YOU GET THE BEST OUT OF HUMAN BEINGS TO OPTIMISE YOUR PEOPLE?**
- Engage employees, engage customers
- You have to be better than your clients
- 2000 people globally, family owned company, CEO knows people by name
- Worked with big four banks, do selection and recruitment for banks, what are the the qualities that makes a great teller?
- You can hire and train people to know products etc, but you can’t train people to smile, can’t train personality
- Recommendations are science based
- Working on succession planning for Malaysian bank, successors to the executive team, who are the next generation of leaders?
- Leadership development program, training managers to be executive coaches
- Project with the CEO of major hospital, understanding strengths, frameworks and insight
- Launched star rating for aged care sector, measures quality of interactions between staff and residents and service staff, based on emotional factors, industry changing and world first
- Asia centric view on what they do
- Global footprint in terms of the work delivered
- Incentives based on impact for client, you start working with clients straight up
- Invest in developing their people, very transparent structure in place, you know exactly what you need to do to develop your career to be where you want to be
- Performance based organisation

- Global roles
- Need to apply online for a role that suits your skillset, no MBA intake
- Need to complete online talent assessment - 30 minutes, designed to see whether you will be successful and happy with the role, Gallup might not be a fit for you
- You can apply for multiple roles but be strategic, no what you want to do and what you can bring to the specific role
- Ensure you meet the minimum requirements before applying for the role
- Once you pass the assessment, phone interview with psychologists, can be a 1-2 hours, focused on career aspirations, behavioural, culture fit
- Final round is hiring manager
- Process takes 4-6 weeks
- Some roles may not be available now, so keep an eye on the careers site
- If you apply for a role but may not be a fit but have an interesting background, they may take through the process, you can be talent banked and awarded the role a suitable role becomes available

**WWW.GALLUP.COM/CAREERS**
David Fitz-Gerald,
Recruitment Manager Australia and NZ

GLOBAL ESPRIT PROGRAM
- Recruitment across manufacturing, commercial, administrative, supply chain and procurement functions
- Investment in leadership accelerator

WHAT MAKES US DIFFERENT?
- GSK focus on innovation, value and engagement within the community
- Science based organisation, pharmaceuticals, vaccines, consumer healthcare
- Best known for pharma but vaccines are a huge part of the business
- R&D for vaccines done in Belgium, second manufacturing site in Singapore
- Consumer health generally have the most recognisable brands e.g. Panadol
- Consumer healthcare merger with Novartis
  Broad portfolio in pain relief and oral health

150 YEAR HISTORY
- Development of new antibiotics
- HIV/Aids - Vive healthcare, joint venture, only company in the world that is purely focused on the treatments of HIV, utilised infrastructure of GSK, enabler of business, focus on medicine and research
- Major business transformation with Novartis, commercial core elements retained
- Respiratory, local manufacturing of asthma inhalers in Melbourne
- World leader in OTC
- Worked on developing an Ebola vaccine, normally pharma companies are quite careful with their R&D, this was important and time sensitive
- Global organisation, 100k employees, large manufacturing footprint, mostly in-house, quite innovative

- Research & Development facilities in 5 countries - R&D in global centres as well, Singapore, Philadelphia, London
- Clinical trials infrastructure in Australia
- Australia in two locations, Melbourne and Sydney, Melbourne technically head office
- 1,400 employees in Australia, small operation in NZ, looked after from Australia
  - A$1.4b in turnover
  - A$435m exports
  - A$45m R&D
- Pharma is number one export business in Australia
- Expanding manufacturing site in Melbourne, commitment to stay in Australia from CEO, Sir Andrew Witty
- Global challenge - millions of people do not have access to healthcare and medicines, can be challenging in certain areas
- Leading industry to do better across the board, providing access is one of the key areas
- GSK leading the industry to be a more vocal voice to try do things differently, approach problems in a different way

"BALANCE THE GREATER GOOD WITH PROFIT"
- R&D costly part of business but very important
- Have rethought the way the business is managed and how it rewards innovation
- More focused on the results and creating a product of interest
- R&D now broken into smaller groups, smaller gates to funding, streamline the process for efficiency
- Have to open up IP to the greater research community, something very rare, supports R&D in other countries
– Invest heavily in R&D in Australia - 65 clinical trails
– Ethnopharmacology
– GSK award for research excellence now running for 34 years, way to give back and recognise the great work being produced in Australia
– Consumer healthcare part of the business very innovative
– A world first in oral health, world leader in treatment for sensitive teeth, next generation of inhalers, increase efficiency in drug delivery
– Collaboration - partnership with thousands of government bodies, not just relying on in-house resources to deliver product pipeline
– Recently released new treatment for Malaria, not quite cured but significant contribution
– Partner with Garvey institute
– Long standing collaboration with Save the Children
– At a local level there is a lot of fundraising, able to see tangible results of the work done at a global level
– Assisted humanitarian efforts in Middle East and Europe, Nepal following the recent earthquakes
– Collaboration with McLaren, not just a racing company, advanced engineering firm
– Working with manufacturing team utilising their engineering expertise lend to manufacturing operations, helps drive efficiencies within the production
– Boosted daily production, methodologies taken
– Innovation in manufacturing, large infrastructure globally
– At a local level, Australia is the home of Panadol manufacturing (Remington NSW), supply for Australia, NZ and throughout APAC
– Significant export commodity

– Focus on increasing the access to the GSK products, this is the most important but most tricky
– Intellectual property protection, pricing, political and social issues
– Addressed in three ways:

1. Developed countries - within core market at a price point that reflects market
2. Middle and low income - flexible approach to pricing, taking into account the access and paying power to pay for treatment to ensure population has access to products/treatments
3. Least developed - have a dedicated business unit, Least Developed Countries, Myanmar, Cambodia, Madagascar, Ethiopia, countries with low access to medicines, this team is not incentivised on profitability but by volume, “how much product can you get into this market?” 20% of the profits in these regions go back into community, to build health centres, develop roads, improve infrastructure

– Support humanitarian relief in times of needs
– Long collaboration with GAVI
– Demonstrating value around transparency

“How WE INCENTIVISE OUR SALES PEOPLE?”
– No reward linked to sales results any more, reps are there to talk about best treatment options rather than selling pills
– Incentivised on quality of interaction, rather than volume of product, as per traditional sales functions will
– Qualitative measures rather than quantitative, what are the levers we can pull in the business now?
– Will be phasing out the payment of sponsored speakers for product launches, focused on the belief behind the treatment rather than monetary rewards, developing in house advocates, can talk to the science of the products
“EFFECTIVE AND EFFICIENT BUSINESS TRYING TO MAKE A BROADER CONTRIBUTION TO THE COMMUNITY”

- Commit to transparency
- Show respect for people
- Always demonstrate the highest integrity in our conduct – “be patient focused”

Esprit program
- Accelerated leadership development program
- Now running local intake for first time, at least one person per year joining in Australia
- Program is tailored to the individual and exists across various parts of the business
- Leveraging professional pre-MBA background, lots of development support, intensive mentoring and support
- Three streams - Commercial, Finance, R&D
- Globally, Commercial is divided into three streams - Consumer, Pharma, Vaccines, in Australia just have commercial pharma placement
- Four year program start and end in home country, two international rotations
- 12 months per rotation, breadth of countries, exposure to emerging markets, opportunity to build global network
- Likely join business in a GM level role following Esprit
- Global program, across the organisations, looking to get key talent into emerging markets

ENTRY REQUIREMENTS
- Exceptional MBA graduates
- Passion for healthcare
- Fluency for local language
- Want you to start in your local market
- Work authorisation for the market you wish to work in
- Flexibility to be globally mobile Leadership capabilities, driving business to future
- Open to different backgrounds, whilst still a conservative business, they trying to encourage broader thinking within the business

HOW DO YOU DRIVE INNOVATION?
- Small number of collaborations with Australian University’s to help tap into this, focused on developing these partnerships
- Roles to entry within esprit or experienced hires
- Predominantly sales and marketing, project management roles
- Marketing - new product planning, vaccines in particular
- Less so Operations and Shared Services

INTERVIEW PROCESS
- First round - resume review and video interview
- Second - phone interview
- Third - invite to Melbourne to attend GSK Assessment Centre

TRAINING PROGRAM, 70-20-10
- 70% - on the job training
- 20% - mentoring and coaching by senior leadership team
- 10% - structured, formal training
Kieran Duck
Group Strategy Manager – Engineering
Alumnus 1992

Jonathan Thompson
Brand Strategy Manager
MBAE student

JONATHAN THOMPSON
– 10 years’ experience in strategic marketing roles with ANZ then Telstra, joined Qantas in 2014
– Had always wanted to work within an airline
– Started his MBA Executive at AGSM in 2010, graduating in November
– Role responsibility - brand strategy for marketing, biggest change is shift to big data insights
– Flat structure within the marketing team, similar to most teams, this allows for quick decision making and high level of exposure to senior executives
– Qantas celebrates 95th birthday this year - started by a team of pilots and engineers, very much started as an engineering innovation
– Government ownership ended in mid 1990’s, engineered culture shift
– Qantas also includes Jetstar, Loyalty, Freight, Link Regional Airline
– Last couple of years been a little tough, reported loss of $250m, negative media scrutiny regarding how the business was performing
– Launched huge transformation program which has presented challenges for businesses to work through
– Jonathan joined just after loss and transformation announcement, 5k people were exiting the business
– A$2b cost being extracted out of the business

HOW?
– Exiting unprofitable groups, groups in Europe, Mumbai
– Improved aircraft utilisation by 15%
– A380 now utilised 14 hours per day, assets working much harder
– Seasonal flying to Vancouver, San Francisco, additional services to LA
– Reduced contact centre functionality
– Continued focus on the customer journey, invested in new lounges, new inflight services, refreshing interiors, investment in service training
– Now announced A$900m profit after a A$600m loss

QANTAS IS A BUSINESS WITH VERY HIGH TENURE

HOW IS THE MBA VALUED?
– Qantas have a tendency not to work with external management consultants, all strategic capability held in-house
– Transformational opportunity at a group level
– Very relationship driven business, high tenure leads to moderate/low turnover in staff
– If you are looking to join, it is critical to identify people within the business that you can get to know and build a relationship with
– Recruitment process varies by role, huge diversity in roles, ability to move around the business within different function, finance to strategy to network planning, it is encouraged that you experience various parts of the business
– Cross functional opportunities

KIERAN
– Graduated in 1992
– MBA landscape very different then, was very much about full time program
– Joined BCG post MBA, then started own firm, working within finance and industrial works
– Qantas opportunity presented itself via BCG Alumni network
– Works within the Group Strategy team, with a focus on engineering, group acts as internal consulting team
– Trying to reduce the reliance on the consulting firms by building their own in house capability
– Kieran was part of grounding the airline, interesting time as that was 1.5 years before the announcement of the loss
Engineering started the transformation program before the rest of the organisation
Taken out significant amount of costs
“Average tenure in engineering is 27 years, one guy recently left after 47 years!”
Huge change management situation, the organisation that is very risk averse, “how do you find the balance of making that dynamic?”
When increasing the amount of utilisation, have to look at how do we balance the maintenance schedule?
Working closely with the network team, “very complex business to try and add a lot more diamonds into”
Customisation across the business, when Kieran started there were 22 different interiors for the aircraft, now down to about 6, means increased utilisation opportunity
Group strategy function works across the business strategically - network planning utilisation, do we have the right brand on the right routes? Rejigging routes that they fly Jetstar vs. Qantas, tackling portfolio brand strategy decisions at a group strategy level
Jetstar is only 10 years old, set up separately and actively shunned by the Qantas brand, you need a completely different mindset to carry out the low cost option, now at a size that it can stand on its own and at a point where Qantas and Jetstar can play together and capitalise on both brands
12 months ago, would have $300m aircraft not doing anything, now being fully utilised, with some rejigging of the schedule, you driving more use from the assets
Emirates deal means they are now allowed to fly out of Dubai, so the timing requirement in London is now no longer there, not necessary to be grounded for 14 hours
Now the ground crew have to turn it in two hours, which is hugely quick turn around
5 years ago the business would tend to leave things alone as it was too complex a problem, now creating more of a melting pot of ideas to “just find a way”

How does brand strategy and group strategy work together?
Brand works more within marketing, company now much more cross functional that perhaps previously, will work with Group Strategy on projects that affect overall brand
How is the brand cohesively applied across the whole Qantas journey, from when you book your flight, check in, fly
Measuring brand effectiveness, how do we prove the commercial contribution to the business?

How do you work strategically across the alliances?
One world group, more of an interaction around best practice rather than strategy
Need to be careful of collusion as operating across so many international lines, Emirates deal required so many jurisdictions to agree to the terms before it could go ahead
Qantas are end of line carrier, need to be able to connect to hubs
Alliances vs true partnerships, extent of collaboration depends on the partnership

Jetstar vs Qantas?
Serving very different markets, low cost international market very different
Jetstar more focused on leisure travel market, domestic market
Qantas focused on higher end, business travel
An issue of coexistence, allows full coverage of the market, 75% of Australians prefer to fly with Qantas
Despite business performance, haven’t seen much of a change in how Australians like to fly, strategy team working on segmentation, tapping into the two brands
Following the success of Qantas/Jetstar, Virgin are now operating a dual brand strategy
Now have the ability to try things out, fill those gaps, e.g. changes of ground time, they now have a lot of ground time in LA so have set up own maintenance facility to look after low risk work, ability to use that ground time more effectively
– Revenue management, good area for MBA opportunity
– What do they do? Basically make sure we're making money, the price can vary so much, market price can fluctuate
– Big data analytics, dynamic between market and revenue management, network planning, customer experience team with large strategic component, customer experience strategy
– What does this look like in 2-3 years times, planning traffic through the different lounges, where do we need more lounges? How big do they need to be?

– Loyalty started as a frequent flyer program now runs more like a finance firm, constantly on the lookout to extract more revenue opportunities, 10m people now in the scheme
– How do we get extra value out of this membership group?
– QantasCash
– Red Planet

HOW DO YOU SEE YOUR INDIVIDUAL ROLES CHANGING IN THE NEXT FEW YEARS?
– The nature of the programs are changing, were previously about cost cutting, now looking at how do we make this more dynamic? How do we get the good information to the front line
– Huge movement within the business

FLAT STRUCTURE, HOW DOES THIS AFFECT YOUR CAREER PROGRESS?
– Flat and very cross functional, great exposure
– Opportunity to work on projects that cut across the business
– Much more agile, decision making is quicker, quality of work is more commercial and strategic
– Very lean business, marketing team only about 30 people, marketing becoming much more commercially driven, more data and insights driven
– Ability to get immersed in different projects
– Portfolio to get back $2b is managed only by four people
– Jetstar gives insights as to what is possible for low cost

HOW DOES INNOVATION PLAY A PART WITHIN THE COST CUTTING EXERCISE?
– Really only chasing what is happening in the world, not looking for brand new way of doing things, just rethinking as technology gives the capacity to change how things have always been done, systems now talk to each other, a lot more automation
– Dreamliners are big shift, plastic doesn't corrode, cabin altitude will be lower, Aircrafts are now designed to treat their people better, less humidity, data intensity now requires different skills, have to keep up

HOW HARD WAS IT FOR YOU TO GET YOUR ROLE AT QANTAS?
– Be networked within the organisation
– Now the business is making money again, it's a good place to be but it's not a simple process

BEST THING ABOUT WORKING AT QANTAS AND WHAT ARE YOU TRYING TO CHANGE?
– Office not set up to interact well, mission to create training school, innovation space, thinking space, to allow collaboration
– Command and control mindset
– True collaboration exists across the business, pushed down from the top, working across teams to solve problems
– Push for commercial focus for marketing
– Enjoys the nature working to fix large complex problems

WANT TO JOIN QANTAS?
– You need to have that sense of wonder, about aviation and aircraft, this is why the tenure, people really get attached to the organisation

HOW DOES PRIOR EXPERIENCE PLAY A ROLE IN GETTING A JOB?
– Kieran had a consulting background but gravitated towards industrial, not necessarily a prerequisite to have a background in aviation but have that strategic thinking
– Experience within consulting highly valued
Adam Barker, Azure Strategic Deal Lead - Asia, Alumnus 2014
Simon Kos, Health Industry Manager, Alumnus 2009
Felicity Blazevic, Talent Sourcer
Weng Pui, University Recruitment Lead ANZ

WHAT CAN WE DO THAT IS UNIQUE?
- Microsoft are taking new direction, at a huge transformational point, not just within organisation but externally

BRIEF HISTORY OF MICROSOFT....
- Started by Bill Gates and Paul Allen, forty years ago with the vision – “A computer at every desk and in every home”
- Fast forward 40 years:
  • 20% of the world’s population is using Windows
  • 1.2b people using Microsoft Office
  • 600b minutes on Skype calls per year
- Number three thing that companies look out for when hiring, Microsoft office skills
- Skype is now the world’s largest international caller, 40% of world’s market
- Now that the original goal has basically been achieved, Microsoft are now at an inflection point
- Look back to 2013, press saying negative things, Apple dominating the market and making fantastic hardware, Google innovating at an incredible pace, start-ups with the ability to run lean
- Had to make changes with all the legacy behind us, huge period of transformation
- New CEO – Satya Nadella
- Microsoft is the productivity and platform company for the mobile first and cloud first world
- Mobile first and cloud first, where is the future? Concept of mobility, using technology on the go
- Cloud enables technologies to happen, enables us to be connected, tons of spending investing in cloud technologies
- Productivity - Microsoft DNA encompassed around productivity, originally a software company to make people more productive
- Platform - new, ton of investment taking place, where is the productivity going to sit?
- Windows 10 not just operating system for PC but designed as an operating system for mobility, regardless the interface, core coding behind it is the same
- Azure is the enablement to use apps on the cloud

WHAT DOES IT LOOK LIKE IN 2019?
- 26b devices will be connected to the cloud
- 44 zettabytes of data in the cloud Azure, machine learning comes in, providing analytics with new access to data

WHAT’S IT LIKE TO WORK AT MICROSOFT?
- Working with extremely smart people, feel great being intellectually stretched, not the smartest one in the room, never a day that feels boring
- Anything you do should be something you are passionate about, the people are there to help you build on your success
- Partnering together for the future of what they see themselves to be
- October 6th new devices released
- Skype translator, currently in beta
- New Surfaces
- Hololens
- Microsoft Sway - new answer to Prezi, you are able to concentrate on the content, Sway makes it pretty www.sway.com
- With all the transformation, the press are now saying good things
- “Did Microsoft just become cool?”
- “When did Apple become the boring one?”
- Opportunities – Microsoft are more than just a tech company
  • Sales
  • Marketing
  • Finance
  • Business development
  • Business strategy
  • Business programs
ADAM BARKER
- Has been with Microsoft since 2003
- Back ground in consulting, with Accenture, global roles, across Australia, Europe
- Quite easy to move from tech role to sales, business integration etc
- Account technology strategist, go deep with technology within customer, using technology to solve business issues, commercial responsibility
- Changed to sales operation role, more involved with running the business, lead account technology strategy within Australia, “how do we set our matrix? How do we set our budget?"
- Involved with the whole running of the $1b business
- Then moved sideways into a database sales role, went from a process driven role to a very sales target focus, driving outcomes for customers, focused on financial services, small number of customers
- Changed into Marketing and Operations the business strategy
- Now run Azure, Microsoft cloud platform, infrastructure as a service and platform as a service
- Strategic deals across Asia, get a chance to get involved with everything, pricing, channel, partners, need to have deep economic overview of things
- MBA lend itself to overall business knowledge, being able to make a solid argument, “here’s the political aspects, here’s the dollars and cents”
- Microsoft allows you to be family focused, really doesn’t matter where or when he works, so long as the output is good
- Individual career goals are supported, very strong culture of work life balance
- “I’m a bit of a geek, love really hard problems, it’s like living in a really hard MBA business case”
- Microsoft now turning the business around, from Windows to Cloud, turning the business on its head whilst maintaining a profitable business
- Perform while you transform
- Redefining business but all the rules are changing, have to keep maintaining the profitability Lot of ambiguity but a lot of challenges, no longer limited by assumptions

INTERNAL CULTURE CHANGED IN THE LAST FIVE YEARS?
- When he first joined, it was definitely more technical, now more focused to business centric discussions, sales culture has matured a lot, now a polished enterprise sales organisation
- Keeping the right level of innovation, average age in the office has dropped, taking on more university grads
- Change to cloud has changed peoples thinking, only at the start of where they are going

DR SIMON KOS
- “My world changed after MBA”
- Medical family, raised on the motto “do good work, make an impact”
- Due to awful IT systems when he was a Doctor, Simon went to retrain in IT Healthcare, but didn’t have the business acumen
- It’s all about business, moved to Cerna as a Change Management Consultant to look after healthcare business, believed in getting systems in to automate processes to take the risk from human error, doing good work to make an impact
- MBA opened up the world, started his MBA Executive in 2004, which gave the credibility for him to do role with Microsoft
- Salary increase since starting GDM till now, gone up by 500%
- What has been found at Microsoft? Realising dream of doing good work and making impact
- Looking after Microsoft Healthcare Partners - 900 partners in healthcare, help them win business into health, enabling telehealth, quantifying impact of new orders management system, looking at inappropriate ordering, enabling mobility for doctors and nurse
- Wanted a company with the brand recognition, wanted to work with great people, passionate about the products, want to be challenged by the company
- When came across to Microsoft, began learning about machine learning, how the Internet of Things will impact the healthcare industry, can be a thought leader in this area
- MBA skills have made him an effective performer, course was so practical, working on real problems with really world applicability, it is confronting and gets you out into the business world
- Tolerance of ambiguity, ability to change and adapt fluidly, Microsoft is in a time of intense change and great deal of ambiguity,
how do you break it down? How do you model this? Just having done an MBA speaks volumes - “I value my own learning enough to put down my money and my time and had the persistence to stick it out”
- “Feel like I am doing great things and making a difference but wouldn’t have had the business acumen, the vocabulary and the ambition without undertaking the MBA”
- Set your ambitions higher than what you are thinking right now

THE MACH PROGRAM
- Microsoft Academy of College Hires
- MBA leadership program, Global onboarding program, two tracks
- 18-24 months, designed to help to pivot through joining the workforce out MBA, allows you to challenge convention, deep dive around the world, four trainings around the world, networking opportunities with MBA Mach around the world
- Managing your transition, flat organisation, percentage of smart people who want to help is extremely high across Microsoft
- Exposure to senior leaders

HOW TO APPLY
- uni-apac@microsoft.com
- Submit resume, and cover letter addressing where you want to go and what you want to do
- Apply online www.mscareers-ice.com
- Recruiter review, pre-screen calls, offers – pretty simple process
John Batistich, Director of Marketing & Digital
Edwina Trenchard-Smith, Head of Talent

– Scentre Group was created on 30 June 2014 through the merger of Westfield Retail Trust and Westfield Group’s Australian and New Zealand management business.

– Scentre Group was created to own, manage and develop Westfield shopping centres in Australia and New Zealand. A new, separate company – Westfield Corporation – was created to own, manage and develop Westfield Group’s international shopping centre portfolio. Although Scentre Group is a new company it is steeped in the history of the Westfield Group, and its shopping centres continue to feature the distinctive Westfield brand and benefit from the Australian and New Zealand management expertise that previously served the Westfield Group.

– In 1960, Westfield was listed as a public company on the Sydney Stock Exchange (ASX) and began developing shopping centres in Australia before establishing a business in the United States in 1976. It later expanded to New Zealand, the United Kingdom and Europe.

– Each Westfield Shopping Centre, owned and operated by the Scentre Group is retail, social and cultural hub at the heart of the communities we serve. We create the most vibrant and social retail destinations that improve the lives of these communities. Based in Sydney, Scentre Group Australia & New Zealand has a reputation for innovation and experience.

CURRENTLY OFFERING OPPORTUNITIES IN:

• Sales and Leasing
• Marketing and Digital
• Retail Management
• Finance
• IT
• Design and Construction

– We are currently waiting on a copy of the presentation to share and this will be made available on the career management platform as soon as received. For information on current opportunities, please visit: http://www.scentregroup.com/careers/

– Expression of interest details are listed on the AGSM Jobs Board

– For further information on how you can develop your career with Scentre Group, please contact Kristy Maltby, Talent Manager at kmaltby@scentregroup.com.
Prosun Ghosh, Talent Acquisition Lead
Prosun.Ghosh@cognizant.com

- Fortune 500, ICT service provider
- Formerly part of Dun & Bradstreet
- Providing consulting, IT and business process services
- Founded in 1994 as a Dun & Bradstreet company
- US based, global headquarters in New Jersey
- 20.4% year on year growth
- 187,000 employees worldwide
- Presence in more than 40 countries
- $12b annual aggregated revenues
- Cognizant are hiring more than Facebook and returning shareholder investment faster than Apple
- ANZ offices in Melbourne and Sydney, Perth and Brisbane, Auckland
- ANZ business grown over 500% since 2010
- Must have flexibility in geographies of work
- Recent acquisition of Odyssey, digital practice
- Capability to co-creating digital strategy with clients, getting the feel and pulse of what clients need next, leaping from service provider to digital service provider

ROLE OF ACCOUNT MANAGER
- Business development getting your foot inside the door of the client, help them towards transformation strategy First line of defence when looking at the client
- Account manager role gives power to mastering value proposition, freedom to run your own strategy, Cognizant are not famous for being micro managers

APPLICATION PROCESS:
- Please send resume and cover letter to Rachel Guest, AGSM Career Relationship Manager – r.guest@agsm.edu.au
- Deadline: Monday, 28th September 2015 at 12.00pm
- Interview process will be advised when short list completed
- Interviews to take place at their Sydney Margaret Street office
- Meet with staff, AGSM alumni

BROAD PORTFOLIO
- Business consulting – IT consulting, operations consulting
- Business process services - solution design and transition, process execution, process optimisation
- Application development and maintenance - application consulting, applications development
- IT infrastructure services - infrastructure consulting, professional services, managed services
- Enterprise analytics, leadership and human capital
- Portfolio reaches across multiple industries; technology, financial services, manufacturing, logistics, education as a services, consumer goods, retail, travel, communications
Caroline Iyer - Chief of Staff, Strategic Finance
Tim Crossley - GM, Corporate Development
Hannah Walton - GM, Corporate Development
Julia Richards, GM, Mergers & Acquisitions

BRIEF OVERVIEW
- Big, 7th biggest listed telco on ASX
- 12th biggest global technology company
- Full service provider, fixed mobile, internet
- $25b revenue
- Telstra operate in 22 counties and have 30,000 global partners
- Domestic and international innovation
- muru-D – accelerator program, two cohorts admitted each year, working on new start-ups, recently started for the first time in Singapore, also in Auckland and Brisbane
- Facing a huge shift for traditional telco
- Moving into growth businesses, aiming to be one of the biggest health players, software players
- Two years ago acquired smart video operators
- Biggest driver to change is NBN, have given back network to government, looking to be reseller of internet rather than direct seller
- Strategic finance team now number 110 people in Australia, with sub-teams: Telstra Ventures, Corporate Development, Acquisition Integration, M&A

WHAT DOES CORPORATE DEVELOPMENT DO?
- Tim been with Telstra for 36 years
- Looking at organic and inorganic opportunities offshore
- Look to couple of core pillars of growth but focused on domestic and international
- Takes the strategy through the process of identifying and developing opportunities, work with M&A and integration, look after partnerships
- Strategy through to execution
- Tim works across all technology areas, fixed line, mobiles, pay TV, health

HANNAH WALTON
- Focused on Australian market rather than international opportunities, which is a relatively new function, team formed last August
- Strong emphasis on growth, innovation and new business
- Work across the business units to expedite growth path within in Australia, team of 7 focused on domestic opportunities, each team member closely aligned with a dedicated area of growth
- How can Telstra help small business do more in the digital space? Development of technology to help, how do you execute? Who should we partner with? What does it look like? Should it be a joint venture? Should it be strategic alliance?
- Joined from M&A and PE background, very different than first thought, looking at a huge variety of companies, lots of tech companies, software companies
- Hannah came with a skill set based on classic investment banking which is valuable but applied differently
- Regularly coordinate a forum for relevant of senior executives to ensure that they have the visibility of the growth strategies across the business
- This gives exposure to new and exciting potential projects, e.g. working with loyalty team, financial technology, broad level of exposure

JULIA RICHARDS
- With business only ten weeks
- Telstra M&A team is one of the largest corporate M&A teams in Australia
- Working across Corporate Strategy and Development, identifying growth businesses
- Telstra completed 20 M&A transactions last financial year, $2b
- Covered a number of differing parts, acquiring tech business and a number of acquisitions within healthcare
– Don’t really use outside advisors, it would be rare to use an investment bank, Telstra do everything from valuation, contract negotiation, execution, full life cycle
– This is pretty unusual, when they divested CSL, had other side paying advisory fees, didn’t use a bank

WHAT IT IS THAT TELSTRA IS TRYING TO DO?
– First pillar - put customer at the heart of everything we do, absolutely something that everyone in the organisation is expected to take seriously, comped against customer satisfaction
– Second - drive value from the core, being a leader in mobile is still the key priority
– Third - growth business, still quite small in absolute dollar value, is getting more and more attention
– Now looking to play more international, Asian growth strategy
– Tim - recent JV in Indonesia
– Launched commercially last week, three years of work Moving to cloud computing, business grown to $800m Now something that is a core capability, now the ability to export capability Telecom in Indonesia We had technology cabacility, they were at thrat by other foreign They had a spvery strong channel with the customers, high level marriage to be made Saw the need but didn’t unrest and the problem or the technology Spent about a year educating telcom to see how Telstra would fit with the business Had to educate the regulator, were at risk, couldn’t get licenses etc Took two years to or, through processes, develop business, develop proposition, work out sales forecasts, negotiations, All of this got extended out into the ecosystems, other suppliers, au strafe, chambers of commerce, embassies Latience is a virtue, cultural sensitivity, flexibility, agile, maintain the eye on the prize, why are we actually doing this Really innovative arrangement, first major jv in telco sector in this region for quite a number if years Now built the businesses and processes, now using everything out of the cloud, built it stacking business within three months, delivering results, changes cost economics

WHAT IS IT LIKE TO WORK AT TELSTRA?
– Julia, joined Telstra ten weeks ago, busy first few days, spent in induction and workshop to understand complexity of the business, then gets stuck in
– You are given time to get up to speed and shadow people within the business, good way to get to know the business and the people
– Culture is very impressive, very upbeat and engaging
– Lot of stuff going on in technology
– Future ways of working, being dynamic and giving employees flexibility, most people in the team will spend a day working from home a week
– Corporate development have teams in Melbourne and Hong Kong, can talk across the teams very seamlessly, as a technology company you have the ability to do so easily Embraced hot-desking, helpful for someone that is new to meet people
– Supportive environment in regards to flexibility, refreshing to be in an environment to be equal as a four day worker, extends to both male and female, a lot of the team have young children, more about contribution rather than time at your desk but do this in a way that suits you
– Work environment that works for a family
– Culture of collaboration, very open, there is no sense of competition in the office as everyone working towards same goals, the calibre and standard of people very impressive, huge amount to learn for each member in the team
– How does the strategic focus come about?
– The strategy is always evolving, major board meeting every second months then minor meeting every other month
– Updating on various work streams, always multiple projects going on
– Internal strategy team needs strong representation of consulting skill sets, they are trying to broaden that scope, focus on more entrepreneurial and innovation thinking combined with financial rigour
– Natural inclination to hire ex consultants, Telstra finds the best people to do the execution, not necessarily based on industry expertise requirements
MURU-D
– What are the guidelines to join?
– Pretty much open, focus on tech being able to be used to disrupt a business model
– Starting recruitment for next intake next November

MAJOR COMPETITOR IN HEALTH BUSINESS?
– A lot of people in Australia are looking at the health industry as a whole - public health system isn’t great, facing an ageing population and people are spending more money on health
– Four years ago started looking at eHealth, leveraged core capabilities across networks
– Nobody has really cracked this yet and Telstra have invested $200m in Health to date, acquiring an array of small companies, gives the capability to build own business model
– Just launched Redicare, can now call and get a consultation over video phone

RECRUITMENT
– Recruit frequently, all listed on the careers website - https://careers.telstra.com/
– Will often use recruiters for bespoke roles, important to build your network within Telstra
– No formal intake outside of young graduate program
– Strategic finance has grown from 65 to 110 in a year, generally people joining outside of consulting or investment banking
– Opportunity to have multiple careers within the one organisations
Anthony Walsh – Finance Manager, Dairy & Bakery
Jo Hakaraia – Finance Manager, Production
Ami Jay – Finance Manager

Anthony - been with Coles for three years, different roles, been given the opportunity to move around
Started with Coles in Adelaide, Regional Finance Manager, moved across to Melbourne to work on innovation within the stores, moved into Merchandise Finance team in Sydney - dealing with suppliers and how they get stock to the store

Finance supports:
- Service and support stores, number one focus is to make sure the stores are very well supported
- Store supply chain, 20 distribution centres around the country, huge transportation fleet
- Merchandise space, dealing with Australia’s largest suppliers, Lion etc, ensuring they get the best deals, mutually beneficial deals to both Coles and suppliers
- Marketing teams - Coles online, 120 online stores nationally have trucks and the capacity to do home delivery home
- Other brands, Coles Express, Liquor Land and First Choice, Vintage Cellars, Coles Insurance, Coles MasterCard

Liquor business now able to compete much better on price
Fly Buys, Australia’s biggest and best loyalty program, enables insight into customers shopping habits, can tailor offers based on information gathered

Insurance and MasterCard going into financial services business to compete with other major players
The Coles Insights team sits within the Finance function, provides decision support group planning and reporting function

What sort of problems do we look at?
- How do we respond to an emerging discounter, e.g. Aldi? “Aldi gained 10% market share in east coast, how do we combat that?”
- Supply chain – “what’s the optimum delivery schedule? 775 stores nationally, very complex challenge"
- Store development – “how do we maximise return on capital for new stores, how do we make sure these are operating as effectively as possible?”
- Merchandise- “how do we maximise profitability?”
- Marketing – “how do we use fly buys data to personalise offers to customers?,” weekly email based on purchasing history, very targeted
- Corporate affairs – “how do we manage public perception?,” making sure the business decisions are being supported with accurate facts and figures
- Operations – “how do we optimise this?”, making sure team members in the stores are effective

Projects?
- Bakery space working on more ‘scratch format’ bakery capacity across the business, ability to bake bread daily from flour, water, yeast, half the stores to have the scratch format bakery, building a program to roll out capability to bake bread on site - $20m project to build capability to 110 stores across the county, operating methods, future proofing that investment, training programs
- Decision to invest in 50 new stores, five year plan, new supermarkets or expanding old ones, $300m to invest
- Erskine Park, $250m facility, biggest meat processing plant in southern hemisphere, finance team assisted with scope of project, understanding return on investment, processing ‘retail ready meat’ at this plant then shipped to stores rather than having onsite butcher facilities
What does a successful career look like? Developing exceptional commercial acumen and influencing business partners Contributing to strategic value building projects They encourage you to take the opportunities to be a retail generalist, to branch out to work across various parts of the business Senior Directors recently all swapped around the business, end to end thinking in the approach Training?
• 70 happens on the job
• 20 dedicated training
• 10 mentoring experience

Examples:
Sarah Hunter - Professional background, Deloitte, banking, airports and retail before joining Coles, moved through the company with several roles and now General Manager of Coles Stores in Victoria
Adam Story - Professional background, retail finance, banking experience before joining Coles, various roles including General Manager Coles Group Strategy, now General Manager of Fly Buys

Investing in the team is key to business strategy Deliver a better network, focus on freshness, build great careers, simplicity, transform liquor, boldly extend into new channels and services, create trusted value

Constantly looking to bring in new talent to the business, 300 graduate recruits over next three years Have introduced Coles Finance Academy, utilise world class skills from ex consultants within the business, share the skill sets and apply these throughout the organisation Building strategy and consistency with presentation skills Lots of personal development skills – “inspire the magic”

In terms of Wes Farmers.... Also have great career opportunities Brightest and best people at Coles get put forward to Talent Mentoring program, paired up with senior leader across the business, access to one on one development, you are expected to help drive your own development Executive Development Program, building the future leaders of the business, gives you the opportunity to step away from the role for a day a week , 18 week program, working across the business portfolio, e.g. looking at key strategic problems at Target to present back to the board New Executive Orientation Program, opportunity for talented GM’s to develop skills to become a future executive/board member, structured development opportunities Leadership Impact For Executives, helping those who have reached executive level to stay grounded and in touch with workforce, realise their personal impact

What do we look for?
Don’t currently have many MBA graduates but looking to invest more Resilience, keep pushing through barriers Self-confidence, be able to get up to speak to directors, GM Good influencer and negotiator, how well do you get your point across? Ambitious, really take the opportunities presented to you, be career focused Experience with dealing in ambiguity, “lots of grey information, not necessarily complete information, how do you present that back”

What is the recruitment process?
Thorough and efficient Look at psychometric testing, problem solving, maths skills, case studies Two stage interview process, quick turnaround, usually two weeks Case study based on real life issues within the business, example based, what is currently happening in the business? Not about the right answer how you structure your thinking, how would you approach the issue Behavioural questions are pretty standard, “tell me about a time when...? How would you deal with xyz?”

Interested in pursuing an opportunity with Coles Finance?
Contact: Steven Burrows, Coles finance recruitment specialist - Steven.burrows@coles.com.au If you are keen to look at other roles across the business, Steven should be able to connect you to the relevant recruitment specialist. For more details on the roles available, please see: Www.colescareers.com.au
Woolworths Limited

James Goth, Chief Strategy Officer
Will Herron, Strategy Manager
Mailys Pauletto, Manager
Richard George, Manager – AGSM Alumnus 2008
Tharathon Navaphol, Manager
Stephanie Hyner, Head of Inventory Strategy – AGSM Alumnus 2011
Hannan Zahr, Talent Acquisition Partner – hzahr@woolworths.com.au
Rebecca Green, Talent Acquisition Partner – rgreen2@woolworths.com.au

290k employees, 20 million Australians visit Woolworths stores every week
One of the biggest 15 retailers in the world
Top 10 in Australia

Woolworths Strategy team haven’t historically recruited a lot of MBAs, stereotype is true of the retailers rising up the chain from the shop floor
Australian economy is changing, company maturing, now seeing more value placed in MBA and general management skills
Strategy team is conduit for MBAs into the wider company

James Goth - Head is Strategy, for whole Woolworths group, works across the other businesses, whole scope of the group, not just the supermarket

Will Herron - Senior Strategy Manager, started in January, joined with a background in retail, joined Strategy team from in-house,
Major projects – program of work fuel for growth, how do we find a better way to do business?
Identifying efficiencies across the business, target of efficiencies to roll out, specifically working in store operations space

Mailys Pauletto, started a year ago, completed her MBA in Paris then spent three years in strategy consulting firm, currently working on Woolworths home improvement business, Masters

Richard George, prior to MBA, was research scientist in biotech, went into consulting post MBA, joined Corporate Strategy team late last year
Than Navaphol – with Woolworths nearly a year, working across the supermarkets and when he was with Deloitte in consulting arm, moved to internal strategy, better for work life balance, similar work, UNSW alumni, Master of Commerce and Chemical Engineering

Stephanie Hyner – was with PwC for 14 years, graduated with AGSM MBA Executive in 2011, joined Strategy Team for Big W levering her commercial experience, now Head of Inventory Strategy looking after $3b inventory

Woolworths proud 90 year history, founded in 1924, pioneered supermarkets in Australia with the vision “every man, woman and child needs a handy place where good things are cheap”

In 2000 they were operating as five companies across Australia, now merged into the one retailer, had to completely change supply chain to reflect change, now have competitive advantage over market

In 2015 launched Click and Collect, in partnership with eBay, most innovative compared to anywhere in the world
Woolworths hosts a portfolio of many different retailers, joined all retailers to form one Click and Collect network, cuts across a lot of brands, very unique offering

Previously was a slow moving traditional company, now seeing a lot more innovation to meet modern new world environment

80% of profits are with supermarkets
Strong markets share across Australia and NZ, portfolio includes: BWS, Cellarmasters, Dan Murphy’s, Woolworths Liquor, BIG W, ALH
Group, Masters Home Improvements

3000 stores across Australia and New Zealand

Strategy group dealing with retail trends that are hitting all the businesses
Shift to services rather than product focus, investigating financial services, tourism, restaurants, getting into phones, insurance etc, need to keep up with pace of growth in the economy
Facing regulatory scrutiny, currently working with FlyBuy business to tailor loyalty offering
Middle of the market is shrinking, need to be able to play at both ends of the market
Digitisation, eBay partnership, will likely partner with something like Uber, open to blurring of industry lines
Convenience type supermarkets, evolving supply models, the biggest supplier is Woolworths itself, own their own company that generates own wine, beer and spirits, either generates themselves or imports direct from overseas

James been with Group Strategy for 15 months, was with BCG for 17 years prior
Imported consulting model to be replicated internally, the operate in much the same way as a consulting team would work on projects
Minimising use of external consulting firms, find they are offering more value to internal clients against specific project objectives
Team run out of James's office and he reports directly to CEO, working on the strategic priority for the group

Will occasionally use outside consultants, when the need for strong external expertise is important but will work alongside and be part of the team
Internal business prefer to use corporate strategy, cheaper than external, longer term engagement
Business gets to avoid the disruption that can occur with external
Corporate Strategy team are typically ex Consultants, top tier strategy consulting background is not a prerequisite but must have that skill set

Projects
Will - Fuel For Growth, identifying efficiencies across the business
Targeted to find $1b across the business, operations huge part to play in this, management of the stores, in store processes
Initiatives - how do we be more efficient about staffing queues in store? Monitoring traffic flow, staffing correctly based on findings
Being involved in original strategy diagnostic work, opportunity to help implement and execute the strategy
Initiative against stock loss, how do we reduce this $200m being lost of thrown away?
Look at fresh areas of the business, opportunities to partner more closely with suppliers in fruit and vegie and meat across the business

Mailys - Masters business, defining strategic plan to bring business to profitability, reducing shrinkage, what is lost in store, stolen, damaged, wasted
Spent ten months working out diagnostics, spending time in store, lots of interviews, list of recommendations and building the action plan
Managed the implementation of whole strategy, till internal business took over
Exciting to be able to see everything come to life

Than - BIG W strategy review, retail is changing drastically; presence of online, new entrants, need to revisit the strategy – "what do we need to different to stay relevant to Australian market?"

Richard – similar key theme, currently working alongside McKinsey consultant looking at supermarket shrinkage, corporate operating model, "how do we operate as an entire business across the portfolio?", "what control should that central business have?"

Stephanie – BIG W, looked at merchandise analytics, looking at utilising the space, most return in the investment, working alongside Deloitte

How big is the team?
Twenty people, structured like a consulting firm
Career progression, incubator of talent

What do we look for in a successful candidate?
- Problem solving skills, business acumen
- Understanding strategy, organisational behaviour, demonstrable experience
- Logical approach to real life scenarios, ability to structure a problem
• Applied commercial acumen
• Logical reasoning, numerical agility
• Draw conclusions and strong recommendations, confidence in your recommendations, exposure to the senior team
• Client facing skills
• Stakeholder management most important! Business built around relationships and networking, exposure to working across the team
• Strong communication skills
• Diplomatically assertive, driven
• Empathetic
• Team leadership skills
• Demonstrated experience, overcome difficult situations and scenarios
• Ability to make mistakes, take the learning
• Integrity held in high esteem
• Fit within the team is very important, right demeanour and attitude
• Relevant experience, transferable skills. Not necessary to have retail experience, bonus though
• Experience in a top tier consulting firm, investment bank or corporate strategy team
• Client facing experience
• Experience in change or project management

Recruitment process
Always looking for top talent, regardless of current opportunities available within the team
Typical behavioural interview, culture, experience, skills
Business case - how do you solve complex problems, not necessarily the right answer but how you get to that answer, they expect you to ask questions, commercial acumen, business sector knowledge, creative thinking, how you got to where you got to?
“Out of the box thinkers, are you bringing something new to the table”

“Interview process is a two way street, you are there to assess us as well we love questions, open and honest process, what’s good, what’s challenging”

Strategy internship, 3-6 month contract, open to full time or part time hours, immediate start
Recruitment process can take 4-8 weeks, open to commencement date depending on the right candidate
Internship will go through same interview process as full time strategy role
All roles are based in Bella Vista
Open to sponsoring 457 visas for suitable candidates, at their cost
www.wowcareers.com.au

Culture at Woolworths, above most other Australian corporates, strong set of values that underlies every part of the business
• We love our customers
• We move first and fast and bold
• We always do the right things
• We never stop learning
• Every cent counts
• We are deeply competitive

Respect for the person, strong debate but not a shouting culture,
Still a silo based culture in many parts of the business

Learning and development?
Internal training and will support external, mostly on the job, sitting down with your manager – “where do you want to develop? What do you want to work? What projects are you interested in? Very individualised, internal learnings”
Recently relaunched all online learnings, leadership, communications, whole suite of options
You need to own it, up to you to drive your career profession
Strategy team will do about 6 trainings a year, typical consultant based training

Three roles available on AGSM Careers Jobs Board:
Strategy Manager
Strategy Associate
- Nick O’Donnell, Director of Public Policy
- John Childs-Eddy, Enterprise Relationship Manager, AGSM Alumnus 2014
- Marcus White, Manager, Talent Acquisition ANZ
- Tash Collopy, Talent Advisor
- Ciara McDonnell, Talent Acquisition
- Millie Scurr, Talent Sourcer
- Claudia Park, Talent Acquisition Partner
- (If connecting with any of the above over LinkedIn, please ensure you introduce yourself and reference the AGSM event).

Vision: to create economic opportunity for every member of the global workplace
- 3.3b people
- Make the world professionals more productive

- 850m people across the UK, India, Brazil, China and US who are unemployed
- 5m+ jobs sit open without the people to fill them

- 6.2% unemployment rate in Australia, this percentage sky rockets for youth in Australia
- This is a significant issue global, 75m youth unemployed globally, 300m who aren’t in education
- In South Africa, Spain and Greece, youth unemployment as high as 50%
- Lots LinkedIn can do to help train for the jobs of tomorrow

- “We created a platform”
- Allows professionals to connect, stay informed, get retrained, get hired, build your career
- McKinsey study showed that 2.7 trillion will be added to global GDP by online platforms in next 10 years
- 700m full time jobs, in that time 530m people will find work as a result

- The economic graph
- Building a map of the global economy, digital profile for every member of the workforce, digital profile for every company, every single job

- Analysing how we interact and connect, observing trends and behaviours, what if we could look at the economy and address issues this way
- Based on data analytics, send workers where they need to be, influence education institutions

- How are they bringing this to life?
- Started with public policy and data scientists in the US
- Forging partnerships within in NFP, corporates, government
- How can we use the platform and insight to inform policy decisions?
- Narrow skill and opportunity gap, enable informed policy decisions

- The information that lies in your public profile gives amazing snapshot of who you are and what you are doing professionally
- How do you interact? What are the outcomes? Starting to build scale, 2 new LinkedIn members join every second! 7 million members in Australia

- Accessible in 24 languages, operating in 24 cities, 9,000 employees, started with only 500 in 2010 – huge growth

- What can we do for educators?
- Compare university entry rates, can look at how long it took for a new graduate to get a job post-graduation
- Downward trend in students entering particular program/school, what insights does that provide? E.g. “Web development on the rise, what does this say about what I want to do, where are people getting the jobs?”
- What’s the dynamic the industry going to be Governments can make be term policy decisions re: curriculum, government and university team up to fill education/skill gaps

- Extremely early days, possibilities are endless, focused on scale - We can’t add you if we don’t know you
- Guiding policy makers to make smarter
workforce investments

Analysis in Singapore:
LinkedIn data scientists reverse engineered C Suite executives to build an aspiring executive play book, what have the successful done, have they studied overseas? What have they done in their career? Who do they know? How fast was their leadership progression? How can I get there?

Economicgraph.linkedin.com

To discuss how you may be suitable for the next chapter of LinkedIn’s success, please contact:

Natasha Collopy – ncollopy@linkedin.com
‐ Nick Fernando, General Manager Retail Pricing & Distribution Analytics - Retail Bank
‐ Tara Le Friedman, Executive Manager, Strategy and Transformation, Market Operations - Enterprise Services
‐ Rod Minetti, Director Project Finance Infrastructure - Institutional Banking & Markets
‐ Steve Braithwaite, General Manager Digital Operations Strategy - Enterprise Services
‐ Ray Ters, Head of Relationship Pricing Solutions - Retail Bank
‐ Sharon Collins, Head of Executive and Campus Talent Acquisition - Human Resources

‐ Rod Minetti
‐ With CBA for 10 years, originally from France, background in engineering
‐ Professional experience in operation management in utility sector, common theme amongst MBA cohort in undertaking the program to seek career change
‐ Moving from MBA into professional position, needed to find a bridge – if considering moving to banking it is important to find a bridge from previous professional experience
‐ Rod's background lent towards project finance, could combine technical and operational skills with financial modelling, corporate finance skills learned during MBA
‐ Joined bank within project finance, equity investment in CBA, now working on debt side in infrastructure and utility, lending debt capital to projects, specialising in utilities
‐ Coming from industry to banking, can be a very different world
‐ Initially culture was a bit difficult, a bit selfish, “we can do better, get the big bonus”
‐ Found it hard to move into new industry and learn
‐ The CBA culture has changed a lot over the last ten years, now focused on innovation, collaboration, with a completely different mindset
‐ “This is how we are different from other Australian retail banks”

‐ Led from the top down, CEO, Head of Institutional Bank, new culture coming from the top
‐ CBA is a very pleasant place to work, lots of team work
‐ If you can show you are innovative, can manage complex transactions, likely to get more credit than making the bank lots of money

‐ Nick Fernando
‐ 15,000 people in retail. Distribution channels, and product
‐ Started life as an engineer, AGSM FT2003 cohort, 180 students - interesting dynamic, trying to get work off the back of that was challenging, intrinsically competitive, only the best got jobs
‐ MBA was a secondary bridge, joined Bain from engineering, joined MBA from Bain to leverage to a P&L role in large organisation
‐ Joined bank in Group Strategy function
‐ Largely changed the organisation from profit drivers to customer centric, laid the ground work that built the foundation of where the bank is today
‐ As a result, far more collaborative, more focused on the end customer
‐ Moved from Group Strategy to Retail Bank, head of home lending at the time of GFC – “interesting time to be in banking”
‐ As a result of the GFC, CBA ended up acquiring a few businesses during this time, BankWest, got to look at a few business models, see how things work

‐ Steve Braithwaite
‐ Part of AGSM class 1998, background in engineering
‐ Used AGSM to change direction, moved into strategy consulting, joined Booz post MBA then moved to Accenture strategy
‐ Started doing a lot of work with financials services during consulting career
‐ Joined bank 13 years ago, quite a range of different roles, now on operations area, working on an initiative to streamline process of buying property, settlement process
very archaic, involved lawyers and banks... Looking to streamline this, digitise, industry hub, like an ASX of property investment
- Hundreds of different careers across CBA, was working in internal consulting team, then moved to retail bank, recently transitioned too operations team to work on digitising lending process
- Huge diversity of different roles and opportunities to pursue
- “Creating that transition, the bridge, what is your background, what is a story you can link to, how do you leverage your background, get in, guest started, always opportunities to move around in a large organisation”
- Tara Le Friedman
- Within Group Operations, market operations, 400 operations professionals supporting client
- Primary function to trade confirmations, settlements, reconciliation, account origination and maintenance, foreign exchange, derivatives, margin lending
- Common theme... Tara also an engineer With CBA for two 5 years
- AGSM MBA Executive. graduated in 2011, one of those rare people who take 7 years it take MBA executive
- Main reason to pursue MBA? Was rapidly promoted from chemical process engineer role, to production super intendant, operations management, found herself leading a team of 75, mostly male, 50 years of age, managing a budget of $30m, went from being a team member to dealing with key operational things, affecting how Sydney runs
- Wanted to gain leadership skills, improve emotional intelligence skills
- Moved to project management, to strategic supply chain, took learning through the process and applied to work life
- Was with Caltex for ten years then decided to change to increase breadth of knowledge, moved to consulting, female in very male dominated environment
- Joined Advisian - lots of travel but fantastic experience
- Did two years in consulting then got the chance to join CBA
- What does a process engineer have to do with a Bank? Hired as she is a thought and change leader, the MBA provided foundation skills to lead teams, be inquisitive, to challenge status quo, drive business in a different way, sustain value and drive value, these skills are transferable
- Now in second role with CBA and just about to move into third role
- Very possible to transition to new role and be successful, irrespective of previous industry sector
- Sharon Collins
- Executive recruit team for the groups, looking after all the roles at top 400 of the group
- How do we recruit? What do we look for?
- 150 recruiters across the group, aligned to different business lines, Institutional, Retail, Wealth, Group Services, plus a number of various functional roles
- Internal mobility very high, once you get into the bank, senior level 70% hired from within
- What do we look for?
- This has changed significantly in the last three years, now looking for people who can think creatively, very innovative, skill with analytics, digital understanding - senior roles globally looking for that style of experience
- In terms of levels, number of easier entry points, CBA is quite hierarchical, Executive General Manager, General Manager, Executive Manager, Manager - easy entry points
- EM/Manager level gets advertised, the more senior roles are generally recruited through head hunting
- Leadership is changing, senior leaders generally joining from consulting background, highly valued, understanding of strategy and how it applies to business
- CBA receive 250k applications per year
- How many external people are entering the bank?
- 50/50 at the lower management level roles, EM/GM
- Important that you are making it clear what you are offering for that particular role, keep in mind, you are one of many, you need to stand out and make the decision easy for the recruiter
- Right person + right opportunity + right time
- Networking is critical, finding the good opportunity at the right time and meeting the right people, there is no silver bullet answer about how to create these connections
- Steve recently recruited an EM into team, very disciplined in advertising roles externally, particular role for strategy in digital operations
area, are looking for strategy consulting skills, looking at 100 candidates, diligent process
– Important to be able to articulate your story, align your value proposition to the role
– If you want to move into a role with CBA and you don’t have the requisite skill sets to satisfy minimum requirements, ensure you translate your skillset to fit the specific role
– If the role asks for demonstrated team leadership, make sure you have that experience
– It doesn’t necessarily need to be industry specific, but make sure you have the skill set before even applying

- Fady Daher, Vice President, Acquisition, Global Corporate Payments
- Douglas Niggley, Business Development Executive
- Kristy Cranfield, Director Channel Strategy & Performance, Global Merchant Services, AGSM Alumnus 2009
- Yvonne Szeto, Head of Strategic Alliances, Global Merchant Services, AGSM Alumnus 2013
- Vaibhav Punwatkar, Senior Manager, Strategic Partnerships, APAC, Global Corporate Payments, current AGSM MBA Executive student
- Craig Grenfell, Client Recruitment Specialist
- Sayurie Sewlall, Recruitment Coordinator

#journeyneverstops

- Fady Daher - Over 20 years with Amex working across multiple business units including; Payment Consulting, Foreign Exchange, Global Merchant Services, Consumer Services, Corporate Travel, Global Corporate Payments
- Currently acts as Executive Sponsor for Women’s Interest Network and Amex Healthy Living Program
- You just don’t know where the journey will take you, he never assumed he would have been with Amex for 20 years
- Started career selling to small business customers during University, turned into full time role
- Initially an individual contributor working with banking partners
- Each different area is truly like a new business, culture, type of customer, process can be completely different
- “One company is not one career”
- AMEX is a multinational corporate with varying functional areas
- Transitioned to a people leader role, didn’t feel he had the requisite leadership skills but was given the opportunity to prove the capability
- Became very adaptable - now learned how to become a people leader, “it’s no longer about yourself, it’s about everyone else”
- Develop through experience, interacting with others to make sure you are an effective leader
- Senior leadership team members are generally long time employees, the Managing Director started his career with AMEX selling on the phones during university
- You tend to broaden thinking as you transition through to leadership roles
- Like a machine, so many moving parts, across all the levers, “what happens when you move this one?”
- Opportunity to grow your career here and overseas, the opportunities are there, anywhere around the world
- “Think about how you differentiate yourself, what value do you bring?”
- “The MBA doesn’t give you anything advantageous, it’s about how you apply that learnings”
- Important to be self-aware
- Vaibhav - working with Amex for 5 years, already moved three different functional roles, currently studying the AGSM MBA Exec program
- Doug - why Amex?
- Idea to transition, was with Siemens for 7 years in sales and marketing
- Was a personal card holder, respected the AMEX brand
- “Cool aspects with black card, what do I want to do next?”
- Global company, chance to move around and a company he felt passionate about
- How? Networked with alumni, who is now his manager, talked about what he was learning during his MBA, what sort of projects they were doing at Amex, couple of rounds of interviews
- Three main takeaways from FT MBA;
  1. Financial acumen, had sales skills but
now can have the dialogue

2. Strategic approach
3. Networking, managing personal brand, developing your career

- Yvonne - long and successful career, with AMEX for 14 years across diverse range of roles and business units
- Started as an Auditor at KPMG, was attracted to brand name, internal audit role was available at AMEX, gave exposure to many parts of the business, from an operational perspective, gained good understanding of core parts of the business
- Great way to travel around the world with AMEX
- Looked elsewhere within the company, “AMEX is so diverse, different business units with clients and needs”
- Was able to leverage financial acumen to move towards clients facing role
- Went into client management, you build up transferable skills, including, sales negotiation, sit side by side with the sales people, pick up skills along the way
- Now Head of Strategic Alliances, working with big four banks, was tapped for the role
- AMEX take your career development very seriously, forums every 6 months, regularly identify the high performers, do they want to move around the company? What do they want from their career?
- How did the MBA help manage the transition? Great network of people who are supportive, leap of faith to move into people management, small team but was a bit anxious, leveraged cohort network, “how did they handle certain situations?”
- SMY really valuable, really brought home the strategies and frameworks, applying the theory into real world problems

- Kirsty
- Amex has set of core competencies they recruit for and you are benchmarked against these
- Relationship building, network focus, leadership, customer focus, will to win
- MBA taught - business acumen, the root cause analysis, helicopter view
- “Business acumen, how does the business make money, if I owned this business, what would I do? MBA critical in understanding, revenue experience, how is the business operating”

- People want to do a good job, if they aren’t, what are the root causes of potential behaviour? The MBA helps to think through that, gives an understand what’s happening behind the scenes
- Communication, network, problem solving skills
- Kirsty, what is your role?
- Most Australian roles are sales focused, client facing
- Strategic performance of the acquisition team, very customer focused but heavily leadership role
- Started in project management and product development then wanted to get some people leadership experience so moved to operations
- Sales is based on relationship skills, influencing skills, stakeholder management
- 3000 people in Australia
- Largest acquirer, largest issuer, we do everything ourselves
- Individual contributor to people leader, basically moved to running your own business
- B2B VS B2C
- Travel and entertainment is their bread and butter, invested in resources to say how can we expand T&E spend, ensure more protected from global down turns
- B2B growing part of the business
- The majority of fortune 500 companies are using the AMEX corporate card system
- Direct relationship with the merchant, can gather insights from the data
- Continues to hold strong on share price, has the capabilities that the others are trying to create, lot of disruption out there
- PayPal is disrupting the Amex, disrupting the data
- Amex used to be a travel cheque company, only one vote on the board in the shift to card
- Expanding growth
- Internal economists looking at where the market is going and will align as we shift and change the strategy
- Start to play in the emerging sectors
- Diversification in client facing roles
- Gender equality - 58% female
- Great place to work, 85% would recommend as a place to work to friends and family
- 50% are roles placed internally